Optimize Your Marketing Silos

How to Bring Together Online and Offline Marketing
by Kevin Hillstrom

FOREWORD BY UNICA

Customers don't think of their experience in terms of channel silos – they just do what it takes to accomplish their goals. Regardless of how you're organized internally, a customer expects you to be fully aware of all their interactions with your company and incorporate this awareness into all of your marketing communications. Certainly, the more you centralize marketing organizationally, the easier it is to have a well-orchestrated dialog with your customer based on complete awareness. But the reality is that centralization isn't always possible and often organizational silos emerge and exist for good reason. Ultimately, marketers shouldn't depend on fully integrated organizations, but instead integrate relevant customer data and insights and use this to drive a coordinated marketing strategy across all channels.

This whitepaper, written by multi-channel marketing expert Kevin Hillstrom, describes how to achieve a more effective marketing dialog with your customer by establishing a new process; facilitated by new organizational roles. In the end, integrated customer dialogs will be accomplished with a combination of people, process, and technology. Unica can help with the technology and Kevin lays out a framework for the people and process.

ORGANIZATIONAL SILOS ARE HERE AND THEY AREN'T GOING AWAY

Ronald Reagan was President when I became a Database Marketer. This means I've had the good fortune of having worked in countless organizational structures during the past twenty-one years. It also means I've seen countless organizational silos spring up. Silos tend to arise when a business problem is not being solved by the existing organizational structure. As time passes, it becomes harder for a silo to be re-integrated with the rest of the business. And the more silos that are formed, the more disjointed marketing messages start to appear to the customer.

For better or worse, organizational silos are here and they aren't going away. The good news is that marketing organizations can create smarter silos by establishing a function to optimize across them. I call this team the "Customer Integration" department.

This team evangelizes and teaches analytics, reporting, and customer performance across departments.

The most important theme here is "progress." Our world is littered with easy steps and quick solutions, but every step you take toward better integrating customer data is a positive step. Let's focus on making progress!

ALONG CAME THE INTERNET – A SILO WAS BORN

We're about two decades into our relationship with the internet and it has been nothing short of amazing and breathtaking. The internet evolves and changes, nowadays in realtime with customers continually integrating technology into their lives, in ways we never imagined possible. How can we keep up?

We can't. Our organizations are not flexible enough to evolve as fast. Consequently, when forced to evolve quickly, we go outside normal organizational structures because too often our static organizations are calibrated to respond to predictable circumstances.

An example of this is e-mail marketing. If you were part of a classic direct marketing team in the 90s you were responsible for offline campaigns, analyzing these campaigns, researching existing customer behavior, modeling existing customer behavior, and finding new customers. The Executive in charge of starting an e-mail marketing program might have approached you to take on this new initiative. In the classic direct marketing team, his request would have been evaluated against existing resources and priorities. You might have determined that you could not assist this business leader. The team's time and effort were better spent optimizing the existing direct marketing campaigns, as they delivered a far greater return on investment than a fledgling e-mail marketing program.

Without support from a classic direct marketing team, the Executive pursued another path. Using other resources and a vendor community eager to help, the Executive found a way to execute fifty-two weekly e-mail marketing campaigns.

A silo was just created.

Further entrenching this silo, the e-mail marketing community developed their own metrics designed to illustrate how e-mail marketing campaigns perform within its own e-mail marketing silo. Data wasn't integrated with offline data. Staff learned to optimize their own business, and was given incentives to maximize the productivity of their efforts.

E-mail marketing wasn't the only place where silos appeared. Online marketing teams were created to deal with the rapidly changing internet world. These teams grew in size as online business increased; eventually resulting in the creation of a staff dedicated to various disciplines within online marketing, including Search Engine Optimization, Paid Search, Banner Ads, Affiliate Marketing, and Landing Page Optimization.

Certainly, some of you have integrated some of these channels back into your centralized marketing team, but the internet continues to evolve faster than organizations can adapt. Customers are evolving faster than organizations can adapt. You are already seeing a dizzying array of emerging channels - mobile, rich media (video, podcasting, gaming), user-generated content, social media, and more. The proliferation of these channels means that it is likely that there will be even more silos in the future, not fewer silos - not just online versus offline, but now emerging versus traditional.

