

Conference Transcript



Hosted By:



Sponsored By:



Media Partners:



May 25, 2011 | 1:00 PM EDT

Conference Transcript

Hello and welcome to the virtual conference M.Tech: Defining the Frontier of Marketing Technology. I'm Suzanne Wholley from the Unica marketing team within IBM and I'm excited to be your host today. IBM has sponsored this event as part of our ongoing commitment to meeting the ever-evolving needs of marketing professionals. In the next 60 minutes, you'll hear from 60 experts, each sharing powerful insights into how technology is revolutionizing marketing and how you and your organization can benefit from being at the leading edge of this momentous change.

A special thanks goes out to ThoughtLead, the creator and host of today's event, as well as to our media partners who include The CMO Club, The CMO Council, MarketingProfs and Ann Holland's Which Test Won. So with that said, let's dive in.

In our first chapter, we explore today's new marketing channels and how to manage the complexity that accompanies these new opportunities. Leading is off is Steve Rubel, Executive Vice President of Global Strategy and Insights at Edelman Digital.

Steve Rubel

We're entering the next great era of the web. The first era, commercialization, was from 1994 to 2002. This was when only large businesses and marketers and media companies could truly build a brand that was authoritative. In the democratization era, from 2002 to 2010, anybody could become influential and lots of people rose through the ranks to become very much authorities on a given topic or interest. Now we're entering the era of validation. We have too many friends and too little time. There's too much content and we're going to make choices. People are now looking for validated experts. In enterprising marketing management, what this means is that you need to propagate thought leadership across four spheres of media: mainstream traditional media, new emerging outlets that we call "tradigital", social media, as well as your own content. I'm Steve Rubel. I'm Senior Vice President, Director of Insights for Edelman Digital.

Dan Burrus

We are no longer in a period of change. We've just entered a period of transformation and it will be very profound over the next 5 years. Look, when I was a young guy, I could get one album per spinning disc, 33 1/3". And then a change came along. I could get one album per smaller spinning disc called a CD, and I loved all that stuff. Bought all my old music. Now I've got all my music in my phone, which, by the way, is my computer. And that didn't change how I listened to music. It transformed it. In that same way, we're transforming how we sell, how we communicate, how we collaborate, how we innovate, how we train, how we educate, how we market. If you're only changing those things, you will fail. We can add chips to any product and make them intelligent so they can talk to us. We can virtualize storefronts. We now have interspatial 3D on our mobile devices. Mobility is becoming our computer and we have

interactivity, an interactive television. If you aren't transforming, you will fail. Daniel Burrus, author of *Flash Foresight*.

Bev Thorne

In 2010, the largest share of homebuyers were between the ages of 25 and 34, and these consumers used digital and social media in a big way. This generation is incorporating technology into their everyday lives and they are actively using it to alter the way they search for and purchase real estate. We thought we saw this coming. In preparation, we moved heavily into digital advertising and it worked. Just last year, we increased our buyer leads 52% year over year, while reducing our cost per lead by 45%. At the same time, we still need to message to Baby Boomer sellers—and they're not all online. So we still use traditional media to reach them—like TV and radio. We must both honor traditional media for sellers and embrace online media for buyers. We're tracking and monitoring our spending in over 12 different mediums and adjust accordingly to maximize our impact on impressions, visitors, leads and closed sales. The one thing we know to be certain is that tomorrow's media environment will be different again than it is today. My name is Bev Thorne. I'm the Chief Marketing Officer for Century 21.

Jennifer Rooney

Dramatic changes in marketing have taken place as a result of advances in digital technology, of course, and while marketing has always had a technological component or backbone to it, never before have the two disciplines been so closely linked and that's because so much of marketing is now enabled by digital, including mobile devices and social networks, such that technology is marketing. And that's, in turn, changed the CMO's job and responsibilities. For example, we at Ad Age have reported extensively on marketers' technology-based efforts to build brand whether through Best Buy's multichannel network packed with original editorial content called Best Buy On, or Kraft's Big Fork Little Fork app or Starbucks' mobile payment option or even Nike's running data tracker, Nike+. At every turn now, because marketing now must deliver some sort of value, some sort of utility for the consumer, technologists need to be integrated into the process of creative ideas development on the part of marketers and their agencies. This is Jennifer Rooney, Editor of CMO Strategy at Advertising Age.

David Meerman Scott

My first job was on a bond-trading desk in New York City at Dean Witter Reynolds and at the time the bond business was going through an absolute revolution. It was a revolution of information, data and computer technology all coming together. You can't possibly trade bonds today without real-time data. The same thing is true now with every business. It's every business that's going through this same revolution. Real-time Twitter, real-time blogs, real-time Google, real-time Facebook. Everything's happening in real time now and your organization needs to communicate in real time. But to be successful from an enterprise level, that means you've got to have the technologies and tools in place to be able to monitor. Just like a bond desk, you need those technologies throughout the marketing department so you can see what's going on instantly and in real time. This is David Meerman Scott. I'm the best-selling

author of a book called *The New Rules of Marketing and PR* and my newest one, *Real Time Marketing and PR*.

Shar Van Boskirk

Forrester believes that the future of enterprise marketing management technology is not a single technology but rather a network of technologies that we call the online marketing suite, and there are three components to the online marketing suite. The first is the central hub. This is a relational database and decisioning engine that helps to make decisions about your next best course of action. The second piece of the online marketing suite is a network of execution partners. So these are going to be firms that are good at sending emails or serving ads or optimizing web content and they basically send out messages in response to the directions that they're given by the central hub. And then the third piece of the suite is the connective tissue that helps make sure data is collected from the execution partners, standardized and sent into the data into the central hub for management and decisioning. My name is Shar Van Boskirk. I'm a Vice President and Principal Analyst at Forrester Research.

