



The challenges of Enterprise Marketing Management

Gert-Jan Tretmans





Unica Corporation





Unica at a Glance

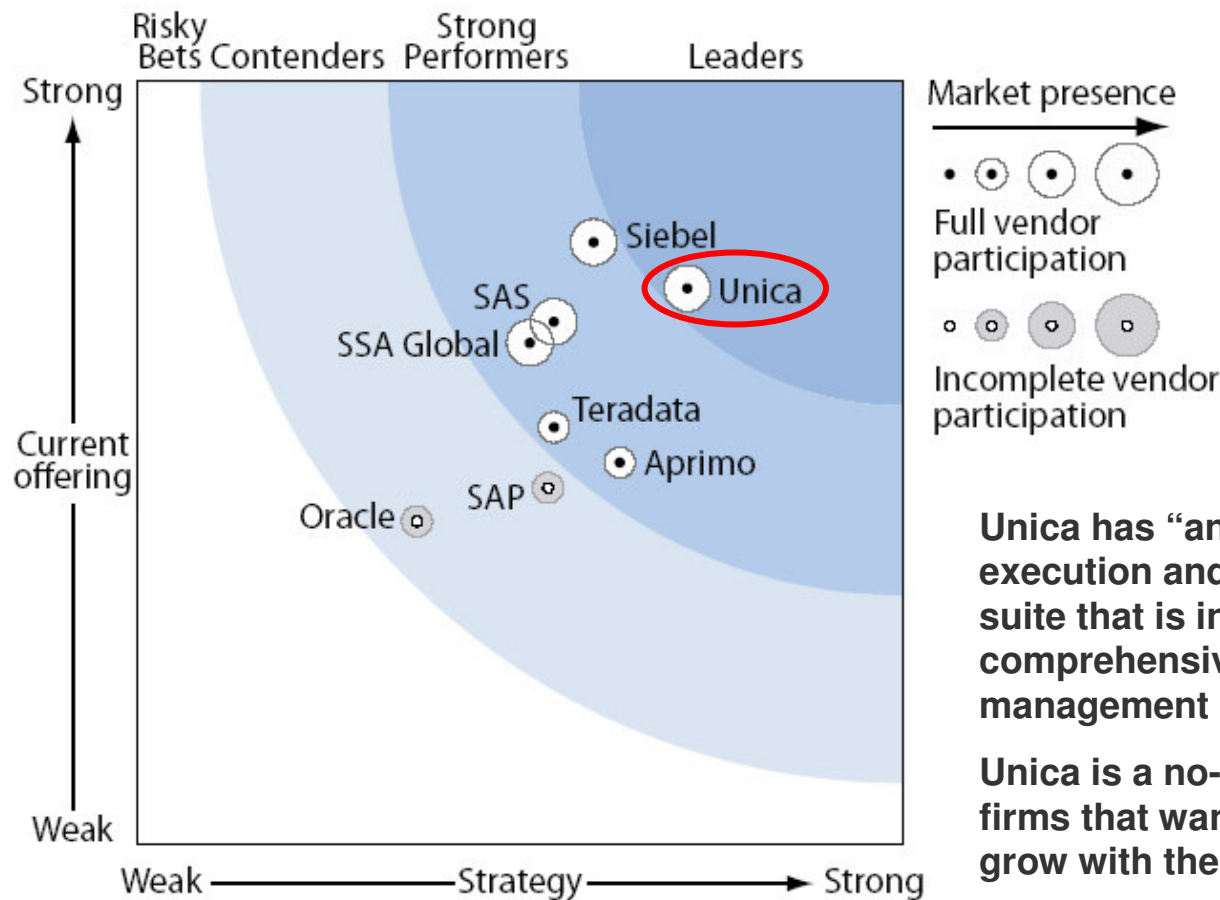
- Founded in 1992, public since august 2005
 - Operations in North America, Europe, Asia, and Australia
- Well established EMM market Leader
 - Top marks from Gartner, Forrester Research, Ovum and others
- Revenue growth & profitability
 - Profitable and rapidly growing
 - FAST 50, FAST 500, Inc. 500 company, 6 years running
- Over 500 customers across 5 continents
 - > 15 new customers in Benelux in the last 3 years





Forrester's take on EMM

Figure 4 Forrester Wave™: Enterprise Marketing Platforms, B2C, Q1 '06



We hear from clients and service providers alike that Unica is the “gold standard” when it comes to meeting the needs of sophisticated, high-volume direct marketing organizations.

Unica has “an exemplary record of solid execution and systematic expansion of the suite that is in line with its strategy to deliver a comprehensive enterprise marketing management solution.”