SURPRISE! SILOS AREN'T ALL BAD, BUT THEY AREN'T OPTIMAL AND ARE FUNDAMENTALLY FLAWED

A customer doesn't think of her experience in terms of silos – she just does what it takes to accomplish her goals. You remember the customer, right? You know, the one who pays the bills, allowing us to have a job? Regardless of how you choose to structure your marketing teams, she's going to do whatever she wants to do. She's going to push technology as far as she can in order to obtain a solution to a problem. She'll pay bills online, and then uses her mobile phone to obtain a text message to find the nearest ATM machine so that she can withdraw cash. A week later, she'll apply to refinance her home, and will tweet her experience to all of her followers. All of this information has to be captured, processed, and made available to any business unit responsible for a marketing relationship with this customer.

As a result companies must communicate with customers using a coordinated voice, regardless of how they're organized internally. It is convenient to think that this can be accomplished by simply centralizing marketing. When marketing is centralized, it is far easier to market to the customer with a unified corporate voice, and it is far easier to integrate data that provides a holistic view of customer behavior. Vendors, Research Organizations, and Consultants have been harping on companies for decades to centralize activities and
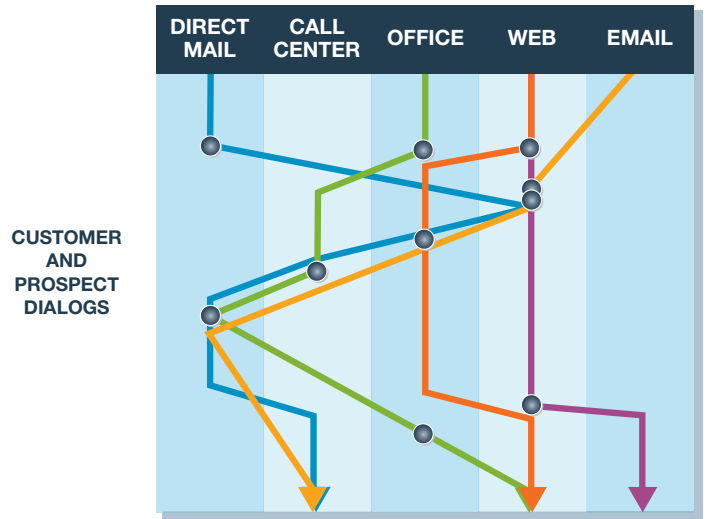
Customer Paths Are Inherently Cross-Channel

to then speak to the customer with one voice.

A centralized marketing department is able to manage better the customer experience by sending integrated messages across campaigns and channels and analyzing the results via a consistent set of metrics. A silo-based organization can react quickly to new business challenges, bypassing the red tape that can throttle a centralized analytics department.
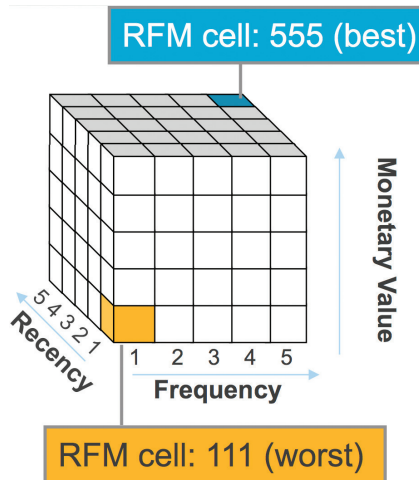
An integrated multi-channel communication strategy (centralization) must be flexible enough to handle new challenges and problems (silos) while adapting to the combination of micro-channels that customers use in unanticipated ways. The customer expects all of her brand-based activities to be fully integrated into any communication she receives as long as subsequent communications do not suggest that the brand is abusing customer privacy concerns.

Good luck with all of that, folks!

It is easy to be overwhelmed by all of this and find yourself asking, 'are silos really all that bad'?

