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Unlocking the Potential of Integrated Marketing Data

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# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>Tremendous Business Value Within Reach</td>
<td>4</td>
</tr>
<tr>
<td>New Data At Hand</td>
<td>5</td>
</tr>
<tr>
<td>360°-View of the Company</td>
<td>5</td>
</tr>
<tr>
<td>Marketplace Insight</td>
<td>5</td>
</tr>
<tr>
<td>Marketing Optimization</td>
<td>6</td>
</tr>
<tr>
<td>Competitive Edge</td>
<td>7</td>
</tr>
<tr>
<td>Blocking the Potential of Integrated Marketing Data</td>
<td>8</td>
</tr>
<tr>
<td>The IT Challenge</td>
<td>8</td>
</tr>
<tr>
<td>Change Management</td>
<td>9</td>
</tr>
<tr>
<td>Getting There From Here</td>
<td>11</td>
</tr>
<tr>
<td>Leverage Existing Investments</td>
<td>11</td>
</tr>
<tr>
<td>Built-In Integration at the Detailed Data Level</td>
<td>12</td>
</tr>
<tr>
<td>Customizable Implementation</td>
<td>12</td>
</tr>
<tr>
<td>A Growing Marketing Data Ecosystem</td>
<td>13</td>
</tr>
<tr>
<td>Where We’re Headed</td>
<td>14</td>
</tr>
<tr>
<td>A Framework for Getting There</td>
<td>15</td>
</tr>
<tr>
<td>Conclusion</td>
<td>16</td>
</tr>
<tr>
<td>The Secret to Success</td>
<td>16</td>
</tr>
<tr>
<td>Invest Now to Get Ahead of the Curve</td>
<td>16</td>
</tr>
<tr>
<td>About the Authors</td>
<td>17</td>
</tr>
<tr>
<td>Jim Sterne</td>
<td>17</td>
</tr>
<tr>
<td>Paul Barrett</td>
<td>17</td>
</tr>
</tbody>
</table>
Executive Summary

New technologies, new types of customer information and a shift to marketing accountability have created a perfect storm of competitive threat. Every organization must decide how to defend against the inevitable onslaught of better-informed rivals, or take the lead and embrace the opportunity.

Data accessibility has dramatically improved in the last few years. The Internet provides a ubiquitous transport protocol, customer-oriented systems dependably provide access to the data they generate, and data warehouse tools are becoming more adept at accommodating new data types. At the same time, analytical tools are providing new ways to correlate those new information streams.

Customer information is no longer limited to identification, location, and transactions. Today, behavioral data is collected online, attitudinal information is collected via surveys, and public opinion is gleaned from social networking. This new set of facts and figures creates an enormous opportunity to delve deeply into the hearts and minds of the marketplace.

Taking advantage of this opportunity is no longer optional given the availability to all rivals. But perhaps even more compelling is the pressure exerted by the highest levels of management for more accountability in the marketing department. This last recession has reminded every executive that investments must show a return. If customer acquisition expenses cannot be linked to specific value generation, they will be curtailed. These new technologies, applied to these new data streams offer new ways to show proof.

Obtaining this information, integrating it, and making the most of it are not easy. The necessary changes to the IT infrastructure and the needed shift in marketing methodology will be magnified by the changes required in corporate culture.

However, the competitive advantage offered by successfully harnessing these new developments spells business success for those who can preside over them. As others in your industry, and indeed in other industries, show the public a significantly better customer experience, this competitive advantage will become a necessity.

The opportunity is significant for those who take the plunge and reap the rewards.
Tremendous Business Value Within Reach

Today’s marketing executive is faced with the alchemist’s mission of finding just the right elements to turn lead into gold. Or in this case, turn sales leads into business goals.

Modern magical ingredients are not minerals, vapors, or potions but data sets. From the start, marketers have wrestled with a multitude of data streams to capture the essence of prospective customer, and generate a statistical model. Once realized, this model can help craft just the right persuasive mixture of offer, message, creative, and target audience to turn suspects into prospects and prospects into customers.

Geographic information, age, gender, income, magazine subscriptions, vacation preferences, political affiliations, buying patterns – nothing is beyond the escalating reach of marketers in search of the key to customer understanding.

