



CONNECTED MARKETING

Putting your Customer First

**Shaping a new Era in Personalized
Marketing with Data and Simplification**



Activating and captivating customers with data-driven, contextualized marketing experiences – at scale

Marketing today is all about putting the customer first, understanding how they interact with the brand, and knowing when, and where, to start a conversation with them. The outcome – and ultimate aim of this customer-first focus – is a brand differentiating customer experience.

Achieving this rests on the ability to use data to drive a conversation with the customer. Consumers today want a personalized experience. They want convenience and unlimited access, and they demand it in real-time, 24/7.

The current global work-from-home model has accelerated this change in habits as more consumers than ever use digital channels to shop and engage with the brands they love. But digitalization was already changing people's media habits before the global pandemic hit home. Digital advertising on platforms such as Google, Facebook and Alibaba had taken off, with one forecast suggesting digital advertising's market share will reach 54.6% in 2022.¹

As the company's brand and consumer champion, Marketing must strike a balance between building a strong brand and just reacting to the latest consumer trends. Yes, user-generated content is of huge value, but it must be led by the brand itself. **It's how your content delivery cuts through the noise, rather than simply adding to it.**

In search of context

In this landscape, marketing communication is all about putting both brand and experience in context. How can data be used to identify and understand the context of each customer interaction with the brand across different channels? How and when do consumers search for a product; see what their peers are saying; get help; personalize their purchase; place an order; and demonstrate brand advocacy?

We're seeing an unprecedented and accelerating demand for engaging and contextualized content, across multiple channels, in every possible format, in real-time. In effect, we are witnessing a data and content explosion:

- Consumers expect to interact with brands 24/7, at every touchpoint.
- The one-way dialog from brand to consumer has been replaced by a two-way conversation.
- Immediacy is the new watchword as brands are expected to respond now, not in a week's time.
- Personalization rests on the effective orchestration of contextualized content.

Managing customer experience with contextual interactions sounds great on paper. However, the complexity and interdependency of these marketing trends makes this a significant challenge. All too often, the data needed to build a customer-first model is misused. While customers eagerly await more services and greater personalization, brands are simply using the data to target or retarget them with ads. This is not adding value to the consumer and, in fact, can do more harm than good.



Unraveling complexity with an ecosystem approach

As if the complexity of these marketing trends isn't enough, marketers must also address changes in their own operations. As we will see in the following pages, Connected Marketing is the orchestration of every element of the end-to-end marketing value chain, embracing both traditional and digital media. Where new technologies and exponentially proliferating data must be managed to drive brand success.

There are so many interactions today: Sales and Marketing are merging because marketing outcomes (like sales results) are measurable; client and agency are merging because the professional CMO wants direct exchanges with creative teams to save time and avoid losing good ideas through filters; internal and external data is merging; brands and consumers are merging, with user generated content and consumers wanting to build their own individualized brands.

This complexity can be only resolved by one model: the ecosystem. Marketers must adopt a Connected Marketing ecosystem approach in a new end-to-end operating model that unravels complexity. If they don't, they risk losing contact with their customers and seeing their brand become irrelevant.

Strategy, processes, and marketing technology (MarTech) will need to be reengineered and rethought to handle multiple channels and formats, as well as real-time customer dialog. Traditional organizational structures within this ecosystem must be reinvented because they are too slow for managing the content explosion.

So, we envision brand, MarTech and a company's organization forming the bedrock of this ecosystem – all tied together by data. The result of this transformation will be to enable true Connected Marketing that drives growth, the essence of which is:

Empowering customer obsession by delivering contextual, personalized experiences to all your customers, known and unknown. Using real-time data, supported by creative content, fast work processes and the right marketing technology, will ensure your brand is as fast as the consumers who are engaging with it.

Thus, the Connected Marketing ecosystem encompasses internal teams (e.g. Brand Management, Sales & Marketing and IT), along with external entities (e.g. agencies, third party data providers, consumers). And who is the orchestrator of this ecosystem? The Chief Marketing Officer.





A New Path for Marketers

Real-time communication between brands and consumers has arrived. Marketers need to focus on managing each customer's individual journey with the brand – in context.

That's why adopting an ecosystem approach to marketing is so important. It breaks down organizational silos to ensure previously disparate teams, functions and agencies can deliver a relevant brand experience that is the same at every customer touchpoint. And it removes complexity from fragmented vendor landscapes.

What does this mean for CMOs and their teams? Clearly marketers must follow a new path. Managing the customer journey within a connected ecosystem is about asking some pertinent questions so that interactions with the brand can be put into context:

- What do customers want and when do they want it?
- What touchpoints are your customers using?
- What are your customers saying about their experience?
- How do you deliver a seamless end-to-end journey?