Melissa Rothchild

The most important thing to remember is to test, to gauge the effectiveness of new media and modify your marketing mix as often as needed. Not everything will work well with your target audience and eliminating possible marketing channels is just as valuable as finding new and effective avenues to reach your audience. Our team is currently testing mobile strategies to see what will work best with our B2B professional audience. The U.S. Postal Service just announced they're offering a special promotion for direct mailers to test the benefits of linking smartphone technology with physical mail this summer, a discount on mail that includes a QR code on the outside that can be read by smartphones. We're definitely going to test this out in our direct mail efforts so we can track the effectiveness. We're all seeing a more frequent use of QR codes around us, in retail stores, in the mail, on resumes and business cards. Another marketing channel you may want to consider is mobile apps. A good first step here is to survey your customer base to gain a better understanding of the types of apps they'd be most interested in. This is Melissa Rothchild, Vice President of Marketing at CPA2Biz.

Dan Francis

So five years ago we had a couple of channels, two or three channels, and we were really struggling to grow those channels, automate them. They were very manual. With the introduction of enterprise marketing technology, we've been able to scale those channels to a billion customer contacts. We've been able to deliver new channels, social, mobile. We've implemented mobile, for example, inside four months using the enterprise technology. And we had great success in doing that to be able to grow and scale our development and our activity. And not only be able to deliver that scale and volume across the enterprise, but in terms of marketing, we've been able to track, deliver, measure, record all of that activity at scale and very successfully. This is Dan Francis, Head of Digital and Operations Development with Groupe Aeroplan.

Dan Marks

We're just now, I think, on the cusp of what could be the next ten-year wave with the confluence of social and mobile and those are really sort of two sides of the same coin and it'll remain to be seen whether or not social is its own dedicated channel or something that really influences everything we do, it sort of becomes a factor in marketing's DNA. And I really believe it's probably more to the latter than its own stand-alone channel because, like email, it has so many different uses depending on the context. And so we're already seeing examples where some of the major social platforms like Facebook are getting embedded into the regular web, if you will, with all the sharing and the likes and the Google +1. And then we're also seeing the mashing up of social into the physical. You know, there's some intriguing things happening—particularly in the sponsorship arena—where you're actually interacting in real time with the tweet. This is Dan Marks, CMO, First Tennessee Bank.

John Thomson

So I think one of the challenges that we see pretty consistently with the brands that we work with on a day in and day out basis is that because of how fast the rate of change is in the marketing world, we have seen brands adopt different systems or solutions for each media type. So a different solution for email than social than mobile than direct mail, etc. And I think one of the things that brands always tell us is important to them is keeping their brand and their offers more connected, not less connected. The way to do that is to adapt a more platform approach so that you have the same way to manage all those different types of content. That consolidation yields really powerful business benefits in keeping the brand more connected in terms of speed to market and substantially lower costs to manage all those different channels. This is John Thomson, President and CEO of Saepio.

Ravi Mohan

As recently as four years, we were running only a handful of campaigns. There were no clear processes to segment and track our customers. Since transitioning to an integrated EMM platform, we were able to build a more interactive environment by creating targeted segments and campaigns. In the last four years, we have grown our platform from a handful of campaigns per day to 200+ targeted campaigns with capabilities of tracking all interactions with the consumers. Today, we use an integrated EMM platform to launch most of our marketing programs across all key channels. We have teams in all regions and we use this platform 24/7. Using EMM platform technology has allowed us to implement efficient and optimized marketing processes using fewer resources and has helped us to connect with the consumers more effectively and at a more personal level. This is Ravi Mohan, CRM Systems Manager working for Paypal.

Douglas Karr

So marketers have selected their systems, large systems like Salesforce, to handle their CRM, and ExactTarget to handle their email marketing. And these systems are incredibly robust and have tons of options. But unfortunately, they don't speak to each other well. And so a lot of the time that marketers spend is in the middle of all of these systems. So what I see as an incredible opportunity are the companies that are bridging the gap between these. So the marketer

doesn't have to spend all his or her time moving data from one place to the other or changing the message or automating it. These things are done automatically for them and given the lack of resources that we have, that's an incredible opportunity nowadays. This is Douglas Karr, author of *Corporate Blogging for Dummies* and the CEO of DK New Media.

Donovan Neale-May

This is Donovan Neale-May. I'm the Executive Director of The Chief Marketing Officer Council. We're a global group of about 6000 marketers. We have just polled our members and almost half of them are looking to improve operational visibility, control and accountability of spend. This is the top priority marketers face. It's a big issue relative to CMO longevity on the job so the best path forward for them is to really invest in platforms and automation that can enable them to mass customize messages to improve campaign execution, to deliver more qualified leads and opportunities to their channel and to, in fact, assist in upsell or cross-sell and optimizing the revenue of their customers. So, central and pivotal to this is the embrace of EMM or enterprise marketing management. And components and platforms that are part of that system are essential to advancing marketing effectiveness and driving the value and the credibility of the marketing function in the organization.

You're listening to M.Tech 2011, sponsored by IBM and hosted by ThoughtLead. In the next chapter, we explore how to harness today's mountain of data to generate new insights and intelligence about your market. Let's hear from Matt Smith, Vice President of CRM Marketing at Best Buy.

Matt Smith

EMM tools are developing very rapidly and are bringing great new capabilities to corporations. These tools sit on a bed of data that was engineered during a different era and the challenge that we're seeing now as we try to employ these powerful tools is that the data structures that exist don't represent the behaviors that we're trying to understand with customers. In many cases, data now is available that wasn't even in the market or available as recently as six months or a year ago. In the short term, this means we need to understand the limitations of the data that we have on our customers. In the long term, we likely need to re-engineer our data platforms to allow greater flexibilities and the ability to absorb information about consumers that may not yet exist. This is Matt Smith. I'm the Vice President of CRM Marketing at Best Buy.

