



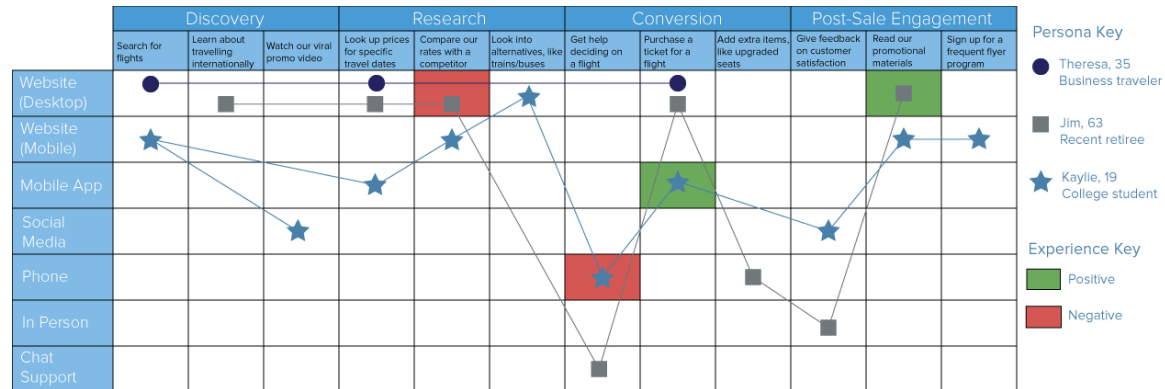
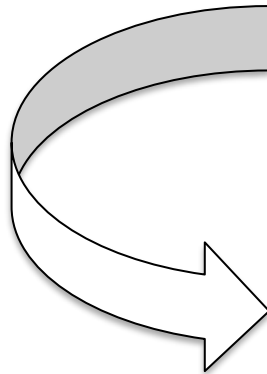
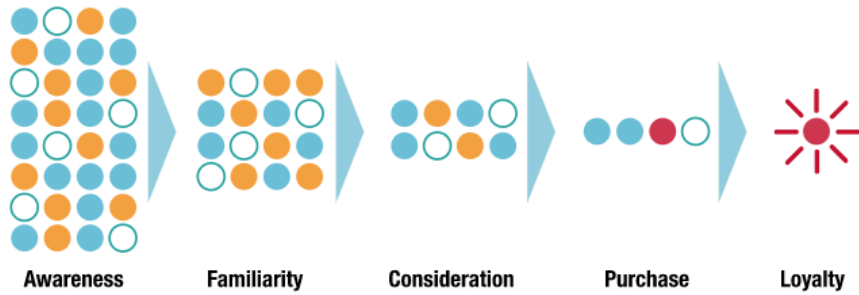
Omnichannel marketing planning: metrics for the omnichannel framework

Debora Bettiga

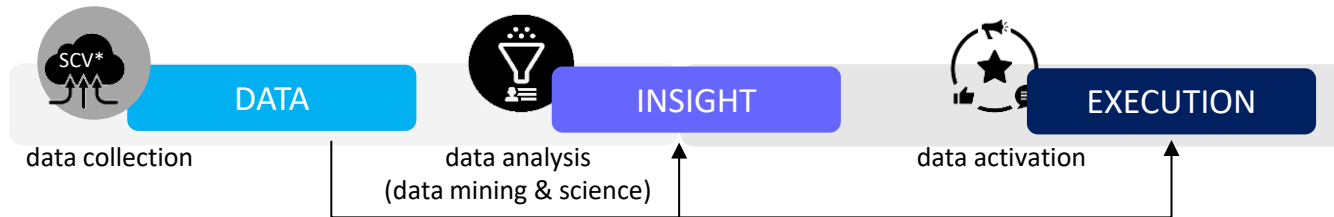
Agenda

- Data-driven marketing
- Marketing objectives and marketing metrics
- Digital metrics
 - Digital metrics along the marketing funnel
 - Application case
 - Touchpoint integration
- Marketing tests