The marketing ecosystem

What does this ecosystem look like? It begins with your brand and the consumer reaction to it. This reaction is now so fast and integrated with every customer touchpoint that no business can afford to operate in silos. And helping to shape the brand is, of course, your agency, a vital cog in the Connected Marketing ecosystem. To avoid losing time, the CMO must have direct exchanges with creatives in the agency instead of going via the account director as mediator.

Under the CMO's new 'ecosystem' remit, we see Sales, Marketing and Service merging as customer requests become interdisciplinary. Commerce across digital channels also integrates within this Connected Marketing ecosystem, so that any interaction or transaction with the customer merges into a seamless experience.

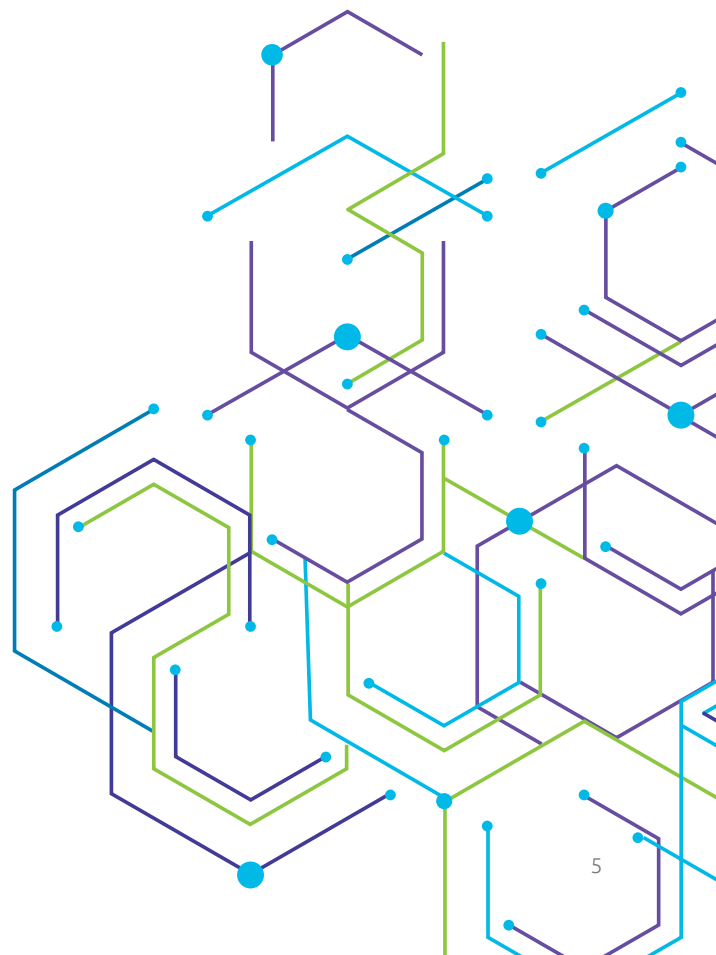
Another shift is the convergence of online and offline activity. Former "traditional" media such as billboards, radio and TV have become digital. For example, billboards feature QR codes and it's just a few clicks from the landing page to the buy button. The same is true in reverse: major e-commerce platforms such as sears.com offer companies advertising space. This merging of advertising and shopping sees Marketing moving ever closer to Sales.

Data-driven solutions

Of course, the thread that holds the Connected Marketing ecosystem together is data. This is a mix of company-owned, second- and third-party data, which must be brought together to provide a 360-degree view of the customer. First-party data is hugely important but often difficult to access because it's usually distributed in silos. Yet it can become a source of innovation. How? Through the introduction of new data-driven solutions.

To this end, the CMO holds a treasure of data based on tracking of audience media and consumption habits. Here we are seeing big, global tech players entering the fray, for example with cloud marketing suites from the likes of Microsoft and Google. These support real-time marketing with data drawn down from the cloud across the ecosystem.

The challenge for the CMO is how best to build the business case for investment in both the new technology and specific content that supports this Connected Marketing ecosystem, while having the potential to generate value and profit. This latter point is important. The CMO is now very much part of strategic growth plans and driving the business by exploiting data to derive new products and services.



Delivering the CMO's New Priorities

If, as we have suggested, the CMO is a driver of growth, digital transformation must be one of the CMO's priorities. With the right digital tools and digitalized processes, the CMO can take over as orchestrator of the Connected Marketing ecosystem to drive a truly value-adding customer experience.

Indeed, to achieve the business value only possible with Connected Marketing, digital must be part of the picture. It is an enabler of the five principles on which Connected Marketing is built: Personalization, Relevance, Brand, Responsiveness and Scaling. We connect them as follows:

Connected Marketing means customer activation by personalized, relevant and brand-specific content and services, delivered in the right moment by a responsive, fast, and interdisciplinary organization that is able to scale through marketing automation based on the right platform.

