



DATA-DRIVEN MARKETING

Part 4: Empower Your Staff to be Data-Driven

7 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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Empower Your Staff to be Data-Driven



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BEYOND THE DATA



PETER
HAMILTON

CEO,
TUNE

A digital marketer by background, Peter Hamilton is CEO of TUNE, the enterprise platform for mobile marketing. Peter joined twin brothers and co-founders Lucas and Lee Brown in 2009 to unveil HasOffers, the first Software as a Service for performance marketers. As CEO, Peter took TUNE's first mobile products to market in 2012, raised \$36.4 million through two rounds of funding, and recently launched the TUNE® Marketing Console, a game-changing product for marketers looking to achieve unparalleled results from mobile.



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DATA-DRIVEN MARKETING

When it comes to building a data-driven organization, there are three elements I view as paramount.

Data-driven people. You are looking for the elusive unicorn—someone who loves to deep dive into data that explains things, but who also sees data's limits. It's no easy find, but teams can be built that balance those qualities.

At our annual mobile marketing conference this summer, Malcolm Gladwell delivered his keynote on everything data *can't* tell us. Like context. Data can tell us what happens, and maybe even how it happens, but it can't tell us why it happens. And that's where your team comes in.

Your marketing organization needs leaders that combine the analytical and intuitive mindsets: they understand how to use data to build and scale predictable results, but know that understanding the larger context has the greatest reward. A data-informed (but not data-bound) leader completes the data story with information from customers and the community, and develops the perspective to make better, bigger decisions.

Data collection. You need a strategy for collecting data that lets you learn how to best engage your customers. For TUNE's clients, that means identifying ways to gather all the key user information, from the app installation experience to registration to purchase—every meaningful engagement.

“ You must distill, find, and recognize how your marketing strategies are contributing to your goals. ”

KEY LESSONS

- 1 YOUR MARKETING ORGANIZATION NEEDS TO THINK ABOUT WHICH DATA CAN HELP DRIVE ACTIONABLE DECISIONS.
- 2 BY MEASURING ALL ACTIONS PRIOR TO CONVERSION, YOU CAN UNDERSTAND OVERLAPPING CHANNELS THAT TOUCH THE SAME AUDIENCE, AND FIGURE OUT WHICH TEND TO DRIVE MORE AWARENESS VERSUS DIRECT SALES.

BEYOND THE DATA

Data is a commodity. And today, a marketer isn't in the position to launch a campaign without knowing what results are generated. We have access to an incredible amount of information, from 30,000-foot views of how customers are interacting with campaigns down to insights on a single transaction. Your marketing organization needs to think about which data can help drive actionable decisions, and have systems in place to collect it in a privacy-conscious way.

The tricky thing about data collection is bringing it together in one place. If you have data from multiple sources in multiple places, your marketing team won't be able to make equal comparisons on what action drove a specific result.

Data analysis. This is the hard part. You must distill, find, and recognize how your marketing strategies are contributing to your goals, be it brand awareness and direct conversion or acquisition and retention.

This would be easy if you had only one marketing strategy, one channel, and one goal. But TUNE works with clients whose hugely robust omni-channel strategies require more than a deterministic attribution model (pure cause and effect).

For instance, you might know that a consumer saw your ad; clicked another, related ad; and viewed your Twitter post, all before downloading your mobile app. You have data to show that. But what if you were running a TV campaign at the same time? How could you assign fractional credit to the TV ad's potential impact in combination with your online exposures? Without probabilistically based algorithmic models to interpret the data, you couldn't.

Many marketers now use multi-touch attribution to better understand their customers' relationship to various channels. By measuring these "assists"—all actions prior to conversion—you can understand overlapping channels that touch the same audience, and figure out which channels tend to drive more awareness versus which are better at driving direct sales. Depending on your goals, both are vital. And by analyzing the patterns in each, you can decide what's working, what's not working, and how to scale your campaigns.



Many marketers now use multi-touch attribution to better understand their customers' relationship to various channels.