Kris Lynch

EMM is about applying science to the art of marketing in order to be relevant to the customer. Today's empowered customer can determine how they want to interact with the company. They want to receive a relevant communication in a way that is most convenient for them. This creates a need for both the creative art of communication along with the science needed to communicate that message in a highly diverse digital environment. Customers are telling you how they want to communicate with your brand through their behavior stream. It has become the marketer's job to listen to that behavior and respond in a relevant manner. This requires sifting through a tremendous amount of data to craft a message that responds to me as the

consumer with the offers that I want when and how I want them. EMM tools allow you to do this, enabling the communication stream to deliver the creative art of marketing in the most relevant way possible. This is Kris Lynch, CEO of Smartbase Solutions.

Stefan Heeke

As marketers at Siemens, we're looking for better ways to do more with less and use our resources wisely. We learned that we never know where the optimization's coming from so we have to keep an open mind and collect all sorts of data and combine it in some ways. For instance, we combined customer satisfaction with behaviors on the website and that gave us a lot of interesting insights. Another angle is social media where we were able to mine conversations and find out, for instance, about high-speed rail, that different cultures use it for different reasons. For instance, in Europe it's a quality of life element. In China, high-speed rail is a symbol of national progress. And in the U.S. it's really about economic development. And that really helped us improve our product communications and our brand. My name is Stefan Heeke, Siemens Corporation, Interactive Marketing.

Caroline Japic

Marketing and campaigns a few years ago used to rely on email lists that the company would buy based on social and psychographic segments. The email blasts often went out from different departments, they were uncoordinated and the result was typically very poor and low conversion rates that were really hard to measure from an ROI perspective. Today's campaigns glean over several data sets and through intelligent means, they determine what the customer is interested in and when. The result is much higher conversion rates. The paradigm has shifted to a constant flow of relevant information that is more important than a single campaign. The key to enterprise marketing management adoption is the value it drives with performance management and return on investment. This is Caroline Japic, Vice President of Corporate Marketing for Polycom.

Ken Dawson

Our industry has completely transitioned from traditional direct marketing or push strategy to fully integrated channel marketing. Furthermore, internet, mobile, text and social platforms continue to change to a full two-way communication channel that must be managed. The core of this two-way communication is data. Consumers have come to expect companies to serve them with some degree of familiarity and to adhere to their preferences. While utilizing this transaction and preference data to help create a great experience for your existing customers, we're finding it especially valuable when engaging prospects or leads. Nowhere is this more important than in the call center application. With so many choices of communication channels for our customers, many of which can be completely customized and/or intuitive, we have found that the phone channel is no exception. Current customers expect to be recognized and treated as an individual in their customer service calls. However, this is also true for prospects. With the advancement of analytics and modeling, it is now possible to score a potential customer in real time and craft a customized product offer, price point or upsell prior to them ever even hearing hello from your agent. I'm Ken Dawson, Chief Marketing Officer of InfoCision.

Myles Bristowe

Many people have been talking about marketing automation but aren't quite sure how to leverage it for their business. We've been able to match the relevance of specific keywords to the behaviors on the website and the preferences in social media, and match those back to the conversion paths that are the most effective. And it sounds quite simple but essentially what we did was we put tracking code on every tweet, on Facebook, every page of the website, and we are able to track any keyword or any piece of content that a prospect looks at and match that back to the revenue that it produces, the conversions and the revenue. And essentially that is what marketing is all about. My name is Myles Bristowe. I'm the Chief Marketing Officer at COMMCreative and the past-president of the American Marketing Association.

Pete Krainik

As I talk to CMOs in the Club around the concept of enterprise marketing and technology, two things come to mind. First thing, this whole concept of taking what's going on today from a social media perspective and the listening aspect to actually creating automated processes and leveraging technology to let—what you hear from customers or clients, etc. and how do you automate the process of getting it to the right people in the organization so they can react quicker? Second thing, something I call dynamic customer analytics, and that is moving from the traditional web analytics that we've had in the past to actually providing analytic tools for your customers to find things quicker, to get answers to their questions, to anticipate better those types of things. So you're actually giving the customer tools as opposed to you having tools to try to sell them more. Those are two key things I think some of the bright CMOs are doing. This is Pete Krainik, CEO and Founder of The CMO Club.

Markus Heimann

Our global objective is to turn our customers into fans and it's extremely important that you enable your employees to make the right decisions for your customers. And it's extremely important to have the right customer data available. And it's important that you're focusing on the right data, not just spending a lot of money getting all customer data available. And the other thing is then turning this customer data into right information and knowledge. This means you have to have the right skills, you have to have the right analytical environment. And then the next step is turning this knowledge into the right customer actions. And if you are good in only one or two of these disciplines, it doesn't help you at all. You can spend a lot of money in data warehousing or analytics and environments. At the end you have to execute this information to your customers and delight them. This means, and this is the hard thing, you have to be best in class in all three of these if you want to survive in a highly competitive market. My name is Markus Heimann. I'm Vice President of Business Intelligence at Telefónica.

Tom Klein

The CMO job is a very tough one. You know, they have small staffs, they have a huge tactical workload and they have a cast of characters known as agencies. However, when we wrote EMM, it was not about how to get a lot of stuff done, even though that's definitely on the CMO's plate. We were stuck with three letters. What we really wanted to say was enterprise strategic marketing management. So the idea about EMM is it's first to make the CMO smarter

about the target, the prospect, and behavior in the marketplace so that the CMO can make great strategic decisions and really lead. Okay? The smarter marketers out there understand that and they realize that they can dig into the data and figure out the right place for their company to go and really how to build profits over time. This is Tom Klein. I'm the CEO of Digital Scientists.

Joe Stanhope

When I consider the future of enterprise marketing management, I believe that bringing web data, web intelligence into the mix is going to be really critical. I mean, if we look at the fact that consumers no longer make purchases and decisions in the swim lanes of traditional media, the web is a key part of today's customer experience so it becomes really critical for us to collect and analyze and make available that intelligence about how interactive channels affect the customer experience. And make those available to create a holistic view of our customers' activities and profiles. I believe that the web analytics platforms and other technologies that help us collect web intelligence become extremely critical for organizations as they look to create that view across channels and support the entire marketing mix in a holistic manner. My name is Joe Stanhope, Consumer Analyst, Forrester Research.

