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Today's leading brands are focused on developing a relationship with their audience. They are spending time creating content designed to educate and influence individuals as they move along the buyer's journey and significant budget driving their audience to owned properties where they can engage with that content.

But, what happens when they get there?

Studies have shown that people not only won't engage with content that isn't personally relevant to them, but that the experience actually leaves a lasting negative impression.

Irrelevant content experiences are costing companies more than wasted time and money—they're costing them customers.

63%

of consumers would consider

ENDING THEIR RELATIONSHIP

with a brand due to irrelevant content

SOURCE: JASON MILLER PRESENTATION, "CONTENT, NOT MORE BUT MORE RELEVANT", FROM THE HUBSPOT'S INBOUND 2014 CONFERENCE

59%

of unsubscribers cite

CONTENT IRRELEVANCE

as their key issue with brand emails

SOURCE: MARKETINGSHERPA, CUSTOMER SATISFACTION RESEARCH STUDY, 2016

The Rise of Individualization in the Personalization Era

Personalization isn't just a marketing tactic. It's a strategy that spans the entire business-to-customer relationship and manifests in every digital touchpoint across the customer journey.

While marketers are taking steps to address this, many of them fall into the trap of conflating true 1:1 personalization with traditional, segmentation-based approaches that fail to deliver the individually relevant experiences their audiences expect. When this happens, marketers alienate their audiences and often make the customer experience worse, not better.

Brands that recognize the need to individualize the customer experience across channels leverage artificial intelligence technology and big data to effectively engage their audience in a meaningful way.

We call this personalization practice INDIVIDUALIZATION. In fact, businesses that focus on individualizing customer experiences across touchpoints aren't just the ones who earn attention and dollars; they're poised to overtake the competition and lead in their category.

With 89% of digital businesses investing in personalization*, it's important to understand what that really means for you as a marketer. *FORRESTER, 2018

We created this guide for the marketing game changers who are obsessed with superior customer experience and believe a deeper level of personalization, known as individualization, is integral to delivering that customer experience.

Read on for the complete guide to mastering content individualization.

Individualization is not a tactic... it is a business strategy that drives tactics and affects every part of an organization.

BRENDAN WITCHER
PRINCIPAL ANALYST AT FORRESTER

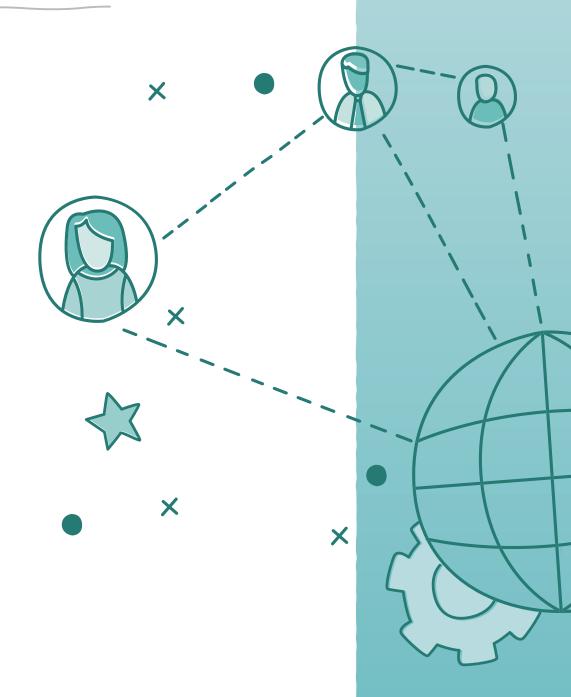


The Difference Between
Personalization, Segmentation
and Individualization

Personalization, Segmentation and Individualization

A big challenge companies face in delivering a truly personalized content experience is quickly processing the large quantity of data customers bring them. Layer on the high expectations consumers have of brands' and publishers' abilities to deliver real-time, individualized experiences, and you have a tremendous challenge in determining how, when, where and why individualization or segmentation-based approaches get delivered in different contexts.