THERE'S MORE TO DATA-DRIVEN MARKETING THAN TECHNOLOGY



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David Tradewell is a media and marketing professional with almost 20 years of experience in digital platforms. He joined Econsultancy in 2011 following senior roles at News International, AltaVista, and iCrossing. In his role as senior vice president, Americas, David helps businesses build digital capabilities and implement transformation programs. He has worked with dozens of Fortune 500 businesses, including Google, eBay, Toyota, Verizon, Coca-Cola, and Bank of America. He lives in Brooklyn; plays guitar and drums; and loves SCUBA diving, rugby, cricket, and American football.



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Advertisers are always looking for more data about the effectiveness of their campaigns. Digital has accelerated that search and provides new, valuable sources of data and customer insight that organizations can act on in real time. Most of the companies that we work with are going through some level of digital transformation. Very few of them have a completely optimized, integrated marketing and analytics approach.

Many large companies still have a long way to go when it comes to accurate attribution. Lots of them are still relying on a last-click model. Earlier in my career, when I worked in search engine marketing and SEO, we were very fortunate to benefit from this. Clients spent a lot of money on the basis that the last click before the purchase was invariably driven from search. Clearly any modern marketing professional today knows that the real picture is more complex than that.

Rather worryingly, a lot of businesses don't take into account the real user journey. Many of the big technology and analytics suites come with the promise of delivering the Holy Grail of data-driven marketing—the single view of the customer—some with varying levels of success. Invariably the technology is very good, but the weak link is always human.

“ Many large companies still have a long way to go when it comes to accurate attribution. ”



KEY LESSONS

- 1 MANY ORGANIZATIONS HAVE YET TO ADOPT AN ADVANCED MARKETING AND ANALYTICS APPROACH THAT YIELDS A TRUE, SINGLE VIEW OF THE CUSTOMER.
- 2 KEEPING YOUR DATA ANALYSTS SEPARATE FROM THE MARKETING DEPARTMENT CAN HELP TO ENSURE DATA ARE NOT MANIPULATED SPECIFICALLY TO HIT TARGET METRICS.

THERE'S MORE TO DATA-DRIVEN MARKETING THAN TECHNOLOGY

Are people using the technology correctly? Are they properly trained to do so? Do they have the skills needed to make the right decisions? Often this is not the case.

When I met Sir Martin Sorrell at Advertising Week, he talked about how the future belongs as much to the math men as it does to mad men. (When he's referring to *math men*, he's talking about all the data scientists and the need to analyze data in real time). I thought that was an interesting viewpoint, and it does give credence to the growing interest in the concept of "data-driven" marketing. This theme has now become so ubiquitous that it's hard to attend a conference or seminar that doesn't talk about it, but what I find most interesting is when data is actually used to drive the creative process.

For example, a French brewing company had long known that people prefer to drink cold beer in warm weather. (*Quelle surprise!*) They also found that in northern France, people considered it warm when the temperature was above 20°C (68°F). In the South, it was 25°C (77°F). Using those insights, the company created an algorithm that targeted and delivered advertisements only to Internet users based on the right location, at the right temperature, and at the right time of day for a cold beer. It's a good example of how data and technology are changing the way in which advertising is delivered.

My general advice, however, is that it's not just about the technology. As human beings we are hardwired to seek out shiny new tools that can perform tasks for us, yet an equally important and often-overlooked part of creating a data-driven organization is the processes that are in place within a business and the people who operate them.

To get started, you need to create a culture in which you can test and learn. You need to align the organization for using data specialists, and set them up so there's no punishment for telling the truth. It doesn't matter how good a technology is, if the people aren't trained to use it effectively and aren't given the processes or the structures to enable them to act on the information they're getting, then the results are going to be suboptimal.



Ideally, you need to have an independent function for data analytics that's separate from the marketing organization.



THERE'S MORE TO DATA-DRIVEN MARKETING THAN TECHNOLOGY

The whole point of being a data-driven marketing organization is not just to analyze your data but also to be able to act upon it. Ideally, you need to have an independent function for data analytics that's separate from the marketing organization. If you don't, there's a tendency for the data to be misreported. Systems will be stretched and bent in terms of the level of truth they report, especially if your departmental budget or your personal compensation is tied into a measurement. If you don't want to report that a channel isn't effective, because your budget is going to be cut, then there is a temptation to manipulate the data. It's human nature to cheat the system when there are direct consequences to you of reporting bad news. That's one reason why so many organizations are not really as data-driven in their marketing as they think they are.

