Solving The Mystery Of The Next Generation Marketing Technology

Towards a converged and data-driven marketing revolution

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The Next Generation Marketing Technology

Towards a converged and data-driven marketing revolution

**By Matthew Langie
Chief Marketing Officer
Mapp Digital**

Something strikes me with regard to marketing as a discipline. It has been around, in some form or another, for centuries[1], but it did not emerge as a fully-fledged discipline until the 1960s which, in the grand scheme of things, was not that long ago. When reading Robert Keith's founding article on "the marketing revolution", it immediately becomes clear that his language is mostly still valid. Keith remarked in his piece that we were moving away from a production era to a marketing driven one – a transition that is, to some extent, still happening.

In fact, what he describes in his piece is nothing more than what certain marketing pundits of today take as gospel: "customer centricity". The fact of the matter is that marketing must always be customer-centric, there is simply no other option.

Marketers must continually improve on how they address consumers, their choices, their preferences, even their resistance to marketing pressure. They must also live up to that great promise put forward by the founders of the Cluetrain[2] manifesto as their third thesis: "Conversations among human beings sound human. They are conducted in a human voice".

This, in essence, is what technology enables us to do when it is used properly. Far from being a barrier between consumers and brands, it must be a bridge which enables marketers to create, nurture, enhance and measure customer engagement with the brand for mutual benefit. This is what data marketing is about: not just owning and managing your data but using data in the interest of your customers. It requires the ability to work cross-organizationally and effectively with data to enhance the relationship with your clients and deliver a superior customer experience.

> **"Our solution was to establish the present marketing department. This department developed the criteria which we would use in determining which products to market. And these criteria were, and are, nothing more nor less than those of the consumer herself"[3]**
>
> Robert Keith, "Marketing Revolution"
> Journal of Marketing, Jul 1959

To achieve customer-centricity in a data-driven world, marketers will have to go through yet another revolution. This revolution, however, will not happen through traditional reorganizations of people. Data has become our common language, and the new marketing revolution is a data marketing one. Marketers will therefore have to focus on this fundamental question: "what is stopping the smooth flow of consumers along their purchasing journey?"

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With this white paper, we want to speak to marketers who are keen to grasp the data revolution. Many of them are aware, some are worried, about how their job is changing. We address all the main facts and myths about data marketing and describe what this new landscape will mean for marketers in the new age.

We will be guided on our journey by a first-class sleuth who will lead the investigation into data marketing and uncover all the clues. When we were considering who this could be, we found that the answer was simple – you

could even say elementary. So, join us and Sherlock Holmes as we look into solving the Mystery of the Next Generation Marketing Technology.

You can find more articles about marketing, digital tools and new marketing technologies on the Mapp digital blog. Scan QR Code below or click on the following link : https://mapp.com/blog/

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The Adventures of Sherlock Holmes

Chapter 1 : Rethinking The Silo

Holmes looked up from his email. Outside 221B Baker Street, stood a short, squat besuited man holding his smartphone, waiting for someone to respond to his knocking. Watson was first to the door and, before he could utter a word, the man spoke.

"I need your help. You. Both of you. Can I come in?"

Without introducing himself or waiting for a response, he was in and bumbling, as if by instinct, into the drawing room. "Mr. Holmes, I need your help. I do not know where else to turn — certainly to nobody within my organization. I am a digital consultant, a businessman in a business where nobody talks to anyone in any other department. It is stopping any innovation, any change…"

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Rethinking The Silo

For almost 30 years, consultants have pushed a simple and credible idea – that silos are bad and need to be broken. This orthodoxy has rarely been challenged and yet, a third of a century later, while businesses have changed beyond all recognition, silos still exist. Is the focus on breaking organizational silos really the right answer or does it require a different approach that focuses on data instead?

> **Should the silos within the business be removed ?**

In the early 1980's, **Jack Welch** was CEO of General Electric (GE) — a company which was widely accepted to be inefficient and overly bureaucratic. He embarked on fundamental reforms of how GE did business internally and became the standard bearer for the 'boundaryless organization'. His argument that organizational silos are barriers within businesses which, inherently, lead to inefficiency becoming a universally accepted truth.

As Welch's mantra took hold, consultants and experts began to talk of the need to break silos in an increasingly zealous way. It was, they argued, "the duty of the executive leaders and management to prepare and equip their teams with the proper mind-set to break down this destructive organizational barrier"[4].

However, as we will see, it is questionable whether this 'one size fits all' approach which focuses on silos of people really solves what is a more fundamental problem – the lack of a seamless flow of data across the business.

Keep The Silos – Break The Silo

In the 21st century, data-focused environment, it is data silos, rather than organizational silos, that are making businesses inefficient. Writing in the Harvard Business Review[5], Edd Wilder James argued that the focus needs to move away from organizational silos as "there is a bigger and costlier demon that lurks in enterprises. A demon that often makes initiatives impossible: data silos."

He identified several reasons why data ends up in silos including:

Structural – data is collected by a particular group within a company, for a particular purpose, using a particular software application. This does not lend itself to easy sharing of data.

Political – Knowledge is power. The section of the organization that owns the relevant data is the part that has the power – so why give it up?

Vendor Lock-In – software vendors will often limit what can be done with data either through licensing or proprietary data formats. They have a vested interest to ensure that you stay with their system.

The power of data is as undeniable as the damage that is done by data silos. As Wilder James illustrates, there are often built-in traps which create data silos and they need breaking – not just tinkering, but breaking. "You don't want to recreate a whole new set of silos, albeit with advanced capabilities."[6]

While the focus remains on breaking organizational silos, the dual risk is that the expertise and specialist skills of teams in silos could be lost for little gain while the free flow of information remains constrained.