Judah Phillips

An opportunity exists in enterprise marketing management to reduce the amount of human effort involved in the analysis of data through automated multivariate testing and digital experiences. Thus, instead of having humans analyze data after it's collected about which combination of elements in the user experience provide the best lift against the value-generating goal—such as the content, the creatives, the offers, the calls to action—It is now entirely possible to automate the delivery of these various recipes of user experience, serve them to a statistically significant sample of customers and receive timely data and reports that tell a business owner what digital experience will generate the most profitable revenue. The governance, orchestration and quality of these programs certainly needs to be managed effectively by a business owner who hold the technology teams accountable for delivery against clear and specific business requirements. This is Judah Phillips, Senior Director of Global Site and Business Analytics and Reporting, Monster Worldwide.

You're listening to M. Tech. 2011, sponsored by IBM. In the next chapter, we look into one of the fundamentals of marketing and business, our human relationships. We explore how to use enterprise marketing management tools to build stronger bonds and connect more deeply with our customers and prospects. Leading us off is Professor Emeritus at Northwestern University and the father of integrative marketing, Don Schultz.

Don Schultz

The challenge today is reinventing marketing communication. All of the concepts that we've developed for the last century are relatively unimportant today because they're all focused on us as marketers talking. We've never learned to listen. In an interactive marketplace, listening to customers is the critical ingredient. How do you listen? How do you respond? That's really the challenge. If we look forward, what we see is the demand for a reciprocity model. That is,

what do customers get and what do marketers get? How do we balance that and how do we create a shared value relationship in the marketplace? In short, what we need to do is learn how to respond, not how to simply persuade. My name's Don Schultz. I'm Professor Emeritus at Northwestern University.

Flint McGlaughlin

From our research, we have determined that people don't buy from websites or from companies. People buy from people. The critical question that must be answered is this: if I am the ideal customer, why should I purchase from you rather than any of your competitors? Until a business can answer that question, they are simply surviving on pockets of ignorance and eventually the law of natural selection will catch up with them. In the future, it's going to become more and more difficult to survive with anything less than a targeted, specific value proposition. We're moving from breadth to depth, from generality to specificity, from the general to the personal. And marketing is going to be about communicating specific value in a specific way to a specific person. I'm Flint McGlaughlin. I'm the Managing Director of MECLABS.

Jeanette Koscis

Customer communication channels are changing and evolving but most brands haven't enabled those channels in ways that are most helpful to the customer. Too many marketers over-communicate in one channel to drive leads or revenue or push messages based on their campaign management tools with business rules they defined. But in today's world of one-to-one marketing, brands should really let the customer set their own preferences for communications, for content and for channel and frequency. Brands should listen to the voice of the customer and allow customers to choose their own customized versions of communications. They can still get software and tools to apply business rules for optimization purposes and make sure the customers get the right mix of content and offers, but we should be asking customers to provide their own preferences through an online preference center. Customers will receive relevant content on their own terms, they'll be more willing and active participants for the brand. This is Jeannette Koscis, Senior Vice President of Digital Marketing for the agency inside Harte-Hanks.

Rich Smith

There are three things that you must understand to build a successful customer-centric organization: trust, customer experience and using technology in a human way. First, trust is the new currency of business. Everything your organization does either gains trust with customers or spends it. The more trust you gain, the more self-sustaining your business will be. And you only have a very limited supply of trust to spend with each customer before you run out and lose that customer forever. Second, the customer experience you create is your brand. Customers have become cynical due to marketers overpromising and underdelivering. Building brand equity is all about delivering on the promise of your brand through the experience you create. And last, digital marketing and technology are now the glue that holds the customer-centric organization together. It connects places where you touch a customer, provides a gapless customer experience and gives you the automation to deliver in real time. This is Rich Smith, Chief Marketing Officer of AIG Bank.

Rob Gonda

The future of marketing technology is not about marketing or technology. It's about user experience, understanding the full ecosystem of interactions, connections and engagement. It's about situational awareness and being relevant. Ultimately, every company wants to move people from point A to point B, being their navigators while allowing for self-expression in a fragmented environment, maintaining a common vision. Key aspects of future interfaces are semantic classification of conversations, that being text or audiovisual. And contextual computing to analyze multiple sources of big data that drive unique communication and hyper personalization in every channel: web, phone, store, mobile, media. For instance, an application that knows it's my wife's birthday, that I'm leaving work, my traffic conditions, my rewards cards, providing me a massive amount of value and ease of my life. The future will bring us appreciation of structured and unstructured data, real-time engagement, and we'll see a shift of power from media to technology, all driven through contextual computing. This is Rob Gonda, head of Emerging Technologies and Innovation for SapientNitro.

Kim Saldhana

The consumer of today is going through a digital and a social awakening. Technology adoption is almost instantaneous and in this scenario, if marketers truly want to succeed, a perfectly crafted customer engagement strategy is the need of the year. Marketers have to move from data to delight, from pages to people, to conversations. And so the next time you put up that perfect picture of you in Bermuda lounging on the beach, remember it was the wheels of technology marketing turning in the background that delivered that perfectly customized experience which would have included you being identified as the perfect prospect, loving those holidays in Bermuda, ensuring that you got the right offer at the right time, and the perfect digital environment to make the purchase and finally upload that picture onto Facebook for all your friends to see it. This is Kim Saldhana and I am Vice President of Marketing at Customer Centria.

Rob Brosnan

One of the more interesting aspects of using enterprise marketing technology is that it's allowing us to become not only more effective but really more personal or more relational with our prospects. Because of the advances in analytics and the visual nature of campaign planning now, we can abandon the batch and blast legacy of print so even though the interactions with our customers are now mediated by computers, we actually are more responsive or more personal with them. I think done properly it feels less like a database is managing the relationship and more like we've been able to multiply our resources far beyond our means. And that leads to an interesting irony. It's that by adding technology, we are actually becoming more personal with our prospective customers than we ever could before. We treat them more like individuals than we ever could when we had to batch and blast. This is Rob Brosnan. I'm Senior Director of Strategic Marketing at Seton Hall University.

