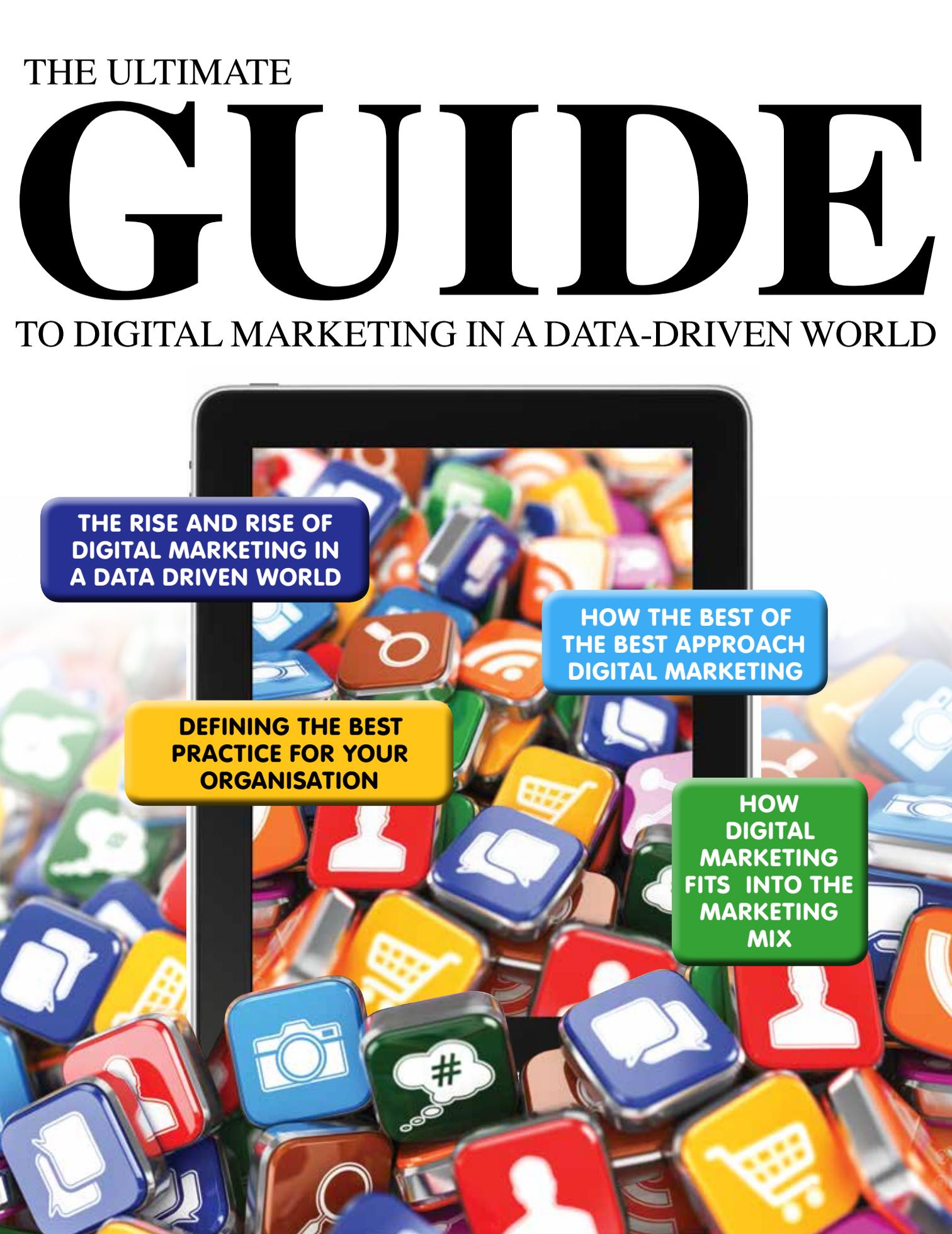


THE ULTIMATE

GUIDE

TO DIGITAL MARKETING IN A DATA-DRIVEN WORLD



**THE RISE AND RISE OF
DIGITAL MARKETING IN
A DATA DRIVEN WORLD**

**HOW THE BEST OF
THE BEST APPROACH
DIGITAL MARKETING**

**DEFINING THE BEST
PRACTICE FOR YOUR
ORGANISATION**

**HOW
DIGITAL
MARKETING
FITS INTO THE
MARKETING
MIX**



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From the EDITOR

Can anyone remember what they were doing in 1989?

Well for me, it was my first year of university studying a Bachelor of Economics Degree at The University of Sydney.

It was also a year when the 'Information Superhighway' or World Wide Web was invented by a man called Tim Berners-Lee.

I witnessed a wave of 'dotcoms' including the creation of what is now vernacular, Google, in 1998. Until suddenly the overhyped market and tech bubble spectacularly burst in early 2000.

Can anyone remember life before Facebook and YouTube both launched in 2004? Or life before Apple's iPhone that launched in 2007?

It all seems so long ago now, yet has simply become the new normal for most of us.

This digital revolution has not only changed the course of humanity, but has changed the marketing and advertising landscapes forever.

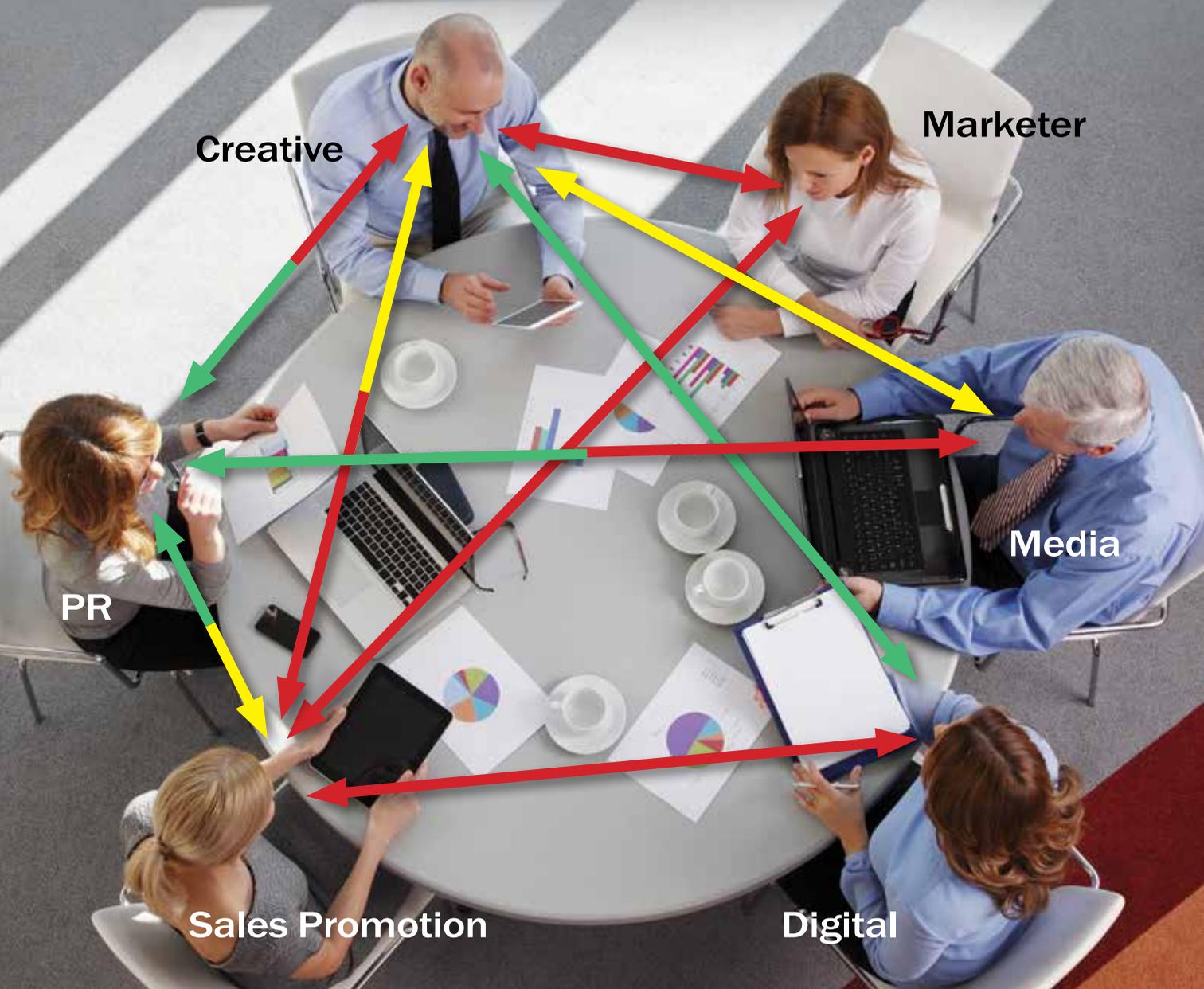
We now regularly hear terms like fragmentation, wearables, automation, big data, content marketing, social business, mobile first, and a myriad of other new terms, companies, and digital solutions that are allowing companies and brands to shake up markets – eg: Uber, Airbnb, Apple Watch, Ooyala and many more.

So whether you're a digital native or dinosaur, how can you harness the power of digital to drive business growth?

At TrinityP3, we help marketers and agencies create value by improving their productivity, processes, and people relationships. We hope this magazine helps you cut through the hype, get back to basics, and follow the productive path from confusion to clarity in your approach to marketing.

There are 10 steps to follow in navigating digital waters. So hopefully you'll soak up some of the knowledge, and apply the tips to your marketing activity using the 100-day plan. Enjoy.

Anton Buchner



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The Ultimate Guide to Digital in a Data-driven World

Introduction: from confusion to clarity in 100 days

Have you been asking yourself over the past couple of years how you can harness the power of digital, including social media, apps, Facebook, smartphones, tablets, Twitter, games, responsive design, conversational search marketing, ratings, reviews, e-commerce, advocacy, Pinterest, blogs, Tumblr, NFC (near field communication), and wearable tech to name a few?

And with data being captured for every digital action – in fact, 90% of the world's data has been generated in the past two years – are you getting a major headache from trying to find insights in your 'life changing' dashboards and executive data reports?

Well, the good news is that you're not alone – 91% of marketers don't know if their

digital marketing is working (source: Digital Distress: [What Keeps Marketers up at Night?](#)).

We work in a digital, data-driven economy. We said goodbye to the industrial revolution long ago, and now we're well and truly in the age of technology. Today's marketing economy is not run by creative and media giants but by data scientists, content officers, chief technologists and the new CEOs (chief experience officers). Gut feel has given way to behavioural analysis and a whole new world in which proving (or disproving) a marketing return on investment is the priority. And with all this activity has come great confusion and chaos.

However, as chaos theory has proved, within disorder can be found order – order in the sense of successful marketing strategies, improved customer satisfaction and, ultimately, profitable business growth.

This new world brings great opportunities, and like all new opportunities, these require new learnings. These learnings in turn demand new skills, reassessments and actionable steps that will revamp your approach to marketing.

Now as management consultants, we at TrinityP3 are constantly talking with clients who feel lost in today's digital marketing world, unsure of how to proceed. Many senior marketers who were classically trained in the 4Ps are feeling increasingly out of touch in an age when social networks, advocacy and engagement rule discussion. Campaigns have given way to brands that need to be 'always on'. One-off strategies have given way to the monitoring of consumer sentiment, the sparking of conversations and the delivery of relevance throughout a customer's life cycle.

So we have created the ultimate guide to digital in a data-driven world, to help you navigate the hype.

This guide will not only demystify the world of digital and data by explaining how it works, it will also help you put some logic back into your marketing approach. There are no bells, no whistles, no hype. This guide simply aims to help marketers get back to basics and follow the path from confusion to clarity.

Article 1: The rise and rise of digital marketing in a data-driven world

In this Article we highlight the array of statistics (which unfortunately will be out-of-date the minute you read them) and trends that have accompanied the rise of digital and data-driven marketing.

Article 2: How digital marketing fits into the marketing mix

In this Article we put digital marketing into perspective, as a silo mentality no longer applies. We look at all the key channels and activity and define how they interrelate and fit into the marketing mix.

Article 3: How the best of the best approach digital marketing

Article 4: Launch with a rock-solid foundation

Article 5: Listening to customers to remain relevant

Articles 3, 4 and 5 delve into how best to approach digital marketing from a business and strategic perspective. They outline the need for marketing plans that map back to your business plan, and the need for clear objectives and measurable goals. They also describe the death of the marketing funnel as we know it. Importantly, Article 5 outlines the shift from product-centricity to customer-centricity, and the need to redefine customer segmentation based on emotional triggers, personas and behaviour.

Article 6: The new four-pillar structure for developing digital ideas

Article 6 explains the new art and science of creating digital marketing activity. This is no longer a linear process but involves a new approach that brings together creative

ideation, compelling content stories, technologists and data scientists. This Article will also help you reassess the internal and external resources that you will require in order to successfully evolve to next-best practice.

Article 7: The never-ending campaign

Article 8: Understanding the art and science of performance data

Articles 7 and 8 detail the impact of being 'always on', as well as the need for more flexible content calendars and more actionable data reporting.

Article 9: Educating your brand world

Article 9 looks at the importance of reskilling and realigning internal departments, including the C-suite, in order to effectively implement digital marketing in a data-driven world.

Article 10: Diving into digital in a data-driven world

And finally, we believe that to be successful, you will need a plan. So in this Article we outline the framework for a 100-day plan to help you successfully navigate these new waters.

The rise

& RISE

of digital marketing in a data-

Big data, little data – it all begins with data. While the old direct mailers from way back have been immersing themselves in data warehouses and databases for decades, it's now the top brand marketers who are embracing these practices and espousing the power of data to drive their businesses.

data-driven world

Major TV advertisers are now talking at conferences about the power of digital marketing and data, and the challenges of harnessing it for their businesses. But this isn't just talk. There has been a dramatic shift from TV, print and radio budgets to budgets for an array of digital media. In fact, on average, 35% of a marketing budget is now spent on digital marketing.

Let's not get ahead of ourselves, however. First, let's go back to the beginning.

The information and digital marketing revolution fired up in 1989 and sped forwards at warp speed.

That was when the so-called 'information superhighway' was created by a British computer scientist called Tim Berners-Lee. He invented the World Wide Web (www) with the aim of connecting people, places and information using servers, computers and something that has since become as common as cars, houses and televisions – the internet. It wasn't long before e-commerce was born, which soon began to transform our economic and social landscape. It was a completely new way of life. Having said that, many lessons can be learned by taking a quick look back at a

past life – that which followed the industrial revolution.

In the late 1700s, low-yield production by hand started to give way to mass production by machines with the use of chemicals and coal. New types of jobs were created, productivity grew, cities expanded and living standards dramatically improved. Factories, canals and railroads forged a new era of urbanisation and connectivity. But these changes were not instant ones. The industrial revolution is widely recognised to have taken place from the mid-1700s through to about 1830 (over roughly 70 years). And a second industrial revolution

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is said to have begun in the 1850s, when steel made it easier to produce railway tracks, and electrification started to make its mark.

These were times of major innovation and knowledge transfer. And inevitably, along with major improvements in productivity, wealth and knowledge came greed and an imbalance in society. The new middle-class business owners lived

in splendour; the workers lived in squalor.

Fast-forward to 1989 and we see the start of the next major shift in development – from analogue to digital technology.

It was the advent of the information age, the point at which the product economy evolved into the service-based economy. Computers, digital cellular phones and fax machines were created and adopted at a much faster rate than the bulkier machinery of the earlier transitions. The internet was shared with the public from 1991, giving people faster access to global information and previously untapped international markets.

Just like the industrial revolution, we experienced two major waves of change. To begin with, the 1990s saw innovation and experimentation, with internet companies springing up out of nowhere: Yahoo and Amazon were born in 1994, eBay in 1995 and Google in 1998. The mantra was to raise venture capital, operate at a loss and 'get big fast'. It was also a time when companies were focused on getting their brand names into the vernacular.

However, dotcoms such as Flooz, Boo, Webvan, Pets and Zap, among many others, didn't last long. The tech bubble finally burst in March 2000 after numerous internet companies had skyrocketed to life and then spectacularly crashed due to the lack of a solid business plan. The Nasdaq Composite lost 78% of its value as it fell from 5046.62 – more than double what it had been a year earlier – to a low of 1114.11 in 2002. In 1999, there were 457 IPOs (initial public offerings), most of which were

internet- or technology-related. Of these, 117 doubled in price on their first day of trading. But by 2001, the number of IPOs had dwindled to 76, and none of them doubled in price on the first trading day.

Some internet companies survived by revising their business models, but most simply disappeared. It is widely believed that it was a case of too much, too soon. Greed was back, and people had forgotten the simple lesson of hard work.

This first wave of digitisation can be summed up as 'convergence' – work and life started to converge, media started to converge, even countries started to converge as the 'global village' mentality was adopted. But by the mid-2000s, a new wave of 'divergence' was being created. The second digital revolution was characterised by hardware differentiation.

This time, new products were created to allow people to access digital content like never before. These included portable audio and video media players, PDAs (personal digital assistants), ultramobile PCs, mobile phones with internet multimedia access (smartphones), and entirely new forms of internet access such as in-store consoles, kiosks and radical surface technology. Society was again transformed in terms of technology and users, customers and organisations, and employers and employees.

In 2004, up popped a new social networking service called Facebook, only a year before a global video-sharing platform called YouTube was launched. Ten years after going live, Facebook has over 1.26 billion users. If this was put in terms of country population, it would rank second globally, with only China boasting more people. And Facebook is currently



banned in China, which means that country's 1.3 billion residents are as yet untapped.