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However, if the focus is on data silos, the undeniable benefits of skills silos can be retained while making it easier for them to use their specialist skills with other teams for the greater good of the business.The stark reality is that any business which is unable to make data-driven decisions based on high quality data will lose its competitive advantage sooner or later.

Ultimately, it is the data silos that are reinforcing the barriers to information flow which management need to smash.

The consultant had finished explaining his dire situation. He stood in the drawing room, still clutching his smartphone. Holmes and Watson looked at each other. The silence was punctuated only by the labored breathing of the man and the ticking of the clock. Then Watson spoke.

"It strikes me that the main problem is less to do with the fact that you are all sat in your offices and more to do with the fact that you guard your data like your life depends on it.

You have squeezed this smartphone so close to your chest since you arrived, I am surprised your data has not dropped out and scattered on the rug!"

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The Adventures of Sherlock Holmes

Chapter 2 : Complex Platforms Are Bad Platforms

Holmes looks at his table and contemplates whether to start with tea or the news feed on Facebook. As he considers this weighty matter, he hears Watson in the corridor shout "Of course!". He turns as Watson comes in, holding a tablet on which he has carefully written various words and joined them with a myriad of lines and scribbles. "Has Toby been trying to draw again?", said Holmes, wryly referring to the dog.

"No, Holmes! Look! It's obvious! If accounts were to share all the ledgers with the receptionist, he could pass them on to the drafting team. In turn, they could provide their drawings to both the man and the first laborers. The laborers would receive dates from accounts and also possibly from the reception along with part of the work of the cartographers…"

Holmes had already stopped listening but tried, as hard as he could, to be patient with Watson's rambling.

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Complex Platforms Are Bad Platforms

Mike Curtis of LinuxIT has described vendor lock-in as what "happens when a supplier uses proprietary technology and sales practices, tying you into its product line and making it difficult to leave."[7]

Simply put, the easier you can move your data around, the easier it is to select another technology provider and, ultimately, leave. However, for brands, spotting the tie-ins can sometimes be difficult.

Research[8] has shown that, in the UK, when asked specifically about cloud services, only 27% of brands have either a 'good' or 'excellent' understanding of what 'vendor lock-in' means, while 29% have 'no' or 'poor' understanding.

Serial entrepreneur, Richard Branson said it best:

> **"Complexity is your enemy. Any fool can make something complicated. It is hard to make something simple."**
>
> Richard Branson

Complexity in Martech and Adtech platforms should be a screaming siren for businesses. When you consider that the average lifespan of a CMO's tenure[9] is 44 months and falling in the US and just 18 months in the UK, any platform which takes months to install, implement and show results is one that could well not be in place before the CMO and others who were responsible for choosing it have long departed. But it is not just at the front-end of an implementation that problems can appear as we will see.

So here we look at the three most common ways not to be locked in as a brand.

> **"There are situations where certain experts are trying to sound like experts by using a lot of jargon and over — complicating things — that is mostly does to hide the fact that they don't understand it all themselves!"**
>
> Juhan Lee
> Chief Technology Officer
> Mapp Digital

Ensure Inter-Operability And Portability Of Data

A lack of inter-operability can prove a monumental headache for a brand and a goldmine for a marketing technology provider. Often linked to proprietary data formatting, a platform can contain purpose built barriers to their inter-operability with other platforms. This creates an effective technical data silo which ensures that data can only be used within the parts of the business that are licensed to use the solution while forcing them to buy other platforms so the brand's data

can escape the silo into other areas of the business.

As an alternative to this, it is possible to stitch together a patchwork of platforms from different marketing technology providers. However, there is a danger that such an approach becomes so complex and intertwined, that you end up with what Michael James of Accordant Media has described as a 'Frankenstack'.

There is hope for businesses, nonetheless. By looking out for the tell-tale signs and being willing to negotiate with marketing technology providers, brands can profit from non-siloed data across the business.

! **Ensure that it is a requirement of the contract that the platform will work across your different applications and services.**

Ensure Open And Easy Access To Data

Writing in Computer Weekly[10], Jack Schofield stated that his first law was "never put data into a program unless you can see exactly how to get it out". His view was that data (any data), unlike hardware and software, is expensive and long lasting and, as such, "it is silly to let someone encrypt it and not tell you the key".

A real life experience of moving between providers, also in Computer Weekly[11], illustrated the point beautifully by posing a simple question: you may be able to enter your data simply but how easy will it be to get the data out?

! **Look for platforms that use standard and ideally open data formats that give you ultimate control over your data including how you can get it back.**

Involve Legal Early In The Process

Although brands are increasingly getting attorneys to review and negotiate license agreements, it is still not uncommon to find brands who have signed up to a software, service or development agreement containing a license that they have neither read or understood.

Typically, technology providers will want to keep tight control of everything they create and will explicitly state that they own elements including proprietary data formats and bespoke code that has been designed especially for you. There can be entirely innocent reasons for this.

For instance, it may be that a provider's business model allows them to 'recycle' code