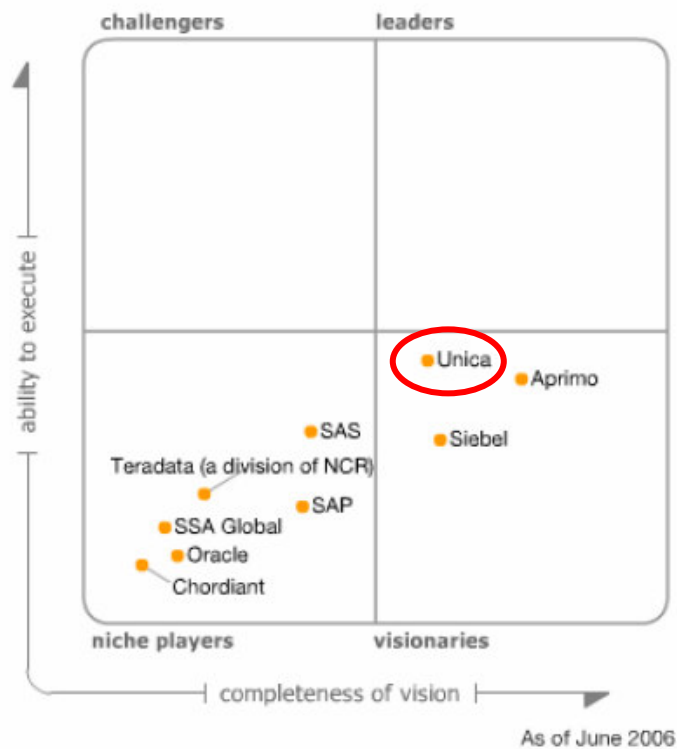
Unica is a no-brainer for direct-to-consumer firms that want an integrated suite that will grow with them over time”

Source: Forrester Research, Inc.



Gartner's take on EMM

Figure 1. Magic Quadrant for Enterprise Marketing Management, 2Q06



Source: Gartner (June 2006)

Unica has one of the broadest visions for EMM as a platform for externally focused marketing processes (relationship marketing) and internally focused marketing processes (operations).

With its strong focus on marketing, Unica is poised to become one of the early leaders in the EMM Magic Quadrant during the next two to five years. Consider Unica for its strong relationship marketing capabilities; open, scalable platform; and broader EMM vision.