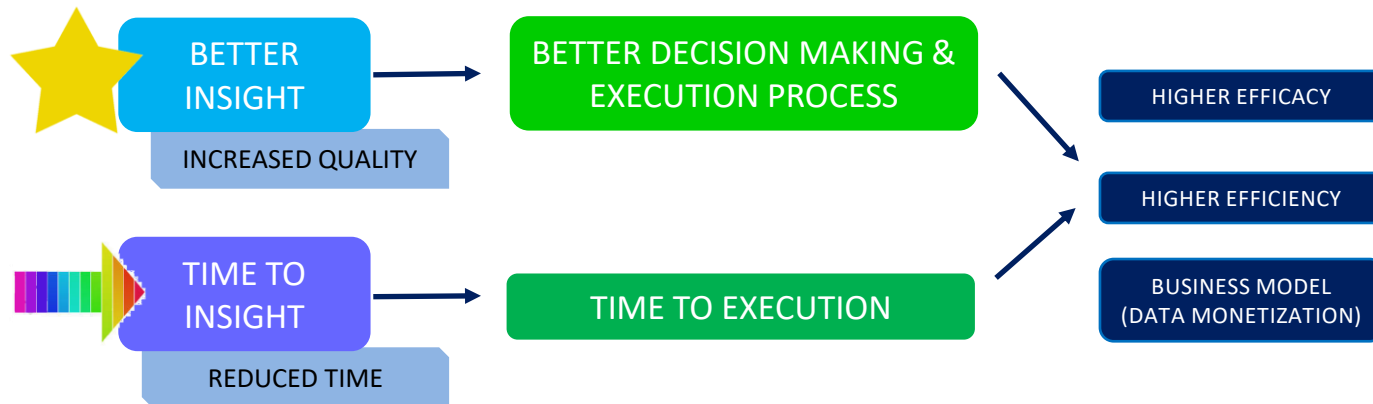
Why we talk about data-driven marketing



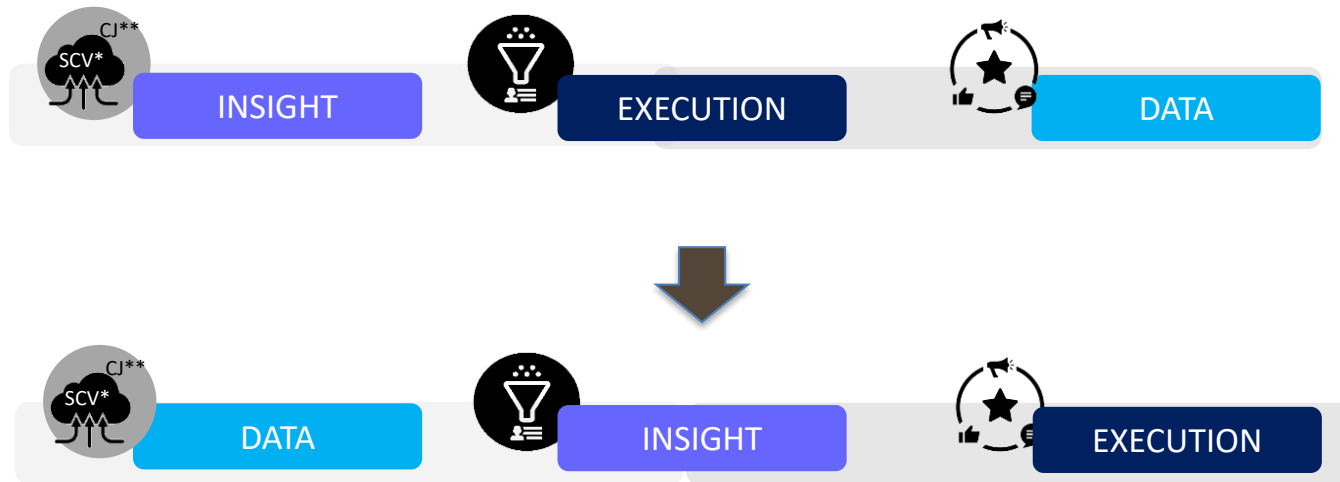
Data-driven marketing: the decisional process



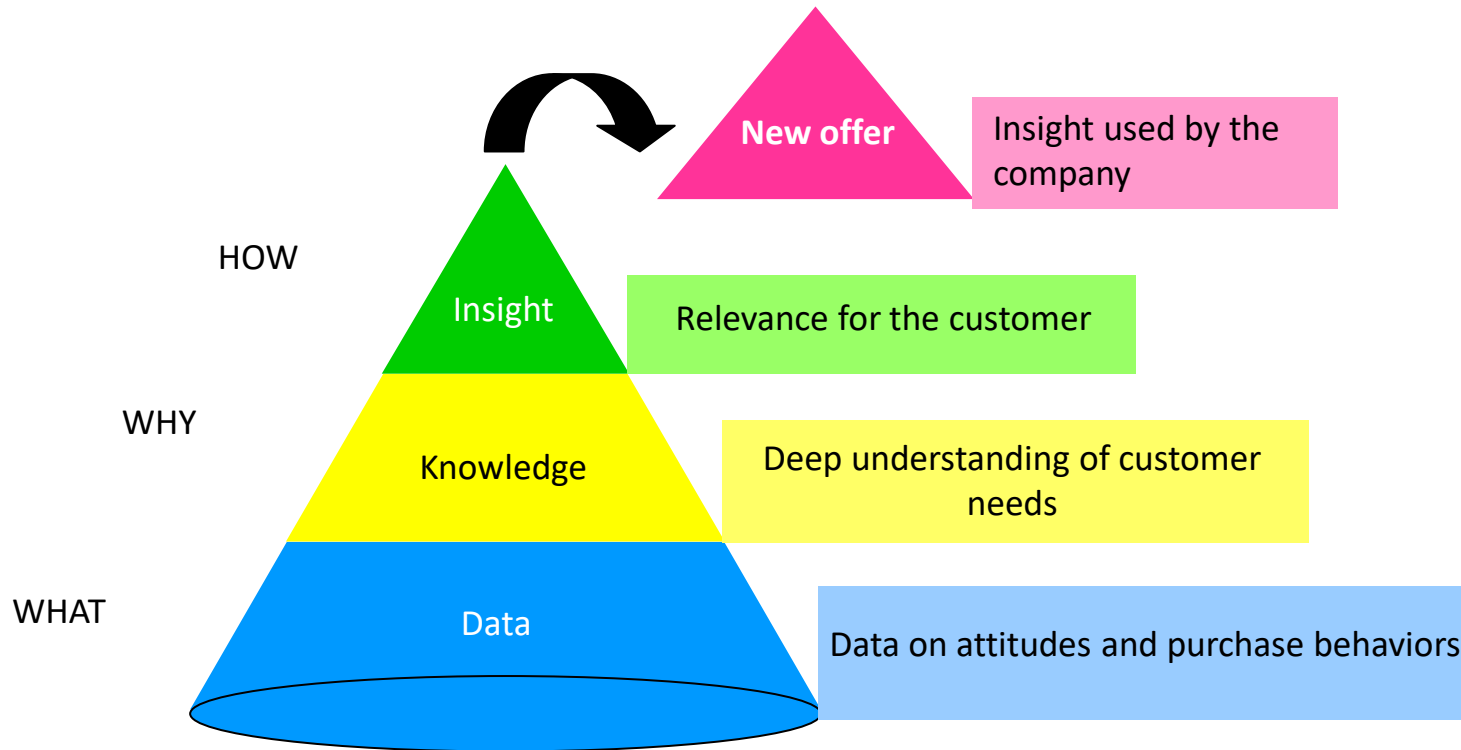
Data-driven marketing: the expected benefits



Data-driven marketing: toward customer centricity



Data-driven marketing: from data to insights



Marketing objectives and marketing metrics

Strategic marketing control

Strategic marketing control monitors the company's strategic or long-term objectives

