The Power of Synchronizing Marketing Operations and Campaign Management

Insights from a webinar presented by SAS and the American Marketing Association
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Introduction

“We cut our online media spend by 10 percent and increased target audience numbers by 500 percent.”

“We measured a two-fold improvement in customer engagement in just three months.”

“Actionable event triggers will deliver a 1-2 percent reduction in abandonment that will result in additional revenue of 8 million euros a year.”

“In four weeks we got insights that two Web analytics vendors failed to deliver in two years, saving us millions in unnecessary infrastructure costs.”

“We identified a segment of high-value customers we can target with special offers, worth millions of pounds.”

These are the kinds of results chief marketing officers like to be able to take to their boards. These are real examples from organizations in financial services, retail and travel that optimized just one aspect of their marketing: online intelligence. Imagine what could be achieved by optimizing the full spectrum of marketing enablers, from data integration to business intelligence, from strategy to execution.

That is the vision of integrated marketing management – the synchronization of marketing operations and campaign management with an overlay of analytic intelligence. Gartner defines integrated marketing management as “the marketing strategy, process automation and technology that is required to integrate the people, the processes and the technologies across the entire marketing ecosystem.”

Marketing professionals know quite well how complex that marketing ecosystem has become. You have to balance investments and initiatives across multiple categories: traditional media, digital media, public relations and more. For each category, you have to balance activities across marketing vehicles, such as press relations, sponsorships, product placement and awards. And of course, there are dozens of marketing tactics to carry out those initiatives. The chart in Figure 1 is by no means comprehensive, but it does point to the complexity that marketing organizations must manage.

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1 Gartner, Magic Quadrant for Integrated Marketing Management, Kimberly Collins and Adam Sarner, October 26, 2011.
The marketing strategy, process automation and technology that is required to integrate people, processes and technologies across the entire marketing ecosystem.

Integrated Marketing Management
“If you look at the circles and think of the myriad permutations possible in aligning categories with vehicles with tactics, it can get absolutely mind-boggling,” said Wilson Raj, Global Customer Intelligence Director at SAS. “This is just a view from an outbound, multichannel campaign perspective; it doesn’t even address all the planning, orchestration and data analysis behind the scenes. Think of the operational and logistical nightmare it could be to coordinate everything on this wheel. When you consider the imperative to balance all these marketing investments to optimize results, it is clear that marketers need to tackle this in a more synchronized way, to keep this wheel balanced and not spinning out of control.

“The notion of a marketing ‘nirvana’ may be a stretch, but organizations should at least get to a state of awareness about synchronizing the very fundamental aspects of a closed-loop marketing process: integrating the planning, operation, execution and analytical marketing aspects, from marketing ideation to resource allocation to cross-channel execution.”

**The Evolving Marketing Landscape**

Against a recessionary landscape, marketers face some transformative realities that have redefined their roles and expectations.

**Customers Are More Empowered than Ever**

Thanks to online channels, consumers have ready access to all kinds of information about you and your competitors, good and bad. They can laud or lambast your brand among peers and strangers. They can get recommendations and comparison shop with ease – and they expect pricing to be transparent and aligned with perceived value.

“Gone are the days when you can simply talk about your products, amplify the benefits and put forth a pricing sheet,” said Raj. “With the proliferation of social channels, you have to be much more transparent and authentic.”

**Customers Expect to Not Just Buy, but to Engage**

“[In the younger generation particularly, there is certainly a high affinity for technology, mobile devices and social media,” said Raj. “These customers are hyper-connected, and they are communicating not just for products and services, but for relationship and value. They expect to be treated as a segment of one. They have already done a lot of pre-work on your website and other digital properties. They have spoken to people in your networks. They want to cut through the marketing hype and get to the real value you can provide to their lives.”

“CMOs are under a lot of pressure to be not just brand stewards and marketing communications experts, but to adopt a performance and business accountability perspective. ... CMOs will have to evolve, much as CIOs ascended from being technology managers to being leaders who drive business focus from a technology perspective.”

Wilson Raj
Global Customer Intelligence Director, SAS
The Hyper-Connected World Drives Big Data

“The proliferation of all these social webs, smart phones and mobile devices is driving up the volume, velocity and variety of data, both within and outside the organization,” said Raj. “Furthermore, we can’t forget about all the insights and customer comments that are locked up in call records, support forums and internal communications. All of that information is just as valuable and vital as the information that comes from outside the organization – if you can connect the data in a way that drives brand differentiation.”

