

Bachelor Thesis

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Le Marketing Data-Driven

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Aknowledgment

I would like to thank the whole of Zankyou for its warm welcome, and especially the France and Marketing teams for the space and advice they gave me. Thank you to Guillermo Gonzales for believing in me and trusting me.

Finally, I would like to give special thanks to Dianne de Petitpretre, who was my tutor and my manager during this internship. I learned a lot thanks to your advice. It was an extremely formative experience, and I hope to come back in the fall to see you again and implement this project that is close to my heart.

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Introduction

As part of my fourth year of business school at EM Lyon (Global BBA) I had to do a long internship ranging from 5 to 6 months. The purpose of this internship is to give us a real glimpse of the professional world, and to apply what we have learned throughout the year.

So I did my internship at Zankyou, a start-up that created a platform that helps the future in the organization of their wedding.

I arrived as a SEM/SEA Digital Marketing Assistant, with the basic mission of managing paid digital marketing campaigns. However, my scope has been broadened during my internship. Indeed, Diane let me blossom during this internship by allowing me to lead my own projects, to train myself (in addition to all the knowledge she had already transmitted to me) and to discover a universe I didn't know.

Thus, in addition to creating marketing campaigns, analyzing and optimizing them, I quickly started to create the visuals of the campaigns. Diane also trusted me on the subject of data (a subject that is close to my heart) and let me take over the redesign of the data-studio reports.

I'll start by presenting the company, doing an internal analysis on the one hand, and an external analysis on the other, concluding with a diagnosis of Zankyou's marketing environment that will allow me to bring up my problematic: How a data-driven strategy can improve marketing performance.

Secondly, I will review the literature on data-driven marketing, starting with a description of its uses and how to implement it.

Following this literature review I was able to develop a proposal and a hypothesis, to answer it I will use 3 research methodologies that I will detail. I will then analyze the

results, to finally validate or refute this proposal and hypothesis. I will conclude with recommendations for Zankyou.

1. Zankyou Diagnostic

1.1 Presentation of the company

Zankyou Weddings is an online platform that allows couples to organize their weddings completely and easily according to their desires. Founded in 2007 by Guillermo Fernandez-Riba and Javier Calleja Arregui, Zankyou is now the most international wedding portal on the market, with a presence in 23 countries such as Brazil, Italy, Germany, France and Spain. The platform is available in 9 different languages. Zankyou employs around 150 employees and a few collaborators, for a total of almost 200 people in many European and Latin American countries. It is also the most popular wedding website with more than 350,000 registered brides and grooms and over 50 million visits per year. In addition, Zankyou has a big following on social networks with nearly 830,000 followers on Facebook and 550,000 on Instagram internationally (combining all accounts). They will share inspirational content, give advice

Originally specialized in wedding lists and websites, today the services and products offered by Zankyou Weddings allow to fully organize a wedding, ceremony, party or even honeymoon, through providers, reception venues, stationery and an online store.

Zankyou is structured around 5 services/products:

1. The main service offered by Zankyou is **the wedding list**. The wedding registry is an online kitty that replaces ballot boxes and physical gifts at weddings.

It allows the bride and groom to create a list of all the gifts they would like to receive with the associated prices. In this way, the guests participate in the

kitty thanks to these fictitious gifts from which the bride and groom get back the amount linked to the gifts. Thus, the wedding list allows to transfer the amount collected directly to his bank account.

There are two different types of wedding lists:

- The 100% Cash list allows the bride and groom to transfer the entire amount of the donations from the Zankyou Kitty to a bank account. Zankyou is a completely free platform: that's why commissions are taken from this wedding list. The fees are 1+1.4% of the donations made by the guests and can be paid by the bride and groom or by the guests, depending on their preferences. With the Premium option of discounted rates, the fee is 1+1%.
- The 50/50 Spring list allows you to keep 50% of the fictitious gifts in the Zankyou Kitty until they are transferred to a bank account. The remaining 50% is transferred to a Printemps card that allows the bride and groom to spend the entire amount at Printemps and their partners such as Darty or Made In Design. Before Covid-19, it was also possible to organize a honeymoon with Printemps as an alternative to the Printemps card, depending on your preferences.

2. **The wedding website** is the service most often associated with the wedding list although they can be used without. The website facilitates the organization in a considerable way by offering all the online tools adapted to plan easily from a computer or a cell phone. It is possible to apply a premium option when creating the website

The website is a portal to create a personalized wedding website including the wedding list. It is also possible to display the entire wedding program including exact locations, dates and times. We can also prepare different sections such as a photo album, a discussion forum or an RSVP, which is very popular with our brides and grooms. The RSVP, "RSVP Please", allows guests to instantly confirm their presence or not after receiving the wedding invitations and Save The Date. In addition to quickly managing guests, the wedding website also allows for the management of seating charts or nutritional preferences.

The creation of these websites is free for the bride and groom and very inexpensive for Zankyou. However, there is a premium option for €89 that allows the bride and groom to choose from several premium designs...

3. Zankyou has also recently developed its **online store**, in order to complete its offer. Always focused on the theme of weddings, customers can find all the decorations and accessories they need to prepare a ceremony or a party other than a wedding, such as a birthday, a baptism, a bachelor or bachelorette party and much more.

It is available in 6 countries at the moment (France, Spain, Italy, Portugal, Switzerland and Germany). It is managed by a team based in Poland. It is not making much profit yet, but we are already seeing large orders.

4. Zankyou has also developed a **magazine** where you can find articles with many tips and tricks for all the stages of organizing a wedding: from ideas for honeymoon destinations to the 100 most extraordinary wedding dresses, as well as inspirations for decorating your party venue.

They also use it to highlight their products from the shop or service providers present on the platform through articles such as "The 10 best castles to

celebrate your wedding in Provence". The objective is to create traffic on these pages and to push to conversion.

5. They have also developed **a directory** of service providers and reception venues to organize your wedding. There are more than 20,000 service providers in France, and 7,000 reception venues. It is possible to get married in 40 different countries.

This is Zankyou's main source of revenue. To be listed in the directory, professionals must pay a monthly subscription fee. The price varies according to several criteria and ranges from €550 to €3200 for the most expensive.

All these services/products are available on the Zankyou website and on the application. This way, they centralize everything for the bride and groom and they always have all the information on their phone. This is the added value of Zankyou, always having all the information needed to organize your wedding.

Zankyou is a B2C company, offering services to the bride and groom, but it's also a B2B company with its directory of service providers and rental locations. Most of Zankyou's revenue comes from the B2B side.

They operate on a subscription basis. To appear on the site, the service provider must pay a certain amount each month depending on the package they choose. In addition, they have the option of requesting to be featured on the site through different services. As previously mentioned, they can ask to be featured in an article in the magazine, but they can also rent the display spaces on the site (they are not auctioned on other sites like Xandr).

On the B2C side, Zankyou has 3 sources of revenue:

- Wedding lists :
Normal list 1€ plus 1.4% per donation.
Premium list 1€ plus 1% per donation.
It is estimated that there are on average 100 guests at a wedding and that the amount donated per guest is on average €50 (average realized through the Zankyou database). This means that Zankyou earns an average of €240 for a normal list and €200 for a premium list.
- The premium offer
This is a €89 offer that allows you to have premium images for your wedding website and access to the premium list.
- The shop
Since its launch on January 17th, the Shop has generated 2122.99€. This result is quite low considering the traffic which is about 100 000 people.

1.2 Internal analysis

Zankyou has developed a very complete application and website. As explained above, their website allows you to organize your wedding from A to Z while simplifying and centralizing everything.

The Zankyou team is very present with the future brides and grooms and the service providers. There is a dedicated team for each of them, with the aim of following up and solving any potential problems. The team in charge of the suppliers (Account Manager) obviously has a very important role because their objective is to get the supplier re-signed at the end of the year. At the same time, they will obviously try to sell other services to promote them (banners, branded articles, etc.).

Zankyou is an international company present in more than 20 countries and on 3 continents, which represents a huge number of weddings per year. In Zankyou's

three largest European markets alone (France 234,000, Italy 184,000 and Spain 165,000), there will be nearly 583,000 weddings in 2019.

However, this strength can also turn out to be a weakness, as it means adapting to each country and each custom. Communication will not be the same between Spain and France, it is not possible to just translate, you have to adapt. Likewise, between Spanish-speaking countries such as Spain and Colombia for example, they do not use the same vocabulary and there are different nuances.

In addition, the diversity of Zankyou's offer means that we have to make choices between the different products to promote.

Finally, there is a lack of geographical proximity with the providers. It is one of the few companies where the sales staff never travel to see them, since the offices are in Madrid and the providers are all over the world.

1.3 External analysis

The average wedding budget increases every year, in 2018 the Figaro announced that it had increased by 406€ compared to 2017. Thus, the French spent an average of €8,666 on their wedding.

According to Statista, in 2021 the average budget of the French for a wedding is 17 600\$ (15515€), an increase that can be explained by the numerous postponements that took place due to the health crisis and the savings that it generated. However I think that this significant increase will not last in time. I think that there is a basic trend but that once the health crisis is over, the average budget will fall back to around €10,000.

Zankyou's platform is very complete and could be used to organize other types of events, such as birthdays or receptions. It includes all the necessary services, a

directory of service providers and a guest list with RSVP. In fact, no other platform in this market is as complete as Zankyou's.