David Raab

What's happened today is that we have a lot more channels and the channels are all connected obviously where the person is. So the person deals with many different channels. It's really hard for the marketers to kind of put themselves in that person's shoes and see everything that the person sees from the perspective that the person sees. So that's where technology comes in. Technology allows us to gather these sort of digital footprints of all those different things that the person sees, see them through their eyes and then see the patterns that emerged over time across many different people and say, okay, these are all the different things that different people see. These are the patterns that have led to good results, good outcomes, and now let's use technology to identify those patterns as they're going on and to replicate them so we have a productive outcome in the future. This is David Raab. I'm Principal at Raab Associates, which is a consultancy that specializes in marketing technology and analytics.

Yuchun Lee

When one thinks of marketing, the first thought that comes across people's minds is related to selling and promotion. In fact, the contrary, the most successful marketers we encounter have a very different view. For example, if a marketer can spot a customer who has just purchased an iPad and has a general sense of the pace and spending level of this individual customer, it's a pretty good bet that this customer will be very interested in the most popular iPad accessory in the coming weeks. So if the marketer can send this customer a catalog about the top accessories for iPad in the market or an email that shows the customer a list of most successful and helpful features with the new iPad, chances are these sets of information will be highly relevant to the customer. In fact, the end user experience of this is more like a service and less like selling or promotional marketing communication. This is Yuchun Lee, Vice President of IBM Enterprise Marketing Management.

Dan Scott

For all enterprise marketers, there is obviously a lot to look at in the digital integration space and at Scott Kay, we would be remiss if we didn't take advantage of all of those. And we know what they are, the Facebooks and the Twitters but there's many more ways to really increase the visibility and the brand awareness through those platforms, through RSVP personalized email programs and through events on Facebook that really are niche events that make sense to a certain psychographic. We do that at Scott Kay and we've been able to get upwards of half a million double opt-ins. But it's the filtering and the funneling of that information that is critical to smaller groups which actually lead to brand ambassadors. And it's the one-on-one conversations that you must take the time to do to get to know the customer so that they can get to know you. This is Dan Scott, Chief Marketing Officer with Scott Kay.

Catherine Paschkewicz

Power to the data. Everything is evolving and how you can be more personal and in the moment with your customers. Think how much everything has evolved over the last 10 years, where you didn't really know what was going on both online and offline. You didn't know exactly what the customer was interested in at any given moment. Everything was very static and flat. Now you can exactly value me, what I'm interested in at that moment: real-time

bidding, custom content for me. Being able to be personalized like this has helped us to increase ROI over 30%. Looking at things like, are you the gamer? Are you the movie buff? Are you the mom trying to do lots of projects with your kids? Whatever it might be, we can then take advantage of knowing exactly what you want in the moment to really deliver the content that you want. The key is to automate everything you can. The integration of the data, the partners, the reporting; focus on making it operational. How can you live and breathe it daily to innovate and anticipate your customer's needs? I'm Catherine Paschkewicz, Senior Director of Demand Generation at HP.

Kim Verhaaf

The new way of marketing is about creating experiences for customers. For example, if you go out to a restaurant, the food is excellent but the waiter is flirting with your wife. The food was excellent, but you didn't have a great customer experience. And that's the danger with marketing software nowadays. We know everything about those customers and you have to be careful that you don't create the restaurant scene where your service or your product is excellent but the experience is not. And that's a learning curve. It's a new thing. It's something we have to learn as an industry for the coming years and we will make mistakes. So it's not only about the technology. It's also about how you use the technology. This is Kim Verhaaf, Head of Customer Intelligence, ING.

You're listening to M. Tech. 2011, sponsored by IBM and hosted by ThoughtLead. No discussion of technology would be complete without focusing on where today's newest technologies and marketing channels are headed. We'll explore how leading companies are integrating their marketing with social, mobile, content marketing and more to achieve impressive results. Let's hear from Andres Wolberg-Stok at Citibank.

Andres Wolberg-Stok

Remember that timeless TV ad? Are you still with me? Good. Because this is where it gets complicated. Your marketing is getting a lot smaller and at the same time it's going places. More and more of your customers and prospects are coming at you from mobile devices. Are you ready? Have you looked at your brand from a mobile browser lately? Is your search engine marketing up to par? Are you properly optimized for mobile search? If you sell services or service-like products, begin by acknowledging your mobile visitors and customers. They will want to know what they can do with you and how you will relate to them. Before you start touting your products, focus on showcasing your mobile offerings. Tell them how much they'll be able to do from their mobile device. Customize for iPhone versus Android at least. Greet them with the right app offering for their platform of choice. It's the best sign that you're attuned to their needs. This is Andres Wolberg-Stok, Director of North American Consumer Mobile Strategy at Citibank.

Geoff Ramsey

eMarketer estimates that advertisers will spend nearly 29 billion dollars online this year, up 11% versus 2010. But success in online marketing today requires a new approach, one that relies less on distraction and more on attraction. Why? Because the balance of power has

shifted squarely to the consumer who, armed with new technologies and platforms, is becomingly increasingly resistant to conventional, disruptive advertising messages. The secret to reaching today's digitally savvy consumers is to create magnetic content. That is, to engage them with some kind of utility, entertainment, helpful information or other valuable content that is not only welcomed by the consumer, it encourages them to share it with others. Magnetic content involves systematically creating messaging and value-added services that resonate with consumers in deeper, more meaningful ways than ever before. This is Geoff Ramsey, CEO of eMarketer and co-author of *Digital Impact*.

