Informatica Edition

Customer Data Strategies

FOR DUMMIES

A Wiley Brand

Learn:

- The impact of bad data on customer experience

- How great customer experiences start with great customer data management

- How to avoid costly missteps when building a next-generation customer 360 view

Stephanie Diamond

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Informatica is 100 percent focused on data because the world runs on data. Organizations need business solutions around data for the cloud, big data, real-time, and streaming. Informatica is the world's number one provider of data management solutions in the cloud, on-premise or in a hybrid environment. More than 7,000 organizations around the world turn to Informatica for data solutions that power their businesses.

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by Stephanie Diamond

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Introduction

Did you know that approximately 150 million emails are sent every minute and that two-thirds of email traffic is considered spam? Sending your customers information they don't want or can't use isn't the way to build a meaningful relationship. Customers won't waste their time with companies that don't know them or what products they own, or that don't understand their preferences.

It takes a series of great customer experiences, both online and offline, to build meaningful relationships with your customers, but it's not easy to create great customer experiences. Marketers need data to understand their customers fully, but often, they can't access the right data when they need it to drive a campaign or to engage with customers across the touch points that make up the end-to-end customer journey. That's why customers get messages like this daily:

- ✒ An offer for an item that was purchased from that same company the day or week before
- ✒ An offer that has no relevance to who they are, their needs, or their interests
- ✒ Duplicate offers with their names slightly misspelled
- ✒ "You've earned it" messages for items they didn't buy or rewards they haven't earned

To avoid these missteps, step up your game. Offer your customers a great customer experience to stand out, and great customer experiences start with great data. But great data doesn't happen by accident. Now, more than ever, marketers need to strategically manage their data.

About This Book

Welcome to *Customer Data Strategies For Dummies,* Informatica Edition. This book explains the concepts marketers need

to know to manage and use data as the strategic asset it is. With great data, you can create the right offers at the right time for the right customers. If you're dealing with data that you can't trust, that can't deliver a definitive customer profile, and that's incomplete, inaccurate, rife with duplicates, and includes outdated information, this book helps you get on the road to successful, strategic data management.

Icons Used in This Book

Throughout this book are special icons that alert you to important information. Here's what to expect:

This icon highlights information that's important to know. Tip information can help you do things quicker or easier.

This icon calls out information that's helpful to remember.

Information contained here points out struggles you want to avoid in creating great customer experiences.

If you like to know the technical details, watch out for this icon. It provides you with specialized technical knowledge.

Beyond the Book

Discover more information on customer data strategies and delivering a great customer experience with these resources:

- ✔ **Informatica Total Customer Relationship:** Build better customer profiles at www.informatica.com/TCR.

- ✔ **Key resources to being an effective marketer:** www. informatica.com/marketing.

✔ **"The seven imperatives for great customer data management":** Get great data for better customer experiences at `www.informatica.com/CXebook`.

✔ **"Ten Principles for Data-Driven Marketing":** Find strategic approaches to using marketing data to drive leads and generate revenue at `www.informatica.com/Marketingebook`.

✔ **"Marketing Data Lake":** Discover how the global marketing team at Informatica integrated the most important data across marketing applications at `www.informatica.com/marketingdatalake`.

Chapter 1

Introducing a Great Customer Experience

In This Chapter

▶ Understanding the elements of a great customer experience

▶ Using great data to impact the customer experience

*T*he battle cry, "We need a great customer experience," is on the lips of the savviest marketers. If you don't deliver a great customer experience, you may lose the war for loyal customers. Your customers have raised their expectations. With every interaction, they form an opinion that dictates how, when, and *if* they do business with you again. And their opinions can shape the buying decisions of people they know *and* don't know. Like it or not, the nearest competitor is as close as a Google search. That makes delivering a great customer experience an imperative.

To deliver great customer experiences that inspire return visits and positive reviews, you need to use all the valuable customer data you have to create personal, relevant, and seamless interactions across the end-to-end customer journey. But if your customer data is stuck in isolated applications, spreadsheets, or other silos that are line-of-business-, department-, or region-specific, you may never be able to use it to achieve your goals. In this chapter, you look at what it means to develop your own great customer experiences so you can be at the forefront of leading the customer experience charge within your business.

Creating a Great Customer Experience

Welcome to the new world. It's digital, mobile, and social. It continues to change and disrupt the way people do business and impact their expectations about things like marketing, sales, and customer service. As a marketer, you need to be able to satisfy your customers by using your data to understand them better and to engage with them. You need to identify whom to market to, when to send an offer, and what the most relevant content would be for your audience. The principles of marketing haven't changed. What has changed is the increased complexity you have to deal with and the laser-like precision you need to market effectively. In fact, experts predict that by 2020 the main market differentiator will be customer experience instead of brand or price.

Recognizing changes that impact the customer experience

Digital, mobile, and social trends have impacted the customer experience. These trends include the following:

- **Always-connected consumers:** Consumers have come to expect a personal, relevant, and seamless experience across the end-to-end customer journey. They want to engage with you on any device, anywhere, and at any time. They want to switch channels easily and have a consistent and continuous experience when talking to a person in your call center, web chat, or during a face-to-face interaction. They expect to be consistently recognized as individuals and rewarded for their patronage.

  Companies such as Uber and Amazon have raised the bar for customer experience. For example, Uber has made it super easy to get from point A to point B. You use its mobile app to hail a car that arrives within minutes, hop in the car at the exact location you choose, and hop out without spending time on the payment process. Uber offers a convenient, frictionless, and seamless experience.

Amazon makes accurate recommendations about products customers might enjoy. It does this based on deep knowledge of your browsing habits and the choices of similar customers. Then with one click, you can have that product delivered to your door within 24 hours. Amazon offers a convenient, frictionless, and seamless experience.

These superior levels of service are only possible because these companies rely on data they trust to deliver a great customer experience. Your customers now expect you to do the same. But without accurate, current, and complete customer data, you'll continue to struggle.

✔ **More and more channels:** With the onslaught of more channels, your world and the data that drives it just became more complex. Customers want to do business with your company from whatever channel is most convenient to them at the time. You may think that you're providing customers an omnichannel experience (a seamless experience no matter which channel they're on), when in reality you're providing a multi-channel experience (a different experience based on the channel they're on).

What's the difference between omnichannel and multi-channel? Think about it. Customers jump from one channel to another, from different locations, and on different devices. They expect their experiences to be connected ones. They don't care how complicated it might be for you to coordinate across your marketing, sales, and customer service teams. If you present different messages on your website, on your mobile app, in an email, and during a discussion with your call center or salesperson, you aren't providing a unified experience. Managing content and messaging across these channel silos is complex. You need to make sure your customers have a personal, relevant, and seamless experience that ties all their activities together. You may view channels as independent interaction points, but customers expect a seamless experience delivered by a single company. Everything must be integrated. Everything must be connected.

✔ **More and more applications:** As you well know, there's no shortage of operational and analytical applications promising to solve your marketing problems. These apps include CRM systems, advanced analytics, marketing automation platforms (MAPs), campaign management software, and data management platforms (DMPs). Each one sounds like the right answer. But is it? Do they work together to help you reach your marketing goals? Can these applications provide you with the rich, contextual data you need from across your company? Do you trust the data to help you market more effectively and maximize returns on your marketing investments (ROMI)? These are important questions. The more applications a marketer uses, the more important it is to automate data management in a central location so you're not wasting time and money manually merging, managing, and cleaning your data within each system.

✔ **More and more data:** The good news is that the data you need to deliver a great customer experience is available to you. The bad news is that the amount and complexity of data grow *every day*. Not only are you collecting data about what your customers share on social media channels, but also you're collecting data from sensors in equipment and wearables. All this data helps marketers get richer insights into customer behavior and preferences. To reach your goals, you need to harness data from each of these valuable data sources and connect them to your trusted customer profile. Only then can you gain a clearer understanding of your customers, their needs, and how you can serve them better.

Reaping the benefits of a great customer experience

Providing a great customer experience rewards companies with happier customers and the following meaningful benefits:

✔ **Customer loyalty:** Every company strives to gain its customers' trust because that often results in more revenue. But with new brands constantly popping up online, earning brand loyalty becomes extremely important — and difficult. When loyal customers plan to make a purchase, you're the first brand they consider, and maybe the only one. A loyal customer may become a brand advocate,

which is the best salesperson a company can have. A loyal customer shares her opinions about the brand with friends and followers and can influence brand perception far beyond the boundaries of her own circle. Using your data to demonstrate that you understand your customers' needs and can serve them is the key to building customer loyalty.

✔ **Less customer churn:** It's long been accepted that it costs more to acquire a new customer than to keep an existing one. *Customer churn* refers to the loss of customers who join a service and then leave. Churn typically happens because the customer had a disappointing experience, or a new competitor enticed the customer to switch, or the customer's needs were no longer met. Using your data to detect the signals of a potential churn candidate is the key to reducing customer churn, which can have a significant impact on a company's bottom line.

✔ **Increased Share of Wallet (SOW):** Customers vote with their wallets. SOW is the amount of money a customer spends with a specific brand in a given category. To help you grow SOW, use your data to get visibility into which products your customers currently own, to understand their needs, and to make the next best offer.

According to *Forbes* Insights, data-driven marketers are *six times* more likely to obtain higher profits than those marketers who use more traditional methods.

Looking at the elements of a great customer experience

So what goes into the making of a great customer experience? Customers' expectations are exceedingly high. They expect companies to deliver exactly what they want in a way that delights them. They expect a personal, relevant, and seamless experience. If they're misunderstood, inconvenienced, or treated generically, they're gone.

To avoid driving your customers away, you truly need to know their wants, needs, desires, and intents. You need to dig deep into your data to expose the relationships your customers have with the people, places, and things that matter most

to your business. Only then will you be able to make predictions about how best to serve them.

Take a step back for a moment and look at the average customer experience. Most company employees want to provide the best customer experience they can. But their performance is only as good as the data available to guide the next best action. Messy, incomplete, siloed data holds them back from delivering the best experience possible.

Think about how you feel when someone in a call center can't locate your customer profile, determine your last purchase, or find the status of your order. Chances are the customer service rep doesn't have all the information he needs in one place. The rep jumps from system to system trying to piece together the information he needs. The information in these siloed systems isn't always consistent, which makes it harder for the rep to do his job. The company missed the opportunity to transform your interaction into a great experience because the person you were working with didn't have access to the data he needed to do his job effectively.