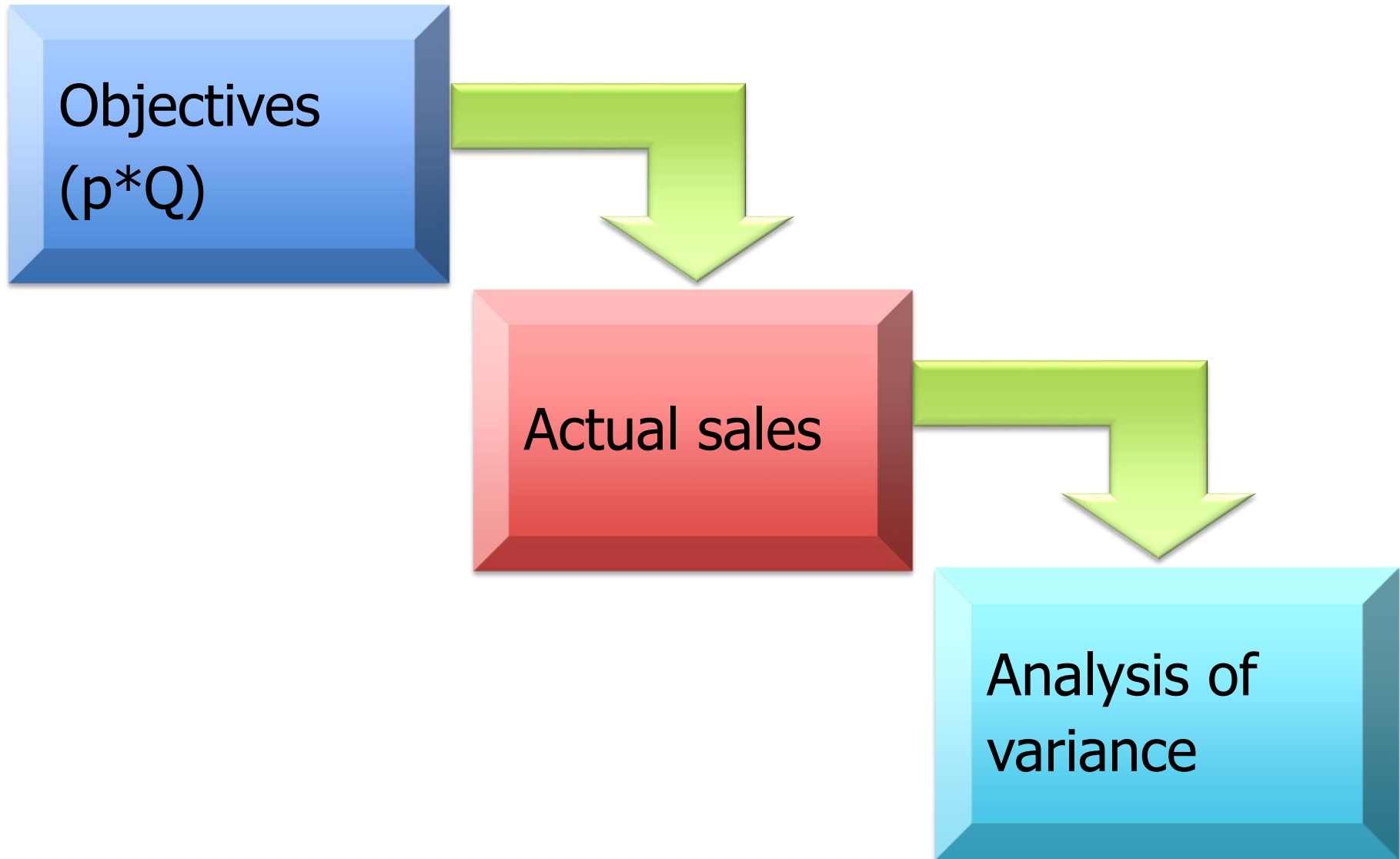
- The definition of critical factors to be monitored and indicators depends on the objectives established at corporate level

Annual-plan control

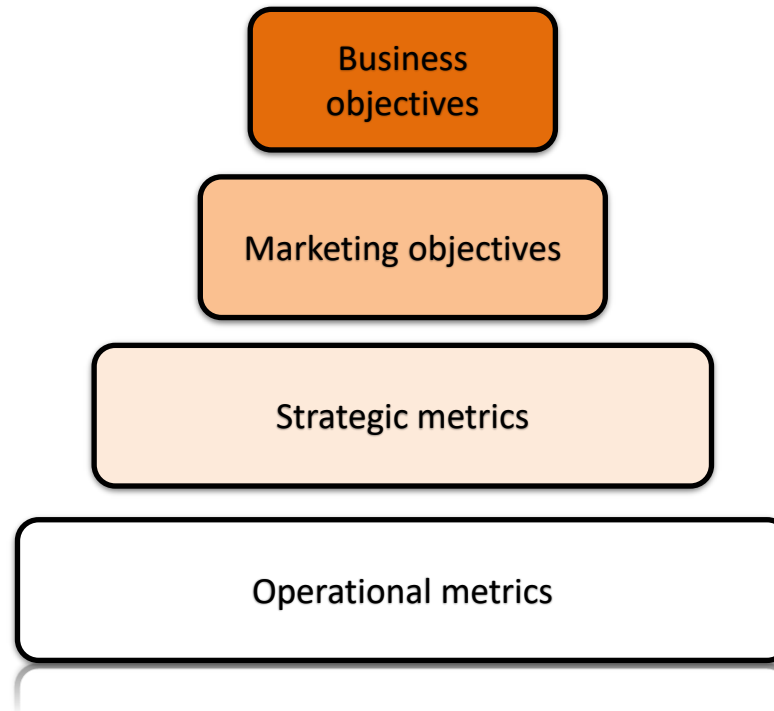
Generally companies annually assess:

- Sales
- Market share
- Sales-to-expense ratio
- Financial outcomes
- Other specific market and customer-based factors
- Credit situation