It is logical – almost intuitive – that given enough data and enough processing power, the right message could be put in front of the right person at the right time intentionally rather than by carpet bombing, trial and error, or blind luck.
Unlocking the Potential of Integrated Marketing Data

New Data at Hand

The advent of the Internet has gifted the marketing profession with several rich, new, continuous data streams. Web analysts have been using this information for more than a decade to make their websites more effective and have just started to see how it can be useful to the rest of the marketing department and the organization as a whole. It’s the latest ingredient in the alchemist’s quest.

This information stream carries an unfathomable wealth of behavioral data that can unlock the mysteries of individual intent and action. Coupled with classical market research, information about purchase history, contact center activity, and in-store behavior, web intelligence data adds new life to the promise of building a 360-degree view of the customer by adding the element of customer behavior.

With web visitor, search engine, online advertising, and social media data, marketers can now perform new feats of alchemy and chemistry. But there is a new dimension to consider – the customer is in control.

360°-View of the Company

Customers are adopting and adapting technology to their benefit. Marketers must connect with consumers who have the ability to time shift and ad skip; to blog, tweet, and post their experience to hundreds of millions of friends; and to reach them through the channel they want when they are ready.

The positive aspect of this imperative is that many consumers are more engaged than ever before. Media consumption is rising as many consumers take the time to publically provide insightful commentary about the products they use.

But they expect something in return – respect. They expect to be treated as equals in the buy-sell transaction. They expect their comments to be considered. They expect companies to use technology to treat them consistently no matter how they are interacting: on the phone, on Twitter, on the website, or in the store. They want a 1:1 relationship where channel doesn’t matter.

In fact, the concept of channel is as out of date as some beliefs of the original alchemists. A channel by definition is a specific, official, prescribed course or means of communications. Consumers have destroyed the concept of marketing channels by searching online, then buying in a store; trying things on in the store, then ordering from the website. Analysts believe that more than 70% of customer interactions involve more than one channel.

As the alchemist was compelled by the king to create wealth, marketers must respond to these changes to serve their kings and queens – their consumers – to create value.

Marketplace Insight

We’ve relied on traditional market research (surveys) to give us a window into the hearts and minds of the marketplace. Where is there a need? What pain can we relieve? What do people want to buy? How can we change our product, our services or simply, our message to attract more customers?

Social media now gives us the voice of the customer not just in terms of what they wish to tell us, but in those terms of endearment or detriment they use about us when speaking with their friends online. It’s as if we are allowed to listen to (and collect and analyze) their private conversations.
Regardless of where they say they surf online, what they tell us they might buy, or which message they believe will earn their mouse clicks, behavioral data delivers the facts. I may join you in a public condemnation of meat eating, alcohol drinking, and tobacco smoking, and then join you for a steak, a scotch, and a cigar.

Listening to what people say, and capturing what they actually do, is a combined data set that is invaluable for creating the right products, describing them in the right way and testing a multitude of features, benefits, and even pricing. If we capture this information and correlate it with the back-end customer relationship data we currently have, we can engage in a process of continuous improvement. Customers will point the way to their wallets.

**Marketing Optimization**

At the most tactical level, data about online activity helps improve lead generation and sales conversion by letting us behaviorally target our messages and fine-tune the persuasion process.

Automation is already available to optimize keyword search term selection. Advertising networks already aim specific banner ads across a variety of publishers. We can already target shopping cart abandoners with ads and email. Multivariate testing on landing pages already helps increase online marketing results for thousands of companies.

Search gave marketers an entire new set of elements to work their alchemy. How do customers look for me? What are they looking for? What would I pay to have them find me? What happens when I win? What happens when I lose? How much do I budget to win? The level of detail of customer behavior with search opened up an entire new area of mathematical inquiry. A continuous linkage could be traced from $1 of ad spend to the sale or conversion.

If alchemy is the *art of transformation*, no art is transforming as quickly as advertising. From broadcast and mass marketing, advertising has its roots in messaging from the company to the consumer. Data about advertising campaigns was historically opaque; impressions, share of voice, and ratings all provided rough ideas of advertising effectiveness. Performance of campaigns could only be seen in big shifts of end results.

