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Strategic Roadmap for Digital Marketing

E-Book for Chief Marketing Officers

By Authors of DigitalMarketingOne



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Foreword

CustomerThink research finds that digital and social channels are the fastest growing methods of customer interaction. About two out of three consumers start their research with a search engine, with social networks a growing source of influence during the buying process. Advanced mobile technologies will only accelerate the digital trend and further empower customers.

Today's successful marketer must learn how to engage with customers and create value for stakeholders in a complex digital world. To help you grapple with this challenge, thought leaders from the Founders Council of our [DigitalMarketingOne](#) community have written a series of articles to help you design a coherent multi-channel digital marketing strategy.

Akin Arikan, the lead architect for this document, leads off with a comprehensive framework. In subsequent articles, contributing authors add their expert advice in each of these major topics.

- **Channels:** Advertising, search marketing, mobile marketing, social media marketing
- **Techniques:** content marketing, lead management, revenue performance management, customer marketing
- **Optimization:** accountability, ROI, management practices, technology strategy

We hope you enjoy this e-book and find it useful. Please use <http://www.customerthink.com/digitalmarketingbook> to spread the word about this free resource. No registration is required for access.

To keep up with the latest insights in our fast-moving digital marketing world, engage with our thought leaders at [DigitalMarketingOne!](#)

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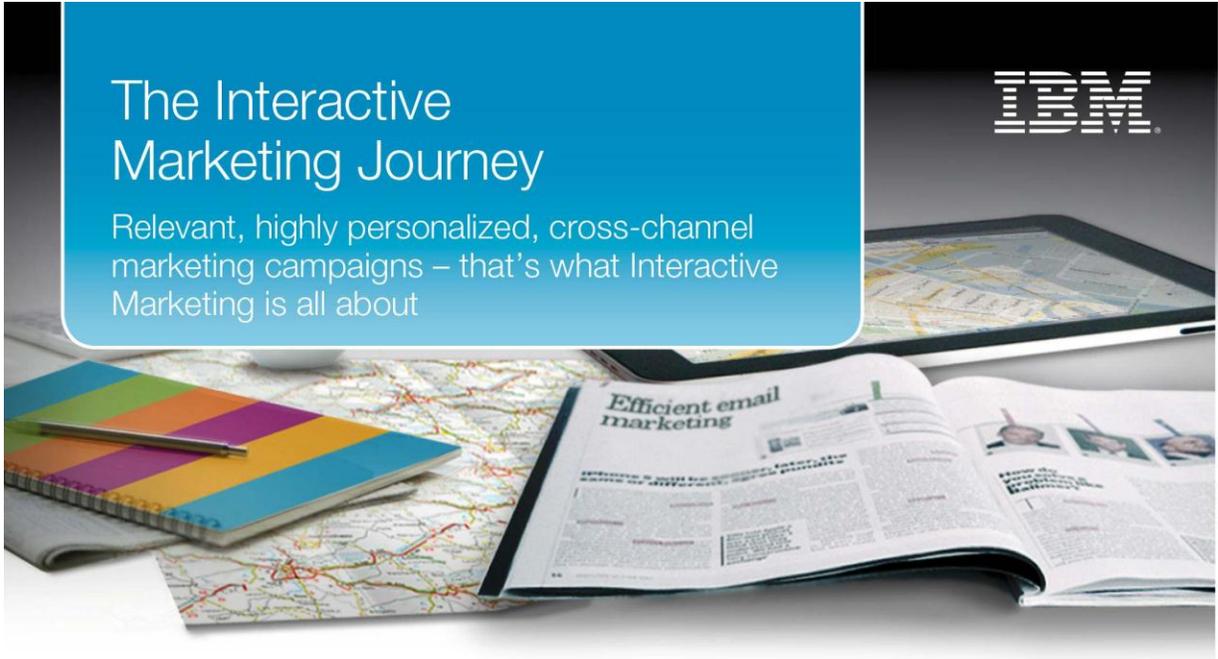
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“Doing Digital justice means to make appropriate use of its interactive capabilities when promoting your brand and offering.”

Akin Arikan



Akin, the author of [*Multichannel Marketing: Metrics and Methods for On and Offline Success*](#), is a product strategist for [IBM's web analytics and enterprise marketing management solutions](#). Akin has been working with digital analytics practitioners since 1999.

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A Framework for Digital Marketing Strategy

How can you increase ROI and accountability? Isn't that the question that keeps you up at night?

Specifically within digital marketing, how can you accomplish this systematically and without getting sidetracked by the hype of the day or whichever digital channel is yelling the loudest?

That is just what our contributing authors to this e-book aim to help you with. Together with this group of experts in the numerous niches within digital marketing, we'll show how the many puzzle pieces can be assembled into a strategy that supports your business.

I will start us off with a framework to help you set your digital marketing strategy at the highest level. The chart below summarizes the most critical elements of a digital marketing strategy. Here is a brief description of each of the major elements.

0. Inform Digital Strategy by Overall Marketing Strategy

If you haven't set your overall marketing strategy yet, stop wasting your time with digital here, go back and do that first. Research your market, select your target segments and set your overall marketing mix (the 4Ps).

1. Define Digital's Mission

Job number one with digital is to define how the channel should be contributing to your overall business and to the customer life cycle across multiple channels. How should the channel help with creating customers and making money?

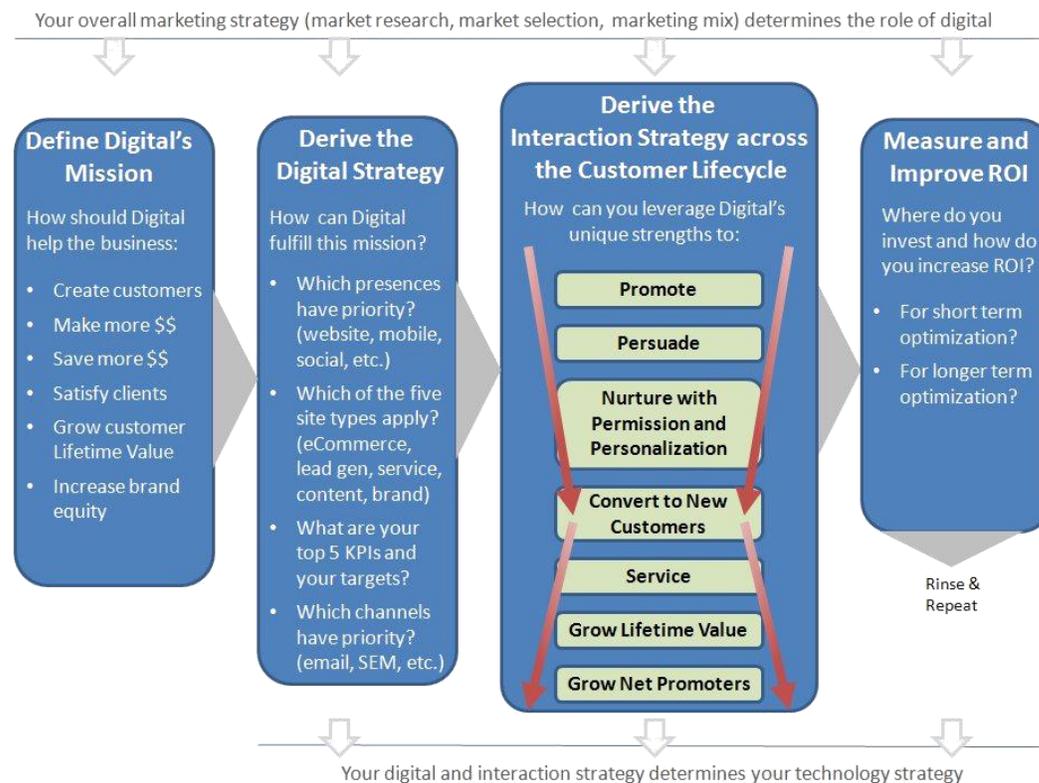
2. Select Your Overall Digital Strategy

Based on the mission that you set for Digital, you can now derive your overall approach. This includes the presences that you should prioritize (e.g. website, mobile, Facebook, etc.) and their related "site types" or business models, i.e.

1. eCommerce,
2. Lead generation,
3. Customer service,

4. Content/publishing,
5. or Brand marketing.

Digital-Marketing Strategy Framework



Credit for inspiration from:

- www.MindofMarketing.net, Strategic Marketing Framework
- Unica, Yuchun Lee, Keynote at 2008 customer conference, MIS
- and also Jim Sterne, Future Now Inc., Digitas, David Raab, and Laura Patterson

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Based on these decisions you can then derive the top five KPIs (key performance indicators) that you should manage the digital channel towards. You can also form an initial opinion on the ad channels that suggest themselves for the audience that you wish to reach.

3. Interactivity

Digital still can't beat traditional advertising media on reach. Yet, digital's unique strength is interactivity. Doing Digital justice therefore means to make appropriate use of its interactive capabilities when promoting your brand and offering. Interactivity means taking promotion, which is one of the 4 classical Ps in the marketing mix, and

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expanding it by focusing on many more Ps that digital is really good at: persuasion, permission, personalization, growing net-promoters, etc.

4. ROI Measurement, Accountability, and Optimization

The other strengths of Digital are measurability and testing. Put these to use towards continuous improvement.

5. Technology Strategy and Selection

Finally, your use of digital marketing technology should of course be determined by the digital and interactive marketing strategies that you are going after.

Maturity Model

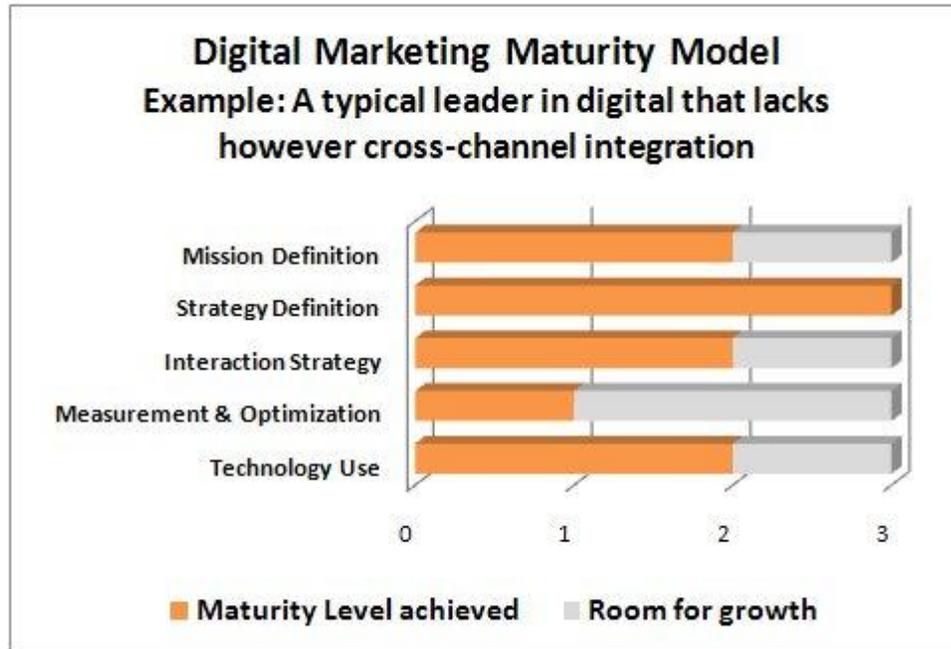
It makes sense to have a maturity model as a companion to our framework so that you can score your progress against the framework.