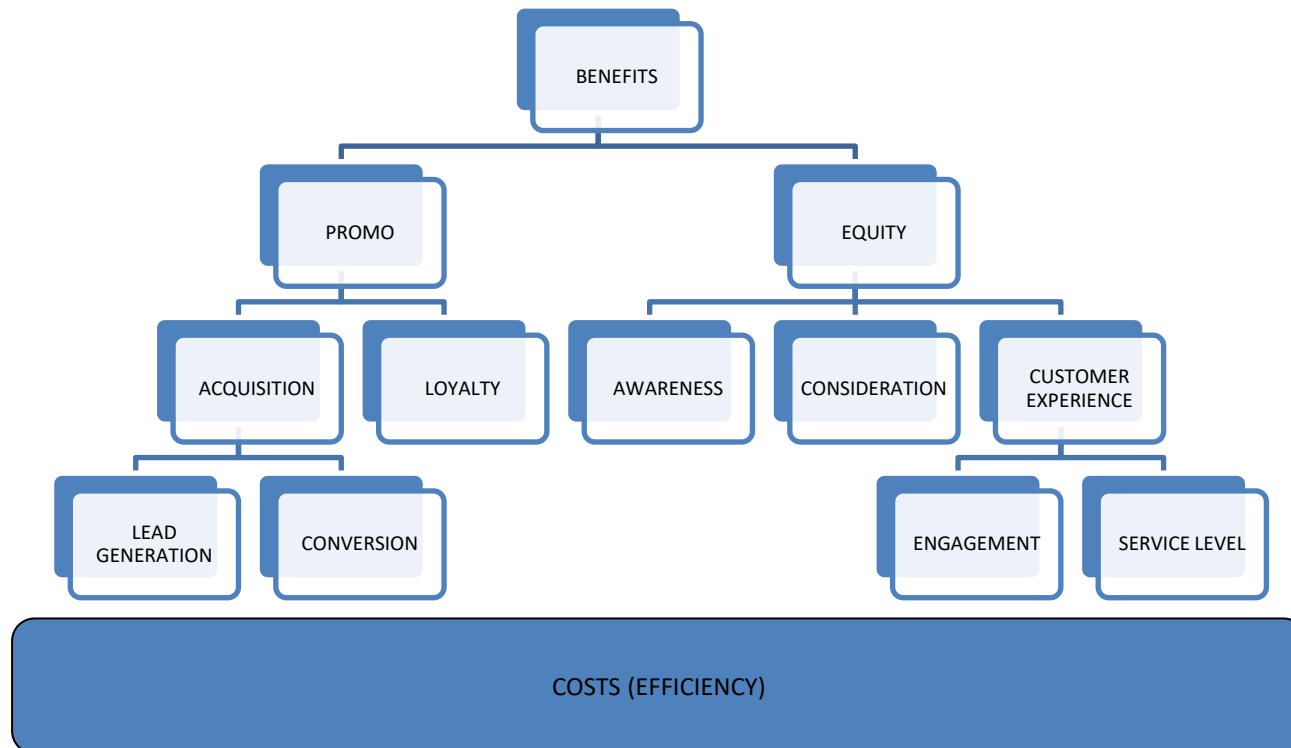
Sales analysis



Marketing objectives & metrics

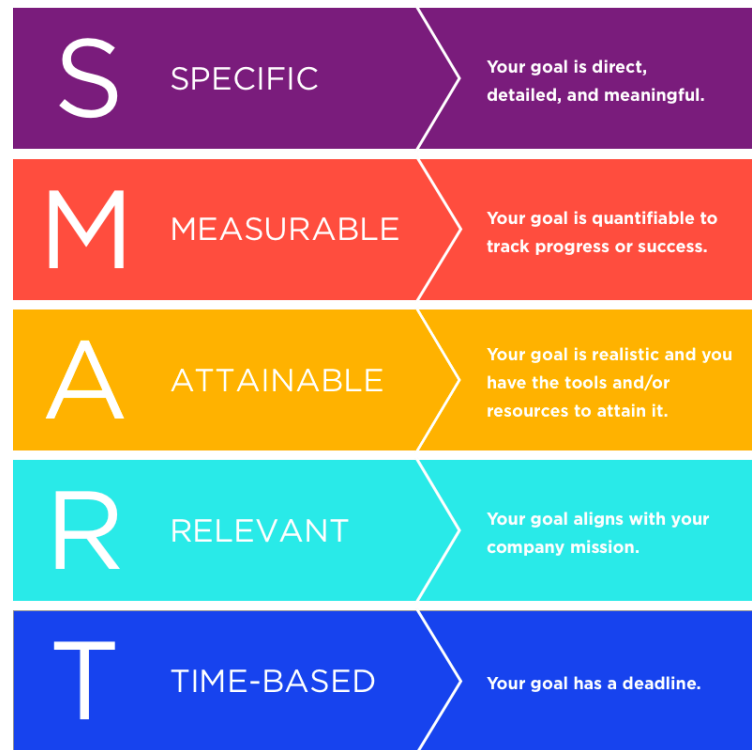


Marketing objectives & metrics

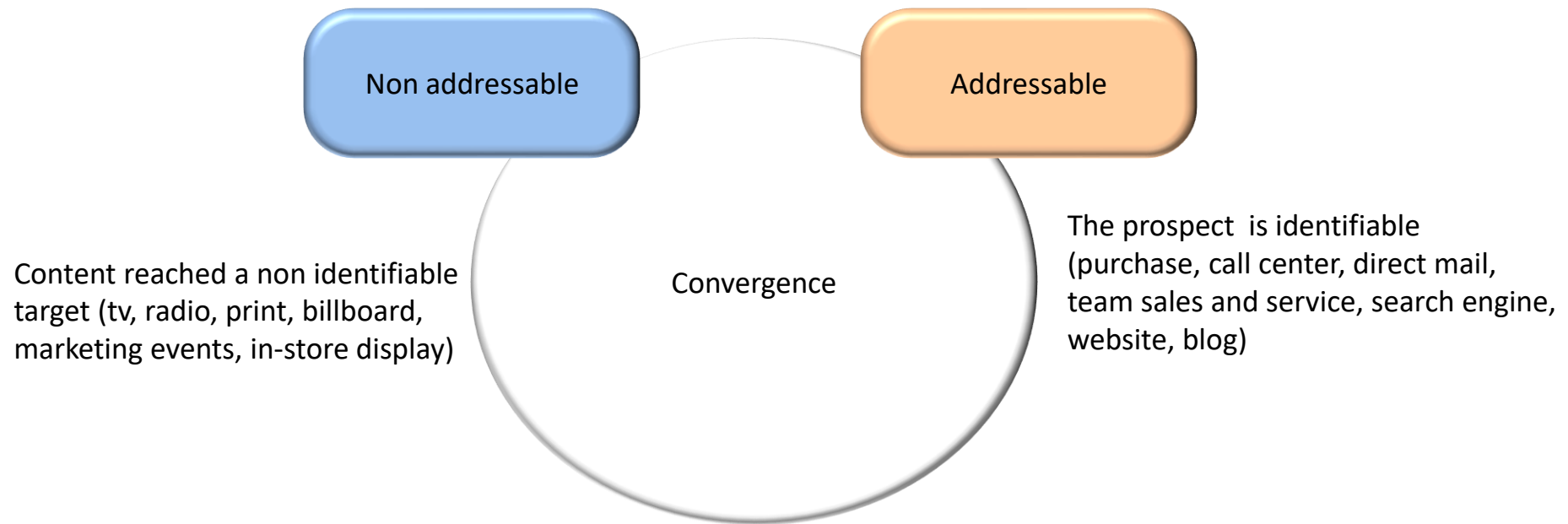


Setting the proper objectives

Selecting objectives that are **clear, measurable, consistent** to the situation



The evolution of marketing metrics



Effects of convergence on behaviors

- Reduced efficacy of interruption marketing
- Customer in charge (proactivity)
- Multichannel customers