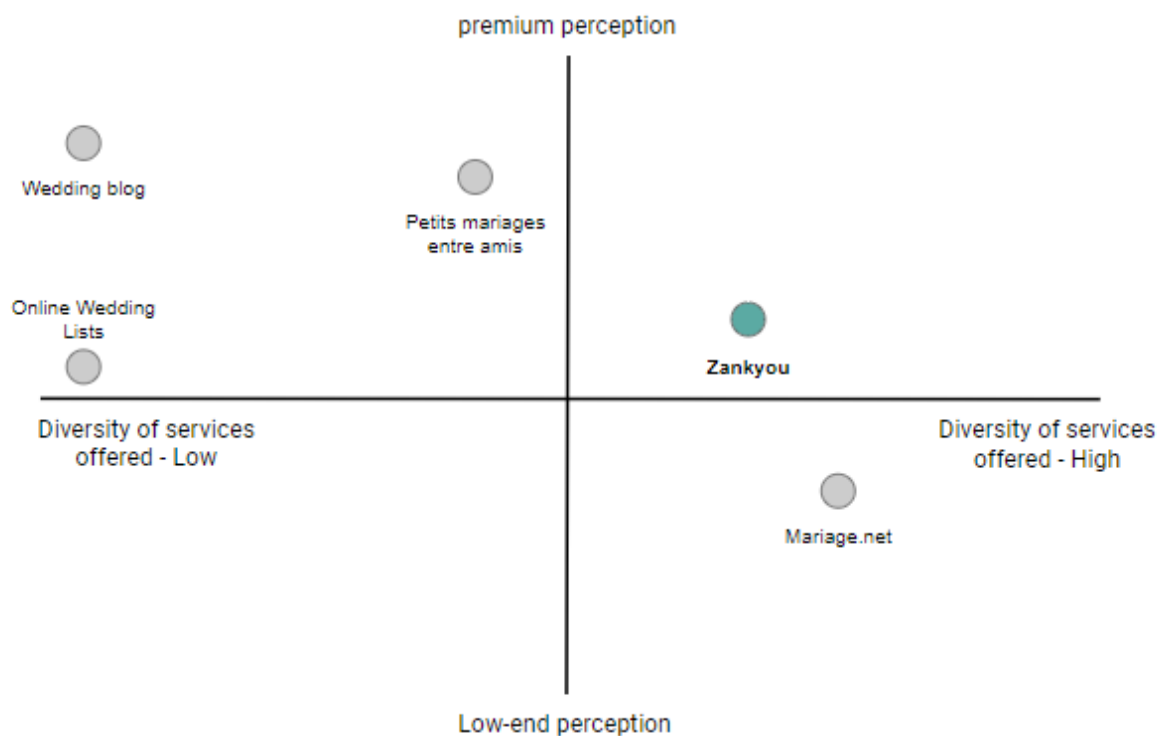
Finally, there are still many countries where Zankyou can expand, such as Turkey, with its 500,000 weddings per year (541,000 in 2019), and Germany, with its 400,000 weddings per year (416,000 in 2019).

The coronavirus which continues (decrease of marriages since 2 years even if we notice a very big increase this year)

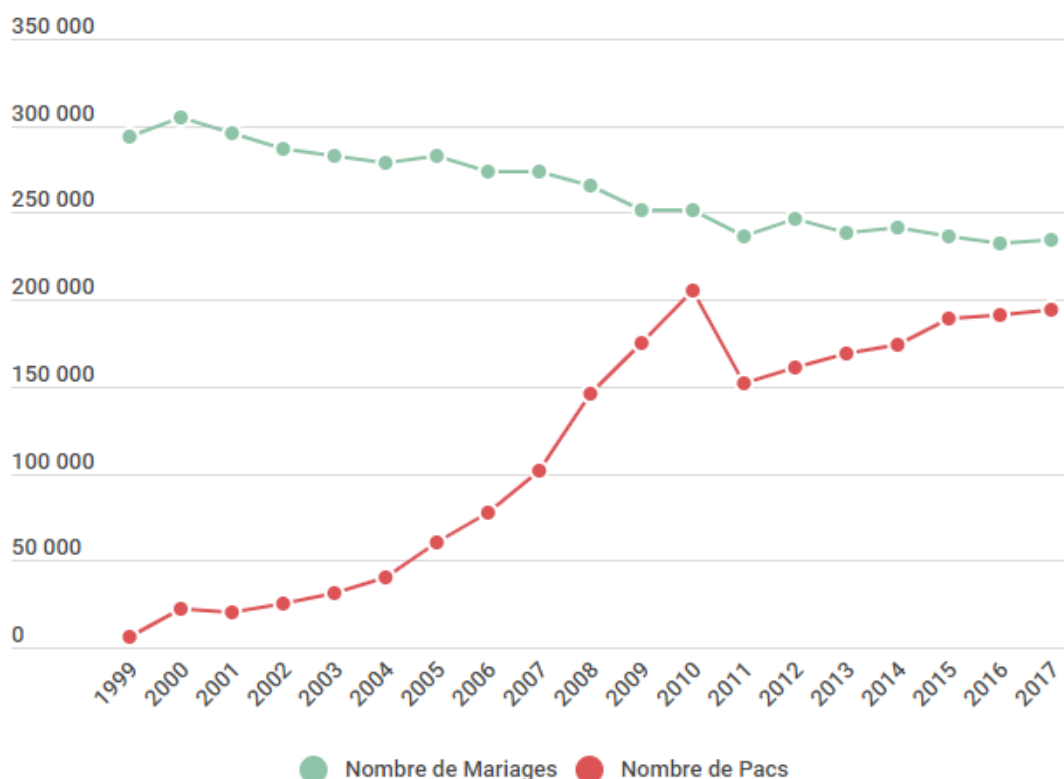
The health crisis has led to a very significant decline in marriages, the marriage rate has reached its lowest level since World War II. Indeed, during the first lockdown, wedding celebrations were forbidden except for exceptional reasons. Thus over the period from March 17 to May 10 only 538 marriages were celebrated in 2020 compared to 25,000 in 2019.

It's a very competitive sector because most players specialize in one service, whereas Zankyou groups them all together. This makes it difficult to compete. So in the future, in order to stand out, Zankyou must increase its diversity of services. They have started by completing their offer with the shop and will continue with the creation of a planning tool that will allow them to organize their wedding step by step.

Competitive mapping (created by me)



The number of marriages is decreasing, and the number of PACS is increasing ... Indeed, when it was created in 1999, there were nearly 300,000 marriages per year in France, and only 230,000 in 2017. Conversely, the number of civil partnerships has increased with a peak of more than 200,000 in 2010, partly due to the alignment of its tax regime with that of marriage, allowing a joint income tax return.



Graphic from Ouest France "Evolution of the number of PACS compared to the number of marriages between 1999 and 2017", the data comes from the insee
<https://www.ouest-france.fr/societe/20-ans-du-pacs-cinq-chiffres-qui-demonstrent-un-succes-jamais-dementi-6610317>

To support my external analysis I have made a **PESTEL analysis**:

Policy:

- The health crisis has delayed weddings, as explained below, so the town halls are overloaded and can't satisfy all the requests.

Economy:

- As a result of the health crisis, couples planning to get married were able to save money during the lockdown period. As a result, budgets for wedding planning are higher.
- However, many weddings have been postponed, so there is not much availability for the providers.

- At the same time, there is a shortage of manpower, which complicates the task of wedding planners.

Society:

- The health crisis has delayed many weddings, record numbers are expected until 2024 when the situation "should return to normal"...

Technologies:

- There have been no technological developments except the appearance of platforms such as Zankyou to help organize the wedding. We can mention its direct competitor mariage.net.

Environmental:

- The big fear of brides is that it will rain on the day of their wedding, that's why the wedding period is in May and August, known for its beautiful weather and summer temperatures. So everyone wants to get married at this time, which is beneficial for the providers (who are almost all booked for these periods) but which complicates the organization for the brides.
- In addition, following the Covid, new trends have developed, indeed, we now see appearing more intimate weddings organized abroad out of season, but also weddings in the mountains in the middle of winter.

Legal:

- Getting married allows you to have certain fiscal advantages, but the fact of doing it in front of the mayor or in a religious way was a brake. Since the appearance of the pacs (which provide similar advantages to marriage) the number of pacs is increasing, the pacsé often organize a party to celebrate

their new union which contributes to the increase in demand.

To sum up, Zankyou has strengths and weaknesses like any other company.

However, the sector and its platform offer many opportunities

S trengths <ul style="list-style-type: none"> - International company - Good relationship (future brides and professionals) - Plurality of services offered 	W eakness <ul style="list-style-type: none"> - Communication (many countries and a very diversified offer) - Lack of proximity with the providers
O pportunities <ul style="list-style-type: none"> - Increase in the average budget for the organization of ceremonies - Complete platform that offers possibilities of development in other sectors of the event industry 	T hreats <ul style="list-style-type: none"> - Increase of pacs - Coronavirus epidemic (decrease in marriages) - Competitive sector

1.4 Diagnostic of the marketing part

1.4.1 The Campaigns

Zankyou communicates differently for each of its products. There are 4 types of campaigns:

- **Directorio**, campaigns to promote the directory of service providers and rental locations. There is a campaign for each region and then different ad groups for each type of provider/rental location (estate, castle, villa, media, dress, etc.). For this type of campaigns 2 platforms are used Google Ad with Search campaigns and Facebook with Video campaigns (video adapted for each country/region)

- **App**, campaigns to promote the application. There is one per country. For this type of campaigns 3 platforms are used Google Ad with App campaigns, Facebook with Video campaigns (video adapted for each country/region) and Apple search.
- **Web/ List**, campaigns to promote the wedding list as well as the creation of wedding sites. For this type of campaigns 2 platforms are used, Google Ad with Search campaigns and Facebook with Image and Video campaigns (videos and images adapted for each country/region)
- **Shop**, campaigns to promote the shop. For this type of campaigns 2 platforms are used Google Ad with Shopping campaigns and Facebook with Carousel campaigns.

Once the campaigns are launched, they are optimized by hand every day, adjusting budgets, changing keywords etc. ...

The marketing team does not have an unlimited budget, but only 39 000€ at its disposal to maximize conversions on each campaign and for 13 countries.

In addition, it is always necessary to maintain a minimum budget on each campaign and potentially push others at strategic times.

So their first problem is to divide the budget according to the countries and the type of campaign. To do this they have to make choices, so we will see how these choices are motivated.

Currently the decision making is based on the manager's business knowledge and data.

Zankyou has several sources:

- Campaign results (available on the different platforms)
- The results of the website (available on google analytics), which is mainly used for the shop and the magazine
- The KPI reports, received by email every day, summarize the results of the last 7 days and compare them to those of last year (currently they compare them to those of 3 years ago, before the health crisis)
- A database with all the information on the lists/sites created and all the marriages organized

To have a clearer vision, they compile these figures in various excel tables:

Presu Mkt (excel), data retrieved from the different platforms. It allows to have an idea on the budget spent for the different campaigns and gives a forecast on what will be spent in the month.

Shop report (excel), data retrieved from Google Analytics. It summarizes the results of the shop since its creation. You can find the traffic on the shop (normal and organic) and the orders.

Business Country Review (excel), data retrieved from KPI reports and the different platforms. It summarizes the figures of the different Zankyou products (website traffic, Instagram, number of activated lists, downloaded apps, etc.).

In addition to these excel tables, there are several dashboard data studios, but these need to be updated because most of the tables no longer work.

1.4.2 Decision Making

What data is used for what type of decision?

Budget	Campaign	Optimization
- Presu Mkt	- Knowledge of managers	- Knowledge of managers
- Business Country	- KPI report	- Campaign results
- Recommendations of the platform (google, facebook...)		- Recommendations of the platform (google, facebook...)

