



# Agile Marketing: An operating model for the modern day marketer

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# It's not about digital marketing – it's about **marketing in a digital age**



The customer is empowered



The customer is connected



The customer has high expectations

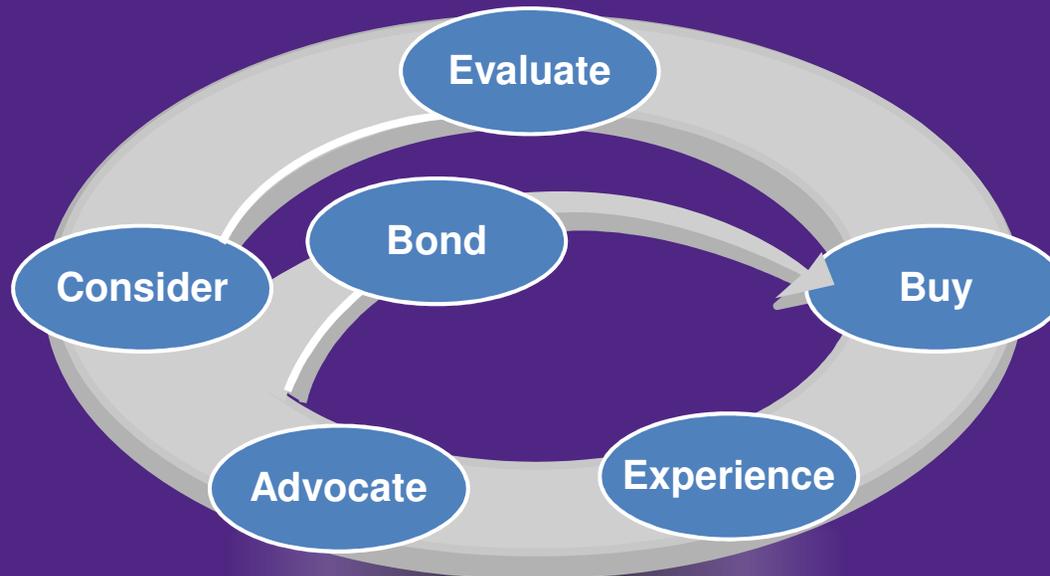
# The **customer decision journey** has changed

## Active Evaluation

Brands enter and exit the consumer's consideration set at any point up until purchase

## Initial Consideration

The consumer has an initial set of brands in mind based on brand perceptions and exposure to recent touchpoints



## Moment of Purchase

Ultimately the consumer selects a brand at the moment of purchase

## Loyalty Loop

After purchasing a product or service, the consumer has a formative experience and builds biases to inform his/her next decision journey

# In a **multi-device, multi-channel** world...



owns four digital devices & spends 60 hrs/wk consuming content across devices\*

Nielsen



moves between screens up to 27x an hour

Time Warner



uses 3 different devices to complete a task

Ad Exchanger

# This has **fundamentally changed** the dynamics of marketing

From traditional

To digital

One-off

Always-on

Push

“On-demand”