Industry Leaders Choose Unica

Other Industries



Health/Insurance



Telecom



Publishing/Travel



Financial Services



Retail/Catalog



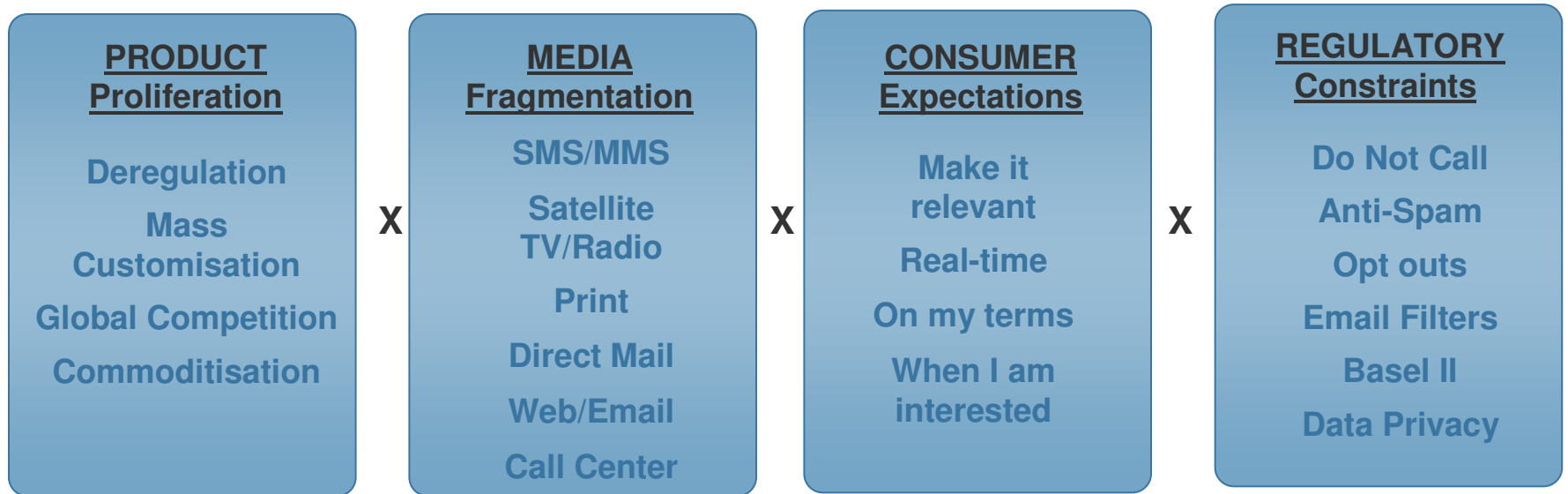


Marketing Trends





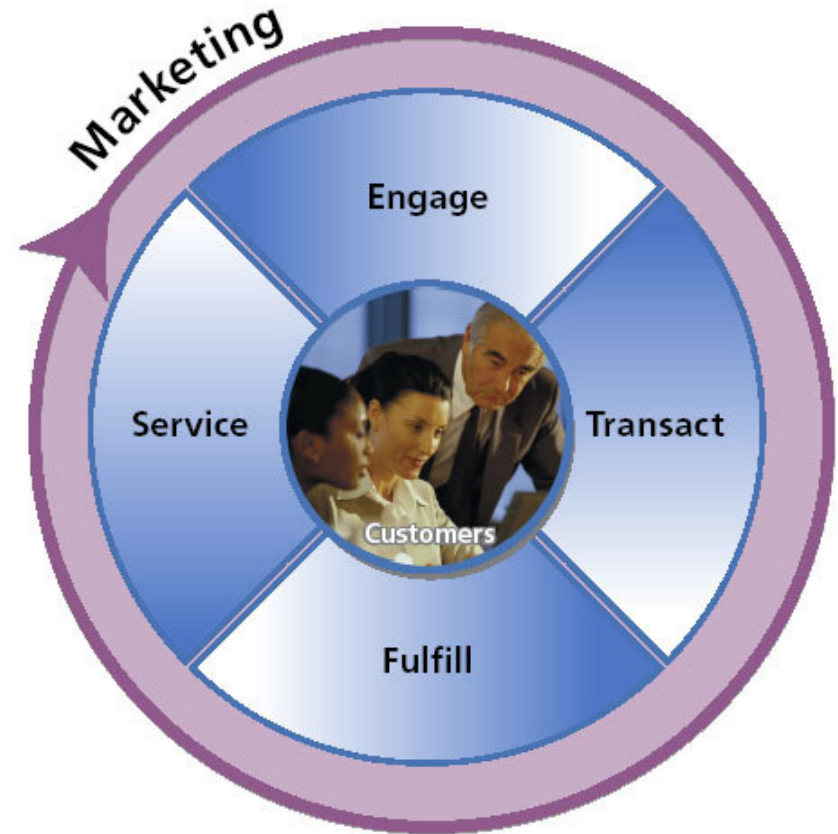
Trend #1: Marketing Complexity





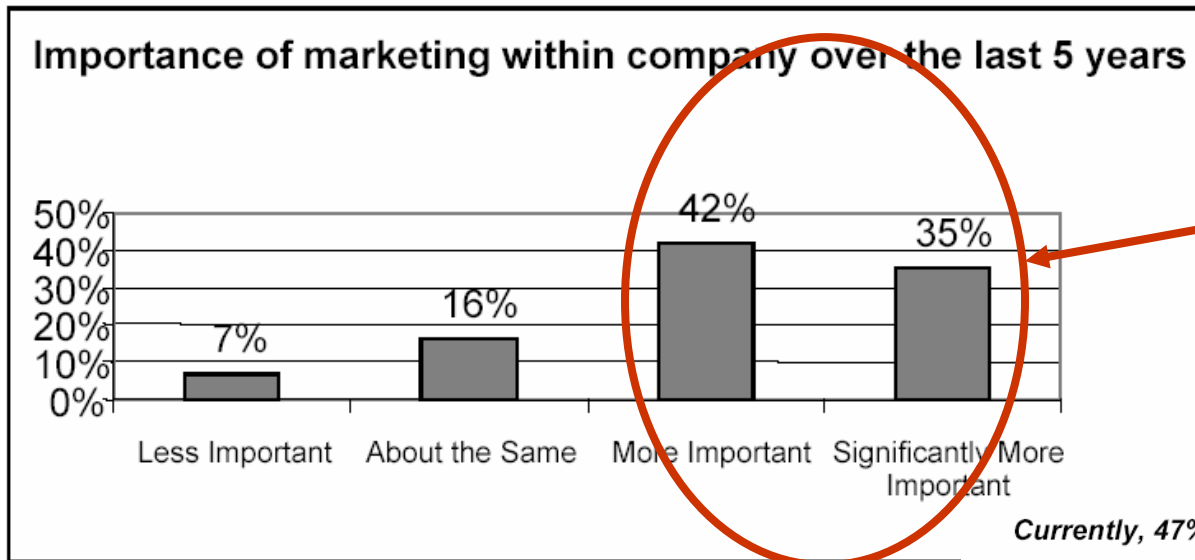
Trend #2: Customer Centricity

- Today's businesses are built around customers
 - Products, packaging, pricing
 - Go to market strategies
 - Direct and indirect marketing
 - Fulfillment and service
- Marketing drives the customer-experience
 - Uses customer understanding to determine life-cycle strategies
 - Creates and syndicates customer insight across the organisation
 - Drives effective interactions across channels, time, purpose
- Customer and business balance is required
 - Cost vs. time to market vs. results
 - Process vs. flexibility