It is considered smart to centralize marketing and analytics functions. If you believe this to be true, then you believe that silos have the potential to obstruct the optimal customer experience. You consider silos to be bad when data isn't integrated, and when messages to the customer become disjointed and unorganized. It isn't immediately easy to see that this hurts customer loyalty.

But there are things that you know. Going back to the stone ages of marketing, classic recency / frequency / monetary segmentation strategies (called 'RFM') increased profitability. You absolutely know that 'RFM' generates more profit as a segmentation strategy than using just 'R' or just 'F' or just 'M'. And you know that statistical modeling, be it ordinary least squares regression or logistic regres-

RFM cell: 555 (best)

Monetary Value

Recency
5 4 3 2 1

Frequency
1 2 3 4 5

RFM cell: 111 (worst)

sion or neural networks or genetic algorithms, generates more profit than is generated by using 'RFM'. In other words, you know that your businesses will be more profitable when you better utilize more data, more customer information. It is exceedingly easy to prove that having more data - integrated data, leads to more profitable marketing decisions.

Now, back to the question – Are silos bad? To me:

> "Silos are bad if data from the silo is not integrated with data from the rest of the company. When data is not integrated, sub-optimal decisions are made within individual campaigns across the entire company, decisions that reduce the profitability of individual campaigns, decisions that potentially lead to a customer becoming frustrated by conflicting messages."

Ultimately, speaking with a unified voice depends on integrating customer data and marketing strategy, not organizational integration.

CREATE SMARTER SILOS AND OPTIMIZE ACROSS THEM

Smarter Silos Are the Result of Integration, Communication, & Empowerment

Accepting that silos are always going to exist, regardless of company or organizational structure or centralization strategy, the modern marketing organization must accomplish two initiatives.

1. Integrate customer data across the entire organization.

2. Communicate actionable customer trends and behaviors, enabling the organization to leverage this integrated data to prompt, if not actually require, specific marketing activities and allowing any analyst or business leader to make decisions that benefit the customer.

It is my premise that a modern marketing team using integrated customer data from all silos within a company will increase company profitability if and only if it can effectively communicate integrated customer behaviors to other analysts and decision makers and shape a coordinated cross-channel marketing strategy.

Optimize the Overall Marketing Function with a Customer Integration Department

If the modern marketing department needs integrated data to make the best possible decisions, then one can argue that a new department is needed, one with new roles and responsibilities.

I believe that the new department resides within the corporate marketing department, reporting directly to the Chief Marketing Officer. I call this department "Customer Integration".

The "Customer Integration" department has six key job functions.

1. Link customer data from all sources within the company, cleanse data, and make integrated customer data available to all employees and decision makers as needed --- hourly, daily, weekly.

2. Evangelize customer behaviors mined from an integrated customer database, teaching every Executive, business leader, and employee within the company how customers interact with products, brands, channels, and other users. The evangelism is designed to enable business leaders to work together on shared initiatives that use integrated information to benefit customers and increase company profitability.

3. Make sure that enough bandwidth exists across teams to manage ad-hoc projects, and then cross-pollinate analysts and managers across silos, so that all employees pick up the skills necessary to be effective in more than one discipline.

4. Run monthly customer integration meetings with Executives and Business Leaders.

5. Prompt customer interaction by distributing the names of relevant customers to business leaders - lists that outline customers who are at key "inflection points", so that business leaders may make sound business decisions that appear integrated within the confines of a silo-based organization.