With the introduction of online search and the ability to capture the click-performance of every pixel of every ad, advertising measurement and advertising in general is tipping the scale from pure art to art and science.

Now ad spend is being managed like a portfolio with vast amounts shifting from traditional mass mediums to online sites and back again. But the real breakthrough comes with understanding the mix of advertising spend. What is the right mix of mass media, search, display, and direct marketing to get better results? How do these advertising elements interact to create consumer activity?

Attribution of marketing performance is moving from crediting the last click to a deeper understanding of the additive effects of many impressions over time. The last click is something like “I found my keys in the last place I looked,” while the real value behind attribution is developing the right mix of spend, creative, placement, and targeting to optimize marketing profitability.

The data to tie ad spend to performance is now available to the marketing alchemist. Synthesizing this data is an emerging opportunity for competitive advantage. Companies investing in this space will enjoy a competitive advantage for some time to come as the majority stays mired in the older advertising paradigms.

Unlocking the Potential of Integrated Marketing Data
Competitive Edge

The potential step-change opportunity belongs to those who can bring together all customer, campaign, segment, product, and brand-specific data, and use it as a lens to focus their product development, marketing, and customer retention efforts.

Some companies are making strides toward a marketing intelligence environment. Unlike many of the recent marketing initiatives, such as CRM, direct mail, predictive modeling, and most recently, web analytics, the marketing intelligence environment is being driven by customer demands, not marketing. Companies are running to catch-up with their customers.

The marketing database is not just about direct marketing anymore. It’s the key to high-performance marketing across the entire organization. Delivering a data-driven marketing intelligence environment can have clear, compelling, and quantifiable bottom-line impacts. Some examples include:

- Increasing revenue through higher conversion rates across channels.
- Using online shopping basket affinity to include retail stores and phone orders.
- Building greater customer lifetime value by extending customers’ lifecycles and reducing customer churn by leveraging new technologies, such as social media, to more rapidly diagnose negative product experiences and competitive trends.
- Improving sales results and reducing ineffective marketing spend with new transparency into advertising performance and cross-channel impacts.
- Eliminating redundant or wasted marketing spend driven by channel technology silos, such as remarketing to online customers products they have purchased from other channels.

ROI opportunities may vary by industry and company, but the opportunity to compete more effectively based on integrated data is measurable and compelling.

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JD Williams

The U.K.’s leading direct home shopping company, operating more than 29 successful catalogue brands.

**JD Williams’ Tactic**
- Capture and integrate web behavior data into the customer data warehouse.

**Potential uses include:**
- Demand forecasting
- Affinity modeling
- Targeting specific segments with specific messaging

**JD Williams’ Benefits**
- Accurately identify customer who abandoned baskets and did not purchase elsewhere
- Quickly identify “out of stock” and offer alternative
- Enhanced retargeting
- Improved demand forecasting

“This is an exciting new approach to data warehouse-driven business agility, enhancing our pool of customer intelligence with detailed click stream data – a solution that has proven its value in a recent proof-of-concept. This innovative system comes at a perfect moment for us. Orders from the Internet are starting to exceed telephone orders for the first time in the company’s history.”

Neil McGowan – CIO – JD Williams
Unlocking the Potential of Integrated Marketing Data

Blocking the Potential of Integrated Marketing Data

This priceless possibility comes with an intriguing challenge – seemingly oceans of data.

We are now dealing with such a large amount of data that it threatens to overwhelm legacy systems built to manage more traditional marketing channels. We have entered the world of capturing and correlating customer data sets, attitudinal perceptions, and behavioral clickstreams. Integrating this quantity and variety of information is a technical and organizational challenge of the first degree.