Facebook and YouTube, along with iPads, iPods, iPhones and a myriad other 'smart' devices and applications, have indeed revolutionised the world as we know it. There are millions of digital and data statistics we could quote here, but we've narrowed it down to a top 10 that we feel puts it all in perspective and highlights what impacts marketers the most:

1 Mobile – In 1982, there were 4.6 billion people in the world, with not a single mobile/cellular-phone subscriber among them. In 2013, there were seven billion people on the planet and six billion mobile-phone subscriptions, of which 73% were in the developing world (source: Are smart phones spreading faster than any technology in human history?). Yes, the world truly has gone mobile, and it's time for marketers to incorporate this into the mix.

2 Search – Of all the traffic to the 18,000 e-commerce sites analysed on the KISSmetrics blog (source: 8 important stats), 30.5% came from organic searches on Google, Bing, Yahoo and other search engines. As Google continues to update its search algorithm, it is critical for websites to not only be relevant but also to be connected and contain conversational engagement. So have you reassessed your

search strategy in the last six months? If not, then refer to the section we've included in this Article specifically to help you understand Google.

3 Social – 93% of marketers use social media for business (source: Social media is all about revolution). You may have dabbled in it or you may be highly proficient with it. Regardless, it's now table stakes to be in social media from a customer service, engagement and advocacy perspective. Are you?

4 Trust – 82% of buyers say they trust a company more when its CEO and senior leadership team are active in social media (source: War of words). It's not just the hipsters and early adopters who use social media. Consumers are demanding that all levels of business utilise it. What percentage of your business, in particular your senior leadership team, is using social media regularly?

5 Facebook – 80% of Facebook users prefer to connect with brands on Facebook (source: Amazing social media statistics). While we have already mentioned social media, it's worth reinforcing that Facebook is the killer network. Have you got a structured content calendar for your Facebook activity that maps to your business plan?

6 Online ad revenue – Online advertising revenue recently overtook TV revenue for the first time in Australian history. For the first six months of 2013, online revenue was \$1.88 billion, while FTA (free-to-air) TV was \$1.80 billion (source: IAB Online Advertising Expenditure Report). This doesn't mean that you have to spend 50% of your budget online. However, you should be assessing the effectiveness of your online spend. How are you optimising online activity every month?

7 E-commerce – E-commerce now accounts for just under US\$1.3 trillion globally and involves an estimated 1.03 billion digital buyers around the world (10.3 million in Australia) (source: The Global Information Technology Report 2012). E-commerce may not be relevant to every business, but it's still important to consider how it might be integrated into the customer experience.

8 YouTube – YouTube users upload 100 hours of new video every minute of every day (source: YouTube Statistics). This has helped give rise to the notion of 'unstructured data', or data that is not organised according to a predefined model/process. As the song went, 'Video killed the radio star'. Online video has transformed the concept of a corporate video by allowing bite-sized imagery

to be created cost-effectively (and your customers make the most of this too, in user-generated content). Have you seen what Zappos has done?

Big data – The volume of business data across all companies is doubling approximately every 1.2 years (source: 2012 IBM Annual Report). This information tidal wave makes it easy to drown in data. How are you gleaming insights from all your data?

Content – Over the past three years on Facebook alone, the total number of pieces of content shared per week has increased from 3.50 billion to 33.25 billion (source: 20 mind-blowing social media statistics). We've left this number until last. However, it's possibly the number-one stat. All the digital channels and platforms are irrelevant without the relevant content. Do you have an effective content strategy and editorial calendar for your marketing activity (not just an old-fashioned promotional calendar)?

Feeling a little overwhelmed? Are you thinking, 'Should I even bother to read on'? Well, take a deep breath and relax as we start to demystify this digital whirlwind and all the mind-numbing statistics it throws up.

In Article 2, we will explore how digital fits into the marketing mix and challenge the conventional thinking that regards it as being a single piece of a jigsaw puzzle. However, before you click on, let's explore the world of search a little deeper.

Understanding Google

The title of this section is a bit of a misnomer. Very few people have a complete understanding of how Google actually does what it does, even those who work there. Various silos at Google can reveal pieces of the puzzle, but only a small number can offer detailed insights into the full, complex picture.

Google's business model is based on revenue from advertising, and this is inextricably linked to the quality of the results that Google's famous and incredibly complex algorithm gives. If the organic search results deliver less-than-optimum answers, then

eventually Google will lose market share, and the demand and price charged for the ads around these results will both drop.

Here are a few stats to give you an idea of what is at stake here (source: By the numbers):

Current daily searches on Google – 3.5 billion per day

Monthly unique visitors to Google sites = 191.50 million (October 2013)

Google share of US search market = 66.9% (October 2013)

Number of URLs Google was requested to remove in September 2013 = 21.50 million

Drop in global web traffic when Google had a five-minute outage in August 2013 = 40%

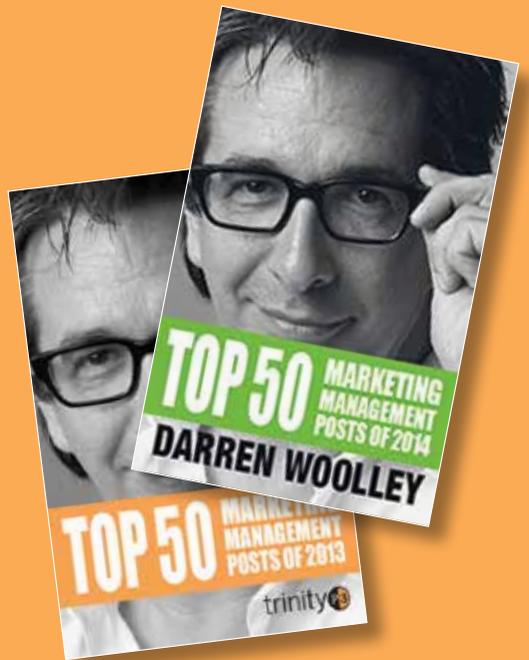
Total % of online advertising revenue earned by Google = 33% (August 2013)

We'll let you ponder that last figure for a few seconds ...

How many of our daily tasks are not tied to the use of Google products? Even the most zealous Macophiles would have trouble avoiding the vast array of Google products and platforms. Who can conduct their business lives without Google Drive, Google Calendar, Gmail, Google Analytics, Google Webmaster Tools, Google Maps, Google News, Android, Chrome, the social channels (YouTube, Blogger and Google+) ...



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Bob Liodice, President & CEO, Association of National Advertisers (ANA), USA

Trinity P3's Top 50 Marketing Management Posts is a wonderful collection of well-written, insightful blog posts by Darren, his team, and guest writers. They deal head-on with some of the most timely and on point challenges in the industry. Whether you're a client leader, an agency leader, or industry consultant, this book is a "must read".

Debra Giampoli, Director, Global Strategic Agency Relations, Mondelez International

Darren is a bit of an industry guru and not just locally but on a global platform, on all things related to management of client/agency relationships. Exuding helpful advice for advertisers and often sharing key insights on social media platforms, all of which demonstrates his very generous spirit and deep knowledge of the industry.

Debbie Morrison Director of Consultancy & Best Practice, ISBA – The Voice of British Advertisers

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Steve Lightfoot, Senior Manager - Global Marketing Procurement, World Federation of Advertisers (WFA)

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and what about the big one, Google Search?

This is true market dominance. And Google's goal is, of course, to grow this further. How will it do this? With innovation and creativity that is beyond what anyone else out there is able to match.

Your website and Google

So how does all this affect your business, and how does it inform your marketing strategy? Any business that is serious about its web presence and its online brand has to understand what Google's requirements are. Google gets to make the rules in this space and you either step up or face less-than-positive results.

Your online business hub is your branded website – the domain that you covet and the aesthetics and attitude that you project with your investment in design and technology. In order for this hub to be universally found and accessed, it is critical to know what Google wants and what Google does not want. And make no mistake. It is very easy to stray into the 'does not want' sector by accident. We have all heard the stories – major brands that have suffered financial hardship due to breaching guidelines and which have spent a fair amount of time and resources trying to recover their positions.

Why is Google so uncompromising with the dishing out of non-compliance penalties? It all comes down to search quality. In other words, Google's

core business relies on delivering the best possible experience to its customers – people using search – so that it can continue to dominate internet advertising.

Because of the huge amount of potential income at stake, an entire industry has bloomed around being smart or skilful enough to circumvent the filters and to hack into the top positions for money keywords. This is a frantic game of cat and mouse – find an Achilles heel, exploit it, sell the tactic and rake in the cash. It seems that a significant number of businesses play this game, one in which they see the rewards as great and the risks as minor. But unfortunately, this is not the case. Recovery from a penalty can take six months and tens of thousands of dollars, and even then it is likely that you will not regain your previous level of search engine trust.

Google game changers Panda update

Up until February 2011, it was relatively easy to gain top page positions for targeted keywords. You could create a video, publish an article or a press release, and write a blog post, then use software to quickly mass-submit this content to multiple sites.

Then Google rolled out the Panda update – originally referred to as the Farmer update because it targeted so-called 'content farms', or sites that offered little value. This caused huge ructions in the online marketing industry, as sites that had been huge

drivers of business suddenly disappeared from search. Major article directories lost 90% of their traffic overnight. Many cried foul, but when you looked at the quality of the content on these sites, it was crystal clear that they were being used to manipulate the SERPs (search engine results pages). Even Seth Godin's Squidoo got hammered by this 'clip-on' algorithm, as it too fell into the content farm category.

But Google's Search Quality Team (also known as the Webspam Team) had much more in its sights. There is still some debate about exactly what the various incarnations of Panda honed in on, but here are a few of the more accepted targets:

Content farms – too much low-quality, duplicated content

Not enough content 'above the fold' (refers to what can be seen when a web page first loads, without having to scroll down)

Thin content or pages with no content

Multiple pages saying much the same thing

Too many ads above the fold

Machine-generated content

Multiple affiliate links

Over time, it became clear that many technical aspects of search optimisation had fallen out of favour. Accidental duplication, crawl errors, server issues and

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international SEO (search engine optimisation) concerns started to become more problematic as each of the Panda updates was rolled out. These were the first of many signs that it was no longer OK to develop a website and go live without consulting an SEO specialist.

The big directories have never recovered their previous positions of authority because Google does not see these sites as having any value. Of course, in the wake of the Panda updates, people were still able to find loopholes and perform hacks to build authority and a presence for particular websites. But the respite would not last long. Google was working on something much bigger than Panda.

Penguin update

Although the head of Google's Search Quality Team, Matt Cutts, had telegraphed that something big was coming at various search marketing events in early 2012, the Penguin update still sent a shock wave through the world of search marketing when it launched in April that year.

Websites large and small were flung to the outer reaches of search results, and in many cases disappeared from search altogether. There was plenty of speculation about what was called 'an over-optimisation penalty', but very few people realised the scope of what was happening. It took another couple of versions of Penguin to be released before it became apparent what had been hit:

- Paid links, including advertorials
- Too many exact-match keyword anchor text links
- Too many links from low-quality sites (as a percentage of overall links)
- Paid blog networks
- Comment spam
- Anything deemed to be a 'link scheme'

Penguin went to the heart of manipulative techniques and successfully shifted the focus from 'link building' to 'link earning'. Unfortunately, it also created an opportunity for negative SEO, where a large number of low-quality links are directed at a competing site in order to get it penalised. Various SEO forums, including 'black hat' SEO discussions ('black hat' refers to aggressive SEO strategies that focus on a quick financial return), have suggested that this is not an uncommon practice.

Other Google spam targets

Over the past couple of years, Google has made a number of other moves against webspam and manipulation.

The Page Layout update targeted thin content above the fold coupled with too many ads (ironically, Google's own search results layout violates this update!). The Exact Match Domain update was supposed to shoot down low-quality sites that were ranking purely due to a keyword in the domain name,

though the jury is still out on whether this update had much of an impact on the practice. The DMCA (Digital Millennium Copyright Act) penalty was created for sites with repeat copyright violations (funnily enough, YouTube continued unscathed). Google also sent out thousands of 'Unnatural link' warnings via Webmaster Tools, and then proceeded to announce that these may not have been a problem after all. Throughout, Google has been on a seek-and-destroy mission, identifying link schemes and banning the primary sites, then penalising everyone linked to them.

To demonstrate the power of Matt Cutts and his Search Quality Team, the Google browser Chrome was removed from Google Search for the phrase 'browser' for 60 days for violating guidelines. The team at Chrome had compensated bloggers for talking about Chrome, which fell into the category of 'paid links'. Even Google Maps was removed from search at one stage for being 'too spammy'. Can you imagine the glares directed across the Google cafe tables at these times?

Recently we have also had the Pigeon update which has caused some serious difficulties for companies in "local SEO" and we have had the Pirate update which targets piracy and led to a 98%

reduction in visibility of torrent sites like Pirate Bay.

There was also the HTTPS/SSL update which offered increased performance for “safe” websites. In the rush by many to take advantage of this change several high profile sites had less than positive results. Buffer lost 90% of their traffic for several days until Google found a “bug” which returned them to their previous rankings.

Google is not, however, all about combating webspam. If the company did not also continually innovate, it would perish in this fast-moving space.

Search innovations

Google is continually refining and maximising the effectiveness of its search engine. Indeed, it has implemented many innovations over the past few years.

In August 2009, Caffeine was launched. This was a new architecture created to cope with the speed with which information was arriving from social media platforms, particularly Facebook and Twitter. It enabled Google to surface fresher results and allowed the index update time to be shortened substantially.

The Knowledge Graph was another huge innovation, one that has become a familiar feature of search results pages. This

was the beginning of semantic search and signalled increased intelligence in judging searcher intent based on a range of criteria, including context. The Knowledge Graph takes information from a number of sources, including Wikipedia and, interestingly, the CIA’s World Factbook. It allows the search engine to display responses to a range of queries without the searcher needing to navigate to another page for the answer.

It was further confirmed with the incremental launch of “Answer boxes”. These offer instant answers at the top of search results that take away the need for a searcher to click through to websites. There are well over 100 search types that will trigger an Answer box including any search around the weather, how tall is...?, how far is...?, how old is...?, sports results, calculators for converting a number of measurements and many, many more.

An interesting answer box appears if you type in “the answer to life the universe and everything” which will appeal to fans of The Hitchhikers Guide to the Galaxy”.

These answer boxes have led to some consternation and a good example why is Government weather sites who now have to pay for a position with Adwords to appear at the top above the large answer box. The drop in traffic when the weather answer box was launched must have been frightening.

Following this evolution, sometime around August 2013, came the comprehensive refurbishment of Google’s algorithm and the soft launch of a new animal named Hummingbird, so named because it was very fast and very accurate. But this wasn’t merely a new version of Caffeine. Hummingbird had other objectives in mind – most significantly, future-proofing.

Hummingbird anticipates the dominance of mobile devices and the move towards ‘voice search’ as the primary search function. It is a major shift away from keyword-based search behaviour. It is about a real conversational search in that a user can ask, in a full question, exactly what they want and then continue the conversation without referencing the original request. This is made possible due to the update’s advanced abilities around context, history and behaviour. It means that a question like ‘How old is it?’ has meaning to the software, which interprets intent.

Pretty cool stuff! And how about prompts like ‘OK Google’ to get the ball rolling?

Here we have a search engine that is a big part of the daily experience of much of the world’s population and which is predicting the future (Google Glass and Google Cars), delivering innovation to grow its multimarket domination.

But what does all this technobabble mean for your online business presence? Well, it means you have to grasp the opportunity afforded to you.

Post-Hummingbird content strategy

Content may already have been King, but we will have to find an even higher position for it in the aftermath of Hummingbird.

Panda and Penguin spelled the end of cheap tactics and ushered in the era of strategy in SEO. Everything Google is working towards is completely reliant on quality.

Low quality = low satisfaction.

Frequent low satisfaction = time to look at options.

And in our increasingly impatient world, market share can be lost in days, not weeks.

For business, this is both an opportunity and a conundrum. It requires a complete reassessment of resourcing. It requires a commitment to investment in content creation and also expertise in content optimisation and promotion. It requires a big investment in time, as training, education, workshops, schedules and deadlines have become important parts of the strategy. And it requires investment in top-level staff or partners with expertise in the many digital disciplines. The rewards for such investment, however, are significant.

Understanding the key elements of content, those that drive engagement, sharing, advocacy and attraction, is the first step towards increased revenue and brand presence. This is at the core of inbound marketing – delivering expertise and value to such a high degree that your prospective clients or customers are falling over each other to buy from you or work with you.

The traditional branding and marketing principles are still important:

- Who are our customers?
- How do we help them?
- How are we different to our competitors?
- Who are the people who can help promote our message?
- What is our story?

Then it comes down to how generous you are with your expertise and how well-thought-out is your engagement strategy. Consultants/agencies will always need to demonstrate a high level of leadership, creativity and expertise. The difficulty can lie in letting go of the concept of intellectual property: What if our competitors use this information? What if our clients do? What if we make it all sound so intuitive that we are diminishing the value of our services?

There are boundaries, of course, but overall, the demonstration of expertise will do nothing but put your business front-of-mind when potential clients are looking for the service you offer. Consistently

build on this expertise presence and you will drive demand across a range of offerings.

Companies that sell physical products also need to understand what their markets are most interested in, and often it will not be the companies themselves or even their products. Coca-Cola recently launched a content strategy based on a huge amount of research and testing. A website was developed to embrace a new model, the 'Coca Cola Journey'. It was all about storytelling and engagement, with the emphasis on actioning consumer feedback. There were some surprising inclusions, such as background on Coca-Cola marketing campaigns and information about jobs in the company. But the main focus was on elements that were prominent in the research results, such as music, lifestyle and food.