This is why we decided to map out what levels of personalization are available to marketers today so you can choose the right approach to align with your business objective. Spend some time in this section to understand how to infuse your customers' journeys with the right levels of personalization, and identify where it makes sense to use segmentation vs. individualization.



PERSONALIZATION

Personalization is the strategy of creating unique and relevant experiences for prospects and customers across all channels and touchpoints within the customer journey—from discovery to conversion and beyond.

Goodbye Salutation

Using a contact's name within the greeting or body of an email such as "Hi Bill, ..." is the most basic form of personalization and has been available to marketers for more than a decade. It has become a standard practice for direct mail and email marketing. If you have an email marketing program in place, you're probably already doing this and benefiting from a lift in response rate, but times have changed and salutation as a personalization strategy is no longer enough.



SEGMENTATION

Segmentation is the process of dividing your entire customer and prospect database into different groups based on data points such as age, gender, location, and past purchase history—and manually tailoring the content that is delivered against that data point. We also refer to it as Personalization 1.0.

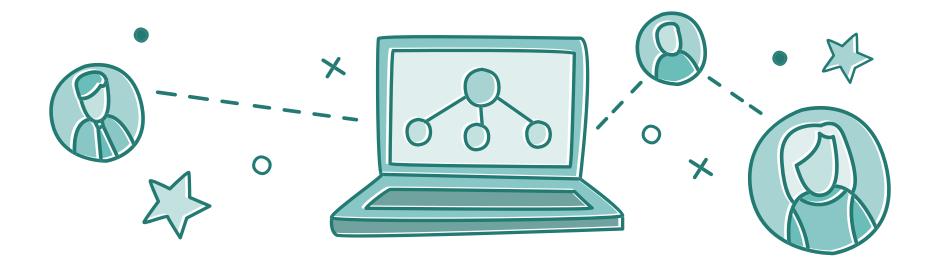
WHAT IT LOOKS LIKE

Delivering the same set of targeted content to a select group of contacts.

HOW IT'S USED

This approach has gained popularity and can be effective for

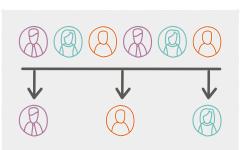
bottom-funnel customer acquisition but less so for top and middle-funnel stages of the journey, where customers are just starting to learn about your products and services. These different groups of prospects have different levels of awareness about your brand; therefore, they need an experience closely tailored to their stage in the buyer's journey in order to nurture the relationship. Tools that require manually programmed content targeting allow for a greater level of personalization than simply a customized salutation, but do run the risk of being overly broad in the messaging to categories of buyers.





INDIVIDUALIZATION

Individualization, on the other hand, means creating an experience that is uniquely designed for that person, in that moment. An individualized content experience is one that serves up articles, videos and other types of media specifically selected to align with the individual's interests and content preferences. This sophisticated level of 1:1 personalization can only be achieved by platforms that use artificial intelligence to analyze user behavior and deliver the optimal piece, or pieces, of content to every individual. We call the practice of individualization, Personalization 2.0.



WHAT IT LOOKS LIKE

Two common places for brands to individualize their content experience are on their website and in their email campaigns.

An individualized content experience on a brand's site means every visitor receives content that has been specifically selected for them based on their unique interests and content preferences. For example, on a site related to financial wellness, Sue may see

articles about financing a home and taking advantage of FSAs, while Dan may receive content about saving for retirement. Both of these experiences are created to align with each individual's user history and the context of the page they are currently viewing, and they are designed to drive deeper engagement with the brand.

HOW IT'S USED

Content is most often used to educate a brand's audience and influence their decision-making as consumers and prospects progress along the buyer's journey. After conversion and purchase, brands use content to continue to build trust and loyalty with their customer base. Individualizing the content experience improves brands' ability to meet individuals where they are, increase content engagement, and strengthen relationships.