Deborah Scarpa

One of the suggestions that I always bring to the table for our clients is to develop a content studio. What is a content studio? It is a place where you are set up independently to develop video, audio and text on a daily basis as the company creates innovative product, new ideas, new promotions and so on. This information is then sent to the agency and we interface with the client to get it uploaded on the various channels. It also has an analytical component in that we can always see exactly what content, what promotions and what vehicles are working through a variety of analytics. With this, we strongly suggest a content studio for each and every client. I'm Deborah Scarpa, Founder of DJS 3SOP, thank you.

Jennifer Cisney

A lot of businesses wonder if it's worth the effort to participate in social media. At Kodak, we discovered that we could actually grow our business by being in social media. In fact, we believed it so much, we hired a Chief Listener. There are three things that you can do to help. First, go where your customers are. Try to provide them value. And listen to your customers. We've improved our products by listening to our customers. When we came out with our first pocket video camera, we heard that customers loved it but the audio quality wasn't what they wanted. So on the next model, we added an external microphone jack. By listening to our customers, we increased Kodak mentions in online media from 19% to 56% and our sales in the category grew 170% last year. This is Jennifer Cisney, and I'm Kodak's Chief Blogger and Social Media Manager.

Jodi Allen

A lot of companies and brands struggle with how to leverage social media to move their brand objectives ahead. At Pampers, we think social media is critical. We also think that actions speak louder than words. But we start with our purpose. At Pampers, we believe that every baby is a miracle to be celebrated, supported and protected and so we launched our Miracles Mission campaign two weeks ago. As a parent, if you engaged in our Facebook Miracles Mission site, we'll do something good for a parent in need. So far, we've had 35,092 people engage in our Miracles Mission campaign on Facebook and as a result, we've donated 35,092 care packs to parents of babies in NICUs. And this is just the beginning. There are many more missions to come. We've also posted our Miracles Mission story to YouTube and as of today, it's the second highest trending video, right behind Barack Obama. I'm Jodi Allen, General Manager, Pampers.

Alan Weinkrantz

So one of the areas of focus is, I believe, every company that I work with, I tell them in a nice way, "I want you to close your doors tomorrow and then re-open on Monday. Think of yourself as a media company that happens to make fabulous semiconductors or firewalls" or whatever business they're in. And the reason I believe that is that the more content you produce, the more you'll be found, the more credibility you'll gain. And the more you have members of your key team involved in doing this, it increases your chances of being found. Now my center and my focus is on the media but it also benefits in other ways and I had clients tell me that they'd walk into sales pitches and they're already pre-qualified to do business with a particular company because the response is, "Gee, you guys are everywhere. You really know what you're talking about." So rethink yourself as a media company. My name is Alan Weinkrantz, President, Alan Weinkrantz and Company.

Susan Kelly

Everyone knows Justin Bieber but have you heard of Rebecca Black? Born in the U.S.A. has changed to Born Interactive in the U.S.A. Rebecca Black, typical 13-year-old girl in L.A. pleaded with her mother to do a music video. By mid-February, she posted teenybopper song called "Friday" on YouTube. March 11th, Tosh.0 from Comedy Central claimed it was the worst music video ever, encouraging the audience to tweet about it, so they did, such force, such speed, such negative emotions including death threats. By March 22nd, YouTube reaches 40 million. Tweets top 50 million. iTunes downloads by the millions. Almost impossible for marketers to comprehend. Can accidental fame like Rebecca Black's be replicated to reach audiences to launch or revitalize brands? How can I, as a marketing practitioner, generate product and service leadership with this kind of speed with so little upfront cost? Bottom line, social media distribution channels, they're real, they're viable for marketing. Choosing the right partner to help with your digital journey is crucial. One that understands how to get from traditional to interactive, one that understands real business. This is Susan Kelly, Vice President, Communications Marketing Services at Xerox.

Rikki Khana

Before embarking on a social media exercise, a brand should start with a listening exercise that gets a much better understanding of what its audience are saying about it and its products. A great example of this was with Starbucks and the introduction of their instant variety. They listened to what consumers were saying and they were able to tweak the product and the development process accordingly and it resulted in a very successful launch for them. So it's an ongoing activity so if you don't already have an integrated research dashboard, then you should ask your agency to create one. And this dashboard should layer on data from your website with social metrics such as your digital share of voice, the level of positive and negative sentiment, the level of relevant and irrelevant sentiment, engagement rates, referral rates and ideally the identification of super users. I'm Rikki Khana, Client Partner at AKQA.

Filip Wouters

In the last two years, we've seen a dramatic change to more empowered consumers. A beer like Heineken can do something about that. Spark conversations. I give an example of

Facebook. Since last year we have added 1.2 million consumers to a total of 1.5 million fans. Last week alone, we just added 100,000 fans. We use a simple five-step recipe. One, engaging conversation calendar that talks about current topics, fun brand stories and amplifies activation. Two, strong social media partnerships, like with DJ Tiesto who is the biggest DJ in the world and has about 8 million fans. Three, paid media to push strong content or acquire fans. Four, facilitating consumer-generated content. For example, on our events, we use a step and repeat wall where consumers take their picture, which they often post as profile picture. Lastly, a global and local content management system that allows us to manage content on a relevant level. This is Filip Wouters. I'm the Vice President of Marketing at Heineken.

John Lovett

Every enterprise marketing program today must include social media. But regardless of how you participate in social media externally, your number one internal priority for social media is to learn. Here are five secrets about learning from social media inside your organization. Number one, learn to teach. Take the temperature of your executives to understand how much they know, what they're afraid of and how to communicate social media in non-scary terms. Number two, learn to align. Make sure every social media effort aligns with your corporate and strategic goals. If you're not sure why it matters, then don't do it. Number three, learn to delegate. Instill social media across your entire organization by assigning followup and response duties to customer service, human resources, legal and even your executives. Number four, learn not to get burned. Develop an internal social media policy that mandates terms of conduct and communication protocols for your employees. And number five, learn social analytics. Bring accountability to social media by using a measurement framework. This is John Lovett of Web Analytics Demystified and author of *Social Media Metrics Secrets*.