This is a similar concept to the principle of Goodhart's law: *if you take a measurement and turn it into a target, then it ceases to become an effective measurement.* Albeit a lesson from macroeconomics, it has some interesting parallels with the world of marketing. When companies keep data analytics functions separate from the marketing group, they tend to get more accurate information about the real business picture and what's actually happening.



The whole point of being a data-driven marketing organization is not just to analyze your data but also to be able to act upon it.



SUCCESSFUL DATA-DRIVEN MARKETING REQUIRES SUCCESSFUL CHANGE MANAGEMENT



ANTO CHITTILAPPILLY
Co-founder, President,
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Anto Chittilappilly is the co-founder, president, and chief technology officer of Visual IQ. He is a recognized expert in marketing mix modeling, marketing attribution management, and cross-channel marketing analytics. Prior to co-founding Visual IQ, Anto served in various technical and business roles at Sun Microsystems, representing Sun at several Java standards consortiums to develop industry standards for data analytics. Prior to Sun, Anto spent time at Oracle as well as IRI, where he was instrumental in building the world's first multi-dimensional database tools.

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Today, marketers are using an ever-increasing number of online, offline, and mobile channels to reach an ever-fragmented audience. These channels are creating an order of magnitude more siloed and disparate marketing performance data to collect, analyze, understand, and act upon. When running large, multi-channel campaigns, determining effectiveness and return on investment (ROI) can get complicated.

To prove marketing's value, companies need a data-driven, comprehensive, and actionable approach for measuring, predicting, and improving marketing's impact on revenue.

Advanced attribution helps provide the answer, leveraging sophisticated science to quantify how every online and offline channel and tactic contributes to overall marketing objectives, so marketers can make smarter decisions that maximize ROI. As with any transformative technology, however, there are often sizeable cultural, procedural, and technical chasms to be crossed prior to adoption. Here are a few change management tips that have worked for many organizations:

- **Empower an evangelist.** Appoint someone within your organization to be the main point of contact with your attribution provider.

“As with any transformative technology, there are often sizeable cultural, procedural, and technical chasms to be crossed prior to adoption.”

KEY LESSONS

- 1 TRULY SUCCESSFULLY MARKETING ATTRIBUTION ADOPTION AND OPERATIONALIZATION REQUIRES AN EQUALY SUCCESSFUL CHANGE MANAGEMENT PROGRAM.
- 2 EXTRACTING INCREMENTAL VALUE FROM AN ATTRIBUTION SOLUTION WILL GREATLY HELP ENCOURAGE ADOPTION AND LEAD TO BETTER LONG-TERM RESULTS.

SUCCESSFUL DATA-DRIVEN MARKETING REQUIRES SUCCESSFUL CHANGE MANAGEMENT

Operationalization needs to come from within your organization. You can't rely on a third-party partner to tell you how your business should operate. The evangelist should understand your internal marketing organization's structure as well as each team's current objectives, key performance indicators (KPIs), planning schedules, and incentives. He should then identify the appropriate currency of measurement and optimization that will be used across teams. The evangelist should work with executives and team leads to adopt organizational change and ensure that the appropriate levels of training and platform access are provided.

- **Restructure incentives.** It's common for marketing teams to operate in silos, but this isolated approach leads to different KPIs and incentives for each team, which in turn leads to fragmented, ineffective, and local optimization. Rather than building an incentive program that encourages optimization only within channels, think about how to restructure incentives in a way that encourages optimization across channels. For example, it shouldn't be viewed as a negative if a portion of one team's budget needs to be reallocated to a different team to optimize most effectively across all channels.
- **Appoint platform experts.** Identify the right individuals within your organization to become the experts in the new technology. This should become part of their job responsibility so they have time to refine their expertise. It's not realistic to expect everyone within your organization to learn every detail of the new platform. Instead, the experts should be able to answer questions about how to use and interpret the data and share that knowledge more widely. They should also be aware of new features within the platform and determine how to leverage them within the organization.

Change doesn't happen overnight, but operationalizing a new marketing technology doesn't have to be so difficult if you remove friction from the process. Appointing an evangelist, restructuring incentives, and assigning platform experts will set you on a path to faster adoption and ultimately better business results.

