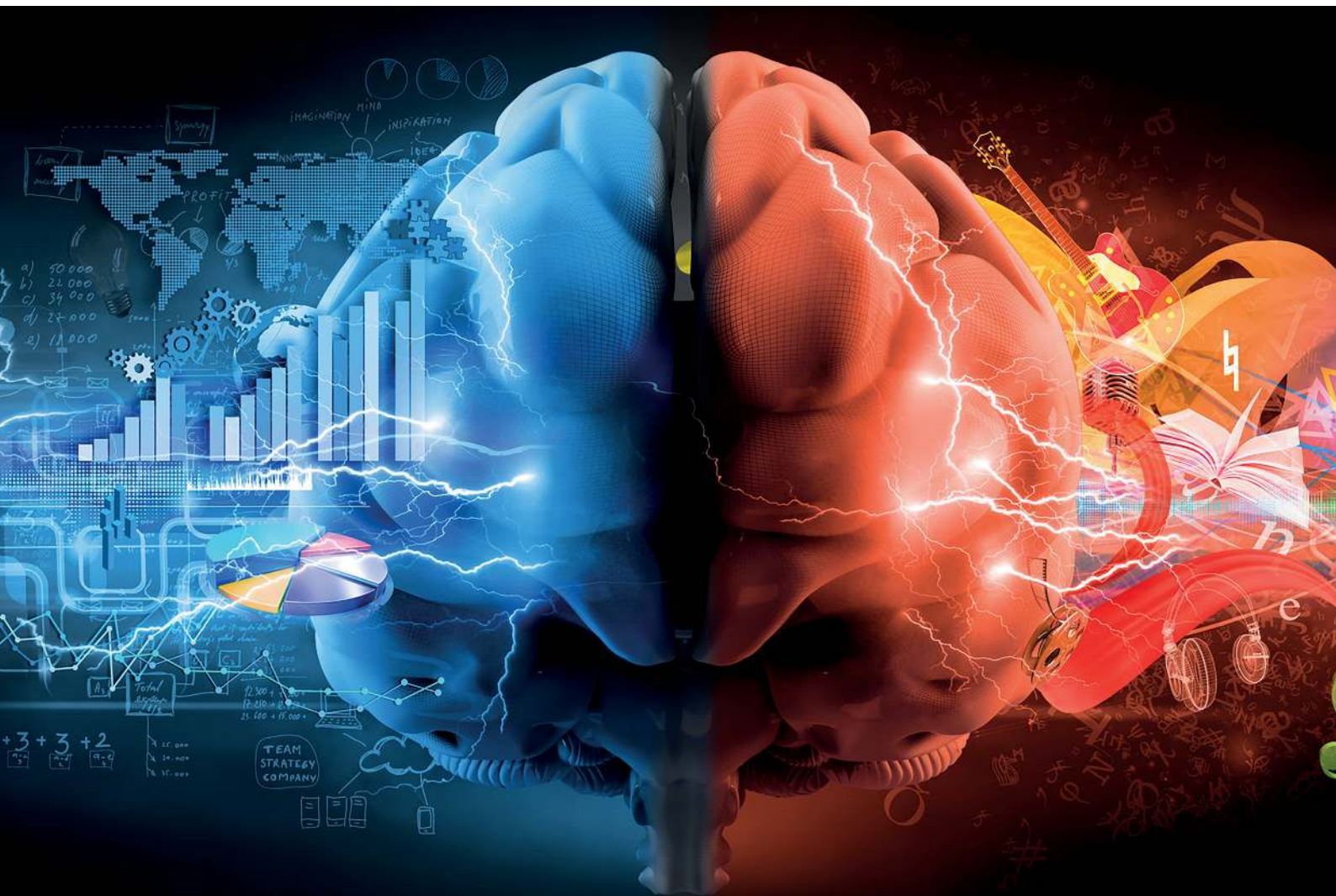


INTELLECT AND INSTINCT: ENABLING ENTERPRISE MARKETING



EDITOR'S INTRODUCTION



CHLOE RIGBY

Editor

The onus is now on global brands and international retailers to engage with local consumers in ways that resonate and that these consumers instinctively understand. Data-driven marketing underpins this customer-centric approach. But, as we'll see over the course of this whitepaper, datasets, which now come in a huge variety of sizes and shapes, are by definition difficult to navigate – and harder still to reconcile to each other. In this whitepaper, we intend to provide some clear approaches that offer straight paths through this maze. It's when information sources are organised in ways that can be understood instinctively that data comes into its own. No longer is it time-consuming to organise. Rather it's a signpost towards solutions that make the best intellectual and financial sense to marketers, the wider team and, ultimately, to their end customers. We hope you find it a useful guide. ■

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EXECUTIVE SUMMARY

Today's chief marketing officer works at the heart of enterprise-level retailers and brands, tasked with driving the customer-centric communications and experiences that shoppers now expect. Marketing teams must learn from a fast-growing array of data touchpoints about how their customers behave, and how they want to buy from and engage with the brands they trust. That data, sourced both within their own organisation and from a growing number of outside sources, must be turned into commercial action – all the while testing, optimising and segmenting in order to perfect the experience. Achieving this calls for a new breed of commercial superhero – equipped with a superhero's tooling that's capable of embracing complexity, bringing the organisation's talents together, and delivering results that are both localised and relevant. It's about bringing the organisational intellect to bear on the data, delivering results in a way that is instinctive because it makes perfect sense.

