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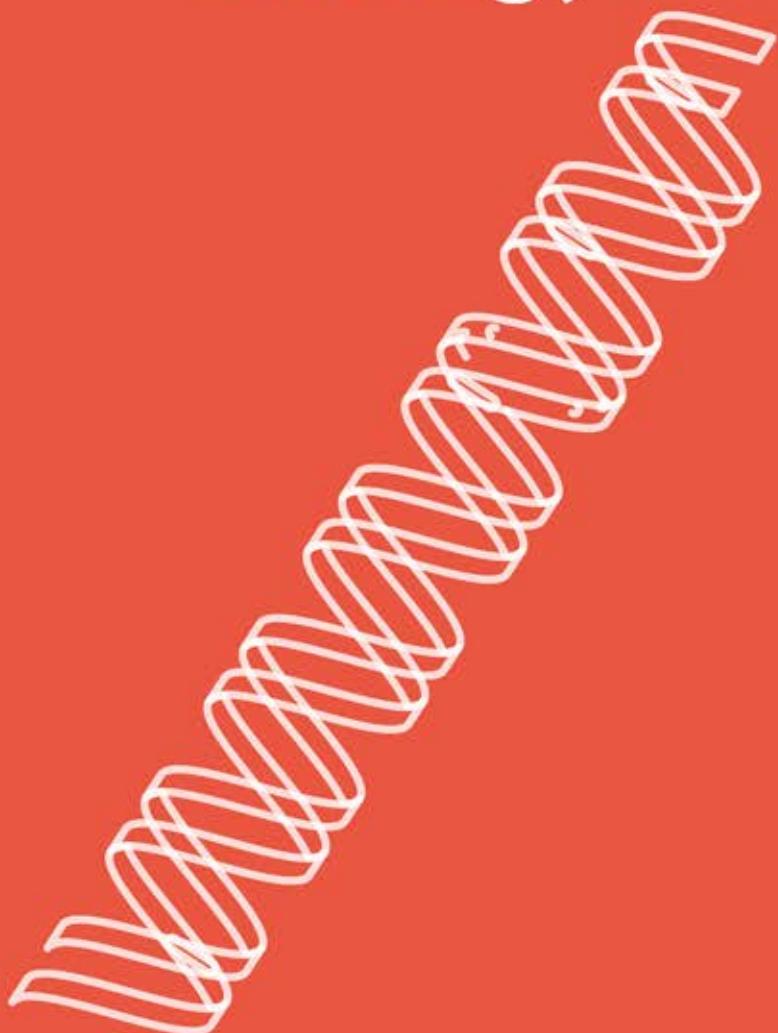
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THE CHARTERED INSTITUTE OF MARKETING

Moor Hall, Cookham
Maidenhead, Berkshire
SL6 9QH UK

First published 2016

Author: Dr Andrew L Norton

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INTRODUCTION

The Chartered Institute of Marketing (CIM) is the leading international professional marketing body. CIM exists to develop the marketing profession, maintain professional standards and improve the skills of marketing practitioners, enabling them to deliver exceptional results for their organisations.

Our range of professional qualifications and training programmes – along with our extensive membership benefits – are all designed to support you, develop your knowledge, enable you to grow, and increase your network. Our professional pathway will help you excel and realise your full potential.

Following extensive research among marketing professionals and the wider business community CIM recently launched a portfolio of award-based qualifications to reflect the market need for flexible bite-sized learning for today's professional marketer.

Each individual module can be achieved as a distinct self-contained award and, when combined with further awards, built into a full qualification if and when required.

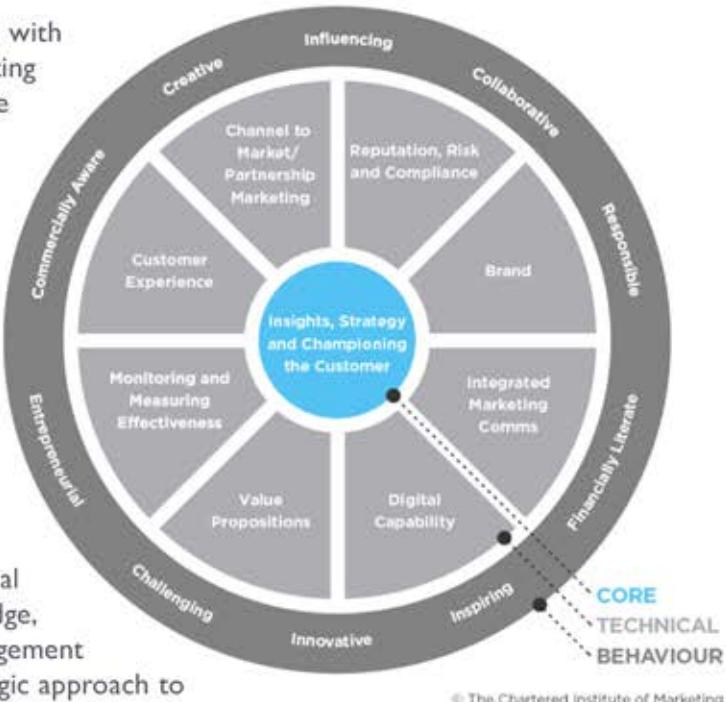
Each module is based on our unique Professional Marketing Standards, designed to help you meet the ever-increasing demands on expected of marketers at every stage of their career.

PROFESSIONAL MARKETING STANDARDS

The Professional Marketing Standards is a framework of marketing competencies that provide a guide to the skills and behaviours that are expected of professional marketers at varying levels of proficiency.

Developed from extensive research with employers and employees in marketing and broader business functions, the Professional Marketing Standards give individuals and organisations the basis on which to assess the abilities of a capable and competent marketer.

More information about the Professional Marketing Standards can be found on our website: www.cim.co.uk/standards



QUALIFICATION OVERVIEW

The Diploma in Professional Marketing gives you the knowledge, skills and understanding at management level to enable you to take a strategic approach to marketing planning. By understanding key marketing metrics and measurement techniques you will be able to interpret relevant insight and make informed strategic decisions.

PLAN YOUR JOURNEY

This module companion guide is part of a module toolkit, which comprises a wide range of study resources available to you. No single resource is sufficient to gain a full understanding of the module content, and this study guide is intended to provide you with a brief overview of the content of the module and act as a bridge to further resources.

Each chapter looks at a specific set of tools and concepts and is directly linked to the syllabus content for each of the six learning outcomes for this module. The guide is intended to be used in conjunction with the core textbook, but you will also find it valuable to refer to some of the other textbooks mentioned within the guide.

OTHER RESOURCES

CIM ACADEMY ONLINE

This is your main study platform and holds details of your complete study programme from the start to the submission of your assessment. It also keeps you in touch with your Learning Support contact in CIM Academy, as well as your Course Director who will guide you through your studies.

In addition, as a member of CIM you will be able to access further resources through –

MYCIM

You can get onto this web platform by going to www.cim.co.uk and choosing MyCIM from the tabs. You can access all the information listed here via this platform.

STUDY RESOURCE

Part of your studying resource includes guides designed to delve deeper into material that supports the six learning outcomes in this module. The links are drawn from CIM resources and will include links to Ebsco and Emerald.

PRACTICAL INSIGHTS WEBINARS – TO INCREASE YOUR PRACTICAL MARKETING SKILLS

Practical insights are one-hour interactive webinars delivered by experts in specific area of marketing. They will provide you with practical knowledge that you can apply immediately in your day-to-day marketing role.

MYLIBRARY

The library at Moor Hall is open to all learners Monday to Friday between the hours of 9am and 5pm. For those who can't get to it, MyLibrary is a good alternative. It allows you to read a range of marketing books on your desktop, but you can't download them or systematically print them due to copyright restrictions.

EBSCO AND EMERALD

Ebsco is an online database of reference material that is updated every day. It includes journals, magazines, newspapers and reports covering all aspects of marketing and business from around the world.

Learners also have full access to the Emerald marketing ejournal collection. An online user guide provides a detailed list of current titles and information on how to search the collection. It also contains a range of older editions that the library has subscribed to historically.

All of this information is available via MyCIM. The Resources area of the website also contains further information and assistance: www.cim.co.uk/resources

MARKETING NEWS

Finally, one further way you can develop your knowledge and understanding is to keep up to date with what's going on in the real world of marketing. All members and learners receive Catalyst free, but magazines such as Marketing, Campaign, Marketing Week and The Drum provide a wealth of informative, insightful and fascinating information, augmented by up-to-date opinion, blogs, stories and resources on their websites. You could also follow the hundreds (possibly millions!) of publishers, marketing theorists, academics, companies, brands and agencies who post content on social media.

Or you could take advantage of Cutting Edge, the CIM's weekly digest of short and snappy marketing-related news items from across the sectors, delivered straight to your inbox.

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CHAPTER 1: THE STRATEGIC IMPLICATIONS OF THE DISRUPTIVE DIGITAL ENVIRONMENT

OVERVIEW

This first chapter explains the strategic implications of a business environment that is being disrupted by digital developments on an ongoing basis.

At the end of this chapter you will be able to:

- Analyse both the macro and micro environment using a range of tools
- Assess the strategic implications of an environmental analysis in the context of digital disruption

DEFINITIONS

DIGITAL DISRUPTION

Digital disruption is the change that occurs when new digital technologies and business models affect the value proposition of existing goods and services.

Source: TechTarget <http://searchcio.techtarget.com>

MICRO-ENVIRONMENT

Factors or elements in an organisation's immediate area of operations that affect its performance and decision-making freedom. These factors include competitors, customers, distribution channels, suppliers, and the general public.

Source: BusinessDictionary <https://www.businessdictionary.com>

MACRO-ENVIRONMENT

The major external and uncontrollable factors that influence an organisation's decision making, and affect its performance and strategies. These factors include the economic factors; demographics; legal, political, and social conditions; technological changes; and natural forces.

Source: BusinessDictionary <http://www.businessdictionary.com>

1.1 ANALYTICAL TOOLS FOR THE DIGITAL MACRO-ENVIRONMENT

DIGITAL PLANNING

In today's online environment where digital citizenship is the norm, tackling digital marketing requires a clear and targeted digital strategy. Long gone are the days that promotional campaigns could incorporate digital activities as an add-ons to traditional marketing activities. Indeed, Bones and Hammersley (2015) highlight that this digital transformation has not only laid the foundations for digital as a route to market, but also a disruptive innovation catalyst and a product within its own right.