The model below provides a score for each of the five major areas (#1 -5) in the framework above. For each area, the model describes different levels of maturity at which a company may be. The lowest level of maturity gets a score of zero and the highest level a score of 3.

Maturity Model for Digital Marketing					
As a companion to the Digital Marketing Framework					
Maturity Level	Mission Definition	Strategy Definition	Interaction Strategy	Measurement & Optimization	Technology Use
0	No explicit mission definition for the digital channel	No defined strategy	Spray and pray approach to site content + ads	Site and ad reporting only	Manual and one-off approach
1	Branding or educational mission only	Plan for web presences that should be prioritized is derived	Continuous testing & improvement	Analysis and testing for optimization	Silo'd set of power tools, e.g. CMS, web analytics, ESP, search bid mgmt., multivariate testing
2	Short term goals set for making/saving \$\$\$ defined	KPIs and targets are defined for the above	Interactions are targeted based on individuals' online behavior (clicks + transactions).	All of the above is done based on real business impact, i.e. by including offline data / metrics	Digital marketing automation is driven by a central source of behavioral data (ads, targeting, personalization, etc.)
3	Realistic goals set for increasing customer LTV across channels	Target segments are also defined	Interactions are targeted based on individuals' cross-channel behavior (clicks + transactions)	All of the above is done based on long term impact (e.g. customer lifetime values, or channel migrations)	Digital marketing automation is integrated with + into cross-channel enterprise marketing management

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As an example of using this maturity model, below is how a company might score that is really good at digital as a standalone channel but hasn't yet made the step to cross-channel



integration.

Next Steps

That's it, as to setting your top-level strategy. In subsequent articles, members of our DigitalMarketingOne Founders Council will then add expert advice about each of the rich elements of digital marketing:

- Channels (Advertising, search, social media)
- Marketing Techniques (content, customer, revenue management, lead management)
- Accountability & Optimization (marketing performance, ROI measurement)
- Technology strategy

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“The key mistake marketers often make is to try and calculate ROI without the metric and campaign objective being clearly aligned.”

Ted Boyd



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PART I - DIGITAL CHANNELS

Interactive Advertising: User Engagement Drives ROI

Interactive Advertising is a type of communication that allows the consumer or user to engage with it. It is therefore by definition fundamentally different from traditional advertising which is characterized by a ‘push’ or one way communication construct. Further, the value of an interactive advertisement is directly correlated to the level of user engagement it generates. This is true of all formats, including display, video and specialty ad units.

An example of this type of execution could be a display banner which contains a piece of video in addition to a simple animated game. Both these media types offer engagement opportunities and would be tracked separately inside the single execution from a metrics perspective. The value of the execution would be correlated directly to the number of user interactions with these two media types either individually or taken together. This is distinct from an execution that contains a call to action inviting a user to visit a Website or undertake an action that leads to another destination. The ability to click is thus distinct from actual interactivity in the context of an online advertising unit in that the former implies a gateway to a series of later actions whereas the latter is more often a destination in and of itself.

Role in Digital Marketing Strategy

Interactive advertising can have a significant impact on all aspects of the digital marketing framework, but in examining this it is important to start with campaign or program objectives. As an example, depending on the specific objective one may wish only to create an interesting and engaging ad or potentially an application that exists in isolation and has as its desired outcome, an e-commerce purchase. This would affect the mission, strategy, interaction strategy and place in the customer lifecycle, as well as the measurement and ROI components. Accordingly, objectives would also drive investment decisions pertaining to creative and media.

Decisions around increasing one’s investment in interactive advertising should be made on the basis of facts. Clearly defining objectives

followed by a test or controlled buy with a post analysis should provide clear insights as to whether the campaign was a success. On that basis marketers can start to incrementally invest in additional executions and media properties that are driving the specific result being sought.

Integrated Multi-Channel Campaigns

Another way to look at interactive advertising is as part of a larger integrated campaign which could include print, out of home and television. Leveraging certain assets from these other media channels and in particular video assets that have been used in the making of a television spot allows for key brand cues to be used or repurposed while offering marketers the ability to provide user the additional dimension of engagement.

It is important to note though that how the Internet should be used will differ greatly by demographic. Given specific online behaviors and media consumption patterns, marketers targeting youth would be well advised to consider a significant interactive advertising initiative whereas those targeting an older demographic may want to be more judicious and selective. The way these demographic groups use the Internet and respond to interactive advertising varies greatly which is why the mantra of test, track, learn, evolve is so important in making wise investment decisions in this still emergent and ever changing space.

ROI on Interactive Advertising

Companies can best measure true return on their Interactive advertising investment on the basis of their objectives. If as in our earlier example, engagement is the objective, the number of interactions with a piece of creative may be the key measure of success. Dividing this number by the media cost will provide a cost per interaction and this may be compared to other media channels and even other online campaigns for effectiveness and ROI. The key mistake marketers often make is to try and calculate ROI without the metric and campaign objective being clearly aligned.

Leading practitioners of interactive advertising continue to achieve excellent ROI, but it does require a willingness to be agile and move quickly. As an example, a leading North American car manufacturer looks at interactive advertising as a means of distributing the opportunity to configure a car, get a quote right and book a test drive right at the point of the ad being seen and engaged with on a media property. The ROI for them in this case is substantial because test drives frequently convert to sales making the interactive ad an extremely effective tool. It is important to note however that the ROI here is substantial because the metric once again aligns with the objective.

Align Objectives with Metrics

A common theme throughout my article is that aligning objectives with metrics will set the interactive advertising initiative up for success. Above all else this is the key driver of obtaining more ROI and improved returns on interactive advertising initiatives.

Additionally, in a time when click through rates have tumbled to all-time lows and the number of websites continues to skyrocket and fragment, smart marketers will increasingly be trying to distribute key functionality out into ad units themselves on the actual media sites they are running on or into social network environments where they can engage people directly.

For a few examples of this thinking in action, please visit us at www.58Ninety.com.

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Search Marketing: Optimizing Organic and Paid Search

Search marketing is a term that has different meanings for different people. As I will use it here, it means the practice of marketing your business through search engines, and includes both search engine optimization (SEO) and paid search (aka PPC or Pay Per Click). Just be aware that some people mean only PPC when they use the term search marketing.

SEO is the practice of obtaining visitors from your web site from the unpaid portion of the search results (aka the “organic” or “natural” results). We call it unpaid because you do not pay the search engine for the visitors you get. Your ability to get traffic from this portion of the results depends on your success at sending signals to the search engines that your web site or web page is one of the best answers (if not the best answer) to a user’s search query. Doing this successfully requires you go through constant analysis and promotion of your web site.

PPC is the practice of obtaining visitors to your web site from the paid portion of the results. You pay the search engine for each click on one of your ads in their results. As you can imagine, this is a pretty competitive marketplace, so success here depends on doing a better job of optimizing your marketing campaign than your competitor, and this requires constant effort as well.

Role of Search Marketing

Search Marketing serves three major purposes:

1. *Protect your brand.* When someone types in the name of your organization or your product / service, what comes up? You should want to be number one in the organic results, and number one in the PPC results. Usually, ranking number one for your brand in the organic results requires little or no effort, and ranking number one in the PPC results requires some effort, but not much. *Do both of these things!* Why would you want a competitor to get new customers who conducted a search on *your* brand name?

“Search Marketing serves three major purposes: 1. Protect your Brand, 2. New Customer, 3. Harvest Repeat Customers.”

Eric Enge



Eric Enge is a partner with [Stone Temple Consulting](#) (STC), which has been providing SEO Consulting services for over 5 years to a wide range of clients, ranging from small silicon valley start-ups, to Fortune 25 companies. Eric is co-author of [The Art of SEO book](#).

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2. *New customers.* When someone searches on a generic query (such as “digital cameras”) it is a clear indication that they have not yet decided to do business with a specific company. This is where new customers come from! If you can rank highly in the search engines (either organic or paid) for these terms, you can obtain your share of these and expand your business.

3. *Harvest repeat customers.* Even after someone has become your customer, they may still not be committed to make their next related purchase from you, and may still enter in a generic search query in a search engine.

When to Invest in Search Marketing and How to Measure Results?

Like all marketing mediums, how much you invest in search marketing will largely be determined by the ROI you can get, and your ROI targets. This means you must measure your results to see what type of ROI you are getting. This requires at a minimum that you implement a web analytics solution, such as Google Analytics, Omniture, Unica NetInsight, or something similar.

A key here is to take the time and effort to implement conversion tracking so you can tie the event of a conversion on your web site back to the actually key phrase the user entered in back at the search engine. This allows you to measure your ROI on a keyword by keyword basis so you can see where you are getting the best ROI. Do not skip this step!

Both SEO and PPC are extremely competitive. You need to plan on having an expert practitioner spend significant time on optimizing your results in order to have a chance to beat out the competition. In addition, you must be prepared for this to be an ongoing investment. You don't want to be the company that achieved top search results, only to sit back and watch your competition go roaring past you.

Setting up proper analytics and conversion tracking provides your expert practitioner the tools they need to succeed. They can also use tools such as Compete.com, Hitwise, SEMRush, or SpyFu to collect detailed data on what your competitor is doing.

What is the ROI Potential that Leaders Achieve?

It does take a commitment to pursue search marketing, and that can be daunting for those who don't understand it. However, there are two major reasons why you should pursue it:

1. *Your competition is doing it.* If your competition pursues it, and you don't, they are getting customers that you aren't. For many businesses, one of the best ways to get new customers is via search.

2. *Competitive advantage.* You can gain a significant competitive advantage if you are smarter about how you make your search marketing investments. This results in your business getting customers from search instead of your competition! This is true even for B2B oriented companies that sell very expensive equipment.

Ultimately, the goal is to implement a campaign that provides an acceptable or better ROI for your organization. Leading SEO practitioners can derive extremely high levels of ROI - 100% or more, for their efforts. Due to its direct response model, PPC is a more competitive area. However, PPC campaigns can yield ROI levels on the order of 50%.

Need Help Selling Search Internally?

Once you become convinced of its benefits, you may find yourself having to try and persuade others in your organization for the need to pursue search. This is often more difficult in a large enterprise, particularly as it relates to SEO. Two resources that can help you with that are:

- [Selling the Benefits of SEO in a Large Enterprise](#)
- [Getting Top Management Buy In for Enterprise SEO](#)

These tools can help you learn how to make the internal sale. Once you have done that you will have taken the first major step towards search marketing success.

Summary

As you can see there are high rewards for pursuing search marketing. It does require some upfront investment, patience, time, and ongoing investment as well. However, there are those among your competition that won't hesitate. Set yourself up to execute a superior search marketing strategy and you will create a significant competitive advantage for your business.

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“First and most important, an organization should understand what their consumers want from local search.”

Alan See



Alan See is CMO and Vice President at Berry Network, Inc. an AT&T Company. He also serves as an associate faculty member for the University of Phoenix's College of Business & Management. He holds a bachelor of arts in business and an MBA from Abilene Christian University.

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Engaging Consumers with Local Search to Promote and Persuade

Historically, consumers have relied on local media channels such as, print Yellow Pages, newspapers, TV and radio stations to find products and services close to their home and work. Consumers are now increasingly using specialized internet search sites that allow users to submit geographically focused searches against a structured database of local business listings. This is commonly referred to as local search.

Typical local search queries include not only information about what the consumer is searching for, but also where information, such as a street address, city name or postal code. Local search is an excellent way for a merchant to capture a consumers' expression of local intent. For example, “Dayton restaurants” could be considered a local search. The location modifier “Dayton, OH” helps the consumer quickly refine the area of interest.