These are the key characteristics of effective content:

- It must be what your target market is looking for – in this sense, it is solutions-based.
- It must be of high quality.
- It must be interesting/entertaining/informative.
- It must speak in a voice that your market understands.
- It must be unique/innovative.
- And this is critically important: It must reach the target market.

Amplification of content

Too often we see blogs where there is almost no engagement, no sharing and very few actual views. In other words, there is no strategy. Without a content promotion strategy that identifies the potential channels for amplifying your content, you are wasting valuable time and resources.

Here are a few of the crucial elements of such a strategy:

SEO – metadata, URL optimisation and heading tags

Content structure – what appears where and how you improve the UX (user experience)

Social media promotion schedule – the correct frequency for multiple platforms

Newsletter and list promotion – email marketing

Influencer and network outreach – crucial people through whom to extend your reach

Technical promotion – pinging and URL submission for speed of indexing

Offline promotion – trade press, press releases and PR

Interested organisations – more outreach

This is also where a highly developed social media presence pays dividends. Developing a tuned-in audience through various social media channels affords your content great reach. But this is not just about numbers.

Accounts we have analysed that have had some of the biggest numbers of likes, followers and connections have also had some of the lowest engagement figures.

Having big numbers is only part of the picture. There are other, equally important issues to address. How are you giving value to these networks? What are you doing to build relationships with potential customers/clients, collaborators and advocates? What are you doing to increase brand visibility and seek out influencers to engage with? What is your strategy for engagement on trade sites?

It is just not useful to set up multiple social media accounts if your strategy does not address all of the above engagement factors. The result of this lack of focus will be the impression that your brand is not popular or that it is inept. Either of these can be damaging, so it is critical to get things right.

When we look at four of the most popular social media platforms, it quickly becomes apparent that separate strategies are required for each of them.

The Facebook paradox

Facebook is the largest of the social networks, but it can be difficult for B2B companies to gain traction here. Aspirational, FMCGs (fast-moving consumer goods), fashion and music all work very well here, and their effectiveness can be increased with the various paid options Facebook offers. Boosted posts and PPC (pay-per-click) ads, for instance, will allow

you to reach large numbers of people, grow your likes and drive up engagement. However, there is quite a big divide between what Facebook Insights reports and what Google Analytics says is the reality about clicks on links.

Anecdotally, it seems that Facebook currently inflates the figures around website visitors to increase the desire for further promotional spend. In one case, Insights reported 200+ clicks on a blog post link, yet Analytics recorded just 25 visitors from Facebook on the same day. And we don't think that Google Analytics is underreporting, so ...

The targeting features in boosted posts also seem to be fairly random. Choosing specific countries and interests seems to get content in front of people who are completely unrelated to the targeting – boosting to your fans and their friends would seem to be a bit more reliable.

But, in the end, the spend does bring an overall increase in visitors from Facebook. And the popularity of the content does have a positive effect on organic visitor numbers.

Welcome to LinkedIn

LinkedIn is going from strength to strength, and it would be unwise for key people in any organisation to not have a solid presence here. It has morphed from an employment-related site, where everyone hung their CVs, to a powerful content and engagement channel.

Twitter encourages constant testing and learning: How do you get noticed? What types of titles get the best click-through-rates? What topics are the most popular?

Content placed here has the potential to reach a large number of relevant people, and the level of conversation is increasing all the time. But as with all social strategies, it is not a good idea to be overly self-promotional. This is about giving value in the range of content shared and contributing in a generous way to discussions that relate to your areas of expertise. LinkedIn Groups are the most effective areas for these contributions, as they remove a layer of brand advocacy that many on LinkedIn are a little wary of. Regular, helpful contributions demonstrate expertise and leadership and serve to improve personal brand presence.

LinkedIn Company Pages are still a little tentative unless your brand has high visibility generally. I am guessing that this will be on LinkedIn's radar in the near future, though, as many Company Pages get to a certain stage of growth related to encouraging employees to follow the page, and then the enthusiasm for sharing content there gradually diminishes. And as you can't connect with individuals with a Company Page, this somewhat limits the potential for higher reach.

The addition of LinkedIn publishing has created a very useful new channel and having content published here has the

ability to get in front of a lot of people. Click-through is also very good and has led to very good website visitor results.

Unfortunately with a feature like this, there is no barrier to entry and the steady rise of low quality content has meant fewer views for the high quality posts.

High-speed Twitter

Twitter is the fastest and probably the most complex of all the social channels. It benefits from having a large number of followers, and high engagement is shown quite clearly in Analytics visitor numbers. It does require a consistent effort, though. Fortunately, a range of social scheduling tools can assist in managing the regular posting of valuable content.

Because of Twitter's structure, it is quite OK to post multiple times every day, and some level of repetition is acceptable. On publication, you can schedule a new tweet to be shared more than once on the first day and can repeat it over the next few days – assuming, that is, you are following the unwritten rule of sharing more content from other people than from yourself.

Because the feed on Twitter moves so rapidly, this is a great platform on which to hone your short-copy skills. It also

encourages constant testing and learning: How do you get noticed? What types of titles get the best click-through rates? What topics are the most popular?

Twitter is also a brilliant customer service channel. People will expect an answer or a response fairly quickly, though, so you will have to resource this accordingly, with constant monitoring.

Is Google+ an echo chamber?

This is the social channel that is the least understood. Google has announced usage figures that put Google+ second behind Facebook for active users, but this is a little disingenuous. Every time someone logs into Gmail or uses a Google product, the Google+ page appears in the menu, and this is seen as an 'active' user. So let's ignore the hyperbole and concentrate on the benefits.

Google+ is Google's great social media hope, and so the company has given users some pretty useful advantages. Firstly, the links from Google+ are 'dofollow', which means that they count towards site authority. Dofollow is a tag that tells search engines they can use the link to go to the destination page and that they can allow PageRank to flow to the destination site ('nofollow', on the other hand, tells search engines they should not follow the link or pass PageRank).

Google recently removed Authorship which added the author's image and numbers in circles to the search results. These were so successful in attracting clicks however that it is suspected that these were removed due to a drop in paid Adwords clicks.

The usefulness of Author Rank is still being debated. While there does not currently appear to be any weighting on this, the influence of an author and the value of their network will have a bearing on search result presence at some stage (Google holds the patent for Author Rank). We are already starting to see data that backs up the notion that interaction with influential users is having an effect on how well posts are ranking. Google+ influencers do primarily operate in tech-related industries, but this dominance should dissipate as more and more people from other vertical markets grasp the benefits.

The evolution of content strategy

Over the past couple of years, content strategy has come of age. This largely has been driven by Google's need for as much high-quality content as possible, as well as the series of safeguards discussed earlier that inhibit the ability of low-quality pages to gain high SERPs.

The best way to attract a completely natural link profile is to create exceptional content and to give comprehensive value.

The days of posting frequent short blogs are over (unless you are Seth Godin). What is needed now is complete and exhaustive research and documentation. With Google's recent addition of 'in-depth articles', the bar has been raised for content length and quality.

Recent data has confirmed the relationship between increased social shares / pageviews and content length. Analysis of the TrinityP3 blog has shown that the sweet spot on this site lies around the 1500–2000-word mark. Posts in this range achieve significantly higher figures in both the aforementioned metrics.

This raises various questions concerning resourcing:

- If you want to publish regularly, how do you resource the 5+ hours needed to create each post?
- How many authors will be contributing?
- Will you use expert pieces from individuals who are outside your organisation (rather than random guest posts for the benefit of SEO)?
- As the business achieves the targeted growth figures, how will this resourcing be managed?
- Who will perform the role of managing editor or content director?
- Who will drive the selection of topics and the creative and

design aspects of the posts?

- What are the key metrics that will demonstrate success?

And content has evolved in a number of other ways:

- Correct content optimisation is now paramount.
- Metadata must be handled carefully so that every opportunity to engage is taken. Titles are the hook – they must be appealing or compelling enough to gain instant attention. Meta descriptions must summarise the theme and have a call-to-action. This call-to-action does not have to be a generic 'read more here' but can be much more strategic. Asking questions, being provocative and tapping into emotions are all ways to optimise click-throughs.
- The correct heading structure will allow readers to scan for key points. It will also persuade the visitor to investigate in more detail or will help them navigate to the specific solution they are seeking.
- Grouping content by relevant categories helps guide readers to more information on their particular field of interest.
- The use of images, GIFs, graphs, diagrams, videos and drawings all add to the UX and help break up the text.

- The art of copywriting has been elevated. Those with the skills to bridge the divide between informal and professional, warm and informative, engaging and instructional, are in high demand. Shorter sentences and paragraphs that speak directly to the reader increase time on page and build the connection.
- Technical compliance has become very important. The correct use of Open Graph and heading tags, the elimination of duplication, a good URL structure, the optimisation of images –

these issues and more should be checked off before you hit the publish button.

- UX has also grown in importance. Larger font sizes, white space, ease of navigation and overall great design have really jumped to the fore.
- CRO (conversion rate optimisation) is likewise becoming an important element of content. This refers to gaining increases in the desired actions through a focus on testing buttons, colours, navigation, calls-to-action, copy, layout and more.

The most crucial element, though, is value:

- Who is the content going to help?
- What is the solution that the content is offering?
- Will the reader be satisfied that the solution is trustworthy and easy to understand?

The three pillars of a successful web presence

To summarise this section on search, there are three pillars that support online success:

1

SEO and technical compliance

This covers everything from keyword research to website development, from site audits to reporting, from content optimisation to the elimination of duplication, and much more.

2

Content strategy

This is where the value is delivered. This is where you connect with your target market and provide solutions that will assist your prospective customers. This is where you tell your stories.

3

Social media

Social proof, content reach amplification, relationship building, engagement, brand humanisation – all these and more can be integrated with the two points above.

The world of the web has become extremely complex, but the underlying concepts are still relatively simple. Give value. Think humans first and robots second. Be committed to your strategy. Be agile and innovative. Be creative. Think relationships – with customers, colleagues, partners and advocates. And be prepared to put in the hard yards to understand all of the necessary elements, to continue educating yourself about new innovations, best practice, and technical advances and requirements.

HOW
DIGITAL
MARKETING
FITS INTO
THE
MARKETING
MIX

Define what digital marketing actually means for your business and ensure everyone is aligned.

Now that you are armed with the history and background of search, and a deeper understanding of it, let's be clear on what digital marketing actually is. For it seems that everyone we speak to has a different interpretation of it.

We don't propose our view to be all-encompassing. However, for the purposes of this guide, and to really simplify it for you, we have defined digital marketing as follows:

Digital marketing is the practice of connecting companies, products and services (or brands) to consumers through digital means. This can involve a direct hard sell (e.g. e-commerce) or a softer sell (influential) through digital content.



Digital marketing can be seen as having four characteristics:

By connecting companies, products and services to consumers, digital is a **channel** accessible through a hardware device, such as a computer. There are a myriad channel forms, but the top six are:

- Email
- SMS
- Social networks: Facebook, Google+, Twitter, Pinterest, LinkedIn, to name a few
- Search engines: Google, Yahoo, Bing, Baidu (China's number-one search engine) – these involve the organic ranking of websites, where your website is naturally scored, ranked and listed, hence the need for SEO as discussed in the previous Article; they can also involve paid search, whereby you can pay for your website to appear on the first-page advertising area of a search engine, hence the need for SEA (search engine advertising)

- NFC based on radio frequency identification standards
- Mobile devices, including smartphones, tablets, PDAs, kiosks and surface technology

It is also the digital format of advertising, which interrupts consumers in their online journeys – hence display **advertising**, paid SEA, social media advertising, quick response codes, video etc.

Digital marketing can entail platforms containing content that informs, entices and engages consumers in order to build a closer relationship with a brand; for example, websites, apps, games, blogs and e-learning environments, as well as 'curated content' sources such as YouTube, SlideShare, Instagram and Pinterest. (Curated content is a collection of posts from other sites presented together in a news format or as a blog post with a unique introduction.)

And lastly, digital marketing is **measurable**. The word digital comes from the same source as the words digit and digitus (the Latin word for finger), as fingers are often used for discrete counting. In fact, every digital action leaves a discrete digital fingerprint in the form of data. The recent explosion in digital activity, devices and technology has been accompanied by an equivalent explosion of data – as we mentioned in Article 1, the amount of global business data is doubling every 1.2 years. So it's no wonder that you find yourself drowning in data, analytics and measurement reports. In Article 8, we will explore the various forms of digital marketing measurement to help you make more sense of your activity, and to demonstrate how to map it back to your business goals.

To recap, using the

KISS

principle (keep it simple stupid), digital marketing is four things:

1. A channel
2. An advertising opportunity
3. Content
4. Immediately measurable

So how does digital marketing fit into the mix? Neatly, or is it a grey area?

Unfortunately, it's most often the latter. Digital marketing, by our definition, is a channel for connecting with consumers, just like TV, magazines, radio and catalogues. But we've also defined it as advertising and other content that can be distributed, just like a 30-second TV or radio ad. Yet digital is distinctive. It is interactive, not one-dimensional or one-way. Digital offers an opportunity for immediate interaction, as well as the continuation of a story or journey that transcends borders 24/7, 365 days of the year.

The truth is that digital is a detailed, specialist area underpinned by a myriad formats, options and technologies, hence the confusion.

So again, where does it fit in?

- Advertising – yes, if in a digital format or a digital channel
- PR – yes, if in a digital format or a digital channel
- Direct marketing – yes, if in a digital format or a digital channel
- Database marketing – yes, if in a digital format or a digital channel, and targeting a database of contacts
- Promotions – yes, if in a digital format or a digital channel

- Guerilla – yes, if in a digital format or a digital channel
- Inbound – yes, if in a digital format or a digital channel
- Influencer – yes, if in a digital channel or platform
- Telemarketing – yes; phone calls are digitised, and telemarketing technology increasingly is becoming cloud-based and automated

Have you spotted the commonality?

The world is going digital. Just as happened when the world became industrialised, it's no longer a matter of digital marketing being seen in isolation in a silo, as it was during the first digital revolution. Rather, in this second digital revolution, it is critical to see digital as a form of marketing that either augments or modifies your current traditional activity.

That means it is crucial that you break down some of the silos that your business has been built on, including those established during the first digital revolution: the website team, social team, database team, analytics team and technology team. The new marketing team should be digital by nature. It should be an expert not only in the 4Ps – product, price, place and promotion/advertising – but

also in what one global agency has termed the 4Es:

- **Experience** – the digital (and non-digital) customer journey of discovery, which has led to the creation of the chief experience officer role
- **Everyplace** – the multitude of digital (and non-digital) channels and touchpoints, ranging from interruption to interception to retargeting
- **Exchange** – more than just a pricepoint, this is what you can offer customers in exchange for their attention, engagement and permission; it has led to the creation of the chief content officer role
- **Evangelism** – the power of advocacy, word of mouth and brand passion

Now while this all sounds nice in theory, in practice, for marketers, there are still plenty of budgets being split by discipline. And digital marketing, by association, needs a box to fit in – although we would challenge you not to do this.

The current major digital marketing boxes are as follows:

- Online advertising
- Website
- SEO and PPC
- Database and CRM (customer relationship management), including email

- Social
- Technology

However, new boxes are being added by the day:

- Mobile (including responsive design for websites)
- Content marketing
- Video, webinars and virtual events
- E-learning and employee training
- Applications
- Digital analytics
- Social sentiment and monitoring

But maybe we should think differently and move from product-centricity to customer-centricity, creating a 'customer budget'. This would cover the various budget items under the 4Es and focus more on customer

status, journeys, life cycles and levels of happiness with a brand. We'll explore this a little further in Article 5.

So to close out this Article, what have we learned?

We have highlighted that digital is an evolution of your current activity. While it does require specialist skills, it must ultimately be judged using the same business acumen that you have always applied to your business:

- How will it impact on or benefit your customer?
- How will it add to your bottom line?

In the next Article, we will explore how to put digital marketing into practice and how best to approach it from a resource perspective.





HOW THE
Best
OF THE
Best

approach digital
marketing

The Marketing Budgets 2013 Report released by Econsultancy and Responsys highlighted the fact that just over half of the companies surveyed globally were planning to recruit more people into their digital marketing teams in 2013 – this figure increased to 66% for businesses in the Asia-Pacific region and to almost 75% for Australian companies. However, it also identified company culture and staff as the top two challenges in making the most of digital investment. Simon O’Day, vice-president at Responsys Asia-Pacific, was reported as saying, ‘While it’s good news that digital investment is rising, it’s still concerning that a third of marketers consider company culture a challenge preventing further growth’.

Let’s now explore how to break down the silos and how best to plan for digital marketing success.

It’s no surprise that the leading digital companies have leadership teams that live and breathe the digital ecosystem. The online shoe and clothing retailer Zappos, for example, is widely regarded as the leader in creating online product description videos. The company started in 2009 with seven people and, in line with its customer service mantra, it had the lofty ambition of creating up to 5000 videos to help consumers better understand its products. Now, Zappos employs 12 people and has produced over 200,000 product videos.

The common link between Zappos and other leading digital organisations is a collaborative construct and a seamlessly integrated culture.

Bricks-and-mortar organisations were naturally built into silos as they expanded. Physical presence and a production-line focus demanded that certain people be in charge of a particular

area or discipline. Likewise, the marketing discipline was also siloed. It often has the structure shown below (source: Forbes’ Here’s what the marketing organization of the future should look like).



However, as we have migrated from a product society to a service society, this model has become outdated. The successful organisations of today have realised that they require an 'always on' approach, with a more flexible and collaborative culture. Disciplines now interrelate and leverage information and insights from each other in order to build more successful business outcomes.

The new marketing construct looks more like that shown below, with a CMO focused on the brand and customer experience at all touchpoints of marketing.