In setting out digital marketing strategies it is important to first evaluate the wider digital environment and this involves looking at some of the wider macro-issues. An important part of digital planning is the process of evaluating how emerging digital trends and technologies are influencing online engagement. There is no doubt that online customer behavior has changed considerably over the last decade and it is important to identify the digital channels through which key customer groups within chosen market sectors are engage and network with one another and to identify how they prefer to engage with organisations.

Chaffey and Ellis-Chadwick (2015) emphasise the importance of developing strategic agility, as this provides a solid foundation for organisations to be able to quickly adapt to the changing market environment. However, developing strategic agility is not easy and it involves a process of collecting and evaluating many different information sources so that the relevance of existing strategies can be appraised. This knowledge driven research approach does improve decision making so that strategies can be adapted so that implementation plans can be formulated around these insights.

There are many helpful models that can be used help organisations strategically appraise the external business environments. Here we will look at the PESTEL analysis which is a tool that has been successfully used for many years in traditional marketing. Here we have adapted this framework to help develop a clear understanding of each of the six elements within the context of digital transformation:

- **Political** – Some entire industry sectors and regional areas have been significantly affected by digital disruption in recent years and many organisations are now investing heavily in digital technologies due to customer expectations. Many local government services are expected to be delivered online 24/7 basis. In addition, some rural areas are receiving investment due to the political drive to deliver internet accessibility for all. Furthermore, in order to help stimulate growth, investment in digital transformation initiatives has been directed towards local communities affected by declining manufacturing industries.
- **Economic** – The potential rewards of digital transformation can be significant for many organisations if they succeed in engaging with online

customers. Consequently, many organisations are increasingly looking to improve their digital capability. It is important to fully understand the lifetime value of customer segments and direct investment into those areas with the highest potential for returns, investment can then be allocated to those channels through which these customers most frequent use.

- **Social** – Customer buying behaviour has changed over recent years and this has been driven by a culture of empowered consumers collecting information and making informed purchasing decisions. Organisations are increasingly moving towards a customer-centric vision, to accommodate the influence social media platforms. This sociological change is having a big impact on digital marketing activities and organisations are increasingly looking to network with online communities and reach out to this new digital citizen.
- **Technological** – Technological development is occurring at a significant rate and it seems that almost every day a new digital solution is being introduced to the market, or a digitally driven product upgrade is being delivered to enhance a core product range. This technical revolution makes the opinions of innovators, or the 2.5% of the population that are most likely to try untested technologies, extremely valuable. Marketers are increasingly seeking endorsements from these individuals and also turning to celebrity figures for endorsements to build trust in online communities.
- **Environmental** – When dealing with unplanned and unexpected digital environmental changes, it is important to have the agility to manage these changes. The business environment is undoubtedly facing a significant degree of digital disruption and many organisations have been on the back foot in dealing with these unforeseen changes. Big data is one of the latest initiatives brought about by digital transformation, along with the internet of things and real-time marketing, each of these bring significant challenges.
- **Legal** – Permissions based marketing and data protection is at the forefront of every professional marketers mind when undertaking any digital marketing campaigns. It is one of the recent digital environmental changes now facing many organisations. Permissions based marketing is the new frontier in tackling unsolicited marketing. The issue of customer data capture and its storage are bound by stringent legislation. The application of digital campaigns relies on having comprehensive process and a sound information infrastructure.

Once the external business environment has been fully evaluated, it is necessary to understand an organisation's capability in tackling the specific digital transformational issues they face. Arons, Driest and Weed (2014) suggest that many organisations are still operating in the last century and present an 'Orchestrator model' as a possible solution to change this culture, which draws upon insights from a broad pool of insights, creates teams with specific capabilities 'think', 'feel' and 'do' and subsequently draws these together to formulate future plans.

Without a clear strategic direction, the investments made into new digital initiatives are wasted. Here we look in detail at the SOSTAC® planning framework to help organisations address this challenge through six key stages of the strategic marketing planning process:

- **Situation Analysis** (where are we now?). Digital marketing planning is the process of continually optimising the potential returns from digital campaigns and ensuring they support strategic marketing objectives. The most effective way to appraise the effectiveness of current digital campaigns and determine their relevance in the developing market sectors and reaching out into new markets is to understand the external digital transformational issues.
- **Objectives** (where do we want to go?). Organisations can only support strategic marketing objectives, if they have developed a clear pathway to reach outlined goals. The goals must address the needs of all stakeholders, internal, connected and external. Having a set of clearly defined digital objectives for different stakeholder groups is the most effective way to create and deliver centralised messages and disseminate coherent messages. This vision must underpin all planned digital campaigns .
- **Strategy** (how do we get there?). It is simply not possible to tackle every digital opportunity that arises, nor would it be wise to try and do so. However, it is critical to select digital activities that most closely support the outlined digital objectives. It is important to understand the foundation of the required activities, such as acquisition, conversion or retention strategies in order to develop effective content strategy.
- **Tactics** (the details of strategy including the marketing mix & comms mix). Once an organisation is clear about the stakeholders involved and the target markets it wants to engage with, it can more clearly identify the digital channels to use. Having a range of customer personas is an effective way of determining effective tactics. Here the application of the 7P's is instrumental to success.
- **Action** (the details of tactics – who does what, when & processes & systems). It is important to adequately resource digital marketing campaigns to ensure that all key activities are undertaken in a timely manner. One effective way of scheduling activities is through the use of campaign calendars to outline different aspects of individual campaigns, and content calendars to ensure relevant content is delivered to the appropriate departments. Gantt charts are effective tools in framing campaign action plans.
- **Control** (metrics that you need to measure at different times). Campaign optimisation is a cyclical process and not just a periodical evaluation task. Dashboards play a crucial role in facilitating this. Initially, it is important to select relevant metrics to help measure campaign success against strategic objectives. In addition, having standardised metrics can aid with integrated campaign measurement. However, it is the conversion of collected data to knowledge driven meaningful insights that makes the difference.

Researching competitors is an important part of the macro-environment analysis. The 7P's marketing mix can be a very useful tool to facilitate this:

- When considering the products that competitors bring to market, it enables organisations to evaluate how technology has impacted their design, the delivery and the features and benefits. Core products are also being extended with digital re-invention. When considering the pricing, it enables organisations to see if they are using comparison websites, or offering premium packages. Competitor promotions can be monitored to

showcases their approach to search engine marketing, their social media marketing and website promotions. The channels can also be monitored to appraise how technology is supporting and enhancing their distribution capability.

- When appraising services, it is possible to evaluate the extent of competitor's online support, such as live chat, messaging and call backs. It is slightly more challenging to evaluate the process element, but there are clues as to how technology is being used to improve the relationship between their customers. Finally, the physical evidence can be evaluated in terms of how they present their brand and identity online and how their online image enhances their offline identity.

ACTIVITY 1

Using an appropriate model, appraise your organisation's internal digital capabilities and outline TWO digital disruption technologies creating change within your organisation.

1.2 ANALYTICAL TOOLS FOR THE DIGITAL MICRO-ENVIRONMENT

Understanding the micro-environment requires an evaluation of the day to day areas of digital operations that directly affect campaign performance and influence effective decision-making. This requires an appraisal of the affected markets, their industry dynamics and the different customer segments. Only by understanding the different online customer journeys and their touch points can organisations begin to put in place measures to optimise performance. Chaffey and Ellis-Chadwick (2015) highlight the need for an online marketplace map in order to independently appraise customer segments, the search intermediaries/media sites and the destination sites.

In order to develop effective delivery strategies and optimise key aspects of the online customer journey it is important to select an appropriate model and make most effective use of this in the context of the organisational needs. There are many helpful models that can be used to analyse online customer behaviour with reference to digital behaviours and identities. Here we look at

- (i) REAN (Blanc, 2006) to evaluate key aspects of the online customer journey and
- (ii) PRACE (Chaffey and Bosomworth, 2012) in order to help organisations develop a viable digital marketing plan for their market sectors.

REAN

- Reach – There are many ways to promote the reach of a brand message, for example endorsements can be promoted through social media channels, search engine optimisation can be used to highlight listings, paid search can be used to capture interested prospects and display adverts can target prospects with specific behavior traits.

- Engage – Engaging with new prospects can be achieved in many ways, such as paid search, which can direct prospects through to specific landing pages and these landing pages can be optimised with targeted call to action messages.
- Activate – Making prospects take the desired actions can be achieved through direct marketing, such as email marketing, which can be used to promote specific messages and take customers down an automation path.
- Nurture – Maintaining and developing customer relationships can be achieved through social media marketing, which can be used to provide added value to selected audiences.

PRACE

- Plan – Build an agile, strategic approach to digital marketing
- Reach – Search engines, social networks, publishers and blogs
- Act – Your website, blog community and interactive tools
- Convert – E-commerce process, product, price and promotion
- Engage – Customer advocacy

Creating customer personas can help when applying digital planning models as they help define the characteristics of different types of individuals within target markets. To create a customer persona, organisations need to undertake extensive research to understand the behavioral patterns of these individuals, the channels through which they network and the information gathering processes they use to inform their decision making. One effective way of formulating a customer persona is to select an existing customer that represents a wider consumer genre and appraise the characteristics of this person. In doing so, both their demographics and psychographics must be evaluated. Once a basic picture has been developed that reflects this individual some broad assumptions be made in relation to this persons aspirations, needs and wants. At this point, we can start to prepare promotional messages for the challenges similar likeminded customers may face.

To verify the assumptions made about customer personas, both primary and secondary research must be undertaken. AdWords data can reveal many primary data metrics, such as impressions on designated webpages, click through rates for customer pathway analysis, cost per acquisition and popular keyword searches. Secondary data can also be used to include comments made on blogs which can also help in measuring the sentiment of different communities, industry reports and journal articles can also provide a broader industry overview. Other external research sources include Ofcom, Consumer Barometer, Kantar and Nielsen.

Understanding each of the different customer segments is challenging as the market environment is continually changing, particularly with the progressive issue of digital disruption. However, for each consumer group, continual analysis is required to monitor the factors that influence them and who they consult when making informed purchasing decisions. This way, the online customer journey can be optimised when the behavior of certain customer segments changes.

It is important to undertake an analysis of internal digital capabilities and limitations as this can help to support the delivery of the digital plans and provide an indication of any shortfalls. One useful tool that can be used to analyse the potential impact of

digital activities towards competitive forces is Porter's Five Forces model (Michael Porter, 1979). The forces in this model can help organisations to examine how technology is impacting on strategic and tactical delivery plans and identify the extent of any disruptive change.