The marketing alchemist’s laboratory now includes the following transmutation elements:

- Demographics (age, gender, location)
- Psychographics (political party, reading materials, pastimes)
- Technographics (operating system, screen resolution, connection speed)
- Survey data (answers to specific questions)
- Social media commentary (opinion, attitude, influence, virality)
- Marketing mix (reach, frequency, opportunity to see)
- Public relations (message visibility, uptake, repetition)
- Brand analysis (recognition, attitude, attributes)
- Contact center interactions (emails and phone calls: problems, complaints, training)
- Catalog purchase history (recency, frequency, monetary value)
- Store purchase history (recency, frequency, monetary value)
- Online ad networks (reach, frequency, click-throughs)
- Online purchase history (recency, frequency, monetary value)
- Online browsing history (third-party measurement)
- Online search activity (intent, language, idioms)
- On-site search (intent, navigation, brand)
- Web analytics (site-specific behavior – multiple vendors)
- Location-based data (geospatial, cell phone)

Simply creating a dashboard that acknowledges such a variety of information is a daunting task. When coupled with internal business data about sales by category, territory, sales rep, or store location, the prospect of making this happen incites one to pass on the steak and cigars, and go straight for the scotch.

The IT Challenge

The relationship between marketing and IT has not always been happily ever after. Marketing’s never ending need for fast implementation of high priority projects has often conflicted with IT’s budget limitations. Marketing’s appetite for the insight that can be gained from the Internet takes this relationship to a new stress level.

For IT, the challenges are clear. Data management has a price, and data integration has always been complex. Data capture, data cleansing, and data normalization are all part of the complexity of data preparation – before any analysis can begin.
But these steps have assumed that the data under the microscope are regular, customary, routine data. Names and dates and addresses are tough enough. Now we’re adding unstructured opinion requiring textual analysis and a torrent of behavioral data. Bringing these together in a cohesive way is a flash flood for most and a crushing tsunami for many.

- IT specialists have limited experience with this sort of data.
- Budgets were not planned around this sort of data.
- Tools and systems were not purchased for this sort of data.
- Organizations have not been hiring for this sort of data.
- Consultants cannot point to years of best practices for this sort of data.

However, if marketing and IT can acknowledge that consumers are now in control of the business relationship, a new consensus can be forged. It is not marketing demanding more of IT; it is customers and IT helping the company become customer centric and data driven at the same time. By realigning around the disruptive requirements of a consumer controlled market, IT can reestablish itself as a leader in marketing technology, and begin to harness the power of data from marketing systems that have been outsourced or placed in the cloud outside of the enterprise’s information systems.

Additionally, the sheer volume of this sort of data calls for more IT leadership and involvement. Instead of managing data governance, data quality, data feeds, and data security, marketing needs to rely on IT to deliver these critical data management activities. Concerns about the costs of incorporating these activities into internal IT operations should be outweighed by the value that IT can deliver if they are properly engaged and aligned around the market and business needs. That calls for a high expectation of return on investment to attract executive leadership and organizational momentum.

**Change Management**

Organizations that have run in a certain way for a certain amount of time become entrenched. Old solutions to old problems become part of the landscape, even though the problems change. Changing how success is measured is not an omelet that can be made with ease, overnight or without a few broken eggs.

Senior management must be philosophically and financially dedicated to transforming from a today’s hodge-podge approach to marketing technologies into strategically integrated marketing platforms. The people at the front lines who are expected to use this new approach must be unconditionally committed to the new order of things. Middle management must be comfortable that they understand what the changes mean, how the new tools and intelligence can be used, and what new types of people are needed to make it work.

We now live in a world of the data-driven organization, a time of business analytics and a reality of marketing accountability. Getting everybody working together and heading in the same direction takes planning, skill, and more than just a little bit of luck.
Executives, especially the CIO and the CMO, need to realign their interdependent relationship and lay the vision for a comprehensive marketing intelligence environment. For the CMO, data is now a critical element in every discipline and budget line item. The CIO needs to understand the urgency of the marketer’s need and find solutions.

Marketing’s middle management has some of the most compelling reasons for transforming their existing customer database into a marketing intelligence environment. Managers are often managing only to the data from their discipline. They know intuitively that they impact other parts of the business, but the data to prove it is often illusive.

A marketing intelligence environment provides the opportunity to gain that missing insight and make that connection.