Mass

Personalized

Paid

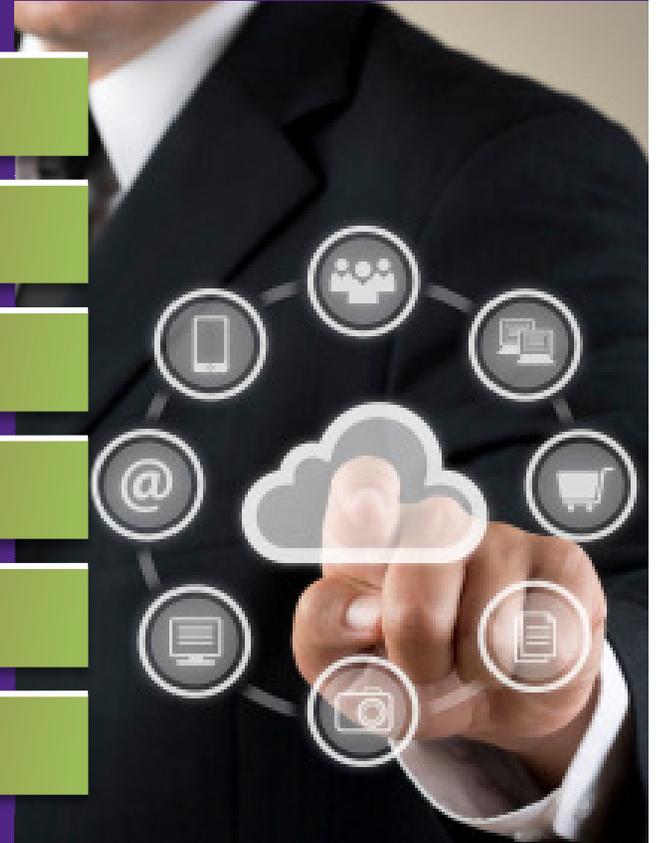
Owned + earned + paid

Pre-planned

Agile

Produce

Produce, measure, optimize



# The modern marketer must master **addressability and data activation at scale**

## Anonymous data

Brooklyn, New York  
Source = Google  
Keyword = new iPhone features  
4 page views  
Abandoned site on iPhone 6S page  
Male 25-34  
Drives luxury car  
Owns a home  
Travels frequently

## Identifiable data

Customer ID  
Segment definition  
Value \$430 per year  
Last purchase was Sept 2015  
Responded to family plan offer  
Spends time in NY & LA

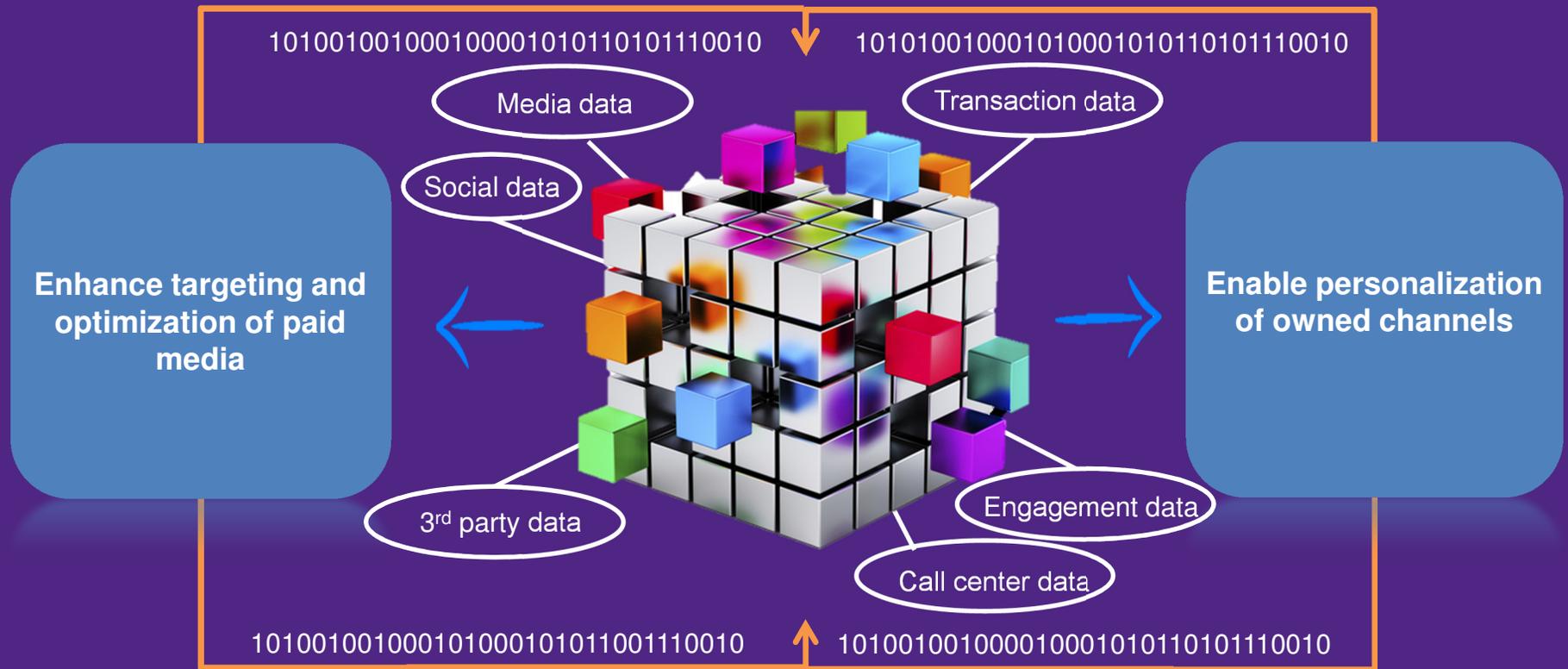
# Fueled by a robust and growing **data ecosystem**