The following pages take a deeper dive into each of these five principles and describe the ecosystem approach that will bring them to life – from data to insights, and from targeting to the production of relevant, branded content and personalized communication on a large scale. This is enabled through marketing automation, the right organizational structure, and MarTech.

This is how Connected Marketing delivers a customer-first strategy.



Principle 1: Personalization

Digitalization has opened the door to massive data capture as consumers readily share their personal information online and via social media. "87% of Americans are willing to have various details of their activity tracked in exchange for more personalized rewards and brand experiences."²

The gradual rejection of one-sided mass communication in favor of an individual dialog between businesses and consumers characterizes more contextual customer engagement today. One example is the fitness app Nike Plus.³ By allowing Nike to track their fitness data, customers receive free customized training plans and offers tailored to their sports activities.

In this instance, we are seeing companies going beyond personalization and thinking contextual to target the interaction at different stages of a customer's intent to buy. This is achieved by using marketing technology to understand what customers want, why they want it, and what they intend to do next. And while cookies might now be restricted, the act of consenting means that a customer is happy for their data to be used to inform their interaction and experience with the brand.

Contextualized personalization at scale aims to generate immediate sales transactions as well as brand loyalty by engaging with consumers in real-time. Yet, according to some surveys, there's still a long way to go: "56% of US consumers are not confident that brands have their best interests in mind when they use, share, or store their personal data."⁴

What does it take?

We recognize that this is going to take a transformation across the entire marketing value chain, from profiling by data enrichment, to context-driven omnichannel communication using AI-driven predictions. Further, this will be in a continuous improvement process, making KPI-tracking key. And while MarTech is pivotal to all of this, we know that a key challenge will be to ensure teams are empowered by the tech, not overwhelmed by it.

We have defined a set of components that bring contextualized personalization strategies to life:

- **Profiling:** This merges data to predict and influence the moment of a purchase decision as accurately as possible. Marketers should establish their customer profiles to best decide the approach to 'moment marketing' across various channels and touchpoints.

What we do: We generate a deep customer understanding in four steps.

- Identify and centralize relevant data.
- Establish 360° transparency by analysis of customer data, direct customer feedback, and behavior pattern detection, as well as enrichment with external data.
- Make data-driven recommendations on how to precisely target digital marketing initiatives or forecast demand based on AI.
- Infuse profiling into the business, i.e. monitoring results or entering those insights into business processes to measurably improve the communication impact and sales conversion.

Outcome: Experience suggests that 90% of identified leads will be valid, the lead conversion will be up to 10% points higher, the retention of potential churn customers 20% higher, and the accuracy for up-selling recommendations will be 400% higher.⁵

- **Omnichannel marketing strategy:** This is the strategic plan the CMO puts in place to orchestrate digital, analog and physical channels, seamlessly connected, while interacting with customers. It aims to enhance the customer experience and will be shaped by the customer profiling activity.

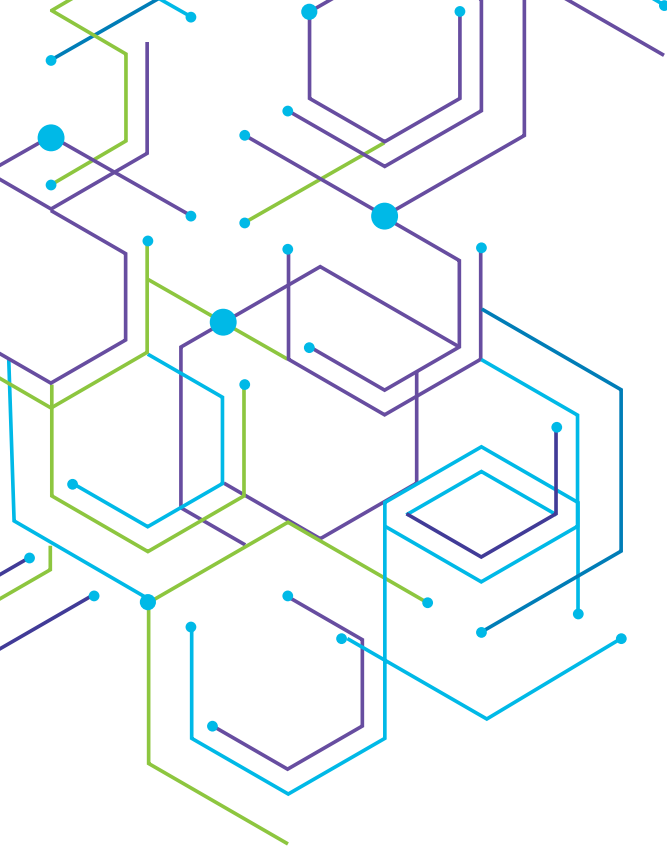
What we do: We segment the audience based on insight generation and data intelligence to realize a frictionless and personalized customer engagement model.