### Incremental Marketing Improvements Deliver Huge ROI on Integration

#### Pro-Forma Case Study

- **Mid-size telco carrier with 15 million subscribers**
- **Monthly Web visitors ~7.5MM (both customers and prospects).**
- **2.6 terabytes of data**
- **20%-30% growth per year**

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<tr>
<td><strong>$16.6MM Payback Opportunity from 1% Improvement in Marketing Performance</strong></td>
<td>$16.6MM</td>
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<tr>
<td>- Increase Web sales 1%, (handsets and account top-ups, with better ad placement).</td>
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<tr>
<td>10,000 incremental purchases per month @ $50 = $660K</td>
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<tr>
<td>- Improve loyalty/retention by 1%.</td>
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<td></td>
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<tr>
<td>10,000 fewer defectors per month @ $50 = $500K</td>
<td>$500K</td>
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<tr>
<td>- Increase Web self service, and reduce call center volume by 1%.</td>
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<td></td>
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<tr>
<td>60,000 calls per month @ $5 savings = $3.6MM</td>
<td>$3.6MM</td>
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<tr>
<td>- Shift marketing spend to higher ROI channels.</td>
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<td>ROI improvement of 1% on $100MM Budget = $1MM</td>
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- **Investment of $1MM**
- **Overall Payback: $15.6MM**
Unlocking the Potential of Integrated Marketing Data

Getting There from Here

The goal is alluring, but the path is intimidating. There are numerous alternative routes, but not all are successful.

Clearly, the status quo is not working. Continuing with data silos in multiple departments or sequestered by different budgets and areas of expertise is the path of least resistance. It may also be the path of least cost, but the missed opportunity costs are higher. Staying the course will not yield different results. An IT infrastructure delivering limited visibility with no single source of the truth and no view of the sales cycle funnel to conversion is the current condition, not the goal. Surprisingly, the do nothing new strategy is the most common due to a lack of leadership, alignment, and resources.

Most companies start by integrating their online data together. This is considered the digital channel and is the purview of the interactive department: let them deal with it. This approach goes a long way toward providing a consolidated view of some online data sources and makes the most of suppliers of software-as-a-service rather than burden the IT department. It is valuable, and doesn’t disrupt the status quo.

This tactic also allows for some significant advances in the effectiveness of the online side of the marketing mission. Customers who interact with the organization digitally enjoy an improved customer experience, satisfaction scores climb, and online results are greatly enhanced.

Unfortunately, the potential of online and offline integration is left for another day, and the lost opportunity cost mounts – especially as competitors move ahead with their data integration efforts.

The main benefit neglected by this approach is the lack of a single source of the truth. A sufficiently proficient data warehouse implementation can bring online and offline data together within the enterprise. Historically, this approach may have been costly and time-consuming. But the economics and available tools in this market have been changing dramatically. Costs for storage and computing power, following Moore’s Law, continue to drop. More importantly, the time to bring this data together is reduced by leveraging online APIs, data sourcing connectors, and pre-built data models. Time to market could be a matter of weeks not years.

Making this bold shift in corporate culture requires attention to politics and power plays. Change management is always critical to the success of such a project but well worth the effort. The benefits are enormous.

A single view of the truth that leverages all IT investments gives the entire marketing department a unified understanding of their marketplace, the range of client segments, reaction to their promotions, and a dashboard they can watch to monitor their investment in advertising, marketing, public relations, and sales support.

While the alchemist’s formula may be different for each company, some common elements are necessary to turn sales leads into business goals.

Leverage Existing Investments

The first principle of data integration is data availability. Of the ETL acronym, extract is the most crucial to connect web and traditional data because of the need to connect the data warehouse to offsite third-party systems. Many of these systems were not designed to integrate so application programming interfaces (APIs) have been built to support extracting data. Transform has become considerably easier

“The metrics you know are cheap while the metrics you don’t know are expensive, but also high in potential ROI.”

Oliver Ratzesberger, eBay
in this day of dynamic scripting, and all data warehousing systems are designed for load. Adopting the ETL or ELT processes to connect in-house and SaaS databases is rapidly evolving.

Today’s concern is with the new data streams and the even newer tools available to capture them. Some of these tools are limited because of the availability of data from web sources; many only provide access daily. However over the next year or so, the ability to do real-time event-based data feeds using web services will become increasing viable and available. In the meantime, daily loading data still delivers new insights and marketing opportunities that were never possible before.