Here are a few examples:

- Threat of new entrants - Used to appraise how technology is contributing towards disintermediation
- Threat of substitution - Used to appraise comparison websites
- Bargaining power of customers - Used to monitor online trust and brand values
- Bargaining power of suppliers - Used to determine the extent to which affiliate marketing can contribute towards customer reach
- Intensity of competitive rivalry - Used to compare different digital technologies to drive innovation

ACTIVITY 2

Using an appropriate model, appraise your organisation's internal digital capabilities and outline TWO digital disruption technologies creating change within your organisation.

FURTHER READING

BOOKS

Chaffey, D. and Ellis-Chadwick, F. (2015) Digital marketing: strategy, implementation and practice. 6th edition. London, Pearson.

Bones, C. and Hammersley, J. (2015) Leading digital strategy: driving business growth through effective e-commerce. London, Kogan Page.

ARTICLES

De Swann Arons, M., van den Driest, F. and Weed, K. (2014) The ultimate marketing machine. Harvard Business Review, July/August, Vol92(7/8) pp54-63.

Blanc, X. (2006) REAN Framework : KPI's for a digital campaign. [Online] [Accessed on 11/25/2016] <http://www.knockknockwebanalytics.com/marketing.php>

Chaffey, D. and Bosomworth, D. (2012) PRACE Framework. [Online] [Accessed on 11/25/2016] <https://images.template.net/wp-content/uploads/2015/12/28063356/Digital-marketing-strategy-Planning-Template.pdf>

Porter, M.E. (1979), "How competitive forces shape strategy", Harvard Business Review, Vol.57, No.2, (March/April), 137-145

WEBSITES

<http://prsmith.org/sostac/>

CHAPTER 2: GENERATE RELEVANT INSIGHTS INTO KEY EMERGING THEMES WITHIN THE DIGITAL MARKETING ENVIRONMENT

OVERVIEW

This chapter explains how relevant insights can be generated into key emerging themes within the digital marketing environment.

At the end of this chapter you will be able to:

- Generate insights that support the identification of relevant emerging themes
- Assess the relevance, influence and impact of emerging themes
- Monitor emerging themes on an ongoing basis

DEFINITIONS

DIGITAL DISRUPTION

The change that occurs when new digital technologies and business models affect the value proposition of existing goods and services.

Source: TechTarget <http://searchcio.techtarget.com>

SOCIAL MEDIA MONITORING

The active monitoring of social media channels for information about a company or organisation.

Source: Financial Times <http://lexicon.ft.com>

2.1 GENERATING INSIGHTS FROM IDENTIFICATION OF EMERGING THEMES

By understanding how and why a customer wants to interact with an organisation in a digital context, a clearer picture can be established in terms of their motivations, attitudes and purchasing actions. It helps organisations to understand customer interactions across the internet and provides a clear picture as to how they undertake online research to support their online purchasing decisions. Cummins, Peltier, Schibrowsky and Nill (2014) highlights that the internet has irrevocably changed the nature of customer behavior, outlining that consumers are increasingly becoming online content creators and are more likely to share insights on social media platforms in a phenomena that has been termed electronic word of mouth.

Keeping track of customer behavior relies on having customer insight, which is the act of gaining a greater understanding of existing customers. This is driven by the findings from the digital marketing audit which turn information into meaningful knowledge through analysis. Customer insights improve decision making for digital marketing planning, and the development of digital marketing strategies. This is important because digital marketing is opening up many new opportunities for e-commerce driven initiatives (Chaffey and Smith, 2012) and organisations need to be able to optimise these customer interactions.

Forecasting customer trends in today's dynamic digital environment allows organisations to predict market changes. Strategically this is very useful as organisations can orientate their business activities to maximise potential opportunities. Goals and objectives can be significantly influenced by analysis of historical consumer behaviour. Informed decisions can be made by providing the senior management team with regular customer insights. Decisions can then be made on the basis of the lifetime value of different customer segments. The Internet is a valuable tool for accessing sources of research; from existing industry reports, trade infographics, research bodies and government sources. In addition, companies like Google offer a wealth of free information, such as customer barometer which is a freely available customer insight tool that collects information across many different countries.

It is important for organisations to elicit meaningful insights from the emerging digital themes and one useful model to help achieve this is TOWS analysis. This outlines the threats and opportunities of digital opportunities and appraises the capability to deal with them by evaluating strengths and weaknesses of each; it is an effective way of drawing conclusions for future digital activities. Mitigating identified technological threats helps to protect the brand integrity, likewise, aggressively exploiting identified technological opportunities helps to develop a competitive advantage:

- Digital threats
- Uncontrolled customer communications
- Weakness: Social listening capability
- Strength: Omnichannel experience
- Trust
- Weakness: Measuring customer sentiment

- Strength: Transparent complaint policy
- Digital legislation
- Weakness: Data mapping activities
- Strength: Permissions based marketing system
- Digital opportunities
- Increased share of voice
- Weakness: Social media capability
- Strength: Strong brand
- Increased customer engagement
- Weakness: Service downtime
- Strength: Real-time marketing capability
- Dematerialisation
- Weakness: Customer expectations & quality
- Strength: Digital resource bank
- Behavioral mapping
- Weakness: Data quality
- Strength: Utilisation of big data

Undertaking and acting on customer insight research requires the use of technological solutions and having capable teams to operate them. At the heart of this is a data management system which needs to capture customer information. With many forms of digital channels, a robust system must be in place to collect and store different forms of customer data. Many digital marketing activities rely on having easy access to data to support promotional campaigns, whilst adhering to permissions based marketing requirements.

2.2 MONITORING EMERGING TRENDS

It is important to monitor emerging trends, as Organisations need to be able to adapt to changing environmental factors. Digital disruption is challenging and there are many different monitoring tools available to monitor the many forms of digital promotions; broadly, these can be categorised into either direct feedback or social network monitoring tools.

Direct feedback is the collection of information directly from the consumer. Through the customer journey, feedback points can be identified and then the most appropriate collection method utilised. There are many different ways for organisations to acquire feedback, which can be through both incentivised and non-incentivised methods. Examples of non-incentivised approaches include the use of on-line polls placed at the point of purchase. These are very adaptable and can be used to gauge current opinions on a wide range of issues. Instant messaging is also an intuitive way to collect real time feedback, it is also very effective in gauging current opinions, particularly in regards to customer service issues. Incentivised approaches could also be adopted through the use of on-line surveys, as they can be placed on many digital platforms and provide detailed insights. These can be placed in locations where prospect customers are known to network, at the outset of the customer journey, where short term free trials offers can be used to generate feedback.

One of the main issues is that there are many challenges to establishing effective monitoring processes. In addition to the mainstream platforms are Facebook, Twitter, LinkedIn & Google+, there are hundreds of different niche digital platforms, which all need to be monitored individually. Comments made on social networks provide an accurate reflection of attitudes and perceptions and as such social conversations represent the share of the voice in the on-line community. Some key tools that can be used to gather data about the digital marketing environment. Social network monitoring tools can be used to monitor sentiment i.e. what people are saying about a brand. Websites can be evaluated to improve their social media monitoring capability through services such as HubSpot's Marketing Grader. com. Many agencies and online organisations also provide resources and data to help marketers with continuous monitoring, and to supply the necessary useful information.

Here is an overview of some common monitoring issues:

- **Trends and Insights** - Organisations such as Google (Think with Google), Adobe (Adobe Analytics) and research agencies such as Experian, Mintel and Keynote provide a wealth of useful and searchable data.
- **Aggregation** - Aggregators pull together news stories and data that fit within certain criteria. Apps and services such as Scoopt, Feedly, Fark and Google News can all be useful.
- **Sentiment Analysis** - This is the process of drawing out specific information from the web, with a focus on social media, which focuses on what is written and shared to determine opinion, favourability and experience in key areas. Some providers include TweetReach, Hootsuite and Social Mention.

The most widely used freely available analytical tool is Google Analytics, which enables organisations to monitor inbound traffic from designated websites. However, digital marketing activities can be undertaken across a wide range of delivery platforms. Listening to the voice of the customer on-line is often referred to as social media monitoring and this either involves capturing direct feedback from digital platforms, or recording comments made in on-line social networks. Paid-for services are available that provide more generic social listening capabilities, such as Kissmetrics or Radian6 (Salesforce).

When monitoring digital campaigns, it is important to select relevant metrics and these must be in place prior to the campaign launch, some key areas to consider are:

- **Visitors and page views.** Monitoring unique and referring visitors provides an understanding on retention and acquisition success. Monitoring the impressions of designated landing pages can provide an insight for campaign success levels.
- **Referrals.** It is important to understand how traffic is being driven to a website. This way promotional activities can be increased in successful streams. This type of insight shows if visitors have come directly from search engines, social media or affiliates.
- **Bounce rate and exit.** The bounce rate reveals how many leave the site as soon as they arrive. Whilst exit pages inform organisations where prospects

were lost. Both provide valuable feedback so that corrective measures can be undertaken.

- **Conversion rate.** Most commonly, this records the migration from prospect to customer, however, there are other forms of conversion such as newsletter subscription or trial offer uptakes.

Digital campaigns do not work in isolation, in fact the customer journey has many touch points and only an insight driven campaign strategy can get the right information to the right people at the right time. It is important to develop effective digital tactics but these must support the outlined digital strategy, consequently these must be tailored to pre-defined customer segments. When digital campaigns are driven by customer insights derived from a customer segment they can be used to influence a wide range of campaign activities. These insight driven campaigns have several key elements:

- The search, as organisations need to be easily found by the appropriate customers. Knowing which social media platforms customer use is increasingly becoming an important issue in delivering targeted campaigns. Customer insights reveal customer types. For example LinkedIn is a digital platform which attracts professionals, whilst Facebook attracts customers of a more social nature.
- The interaction, as organisations need to interact where customers reside. Creating content that resonates with customers comes directly from customer insights. These insights highlight personal values, buying habits and affiliations to brands. The content strategy is driven by customer insights and
- The conversion, as organisations need to convert generated leads. By mapping behavioural trends from different digital campaigns, it is possible to intervene and optimise live campaigns that are underperforming. This way it is possible to more accurately predict and promote relevant products and services that could add value to the customer experience. Furthermore, by capturing customer details in the CRM system, when existing customers make repeat purchases, their loyalty can be rewarded.

ACTIVITY 1

Using an appropriate model, prepare a situational analysis for one emerging digital trend impacting your organisation.

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CHAPTER 3: DEVELOP STRATEGIC RECOMMENDATIONS IN RESPONSE TO THE NEED TO ACQUIRE, CONVERT AND RETAIN CUSTOMERS

OVERVIEW

This chapter explains how to develop strategic recommendations in response to the need to acquire, convert and retain customers.