Marketing Is Held to New Levels of Accountability

“CMOs are under a lot of pressure to be not just brand stewards and marketing communications experts, but to adopt a performance and business accountability perspective,” Raj said. “Those who failed to recognize that reality might be part of the reason CMO tenure has averaged about 18 to 24 months. Marketing leaders now understand that marketing is as much a science as an art, perhaps more so. To continue on this track, CMOs will have to evolve, much as CIOs ascended from being technology managers to being leaders who drive business focus from a technology perspective.”

All of These Pressures Come Against a Backdrop of a Lean Economy

“Although we’re slowly moving out of the recessionary cycle, vestiges of the past few years will become the new normal,” said Raj, as he expects that the rebounding economy will not spark executives to relax and go back to the old, inefficient ways just because they aren’t facing quite as much survival pressure. Raj continues: “Businesses will continue to be tasked to do a lot more, faster, with fewer resources, in more innovative ways – while protecting data and preserving privacy.”

The Marketer’s Mandate Has Evolved

Far more than just running campaigns, marketing now must meet heightened expectations within four primary responsibilities:

- **Customer experience** – Deliver a branded customer experience, both inside and outside of marketing.
- **Marketing campaigns** – Run integrated, multichannel, inbound/outbound conversations in real time.
- **Brand management** – Sustain brand health in a rapidly changing virtual world.
- **Insights and analytics** – Unearth and dynamically manage customer insights to drive action.

“This fourth element, the analytic insight, is the glue that enables marketers to bridge the operational side and the campaign side,” said Raj. “With analytics we can better inform strategy, better identify opportunities and calibrate marketing with greater precision and speed.”

“Back when marketers were focusing on the campaigns, they would say, ‘We need something to manage our digital campaigns,’ or ‘We need something to manage our website.’ Those technologies were often deployed in isolation from the marketing activities that were being done on the front end. As a result, many companies have multiple, disconnected technologies driving operations.”

Wilson Raj
Global Customer Intelligence Director, SAS
The Technology Framework for Synchronization

“Holding back technology to preserve broken business models is like allowing blacksmiths to veto the internal combustion engine in order to protect their horseshoes.”

That metaphor from Don Tapscott and Anthony Williams, authors of Wikinomics, sounds improbable, but it’s not far from the truth for many marketing organizations. “So often there are disconnects between the campaign orchestration and execution front end and the planning and operational back end,” said Raj. “There is a tendency for people to protect their own ‘horseshoes.’ People tend to focus on the outbound aspects and don’t pay attention to the overall value of bridging both aspects together to bring a new paradigm, the ‘combustion engine.’”

There are obstacles to that synchronized ideal, to be sure. In an informal survey during the webinar, 45 percent of respondents cited challenges from data being decentralized in silos and disparate records. Another 30 percent reported difficulties with data being disconnected from the marketing process.

This disconnected data environment is the natural result of expansion into new marketing categories or vehicles, said Raj. “Back when marketers were focusing on the campaigns, they would say, ‘We need something to manage our digital campaigns,’ or ‘We need something to manage our website.’ Those technologies were often deployed in isolation from the marketing activities that were being done on the front end. As a result, many companies have multiple, disconnected technologies driving operations.”

If you could bridge those gaps, the benefits are worth it. According to Gartner Research, “by 2015, companies that leverage MRM [marketing resource management] effectively will save more than 15 percent of their annual marketing budgets.”

The encouraging news is that many organizations already recognize this. In another poll during the webinar, nearly 40 percent of respondents reported that their organizations focus on both marketing operations and campaign management. “There is growing awareness of the importance of linking campaign management and marketing operations,” said Raj. “That is excellent news. The 40 percent represents the folks who are closer to achieving that marketing nirvana.”

How Does an Organization Bridge the Divide?

It helps to start by approaching the question not from a technology perspective but by looking at the business outcomes the marketing function should deliver. From that business view, meaningful technology linkages start to reveal themselves. At SAS, we frame the technology solutions around three business imperatives:

- **Find the most profitable growth opportunities.** Generate a 360-degree view of customers, one that reflects online and offline behavior, customer sentiment, customer value and more.