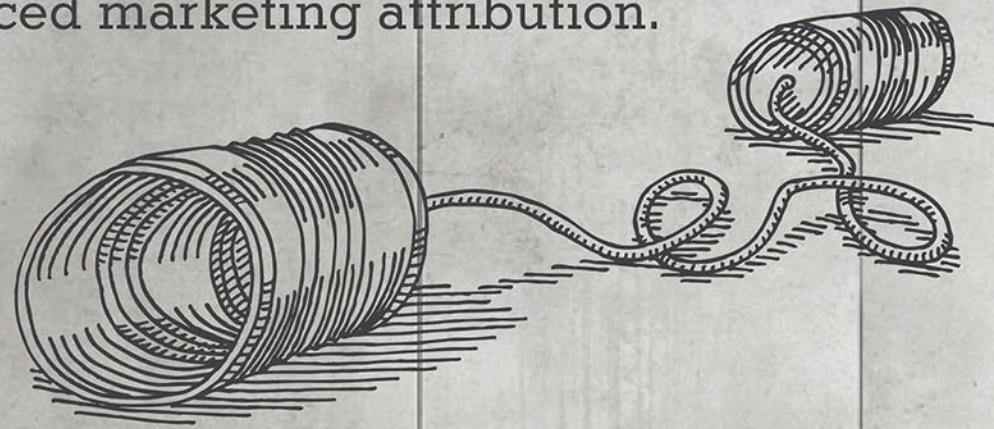


Appointing an evangelist, restructuring incentives, and assigning platform experts will set you on a path to faster adoption.



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DATA-DRIVEN MARKETING EMPOWERS CREATIVE MARKETING



MICHAEL SCHNEIDER

Head of Web Analytics & Trading,
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Michael Schneider is head of web analytics and trading at CTS Eventim AG & Co. KGaA, the market leader for the entertainment ticketing industry in Europe. Using an integrated, data-driven approach, he oversees the performance and efficiency of the company and its online marketing channels to optimize the user experience. Prior to that, Michael was with arvato Bertelsmann as head of Data Intelligence in charge of online marketing business intelligence, analytics, and optimization.



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The ultimate goal of marketing is to deliver the right message to the right person in the right place at the right time.

Marketing organizations have been pursuing this goal for at least a century, but achieving it is no simple matter. As Henry Ford once said, he knew half of every dollar he spent on advertising was wasted. He just didn't know which half.

Marketing is not like other business operations. For instance, financial management is all about numbers. Everything that happens in finance can be quantified, so business managers clearly see what is happening. Traditional marketing is not like that. There are creative elements, and decisions are all too often based on a "gut feel" to incorporate the human factor. The challenge for a marketing organization is to find a way to become more measurable, so they can make more informed decisions. This is the goal of data-driven marketing, which uses tools to measure performance. How does a marketing organization become more data driven?

- Collect as much data as possible.** Collecting and consolidating data is the first step, but doing so is a challenge, because the more systems you have for tracking data, the more answers you get.

“Collecting and analyzing large amounts of data in a meaningful way requires some kind of truth strategy.”

KEY LESSONS

1 MARKETING IS NOT LIKE OTHER BUSINESS OPERATIONS. THERE ARE CREATIVE ELEMENTS, AND DECISIONS ARE ALL TOO OFTEN BASED ON A "GUT FEEL" TO INCORPORATE THE HUMAN FACTOR.

2 THE DATA-DRIVEN MARKETING ORGANIZATION IS SUCCESSFUL WHEN IT IS TRULY ABLE TO DELIVER THE RIGHT MESSAGE TO THE RIGHT PERSON IN THE RIGHT PLACE AT THE RIGHT TIME.

DATA-DRIVEN MARKETING EMPOWERS CREATIVE MARKETING

Two systems may tell two different stories. Collecting and analyzing large amounts of data in a meaningful way requires some kind of truth strategy, part of which involves putting all your data in one place, such as a data warehouse, so that it becomes a master data set equally accessible to all analytical tools.