While this framework isn't exhaustive, hopefully you now have a better understanding of where it makes sense to use segmentation versus individualization, and how each best aligns with your different business objectives.

Continue reading to rate where your organization falls on the Content Maturity Index, and identify what steps you should take to advance to the next level of personalization sophistication.



Your Content Maturity Level

Content and personalization techniques are still developing across the industry. Before embarking on your journey from a more basic personalization strategy toward individualization, you must fully understand where your organization sits on the Content Maturity Index. Here are some indicators to look for as you examine your organization's maturity and what you need to do to move further up the index.

Basic	 Content is created ad hoc for a broad audience One content type is predominantly used Content objectives and strategies are not clearly defined Measurement is absent
Tactical	 Content strategies emerge within a single channel Content efforts are siloed from other parts of the business Content is produced regularly across paid, owned and earned channels Content is typically one-size-fits-all Duplication of efforts are obvious; workflow is strained Basic A/B testing practice is in place Content types begin to vary Content measures exist around engagement levels

Your Content Maturity Level

Strategic	 Important customer journeys are defined Content strategy is clearly integrated across paid, owned and earned channels Full array of content types are deployed Content varies by segment and is layered to increase engagement Personalization pilots have proven their effectiveness Multivariate testing is in place Organizational structures have changed audience and content needs
Leadership	 Content efforts are considered a core competency and differentiator versus competitors Enterprise has a view into content and its business impact Content types and cadences vary by segment and by individual Content strategy is dynamic because of individualization Organization structures are audience-led Content is so effective audiences may even pay for it

Your Content Maturity Level

After reviewing your current efforts, you should have a clearer ranking of the maturity of your content marketing practice and how and when individualization fits in.

Regardless of your current maturity level, you must renew your commitment to be customer-first and grow the organization's content strategy beyond campaigns and tactics—moving toward journeys and active content experiences that add value.

This mindset is paramount for delivering value across your customer journey.

Continue to the next section to review best practices for laying a successful foundation for individualization





Content marketing is a long game, which is why it is important to establish a strong foundation before advancing into individualization techniques. From creating a content roadmap, aligning your stakeholders, and preparing your marketing tech stack, we've outlined all of the foundational layers you should consider before making an investment in a personalization strategy.

Roadmapping Your Content Strategy

To operationalize and scale your content initiatives, you must define your priorities across audiences and plan your resource investments on a roadmap. To help you start thinking about your roadmap, here's an overview of the top areas where you should strategize and document your content priorities and milestones.

Your organization may not need to focus on all of these areas, but they are good to consider as you evaluate your priorities, resources and opportunities.

You can think about each one in three phases:

PHASE 1: PREPARE AND OPERATIONALIZE

During this initial phase, think about how you will establish your brand and content in the first year or phase.

PHASE 2: PERSONALIZATION AND PILOTS

During this execution phase, you'll be focused on carrying out the plans you've prepared for and operationalized around. You'll learn a lot and then carry those insights into phase 3.

PHASE 3: SCALE

Take the learnings and frameworks established in the first two phases and execute at a broader scale to drive greater impact. Also use this phase to optimize and evolve your content strategy into a sophisticated program that has measurable business impact.

Laying the Foundation

Now without further adieu, here are the seven areas to consider as you build out your roadmap.



Establishing a vision for your content marketing program will ensure you have clarified your purpose and focus areas. Simply put, the vision should include what you are trying to achieve, how you plan to get there, and how you will know when you get there. This will also give you an idea of the resources you're going to need to deliver on your vision. You should look at the vision annually to ensure it is in lockstep with your overall business plan.

2 Digital Ecosystem

Consider your brand's digital footprint across owned, earned and paid channels. Are the channels you plan to use the same ones your audience wants you to use? Aim to have a strong owned and earned strategy that allows you to engage your audience without having to buy media. This provides the benefits of having a stronger database to work from: first-party data, like email, and your own cookies. It also allows your audience to deepen its content consumption within the same session. While channel choice continues to proliferate, your roadmap confirms which channels you focus on first and which you'll focus on in the future.

