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High performance. Delivered.

Multi-Channel Marketing

Marketing Maturity Assessment model

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Agenda



- Introductie
- Veranderende wereld van marketing
- Marketing maturity assessment model
- Maturity qua multi-channel campaign en marketing resource management
- Het platform
- Positiebepalende vragen

Multi-channel 



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Introductie 

Harness Accenture's unparalleled industry insights and business process knowledge, Avanade's extensive Microsoft technology integration experience, and Microsoft's leadership in enterprise-ready technologies to power customer relationship management (CRM).



Accenture and Avanade are recognized as Microsoft Global Enterprise Partner of the Year for 2001, 2004, 2006, 2008, 2009 and 2010

Avanade was named 2010 Microsoft Dynamics CRM Solution Partner of the Year


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Trends that transform marketing



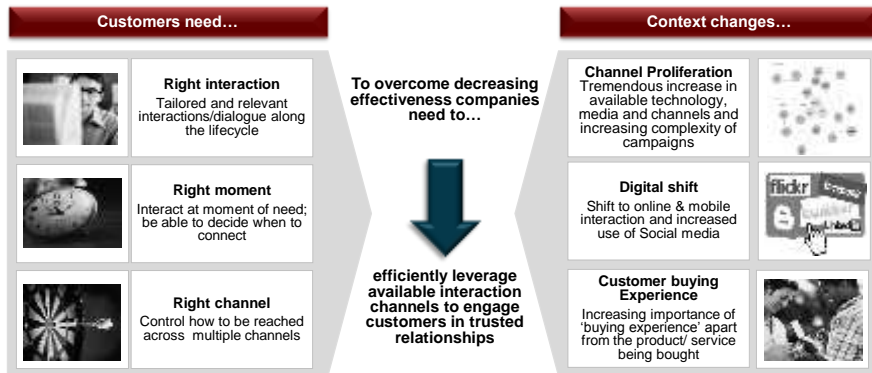

- Driven by external factors, Marketing leaders need to **work harder to acquire, engage and keep customers**
- They **must act quickly and be focused**, enabling key marketing capabilities internally to drive growth and value
- The **Winners** in this game **know their customer, deliver to promise, go Digital** and mix it, create **agile Marketing**, are **ROI** focused and recognise the **strategic** role of Marketing

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Market trends



Consumers are losing trust in traditional marketing and the media context is continuously changing:



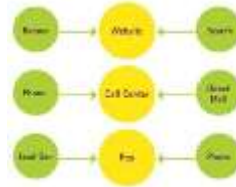
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Additional shifts in the market

Marketing operations are moving:

- From mass-marketing campaigns to **multi-channel, measurable, interaction-driven** campaigns
- From basic analytics and execution to **advanced functionality and processes for campaign analytics and execution**
- From communicating one standardized offer to all, to **personalized offers to distinct customer segments**
- From an old multi-channel world to a **new multi-channel world**

Old multi-channel world



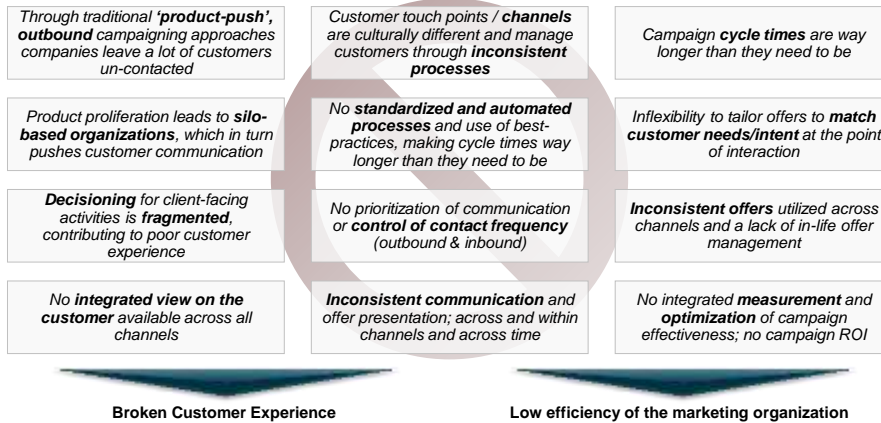
New multi-channel world



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Many companies today are not able to efficiently deliver consistent and relevant messages across products and functions and we frequently see the following organizational struggles:



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Marketing organizations need to develop the right capabilities in order to deal with these issues



Marketing resource management (MRM)


- The alignment of people, processes and technology to support marketing activities and improve marketing effectiveness

Multi-channel campaign management (MCCM)


- The process of creating, executing, and measuring marketing programs directed at specific audience segments





The different stages of marketing resource management maturity




Identification points for 'unconcerneds'




- MCCM is not considered an important part of the organization
- All customers are targeted with the same message, resulting in very low response and conversion rate on marketing campaigns (~1-2%)
- Low cross- and up sell effectiveness
- There is no customer contact strategy, which has resulted in many over-contacted unprofitable customers and many not-contacted profitable customers
- No consistent customer treatment or experience across channels, contacts and time
- Low customer life-time value
- Slow time to market of new campaigns and slow response capability to current conditions in the market; recurring campaigns are not reused
- Little to no efficiency of campaign management capability by unaligned resources
- High marketing costs due to using many disparate (IT) tools

Unconcerneds	
MRM	MCCM
<i>Lead processing</i>	<i>One-to-many</i>
With a Lead processing model, corporate decision makers identify the most likely prospects and "push" this information to the field for follow-up	Mass communication , with many over-contacted and many not-contacted customers and limited reporting
<i>Altering Dispositioning Routing</i>	Response rate: ~1-2% Uptake rate: 0.5 - 1%
	

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MCCM pain points for 'unconcerneds'



Execution management	Customer analytics & data mngmt	Customer contact & channel mngmt	Measurement & reporting
<ul style="list-style-type: none"> • Campaign planning is done on a yearly basis • Campaign activities are scattered across the organization; there is no overview • Inefficient methods to align resources to campaigns 	<ul style="list-style-type: none"> • There is no formalized data quality process in place • There are multiple data repositories that are not linked, which makes data storage and accessibility very difficult • Low analytics capabilities • Little to no customer segmentation, no profiling and no customization of offers / contacts 	<ul style="list-style-type: none"> • Few traditional channels, used separately • Inability to manage closed-loop campaigns 	<ul style="list-style-type: none"> • There is no pre-defined process for review of campaign plan • Little to no reporting in place; no overview of campaign effects


Enabling tools and capabilities

- There is no tool in place to automate or standardize campaign creation and reporting
- Analytics and segmentation has to be done manually or with little tooling
- There is no campaign management tool; all activities are done manually

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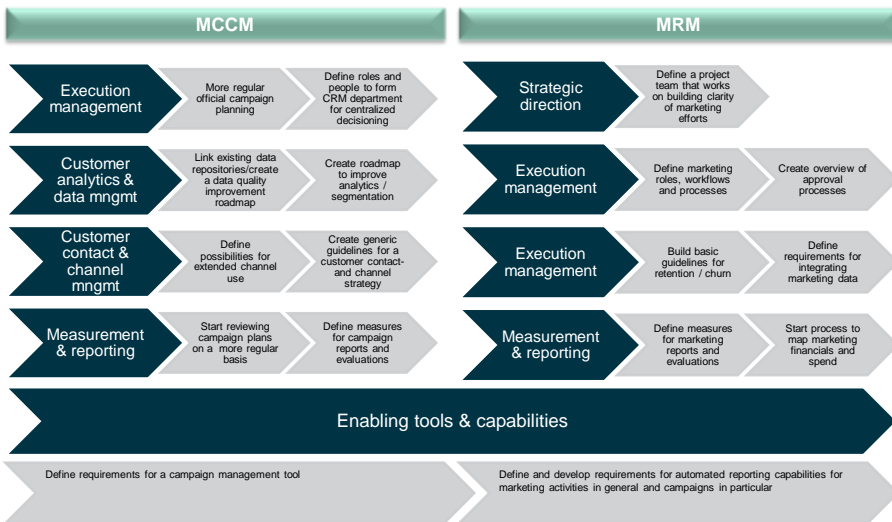
MRM pain points for 'unconcerneds'




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Roadmap: from 'unconcerneds' to foundationals



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Identification points for 'foundationals'