Why is this a common problem? Tactical or isolated attempts to improve the quality of data just don't work. One of the methods people use to try to solve their data problem is to add more applications. These applications are designed to automate a process. They aren't designed to strategically manage and fix poor quality data. Instead, more applications fragment your data even further. They don't connect the dots for you. They don't give you the visibility you need into the end-to-end customer journey.

Another method is to try to fix the data manually. Marketing teams often rely on spreadsheets to pull together the data they need, and then they spend a ton of time trying to correct it. This inefficient approach drains the productivity and morale of your team. It's also not a permanent solution. When they need the data again, they have to start from scratch and fix it all over again.

A third method is to correct the data once a year, spending money annually to update, fill in missing information, and correct the data with an outside party. I'm sure you see the problem with that. Data is ever-changing, so there's no way a one-time fix would solve any data problem.

The true solution involves automating the process of managing and improving the quality of your data and then delivering it to the right applications and analytics to ensure a great customer experience.

Do you understand your buyer's end-to-end journey? When you know the roads your customers travel to learn about and buy your products, you can supply them with the best product information and offers along that path. You can't do this effectively if you have poor quality customer or product data. With all the advantages that great data brings with it, it's short-sighted not to get serious about making your data the best it can be.

Recognizing why you need it

Some marketers are unclear about the role that great data plays in impacting the customer experience. When they think about the customer experience, they think of things like easy website navigation or first call resolution. They don't think about how clean, safe, consistent, and connected data can improve all customer interactions.

In order to display easy website navigation, you have to know what the customer is looking for to ensure that the first click takes him to the information he really wants. Likewise, first call resolution is only possible when the support tech can quickly see the customer profile and history from a central location rather than having to look across five or more different applications to help the customer. And think about the times when Marketing shouldn't send an offer: if that customer already has that product, has unpaid bills, or is in heated discussions with Customer Service.

Impacting the Customer Experience with Great Data

Informatica believes that great customer experiences start with great customer data. Table 1-1 shows you how managing your data effectively leads to great customer experiences.

Table 1-1	How Great Data Impacts the Customer Experience
Great Data	*Great Customer Experience*
Segmentation	Identify opportunities to cross-sell, upsell, or acquire a customer, based on his prior history, interactions, and relationships.
	A trusted customer profile enriched with demographics, psychographics, buying behavior, and preferences empowers you to group similar customers into actionable segments. For instance, knowing which customers are homeowners versus renters helps with sending the right offer.
Personalization	Increase lead conversions by personalizing your marketing offers.
	When your trusted customer profile is combined with accurate, rich, and easily searchable product information, you can deliver the exact right offer at the right time at an individual level. If you know I like cats and I'm in the market for a TV, perhaps you can show me a picture of a cat on the TV.
Relationships	Improve your marketing results by bringing your customers' relationships to light.
	After you have a trusted customer profile, you can link the relationships between people and people, people and places, and people and things. Maybe you want to know which customers have kids or pets, or the make or model of cars they drive.
Marketing analytics	Maximize your ROMI by understanding why customers buy and the marketing activities that influenced their buying decisions.
	A trusted customer profile that's connected to the marketing activities and offers that lead to a purchase empowers you to replicate your success across similar customer segments. Let's say you want to identify what distinguishes your best customers and then find the prospects fitting the same profile.

Benefiting from predictive analytics

If the magnitude of the opportunity motivates you to take action, you should be aware that great data also helps you make better predictions about your customer's behavior. According to the *Forbes* Insights report, "The Predictive Journey: 2015 Survey on Predictive Marketing Strategies," executives who had experience with predictive marketing found they could

✔ Produce targeted audience analytics

✔ Improve cross-sell/upsell product recommendations

✔ Select the right offer given to a specific audience target

✔ Predict the change in probability that a customer will remain a customer and the key likelihood that a customer would buy a specific product

Another major survey finding was that predictive marketing was more successful at companies with high cross-collaboration and communication.

Chapter 2

Rethinking Your Customer Data Strategies

*P*lain and simple — everywhere you turn, you see a survey about how marketers are becoming more data-driven. The CMO's technology budget will soon outweigh the CIO's spend. Marketers are adding applications, applying scientific techniques, and gaining more insights into their customers through technology.

But the approach to managing marketing data is still siloed across agencies, applications, and analytics. None of these practices are effective for driving a great customer experience. There's no way you can ignore your data and be successful. With the growing mountains of data from every interaction, you need to start paying more attention to your data sooner rather than later.

In this chapter, you look at data strategy missteps that explain why a Single View of the Customer (SVOC) seems impossible and what you can do to rethink your customer data strategies.

Creating a Data Strategy to Support Your Marketing Strategy

The key to getting comfortable with your data is to realize that it reflects all the things your customers are telling you. That's definitely something you should be interested in. More importantly, your data can tell you things such as who's likely to buy after reading your content. That's powerful.

Bad data is killing your marketing results

If you want to use great customer data, you need to rethink how you're currently managing your data. You may not even realize how bad your data really is. Ask yourself the following questions:

- ✔ What does great data look like for our marketing strategy?
  - Do we have all the customer and product data we need to be effective? If not, what's missing?
  - What kind of revenue impact could we have if we had access to this data?
  - Which internal and external sources might contain the data we need?
- ✔ What is the current state of our data?
  - How accurate is our customer and product data?
  - What percentage of the fields in our customer and product profiles are incomplete?
  - What percentage of our profiles are duplicates?
  - What percentage of our phone numbers, email, and mailing addresses are invalid?
  - How consistent is our customer and product data across systems?

✔ How are we currently managing our data?

- How many people are reconciling data in spreadsheets?

- Are we cleaning our data manually? How often do we do this?

- Are we validating contact information? Are our bounce rates and returned mail costs high?

- Are we enriching customer data to get better segmentation and personalization?

✔ Who in our organization may be able to help solve our data challenges (data management, information management, or Chief Data Officer [CDO], for example)?

- What new data sources would we like to use in the future?

- How much is bad data costing our business?

Facing data challenges

Most companies face major data issues. This section gives you some specific challenges that the average marketer faces. See if your challenges are listed here:

✔ Working with inaccurate, incomplete, and inconsistent customer profiles or product information

✔ Integrating data that's fragmented across your own department in dozens of marketing apps and systems

✔ Integrating transaction data from other departments or channels that's locked up in systems and legacy data silos

✔ Integrating interaction data from other departments or channels, including third parties and agencies

✔ A lack of data standards and dealing with multiple data formats that must be made usable

✔ Integrating Internet of Things (IoT) data from sensors or wearables

WARNING!

This list is quite full, and it doesn't end here. In the 2015 "Data-Driven Marketing Trends Survey Summary Report" conducted by Ascend2 and its research partners, Informatica and Dun & Bradstreet, 57 percent of respondents called "improving data quality" their most challenging obstacle to success. In Figure 2-1, you see the other obstacles they cited.

Obstacle	%
Improving data quality	57%
Integrating data across platforms	50%
Measuring data-driven marketing ROI	37%
Raising level of data analytical skills	35%
Personalizing the customer experience	29%
Acquiring new customers	22%
Targeting individual market segments	21%
Growing the marketing database	15%
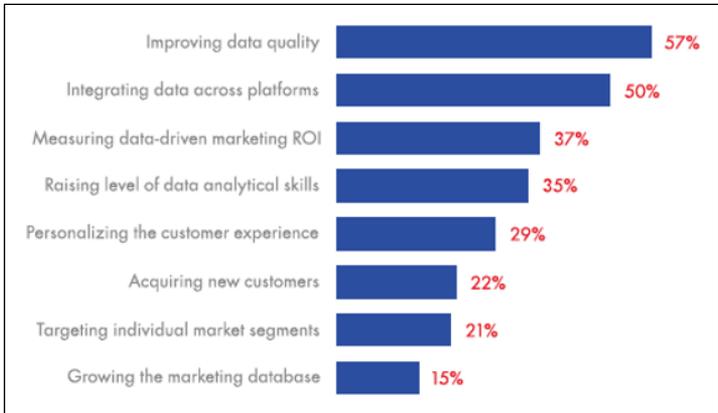
Figure 2-1: The most challenging obstacles to data-driven marketing success.

You may agree that the quality of your data needs to be improved. If you can't trust your data, how can you expect it to fuel your actions and analytics? Unless you've mounted a strategic data management effort, you know that tactical, short-term, manual efforts won't produce lasting results.

TIP

The best way for you to solve these data problems is to pin down what great data looks like for you. Then use the right process and technology to create clean, safe, consistent, and connected data:

- ✔ **Clean:** Clean data means you don't have duplicate customer profiles, bad addresses, and a host of other problems like misspellings, incomplete fields, errors, and inaccuracies. For instance, do you list a customer as Coke or Coca Cola Company — or both?

- ✔ **Safe:** Safe data means that you don't expose identifiable and sensitive information. For example, you don't want everyone in your company to see a customer's credit card information or social security number.

✔ **Consistent:** Consistent data is created when you take the data currently scattered across your applications and automate the process of identifying and resolving duplicates on an ongoing basis. This process ensures your most important data remains trusted and keeps your customer and product data in sync across your analytics and applications.

✔ **Connected:** Data that's locked up in a system is of little use. Connected data pulls from all the data sources you need to create and use great customer and product data to fuel your processes.

REMEMBER When your data is clean, safe, consistent, and connected across the organization, you can deliver great customer experiences.

Dodging Data Strategy Mistakes

WARNING! When planning your customer data strategy, be aware of some of the common mistakes that people have made. Here is a checklist of the mistakes to avoid:

✔ **Focus on the applications:** Some people mistakenly make applications the centerpiece of their data strategy. This can't work because there are too many applications. Instead of creating a cohesive view of your customer, this approach makes it more fragmented. Focus on your data first. Make your data clean, safe, consistent, and connected and then share it across your applications.

✔ **Take a tactical approach:** A tactical data management approach results in a customer profile that's never updated or complete — or worse, it's inconsistently multiplied across the organization. You should manage your data like a strategic asset.

✔ **Rely on manual processes:** People often rely on time-consuming, labor-intensive, manual efforts to manage data in spreadsheets. You can't create a great customer experience if you rely on an inefficient and unproductive process. You need to automate your data management.