! **Before signing up with a new marketing technology provider, get someone with specialist skills to review the contract. IT is not just about IT – it is also about the law.**
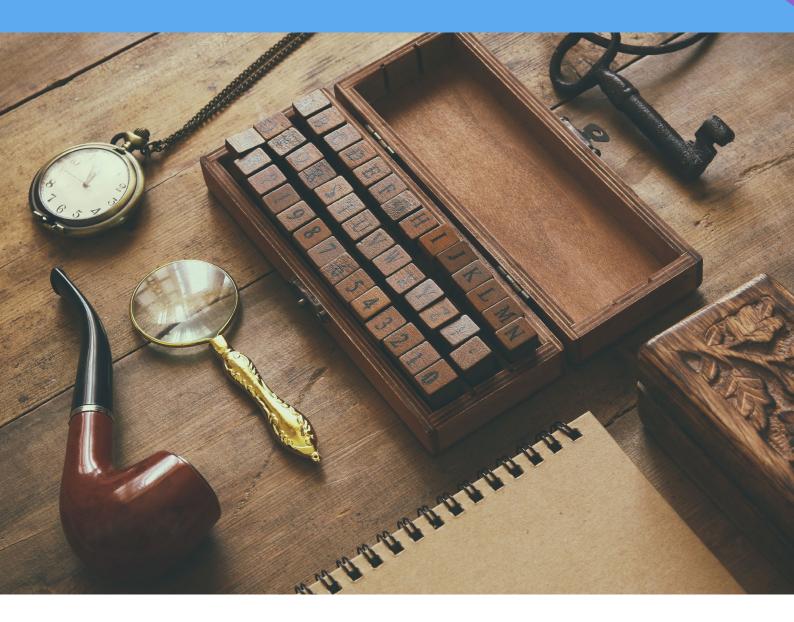
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developed specifically for one brand when asked to carry out the same or similar work for another. Whether malicious or not, the end result is the same — a brand can end up with data that is only usablein one application or suite, provided wby one supplier and, legally, they may not be able use he formats or code with a new marketing technology provider in the future.

" Watson, my dear man! Please stop! I can see that you have tried your best but, frankly, your efforts are at best conjecture and, at worse, based on fractured information. It is impossible to know whether this is correct or not. We must seek the answer in clarity. Clarity and simplicity."

Holmes looked more carefully at that email message. He scrolled and scrolled. It was blank. He laid his smartphone on the table and, tapping it, he said "Time to turn our back on complexity, Watson. Time for a clean sheet."

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The Adventures of Sherlock Holmes

Chapter 3 : Data Ownership Always Matters

Watson opened the door, unsure whether the noise had been the rain or someone knocking. The digital consultant fell into the corridor, soaking and holding a box. "This really is everything you will need!"

"You had better bring it through", said Watson despite the fact that the digital consultant had already bustled off into the drawing room.

Holmes took the box, gingerly opened it and peered inside. He started to go through the print-outs, studying each, one by one...

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Data Ownership Always Matters

Using and protecting data is complex and the regulatory issues are wide-reaching. When choosing third party services to process their data, brands will often assume that they retain control over how their data is used and that is done legally. However, that is often not the case and it can have serious practical and legal consequences. From ownership to the GDPR, we explore some of the issues facing companies when they hand over their data.

Lawyers will tell you that the issues that face businesses when it comes to their data can be put into one of two categories – issues that you control and those you do not. Broadly, this means 'terms and conditions' and 'regulatory matters'. Being able to identify potential issues in advance is a key skill when trying to ensure that your business does not get caught by them.

Check The Terms And Conditions

"The biggest lie on the Internet is 'I have read and agree to the terms and conditions'" according to security expert Mikko Hyppönen of F-Secure. Although he was talking about consumers, a YouGov survey of UK SME's has shown that over 18% have had legal issues surrounding terms and conditions

of software. SME's routinely agree to two types of agreement without reading them or referring them to their lawyers — Standard Terms or Standard Contracts and Clickwrap agreements. Agreeing to any form of contract without reading it thoroughly is a danger and these two types are no exception.

Commercial agreements can contain clauses that given extensive rights to the provider over your data. For example[12], this legal clause gives the service provider complete control over client data permanently:

"You hereby grant [us] a perpetual, transferable, irrevocable license to store, manipulate, transmit, copy, display, sub-license or otherwise use your [data]...for any purpose not restricted to the performance of this agreement including but not limited to providing services to third parties."

Incredibly, brands agreeing to this are effectively giving their data to the marketing technology provider who can, in turn, sell it on or use it for other purposes that have nothing to do with the services the brand has bought in to. This can include selling your valuable data on to direct competitors or providing insights into how you work by analyzing it.

Even clauses that seem more specific can create issues.

The following example does not actually say (in the clause or elsewhere) that the license

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relates to the provision of the services to the client – just the provision of services generally:

> **"You grant us a non-exclusive, worldwide, royalty free, irrevocable license to use [your data] for the purpose of providing services."**

Although businesses sometimes do consult a lawyer, it becomes practically more complex when it is in the form of a 'clickwrap' – those boxes which require you to click to confirm that you have read and accepted the terms before continuing. In that instance, where a decision to use a provider has been made, the terms will rarely be read because the click box is seen as a 'lock' to open the service to use.

While services like Terms of Service; Didn't Read can help consumers, there is no equivalent for brands. In a digital world, they need to understand that online terms and clickwrap agreements are the same as paper contracts and get them reviewed – or face losing their data or worse.

Regulatory Issues

Most businesses have to come to terms with the raft of regulations which impinge on their operations and data has perhaps one of the most complex frameworks of any area. While it is obvious that a business which operates across borders (for instance by exporting products or importing raw materials) has to comply with laws in different countries, it might not be so clear when it comes to those operating in just one country.

The increase in cloud and SaaS services and their emergence as a viable, practical and affordable option for SMEs has brought a spotlight on this problem. As international law firm, Linklaters, observed "The growth of the Internet and the seamless transfer of personal data across national boundaries presents

significant challenges. Almost no organization fully complies with these rules".

One good example of the complexity of these laws is the European General Data Protection Regulation (GDPR), which are effective from 25 May 2018. It is an extensive set of rules on how businesses can store, treat and transmit data about EU citizens and is primarily aimed at businesses who are based inside the European Union. However, they also apply to businesses based outside the EU which provide goods or services within the EU.

In reality, any brand, inside or outside the EU, which does business in the EU, needs to consider GDPR requirements along with relevant local laws, for example, in the countries where their cloud or SaaS providers are located. Particular attention needs to be paid to contract terms within service providers' standard agreements which may not be GDPR compliant because the sanctions are considerable — up to 4% of worldwide turnover or 20 million euro.

