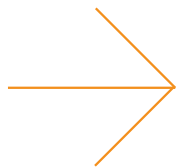


Campaign Management in the Cloud

World-Class Marketing
That Every Marketer
Can Afford





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Introduction

In order to remain effective, marketing is a process that must be continually refined to keep pace with changing consumer behaviors. For the past few years, marketing has responded to, (and in many ways, enabled) the consumer's increasing control over how, where, and when companies reach them. New social media channels both ignite and quench the customer's thirst for connectivity and expression, while at the same time allowing them to dictate who may contact them -- and how. As the proliferation of channels and "connected" devices complicates the marketer's task to successfully reach target audiences, the need for relevancy, and pinpoint accuracy -- in message, timing, and channel, has become paramount.

To manage this exciting but increasingly complex opportunity, we have seen an explosion of new technology to support marketing functions. By adopting these new technologies, many companies have been able to re-focus on growth and customer acquisition (while still working with lean marketing budgets). Research firm Winterberry Group, states in *Outlook 2011: What to Expect in Direct and Digital Marketing*: "the current environment is ripe for the adoption of revolutionary technologies that finally address the age-old goal of reaching the right customer, with the right message, at the right time." The emerging platforms provide what Winterberry Group calls "foundational data management and delivery strategy," allowing marketers of all sizes to access the tools they need to achieve the efficiency, effectiveness, and agility they've long sought.

More than technology

But world-class marketing is more than a technology race.

For many companies, it's an organizational issue: channels continue to be managed separately -- sometimes (still) as separate departments -- though sometimes cleverly cloaked in new names.

Below the umbrella of new departmental nomenclature however, both the organization and underlying technology are often still aligned by channel, operating independent of one another. Thus even those marketers intrepid enough to seek out deeper insight, are often still struggling to obtain a complete understanding of their customers, and their company's interactions with them. The frustrating results are all-too familiar: over-communication, or off-message communication, to some of your best customers, who then opt-out or tune out; and, conversely, under-communication to newer customers who seek information and need to be cultivated.

The Traditional Answer... and Its Cost

There are of course, state-of-the-art campaign management tools, which have been developed expressly to enable marketers to collect, analyze, segment, and manage their data, and thereby gain a deeper view of individual customers. Use of these tools has been a proven competitive asset for many companies leading to more relevant, targeted campaigns that deliver value to customers, and, in turn, strong ROI to marketers. The best tools contemplate full spectrum of interactions with your customers – everything from online advertisements to on-boarding and loyalty programs, complimented by the richness of all relevant transactional data. We'll see examples like this in a moment.

If implementation of strategically driven, relevant, cross-channel marketing tactics can be achieved through an end-to-end, cross-channel database marketing solution – why is this goal still so rarely achieved? The barriers are old, and appear stubborn, if not altogether intractable: complexity, and cost.

Unfortunately, for most companies, installing such a system is often out of their price range, and even if affordable, impossible to implement given their internal IT capacities. Even well-funded IT-capable firms accustomed to buying and deploying enterprise-class solutions often squander time and capital better deployed elsewhere in the ongoing effort to manage their marketing technology internally.

The Cloud May Provide the Answer

The emergence of cloud-based campaign management solutions, offered as Software as a Service (SaaS), changes the game. Previously unaffordable tools are now available to fit any budget, and much, if not all, of the accompanying IT cost is simply taken out of the equation. This whitepaper will explore the benefits of employing a cross-channel campaign management system to run marketing programs, along with the unique advantages of selecting a cloud-based platform.



The Strengths of Cross-Channel Campaign Management

On a basic level, a campaign management solution needs to offer users a way to identify and select target audiences; assign correct offers/treatments; define attributes for personalization; perform elementary analytics; execute, track and report each campaign; manage customer contact history; and finally, develop business rules -- without the need for programming. Basic functionality, however, doesn't meet the "wired" consumer's expectations for marketing interactions these days. Regardless of company size, marketers need more advanced solutions that fully contemplate the consumer's desire for control and relevance. The competitive marketer's checklist for a campaign management solution now includes:

Integrated data Focused communications = better results.

The Kraft Sports Group (New England Patriots) recently completed a data integration project that synthesized numerous customer files. The franchise was struggling with duplicate customer records across its databases for season ticket holders, people on the waiting list for season tickets, people who frequented Patriot Place (the shops and restaurants at Gillette Stadium), members of its loyalty credit card program (Patriots Extra Points), and other interaction channels. By merging and cleaning these data files, the Patriots were able to gain a more robust understanding of each fan, and use that understanding to precisely tailor their communications to individual interests and needs. The result was a 15 percent increase in e-mail open rates and an even higher jump for click-through rates.