Once data starts flowing, future proof your investment by ensuring your techniques allow for new data types in the future. Just as the rise of social media has ushered in an age of text analytics, new internet technologies will continue to rise and grow. Developing a flexible data modeling approach that maps granular data is critical to optimizing return on investment. The future-proofed systems must also be able to accommodate scalability and automation. Terabyte-per-day website log files were not anticipated ten years ago. The mushrooming amount of consumer-generated media and social media is beyond the scope of most systems. If the tools you are using or intend to use were not designed for growth – massive growth – you may be building yourself into a corner.

Likewise, planning for automation is critical. Today about 60% of banking transactions do not include an employee – they are self service or automated. Companies must design in future automation opportunities today.

**Built-In Integration at the Detailed Data Level**

The heart and soul of marketing data integration is the ability to connect online and offline data at detailed levels, such as visitor/customer, campaign, and location. Something as simple as measuring by time can throw the most sophisticated system off balance. When one tool records a week as beginning on Monday and the other on Sunday, all rational insights based on the combined data will be misguided in non-intuitive and undetectable ways. When eight or ten systems are feeding the central warehouse, they must all be vetted across all data elements.

Systems that only report aggregated data do not provide the ability to drill down. This is a seriously limiting problem that will stop an organization from making specific customer and behavioral decisions. Once data is summarized, it is difficult or impossible to answer tomorrow’s business questions effectively. Additionally, it becomes extremely painful for marketing groups to build historical data sets for new organizational structures that emerge through growth or reorganization.

Often times, IT departments summarize the value out of the data as a workaround to system limitations, to meet a short-sighted financial target, or simply out of habit. Marketing groups must articulate the need to be able to answer new, unknown business questions with detailed data.

**Customizable Implementation**

The correct answer to specific business system questions is always, “It depends.” There is no such thing as a standard data set or a typical approach. Even the term best practices has been getting a black eye recently as executives realize that each industry, each company, each department, and sometimes each project has its own goals, methods, and key performance indicators.
Too often, when measuring the vital signs of a marketing strategy, technology is woefully insufficient to the task. With the variety of available data, whatever tools you use must be flexible, adaptable, and play nicely with others. Your systems must be able to accommodate more methods of measuring more types of data, be customizable to new visions, strategic initiatives, and organizations. Beware of short-cuts that risk future rewards with short-sighted implementation decisions.

**A Growing Marketing Data Ecosystem**

As online marketing continues to expand, marketers are creating complex ecosystems of vendors and solutions. There is no company so large, any system so capable, or data warehousing expert so talented that all of the requirements listed above can be found in one place. Look hard at all of your vendors’ partner programs. Are they best-in-class all around? Have they built their systems to be interconnected, and are they linked at the data level to leading internet marketing data sources such as Google, Yahoo, and MSN, for search and advertising spend information?

Your main data warehouse firm must operate with a partnership philosophy that connects them to leading business intelligence, web analytics, and data analysis consulting groups to ensure online data capture aligns with the business’s integrated BI requirements.

You need to be sure you are working in a robust ecosystem of partners who focus on new data types, new analytics, and new testing methods.
Where We’re Headed

Over the next few years, the concept of online and offline data will move in two directions. On one hand, the separation between online and offline data will evaporate into the ether. On the other, more and more new technologies will emerge delivering more detailed analytical data from more and more customer interactions.

A prime example of the second scenario is set-top-box and interactive TV advertising. Interactive provisioning of television programming will generate large amounts of data and new analytical problems. When we consider 8-10 commercials per hour, programmed about 20 hours per day on 500 channels, and possibly targeted to 100 million homes, we are looking at billions of new interactive advertisements delivered on a daily basis.

The new flood of information will continue to be vital to advertisers, programmers, networks, and ad agencies. The real-time web, 4G networks, and multi-network devices, such as the iPhone®, which connects to five different networks, will exponentially expand the sources of interactive touchpoint engagements.

Web events will drive multi-channel activities. Offline channels will push data to web visitors. Five years from now the challenge of integrating online and offline data will not be novel, it will be a standard business practice and simply get more complex.

The leaders will continue to expand their capabilities further into the marketing funnel – tying search engine marketing together and optimizing their spend across different platforms, continually monitoring campaigns for investment opportunities.

Offline advertising will systemically tie to business activities and be measurable. This will not just be for crediting the last click, but for most impressions whether they are tagged, connected geographically, temporally connected, or tracked through devices.