3

Measurement

Many content marketers rely on engagement metrics to evaluate their content efforts. Your roadmap should address how to establish the methodology to attribute harder business measures of success. Ideally this should be done in a way that is consistent with other marketing investments. Your ultimate goal will be to connect digital engagement to influencing brand preference and improving customer lifetime value.

Flip to Page 28 for more on reaping the benefits of content individualization.

4

Audience Insights

Audience insights are the foundation for successful content efforts, especially customer journey maps. Defining customer journeys is a necessary step to evolve your broad content to truly individualized content. With the right technology partners and tools, you'll be able to derive new customer segments from behavioral data and then optimize your content creation and delivery to engage those segments at an individual level. Your roadmap should address which audiences you focus on and at which stage.

Laying the Foundation

5 Pilots

Use your audience insights to consider where content can really help, and identify pilot opportunities to assess your individualization strategy. You should balance the likelihood of success with the ease of implementation. Start with the pilots that most align with top business objectives and the learnings you'll need to optimize your content programs. Once you have a long list of pilot options, rank them in a scorecard against criteria, weighted if necessary, for emphasis. Then pick the ones that rise to the top and hold onto the remainder for future waves of activity. It's important that you aim to find success early to build confidence and momentum.

(6) Operations and Infrastructure

As your plan matures, your marketing technology stack will need to support your long-term objectives. With a solid vision in place, you'll be able to start evaluating systems and partners and start solidifying budget, buy-in, and an implementation roadmap. Be sure to fully utilize the technologies that are already in-house. Typically, only 15% of technology is ever used. Your internal IT team should be an important ally in your efforts.

7 Content Creation

You can't have a content strategy without content. Start with an in-depth content audit across the business. Use those insights to identify gaps where content is needed to improve the customer experience. Drive content development at the audience level, while keeping your channel strategy and plans for individualization in mind. Consider an operational model to create content that is both high quality and reasonably priced.

One of the major benefits of the roadmap is to aid collaboration with multiple stakeholders, who then agree and support your efforts. You can also use the roadmap to "manage up" and keep your executive team in the loop on your aspirations (and when you'll be asking for more support and resources).

Aligning Your Team and Stakeholders

First and foremost, it's important to understand that everyone on the marketing team plays a role in the customer experience. Your customer is fully connected and every department, from brand marketing to CRM, to digital content and so on, needs to have a complete picture of the experience from start to finish to find value in optimizing that experience.

Once your team is aligned, everyone will work toward the common objective, which is delivering a truly individualized content experience across all channels. This portion of the guide is dedicated to helping you align your team around this common objective. Here are the roles you'll typically see on your marketing dream team to help you achieve a truly individualized customer experience:

BRAND-TO-CUSTOMER EXPERIENCE ADVOCATE

HOW THIS STAKEHOLDER CAN HELP:

These people are obsessed with your customers and their experiences with your brand. From the hard numbers to strategic initiatives, they're constantly asking, "How does this help our customer?" With 74% of consumers becoming frustrated with irrelevant content, your Brandto-Customer Experience Advocate should immediately understand the consequences of irrelevant customer touch points.

HOW TO GET THEM ONBOARD:

Lead with your customers and how much better their experiences will be with individualized content. These team members get excited by stories and numbers, so be armed with both when talking about how your customers will embrace 1:1 personalization. Invite them to be your partner as you work together to deliver the experience your customers demand and deserve.

TECHNICAL GURU

HOW THIS STAKEHOLDER CAN HELP:

These people get paid the big bucks to make sure your new favorite SaaS product doesn't take down your website and lose millions of dollars per minute while you're at home eating dinner. They're overworked, underappreciated and sometimes misunderstood, but absolutely critical in bringing your optimal content personalization experience to life.