* **Better customer insight through consolidation of customer data** into a single, multi-dimensional marketing data mart. Not only does this "single source of truth" reduce redundant and/or conflicting messaging, but it also enables better targeting, relevancy, personalization and timeliness -- making every communication more effective.

* **Cross-channel orchestration of direct mail, e-mail, SMS, and social-media, enabled via one interface.** Based on a common set of business rules, users should be able to develop multi-wave, multi-channel campaigns that create a natural dialog with each customer.

* **Analytics-driven campaign creation, leveraging built-in segmentation and modeling tools.** Many exceedingly successful marketers employ analytics, including model scores and customer behavior profiles, to develop relevant, effective campaigns. The right tools really can turn "learnings" into profit.

* **Performance tools that streamline the ability to test and learn.** Users should be able to quickly create multiple segments for champion/challenger testing, along with tracking codes, for closed-loop analysis. Marketers shouldn't be hobbled by not being able to iteratively test offers and understand "lift over control." But we all know this still happens -- all too often.

* **Ad hoc customer analysis and data visualization tools powered by a business intelligence engine.** Marketers need to "slice and dice" campaign-performance data in order to understand the key factors that drive campaign success (or the lack thereof). On the front end, this functionality also should give marketers more insight into their customer base, providing the ability to move quickly from strategic insight, to campaign design and deployment.

* **Flexibility: with multiple ways for marketers to envision their data and accomplish their goals.** With an intuitive, ad hoc customer intelligence environment, marketers

can slice and dice, drill, sort, filter and pivot -- even create new data fields on the fly. This enables them to visualize and query their database as needed, to maximize response. Flexible flowchart design metaphors also enable users to build virtually any campaign workflow. An intuitive user interface can also support less sophisticated marketers (via visual selection/templates, and reusable components) while giving power-users the power they demand (raw SQL, derived field functions/logic). Both benefit from flexible response-capture for closed-loop reporting. And in today's liquid multi-channel environments, marketers will benefit greatly from being able to create their own response models, enabling both direct and inferred response attribution.



* **“Lights-out” campaigns.** Marketers need the ability to automate processes, allowing them to “set it and forget it” for ongoing campaigns -- guided by easy-to-understand business rules.

* **Multi-wave campaigns.** Allowing the results of the first campaign to automatically guide or select the subsequent marketing treatment(s).

* **Multi-wave, cross-channel campaigns** -- where customer dialogues are orchestrated across channels.

More Than Ever, It’s About Learning

The ability to learn from, and respond appropriately to each customer interaction, continues to differentiate best-in-class marketers from those organizations that still rely on one-size-fits-all communications. As Forrester Research analyst Emily Riley emphasized in her Advertising Age article *Marketers Failing Interactive Part of Interactive Marketing*, (April 3, 2011) “[Consumers] think that you, as a marketer, should know everything about them and be one step ahead of them in terms of addressing their interests and needs.”

Those expectations are being driven by your competitors – and your colleagues. The best marketers are actually helping to make consumers more demanding – and are increasingly aware of the power they (customers) wield.

Another case in point: The Boston Celtics gather detailed interest data from their fans, including favorite players, preferred game nights, and favorite opponents. All of this information is used to produce more relevant marketing communications. So, for example, if you are a fan of Glen “Big Baby” Davis, and tend to purchase tickets for Friday night games, and like match-ups against the New York Knicks, the Celtics will e-mail you the next time it has open seats on a Friday night with a message that says, “Come See Big Baby Take On The Knicks This Friday Night.” Relevancy is king. And once a customer becomes accustomed to this kind of intimacy, one-size-fits-all appeals will sound a little “soft.”

Getting (Only) What You Need: The Benefits of Cloud Technology

Cloud Marketing is where traditional marketing technologies are delivered as Software as a Service. Working in the cloud is a relatively new option for companies seeking to improve their marketing capabilities. While some big misconceptions exist -- that information is not secure, and that platforms require users to conform to pre-defined data schemas -- savvy companies are seeing past the myths and finding tremendous advantages from selecting a cloud-based solution. For campaign management, these advantages add up fast. Consider the following benefits of working in the cloud:

* **Significantly less expense and complexity**...especially compared to integrating a variety of channel-specific solutions and/or installing an enterprise software suite. Knitting together numerous best-of-breed solutions is a time-consuming (and headache-inducing) process that often comes with a hefty price tag: for integration services, middleware, and other operational elements required to get a new system up and running. Purchasing an enterprise software suite is less complex, but still requires a sizeable investment in hardware and databases. And both alternatives necessitate internal IT experts to operate and maintain the software and manage upgrades.