What problems can we deduce from this?

- First of all, filling in the Excel tables manually can be a source of error. Knowing that these excel tables are a source of decision making, this represents a risk. In addition, the time spent on producing these tables is increasingly long.
- The solution could have been Data Studio, but the databases have to be kept up to date to have functional dashboards.
- The customer database is not used enough, especially in the campaign part. It could be used to personalize the marketing according to the moment and the customers.

Zankyou is a company full of resources, with many opportunities to develop in France and abroad. Even if their marketing communication is currently successful, it could be better and therefore accelerate their development. This major improvement goes through a better use of data in order to make better decisions, to optimize their costs and to personalize campaigns.

The question is now how a company like Zankyou could transform to integrate an automated data-driven approach in marketing.

2. Littérature review

Data has always been present in our world, what has evolved is its storage and use. Indeed, from time immemorial, stores have kept accounts, governments have kept censuses, etc. However, it was difficult to store all this data together, and even more difficult to analyze it.

The first great breakthrough in data management came in 1890 with the invention of the punch card by Herman Hollerith, the founder of IBM. In one year, the 1890 census was tabulated, while it had taken eight years for the 1880 census. These cards did not require a computer to operate. They were operated by a tabulation machine and a sorting machine. Unfortunately, the cost of this equipment was high and the process of using it was complex.

Many evolutions followed, with the aim of improving storage capacity, data sharing, security etc... until the arrival of the cloud in 1999 (imagined in the 60s) with salesforce.

As early as 2011, the McKinsey firm had already announced in a report that the systematic processing of the immeasurable amounts of data confined in companies must be considered as the most promising work in the coming years.

All this data will allow us to better understand the customer. As Ludovic Mugnier explained in 2017 (18 years of experience in digital marketing) in the webinar "Le Data-driven marketing, enfin tu comprendras!", we will no longer be interested in masses but in the customer journey. A data-driven strategy will therefore allow the transition from mass marketing to targeted marketing.

2.1 Why using a data-driven marketing strategy

All companies have historically used data to validate decisions, see what worked etc... They use data analysis as a tool for retrospection, to answer questions such as, "Did this marketing campaign reach the desired audience?" or "Who were our highest value customers over the past year?" These answers typically rely on metrics (KPIs) such as click-through rates, cost-per-impression, and gross rating points, which companies too often decide on too late in the process.

But as Kevin Troyanos explains in Harvard Business Review, data, let alone the notion of data-driven, is not limited to analyzing what has already happened: "These descriptive analytics - that is, analytics that measure what has already happened - are undeniably important. But they're just a bit player in the far more sprawling drama that is data-driven decision making. Within organizations that are truly data-driven, KPIs aren't arbitrarily plucked out of thin air, but are generated at the start of a decision-making process. More precisely, it's not an organization's KPIs, but the key business questions (KBQs) - of which KPIs are an extension - that serve as the cornerstone of its success." (How to Make Sure You're Not Using Data Just to Justify Decisions You've Already Made, Harvard business review, 2018). Andrew McAfee and Erik Brynjolfsson came to the same conclusion in 2012 in their article: "Companies succeed in the big data era not simply because they have more or better data, but because they have leadership teams that set clear goals, define what success looks like, and ask the right questions." (Big Data: The Management Revolution, Harvard Business Review).

2.1.1 Target

One of the main reasons to adopt a data-driven strategy is targeting. Indeed, the fact of using this data is key to better target the consumers, and thus to adapt the message according to criteria. This type of strategy will create 2 types of audiences that are extremely interesting for companies because they allow them to increase their list of potential customers:

The "Look-alike" audience, "Look-alike modeling is a digital marketing technique that aims to identify the most loyal or committed customers to a brand in order to target prospects with similar behavior. These Internet users would statistically have a better chance of being converted into customers. (digital media knowledge)

This type of audience is extremely interesting because it will allow you to enlarge the number of consumers likely to convert, thus reaching more consumers and increasing your sales.

However, this type of audience has a risk, it is possible that it is too large, and therefore includes non-target consumers (not interested in the product).

It is already possible to create this type of audience in facebook ad. Indeed, having one of the largest consumer databases in the world, they offer to create look-alike audiences directly on their platform. You just have to provide the audience used by the company and they take care of the rest.

Retargeting, "Re-targeting is a method of targeting users who have had contact with the advertiser. The objective of re-targeting is to target an individual who has had interest in a brand but has not completed the purchase process, or only partially (e.g., one product purchased out of several viewed)." (digital media knowledge).

This technique allows to address prospects who have already shown interest in the brand and who are therefore more likely to convert.

However, thanks to data-driven marketing and third-party cookies, it is also possible to target individuals who have visited a site, a product page or even added a product to their shopping cart on another site than yours. This allows the brand to expand its audience.

This type of audience will allow you to personalize your ads according to the product you are looking for. Ex: John wants to buy a red bike, so he went to the Go Sport website where he looked at the product sheet of a red mountain bike. Thanks to third party cookies Decathlon knows that John is interested in red bikes. The next day John will see advertisements from Decathlon and Go Sport for red mountain bikes.

However, there are risks, because if the consumer is saturated with ads about your product, he may feel oppressed and not convert.

Data-driven marketing will also allow you to know how many times the consumer has been exposed to advertisements, which allows you to adapt your communication and not saturate them. It is a solution to decrease the risk of retargeting audiences.

Another benefit of a data-driven strategy is to better understand the customer journey, and therefore to understand when they are most likely to convert. This makes it possible to communicate at the right time, in the right way (depending on the progress of the customer journey), in the right place.

2.1.2 Personalize

As seen previously, data-driven marketing allows you to move from mass marketing to targeted marketing, and therefore to personalize communication through messages, recommendations, etc.

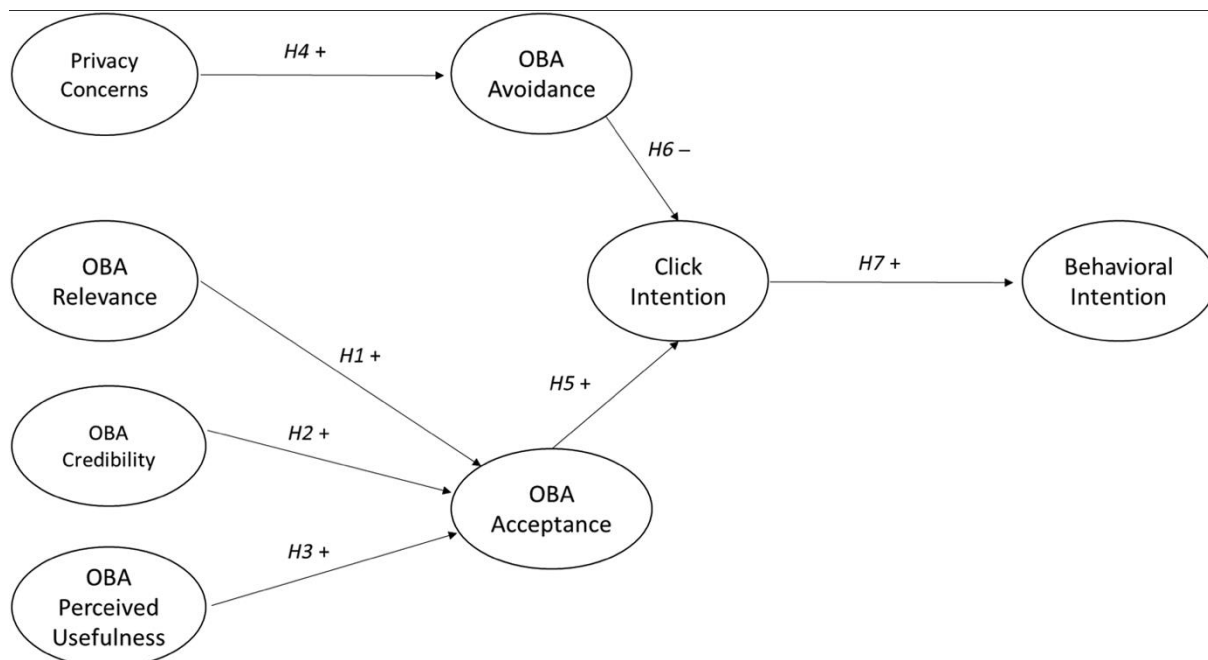
Data-driven marketing allows us to better understand customer behavior, and therefore to implement an online behavioral marketing strategy (OBA). The Federal Trade Commission has defined OBA as "tracking a consumer's online activities - including searches performed, web pages visited, and content viewed - in order to provide targeted advertising based on the consumer's interests" (Stallworth [76], 481).

However, it is questionable whether ad personalization is really relevant. The research work carried out by Simone Aiolfi, Silvia Bellini and Davide Pellegrini (all three working at the University of Parma in Italy in the Department of Economics and Business Management) in the context of writing their article "Data-driven digital advertising: benefits and risks of online behavioral advertising" aimed to understand: "how individuals can be persuaded to purchase a product or service through personalized messages".

To answer this question, they formulated 6 hypotheses:

- Relevance - acceptance: "The higher the level of relevance of the OBA, the higher the level of acceptance of the OBA".
- Credibility - acceptance: "The higher the level of credibility of the OBA, the higher the level of acceptance of the OBA."
- Perceived usefulness - acceptance: "The higher the level of perceived usefulness of the OBA, the higher the level of acceptance of the OBA."
- Privacy concerns - avoidance: "The higher the level of privacy concerns about OBA, the higher the level of avoidance of OBA."
- Acceptance and avoidance - click intent: "The higher the level of acceptance of the OBA, the higher the level of click intent on the OBA." "The higher the level of OBA avoidance, the lower the level of click intent on the OBA."
- Click intention - behavioral intention: "The higher the level of click intention on the OBA, the higher the level of behavioral intention to purchase the product offering promoted by the OBA."

They present the relationships between their hypotheses in the following ways:



OBA conceptual Framework (Simone Aiolfi, Silvia Bellini et Davide Pellegrini)

The results of their research show that, except for hypotheses 3 and 6, OBA has a significant impact on click intent. However, they also explain that hypothesis 6 has a very low impact on click intent because in most cases the user will share his data.

2.1.3 Measure

As explained in the introduction, it is essential to choose the right metrics/key questions for the business. This is the important part that often defines how the project will turn out.