- **Adopt tools that enable the marketing department to use data without relying on the IT department.** The IT and marketing departments depend on each other, but they do not always serve each other's needs. IT is very process oriented. When the IT department changes a website, it tests everything to make sure that nothing is broken. It ensures security and stability. While important to the business, it's also time consuming. In today's environment, marketing needs to be highly responsive. If data say a touchpoint is underperforming and must be fixed or if the company needs to launch a new campaign next week, marketing must have the tools, such as a tag management system, to be flexible and respond quickly.
- **Become more relevant to your customers across their whole journey.** Increasingly, web analytics services that analyze and optimize the journey on your website are becoming commodity items, whereas marketing touchpoint analytics and optimization is rather new for most organizations. Analytics tools can help you understand the whole customer journey, while reducing the complexity of data sets at the same time. Scientific analytics and optimization strategies can massively improve decision-making processes, reduce risks, and reveal hidden insights of value. Analyzing the entire customer journey at a granular level requires scientific attribution models that properly weigh each customer touchpoint. Doing this work well is not easy, especially for companies that have a complex mix of online and offline touchpoints.



You need people on your team with different skills than before: deep technical knowledge and an analytical mindset are the most important, as a fool with a tool is still a fool.



DATA-DRIVEN MARKETING EMPOWERS CREATIVE MARKETING

- **Invest in great data analysts with deep technical knowledge.** The main purpose of advanced analytics tools and algorithms isn't to replace humans, but to support their decision making. As marketing becomes more data-driven, more elements become automated. Segmenting populations of your customers for effective and targeted marketing requires technology that makes large amounts of data handy while reducing complexity. It takes a good data analyst to cope with this complexity and use these tools effectively so that you can leverage the data you collect. This also means you need people on your team with different skills than before: deep technical knowledge and an analytical mindset are the most important, as a fool with a tool is still a fool.

Collecting, understanding, and acting on data – and then using data to prove the results of those actions – constitute the role of a data-driven marketing organization. The promise, however, is a new working relationship between data-driven and creative marketing that makes both stronger. Marketing consists of both: creativity and data! Without great ideas, you still won't win the game! By tying both elements together, the data-driven marketing organization will truly be able to deliver the right message to the right person in the right place at the right time.



*Collecting,
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of those actions
– constitute the
role of a data-
driven marketing
organization.*



THE RELATIONSHIP BETWEEN BUSINESSES AND THEIR DATA IS CHANGING



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Kyle Lacy is head of marketing strategy for OpenView, a venture capital firm based in Boston. His team is tasked with creating and distributing content that helps drive digital marketing and sales success in companies all over the world. Before joining OpenView, Kyle led the global content marketing team at ExactTarget and the Salesforce Marketing Cloud, managing content in five countries and more than \$15 million in the pipeline per quarter. He is also the author of three books, *Twitter Marketing for Dummies*, *Social CRM for Dummies*, and *Branding Yourself*.



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Although the ultimate goal of a marketing strategy hasn't changed, the ability to collect, analyze, and act on data quickly is changing everything. Regardless of your role in a marketing strategy, the only thing that really matters is your customers' experience with your brand. The important thing is not what you do for the brand, but whether the customer is having a good brand experience.

Data-driven marketing gives you information you can use to proactively optimize the customer experience. A brand marketer may not feel that data is his or her job, but if you are a brand marketer focused on the customer experience and you don't understand exactly why customers are interacting with your brand—something data will tell you—then you're likely to lose your job to a rocket scientist from the Massachusetts Institute of Technology. That person may not know much about brand marketing, but he or she can figure from the data what's influencing customer behavior.

KEY LESSONS

- 1 DATA-DRIVEN MARKETING GIVES YOU INFORMATION YOU CAN USE TO PROACTIVELY OPTIMIZE THE CUSTOMER EXPERIENCE.
- 2 THE BEST APPROACH IS JUST TO START DOING IT. IT MAY NOT BE PERFECT, BUT OVER TIME, YOU CAN MOVE TO A MORE SOPHISTICATED ATTRIBUTION MODEL THAT DRIVES BETTER RETURNS FOR YOUR BUSINESS.

“ The relationship between business managers and their data is one that's becoming less reactive and more proactive. ”



THE RELATIONSHIP BETWEEN BUSINESSES AND THEIR DATA IS CHANGING

The ability to collect and analyze data is pushing businesses to use it differently. I often think of a quote from David Walmsley, a smart digital marketing guy in the retail space, who said, "We must move from numbers keeping score to numbers that drive better actions." The relationship between business managers and their data is one that's becoming less reactive and more proactive.