- Only some target groups receive customized offers, based on information on client product/service portfolio; low target list complexity
- Low response and conversion rates on marketing campaigns (~4-5%)
- MCCM is starting to be important to higher management and a roadmap for improvement throughout the company is in development
- Low to average cross- and up sell effectiveness
- Inconsistent communication but relatively consistent offers across channels, contacts and time
- Relatively low customer life-time value
- Average time to market of new campaigns but rather slow lead times to change recurring campaigns or to respond to current conditions in the market
- Generic guidelines exist as customer contact strategy
- Little efficiency of campaign management capability because resources are aligned per individual business unit but not across business units
- High marketing costs due to using many disparate (IT) tools

Foundationals	
MRM	MCCM
<i>Corporate subscription</i>	<i>One-to-target group</i>
In a Corporate Subscription model, central marketing groups develop the campaign strategy and the materials	Target-group specific communication; more directly suited information on products or services and low target list complexity
<i>Confirmation List approval Tracking</i>	Response rate: ~4-5% Uptake rate: 1 - 2%
	

MCCM pain points for 'foundationals'


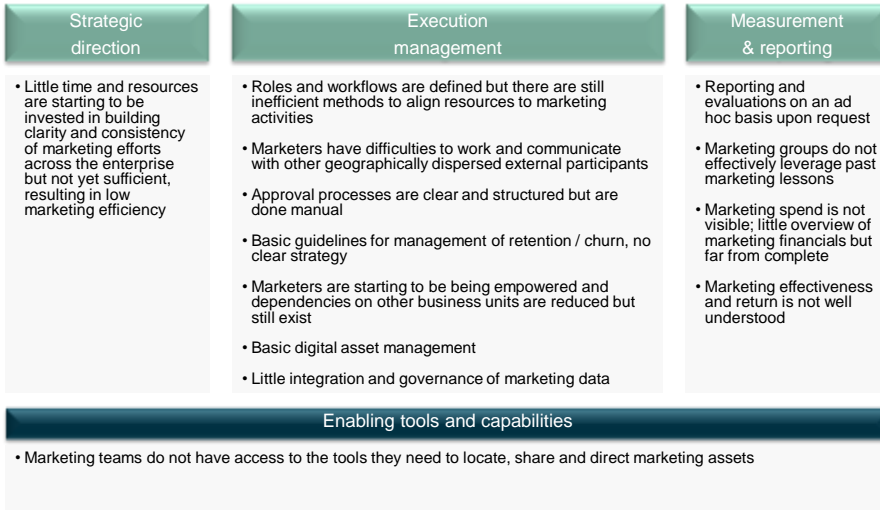


Execution management	Customer analytics & data mngmt	Customer contact & channel mngmt	Measurement & reporting
<ul style="list-style-type: none"> • Campaign planning is done on a monthly basis • There is an overview of campaign activities within individual BU's, but no integration across the organization • Some generic methods to align resources to campaigns 	<ul style="list-style-type: none"> • Basic data quality management • There are multiple data repositories; they can be linked, but data storage and accessibility is complicated • Basic analytics capabilities • Customer segmentation only based on demographic data; no profiling • Basic customization of offers / contacts (e.g. name, address) 	<ul style="list-style-type: none"> • Quite a lot of traditional channels, mostly used separately • Basic closed-loop campaign management 	<ul style="list-style-type: none"> • The campaign plan is reviewed on an ad hoc basis • Reporting is done on request on an ad hoc basis; some campaign effects are measured

Enabling tools and capabilities

- There is no tool in place to automate or standardize campaign creation and reporting
- Analytics and segmentation has to be done with little tooling
- There is a tool in place that simplifies a part of the campaign process; most is still done manually