Mark Jeffrey proposes in his book "Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know" written in 2017, 15 metrics I quote: "relatively simple, but effective". Here they are:

- Brand awareness
- Test-drive
- Churn
- Customer Satisfaction (CSAT)
- Take rate
- Profit
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Payback
- Customer Lifetime Value (CLTV)
- Cost Per Click (CPC)
- Transaction Conversion Rate (TCR)
- Return On Ad Spent (ROAS)
- Bounce Rate
- Word of Mouth (WOM) (social media reach)

For this Kevin Troyanos, at the time SVP, Analytics & Data Science details a four-step method to find the key issues of the company and therefore deduce the metrics. He supports its effectiveness by explaining that he uses it himself in his firm Saatchi & Saatchi Wellness.

- Step 1: Define the purpose:
At the beginning of each planning cycle, organizations need to work together to engage stakeholders from all sides of the business in broad discussions aimed at defining the purpose of the campaign. This begins with a systematic focus on the problem you are trying to solve. Are you trying to improve customer satisfaction? Foster long-term loyalty with a particular customer subset? Do you want to increase the number of products shipped from a particular warehouse?

- Step 2: Dive into the data:

Once an organization has identified its purpose, it needs to carry out a comprehensive investigation of what it already knows to be true. This is the stage where organizations should answer "what the data is saying", but it needs to be done with a strong positive mindset. At this stage of the process, organizations should have little interest in assessing past decisions. His entire interest should be based on how his data can inform his understanding of what is likely to happen in the future.

- Step 3: Generate important business questions:

The previous phase pushes the organization to the limits of its knowledge, but this phase pushes the organization into an unknown world. With goals and a set of agreed assumptions, the organization has everything it needs to start establishing a line of KBQ or inquiries that drives the organization from the question "what do you want to achieve?" "What do we need to know to achieve that?"

- Step 4: Prioritize the most important business questions:

You should start evaluating, critiquing, and prioritizing them only after your organization has created a complete list of KBQs. In reality, some KBQs are very practical but lack clear potential to impact the business, while others can revolutionize the business, but are very unachievable. Is possible. Pipe dreams, weirdness, and gradual improvements are all worth the occasion, but focusing on the pursuit of quality KBQ will ultimately yield meaningful results.

After choosing the metrics, you'll need to organize them into a dashboard. In 2014 Pauwels defined analytics dashboards as a concise set of interconnected metrics in his article: "Demonstrating the Value of Marketing". In 2016 he would add to this definition by adding that they help "compensate for managers' inherent weaknesses,

such as hasty decision-making and subjective judgment, and provide the best of both model-based and human-based strengths."

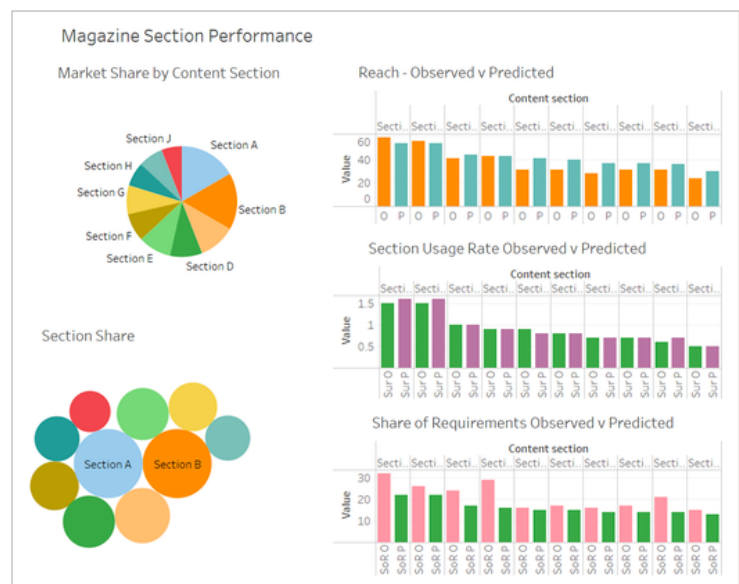
As Kumar explained in 2013, key metrics should be simple, concise, interconnected and integrated with established relationships, and displayed in a visually appealing manner (Kumar, etc... "Data-driven services marketing in a connected world" 2013). The goal of a dashboard being that it is easily understood, even by someone outside of that environment.

Here are 2 examples of dashboards, the first one comes from the Tate Gallery, the second dashboard is presented by Kaye Chan as an example in his article "Digital media consumption: Using metrics, patterns and dashboards to enhance data-driven decision-making"



They have a lot in common, they are very visual, use colors and different types of graphics but they don't integrate the same metrics.

Thanks to data-driven marketing, companies can better target their consumers and therefore personalize their customer journey.



A data-driven strategy will therefore allow to move from mass marketing to targeted marketing. The objective is to reach the customer in the right way, at the right place, at the right time.

Moreover, data-driven marketing is objectified by data, and thanks to the use of dashboards, decision making becomes easier. The latter is now based on numbers and not on assumptions.

2.2 How to implement a data-driven strategy

2.2.1 How to collect data

For a data-driven strategy to work, you need data, lots of data...



Graph of the amount of data needed (Adverty)

Indeed, all companies already have data, CRM, e-commerce data, website data etc ... However "to make a perfectly educated decision you would need a lot more. Especially in times when target group interests change quickly. (Adverty) .

There are three types of data:

- First party data, Kirk Donlan Content Marketing Manager at emarsys defines first party data as "all information collected directly from your audience or customer base".
- Second party data is first party data exchanged or sold between two players. Typically, two companies on the same theme can conclude an agreement to set up operations on affinity targeting thanks to the other's data.
- Lotam (a Data Connectivity Solutions) defines third party data as follows:
"Third party data is data that you buy from outside sources that are not the original collectors of that data. Instead, you buy it from large data aggregators that pull it from various other platforms and websites where it was generated. These aggregators pay publishers and other data owners for their 1st party data."

It's important to note that it's becoming increasingly difficult to collect data. Since 2016 and the adoption of the GDPR (General Data Protection Regulation) or CCPAs, new regulations are complicating the work of advertisers as data is becoming increasingly difficult to collect.

And it's not going to get any better. Indeed, Google decided to change its strategy at the beginning of 2020 by announcing the end of third-party cookies within its Google Chrome browser, representing 63% of the market share. They will be gone by 2023. Hubspot defines them as files integrated by a site different from the one visited by the Internet user, via a browser, to store information locally. The goal is to track the path of the user on several websites, for example for audience measurement or advertising.

This disappearance will strongly impact digital marketing. Isabelle Chapis and Mattis Vimard ("Does the disappearance of third-party cookies herald the end of digital marketing?" Wavestone, 2021) count 4 impacts on digital marketing:

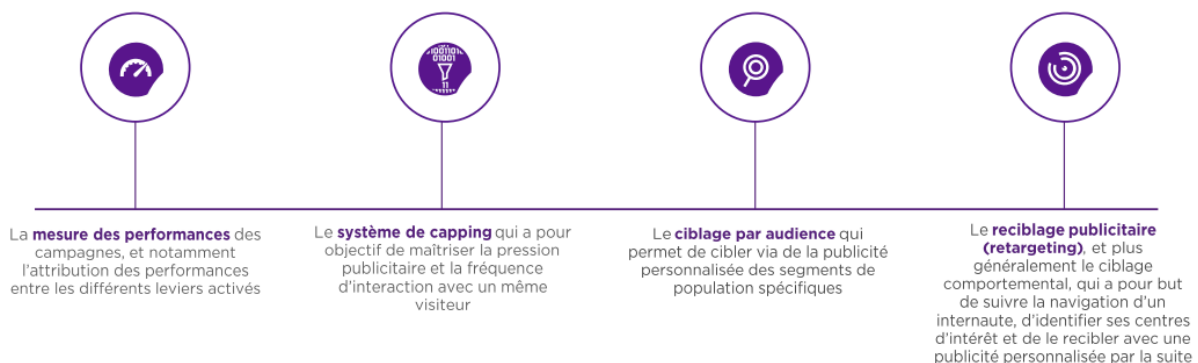


Image tirée de leur publication (*La disparition des cookies tiers annonce-t-elle la fin du marketing digital ?*, 2021)

2.2.2 Infrastructure

Once the data has been found, it must be linked in order to better understand the customer. For this, there are many platforms/technologies, and the choice will depend on the needs and expectations of the company.

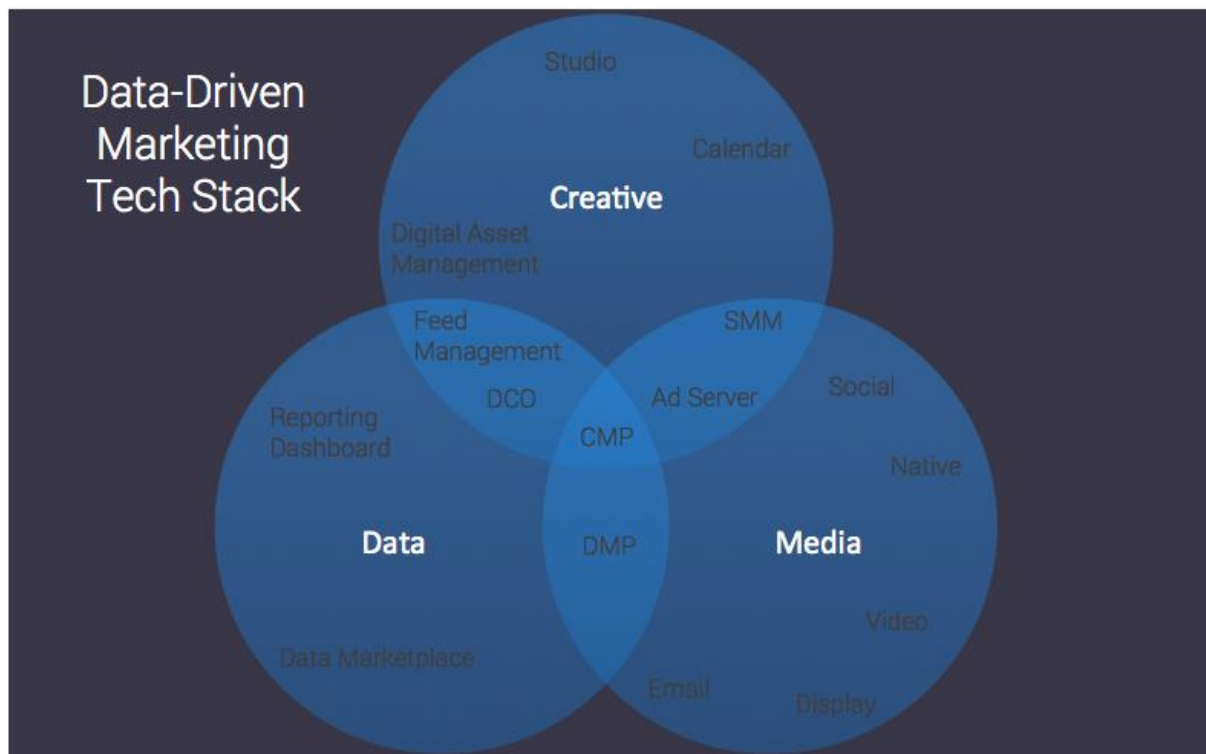
However, as explained by Deloitte Digital ("Data Driven Marketing How efficient and personalized customer dialog will work in future") there are some essential requirements:

- **Reputation and Location**, it is important to pay attention to the reputation of the tool, to know if it is reliable, but also to the location, on the one hand to be able to have a physical support during the implementation of the project and on the other hand for reasons of security of the data especially for sensitive projects. As seen previously, it is imperative that the data be protected.
- **Data Collection and Normalization**, it is imperative that the chosen solution be able to capture the different data distributed in the company's ecosystem and to be able to aggregate and normalize them.