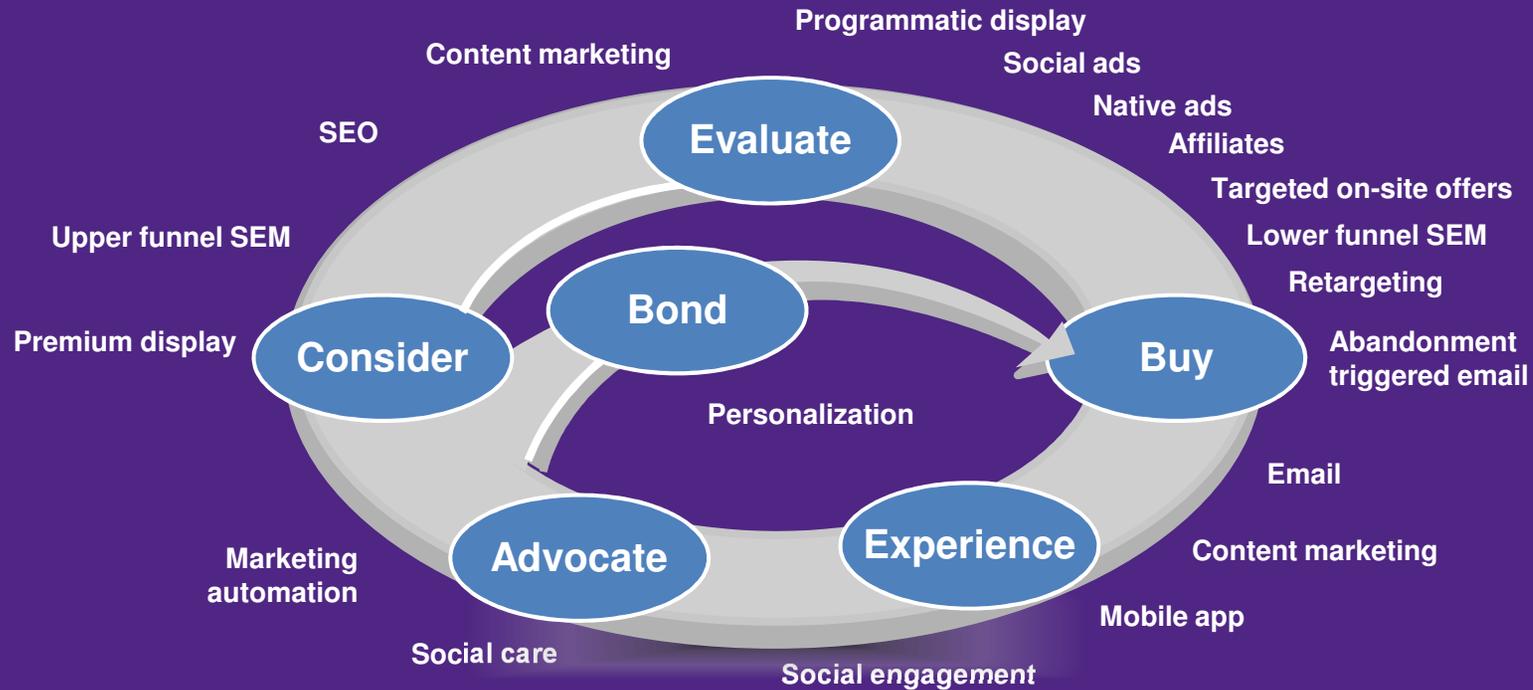
- ▶ Basic info
- ▶ Location & Neighborhood
- ▼ Professional Interests
  - \$500,000,000+  
B2B>\$500,000,000+
  - Marketing  
B2B>Sales>Marketing
  - Management Consulting  
B2B>Business & Finance>Management Consulting
- ▶ Hobbies & Interests
- ▶ Things You May Have Bought
- ▶ What Others Know About You

- ▶ Basic info
- ▶ Location & Neighborhood
- ▼ Professional Interests
- ▶ Hobbies & Interests
- ▶ Things You May Have Bought
  - Leisure  
Past Purchases>Travel>Leisure
  - Babies & Kids  
Past Purchases>Retail>Babies & Kids
  - Electronics  
Past Purchases>Retail>Electronics
  - Men's  
Past Purchases>Retail>Clothing, Shoes & Accessories>Clothing>Type
  - Health  
Past Purchases>Consumer Packaged Goods (CPG)>Health & Beauty
- ▶ What Others Know About You