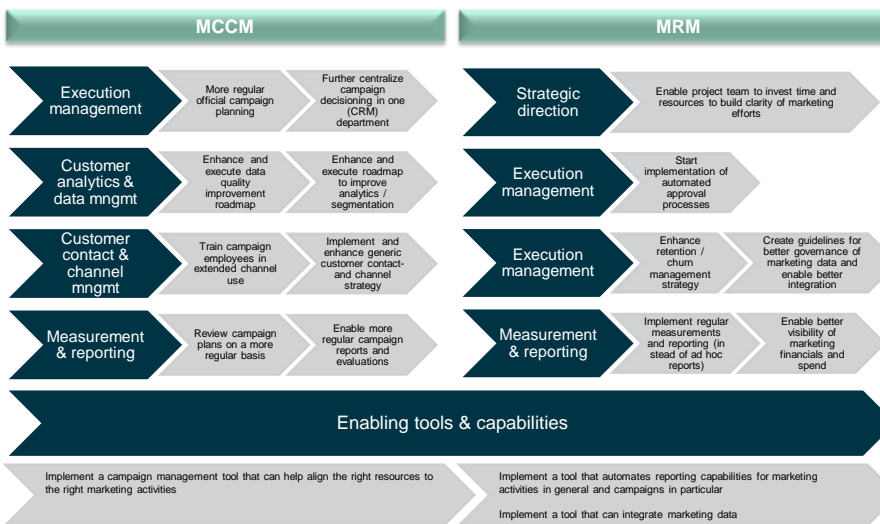
MRM pain points for 'foundationals'

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Roadmap: from 'foundationals' to 'challengers'



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Identification points for 'challengers'




- Customers receive individually personalized interactions and product offers
- Comprehensive understanding of the importance of MCCM throughout the whole organization
- Relatively high response and conversion rates on marketing campaigns (~20%)
- MCCM is important to higher management and improvements are realized throughout the company
- Relatively high cross- and up sell effectiveness
- Consistent offers across channels, contacts and time and relatively consistent communication across channels
- Average customer life-time value
- Relatively quick time to market of new campaigns and average lead times to change recurring campaigns or to respond to current conditions in the market
- Well-defined customer contact strategy
- Relatively efficient campaign management capability as resources are aligned across business units

Challengers	
MRM	MCCM
<i>Ad-hoc campaign</i>	<i>One-to-one</i>
Field staff has more control over campaigns targeted at local customers; Corporate resources provide "templates" that help the field staff serve themselves	One-to-one communication: personalized interactions and product offers with basic reporting and campaign process workflow mgmt
List management Campaign configuration Tracking	Response rate: ~20% Uptake rate: 3 - 5%
	

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MCCM pain points for 'challengers'



Execution management	Customer analytics & data mngmt	Customer contact & channel mngmt	Measurement & reporting
<ul style="list-style-type: none"> • Campaign planning is done on a weekly basis • Broad methods to align resources to campaigns but can still be enhanced 	<ul style="list-style-type: none"> • There are multiple data repositories that can be linked, but data storage and accessibility is still more difficult than needed • No complete view of customers • Customer segmentation based on demographic data, needs and behaviors; little profiling • Customization of offers / contacts based on demographics, needs and behaviors (not on value) 	<ul style="list-style-type: none"> • Many traditional and some interactive channels, with moderate integration • Closed-loop campaign management effective but not advanced 	<ul style="list-style-type: none"> • There is a pre-defined process to review the campaigns plan but only occasionally followed • There is pre-defined reporting to track campaign results for some (high value) campaigns at fixed periods • There is an overview of campaign effects for some campaigns but not all

Enabling tools and capabilities

- There is a tool in place to automate and standardize campaign creation but it has limited understanding of cross-team processes

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MRM pain points for 'challengers'