6. Simulate future customer behavior given past trends, so that business leaders have a "window into the future", and can make decisions that minimize negative profit trajectories.
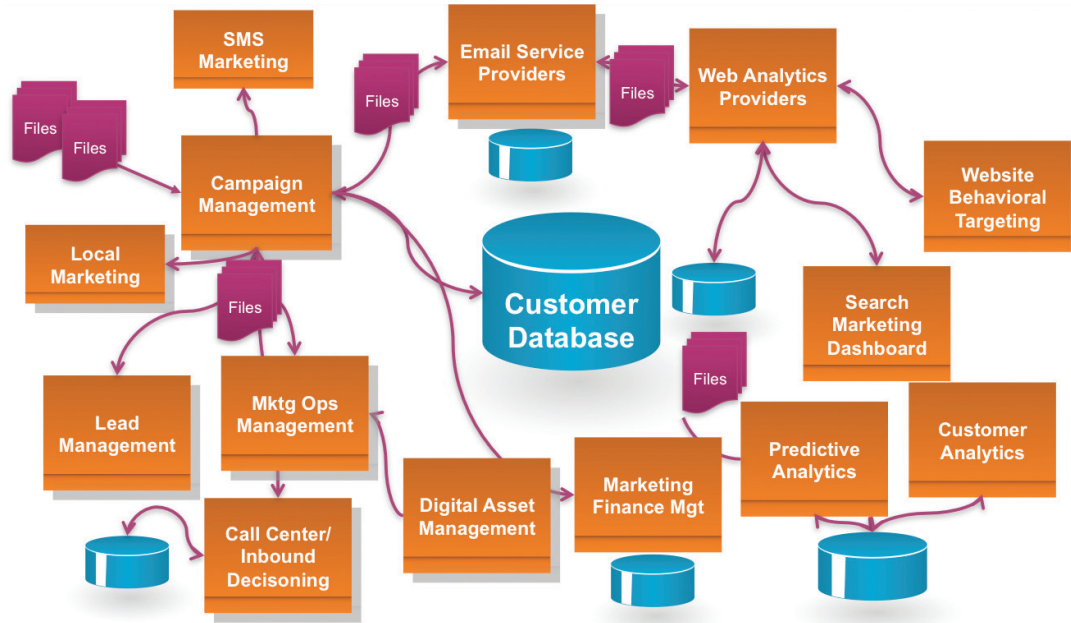
The CID links customer data from marketing's vast and complex infrastructure.

Let's explore this modern marketing and analytics organization via the framework of the Customer Integration Department, referred to as the "CID" going forward.

THE SIX KEY FUNCTIONS OF THE CUSTOMER INTEGRATION DEPARTMENT

Link Customer Data from All Sources

The CID is responsible for interfacing with all customer analysis silos within the company. As such, the CID has outstanding working relationships with silos responsible for supporting individual business leaders. Let's assume that the online marketing team works for the Customer Information Officer. In this situation, the CID works closely with analysts in this department and the CIO to thoroughly understand the customer data captured by this department.

Even more important, however, is the relationship that the CID has with business leaders who manage the corporate customer data warehouse. The CID works with technology experts managing corporate databases, ensuring that customer data from all sources is linked together in an actionable way.

The CID makes sure that data from all sources has some level of detail that allows information to be linked together.

- Customer Name and Address
- E-Mail Addresses
- Cookies, Online Login IDs
- Phone Numbers
- Social Media UserIDs

This data is complex, requiring one-to-one, one-to-many, many-to-one, and many-to-many relationships. The modern analytics team requires compilation and linkage of all of these relationships, in order to accurately act upon dynamic customer behavior across different platforms. The CID makes sure that all silos are using at least one of the identifiers, and works with the customer data warehouse team to integrate silo data with all other customer data.

This brings up an interesting point. Conceptually, data integration makes sense. Where data is housed, however, is a subject for serious debate. The web analytics culture thrives on having data stored by external vendors, while the offline and business intelligence community prefer data to be stored in-house. The CID doesn't fundamentally care where data is stored. The CID does care that data can be linked across all sources, and is easily accessed by any employee within the company. The CID does not get into philosophical discussions about who actually owns data and about who decides where data is stored. The CID just wants to make sure that the customer is treated as well as possible. The CID just wants to make sure that company profitability is maximized.

The CID makes every attempt to have data be as accurate and as fresh as possible. Different data sources may need different refresh rates. For example, it may make sense for web analytics data to be migrated to a corporate customer warehouse on an hourly or daily or weekly basis, depending upon the needs of the company and the frequency of customer activity. Offline transactions may only need to be updated on a daily, weekly, or monthly basis. It is up to the CID to determine the business rules that allow a company to act upon customer information in a profitable and cost-effective manner.

Evangelize Customer Behaviors Mined from an Integrated Customer Database

This is the most important function a CID team can perform. I suggest identifying a single individual, one who understands data but is not necessarily capable of mining data and is an exceptional and passion-filled communicator, to be responsible for all customer communications across the enterprise.