The screenshot shows a Yellow Pages search interface. At the top, there are navigation options: 'Find a Business' (with sub-options 'By Name' and 'By Phone Number'), 'Find a Person', and 'Maps & Directions'. A search bar contains 'Restaurants' and 'Dayton, OH', with a 'FIND' button. Below the search bar, it says 'Open Popular Categories' and 'The new YELLOWPAGES.COM'. The main content area is titled 'Dayton Restaurants' and features a 'Featured Businesses' section with 'Giovanni's' and 'Cavaliere's'. A map titled 'Map Dayton Results' shows the location of the search results. Below the map, there are 'Featured Restaurants in Dayton, OH' including 'Olive Garden', 'Red Lobster', and 'Jay's Restaurant'. The search results list includes 'China Cottage', 'Jay's Restaurant', and 'Las Piramides Mexican Restaurant', each with details like address, phone number, and distance.

Examples of Local Search sites

Internet Yellow Pages Local-Search Sites	
YP.com	Google Local/Maps
Superpages.com	Yahoo! Local
Yellowbook.com	Bing Maps
DexKnows.com	Citysearch

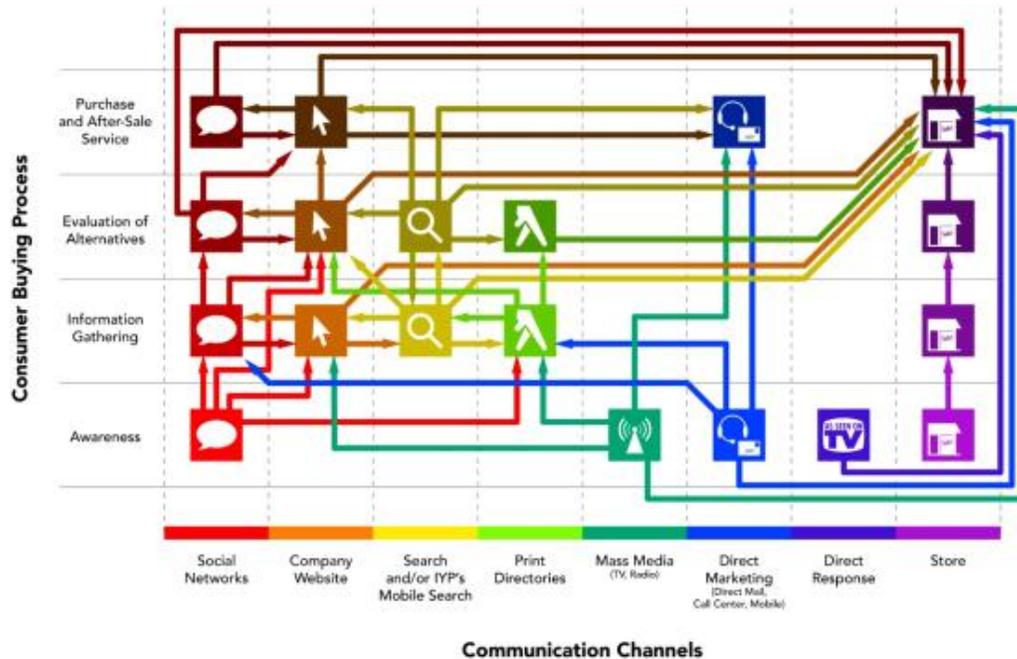
Impact of Local Search on Digital Marketing Strategy

All businesses, particularly small locally owned service-based organizations, *want to be found* by ready-to-buy consumers who live in their specific trade area. It's also no surprise that when you consider the products and services offered by restaurants, physicians, dentists, auto repair shops, or plumber's (just to name a few) that most consumers want to engage a local merchant. Most marketers are familiar with the four key stages of the consumer buying process. Within each stage marketers have the opportunity to improve the customer experience and influence the final purchase decision.

The stages in the consumer buying process include: Awareness, Information Search, Evaluation, and Purchase and After-Sale Service.

Local search is generally used by consumers during the information gathering and evaluation stages. In regard to the marketing framework presented, local search would not only impact the ability to promote, but also persuade since most local search platforms include ratings and reviews. The ability to persuade is also impacted by the quality and quantity of the information provided by the local search site.

For example, incomplete or inaccurate information can leave a negative impression with a consumer; while robust, complete details help portray the business as professional and reputable. The probability of converting shoppers into new customers increases when coupons or special offers are leveraged at the right time through the right channel.



Finally, mobile search on Smartphone's makes it possible for consumers to find businesses while on-the-go. In addition, location-based services from platforms like Foursquare or Gowalla make it possible for a business to push a message or offer directly to a consumer who "checks-in" or is simply within proximity of the business. This demonstrates the growing importance of mobile search platforms as the adoption rate for mobile technology increases.

Getting the Return on Local Search

First and most important, an organization should understand what their consumers want from local search. Research shows that consumers want the basics; they want information on proximity, hours of operation, services offered, ratings and reviews, and contact information. In short, they are looking to validate that the business is nearby, open, and easy to do business with. In addition, most local search sites will have a link back to the advertiser's main website.

Therefore, a quality, up-to-date website is a must before venturing into local search. Many local search platforms also offer the ability to upload photos and video. This means an organization should also have their social marketing strategy and content support plan in place before launching a local search program.

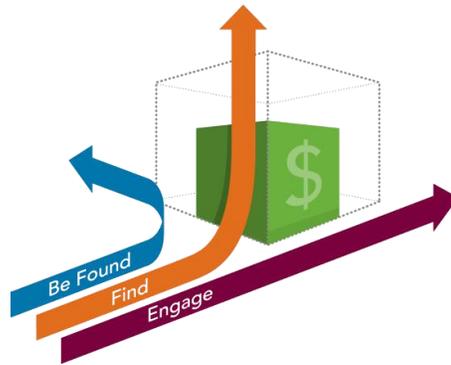
Local search is one of the most measurable forms of marketing. An organization can measure website traffic, coupon downloads, calls, clicks or number of ratings and reviews. As with all success metrics it depends on what action the organization is trying to encourage the consumer to take.

Keys to Success

In relation to a sales funnel, locally owned SMB's focus a great deal of time, energy and marketing dollars on "ready-to-buy" consumers. What that means is that they concentrate on being found when the prospect is searching for information to satisfy an acknowledged need or desire. They like to take advantage of that opportunity to quickly engage the prospect because research shows that local searchers are generally well qualified and more apt to buy.

When it comes to improving local search results advertisers should consider the following:

1. Adding local modifiers to your paid search keyword list in order to localize your search program.
2. Geo-targeting your keywords. Geo-targeting refers to the physical location of the website visitor. For example, if your company uses geo-targeting and the consumer is located in Dayton, the search engine will serve up an ad for your location in Dayton. Geo-targeting enhances the customer experience by providing local, relevant information. It should be noted that effective geo-targeting requires businesses to have an accurate understanding of their trade radius. Casting too wide of a net could result in wasted advertising dollars, while too narrow of a focus could result in lost sales.
3. Feed management services. This will help ensure that your business listing information is accurate and up-to-date as the data is fed directly to the local search sites.
4. Localized landing pages. A localized landing page is a stand alone page that appears when a potential customer clicks on an advertisement or a search result link. The landing page should contain information (hours, maps, service offering, etc.) relevant to the referenced location. Localized landing pages have the added benefit of increasing organic rankings as they are often picked up by Google and Yahoo! maps and included in their local search results.



Lastly, it should be noted that search, mobile marketing and social media are converging on local markets. This convergence will continue to reinforce the need for strategic integrated marketing that focuses on the consumer buying process with a goal of delivering a superior customer experience. Cross channel pollination between print, digital, and social media, as well as direct mail and TV will continue to accelerate as organizations look for ways to create greater synergy with their marketing budgets.

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“Mobile Marketing is not about sending unwanted text messages to people or simply offering discounts via the mobile channel. It is about creating a meaningful exchange on mobile with your customers.”

Kim Dushinski



Kim Dushinski is the President of [Mobile Marketing Profits](#), a marketing firm that helps local businesses use mobile marketing to get more customers. Her company helps people start their own mobile marketing business and become mobile marketing entrepreneurs. She is the author of *The Mobile Marketing Handbook*.

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Mobile Marketing: Creating a Meaningful Dialogue with Your Customers

Mobile marketing is “a set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through any mobile device or network” according to the Mobile Marketing Association. I’d like to point out a couple of important parts to this definition.

Communication and engagement are two key factors to successful mobile marketing. This means that mobile marketing is not about sending unwanted text messages to people or simply offering discounts via the mobile channel. It is about creating a meaningful exchange on mobile with your customers. By having a solid mobile presence when your customers try to find you on mobile is one of the most powerful ways to begin the dialogue.

The other important phrase is **relevant**. Consumers are so attached to their mobile devices at all hours of the day and night in any situation that they are not forgiving of anything reaching them that is not relevant. On a mobile web page with only one ad showing they expect it to be relevant to what they are either doing or what they are engaging in at the time (a gaming app for example). Any text message that comes in must be something they explicitly asked to receive and it must be something that is relevant to them.

Impact of Mobile Marketing

People expect to be able to do on mobile anything they can do on a full sized desktop – email, commerce, browsing, information gathering, etc.—and they want it to work smoothly and seamlessly. The fact that people typically have their mobile device with them 24/7/365 means that every other form of digital marketing just became more powerful and more relevant. Mobile has unique tools like text messaging, but in reality it simply amplifies everything else and makes digital marketers work harder to make sure it works on these tiny devices.

If you already have people visiting your website via mobile devices you need to get a mobile friendly version of your website built immediately. Mobile web traffic is growing exponentially and the Nielsen prediction that smartphones will outnumber feature phones in the U.S. by the end of 2011 means that this will continue. And yes, even smartphone users with the most powerful browsers need a mobile-specific site.

Mobile marketing needs to be integrated with all other forms of marketing (websites, email, phone, signage, etc.) and so as long as any other form of marketing is being utilized then mobile should be engaged.

Measuring the Return on Investment

Companies can measure the true return that they are getting on mobile marketing exactly the same way they do with any other marketing tool. Set a measurable goal at the outset of the campaign (sales, leads, coupon redemptions, etc.) and then use the tools provided by your vendor to track the results. Too many times this is over thought in mobile. It is just the same as any other marketing tool.

Mobile can be used to get new customers, increase purchases from current customers and retain customers. The tools you choose to use and the way you market the campaign will tell you which goal you will achieve. For example, a text message coupon that is only advertised in store will only serve to increase purchases from current customers. However, that same coupon marketed outside the place of business can bring in new business.

Mobile marketing includes many different tools from text messaging to mobile advertising to mobile search to mobile-friendly websites and mobile commerce just to name a few. ROI numbers are across the board for different kinds of industries. My favorite resource for keeping up on this is [Mobile Marketer](#). Every day there are three or four stories with different statistics from different mobile channels.

Keys to Success

Proactively and aggressively marketing your mobile campaigns is the best way to improve your returns. If you launch a text message campaign then you need to incorporate the opt-in process in every other type of marketing you do. It needs to go on your website, in your emails, on your voice mail, in your place of business, on your business cards...everywhere. When you build a mobile friendly version of your website, tell everyone. Put a link to it from your main site. Announce it in your radio commercials. Have your staff tell all your customers. It cannot be emphasized enough that the marketing you do for your mobile marketing will ensure its success.

To learn more about mobile marketing see <http://www.mobilemarketingprofits.com> or follow me on Twitter at www.twitter.com/KimDushinski.

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“The key to improving returns on social media marketing is combining a firm belief in this brave, new method of contact with a committed course of experimentation and discovery, and a resolute dedication to measuring results.”