What Is The Answer?

Canny entrepreneurs will use legal experts to ensure that they do not fall foul of the plethora of regulations and laws. Data laws are so complex that there are no brand which can afford to overlook where their data is stored, processed and transferred.

They should also consider searching out providers who go 'above and beyond' by ensuring that their services are compliant with existing laws in multiple jurisdictions and, better still, that they commit to keeping them that way. Providers who make no claims over your data and that work within your systems can also be a sensible way of removing an unnecessary headache. Ultimately, retaining control of your own data gives you control over your business' future.
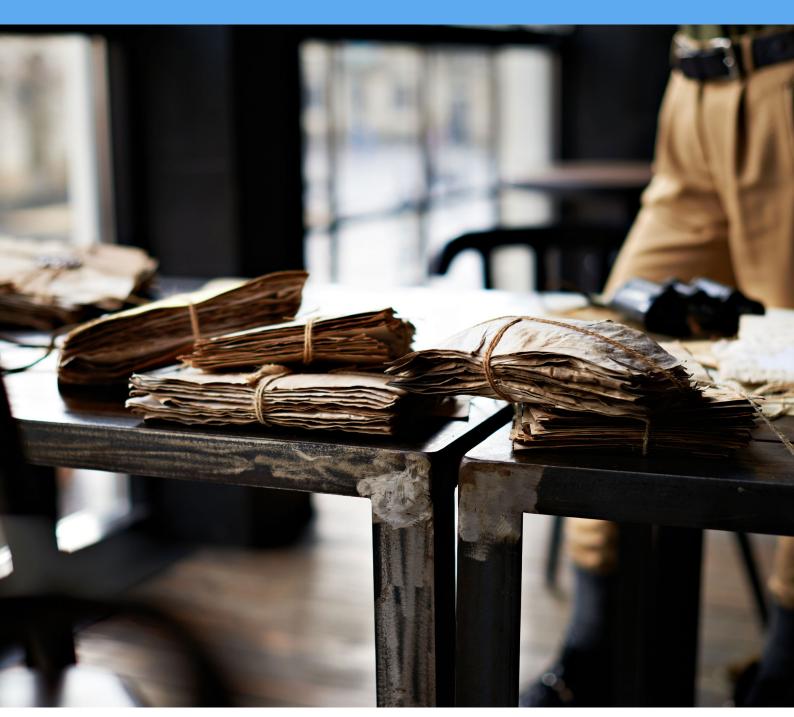
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No sooner had Holmes picked up the fourth print-out than there was another knock on the door. Watson went to answer it. To his surprise, an officer and bailiff were waiting in the rain. "Come in gentlemen, come in! How can we help?"

"Mr. Watson", the policeman nodded toward Watson and then towards Holmes, who had heard the voices and gone to the corridor. "Mr. Holmes, we have a writ and we understand you have in your possession some documents that do not belong to you. We require you..."

Holmes waved a hand in the air. "Yes, yes. I am very sorry, constable. This was an oversight on my part. I failed to ascertain whether we actually had a legal right to use the documents. I will get them immediately."

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The Adventures of Sherlock Holmes

Chapter 4 : Conquering Convergence

Watson sighs as he looks at the dining table and the pile of boxes that the digital consultant has delivered.

It has been two hours since the boxes arrived and a little more since Holmes had left for town to purchase a new cane. He had started to sort the boxes into meaningful piles...

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Conquering Convergence

As we have seen, the lazy mantra of 'break the silo' can actually damage some of the most useful structures that evolve in your business. So, how do businesses create a real convergence strategy based on data convergence? We have put together a checklist of some of the key areas to look out for when planning your convergence strategy.

Understanding The Silos

Understanding how silos operate can be difficult, especially in businesses with an indistinct internal structure. Recognizing that each skill group has its own way of working is the first step towards understanding them.

As Patrick Dewald has observed, "Different areas can often employ different terminologies, making it challenging to build a shared understanding"[13] and that is as true of data as it is of silo organization.

Having a solid understanding of each of them makes it easier when it comes to the synchronization of efforts between the marketing and sales teams. In this context, Dewald hit the nail on the head — "The key to bridging the silos and creating a lean data landscape is to first of all understand their specialized use of the shared data elements. How can we promote reuse of data if we do not have a view of who is using what? Unless we connect the data flow to its business usage, data will remain siloed and the firm's overall effectiveness to create a more coherent and higher quality data asset hampered."[14]

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Filling The Gaps

To ensure that data flow is flawless, it is not just the system that matters. Everything has to work together like a well-oiled engine and that requires all the parts to be in perfect working order.

The key areas to look out for are gaps in:

Skills – there will not be a free flow of information if employees do not have the appropriate skill sets to collect, enter and analyze data. Providing training in these key areas needs to be done before the implementation of any new system.

Data – incomplete data sets have been an ongoing issue across industries for years. Back in 2015, Information Age summed up the problem. "Data cannot be trusted, enhanced or relied upon if it is becoming irrelevant and outdated. Adding more data could just be increasing the likelihood of an explosion.

Paying lip service to data quality with manual edits simply places your staff on an unfair trajectory towards failure."[15]

Legacy systems – data can easily become trapped in legacy systems and so it is imperative that it is extracted and moved into a format that can be used within any new system before the new system is put in place.

Processes – all processes should be set up to ensure consistency of data and data flow. Data needs to be harmonized across the business as does the organization's data governance framework.

Technology – issues in this area can cause a range of problems. For example, employees may not receive up-to-date information at the right moment. This may cause consequential issues such as execution fragmentation and marketing messages arriving out of sync or at inopportune times.