✔ **Overlook the importance of product data:** Your product data should also be treated as a corporate asset. Think about it. Getting to the top of search is a huge data

challenge. If your product data is bad, you can't effectively sell to your customers when they're searching for a product like yours on Google or Amazon. Your product data should be accurate, rich, and highly searchable so your customers can find what they want, when they want it.

✓ **Ignore the future:** By focusing only on today's needs, you put your future needs at risk. You prepare for tomorrow by strategically managing your data today. Then you can capitalize on new types of data and marketing innovations that will help you become even more effective.

REMEMBER

Poorly managed customer data can frustrate your customers, prolong the time to resolve a customer issue, lead to duplicate billings or invoices being sent, result in multiple or conflicting offers and messages, create gaps in reporting, direct leads to the wrong salesperson, and base lead scoring on sub-optimal algorithms. Take a look at how your customer data management practices are impacting your customer across Marketing, Sales, and Customer Service.

An SVOC Is Possible

At the heart of every great customer relationship is clean, safe, consistent, and connected data that makes an SVOC possible. You can't fully understand your customers without learning about their needs and offering them exactly what they want when they want it. They need to believe that they're getting the attention they deserve. This means that you need to know about *all* their purchases across channels. You also need to know about their preferences, attitudes, influencers, customer service interactions, marketing responses, goals, and demographics. In short, you need a full view of your customer. In Figure 2-2, you see that great customer data is at the heart of a next-generation customer 360 view. You learn how to build a next-generation customer 360 view in Chapter 4.

The outer ring of the diagram represents the types of data that should be gathered and connected to get a full view of the customer. You see there are internal data sources like products and services purchased and external sources of data like enriched customer data (data provided by data brokers or that can be obtained through social media).
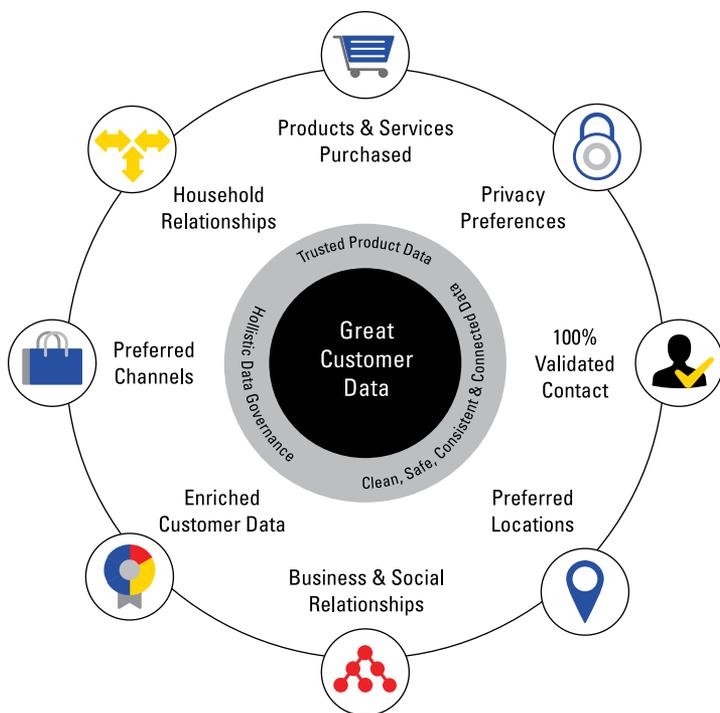
Figure 2-2: A next-generation customer 360 view is more comprehensive than an SVOC.

In the middle ring, you see the four data characteristics that create a trusted customer profile — that's data that's clean, safe, consistent, and connected — governed by holistic company rules and paired with valuable product data.

TECHNICAL STUFF

VentureBeat reports that 96 percent of marketers find building an SVOC a major challenge. Variability is a big reason for this. Consider this: Customer data changes at a rate of 25 percent per year; corporate structures change (an acquisition, merger, or reorganization means reexamining how customer data is managed); and applications change (they're typically designed for specific functions, not for ensuring the customer data is of high quality).

Chapter 3

Looking at Successful Marketers

*I*f you've been reading this book up to this point, you're realizing the importance of great data to power a great customer experience. In this chapter, you learn about companies using Informatica technology to manage their data strategically. You look at several different kinds of companies, including a cloud software company, an insurance company, a travel company, and a high-tech company.

With accurate, current, and complete data to empower their marketing, sales, and services teams, they're delivering personal, relevant, and seamless experiences across the end-to-end customer journey. As you review the stories, think about how each scenario might apply to your company's data management challenges.

Using Great Data to Boost Conversion Rates by 20 Percent

Citrix is the leader in mobile workspaces, providing cloud services, virtualization, and networking to empower people to

work anywhere and at any time. Globally, more than 400,000 organizations and 100 million users use Citrix solutions.

Citrix realized that the quality of its account and contact information was the number one problem preventing its sales and marketing teams from achieving their goals. According to Dagmar Garcia, Senior Manager of Marketing Operations at Citrix, "Our primary goal was to drive a pipeline for sales while improving operational efficiencies."

The company needed to create a trusted customer profile to develop such things as targeted upsell and cross-sell offers. To do this, Citrix had to consolidate duplicate customer files, remove the "junk data," and determine which products its customers already owned. Citrix also pulled together disparate data from Salesforce, Marketo, and its own proprietary customer portal.

With Informatica, Citrix improved its lead conversion rates by 20 percent. In Figure 3-1, you see results obtained by using Informatica's Master Data Management (MDM), Professional Services, and Global Customer Support.

20%
Improved lead to opportunity conversion rates and efficiency
Increased operational efficiency

50%
Improved data quality at entry points
Decreased junk data rate
Lowered prospect account duplication rate

Figure 3-1: Citrix's marketing and sales results.

Citrix improved both its channel partner and customer experience. As a result, the marketing department at Citrix claimed to have "almost fortune-teller-like" capabilities when it came to making predictions about customer behavior. Customers weren't inundated with meaningless, irrelevant offers. And, with visibility into a customer's total portfolio of Citrix products, the company improved its customers' product renewal experience.

Using Big Data Analytics for Better Marketing Campaigns

Another of Informatica's customers is a major insurance company that was established nearly 100 years ago. Having grown through acquisitions, it has multiple business units, products, and channels around the globe. The firm sought to understand the question "Why did this customer buy?" Its goal was to improve marketing campaigns and measure which marketing investments were producing a real return.

With this knowledge — specifically which channels and programs produced each individual sale — the marketing team would be able to improve customer segmentation and create personalized offers sure to convert leads to opportunities.

The initial challenge focused on analyzing households to determine which ones were purchasing its products (and which were not). That meant that the company needed to gather and centrally combine all its in-house and third-party marketing and customer data and then effectively analyze this massive amount of data.

The traditional data warehouse in use wasn't able to handle the volume of data, so the IT group teamed with Marketing to launch a big data management initiative within three months. The efforts produced rich data that would fuel its marketing campaigns and create more refined customer segments and more personalized offers. The company also met its goal of linking specific marketing channels to sales.

By using the right data management technology, this company was able to accomplish in hours what had previously taken months. That's a significant savings!

Streamlining a 360-Degree View across Lines of Business

The Travel Corporation (TravelCorp) is a travel and leisure group operating in more than 60 countries and serving more

than 1.5 million customers annually. TravelCorp comprises 30-plus brands in operation for 40+ years, including independently managed tour operators, hotels, and river cruise ships. To get an accurate view of the business, the corporate office has to leverage multiple global sources of data.

TravelCorp's goal in working with Informatica was to develop a trusted view of its customers and determine accurate customer demographics and purchase patterns. With greater customer insights, TravelCorp's marketing and sales teams could deliver more customized and tailored service offerings. But first, the company needed to see all interactions with each customer across every interaction point: mobile, social, phone, and website.

The challenges included a legacy CRM system that couldn't be rapidly integrated with other systems, the need for enough flexibility to sustain more than 500 users, and an aggressive deadline for the project. TravelCorp also had to ensure that each newly acquired business arm could onboard its data and be connected to and receive data quickly.

TravelCorp used Informatica Cloud Customer 360 for Salesforce and reduced the time it takes to import daily data from 36 hours to 60 minutes. The business was also able to automate many of its existing manual CRM processes, eliminate duplicate customer records, and maintain high-quality customer data.

One of the great outcomes of the project was reported by John Pickles, TravelCorp's Global Director, 360 Engagement. He said, "Our company is made up of businesses that have been either acquired or built up by The Travel Corporation. The time to get a company onboard is often constrained by the ability to pull in their data. This new capability helps with that process."

Using a Data Lake to Gain Predictive Insights

You may find it unusual that Informatica is included in these examples of successful Informatica customers. But as an advocate for great data, the high-tech company recognized the need to improve its own customer account and contact

data and its own data management capabilities. Its sales and marketing teams have undergone such a transformation in using Informatica's own solutions that the journey is worth sharing here.

Informatica is a leading independent software provider focused on delivering transformative innovation for the future of all things data. More than 6,000 enterprises depend on Informatica to fully leverage their information assets regardless of where they reside, including social networks.

To modernize their application landscape, the sales, marketing, and customer service departments at Informatica invested in Salesforce Sales Cloud for salesforce automation, Salesforce Service Cloud for customer service, and Marketo for marketing automation. Informatica's marketing applications landscape grew to include more than 35 applications. What it still lacked, though, was a way to bring together all the data from those separate applications and connect the dots across the end-to-end customer journey to give marketing operations better insights into improving marketing campaigns and increasing the return on marketing investment (ROMI).

To solve this data problem and gain a next-generation customer 360 view, Informatica invested in a marketing data lake to sit alongside its enterprise data warehouse powered by its own data management platform. A *data lake* provides massive storage for data of any kind, such as web clickstream data. It has enormous processing power, and the ability to handle almost limitless simultaneous tasks or jobs to get the job done quickly. This marketing data lake enabled Informatica to collect all its important marketing data for analytics in one place.