Jim Sterne



A consultant and speaker, Jim Sterne focuses on measuring the value of the web to create and strengthen customer relationships. Sterne’s seven books include *Social Media Metrics*. Sterne produces the [eMetrics Marketing Optimization Summit](#) and is the founding president of the [Web Analytics Association](#).

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Four Metrics for Social Media Marketing Success

Social media is a growing plethora of ways and means of letting people share pictures, videos, opinions and more online. Social media has become so popular because it makes it easier for humans to communicate. The telegraph, the telephone, and fax machines were the precursors and people found a way to turn these one-to-one communication technologies into many-to-many interaction tools.

The Internet has always been a social medium, putting the power of narrowcast and broadcast into the hands of the individual. Email became discussion lists. Personal websites became blogs. Messaging with pictures to whole groups of people became popular with Facebook. Texting was quickly adopted for those with cell phones and Twitter turned texting into a broadcast medium. Flickr and YouTube filled in the need to share photos and videos.

With the advent of more ubiquitous access to the Internet via smart phones, social media is the natural progression of communication capabilities and has been adopted by many, soon to be most and eventually by all.

Impact on Digital Marketing Strategy

Social media has an impact across all aspects of the digital marketing strategy framework. It can be useful to acquire new customers, turn loyal customers into advocates and everything in between.

Social media is a communication tool just like the telephone. Can you use social media as you would the telephone for prospecting? Yes. Persuasion? Yes. Sales? Yes. Customer service? Yes. Loyalty enhancement? Yes.

Whether you’re working in a business-to-consumer market or are strictly a business-to-business enterprise, social media can be useful and valuable at all phases of the customer life cycle...

Social media can also be thought of as simply another communication channel. In the early 1990’s, many companies felt that they didn’t need an online presence because their customers were not online then. Progressive companies saw the handwriting on the wall and

invested in learning about the online world through trial and error. Then as now, it's valuable to make your mistakes when there are fewer people watching and the learning curve is not so steep. A few resources spent over time will yield more knowledge than those same resources spent all at once, trying to play catch-up.

Whether you're working in a business-to-consumer market or are strictly a business-to-business enterprise, social media can be useful and valuable at all phases of the customer life cycle as it allows prospects and customers to put a more human face on the organization. Spokespeople are not longer the untouchable celebrity who extol the virtues of your product on the TV screen, but are brand managers and product developers who can speak directly to individuals.

Sizing your investment in social media marketing

How much should you spend on marketing in general? How much should go into direct mail or television or a conference exhibition booth? These are questions of religion and politics.

You know your budgets are based on religion when the top most executives grant the largest piles of cash to those areas they know the best. "I spent 20 years in television and I know it works." "Direct mail has always been the backbone of this company and we're not going to kill the goose that laid the golden egg."

These are statements of confirmed knowledge about the way things used to be. Put an ad on TV and watch consumers walk zombie-like into their local grocery stores to buy. Mail out a catalog and watch while order forms with checks in them flood back into the mail room. Those days are gone and a more complex marketing mix is the order of the day.

Most rigid, steadfast, religious top-level marketing executives tend to get moved out to pasture by the next generation who can prove that there is a better way. They are interested in trying new things and are less tied to the tried and true. They are, however, subject to the whims of political budget machinations.

While religion is founded on faith, politics is based on influence and cronyism. Budgets grow for those who are good at communicating with the budget makers in the ways they like best. If the big cheese is fond of spreadsheets, you are advised to crunch those numbers. If the boss likes charts and graphs, a good graphic artist is invaluable. If the person in the corner office is more impressed by the achievements of others, a presentation full of competitive examples will win the day.

Should you increase your investment in social media? Given that we are at the very beginning of the discovery phase of this means of communication, the answer is, Absolutely! The question then becomes, how do you know whether you should decrease your investment in social media marketing?

When additional spend does not yield additional results, it may not be the spend at fault. It may be that the company has forgotten that social media is more about social than it is about media. As with all marketing, spending more money to convey a poor message will not help.

Measuring ROI

There are four main metrics for social media marketing, all of which must be considered to determine the true return; Awareness, Sentiment, Response and Value.

Awareness is the same metric we've always used in marketing. Ask a random selection of people if they have heard of your product. Ask them if they can attribute any characteristics about your product. If you're doing your job, the answer will be, "Of course I've heard of KFC. It's finger lickin' good!" You grow awareness through reach and social media lets you reach people you might not otherwise. They are the friends of friends who read the tweet re-tweeted by those you couldn't reach on your own. Then you can segment those who have seen different ads, visited your website or participated in your sociosphere and measure the difference - or lift - in their response.

There are four main metrics for social media marketing, all of which must be considered to determine the true return; Awareness, Sentiment, Response and Value.

Sentiment pertains to how people feel about your brand, your product or even about you. It's great that everybody is blogging about your latest offering, unless they are deriding your efforts, tweeting about your incompetence and posting video satires about you on YouTube. Tracking sentiment across competitors and over time allows you to keep a finger on the pulse of the marketplace and divine what's in their hearts and minds.

Response comes in three varieties. Did your foray into the fields of Facebook elicit a social response? Did people Like what they saw? Did they blog about it? Did they re-tweet it from the rafters? Did you get any viral action? Lots of social response? Excellent! A large check box in column A. Column B is for business related response. Did they click through to your website, download the white paper, sign up for the webinar, join the club or subscribe to the newsletter? These are standard metrics used by web teams for more than a decade. Column C gets a check mark in it when you can relate your social media activities to sales. That brings us to the fourth metric: Value.

Top line sales, bottom line profits and customer satisfaction are the final arbiters of the success of your social media efforts. Did your blogging, YouTubing, tweeting and crowdsourcing generate sufficient interest to generate cash, save money on customer support or increase good will enough to make the investment worthwhile?

Follow the Leaders

As with websites in the 1990's and web analytics in the 2000's, leading practitioners are telling stories of fantastic success—in very small doses. There are few companies that are doing everything right. There are many companies that have pockets of people who are doing astonishingly well. There are anecdotal stories about agencies who have created the most attention getting viral campaigns (Hello, Old Spice Guy!) and there are customer service technicians who have become social media poster children because they actually responded to their customers who were lost and crying in the wilderness.

But only a handful of companies have taken social media seriously enough to build social communication command centers. They are harnessing the power of this new mode of interaction and are reaping the benefits. Best practices in social media will be revealed over the next few years. For now, the game belongs to the swift.

The key to improving your returns on social media marketing is combining a firm belief in this brave, new method of contact with a committed course of experimentation and discovery, and a resolute dedication to measuring results in order to determine value as you learn.

For further exploration and information:

- Read: <http://bit.ly/SocialMetrics>
- Attend: <http://www.emetrics.org>
- Join: <http://webanalyticsassociation.org>

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“Answer the who, how and why questions in relation to your selected mission(s). This information will become the foundation for your content marketing plan.”

Ardath Albee



Ardath Albee is a B2B Marketing Strategist and the CEO of her firm, **Marketing Interactions, Inc.** She applies over 25 years of business management and marketing experience to help companies with complex sales use eMarketing strategies to generate more and better sales opportunities. Her book, **eMarketing Strategies for the Complex Sale** was recently released by McGraw-Hill.

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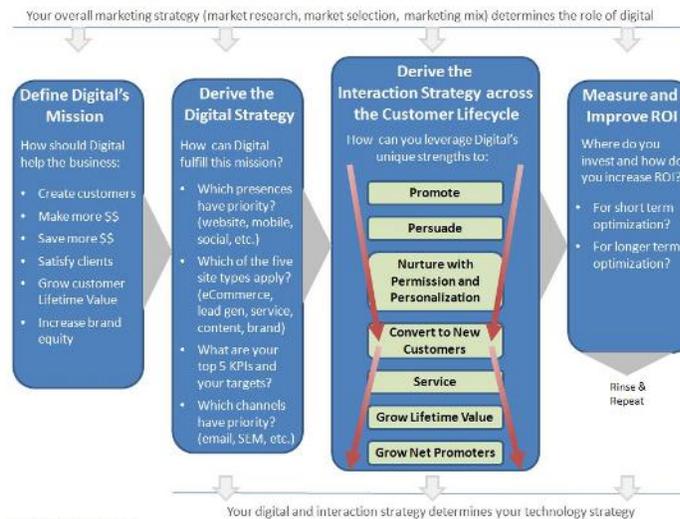
PART II – DIGITAL MARKETING TECHNIQUES

Using Content Marketing to Build Credibility and Engage with Your Target Audience

Content marketing is the practice of sharing informational resources that educate a specific audience about business-critical issues, shows how our expertise can help them resolve the issues and provides evidence that we can deliver on those promises in order to actively engage those most likely to buy.

Content marketing has a pervasive impact on all the stages of the digital marketing strategy framework.

Digital-Marketing Strategy Framework



Credit for inspiration from:
 • www.MindsforMarketing.net, Strategic Marketing Framework
 • Unica, Yuchun Lee, Keynote at 2008 customer conference, MIS
 • and also Jim Sterne, Future Now Inc., Digitas, David Kaab, and Laura Patterson

www.DigitalMarketingOne.com

Stage 1: Define Digital Marketing Mission

This stage is about setting goals about what you want your digital strategy to achieve. If you define the mission of creating customers, for example, the underlying question is just how you can use digital

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means to accomplish this level of conversion. That means content. For digital doesn't exist without content.

It is during the goal stage that you must take a deep dive into the types of customers your strategy should create, come to understand their needs and priorities and how they conduct themselves within the digital environment. In essence, you must answer the who, how and why questions in relation to the selected mission(s). This information will become the foundation for your content marketing plan. Without this knowledge you cannot move further in the development of your digital marketing strategy framework.

Stage 2: Derive the Digital Strategy

Armed with the information you developed in Stage 1, you're now ready to determine how to fulfill your mission by selecting the core elements for inclusion in your digital marketing strategy. Once you have specified the delivery vehicles (e.g. website, social media platforms, email, etc.), prioritized your channels and metrics for accountability you'll have the insight you need to determine what type of content to develop.

Stage 3: Derive the Interaction Strategy Across the Customer Lifecycle

Based on Stages 1 and 2, your task is to develop content storylines based on the goals you're tasked to achieve and the fulfillment components you've selected. This is the critical impact point for content marketing. In addition to consistent messaging, with digital, all components must be integrated to work together in achieving your goals. The best practice for engaging prospects and customers across the lifecycle is to map your content topics across stages from awareness to pre-purchase to customer introduction and extension. Informational needs are different at each stage. The execution tools you select will perform best with the right type of content delivering the message with the most meaning for the audience at the right time.

Stage 4: Measure and Improve ROI

This stage is all about measuring the performance of your content and the interactions it generated for your digital marketing strategy. Based on goals and the metrics you chose, how well did your content perform? What worked and what content fell flat? Can you identify additional opportunities for conversion based on the patterns exposed by the metrics?

Review Existing Capabilities

Before you start investing in content marketing, you must determine what overall processes exist, the resources available and the obstacles to using them. Here are a few things to consider:

- Can you update the content on your website and blog, as well as create and send emails without IT assistance? Or, do you need to plan for a 3-week wait in the queue to get a new content resource coded and posted? Timing is important, so make sure you can plan appropriately.

- What are the capabilities of your email marketing tools? Are they integrated with other reporting or will you need to manually compile results from other analytics tools to attempt to prove the outcomes you've achieved? Can you build a business case for acquiring a marketing automation platform?
- Do you have lead and customer management processes in place that the technology and tools will support in execution? What about editorial processes and branding guidelines? Must legal review and approve content before it can be published?
- What resources do you have available to develop content? At what capacity?