Trend #3: Marketing Importance

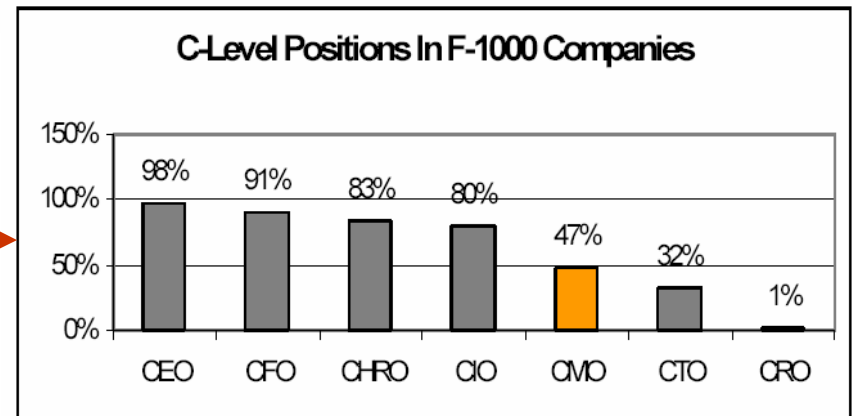


77% say importance of marketing is growing

Currently, 47% of FORTUNE 1000 Companies have CMOs

Source: ANA/Booz Allen Analysis 2004

Nearly 1/2 Fortune-1000 now have a CMO

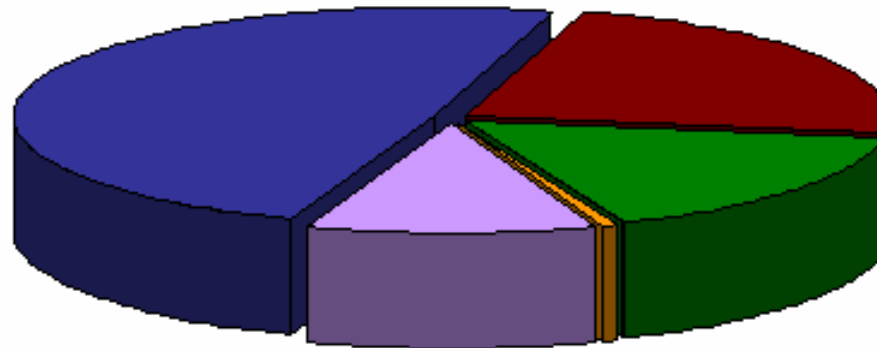


Source: idExec database, BAH analysis



Global Marketing Spend

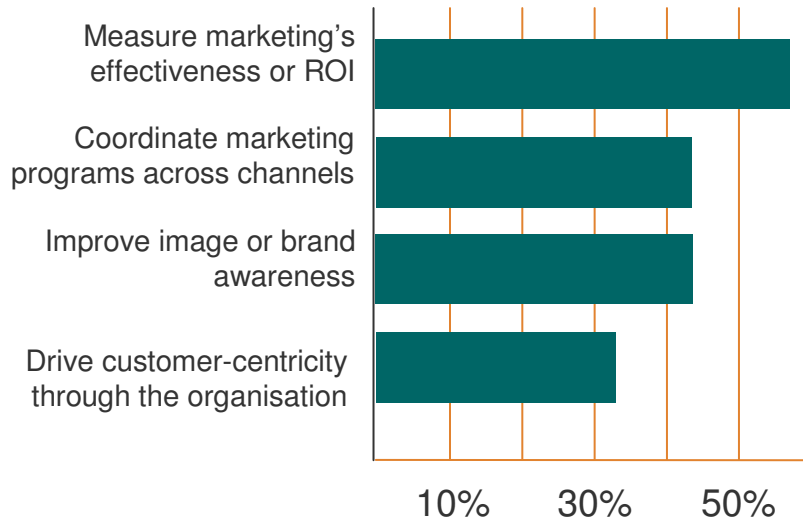
Over \$1T annual marketing expenditure



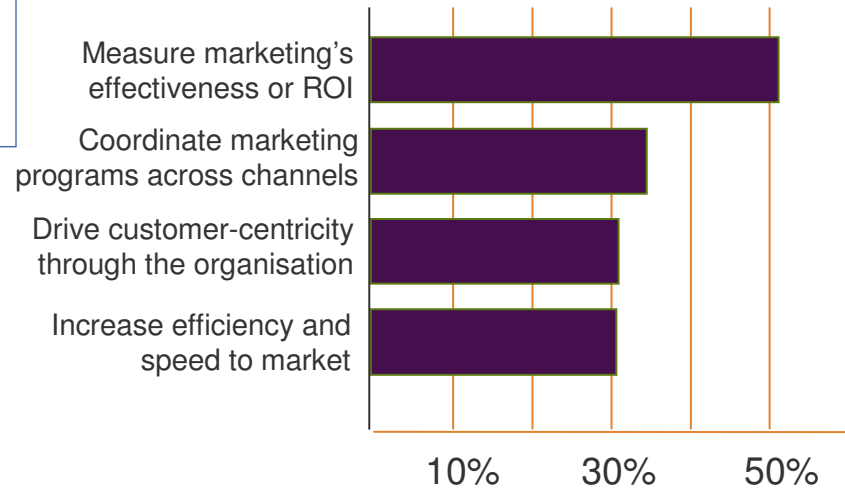


Marketers' Biggest Challenges

\$250M < \$1 billion revenue



> \$1 billion revenue



Source: Forrester Research, 2004



Example: Cross Channel Complexity

Stage	Marketing Goal	Customer Objective
Awareness	Name recognition	What is it?
Perception	Understanding	What does offering do? Key benefits? Value?
Consideration	Short list	Value / differentiation versus competition?
Trial	Evaluation	Availability? Initial experience? Quality?
Initial Purchase	Sale	Cost? Convenience?
Usage/Retention	Usage / repeat purchase	Ongoing value / quality / service?
Cross-Sell/Up-sell	Upgrade / Add-on Sale	Additional capabilities? Complementary offerings?



Marketing Channels

Marketers choose channels to meet goals...

GOAL \ CHANNEL	Awareness	Perception	Consideration	Trial	Initial Purchase	Retention	Cross-Sell/Upsell
TV / Radio / Print	●	●	◐	○	○	○	○
Out-of-home	●	◐	◐	○	○	○	○
P/R	◐	●	●	○	○	○	◐
Events	◐	●	●	●	○	○	○
Web (3rd Party)	●	●	●	○	○	○	○
Web (Co. Site)	○	◐	◐	●	●	●	●
Email	○	○	○	◐	◐	●	●
Direct Mail	○	○	○	◐	◐	●	●
Telemarketing	○	○	○	◐	◐	●	●
Mobile (SMS/MMS)	?	?	?	?	?	?	?



Marketing Disciplines

... that require different disciplines to manage & leverage.

GOAL \ CHANNEL	Awareness	Perception	Consideration	Trial	Initial Purchase	Retention	Cross-Sell/Upsell
TV / Radio / Print	●	●	○	○	○	○	○
Out-of-home	●	●	○	○	○	○	○
P/R	○	●	●	○	○	○	○
Events	○	●	●	●	○	○	○
Web (3rd Party)	●	●	●	○	○	○	○
Web (Co. Site)	○	○	○	○	●	●	●
Email	○	○	○	○	○	○	●
Direct Mail	○	○	○	○	○	○	●
Telemarketing	○	○	○	○	○	○	●
Mobile (SMS/MMS)	?	?	?	?	?	?	?