This is a major shift for organisations and requires resource realignment and/or recruitment, budget reallocation, retraining and reskilling, and potentially outsourcing to new experts as part of the team.

So how can you best implement this new collaborative construct and create a more-effective culture? There are four core steps in achieving this:

1. Slowing down
2. Aligning goals
3. Allocating ownership
4. Knowledge sharing

Slowing down

Some may remember the great digital promise of the 1990s, that we were all going to have more free time thanks to digital solutions and the computer. Yes, digital was going to allow us to do things more easily and more quickly, and then we could just chill out and enjoy life. Well, human nature unfortunately countered this thinking with, 'If I have spare time, I'd better fill it with something'.

As a result, digital has in fact made us do more, creating the feeling of always being busy and having too much to do. We now constantly check our phones, emails, social media and messages. Why? Because we can. Digital solutions have put the power in our fingertips and our voices to activate virtually anything anywhere.





So the first step in establishing the new collaborative construct is to slow down. As the old saying goes, ‘Rome wasn’t built in a day’. You are going to need time, headspace and multiple perspectives in order to effectively challenge your current approach to operations, processes, people and technology.

In Article 10 we propose a 100-day plan to help you slow down and implement an effective new direction. However, rather than skip to the end of this guide, read on to learn about the next three steps in putting together a new marketing construct, and also check out the Articles on digital planning (Article 4) and actionable measurement (Article 8).

Aligning goals

It sounds obvious to say that everyone should be working towards the same business goals. However, at TrinityP3, we

continually see organisational departments working towards completely different goals – and worse still, not mapping them back to the overarching business goals.

There are a few layers here. First, you need to agree on and set the overarching business mission, vision, goals and objectives. These are often found in dusty corporate business plans, or they are set at the beginning of a new financial year and then forgotten until 11 months later. Dig this material out and take another look at your business mission. Your mission is your crusade. It’s your view of what’s wrong with the world and how you intend to fix it.

Now look at your vision, or what the world will look like after you’ve finished changing it. An important part of this process is assessing how your business differentiates itself from your competitors.

This is where the values and proofpoints of your business need to be defined – the things that really set you apart from the pack and which will persuade your target consumers (and prospects) to take an interest in your offering.



Once your mission and vision are clear, you can set your goals and objectives. People often believe these to be one and the same. In fact, goals are where you intend to go, and realising them confirms that you have achieved part or all of your vision – these are often described in words. Objectives are the specific steps you will take to reach your goals – these are typically numerically driven (for example, % shift, \$ growth) or date driven.

Once your business goals and objectives have been set, you can assign your marketing and digital marketing objectives. The important thing here is to ensure they all point towards a common

business direction. It is no good setting a digital objective that has little or no relevance to your overall business direction. This will only create confusion, division and another silo of activity that executive management will struggle to place value on. It will result in the asking of questions like ‘Why on earth are you doing what you are doing?’ and ‘How is that delivering any value to our business?’.

Allocating ownership

Once you have set a clear direction, it will be easier to allocate the right KPIs (key performance indicators) and budgets, and define who will own them. By this, we mean identifying the employee who will be responsible for making things happen, which may or may not be the person who will implement the strategy. This often depends on the size of your business. Small business owners can often own the KPIs as well as implement the strategies, whereas in larger organisations, line managers tend to be responsible for the KPIs and also the teams implementing the strategies to achieve them.

In allocating digital marketing ownership, there are more considerations than in traditional

marketing approaches. It used to be a matter of ‘set and forget’ and one-way channel activity. But now it is about always being on and iterative. Hence, ownership can vary according to the technology, data, research, content or channel used. That said, ultimately, one person or an executive team needs to be made accountable for the activity in order to make decisions and move forward.

This is particularly important if you decide to outsource to specialists. Someone within your organisation needs to be responsible for managing the external supplier/s, someone who is senior and can make the hard decisions when it comes to assessing whether activity is adding business value or simply ‘blue sky’.

When you are looking at outsourcing, you need to consider three key factors:

The supplier’s true area of expertise – Is it e-commerce conversion, social media maximisation, search engine marketing and optimisation, or creative build and development? Assess the true skill sets of the people working on your business. With the explosion in digital service

providers and technology solutions, organisations now often commission a third-party evaluation of potential suppliers before finalising any contractual agreement. TrinityP3 offers Supplier Search and Selection services as well as Strategic Supplier Alignment to determine the optimal mix of rostered suppliers and agencies.

Fees versus value received – Consider upfront fee structures versus ongoing fees. Some suppliers will lowball upfront fees only to sting you with the cost of ongoing services. Assess what value you are receiving from a supplier and how this is helping you achieve your business objectives. A simple cost-benefit analysis can be conducted to reveal the answer.

Appetite for risk – You will need to weigh up the risk of looking beyond your internal resources against hiring additional resources with the necessary skill sets and determining how they can best fit into your collaborative organisational construct.

Knowledge sharing

Finally, when creating a new collaborative construct, it is critical to share knowledge. In today's digital business world, best-practice managers are hiring minds, not arms and legs – knowledge is seen as a company asset.

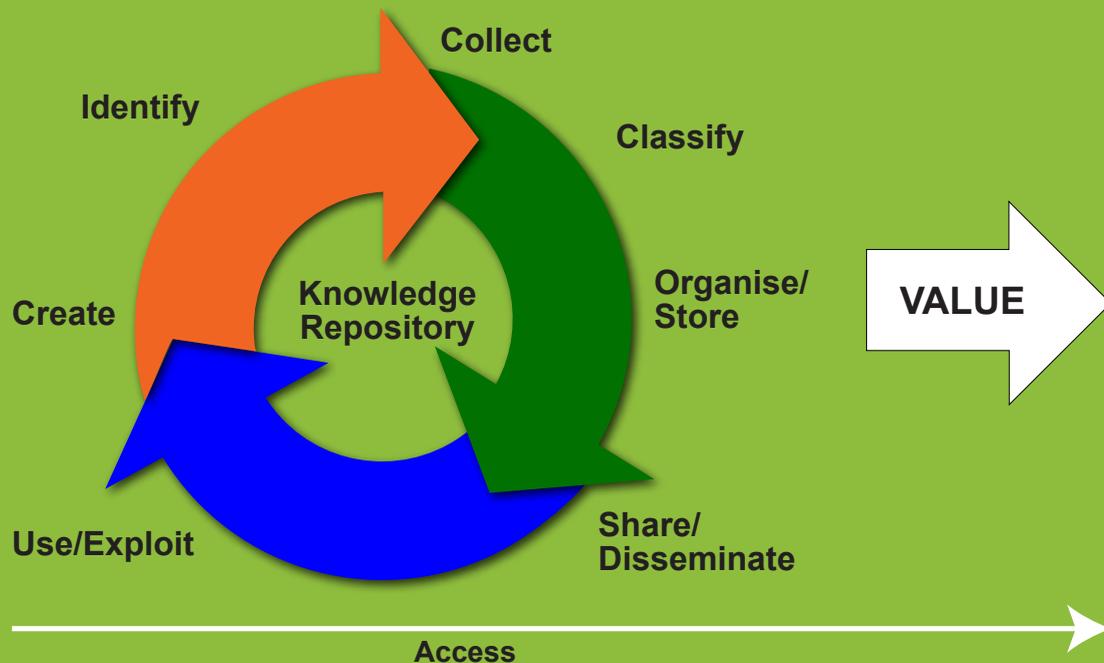
Consequently, organisations are establishing processes for sharing individual knowledge company-wide, converting it into organisational power. This does not mean a weekly management meeting where individual

employees simply update everyone else on what they are doing. Neither does it mean a flood of reporting sent to all and sundry. According to freelance journalist David Derbyshire, people are being bombarded with data every day. He was quoted in 2011 as saying that 'mankind broadcasts two quadrillion megabytes – or two followed by 21 zeroes – of information through televisions, radios, newspapers, post and emails every 12 months. That's the equivalent of every person in the

world reading 174 newspapers every single day' (source: Why knowledge management is important to the success of your company).

Rather, in order to actively and efficiently manage all this information, best-practice digital marketing organisations make a point of establishing knowledge-sharing processes and knowledge management (KM) platforms in order to keep people up-to-speed on insights and learnings from activity.

Knowledge Management Cycles



Source: www.mobileskycode.com

However, leveraging this information is only possible if people value it. Here are five key reasons why organisations fail to share knowledge effectively

(source: Knowledge sharing):

1. The knowledge isn't sticky – too much effort (time and energy) is required to explain it
2. There's no common identity among the knowledge sharers – this refers to the absorptive capacity to understand knowledge; this capacity might be high within a specialist group or division, but far lower for those outside the group
3. There's no relation between the receiver and sender

of knowledge – there's no agreement as to why the information is being shared

4. There's no willingness to share knowledge – self-importance and individual power/greed override the desire to share
5. There's no knowledge of knowledge – people don't know what they don't know, or in other words, they don't understand what they are supposed to be sharing

Again, the key to establishing an effective knowledge-sharing culture is to agree on and set values that everyone buys into. This will help shape an organisation in which people will

build on each other's ideas rather than tear them to shreds.

Collaboration is the key

In approaching digital marketing, it will be critical to break down some of the structures and processes (obstacles) that exist within your organisation. Silos are out and collaboration is in. Aristotle's great quote 'The whole is greater than the sum of its parts' has never been truer. Each part of your organisation has a function, an objective. However, it's the unique combination of these parts that makes the whole organisation more cohesive and more effective in reaching its goals.

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Now that you have set your mission, vision, goals and objectives, along with the framework for collaboration, it's time to flesh out the actual digital marketing strategy that will help you reach your objectives, allocate resources and budgets, and define the critical metrics for measuring success. The development of your go-to-market strategy, which is the focus of this Article, should be done in conjunction with listening to your customers, identifying their needs and creating a more relevant customer-segmentation strategy – these issues are dealt with in Article 5.

In the past, the conventional wisdom was to use the marketing funnel to create a plan. The funnel was a plan of campaigns that aimed to migrate prospects through a series of sequential steps to reach a purchase decision. It involved four key stages:

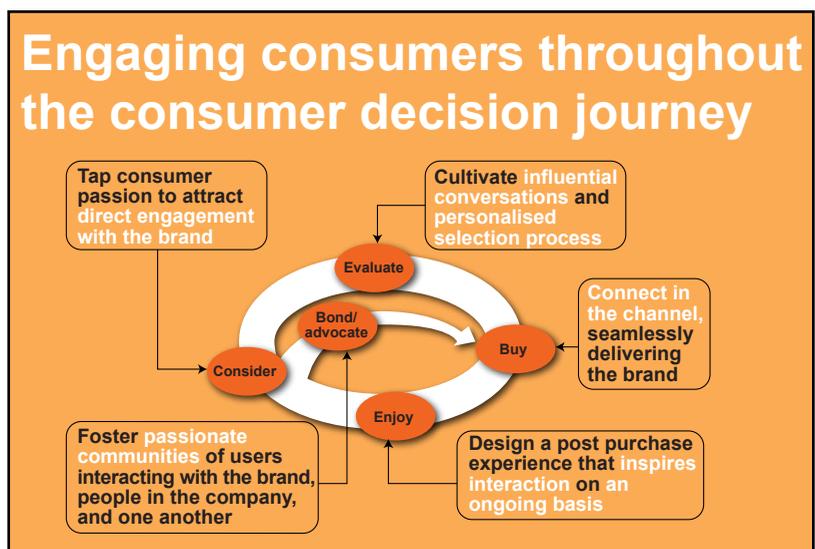
1. Create awareness – getting your company, product or service name in front of a potential target market
2. Generate leads – gathering prospects who have inquired or shown interest in your offering

3. Nurture and educate prospects – deepening the relationship to educate prospects about your offering or keep it top-of-mind until the prospects have a need for it
4. Convert prospects into customers – closing the sale and ideally managing the relationship through to ongoing repeat purchases (lifetime value)

However, life in the new digital world, as we've already mentioned, is highly interactive rather than one-way and sequential. Digital technology allows consumer actions and decision-making to be more iterative and integrated. So many leading digital organisations now cite the McKinsey loyalty loop (shown below) as the preferred consumer decision journey (CDJ).

The CDJ takes a more complex, customer-centric approach than the marketing funnel. It focuses on five stages through which a consumer can move back and forth:

1. Consider – brands that people consider when thinking about a purchase
2. Evaluate – information-gathering about the above brands to narrow the choice
3. Buy – buying the preferred option
4. Post-purchase – post-purchase reflection on whether the brand purchase was suitable and whether expectations were met; this often informs the decision about whether or not to make another purchase



5. Advocate – telling friends and colleagues about the purchase and the experience of the product or service

The CDJ approach opens up a much richer range of strategies and allows you to focus your energy on the right aspects. It changes your thinking from a conversion mentality to a belief in satisfying needs and behaviours.

Using the following hypothetical example, let's now bring these stages to life.

Example

An organisation sells flowers online – we'll call it flowers2friends. This service allows you to order flowers online and then have them physically delivered by a network of local florists. The florist who is nearest the intended recipient of the flowers will fulfil your order, and they guarantee delivery within three hours of the order being placed or you get your money back. Let's develop strategies for each stage of the CDJ on the assumption that the key target market for this business is men aged 30–50.

Consider

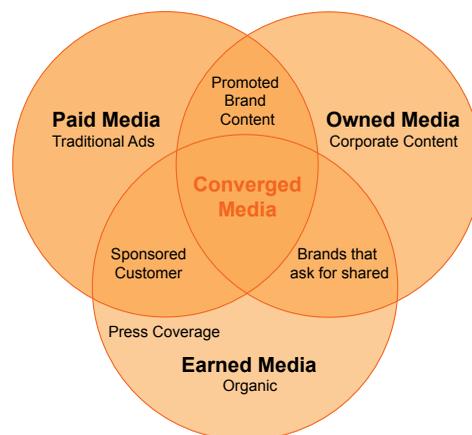
First, as flowers2friends is

an online-transaction-only organisation, it naturally requires a website with e-commerce functionality. The website content and structure will also need to be optimised to achieve a strong organic ranking in search engines. Google is constantly changing its algorithm, so it is important to seek advice from an SEO expert to determine how to maximise the ranking of the business in the context of a competitive flower industry.

One such change, which Google recently introduced via its Hummingbird update, concerns the impact of intra-website social and conversations on the actual website ranking. This means that flowers2friends will need to consider the level of engagement from customers on its website. This may include ratings of the service, testimonials from happy recipients, reviews, and perhaps the ability to +1 or like, or to share content, offers or specials. Also, initially, the business will need to spend some money on SEA in order to be visible on the first page of a search engine.

Now that flowers2friends has planned its website presence, it will need to consider the impact

of wider social media. This can be viewed as owned, earned or paid media.



Source: The Converged Media Imperative: How Brands Must Combine Paid, Owned & Earned Media' Altimeter Group (July 19, 2012)

Owned media is an organisation's assets; for example, a blog or a Facebook page that is managed by, or on behalf of, the organisation. For this example, we will create a flowers2friends Facebook page and a calendar of content activity (status updates) based on seasonal themes and which includes key events that may appeal to men. We will also assign resources for monitoring and managing the Facebook page interaction and response, as we foresee a variety of service-based inquiries coming through the page. And we will develop a crisis strategy, escalation policy and contingency plan, to be prepared in case of any serious consumer

backlash. However, we hope to never need these as we aim to be transparent and honest in all our communications.

Earned media involves creating a strategy for customers to share your content within their social networks, as discussed earlier. And paid social media refers to paying for advertising placements within social networks. Facebook allows you to easily set up ads and sponsored stories which you can aim at your preferred target market simply by choosing demographic variables, locations and areas of interest that the target market may have. For this example, we will develop a series of creative ads and messages to test and target men aged 30–50 within one country.

Now that its social media is planned, flowers2friends will want to create a database of prospects who are interested in the service. To do this, it will produce an e-newsletter that people can opt into from the website. The email program will need to be fleshed out in order to not only welcome people to flowers2friends, but also to demystify the service and brand world, as well as start to build relationships through



stages 2, 3, 4 and 5. This can be mapped out as a content and activity calendar, with automated triggers being sent out according to behaviour, tenure and value.

Having planned its digital channels, flowers2friends can now look at broader media and strategies to get itself into the consideration set. As CMO of the company, you decide to create a PR strategy and launch event. You bring the whole service to life by creating pilot videos of people receiving flowers, to demonstrate the emotions recipients feel when they get flowers. You also incorporate a series of press and radio ads for the first six months to specifically target men aged 30–50.

Interestingly, you have built your consideration plan from the customer experience point of view rather than from a media-first point of view, the reverse of how traditional media is typically planned.

Evaluate

Now that you have planned how to get flowers2friends on a person's radar, you need to develop the evaluation plan.

First, you must consider how to help prospects evaluate your offering given the number of competitors out there. You decide to focus on an emotional hook, as alluded to above – rather than talk about your service, you will bring to life the emotional response to receiving flowers. So you create a series of videos that are housed on your website, sent to prospects via your email program (so that people click from the email to the website to view the videos) and then added to your Facebook page for people to share. Consumers can now like and rate the videos as well as add comments. In time, you want to build up a bank of videos which are all rated, sparking commentary and prompting the videos to be shared, which will help attract more business.

However, for this strategy, you want to encourage women (as the recipients of flowers) to influence men, so you also create a Facebook advertising campaign around the videos that targets women, to spark more sharing.

Buy

Now that you have a strategy to get men interested in buying flowers from you (and also to have them influenced by women to make purchases), you need to entice them to buy the right ones. Again, you opt for an emotional strategy to heighten the otherwise functional purchase of flowers. Rather than the typical listing of flowers and other products, you create a series of ‘mood products’ – various types of flowers that reflect different moods the customer might be in, or moods they would like to create with the recipient.