Implications of convergence on marketers

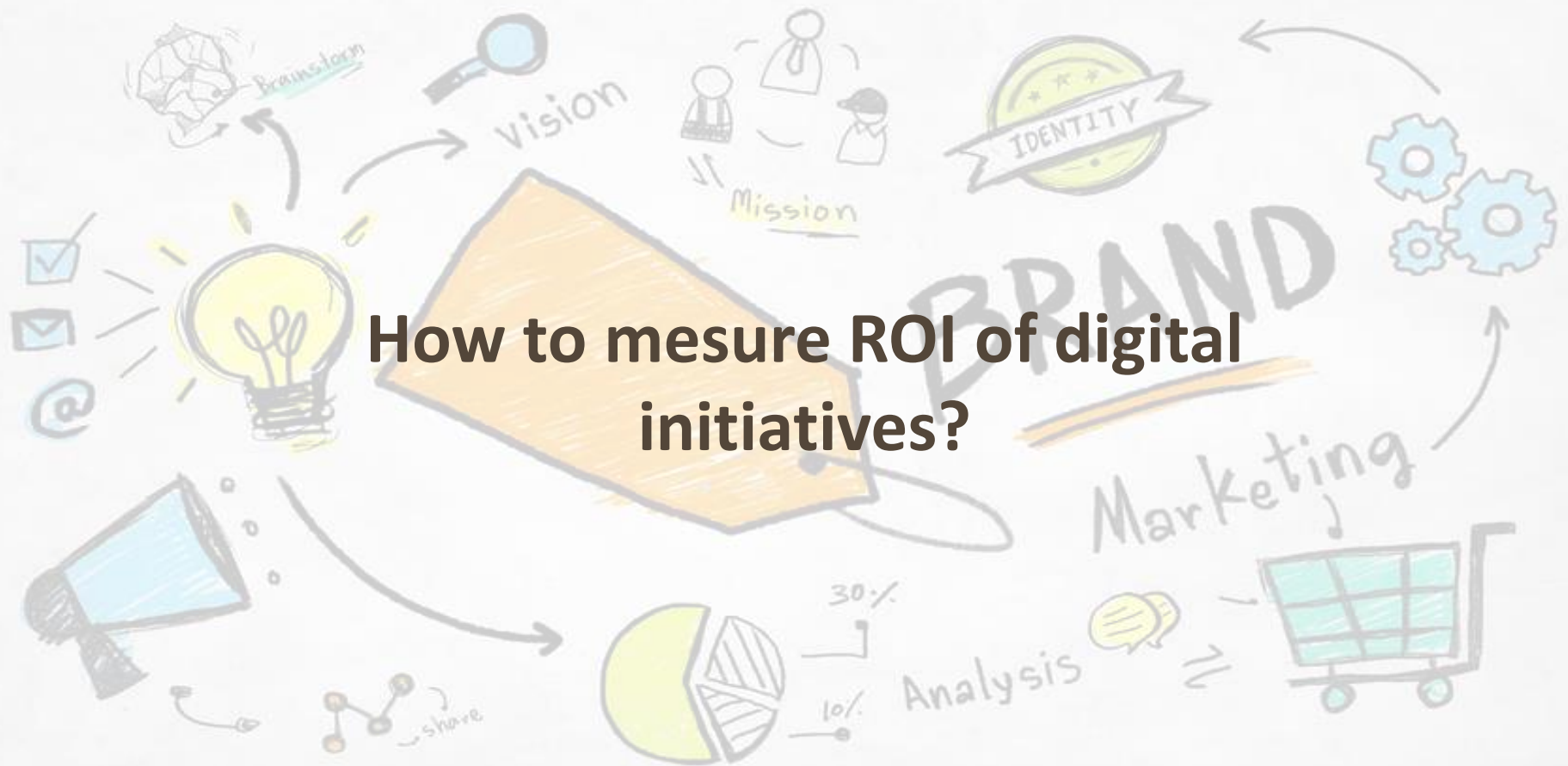
- Easier measures on single channels
- More complex to understand the impact of cross-channels actions (leverage effect or cannibalization?)

Digital metrics

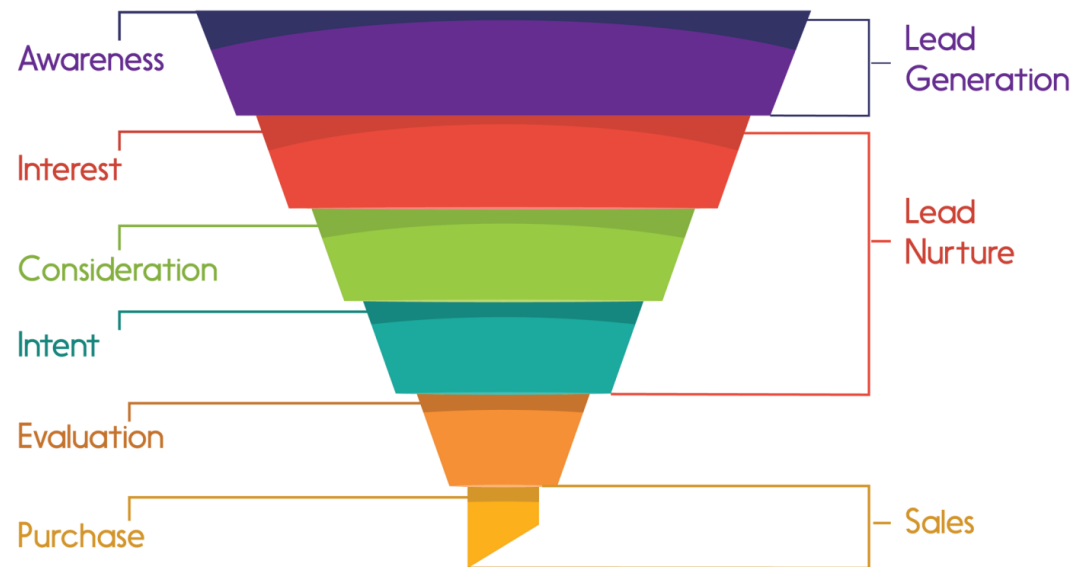
The marketing funnel



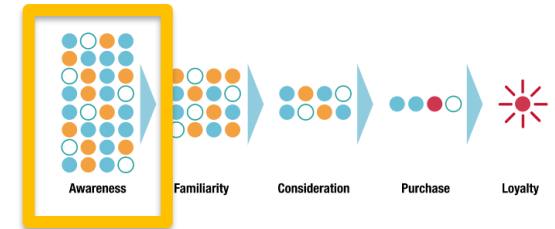
How to measure ROI of digital initiatives?



Specific metrics for each phase of the funnel!