The impact will be significant and create demand for more and better analytics solutions. Statistical, business-oriented thinkers will be developing new analytical imperatives to drive competitive advantage. The leaders of tomorrow are investing in these areas today.
Unlocking the Potential of Integrated Marketing Data

A Framework for Getting There

**Acquire Web Data**
- Capture data once, use it many times
- Visitor Data + Referral Funnel (Search, AD networks, social media, e-mail, etc.)
- Customer opinion data on-site, focus groups, surveys, and social media
- Source the most granular level of detail available to ensure best integration and flexibility for new analytics
- Maintain significant, seasonally appropriate history (6, 13, 36 months, etc.)

**Integrated Data Sources**
- Map data and tables to ensure campaign, customer and transaction streams across channels
- Leverage industry-specific data models to match to enterprise business needs
- Ensure data governance with enterprise level tools

**Analyze Using Sophisticated Tools**
- Predictive modeling, data mining
- Sophisticated BI reporting and analytics solutions
- Visualization

**Action Across Channels**
- Integrate with CRM technology
- Events-based marketing
- Next best activity
- Multi-step campaigns
- Web services

**Train Deep and Wide**
- Invest in analysts rather than report generators
- Infuse the organization with access to analysis to instill ownership
- Leverage outside consulting to refresh perspective

Want to continue the conversation with the authors of this white paper? How about other marketing innovators, your peers, and topic experts who are working in the integrated marketing intelligence space?

Then join us at The River, an online business community of innovators who want to share content, have conversations, and drive collaboration about the value of integrating online and offline data. The site allows no solicitations.

For more information or an invitation to join us at The River, go to http://www.teradatariver2.com/
Conclusion

Previous efforts to combine customer data sets have been technically and politically difficult. Newer data types like behavior and sentiment have raised the bar even higher. At the same time, the tools for data gathering and integration have become more robust, more flexible, and more comprehensive.

The ability to manage multiple data streams and the competitive pressure to do so makes the effort inevitable. Doing so productively requires two things.

**The Secret to Success**

To compete vigorously, you must first find tools that are robust, flexible, and comprehensive enough. Second, recognizing that the spoils go not to the company with the most technology but with the most ability to glean insight from it, you must refocus your company from tactical execution to strategic analytics.

Training a team to investigate the data rather than just report on it is the change management fulcrum. New technologies and a growing supply of experience are showing the way, but the winner is the one who asks the best questions. Data is necessary, integration is required, but turning sales leads into business goals is found in the ability to leverage the act of correlation.

Predictive analytics improves with broader and deeper integrated data sets to deliver more accurate and actionable information. Marketing analysis becomes more trusted as marketers use the data from a single version of the truth. Arguments over precision fall away to discussions of compelling conclusions.

Once your organization embraces the idea that customer behavior exists across all silos, can be tracked, and can be predicted, you will be able to create coordinated campaigns across channels that act in concert to optimize results.

More accurate and consistent marketing programs will ensure the highest return on marketing investment.

**Invest Now to Get Ahead of the Curve**

Today there are a growing number of companies that are successful at this integrated marketing intelligence revolution. They have been knocking down the roadblocks discussed in this white paper, and because of the newness of the opportunity, gaining competitive advantage.

For those who are looking to develop an integrated marketing intelligence strategy, there are a growing number of companies willing to share their early experiences. Make sure you seek out experts, ask vendors for references and as you create your version of success in this emerging space, share your experience with others.

There will be companies left behind because they are unable to successfully execute an integrated online and offline data strategy. As the leaders move forward and the laggards fall back, the gap between them is an ever widening one. Increasingly, this chasm will be directly measured in marketing maturity, customer loyalty, advertising ROI and of course, bottom-line results.

Unlocking the Potential of Integrated Marketing Data
About the Authors

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With a special focus on Web metrics, his company, Target Marketing (targeting.com), is dedicated to helping companies understand the possibilities and manage the realities of conducting business online. Sterne is the producer of the international eMetrics Marketing Optimization Summit (emetrics.org) and is co-founder and current Chairman of the Web Analytics Association (WebAnalyticsAssociation.org).

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