To build a data-driven marketing organization, you must begin with two cornerstones:

- **Technology that works and that you can manage.** This includes business, process, and analytics technologies that are usable and provide practical benefit to daily operations.
- **Clean data.** Clean data in the context of marketing is current data. This can be current customer relationship management data and the most recent interactions your customers have with content assets. In a retail environment, it can be a customer's last 10 transactions, cart abandonment information, social data, and other touchpoint information.

You cannot do really great data-driven marketing without lead weighting and channel attribution. You need to be able to score what each referral and each persona is bringing into the business. Attribution not only helps from a content optimization perspective, but also provides valuable information for budgeting and deciding where to allocate marketing dollars.

For it really to work, however, you need something more than first- and last-click attribution. You need to be able to score all your channels. If someone visits a company blog, downloads an e-book and several white papers, and talks to a rep six different times, you need to be able to score all that, and you need to be able to scale that scoring across thousands or hundreds of thousands of customers. There's no standard approach to scoring all the different points of contact, and solutions may vary depending on what kind of business you are engaged in, whether it's business-to-business, business-to-consumer, or some hybrid model. The best approach is just to start doing it. It may not be perfect, but over time, you can move to a more sophisticated attribution model that drives better returns for your business.



You cannot do
really great data-
driven marketing
without lead
weighting
and channel
attribution.



HIRE A GOOD ANALYST



AMY CHATLEY
Marketing and Research
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Amy Chatley is an attribution analyst who has a passion for marketing and data. With a background consisting of four years in attribution and three years in robotics research, she brings an interesting twist to everyday analysis. Working with visualization tools such as Adobe Analytics and Tableau, her data-driven arts degrees allow for creation of engaging methods of data communication. Amy's stance is the more data you have, the bigger the gems you can find.

 
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Companies have been collecting and storing more and more data in recent years, and this trend is going to continue. Although analyzing all those data requires technology investment and effort, having more data is better than having less. Companies that track everything need to recognize that when they decide to analyze and use all those data, it will take time to develop the tools and techniques to do it well.

The first step in moving to more data-driven operations is to hire a really good analyst who can look at data from different angles to find patterns and connections. In my experience, the best analysts are people who have an operations or business background and learn analytics, rather than pure numbers people. Pure numbers people often have a set view about how they should look at the numbers, but people who have more diverse business backgrounds are more likely to ask different kinds of questions and look at the numbers in different ways. A good analyst can do a lot with less-than-ideal data sets or even lower-quality data. Many companies are inundated with data, but employing a good data analyst early will solve some fundamental data-collection problems.

“In my experience, the best analysts are people who have an operations or business background and learn analytics, rather than pure numbers people.”



KEY LESSONS

- 1** ALTHOUGH ANALYZING LARGE QUANTITIES OF DATA REQUIRES TECHNOLOGY INVESTMENT AND EFFORT, HAVING MORE DATA IS BETTER THAN HAVING LESS.
- 2** MANY COMPANIES ARE INUNDATED WITH DATA, BUT ENGAGING A GOOD DATA ANALYST EARLY WILL SOLVE SOME FUNDAMENTAL DATA-COLLECTION PROBLEMS.

HIRE A GOOD ANALYST

An analyst will be able to determine which data are valuable and how to look at them to answer important business questions. The goal is to be able to look at your data from a fresh perspective.

With a good analyst in place, the next challenge is to give the analyst good data. It is important to collect data into one place, such as a data warehouse, especially if the data are coming from different sources and tech platforms. A single repository makes it possible to use a single analytic tool to look at all the data, so you can gain a more holistic view of what is happening through the operations and all the different channels.

The most effective path to gaining this more holistic view of channel performance and customer touchpoints is adopting an attribution solution. Implementing attribution can be challenging: it typically involves creating a proof of concept, which means building a complete model and running it long enough to collect enough data to prove that it works. Reaching this point can take months.

In my business model, every customer creates an account as soon as that customer expresses interest in us (which is early in our engagement with him or her). This account enables us to create a perfect record of that customer engagement, whether it is occurring from a mobile device, a desktop computer, or a phone conversation. We always know exactly who logged in using what type of devices.