"You need to understand everything that is going on and put it all together. The whole and its parts."

Juhan Lee
Chief Technology Officer
Mapp Digital

Finding The Right Partner

The hunt for the perfect partner that shares your vision is never easy but there are two key elements to ensure platform provider partnership success.

Firstly, you need to ensure that the potential provider shares your vision. It is very likely that, as a business, you will be partnering with a number of different organizations in different areas and it is up to them to share your vision

and working practices – not the other way around.

You need to find a business that will support you and not one that will expect you to fit in with them.

The second element is more practical. You will have chosen several platform providers and to ensure that you achieve a true convergence, it is vital that any new element is completely interoperable with your existing elements.

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Without that, you risk setting up de facto data silos and isolating legacy systems within the organization.

Combining these two elements will greatly enhance your chances of solution partner partnership success.

Stop Waiting, Start Doing

It is vital that the new platform is as short and pain-free as possible. Naturally, a number of technology providers — namely DMP vendors — love long implementations, because they can charge more for them.

However, any installation and implementation will put large strains not only on IT but also other employees who will need training and guidance to use the new platform in their day to day job – and all of that has cost implications. It's much more valuable to opt for a trial and error approach.

In addition, with the average tenure for a CMO now averaging under 42 months[16], if those who are leading the project are going to be able to show the ROI from their new platform, the entire journey from concept to board approval and all the way through to implementation and use must be quick.

Another two hours passed until Holmes arrived home. He had a broad smile and held his new cane aloft. "Isn't she a beau… what is all that?" His smile disappeared as he saw the endless piles and empty boxes.

"The digital consultant brought some information – everything he could legally get. I have been trying to put all into some kind of order but it does not connect and it is not complete."

Holmes looked intently at the glistening silver head of his new cane. "Watson, we will not solve this mystery with random pieces of information. We need to understand everything that is going on and we need to put it all together methodically. Every piece of information, every link. The whole and all its parts." He tapped his cane on the floor and turned to put it in the stand.

The Adventures of Sherlock Holmes

Chapter 5 : What Now For Marketers?

Holmes looked up from his email and fixed Watson with a concentrated stare. "Watson, reading my email has given me reason to think that we should follow the digital consultant's lead.

After all, a business calls in a consultant when it needs outside expert advice, so that it can get a different perspective on the matters at hand. We should do the same!"

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What Now For Marketers?

By Karima Catherine Goundiam,
influencer, global Advisor to senior leaders,
managing director of Red Dot Digital Agency

There is no denying the importance of marketing for organizations of all sizes. When brands compete, generally the ones that have innovative products or services, along with a proactive marketing approach, emerge victorious. Unfortunately, most marketers are not equipped to adapt to how the business landscape is evolving. Sometimes they lack education. Others simply lack experience.

> **"Today, the role of marketing has an uncertain future unless marketers are willing to get out of their silos."**

I've been in the business for over 20 years now. Throughout that time, I've learned many things and kept up with the field as it has gone through drastic changes. Here are some of my key takeaways from my digital marketing career.

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Marketers Can No Longer Ignore Artificial Intelligence

AI is only going to get smarter. Chief digital or marketing officers who bring this technology into the workplace are going to create more opportunities to mine collected data, analyze insights, and develop engagement strategies. AI could potentially handle all the analytical work so we as marketers could focus on leveraging value propositions.

Ben Davis at Econsultancy has already put together 15 examples of AI in marketing[17] that describe how AI is being used today. DemandBase goes as far as saying that 80%[18] of all marketing executives predict AI will revolutionize the role of marketing by 2020.

Marketers must recognize the value of what AI brings to the table now so they can harness its benefits in the future.

Marketers Must Embrace The Data Marketing Era

The bad habit of marketers — and I'll admit to my own shortcomings in this area — is that they sometimes get into a routine and stick with it. Instead of focusing on the data they are collecting, they tend to ignore it and stay in their comfort zones. This attitude limits their ability to innovate and understand the data that they have at hand.

Moreover, given the amount of data we capture through visitors' many interactions with various platforms, corporate sponsors will tolerate less and less when key KPIs are not properly measured.

> **"It's an analogy to the first industrial revolution. People who were doing jobs which could be replaced by machines lost their jobs to them... Marketers who can extract value from data are the ones who will be the most successful in the future."**
>
> Juhan Lee
> Chief Technology Officer
> Mapp Digital

Content Is King, And Trust Is Queen

Relationships between marketers and consumers have broken down over the past five years because there is an overall lack of trust in the marketing process. This is especially true for digital marketing.

From software that blocks pop-up ads to questionable ethics[19], marketers a re facing

greater levels of skepticism today than I've ever seen in my career. Even marketers who have sterling reputations and a history of success are in a place right now where they must establish trust before they can collect data from consumers.

This means the role of marketing must take on a different tone. It must offer authenticity through reliable sources and verifiable facts. Simply talking about one's personal