This may strike you as odd. It should.

If there is anything you've learned outside of the world of data, it is that effective communication skills are so important that you tend to gravitate toward orators, even if there are more experienced and more skilled leaders competing with the skilled orator. Just look at the trajectory taken by many of our political leaders, as an example!

How often have you attended a meeting where an analyst is trying to communicate a key strategic point, and unfortunately, uses what I call "geek speak" to communicate something in a way that nobody understands?

> "With an r-squared statistic of 93.21%, it is clear that a disproportionate number of segmented new visitors from non-branded keywords failed to progress through the purchase funnel, resulting in an aggregate conversion rate under four percent."

Compare that statement with the following statement from the CID team:

> "We aren't worried about conversion rate declines because we strategically chose to spend money acquiring first time visitors who don't convert well."

The CID team will have one employee blessed with the gift of communication. The "communicator", if you will, is unleashed upon the organization, giving talks to all Sr. Executives, teaching them how customers actually behave. The communicator does not focus on dashboards and KPIs as much as s/he focuses on language, on listening, on teaching.

The communicator spends considerable time with all analysts across the company, regardless of the silo the analyst works in. The communicator understands the unique challenges that each

analyst faces, and works to create solutions across silos. The communicator sets up internal social networks, so that analysts across the company can freely share information with each other. The communicator sets up monthly forums where analysts from across the company present their findings in person, and face the praise and scrutiny of co-workers in different disciplines.

The communicator has the full support of the CMO and the Executive team. In fact, the communicator is frequently briefed on various Executive team needs, and knows which analyst is best suited to handle Executive problems. The communicator knows where data exists, and knows who to speak with in order to get things done.

The communicator goes "on the road", if you will, speaking with every single employee in the company, teaching employees how customers actually behave, listening to ideas. The communicator formulates strategies that can be shared with the CMO and the Executive Team, based on the collective feedback of all employees.

In other words, the communicator is a very important employee. In fact, this is the employee that many aspiring analysts desire to become.

You simply cannot be this person unless you master the most important elements of being a good analyst … knowledge of data, knowledge of analytical best practices across disciplines, ability to communicate clearly without use of "geek-speak", ability to unify people in different disciplines, ability to understand what the customer needs and then enable an organization to act upon customer needs. The aspiring analyst will demand to gain experience across silos, in order to acquire the skills necessary to be highly effective. This is important, because customer information and strategy cross-pollinate in this environment.

In nearly every successful analytics organization that I've observed, there is one person who, by default, lands in this sort of position. There is one person who has the gift of getting people to work together, who teaches rather than imposes will, who thoroughly understands how customer data across silos can be integrated in a way that makes the company more profitable while satisfying the customer.

Make sure that data is integrated. Make sure that you have a "communicator". Everything else becomes much easier.

Make Sure Enough Bandwidth Exists

The CID works with each analytics team in the company, and in the process, understands the priorities and skills of each analyst.

Priorities are important, because employees will work on the projects that earn them promotions, earn them salary increases, earn them bonuses, or earn them the praise they deserve. Regardless of the

motivation, the employee will quickly fill the plate with projects, and will not have time to work on research and development issues, or issues that benefit other departments.

So the CID establishes guidelines that require analysts to work on cross-functional or research and development projects. The CID communicates that, after 11:00am on a Friday, all project work should be focused on non-essential projects. The CID requires management to evaluate employees on the performance of the work they do in the final six hours of a Friday, during the course of the year.

With the additional bandwidth, analysts across the company have time to work on projects outside of their normal sphere of influence. The credit campaign manager at a bank can work with a web analyst on a collaborative project. The e-mail marketing analyst can partner with a direct mail expert on a multi-channel campaign. The Statistical Analyst in a classic direct marketing department is paired with a web analyst, working together on multivariate test analysis. The SEO analyst works with the classic direct marketing department reporting analyst on measuring the long-term value of customers who are acquired via non-branded keywords. The Ad-Hoc query analyst assists the online behavioral targeting staff with offline tactics and offline data that can be used to improve online strategies.