For us, when we have customer registration, we are able to track closely what they do, so tracking early engagement is not a high priority for us. Still, there is only so much data you can process manually. At some point, an attribution model will be useful for analyzing that activity. I prefer an algorithmic solution over a rules-based solution, as long as it is based on a defined algorithm so that I can see the precept. As an analyst, it makes me nervous when I don't know what my algorithm is doing for me.

There are many approaches to becoming a more data-driven organization. Finding the right way for any business begins with finding a good analyst.



I prefer an algorithmic solution over a rules-based solution, as long as it is based on a defined algorithm so that I can see the precept.



HOW TO RAMP UP DATA-DRIVEN MARKETING THE RIGHT WAY



**MAXIMILIAN H.
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Maximilian H. Nierhoff is an analyst who has more than 5 years of experience managing online marketing channels and digital analytics. After studying economics, cultural activities, and creative industries, he started building online marketing departments and realized quickly that future-marketing forces should also have programming knowledge. He has always been passionate about everything related to data, marketing, and customer journey analysis and specializes in using R, his first-choice language for programming, data science, and analysis capabilities.

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DATA-DRIVEN MARKETING

Data-driven marketing is on everyone's lips, but not every organization has jumped on the bandwagon, primarily because they do not know how to start. Data-oriented professionals who can design, implement, maintain, and analyze data-driven models are missing in these companies. In many cases, missing data (or the lack of data-mining skills) and data silos prevent them from getting on track. In fact, data-driven marketing is directly and unalterably linked with big data and analytics.

So, how can your organization start moving toward data-driven marketing and thus make the right decisions in the future? The answer: Ramp up and nurture a data-driven culture.

- **Find your way.** First, define your master plan. The essential building blocks are technically savvy, analytical employees; consolidated and meaningful data sets; and the right technology stack.
- **Put people first.** Shape a suitable marketing team. Your team comes before data processing and building your tool set. Most marketing departments are home to many creative people who mostly make intuitive decisions. To avoid biased decisions, institute a simple system of A/B testing, which delivers better, data-driven results.

“ Data-driven marketing is directly and unalterably linked with big data and analytics. **”**

KEY LESSONS

- 1 YOU MUST BUILD THE RIGHT TEAM BEFORE YOU CAN START WORRYING ABOUT PROCESSES AND TECHNOLOGY.
- 2 WITH THE RIGHT PEOPLE IN PLACE, YOU CAN BEGIN TO MERGE YOUR DATA SILOS AND BUILD YOUR TECHNOLOGY STACK.



HOW TO RAMP UP DATA-DRIVEN MARKETING THE RIGHT WAY

- **Data beats intuition.** Now, it is time to hire the number crunchers. These people need to be able to gather and process data as well as recognize and interpret patterns. Most important, however, they need to ask the right questions. Furthermore, they should master an appropriate programming language, have base knowledge of statistics, and possess strong analytical skills.

Combining the data workers with the present marketing staff, it is possible to make data-specific, creative decisions that will take your marketing performance to the next level:

- **Know your data.** Most companies are hoarding vast amounts of data. All too often, these continuously growing data mountains are in different silos and difficult to connect. In addition, because they have no data experts, many organizations do not know the real value of all the precious data they have. Therefore, merge your silos in a meaningful way in one place. Initially, you have only big data. To gather information, you need to ask the right questions. Discovering answers in your data leads to knowledge and new insights: this is acting data smart.
- **Build your technology stack.** You have come full circle. To analyze the data you have and gain deep insights from them, your new marketing team needs to work with the right tools. These tools need to generate a picture of the whole customer journey. No matter what the business model, marketers need to know which touchpoints have the greatest impact on the desired outcome.

Now, attribution comes into the game. Originally developed from the psychological attribution theory, marketing attribution tries to quantify the value of each touchpoint in the customer journey. Last touch wins was the prevailing attribution model for a long time, meaning that the last touchpoint was therefore most important. This is absolutely not contemporary. With the right tool, complete data, and the marketing number crunchers, modern attribution models like probabilistic or even dynamically weighed attribution are in reach.

With this knowledge, you can optimize your marketing efforts to create the best return and make your marketing organization truly data driven.



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YOU SHOULD BE DANCING

HARNESS THE POWER OF
MARKETING ATTRIBUTION
TO IMPROVE MEDIA
EFFICIENCY BY 15-35%



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