# Fundamentally, **digital marketing IS data activation**



# Many **use cases** across the customer decision journey



# Guided by a simple and **effective organizing framework**

## Distribution

Marketing technology used to target addressable audience across channels



Delivering personalized experiences across channels



Creating a feedback loop to feed the data beast

## Design

Managing the content, offers, and experience the customer or prospects receives



Creative iteration



Offer management

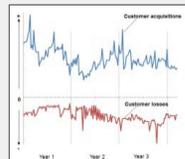


Testing & experimental design

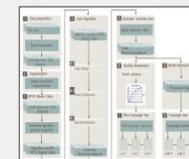
## Decisioning

Analytics model scores propensity for segments to convert or up-sell

Customer scoring  
Advanced analytics



| Product   | Market priority | Market focus |
|-----------|-----------------|--------------|
| Product 1 | High            | High         |
| Product 2 | Medium          | Medium       |
| Product 3 | Low             | Low          |



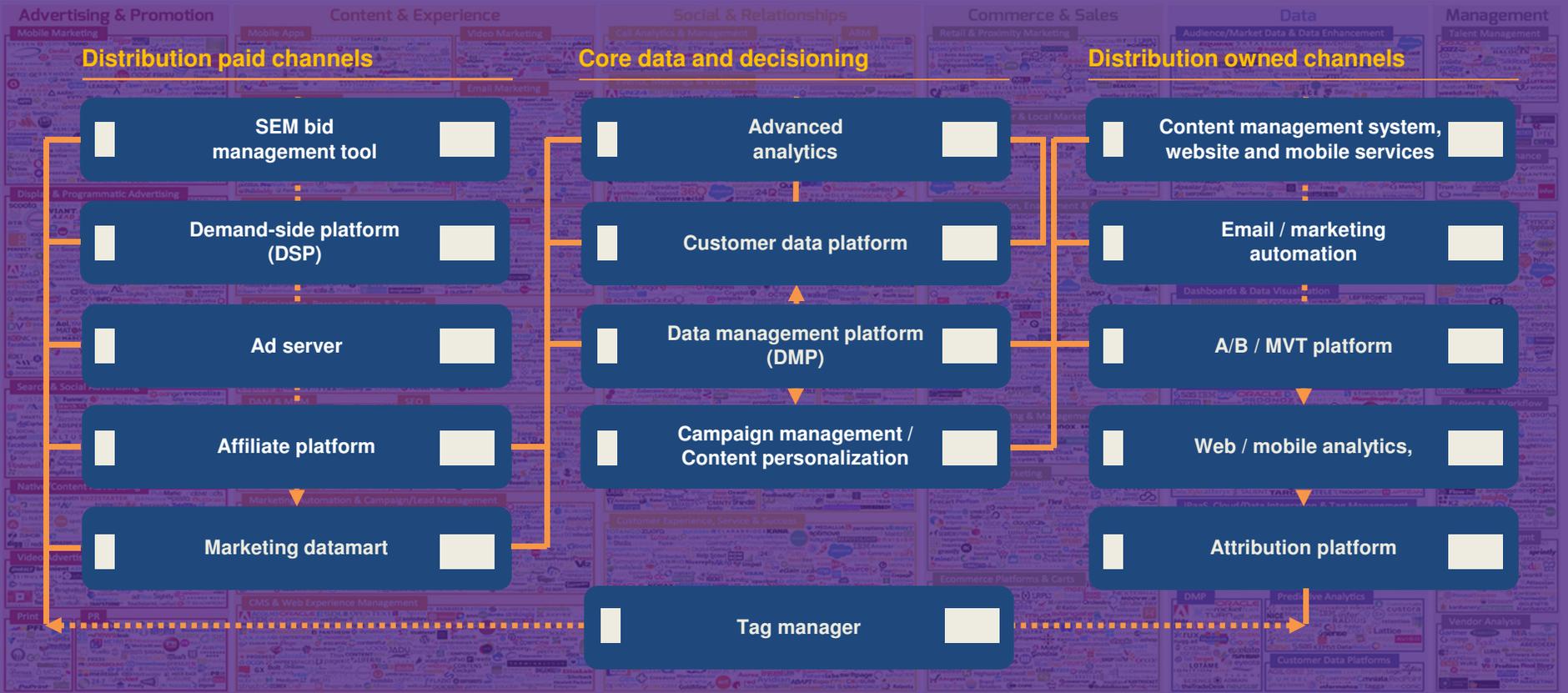
## Data

Data from disparate systems is aggregated in a customer data platform

360° customer view  
Addressability management



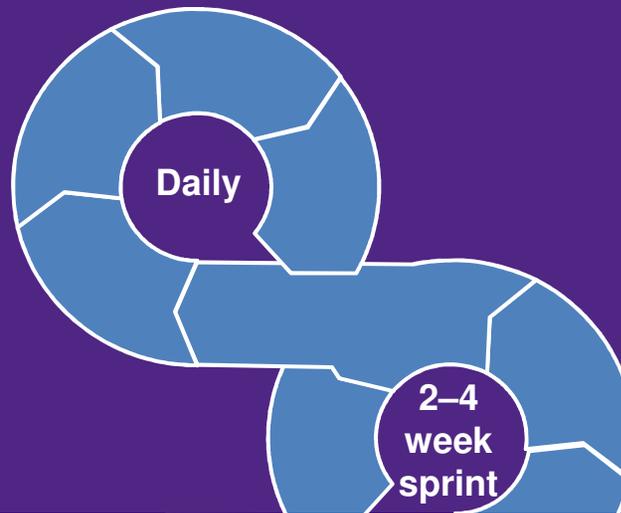
# ...and a **marketing technology stack** to manage data, campaigns, and analytics



Sources: CabiniEM (<http://cabiniem.com>), Captera, G2 Crowd, Google, Growthwars, LUMA Partners, Silfery, TrustRadius, VBProfiles — see <http://chelfmartec.com/2016/03/marketing-technology-supergaphic-2016/> for details.

Created by Scott Brinker (@chelfmartec).

# Technology is just part of the solution -- **Agile marketing practices** are a vital component to operationalize capabilities

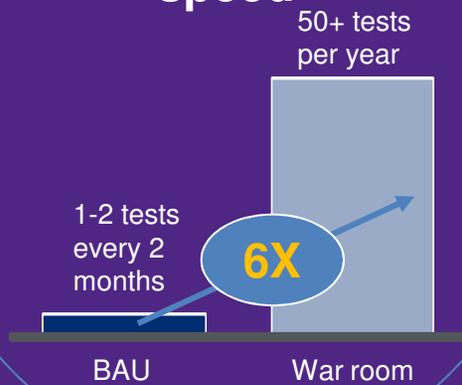