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experience with a given marketing approach is no longer good enough.
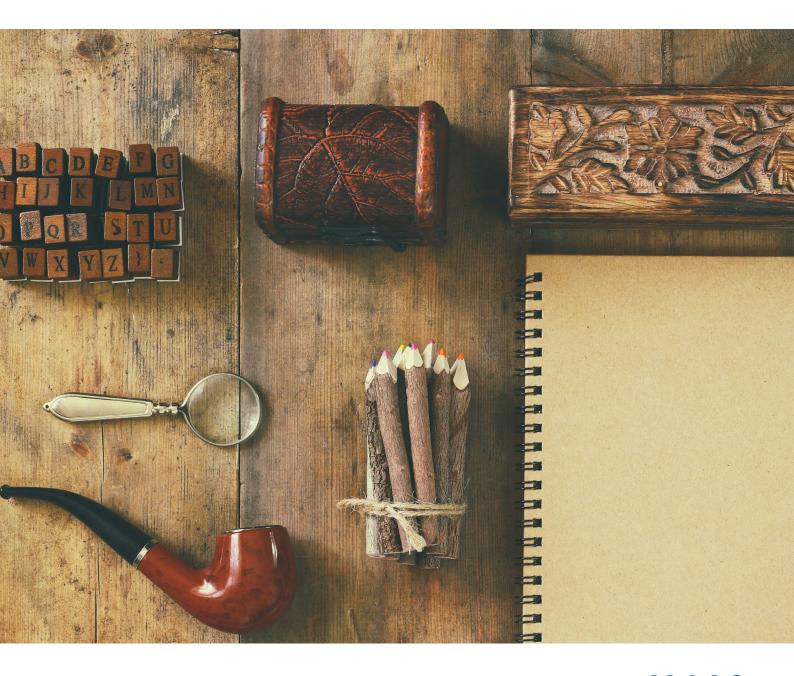
Marketers are struggling to establish their value, especially when the digital space seems to be ever-expanding.

For many, this has created an "end justifies the means" attitude in their approach to what they provide. Instead, marketers should strive to be unique, authentic and trustworthy.

In Short, The Role Of Marketing Is Changing

We are more than brand builders in today's industry. We are brand verifiers. It is up to each of us to establish trust, verify value, and connect brands with specific demographics.

Marketers who are willing to embrace the change have the opportunity for great success. For marketers who are unwilling to change, the journey forward is going to become even more difficult than it is today.

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The Adventures of Sherlock Holmes

Chapter 6 : Mapping The Route To Successful Convergence

"Holmes! I think we have a breakthrough! And it is simplicity itself..."

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Mapping The Route To Successful Convergence

The path to a successful digital marketing convergence is a complex one but choosing the right partner or provider can make the journey much simpler.

Mapp Digital (www.mapp.com) has had this in mind from day one — bringing the world's first and most converged marketing technology to market.

We look at how Mapp used its expertise and experience to create the World's largest independent digital marketing company and a groundbreaking converged marketing platform.

The iconic sports brand, PUMA Europe, chose Mapp to provide their Customer Engagement platform. By using Mapp's innovative solution, PUMA is able to provide highly personalized messages to potential customers.

Nicholas Rau, Senior Online Marketing Manager for PUMA Europe explained "We want to ensure each touchpoint is maximized for impact, allowing our distinct and innovative marketing to speak to our audience in a personal, engaging way".

With Experience Comes Knowledge

Mapp bring decades of experience and insight into the digital marketing sphere. By combining data analytics, mobile push, email, social monitoring, marketing, advertising and a data management platform (DMP), Mapp was able to create a single holistic platform that was first to market. As of today, it remains one of the most powerful in terms of functionality.

Key to this success was a pooling of the vast wealth of understanding that had been built up across years in the business by its 450+ employees worldwide. Unlike other marketing businesses that were focused entirely on the technology, Mapp was created by marketers and that gave them a special insight which, as we shall see, created a platform which answered their needs in unparalleled ways.

Compliance The Easy Way

From the start, Mapp was not only aware of the complex regulatory framework that they had to operate within but also that it was fluid and continually changing both nationally and internationally – from the US Safe Harbor agreement to Russia's Law on the Storage of Personal Information to Europe's General Regulation on Data Protection (GDPR) amongst others.

They recognized that keeping on top of all the regulatory requirements for their business was a mammoth undertaking and, to Mapp, it made no sense to follow the traditional model where client businesses are responsible for compliance. So, they decided to ensure that their platform would take away the burden of compliance by being compliant in all their markets.

Nicholas Rau, Senior Online Marketing Manager for PUMA Europe says: "The Mapp Customer Engagement Platform allows us to reach consumers in the right place, at the right time, with the right message.

"Our partnership brings the tools to our fingertips, and our customers will benefit by receiving reactive, relevant, and evolving content in optimal mediums." By removing this complex requirement, Mapp allows everyone in a business to get on with their jobs, focusing on their primary goals and using compliant, free-flowing data and processes.

Marketers are once again free to be marketers instead of experts on international data protection laws.

> "We can now send communications and have conversations based on the most recent customer information. Our turnaround time has gone down from 5 days to 4 hours and will be reduced to 5 minutes through continued improvements."

Your Data, Your Way

Operating from bases in 9 countries, Mapp has had a lot of experience of actually doing business and one thing stood out — the consistent requirement for businesses to give intellectual property rights over their data to the technology provider. Company data is often one of the most valuable parts of a business and, sometimes, these data land grabs are quite extreme and unnecessary in terms of service provision. However, many companies seem to see them as a vital part of their agreements.

The justifications are varied, from service provision to analysis and monitoring, but the result is the same in every case — giving uncontrolled access to your data to another company.

However, as Mapp works with your marketing technology stack, Mapp does not require any such rights over your data and they do not ask for any.

An additional benefit of this approach is that you can take control over the security of your own data. With less unnecessary transfers, your data can be kept safer, under your own lock and key and less risk that your data will become tomorrow's big data breach headline.

The principle is simple — your data is your data always — you own it.

Less Waiting, More Doing

Having observed the industry over the past two decades, two things have become clear to Mapp's experts. The first is that, as technology improves, platforms have become bigger and more complex across the board. The second is that there has not been a corresponding improvement in the implementation times – indeed, the latest data shows that implementations taking months are not unusual.

The reality for businesses is that the longer implementations take, the more they cost — both in terms of direct costs paid to the provider and also indirect costs in terms of downtime and training. For that reason, Mapp has used its experience with over 3,000 customers globally to develop increasingly efficient implementations that are designed to move businesses from the decision to

use Mapp, to going live in the shortest time possible, weeks rather than months.

