

INDIA EDITION

4 Hard-Won Cross-Channel Tips From the Pros

Lessons from hundreds of real-life cross channel implementations distilled and condensed.



Real Results From Real Practitioners



Demonstrable increase in effectiveness.

Marmik Mankodi,

Growth Hacker, Marketing, Product & Strategy, Faasos Food Service



Improve revenue generation.

Mohan Muniraju,

CEO, Holkoi Technologies



Raised customer experience

Sapna Ahuja,

COO, MapmyIndia



Improved CX and increased revenue.

Li Zhiliang,

Head CRM, ZALORA Group



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The Customer Owns the Journey. Not You.



One of the biggest mistakes brands make is creating customer journeys on behalf of customers.

When a brand decides a customer's cross-channel journey, they deliver two unfortunate results: One, a less-than-optimal customer experience, and two, disappointing marketing ROI.

Most Marketers Tend to Decide for the Customer By:

- Splitting the customer journey into acquisition and retention to fit organizational silos. That's not how customers experience your brand.
- Focusing on a single channel, assuming it's what customers prefer without backing it up with customer data and insight.



Only customers can decide their journey across channels, not the brand.

When the reverse happens, it results in poor customer experience. **According to a study, 55 percent of consumers say their shopping experiences are disconnected across channels.**

Following your customers' lead and leveraging analytics to map customer journeys across channels helps both brands and customers. It provides brands with better ROI because they are no longer basing marketing efforts on assumptions. It also enhances customer experience because customers feel like brands know what they want.

"What's important to remember is that customer journeys aren't created; they're discovered. When we try to create journeys, we fall into one of these two traps: We either hallucinate customer needs, or throw away the customer experience playbook altogether and focus on the needs we know intimately: Our own."

Jake Sorofman, Gartner

Source: Blogs.Gartner.com

Tip #2

Focus on a Few, Important Channels

A full 73 percent of consumers use multiple engagement channels when interacting with companies, according to HBR. This, combined with the mushrooming number of channels has created intense pressure on marketing departments. According to Smart Insights, there are over 120 channels marketers use to engage with customers.

Real-world experience demonstrates that greater success can be achieved by carefully selecting and focusing on a small set of channels—rather than attempting to be on a large number of channels. Using too many channels results in a loss of control, increased administrative costs, and poor ROI.

The Key Question Many Marketers Ask is: How Many Channels?

This number depends on a number of factors, including how mature your organization's cross-channel marketing

practices are. But, here's a clue: Almost half of all consumers (47 percent) use 3-4 touchpoints.

The Next Question is: Which Channels?

That's a tougher one because it depends on what you are trying to accomplish.

Let's take an example. Say you were trying to create a marketing campaign to drive up sales of the iPhone 8 on Valentine's Day. You also want to leverage the opportunity to create a brand moment by allowing couples to take and share pictures of themselves on social media. Both targets can be met **but only if you can drive in-store iPhone 8 sales.**

Using Facebook, you could target customers of a certain age group, who are in a relationship, with a teaser campaign starting in mid-January. You could then use an SMS channel (a more urgent channel)

to drive a discount coupon, one week before Valentine's Day. This coupon is only redeemable at an Apple store.

In this example, you used two specific channels in conjunction because you wanted a specific outcome: Drive sales from a brick-and-mortar store.



120

The number of channels marketers can use to engage with customers.

Source: Smart Insights

73%

Of consumers use multiple channels during their shopping journey.

Source: HBR

The Number of Channels Customers Use

Number of Channels	Percentage of Customers
1-2	25%
3-4	48%
5-6	20%

Look Beyond Simple Attribution

Cross-channel initiatives use multiple channels to complement each other. That's why marketers should not apply single-touch attribution metrics to benchmark the success of a cross-channel campaign.