- 3rd-party Data Integrations, this requirement is similar to the previous one, for the solution to be useful it must be able to integrate all the data that the company wishes to use
- Customer Segmentation, the chosen tool must be able to automatically identify anonymous customers and efficiently place them in a defined customer segment.
- Audience Data Syndication the ability of the solution to make its audience data available to other systems/sites is very important (especially if the company wishes to sell its data). So is a strong API layer to support real-time syndication.
- Reporting and Analytics, finally it is also necessary to know if the solution integrates tools to perform reporting and analytics.

Each company has specific needs and requirements depending on its market and products, however they all need solutions around creation, data and media (thunder).

Depending on the needs and requirements, a company will choose one solution or another.



The best known (and most widely used) remain the data management platforms (DMP). The CNIL (Commission Nationale de l'Informatique et des Libertés) defines them as follows: "A data management platform is a service that collects and manages user data, often from online sources (via cookies for example), but also offline (importing customer lists from physical stores). It is possible to connect a DMP to a DSP (demand-side person) (Demand-side platforms (DSPs) are the intermediaries that allow advertising agencies and advertisers to make their inventory purchases. They then transfer these purchase orders to advertising exchange platforms, for example during real-time auctions. (CNIL)) or SSP (supply side platform) (Supply-side platforms are intermediaries that allow web content publishers to market their advertising inventories. They then put these inventories up for sale on advertising exchange platforms, for example in real-time auctions. (CNIL)) thus enabling the data on advertising campaigns to be activated.

There are CMPs, which are platforms for creating, distributing and analyzing marketing campaigns. These solutions allow you to create personalized campaigns and therefore more impactful. BannerFlow (a CMP solution) defines them as "a range of advertising technologies all rolled into one easy-to-use platform".

There are also solutions (complementary to the DMP) that automate and centralize the management of communications on the various media. There are 2 types:

- The SMM (social media marketing), which allow on the one hand to centralize the creation of campaigns on the various media but also in some cases to create ads.
- The Adservers, also allow to centralize the management of the campaigns, however they are also in charge of making instant decisions on the advertisements to be displayed on a website (according to the results obtained).

But also solutions (complementary to the DMP) allowing to personalize the ads according to the consumer or the product flow. Once again, there are 2 types of solutions:

- The DCO (Dynamic creative optimization), allowing to create personalized ads according to consumer data. They allow for example to retarget the customer, by creating an advertisement according to the last products added to the basket or seen.

- Feed Management, which will allow you to create dynamic ads based on the product flow. If a product is doing better then it will be put forward, if a product is out of stock then it will stop broadcasting ads for it etc... They are mostly used by big retailers.

2.2.3 Strategy (Theory)

2.2.3.1 Preparation

Implementing a data-driven marketing strategy worthy of the name starts with the integration of a DMP into the company's ecosystem. This starts with defining the strategy and (data) objectives.

A good methodology to define the strategy and objectives is to create a business case. Indeed, it is a step that is necessary to formalize your ideas on paper, in order to get a better idea of what to do and how to proceed.

For the objectives I thought it could be interesting to integrate the employees of the company (first concerned) to define them. I thought of using a questionnaire in order to gather their key questions/issues on digital marketing and to better define the objectives and requirements that the project should fulfill.

The second step is to make an inventory of the usable data, and to check if it is well secured (especially personal data), how it is stored, and how it was used until now.

Finally, the crucial part in defining the strategy, the choice of technologies. Large companies are often confronted with a complicated question at this stage of the project. Indeed, they have to choose if they want to develop a tool internally, or use one of the many solutions on the market.

As explained in the literature review the chosen solution(s) must meet certain requirements:

- Reputation and Location
- Data Collection and Normalization
- Reporting and Analytics
- Audience Data Syndication
- Customer Segmentation
- 3rd-party Data Integrations

2.2.3.2 Setup

The first step in the setup will be to link the DMP to the various data sources:

- First part data
- Second part data
- Third part data

Next comes the DMP setup phase. It is during this phase that the company will define how the segments should be created and how they should be used. It is also during this phase that the metrics will be defined. There are several methods for defining them, including Kevin Troyanos' Key Business Questions, or Mark Jeffrey's 15 "relatively simple, but effective" metrics.

The next step is to educate employees about the challenges and opportunities of a data-driven marketing strategy. This is where the idea of my questionnaire mentioned earlier shows its benefits. Indeed, if the employee is involved from the beginning and the solution meets some of his needs, then the adoption is much faster, and the company hardly needs to educate him anymore.

Finally comes the launch phase, the DMP is working and the first results are coming in. It is now possible to analyze campaigns and optimize them.

2.2.3.3 From DMP to a FullStack strategy

As seen in the literature review and as explained in the introduction to this section, the DMP is the entry point into the world of data-driven marketing. However, as explained in the literature review, there are many complementary solutions. Indeed, a DMP alone allows a lot of things, especially in the field of programmatic buying where it is almost mandatory. However, if the company implementing the project has Personally Identifiable Information (PII), then the integration of complementary solutions will allow the project to enter another dimension, especially for ad personalization. There are many players on the market, and the choice of a particular solution will depend on the company's needs.

It is important to note that linking different solutions does carry a risk of data leakage.

However, it is important to note that new so-called full-stack solutions are coming on the market. These (hyper complete) solutions allow to centralize everything and thus to eliminate the risks of data leakage.

You will find below a cartography of the various actors of the market.



2.3 The research hypotheses

The diagnosis of the Zankyou company revealed certain concerns and areas for improvement. For me, the first area of improvement at Zankyou is the study of KPIs. When I first arrived, I was struck by the fact that all the KPIs were separated in various files, but never grouped together, and for me, if you want to make good decisions, you need to have an overall view, and therefore all the information in one place. I have always been interested in data, so from my past research, I knew that there was a new type of strategy called data-driven. These consist in being data-driven, and making decisions with all the necessary information. I was able to deduce a problem: How to increase marketing performance through a data-driven strategy?

So I started to look for information and answers. To do this, I conducted a review of the current state of data-driven marketing, the literature review above. The latter allowed me to better understand the issues, and to discover what personalization was. This came at the right time as I was looking to increase marketing performance and was starting to get interested in segment creation.

So, following Zankyou's diagnosis, I was able to make a **proposal**:
Centralizing the KPIs allows for better analysis of results and therefore increases performance.

And thanks to the literature review I was able to deduce a **hypothesis**:
Personalized communications lead to an increase in performance.

3. Applied research

3.1 Hypothesis/Proposal and Research Methodologies

3.1.1 Hypothesis/Proposal

As explained above, following the diagnosis undertaken and my literature review, I was able to deduce a hypothesis and a proposal.

Proposal:

Centralizing KPIs allows for better analysis of results and therefore increases performance.

Hypothesis:

Personalized communications lead to increased performance.

3.1.2 Research Methodologies

3.1.2.1 *Proposal*

To validate or not my proposal, I decided to use a qualitative research methodology through semi-directed interviews.

To do this, I created an interview guide with 9 questions. This guide is composed of 3 parts. The first part aims at understanding the data environment of the respondent's company. The second part aims at validating the hypotheses concerning the analysis and the decision making. Finally, the third part concerns the personalization part.

I then selected profiles according to the type of company and the size of the company. My goal was to have companies of different sizes and from different sectors. So I was able to talk to:

The director of data science at Carrefour: a large food company very advanced on data subjects.

The marketing director (and ex-manager) of Zankyou: a medium-sized company in the wedding sector (B2B/B2C) very little advanced on these subjects.

The digital transformation manager at Class'Croute: a small B2B/B2C company (close to Zankyou's business model) that is not very advanced on these topics.

A digital transformation manager from Estée Lauder: a large cosmetics company that has started to make progress on these data issues, but is still far from Carrefour's level of maturity on these subjects.

These interviews were guided by questions, but were mainly discussions and a real exchange.

3.1.2.2 Hypothesis

To validate my hypothesis, I decided to combine two research methodologies. The first one is a quantitative study, aiming to show that the personalization of campaigns (thanks to segmentation) and the customer journey has an impact on the latter, and makes them more willing to click. So I created a questionnaire composed of 3 parts:

- The first one is to know who is the respondent
- The second part is about the personalization of ads
- The third part is about the customer journey

I then sent this questionnaire to different groups of people because I need opinions from all ages and social situations.

Then, I used an experimental research methodology to show the increase in performance. So I created custom segments, based on geographic area, age etc... and then created custom campaigns for these segments.

For this part I will mainly study 2 personalized campaigns, aimed at 2 segments composed of more than 8000 people, and I will compare the results to 2 generalist campaigns.

To compare them I have chosen beforehand the KPIs that I think are the most relevant:

- Clicks
- CTR
- Conversion
- Conversion rate

3.2 Analysis of results and treatment of hypotheses

3.2.1 Analysis of the results

3.2.1.1 Analysis of the results of the qualitative survey

Thanks to the interviews conducted, I was able to gain a better understanding of the reality of the field in this type of strategy. It appears that data is obviously becoming more and more important in strategies, but to get up to speed, you need to devote time and resources to it. This explains why large groups are more advanced on these subjects.

The common point in all these interviews is the desire to develop on these subjects, because they all consider data as a lever for growth and performance improvement at their level. Carrefour and Estée Lauder are using artificial intelligence to predict who will buy when, how and where, so they can offer a personalized experience. Class'Croute and Zankyou are trying to personalize their marketing communications. They are not at the same level but they all have this desire.