HOW TO GET THEM ONBOARD:

It is important to bring these people in at the beginning to help them realize the vision of a seamlessly individualized content experience. Many are highly analytical and want to know exactly how they can help. They'll typically favor the quickest, lowest maintenance, most secure and highest reliability technical solutions for executing your ideal content experience, so make sure to factor these things in when you ask for help. Also, make sure the vendor is prepared with their own technical resource that can dive deeply into details.

ANALYTICS AND KPI KEEPER

HOW THIS STAKEHOLDER CAN HELP:

These are the keepers of all of marketing's numbers. They're trusted with the results of marketing's hard work to influence customers, and they're critical in helping you build the business case for personalization and ultimately showcasing the return on investment (ROI).

HOW TO GET THEM ONBOARD:

Approach them early about joining your efforts to implement content personalization. Chances are, you've worked with them before on a campaign, but getting their input early is paramount for shaping the ROI conversation. Also, speak to the numbers. While they care about the qualitative response of your audience, they really want to know the data. Be buttoned up on what KPIs, tests, and goals you have planned so they can be consultative with you on how to best frame your success story.

CRM MASTER

HOW THIS STAKEHOLDER CAN HELP:

These are your email and CRM experts. They're always thinking of ways to engage your customers and retain them longer through relevant campaigns and evergreen email efforts. They have their fingers on the pulse of your customer by keeping a close eye on email metrics, and they're always looking for ways to build on their success.

HOW TO GET THEM ONBOARD.

Share the cross-channel vision of your ideal customer experience for content, and show them how critical email is for that vision. Be very clear about what your proposed solution will take to get connected to your Email Service Provider or Marketing Automation Platform. Show them what the projected lifts are using individualization alongside the productivity gains from automation, and they can't help but be interested.

CONTENT STRATEGY VISIONARY

HOW THIS STAKEHOLDER CAN HELP:

These are the content masterminds. They're always thinking of the story to tell your customers and trying to maximize engagement with the brand. They are typically very experienced and have dabbled in everything including editorial strategy, distribution and owned media management.

HOW TO GET THEM ONBOARD:

They know how important content is to the customer journey because they are the ones creating it. If they've ever thought about the mountain of content they've created that's sitting deep in your website hoping to be found by your customers, they'll understand that individualization is an important step in maximizing the investment your company has made in content.

Laying the Foundation

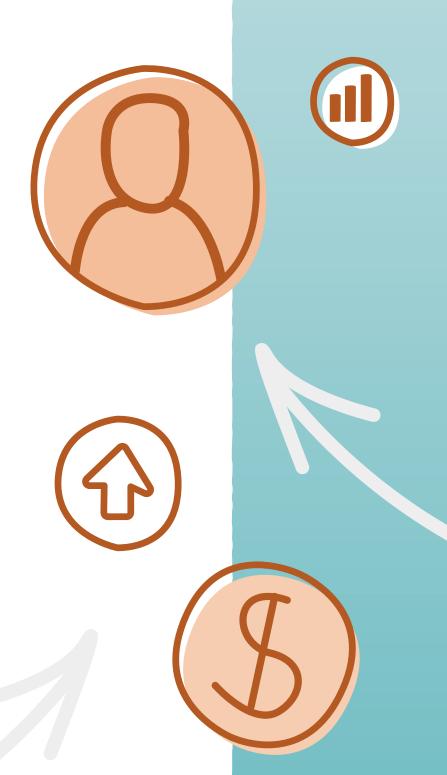
EXECUTIVE CHAMPION

HOW THIS STAKEHOLDER CAN HELP:

These are the budget-holders, strategy-builders and most critical people to get buy-in from when taking on content personalization as a business initiative.