Training on any new technology can represent a significant drain on resources. Mapp platform is designed by marketers for marketers and, as such, it is more usable and easily understandable by marketers.

This approach comes from Mapp's belief that it is the job of the technology provider to fit in with their client's business, not the other way around. The idea has always been to create a platform that allows marketers to be marketers, not that requires marketers to retrain as data scientists.

"I am extremely pleased with the Mapp's team professionalism, focus and dedication I've seen with all the projects they have delivered on behalf of Unilever."

Converging On Success

Mapp's vision combined with its focus on allowing marketers to concentrate on being marketers has created the best in class integrated platform to businesses looking to capitalize not only on their staff's skills to

bridge the digital gap but also on their data assets. Creating convergence is not simple but by teaming up with a partner that has enormous experience and a desire to adapt to your vision, your business can profit from free-flowing, consistent and compliant data in next to no time.

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The Adventures of Sherlock Holmes

Chapter 7 : Marketing & Advertising – When Two Worlds Collide

Holmes lowered himself deeply into his chair and stared thoughtfully into the fire which was blazing away, warming the room.

"Watson, the answer was always there. The problem had nothing to do with the information but everything to do with the people. Those who were refusing to share their own files were helping nobody – not even themselves. Surely, they can see that the future is different to the past and that they cannot carry on as they used to? It is not complicated and I am sure that those who adapt and move with the times will have great success. It really is elementary, my dear Watson!"

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Marketing & Advertising — When Two Worlds Collide

Technology has changed advertising and marketing in ways that were inconceivable just a few years ago. While some believe that both still have a distinct future, others think that the takeover of advertising by marketing is inevitable. We spoke with Vice President of Forrester and Principal Analyst, Thomas Husson, to discover the likely reality.

"Advertising was awesome — necessary, even — while it lasted" is the stark beginning of the Forrester report, The End of Advertising As We Know It. The central reasons for this that are laid out in the report are difficult to argue with:

- Display advertising never worked like we pretended,

- Consumers have options for dodging interruptions from adverts,

- Actionable data can unlock more insight and value.

The combination of these three facts should now be at the forefront of every CMO's mind. Husson believes that the key is understanding how consumers are using that information to evolve advertising to meet them. "Consumers have easier access to information, traditional forms of advertising plays less of a role as product information now, there are other ways to get in touch with consumers".

However, This Is Not Quite The End Of Advertising

"[I am not saying] that it is the end of advertising, but the end of advertising as we have known in recent years. New models will happen, and it is perhaps better for a brand to reduce its budget by 10% on displays ads, and instead spend it on the digitization of the customer relationship, on the emotional and experiential, because, ultimately, this is what consumers are asking for today."

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According to Forrester, it is the rise of intelligent agents — technologies which are emerging in devices such as Amazon's Alexa, Google Home and Apple's Siri — which is most likely to provide the next generation of advertising opportunity. Agents such as these will not know everything but will rather combine with specific tasks and branded agents which will give businesses an opportunity to build a better and different relationship with consumers.

While display ads may have their place, according to Forrester, advertisers need to provide "... content, branded content, a more experiential, service-oriented approach". The reality is that consumer expectations are now much higher. "Thanks to digital, thanks to the mobile, consumers have strong expectations. They want to be answered almost in real time...

and that means providing a service to them, giving them content and, ultimately, providing them with an experience."

CMOs will recognize the potential benefits of creating branded agents, not just in terms of the immediate 'foot in the door'.

Technologies such as these are not only another step towards omnichannel nirvana but they will also be a mine of information which both marketers and advanced advertisers will be able to use to refine their message and drive new, and as yet unknown, innovations in the field of artificial intelligence, audience intelligence, and virtual reality technologies which will drive marketing and advertising for years to come.

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The Adventures of Sherlock Holmes

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Chapter 8 : Not The End Of Advertising, The Birth Of A New Kind Of Advertising — Converged And Personalised

> "**Advertising is not why we pay attention. Yet marketers must make us pay attention for the ads to work. If they don't interrupt our train of thought by planting some sort of seed in our conscious or subconscious, the ads fail. Wasted money. If an ad falls in the forest and no one notices, there is no ad.**"
>
> Seth Godin,
> Permission Marketing[20]

Seth Godin's Permission Marketing used to be a staple of post-modern Web marketing management. It was written almost 20 years ago and yet some of the issues it raised are so modern that one would think it was created barely a few weeks ago. The aforementioned report published by Forrester Research in Spring 2017[21] showed evidence that new copies of Godin's famous opus should be put on every CMO's table.

This book captured the imagination of many a pioneering Web marketer who could feel how much customers were already cracking under advertising pressure. However, "loving to hate advertising" to put it in the words of the authors of a recent Forrester report on the subject, is insufficient to prove that it is either useless or ineffective.

Enter Byron Sharp: There Is No Proof Without Evidence

The question of the effectiveness of advertising has been on everyone's lips since the beginning of marketing times. The idea that advertising is expensive and that some of it is effective even though you don't know what or why, according to a famous misquoted mantra[22], is common knowledge. But Byron Sharp put things right in his famous book "How Brands Grow"[23]: you can't prove advertising is useful, he contended, but you can certainly demonstrate that, when you cease to spend on it, your business will start to dwindle.

A New Era: Permission Marketing Is Back On The Agenda

Sharp, an Australian academic, proved that this was the case after three years of consecutive noninvestment in that department. He proved it with numbers because, as he rightfully demonstrated in his

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book, only numbers and hard facts can prove a marketer right or wrong.