At the end of this chapter you will be able to:

- Develop digital objectives to support customer acquisition, conversion and retention
- Reach new customers through a digital delivery
- Convert customers through a digital approach
- Retain customers by building a digital relationship

DEFINITIONS

ADAPTIVE PLANNING

An iterative process framework for organising myriad information flows, analyses, issues, and opinions that coalesce into strategic decisions.

Source: Marketing Dictionary <http://www.marketing-dictionary.org>

MARKETING PLANNING

The process of analysing one or more potentially interesting marketplaces in order to determine how a business can optimally compete in them. The market planning process typically results in a marketing strategy that can be used to enhance sales for the business producing it.

Source: BusinessDictionary <http://www.businessdictionary.com>

3.1 DIGITAL OBJECTIVES TO SUPPORT A STRATEGY TO ACQUIRE, CONVERT AND RETAIN CUSTOMERS

Chaffey and Ellis-Chadwick (2015) outlines the importance of having a clear framework for the development of an integrated digital marketing strategy which involves using the situational review to set goals and objectives. The strategy and implementation tactics can then fall into place. Setting digital marketing objectives is the cornerstone of all digital marketing campaigns, as this enables organisations to frame its scheduled activities within the financial year and allocate the necessary resources more effectively.

Having a well-defined hierarchy of digital marketing objectives is the most effective way to prevent misguided promotional campaigns. Kaufman and Horton (2014) emphasise the importance of having a clear path to digital integration and highlights that cultural change is often needed in order to embrace a digital culture, as this needs to be translated into core values of any digital transformation programme. The creation of a digital marketing plan can help Organisations make preparations for customer acquisition, engagement and retention.

By using SMART objectives, organisations can more clearly define their growth strategy. This framework can be used to develop digital marketing objectives against some key principles. Here we outline a framework for different scenarios. Here we outline a specific example of a B2C organisation called Sperks Fashion Ltd. operating in the retail industry looking to expand its product range with the launch of a new clothing range into the Childrenswear sector.

Specific digital marketing objectives

- Acquiring customers – Specify social platforms to direct digital advertising
 - e.g. new presence on Instagram
 - Hashtag campaign on Twitter
 - Behavioural marketing display-based advertising
 - Targeted search based advertising
- Converting customers – Determine customer types to convert (create a persona)
 - Psychographic profiling
- Retaining customers – Determine lifetime value & establish loyalty initiatives
 - Introduce loyalty card Promotional discounting

Measureable digital marketing objectives

- Acquiring customers – Set specific digital advertising metrics to measure success
 - Click-through rate from social platforms
 - Page impressions by source
- Converting customers – Establish conversion metrics prior to campaign launch
 - Identify hashtag trends
 - Conversion ratio targets (5% of all site visits end in a purchase)
- Retaining customers – Tag registered contacts to campaign leads
 - Contact all purchasers within 3 months with upsell options

Achievable digital marketing objectives

- Acquiring customers – Use historical, or seasonal digital acquisition levels
 - Advertising capping based on historic campaign data
 - Specific targeting profiling
 - Prepare keyword clusters
- Converting customers – Prepare a suite of personas to filter prospects
 - Aspirational fashion-conscious young families 25-30
 - Professional families with time pressures 35 - 44
 - Engaged Grandparents 55 - 70
- Retaining customers – Set specific loyalty investment initiatives
 - Bronze, silver gold offerings

Timebound digital marketing objectives

- Acquiring customers – Set a rolling schedule of acquisition campaigns
 - Coincide with new season's range
- Converting customers – Re-evaluate personas on a regular basis
 - 6 weeks post acquisition campaign
- Retaining customers – Set expiry dates for loyalty initiatives
 - Money-off vouchers to be valid for 1 month

When developing digital marketing objectives, a useful concept to consider is the online value proposition (OVP) (Chaffey and Bosomworth, 2012). This enables sources of differentiation and value over competitors to be exploited. With this in mind, it is possible to evaluate the market penetration and market development through digital campaigns. One useful model to help frame this digital activity is the Ansoff Matrix (Ansoff, 1957), which maps out four distinct directions against market growth and the product lifecycle. Here we look at each of the different scenarios in a digital context:

- Market Penetration
Increasing market share in an existing market requires the application of digital campaigns that promote the OVP and promote sources of value to attract new customers directly from competitors. It also requires digital campaigns to focus on generating increased sales from existing customers via upsell promotions.
- Market Development
Finding a new market for existing products requires digital campaigns that increase the reach of the OVP through promotional campaigns that focus on differentiation for the new market. It also requires new digital channels to be explored that can engage with customers in this new market.
- New product development
Developing new products in existing markets requires digital campaigns that disseminate the OVP focus to existing customers by promoting the new features and benefits. Utilising social media channels that help share customer feedback and independent reviews is also important.
- Diversification
Developing new products to new markets requires digital campaigns that highlight the differentiation of the OVP to the new market, for example by engaging in joint digital campaigns through affiliate marketing with suppliers operating within the new markets.

3.2 DELIVERING AN ACQUISITION, CONVERSION AND RETENTION DIGITAL STRATEGY

An important aspect of delivering the tactics required to support the outlined digital marketing objectives is to understand the customer lifecycle. By doing so, the tactical delivery options can be applied at different points in the customer journey. Tactics that are appropriate at one point, may not be ideal at another, so it is important that professional marketers utilise digital tools in a systematic way. The sales funnel can be used to frame the digital promotions, this starts with acquisition tactics, and then conversion tactics and finally retention tactics.

Chaffey and Ellis-Chadwick (2015) outlines the importance of framing the customer journey against the four traditional marketing activities of customer selection, customer acquisition, customer retention and customer extension. Defining targets and understanding their value, selecting segments to minimize acquisition costs, understanding customer needs to deliver relevant offers and applying behavioral understanding to deliver value adding cross-selling and up-selling options.

CUSTOMER ACQUISITION STRATEGY FOR DIGITAL CAMPAIGNS

Delivering an effective customer acquisition strategy for digital campaigns requires an appraisal of the customer targets and the channels utilised to generate engagement. The first step in this process is to evaluate the pre-defined customer personas for each target market and identify the starting point of the different customer journeys. This way the most effective ways to connect with potential new customers can be better understood. Insights and profiling capabilities have developed significantly over recent years, giving organisations the opportunity to deliver a much more targeted approach to customer acquisition. By understanding digital browsing habits, resources can be directed towards digital marketing promotions that best help connect customers to the products and services they need.

An important aspect of undertaking customer acquisition campaigns is compliance, i.e. treating customers fairly when generating new business. Permission based marketing is a legal requirement and therefore organisations need to ensure that any promotional activities adhere to the appropriate legislation. Across Europe the Privacy and Electronic Communications Act was established in 2003 and this give people specific privacy rights in relation to electronic communications. It covers marketing activities including marketing calls, texts, emails and faxes. The Information Commissioner's Office (ICO) has outlined guidelines for best practice when purchasing data for prospecting.

Engaging with new customers in the digital arena requires an appreciation for the type of engagement required. This is important as Moran, Muzellec and Nolan (2014) highlight that digitally empowered customers actively search online for brand and market information. Providing value adding material to social communities is an effective way of attracting the attention of viable prospects and curation services such as Scoop.it and online press release services such as PR Web can help organisations help to manage their online reputation.

Community building can be developed through social networking platforms such as Google+, Facebook and LinkedIn where direct dialogue with communities of interest can be fostered. Hutter, Hautz, Dennhardt and Füller (2013) outline that engagement with a Facebook fanpage has positive effects on consumers' brand awareness, word of mouth activities and purchase intention. Here, information can be disseminated across different communities through the use of services such as Twitter and YouTube. Online advertising is also increasingly important, and mobile marketing is the fastest growing channel to connect with new consumers.

CUSTOMER CONVERSION STRATEGY FOR DIGITAL CAMPAIGNS

Developing an effective customer conversion strategy for digital campaigns requires organisations to think about the different customer touch points within the customer journey and consider ways to optimise engagement at each point. It is important to use content strategy to translate customer insights into actionable delivery messages. Strong call to action messages can then be developed for every persona type at key touch points. This personalised messaging needs to be supported with a strong omni-marketing positioning, so that customers receive the same message irrespective of the channel of engagement.

Delivering conversion through the adoption and implementation of integrated digital activities is essential. Only by having synergy with offline strategy can the customer touch points be fully optimised, as frequently customers navigate between different media types. QR codes are playing an increasingly important role in directing customers to online destinations, whilst interactive TV is also increasing online customer engagement. Furthermore, software providers such as Lead Forensics and WOW Analytics can capture customer details when they visit a website and provide behavioural insights. To optimise customer conversion opportunities fully, the different customer journeys must be exclusively mapped, otherwise this opens up the possibility of delivering mixed messages to different customer segments.

Some common customer conversion tactics include:

- Ratings and reviews
- Targeted offers
- Email personalisation
- Prompted product and service recommendations
- Proactive 'live chat' to site visitors
- Automated guides to demonstrate products
- Re-targeting via browsing history

CUSTOMER RETENTION STRATEGY FOR DIGITAL CAMPAIGNS

Developing an effective customer retention strategy for digital campaigns requires organisations to think about the different ways that customer data is collected from their digital campaigns. It is important to use customer data in a centralised CRM system as this is the only way that retention strategies can be addressed. Only by capturing customer data from digital campaigns and tagging them with registered contacts can effective loyalty initiative be put in place. Using customer

insight to build relations with existing customer means that predictive patterns must be allocated to persona groups and meaningful actionable loyalty initiatives developed.

Embracing digital transformation to build loyalty can take many forms but essentially it involves having the technical capability to capture and utilise customer data effectively. Establishing the technological framework to undertake and monitor digital campaigns is notoriously difficult, as invariably digital platforms work independently from one another. Furthermore, tracking a customer through their journey and tagging them to a record in the database presents unique challenges. However, in order to undertake effective loyalty initiatives the bridge between the customer database and digital campaign activity must be managed effectively.

Undertaking customer loyalty programs can be achieved by investing in enterprise software suppliers such as Dynamics or Salesforce, who provide resource planning service that can integrate customer-facing digital operations to the database and deployed to optimise customer facing-services. Here workflow procedures can be automated for returning customers and regular updates can be sent out to existing customers to inform them of timely upgrade options or free trials. In addition, loyalty based initiatives can be generated on a points based system and loyalty can be rewarded by goal orientated offers.

ACTIVITY 1

In light of newly emerging themes within the digital marketing environment, use an appropriate model to evaluate the viability your existing objectives used to support your integrated digital marketing strategy.