Today, business intelligence dashboards from Tableau empower Informatica's marketing and sales departments by showing them the following information:

- ✔ Who is visiting Informatica.com and where they came from
- ✔ What they look at on Informatica.com
- ✔ How many visitors originate from a given organization
- ✔ Referral patterns

In Figure 3-2, you see how Informatica's data management system is structured.
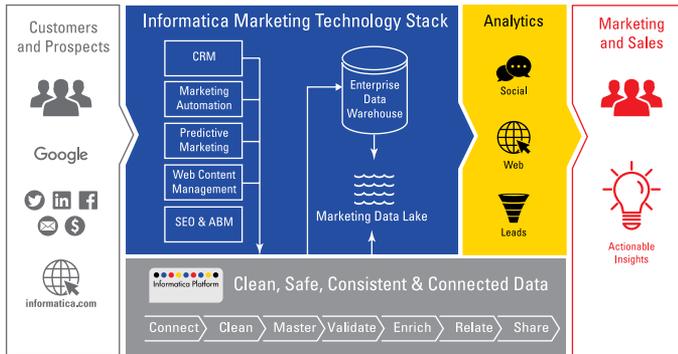
Figure 3-2: The data management framework that produces actionable insights.

Armed with this data, Informatica can now accomplish the following:

- ✔ Predict buyer behavior and buyer pains.
- ✔ Identify the buying team within a customer or prospect.
- ✔ Initiate Account-Based Marketing (ABM) programs for key accounts.

As a result, Informatica has reaped these benefits:

- ✔ Increased pipeline and revenue through data mining for customers most likely to buy
- ✔ Targeted cross-selling of additional products based on customer interest/behavior
- ✔ Improved attribution models that help prioritize investments based on the impact of pipeline and revenue

To support its data-first strategy, Informatica unified its marketing, sales, and service data in a customer data hub (CDH) where it's strategically managed using Informatica's own customer data management technology. Now, clean, safe, consistent, and connected data fuels its marketing, sales, and customer service applications, the data warehouse, and the marketing data lake. Informatica has improved its analytics, streamlined operational processes, and discovered new opportunities with this data-centric approach.

Chapter 4

Creating a Next-Generation Customer 360 View

*G*reat data creates a customer experience that's personal, relevant, and seamless by fueling a next-generation customer 360 view for better marketing outcomes. But how do you build a 360-degree view of your customers?

In this chapter, you see the value of using a 360-degree view of your customers, understand the six key elements you need to have, and learn the seven steps you can take to build a next-generation customer 360 view.

Recognizing the Value of a Next-Generation Customer 360 View

Your customers know that their information is valuable to the companies they do business with. In exchange for sharing it, they expect you to give them a great customer experience.

To do this, you need to start with the basics:

1. **Create a trusted customer profile.**

2. **Augment that trusted customer profile with an understanding of your customer's valuable relationships with the people, products, and places that matter most to your business.**

3. **Link that trusted customer profile to your customers' transactions and interactions.**

4. **Establish processes to ensure the underlying data stays great.**

It sounds simple, but many marketers don't capitalize on their valuable data because the effort to continuously build a next-generation customer 360 view seems daunting. Once you understand the benefits, though, you'll find that the rewards are well worth the effort.

So what are some of the benefits of building and using a next-generation customer 360 view? Here are the top ten:

✔ Higher conversion and close rates and reduced customer acquisition costs

✔ Improved customer retention, customer satisfaction, loyalty, and Net Promoter Score (NPS) scores

✔ Increased number of products sold per individual, household, or improved account penetration

✔ Improved brand perception and market share growth

✔ Faster time-to-market

✔ Improved margins (eliminating transaction errors)

✔ Improved territory coverage (greater accuracy in market sizing)

✔ Improved collections/billings

✔ More productive and satisfied employees

✔ Reduced IT operating expenses

That's an impressive list.

WARNING!

If you don't have a next-generation customer 360 view, it's likely that your customer experience is sorely lacking. You could be sending customers offers for products they already own or don't care about, wasting customers' time during repetitive and misaligned sales calls, and struggling to provide customer support that quickly and efficiently resolves issues during the first call. In short, you could be disappointing your customers regularly without knowing it. Is your company guilty of this?

To find out, ask yourself the following questions about your last marketing campaign to see how you're doing. Are you

- ✔ Segmenting your customers based on a trusted customer profile that has validated contact information and is enriched with the data you need to personalize an offer?

- ✔ Factoring in your customer's last activity, location, and channel preferences when making the next best offer?

- ✔ Using accurate, rich, and relevant product information based on the specific customer segment for your offer?

- ✔ Creating consistent and complementary campaigns across channels to nurture and grow customer relationships?

- ✔ Providing the right offer to a customer during a channel visit, preventing that customer from switching to a competitor?

- ✔ Confident in the data that informs your decisions and measures your return on marketing investment (ROMI)?

If your answer to any of these questions is no, you know you can do better. Your data is hindering you from drawing the right insights, predicting buying behavior, and delivering the great customer experiences your customers expect. In short, it's affecting your bottom line. Commit to strategically managing your customer data so it helps you work smarter.

TECHNICAL STUFF

Econsultancy reports that 53 percent of digital marketers say that data-driven marketing is their top strategic priority.

Your customers have access to all the data they could ever want about your company: your products, your prices, and more importantly, your competitors. For this reason, you need to start thinking about how you design an experience your customers value — an experience that's powered by great customer data.

REMEMBER

If your customers are dissatisfied with your company and the experiences you're providing, eight out of ten of them will reject your company and move on. Winning them back will require an even greater effort than winning them the first time.

A Single View of the Customer (SVOC) that's combined with all the other types of data you need to support your business goals should result in a view of your customers that is unified, validated, enriched, strategic, and digital. When you have an SVOC and all your data working together, you have a next-generation customer 360 view that helps you deliver a great customer experience.

To create a next-generation customer 360 view, you can use the following different types of data:

- ✔ **Data your prospects and customers give you when they fill out forms to launch a free trial, buy products, or download marketing content:** This includes names, email addresses, and other fields.

- ✔ **Data you can use to enrich the data you have:** This includes addresses, behavior (email opens, call center notes, and page views), and external third-party data that completes the customer picture.

To drive better customer experiences, you can combine the following types of data:

- ✔ Traditional marketing and forms data

- ✔ Sales and customer service system data and notes

- ✔ Order management or enterprise resource planning (ERP) data such as billing and shipping addresses and order details

- ✔ Third-party data such as demographics, psychographics, credit ratings, and so on

- ✔ Clickstream data from your website, call logs from the customer service team, and social, mobile, and location data

- ✔ Product information

- ✔ Internet of Things (IoT) data from sensors or wearables

With all these data types being produced in real time, you can see that you really need a strategy to manage it effectively so you can reach your marketing and customer experience goals.

Managing Your Data for Success

Data management needs to be elevated to a strategic level so you can take advantage of all the existing high-value data in your organization. You do this by using technology to automate the data management process and start the ball rolling on a customer data management initiative. This process bridges the data across your application silos and into a central location. This gives you the answers you need to understand and serve your customers better.

With this in mind, these five important things will help successfully manage your data over the long term:

- ✔ **Manage your data centrally.** Use a customer data hub to combine your high-value, business-critical customer data across sources. Start small with just a few key data sources and then expand to include other valuable sources. Think about including your cloud applications, legacy systems, applications, and big data sources. Be sure you have a strategy to confidently steer the data management process across teams.

- ✔ **Have a definitive view of the data to ensure that your customer profile is accurate.** For example, you want to know that the customer you identify as Jane Jones is also `@janiej` on Twitter and `JJones` in your customer service report.

- ✔ **Have a complete view of all interactions with customers.** This is important so you can link and understand the relationship between customer interactions and transactions across the business. For example, you gain the opportunity to see how your content and campaigns map to your sales.

- ✔ **Be aware of the influencer relationships or dual roles your customers have.** If you are a B2B marketer, it's imperative that your data identifies the buying team in an organization. In a B2C world, you'd want to be able to identify the other customers in a household or the members of a customer's social network. A dual role is when the customer is a consumer in a B2C transaction and an influencer in a B2B one — that is, an individual who has insurance policies as both a homeowner and an employee at a company.

> ✔ **Uncover all the different relationships that a customer might have with your company.** In Figure 4-1, you see how many different relationships your customer could have with your company. It's quite a complex picture.
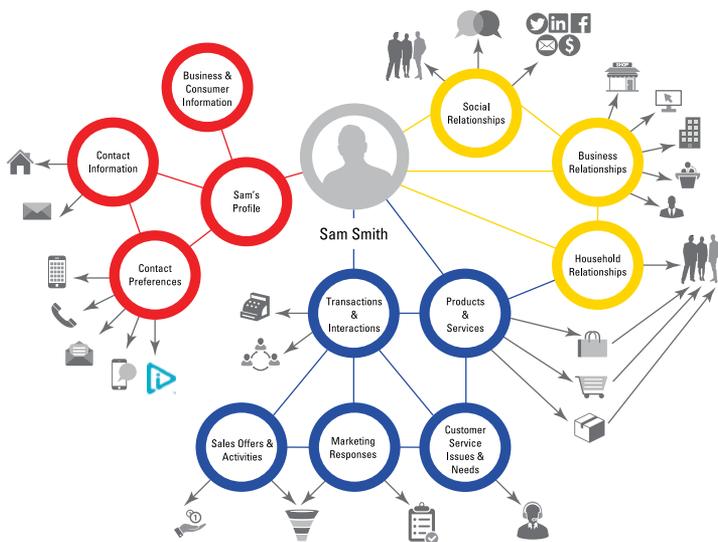
Figure 4-1: The customer relationships that fuel better marketing decisions.

Customers can each generate data about

> ✔ **Their participation in campaigns:** What offers did they accept? On which devices?
>
> ✔ **What products they own:** What should be their next offer?
>
> ✔ **Their locations/places:** Do they bank near their homes? Or at a different location?
>
> ✔ **Employees and channels:** Do they see specific personal shoppers or agents? Which channel(s) do they prefer for customer service issues?

If you don't understand the relationships your customers have, you'll struggle to produce a great customer experience.

TIP Informatica has found that the average buying team in an organization is approximately eight people. Its goal is to identify each member so the company can market and sell most effectively.

The Six Elements of a Next-Generation Customer 360 View

How do you get to this next-generation customer 360 view? To create this view, you need to connect the following components:

✔ **A trusted customer profile:** Consolidate fragmented and inconsistent customer information across application silos into a single customer data hub (CDH). To learn more about what a CDH is, head to Chapter 6.

✔ **All customer relationships:** Identify the key relationships your customers have that matter to your business, such as household, business, and network relationships. This extends to other relationships, including which products they use, whom they've influenced, and which employees, partners, or agents they work with.

✔ **Internal and external data sources:** Bolster your data with other valuable content from other parts of the company (such as billing and order systems) or from outside the company.