Outcome: Omnichannel customers typically spend 10% more online, and 4% more in-store than single-channel customers.⁶ Moreover, optimized omnichannel engagement retains up to 89% of customers, compared with 33% with weak engagement.⁷

- **Marketing automation:** This is the process by which a company designs, executes and tracks push and pull interactions with its customers throughout the customer lifecycle.

What we do: We continually test and learn when building technical capabilities, as well as increase data quality and campaign maturity. By automating repetitive tasks with MarTech solutions, personalized communications can be realized efficiently at scale.

Outcome: On average, the use of automation leads to 75% time saving in campaign planning and a 10% average cost reduction.⁸ Moreover, 74% of marketers say targeted personalization increases customer engagement.⁹



Principle 2: Relevance

On average, consumers engage with more than 10 different pieces of content, such as copy text, photos or videos, prior to making a purchase. Personalized content. Multiple channels. Multiple formats. It's a content explosion.

Managing this is key for personalized and contextual activation – the flawless delivery of relevant content. Relevance increases customer engagement and so the propensity to buy. **How you unlock your content can ignite emotion and ensure you effectively and efficiently engage your customers.**

What does it take?

Managing content takes you on a journey from strategy through research in content sources, administration and distribution, to measuring performance. Here are the key components we've mapped on this journey:

- **Data and compliance:** These emphasize that customer consent is a prerequisite for all communication efforts. To this end, consent-storing of marketing data, enabling permitted people to access permitted personal information, integrating sources, and ensuring compliance with data protection standards are essential.

What we do: We build data-driven environments around three pillars: data transparency in terms of data source and selection; accountability to gather consent and anticipate operating model changes; and empowerment through solid governance.

Outcome: CMOs have an opportunity to achieve a revenue uplift of around 5%. Further, 40% of global consumers will increase their online spend by at least 20% if they receive sufficient data privacy and cybersecurity guarantees.¹⁰

- **Marketing ROI:** This indicator relies on capturing performance data to attribute profit and revenue growth, while measuring the impact of marketing initiatives and giving insights to improve budget allocation.

What we do: Our approach extends from business-driven design, through the set-up of the technical foundation, to the implementation of tools, such as advanced dashboards and predictive analytics. We implement business logic toolkits to better structure the marketing budget across channels and measure related effectiveness.

Outcome: Advanced dashboards and predictive analytics support effective decision making and the continuous optimization of marketing investments. Marketing organizations can expect to realize an average 15% to 20% of ROI improvement with marketing analytics.¹¹

- **Content strategy:** This establishes what a company wants to sell, what topics it perceives as legitimate to communicate on, and what content its target consumer is genuinely interested in. It is important to assign clear objectives to each category of content, either sales or communication objectives. As data volumes continue to grow exponentially and digital habits evolve, content strategy becomes an ongoing activity rather than a definitive plan. This will ensure that relevancy, as well as quality and consistency, are maintained. Piloting the strategy through performance results analysis and consumer insights research will ensure it can be adapted to changing market conditions.

What we do: We combine AI-powered consumer social inference analysis and business consulting, together with 360° experience design and editorial capabilities. This enables us to outline business objectives and key topics and messages, create consistent content management systems, and deliver 360° scalable experiences through content.

Outcome: Our approach yields data-driven personalized experiences along the entire customer journey that are relevant to both the brands and their customers. This enables Marketing to build loyal audiences and communities of advocates, ultimately reducing marketing and paid media costs.

- **Content management:** This has leveled up to a new dimension to tackle the current content explosion. Companies need to implement, integrate and run content solutions that enable them both to effectively distribute their assets at scale and to manage relevancy through 360° activation in real-time. This is achieved by leveraging consumer data and marketing automation for relevance. Platforms also improve collaboration efficiency with internal and external stakeholders and ensure a consistent experience all along the customer lifecycle.

What we do: We assist our clients in implementing digital asset management systems (DAM), integrate them seamlessly within their IT landscape, and run them to reveal content relevancy when delivered on the right channel, at the right moment, to the right audience. Our interdisciplinary ways of working foster a performance-driven approach to the content lifecycle.

Outcome: Cost-efficient and business-oriented content management and services enable CMOs to increase the impact of their content effort, reducing time-to-market by 20%, uplifting team productivity by 19% and content reuse by 50%, ultimately increasing revenue through brand consistency up to 23%.¹²



Principle 3: Brand driven

What is a brand? We view it as the aggregate total of perceptions people have of an individual or organization and its offerings based on personal experience and media coverage.