Next, you ensure that these products can be selected and paid for within four clicks. You also build a mobile app to make it even easier for people who are on the go to make purchases. The end result is a seamless, simple process that is a pleasant surprise for the target market.

Post-purchase

Now this is where your marketing strategy really connects. You don’t just want to assume that customers are satisfied – you want to ask them if they are. So you implement a series of three emails. The first is sent 24 hours post-purchase purely as a thank you for shopping. The second email is sent 72 hours after the sale and asks the customer for a rating, and to share this on Facebook. The third email is sent a week post-purchase as a fun feedback survey that includes a net promoter score (NPS) question, which you will use to target customers who had issues versus those who were extremely satisfied and happy to recommend/advocate flowers2friends.

As we mentioned earlier, you will also map out an ongoing email communication calendar and content targeting different segments of customers. In particular, you should arrange for an email to be sent out every four months to people who haven’t repurchased within that period.

Advocate

Some organisations believe that simply by creating a great

experience, people will naturally advocate their business.

While this is partly true, you should also identify your best, most satisfied customers and then, based on their proactive behaviour, enable them to become advocates of your business. These are the customers who deliver profit (not sales revenue) – they are willing to regularly buy your high-margin products rather than just talk about it.

Data analysis and modelling will allow you to identify these top customers, who may make up the top 1–5% of flowers2friends’ customer base. Adding an NPS question will reveal an attitudinal dimension of your best customers who are willing to recommend others. This is the form of advocacy that you will want to create – having your most profitable customers bring new customers to your business.

Metrics

Finally, you will need to set your campaign metrics to benchmark and map back to your business objectives. The table below outlines some of the key metrics that flowers2friends could consider for each stage of the CDJ.

Creating a shortlist for your next pitch is now even easier

Getting a shortlist of agencies suitable for your next pitch can be difficult and time consuming. How do you assess their suitability and make sure you eliminate the conflicts without revealing to the marketplace you are thinking of reviewing?

Then there is no definitive source of agency details. Agency website are notoriously short on the information you need. Industry directories are often out of date or simply a list of names and addresses. And asking colleagues and peers is open to personal bias and anecdotal evidence.

The TrinityP3 Global Agency Register has the profiles of literally thousands of media, creative, digital, technology and other disciplines. TrinityP3 consultants meet with the agencies on a regular basis and update the register to ensure we have the most detailed and up to date profiles.

You can access this register when you are looking to create a shortlist of agencies to invite to pitch for your business or account. Simply contact TrinityP3 when you are planning to go to market and we can work with you to prepare the ideal shortlist to your needs. We can even help you manage the pitch too if you like. What could be easier than that?

Go to trinityp3.com/agency-register for more info

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Listening to customers to remain relevant

As mentioned in the previous Article, in order to create a truly customer-centric strategy, you will need to identify your best, most profitable customer profiles and understand what drives their behaviour. This Article looks at how to establish customer segmentation and explains the shift from simply identifying functional drivers to also understanding emotional drivers. Once we have dealt with establishing your customer segments and brand values, we will outline the importance of maintaining a clear persona and tone of voice, in order to differentiate your brand from those of your competitors.





In Establishing segmentation

Have you ever heard this? *We need more one-to-one marketing and an econometric model to truly deepen our customer segmentation.*

At TrinityP3, we hear this regularly from clients evolving from brand-based advertising to a more direct customer model as they enter the world of e-commerce and data-driven digital marketing. But while new technology allows massive amounts of data to be crunched relatively easily and quickly, this doesn't necessarily mean that you need to apply a pure one-to-one model – notwithstanding the fact that many financial institutions espouse talking at a one-to-one level based on financial holdings and a customer's predictive propensity to purchase.

We also regularly see segmentation models with 10–20 overarching customer segments. But while these look scientific and highly targeted, they often fail to effectively deliver on business objectives. They simply aren't practical, nor are they worthwhile considering the effort required to apply them. As budgets get squeezed, many segments are simply not showing the YOY (year-on-year) profit growth that was predicted.

The fact is that the companies that are achieving success with direct-to-customer digital marketing have simplified their segmentation to 3–7 core segments with overarching attributes. Even more significantly, these segments are based on a buying life-cycle and life-stage segmentation rather than the old RFM (recency,

frequency, monetary) model – organisations succeeding in this space are adding 'length of relationship' to create a more robust RFML model.

So before establishing your segmentation or evolving your current segmentation, it is important to heed these three observations:

1. **Chaos** – As mentioned previously, the digital ecosystem has made the marketing and consumer-behaviour landscape a more chaotic and unpredictable one. This means that a large number of relatively static and predictable customer segments are ineffective in today's digital world.
2. **Multi-tasking** – As the digital world diverges, consumer behaviour is migrating to multi-tasking. Media consumption has rapidly changed from a one-form-at-a-time activity to a multiform one. According to eMarketer, in 2013, 'the average US adult will spend over 5 hours per day online, on non-voice mobile activities or with other digital media ... compared to 4 hours and 31 minutes watching television. Daily TV time will actually be down slightly ... while digital media consumption will be up 15.8%'.

eMarketer also reports that 57% of Americans use smartphones, 67% use PCs, 75% use tablets and 77% use TVs while also using another device (source: Digital set to surpass TV). As our behaviour changes, so too does our desire to be segmented into one profile. Human beings are now busily juggling their work, private lives, split parenting, sports, cultural activities, and social community and real community involvement, sometimes all within 24 hours!

- 3. Control** – We have moved from the brand (or company) being in control of the distribution process to consumers controlling marketing activity and choosing their preferred form of information and delivery method. We have shifted from preset segments to an approach that allows customers to self-segment either via preference centres or the digital behaviour they exhibit.

In light of these three observations, you will need to develop a deeper understanding of the critical customer behaviours that you desire in order to deliver profit, as well as identify the variables that define a customer who exhibits specific behaviour. This

will help you formulate a more practical and effective customer segmentation strategy.

It is also crucial to define your brand persona. This process, which is part of defining your mission, vision and values (as discussed in Article 3), will help you clarify the real benefit you offer customers and who you ultimately want to appeal to.

Brand personas and archetypes

Let's look at how to identify your brand persona using the archetypes conceived by Swiss psychologist Carl Jung. Jung believed that universal, mythic characters – archetypes – reside within the collective unconsciousness of people the world over. He decided there were 12 such archetypes, each





Some golden segmentation tips

As mentioned previously, your segmentation should not be overcomplicated. Rather, you should look for significant distinguishing variables and factors. Here are 10 tips for developing a robust segmentation strategy:

1. Segments should be significantly different in terms of their defining characteristics, otherwise you may as well have one segment!
2. Segments should deliver significantly different outcomes in terms of profit and business value, otherwise why bother to differentiate your marketing! At TrinityP3 we see this time and time again. We ask businesses with many segments how these vary by profit, only to learn that there's very little variance. If you're going to spend your marketing budget on creating multiple versions of communication (segmented marketing), then it stands to reason that you should expect an exponential return to make this viable.
3. Segments should clearly identify like-minded people using demographic factors such as gender, marital status, family make-up, income, employment status

symbolising a basic human need, aspiration or motivation, and capable of evoking deep emotions:

1. **The Sage** – uses intelligence and analysis to understand the world
2. **The Innocent** – associated with goodness, morality, simplicity, nostalgia or childhood
3. **The Explorer** – has a desire to explore, and to experience a better, more authentic, more fulfilling life
4. **The Ruler** – exercises power to create a prosperous, successful family or community
5. **The Creator** – develops artistic control and skill to realise a vision
6. **The Caregiver** – does things for others
7. **The Magician** – wields transformative power to make dreams come true
8. **The Hero** – demonstrates mastery in a way that improves the world
9. **The Outlaw** – acts disruptively to overturn what isn't working
10. **The Lover** – intent on becoming more and more physically and emotionally attractive, and on nurturing relationships with the people, work and surroundings they love
11. **The Jester** – prioritises having a great time and lightening up the world
12. **The Regular Guy/Girl** – embraces ordinary, solid virtues to be down-to-earth and approachable, to connect with others

Marketers can use one archetype or a combination of archetypes to anchor their brands in territory that connects with the people they want to target. Customer segments and personas can then be matched back to the archetypes. This will help you create a common tone of voice for all your communications, which can then be tailored to each segment.

and ethnicity. The 2011 Australian Census revealed that 26% of Australia's population was born overseas and a further 20% had at least one overseas-born parent. Will this statistic influence how you group customers?

4. Alternatively, segments might clearly identify like-minded attitudinal factors such as lifestyle, interests, opinions and preferences. For example, a company that sells beauty products might identify knowledge about beauty as a key definer of segmentation in order to increase product uptake as this knowledge increases.
5. Segments can also exhibit similar geographic characteristics. For example, a retailer might define purchasing characteristics based on a customer's proximity to a store. These may also be impacted by an analysis of competitor store locations and potential overlaps and influence.
6. Segments can be generationally driven or they may transcend generations and tap into unifying emotional connections. Traditionally, life stage was a major factor in setting segmentation strategy. However, with the rise

of the 'global village' and digital technology that enables greater access to information, it has become much easier to segment like-minded 'tribes'.

7. Segments can be created using a key life event or trigger; for example, having a baby, marriage, divorce, turning 50 etc. Be careful with life-stage segmentation, however. People who vary greatly in age may have common beliefs and attitudes, in which case they may ultimately be situated in the same segment.
8. Segments can be based on the level of knowledge and understanding of your brand and product. You might therefore choose to segment based on life cycle and migrate your customers through a knowledge-based approach that will impact on the potential for purchase and repeat purchase. This could also allow you to develop a media attribution model whereby you can associate different forms of media with the impact they have on migrating a customer to purchase, rather than simply looking at the last clicked (used) media.
9. Segments can be based on behavioural characteristics. In today's digital, socially connected world, you

might decide to identify your social advocates – those consumers who are highly active in creating and sharing digital content through social media, blogs, platforms and networks. You might also identify e-commerce buyers and prior purchase customers.

10. Segments can also be based on predictions – the propensity to purchase and econometric models can be used to identify the potential for a group of customers to make an additional purchase.

Listen and learn

To round out this Article, we want to remind you that you need to listen to your customers in order to become a truly customer-centric organisation that delivers effective digital marketing.

Digital media enables you to assess consumer sentiment and understanding on a scale never before possible. Social media-monitoring tools allow you to identify sentiment towards your brand and competitors and other market themes, as well as track conversation, pinpoint social influencers and analyse the effectiveness of your marketing activity.

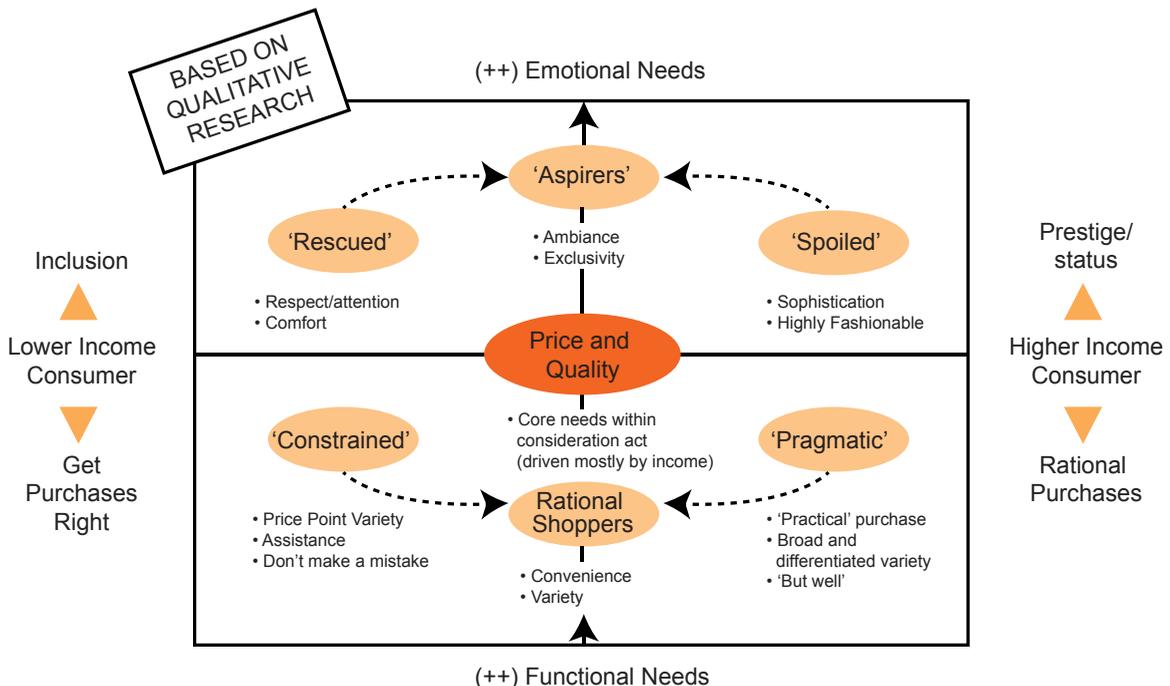
Feedback also can be harnessed immediately, in real time, so it is critical to understand what your customers want from you before finalising your segmentation. Don't be afraid to use surveys and feedback forms to identify consumer characteristics, behaviours and emotional drivers – to pinpoint what makes them different to other customers. Armed with these insights, you might decide there are only three or four truly different segments.

Here's an example of a simplified four-segment approach based on level of profitability and loyalty (as identified by the RFML model):

And here is an example of a six-segment approach based on emotional needs versus functional needs, and high-value versus low-value consumers:



Source: Booz Allen Hamilton





The new four-pillar structure for developing digital ideas

OK, so you are now well down the track to an effective digital marketing strategy. Your business goals are clear, your strategy is set, your internal and external resources are aligned, and you have clearly identified your brand persona and approach to customer segmentation. Now you need to focus on developing compelling digital marketing ideas in this new collaborative era. You must concentrate on bringing your strategy to life.

Traditionally, brand agencies developed the overarching brand ideas and left it to other disciplines, including the digital teams, to adapt the media work. However, this is no longer effective as it ignores the two-way nature of digital channels and the need for an ongoing journey of discovery rather than one-off, one-way push communication. Consequently, traditional brand and advertising agencies have started creating engaging digital campaigns (albeit not necessarily with the deepest specialist skill set or strategic foundation). Goodby, Silverstein & Partners, for example, went from collecting

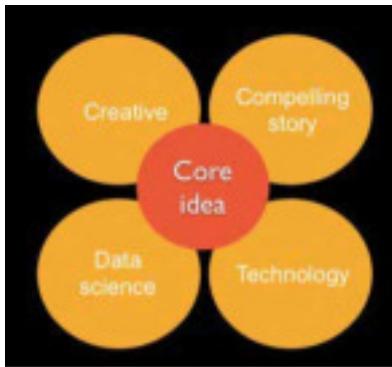
80% of its revenues in 2011 from traditional advertising campaigns and less than 20% from digital initiatives, to a 60/40 traditional/digital split only 12 months later.

The agency landscape has also seen micro-agencies being set up due to the inflexibility and lack of speed-to-market that characterise the global ad agency behemoths. Utilising open innovation, crowdsourcing and co-creation, one or two people can create an agency without the rigid structures, processes and egos that can constrain great ideas in the biggest firms.

The 4D model

It simply is no longer good enough just to brief an art director and a copywriter to dream up that Big Idea. In today's digital, data-driven environment, ideas need to be generated in four dimensions:

1. Creative
2. Compelling story
3. Technology
4. Data science



Before we explore these dimensions, here's a case study to whet your appetite.

Victors and Spoils (V&S) is a relatively new Colorado-based agency that was founded in 2009. It claims to be the first creative advertising agency built on crowdsourcing principles, with a 7200-member community. In 2011, V&S was keen to win Harley-Davidson's business after hearing that the motorcycle manufacturer had split with its agency of three decades, Carmichael Lynch. But instead

of joining the pitch list, V&S proactively created a brief and posted it to its thousands of creatives and strategists, made up of freelancers, moonlighters from other agencies, and brand and advertising enthusiasts who'd all opted to work in the new open model.

'Six hundred ideas flooded in', claimed V&S CEO John Winsor. He apparently tweeted Harley-Davidson's CMO to explain what they were doing and the CMO replied, 'Go for it'. V&S ended up presenting 65 ideas and won the business (source: The end of traditional ad agencies).

Let's now examine more closely these new ways of working in the digital world.

Creative

As you saw in the V&S example, creative ideation is changing. However, while the process is being transformed, it has never been more critical to have a compelling creative idea that connects with your consumers. This is because in our digital world, we have seen a huge increase in the number of ads and other communication that we are receiving. There is more 'noise' than ever before, which means that fewer and fewer

messages are sticking. So to be successfully received, your creative idea must be focused, simple and emotionally engaging.

If you can tap into a human truth and human emotions, you stand a better chance of connecting. To do this, let go of the creative director ego and the 'one-way' mentality – TV ads are still important, but they are now merely one part of the creative jigsaw puzzle. Instead, become open to collaboration and the two-way journey of creative discovery.

Compelling story

The creative idea is just the start of the process – the goalposts, to use a sports analogy. You can't stop at creating a one-dimensional advertisement and expect consumers to do the rest. You must now take your customers on a journey of brand, product and service discovery. You need to develop a story with different (and relevant) touchpoints throughout all the different stages of the consumer life cycle.

Content marketing is fast becoming the new advertising playground, with editors, journalists and specialist writers creating annual content calendars

and more-compelling stories than any agency writer could ever dream of. Companies such as Story Worldwide, Redwood, Edge Custom and King Content are radically changing the agency landscape and turning marketers' heads by presenting brands as stories. These agencies also allow user-generated content to be integrated into the story – when consumers create their own content, relating their own experiences and stories about your brand, they are buying into the business direction that you desire.