In addition, they are also grouping together on another point, data analysis. For them, this is the entry point into data. Whether they are small or big, they all have this need to have access to all the information gathered in the same place to have a global vision. They will group their KPIs in the same place in tables, graphs, etc., to be able to quickly analyze the results of the actions they have implemented. Obviously, the respondent from Carrefour reminded me that it was essential to have reliable data, which is currently one of the concerns at Zankyou.

In addition, all these players agree that the data is there to help the manager make the right decisions, not to make them for him.

3.2.1.2 *Analysis of the results of the quantitative survey*

Survey Setting:

Random sample, all persons of marriageable age (over 18)

Respondents: 55

Confidence level: 95%.

Age:

This survey was conducted online among different groups of people with notably different ages:

24 respondents are between 18 and 30 years old (43.6%)

17 respondents are between 31 and 40 years old (30.9%)

14 respondents are 41+ (25.5%)

Gender:

With an almost even gender distribution:

28 respondents who challenge themselves as female

27 respondents who identified themselves as male

Place of residence:

Respondents live mainly in France (92.7%), but there are also some in Spain(13.3%) and are distributed as follows in the territory:

Île-de-France: 78.1%, mainly Parisian but there are also Montrouge, Bagneux and Boulogne

Rhône-Alpes: 5.4%, all from Lyon

PACA: 9.1%, divided between Nice and Marseille

Catalonia: 3.6%, all in Barcelona

Madrid: 3.6%, all in Madrid

Which message has the most impact:

We notice that the message that has the most impact is the message with the key word control, "Control all the organization of your wedding from your phone!" with 41.8%. We notice that this message impacts mainly women (60,9%) of all ages, and we detect an interesting tendency among the men who chose this message, they are all over 31 years old.

The second message is the one concerning the saving of time, "Save time by always having all the information at hand" with 29,1%. 93.75% of the people who chose this message are men, i.e. 15 people and of these 15 men, 14 are men aged 18 to 30 (93.3%).

Finally, the third message, which put forward a consumer opinion "Perfecto, easy to use for us as well as for our guests" Agnes Bergugnat" was chosen by 27.3% of the sample, 80% of them women.

We notice very clear trends among men, depending on their age, the saving of time or the control impacts them more. Conversely, women can be affected by different types of messages.

However, if a general campaign were to be implemented, it is clear that the message that would have the most impact is the one about "control".

What tone to use:

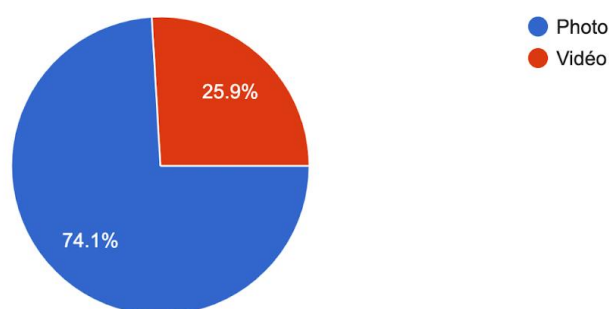
For the tone to be used, we notice that the tutoiement is the preferred tone with 56,4% however we notice that this choice is specific to people under 40 years old. In addition, there are almost as many men as women who prefer to be on first-name terms rather than being on first-name terms or using a more "familiar" tone, 45.1% of women and 55.9% of men.

The second most popular choice is the use of formal address, with 32.7% of the votes. It is mainly chosen by people over 41 years old, 77.7%.

Finally it is clear that a more familiar tone (almost humorous) is not to be used for this type of message with only 10.9% of the votes.

The type of format:

For the type of format, we notice that the photo format is preferred to the video format.



The visual and the catchment area:

On this question we notice the relation between the place of residence and the choice of the advertisement. Indeed, out of 43 respondents living in the Paris region, 88.4% chose the visual highlighting Paris.

We also notice this tendency among the inhabitants of the PACA region (5 respondents) or this time 100% chose the visual highlighting a wedding on the French Riviera.

The type of visual:

We notice very clearly that women prefer the visual number 3 "inspirational" (85.7% put it in first place) especially among the 18-30 years old where 100% put it in first place.

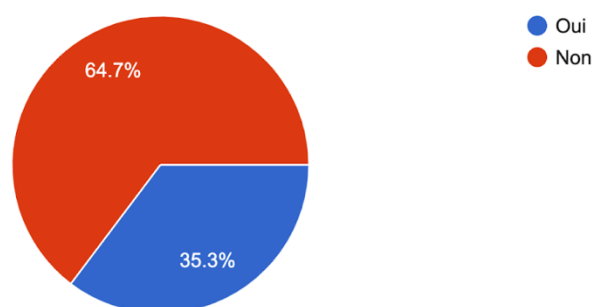
This is a shared trend, as among men we also notice that the "inspirational" visual takes the first position in 59% of cases. Here again we notice a very clear trend for the 31-40 years old this time, where 100% put it in first position.

Moreover, we notice that the visual number 5 "simple" has a good impact on the 41 years old and + with 40% of the votes.

Generally speaking, we can say that the inspirational visual has more impact than the simple visual, which itself has more impact than the "young" visual.

Should the consumer be guided? :

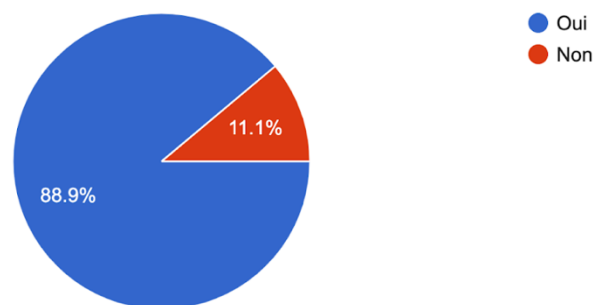
We notice that to the question: "If you are satisfied with your customer experience on a service, will you look if the platform offers other services?", the majority of respondents say no.



So Zankyou is losing potential customers, but how do you keep them on the site?

Guiding the consumer on the site? a solution? :

Yes, this is a possible solution. In fact, when asked "Would you be interested in being guided step by step through the customer journey? 88.9% of respondents said yes.



The pop-up window to direct the customer:

When respondents were asked to rate out of 6 (1 being not at all and 6 being very) whether or not they find the intervention of a pop-up window intrusive, we end up with an average of 2.3 which means that no they do not find it intrusive (average less than 3 for all age groups).

What to remember:

It is clear that certain trends appear depending on age, gender and location. Thus, certain messages/visuals will have more impact on certain segments than on others.

To sum up, the perfect campaign would be a photo, with a message that has an impact according to the age, gender and location of the segment.

In addition, we also learn that guiding the user along the customer journey can be a solution to keep the customer on the site.

3.2.1.3 Analysis of the results of the experimental research

In this part, we are going to analyze the result of personalized campaigns according to the segments compared to generalist campaigns (the 2 campaigns promote the same thing).

It is important to remember that I did not have the results of my survey at the time of the creation of these campaigns, that's why there is no "perfect" campaign as explained above.

Location segmentation

For this first test, I chose to segment according to the place of residence and thus to adapt the message and the visual according to this last (here the Paris region).

The objective of this campaign is to lead to the download of the application.

In green the Android campaigns, and in grey the Apple campaigns (the campaigns in bold are the test campaigns), results over 1 month for a facebook ads campaign.

We can clearly see that the results are better for personalized campaigns based on the catchment area. They certainly reach less people (see Reach) but the CTR (click through rate) and the conversion rate are more important.

This change is particularly obvious on IOS campaigns, where the **conversion rate triples**.

Reporting starts	Reporting ends	Ad Set Name	Reach	Link clicks	CTR (all)	Mobile app installs	Conversion rate
2022-04-01	2022-04-30	FR_App_General_iOS	30632	268	23.76%	16	5.97%
2022-04-01	2022-04-30	FR_App_General_Android	121791	454	20.13%	130	28.63%
2022-04-01	2022-04-30	FR_App_Paris_iOS	8620	49	30.12%	9	18.37%
2022-04-01	2022-04-30	FR_App_Paris_Android	29648	65	24.47%	26	40.00%

Age segmentation:

For this second segment, I chose to segment according to age (18-40) and I therefore adapted the visual and the message to be as impactful and relevant as possible.

The objective of this campaign is to incite the consumer to create his wedding list

Reporting starts	Reporting ends	Ad Set Name	Reach	Link clicks	CTR (all)	Conversion (New_user_event)	Conversion rate
2022-05-12	2022-06-12	FR_List_General	88791	2395	5.14%	114	4.76%
2022-05-12	2022-06-12	FR_List_segment 18-40 ans	12342	1324	8.17	89	6.72%

In blue the general campaign, and in yellow the campaign where I use personalization.

Usually for this type of campaign, Zankyou uses reviews to promote the list. These are quite simple visuals where the key message is a consumer review. So I proposed to change this way of working, by creating a carousel campaign. The first page is a short video with flashy colors and the key message. The objective is to catch the eye of the user. This is followed by several simple "slides" to explain the process of creating the list, each step illustrated with a simple diagram, while emphasizing the simplicity and speed of creation.

The difference in performance is not as telling as for the application campaign, however we can see that there is a better CTR and Conversion rate.

3.2.2 Hypothesis processing

3.2.2.1 *Proposal*

For all companies, data is a growth lever, but they do not have the same level of maturity.

In addition to the risk linked to the RGPD, all these players agree on the fact that having a global vision of all results in the same place and shared with other teams allows for better analysis, leading to better decision making and therefore increasing the performance of different actions.

3.2.2.2 *Hypothesis*

Following the results of the quantitative study, we notice that certain messages/visuals do indeed impact certain segments more or less. But do they really impact performance?

The experimental research I conducted shows that creating personalized segments, and then creating campaigns adapted to their expectations with key messages and impactful visuals increases performance.

Indeed, one of the results of the quantitative study shows that people living in Paris are more impacted by a visual and a message talking about Paris than about the French Riviera. Moreover, my experimental research shows that campaigns geolocalized to the Paris region, with a visual and a message adapted to the region, are more effective than general campaigns.

The same is true for a campaign concerning the wedding list. The quantitative study showed that messages highlighting the time saving benefits of the platform are more impactful for the 18 to 30 year old segments than consumer reviews (even if the latter

allow consumers to identify themselves, they are useful for generalist campaigns). My experimental research shows that a personalized campaign on this type of segment is more impactful and leads to increased performance.