A brand aligns meaning, appearance and experience to ensure complete consistency across all touchpoints. A strong brand expresses a unique promise, using a proprietary communication territory with its own codes to promote products and services that make the brand purpose tangible. In other words, a strong brand must have a recognizable, simple and powerful positioning, as well as a kind of uniqueness in the way it sells, communicates, interacts with or serves its customers.

Marketers clearly recognize the importance of the brand for customer experience. For example, we have seen a proliferation of digital services aimed at enabling customers to experience brands in a good way. Here we return to the fitness apps mentioned earlier. Consumers happily use these to track their sports activities: training intensity and duration, calories burnt, etc. There is a clear value to the consumer in these services, but what about the brands? Ultimately, in functionality, these fitness apps are barely distinguishable and easy to swap or even to replace. Where is the uniqueness that drives brand value?

In such a situation, brand owners should ask: can we articulate the difference between ourselves and the competition in a way our customer will understand and relate to? If the answer is no, you don't have a brand, just a product. Digital services must be brand specific, brand supporting and not exchangeable with the competition.

Building a remarkably different and relevant brand with a unique customer experience requires new levels of organizational readiness and responsiveness. **It's the difference between simply reacting to customer needs and anticipating them.** When done right, your brand will turn customers into regulars and regulars into advocates who ultimately generate organic and sustainable growth.

What does it take?

The customer experience you create reflects your brand positioning – through content that aligns the company's purpose with the customer experience, in real time. Brands must resonate with consumer expectations, which have significantly evolved in recent years, particularly since Covid-19. This ability to synchronize your brand and experience is how you differentiate in a crowded market.

Here are our recommendations for building a brand your customers love and trust:

- **Establish your brand strategy.** This is your long-term, global plan for achieving the brand objectives, and to building and increasing brand strength. The strategy sets the course for future product and company success. At the heart of the strategy is brand positioning. This aims to make the brand so attractive in the eyes of the audience and to be

distinguished from competing brands in such a way that it is the brand of choice.

What we do: Our approach takes into account the company's field of competence, the target group needs, and the competition when opting for one of the three strategic brand options:

- A single emblematic brand strategy, e.g. Persil, Knoppers, KitKat
- A product range brand strategy, e.g. Nivea, Tesa
- A house of brands, e.g. Allianz, Siemens.

Outcome: Brands that win have one thing in common – they're constantly relevant and constantly outperform. Customers strive for connections with brands that have the most meaning in their lives. This assertion is backed by research that shows brand leaders are winning in their markets, outpacing the growth rate of the Standard and Poor 500 stock market index in the United States by 35% in revenues and 215% in profits.¹³

- **Understand your brand purpose.** This 'purpose' goes beyond simply making a profit to the very reason that a brand exists – its *raison d'être*. To this end, positioning around a functional or emotional benefit is no longer enough. Rather, brand purpose is fast becoming the



heartbeat of modern brands and the key factor in making a brand become and stay relevant. The purpose describes why the company exists and what drives it.

What we do: **We help our clients create and manage a purpose-driven brand that grows brand equity and business value.** To achieve this, we work out the underlying motivation of the company and its contribution to society. Both have to be crystal clear, motivational and institutionalized within the business. The brand purpose has to be translated into tangible and measurable actions that are proof of the company's commitment to contribute, in its own way, to making a positive impact on major social and environmental issues. This positive contribution must be reflected in the way its products and services are designed natively. We use public mobilization and storytelling, as well as creating campaign-dedicated labs that can shift policies and change public narratives when it matters most.


Outcome: Purpose forms the foundation for profitable growth. Brands that demonstrate a focus on their purpose through continuous action are rewarded. For example, Unilever's "Sustainable Living" brands grow 50% faster than other brands in the company's portfolio.¹⁴ It embodies their corporate purpose "to succeed requires the highest standards of corporate behavior towards everyone we work

with, the communities we touch, and the environment on which we have an impact".¹⁵

- **Ensure your customer experience reinforces relationships with your brand.** Customer experience and its management are an integral part of Connected Marketing. Focus on the customer experience across all touchpoints and at every step of the customer journey to ensure your brand values meet users' needs..

What we do: We focus our efforts on: linking online and offline media through a consistent omnichannel approach to increase the efficiency of communication measures; differentiation from the competition through unique brand values and value adding services; and linking a product's or service's functional characteristics with an experience based, emotionally shaped omnichannel approach.

Outcome: Companies able to plot the customer journeys with their brand and offer a holistic customer experience are more successful than their counterparts. A study by Harvard Business Review shows that customers rated to have the best past experiences with a brand spend on average 140% more than those with a poor experience. Delivering a great customer experience also significantly reduces the cost-to-serve. American telecom provider Sprint reduced its customer care cost by 33% by focusing on improving the customer experience.¹⁶



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- **Measure the brand performance.** Examine the contribution of your brand to the company's success. Brand strength is the psychological value of the brand and is composed of the customers' brand awareness and brand knowledge. Brand knowledge can be operationalized by the scope and intensity of the mental associations related to the brand.