* **Faster deployment.** In the cloud, the practicalities are very different, (and, yes, often a great deal more practical). Instead of buying a software license and the accompanying infrastructure components, marketers pay a monthly subscription fee. Cloud marketers are also out of the gate faster -- cloud software is already production ready. Companies need only complete two key steps: map their data feeds and train their user community.

* **Minimal/no reliance on internal IT resources.** Traditionally, working with data for marketing has meant working through the IT department to support data analysis and campaign deployment. But this relationship is not always simpatico, with IT often limiting marketers' ability to access and analyze their data across multiple dimensions. IT departments like repeatable processes, but marketers don't operate this way; every answer to a marketing question typically leads to another question. With a cloud-based system, access and control can finally reside in the marketing department. Goodbye to all those meetings, conference calls and e-mails to "align" marketing and IT functions.

* **Seamless, automatic upgrades.** When you purchase marketing automation software, you're responsible for handling system upgrades. In these days of constant change in the marketing discipline, upgrades are released with amazing velocity. With an on-premise solution, you're at the mercy of each vendor's upgrade schedule -- and it's up to you and your internal IT department to apply the upgrades with as few interruptions to operations as possible -- here comes another alignment meeting. Major upgrades can take weeks or even months to manage, drawing marketers' attention away from strategic goals. Subscribing to a cloud-based platform eliminates these challenges. Every user is seamlessly upgraded at the same time, with minimal impact on operations. That does sound incredible -- but it's also exactly why the cloud was born, how it has evolved, and why it has grown as quickly as it has.

* **Anywhere, anytime access for all users.** Cloud-based platforms are just as easily implemented across large, multinational companies as they are for small to midsize organizations. Users can login 24/7 from any computer with internet access and a browser at work, at home, or on the road, wherever it's needed.

* **Guaranteed uptime.** In addition to round-the-clock access, cloud-based platforms offer continuous operations, with minimal downtime for maintenance and upgrades. All downtimes are planned for off-peak hours, and announced well in advance so users can easily work around them.

* **Quick time to value.** Because the upfront investment is far lower, and the time-to-production is short, marketers realize a quick ROI with cloud-based systems. Outside of basic user training and data-feed setups, the first weeks are really an on-boarding process for new users, with the focus on how to exploit the platform's various tools to build more effective campaigns.

* **Lower total cost of ownership.** With an on-premise solution, a company has to purchase a perpetual license, and pay a 20 percent (or more) annual maintenance fee. To handle cross-channel marketing, most companies require several software products, upping the number of licenses and ongoing maintenance fees. And don't forget the additional hardware, middleware and database requirements, or the staff needed to manage ongoing operations. With cloud-based systems, you pay a predictable monthly subscription fee.

* **Data is safe, secure.** It's not where the data is stored, but rather how it's stored. Reputable cloud marketing software providers that work with data in the cloud follow stringent security measures for safeguarding data – it's their business.

* **Platforms scale up and down.** Traditionally, only enterprise-level firms have been able to afford best-of-breed marketing solutions. With cloud-based platforms, the same sophisticated marketing tools are now available to small and medium-size marketing companies. Even better, the best of these platforms scale-up as needed to address the needs of the largest, and fastest-growing B2C companies.

Conclusion

On-demand. Software as a Service. Cloud computing.

Whether they're technically equivalent or not, these terms often are used interchangeably when describing browser-accessible marketing technology platforms. But don't be fooled, just having a third party host software doesn't do that much for marketers – the disruptive and expensive software upgrade issues still exist.

True cloud-based campaign management offers robust cross-channel functionality, continuously enhanced and seamlessly rolled out to users, typically accompanied by extensive data management and hygiene services; strategy, analytics and creative services; and, on a day-to-day basis, expert guidance to achieve world-class marketing results.

The reality of cloud-based campaign management might actually best be expressed as Software *with* a Service.

About ClickSquared

ClickSquared is a premier provider of email and **cross-channel database marketing solutions**. With innovative offerings ranging from self-service email to highly automated, real-time customer engagement and loyalty programs, ClickSquared's innovative **cloud marketing platform** orchestrates and delivers analytics-driven, relevant and personalized customer communications across email, direct mail, social, survey, mobile and web channels. Backed by a team of marketing, technology and vertical-industry experts that are passionate about client success, ClickSquared enables organizations of all sizes to maximize the return on their marketing investment.

ClickSquared has helped to build some of the world's best known brands including ARAMARK Parks and Destinations, The Boston Celtics, Capital One Bank, The Dallas Stars, Dr Pepper Snapple Group, Four Seasons Hotels and Resorts, Greyhound, HomeAway, Hyatt, Lenovo, Leading Hotels of the World and Sovereign Bank Santander. For more information on ClickSquared, visit the company's web site at www.clicksquared.com or via the links below:



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