Content Marketing Success Stories

There are more and more success stories coming to the fore for content marketing. The level of ROI depends upon a number of factors, but the following are examples of the achievements being reported by companies that have embraced content marketing as a vital component of their digital marketing strategy:

- Increased qualified lead conversion rates [70% increase reported by PivotLink]
- Improved ability to connect with leads – they accept calls because they feel like they “know” the company and appreciate the value of the information received. (increase of 200% was reported by Intellitactics)
- Higher contract values have been reported as a result of using content to nurture leads by providing the right information at the right time.[increase of 450% reported by Zuora]

To improve your returns on content marketing, it's critical to monitor and measure response to content across the buying process. Figure out what works and what doesn't and then produce more of the content that shows the best results. Keep tabs on your buyers, prospects and customers and make sure you shift your content in parallel with the changes you monitor in their behavior. Never stop listening and applying what you learn to content development.

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Lead Generation: Digital Strategies to Create New Sales Opportunities

Lead generation is simply the creation of sales opportunities. Although lead generation is most often associated with acquiring net new customers, it can include developing opportunities within existing accounts in new divisions or work teams. For most organizations, digital lead generation is a scalable, cost-effective approach to generating leads for their sales teams.

In the business-to-consumer space or with high volume business-to-business solutions, digital leads are quickly converted online to a sale. In an e-commerce model, the flow is fluid and the participation of sales is typically not required.

Should sales be needed as part of the digital sales model, the sales team leverages a ranges of digital sales tools that could include: email, web chat, web or video conference. Both sales and marketing are profiting from the advances in digital tools, media and process.

With lengthy sales cycles involving multiple decision-makers, the complex B2B sales process will often start with digital lead generation. But at some point, outreach from sales is critical to address a prospect's questions and to qualify the prospect. Because of the time lapse between the initial inquiry or lead being generation and the conversion to a sale, digital lead generation for the complex sale plays a large role in influencing prospects before and after initial sales contact.

Given the vital nature of lead generation and its position at the nexus of sales and marketing, there are a number of key processes associated with a lead.

- The definition of a lead is agreed upon between sales and marketing;
- Sales agrees to take specific action against a lead within a certain timeframe;
- Disqualified, weak or unresponsive leads are recycled for lead nurture.

“...digital lead generation for the complex sale plays a large role in influencing prospects before and after the initial sales contact.”

Robert Lesser



Robert Lesser is the founder and President of **Direct Impact Marketing**, a provider of on-demand inside sales, telesales enablement tools and direct marketing services. Prior to stepping out as an entrepreneur, he held a number of marketing positions at Dell, IBM, Reckitt Benckiser and Loblaw Companies.

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Why Invest in Lead Generation?

As widely acknowledged, the costs of acquisition far surpass that of retention. Seldom can an organization meet its goals based solely on retention, but clearly the first place to start is to determine whether retention goals are being maximized. Digital marketing can play a strong role in customer retention marketing and customer service.

An increase in digital lead generation is warranted should the digital marketing spend be delivering an ROI that generates new customers and dollars on a superior basis. However, the key items that should be in place prior to investing in lead generation are:

- Understanding of buyer behavior
- A strong house file for managing leads and for outbound digital marketing
- A clear sales model for engaging and processing leads
- A marketing model that is aligned with sales to generate and manage lead flow

Measuring the Return

The measurement of return on digital lead generation for online, direct sales is relatively easy in comparison to complex direct sales, or even more challenging channel sales. There are a number of ways to track the return on digital lead generation. The following is a list of measuring the return, from easiest to most difficult in a complex sale environment where a prospect may be touched by both online and offline media:

1. Any digital marketing program that touched a prospect;
2. The last digital marketing program that touched a prospect;
3. The digital marketing program that prompted a prospect to buy.

Measuring a true return will involve determining the impact of digital lead generation programs by choosing amongst the three options above and then determining the revenue associated with this prospect on a one-time basis and over the lifetime of the client.

The risk in comparing your organization to others on ROI is that your business model may be very different generating very different revenues and expenses. The preferred approach is to start by using internal benchmarks and then bona fide external benchmarks.

For example, track past digital lead generation programs and look to benchmark these programs against existing digital lead generation programs. Second, use control groups in digital lead generation programs that are not targeted with digital marketing. Understand how much incremental ROI was generated versus the control group. Finally, there are research organizations that provide benchmarking data. For example, IDC and Sirius Decisions provide benchmarking data against similar organizations in the B2B technology space.

Tips for Success

Given the dynamic nature, measurability and relatively low costs associated with digital lead generation, improvement can be gained through the following:

- Earmark resources and make time for innovation and testing;
- Integrate and layer lead generation media and approaches;
- Value internal lists as assets and segment your lists for more relevant digital marketing;
- Align digital lead generation program to buyer profiles and buying cycles;
- Mix offline media with digital media.

For more information, visit [Acquiring Minds Blog](#), the [Direct Impact Marketing](#) web site, or contact Robert Lesser on [Twitter](#) or [LinkedIn](#).

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“...it takes an average of seven or eight contacts to turn a raw inquiry into a customer.”

Christopher Ryan



Christopher Ryan is president of Fusion Marketing Partners. Chris has twenty-five years of marketing, technology, and senior management experience, and is a widely known expert in business-to-business marketing, sales strategy, systems, and processes.

As both a services provider and in-house marketing executive, Chris has played a transformative role in driving marketing and sales programs that achieve the desired results and create alignment and synergy between the sales and marketing operations.

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Lead Management: An Essential Component of End-to-End Digital Marketing

Lead management refers to everything that happens in your process, from the time an inquiry is generated until the sale is made. Other terms used to describe lead management include: lead qualification, lead nurturing, sales development and contact management.

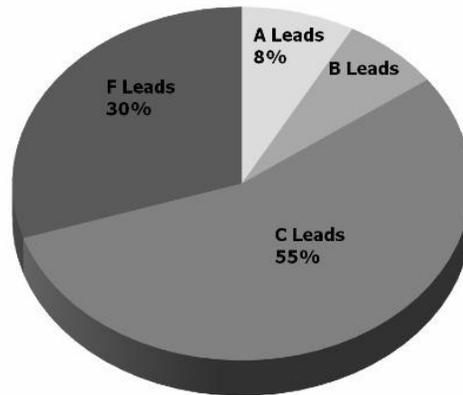
Lead management also encompasses re-marketing to existing prospects. Perhaps you have heard of the term “drip marketing”, which refers to the process of periodically aiming promotions at your existing lead database in order to convert them into customers.

Companies that practice lead management do so because they want to tightly align the marketing and sales organizations and ensure they are both effective and efficient in every part of the end-to-end process.

Lead management has a broad charter and touches multiple parts of the end-to-end digital marketing framework. Because it takes an average of seven or eight contacts to turn a raw inquiry into a customer, smart companies put a great deal of focus on nurturing every inquiry in your database, except for those that are obviously unqualified.

The pie-chart below illustrates the importance of lead management. It shows an average distribution of inbound inquiries from B2B marketing programs. Eight percent (labeled as A Leads) are qualified prospects that are actively looking for a product or service. Seven percent (B Leads) are qualified prospects with a mid-term need. 30 percent (F Leads) are disqualified, now and in the future. But it is the way you handle the 55 percent (C Leads) of inactive leads that will determine your success.

Distribution of B2B Marketing Inquiries



Keep in mind that 30 percent or more of C leads will eventually make a purchase, which represents a greater volume of business than the A and B leads combined. This is why it is imperative to not only put a lot of effort into closing the A and B leads but also to put equal emphasis on nurturing and qualifying the rest of the leads in your database.

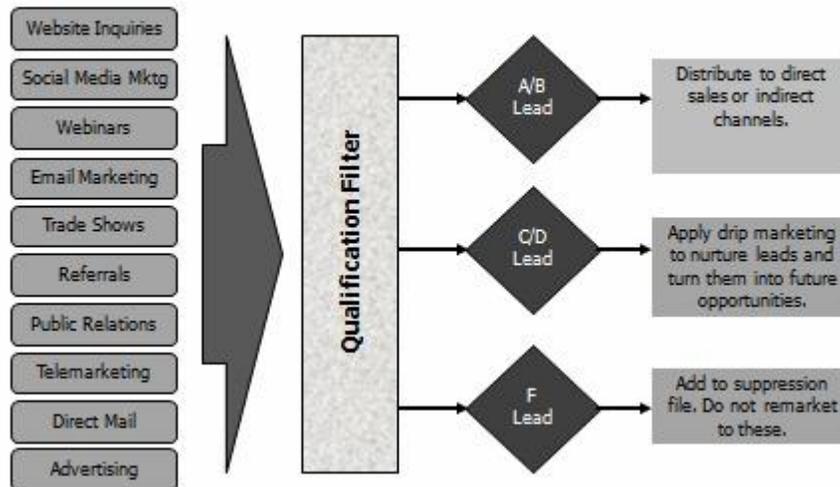
Is Lead Management Right for Your Business?

Most companies that practice digital marketing should also take advantage of aggressive lead management. This is especially true if any of the following conditions exist:

- Your sales cycle is measured in months, not days or weeks
- You have field sales or telephone reps that cannot or will not, contact all responders
- The conversion rate of inbound inquiries to qualified leads is low
- Sales reps spend a lot of their expensive time qualifying leads

The graphic below shows a simplified example of the inbound lead qualification process. By instituting this or a similar process, you can achieve much stronger marketing and sales metrics. The qualification filter can be telephone-based or web-based.

Lead Qualification Process



Getting the Payoff

The ROI you can achieve by implementing lead management ranges from early to late in the marketing and sales funnel. Some of the key benefits include:

- Reducing sales-cycle times for field sales reps (due to the fact that they are now dealing only with qualified leads) by as much as 50%
- Reducing the cost per lead by 45-60%
- Decreasing the cost of new customer acquisition by 20-30%
- Increasing the conversion rate of inbound inquiries to qualified leads by as much as 100%

To achieve these benefits, there are few things to keep in mind.

First, always **follow-up promptly**. In the B2B world 3-8 percent of responders may be in an active buying cycle. You need to engage with these people quickly – otherwise your competition will surely do so.

Second, **acknowledge the inquiry** and, if you are extremely busy, set an appointment to talk in more depth at a later date. This may buy you some time while letting the prospect know you are not ignoring them.

Third, be **persistent in your lead nurturing** efforts. Don't make the mistake of stopping after 2-3 contacts. As mentioned above, it often takes eight or more contacts to close a sale.

And, finally, **don't allow "optional behavior"** when it comes to sales lead management. Your follow-up strategy should be completely consistent and not subject to whatever else is happening in your business.

For more information, visit www.fusionmarketingpartners.com or contact the author at cryan@fusionmarketingpartners.com.

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“RPM is a systematic approach to identifying the drivers and impediments to revenue, rigorously measuring them, and then pulling the economic levers that will optimize top-line growth.”

Steve Woods



Steve Woods, Eloqua’s chief technology officer, cofounded the company in 1999. With years of experience in software architecture, engineering and strategy, Woods is responsible for defining the technology vision at the core of Eloqua’s solutions. Earlier, he worked in corporate strategy at Bain & Company and engineering at Celestica.

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Revenue Performance Management: Align Marketing and Sales to Optimize Top-Line Growth

Revenue Performance Management is a systematic approach to identifying the drivers and impediments to revenue, rigorously measuring them, and then pulling the economic levers that will optimize top-line growth. Really what RPM provides is an analysis framework that allows businesses to make the right investment decisions across the entire marketing and sales spectrum. Without it, making a choice between such disparate options as investing in a webinar series or hiring another sales person would be left to gut hunch or organizational politics.