Technology

It's a wild, confronting and confusing world when it comes to digital technology. And it's changing by the hour. To help those whose heads are spinning with all the new developments, Gartner (source: Gartner introduces the Digital Marketing Transit Map) has created a digital marketing transit map that nicely summarises some of the more important technologies, relationships and providers.



Victors and Spoils is a relatively new Colorado-based agency that was founded in 2009. It claims to be the first creative advertising agency built on crowdsourcing principles, with a 7200-member community.

Needless to say, it is critical that you incorporate specialists within your business who can demystify and assess the external specialists that you might utilise. As we pointed out earlier in this guide, technology solutions need to be assessed from a business-value perspective, not from the viewpoint of 'technology for technology's sake'. In terms of creative ideation, that means partnering your creative teams with a technologist who will build their understanding and challenge their thinking, helping them to bring ideas to life with relevant forms and touchpoints that will positively impact your target market and their brand experience (customer journey).

Data science

Just as qualitative focus groups used to unearth consumer insights, now data is the new playing field. But a crucial point here is that it's not the fact that you have lots of data that is exciting. 'Big data', as it has come to be known, is useless if it doesn't help improve the customer experience, as well as point you towards better insights and solutions.

Data insight-gathering is an art as well as a science. Algorithms and models may not be the best way

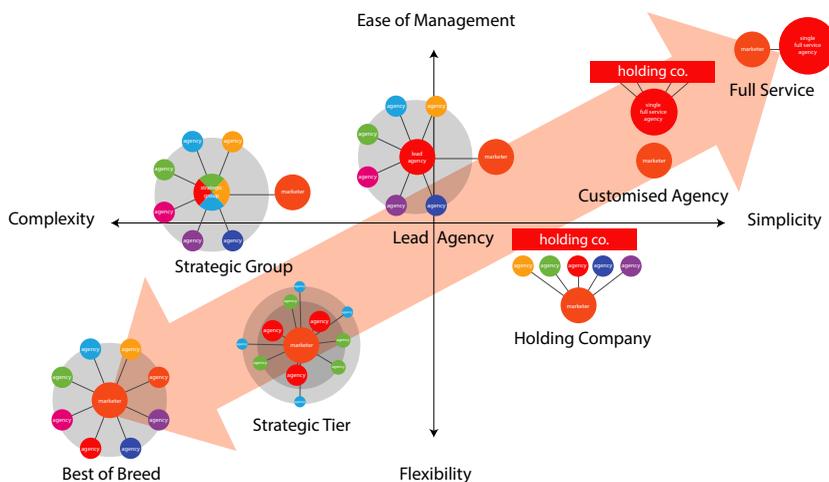
to unearth golden trends. Focus more on the questions you want to ask and the hypotheses you have, or on direct feedback from customers, and then mine your data for proof or valid insights. The key is to look for major trends and not, so to speak, to 'major in the minors'. Paths with minimal differences or impact are not worth following. You should be looking for the foremost trends within each of your segments to bring to light real business opportunities.

Agency models

Now that you are equipped with an understanding of the new 4D model, you can begin to determine what resources you require. Should you outsource to a general advertising or brand agency group with a myriad business entities, or should you focus on one or more specialist agencies?

There is a wide range of agency models and options to choose from:

1. Full service – The marketer selects a single service provider to deliver all of their marketing communications requirements.
2. Customised agency – One of many holding companies, either global or regional, provides from within their portfolio of companies a customised package to fulfil the marketer's needs.
3. Holding company – The holding company accesses prime resources across multiple companies to create a new virtual or real service-provider entity. This operates on a local, regional or global basis.
4. Lead agency – A key strategic service provider takes responsibility for managing and coordinating all service providers for the brand. This can also be structured to factor in all service providers from the one holding company.
5. Strategic tier – This involves taking a holistic approach to the supplier portfolio, providing access to the required range of services in a more manageable, structured approach. This can also be structured using all the service providers from one holding company.
6. Strategic group – Representatives from the core strategic suppliers form a management group to coordinate strategy development and implementation. This can also be structured using all the service providers from one holding company.
7. Best of breed – The marketer identifies and selects the suppliers required to deliver the necessary capabilities and services from the total supplier population.



These models are further defined and reviewed in the TrinityP3 SlideShare presentation Agency Supplier Roster / Portfolio Structures.

In comparing these models, the key question is: What is the best structure for delivering the strategic and creative capabilities required in the most cost- and time-efficient manner, and which results in the most effective marketing outcome?

In answering this question, marketers often find themselves considering a trade-off between the convenience of a single agency supplier and the depth of expertise offered by a range of specialist, best-of-breed service providers. Ultimately, the 'best' model will depend on the strategic requirements of the marketers and the brand, the geographic scope of the operation, and the resources and skills that are needed.



We propose these steps for determining the right range of suppliers and the best structure for managing them:

1. Define and map the current supplier landscape – this should encompass as much as possible, including supplier categories and geography
2. Undertake one-on-one interviews with the current brand/marketing teams to determine their immediate and future requirements, and then weigh up current supplier performance against these requirements
3. Undertake one-on-one interviews with the suppliers to determine their capabilities, ideally supported by case studies and testimonials from other agency clients

From this information you can develop a Requirements/ Capabilities Matrix, which can be used to determine:

- the shortfalls or gaps in current supplier capabilities that point to a need for new or different suppliers
- duplication in current supplier services which can be rationalised

Potential models are then compared against:

1. the Requirements/Capabilities Matrix
2. the future strategic requirements of the brand
3. the resources available within the marketing team and the organisation

By referring to the Requirements/ Capabilities Matrix and a preferred supplier structural model, an implementation plan can now be developed for transforming your current practice.

Collective inspiration

To sum up this Article, it is important to understand that the creative ideation process has changed dramatically in recent times. Gone are the days of one creative team solving all your challenges, developing a TV ad concept and then going to lunch. Now it is imperative that you develop two-way ideas that engage consumers. To accomplish this, right from the beginning, you have to utilise the collective talents of creatives, story writers, technologists and data scientists.

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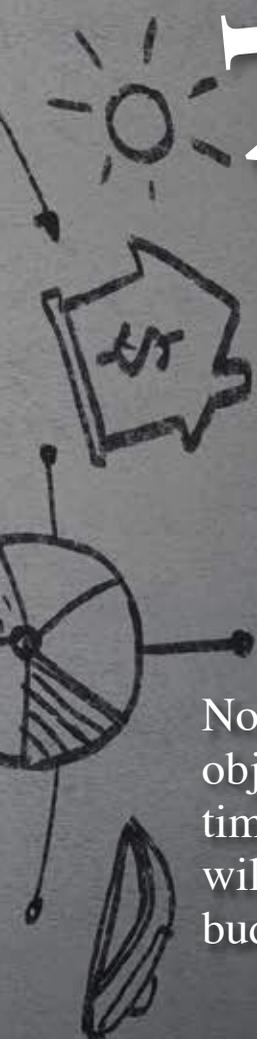
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CAMPIGN THE NEVER-ENDING



Now that you have set your mission, vision, goals and objectives, along with the framework for collaboration, it's time to flesh out the actual digital marketing strategy that will help you reach your objectives, allocate resources and budgets, and define the critical metrics for measuring success.

Living in beta

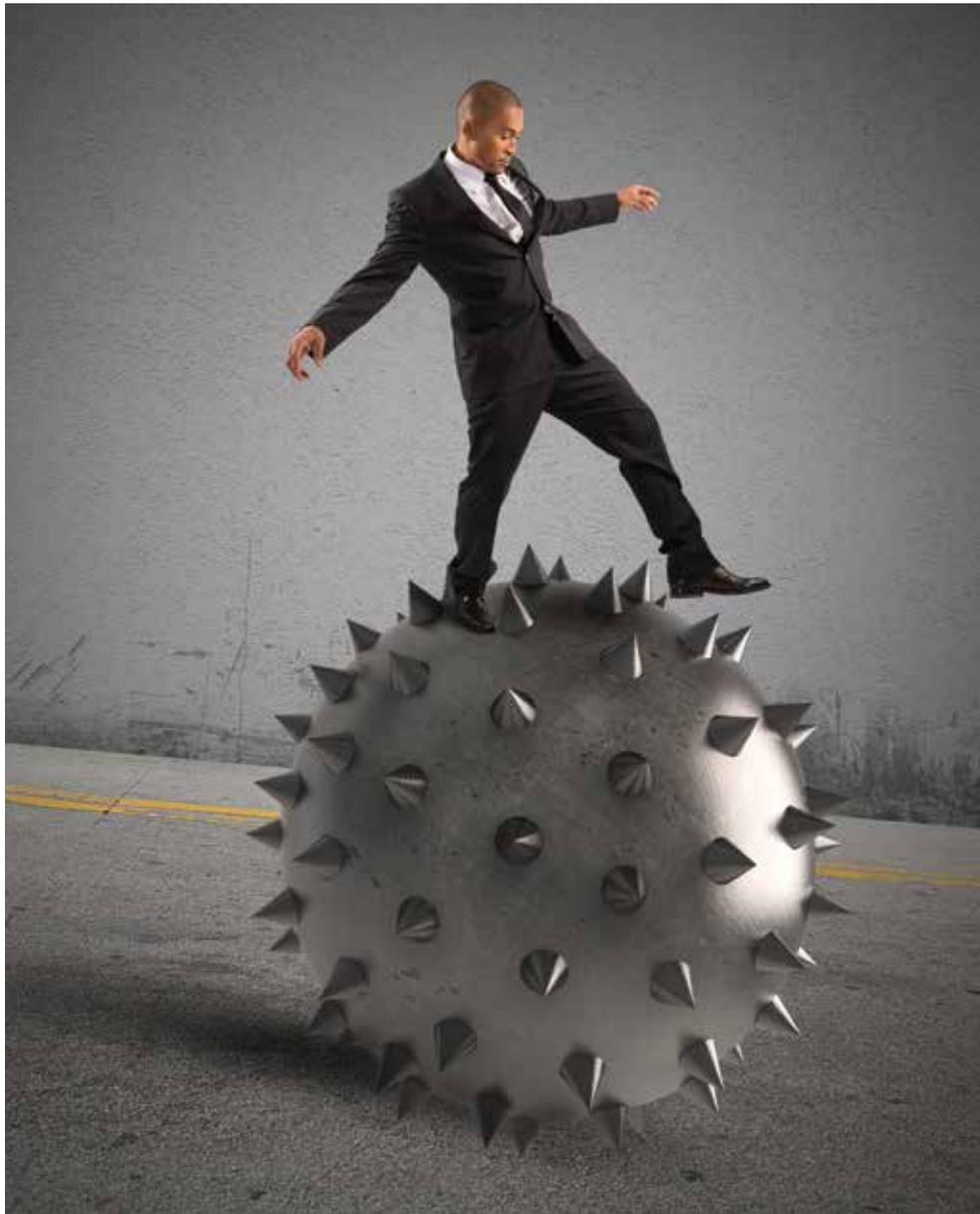
Today's marketing world, which is largely driven by technology and software companies, can be described as a beta-world. No longer are technology products coming off the production line after years of being perfected. Lead times to market have shortened dramatically, and therefore competitive advantage has diminished. This means that, as marketers, you will need to accept that your product will never be 100% ready – it will never satisfy 100% of the market 100% of the time. Your 'production mentality' now entails releasing your product into the market (or a market segment), allowing time to update and refine it, then releasing it into wider markets. To steer its way through this iterative process, your business will require more agile, flexible and collaborative business structures and processes, as discussed in Article 3.

Your marketing activity will also be subject to an iterative process. Linear brand stories can be created – hence the content calendar – but you need to be prepared for non-linear activity as well, especially in social media. Consumer reaction and engagement may open up completely new opportunities,

and it may also present challenges you have never seen before – some good, some bad. So before we look at creating the content calendar, let's examine how to prepare a crisis plan and escalation process to handle negative social media and consumer backlash activity.

Crisis management

When talking to today's management, we at TrinityP3 still come across nervousness about approaching social media. Well, that nervousness is understandable. As we've said a few times now, we no longer do our work on a traditional one-



way street. We now operate on a two-way digital street, where brands invite conversation and exchange. That means you have to expect the good, the bad and the ugly. This is especially so in regards to social media, which is why it is critical that you 'listen' to digital conversations. You should invest in monitoring software as well as resources that allow you to listen during those key periods of the week, or times of day, that impact the most on your business.

It is also important to train your resources to identify what is a crisis (or potentially a crisis) as opposed to what is not a crisis. The word 'crisis' is defined in the Oxford Dictionary as: noun (plural crises) a time of intense difficulty or danger ... a time when a difficult or important decision must be made ... a crisis point

Let's explore this definition in relation to social media.

'A time of intense difficulty or danger'

One or two negative comments about your business may be undesirable, but these are unlikely to have a significant impact on what you do. However, if the comments snowball,

sparking ongoing commentary, then you will be facing a backlash and a potential crisis – this is what happened in the wake of the 2006 BP oil spill off Alaska. There is a fine line between weathering some heat and burying your head in the sand.

We recommend looking at such commentary as a mirror of your business actions. If you can hold your head up high and say that the discussion is a storm in a teacup because your business practices are ethical, then you most likely aren't facing a crisis. Your social community will probably negate the naysayers, or you can state the facts in a clearly worded response and satisfactorily address the issue. However, if the commentary continues to escalate, targeting a specific business practice or action that your business has undertaken, then you will have a big decision to make. This often happens when a brand covers up an issue or does not openly respond to the market within a satisfactory period of time. In these circumstances, the brand could be in danger.

'When a difficult or important decision must be made'

If negative commentary requires you to make an important decision, then you may be facing a crisis. Be careful, though, to distinguish between a bad outcome and a crisis. A bad outcome is short-lived and can be openly addressed by a business before it becomes a full-blown crisis. A crisis requires a difficult decision to be made as it has already fundamentally affected your business practice.



'A crisis point'

There is a point at which negativity tips into crisis. This is generally when the conversation is being communicated by a large proportion of your customer base, or it has transcended geographic boundaries. When this happens, the commentary has the potential to significantly impact your business. Social media is a great weapon in the fight to promote your brand, but you have to realise that it can also be a dangerous weapon in the hands of those who want to bring your business down. Information travels rapidly nowadays, which means that messages can be beyond your control within minutes.

If you are at the point of crisis, you must implement your crisis plan.

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The crisis plan

There are generally seven key steps in a crisis plan.

Step 1: Internal alert

You will need an escalation policy that clearly identifies which executive managers – all the way up to the CEO – need to be alerted to the situation. This policy should also identify the level of monitoring that will be required throughout a crisis. The important thing here is that you acknowledge at all levels of the business that there is indeed a crisis.

Step 2: Rapid response

Be prepared to respond rapidly using the channel where the negativity was created. While you may not have a clear legal position to state, nor a solution to offer, it is best practice to at least indicate that you are aware of the situation and are taking action to investigate the matter and potentially address it. It is important to be open, honest and heartfelt in your response. You are dealing with human emotions here, so empathy is your ally. Many brands make the mistake of putting out a full legal transcript that ultimately just seems cold and calculated. This can often fuel a social media fire rather than put it out.

Step 3: Be sorry – apologise

Often, the hardest decision to make is to say you're sorry for creating the negativity. But as the old saying goes, 'It is sometimes better to lose a battle than lose the war'. The fastest way to be truly forgiven is to say that you're sorry – just cast your mind back to Bill Clinton and Tiger Woods dealing with their infidelities, and to the Australian Government's apology regarding the stolen generations.

Step 4: Be open and communicate

It is important to be proactive and offer answers to as many of the questions that you face as possible. Rather than reply to one message at a time, you can create a 'Frequently Asked Questions' section on your website or a set up a microsite that conveys your responses to the key questions that have been raised. It is easiest to direct people to these via your call centre and owned social media channels. It is also good practice to distribute this material to your permission-based database via email – if appropriate, you can also text the database a short alert message directing people to a web page.

Your FAQs should do the following:

1. Acknowledge that the issue has arisen and explain how the company found out about it
2. Clearly detail the observed facts
3. If possible, provide some of these facts or details in the form of imagery, rather than just words – this can help to humanise the situation
4. Outline who has been alerted within your organisation based on your escalation plan, so that people are aware of your reaction and the specific actions that you are taking
5. Highlight any real or potential impacts – it is important to make people aware of all the relevant scenarios and to assure them that you will provide full details of what is happening as soon as possible
6. Give contact information to your customers so that they can contact key stakeholders (real people) within the business – again, the aim is to humanise the situation, and also to manage the negativity rather than go into hiding in the hope it will all go away
7. Finally, outline the steps you will take to prevent a recurrence of the issue – you may decide to update the wording of this statement when your final standing is confirmed

Step 5: Release the pressure

It has become best practice to proactively create an owned media property where customers can vent their feelings and opinions, and where you can respond if appropriate. The thinking here is that it is better to have a designated zone in which people can focus their anger and release

their tensions rather than have a myriad channels opening up around your business. This will also provide a platform for identifying any subsequent crises that may arise from the initial situation.

Step 6: Take it offline

You need to know when to take significantly negative commenters offline. Encourage such critics to contact you directly via email or by phone to have their questions answered. For this action to be effective, you have to make sure your response team is well informed about all aspects of the crisis.

Step 7: Learn from your mistakes

The worst fallout from a crisis sometimes involves a company not learning from the disaster that has occurred. It is critical to document all activity during the crisis, to then deconstruct what happened and how you responded, and finally to honestly evaluate your actions after the emotion has subsided.