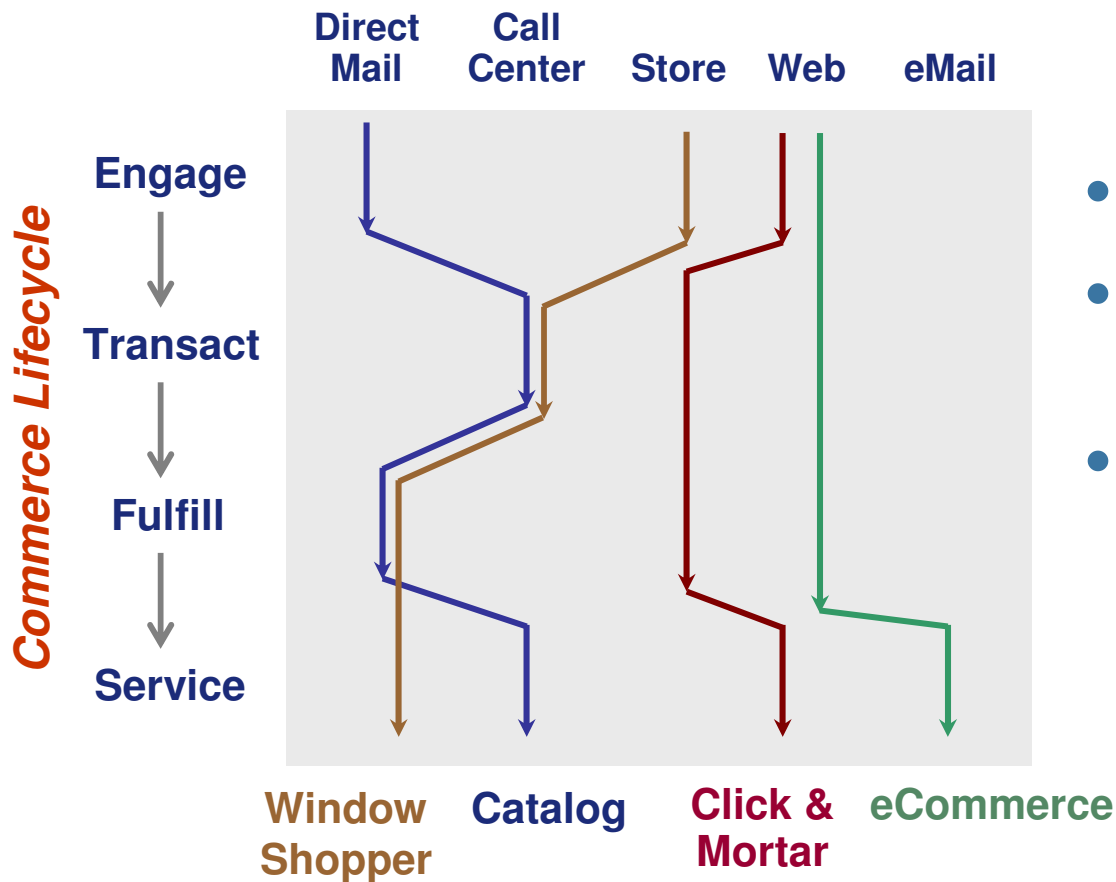
Brand Marketing (indicated by a blue arrow pointing from the left side of the table towards the right side)

Addressable Marketing (Direct Marketing) (indicated by a blue arrow pointing from the right side of the table towards the left side)



Cross Channel Interaction Patterns

Touchpoints



- Patterns influence profitability
- How do customer segments map to interaction patterns?
- Use marketing throughout cycle to encourage behaviours



Ten Year Bets...

- ① Marketing spend will be in addressable channels
 - ALL non-addressable channels today will be fully or partially addressable
- ② Most companies will have EMM*
 - Marketing resources won't be managed via 200 spreadsheets
 - Custom SQL or SAS code won't be used for campaigns
 - Marketing won't rely on statisticians to build every model or manually analyze marketing results
- ③ IT environments will still be heterogeneous

** "By 2009, leading adopters of marketing applications will find that 75 percent of their marketing automation functionality comes from one well-integrated provider while still relying on best-of-breed functionality in certain analytical and MRM areas (0.7 probability)." Gartner*