What we do: Our approach centers around two questions when measuring the brand strength:

- Diagnosis: Why is the brand strong or weak?
- Therapy: What measures should be taken to raise the brand value?

We use a behavioral-science model to measure brand strength. This is based on an analogy that describes human personality as an iceberg, with both a visible and an invisible part. The invisible part is marked by past experiences (brand credit). Brand image is the visible part of the iceberg and shows how the customer currently perceives the brand. We prefer using brand credit, which is measured by brand sympathy, brand trust and brand loyalty.

Outcome: In Standard and Poor's top 500, over 87% of the market value attributable to companies is now comprised of intangible assets such as brand.¹⁷ Having a greater measure of the brand strength directly impacts financial control and performance.¹⁸

Principle 4: Responsiveness

Customers want the brands they engage with to be responsive and relevant. This requires a fast approach to content production, with siloed functions reorganized and brought seamlessly together. However, delivering the CMO's new ambitions demands more than just internal transformation. New processes and ways of working must embrace how Marketing works, collaborates with Sales and Service, and copes with agencies.

What does it take?

Transforming the Marketing organization is a long-term exercise, for which Capgemini recommends the following:

- **Create a strategy for the marketing ecosystem.** This sets up a vision and will guide strategic decisions, shape digital choices, give orientation to employees, and clearly articulate what Marketing wants to achieve – and what it needs to get there.

What we do: We begin by defining a vision that harnesses new technologies and meets ambitious internal expectations. We use this vision and underlining marketing objectives to define a future target operating model capable of supporting real-time (if appropriate) and responsive customer engagement. Finally, we develop a roadmap to show what actions are necessary to bring this to life.

Outcome: Marketing gains clarity on its future direction and what's needed to deliver the targeted outcomes. Employees are given a sense of direction, resulting in better, more effective decision making and efficient distribution of work.

- **Establish the Marketing organization.** A holistic assessment of the Marketing department's core elements (functions, roles, and resources) will deliver the optimum structure. It should include the work processes, organizational structure, digital architecture, governance, leadership and culture, depending on the digital maturity of the Marketing team and the connectivity of the audience.¹⁹

What we do: We build on such insights to transform legacy Marketing organizations into agile structures, enabling the swift development of personalized, intimate and digital customer interaction, for which ROI is continuously tracked. We apply Minimal Viable Organization (MVO) logic to validate success and simultaneously tweak the future organization for maximum customer value.

Outcome: Our unique MVO approach minimizes implementation risks, engages employees, and drives towards a fine-tuned marketing organization. An adaptive marketing organization has the potential to yield an 87% increase in team productivity and significantly improved employee satisfaction.²⁰

- **Make people and culture part of your responsive approach.** Highly engaged teams show up to 22% greater profitability and are almost five times more likely to perform their best work. Marketing organizations need to proactively work to uplift employee engagement. They should include their agencies in this uplift process and jointly work on the work culture and processes.

What we do: Our structured New Deal change approach to co-creating solutions yields the best results when clients take an active role. Rapid prototyping and iterative validation with everyone involved prevent the frustration of employee and agency pushback.²¹

Outcome: By making your people the heroes of change, you win their commitment to the change. This has a proven impact on profitability by up to 22% and increases employee engagement – empowering your marketing ecosystem to outperform the competition.²²

- **Reset your agency model.** This should become the foundation for how Marketing interacts with its agencies. This includes the cooperation, governance and remuneration model with roles and responsibilities, as well as interfaces for all the agencies.²³

What we do: We work with our clients to develop a framework that matches both entities based on the maturity of the Marketing organization and the capabilities of the individual agencies. Initially, we elaborate a tailored governance in the areas of competence, roles, functionalities, touchpoints, and workflows to streamline the collaboration. This enables us to define the best steering model to facilitate the sleek management of agencies.

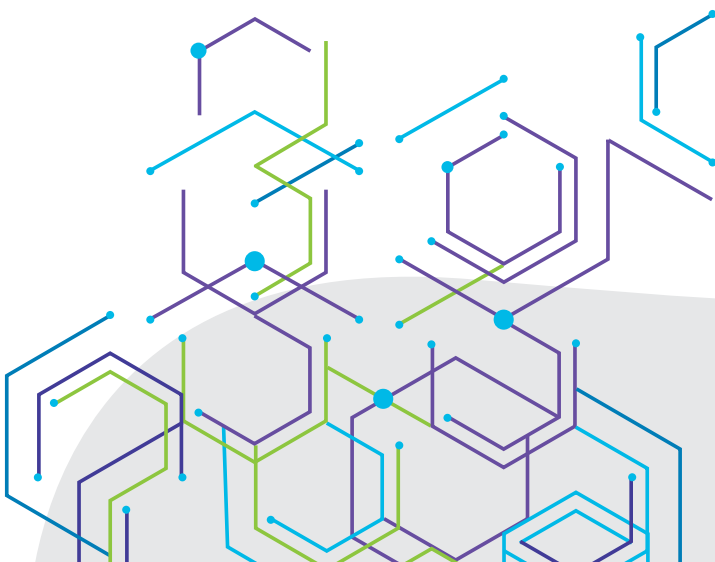
Outcome: An agency model that efficiently steers and interacts with all participants, and which is integrated into your marketing processes, will free up Marketing from time-consuming coordination activities. Further, it will speed the development of personalized and relevant content.