Awareness

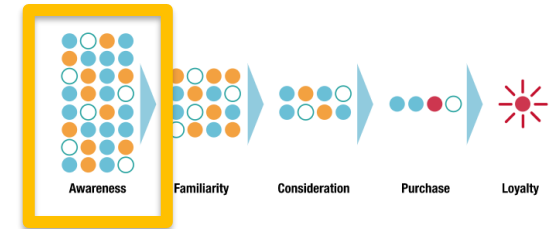


Operational metrics

- **Unique viewers:** the number of unique individuals who saw your brand online (through your ads or your social media posts).
- **Impression frequency:** number of ad impressions* shown to the same individual

* Ad impressions: number of times that the same ad is displayed

Awareness



Strategic metrics

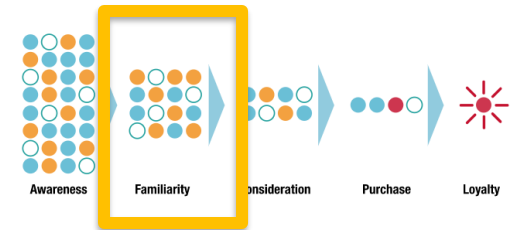
- **Share of search:** brand searches / total searches in your category
- **Awareness, recall:** aided and unaided recall test, experimental tests
- **Online reach:** unique viewers (% of individuals reached through paid and owned media)/ total online target audience*

*use online brand audience demographics to estimate how many of your target customers are present in the online channel

But pay attention...

- <https://www.youtube.com/watch?v=mYsFUFgOEmM>
- <https://www.google.com/trends/>

Familiarity

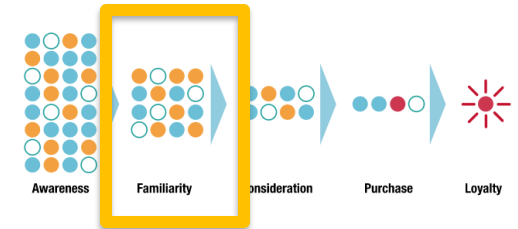


Operational metrics

- **CTR:** clicks on the ad / overall ad impressions
- **Bounce rate:** website single page view visits / total number of visits (% of individuals that visit only the first page and then left the website)
- **Brand buzz:** the volume of mentions about your brand received on earned media
- **Unique visitors:** the number of unique visitors of your website in a given period

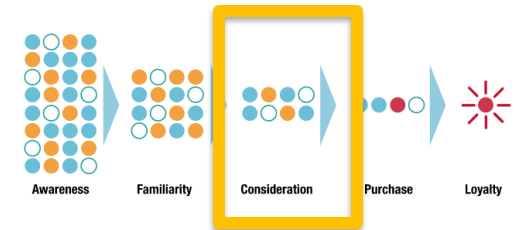
Familiarity

Strategic metrics



- **Share of traffic:** unique visits to your website / all websites visits in your category
- **Share of conversation:** comments about your brand (earned media) / comments about all brands in your category

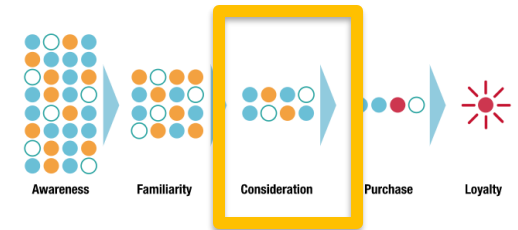
Consideration



Operational metrics

- **Page views per visit:** pageviews (number of pages a user visits during the website navigation in a given period) / total number of visits
- **Average time on site:** average length of visits to your website (difference between the first and the last pageview timestamp of each visit)
- **Topic trends:** number of topic mentions / all topic mentions
- **Idea impact:** number of conversations, shares, mentions / total conversations, shares, mentions
- **Returning visitors:** users that visit again the website after the first visit
- **Active users rate:** users/ download

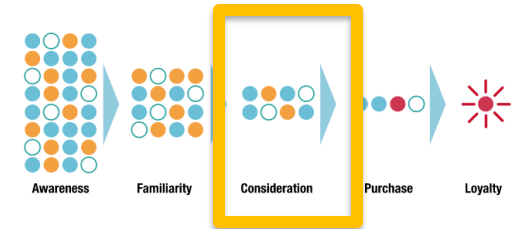
Consideration



Strategic metrics (1/2)

- **Sign ups**
- **Subscriptions**
- **Engagement actions** (es. video completions)
- **Share of voice:** brand mentions/ total mentions
- **New users per time unit**
- **Audience engagement:** comments + shares/ total views
- **Conversation reach:** total people participating/ total audience exposure

Consideration

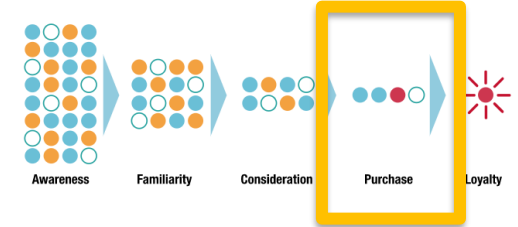


Strategic metrics (2/2)

- **Frequency of visits:** number of repeated visits to the website from a single user
- **Recency of visits:** time between two consecutive visits from the same user
- **Active users:** registered user that complete multiple key engagement actions in a period of one week
- **Sentiment:** tone (positive, negative or neutral) adopted by users while talking about the brand on earned media. e.g. positive brand mentions / total brand mentions

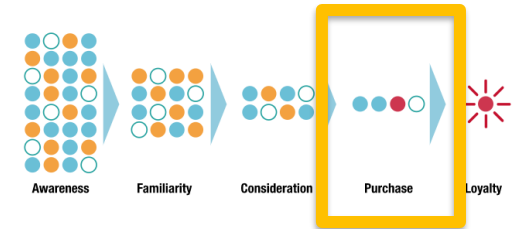
Purchase

Operational metrics



- **Economic value:** total revenues on website transactions
- **Economic Value per lead** = sales from online leads / number of necessary leads to close a transaction
- **Conversion campaign performance:** e.g. online coupon redemption
- **Total number of downloads per time unit** (app)

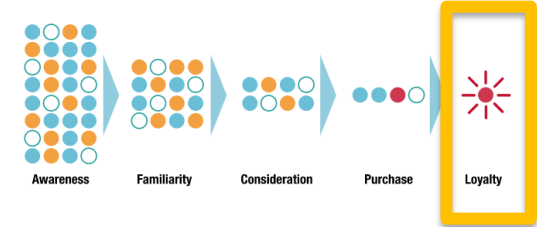
Purchase



Strategic metrics

- **Conversion rate:** $\text{conversion} / \text{total number of visits}$ (how many visitors completed a business objective in a given period of time)
- **Task completion rate:** % of individuals able to complete the intended task while visiting your website
- **Conversion path & attribution models:** conversions in each channel