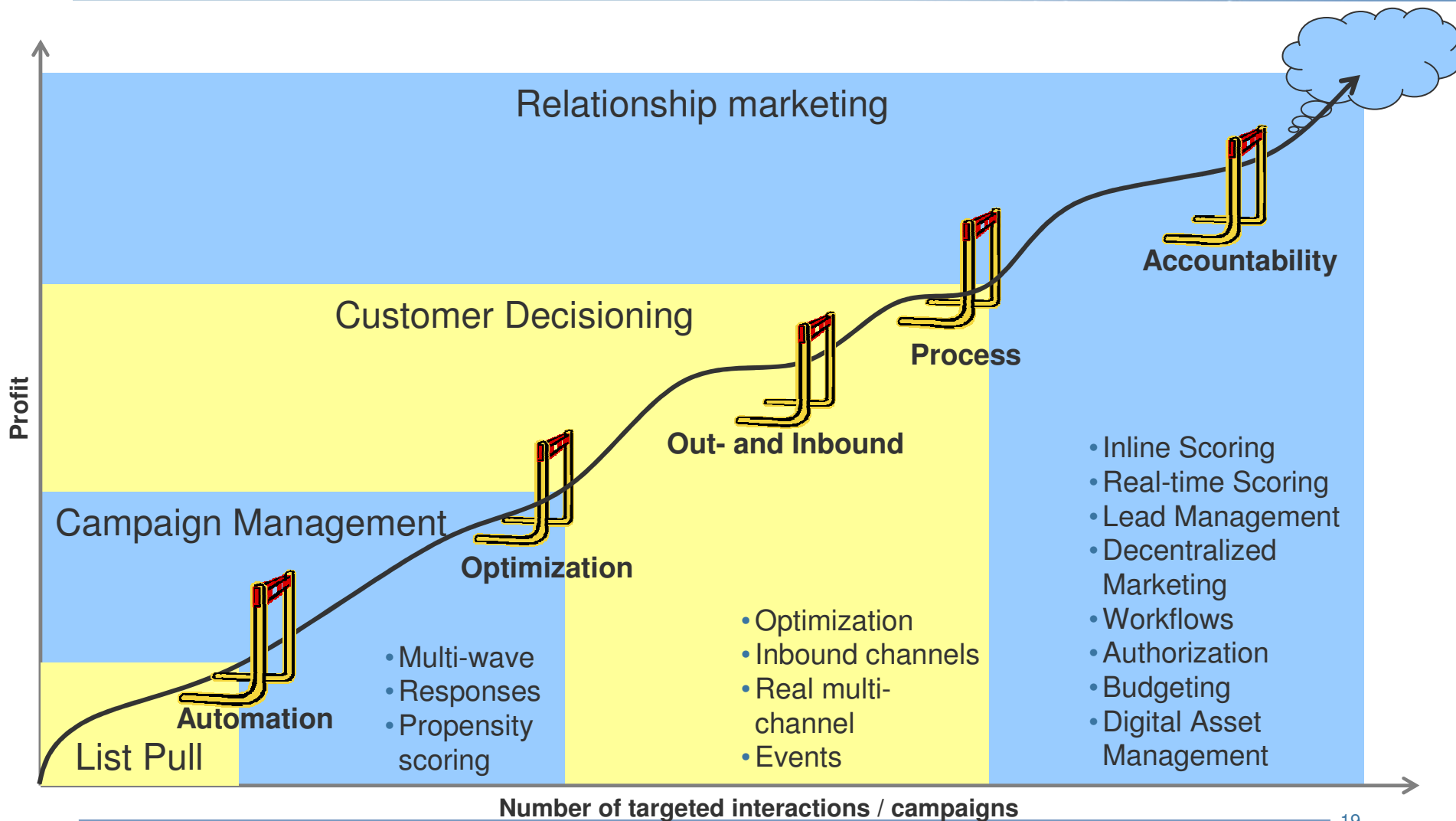


Key marketing paradigms and challenges





Challenge 1: Scaling Direct Marketing





Challenge 2: Accountability Paradigm

- Managing increased complexity of marketing
- Keeping marketing measurable and optimized
- Core technology: a “system of record” for marketing

Electronic “Project Folders”

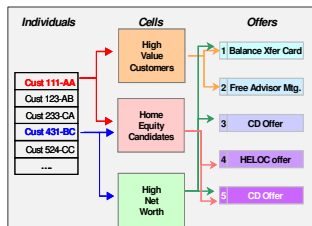
Digital Assets

Link from external page (other work shows except exact engine)	Page Rank	Hit	Profit
http://www.fly.com/...	1.0	14.0	1.2
http://www.fly.com/...	1.0	14.0	1.2
http://www.fly.com/...	1.0	14.0	1.2

Change logs & audit trails



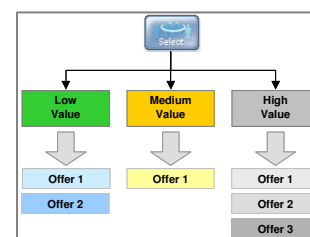
Budgets



Campaigns

Credit Card Offer	
Offer name*	College Card
Offer code*	ABC-123
Description	College Logo Card
Contact channel	Email
Expiration Date	6/30/05
Promo Rate	5.25%
# Months	2
Go-To Rate	18.5%

Offers



Segments

Program calendars & project schedules



Challenge 3: Control entire marketing process

ON TARGET

Owner	Campaign Code
Jack Smith	CMP1042

Task Late
Task On-Time

Comments:
Took a while but this task is complete

Project/Campaign Coverage Map Crosstab
Row Dimension : Business Unit
Column Dimension : Product Family