✔ **Third-party data:** Enrich your data with business and consumer data from external sources that deliver deeper insights to fuel richer interactions. Figure out what matters most to your business. This may include knowing if they're homeowners or renters, the type of automobiles they drive, their occupations, their education, and so on.

✔ **Trusted customer profiles linked with all relevant interactions:** Add key insights from mobile, social, sensor, machine, and other next-generation data sources.

✔ **An empowered team:** Build a data-driven marketing team to take direct ownership of how you access, manage, and analyze business-critical customer data in a trusted, multi-dimensional view.

Fitting the pieces together to create a next-generation customer 360 view requires you to connect all your disparate high-value data. Data that isn't siloed or excluded from various departments helps everyone in the organization. Everyone can use the data to make predictions and gain the insights he or she needs to do better.

The Seven Steps of a Next-Generation Customer 360 View

Data-driven marketers know they can make more actionable insights and predictions if they have reliable customer data at their fingertips. However, the data you need to get your hands on is scattered across various applications and functions. When you consolidate it, the data is rife with inaccuracies, full of inconsistencies, and often incomplete. This leaves you guessing or spending a lot of time making the data usable.

To correct this major problem and deliver a great customer experience, you can follow these seven steps of successful customer data management initiatives:

1. **Connect your data.**

   You may have customer data tucked away in as few as 5 different systems or as many as 70. The more complex your business, the more complex your data environment will be. Your first step is to identify and connect to them so you can take advantage of everything known about your customers. The best way to do this is to list all your applications and systems as well as any external sources that might be valuable. Your data or information management team can help you with this step.

   What to avoid? While you want to be thorough during the planning stage and identify all potential data sources, I don't recommend connecting to all data sources right away. It will take you too long to gain any value.

   Your goals should help you prioritize your efforts and create a phased approach that delivers quick wins. Connect to a few data sources. Evaluate how that data contributes to your next-generation customer 360 view. Can you take action on the new data? Learn as you go. Some sources may be better than others.

2. **Clean your data.**

   Did you know that 30 percent of a marketing database will be out of date within a year? For this reason, you may be unaware that your data isn't in good shape.

Clean data is a must. By clean data, I mean data that's continually monitored to catch and remove duplicates, wrong email addresses, missing information, inactive customers, incomplete phone numbers, and bad addresses. You need to work with your system administrators to devise a plan to automate the process of evaluating and cleaning your data on an ongoing basis.

WARNING!

What to avoid? Don't try to accomplish this step by doing it manually. It's neither effective nor efficient, and your data will remain inaccurate, fragmented, and incomplete. You'll need to repeat the process each time you want to use the data. If that hasn't convinced you, it's also costly.

TIP

Using clean data can result in enormous savings. One Informatica customer saved $50 million just by reducing duplicate and returned mailings. Another Informatica customer gained $50 million through an increase in year-over-year revenue from more effective cross-sell and upsell offers.

3. Master your data.

This is a crucial step. It creates the master customer record, otherwise known as an SVOC, that helps you build a trusted customer profile. If you don't master your customer data, you'll lack an SVOC, and you'll have duplicate customer profiles plaguing your efforts. And that results in bad outcomes and higher costs. Without an SVOC, you can't build a next-generation customer 360 view. A CDH built on master data management (MDM) technology automates the process of finding, resolving, matching, and merging customer records so you don't have to do it manually. See Chapter 6 for more about the key role MDM plays in a CDH.

WARNING!

What to avoid? Skipping this step. This is how you build the foundation for your next-generation customer 360 view. Without it, you won't be successful.

TIP

There may already be a master data management initiative going on at your company in a different department. Ask your data or information management team to see if you can piggyback on it. If you don't already have an initiative underway, this may be the business driver the data team has been waiting for to justify an investment.

4. Relate your data.

We are living in a world where everything is connected. How can you operate in that world if you can't see those connections? MDM helps you identify and connect the people, places, and things that matter most to your business. For example, you will see if there are multiple customers in one household, where they shop, and what they buy. You will see the members of a buying team, where they're located, what web pages they visit, and what products they've purchased.

WARNING! What to avoid? Not all solutions in the market give you visibility into the relationships between people, places, and things. Some just manage customers. Some just manage products. Do your due diligence. Ask for evidence that they manage more than one data type.

TIP Many companies start with just one subject area, such as customer or product. They grow the value by adding product, location, employee, and supplier information at a later time. In doing so, they're able to gain new insights into how these are all linked — for example, seeing which suppliers provide the materials for the products that are most popular with your high-value customers.

5. Enrich your data.

At this step, think about what data sources would enhance your marketing programs and add more value to your existing data. Would adding social media data from sources like Twitter or Facebook improve the richness of the data? What about business data from Dun & Bradstreet? Look at other internal, external, and third-party sources to see what you might add.

WARNING! What to avoid? Don't try to add additional sources of data until you have completed all the previous steps in this list.

TIP Many companies enrich customer data in multiple applications, which increases their costs. I recommend enriching the data once in a central location and then sharing that data across your business.

6. Deliver your data.

Now it's time to reap the benefits of having great data by sharing it with the right business and analytical applications across your organization, such as

Salesforce, Marketo, a data management platform (DMP), a data warehouse, a marketing data lake (MDL), or Tableau.

WARNING!

What to avoid? Don't assume other teams will need exactly what you need. Each department has its own data needs, structures, and uses. Get your information management team involved so they're aware of how each department's staff will use the data before you assume everyone wants what you want.

TIP

Don't forget to deliver that data to your customer portal or ecommerce site. Your customers want a consolidated view of the products or services they own. The renewals team can help customers renew all their products or services at one time. The billing team can send consolidated invoices to customers. These three actions greatly improve the customer experience.

7. **Govern your data.**

   Being a good steward of your data is an ongoing process. With guidelines in place, you can ensure your data is in compliance with all relevant policy rules, privacy requirements, and regulations.

WARNING!

What to avoid? Don't employ your data without a data governance framework. That's a common term for the process that ensures your data is ready to deliver a great customer experience and enables accurate regulatory reporting. It's agreeing on what high quality data looks like. For example, is it important for you to have consistent country codes or not? If so, you need to agree on what the country code for the "United States of America" should be: USA, US, U.S., or United States. Is it important that all first names and last names have initial upper case only to avoid salutations such as "Hi STEPHANIE"? That's data governance.

TIP

To be successful, you need to shift your thinking away from "data is IT's responsibility" to "better data is everyone's job." I'm a big believer in the concept of "just enough" data governance — for example, applying the *appropriate* amount of data governance best practice to get your initiative off the ground, while also measuring and evangelizing the value it's delivering to the business.

In Figure 4-2, you see the relationship that these steps have with effective data governance.
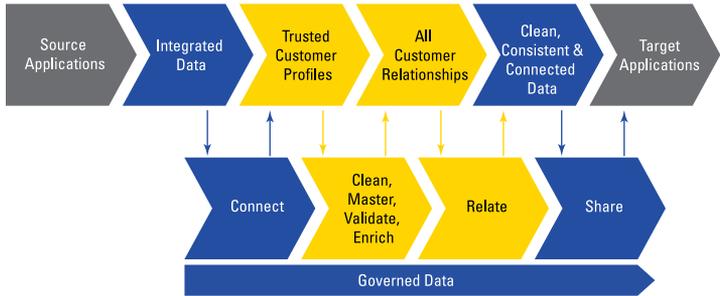
Figure 4-2: Governance ensures great data.

REMEMBER

Data governance is a key component of any successful data management effort. Emphasizing it will let you mitigate risks and cut costs while remaining compliant. If you're in an industry that's highly regulated, such as banking, you have to keep governance issues front and center.

Ask yourself the following governance-related questions about your data:

- Where does my data come from and where do I store it?
- Am I aware of the quality and accuracy of my data or am I just guessing?
- Have I created a business glossary of key data definitions such as "customer" to ensure that everyone is using the terms in the same way?

After you put the time, resources, and effort into your customer data management initiative, you want to ensure that your great data remains great. For that to happen, don't forget that you must align people, processes, policies, and technology. If you miss one of these, you won't have the quality data you want.

Chapter 5

Getting on the Road to Success

*N*o matter what business you're in, if your intent is to deliver a great customer experience, you need the commitment of your executive leadership. It's paramount that your leadership understands the critical role data plays delivering a great customer experience across the end-to-end customer journey.

In this chapter, you look at the importance of getting buy-in from your executive team for your customer data management initiatives. You see how to build a business case and prepare the right executive documents.

Building a Business Case for Your Success

Executives today deal with problems their predecessors never faced. It's likely they have to manage an online presence in addition to their brick-and-mortar stores or buildings, and they need to understand the data generated from every new channel or device. Making the case for a customer data management initiative for marketing requires that you use a

bit of storytelling magic, your analytical skills, and technology knowledge.

To build a business case, start by looking at some of the factors that influence whether you'll get the approval you seek. These factors include the following:

- ✔ **Tying your customer data management initiative to the customer experience:** This is your most important factor. You need to present your case for strategically managing your data as a key foundational investment that will help you deliver a great customer experience across the organization and improve marketing effectiveness.

- ✔ **Starting small and scaling:** Don't try to boil the ocean. No one has the patience to wait two years to get value from an initiative. Start with a short window. What's possible in six months? What would the next phase look like? One of the lessons learned from others who've made a successful business case is to have a big vision, but break things into manageable phases with quick wins at each phase.

- ✔ **Mindset of the executive sponsors:** Get executive sponsorship early. Without an executive sponsor, your data management initiative will languish. Sponsor mindset is the key to getting your project on the track to success. If your executive sponsors are confused or don't perceive a clear value, they may say no. Check out the later section "Understanding what executives want to know" for more information on the executive mindset.

Were you hoping to recruit a hands-off project sponsor so you can be in charge? Don't hold sponsors at arms' length. According to the Boston Consulting Group, an engaged sponsor is the top driver of a successful initiative.

Understanding what executives want to know

Not every manager is eager to mount an effort for which she feels unprepared or worse yet, antagonistic. Executives may believe customer data management initiatives are expensive and deliver no quantifiable return on investment (ROI). Some

executives may have tried something in that past that didn't pan out as expected. Understanding and addressing your sponsors' apprehensions can help you win their approval.

For example, do sponsors want you to present a case for a strategic effort or a tactical one? You can see how mismatched expectations here could derail the entire data initiative.