Thus, the quantitative research showing that certain messages are more impactful for certain consumer segments than others, and my experimental research showing that personalized campaigns (for a segment) have better results than generalist campaigns, validates this hypothesis.

Personalized communications lead to increased performance.

3.3 Recommendations

To begin with, we need to analyze our first part data in the CRM. This analysis is the basis of our strategy because it will allow us to personalize the customer journey, our advertisements etc...

Indeed, once analyzed, we will be able to draw trends of purchases, page visits, etc... It is on the basis of these trends that it will be possible to set up the first part of the project, the recommendation.

Thus, we will be able to propose to the user products, articles and even service providers more likely to interest him, thus promoting conversion.

Another possibility, if no clear trends can be determined, is to create groups of complementary products/providers. Therefore, if a user buys wedding parties, he would be offered a selection of complementary products such as menus or even table plans.

To implement this idea, we would need the help of the technical team to integrate the recommendations tab.

Following the analysis of the CRM data, it will be possible to better target potential customers and thus personalize the campaigns.

It will be possible to create different audiences, according to age, place of residence, etc... to then personalize the message of the campaigns, and thus to better reach the potential customers.

However, you have to be careful because it is possible that the advertiser blocks the advertising if he sees that personal data is used.

Finally, thanks to the CRM data, we will be able to better understand the customer journey, and therefore address him at the right time on the right subject. To do this, it will be necessary to create audiences based on where the user is in the customer journey.

For example:

Currently the customer journey on Zankyou is as follows:

The user will first search for suppliers, then create a wedding plan, then go to the shop to buy wedding favors, and finally create a list.

This way, if a client has found their suppliers on the Zankyou website, but hasn't created a wedding website yet, it will be possible to reach them with a campaign promoting the advantages of creating a wedding website with Zankyou.

Please note that you'll need to update your audience on a regular basis.

In order to personalize the customer experience, you can also personalize the landing pages of your campaigns by using the words used by the user in their search. This personalization is applicable to the title, images, arguments, testimonials, etc...

In addition to personalizing the campaigns and the customer journey, this data-driven strategy will allow you to optimize the management of search terms, in particular by using the data studio.

We need to start by sorting the search terms into 2 categories (divided into 2 tables): The first one would be composed of search terms to exclude (those on which we do not want to position ourselves).

The second category would be composed of search terms to integrate.

To create the first one (for the search terms to be excluded) we need to create a list of keywords that the search terms must contain according to the type of campaign (Directorio, List, Site, App, Shop) so that we can position them. Then you need to create a rule in the table so that only search terms that do not contain these words appear.

Example, for a wedding list campaign:

In order to be positioned on the search term, it must contain at least the word "wedding" and the word "list" or a synonym used (kitty, gift, etc...).

For the second one, you will have to do the opposite, still based on the list of keywords, except that this time you will have to create a rule in the table so that only the search terms that meet my requirements appear. Then we will have to sort them according to the number of clicks to determine which ones work best and then incorporate them into the list of key words corresponding to the campaign.

Thanks to this, the time savings should be about 4 to 5 hours minimum per week (time that can be used on other projects). However, it will still be necessary to check the list of search terms to be excluded.

Finally, this strategy requires a complete overhaul of the dashboards used to make decisions.

Indeed, following the questionnaires and key business questions received, it is possible to determine which metrics are important to measure the performance of actions.

To do this, we will need to use datastudio (being the only tool at our disposal). Supermetrics will allow you to transfer the data collected by the platforms (google ad, facebook ad, analytics, Apple search) directly into data studio. All that will be left to do is to set up the dashboards.

There will be 2 data studio files, the first concerning the SEA performance, and the second concerning the SEO. Concerning the SEA, following the key business questions, have allowed to determine beforehand the metrics to be used, it will then be necessary to integrate them to different dashboards.

The SEA part will be presented as follows:

The metrics used will be cost, impression, clicks, CTR, conversion rate and conversion.

Page 1, the performances: It aims to show quickly to the manager the performances of the current month (the date can be modified). This page is very general. It will be composed of performances by platform, by country, by type of campaign and finally a table grouping all the activated campaigns. The table grouping the activated campaigns must allow you to know which campaign must be optimized. Thus, the campaigns with a CTR lower than 7% or a conversion rate lower than 5% will appear in red.

Page 2, costs: This part aims to detail the use of the budget. We will find the cost per platform, the cost per country, the cost per campaign type and finally it will give the remaining budget of the month.

There will then be a page for each type of campaign (directory, shop, web and list, app). They will be composed of performances by platform, by country and we will find the same type of dashboard as on page 1, allowing to know which campaign must be optimized, the campaigns with a CTR lower than 7% or a conversion rate lower than 5% will appear in red.

In parallel, another data studio file will be created for the optimization of search terms. This will be composed of a page per campaign type, with 2 tables for each campaign, the first allowing to list the search terms to be excluded and the second the search terms to be potentially added.

Conclusion

Zankyou's data environment is very basic or even non-existent. In fact, it is limited to the use of Excel and report data studio, which leaves room for errors. In addition, the data is poorly uploaded by supermetrics in data studio, which can lead to misinterpretations.

However, they want to make better use of this data, as one of the co-founders himself told me "No, I think we should use it a lot more".

These issues made me wonder if the use of data could really have an impact at Zankyou. So I started researching the subject and came across data-driven marketing. I quickly realized that this kind of strategy was the future.

So I asked myself how a data-driven marketing strategy could increase performance.

So I started by doing a review of the scientific literature. I developed what a data-driven marketing strategy can do, and especially the fact that it can move from a mass marketing strategy to a targeted marketing strategy. Indeed, this type of strategy allows to better target consumers and therefore to personalize campaigns. Another added value of this type of strategy is the measurement, the fact of having so much data and being able to group it in dashboards helps to make decisions.

Following this literature review, I put forward a proposition "Centralizing KPIs allows for better analysis of results and therefore increases performance" and a hypothesis "Personalized communications lead to increased performance".

To validate this proposition, I decided to conduct qualitative research, through semi-directed interviews with actors of the data world working for companies of different sizes, and not having the same maturity on these topics.

Following the different exchanges I had with actors of this sector, it became clear that the basis of a data-driven strategy is to have all the information, to have a global vision of the results and thus to make the right decisions. The head of digital transformation at Estée Lauder company summarized it very well: "learn from data and one single source of truth".

To validate the hypothesis, I decided to conduct quantitative research, through a questionnaire that I gave to a representative sample of the French population. The objective was to validate the fact that some messages/visuals impact a certain type of consumer more than others. I completed this quantitative research with experimental research that aimed to validate the increase in marketing performance for a personalized campaign based on a certain type of segment.

The results of the quantitative research and the experimental research allowed me to validate my hypothesis.

To conclude, we can say that yes, a data-driven marketing strategy can indeed increase marketing performance, especially through personalization, and by making better decisions.

However, this type of strategy requires a lot of data, and this is an area that is increasingly regulated. Indeed, the disappearance of third-party cookies by 2023 raises new questions and will require a real evolution of the market.

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Annexes

Annexe n°1 : Transcription tables interviews

Entretien numéro 1 Directeur data-science Carrefour, le 30 août 2022 à Paris en présentiel Durée de l'entretien 38 minutes	
<p>Thème 1: Comprendre l'environnement data de l'interlocuteur</p> <p>Relance 1: Comment utilisez-vous la data au sein des équipes marketing ?</p> <p>Relance 2: Avez-vous mis en place une stratégie data-driven au sein de ces équipes si oui comment ?</p> <p>Relance 3: Quel type de données utilisez-vous ? (D'où viennent-elles ?)</p>	<p>La data est utilisée tous les jours pour diverses actions marketing (coupon caisse, email, sms, retail média etc...) Objectif est de personnaliser le parcours client, et d'être capable de l'assister/ l'aiguiller à chaque étape du parcours d'achat. Ce ne sont pas que des objectifs de chiffre d'affaires, l'objectif est de fidéliser "pas forcément acheter plus, acheter chez nous".</p> <p>Stratégie data-driven d'ici 2024, ils utilisent cette donnée pour "comprendre comment la masse réagit par rapport à une modification de prix, une promotion etc...". C'est une stratégie globale, "elle consiste à prendre toute les données acquies, pour les utiliser lors de la prise décision". C'est une stratégie mise en place sur le long terme, "ça fait 20 ans que la grande distribution utilise la data" cette stratégie s'est mise en place de façon "empirique". Il appuie sur le fait que ce qui a vraiment évolué est le consentement (et les différentes lois mis en place).</p> <p>Si il devait donner les grandes étapes (ex de stratégie mis en place pour des pays en retard). 1. consolider l'information (recueillir et traiter) notamment grâce aux programmes de fidélité, "c'est une fidélisation par intérêts" 2. Exploiter cette data en l'adressant ou en donnant cette possibilité à d'autres (à partir du moment où le consentement est donné).</p> <p>Carrefour collecte assez de données eux-même, ils n'ont pas besoins de données externes, "il y a peu de données externes qui peuvent enrichir leur connaissances"</p>
<p>Thème 2: l'analyse et la prise de décision:</p> <p>Relance 1: Comment mesurez-vous les performances marketing ?</p> <p>Relance 2: Quels types de dashboards utilisez-vous pour analyser vos résultats ?</p>	<p>"il n'y a pas une initiative qui soit lancée sans un objectif fixé, donc il y a une réflexion entre l'enjeux, l'objectif et la manière de le mesurer (le KPI)". Les KPI sont fixés en amont en fonction des objectifs. C'est facile de mesurer sur digital, "il est facile d'identifier l'utilisateur et de savoir ce qu'il a fait ensuite".</p> <p>Ils utilisent 2 types de KPI: - Les KPI qui sont la pour valider et faire évoluer les algorithmes - Les KPI utilisé pour valider les objectifs (le plus souvent à moyen ou long terme)</p> <p>Ce qui revient souvent c'est la fidélisation, et l'objectif de faire revenir le client (ce qui n'est pas applicable à l'environnement Zankyou)</p>