# Five core beliefs to **mobilize the organization** for data activation at scale

|   |   |  |  |
|---|---|--|--|
| 1 |    | <b>Mobilize cross functional leaders around the opportunity</b>      | Define value at stake, secure cross functional engagement<br>Motivate a sense of urgency                           |
| 2 |    | <b>Get creative about navigating the legacy</b>                      | Be relentless about solutions<br>Shift legacy IT projects into marketing Opex                                      |
| 3 |    | <b>Walk before you run</b>   | Fortify the foundation, prove ROI<br>Then develop complex capabilities at scale                                    |
| 4 |   | <b>Prioritize “lighthouse” projects to kick-start execution</b>      | Define primary use cases and rally around them<br>Pursue the biggest opportunities first                           |
| 5 |  | <b>Let data activation drive your new marketing operations model</b> | New roles and processes around strategy & orchestration, campaign management, content & creative, data & analytics |

## Putting it in context – some recent **big payoffs**

### New BAU speed



**25% -150%**  
Conversion rate  
improvements

**4X**  
Digital  
revenue

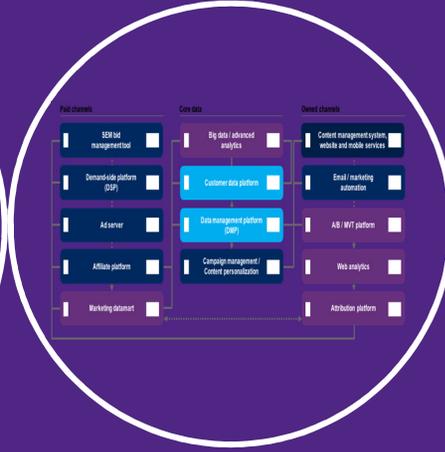
# Today's key take aways



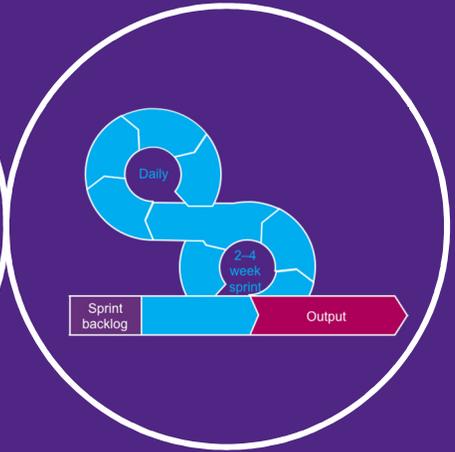
Be relentlessly customer centric



Have an unwavering commitment to data activation at the core



Develop the right marketing technology stack



Embrace agile marketing practices



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