- **Select the right agency.** This is all about finding the perfect fit between the maturity of the marketing organization and the external agency in order to lay the groundwork for an optimal cooperation. Marketing must clearly define its agency objective, capture the technical and operational requirements and establish the degree of collaboration.

What we do: At Capgemini, we use a rigorous and customized three-step process based on selection criteria, databases, templates, toolboxes and assessments:

- Identify the agencies that are eligible,
- Filter the agencies capable of delivering on acceptable terms and with a complementary set-up
- Select the agency that best nails the proposed solution, pledges the necessary resources to deliver it, and has the organizational fit.

Outcome: A systematic agency selection process and appropriate onboarding should deliver lasting results. It discloses or mitigates pitfalls at an early stage, allowing for quick adjustments vs. late costly implications. 41% of companies report that the cost of a suboptimal agency hire exceeds \$25,000.²⁴



Principle 5: At scale

According to Forrester, to stay relevant, B2C marketing pros must reduce their reliance on outbound, channel-specific, timebound campaign capabilities. Firms should develop a MarTech strategy that provides the ability to deliver personalized interactions on-demand, wherever and whenever customers choose.²⁵ To achieve this, each key component of the marketing ecosystem's IT architecture needs to support a clear business goal.

MarTech is the differentiating pillar that underpins our Connected Marketing approach: delivering an enhanced value proposition across the entire customer lifecycle and for all domains of customer experience management. **Gartner research reveals that by 2022, CMOs who utilize 70% of their MarTech stack's capabilities will achieve 20% better marketing ROI than peers.**²⁶

Our offer is based on a platform view that brings everything together. From data capture systems, automation capabilities, social media monitoring and digital asset management, to data storage and data activation.

What does it take?

How to manage complexity, reduce the time to market, and be accountable for growth are among the main challenges for Marketing and IT leaders when transforming with digital. Our approach helps organizations build the Connected Marketing platform they need to overcome these challenges.

- **Target architecture:** Map the functional and technical aspects of the tools, platforms, channels and capabilities your Marketing organization currently has and benchmark this against our target architecture for Connected Marketing. We use this to define what your organization needs and to set up a powerful architecture.

Figure 1: Our functional capability model for the Connected Marketing platform

Operational capabilities		Data capabilities		Engagement capabilities					Channels		
Marketing Operations	Centralized Campaign Planning	Budget & Resource Management	Consumer & Marketing Data	Paid	Digital Advertising	Digital Acquisition & Activation	Performance Marketing	Programmatic Marketing	Ad Optimization	SEA (e.g. Google)	
	Marketing Performance Measurement	Marketing spend/mix Optimization			Social Earned	Social Marketing	Social Media Planning	Social Listening	Community Activation	Social Engagement	Display Advertising
Content Production	Content Planning	Content Creation		Customer Segmentation	Owned	Customer Segments Activation	Consent Management	Audience Insights & Intelligence	Targeting	Customer Activation	Social Advertising
				Customer Insights & Intelligence		Digital Advertising	Campaign Automation	Lead Nurturing	Personalization	Campaign Measurement	Marketplace Advertising (e.g. Amazon)
	Content Curation	Content Localization		Feedback Management		Content Execution	Content Activation	Content Personalization	Content Distribution	Content Measurement	Affiliate Marketing/Partnership Program
			(Customer) & Marketing Analytics	Offer Management (NBO)		Recommendation NBA	Real Time Interaction	Dynamic Offer Management	Loyalty & Rewards	Youtube, Facebook, Twitter, LinkedIn, (...)	
									Web communities, Blogs		
										Streams	
										SMS	
										Websites (Commerce Content SEO)	
										Mobile Apps	
										Newsletter	
										Email – direct messaging - alerts	
										Blog – special interest microsites	
										Physical Store	
										Immersive Experience (AI)	
										Conversational Interfaces (AI)	
										Contact Center Customer Service	
Enabling	Brand Purpose	Process	Organization & Change	Demands IT	Controlling	Partner Management	GDPR	Knowledge Management			

- **Platform design:** Our agnostic reference framework is designed around your specific marketing objectives. A platform view is the foundation of our reference model for Connected Marketing, combining customer platforms with a Customer Data Hub.
- **Data governance:** Increased global data regulation and the discussions about e-privacy require mature data privacy and quality, as well as consent management.²⁷ We help with defining your data strategy in terms of data collection, storage and activation with the ambition of unified and ethical data management. This is the cornerstone on which customer trust and loyalty are built.
- **Customer Data Hub:** CMOs want to leverage their customer data for delivering differentiating experiences, increasing their sales, and improving their operational efficiency. But while there has never been so much data available, it has never been so complex to access and activate with the required level of trust, agility, efficiency and cost effectiveness.