HOW TO GET THEM ONBOARD:

Make them the hero. They're always looking for ways to win, and it's never been more critical to show exactly what your "dollars-in, dollars-out" impact is for marketing efforts on the business. Bring them in on an airtight strategy that outlines ROI and is directly tied to a business goal. When you pitch them, keep it at their level, tied to their goals and specific about the business impact. Lastly, keep them involved. Heavy-hitters like this tend to have dozens of priorities competing for their attention, so make sure you're giving them regular updates on progress, where you need help and if things change. They'll appreciate it and dig into specifics as they need to.

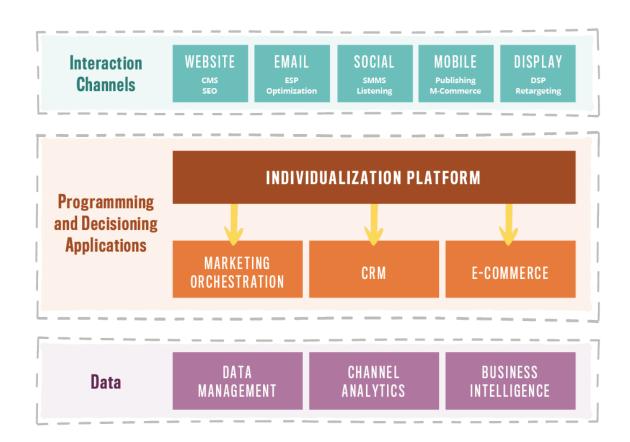


Preparing Your Tech Stack

Once you have the personalization strategy and manpower in place, the next critical step is identifying the right technology to help you execute and optimize your individualized content experiences. Now we'll take a look at the most critical functions and capabilities your personalization platform needs to be most effective.

Where Individualization Lives in Your Technology Stack

Before we dig too deeply into solution criteria for personalized content marketing, let's review where individualization fits in your broader technology stack. This is important to consider before you add or consolidate solutions in service of building your optimal customer experience.



Content individualization is not confined to any one channel or solution. It takes place wherever your customers are. Think of your technology stack in terms of how to deliver a great, relevant experience. Also consider what data you need and how your solutions work together to deliver on those requirements. For example, are your solutions connected or siloed? Are you able to acquire the data you need with your current setup?

Key Criteria for Evaluating Content Individualization Solutions

It gets overwhelming to talk to multiple vendors who all sound the same. We're here to make it easier to separate the wheat from the chaff and help you find a solution that fits your needs best. Here are some areas to examine when talking to your next potential personalization partner:



AI Capabilities

What technology does the vendor use to individualize your content across channels? At minimum, some level of machine learning is necessary in order to successfully scale individualization. The most sophisticated platforms leverage natural language processing in addition to machine learning to fully address individualization scalability. Natural language processing is the ability to process and categorize content automatically. This includes analysis of every word used within the content piece in order to surface metadata labels like category and topic. Natural language processing capabilities are critical for any brand looking to efficiently implement individualization because it removes the dependency on manual tagging and continuous maintenance. When evaluating vendors, make sure they have real tech chops behind their pretty user interface.



Content Specialty

Some personalization solutions refer to "content" as images, buttons and copy on the website while others are referring to articles and white papers. Which one is the vendor talking about most? Are they giving you the right answer for your use case?



Individualization or Segmentation Methodology

Refer to the "The Differences Between Individualization, Personalization and Segmentation" section. Which of those methods is this vendor using to deliver results? Is it more manual or more automated? Al-driven, human-insight driven, or both? Segmentation or true individualization?

Laying the Foundation



Data Sophistication

What data is the vendor's system using to make content delivery decisions? Is the platform flexible enough to allow for any customization? For example, can the system apply more heavily weighting on articles proven to drive greater conversion rates? Are they taking in your data, third-party data or creating their own data as users engage with your content?



Inter-Platform Connectivity

What's their technology's relationship to your current and potential future tools? Are they growing their partnerships with other vendors you care about? What's involved in connecting the solutions together, and will it cost extra? Are integrations resource-intensive or turnkey?