When doing your self-evaluation, ask yourself these important questions and rate your crisis management from 0–10 (with 0 being the worst score and 10 being the best):

- How well did your escalation plan work?
- How well informed were customers?
- How well informed were internal staff?
- How well did online activity integrate with offline activity?
- How well did you handle the response?

Hopefully you won't ever need to use a crisis plan as outlined above, but it's best to have one in place should the worst happen. And if an emergency should arise, just remind yourself that every crisis has an end point.

The content calendar

Returning to the main focus of this Article – the never-ending campaign – you'll need to develop a content calendar to frame your ongoing campaign activity. A content calendar not only ensures that your messaging is consistent, but also that you are effectively focusing your time and resources rather than being sidetracked by unproductive activity that may not deliver on your objectives and goals.

There are four steps you need to take to create a reliable content calendar.

Step 1: Organise your framework and content marketing themes

According to a recent study by Skyword, Content Marketing Gets Social, only 46% of marketers have a formal content marketing strategy. The important first step is to collate your plan, themes and desired content areas into a framework which will form an editorial calendar. This can be as simple as using a spreadsheet with weekly, monthly and quarterly sections, or you may decide to use more collaborative enterprise tools such as Google Docs.

In your marketing plan, you will have identified key periods of

product and promotional activity throughout the year, such as launches, promotional events and seasonal sales periods. This will form the initial structure of your content marketing plan. However, you will need to reassess all this activity from a customer's point of view to define your content marketing activity. Doing some brainstorming from the customer's perspective will help you identify the key life cycles and need-states to focus on, which in turn will highlight the different levels of content that need to be created within your calendar. These may be based on months, seasons, geography or needs – it would be wise to collaborate with your key divisions in order to achieve full alignment across your business.

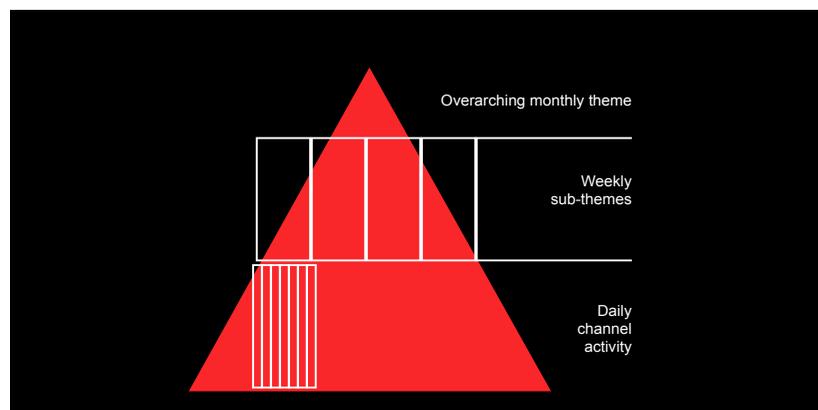
To get started, simply create a 12-month spreadsheet with an overarching theme for each month (or another defined period of time). Map each month to a

quarter of activity that maps back to quarterly business goals. Then split the months into weeks and allocate a subtheme to each 7-day period that maps back to the overall monthly theme. You will then need to create further subthemes for each channel (email, blog post, Facebook, Twitter, Pinterest etc.) which will extend down to the level of communication frequency for that channel.

For example, if you are creating daily status updates for Facebook, then you will have five or seven updates that map to the weekly subtheme. Alternatively, if you are creating one blog post per week, then you will map to the monthly theme.

Step 2: Create evergreen content

Julie Fleischer, Director of Media & Consumer Engagement at Kraft Foods Group, highlighted four types of content at the



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2013 Content Marketing World conference in Cleveland, Ohio. She described the notion of highly produced content that is created according to brand values, executional content that may involve testing or low budgets, and perishable content that may be opportunistic and impactful yet not have a lot of staying power (for example, biscuit manufacturer Oreo's tweet during the blackout at the 2013 Super Bowl). Finally, she discussed evergreen content, which is created to last.

In regards to your content marketing activity, it is important to focus your budgets on creating evergreen content which will add value to your customers' experience of your brand. This content should be widely linked and help drive traffic to your website. It will serve to emphasise your level of authority within a category or topic area – and ultimately within the consumer's mind.

Step 3: Allow room for 'newsworthy' activity

You will also need some level of flexibility in order to react to real-time market activity and local news of the day that is relevant to your brand. The content marketing framework

will act as a guide for your activity, but it should allow you to adapt your messaging (based on newsworthy topics) in a way that is still on-brand and relevant to your business goals, as well as being relevant to customers. This will show that your company and brand are not only active but also current.

Step 4: Co-create

In this Article we have focused on 'creating' a content calendar from your business' point of view, but it is important to also open up your communication world to co-creation, which will increase your integrity and spheres of influence. You can harness industry influencers to create content for you and share it within their own circles. You can also invite your best customers to submit content which can then be easily shared through your social network, as well as theirs. Customer advocacy is now frequently seen as more authoritative than company content. If you have ever used TripAdvisor, then you'll understand that consumer reviews and ratings can be far more powerful than a branded website and company-pushed information.

The key to approaching this strategically, as we briefly

discussed in Article 4, is to identify your best customers from an advocacy point of view and bring them into your business. You can uncover them using existing databases or survey your customer base to augment your data with an advocacy question such as an NPS. This is a score ranging from 0–10 (again, with 0 being the worst score and 10 being the best) based on one question that identifies whether a customer is likely to recommend your brand or service to a friend. You should aim to identify all customers who respond with a 9 or 10 and then invite them to create content for your business. You may decide to invite them onto a VIP product-development and testing panel, or you may offer them opportunities to create regular content around their experiences with your brand. The important factor here is that you are leveraging real-life customer experiences.

As we hinted at in Article 1, Google's recent Hummingbird update to its search algorithm has increased the importance of socially connected content and conversational keywords. So the more real-life content you can create, co-create and have socially shared, the better.

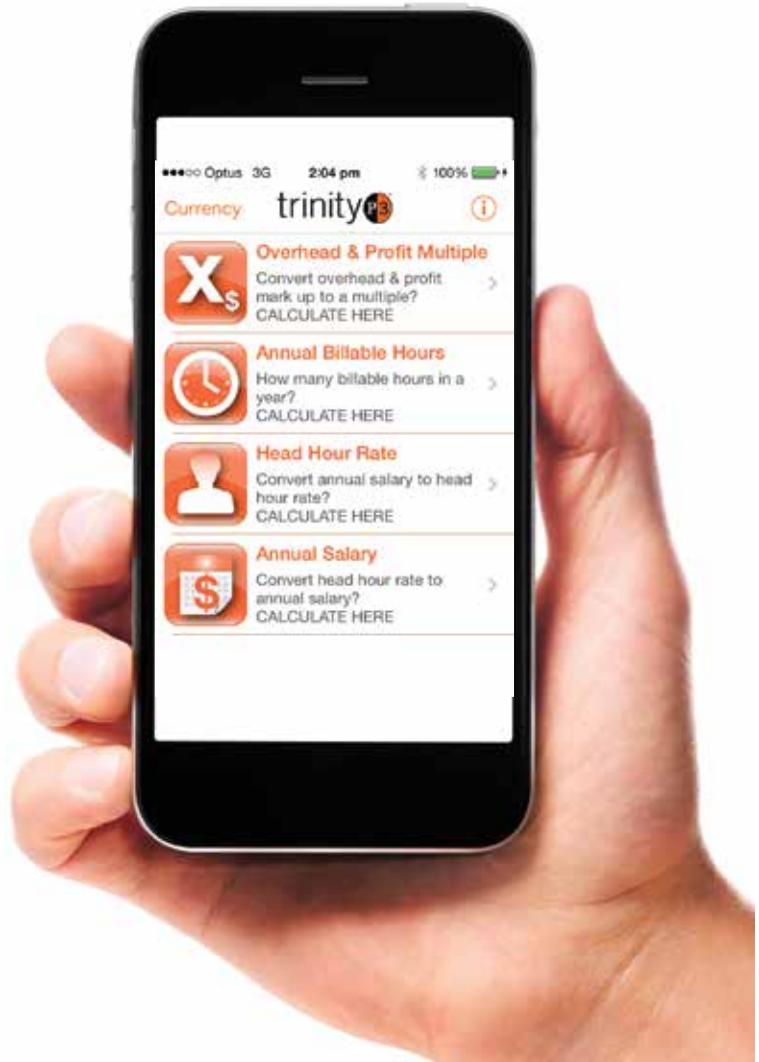
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UNDERSTANDING THE PERFORMANCE DATA

Now that your content activity is aligned with your marketing activity and goals, it's time to explore the data side of your strategy – specifically, the analysis of customer behaviour and engagement, optimisation, and measurement of the performance and impact of your digital marketing activity.

As you know, every digital action is measurable, and therefore as marketers, you can analyse consumer behaviour until the cows come home. Considering the explosion of data that we highlighted earlier in this guide, it is critical to focus on the major impact areas rather than wade through huge amounts of data within your organisation. With that in mind, in this Article we will explore four fundamental areas:

1. UX – ensuring there is a logical interrelationship between digital channels (and offline channels) as well as a logical UX and journey within each channel
2. Engagement – identifying the levels of engagement that you require from different

segments of prospects and customers

3. Quality conversion and optimisation – focusing on converting quality leads and customer behaviour, rather than losing focus on high-volume / low-conversion activity
4. ROI – measuring the financial return on your digital marketing activity that maps to your business goals

User experience

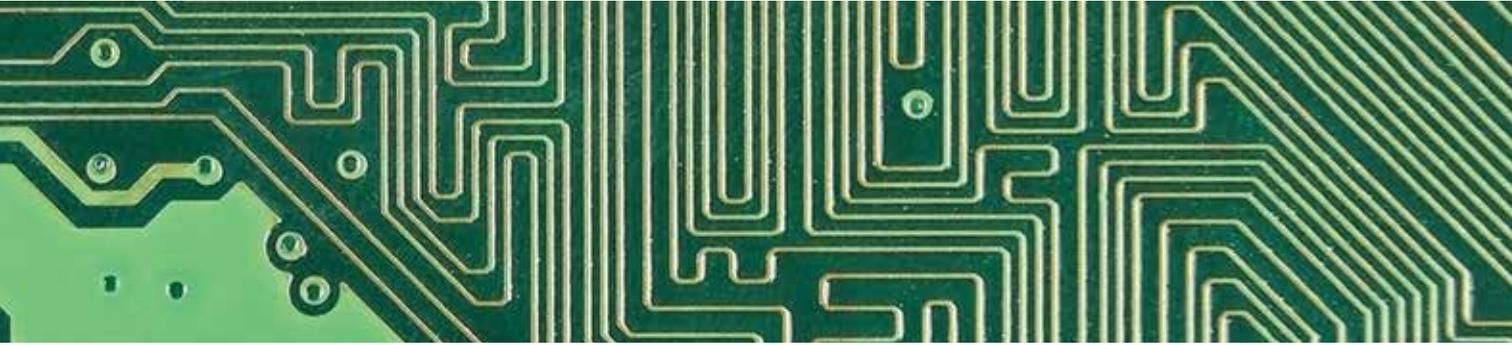
UX quite simply is the experience the user has when visiting your digital property. Typically, you are aiming to quickly deliver relevant information in a format that is easy to understand and

has a common-sense flow to it, and which meets a person's expectations (intuitive).

Now while this sounds straightforward, UX is constantly changing and should not be thought of tactically or in isolation. New levels of technology, interactivity and rich media continue to impact on a consumer's experience, in particular what people can do in digital channels. So UX should be thought of strategically in the context of the role of your digital marketing and brand in your consumer's world.

You also need to ensure that you are constantly optimising your activity based on consumer outcomes. The essence of UX

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is to create a user flow and experience that is logical and can take a user quickly and seamlessly to their desired end point (be it a known or unknown point). We will provide more detail about CRO later in this Article, keeping in mind that a successful digital entity should be one that delivers on its business goals and builds on its brand world experience.

By definition then, UX involves a focus on the user, which means it is critical to take a customer-centric approach to building your digital activity. This will ensure you keep thinking about information, content and the overall experience from a user's point of view rather than aimlessly pushing your content

at people. Remember that people have a short attention span and are always only one click away from leaving your digital property.

Here's a quick checklist of questions to answer as you move through the UX planning and development stages:

- What do your users need and does your site meet such needs?
- What do your digital properties say to users about your brand world?
- Do you want to have leads land on your main page, a relevant content page or a specifically designed landing page?
- Does the UX help build on the relationship with the user or are areas confusing?
- Does the UX encourage users to stay on your digital property?
- Are the links on your page working, and are they directing people to the right areas?
- What is the logical next step in the consumer journey after each piece of digital content is consumed?
- Does the UX successfully onsell or upsell to your users?
- Does the digital entity complement other channels?

Engagement

In developing your UX strategy, you will naturally identify the levels of user or customer engagement that you want to achieve with your digital marketing. As mentioned previously, **digital today = interaction = engagement**. However, the term 'engagement' is often bandied around and treated as something to tick off a marketing list, rather than as the goal of digital marketing activity.

Engagement by definition invites people to participate and take action. As actions increase, so too does your data footprint. So it is important to set up your engagement criteria and metrics in a way that focuses on the most impactful measures. Remember that it is easy to drown in data, statistics and models. The key is to unearth engagement metrics that map to your business goals.

You should also consider engagement in the context of a customer's life cycle. For example, if someone is initially seeking information, then there is no point assessing final sales-conversion metrics. However, as the customer moves through the sales cycle, different engagement and conversion points become more important (refer back to our flowers2friends

example in Article 4). The overall engagement rate can then be measured: total engagement as a percentage of the total number of people reached (users).

Here is a list of typical engagement metrics to consider for each channel: email, social media, website and apps.

Email

- Open rate = the total number of people who opened your email as a percentage of the total who received the email (this second total refers to those to whom the email was successfully delivered rather than the total number of emails deployed, which will include messages that bounce back). This rate should also be assessed in terms of a unique open rate (the unique number of people who opened your email)

- Click-through rate = the number of people who clicked as a percentage of those who received the email (or you can look at it as a percentage of those who opened the email). This rate should also be assessed in terms of a unique click-through rate (the unique number of people who clicked on your email, not the total number of all clicks in the email)

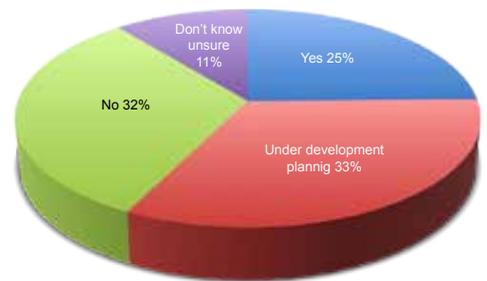
- Content clicks = the total number of clicks on specific content. As above, this should also be assessed as the total number of unique people who clicked on a specific piece of content

- Pass-alongs = the total number of times an email was forwarded

- Unique pass-alongs = the total number of unique people who forwarded an email

Social media

Not every company measures the impact of its social media presence. In fact, only 25% of firms are making such measurements down to individual pieces of content.



Here are some key measures you really should assess for your business:

- Fans/followers/page likes = the total number of people joining or signing up to your digital community. You can analyse these by location, date, source or demographics (gender, age, language). While fans/followers/

page likes are interesting, it is often more relevant to analyse the 'engaged fans'. For example, in Facebook, this refers to the people who are 'talking about' your page. The statistic appears next to your total page likes. However, be careful when using this, as it is only a seven-day activity measure



Average Post Engagement Rate

=

$$\frac{\text{Likes + Comments + Shares on a given day}}{\frac{\text{\# of wall posts made by page on a given day}}{\text{Total Fans on a given day}}}$$

- Content interactions (clicks/likes/comments/shares) = the total number of actions within your page. You can analyse clicks on content, likes of content, comments and the total number of times a piece of content is shared. In addition, you can also analyse day of week and time of day for macro- and micro-interaction trends. And you can assess the fan reach to identify what percentage of your total fans actually saw your content in the first place
- Unique commenters = the total number of unique people commenting, as opposed to the total number of comments

You can determine the average post-engagement rate as follows (source: Which social engagement metrics really matter?): (engaged users divided by reached users) × 100

Website

- Visits and unique visitors = 'visits' refers to the total number of page visits by all people within a specified time period (some of whom may visit multiple times). 'Unique visitors' refers to the total number of unique people visiting your website. You can analyse your visitors by demographics (age, gender), interests, location, new versus returning visitors, frequency of visitation, browser type, mobile device, source and the keyword they used to find your site
- Time on-site or visit duration = the average time a user spends on your site. Be careful with this metric as marketers often look to increase time on-site. However, if you offer a fast UX and have created a simple end-goal process, then you may be looking to reduce average time on-site

- Content pageviews per visit = the number of pages viewed and 'consumed' (downloaded, watched, rated, commented on or reviewed) per visit. As with time on-site, you need to be careful with this metric. If your UX is poor, then a high number of pageviews may be misleading
- Time with content = the time spent on specific pages or with specific content
- Content usage (single, repeat) = the total number of times a piece of content is consumed. This can be analysed by single usage or repeat usage
- Screen flow / behaviour = the analysis of individual pageviews, time on page, the bounce rate, site speed and the page exit rate, along with the rates between pages. It is important to look at the drop-off rates to see whether pages should naturally be exited or whether there is a potential usability issue
- Monetisation conversion = the total number of conversions (and associated dollar value) based on your goals or e-commerce offering

Apps

- Total users = the total number of people who downloaded your app
- Returning users = the percentage of users who have returned more than once
- Loyalty = daily active users divided by monthly active users (DAUs/MAUs). This gives you a basic measure of how much the average user is using the app per month
- Engagement index = a funnel of engagement goals that can be set up for in-app activity and which may include 'Add to cart', 'Proceed to checkout', 'Buy', 'Write a review', 'Rate the app', 'Share to social', 'Tasks completed', links clicked or specific areas visited within the app
- Average session duration = how much time users are spending with your app
- In-app purchase = the total number of in-app purchases (and their related monetary value)
- Lifetime value = the total revenue a user generates with your app while still actively using it

Quality conversion and optimisation

As highlighted in our UX discussion, we encourage marketers to focus on quality conversion and optimisation rather than scattergun quantity and irrelevance. Indeed, in the 2012 APAC Digital Marketing Performance Dashboard report released by the CMO Council in partnership with Adobe, 50% of Australian marketers said that social media optimisation, including boosting community growth and engagement, was a priority that financial year. This reinforces the importance of the conversion metrics outlined above, and more generally the necessity of looking at how users are moving through your digital properties.