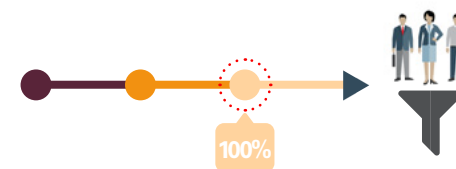
Measuring Attribution of Cross-Channel Communications



The objective of an attribution model is to offer a simple mathematical formula to measure the impact of each marketing communication at different touchpoints throughout the conversion path.

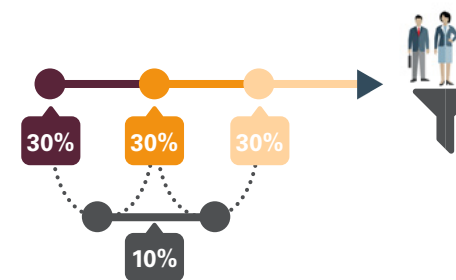
For example, if a customer received an email, saw a TV ad, clicked on a sponsored listing, and used a coupon code within five days before purchasing a product, an attribution model would be used to assign credit to each of these touchpoints. This would help a marketer gain insights to more effectively orchestrate a cross-channel, multi-touch marketing program that would increase conversions and raise revenue.

Types of Attribution Models



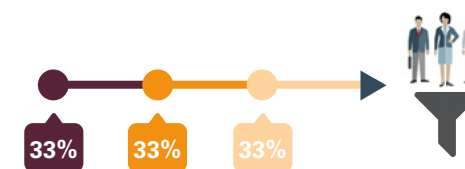
Single Touch

As the title indicates, single touch attribution credits any single touch (including first touch and last touch) with conversion success.



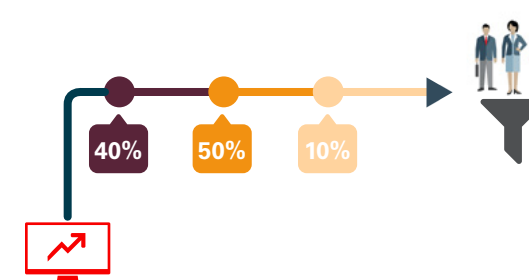
Multi-Touch (Weighted)

Weighted multi-touch models, like U- or W-shaped, attribute conversion success to every touchpoint—but put a greater weightage on first touch, lead generation, and/or opportunity generation.



Multi-Touch (Linear)

Linear multi-touch models attribute conversion success (can have multiple definitions including sales, or opportunity creation)—equally—to every touchpoint.



Multi-Touch (Custom)

Algorithmic attribution uses machine learning and statistical models to decide how much weight each touchpoint should receive based on a defined conversion success metric.

71%

Of marketing departments that use a weighted multi-touch attribution model expect their budget to go up versus 63 percent who employ single-touch models.

Source: State of Pipeline Marketing Report

Tip #4

Focus on Customer Experience, Not on Channels



The Potential Dangers of a Channel-Centric Approach

Driven by a discount special, 200 customers start—and then abandon—the purchase of an Amazon Echo between 6:00 a.m. and 8:00 a.m. on a Monday.

The retailer's marketer, Rachel, is desperate to recover the sale. She decides to leverage all the tools at her disposal (SMS, mobile notifications, and email.)



Rachel applies channel-specific best practices. A mobile notification goes out 15 minutes after each abandoned purchase. She then sends out an SMS on Tuesday at 8:00 a.m. (because Mondays aren't considered ideal for SMS). Finally, she shoots an email on Tuesday at 10:00 a.m, one of the best times to send out emails.

Rachel analyzes the performance of each channel. Each has done fairly well, with the exception of email, and she is pretty happy. By now, she is far removed from her original goal: To close sales. Worse, real-world experience shows she has potentially worsened her chances to closing sales with her multi-channel approach.



Applying Cross-Channel or Omni-Channel Thinking

When marketers focus on channels, rather than customer experience and campaign objectives, two problems arise:

- Marketers apply channel best practices, thereby placing campaign objective second
- Marketers measure the success of each channel's performance—not the performance of the campaign

Smart marketers don't take a channel perspective when building a cross-channel strategy:

They focus on customer experience and campaign objectives, and therefore apply cross-channel or an omni-channel strategy. A better approach might have been for each type of communication to be sent out only if the previous one did not work, for example. Also, they would be sent out at a time that's ideal for specific users—not when a channel dictates it. Plus, measurement would focus on sales.