Our ready-to-use Customer Data Hub concept can be integrated with existing infrastructures to serve as a single source for customer profiles. This opens the door for next generation data-driven use cases, enriching customer data towards increased relevance and ROI and, in the specific context of each industry, connecting customer profiles with other types of data (operational and transactional) to create new value propositions for the customer.

- **Data Management Platform (DMP) and Customer Data Platform (CDP):** A frictionless customer data flow and storage is needed to activate data. The combination of customer profiles, including history and unknown customer data, is also required, along with evolving online and offline touchpoints. These requirements can be met with a strong machine, the CDP and DMP. These components are part of our Customer Data Hub and Connected Marketing approach building a single source of truth for marketing-related data.
- **Use cases and data products:** We help to build use cases for Marketing, Sales and Service with detailed information about the overall context and pain points. This is underlined with a market standard KPI framework, as guidance for analytics. Designing data products will provide relevant insights from each phase to optimize channels, interactions and activities.

- **Vendor selection:** We continually monitor innovations and trends from the big vendors. This market overview and expertise brings value to any enterprise team when thinking about new applications. We help find the right technologies and partners for Connected Marketing.
- **Maintenance:** We continually monitor and optimize each client's marketing technology, including security and reliability. We recognize the importance of understanding that MarTech does not have to be set in stone, rather it is continuously developed.



Recommendations for Achieving Connected Marketing

There are a number of tangible actions that CMOs can take to unlock agile and data-driven approaches to delivering real time experiences at scale.

1. Be personal!

Start with consent management because personalization rests on customer data. In turn, data privacy relies as much on trust as it does on compliance. From a customer perspective, data collection should be approached as a win-win partnership: with full transparency regarding how you intend to use it, and simplicity for the customer to access and edit – and potentially trade – their data.

2. Be relevant!

Know your audience, inside and out, to build communities of advocates. Assign measurable objectives to your content: how does it bring value to your brand and what does success look like? View your content value chain holistically: ensure you understand the integrated view of how content flows and is consumed. Start with identifying how your content is managed, enabling you to address either the efficiency of your content sourcing, production and distribution, or the effectiveness of your content in the consumer decision journey – or both.

3. Be brand driven!

Does your brand matter? Do you know where best to allocate your budget? Adequate KPIs will enable you to operationalize the impact of the brand at each touchpoint, with a method set up to measure if your brand values are perfectly communicated at each touchpoint.

4. Be responsive!

Have you fleshed out the vision for your Connected Marketing and determined your marketing objectives? Assess whether your team has the capabilities to meet these objectives as a prerequisite for unleashing the great potential of personalization and content marketing. Your marketing won't be responsive and fast if your team isn't. The same applies to your agencies.

5. Be platform driven!

Work with what you already have: Start with an as-is overview of the functional and technical aspects of your tools, platforms, and MarTech capabilities. Then compare this status-quo with your vision of Connected Marketing to identify what you need for your transformation. In this context, remember that this should embrace the end-to-end ecosystem at scale.

Together, these five recommendations will ensure your customers are at the center of everything you do. They depend on the maturity of your Marketing team. In order to quickly assess this maturity, try our self-test via www.trim-capgemini.com. Based on 20 questions, you gain a quick impression of where you stand with regards to processes, organization and MarTech, and can benchmark your organization against either your sector peers or a wider reference pool.

Connected Marketing with Capgemini

Capgemini's suite of end-to-end Connected Marketing capabilities and services enables organizations to respond effectively to the new era of marketing with a differentiating customer experience. At its core is our Connected Marketing ecosystem model built on the triumvirate of a company's brand, MarTech and organization, enabling efficient personalization and content marketing.

We provide strategic consulting, build the architecture, implement new digital tools, and run the entire ecosystem, as well as monitor, fine-tune and support organizational change. This unique one-stop portfolio of offers embraces the five core principles of Connected Marketing: Personalization, Relevance, Brand driven, Responsive and Scale.

We bring together data, technology and a brand vision to create and realize our clients' customer-first strategies. Are you ready to put your customers first?



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Find out more

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