RPM is focused squarely on measuring and improving your results.

As a discipline, it does this on three levels; dashboarding, benchmarking, and optimizing.

The first of these, **dashboarding**, is about understanding where you are. How big is the potential audience for your message? How many of those are aware of you? Who is in your funnel? How many of those become leads? Does sales close them, and how quickly? Only with this in place, can an organization truly understand how buyers buy, and therefore what aspects of the digital marketing strategy they have in place are working, and which are not.

The second component is **benchmarking**. RPM looks at benchmarking holistically, in order to understand and optimize performance. At the simplest level, benchmarking one campaign against another to determine which to invest in is a very valuable exercise. However, only with a proper RPM framework in place can two campaigns with slightly differing outputs be compared.

For example, if comparing a search campaign to a webinar, it might be tempting to look at the simplest metric of the number of new inquiries, but each campaign is focused on a different stage of the funnel, and therefore this comparable is false. RPM provides a framework for benchmarking the campaigns against each other, so

that the marketing qualified leads delivered by the webinar can be compared against the raw inquiries delivered by the search campaign.

Equally valuable is benchmarking against a plan. Comparing counts and conversion rates to historicals and to revenue projections two or more quarters out allows an understanding of whether revenue growth goals many quarters into the future will be achievable, and what gaps will need to be overcome in order to achieve them.

The third and final component of RPM within a top-performing organization is continued **optimization**. With a detailed model of the buyers' buying process in place, organizations can understand where increased investment is needed, and what the likely outcome will be. Investments in search or advertising can be compared against investments in ROI calculators of sales professionals, based on each investment's ability to maximize the overall revenue performance of the organization.

Each of these optimizations may affect an organization's overall digital strategy, and may contribute insights that lead to major rethinking of it. However, RPM acts as a framework that allows a digital strategy, once conceptualized, to be implemented and optimized in order to drive the maximum amount of revenue for the business.

The RPM Journey

RPM is, in many ways, a journey. While there is no single tactic that must be in place prior to commencing, RPM does rely on an organization adopting a view of the buying process that has the buyer firmly in control of the majority of the information he or she needs in order to reach a buying decision. Based on this view, organizations who are set up for success with an RPM initiative will have invested in a broad spectrum of digital content assets that map to the needs of each buying role at each stage of the buying process.

In order to gain the needed insights from this wealth of content assets, successful organizations develop a discipline of tracking online behavior across these digital assets. Whether anonymous behavior, or known, this behavior is used to identify indicators of purchase intent, and then used to prioritize leads for sales or hold those leads back and engage with them in a longer term nurturing approach.

Underlying this effort, of course, is a marketing database that contains an understanding of who each individual is and what is known about them. This database is the foundation for understanding who within the buying process is a good fit as a buyer, and who is sufficiently engaged to warrant a conversation with sales. Maintaining this database's quality and consistency is key to driving a high performance revenue process.

With a marketing philosophy centering around enabling buyers with all the information they need, the right technologies in place to begin observing and deciphering customer intentions based on their online behavior, and the beginnings of a strong marketing database, an

organization is ready to begin building a high performance revenue organization through the processes of RPM.

Measuring Success

Marketing has always been a difficult area of the business to measure return on investment, and sales is only slightly easier. In complex and considered purchase environments, this challenge is magnified, as most efforts do not directly trigger revenue, they only guide buyers in the right direction. The best way to measure the overall effectiveness of your revenue engine is to measure the cost to acquire one dollar of revenue. This is the total spend on marketing and sales divided by the total revenue generated. This metric, more than any other, provides a measure of the efficiency of your revenue engine.

In addition to efficiency, high performing revenue teams also measure growth as a critical metric on the health of their businesses. Many of the best performing companies across multiple industries aggressively manage and optimize their investments into revenue.

The returns on investing in RPM as a framework come from greatly increased efficiencies in sales and marketing. We've seen leading practitioners reduce sales cycle times, increase lead flow, reduce cost per lead, increase competitive win rates, and increase sales team productivity to name just a few areas in which significant hard-dollar returns have been seen. On top of this, the clarity of understanding that can be gained in terms of where to invest allows leading practitioners to avoid making the investment mistakes that their competitors are making.

Best Practices

The key to improving your results from an RPM initiative is organizational alignment. From the executive team down to the front lines, the team must be aligned with the idea that buyers are in control of their own buying process, and the job of a revenue organization is to facilitate these buyers. At each step, RPM leaders put the instrumentation in place to objectively understand where each buyer is in their own unique buying process. Each touchpoint updates a central view of the buyer, and this view guides both how individuals are engaged with, and how they are represented in metrics that roll up to the executive team's view of the revenue process.

In order to do well at this effort, an organization must be aligned in a number of ways. First, data on buyers must be seen as extremely valuable, and kept clean and up to date at every point in time. Second, the buying process must be well understood and all touchpoints within it well instrumented. Third, the processes and analytics that marketing, sales, and the executive team rely on must be driven from this understanding of each buyer.

Making these organizational alignment changes is not simple, and is not fast, but leads to a tremendous understanding of the economic levers that drive revenue within a business.

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Maximize Long-Term Customer Value with Customer Marketing

Customer marketing focuses on maximizing long term customer value in order to drive revenue and profit growth. It does this by enhancing the customer experience and engaging customers appropriately based on customer insights that are generated by analyzing customer attitudes and behaviors across channels. Customer marketing should be the hub of your digital marketing framework.

Should You Increase Your Investment?

The first step to decide whether to increase investment in your customer marketing is to measure the value of your customer base and to understand the elements that drive the value. Value can be defined in different ways in different businesses—it could be a revenue or sales measure, a profit or contribution measure or even loyalty or advocacy. The choice of value measure is driven by the strategic business objectives of the company.

Next, segment your customers based on current value as well as potential future value.

Once these are understood, the third step is to use your business objectives to determine what your customer marketing objectives ought to be. For example: Do you want to retain your most valuable customers or acquire more of those types of customers? Do you want to increase the value of your average customers or perhaps even encourage your least valuable customers to exit?

Finally, once you have set your objectives, figure out what the financial or strategic value is of meeting that goal and how much you are willing to invest in it. This amount can be driven by some financial measure such as return on investment (ROI) or internal rate of return (IRR) or by the availability of budget and the value of this objective versus competing objectives

Measuring the True Return on Customer Marketing

The best way to measure the return and to conclusively prove the effectiveness of marketing is by holding out a sample (control group) of

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“[Customer] value can be defined in different ways in different businesses—it could be a revenue or sales measure, a profit or contribution measure or even loyalty or advocacy.”

Naras Eechambadi



Naras Eechambadi is the General Manager of [Quaero, a CSG solution](#). Quaero delivers multi-channel marketing solutions that help companies build long-lasting customer relationships and maximize return on investment. Eechambadi was the winner of the American Business Award for Marketing Executive of the Year in 29 and is the author of *High Performance Marketing: Bringing Method to the Madness of Marketing* (Kaplan Professional Press, 25).

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customers who are similar to the segments you are targeting for customer marketing, but do not give them the customer marketing treatment (e.g. personalized messages, triggers based on actions and objectives, etc.). Track the average value of the control group vs. the complete target group.

The deviation in values over time, aggregated across the entire customer base, gives you a measure of the value created by customer marketing. This is the return on the investment that you have made in customer marketing. Does it meet your financial or strategic objectives? This measurement is often neglected by marketers and it often comes back to haunt them—because without control groups they cannot prove that their results would not have happened without their campaigns.

A media company client of ours who is a leading practitioner of customer marketing has been able to achieve a 250% increase in their registered visitors, 300% increase in email response rates as well as in visitor pages, a doubling of ad rates for their sites and as a result of all this their ROI on customer marketing is well in excess of 50%.

Best Practices

The key is discipline in developing meaningful measures of customer value (revenue or profitability are not always appropriate), segmenting the customer base based on value and designing marketing programs that are optimally designed to increase that value.

So if your challenge is customer attrition you should not be focused on customer acquisition or cross sell, but on identifying and retaining your most valuable customers. Control groups, well designed experiments to figure what does work and what does not are also critical.

Additional [resources](#) and the [Quaero/CSG Systems blog](#) are available for further reading. You can also contact me at naras@csgsystems.com for questions or comments.

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PART III -- DIGITAL MARKETING OPTIMIZATION

Five Key Principles to Improve Your Marketing ROI

Fundamentally, marketing ROI is a process of continuously improving marketing performance and profitability by applying deeper insights to maximize the effectiveness of strategic and tactical decisions. Those insights are generated from carefully designed measurements and financial assessments of ROI to ensure that the marketing contribution of profits exceeds the marketing investment while meeting appropriate short- and long-term objectives.

Digital marketing strategy benefits from marketing ROI measurements into digital marketing influence on buyer's path to purchase and the incremental contribution of digital marketing tactics within the overall marketing mix.

Key measurements to improve digital marketing include:

- Capturing incremental sales conversions and customer value to optimize the digital marketing spend. Digital marketing has the advantage of tracking actions and behaviors but not always to the point of a sales conversion and customer value.
- Testing of targeting, offers, frequency, and messaging that not only improve online marketing performance but can also be implemented in broader media channels.
- Using modeling to understand how offline media drives online behaviors and conversion rates.
- Using modeling to assess the contribution of online marketing to offline sales, especially for digital content used in the "research" phase of the buying cycle prior to major offline purchases.
- Using modeling to detect the interaction effects, cross-over impact, and synergies between marketing tactics.

In addition to measurements, ROI analysis is used to prioritize digital marketing initiatives that have greater impact on high value segments

“Key measurements to improve digital marketing include: ... Capturing incremental sales conversions and customer value to optimize the digital marketing spend.”

Jim Lenskold



Jim Lenskold, international speaker and recognized marketing expert, is President of Lenskold Group and author of *Marketing ROI, The Path to Campaign, Customer and Corporate Profitability* (McGraw Hill). Jim has published articles and presented internationally on the topics of marketing ROI, marketing strategies and business growth strategies.

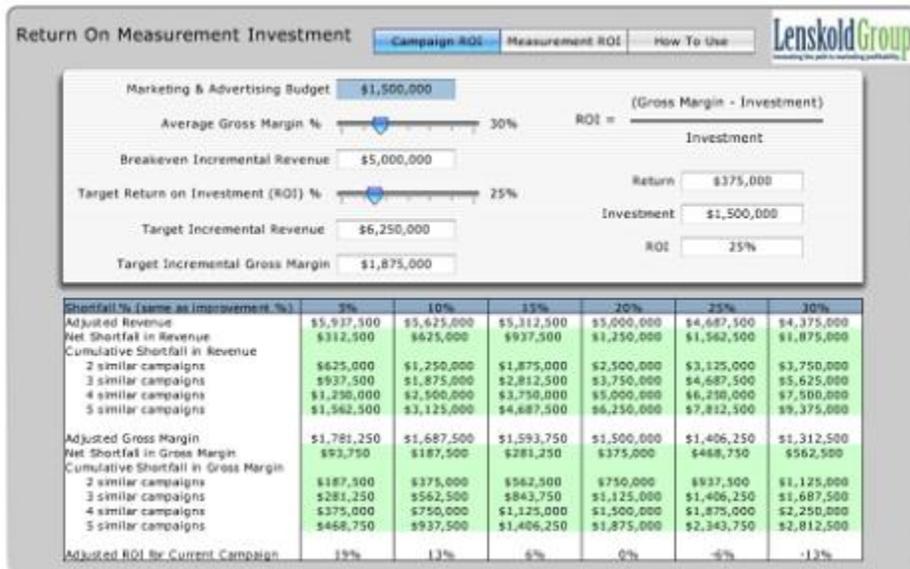
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and driving conversions, identify where incremental spend can generate positive returns, provide guidance on the point of diminishing returns, and indicate where improvements in supporting the buyer’s purchase funnel can have the greatest impact.