Sharp's demonstration is now outdated, the order of things has changed, for good. Forrester's report entitled "The End of Advertising as We Knew It" is providing evidence of that. The good old scattergun approach is no longer as effective as we ever thought it was, Web analytics don't lie and the results aren't there. Eventually, Permission Marketing is bound to be back on all CMOs' agendas, whether they like it or not.

Despite all this, in a not so distant past, the value of advertising had always been greater than the sum of its parts: capital movements, access to new markets, product information and even cultural shaping used to be the four main benefits of advertising which are pinpointed by Forrester's McQuivey and Johnston. All these values are being redefined by digital (through crowdfunding, digital platforms, inbound marketing and social media respectively) to a point which shows that a digital disruption has already happened.

More shocking is the way that consumers will work their way around advertising, and ad blockers are only the visible part of the iceberg. Forrester's analysts are adamant: advertising never worked as it was meant to, despite the promise of CPC, and its ROI is poor.
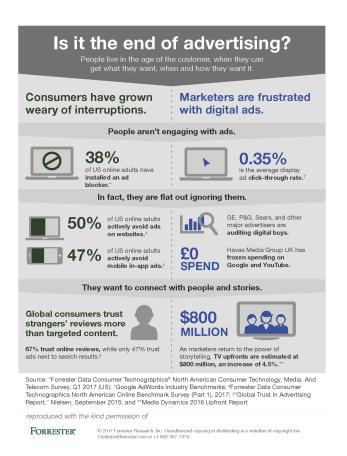
"Only 40% of our spending is viewed by a real human; and ad blocking is rising around the world."[25]

All this is bad news, but it is nothing compared to the fact that there are better alternative

techniques. Sophisticated CMOs know that the real issue isn't that the message is repeated over and over. What matters to them is the clever use of data to better address such customers, to propose better products and services and deliver the right message at the right moment.

Making Advertising Better And Cleverer

Seth Godin wasn't wrong when he predicted the advent of the age of Permission Marketing. He was just too early. Marketers mostly failed to follow in his footsteps as they have pointlessly tried to replicate the traditional scattergun approach in the Internet world. The more this transposition of traditional

Is it the end of advertising?
People live in the age of the customer, when they can get what they want, when and how they want it.

Consumers have grown weary of interruptions. **Marketers are frustrated with digital ads.**

People aren't engaging with ads.

38% of US online adults have **installed an ad blocker.**[*]

0.35% is the average display ad **click-through rate.**[†]

In fact, they are flat out ignoring them.

50% of US online adults **actively avoid ads on websites.**[‡]

GE, P&G, Sears, and other major advertisers are **auditing digital buys.**

47% of US online adults **actively avoid mobile in-app ads.**[‡]

£0 SPEND Havas Media Group UK has **frozen spending on Google and YouTube.**

They want to connect with people and stories.

Global consumers trust strangers' reviews more than targeted content.

67% trust online reviews, while only 47% trust ads next to search results.[§]

$800 MILLION As marketers return to the power of storytelling, **TV upfronts are estimated at $800 million, an increase of 4.5%.**[**]

Source: [*]Forrester Data Consumer Technographics® North American Consumer Technology, Media, And Telecom Survey, Q1 2017 (US); [†]Google AdWords Industry Benchmarks; [‡]Forrester Data Consumer Technographics North American Online Benchmark Survey (Part 1), 2017; [§]"Global Trust In Advertising Report," Nielsen, September 2015; and [**]Media Dynamics 2016 Upfront Report

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advertising has become automated, the more it made things worse and the pressure has become unbearable to a point that this kind of advertising is mostly ineffective.

Now is the time for marketers to reinvent advertising. This is not the end of it, this period is about the early beginning of a new era; one in which technology will not just make advertising goods and services easier and faster, but better and cleverer.

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Notes and references

1 Even though we have evidence that the term Marketing was coined at the end of the nineteenth century, one can easily surmise that it has been practiced, at least empirically, a little before that.

2 http://cluetrain.com

3 This text can be found online at http://bit.ly/mkg-rev

4 http://bit.ly/silo-barr

5 http://bit.ly/break-silo

6 http://bit.ly/vendor-lock-in

7 http://bit.ly/vendor-lock-2

8 http://bit.ly/cmos-life

9 http://bit.ly/data-format

10 http://bit.ly/vendor-li-3

11 The examples given are from real terms and conditions found in business to business contracts. We have made minor amendments to aid reading.

12 Bridging the Silos: The Data Opportunity, by Patrick Dewald http://bit.ly/silo-gap

13 Patrick Dewald — Ibid.

14 http://bit.ly/cdo-lowdown

15 Average Tenure of CMO Continues To Decline, March 2017, WSJ.com http://on.wsj.com/2u5qVB8

16 15 examples of artificial intelligence in marketing, http://bit.ly/15-ex-ai

17 80 percent of all marketing executives predict artificial intelligence will revolutionize marketing by 2020, Demandbase at http://bit.ly/ai-revo-2

18 Ad Agencies Probed Over Contracts to Produce Commercials, http://on.wsj.com/contracts-ad

19 The End of Advertising as We Knew It, by James L. McQuivey and Keith Johnston, Forrester Research, forrester.com, May 2, 2017

20 Permission Marketing: Turning Strangers into Friends and Friends into Customers Hardcover — May 6, 1999 by Seth Godin http://amzn.to/2rY2swv

21 Forrester — Ibid.

22 "Half the money I spend on advertising is wasted; the trouble is I don't know which half." A quote often attributed to John Wanamaker, a 19th century retailer in Philadelphia, Pa. On the one hand, it is impossible to pinpoint that this quote is real (http://bit.ly/2rXL8YD). Besides, it's probably wrong.

23 How Brands Grow: What Marketers Don't Know 1st Edition — 2010 — Oxford University Press — Byron Sharp, http://amzn.to/2rXSifo

24 Forrester — Ibid.

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