That's easier said than done when many companies lack the organisational design and capabilities required to deliver personalised experiences across channels. Meanwhile marketers are unsure how best to use data and machine-learning to drive growth. There are technologies available to help – but the sheer number of point solutions can be overwhelming in itself. Questions arise about whether those systems will answer the problems that marketers need to solve, and whether they'll easily integrate into existing systems while allowing marketers to engage in real-time with existing and potential customers.

Over the course of this whitepaper we will argue that the path to success for retail CMOs is to simplify the challenge by prioritising three key areas of action: transparency, speed and growth. For when data and consumer behaviour are easily visible and understandable, and retailers can respond fast to that data, they can propel growth, enabling them to move into new markets, offer new capabilities and work with new partners. Together these represent a combinatorial complexity that is set to change the way they do things – putting them in a place of strength to respond as the data becomes ever-more complex and customers expect ever-faster responses to their questions. ■

FROM OUR SPONSOR

Customers are benefiting from omnichannel retailing – and will only continue to gain more in the future. Customers are able to discover and purchase wherever, whenever and however they want, through seamless engagement and commerce.

The retailers and brands that have spearheaded the industry's move towards omnichannel retail are benefiting too, as they earn both customer trust and loyalty. But at the same time, perceptions are changing. Shoppers expect seamless integration along their retail journeys and they are not easily impressed. Rather, they start to expect that level of service across industries, anticipating rapid innovation and new problems solved along the way.

For most chief marketing officers (CMOs) this presents a challenge. As we see in the pages of this whitepaper, many businesses are not yet equipped to deliver experiences and services that shoppers now expect, and at the speed at which these shoppers expect.

It's a challenge, however, that contains real opportunities. Agile marketing teams are now able to focus on how their own customers want to buy and to respond to that in innovative and strategic ways. Such customer-centric teams can find creative ways to respond to the real-time insights that technology now provides in a way that is ever-more relevant for their customers.

At Datorama, we believe we can help enterprises achieve their aims more easily, using systems designed by marketers for marketers in order to take the pain out of the data, and to deliver intelligent, transparent understanding that enables action and, ultimately, growth. ■



LEAH POPE

Chief marketing officer, Datorama

ABOUT DATORAMA

Datorama, a Salesforce company, is the leading cloud-based, AI-powered marketing intelligence and analytics platform for enterprises, agencies and publishers. Marketers use Datorama to bring together all of their data and take action on insights to optimize every marketing investment and activity. Datorama enables more than 3,000 leading global agencies and brands – including PepsiCo, Ticketmaster, Trivago, Unilever, Pernod Ricard and Foursquare – to optimise marketing campaigns, automate reporting and make data-driven decisions faster. ■



datorama

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THE DATA EFFECT

How do retailers use customer data to provide tailored shopping experiences? Are they meeting shoppers' expectations? We delve into the research

The way marketers use customer data to learn more about how shoppers behave, both within segmented groups and as individuals, has helped to change the shopping experience. Research has found that customers expect a seamless, personalised shopper journey across products and channels. New touchpoints and ways of engaging across the customer journey mean marketers now have large amounts of data – and the challenge of managing that data effectively.

Researchers questioned nearly 900 retail and consumer goods marketing leaders around the world¹ and found an industry eager to give customers the personalised, relevant experiences that they now expect, using tools from a single view of data to machine-learning in order to achieve this.

CUSTOMER EXPERIENCES

Customers' expectations of personalised and relevant experiences are some way ahead of marketers' ability to offer those experiences. Two thirds (67%) of consumers say² that they want to shop from retailers that offer them seamless customer journeys across shopping channels. More than half (54%) of retail and consumer goods marketers say they believe that improving customer journeys is the best way to improve the customer experience, while 51% are actively mapping their customers' journeys. But as yet there's some way to go, since consumers say only 13% of retail brands stand out to them for the way they deliver such connected experiences. That's a challenge that falls increasingly to marketers: 44% of retail and consumer goods marketers say they lead customer experience initiatives at their organisations. That's up from 24% in 2017. But responsibility for the customer experience stretches across the business. Research found 88% of retail and consumer goods marketers share integrated technology stacks with advertising teams. That still falls short of covering the full customer journey, given the important role that customer service plays. Just over half (53%) of marketers questioned shared common goals with service teams.

THE ROLE OF AI AND TRUST

A quarter of marketers are using AI and machine-learning in some form, suggests the research, whether that's in the form of chatbots offering automated answers to common customer service questions or personalised product recommendations, relevant emails. That's forecast to grow to 45% by 2020.