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CHAPTER 4: DELIVER AN AGILE RESPONSE TO CHANGING CUSTOMER BEHAVIOURS

OVERVIEW

This chapter explains how to deliver an agile response to changing customer behaviours.

At the end of this chapter you will be able to:

- Adapt the digital marketing mix to acquire, convert and retain customers
- Enhance agility through the digital marketing mix

DEFINITIONS

MARKETING MIX

Marketing mix refers to the mix of controllable marketing variables that the firm uses to pursue the desired level of sales in the target market.

Source: Marketing Dictionary <http://www.marketing-dictionary.org>

DIGITAL DISRUPTION

The change that occurs when new digital technologies and business models affect the value proposition of existing goods and services.

Source: Institute of Customer Service <http://searchcio.techtarget.com>

4.1 THE DIGITAL MARKETING MIX AND AGILE MARKETING

Adopting an agile marketing philosophy means that customer insights are acted upon quickly and digital strategy is amended to accommodate new and emerging themes. Richardson, James and Kelley (2015) highlight the rise of conflicting stakeholder interests in digital transformation programmes and suggest that systems and customer-centricity are the foundations of agile marketing. An effective way to translate customer feedback into actionable tactics is by filtering findings through the digital marketing mix. However, there are considerable challenges that organisations may face when changing a pre-defined digital strategy.

Chaffey and Ellis-Chadwick (2015) outlines that managing the online customer experience has become very challenging. At one time, simply updating the company website with new product offerings and news was considered the best way to serve the customer's needs. However, with the diverse range of social platforms through which customer are now engaging, the online market environment is now far more complex. A combination of touch points need to be optimised in order to connect with different customer types and a popular buzz word often heard is conversion rate optimisation, as this is the new measure of customer engagement.

The 7P's marketing mix can be a very useful tool to help organisations facilitate agile marketing; if we first look at the traditional marketer's toolbox of product, price, promotion and place, the digital environment has already significantly impacted each of these areas. Here we look at how some of the emerging themes have been incorporated:

- Product: Digital technology is impacting on products with many being digital re-invented and core product values appended with digital solutions. Digital services have the potential to dematerialise some entire product genres, such as music, films and books. Digitally added value is now being delivered in many industry sectors such as theme-park rides that are incorporating a virtual reality experience.
- An agile approach to the product is one that requires an innovation culture to assist in developing the next generation of product offerings.
- Price: Digital technology has significantly changed the pricing structure of many industry sectors; with the emergence of comparison websites, pricing competitiveness is now a significant issue. Furthermore, the delivery of pricing mechanisms has also changed considerably because of the introduction of auction websites, such as EBay. Historically, prices were fixed and set in print, yet today real-time pricing and locality based deals have made pricing a more fluid system.
- An agile approach to pricing is one that monitors both consumer elasticity and competitor pricing mechanisms.
- Promotion: This is a key element of digital marketing tactics as there are an increasingly diverse range of digital channels and tools one can use, such as search engines, social media, websites and apps. There are literally hundreds of social media platforms where consumers frequently network, often in niche areas. Each and every tool within the promotional mix: advertising, PR, direct marketing, sales promotion and, to a lesser extent, personal selling can be considered and delivered via digital marketing channels.

- An agile approach to the promotion is one that understands customer expectations and delivers added value to targeted consumer networks.
- Place: The distribution of products and services has been significantly influenced by digital technology. Digital technology has offered a new means of buying, co-creating, delivering, and consuming products, and this has led to a new set of needs and expectations in relation to distribution for customers and consumers. Consequently, disintermediation has become an increasingly important issue; the use of third party suppliers is slowly being eroded, as consumers are increasingly purchasing directly through organisations via online transactions.
- An agile approach to the distribution network is one that monitors the purchasing habits of consumer segments and delivers convenient purchasing options.

The extended marketing mix, developed in light of increasing service provision, also has relevance in digital marketing. The three elements of the marketing mix have been evaluated here in order to understand the development and delivery of services.

- People: Arguably, this is the most problematic of the 7P's marketing mix to consider from a digital perspective. However, live chats on websites, online teleconferencing, and even avatars answering questions, go some way to providing this personal level of communication.
- An agile approach to the people involved in service delivery is one where organisations champion the online customer experience.
- Process: Technology is increasingly being used to improve the relationship between the customer and services delivered. The user experience is at the heart of the matter and this relates customer experience, how simple, quick, intuitive and relevant the process serves the need of the customer.
- An agile approach to service processes is one where investment is allocated into digital transformation initiatives.
- Physical evidence: In terms of digital marketing tactics, physical evidence relates to how well the online experience, across all areas in which the organisation is present, reflects the brand identify and meets the expectations of the audience.
- An agile approach to the physical evidence is one where the online image enhances the offline identity.

4.2 DELIVERING AND ENHANCING DIGITAL MARKETING TACTICS

Delivering an effective digital marketing mix is determined by how responsive it is when faced with any changes in the digital marketing environment. Frequently, both micro and macro factors alter the dynamic of the relationship between the consumer and the organisation. Agile marketing is centered on a customer-centric appraisal of customer needs; the changes we make to our digital marketing activities in response to changing environments. These must be driven by customers' needs, wants and desires. Having a real-time response to the changes brought about by

digital transformation is often the most effective way to enhance digital marketing tactics.

Carty (2013) outlines the importance of using Big Data to connect with customers in today's digital age, highlighting that new digital and mobile tools are making it easier than ever to reach customers. In some specific industry sectors that collect large amounts of customer data, such as healthcare, CRM initiatives can deliver road maps for individual customers, scheduling automatic check-ups for known issues in specific demographics. Delivering enhanced marketing tactics in this way can enable a more effective way to communicate with the customer, and add significant value to the service delivered.

Deciding on effective digital tactics in response to the changing digital environment is not simply about doing more or less of the current digital activities, relying on the same digital tools. Albeit these may be relevant and play a key role, but it is about understanding the most effective way of engaging with the desired target audiences, at the present time. Therefore the digital tools and tactics must be carefully selected so that they can be appropriately deployed throughout their individual customer journeys. Once the digital tactics have been identified, they need to be effectively managed and this requires three key considerations:

- Resourcing – Sufficiently supporting the digital tools utilized, ensuring key stakeholders understand their responsibilities and that they have the appropriate skills to fulfil their tasks.
- Scheduling – Setting out a delivery plan and highlighting key actions on a campaign calendar so internal stakeholders are able to forward plan.
- Budgeting – Allocating a designated budget to support the delivery of the digital campaign, including hosting, design and delivery.

There are many digital marketing tools, channels and media that can be used to acquire customers from a target audience within different online communities. The implementation and integration of digital media for acquisition determines the reach on an organisation and so it is important to utilise the most effective digital tools. One of the most effective ways of reaching potential customers is through SEO (Search Engine Optimisation), this is an effective way of ensuring websites are prominent on search engine results pages when an online search is performed. In addition, paid search is an effective way of reaching out to targeted consumers by placing adverts based on things such as interests, previous keyword searches, location, times of day, and devices used.

Converting customers once they have been found requires landing pages to be optimised for the different target audiences. Influencing visitors is about delivering engaging content with strong call to action messages. Digital tools can automate some aspects of the customer journey. It is also important to optimise the landing pages for a variety of different devices (smartphone, tablet or computer) and adapt to different screen sizes, browsers and download speeds. If contact details can be revealed through digital campaigns, call lists can be generated and allocated to the marketing team or the sales team for follow-up engagement campaigns.

Keeping customers comes down to delivering an exceptional customer experience and digital tools play a significant role in achieving this, from both online and offline channels. Digital marketing has provided a new frontier for relationship marketing as customer data from social media campaigns can now be assimilated and tagged to records held within the CRM database. Digital marketing has increased the standards for personalised customer service. Furthermore, it has also laid the foundations for meaningful loyalty based systems based on points, or a subscription-based model.

Chaffey and Ellis-Chadwick (2015) outlines that different digital marketing tactics are required for different market types:

- Enhancing digital marketing tactics in the B2C sector requires a clear understanding of the customer profile. By understanding the motivations and desires of customers a clearer picture can be drawn about them and accordingly customer-centric messages can be delivered more effectively. Recent years has seen a move away from demographic segmentation which looked to segment people based on their age, gender, education and income etc., towards psychographic segmentation which looks to understand personality traits, values, attitudes, interests, and lifestyles.
- Enhancing digital marketing tactics in the B2B sector principally involves understanding which trading environment they operate in. Traditionally these fall within one of three areas, industrial, reseller and government. To understand the many markets there are Standard Industry Codes (SIC). By understanding the legal entity, whether it is a public or private enterprise appropriate digital campaigns can be delivered. The B2G sector, which is primarily not-for-profit, operates under a different set of principles to the B2B sector and so the digital marketing tactics need to be amended accordingly.

ACTIVITY 1

Outline a model that your organisation could utilise in order to tackle agile marketing. Apply this model to one recent change in customer behaviour brought about by newly emerging themes within the digital marketing environment.

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CHAPTER 5: MANAGING DIGITAL CHANNELS AND CONTENT

OVERVIEW

This chapter explains how to manage and optimise key channels and content within a digitally enhanced strategic plan.

At the end of this chapter you will be able to:

- Integrate digital channels, content and media into the wider marketing activities
- Explain how key channels can be managed and optimised for digital delivery
- Optimise digital content to support digitally delivered campaigns
- Identify and explain the resources required to schedule and support the digital plans

DEFINITIONS

CHANNEL PERFORMANCE

An outcome measure of the channel of distribution. The performance of a distribution channel can be assessed by considering a number of performance dimensions, including channel effectiveness, channel efficiency, channel productivity, and channel profitability.

Source: Marketing Dictionary <http://www.marketing-dictionary.org>

OMNICHANNEL MARKETING

A multichannel approach to sales that seeks to provide the customer with a seamless shopping experience whether the customer is shopping online from a desktop or mobile device, by telephone or in a bricks and mortar store

Source: TechTarget <http://searchcio.techtarget.com>

5.1 MANAGING KEY CHANNELS TO SUPPORT DIGITAL DELIVERY

Quinton (2013) outlines that technology has, for the last 20 years, been the catalyst for change in marketing. Stating further that social media has empowered customers to become content providers and thought leaders in their own right and that this 'people centric' approach to research and customer insight will have a profound effect on resultant strategy. However, Dahl (2014) highlights that despite the ubiquitous social media usage, there is very little reference to theoretical frameworks when deploying communications through these many forms of digital channels. The implications are significant in relation to outlining digital strategies and channel selection for both B2C and B2B focused organisations.