Execution and Maintenance

How easy is it to use the technology? Will you need to maintain and update the system yourself or does it automate processes and take work off your plate? Will it be as effective next year, or will you have to keep adjusting and optimizing it over the long term? How easy will it be to make changes as your strategy, content and audience evolve?



Content Strategy Alignment

Where along the buyer's journey does the solution focus its personalization efforts, and does this align with the goals driving your content strategy? Is the solution aimed at improving the parts of the buyer's journey where you have the greatest ability to educate and influence decision-making? Will you be able to use the solution to effectively build trust and loyalty with existing customers, or is the solution more aimed at quick wins with no real long-term benefits? Be sure to include your content team in the evaluation process as you consider new tools to get their perspective on which will best align with their goals.



Services and Support

Is this another tool for you to learn or is there some level of managed services that will take the burden of integrating and implementing new technology off of your hands? What level of service is needed based on your team's ability to take on new projects? Is the services team experienced and competent in the individualization space? Make sure you know what you're getting when you select who you'll work with.

Laying the Foundation



Implementation Complexity

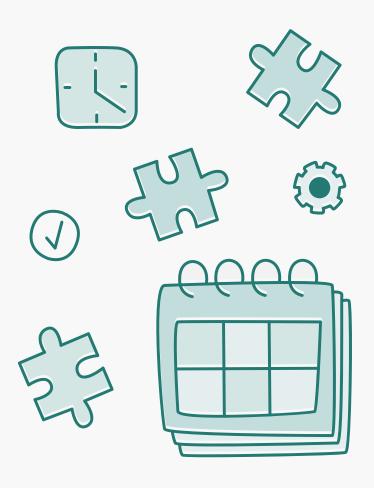
How resource/time-intensive is their average implementation? In the world of enterprise software, this can range from minutes to months. Make sure you're working with a vendor that has flexible implementation options and a well-worn path of least resistance to get their customers live. Ask detailed questions about how implementation works and be wary of incomplete or vague answers. Any vendor with a successful implementation process will be able to go into specific detail when outlining how simple or complex their implementation process really is.



Analytics and Reporting

How comprehensive is the solution's analytics component? What are you able to access on your own? Are you left to interpret the results yourself or does the vendor provide solution experts who will help you maximize your results? Does the vendor's analytics and reporting offering go beyond dashboard metrics to help you answer more challenging questions?

Are the insights unique, meaningful and focused on helping you be a better marketer?







Individualization



Reaping the Benefits of Content Individualization

Marketers using AI are benefitting from a number of gains in various areas along the customer journey. Albased marketing technologies have made it easier to identify valuable audience members and drive deeper engagement with content by taking a more sophisticated approach to content selection and delivery. They've also enabled marketers to do more with less, creating operational efficiencies in their day-to-day work and freeing marketers up to spend more time focusing on strategy. In this section, we will address a few of the many benefits of individualization—the highest level of personalization and one which could not be achieved at scale without the use of AI.

Building Deeper Relationships Along the Customer Journey

In theory, most marketers know that getting their audience to consume content is a good thing. But when it comes to building deeper relationships, where along the customer journey does content engagement matter most?

We've found that the best place to start individualizing the content experience is during two key phases of the customer journey: during active evaluation/consideration and in the post-purchase experience. This is where engagement has the most impact because brands have the greatest opportunity to:

Differentiate themselves | Influence purchase decisions Build trust | Develop customer loyalty and advocacy

With so many brands competing for consumers' attention as they evaluate their next purchase, relevance is the key to separating yourself from the pack and building a stronger connection with your brand.

The Value of Content Engagement: Active Content Users

Now that we've established where along the customer journey it is most important to focus efforts individualizing the content experience, let's dive into the value of content engagement.

It's no surprise that content engagement matters in moving consumers along the path to conversion.

Analysis of billions of content interactions reveals that individuals who engage more deeply are more likely to take high-value actions and view a brand more favorably.