More than two-thirds of millennials and Generation Z consumers welcome personalisation based on their purchase history³ – and most marketers (88%) say that this type of personalisation improves their overall marketing programme. Online shoppers acting on AI-powered recommendations bought more, research⁴ found, with average order values 14% higher.

Most (89%) consumers say that they want transparency in how companies use their data, and 80% of marketers say that balancing privacy and personalisation is a priority – but as yet, just over a quarter (28%) say they are completely satisfied with their ability to do so.

DELIVERING AT SPEED

Real-time engagement is critical, since half of repeat buyers make their second purchase within 16 days of their first. The average consumer uses 10 different channels to communicate with companies⁵ – and that's driving a fast response from marketers.

1. State of Marketing study, fifth edition, Salesforce Research, 2018

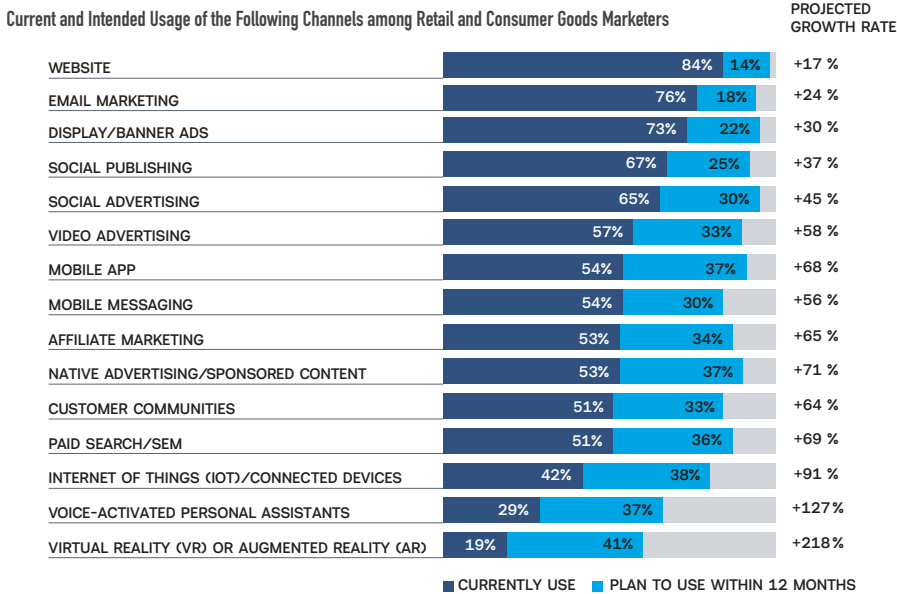
2. Trends in Integrated Customer Experiences, Salesforce 2018

3. Shopper-First Retailing, Salesforce and Publicis Sapient, August 2018

4. 2018 Holiday Shopping Report, Salesforce, January 2019

5. State of the Connected Customer, Salesforce, June 2018

MARKETERS EMPLOY A GROWING ROSTER OF CHANNELS



SOURCE: InternetRetailing Media, adapted from State of Marketing study, fifth edition, Salesforce Research, 2018

Salesforce research found that the average retail and consumer goods marketer used eight channels – and intended to expand that to 13 within a year. Most (84%) had a website, used email marketing (74%), display or banner ads (73%), social publishing (67%) or advertising (65%). Channels still used by a minority included virtual reality (19%) and voice-activated personal assistants (29%). But these seem set to grow fast, with 41% and 37% respectively intending to adopt these channels in the next year.

More than two-thirds (68%) of customers also say that consistency across channels is very important to win their business – and marketers are moving towards the goal of having two-way, dynamic conversations with shoppers across a range of channels.

CHALLENGES TO DATA UNIFICATION

Marketers have access to more and more data, enabling more tailored customer journeys. Today, they use an average of 16 sources of data, a figure that has risen by 60% over the last two years as new sources, such as second-party data, become available. But the sheer volume brings new challenges. While achieving a single view of the customer through data unification is a top priority for marketers, for many it remains a dream. The solutions that enable them to bring that data together are also largely fragmented, with no dominant solution existing in the market. Instead, marketers turn to a disparate array of solutions including customer relationship management (CRM) systems, marketing databases, customer data platforms (CDP), data management platforms (DMP) and email service providers (ESP). Data management platforms, however, are starting to stand out from the crowd. Currently, research found, 55% of retail and consumer goods marketers use DMPs, and 35% plan to use them within two years for tasks including marketing analytics and advertising performance measurement (76%), content personalisation (64%), media buying and optimisation (63%), identity resolution and management (60%), and creative testing and optimisation (56%).