Chris Friedland

So in today's age, marketers have to deal with an empowered consumer. While originally consumers could call your support line or maybe write a letter to the editor, through social networks, now consumers have an amazing ability to influence how other people perceive your brand. So what marketers have been challenged with is how do we deal with this new social channel. Well, my experience has been the best way to address the social channel is to open it wide up. Ultimately this new social channel creates an amazing pulse for your business. It lets you know exactly how you're performing because your consumers will talk about your brand and if you're doing a good job, you'll be surprised at how many people have positive things to say. And one of the phenomenons that we discovered is that we had so many positive promoters of our brand that even when detractors would come and say negative things, sometimes our customers would actually come to our defense. So if you've got a good business, there's really not a lot to fear from what's going on with the empowered consumer. This is Chris Friedland, the President of build.com.

Andrew Gaffney

There's been a fundamental change in the way consumers buy and buy products, buy services and the way they collaborate and share information. For marketers, I think that's changed the way they need to do their job. There's a greater need for intelligence, a greater need for

measurement as they try to tap into the explosion of data. Social media, I think, is the prime example of that. When you look at industries like the retail industry, for example, consumers can learn about products now on Facebook. There are tools now where they can go ahead and complete purchases right within a social media platform. They can share that information in real time with other consumers. That's, again, a huge opportunity for marketers. It's also a challenge to do a better job of listening and monitoring and tapping into those tools. I think going forward that is going to be one of the biggest competitive differentiators is how marketers respond to that foundational change. This is Andrew Gaffney, editor of DemandGen Report and retailtouchpoints.com.

John Baker

One of the biggest challenges we face is coming up with ideas people want to spend time with. When you're looking to get customers or consumers to engage with your message, it helps if you have great content. At JWT, we use a process called brand journalism which is basically reaching into an organization and finding the information that's being published and reaching into communities and finding what people are speaking about that relates to the brand message and republishing that back out on various media placements, whether it's paid media or social spaces. The problem with this is that it creates a huge content management challenge, especially when you start thinking about real-time messaging and adding it into behavioral targeting systems. Unfortunately, we also know that marketers and technology teams often go together like oil and water. So our goal when we look at the enterprise marketing management is building systems that can crack this so that we can do brand journalism and get the message out as far and wide as we can to help our brands build their businesses. This is John Baker, President of Client Services at JWT New York. Thank you.

You're listening to M. Tech. 2010, sponsored by IBM. By now I'm sure it's clear that the CMO alone can't evolve an organization's marketing as the changes in marketing today often have implications for the entire company. As the final section of today's broadcast, we're going to explore the organizational, systemic and human elements involved in successfully managing your company's marketing. Here's David Cooperstein, Vice President at Forrester Research.

David Cooperstein

We are entering an era where customer knowledge and the ability to act on it in a very relevant way is no longer a buzzword. It will define competitive advantage. This "age of the customer," as we call it, requires CMOs to rethink the marketing agenda, the organization and the process by which they go to market. How will that play out? CMOs need to approach the marketing by adapting their leadership style. They have to first accept change. They have to be willing to experiment with the new tools and technologies that enable them to market and reach customers differently. Second, they need to dare the status quo of historical media plans and actually change the way they think about what they're going to spend on next year's budget. Third, they need to act continuously using technology to help them react in real time to the ongoing evolution of their customers' attitudes. Fourth, they need to participate personally. They need to actually get hands-on with buying an iPad, being on Twitter or having a Facebook page that they engage with. And fifth, they need to tear down the boundaries within their

organization so that they act as one marketing organization. I am David Cooperstein, Vice President and Practice Leader serving CMOs and marketing leaders at Forrester Research.

Anne Holland

One of the biggest problems for modern marketing departments is that you have all of these different siloed contact lists. You might have Twitter followers, Facebook fans, people on your email opt-in lists, people who you've generated as leads, customers, marketing partners, bloggers who write about you, press, etc. It's critical to be able to work effectively for everyone to have one common Rolodex or central CRM system where all of these different contacts are noted so that you can see who's contacted this person last, how you reached them, what is the best way of reaching them, all that sort of thing. This stops you from stepping on each other's toes and it also makes sure that everyone knows who you actually know as an organization and as a brand. There are a lot of really great SAAS, (software as a service) online that provide this type of company-wide Rolodex or department-wide Rolodex. I strongly recommend that you invest in one of them. Pretty cheap and it can save your life. This was Anne Holland, publisher of WhichTestWon.com

Peter Kim

When we think about the future of enterprise marketing management, I think it's critically important to frame this up as a social business question and the way to get at that is through the process of social business design. What that means is thinking holistically about an enterprise's people and culture, about their process, organization, decision rights and governments as well as the technology that's employed to make marketing decisions more expeditious, reduce cost and to make them more effective. When we think about what's taken place in social, there's been a lot of promise but what's required to move forward now is this holistic point of view of social business design to bring all these things together in terms of executing and driving real business value. I'm Peter Kim. I'm Managing Director of Dachis Group, a management consultancy based in Austin, Texas.

Paul McNulty

Channels. We hear a lot about emerging channels and new channels, whether they be social, mobile, online or offline. It's less important that we deal with today's latest channel as opposed to making sure we have the people and the culture and the processes and the systems in place to respond to new channels as they come along. Systems that allow us and technology that allows us to listen to our customers, create the right message for those customers and deliver that message in a timely and effective fashion and to be able to track and understand how well we're doing in delivering those messages and how well we're doing in responding to our customer's needs. So my advice to you would be to think not about the channel of the moment but about having the systems and the people and the culture in place to meet the ever-changing channels that we all deal with as marketers. My name is Paul McNulty. I'm the Director of Enterprise Marketing Management for IBM.