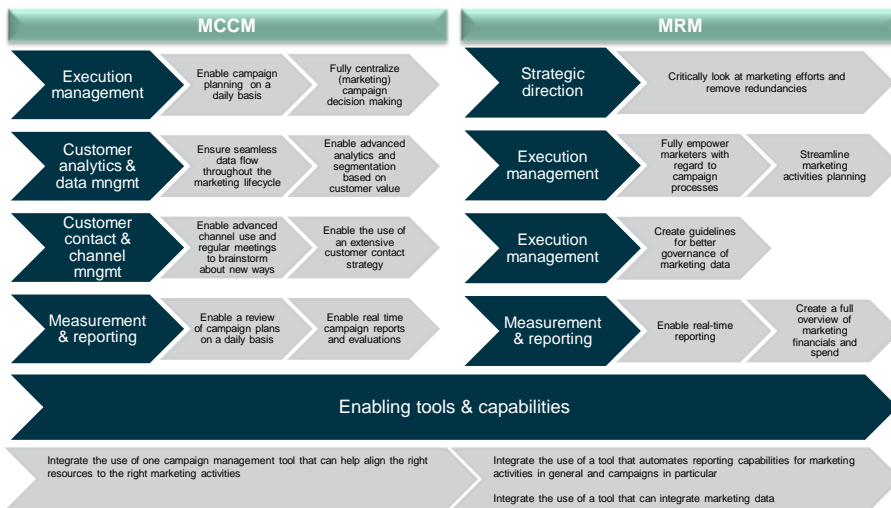


Strategic direction	Execution management	Measurement & reporting
<ul style="list-style-type: none"> Marketing efforts are clear and consistent for the most part of the enterprise; marketing efficiency can still be improved 	<ul style="list-style-type: none"> Clearly defined roles and workflows but there are still inefficient methods to align resources to marketing activities Basic guidelines for management of retention / churn, no clear strategy Marketers are to a large extent empowered but still rely partly on other business units Digital asset management in place but in need for better control Marketing data is integrated but governance needs improvement 	<ul style="list-style-type: none"> Reporting and evaluations on a regular (daily) basis Marketing groups are evaluating lessons learned ad hoc, no pre-defined process Marketing spend is visible for the most part Marketing effectiveness and return is not well understood
Enabling tools and capabilities <ul style="list-style-type: none"> Marketing teams have access to the tools they need to locate, share and direct most marketing assets Most reports can be requested daily through a marketing tool 		

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Roadmap: from 'challengers' to 'leaders'



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Identification points for 'leaders'



- MCCM is considered an important part of- and is fully anchored in the organization
- High response and conversion rate on marketing campaigns (~25%)
- High cross- and up sell effectiveness
- High customer life-time value
- Customers are contacted at the right time with the best possible offer, while taking into account customer's value
- Customer treatments and experiences are consistent across channels, contacts and time
- Rapid time to market of new campaigns and fast lead times to change recurring campaigns or respond to current conditions in the market
- Very efficient campaign management capability due to structured and aligned resources
- Low marketing costs because there is one integrated campaign management tool in place

Leaders	
MRM	MCCM
Personal marketing	One-to-one interaction
Personal Marketing: capabilities to empower field staff to manage 1-to-1 customer dialogues; field staff have complete control over entire communication stream	Contextual, dynamic and personalized communication: creates engaging, interactive customer dialogue; ensures branded experience
<i>Dialogue mngt</i> <i>Offer</i> <i>recommendations</i> <i>Contact mngt</i>	Response rate: ~25% Uptake rate: 10-20%
	

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MCCM best practices by 'leaders'



Execution management	Customer analytics & data mngmt	Customer contact & channel mngmt	Measurement & reporting
<ul style="list-style-type: none"> • Campaign management is an important part of- and is fully anchored in the organization • Clearly defined processes and workflows for campaign management • Quick lead times to create and adjust campaigns • Campaign operations is a shared function across BU's 	<ul style="list-style-type: none"> • Clear picture of data quality issues and a clear strategy and roadmap at hand to enable continuous improvement • One integrated data repository • One integrated customer view (360° view) • Customers are segmented on demographics, needs, behaviors and value 	<ul style="list-style-type: none"> • Many integrated traditional and interactive channels • Cross-channel lead management to foster a consistent treatment of customers across channels; contacts and time (offers, communication, experience) • Closed loop campaign management • Continuous dialogues and interaction with customers are made possible • Personalization per customer is based on value 	<ul style="list-style-type: none"> • Campaign planning is done on a daily basis • There is a complete image of all campaign management activities and effects • Near real-time reporting that can be retrieved when required • Continuous insight into campaign results • Integrated feedback to foster continuous improvement

Enabling tools and capabilities

- Advanced customer analytics tooling and models (based on customer needs, behaviour, current customer population and demographic characteristics) with which detailed differentiation of customer segments is possible; these form the basis for the right customer approach
- There is a formal end-to-end campaign management tool that is integrated into daily campaign activities

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MRM best practices by 'leaders'