MEASURING SUCCESS

So how do marketers measure success in a time when the picture is changing fast? Marketing staff are expanding the metrics that they use, adding more granular metrics to traditional KPIs. The top five metrics⁶ tracked by marketers were: revenue growth, sales effectiveness, web traffic and/or analytics, marketing return on investment, and customer retention rates. ■

6. State of Marketing study, fifth edition, Salesforce Research, 2018

TRANSPARENCY

A SINGLE SOURCE OF TRUTH

Presenting data in easy-to-understand ways helps cut through the information load

Customers expect personalised, relevant and seamless shopping experiences – and that retail brands will meet their expectations. In order to do that, marketers need a clear understanding of their customers and how they want to shop.

There's no shortage of data to help them achieve that. Research suggests that the average consumer now uses 10 different channels to communicate with brands, while the average marketer uses eight channels to reach customers – and intends to expand that to 13. But it's often challenging for marketers to organise and understand the information that they gain from interactions across so many different touchpoints.

What's needed is a single source of truth.

DATA RICH, INSIGHT POOR

Modern marketers have a vast array of data available to them, from sales and website analytics through to Facebook, Instagram and email data – and many other sources too. Using that data to understand what shoppers want can be challenging.

Leah Pope, chief marketing officer, Datorama, knows that many marketers spend much of their time compiling and preparing data, before they're able to analyse performance or identify insights to inform more effective marketing campaigns, spend allocation, messaging, creative and targeting. "Most of their time and bandwidth is spent on getting data into a state where it's ready to analyse, or where you're able to make sense of it," says Pope. "Oftentimes as a marketer you're not analysing the whole picture, you're only analysing pieces of it because there's only so much time in a week or a month for you to gather or unpack your data."

Global drinks brand Pernod Ricard, for example, decided more than four years ago that it needed to regain ownership of its data if it was to gain transparency and understanding of its customers. By achieving a new level of access to its media-buying data, the company was able to change the way company ran its marketing, says Hugues Demont, global leader, digital performance and new business at Pernod Ricard. "There was no more discussion about performance," he says. "Everything was out there. We started to focus on how to improve campaigns and be more creative, and how to change things to get a response on our media investment."

More technology solutions are introduced every year in the hope of simplifying this complexity. But many present data in their own way, and too rarely integrate effectively with the existing solutions that CMOs already have deployed, says Pope. In 2011 there were about 150 marketing technology solutions on the market – but now that's risen to more than 10,000.

"You can see it growing very rapidly and it's difficult for marketers to understand all the different selection of technology solutions or ways to engage with too much data," says Pope. "What is the best combination or which one should I focus on? This is a question that a lot of marketers are facing and trying to answer."

END-TO-END TRANSPARENCY

A single source of truth provides new-found focus. Machine-learning-powered marketing intelligence can now show marketers what is working – and why. Marketers can configure dashboards to show the data that suits their purpose, whether that's to analyse top-level performance or to reflect the metrics that are most important to their business. In doing so, they gain a clear, intuitive understanding of their customers, from what they buy to why, and how they do it. It gives marketers the tools to adapt their marketing campaigns accordingly, adjusting spending, messaging and other variables. "You're learning more about the end consumer and how they're interacting with your brand and your product," says Pope. "You can tie your marketing investment to business outcomes to see what works. For example, you might have a consumer segment that very much engages with your product on Instagram but doesn't on Facebook, and so you know that if you want the specific segment covered

TRANSPARENCY



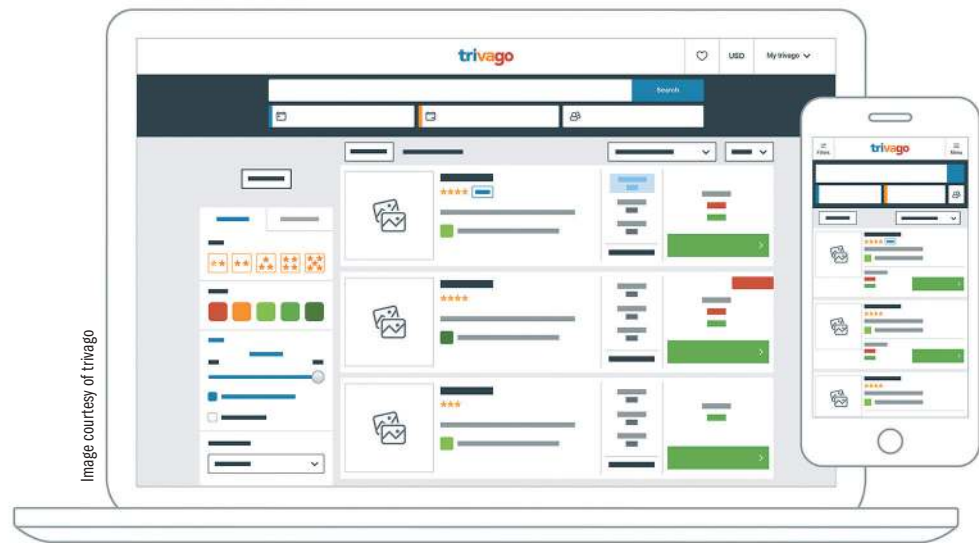
Image courtesy of trivago

you should use the Instagram channels versus the Facebook channel, and that's where you should allocate your spend and resources. From a consumer and a user perspective you're able to meet the consumer where they are with the message that best resonates with the copy that best resonates on the channel that best resonates. It's really a win for everyone because marketers are not wasting spend or ineffectively or inefficiently spending their marketing budget, and the user is engaging with you on the terms that they want."