Loyalty



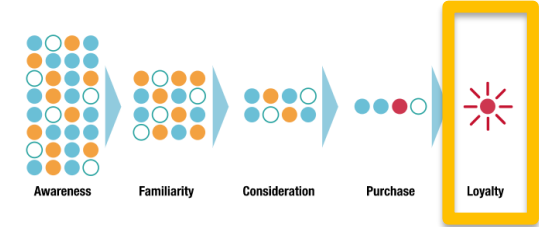
Operational metrics

- **Response rate:** number of replies to customers/ total numbers of requests received from customers in a given period of time
- **Support turnaround time:** time needed to answer to a customer request
- **Issues resolution rate:** numer of requests solved / number of customer requests

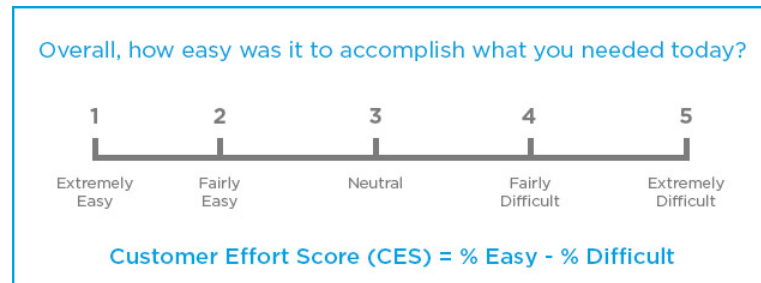
Loyalty

Strategic metrics

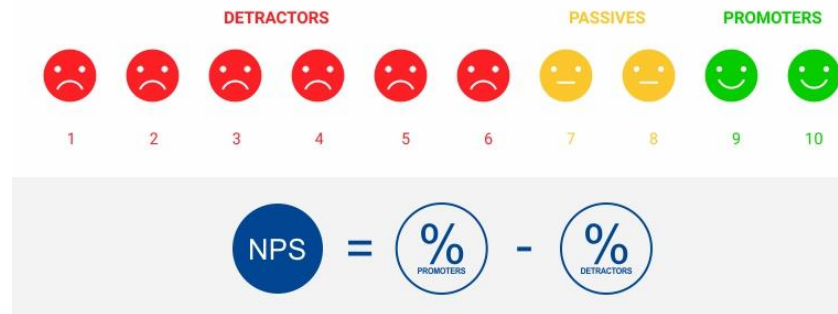
- **App users**
- **App active user rate:** users/downloads
- **Active advocate:** number of active advocate in a given period / total advocates



- **Customer effort score (CES)**



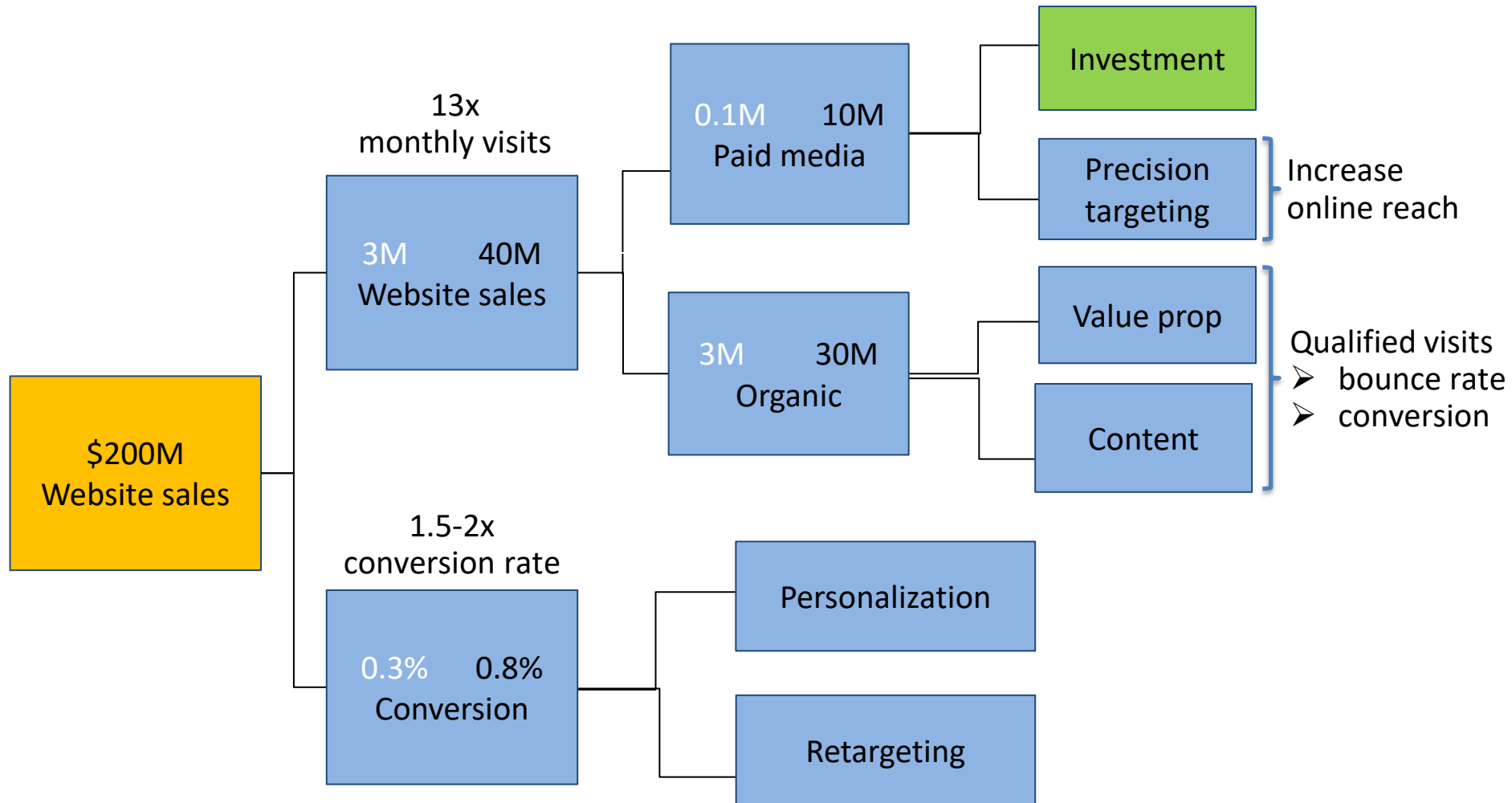
- **Net promoter score (NPS)**



An application case

Business objectives → digital marketing objectives

	Traffic (Total number of monthly visits to the website)	Conversion	Sales (monthly from website)
TO BE	40M	0.6 - 0.8%	200M
AS IS	3M	0.3 - 0.5%	8M
<hr/>			
	13x monthly visits	1.5-2x conversion rate	