REMEMBER

Secure agreement from your stakeholders about the scope of the data initiative. It should focus on what your sponsors really care about. Your stakeholders may include the Chief Marketing Officer (CMO), Chief Customer Officer (CCO), Head of Sales, Chief Financial Officer (CFO), Chief Information Officer (CIO), or Chief Data Officer (CDO).

When preparing to talk with your stakeholders, you should know some possible *business* goals your executives might have for a customer data management initiative, such as the following:

✔ Enhanced customer experience for a competitive edge

✔ Improved customer and employee retention, acquisition, and satisfaction metrics

✔ Greater customer lifetime value

✔ Better customer insights and analytics to power relationships

✔ Higher quality marketing-sourced pipeline and attribution

✔ Improved segmentation, personalization, and omnichannel coordination

✔ Improved cross-sell and upsell offers

Here are some possible *IT* goals executives may have:

✔ Business involvement in data governance and creation of data standards

✔ Simpler and more flexible data management architecture for integration, quality, and master data management

✔ Reduction of manual work

✔ Better data security

✔ Self-service capabilities that would reduce their
work load

✔ Flexibility to adapt future business needs, data types,
and technology

Aligning to the corporate vision

In addition to learning about the goals and objectives that
your stakeholders have, you want to investigate current
company-wide conditions so you can align your project goals
with the overall vision. To do this, you need to determine the
following:

✔ **Marketing team's ability to use current data:** You may
be a member of the marketing team, or in marketing
operations, or in IT supporting marketing. Regardless of
your role, you want to get a view of what's getting in the
way of the marketing department's use of data now.

✔ **Accuracy of current customer data:** Unless you have
some system for managing data, it's likely that the data
is in poor shape. Determine if any manual efforts have
been made and, if so, the results. Benchmark your data.
What is the current state of your data? (For more info,
see Chapter 4.)

✔ **Ability to identify which products your customer owns
company-wide:** Learn if groups like Customer Support
or Sales can tell which products a customer owns across
lines of business, regions, and channels. How do they get
that information?

✔ **Opportunities for improvement:** Ask interested staff to
share their ideas with you. This may be the only time
that someone asks them for their opinion. This will go a
long way to developing future buy-in.

Analyzing your findings

After you've conducted your conversations with stakeholders,
you want to focus on analyzing the findings that will help you
write your proposal for a customer data management initia-
tive. These areas include

✔ The potential benefits of the data initiative, such as opportunities to upsell, cross-sell, or acquire a customer based on prior history, interactions, and relationships

✔ The potential costs of not investing in a customer data management initiative, such as duplicate and returned mail costs, reduced marketing campaign effectiveness, low sales effectiveness, poor customer satisfaction scores, and productivity costs in Sales, Marketing, and Customer Service

✔ The potential costs of the customer data management initiative and other related costs

✔ The metrics or key performance indicators for each benefit

✔ The range of projected financial values for each benefit

✔ The risk indicators based on the required complexity of the project, the organizational data, and readiness

The analysis of this information prepares you to create the business case document covered in the next section.

Getting Buy-In for Your Proposal

You have done the hard work of meeting with stakeholders and staff and have analyzed your findings. It's time to build the business case for your customer data management initiative. You need to create a document that management can then share.

REMEMBER

Your document must include these key sections:

✔ **Executive summary:** Every good document has an executive summary that offers a succinct overview of your proposal. This is a good place to tie the customer data management initiative to customer experience initiatives or marketing and sales effectiveness efforts. Make sure the executives get a sense of the scope and time frame.

✔ **Major business use cases:** Tell your management what customer experience or marketing and sales effectiveness goals you'll be able to achieve or problem(s) you're going to solve.

✔ **Research:** Bring your customer data management initiative to life. Include qualitative findings, anecdotes, interview quotes, and examples of data quality issues. Stories about how bad data or disconnected data impact your marketing goals and results will help you build your case.

✔ **Business value quantification:** Elaborate on the value of the customer data management initiative and quantify the benefits it will bring to your bottom line in the form of revenue growth or cost savings.

✔ **Benchmarking versus peers:** Compare your company to industry averages in critical areas to understand your true strengths and weaknesses in relation to your competitors. Don't overlook adjacent industries that may be a future threat to your business.

✔ **Proposed solution and cost:** Obviously, this is a key section and should be in line with what resources the organization is willing to commit to the initiative. Include tradeoffs if the proposed initiative isn't fully funded — what will you lose?

Maximizing Your ROMI

The famous early 20th-century retailer John Wanamaker once said, "Half the money I spend on advertising is wasted; the trouble is I don't know which half." Demonstrating an ROMI is an age-old problem. It has always been difficult to attribute specific spending to a particular return.

While it's easier to get metrics about the impact of a particular channel or from specific marketing applications, it's a siloed view. Marketers are challenged to get visibility into their impact on the end-to-end customer journey, making it hard to tell which investments are paying off.

Great customer data gives you the evidence to make better spending decisions. You don't need intuition or a handful of manually obtained statistics. You can see the end-to-end

customer journey. You can develop a high-quality pipeline. You can increase conversions. And you can demonstrate your impact on revenue.

Start strategically managing your data. Automate the process of connecting your data by cleaning, securing, and making it consistent across the organization. This way, you can advance beyond the limitations of your current manual data management approaches that are holding you back from delivering a great customer experience.

Chapter 6

Sorting the Options for Managing Your Data

. . . .

In This Chapter

▶ Understanding the uses of a data management platform

▶ Knowing what a customer data hub can do

▶ Introducing a marketing data lake and avoiding data swamps

. . . .

*J*ust one in five marketers have created an actionable single customer view, according to 2016 polling by Econsultancy and Adobe. Why? Many of the technologies aimed at delivering a Single View of the Customer (SVOC) are designed for different purposes. These three technologies seem similar:

✔ Data management platform (DMP)

✔ Customer data hub (CDH)

✔ Marketing data lake (MDL)

They do similar things:

✔ Manage customer data.

✔ Provide new insights.

✔ Help you market more effectively.

They aren't the same, though. Figure 6-1 highlights the different characteristics of these options.

In this chapter, you become familiar with the differences between these technologies and how they're used.

Data Management Platform (DMP)	Customer Data Hub (CDH)	Marketing Data Lake (MDL)
Campaigns	Customers	Interactions
Marketing	Marketing, Sales, Service, and Analysts	Marketing Operations and Analysts
• Drive sales within digital channels	• Create a trusted customer profile for the business	• Explore, analyze, and visualize new data types
✔ Audience analysis ✔ Fine-tune targets ✔ Optimize campaigns and media spend ✔ Find lookalikes	✔ Manage & deliver high quality customer data to processes, apps, and analytics ✔ Support great customer experiences across teams	✔ Uncover new insights ✔ Answer challenging marketing and customer questions

Figure 6-1: The uses, users, and characteristics of three SVOC technologies.

The Data Management Platform (DMP)

DMPs emerged out of ad tech for programmatic advertising. They're very useful for helping you engage with your customers and prospects (or *audiences* in DMP terms) by sending hyper-targeted digital ads via display, search, video, mobile, and social media at millisecond ad-tech speeds. You can send relevant digital offers to your targeted audiences while they're online, at the time they're most interested in a product. A DMP delivers insights so you can determine which online offers help you find new customers online, optimize media spend, and improve campaign return on investment (ROI).

Supporting data-driven online advertising

DMPs have many capabilities to support the claim of being the backbone of data-driven marketing. They perform the following functions:

✔ Consolidating customer data from online activity by using tags

✔ Analyzing behavior and interactions that are bucketed into segments or audiences

✔ Identifying who should receive what message in which channel

DMPs bring together first-, second-, and third-party customer and prospect data for lookalike analysis so you can more precisely identify and target your exact audience. Say your target is a soccer mom with pre-teens who browsed for party supplies on her iPhone. You're able to deliver a very targeted offer to her while she's online, and that offer is optimized for her specific audience.

TIP

You need a DMP if you want to improve your results for retargeting, prospecting, site optimization, and audience intelligence. DMPs are particularly helpful if you

- Manage multiple online campaigns across different ad networks, exchanges, and publishers
- Buy media placement, third-party audience data, or bid on ad exchanges regularly
- Want to control advertising costs

REMEMBER

DMPs are built-for-purpose. They're designed to support *online* activity, not the entire customer experience. Take a look at retargeting as an example. Retargeting is online advertising that's based on *past* Internet activity. It isn't personalization, no matter how convincing the argument. Retargeting may boost customer engagement in digital channels, but the customer experience extends well beyond an online digital interaction, as does many marketing activities.

What about ad-blocking software?

Consumer use of ad-blocking software increased 41 percent in 2015. Face the cold hard facts: Customers block ads because they get so many that are irrelevant, out of context, and just plain annoying. Converting great experiences into long-term relationships with your customers doesn't include stalking them across the web. You can't stop at knowing that Jane searched for a four-person tent. Delivering a great customer experience requires knowing that she also purchased it. Build trusted relationships not by trying to sell your customers something they already have, but something they may need, like four camping chairs. Managing the descriptions, features, and other details of your product information and linking it to your customers and their search activities will help you position your products in the best possible light.

DMPs are designed for digital advertising

Marketing uses DMPs primarily for digital or display advertising — job one for DMPs. Initially used to personalize websites by categorizing and connecting with anonymous online customers and prospects, they're expanding to include identifiable customer information by incorporating a user ID or customer ID.

DMP capabilities still don't include all you need to deliver great customer experiences consistently across your company. Here's a start on why they fall short:

- ✔ **DMPs focus on digital channels and activity.** This creates a customer data silo that provides the online perspective, but not a total view of your customers.

- ✔ **Offline data must conform to DMP structures so your DMP can use it to categorize the audience.** It's challenging to add data sets from other enterprise applications, such as order or billing data, to improve your segmentation efforts.

- ✔ **DMPs don't provide a complete customer profile.** The profile is usually incomplete and skimpy. If the purpose of a DMP is to "put labels on people that can be used to sell them things," the DMP doesn't need everything about those people — just what's needed to sell to them.

- ✔ **DMP analytics are built-for-purpose.** They help marketers identify the right media targets, create visualizations, and produce reports focused on campaign reach and funnel.

- ✔ **Most DMPs are owned by an outside company.** This leaves the strategic management of your trusted customer data to a third party.

A DMP isn't designed to share data across the enterprise. "There's a lot of confusion about the role of DMPs and CDHs," says John Donlon, Research Director, Marketing Operations at SiriusDecisions. "DMPs manage prospect data for digital advertising. CDHs manage an SVOC across the enterprise."