Chaffey and Ellis-Chadwick (2015) highlight that consumer's rate different forms of communications very differently, in fact empirical research undertaken by Nielsen (2013) shows that recommendations from people they know is the strongest determinant of decision making, at 58%, closely followed by customer opinions posted online, at 45%. The least most influential forms of communications were ads on mobile devices (11%), ads on social networks (13%) and online banner ads (14%). The conundrum here is that mobile devices are one of the most prolific forms of emerging themes within the digital marketing environment.

It is no surprise that project planning is arguably the most important aspect of digital delivery as there are many different elements that need to work together. Aligning the digital plans with wider marketing objectives helps to determine the most effective digital activities. This means that digital media must be managed both in a primary and supporting nature and consequently this complex project planning picture means that significant human and technical resources are needed. In addition, efficient budgeting is required in order to keep a rein on costs.

Tracking and measuring the effectiveness of channel performance is therefore critical and the utilisation of key management and measurement tools are needed for digital delivery projects. Acquiring the customer insights and feeding them back into the frontline delivery services is the only way to optimise the management and delivery of the implementation plans. Communicating the value proposition through omnichannel marketing, ensuring that target audiences receive unified messages across different platforms required a great deal of planning. Centralised tracking and measuring is required to ensure that the delivered campaigns are aligned with strategic objectives, whilst decentralised tracking and measuring is required to ensure that each delivery platform is performing effectively.

Resources need to be allocated in relation to planned digital activity and therefore key resources need to be identified to implement the digital marketing mix. It is therefore important to identify what these resources are and determine the challenges in making these available. As previously noted, there are three different resources required to implement the digital marketing mix:

- Resourcing. Primarily, it is the human resources that will pose the most significant challenges, as user engagement is critical to success. Dedicated stakeholders will be required to monitor, manage and control the different

digital activities. Therefore, the most important challenge is having the availability and the ability to complete the tasks associated with the mix. Do key stakeholders have enough time to develop the mix and do they have knowledge and specialist skill in certain areas, for example web development, content creation or web analytics.

- Scheduling. Having access to the required materials is one of the greatest challenges. Initially ensuring the technology is in place to be able to effectively monitor digital activities and secondly having a campaign calendar in place to ensure the creative design aspect of digital delivery is delivered on time. Often third party suppliers are involved in this process which means that effective communications are essential.
- Budgeting. Financially supporting a 24/7 digital program requires an evaluation of the costs involved, including the capital expenditure and the ongoing support costs. It is important to be able to quantify the costs of different digital campaign options, as this helps senior management decide on the most effective course of action. The return on investment is a key measure of success.

The management of the day to day plans of digital delivery requires a schedule to be kept in order to determine the timings of each activity within the digital marketing mix. It is important to do this because stakeholders need to ensure that they have enough time to carry out all the tasks required, and that there is a suitable time frame for implementation. One useful tool to help achieve this is a Gantt chart, which is an ideal way to manage a schedule its priorities. Within this, there are some important elements (i) activities, where campaigns are broken down into their constituent parts (ii) budget, where costings are attributed to constituent parts and time (iii) owner, where constituent parts are allocated to individuals and (iv) timing, where the time frame and order is allocated for individual tasks.

Ensuring ongoing flexibility and learning is required when developing digital marketing activities and this requires agile marketing which means being responsive, and adapting in real time to consumer behaviour. This is important because, as we have seen, the digital marketing environment can be complex and dynamic. The digital marketing plans, and the digital marketing mix, must be designed with a degree of flexibility because often the market environment changes quickly. One useful tool is available that can help professional marketers tackle agile marketing, it is the 70:20:10 rule:

- 70% of the activities need to be directed towards digital marketing activities that achieve the outlined objectives. This aspect of the plan should be rigid and focused. Only if serious issues crop up, with the potential to compromise imminent campaigns, should these be changed.
- 20% of the activities need to be automated in order to provide personalisation based on consumer behaviour. This automation should be supported by the use of appropriate software that can interpret and act on analytics.
- The final 10% of online activities must be responsive to customer insights derived from the changing market environment. It is important to be able to deliver new and relevant content to engaged communities; primarily, this will be delivered by facilitating real-time marketing through social media platforms.

It is important to monitor and manage different aspects of the digital campaigns, from the engagement of the content, to the effectiveness of promotional campaigns through to the relevance of the different digital platforms. Setting review points and establishing key milestones is an important part of this process, as these can be monitored on a regular basis. Having the ability to take corrective action relies on having a rigorous process that converts customer insights into informed decision making.

The reason that organisations monitor and measure the implementation of digital marketing plans is because it enables them to more effectively manage costs and improve customer engagement. It is important to establish clearly defined measures of success, and determining this success can be measured in terms of financial return, contribution to corporate strategy, customer satisfaction, and the relevance and effectiveness of different digital tactics, channels and media. This means that appropriate metrics need to be identified and an effective way of communicating the success of these indices is developed.

Digital marketing dashboards provide professional marketers with an effective way of visualising key metrics, this way key measures of success are easily accessible, visual, and user-friendly. Dashboards can be linked to 'real-time' performance data and therefore can quickly identify changes in performance levels. Every digital marketing dashboard is unique as they are aligned with the digital marketing activities and as such can be tailored to provide a range of performance data, such as:

- Customer data (such as acquisition, retention, value and sentiment)
- Competitive data such as share of voice, market share and brand preference
- Website analytics, search engine use and online consumer behaviour
- Financial performance, such as sales, profit and order value

There are regulatory and legal frameworks to which organisations must adhere whilst undertaking digital marketing campaigns and this depend upon the nature of the organisation, the country where digital campaigns are being delivered, the type of market and the information communicated to the market. There are serious consequences for organisations that willfully breach the legislation and regulations, both financially and in terms of the organisations image and reputation.

Within the UK, many legislative requirements are dealt with by the eight key principles of the 1998 Data Protection Act, which compel organisations to deliver content that is legal, decent, honest and truthful. It is therefore essential that organisations nominate a data controller, who is the guardian of digital communications. This relies on consent being acquired before they are communicated with directly.

There is a requirement that all individuals within an organisation dealing with personal data, comply with the eight key 'data protection principles' and so it is important to deliver training where necessary and communicate clear guidelines for internal stakeholders that use customer data. The eight Data Protection Principles specify that personal data must be:

- Processed fairly and lawfully
- Obtained for specified and lawful purposes
- Adequate, relevant and not excessive
- Accurate and up to date
- Not kept any longer than necessary
- Processed in accordance with the individual's rights
- Securely stored
- Not transferred to any other country without adequate protection

The Privacy and Electronic Communication Regulations applies to any organisation which sends electronic marketing messages by phone, fax, email, or text and/or uses cookies, and/or provides electronic communication services to members of the public. Recent legislation has been introduced across Europe concerning the Cookie law, which regulates how cookies and similar technologies are used to store data on a user's personal equipment such as a smartphone, tablet or computer. The law focuses on providing users with the option to opt in or out of receiving cookies.

5.2 ASSESSING DIGITAL BEHAVIOUR TO INFORM FUTURE CHANGE

There is no doubt that customer insights can bring about campaign improvements and therefore undertaking analytics on digital campaigns and setting in place process that facilitate actionable outcomes is paramount. It is important that organisations work towards gaining a broader understanding of what is and what isn't effective, as well as identifying areas that are driving the greatest return on marketing investment. All digital marketing activities, including integrated campaigns that utilize both online and offline media sources should be closely monitored to assess digital behavior to inform future change.

There are a number of key steps that can be taken to ensure that future planning improvements can be brought about:

- Monitoring the return on investment of digital campaigns over the financial year enables future planning to dictate the reallocation of budgets accordingly. Campaigns generating the most positive outcomes in relation to the support of the digital strategy can be better supported.
- Providing predictive lead scoring can be used to compare historical performance with current campaign data to help generate future insights. This way forecasts can be generated to outline possible future digital campaigns. Decisions made about optimising each new campaign must be based on insights revealed from previously run campaigns.
- Developing a culture of learning and optimisation can be instilled across customer-facing areas of the business. Positive insights from end-users should be positively encouraged by offering incentivising feedback. Knowledge-driven customer insights can be equally important as campaign data, such as suggestions better track customer journeys, identify new customer touch points and deliver touch point automation.

It can be difficult to translate analytical insights into meaningful actions that support marketing objectives. There can be many reasons for this including an over-emphasis on customer acquisition as there is a tendency in many organisations to measure campaign success based solely on metrics, such as click through rates and landing page impressions. There can also be serious technological limitations, as if they don't have the technology necessary to integrate digital campaign data into the organisational database, they run the risk of missing important customer insights. Organisational culture could also be a restraining factor, as if the structure or departmental culture discourage innovation this could be a limit the extent to which insights are acted upon.

ACTIVITY 1

Outline one digital marketing channel utilised by your organisation to engage with its customers and outline the resources needed to facilitate it.

FURTHER READING

BOOKS

Chaffey, D. and Ellis-Chadwick, F. (2015) Digital marketing: strategy, implementation and practice. 6th edition. London, Pearson.

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Quinton, S. (2013) The digital era required new knowledge to develop relevant CRM strategy: a cry for adopting social media research methods to elicit this new knowledge. *Journal of Strategic Marketing*, August, Vol21(5), pp402-412. Ebsco

Nielsen (2013) Under the influence: consumer trust in advertising. Blog post, 19 September 2013, www.nielsen.com/us/en/insights/news/2013/under-the-influence-trust-in-advertising.html.

WEBSITES

Data protection act legislation link

CHAPTER 6: DIGITAL MEASURES TO ANALYSE SOCIAL, SENTIMENT, SEARCH AND SITE BEHAVIOUR

OVERVIEW

This chapter explains how to apply key digital measures to analyse social, sentiment, search and site behaviour.

At the end of this chapter you will be able to:

- Explain the different tools to measure social, sentiment, search and site behaviour
- Monitor and measure key digital channels
- Monitor digital performance and inform of future change

DEFINITIONS

MARKETING METRIC

A measuring system that quantifies a trend, dynamic, or characteristic. Often, a metric is obtained by taking two or more measurements to create a value.

Source: Marketing Dictionary <http://www.marketing-dictionary.org>

SENTIMENT

A thought, opinion, or idea based on a feeling about a situation, or a way of thinking about something

Source: Cambridge Dictionary <http://dictionary.cambridge.org>

6.1 MEASURING AND MONITORING SOCIAL, SENTIMENT, SEARCH AND SITE BEHAVIOUR

It is important to deliver a common language among the various stakeholders in digital marketing by measuring its effectiveness or ROI (Flores, 2013). Measuring the effectiveness of digital marketing campaigns in a way that is commonly understood is necessary because it is the only way to have meaningful conversations about future plans. An approach which helps all stakeholders quickly determine if delivered campaigns are positively contributing towards the outlined digital objectives is essential. Organisations need to be in a position where they can rapidly make changes to live campaigns as often retrospective corrective measures are more difficult to undertake and they can be very damaging.