And when an analyst doesn't have a project to work on, the CID encourages various cross-functional research and development projects that further the understanding of customer behavior across the entire company.

It is the job of the CID to align analysts across the company with projects in different departments, using fully integrated customer data to facilitate the analysis. With integrated customer data and Executive sponsorship, anything is possible.

Priorities begin to change. If employees across silos are incented to work together on cross-functional projects, then a deeper learning of customer behavior emerges. This deeper learning of customer behavior fuels corporate strategy. The important thing is to have a team of individuals who work together across analyst departments, leveraging integrated data to fuel cooperation.

Run Monthly Customer Integration Meetings

This might sound like you're adding an unnecessary element of red tape to your business processes, and if not done right, yes, it will add an element of red tape.

So let's not create boring meetings. You'll schedule them on a monthly basis, and you'll cancel them if you don't have anything of incremental value to add.

But when you have something of incremental value to add, add it!

The purpose of the meeting is to clearly explain to every business leader how customers are interacting with our business, across all products, brands, and channels. The Online GM will hear how customers are behaving offline. All Executives will learn how customers are interacting with social media or mobile marketing or emerging channels, and will be asked to consider what the ramifications are within their own business unit.

The goal of this meeting is to get business leaders to think, to think about how integrated customer data and cross-channel customer activities shape the future of the business. Given what business leaders learn about the future trajectory of the business, it is expected that the business leaders think about future campaigns and strategies in an integrated manner, one that benefits the evolving habits of a customer that continues to embrace technology.

The CID leads this meeting, and brings in analysts from various silos as necessary, to provide support with customer findings and insights and campaign results. This is an opportunity for business leaders to learn more about analysts in other departments, analysts that might be a good fit for future activities in another business unit. This is a great opportunity for analysts to gain exposure, and to learn about issues that are much broader than the issues the analyst faces on a daily basis.

Most important, the customer benefits from this style of collaboration. The logical outcome of this monthly meeting is integrated marketing strategies based on integrated customer data. The meetings are not effective if this isn't the logical outcome. Be patient. It takes time for integrated marketing strategies based on integrated customer data to flourish. Remember, it is progress that matters.

Prompt Customer Interaction by Distributing Key Customer Names

This job responsibility takes us in a different direction. The CID works with every business leader responsible for marketing to customers, and identifies the goals and objectives of each business leader. Armed with this information, the CID create a series of business rules that yield a list of actionable customers that are sent to business leaders at periodic intervals (daily, weekly, monthly, quarterly). Again, this requires an integrated customer database, the single most important thing an organization can do to yield increased profit and more relevant campaign management strategies.

Let's consider a few examples. Say you have a classic direct marketing team that executes direct mail campaigns. This team likes to contact customers who have exhibited a specific action within the past year. However, this customer just visited your website last week, researching information online. This "trigger" is fed to the direct mail team, either via a database field or a file saved in the

database. The direct mail team responds with specialized campaigns for customers who exhibit this type of behavior.

Similarly, the web analytics team is provided with information that indicates that a customer exhibited certain offline behaviors in the past week. This data is used to create a customized homepage or landing page for this customer, based on offline habits and online activities.

Certainly, there will be business leaders who ignore this type of information, in fact, at first, most will ignore the information given to them. Regardless, the CID will continue to send lists (via web based reports, files or Excel spreadsheets or stored in database tables) of customers who are expected to exhibit specific behaviors, and will track the adoption rate of business leaders who take advantage of integrated customer behavior. At monthly Customer Integration meetings, the CID and Chief Marketing Officer reward business leaders who use integrated customer data to improve campaign performance.

The goal, of course, is to encourage all business leaders to utilize integrated customer data in integrated marketing campaigns across products, brands, and channels. Since most environments tend to not be centralized, new approaches are necessary to inch closer to strategies that are beneficial to the customer and profitable to the business.

Simulate Future Customer Behavior

This is an absolute missing link across almost all of the companies I work with. Remember the movie "Apollo 13"? In the movie, many scenarios were simulated in a lab to power up the Odyssey on limited resources. Eventually, a sequence was found, and the crew of Apollo 13 returned to Earth safely.