At OneSpot, we define your most valuable audience as "Active Content Users." That simply means that your most engaged visitors are consuming at least three different pieces of content in a single session. So how different is someone who reads one article from someone who reads three articles? Vastly different.

1) They View Your Brand More Favorably

At OneSpot, we've found that brands who have successfully cultivated Active Content Users benefit from at least a 10% lift in brand health metrics, such as likelihood to recommend and trust a brand, when compared to those who've engaged with zero, one or even two pieces of content.

2 They Take More Action

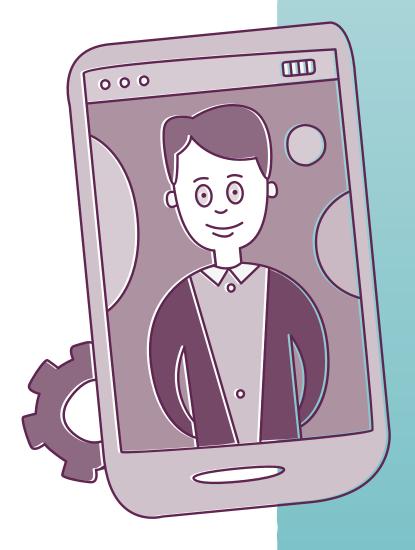
For marketers who have goals tied to visitors' actions,
Active Content Users are on average 5X more likely to take
high-value calls to action on brands' websites, like signing
up for a newsletter or clicking "buy now."

Exchanging valuable content with your audience clearly results in the development of a positive relationship with your brand, and your audience will reward you for doing just that.

Reaping the Benefits of Content Individualization

Increased Efficiency

Marketers today can take advantage of the fact that individualization platforms enable their teams to do more with less. Individualization technology gives your brand the opportunity to connect more frequently with your audience, increasing the volume of email touch points through automation, while up-leveling the quality of sends to go beyond segmentation. What's more, technology greatly reduces the demand to continually produce fresh content by optimizing the use of your existing content library. You'll also want to consider time savings. Is your organization able to make aspects of your content and email marketing operations efficient or automated enough that less staff time and effort are needed to reach the same outcome? Consider the fact that the time saved could be spent on other high-value activities. By adding dollar values to time saved, you can get a fuller picture of its total economic impact.



Reaping the Benefits of Content Individualization

Content Relevance Leads to Deeper Engagement

Measuring engagement can happen several different ways.

"Engagement" isn't just clicks and pageviews anymore. Beyond that,
there are the attention metrics of dwell time and scroll rate. You can
get even more nuanced by looking at indicators of deep engagement.

Simply put, these metrics are concerned with identifying "real" engagement with your content, not just at the surface level. When you're delivering individualized content experiences that directly impact these metrics, you pave the way for identifying and growing your base of Active Content Users, increasing the amount of time they interact with that content, and even the number of pages with which they interact.

Metric	What It Tells You
Engaged Pageviews	Number of viewers that scrolled down the page at least 25% and remained active on the page for at least 30 seconds
Engaged Time	Amount of time a user is actively looking at the page as indicated by scrolling, mouse movements, clicks, etc.
Click-to-Open Rate	Compares the number of people that opened the email to the number that actually clicked
Active Content Users	Identifies your most engaged visitors who are consuming at least three different pieces of content in a single session

There you have it—the strategy, team and technology to be a true game changer when it comes to individualizing the content experience.

Now is the time to get to work. Ready to individualize your content experience? We can help you get started.

For more information, contact us at guide@onespot.com



OneSpot is the leading marketing technology company that delivers content individualization across digital channels, enabling brands to deepen their relationship with customers and prospects. Our machine learning-based technology automates individualization so brands can easily transition from segmentation to a true one-to-one content experience, and increase engagement with minimal effort and no ongoing maintenance. OneSpot's sophisticated technology and best-in-class managed services are used by customers including Nestlé, L'Oréal, Unilever, Ally Financial, USAA, Under Armour, Campbell's and other leading marketers.

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