Invariably integrated digital marketing campaigns are undertaken to support a promotional objective and these supporting channels need to be measured and monitored also. Comparing the effectiveness of different digital channels when individual campaigns are undertaken is important as different elements can be amended as necessary. It is vital that each aspect of the digital campaign has its own independent review process, so that key elements do not fall under the radar, this may require the allocation of review points and milestones to be established.

Effective social media monitoring provides organisations with many valuable insights that enable issues to be dealt with proactively. However, measuring customer service on social media has been found to present a number of challenges (Ougrinov, 2014), including setting the most appropriate metrics and determining the quality of the response measured. One of the key insights is understanding what is trending in different consumer groups as this allows organisations to gain a feeling for what people are saying about their brand or customer service. Termed, sentiment, it primarily provides anecdotal feedback in gauging a sense of customer insight. This form of social media monitoring does also provide an insight into competitor activities and customer perceptions of their performance within the market.

One effective way to establish effective measuring and monitoring processes, is through the use of SMART objectives. SMART objectives, set in the digital marketing plan, can be employed to give some indication of what is significant in terms of measurement. It also facilitates the use of key performance indicators (KPI's) which again can help to ensure that the appropriate metrics are allocated in the right areas. Some SMART digital marketing measures are set out below for the different areas of social media monitoring, sentiment, search and website.

SOCIAL MEDIA MONITORING

Social media monitoring is about listening to the voice of the customer on-line. An important extension of this concept is the engagement and intervention capabilities of organisations, which are designed to have a positive influence on the on-line customer experience and brand perception. The voice of the customer can come in many forms, but predominantly it is either direct feedback from digital platforms, or comments made in on-line social networks. Timeliness is important in

social listening, as the voice of the customer represents current opinion. However, Chaffey and Ellis-Chadwick (2015) highlight the complexities of measuring multi-channel metrics.

Social media monitoring SMART Objectives:

Monitoring social media activities requires the identification of very specific social channels to collect relevant customer insights from different customer sectors. Identifying the channels through which engagement is most well received and preparing campaigns that incorporate them into the delivery schedule is essential.

Objective – Identify specific social channels to monitor.

The measurable aspects of social media marketing activities determine their effectiveness. Primarily, this involves considering three key aspects:

- Traffic – How effectively social media content drives traffic to desired locations.
- Interaction – How frequently visitors engage, for example by posting comments, sharing content or leaving reviews.
- Retention - How often customers return via social media.

Objective – Select measurable aspects of social media activities.

Ensuring the activities are achievable involves setting specific KPI's. If we look at Facebook driven insights, we can measure the social media impact by appraising items such as:

- Reach
- Clicks
- Comments

With Twitter analytics can quantify other issues, such as:

- Retweets
- Likes
- Click through rate

Objective – Setting specific KPI's for each social platform

Being realistic about social media monitoring requires multiple volume metrics as using a single volume-only metric is not likely to return any meaningful results. Here we consider three different scenarios:

- If you're looking to measure your Facebook engagement, you also need to consider how many shares and comments have been made in addition to likes. The Facebook insights tool is a useful means of gaining the data you require.
- If you're looking to increase online sales, key metrics are the number of new customers you gain, actual sales and revenue gained from those sales.
- For increased awareness of your online presence, you should be looking to count the number of page views and unique visitors, along with how long they spend on your site.

Objective – Setting multiple volume metrics

Having a timely schedule of campaigns equates to a timely schedule of customer insight opportunities. Whilst it is easier to measure social platforms individually, digital campaigns are rarely undertaken in isolation. There are a range of tools available to help schedule social media posts, such as Buffer and Hootsuite which can also help to amalgamate social data.

Objective – Set a timely schedule of customer insight collection

SENTIMENT

Sentiment is what people are saying about a company, a brand or its products and services. It is the direct feedback from digital platforms, or comments made in on-line social networks such as Facebook, LinkedIn, Twitter, GooglePlus, Pinterest and so on. Timeliness is important in social listening, as the voice of the customer represents current opinion. Consequently, monitoring in real time is the most effective way to monitor sentiment.

Sentiment SMART Objectives:

Monitoring what people are saying about your brand, products or customer service requires very specific social listening processes to be in place. It is important to know where to listen and how to listen as a scattergun approach would yield inaccurate feedback. It is the comments of target audiences that are of most importance, and not necessarily the wider general public. As the social networks where target audiences network would have been pre identified, these can be specifically monitored on a continual basis.

What do we need to monitor?

- Company/brand
- You can look for mentions of company or brand name
- Straplines or slogans
- Specific campaigns
- People
- Company

Objective – Set specific social listening processes

Measurable and quantifiable feedback must be acquired and this requires a dedicated series of keywords to look out for. The search for these keywords can identify relevant comments that have been made in social networks. In addition, social monitoring tools can monitor wider social platforms on the same basis. Monitoring tools are available that allow very specific searches. Some freely available social media monitoring tools include socialmention and google alerts. It pays to learn how to use search queries in some depth for the available tools to yield the desired results. This is crucial for tools such as Talkwalker where there is only one field in which to enter keywords.

Objective – Generate a relevant keyword search list

It is important that the keywords yield achievable results, as some of the popular search terms will display too many results and so the process of identifying any comments will be an arduous process. Keyword searches must be filtered by moving away from over popular generic keyword terms and adopting specific keywords that more accurately reflect products or services and also thinking of wider keyword clusters that might also be used. Elements such as buzz, virality and word of mouth can be considered here. They can be linked to likeability or favourability, as well as brand awareness and recognition. Tools such as Socialmention have an advanced search facility to include and exclude words and phrases by a number of different criteria.

Objective – Filter out noise by removing over generic keywords

Being realistic about acquiring accurate and reflective comments requires a filtering process of the identified social media comments. Collecting data about your company and brand names shouldn't be limited, although this is an essential part; variations on your company and product or brand names, as well as common misspellings should be part of your monitoring activities. This is the process of separating appropriate and inappropriate comments; this filtering must be from a specific discussion context which directly praises, or has negative feedback.

Objective – Having in place a discussion context framework

Capturing timely customer insights is essential if meaningful feedback is to be incorporated into future digital campaigns and this requires the establishment of a real-time collection process. Current digital campaigns should also be part of your focus along with any straplines or slogans that are used or associated with them. It may also be useful to monitor mentions of leading people within an industry sector. Focusing on and engaging influencers could lead to them becoming your brand ambassadors. Take care, however, not to upset influencers as they can also spread negative influence about brands or companies far more effectively than the average social media user. Setting in place the necessary resources to support these necessary activities is fundamental to success.

Objective – Adopting a 24/7 social listening process

SEARCH AND OFFSITE BEHAVIOUR

Search and offsite behaviour relates to how organisations optimise their website to reach customers and how potential customers find viable organisations to serve their needs. A search engine is a piece of software that forms a connection between a customer and an organisation, it is the way organisations can reach out to different customer types and how customers can find relevant organisations. It is mutually beneficial and very effective process. Search engines have algorithms, commonly referred to as spiders, which search for relevant search terms and return a list of the most relevant websites. This is termed the search engine results page.

The first stage of the process begins with the online-consumer, as they either know the web page they wish to visit, and go their directly, or type a key word relating the item of interest into a search engine, in order to find a website which will provide the information they require. When potential customers search for products and services in an on-line environment they type in their search requirements.

The second stage of the process resides with the organisations, which optimise their on-line portfolio to ensure that their products and services are easily found. Organisations that understand their customers' needs and can predict the search terms can direct customers to their website through more effective online advertisements.

Search based SMART Objectives:

Specific targeting is required for organisations if they are to reach potential customers through online advertisements as there are two different types of pay-per-click advertisement options.

The first type is called search adverts; these appear as either banner adverts, which sit across the header of the search engine results page, or in a sponsored links section, in the right hand column. This form of search advertisement reaches on-line customers at the outset of the decision making process. The design of the advert must be in line with the requirements of the publisher and include issues such as title length, copy length and copy specification.

The second type is called display adverts, these appear in the landing page of the on-line customer, when they reach a specific piece of content. This is restricted to webpages which accept display advertising. This form of display advertisement reaches on-line customers further down the decision making process, once they have reached the destination they were looking for. It does offer advertisers the opportunity to provide cross-selling opportunities and add value to the customer experience.

Objective – Decide on the ratio of advertisement types

Setting measurable objectives is important when placing online advertisements as there are many different ways for organisations to advertise on the internet. Search engine marketing is where many forms of on-line advertising sit, and there are several different types business models for calculating the charges for search engine advertisements:

- Cost per thousand is a charging approach based solely on the number of adverts displayed.
- Pay-per-click and cost per click are charging approaches based on the number of clicks on an advertisement.
- Cost-per-action is a charging approach based on the number of conversions achieved.

Objective – Select a measurement model

Making sure that online advertisement is achievable is the measure of success and this depends upon having a high degree of visibility on the search engine results

pages. Organisations have can deploy wide range of strategies and tactics that can influence the level of awareness that they achieve.

- Initially, this depends on having accurate keyword research insights so that paid advertisements can receive the greatest exposure and ensure that advertisements are highly ranked.
- Secondly, organisations can optimise the findability of their website organically by categorising and labelling their on-line assets, such as specifying their industry sector, or product categories. By allocating unique identifiable key words, they increasing their findability in on-line searches.

Objective – Set keyword generated adverts

Making sure that online advertisement are based on realistic expectations depends on ensuring that search engine optimisation based adverts are relevant and in accordance with searches undertaken by targeted on-line consumers. This means that competing organisations will be ranked in terms of their relevance. Therefore organisation that promote their niche market product and services will be ranked higher than a generic provider, as they will more accurately reflect the needs and requirements of the customers.

The effectiveness of pay-per click and display advertising is dependent upon the search analytics that help understand how audiences search, what they click on, and which key words, phrases or terms are most relevant to them.

Objective – Generate customer-centric online advertisements

Making sure that online advertisements are timely is critical as this depends upon sending promotional messages at the right time. Keyword research plays an integral role in improving targeting, as only by tracking keyword popularity can we hope to understand the changing needs and wants of online consumers. Online adverts must be based on content creation driven by the changing needs of online consumers, which requires keyword clusters to be recorded so that articles can emphasise the most relevant issues of the day.