Strategic direction	Execution management	Measurement & reporting
<ul style="list-style-type: none"> • Time or resources are invested heavily to focus on building clarity and consistency of marketing efforts across the enterprise, resulting in high marketing efficiency 	<ul style="list-style-type: none"> • Real-time scheduling of activities • Quick structured and automated approval processes • Reduced marketing costs • Increased productivity and capacity by eliminating redundant efforts • Streamlined planning activities with flexible aggregation and reporting • Increased productivity for marketing employees • Retention and churn are actively managed • Marketers are empowered, making processes as efficient as possible • Well-defined and executed digital asset management and control • Effort and costs are distributed; more weight is put on profitable customers and less on unprofitable customers 	<ul style="list-style-type: none"> • Execution and evaluation of marketing programs • There is a complete overview of all marketing costs and allocations • Understanding of marketing effectiveness and return (Marketing Scorecard) • Highly visible marketing spend • Obtaining insights that were previously difficult
<p style="text-align: center;">Enabling tools and capabilities</p>		
<ul style="list-style-type: none"> • Efficient methods for the mobilization of marketing resources are in place • Marketing teams have access to the tools they need to locate, share and direct marketing assets 		

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Dynamics CRM platform



- Power of choice (online or on-premise)
- Configuration versus development
- Integrating 360° Customer View and Marketing Planning and Operations
- Ultimate customer touch point interaction

Avanade Advanced Marketing Solution on Demand

Avanade's CRM Bus. Prod. Platform



Helpdesk, App and Ops Mgmt, and Infrastructure Support

Robust Managed Infrastructure

Avanade Online Services

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Technology Enabler



- Gartner added Microsoft Dynamics CRM to Magic Quadrant Multi-Channel Campaign Management in 2010
 - Analytical capability
 - Platform
- Save costs by using **one global CRM tool**
 - Integrated Marketing
 - Integrated Analytics
 - Integrated Channels
- Best of Microsoft Platform Integration: Dynamics CRM, ASP.NET, CCA, Silverlight, SQL BI stack, SharePoint 2010, Azure
- Avanade created a Marketing Management Solution
 - Enable multi-channel, multi-wave, in- and outbound campaign management



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Case studies in action: Improving multi-channel campaign management



A leading global insurance company implemented Microsoft Dynamics CRM capabilities and launched a Marketing Distribution Platform (MDP) Program. The program enabled multi-channel campaign management to drive up sales opportunities and to stay ahead of the competition.

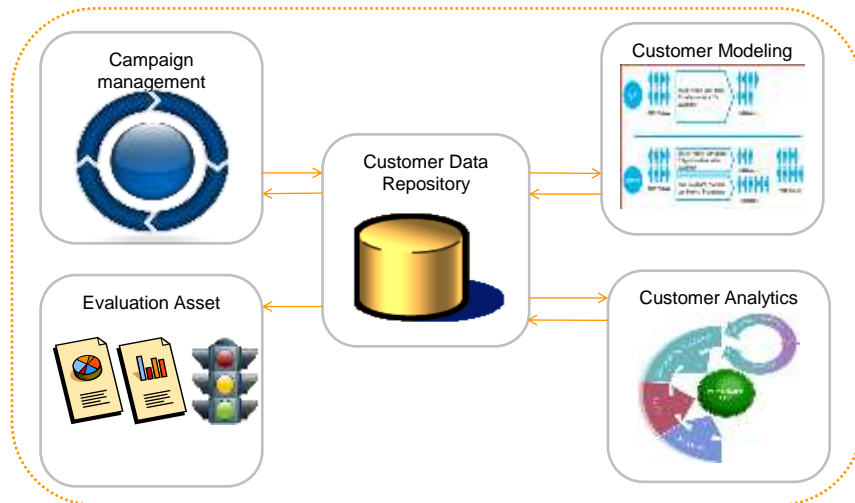


To realize its highly challenging growth objectives, a European Broadband Multi Service Provider wanted to improve its customer relationships end-to-end. Leveraging Microsoft Dynamics CRM capabilities, this solution is helping the company with a wide range of functionalities for campaign creation, execution, analysis, reporting and geography specific customization.