• **Take the best marketing action.** Present the right offer at the right time (maybe in real time) to the right audience at the right stage of the purchase cycle.

• **Maximize cross-business impact.** Use marketing and customer data to benefit a broader set of constituents – not just in marketing operations or sales but also in customer relations, customer service, research and development, in finance and even human resources.

Figure 2. The first step to synchronization is to adopt a perspective based on business outcomes.

Figure 3 presents a high-level construct for conceptualizing an integrated marketing management process, looking at the marketing ecosystem in four buckets:

• **Strategy and planning,** setting the right focus.

• **Information and analytics,** where you actually create that 360-degree view with deep insights.

• **Orchestration and interaction,** optimized multichannel execution.

• **Customer experience,** delivering with relevance and authenticity.

Figure 3. A high-level construct for conceptualizing an integrated marketing management process.
“While this is shown here as a linear process, it is really more a closed-loop cycle, as inputs from each of these four phases feed into each other at all times,” said Raj. “The technologies are connected with your execution, with analytics as an underlay to powering both sides. As you implement this process, you’ll see common threads emerge: optimizing campaigns around every aspect of this cycle, moving from scheduled and periodic analytics to more real-time analytics, and of course, synchronizing all these efforts.”

Figure 4 shows a conceptual view of the data and analytic foundation for an integrated marketing management process. “The analytics should not just draw data from marketing-specific data sources, such as campaigns and social media, but from other systems that may be available, such as enterprise resource planning and customer relationship management,” said Raj. “Anything that may have customer data is fair game to get drawn into the analytics you use to plan, orchestrate and optimize marketing programs – which is then parlayed into a rich customer experience.”

This is a conceptual view, of course. The actual IT deployment would look much different, with data integrated from multiple sources and high-performance analytics running in grid computing environments, on a dedicated analytics appliance or in the cloud.

SAS® Customer Intelligence combines data integration, online and offline analytical tools, and purpose-driven marketing solutions to create and run dynamic programs consistently across every channel.
What Do We Mean by Analytics?

Sometimes what people think of as analytics is not much more than the filtering, ranking and calculations of spreadsheets – delivering a view of the past.

This kind of hindsight reporting is only the bottom rung on the analytics maturity ladder. Next up the scale are analytics that help you understand what is happening, then analytics for predicting what is going to happen, and ultimately, analytics for influencing what is going to happen. The higher a marketing organization evolves on this maturity scale, the greater the predictive insight and business value you can deliver.

“This maturity scale is by no means sequential,” Raj noted. “It is not a matter of achieving one phase and then moving on to the next and the next. All marketing organizations perform analytics at various levels at some point; the question is, where is your focus most of the time? The reporting analytics focus on the past, which is really helpful but doesn’t go far enough to optimize your marketing. The highest tiers – analytics for better predicting and executing – are keys to extracting marketing ROI and adding customer value.”

Balance Your Analytic Approach

The most successful organizations will be the ones that use an array of analytic techniques in a balanced way, said Raj. “Look at the integrated marketing management construct and assess whether your organization has a balanced approach, one that combines reporting on the past, analyzing the present and creating data-driven predictions that enable you to influence the future.”

It is also important to balance the use of analytics across the key drivers of profitability:

- **Increasing revenue** – Analytics can improve the level of campaign acceptance by ensuring that campaigns are more targeted and relevant, delivering insights for real-time interactions, and understanding what kind of support the customer needs in order to be nudged toward a buying decision.

- **Reducing costs** – “An integrated marketing framework can significantly reduce the time required to generate a campaign – for example, reducing a two-week cycle to two days or even a day,” said Raj. “Gone are the days of creating gigantic, monolithic campaigns to a cast of thousands. Now we can use analytics to identify very specific customers and prospects, then create smaller and more relevant campaigns that have higher success rates. Using this approach of more targeted campaigns at higher frequency, we have seen campaign costs decrease by an average of 50 percent or more.”

Analytics can be applied at the level of individual customer transactions or massive customer segments. For example, analytics can determine the right offer to make to a customer contacting the call center, or discern patterns from millions of records that reveal why some customer segments responded and others did not.

Ideally, customer analytics need to be “marketing process-aware,” said Raj. Data feeds are aggregated across customer channels and managed to be analysis-ready.