Objective – Monitor keyword clusters to identify current issues

WEBSITES

Websites are the landing pages of many forms of digital promotions and it is essential that visitor numbers and behaviors are fully understood. It is therefore necessary for organisations to measure the effectiveness in attracting relevant on-line consumers to their websites. Website analytics are key to measuring what happens on our websites, monitoring visitors go and what is what is working and what is not working in digital marketing activities.

Websites related SMART Objectives:

Selecting specific monitoring tools falls into two different categories those to understand visitor numbers and those to understand visitor behaviors. In addressing the first, the most popular and freely available tool is Google analytics which is highly customisable and can be used to measure a wide range of items.

By adding Google Analytics code to each page of the website, analytics can easily reveal how many people are visiting the website, and where they are coming from. To address the second, it is necessary to append external data, such as digital campaign source and details of B2B visitors, here paid for services such as Lead Forensics and WOW Analytics can monitor customer behaviour and reveal lead generation information.

Objective – Monitor both visitor and behavioral traits

Setting measurable quantities to visitor numbers can be as simple as setting the amount of pages viewed and time spent on individual pages, to more sophisticated metrics such as which social media platform is driving the most traffic to your website. Here goal setting can be set up to measure the desired objective. Setting measurable quantities to behavioral issues requires tracking code to monitor returning visitors, here reports can be generated to detail the visitor journey, repeat visitor interactions and perhaps most importantly the number of unique identifiable contact details for lead generation.

Objective – Identify key areas to monitor

Setting achievable visitor and behavioral monitoring relies on the provision of clearly defined metrics so that performance related areas that support the digital objectives can be quantifiable.

If we look at visitor metrics these could be related to increased awareness:

- Page views
- Number of unique visitors
- Visit length
- Click through rate (CTR)

If we look at behavioral metrics these could be related to increased sales:

- New customers
- Number of sales
- Revenue

Objective – Identify key metrics for both visitor and behavioral areas

Setting realistic visitor and behavioral achievable targets relies on understanding customer engagement. Here the number of returning visitors, bounce rate, time on site, page visit and average page view time are important. This is about understanding how many visitors behave or act in the way we desire. An appraisal of the data collected can help organisations better understand if digital activities are attracting viable, or inviable prospects.

- Visitors - How many people are visiting? How many of these visits are unique, i.e. attributable to one device?
- Bounce rate - How many visits result in just one page view before leaving, i.e. a bounce?
- Page views - How many pages are viewed, for how long, in which order?

- Conversion goals - What goals and calls to action, set by us as marketers for our site, do these visits achieve? For example, sign-ups, downloads, or purchases.

Objective – Monitor customer engagement

Having in place timely visitor and behavioral monitoring processes is important because it enables organisations to quickly generate customer insight. This in turn can be used to improve decision making for planned digital campaigns. Therefore the biggest issue to consider is how can promotional campaigns be improved using the latest techniques for data gathering? The answer lies in having effective reporting on the outlined metrics and ensuring these are delivered to the senior management team for evaluation.

Objective – Ensure effective reporting

ACTIVITY 1

Select a recently run digital marketing campaign by your organisation and identify any integrated marketing channels (digital marketing platforms) utilised. For each channel outline two key metrics to monitor the campaign success.

FURTHER READING

BOOKS

Chaffey, D. and Ellis-Chadwick, F. (2015) Digital marketing: strategy, implementation and practice. 6th edition. London, Pearson.

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Ougrinov, P. (2014) How to measure customer service on social media? Digital Marketing Magazine, 1 July. <http://digitalmarketingmagazine.co.uk/social-media-marketing/how-to-measure-customer-service-on-social-media/729>

FEEDBACK TO ACTIVITIES

Chapter 1

ACTIVITY 1

Using an appropriate model, appraise your organisation's internal digital capabilities and outline TWO digital disruption technologies creating change within your organisation.

FEEDBACK

An important part of the situational analysis, is to evaluate the macro-environment. The PESTEL model can be used to frame the different issues facing an organisation and list important elements within each section. Most importantly, it is important to draw conclusions from the situational analysis and so this task presents a unique opportunity to identify if there are wider disruption technologies causing the identified issues.

ACTIVITY 2

Using an appropriate model, appraise your organisation's internal digital capabilities and outline TWO digital transformational opportunities that could be used to increase online revenue.

FEEDBACK

An important part of the situational analysis, is to evaluate the micro-environment. This evaluates the appropriateness of existing digital marketing strategies and tactics. The REAN and PRACE models can help organisations to appraise the current activities in light of the external macro-environmental factors. Again, here it is important to draw conclusions that can help build on digital transformational opportunities. Researching success stories may be insightful here.

Chapter 2

ACTIVITY 1

Using an appropriate model, prepare a situational analysis for one emerging digital trend impacting your organisation.

FEEDBACK

An important part of a situational analysis is to appraise emerging digital trends. Preparing a TOWS analysis can help to separate the threats and opportunities facing an organisation. This is important as understanding internal capabilities in the form of strengths and weaknesses is the most effective way of making appropriate preparations for digital transformation projects.

Chapter 3

ACTIVITY 1

In light of newly emerging themes within the digital marketing environment, use an appropriate model to evaluate the viability your existing objectives used to support your integrated digital marketing strategy.

FEEDBACK

It is important to evaluate the effectiveness of any outlined digital marketing objectives. One important tool available to help professional marketers is SMART as this enables different aspects to be evaluated against a clear framework. Digital marketing objectives are only relevant, if they are capable of tackling the newly emerging themes.

Chapter 4

ACTIVITY 1

Outline a model that your organisation could utilise in order to tackle agile marketing. Apply this model to one recent change in customer behaviour brought about by newly emerging themes within the digital marketing environment.

FEEDBACK

Agility is often the only way to embrace digital marketing trends, as often they occur rapidly and cause considerable digital disruption. The 7P's of the marketing mix is a useful framework that can be used to help organisations tackle agility. This enables the traditional 4P's to be evaluated against product related agility issues and the extended 3P's to be evaluated against service related agility issues.

Chapter 5

ACTIVITY 1

Outline one digital marketing channel utilised by your organisation to engage with its customers and outline the resources needed to facilitate it.

FEEDBACK

Managing digital channels is important if effective digital delivery schedules are to be maintained.

The process of evaluating the necessary resources to facilitate a digital marketing channel requires the consideration of three key elements: Human resources, scheduling and budgeting.

ACTIVITY 1VFEEDBACK

It is important to monitor digital marketing campaigns but often they are delivered through integrated channels, which introduces significant challenges.

This activity looks to understand the different roles within campaign delivery and outline key measures of success. It is important to outline the limitations in the monitoring process, as accurate monitoring is difficult for integrated marketing campaigns.

PART 2 – OTHER REFERENCES

Chapter 1

Digital disruption: a discussion guide for incumbents

The disruption is...	Detectable Faint signals with lots of noise	Clear Emergence of a validated business model	Inevitable Critical mass of adoption achieved	New normal At scale and mature
	<p>What</p> <ul style="list-style-type: none">What drives the economics of my business model, and could I/we face significant challenges if?Are there new business models that can better match the needs of at least some of my customers?Can I be a winner in the new business models? What would that take?	<p>Can</p> <ul style="list-style-type: none">Can I do anything to feel or make this disruption?What is the baseline trajectory of my business if it stays on the current path?How important is pre-emptive action? "On it ready from time to wait?"What systems and capabilities should I build now? How close should they be to the current business?How can I rally support within the organization?	<p>Will</p> <ul style="list-style-type: none">Do any of my new ventures give me a base from which to compete in the new model? Can I get one?Do I understand the radical changes required to create a new economic engine?What do I do with the old core? Keep, divest it to cash, vertically transform it, decommission it, or exit?How can I make the case for aggressive shifting resources?	<p>What is a realistic aspiration for the new industry leader?</p> <p>Is my business capable of continued self-disruption?</p> <p>Is it an asset? The best option?</p>
	<p>Are</p> <ul style="list-style-type: none">Codify share and privileged insights to work through the transition.Challenge your own filters.View your business through a potential disruptor's lens.	<p>Action</p> <ul style="list-style-type: none">Develop a portfolio of new initiatives with integrated investment, resources, to create options and build capabilities.Express the need/buzzword to communicate with the core culture.If needed, begin transformation of the core business.	<p>Accelerate</p> <ul style="list-style-type: none">Shift resources, including management talent from core business to disrupt them (or new ventures).Build a coalition of leaders to change mindsets across the organization.	<p>Adaptation</p> <ul style="list-style-type: none">Develop talent and capabilities required to compete at this new model.Structurally re-align that most basic to match the new profit pools.Evaluate "best owner" economics.
	<p>Myopia</p> <ul style="list-style-type: none">Overconfidence.Walls ignorante (i.e., not looking for or wanting to see disruptive signals).Entitlement/entrapment.	<p>Pain avoidance</p> <ul style="list-style-type: none">Resistance to posture pain of option cost.Unwillingness to acknowledge the core business.Putting short-term results ahead of long-term value.	<p>Inertia</p> <ul style="list-style-type: none">Old masters of power look to increasingly scarce resources.Legacy cost base becomes an anchor.Power initiatives get top priority but after actual commitment.	<p>It</p> <ul style="list-style-type: none">Lack of people or capabilities to compete in the new world.Belief that you're too late to the game.Unwillingness to adapt to high competition, declining profitability.Assumption that the industry is no longer profitable.

<http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/an-incumbents-guide-to-digital-disruption>

Chapter 2

Turning Marketing Insights into Action (December 16)

<https://www.thinkwithgoogle.com/articles/marketing-insights-customer-experience.html>

Chapter 3

Customer-Centric Marketing

On the library

Richardson, Neil; James, Jon; Kelley, Neil, *Acquiring, retaining and satisfying customers*

Chapter 4

An introduction to agile working – Daniel Rowles (December 16)

<https://www.targetinternet.com/an-introduction-to-agile-working/>

Chapter 5

Whose data is it anyway?

<https://exchange.cim.co.uk/thought-leadership/whose-data-is-it-anyway/>

Chapter 6

CIM Digital Summit 2016

<https://exchange.cim.co.uk/blog/digital-marketing-state-of-the-nation-2016/>

CIM ACADEMY QUALIFICATIONS

FOUNDATION CERTIFICATE IN MARKETING

Level 3 (Foundation)

For people of all ages and stages of their career. Ideal for managers in non-marketing functions, entrepreneurs, apprentices and those starting out in a marketing career.

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