Goal: 15% visits from paid media

	Value	Calculation
Target monthly incremental sales	\$200,000,000	20% monthly sales
Average transaction	÷ \$700	Total website sales / total website transactions
Target transactions	285,714	Target sales / average transaction
Conversion rate from website visits	÷ 0.70%	-
n. of visits needed to reach target transactions	40,816,327	Target transactions/ conversion rate
CTR (%)	÷ 0.30%	-
Impressions needed to reach target visits	13,605,442,177	Visits / CTR
% traffic from paid search	× 10%	
CPC	× \$2	-
Cost to reach target traffic from paid search	\$8,163,265	10% of total traffic × CPC
% traffic from other paid media	× 5%	
CPM	× \$8	-
Cost to reach target traffic from other paid media	\$5,442,176	5% of traffic /1000 × CPM
Average monthly cost paid search + other paid media	\$13,605,442	Cost of paid search + cost of other paid media

Touchpoint integration

Touchpoint integration - channel and funnel

	Awareness	Perception	Consideration	Test	Purchase	Retention	Up-sell Cross-sell
Mass media	High	High	Average	Low	Low	Low	Low
Out of home	High	Average	Low	Low	Low	Low	Low
Events	Average	High	High	High	Low	Average	Average
Product placement	Average	High	High	Low	Low	Low	Low
Web adv (display)	Mid-high	High	High	Low	Low	Low	Low
Blog & social media	Mid-high	High	High	Low	Low	High	High
Search	Low	Middle-high	High	Low	Low	Low	Low
Website	Low	Average	High	High (eComm)	High (eComm)	High	High
E-mail	Low	Low	Low	Average	Low	High	High
Push mobile communication	Low	Low	Low	High	Low	Average	Low
DEM	Low	Low	Low	Average	Mid-low	High	High
Call Center	Low	Low	Low	Average	Average	High	High
POS	Average	Average	Average	High	High	High	High
Service Team	Low	Low	Low	Low	Low	High	High
Promo & samples	Low	Low	Low	High	Average	High	High

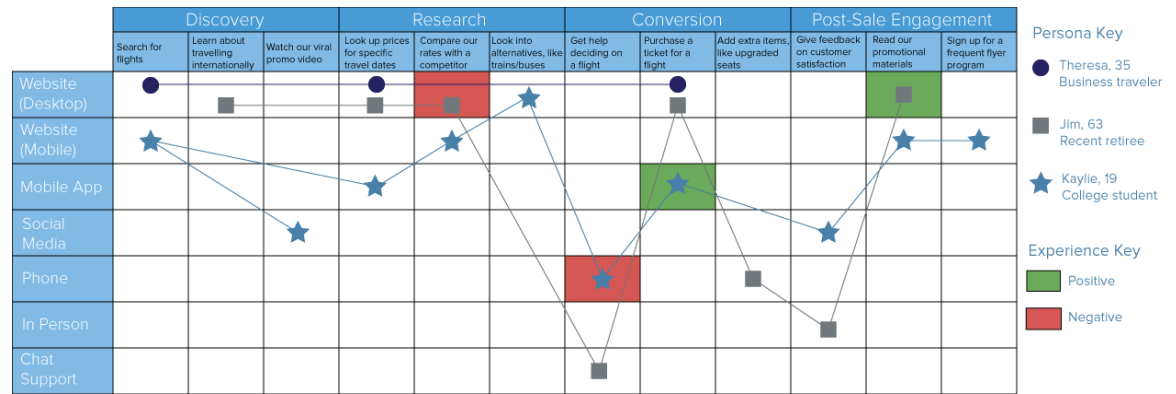
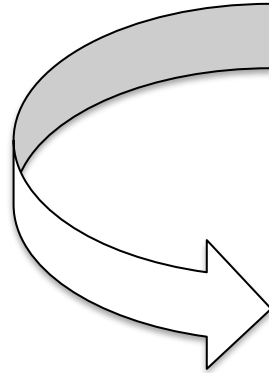
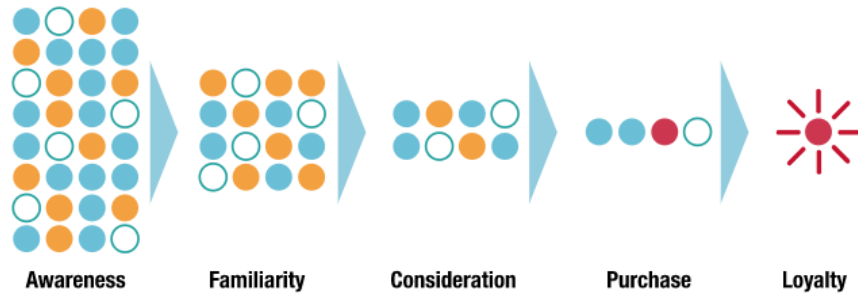
Multichannel versus omnichannel?

- Channel integration?
- Positioning coherence in different touchpoints?
- Unique brand theme?

Cross-channel metrics

Referrals cross-canale	FrequenCon quale frequenza una visita al sito web o una visita allo store è stata mossa da un'attività in un altro canale
Risposta cross-canale	Clienti che migrano da un canale all'altro grazie allo sforzo di marketing
Aumento della reach/coverion di canale	Incremento % della reach attribuibile allo sforzo di marketing

Remember the importance of the customer journey



Touchpoints require investments!

Attribution issue

- How to evaluate a channel? Best in conversion, sales, satisfaction?
 - What if different consumers use different channels?
 - How much to invest in each touch-point?
 - What should be the place of this touchpoint in the consumer journey?
-
- Different touchpoints: **owned, earned, paid**
 - What matters more, **valence or volume**? Several positive experiences or few but very positive experiences?
 - Investing on **service or communication** touchpoints?
 - **One-way or interactive** connections?

Team work

You are the marketing manager of Airbnb Luxe

<https://www.cntraveler.com/story/airbnb-luxe-a-first-look>

Which digital marketing objectives you may have for the future? Which metrics you may adopt to monitor your marketing performances?