Suresh Vittal

When I talk to marketers about enterprise marketing management solutions, I really point them to three specific steps that they need to pay attention to. Step one, think about your data infrastructure. Think about the data that supports the enterprise marketing management solution not just from an execution perspective but also from a measurement perspective. Step two, think about how you stage the enterprise marketing management solution in your organization. The entire solution is too big for marketing organizations to embrace and adopt effectively when delivered as a whole. So think about the pieces that you would put in place sequentially. And step three, think about the enterprise marketing management solution not just as technology but as a business application that's going to change the way you do business. And by this I mean pay attention to change management, pay attention to training and pay attention to rewarding the right behaviors across your marketing organization. This is Suresh Vittal, Vice President and Practice Leader for the Customer Intelligence Role at Forrester Research.

Mila D'Antonio

Today's marketers are trailblazers. The future has yet to be written. In this journey, they face three main challenges. Their customers have increased control of their experience with companies and demand to be communicated to and serviced in relevant ways across all the touchpoints with the company. Second, marketers face continually emerging channels like social mobile, search, email, direct mail and stores, and trying to figure out how to integrate these channels as well as provide a consistent experience across all of them is always a challenge. Third, they face pressures from management for positive campaign results and real-time customer insights. Today's marketers are asked to manage the design of marketing with the science of marketing. Therefore they're technologists, they're data miners and they're strategic planners. This is Mila D'Antonio, Managing Editor of 1to1 Media.

Karuana Gatimu

What I see in business is that many corporate marketing managers are either overinvesting in software and not training their people or not investing enough in good EMM tools and expecting their people to manually manage all of the work. I think we've got to find a healthy balance between those two competing priorities. As corporate marketing personnel, we have to leverage the existing software more effectively to solve our operational marketing challenges. At Skechers, we have marketing people in wholesale, retail and in our online channels. Tools are necessary to handle that multichannel collaboration. However, coordinating a creative process or managing a campaign across those channels really requires great communication skills from the people involved. Software just isn't enough. Investing in our people and showing them how to collaborate with each other across channels is a leadership skill that we really have to bring to the table. This is Karuana Gatimu, Director of Ecommerce and Marketing Operations at Skechers USA.

Cristene Gonzalez-Wertz

If I could encourage marketers to do one thing, it's to consider everything for experimentation and I mean experimentation in the sense of the scientific approach. The one thing about

experimentation that you'll notice up front is that it actually allows you to remove the sense of failure. You expect one thing to outperform another. It drives organizational innovation. And the next thing is it allows you to test every component of your organization. Everything is testable. Whether it's the signage you put up, whether it's the envelope you use, whether it's the script by which people interact with each other in a call guideline, when you continuously experiment, you now can find rapid innovation in your business because you have a basis of metrics and customer experience with which to tie. So declare specific hypotheses about how you would expect something to perform up front. Determine how to measure it and then go grow. This is Cristene Gonzalez-Wertz, Covalent Marketing's Chief Strategy Officer.

Barry Stamos

Enterprise marketing management. This is really addressed via integrated marketing. First, every message you send today should be in tune. The key is connecting the dots. All marketing channels orchestrate a symphony where every touch optimizes value. The reality, though, is that few brands do this today, or at least do it well, oftentimes because they lack an enterprise integrated contact strategy. I see more often than not that their people and processes and tools all get lost in silos and generally most of our clients are at different levels of maturity in terms of customer centricity. That said, the market leaders get it. They're listening to detect signals that can be used to fuse multidimensional insights to really engage in conversations between brands and consumers. I predict the future winners of this game to be highly leveraging automated decision engines or recommendation engines that can be trained ultimately to get smarter through every interaction, really learning what customers do and don't do. They're going to be capable of powering the most advanced levels of personalization and truly delivering a differentiated experience. My name is Barry Stamos and I'm the Global Practice Leader of Media Strategy at Acxiom.

Michael Kelley

It's interesting that when a brand decides to do TV, many people will sit back and say, well, TV is the most powerful marketing medium we've got because when we appear on TV, it drives sales. The fact is when you do TV, it's your most visible form of marketing so you tend to line up all of your other elements, be it online, offline, print, even arming your sales force, all of your shelf talkers, retail, everything lines up behind the TV advertising. So it's really taking that process and applying it to the whole marketing stream, especially with the increase that we're now seeing on online video and other marketing elements. So it's making sure that when you're going out with a campaign, it's all integrated. And it sounds very simple but it's oftentimes very difficult to get big enterprises to line up together. I'm Michael Kelley, the Chief Marketing Officer of AdGenesis.

Stefan Tornquist

Recently I spoke with over 50 enterprise companies about the changing nature of marketing and communications. Here are a few of the insights that came out of those conversations. The job of marketing is no longer to simply put out information but to engage in a constant conversation about how the company is perceived, both externally and internally. That perception is shaped by a lot of things but direct interactions are by far the most important

factor. Advertising is the least but marketing budgets don't reflect that. The walls between marketing silos are breaking down. Ownership of things like customer relationship or social media is a misnomer. You can't hold on too tightly inside a dynamic medium. Guidance is a more useful concept. Listening to the voice of the customer is powerful but it isn't enough. For there to be meaningful revenue, the enterprise needs to be able to act on what's being said, who is saying it and why. For all but the smallest companies, this requires effectively merging analytics, CRM, social and automation. Now this feature is arriving at different times for specific regions and industries, but it's arriving for everyone. This is Stefan Tornquist, U.S. Research Director for Econsultancy.

Well, believe it or not, that was our last speaker, but definitely not the end of the conversation. I want to thank you for joining us over these past 60 minutes to explore the converging world of marketing and technology. Thank you to our speakers, to our host ThoughtLead and to our media partners: The CMO Council, The CMO Club, MarketingProfs and Ann Holland's Which Test Won. Over the coming weeks, we'll share additional thought leadership and best practices content to help you harness the power of EMM technologies. To learn more today, you can visit unica.com or theinteractivemarketingjourney.com. Thank you again for tuning in and I hope to speak with you soon.