		Solar Energy	Wind Energy	Total
UK - Advertising	No of Projects	<u>1</u>		<u>1</u>
	Budget Total	205,000		205,000
	No of Resources	8		8
US - Advertising	No of Projects		<u>2</u>	<u>2</u>
	Budget Total		410,000	410,000
	No of Resources		16	16
US - Brand Marketing	No of Projects		<u>1</u>	<u>1</u>
	Budget Total		205,000	205,000
	No of Resources		16	16
US - Consumer Direct Marketing	No of Projects		<u>1</u>	<u>1</u>
	Budget Total		205,000	205,000
	No of Resources		16	16
US - Internet Marketing	No of Projects		<u>5</u>	<u>5</u>
	Budget Total		1,025,000	1,025,000
	No of Resources		40	40
Total	No of Projects	<u>1</u>	<u>9</u>	<u>10</u>
	Budget Total	205,000	1,845,000	2,050,000
	No of Resources	8	88	96

Local intranet

2/28/2005 Accepted

3/31/2005 In Progress

Pending
 On Schedule
 Late
 Overdue





The Enterprise Marketing Management Suite





The EMM Suite

Senior Executives

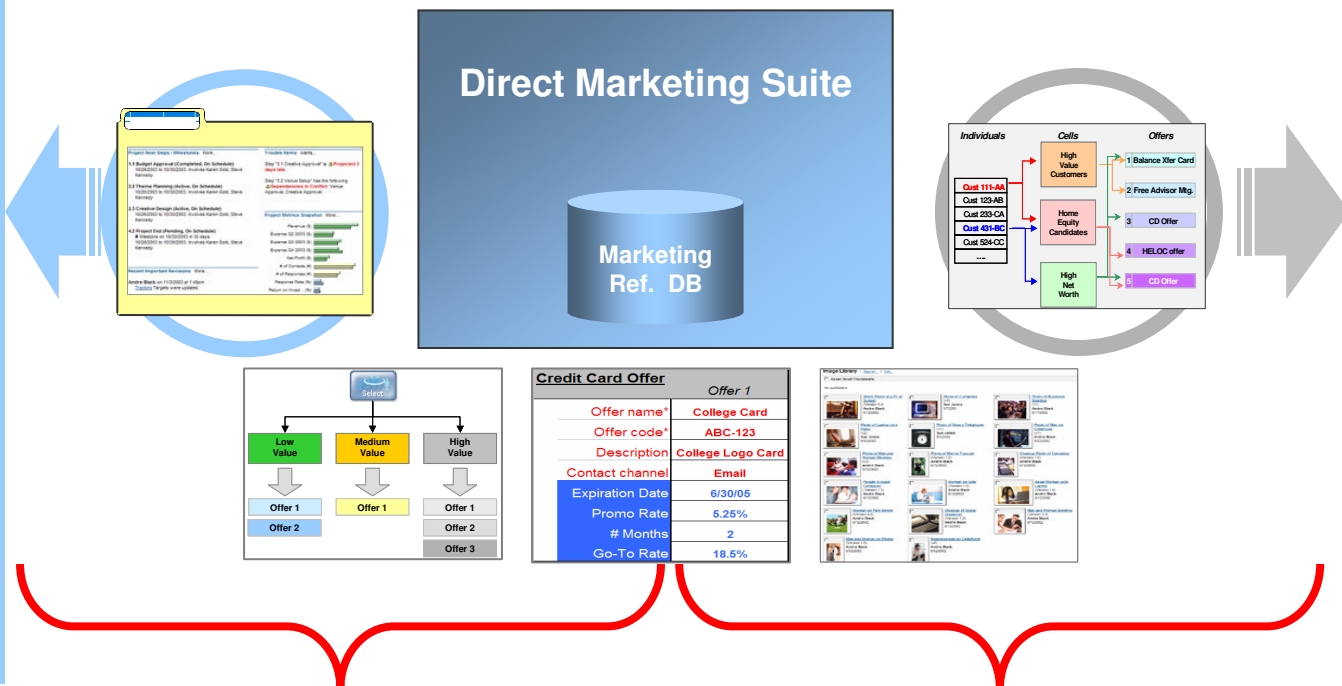
Business Units & Brand Managers

Project Team

Legal Dept

Agencies & Vendors

Plan Design Execute Measure



- Direct Mail
- Branches/Stores
- Contact Centers
- Web Sites
- eMessaging
- Mobile Devices

Credit Card Offer	
	Offer 1
Offer name*	College Card
Offer code*	ABC-123
Description	College Logo Card
Contact channel	Email
Expiration Date	6/30/05
Promo Rate	5.25%
# Months	2
Go-To Rate	18.5%



POWERING MARKETING SUCCESS™