Most of what analysts do is what I call "testing", implementing A/B tests or multivariate tests to identify the best strategy within offline and online campaigns.

Testing is good, and should be an integral part of what analysts do on a daily basis.

Simulation is equally important, and should be an integral part of the value proposition of the CID.

The beauty of an integrated customer database is that there is enough data to project how customer behavior might change in the future. Maybe only 4% of your current customers are using a certain feature on your website. Simulation techniques exist, techniques that allow the CID to project what might happen when 30% of customers utilize this feature on the website.

This becomes even more essential as you consider how customer behavior changes as customers adopt social networking and mobile

marketing. As customers embrace mobile marketing at ever increasing rates, you use simulation tools, even simple ones like customer migration spreadsheets in Microsoft Excel, to project what is likely to happen in all other silos within the company. Maybe mobile marketing reduces the need for direct mail. Wouldn't you want to know that information two years in advance, as opposed to having to react to continued performance declines in direct mail for the next two years?

The CID uses a simulation environment to gain a clearer view of the future, and then communicates this view of the future to the Executive team in monthly meetings or in other forums. The CID paints the picture of the future, the Executive team determines strategies to counter what is likely to happen, and then the analysts within each silo strategize their cross-channel campaigns in a way to maximize company performance.

Simulations are most effective when as much customer data, across channels, resides in an integrated customer database. You don't hear much about companies using simulations to guide their future, simply because complete customer data hasn't existed in a summarized manner across the enterprise in a way that allows a CID to run the simulations.

It has been my experience that nothing grabs the attention of a CMO or a CFO like the outcome of a series of simulations that suggest fundamental changes to the direction of the brand and a much more profitable route to the future. Simulation outcomes are most interesting when offline and online data are combined, and usually indicate a holistic style of customer interaction with a business that leads to a projected outcome that is unexpected.

Simulations also stimulate the creative passion within analysts. Simulations encourage competition and excellence. Analysts will quickly learn that the biggest marketing decisions are being made on the basis of the simulations run by the CID team, and will want to take part in using integrated customer data to move the business forward.

Simulations also point to what I call the "MVP", or "Most Valuable Path". Most businesses do not understand the process that a customer goes through as she migrates from being introduced to the brand to buying something or becoming a first-time user, to becoming a loyal customer. Simulations easily point out the MVP to the leadership team. Simulations almost always show that the MVP is dependent upon all products, brands, and channels within your business. Simulations make a powerful case for an integrated marketing strategy that utilizes each product, brand or channel in a way that propels customers closer to loyalty. The simulations demonstrate to the leadership team how each leader benefits by participating in an integrated strategy.

ACTION STEPS

It is my opinion that there are two things that companies can do to capitalize on customer data to make better decisions, decisions that increase customer satisfaction and increase profit.

1. Integrate customer data from all sources within the company.
2. Create a "CID" that serves as the "strategic bridge" across analytics silos.

I do not believe that you can force integrated multi-channel campaigns on companies. Human beings have their own selfless and selfish interests at heart, so it is unreasonable to expect companies to create centralized marketing and analytics teams reporting up through the Chief Marketing Officer.

It is reasonable, however, to expect a group of leaders to communicate a story that is so compelling that a significant number of business leaders and analysts decide to climb on board and follow along. This is the sole purpose of the CID. The CID creates an environment that encourages analysts in competing departments to work together. The CID brings together decision makers from various silos, exposing business leaders to integrated customer behaviors derived from an integrate customer database. The CID staffs an outstanding "communicator", somebody who is a gifted orator, somebody who is not afraid to visit every single employee within the company, evangelizing the entire organization about the tactics that move a customer along the "MVP", or "Most Valuable Path".

So much of the focus in marketing revolves around channels and tactics. We don't spend enough time talking about the ways that you can get employees to work together, using integrated customer data to make good decisions. The CID framework is a step in that direction. It is an acknowledgement that our organizational structures fail to benefit the customer in a profitable way. It is an acknowledgement that integrated customer data alone fails to benefit the customer in a profitable way. The CID framework teaches us that by motivating people to work together, to communicate, to share, to compete, we have the potential to improve the customer experience, improve profit, and improve the job satisfaction of employees performing similar job responsibilities in vastly different departments/silos.