TIP

Don't overlook how a DMP can fit within your overall data strategy. It can act as a source to enrich your trusted customer profile in your CDH or provide the online interaction data you need in your MDL. Your DMP can also get data from a CDH or MDL to improve your digital advertising efforts.

The Customer Data Hub (CDH)

If you're one of the 96 percent of marketers that finds building an SVOC a major challenge, you need to consider a CDH. A CDH is purpose-built to create a trusted customer profile that's managed on an ongoing basis and can be shared across the business. It includes all the core customer data that can be found across your marketing, sales, customer service, and finance teams; across your lines of business; and across your regions and channels. With a CDH, your data is actively managed, and the quality is continuously improved because it's regularly verified, validated, enriched, and reviewed. Because of this, your customer insights are richer, your targeting is more refined, and your offers are more personalized. Without a CDH, you won't succeed in building a next-generation customer 360 view (described in Chapter 4).

A CDH is at the heart of providing the great data needed for a great customer experience. It automates and centralizes the strategic data management of your internal, external, and third-party data. The CDH brings together your customer data and proactively manages it so it's accurate, complete, de-duplicated, and related to other valuable data. With it, you establish the SVOC you need to develop trusted customer profiles that fuel your next-generation customer 360 view. Your view expands to include demographic, psychographic, behavioral, and intent data.

You can share the data managed by your CDH with all your marketing applications (MAP, DMP, SFDC), your data warehouse, an MDL, or other technologies that need clean, reliable, and trustworthy customer data. This process requires some support from your IT team, but it gives you all the features and functionality you need to gain a customer 360 view that's clean, safe, consistent, and connected across your teams, including Marketing, Sales, and Customer Service. Figure 6-2 shows how the data managed by your CDH can fuel your business processes, applications, and analytics.

Data Types	Strategic Customer Data Management	Data Sharing
Marketing data	Single view of customer ↓ Trusted customer profile ↓ Next-generation customer 360 view	Applications
Sales data		Data Management Platform
Service data	**CDH**	
Online data		Data Warehouse
Product data		
Internal data	Data that's actively managed, verified, validated, enriched, and shared on an ongoing basis.	Marketing Data Lake
External Data		

Figure 6-2: How a CDH fits within your customer data management ecosystem.

A CDH delivers

- ✔ **An SVOC:** It reconciles your disparate, duplicate, and conflicting information into an authoritative view of your business-critical customer data. For instance, you can see that Dan Jones and Daniel Jones are the same person.

- ✔ **A 360-degree view of your relationships:** You can identify the relationships that exist within your data by using business rules to determine, for example, that Robert Barnes is the husband of Mary Barnes. You know this because they're in the same household. You can also identify that Robert has a home insurance policy purchased through Leslie Adams, a mortgage broker in San Francisco.

- ✔ **A complete view of all interactions:** When you add the interactions and transactions of your customers, products, channel partners, or other data elements, you now gain a complete view of that customer. If Doug Smith has recently been working with Customer Service to resolve an issue, maybe right now isn't the best time to give him an offer for a new product.

TIP

Increase the value of your CDH by not restricting its contents to customer data alone. You can include any data you determine to be critical to your customer experience goals. This includes product, location, employee, supplier, asset, partner, or other data.

Unlike a DMP, a CDH is built on a foundation of master data management (MDM), data governance, and data quality. It continually manages the trusted customer profile to fuel your analytics, applications, business decisions, and future strategies so you can continue to deliver great customer experiences.

TECHNICAL STUFF

MDM is a methodology that identifies the most important information within an organization — and creates a single source of truth to power business processes. MDM is designed to create one single master reference source for all your business-critical data. This includes customer, product, location, employee, supplier, asset, partner, and channel data, and so on. MDM also manages the relationships between them. If you haven't yet heard of MDM, you soon will. Since emerging in the marketplace in the mid-2000s, MDM has become essential to enabling marketing leaders to create a next-generation customer 360 view. (See Chapter 3 for examples of how MDM is used.)

In a CDH, the master data is a subset of your customer data and includes the most important customer attributes you want to manage actively across the company. This may include your customers' first name, last name, date of birth, email address, phone numbers, account numbers, and so on. Other attributes to consider adding to the master record include customer preferences such as channel, communication, privacy, and products. With master data, for example, you can manage your customers' opt-in/opt-out preferences in one central location. Those preferences can be shared across your marketing, sales, and customer service applications. (I explain the types of data you'd want to include in a trusted customer profile in Chapter 4.)

TIP

As odd as it probably sounds, you most likely don't have a standard definition of a customer across your company. A customer who's purchased a product from one line of business may be a prospect in another line of business. A customer whose most recent purchase was five years ago may no longer be a customer. How you identify and define a customer will be unique to your situation.

Make sure your team agrees on the definitions as you work through the attributes you manage about your customer. Your business goals will help you decide what to include.

Some companies collect as few as 20 attributes or as many as 200. Your common definition of "customer" will help you determine the most important information you'll want to manage.

REMEMBER

When you manage and share high-quality data on an ongoing basis from a CDH, you can accomplish the following:

✔ Fuel your disconnected marketing tech, sales, and services applications, as well as your analytic technologies, with trusted customer profiles.

✔ Use trustworthy and consistent data for your decision making, historical reporting, exploratory analysis, and predictive modeling to elevate your marketing strategies and improve customers' experiences.

✔ Continue to use the business applications your teams rely on every day, such as Marketo, Adobe, or Salesforce, without needing to learn a new set of skills.

✔ Align the customer experience across your company by sharing your 360-degree customer view at your front line, in your back office, and on your executive floor.

✔ Recognize customers every time they interact with you, across different channels, departments, and functions.

REMEMBER

The CDH also plays a big role in managing big data (see "The Marketing Data Lake (MDL)" later in this chapter). Many companies link trusted customer profiles with past customer transactions and interactions stored within the data lake to achieve new insights into customer behavior and respond accordingly. What does this look like? By combining big data (tweets) with customer profiles (from the CDH) that include validated contact information, customer service agents can proactively reach out to a customer who compliments or complains on Twitter.

The Marketing Data Lake (MDL)

Keep your eye on 2020. That's going to be a big year — experts predict that 80 percent of the world's population will have a smartphone, and that every United States household

will have 20 items connected to the Internet. This moves the frontier of customer experience to collecting, managing, and interpreting new data sources so you can glean new insights for capturing mind- and market-share. Your team is probably already struggling to manage and make sense of web logs, social media, sensors connected to the Internet of Things (IoT), location, click stream, call logs, and mobile device data.

The data points from these sources are collectively referred to as *big data*. They promise more comprehensive and higher value insights for predicting customer behavior, analyzing customer sentiment, optimizing pricing, personalizing offers, and supporting many other activities.

What's different about big data?

Big data is defined by three dimensions: volume, velocity, and variety:

- ✔ **Volume** refers to large amounts of data and the rapid increase in the amount of data that's being created as more interactions and transactions become digital.

- ✔ **Velocity** refers to the speed at which data is created, how quickly it changes, and how promptly it needs to be analyzed — whether it's from social media, wearables, or other sources.

- ✔ **Variety** refers to the many different types of data, including structured (tables), semi-structured (CSV files, logs), unstructured (PDFs, emails, documents), and binary (audio and video).

Any of these dimensions in isolation can apply to big data, but in combination they make it challenging for you to manage and use this data with your conventional data management technologies (think data warehouses and data marts). This is because big data often has no pre-set structure that makes it easy for you to interpret and use.

To capture, manage, and gain meaningful insights from big data, either you need to structure the data to make it usable (a lot of heavy lifting = increased cost and a lot of time) or use a new technology designed specifically for this unstructured or semi-structured data. Enter the MDL.

The marketing agility of an MDL

In a recent webinar hosted by Informatica, one in five attendees didn't know what an MDL was. As a relatively new technology, that's to be expected. In a nutshell, an MDL gives you marketing agility. It helps you answer questions you couldn't get answers to in the past. If you don't know what an MDL is or how it can help you and if you want to learn more, keep reading!

The data you collect from your customer is a torrent of disparate data streams from a wide variety of marketing channels, sources, and applications. An MDL pools together data in its natural state and helps you expand your next-generation customer 360 view. With more high-value data from more sources to flesh out what you know about the complete end-to-end journey of customers and prospects, your marketing activities can be more accurate — and more effective. Finally! With big data and an MDL, marketers can truly delve into what activity drove a customer to purchase certain items.

An MDL helps you

- ✔ See which of your prospects, customers, and segments are engaging with your marketing programs.
- ✔ Track their journeys across channels.
- ✔ See which channels and programs are delivering revenue and which aren't.
- ✔ Watch revenue travel through your pipeline, with early indicators showing any shortfalls long before they hurt (so you can take action).
- ✔ Build a constructive, collaborative, and mutually accountable relationship with Sales.
- ✔ Get an account-based view of your world instead of just a lead-centric one.
- ✔ Create an agile marketing operations team that responds quickly to the needs of prospects and customers.

Housing all forms of data, an MDL is an enormously powerful tool around which to build a new kind of customer experience. The beauty of an MDL is that whatever you decide you really need to see, there's a way to query the data, create a

report, and find a clear, simple way to visualize it with self-service analytical tools like Tableau and Qlik.

Being able to collect all your data without deciding in advance how to structure it means you can keep coming back to your MDL with new questions, new reports, and new kinds of analysis. That's the essence of marketing agility.

Managing the data in your MDL

If you want to keep your MDL from becoming a data swamp, you need to manage it strategically with the same governance you apply to your other data. For you to gain the most value, your challenge is getting clean, complete, trustworthy customer data into your MDL and associating it with the accurate customer profiles you've created. After you've done this, you can uncover each customer's transactions and interactions and map that against your next-generation customer 360 view.

The challenge becomes even greater when you consider that the customer data you rely on to produce great experiences comes from multiple sources. Depending on the application, your customer data may have different customer names, email addresses, and devices; and it's probably plagued by poor form fills, major data gaps, duplicates, and conflicts. Don't let this knowledge hold you back on the data that goes into your MDL. To maximize the MDL's value, consider including the following:

- ✔ CRM data
- ✔ Marketing automation data
- ✔ Web analytics data
- ✔ Ecommerce data
- ✔ Transaction and POS data
- ✔ Social media data
- ✔ Third-party data
- ✔ Any kind of data

WARNING! This task is tough enough that most marketers simply give up and accept a fragmented customer view as the price of doing marketing in an application-centric environment. That's a shame because solving the problem is well within reach.