What’s the ROI on ROI Measurement?

Investments into marketing ROI decision support tools, measurements, analytics, and processes are all fortunately designed to generate incremental profits from increased sales and customer value. Marketing organizations should increase their investment in ROI measurements if: 1) they can benefit from insight into effect (or have unknowns) and; 2) they are ready to act on insights. If ROI measurement is strictly for reporting purposes, the investment may get questioned.

It is not possible to measure everything in marketing so measurements must be prioritized based on the expected improvement to effectiveness, the strategic benefit of gaining insights that can influence many marketing initiatives, and the cost. This discipline of measurement prioritization will concentrate limited budgets on measurements likely to have greater impact. To help justify your measurement investment, use our Return on Measurement Investment Tool. ([Click to go to the tool](#))



Acting on Insight

There is no question that the most important step in measuring marketing ROI is to demonstrate that you can act on insights to improve ROI. The marketing organization builds credibility by running ROI scenarios and conducting measurements that show positive ROI on current marketing initiatives; a good first step.

However, marketing builds confidence within an organization when strategies or tactics are changed to grow sales and profits. It is especially important to approach ROI with the expectation of improving results since there will be some marketing initiatives that show negative or low ROI performance levels when first measured. Measurements should provide insight to improve those initiatives instead of just eliminating them in favor of new, unproven initiatives.

The process of improving an organization's marketing ROI begins during the measurement planning stage. Make sure your measurements are designed: 1) with a clear plan for how the results will be implemented and; 2) to influence decisions with high profit potential, as determined by running basic ROI scenarios.

Continuous Improvement

Measurements of marketing initiatives show ROI results ranging from very negative to levels in excess of 1000%. While it is important to generate positive ROI levels above a required threshold, it is even more important to constantly support the process of measuring and improving ROI. This discipline of constantly improving effectiveness builds confidence and credibility that marketing can deliver results for the organization.

Here are five key principles for improving the returns on your marketing.

1. **Run ROI Scenarios**

Whether you are using a very basic calculator or a sophisticated scenario planning tool, running ROI scenarios in the planning stage to quantify your expected outcomes will guide your decisions to improve the profit potential. It is also beneficial for building a case for different strategies or spending levels.

2. **Prioritize Measurements**

Generate measurements and analytics that provide insight into financial outcomes. A good measurement plan includes a mix of basic tracking and more advanced measures. If you are seeking to expand your measurement or ROI analytics, make sure to include high impact measurements that are actionable to win support for additional measurement funding.

3. **Make Marketing More Measurable**

When measurements are planned concurrently with marketing plans, small

modifications to the implementation can have significant benefits for measurements. This includes setting up control groups, varying the marketing mix or spending levels in select areas, completing benchmark research, or introducing more variance in media channels to improve modeling precision.

4. **Assess Incremental Conversions & Value**

Many touch points are working together to generate sales so the measurement of any specific marketing initiative should assess its incremental contribution. Market testing, analytics, and modeling can be used to isolate a tactic's contribution within the overall marketing mix. Marketing initiatives that contribute to progression in the buyer's funnel must be linked to sales conversions. Sales conversions should account for total incremental customer value, including repeat purchase, retention and growth from higher value segments. It can take time and effort to establish the measurements necessary to fully address the contribution of marketing but each step in the process provides valuable insight.

Experiment Frequently

Measuring marketing effectiveness and acting on that information in the next cycle of marketing will lead to improvements in ROI. Improvements in ROI are accelerated when the measurements are designed to not only provide insight on your current marketing initiatives, but also on alternatives that are run concurrently. This can include alternative executions such as variations in the marketing mix, analyzing performance of different target segments, introducing new tactics, or testing new offers. With a small portion of the total budget for experimentation, new insights can generate leaps in performance.

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Five Steps to Improve Your Marketing Accountability

First the good news! After several years of significant reductions, marketing budgets are expected to see some recovery in 2011. For example, according to a [Forbes Insight survey](#) three out of four marketing executives expected their marketing budgets to stay the same or to increase in their 2010-2011 fiscal year, with one-third expecting an increase.

Steven Noble of Forrester suggests that 2011 could look like 2010, when “marketing budgets rose cautiously at best.” But even so, 39 percent of respondents expected increases averaging 18 percent.

Ah but there’s a small catch...marketers must demonstrate more accountability for the dollars. Steve Noble in his blog advises marketers “to focus on measurable program elements that are designed around business objectives. That sounds obvious, but the surprising truth is that many of the CMOs whom we surveyed said they were shifting budget to areas they considered “strategic,” which falls far short of this standard.” And the Forbes Insight study opens with “marketing departments are finding themselves under increasing pressure to justify their spending, prove the effects of their marketing campaigns, and demonstrate program success...or risk losing their budgets.”

The bottom line, as marketers we must still prove the business value of marketing, that is we must be ever more diligent and vigilant when it comes to marketing accountability.

What is marketing accountability?

Accountability has become another business buzz-word. We all think we know what the word means and we all think we do it. When you review the definition of accountability, it doesn’t really shed much light on its importance, “ac•count•a•bil•i•ty [uh-koun-tuh-bil-i-tee]: the state of being accountable, liable, or answerable.” (Dictionary.com).

We can turn to the AMA for a more specific definition. The AMA defines marketing accountability as:

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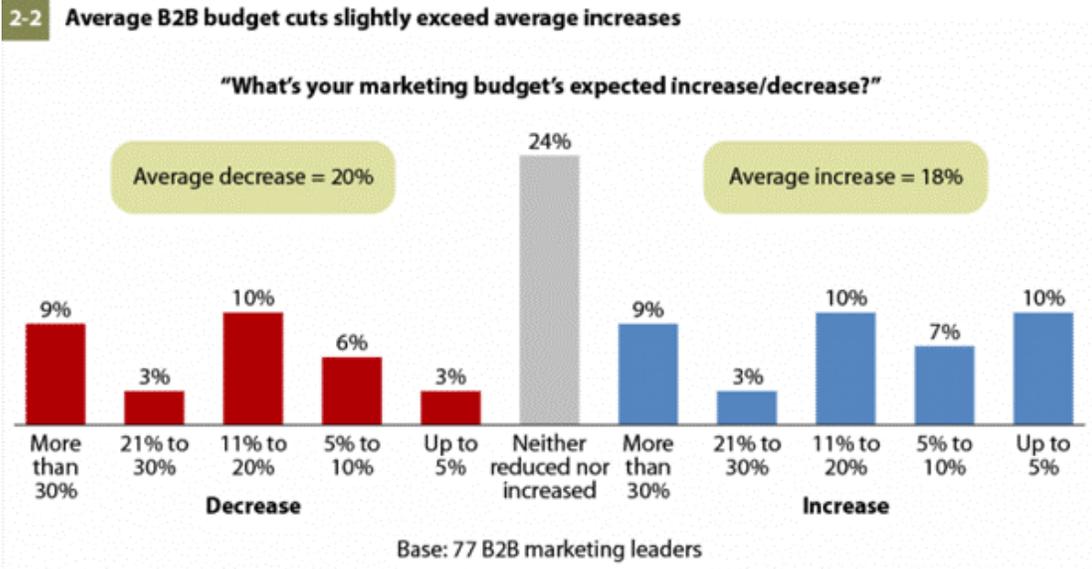
“The bottom line, as marketers we must still prove the business value of marketing, that is we must be ever more diligent and vigilant when it comes to marketing accountability.”

Laura Patterson



Laura Patterson is president and co-founder of [VisionEdge Marketing](#), which specializes in enabling organizations to leverage data and analytics to facilitate marketing accountability and operations, measure and improve marketing performance, develop dashboards, and enhance marketing and sales alignment. Laura is a frequent speaker and author of three books including *Metrics in Action: Creating a Performance Driven Marketing Organization* (Racom, 2009).

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Source: Forrester ([Marketing Budgets: It’s Time To Plan For A More Fortunate 2011](#))

“The responsibility for the systematic management of marketing resources and processes to achieve measurable gains in return on marketing investment and increased marketing efficiency, while maintaining quality and increasing the value of the corporation.”

Perhaps VEM’s (VisionEdge Marketing) perspective will help drive home the concept. Accountability is the measuring and monitoring of the commitment a person, group, or organization makes to deliver specific, defined results. We have found that accountable marketing organizations are both accountable to the financial and strategic initiatives of the organization. When marketing examines the ROI of a program it is addressing the financial side of the equation.

Measuring marketing’s commitment to moving the needle regarding market share growth or an increase in customer value are examples of being accountable for the strategic initiatives side of the equation. Both necessitate aligning marketing objectives with business outcomes and linking marketing to a company’s financial performance.

Performance Management Takes Measurement

“You can’t manage what you can’t measure.” This time-tested adage from management guru Peter Drucker applies now more than ever given the continuous scrutiny on marketing. Best-in-class marketers understand this idea all too well and are investing in the infrastructure (tools, systems, skills, processes) needed to develop a fully accountable performance-driven outcome-based marketing organization. These organizations aren’t only focused on being more efficient (reducing costs and waste), but improving their effectiveness and strategic value with laser-beam focus being on improving business results.

Notice two operative words: *performance*-driven and *outcome*-based. Accountability starts with an outcome, a result that needs to be accomplished. Marketers have tended to concentrate on outputs, the “stuff” we produce, and the ROI on these outputs. Best-in-class marketers are shifting from being output-oriented to outcome-based.

For example, rather than reporting on the number of people who attended a webinar and the associated ROI, these marketers are reporting on the number of qualified opportunities against the expected performance target for a webinar and how many of the opportunities ultimately converted into sales worthy prospects.

Performance-driven marketing organization leverage performance management techniques. Performance management is the process of measuring progress toward achieving key outcomes and objectives in order to optimize individual, group or organizational performance. VisionEdge Marketing research over the past nine years found that marketing performance management is a top priority for the C-Suite (CEOs, CFOs, COOs, etc.).

The need for marketing to embrace performance management is not new. The Advertising Research Foundation study highlighted this finding back in 2000. Despite the number of tools added to the marketing arsenal, performance management remains elusive for many marketers. Why? In our work we have discovered that many marketing organizations lack the data and tools they need to measure and manage performance and those that have the tools and data often lack the analytics, metrics, performance targeting, and measurement sills. These problems will continue to plague marketing organizations until they focus on and acquire the analytical approaches and skills, the right data and data collection processes, and the right measurement skills and tools.

Most importantly accountable marketing requires develop meaningful action based measures and metrics. This year’s [study by Unica](#) (now part of IBM) found that turning data into action, measuring results and effectiveness remain among the top priorities for marketers.

Steps to Improve Your Marketing Accountability

There are two things every marketer can do to improve their accountability. First, ensure the link between marketing objectives and the associated programs, tactics and activities are directly linked to specific quantifiable business outcomes. Second, demonstrate the value of marketing by setting, monitoring and reporting on relevant measurable marketing objectives, metrics and performance targets to the leadership team.

Easier said than done you think? True. But these five initial steps will go a long way toward enabling you to start and accelerate this important journey.