A single source of truth ensures that different teams are working off the same data, and makes data accountable to marketers and campaign managers. Everyone is working with the same data, through a single source of truth, to measure performance and impact across all of their marketing efforts. The Datorama marketing intelligence platform is a tool to enact strategy. It remains important for organisations approaching this technology to have a clear vision of what they want to know from the data. By setting KPIs that are relevant to their businesses, organisations can ensure that they are on track to meet their targets. Bringing the data itself into the system can be done either through a wide choice of APIs, or, where no API exists, simply by dragging data into the system. Machine-learning then works out what the data looks like, and analyses it accordingly, surfacing the information on customised dashboards that brands – and their internal teams – have set for themselves.

Rich customer data allows companies such as Ticketmaster to make the right decisions across campaigns, channels, and sales, using clean and harmonised real-time data. ■

CASE STUDY



HOW TRIVAGO APPROACHED DATA TRANSPARENCY

Travellers visit hotel search platform trivago in order to find the ideal place to stay from a choice of more than 2m hotels and more than 400 booking sites – and many visit after engaging with the company across display, brand or content marketing. In its work, the display marketing team alone uses data sources from Facebook and Google through to ad-tech platforms, including Criteo, to email vendors, affiliates, and direct publisher and vendor partnerships. The team was spending too much time logging into platforms to download data. It wanted to sync internal spend, booking and revenue data with external marketing data – but had no systems to do that.

The task of analysing a complex array of data sources was highly time-consuming, especially since most publishers that trivago worked with did not have the sophisticated systems it needed in order to connect and move towards data integration. A new approach was needed.

DATA TO RELY ON

At the same time, its brand and content marketing teams were manually standardising and error checking their post-campaign reports from marketing around the world before analysing their performance. The marketing teams worked together to use marketing intelligence platform Datorama to build an integrated system that would provide a single source of truth to each team. Now the teams have real-time automated data feeds at their fingertips to enable their decision making. It's a far cry from the weekly or monthly data they were used to, and has saved a collective 80 hours a day for 40 members of the display marketing team, while content marketers now spend five minutes a day preparing data – down from nine hours previously. Reporting errors are also down by 15%.

Ruthvick Poornachandra, brand marketing project manager at trivago, says: “Datorama has put us on the path to full automation. We've programmed our processes, helping us cleanse all our data, standardise the way we manage our media spend, report on all our campaigns, and calculate and improve on our KPIs. Now, instead of spending our time copying, cleaning and formatting reports, we can conduct advanced analytics to truly optimise our campaigns with the confidence that we can always incorporate additional marketing channels and strategies to push our teams' performance even higher.” ■

SPEED

LEARN FASTER TO ACHIEVE MORE

Real-time insights enable campaign optimisation

When marketers have more time to analyse performance and surface insights, they're able to use this knowledge and real-time data to develop campaigns that resonate with current and prospective customers in more meaningful and valuable ways. "As soon as data refreshes, that's the data you see in your dashboard," says Leah Pope, chief marketing officer, Datorama. "You're not waiting for weekly or monthly reports from the IT team and other partners. Instead, you're able to see the data immediately and make immediate changes or optimisations based on insights that you're seeing."