This pathway analysis can be optimised from a quantitative and a qualitative point of view. Digital marketers often focus on quantitative metrics to identify poorly optimised pages, content and behaviour flows. However, while this is important, it may not uncover the reasons why people are dropping or bouncing out. Qualitative research can be conducted with focus groups or closed-group user sessions, whereby people are set a number of tasks to achieve within

a digital property. The property owner can then assess whether the actions are logical and efficient. Advanced eyetracking techniques also can be used to identify what people are looking at on a computer screen, to assess whether the content has been optimally presented or whether it's difficult to find, interact with, navigate to, or act on.

Optimisation should be based on:

- the optimal quality of the leads being funnelled through
- the conversion of the leads to your set goals
- the business impact or ROI

Return on investment

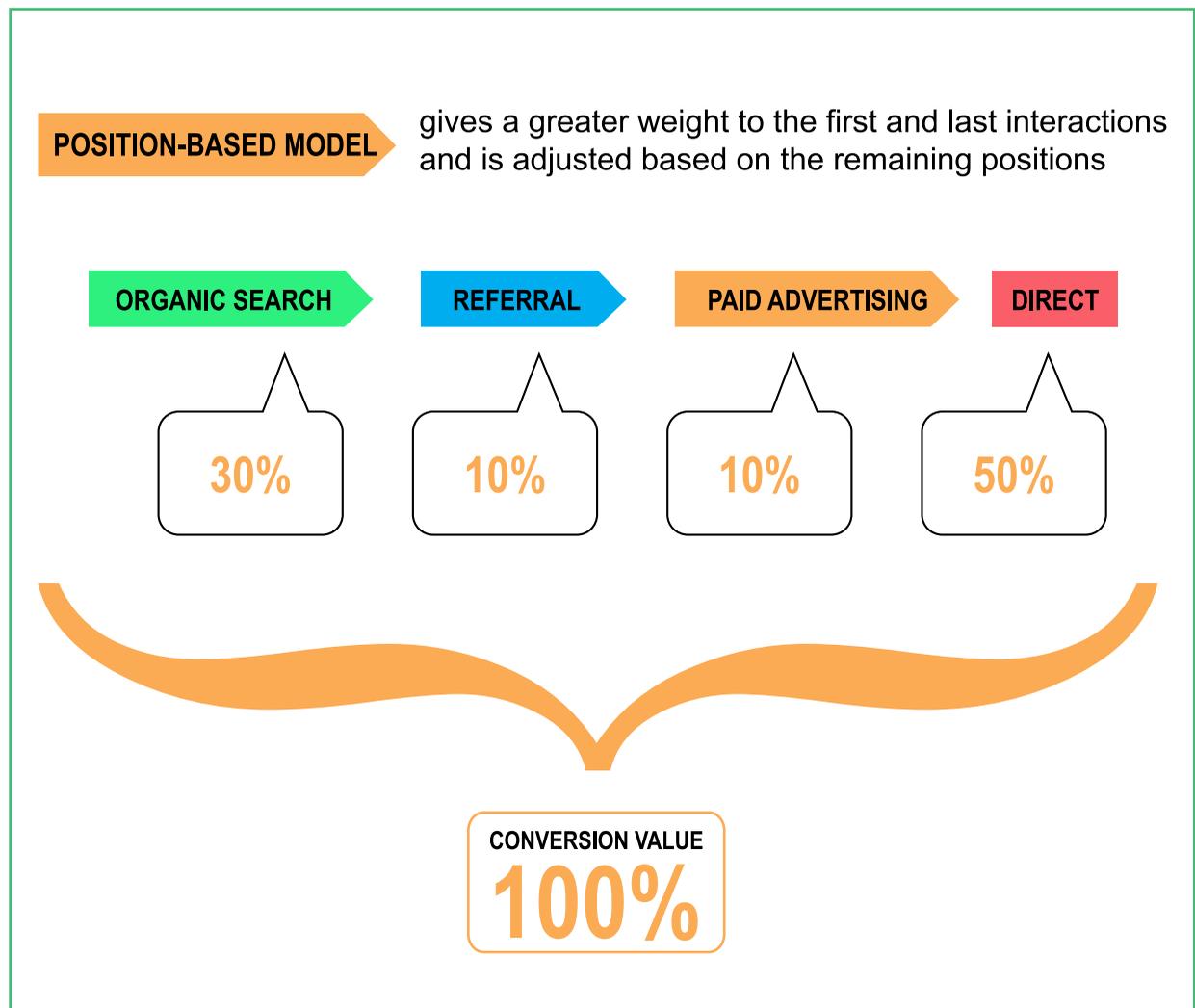
You are in business to generate business. Digital marketing is no different. While there are numerous softer-sell opportunities in digital media and social platforms, the name of the game is to grow your business. Hence, all digital activity should be assessed in terms of a financial return.

This can easily be calculated based on total digital marketing spend, quantity of sales and sales value. However, when assessing media using this approach, you often calculate the first or last clicked media (or

traffic source) that generated the sale. Why should the first or last piece of digital media get all the glory? This ignores the roles played by other media throughout a customer's journey, which may have heavily influenced a customer's decision to buy. Perhaps the customer was swayed by a post on Facebook, or a blog article, or a banner ad that retargeted them a few days ago.

To gauge the effectiveness of all your media, you should implement a media-attribution model. This identifies the series of touchpoints used before a customer buys and attributes a portion of the sale back to that media. However, a common difficulty with media-attribution modelling is knowing how much to attribute to each channel. There are a variety of options that can be used here, but one

that is commonly preferred for multi-touch attribution is the allocation of greater weight to the first and last channel and then the apportioning of the remaining percentage among the other options (source: A better way to measure ROI).





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And Media Owners are able to better understand the strengths and capabilities of the media agencies they trade with and provide complementary skills and capabilities suited to those agencies.



Educating your brand world



You're almost there. Plan in place. Resources in place. Digital activity developed. And measurement framework in place. Now in walks the CEO and asks, 'Why haven't we built a Pinterest presence yet? And let's start a new company blog'. Hmmm. Where did that come from? You didn't even know that your CEO was aware of Pinterest.

Article 1 Yes, that's right. All your painstaking digital planning can easily be unravelled from the top if everyone isn't aligned. It is essential to take all parts of your business with you on your digital journey. That includes making sure that the C-suite has bought into it too. They obviously don't need to know all the meticulous detail, but they do need to know your overall plan and how it will deliver more business.

In the penultimate Article of our guide, we explore two critical aspects of educating your business and brand world:

1. The level of internal training required (bottom-up and top-down)

2. How to achieve a C-suite buy-in

The level of internal training required (bottom-up and top-down)

Now that your digital plan is in place, you need to align your internal resources. This will need to occur from the top down as well as from the bottom up.

A word of warning here. Hopefully you have been including key stakeholders and decision-makers within your business throughout the planning stages.

So in effect, what happens next won't be a surprise. But it will still be critical to 'train' the relevant divisions and stakeholders in regards to your activity.

Here's a handy checklist of divisions and actions:

Sales – Sales and marketing each used to be completely siloed. However, in many organisations, the sales and marketing functions are now uniting as one force. Either way, make sure your key sales managers – be they central, national, state or regional – have bought into your plan. You will

need to align your KPIs to their sales goals and targets to show how both work together. Front-line sales teams are also a great source of ongoing customer insights, particularly regarding buying behaviour and multi-channel customer journeys.

IT department – Make sure your IT team is fully across the activity you are planning. Typically, they are briefed only for specific digital marketing projects and platform requirements, but IT ideally should have a complete picture of what you are looking to achieve. They will then be able to provide invaluable research and solutions for your digital technology requirements.

Data team – Usually the data team sits within the IT division. Make sure your key data analysts and managers are up-to-speed with your data-capture plans, segmentation methodology and ongoing measurement criteria, as you will be relying on them to crunch the mass of data that you collect. Remember that success will rely on uncovering the hidden opportunities that the wealth of big data within your business provides. Often, this will hinge on one number delivering one insight, not on a 100-page PowerPoint deck.

Research – You will have involved your research teams in the customer-insight planning stage. Also make sure your ongoing customer-insight activity is fully aligned to the research manager's plan. Digital media, in particular social networks, can be your best source of research, customer insight and product/service learning. Be careful not to duplicate research activity.

Contact centre – If you rely on a contact centre, be it in-house or outsourced, you will need to brief the senior contact-centre teams on your overall plan, in addition to giving individual project briefings. Your contact centre is also a key channel for customer insights that you should be utilising for planning and for optimising your ongoing activity.

Product/purchasing – You also will be working with product and/or purchasing teams. As we mentioned in Article 7, your content calendar will start with key product releases and product-based events and activity.

Human resources (HR) – Ensure that HR are across the marketing ethos and that they have input into the overall plan. Your marketing plan should map to, and align with, the internal HR plan and

culture model. This is vital from an internal staff and brand culture point of view, as it will ultimately impact on your desired customer experience. Have you got a universal brand archetype for your business that aligns with the business' personality? How are staff (existing and new recruits) delivering on the values and proofpoints? Are there marketing opportunities to leverage ongoing staff training programs? How are staff delivering on your content marketing objectives? Hopefully you've raised these questions with your HR manager and team throughout your planning process – and answered them.

Legal – Make sure your in-house legal counsel has had input into, and agreed to, the legal stance on your digital marketing activity. In particular, legal must agree to your social media crisis-management policy as well as any financial obligations within your digital marketing activity; for example, loyalty rewards, service standards and pricing structures.

Finance – Most importantly, get buy-in from finance on your measurement criteria and ROI model. Finance has the CEO's ear, so you will need to be aligned with them.



Diving into digital in a data-driven world

Do it now!

Well, that wasn't so bad was it?
Nine Articles of gold to help you succeed
in digital and data-driven marketing. Let's
quickly recap the essence of each Article
of this guide.

The rise and rise of digital marketing in a data-driven

world highlighted the ever-changing nature of digital and data. Your mission will be to harness the statistics and opportunities by grounding them in business reality. As the digital world is changing every day, you will need to keep abreast of the major themes and assess the impacts on your business. Ensure you have set up your key information agents and sources of wisdom.

How digital marketing fits into the marketing mix

demythified digital channels and demonstrated how digital fits into the marketing mix. It also posed a big question – Should you create a customer budget?

How the best of the best approach digital marketing

challenged conventional business operation in silos. It then highlighted the need for a new model of collaboration, ownership and knowledge sharing.

Launch with a rock-solid foundation

argued for the need to throw away the old sequential marketing funnel when planning, and provided an example of how to consider customer journeys and non-sequential cycles of discovery.

Listening to customers to remain relevant

asserted the need to shift to a customer-centric plan as opposed to relying on the outdated business or product-centric approach. It also explained the impact this will have on your segmentation and data profiling.

The new four-pillar structure for developing digital ideas

introduced the development of digital ideas in four dimensions: creative, compelling story, technology and data science. It advocated favouring this over the traditional TV idea that is pushed into various digital channels like a square peg into a round hole.

The never-ending campaign

explained the fact that you will 'always be on' in digital channels. Therefore, you need to put in place a content-marketing framework for never-ending campaigning, along with escalation processes and a crisis-management plan (in case you require them).

Understanding the art and science of performance data

demythified the wealth of data and arrays of metrics that can be utilised for your plan. Remember that you will need to identify the most relevant, most potent ones for your planning and ongoing-optimisation purposes, rather than simply drowning in data.

Educating your brand world

outlined how to ensure that key stakeholders and the C-suite provide input into, and ultimately take ownership of, your digital and data plans.

Your 100-day plan

Now before we unleash you, we believe that to close the loop on this guide, we should sum it up in a straightforward 100-day plan. As we're sure you will find, everyone is now a digital marketing expert, so you will need a structured planning process in order to develop your own plan and stay on track.

The table below serves as a framework for you to populate. The plan has been split into increments of five days (one standard working week), with the final day marking the finalisation of the specified action. Also detailed are the deliverables.

After defining action areas and agreeing key deliverables, most importantly put your plan into action.

Day	Week	Action area	Deliverable
1	1	Stakeholder identification	List of team members, from C-suite through to key stakeholders in your business
5	1	World of digital	Defined view of the world of digital and gaps where you may need further research or SMEs
10	2	Resources	Identification of all internal resources and external suppliers to deliver on digital marketing activity
15	3	Data audit 1	Data audit that identifies all key touchpoints for capturing data
20	4	Current structures and plans	Detail of the current, top-level state of play for marketing, digital and data activity. Identification of gaps and opportunities to explore in greater detail
25	5	Current processes	Identification of current processes for delivering digital and data activity within your business
30	6	Data audit 2	Data audit identifying all data variables being utilised across the business
35	7	Internal immersion 1	Immersion of stakeholders and the C-suite in your helicopter view of the first 30 days
40	8	Process evolution	Identification of the re-engineered collaboration construct to implement
45	9	Data mining	Deep-dive into the current segmentation methodology, data variables and measures that are in place
50	10	Internal immersion 2	Subject matter presentations for C-suite and key stakeholders
55	11	Stakeholder interviews	Deep-dives with key stakeholders to identify needs, hurdles and opportunities
60	12	Collaboration planning 1	Customer-centric planning workshops
65	13	Collaboration planning 2	Customer-centric planning workshops
70	14	Digital framework	Alignment of the territory for your plan and framework
75	15	Content requirements	Identification of content marketing requirements
80	16	Resource requirements	Identification of resource requirements (internal and external)
85	17	Measurement criteria	Identification of key measurement criteria and the impact on reporting frameworks
90	18	Internal immersion 3	Stakeholder immersion to refine hurdles/opportunities
95	19	Finalisation of plan	Final stakeholder alignment
100	20	Implementation of plan	Plan is put into action

Glossary

- CDJ** – consumer decision journey
- CRM** – customer relationship management
- CRO** – conversion rate optimisation
- DAUs** – daily active users
- DMCA** – Digital Millennium Copyright Act
- FMCGs** – fast-moving consumer goods
- FTA** – free-to-air (TV)
- HR** – human resources
- IPOs** – initial public offerings
- KM** – knowledge management
- KPIs** – key performance indicators
- MAUs** – monthly active users
- NFC** – near field communication
- NPS** – net promoter score
- PDA**s – personal digital assistants
- PPC** – pay-per-click (ads)
- RFM** – recency, frequency, monetary
(customer segmentation model)
- RFML** – recency, frequency, monetary, length of
relationship (new customer segmentation model)
- ROI** – return on investment
- SEA** – search engine advertising
- SEO** – search engine optimisation
- SERPs** – search engine results pages
- SME** – subject matter expert
- UX** – user experience
- YOY** – year-on-year (profit growth)

About the Authors

About Anton Buchner

Anton is one of Australia's leading customer engagement consultants. With an eye for discovering greater marketing value and a love for listening to what customers are really saying about a brand. Anton has helped take global and local businesses including Microsoft, Nestlé, P&G, Gloria Jean's, Foxtel and American Express amongst others to the next level.



Anton Buchner

About Mike Morgan

Mike Morgan is a Founder and Director of High Profile Enterprises a New Zealand based SEO consultancy. Mike has been working in collaboration with TrinityP3 on an integrated Search Engine Optimisation, Social Business and Content Marketing Strategy since early 2011.



Mike Morgan

About Darren Woolley

Darren is called a Pitch Doctor, Negotiator, Problem Solver, Chair of the Australia Marketing Institute, Founder & Global CEO of TrinityP3 - Strategic Marketing Management Consultants and a founding member of the Marketing FIRST Forum. He is also an Ex-scientist, Ex-Creative Director and a father of three. And in his spare time he sleeps.



Darren Woolley

About TrinityP3 Marketing Management Consultants

TrinityP3 is an independent strategic marketing management consultancy that assists marketers, advertisers and procurement with agency search & selection, agency engagement & alignment and agency monitoring & benchmarking to ensure maximum performance in efficiency and effectiveness of their advertising and marketing budgets. We work across Asia-Pacific including Australia, China and SE Asia with offices in Sydney, Melbourne, Hong Kong, Singapore and Auckland, and work globally through our M1F network.



Think global. Act local. Do both with Marketing FIRST.

Global advertisers know that while you can plan a global strategy, delivery is on a local market-by-market basis. So when you are managing your agency relationships, be that global, regional or local, you need to think global and act local.

The Marketing FIRST Forum is a global collective of strategic marketing management consultants – like-minded marketing professionals around the world.

Our offering is simple: assisting marketers on global marketing excellence through local knowhow and

effectiveness, with a seamless unified offering – be it through tools, processes as well as methodologies.

We are globally aligned on services, tools and processes – often mirroring our clients own business unit structures. Thus, as a united team we work efficiently and effectively to the benefit of our clients.

Now, more than ever, the complex and challenging issues facing the management of marketing communications can benefit from the way Marketing FIRST Forum works.



You can get more information on the
Marketing FIRST Forum at www.M1F.org