As a pioneer in marketing performance management, SAS is one of the only integrated marketing management vendors that can tie both together in an integrated platform to drive performance improvements throughout the entire marketing organization.
Analytical processes and models are applied to that data to generate meaningful insights. Decisions are carried out based on system suggestions. All of this is done in a continuously iterative process, often without human intervention. “The more you can automate these processes and link them across the marketing function, the better off you are,” said Raj.

Assess Your Analytic Capabilities and Start Filling in the Gaps in Your Marketing Process

Organizations have access to a wide array of analytic capabilities in support of various marketing goals, from generating awareness to building advocacy and loyalty. Figure 5 provides a high-level view of analytic capabilities by value levers, to help you identify the strengths and gaps in your organization’s marketing framework.

Closing Thoughts

SAS provides all the capabilities described in this paper, built on top of an enterprise data management foundation that supports the requisite data sharing, analytic sophistication and process synchronization. SAS Customer Intelligence is the most comprehensive suite of integrated enterprise marketing solutions on the market, with solutions for customer experience analytics, digital marketing, marketing automation, marketing optimization and real-time decision making.

SAS Customer Intelligence integrates marketing operations with campaign planning and execution, synchronized across all channels. Customer transactions, store or branch office interactions, online shopping navigation, call center conversations and mobile marketing message responses: All of these contacts are managed in a unified perspective – faster and with greater precision.

The 2011 acquisition of Assetlink, a pioneer in workflow and asset management, gives SAS the most comprehensive integrated marketing management platform in the industry – connecting people, processes and technologies across channels and across the marketing process.


SAS continues to tightly integrate campaign management activities with its other solutions, such as social media, online analytics and marketing optimization, for the kind of holistic, end-to-end marketing system that CMOs demand.

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SAS Social Media Analytics unifies social media conversation history and analysis with inbound and outbound customer contact history across other channels to create a comprehensive view of the customer and ensure a consistent customer experience.

Synchronization through analytics works. Just ask office supply giant Staples, which saw a 137 percent rate of return by using analytics to predict which customers were at risk of attrition and to lure them back with the right offers. ScotiaBank gained an ROI of more than 100 percent using marketing optimization to generate leads and create targeted campaigns using data from 7 million customers. Online travel agency Expedia used predictive analytics and real-time credit card transaction scoring to boost sales 10 percent – worth millions – while reducing chargebacks.

It may not be nirvana, but these are great stories to take to the executive suite. Then again, if nirvana is a state of transcendence – a release from afflicting states and attainment of unique form of awareness – then yes, marketing nirvana is well within reach.

About the Presenters

Wilson Raj
Global Customer Intelligence Director, SAS

Wilson Raj is the Global Customer Intelligence Director in the World Wide Alliances and Product Marketing Division at SAS. His responsibilities include collaborating with industry leaders, customers, alliances, sales, marketing and product teams to establish and evangelize SAS’ customer intelligence growth strategy in the market.

With 18 years of experience in diverse industries, Raj has built data-driven brand value, engagement and loyalty through expertise in integrating traditional and digital marketing, social media, multichannel relationship marketing and public relations. He has held global lead marketing and strategy positions for leading Fortune Global 500® companies and digital agencies, such as Microsoft, Medtronic, Philips, Novell, Ameritech (now AT&T Midwest), Publicis and WPP (Y&R).

Raj holds a BA in English and MBA from Brigham Young University, and a Certificate in Education from the Institute of Education in Singapore.

Top 10 Takeaways
1. Centralize your data; keep it ready and keep it clean.
2. Integrate unstructured data into your analytics.
3. Identify and start to fill your analytics gaps.
4. Seek to move up the analytics maturity scale.
5. Strike a balance between hindsight reporting and predictive insight.
7. Move from scheduled to more real-time analytics.
8. Evolve customer analytics to deliver “marketing process-aware” capabilities.
9. Adopt a business leader focus that transcends marketing and sales.
10. Use customer data to maximize cross-business impact.
About SAS

SAS is the leader in business analytics software and services, and the largest independent vendor in the business intelligence market. Through innovative solutions, SAS helps customers at more than 65,000 sites improve performance and deliver value by making better decisions faster. Since 1976, SAS has been giving customers around the world THE POWER TO KNOW®.