MOVING MARKETING ON

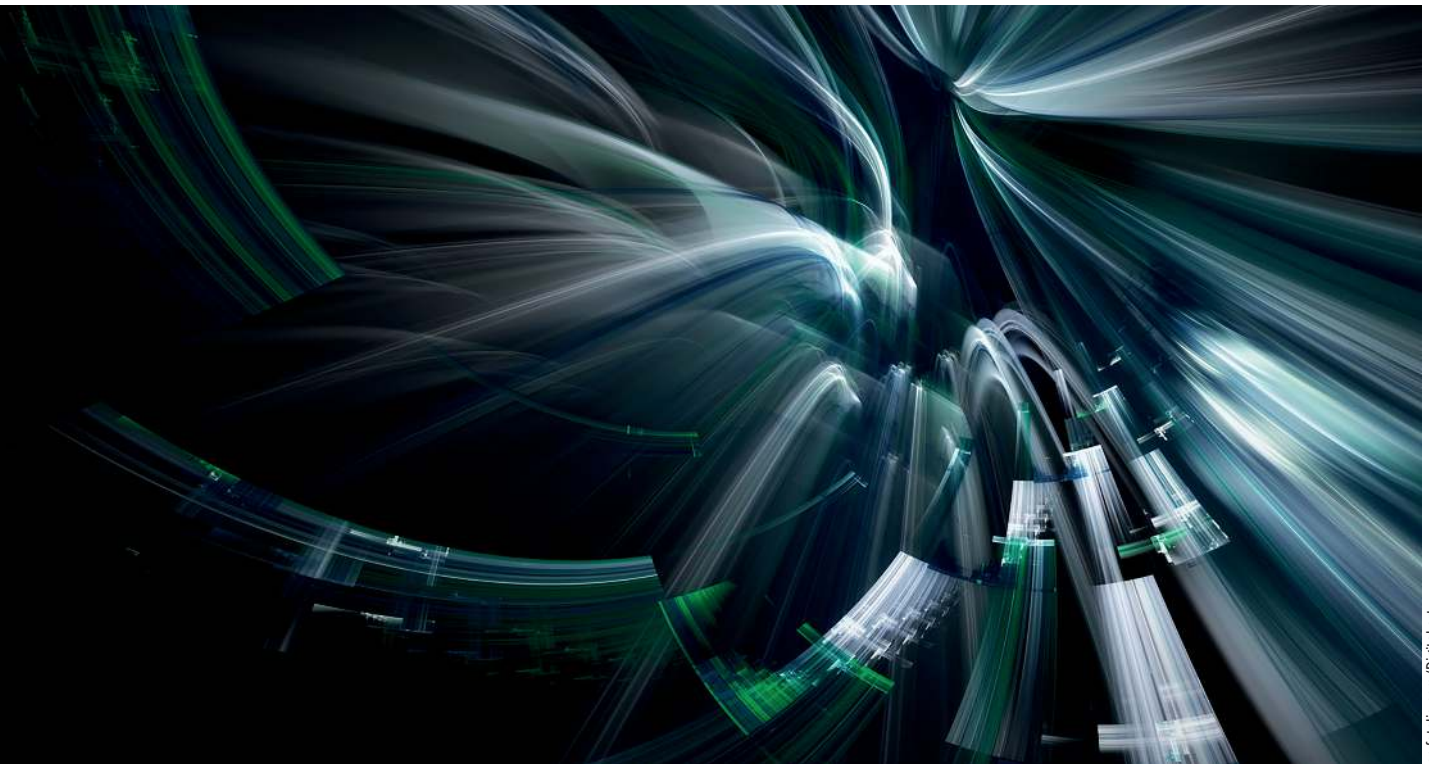
Given the limited constraints of the typical marketing budget, many marketers rely on reproducing historical campaigns, with the same channels and messaging that seemed to work in previous years. At best, in that scenario, optimisation is only likely to happen quarterly, or once a campaign has already run its course. But at a time when customer behaviour is changing fast, that response is just too slow, says Pope. "Two weeks or a month has gone by before you can take time to analyse the data," she says. "Then you wait another week, make changes and optimise for the future. But at that point you're probably working on other marketing campaigns and you're not really able to work on your insights."

Marketers equipped with real-time insights are better placed to adapt and change their approach, responding quickly to what they've learned. It's an approach that sees solutions become more instinctive, based on the intellectual rigour that data provides. The best time to optimise a marketing campaign is while it's still running, says Pope, and marketers who learn fast from what the data says are best placed to do that. That might mean doubling down on what's working well, or pulling back from campaigns that are proving less successful. Marketers can also take a middle path by optimising those specific areas of a campaign that are underperforming – and by doing so can boost results. Understanding just what will improve the campaign comes with the data. At the same time, marketers are, in effect, testing and optimising their campaigns in-flight. "It's all about positive action and growth," says Pope. "You've only got a limited marketing budget and you have to figure out how to get the biggest sales for your buck."

Pernod Ricard says it has gained speed, flexibility and agility from using Datorama as part of a new customer-focused and data-focused architecture, a long-term project that has taken time to implement. Quick wins along the way are key to ensuring staff buy into the project, says Hugues Demont. He adds: "I think providing value to the end user fast is the best way to get adoption and usage locally."

When customers are active, marketers need insights at their fingertips in order to react quickly. When data is fragmented, that fast action depends on having both the right tools and the right strategy in place. Pernod Ricard prepared itself for growth by ensuring that it gained full mastery of its data, and redesigned its architecture to fit its strategy of focusing on the customer and on moments of consumption, across its brands and markets.

SPEED



en.fotolia.com/Digital art

MAKING THE MOST OF EXTRA TIME

Once marketers work with real-time insights and understanding, they find that they get time back. That's time that was spent waiting to find out how a campaign performed, or collating datasets in search of customer insights – or in introducing a new technology in the first place. Hotel search platform trivago found that 40 members of its display marketing team collectively saved 80 hours a day (an average of two hours a day each), while its content marketers cut the time spent preparing data from nine hours a day to five minutes a day. That time could then be used to scale campaigns. Automated and error-checked reporting meant the content marketing team could make better decisions and more accurate forecasts, while scaling up the number of campaigns that it ran.