The CID brings data to life. We don't focus solely on clicks (or bricks) or visits or shopping cart abandonment or SEO or PPC. And we don't focus solely on business intelligence software tools and campaign management software used to blast e-mail and direct mail campaigns. We instead focus on holistic customer behavior. Given what we learn about holistic customer behavior, we use SEO or PPC or Personalization or Behavioral Targeting or Triggered Campaigns or E-mail Campaigns or Direct Mail Campaigns to send the customer along the "MVP", or "Most Valuable Path". The tactics are no longer a nirvana; they instead become tools for a greater good.

CONCLUDING THOUGHTS FROM UNICA

Kevin's framework allows each of your channels and silos to participate in a better coordinated and more informed dialog with customers. Unica calls this "interactive marketing," defined as: engaging each customer in a cross-channel dialog that builds on past and current behavior. While Kevin focused in this paper on people and process, there is also an important role for technology to play. Unica offers a complete set of technology and capabilities to help marketers adopt interactive marketing, and conquer the online-offline, inbound-outbound, anytime-real-time world in which we live.

Four fundamental technology capabilities are required to do this:

- **Customer awareness** – to listen to all the information provided by your customers and prospects – explicit and implicit. Unica's solution includes customer analytics, Web analytics, predictive analytics, and event detection.

- **Centralized decisioning** – to act as a marketing "brain" that drives consistency while determining the best next communication for each customer, personalizing experiences across both inbound and outbound channels. Unica's solution includes segmentation, offer management, real-time targeting, interaction history, and contact optimization.

- **Cross-channel execution** – to communicate through any outbound or inbound channel with equal ease, and manage conversations that continue through as many interactions as necessary to help customers reach their goals. Unica's solution includes outbound fulfillment, inbound integration, and distributed marketing.

- **Integrated marketing operations** – to simplify collaboration and cross-channel planning, design, execution, and measurement. Unica's solution includes plans and budgets, people and processes, data and assets, and measurement & performance.

These concepts relate closely to what Kevin has written about. "Customer awareness" is directly related to Kevin's concept of data integration, to create a complete picture of each customer. "Centralized decisioning" provides a platform that helps accomplish the coordinated, cross-channel decision-making that Kevin spoke of as being one of the CID's key objectives. "Cross-channel execution" makes it easy to tie the work of each individual channel or silo to the overall marketing effort. And "integrated marketing operations" facilitates the collaboration and process integration that make organizational silos operate with one unified process.

ABOUT THE AUTHOR

Kevin Hillstrom is President of MineThatData. Kevin helps Multichannel CEOs understand the complex relationship between Customers, Advertising, Products, Brands and Channels. Kevin has two decades experience driving incremental sales and profit at leading multichannel retailers like Nordstrom, Eddie Bauer and Lands' End. His current clients include internet startups, thirty million dollar catalogers, international brands, and billion dollar multichannel retailers.

Read Kevin's blog at http://minethatdata.com/blog

ABOUT UNICA

Unica Corporation (NASDAQ: UNCA) is the recognized leader in marketing software solutions. Unica's advanced set of enterprise marketing management and on-demand marketing solutions empowers organizations and individuals to turn their passion for marketing into valuable customer relationships and more profitable, timely, and measurable business outcomes. These solutions integrate and streamline all aspects of online and offline marketing. Unica's unique interactive marketing approach incorporates customer analytics and web analytics, centralized decisioning, cross-channel execution, and integrated marketing operations. More than 1,000 organizations worldwide depend on Unica for their marketing management solutions.

Unica is headquartered in Waltham, Massachusetts with offices around the globe. For more information, visit www.unica.com.

Unica Corporation
Worldwide Headquarters
Reservoir Place North
170 Tracer Lane
Waltham, MA 02451
USA

T +1.781.839.8000
F +1.781.890.0012
E unica@unica.com

www.unica.com