Five foundations for big data marketing

Informatica did a lot of work in advance to make sure it had great data before it built its MDL. This preparation paid off when the company was ready for its MDL to bring together all the relevant data that needed to be analyzed for valuable new insights.

Informatica's marketing operations team realized that if it hoped to get the best results from its MDL, it first needed to address the foundational problems in its existing marketing technology and data ecosystem. In particular, the team used 35 different marketing applications, which prevented full visibility across the end-to-end customer journey.

In the 18 to 24 months before implementing an MDL, the marketing operations team prepared with these five steps:

1. **Fixed the data and brought its marketing automation in order.**

2. **Shored up its website and web analytics.**

3. **Implemented a scalable paid media and SEO program, fueled by a ramped-up content marketing program.**

4. **Employed predictive analytics to score leads better and support a newly introduced nurture approach.**

5. **Integrated the data between its various applications, building in the flexibility to join any data from different systems in the future.**

   Fundamental to this step was putting into action a data governance process and creating its own CDH. This included applying the consistent data rules and tags that would keep the data usable.

After these five foundational elements were in place, the team was a mere 60 days away from creating an MDL and launching its first big data marketing initiative.

Remember: What Informatica needed to do and the order in which it tackled those steps reflected the company's unique situation and legacy technology stack. You may need to start in a different place. There are no shortcuts to this effort. Marketing success relies on the quality of the data you use.

You can read more about Informatica's journey in *The Marketing Data Lake* by Franz Aman and Anish Jariwala. Just follow this link: www.informatica.com/marketingdatalake.

Get the most out of your MDL by prioritizing data quality. An MDL complements your data warehouse or data mart and requires the same diligence. Likewise, data comes in to an MDL from many sources, and many teams lack a common understanding of the data ecosystem across the enterprise. Before you start creating your MDL, you have to invest time in understanding your data. See the nearby sidebar "Five foundations for big data marketing" to see how Informatica started with its MDL.

Looking at the benefits of an MDL for Marketing Operations

An MDL provides your marketing operations team with the following:

- ✔ Essential insights into measuring marketing outcomes by giving visibility into the end-to-end customer journey
- ✔ The capabilities to integrate your most important data across all your marketing applications
- ✔ Increased agility and data analysis that allows you to achieve the outcomes you want
- ✔ Cross-channel visibility into how individuals from specific customer accounts engage with your website, content, and marketing programs to support Account-Based Marketing (ABM).

An MDL fuels the analytics that can make your marketing efforts stronger and provides richer insights into your customers and prospects. Several trends have emerged in recent years that fuel the need for an MDL. An MDL makes it easier to harness the potential of

- ✔ Digital marketing
- ✔ Content marketing
- ✔ Big data and next-generation analytics
- ✔ ABM
- ✔ Personalization
- ✔ The convergence of Sales, Marketing, and Customer Service
- ✔ DMPs and the AdTech boom

Informatica's 'aha!' moment

For the Informatica marketing operations team, the "Aha!" moment — when the team knew what it was doing would really add value to the whole revenue generation machine — happened when the people on the team saw a specific web visitor with a real Marketo ID linked to Informatica's Adobe Analytics data. The team realized that it now had the email and phone number of that visitor and could associate the contact information with all his web activity. Up until that moment, all of this was just theory. From that moment on, sales and marketing operations could link all data to a profile to create an end-to-end view of the customer journey.

The knowledge you can consume from these trends helps your teams prioritize your activities and resources for the individuals most likely to buy, identify the influencers and the influenced, understand the path to purchase, and isolate the moments of truth your customers experience — so you can replicate and personalize your marketing efforts to greater success.

"No DMP in the world comes close to the richness and agility of the Data Lake," says Scott Brinker, founder and editor of the Chief Marketing Technologist blog, the leading blog and resource site on the intersection of marketing and technology.

How to determine if you should build an MDL

An MDL isn't for everyone. Before you decide to build one, you should honestly assess where you are today. You should make sure your core applications — analytics, marketing automation, CRM — are in good shape, with solid data quality. Fix the foundational problems before building an MDL. As Adam Greco, senior partner at Analytics Demystified and longstanding member of the web analytics community, says, "Don't try to build a house with broken bricks." If the sources feeding your MDL aren't robust and the data isn't in great shape, you'll struggle.

TIP

Identify a quantifiable business goal — one tied to revenue — before you build your MDL. The approach you use depends on your situation, which is unique to your company. Base your business case on the most pressing pain points and needs of your company.

REMEMBER

An MDL isn't the answer for everything. Who should *not* build an MDL?

- ✔ People who need penny-perfect data
- ✔ People who only work with structured data
- ✔ People with zero IT support
- ✔ People who aren't into analytics
- ✔ People in most small companies
- ✔ People whose core marketing systems are a mess
- ✔ People whose marketing data is a mess

Chapter 7

Ten Principles for Smarter Customer Data Management

*A*re you looking for additional guiding principles to help you harness the full power of your data for marketing? In this chapter, you discover Informatica's top ten principles for smarter customer data management so you can ensure customer interactions are personal, relevant, and seamless. Informatica has found that data-driven marketers who follow these principles are wildly successful in delivering a great customer experience.

Manage Your Data as a Strategic Asset

Some marketers think of their data as an ever-growing problem with no solution. Do you feel this way? If so, you'll never be able to use the full value of your data to gain a competitive advantage.

REMEMBER Actively managing your data as the strategic asset it is will help you attract more and better prospects while building great relationships with your current customers. You want to be able to follow your customers on their end-to-end customer journey.

Put Together Your Strongest Data and Operations Team

It's key that you carefully vet and hire someone with the professional credentials to do the job when building your data and operations team. Seek team members who are naturally curious and who can provide you with the insights from applying advanced and predictive analytics to your data.

Bring Your Data Together in One Place

Right now, unless you've managed your customer data effectively with some kind of customer data management technology, it's likely to be stuck in silos and stored in systems and applications all around your organization. Other critical customer data may also be managed externally. Like any organizational project, you have to consolidate it to get the most out of it. This means you need to identify all your data and put it in a central location such as a customer data hub (CDH), a data warehouse, or a marketing data lake (MDL). Now, you're ready to strategically manage it. For more information on MDLs, check out Chapter 6.

Connect the Dots So Your Data Is Trusted

To make the right predictions about your customer's buying behavior, you need to base your predictions on a trusted customer profile that's based on a Single View of the Customer (SVOC). It's imperative that you do this, or your customer experience will be unsatisfying.

TIP

The best way to build a trusted customer profile is to master your data. What do I mean by that? Mastering your data means combining all the disparate high-value data known about your customer into one cohesive master record that can fuel your business applications and analytics. You can learn more about mastering data in Chapter 6.

Focus on Your Operational Levers

Operational levers are the activities that help you reach your marketing goals. They help you understand how your marketing activities impact the end-to-end customer journey. When you select the right metrics and track the right data, you should be able to make good predictions about the outcome. Using your data to identify the strategic operational levers will facilitate that.

Test, Measure, Optimize

One of the single greatest benefits of great customer data is that you can use it to test new ways to achieve the results you want. When you actively manage your data, you can get immediate feedback on marketing programs, campaigns, or your current channel mix. Testing and making quick changes is the best way to ensure a successful outcome. It allows you to experiment often and to fail fast, or to expand on what's currently working.

Build an Environment Based on Growth and Speed

Change is happening more quickly than ever before and shows no sign of slowing. Take the current wave of digital disruption that's changing everything — including how your customers interact with your company. You need the right customer data management technology to continuously improve your data. Otherwise, your marketing team will struggle to be nimble. This will limit your ability to improve your customers' experiences. Ultimately, you'll lose sales.

Create a Data Culture

A data culture is a learning culture. In previous years, marketers relied only on their creativity and intuition when planning campaigns. That just won't fly today. A data-driven culture supports that creativity with facts and insights about your customers and actual results.

TIP The key to developing a data culture is to share trusted customer data across the organization so everyone can demonstrate results by pointing to actual data. Success becomes repeatable by others, and failures become avoidable (or at least limited).

Include Self-Service Capabilities

You have questions that need quick answers, and you want data at your fingertips. You don't have time to log requests into an IT queue to get the data you need to figure out what's working and what's not and how to better serve your customers. Your IT team should make it easy for you to find the answers yourself.

REMEMBER Ask IT to give you self-service access to the technology and information you need to make an impact on the business. Take the time to work with them so they clearly understand your requirements and get it right the first time.

Partner with Your CIO

Marketing is probably the biggest consumer of IT services, which makes your CIO a VIP with whom you need to collaborate. Your CIO is motivated to work with you, too. Successful data-driven marketing depends on a solid relationship between Marketing and IT. In the right environment, this partnership works to solve the critical data management issues Marketing struggles with every day.

Ignite Your Marketing Results with Informatica

Marketers who use Informatica know that every great marketing strategy needs a great data strategy. Some of the world's most innovative marketers rely on Informatica to strategically manage and share their great customer data so they can exceed their marketing goals.

Data-driven marketers use Informatica to:
- Improve cross-sell and up-sell by 60%
- Boost marketing campaign effectiveness by 30%
- Increase conversion rates by 20%
- Grow spend from loyalty programs by 20%
- Boost customer experience and satisfaction

The bottom line is that the greatest creative campaigns, the most advanced analytics, and the best marketing technology in the world won't give you the results you want if your marketing data is bad.

Visit www.informatica.com/marketing to learn how Informatica can ignite your marketing results.

Informatica

Fuel great customer experiences with great customer data

Customer experience is the new competitive battleground. That's why your best marketing strategy must include a data strategy. Failing to create a single view of your customer (SVOC) is a fatal flaw — without it, you'll never deliver the great customer experiences your customers demand. This book shows you how to

- *Reap the benefits of great customer data* — *unify and personalize your customers' experiences, generate stronger leads, boost conversion rates, grow share of wallet, and more*

- *Manage customer data for your marketing success* — *support data-driven marketing*

- *Dodge costly data strategy mistakes* — *create a successful customer data management strategy*

- *Know your technologies* — *select the right technology for the right purpose*

- *Prepare to transform your customer experiences* — *use a next-generation customer 360 view*

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