The brand marketing team in turn was able to use a single source of truth to make marketing faster and more focused. Any piece of relevant data, whether internal or external, could be used quickly to feed into its business insights. The team was able to create market topline and compare them week by week. Further, they were able to drill down into any channel by market or campaign to understand any outlier KPIs. That's made a very real difference to a team that in the past would have needed to open up a range of different tools to try to identify the problem. ■

CASE STUDY



Screenshot of Ticketmaster.co.uk / InternetRetailing Media

HOW SPEED TO INSIGHTS HELPED TICKETMASTER MAXIMISE IMPACT

More than 450m tickets for live events from theatre and the arts to sports and music are bought through Ticketmaster every year. Within the business, Ticketmaster Blue Digital provides digital media agency expertise to arts, sports, music, promoter and venue clients. It's a business that, by its nature, operates at high speed. Tickets are a perishable commodity and there is no shelf life for an event that has already happened. Its programmes and campaigns need to start up immediately and move through rapid reporting and optimisation in order to succeed over the course of just a few days or weeks.

At any given moment, campaigns are targeting millions of buyers across a range of different channels and devices. Blue Digital wanted to unify its customer, marketing and sales data in order to improve decision making. It wanted to connect data from any source and format, across channels and campaigns, and it wanted to easily visualise and analyse that information in order to enable reporting, optimising and billing.

It used Datorama's marketing intelligence platform to connect data from more than 300 different streams, while providing clients, teams and executives with the information they needed in order to take control of performance, impact and business growth.

FASTER TIME TO INVOICE

Ticketmaster now has interactive dashboards to support each of its clients and stakeholders, and it automates reporting to show budget and performance KPIs as well as real-time sales and revenue analysis. Cross-channel optimisation views enable it to double down or correct course. And by integrating with a billing system, it can now deliver invoices at the time of the event.

This was recognised as an industry first when it was achieved and meant that clients could manage their revenues immediately, while Ticketmaster could recognise net new revenue very quickly.

The speed with which Ticketmaster can now deliver and report on campaigns has given it back time. It has saved more than 129 hours a month through automated reporting, billing and insight generation. It's used that time to double the number of campaigns it runs to 2,000 a month, while year-on-year revenues have grown by 30%.

Ticketmaster's clients and campaigns move so quickly that insights are significant - but ephemeral. Real-time reporting and optimisation has given it strong results. ■

GROWTH

FIND THE GROWTH OPPORTUNITY IN DATA

Transparent data and real-time insights provide the right conditions for expansion

New markets come in many shapes and forms. Retail brands may move into new geographies or attempt to break through to a group of consumers who may have considered them irrelevant in the past. They may consider launching new products or services, or working with new partners who can help, in turn, put their brands in front of different customers.

Marketing is key to success in all these areas – and marketers who use data to get to know new customers fast are well placed to take advantage of new opportunities, wherever and whenever they arise.

UNDERSTAND TO EXPAND

Growth is now top of mind for CMOs – and a clear, real-time understanding of data is key to achieving it. The marketing challenge is intensified by the fragmented nature of data that is now emerging from a disparate range of brands and channels. That range is only likely to grow in future as consumers start to engage with brands in new and emerging channels, from voice to the Internet of Things. If data seems complicated now, that's only set to intensify.

Traditional methods haven't kept up. Often datasets are still contained in spreadsheets that take work to analyse and understand. Establishing a single source of truth helps marketers to understand their customers instinctively through the data, and to bring intellect to bear through more creative and innovative forms of engagement. That single view also forms a base layer capable of scaling to other markets, products and brands when they are added in turn, and it enables CMOs to be sure that decisions about growth are built on information that they can rely on.

It's by measuring growth that retail brands can know that they are investing in the right things. When marketing intelligence platforms are set up to plot the KPIs that matter to them and to their customers, brands understand more clearly the value they're deriving from revenue, how individual conversion points are performing and gain real understanding of the wider health of the brand. It's about measuring return on investment and pinpointing where improvements can be made in order to perform more strongly in the future.

LEARN FROM EXPERIENCE

Insights gained in one market can be invaluable as retailers and brands move into new markets, providing lookalike segments for planning. There's no need to be limited to one potential audience, since well-informed marketers can be confident when they set their sights on several. "The opportunity is only limited by the data you're putting in," says Datorama chief marketing officer Leah Pope. "If you have raw data you can optimise your audiences, and your segments."

Once retailers have launched a new product, brand or service, real-time analytics make it simple to go back to the data to understand what is working, and adjust accordingly. Retailers may also find that the end customer is not using the product or service in the way that they envisaged and learn from that in order to optimise their experience. At the same time, marketers are able to monitor their return on investment, while managing spend and budget in real-time. "Growth," says Pope, "is a result of having transparency."

Through a technology-enabled approach, Ticketmaster has been able to scale its expertise to more clients, by standardising its data, analytics and reporting processes. This enables it to see when it needs to move budgets across channels, or when, where and how it needs to change tactics.

Use cases have expanded over time across different teams – while Ticketmaster has also extended its use of marketing intelligence to its own clients. Those that want to customise their set-ups or integrate other marketing data, customise their KPI logic or bring in information from other ticketing platforms are able to do so in order to gain a total holistic view.