1. **Conduct an audit to identify alignment, data and process gaps.**

It’s hard to know where to go and where to aim if you don’t know your current state. Use the audit to identify and add the right talent, systems, and tools to help automate

marketing processes and improve marketing performance. Assess the crucial data, analytical and measurement skills your team needs and provide training.

2. **Create and adopt a performance measurement and management strategy, system and metrics and measurement framework that aligns marketing with the business outcomes.**

Design and select metrics and clear standards of performance that enables marketing to measure its impact, effectiveness, efficiency and value. It's important to understand the select the right metrics. Marketing metrics should tie to our three primary responsibilities: acquiring, keeping and growing the value of profitable customers. Therefore the metrics we select should in some way indicate the impact marketing is having on market share, customer value, and customer equity.

3. **Engage the leadership team and form strategic partnerships with an extended team of finance, IT, sales, service, etc.**

In 2005 the Tuck School of Business facilitated an executive roundtable with nearly 20 CFOs and CIOs from some of the largest companies in the world, including Cisco, IBM, Eaton, Whirlpool and Citigroup. Why? Because CFOs and CIOs along with other members of the C-Suite "have increasingly become key partners in a variety of initiatives critical to business success." Performance management is one of these critical business initiatives. CFOs often lead the internal discussion about metrics and performance management. CFOs are also taking the initiative to develop standard, consistent measurements that focus on leading indicators of value creation. CIOs and IT play a major role in creating and maintaining the infrastructure and data needed to support performance management. Marketing accountability is key to performance management. The elevation of their roles plus the leadership team's renewed focus on productivity, business value and performance management require marketing to build bridges and allies finance and IT and engage them and other key members in the marketing performance management journey.

4. **Create and align processes, policies and practices that ensure the linkage between marketing objectives and programs with business results.**

As a result the marketing organization will be properly and strategically positioned and pulling in the same direction as the rest of the organization. Organizational development research has shown that proper alignment of people and organization's result in higher productivity for less effort. When you have achieved alignment the link between marketing project, programs and initiatives and the broader company outcomes is explicit. And each member of the marketing team understands the impact of their daily activities on the outcomes. Once you take this step you will be able to

prioritize projects based on their value and impact rather than what's most familiar or easiest.

5. **Develop a multi-level dashboard to report performance and results in real-time to facilitate course adjustments and foster decision making.** Make your marketing dashboard an iterative and collaborative effort. A good marketing dashboard facilitates decisions. If your marketing dashboard doesn't enable you to make course adjustments, know what is and isn't working, and communicate the value of marketing in financial and strategic impact terms then it's time for a dashboard makeover.

For many marketing organizations these steps may require process and cultural changes. So marketing accountability is not a journey for the weak or timid. However, there have been enough studies over the years to suggest that by implementing marketing accountability you will be able to hold or add to your marketing budget AND you will become more effective at using marketing to drive business results.

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“...progressive marketers rely on ROI directed funding for traditional channels and media, and they rely on return on objectives (ROO) for non-traditional, “new territory” funding.”

Thomas Manning



Thomas Manning is a partner with [Ninah Consulting](#), a firm that quantifies and helps to increase marketing effectiveness and profitable business growth with the analytical rigor of a modeling house to address company issues, produce robust models and deliver relevant insights with actionable recommendations.

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Management Performance Techniques to Guide Digital Marketing Spend

Innovative marketers have deployed marketing performance techniques to effectively guide spend in emerging digital channels and platforms. These progressive marketing organizations have prudently explored the benefits of the digital area by connecting strategic initiatives with a measurement and assessment capability to optimize marketing spending. Until the digital area proves itself relative to other competing areas of spend, this will be a valuable technique.

Specifically, progressive marketers rely on ROI directed funding for traditional channels and media, and they rely on return on objectives (ROO) for non-traditional, “new territory” funding (ex. parity in search ad exposure). ROI funding techniques work best within categories of spend that have easily identified transaction measures (ex. # of web pages viewed) and ROO for areas of strategic funding (ex. internal branding). The key to optimal allocation of marketing spend is a broader management technique that allows marketing decision-makers to balance ROI with ROO directed funding. A complementary test and learn approach with supporting analytics and feedback mechanisms provides a strong capability for optimal funding. With that ability, marketing management can be more proactive and timely with new areas of opportunity such as social media or search.

For digital marketing, funding increases will be accepted with greater ease and timeliness by knowing there is a technique for measuring the impact on the objectives or returns for that area, where empirical measures and benchmarks are thin. One way to execute this approach is to utilize a set of leading indicators to connect senior management objectives with department level objectives and generally reflected in cascading metrics designs. This provides top down and bottom-up accountability. A second step in that approach would be to inter-connect the metrics across organizational boundaries where marketing has minimal to no authority but where performance has a key impact on marketing initiatives. This is generally cross functional (and many times cross agency) and provides marketing with a set of leading indicators to know how well their initiatives are performing before they are reflected in financial reporting. Additionally, organizations utilizing these techniques can align the metrics within a

scorecard which senior management can use to manage cross functionally and cross agency in a systematic manner.

As example, a credit card company was looking to increase the business spend of their card holders in the small business category. Certain segments of that category exhibited seasonal spending characteristics for their businesses and increased spending was impacted by credit limits that assumed level, non-seasonal spending. The company sought to develop a major community group initiative for these customers with social media as the platform. Marketing was seeking significant budget to develop and maintain these community group activities. A set of cascading metrics was developed for these non-seasonal segments that included revenue improvement, partly driven by business transaction measures which in turn were partly driven by the increase in average credit levels.

Marketing recognized, however, that any promotional activities directed to those segments would be futile without participation of the risk management group which monitored and approved credit limits. A leading indicator focused on measuring the number of approved credit increases was developed for the risk management area. With this metric in place, marketing could continue to fund this effort on the basis of the risk management area meeting defined credit goals. Funding was adjusted largely based on the ongoing performance of this key activity.

The end result of these techniques is a better balance of supporting organizational performance attributes that will best contribute to marketing goals. In the digital space, where strategic top line funding needs to connect to the options that are available within digital and measured at an ROO level, this technique itself can be measured as a competitive differentiator from those companies that look to efficiently marry opportunity with proper funding.

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“Companies whose digital strategy includes consistent, coordinated cross-channel marketing must ensure that any on-demand systems can be properly integrated with the larger marketing process.”

David Raab



David Raab is a consultant specializing in marketing technology and analysis. Clients have included major firms in financial services, retail, communications, and other industries. His [**B2B Marketing Automation Vendor Selection Tool**](#) provides detailed information and guidance to buyers of marketing systems. Mr. Raab has written hundreds of articles for DM Review, DM News and other industry publications. Many of these are available without charge at www.archive.raabassociatesinc.com.

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Aligning Technology and Digital Marketing Strategies

Technology strategy is how a company uses technology to achieve its business goals. The business goals themselves are determined by corporate strategy: typical goals are customer intimacy, lower prices, or superior product quality.

Those business goals imply business requirements. For example, a strategy based on customer intimacy requires comprehensive, detailed information about each customer’s activities, preferences, and needs. This in turn creates functional requirements such as capture customer identifiers as they interact across all channels, combine interactions from multiple channels in a central database, link interactions that relate to the same customer, and forecast future customer needs from their past behaviors.

Functional requirements can be met through different technical approaches. A company might deploy separate channel systems that feed into a separate, central marketing database or it might deploy a unified system that manages interactions across all channels using its own consolidated database.

Technology strategy is about selecting a technical approach and making sure all technology decisions support that approach. A company that had decided on separate systems for each channel would look for best-of-breed digital systems that could easily connect to the central database, while a company that had chosen a single-system strategy would look for a system with broad multi-channel capabilities and a flexible core database.

Warning Signs

The technology choices must also be consistent with other parts of the business strategy. A company whose business strategy included minimal capital investment might favor cloud-based systems that can be deployed and expanded in small steps. One whose strategy depended on unique capabilities might choose to build custom systems despite the higher cost and longer lead time. The key to an effective marketing technology strategy is understanding the larger

business strategy and making sure that the marketing systems support it on all levels.

Beyond specific enhancement projects, there are warning signs that your company's core marketing technology may itself need replacement. These include fragmented data, uncoordinated responses to customer needs, and difficulty in making changes to keep up with new business requirements.

The appropriate response to these symptoms will depend on your company's technology strategy. You may need to replace a large central system or simply to upgrade a disconnected component. Because new technology is often cheaper than previous versions of similar systems, this won't necessarily involve an increase in technology investment. But few firms would replace a well-functioning marketing system simply to reduce technology costs. System change creates too much disruption and risk.

Digital Strategy Drives Technology Strategy

The digital strategy is one part of the company's larger business strategy. The strategic roles assigned to digital marketing will drive many technology requirements. This means that the technology strategy can only be created after the basic digital strategy is set and the company has defined its interaction strategy across the entire customer life cycle, from reaching new prospects through strengthening relationships with satisfied customers. Technology will also largely determine what data is available to measure ROI and which tools used in those measurements.

Like digital marketing itself, the technology strategy will evolve over time as new opportunities appear and as the company adjusts its business plan. However, changing technology platforms is costly, difficult, and time-consuming. Companies must therefore pick their technology strategy carefully so they can adapt to new conditions without major changes in their core systems. In situations where the future themselves are highly uncertain, such as a start-up company in a new industry, this flexibility is itself a core requirement that the technology strategy must meet. In more stable situations, technology strategy can focus on other goals such as lower cost or higher productivity.

Business Case for Technology Investments

Unlike "above the line" marketing expenses such as advertising, technology investments rarely generate revenue directly. This means technology is generally acquired on a project-by-project basis as the company identifies specific opportunities that require technology to exploit.

Funding for those projects is usually treated as a capital expense with a traditional Return on Investment justification. Or, increasingly, new technical capabilities are added through on-demand services that are purchased on a month-by-month basis without a formal investment review. This can be dangerous because such purchases are often not managed within the framework of the company's technology strategy, leading to short-term benefits but long-term

fragmentation, inefficiency, and lost opportunities. Companies whose digital strategy includes consistent, coordinated cross-channel marketing must ensure that any on-demand systems can be properly integrated with the larger marketing process.

Technology is often viewed as a cost item, so the formal business case for new technology investments is often based on reductions in staff time or system operating costs. But these calculations often ignore the hidden costs of the disruption caused by changing systems. The real benefits of new technology are usually related to improvements in other marketing areas, such as better segmentation or more productive advertising purchases. While the precise benefits from these improvements are often not known in advance, it's worth making a conservative rough estimate to ensure the project is likely to be worth the effort.

Improving Technology ROI

Your return depends greatly on the nature of the technology investment and, as previously noted, often depends on results from the marketing activities managed by the system rather than the system itself. For example, a \$500,000 marketing mix optimization project might result in a 20% improvement in advertising efficiency – but whether that's worthwhile depends on the advertising budget: on a \$1million budget, that \$500,000 returns just \$200,000, for a \$300,000 loss; but on a \$10 million budget, it returns \$2 million, for a \$1.5 million profit.

Similarly, it's not enough to know that marketing automation frequently doubles or triples the conversion rate of nurtured leads. The ROI depends on how many leads are running through the system. System costs themselves are just slightly related to volume.

The most expensive system is the one you don't use. The key to improving returns is to make sure you acquire systems that will actually contribute to your business. That means systems which enable worthwhile marketing programs, can be integrated with the rest of your marketing infrastructure, and can be operated effectively by your staff.

The critical constraint in most marketing departments is the time and attention of marketing managers, who can pursue only a few new initiatives at a time. As a result, the key to improving your returns on technology is to rigorously assess the available opportunities and make sure you pursue the ones with the largest long-term potential.

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