	<p>Il en déduit 2 types d'objectif:</p> <ul style="list-style-type: none"> - L'objectif additionnel "facile à mesurer, qu'est-ce que le client nous a rapporter en plus" - L'objectif de fidélisation "plus difficile à mesurer car sur le long terme, est ce que 6 mois après il continue à acheter" <p>Les KPI servent à valider un plan "est-ce qu'il valident tout ce qu'on fait"</p>
<p>Thème 3: Ila personnalisation</p> <p>Relance 1: Utilisez-vous la personnalisation CLIENT ?</p> <p>Relance 2: Pourquoi l'utilisez-vous ?</p> <p>Relance 3: Comment l'avez-vous mis en place ?</p> <p>Relance 4: Sur quelles actions l'avez-vous mis en place ?</p>	<p>"la personnalisation ne peut pas être fait client par client", l'objectif est de personnaliser le parcours client pour qu'il ait des sélections adaptés</p> <p>"on ne personnalise pas le campagnes, ont créé des segments personnalisés"</p> <p>Ils raisonnent par groupes "ce qu'on appelle personnalisation n'en est pas, on est partie de la masse ex le catalogue papier, et progressivement ils font réduire ces groupes de clients"</p> <p>Ils raisonnent sur tout le parcours client, "ou est-ce que je peux lui adresser une communication intéressante pour lui, quel type de com, puis aller chercher une solutions adaptés"</p> <p>"C'est la base (la data) de la grande distribution, ils réfléchissent par rapport au parcours plus qu'à l'opportunité".</p> <p>"Aujourd'hui développer carrefour c'est développer les clients qui passent déjà chez carrefour puisque 99% des foyers français passent une fois par an chez Carrefour"</p>
<p>Question Bonus/ Conclusion</p> <p>Relance 1: Risque et opportunités de ce type de stratégie</p>	<p>"La data est au cœur de notre métier, et elle devrait être au cœur de tous les métier et pas seulement vis à vis de la stratégie marketing"</p> <p>Il explique qu'évidemment c'est une opportunité, mais qu'elle comporte des risques et pas seulement au niveau des RPGD, "le plus important est la perception que peut avoir le client, il faut en permanence s'assurer que l'on respecte les souhaits du client" ...</p> <p>"c'est pas un risque business qu'un risque légal, il faut faire attention à ce que la donnée client soit manipulée comme le client en a envie et pas autrement"</p> <p>L'objectif final est toujours de fidéliser le client et de faire en sorte qu'il soit à l'aise, "conc ne pas être trop intrusif".</p> <p>A l'avenir l'objectif est "de continuer à utiliser la data de plus en plus tout en gardant l'expertise acquise, et la connaissance client des décisionnaires" ... "Carrefour c'est d'abord des hommes et des femmes et ils ne supporteraient pas que des machines prennent les décisions à leur place"</p> <p>"La data est avant tout un outil pour prendre les décisions et/ou les valider"</p>

Entretien numéro 2

Directeur Marketing Znakyou, le 1 septembre 2022 à Paris en visio

Durée de l'entretien 24 minutes

Thème 1: Comprendre l'environnement data de l'interlocuteur**Relance 1:** Comment utilisez-vous la data au sein des équipes marketing ?**Relance 2:** Avez-vous mis en place une stratégie data-driven au sein de ces équipes si oui comment ?**Relance 3:** Quel type de données utilisez-vous ? (D'où viennent-elles ?)

Les datas se trouvent dans divers outils, data-studio, analytics, outil de reporting interne.

Ces datas sont utilisés tout le long du processus et sont échangé avec les équipes (notamment les équipes commerciales) pour qu'elles puissent adapter leurs discours

Ils ont beaucoup de données cependant ils ne les utilisent pas, elle donne comme exemple les audiences et explique que c'est une opportunité dans le futur.

Thème 2: l'analyse et la prise de décision:**Relance 1:** Comment mesurez-vous les performances marketing ?**Relance 2:** Quels types de dashboards utilisez-vous pour analyser vos résultats ?

"On analyse les résultats pour voir quelle campagne fonctionne, lesquels améliorer, les quels arrêter" ils sont dans un objectif de performance, faire en sorte que les campagnes fonctionnent

Ils ont les KPI généraux (reçu par mails) elle explique qu'elle les compare à ceux de l'année dernière mais surtout à ceux d'il y a 3 ans (avant le covid) car la crise sanitaire à complètement mis à l'arrêt l'industrie du mariage.

Ensuite il y a les KPI marketing, qui eux sont choisis en fonction de l'objectif de la campagne. Le principal reste les conversions.

Pour analyser ces KPI ils utilisent principalement data-studio, et un tableau excel utilisé pour les réunions hebdomadaires.

Thème 3: la personnalisation**Relance 1:** Utilisez-vous la personnalisation CLIENT ?**Relance 2:** Pourquoi l'utilisez-vous ?**Relance 3:** Comment l'avez-vous mis en place ?**Relance 4:** Sur quelles actions l'avez-vous mis en place ?

Ils créent des segments (audiences) cependant ils ne personnalisent pas le message.

Ils font du remarketing mais c'est tout

Question Bonus/ Conclusion**Relance 1:** Risque et opportunités de ce type de stratégie

"Oui c'est une opportunité, il faut le faire" cependant elle appuie sur le fait que ça demande beaucoup de travail.

Cependant il y des risques car ça va multiplier les ad group et il ne faut donc pas se perdre.

Entretien numéro 3 Directeur transformation digital Class'Croute, le 1 septembre 2022 à Paris en viso Durée de l'entretien 32 minutes	
Thème 1: Comprendre l'environnement data de l'interlocuteur Relance 1: Comment utilisez-vous la data au sein des équipes marketing ? Relance 2: Avez-vous mis en place une stratégie data-driven au sein de ces équipes si oui comment ? Relance 3: Quel type de données utilisez-vous ? (D'où viennent-elles ?)	Très peu d'utilisation de la data car compliqué de sortir les infos ils doivent demander à la DSI pour qu'ils sortent les infos Ils essayent de mettre en place ce type de stratégie
Thème 2: l'analyse et la prise de décision: Relance 1: Comment mesurez-vous les performances marketing ? Relance 2: Quels types de dashboards utilisez-vous pour analyser vos résultats ?	Ils n'ont pas accès au quotidien à ces données malgré le fait qu'ils aient des outils de reporting. «On n'a pas un accès à la donnée très aisée» Elle m'a bien confirmé que pour toutes les données SEA elle utilisait Data-Studio, cependant elle appuie sur le fait que tout n'est pas connecté, et que les données se trouvent dans divers outils, data-studio, analytics, outil de reporting interne.
Thème 3: la personnalisation Relance 1: Utilisez-vous la personnalisation CLIENT ? Relance 2: Pourquoi l'utilisez-vous ? Relance 3: Comment l'avez-vous mis en place ? Relance 4: Sur quelles actions l'avez-vous mis en place ?	Ils n'ont pas encore commencé à faire d'extraction pour créer des audience "On ne veut pas enclencher tous les sujets en même temps" Cependant c'est dans leurs projets Ils ont lancé un projet pilote sur 2 de leurs restaurants franchisés, en mettant à leur disposition une plateforme permettant de faire de la communication digitale personnalisée au local. Cependant elle pense que c'est prématuré de mettre cet outil à disposition des franchises car ça nécessite du temps de suivi ce qu'ils n'ont pas actuellement. Ils utilisent les audiences similaires proposée par les plateformes de SEA pour tenter d'activer de nouveaux clients En parallèle, ils ont mis en place un autre service pour leur franchise, c'est une plateforme qui permet de faire des mailing personnalisable. Il y a des templates et le franchisé les adapte. Pour mettre en place ce type de service ils ont évidemment formé les franchisés, cependant très peu les utilisent Elle insiste sur le fait que la personnalisation est un enjeu important pour eux dans le futur

Question Bonus/ Conclusion	Elle voit la data comme une opportunité à l'avenir pour mieux comprendre les clients, mieux les segmenter et donc mieux les adresser
Relance 1: Risque et opportunités de ce type de stratégie	Elle voit un risque avec les RGPD, ils ont donc nettoyé la base de données

Entretien numéro 4
Responsable transformation digitale Estée Lauder, le 9 septembre 2022 à Paris en visio
Durée de l'entretien 22 minutes

Thème 1: Comprendre l'environnement data de l'interlocuteur Relance 1: Comment utilisez-vous la data au sein des équipes marketing ? Relance 2: Avez-vous mis en place une stratégie data-driven au sein de ces équipes si oui comment ? Relance 3: Quel type de données utilisez-vous ? (D'où viennent-elles ?)	Pas de machine learning C'est surtout utilisé pour évaluer les performances des pays et des magasins pour comprendre et ajuster la stratégie et leur mettre à disposition des solutions (outils IT ou opérationnel , etc...) Ils vont proposer des ajustement en fonction des besoins, "notamment sur le conversion rate et le data capture rate" Une stratégie data-driven est en cours d'implémentation "learn from data and one single source of truth" l'objectif étant que tout le monde ait les informations pour pouvoir ensuite driver le business grâce à la data
Thème 2: l'analyse et la prise de décision: Relance 1: Comment mesurez-vous les performances marketing ? Relance 2: Quels types de dashboards utilisez-vous pour analyser vos résultats ?	le problème de cette accumulation de données et le fait qu'il faille regrouper les informations des différentes marques pour créer un tronc commun par marque Cependant ils ne veulent pas partager les données au sein de la marque, et pas les partager entre les marques Key focus sur la data capture Oui y'a de la segmentation, new, repeat, loyal, l'objectif étant de comprendre le client pour le fidéliser au mieux Encore beaucoup d'excellence car toute la donnée n'est pas centralisée, car ça dépend du niveau d'intégration IT de chaque affiliés 2 gros points: - Analyser les performances pour mettre en place des actions - Comprendre le client pour pouvoir mieux le cibler
Thème 3: la personnalisation Relance 1: Utilisez-vous la personnalisation CLIENT ? Relance 2: Pourquoi l'utilisez-vous ? Relance 3: Comment l'avez-vous mis en place ?	Sujet non abordé par manque de temps

Relance 4: Sur quelles actions l'avez-vous mis en place ?	
Question Bonus/ Conclusion Relance 1: Risque et opportunités de ce type de stratégie	<p>Risque au niveau des RGPD qui d'ailleurs ralentit la transformation et l'implémentation de cette stratégie data-driven car il faut tout structurer pour être en règle et s'adapter aux réglementations différentes dans chaque pays</p> <p>Le machine learning est la prochaine étape, pour encore mieux cibler le consommateur, "savoir à qui on parle et ce qu'on lui raconter"</p>

Annexe n°2 : Quantitative survey

[https://docs.google.com/forms/d/e/1FAIpQLScyf33HUIwBNzJAhleF49irgJ-bekoWd3nVQ4fQgJ7sBe_Oqw/viewform?usp=sf link](https://docs.google.com/forms/d/e/1FAIpQLScyf33HUIwBNzJAhleF49irgJ-bekoWd3nVQ4fQgJ7sBe_Oqw/viewform?usp=sf_link)