GROWTH



en.fotolia.com/encierro

SHARE THE DATA

It's easier to share data across teams and with partner organisations when it's located in a single source of truth that's updated in real-time. Because everyone is working from the same information, each person can make the analysis or reports they need for their individual task confident in the knowledge that the data is both correct and consistent with what others are doing, whether that's within the same team or business, or across a range of partners.

"If you're working with an agency partner on campaigns, you can come up with strategies and improvements together because you have a level of granularity in your data that wasn't as easily achievable before," says Pope. "It helps to strengthen the partnership."

Such strengthened partnerships can in turn underpin further growth, providing a firm and secure foundation that all can rely on. Meanwhile, using a marketing intelligence platform means that hotel search platform trivago has been able to widen its scope to pull in data from a growing number of partners. It is able to learn and test new ideas constantly, using Datorama's marketing intelligence platform to connect – and to unify any data it wants to use with existing API connections to the major publishers and ad networks with which it works. ■

CASE STUDY



HOW PERNOD RICARD USES DATA TO BE LOCAL ACROSS MARKETS

Pernod Ricard uses its data to offer customers wherever they are around the world a local brand experience.

Over more than four years, the €9bn turnover global wines and spirits brand, whose labels include Absolute Vodka, Ballantine's, Chivas Regal and Jacob's Creek, has developed a customer-centric strategy that focuses on the moments of consumption that its customers share with their friends and family around the world. A decentralised model means 85 direct affiliates run businesses close to the end consumer.

Its APAC team first decided to trial marketing intelligence in its key Australian market to understand its data better, and move beyond the fragmented data reports that arrived from different brands, regions, campaigns and channels around the world. Marketing data, it concluded, had to be centralised to enable real-time insights and optimisation.

PREPARING FOR MARKETING INTELLIGENCE

The team started by mapping out a vision of what its media dashboard would look like, designing performance reports that were both easy to understand and relevant. Reporting templates followed the consumer journey through Pernod Ricard's 5Cs model of connect, convince, convert, consume and continue. The team tracked KPIs such as reach, frequency, viewability and video completion rates, segmented by audience and intent. They also imported spend and pacing data into the platform to underpin a stronger brand-agency partnership.

The trial proved successful and the company rolled out its approach, built on Datorama, around its global markets. Now brand managers, marketing directors and executives automatically receive the latest monitoring and insights, and can call on the data for the latest insights at any time.

Over the last four years, Pernod Ricard's strategy has focused on getting to know its customers by taking ownership of customer data. It has gained a transparent view of its media buying investment and performance. The resulting data insights enable it to optimise its campaigns through real-time analytics. One key discovery was that programmatic marketing buying was performing particularly strongly, so the company set a goal to make half of its digital media buys programmatic.

CUSTOMER LEARNINGS

"The strong point of the consumer-centric journey we took is to identify how our products are consumed, during moments of consumption, such as a quick after work drink with friends," says Hugues Demont, global leader, digital performance and new business at Pernod Ricard. "We mapped demand across markets and for each moment, identified segments of consumers who are more involved in that very specific moment of consumption. This consumer demand map is quite consistent across the markets. Once you're able to identify these moments and the right segment of consumers, your goal as global marketers is to be able to identify these consumers locally, since our brands need to be relevant locally." ■

FIVE FIRST STEPS

Journey's end may be one of transparent data, understood at speed in order to deliver growth, but the route will go through moments of complexity and challenge. Depending on what's to be achieved, it can be a long journey. As Hugues Demont of Pernod Ricard says, it's important to be clear what the end destination is. "It's a long journey, so get a vision, understand why you're doing this and why it's important for your business," he says.

Here are five things to consider before taking the first steps on the road to marketing intelligence.

1. DEVELOP A VISION

It's important to understand what marketing intelligence will bring to the business. Be clear on what the end result will be – have a road map or even, visualise the data dashboards that will best bring clarity to the business.

2. THINK CUSTOMER

A customer-centric strategy starts with how consumers perceive and engage with the brand. Build what the customer wants into data goals in order to best inform strategy to give shoppers the experiences they're looking for. By considering what customers want, marketers will be better able to measure whether or not they're delivering as they'd like.

3. SET KPIS TO MEASURE STRATEGY

Design KPIs that measure both the brand's end goals and milestones on the way to achieving that. In a retail context, KPIs might measure not only the performance of each channel, but how consumers want to use the brand, through measuring their cross-channel journeys.

4. GET BUSINESS BUY-IN

Engaging team members across the business in reconfiguring data can be a challenge. Providing support and training on user-friendly technology can help those who are reluctant to embrace change. Just as important, show how the technology can improve working lives by showcasing early successes.

5. RECONSIDER HOW TEAMS WORK

New understanding of data can change the way existing teams work. Being open to changing the structure and responsibilities of teams will help to boost their chances of success. ■



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