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Marketing Management Solution



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Marketing Management Process



Initiate

Prepare

Execute

Evaluate

- **Initiate**
 - Collect ideas, campaign plan, budget
- **Prepare**
 - Analyze customer profiles, marketing lists for multiple waves and channels
 - Marketing Content/Asset Management
 - Plan marketing activities
- **Execute**
 - Deployment across channels
 - Response management
- **Evaluate**
 - Marketing Dashboard

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Initiate → Prepare → Execute → Evaluate

Marketing Calendar Demo 


Marketing Program Calendar

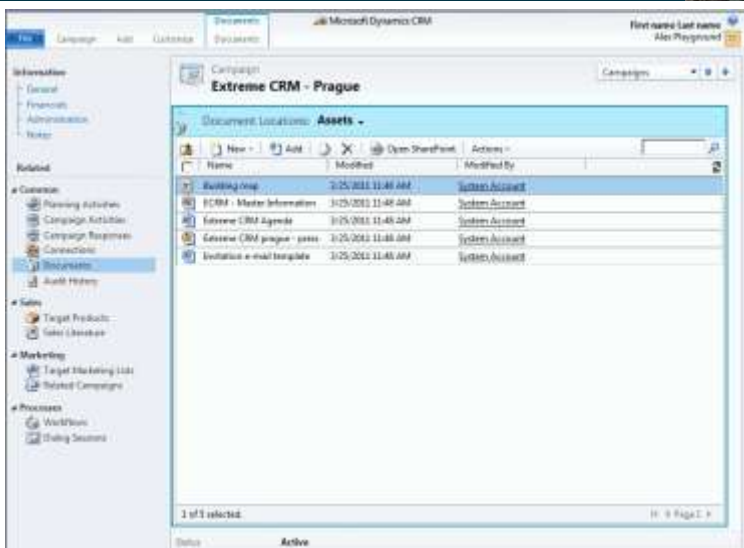
Advanced Marketing Crm 2011 Asset



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Initiate → Prepare → Execute → Evaluate

Asset Management 



Name	Modified	Modified By
Building map	3/25/2011 11:48 AM	System Account
ECRM - Master Information	3/25/2011 11:48 AM	System Account
Extreme CRM Agenda	3/25/2011 11:48 AM	System Account
Extreme CRM page - press	3/25/2011 11:48 AM	System Account
Initiative e-mail template	3/25/2011 11:48 AM	System Account

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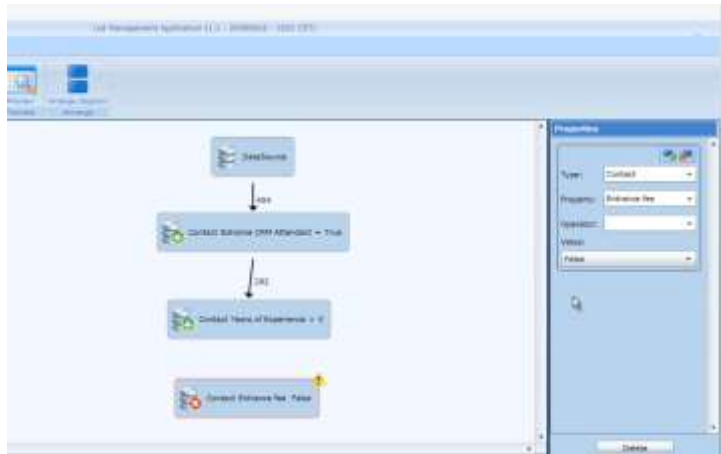
Initiate Prepare Execute Evaluate

Data Mining Visualization



Initiate Prepare Execute Evaluate

Customer Segmentation demo



Initiate → Prepare → Execute → Evaluate

Multi-Channel and Multi-Wave



- Wave 1: Facebook fanpage & Internet site
- Wave 2: Targeted personalized email
- Wave 3: Outbound call center

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Initiate → Prepare → Execute → Evaluate

Evaluation Dashboard




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Positiebepalende vragen



- “What is the level of customer interactions that you presently engage in?”
- “Do you have “Voice of Customer” data (complaints, queries etc.) through different channels?”
- “Do you have a channel specific vendor strategy in place?”
- “How do you integrate/synchronize interactions in a multi-channel environment ?”
- “Do you know your customers' expectations towards interactions ?”
- “How do you organize your digital/new and traditional marketing activities ?”
- “Do you have a clear view on your campaign efficiency ?”
- “Do you know how to leverage Social media for your business in strengthening the relationships with your customers”
- “Have you tried using Social CRM for cross-selling and up-selling into your existing customer base?”

Kom gerust langs



Tijdens de break bent u van harte welkom bij de Avanade stand.
We serveren wat lekkers bij de koffie.