Deciding How Many Channels

Li Zhiliang, Head CRM, ZALORA Group, uses two examples to demonstrate how a data-driven approach to cross-channel marketing, and a willingness to experiment, improves campaign performance.

 **Aim:** Re-capture sales after cart abandonment.

Current Practice

After cart abandonment, send email and push notification to customers at the same time, with the same message.

New Practice

After cart abandonment, send out email to those who have a high email-channel preference score. And the same for push notifications. Use only one channel per customer.

Result

50%
increase in engagement.

65%
decrease in revenue.

Premise

Same time, same message on two channels?
That's spam! Let's use only one channel.
Figure out which channel each customer prefers using a 'channel-preference' score.

Learning

Using a single channel based on channel-preference scores don't fully reflect what customers want. So should you use multiple channels? Look at experiment 2.

ZALORA

Who is Zalora?


Started in 2012, today, ZALORA is Asia's leading online fashion destination with a presence in Australia, Brunei, Hong Kong, Indonesia, Malaysia, New Zealand, Philippines, Singapore, and Taiwan.

"Key to successful cross-channel strategies is measurement. My advice is to go beyond what the opens and clicks tell you."

Li Zhiliang, Head CRM, ZALORA Group



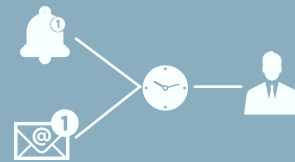
Orchestration Experiment

 **Aim:** Get the best results for a sale campaign using email and push notifications.



Tactic 1

Send push notification and email at the same time, to the same people



Result

- ↓ 30% decline from expected open rates.
- ↓ 20% decline in expected revenue.

Learning

Sending at the same time doesn't work because customers' appetite for communication is limited.

Tactic 2

Send push notification and email—at a time that works best for each channel.



Result

- ↓ 5% decline from expected open rates.
- ↓ 10% decline in expected revenue.

Learning

Spreading communication out over a day, thereby lowering channel cannibalization improves engagement compared to tactic 1. But revenue still takes a hit.

Tactic 3

Send notification and email in serial—activate second only if the first doesn't get a response.



Result

- ↓ 0% decline from expected open rates.
- ↑ 10% rise in expected revenue.

Learning

Different customers have different appetites for communication. It's possible to maximize revenue, while ensuring customers are not exposed to unnecessary communication (better CX), by taking a serial approach.

The Foundations of Cross-Channel Strategies

- First, Definitions: What is Cross-Channel Marketing?
- Barriers to the Success of Cross-Channel Marketing
- The Biggest Benefits of Cross-Channel Marketing
- Keys to Cross-Channel Marketing Success
- Powerful Applications of Cross-Channel Marketing
- Changing the Way We Sell



First, Definitions: What is Cross-Channel Marketing?

Cross-channel marketing is a company's ability to orchestrate multiple channels to create seamless customer interactions, and improve customer experience.



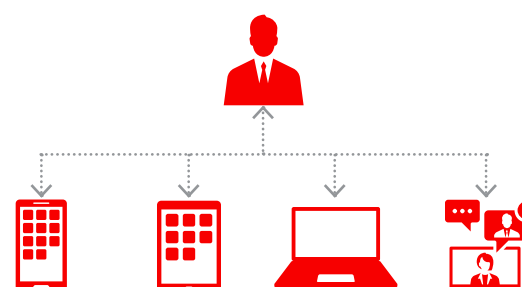
Multi-Channel

Jack wants to buy baby formula. He can buy it online or from a brick-and-mortar store but can't start online and seamlessly move offline because the online store doesn't share information with the real-world store and vice versa. If he crosses channels, Jack has to provide basic data (like name and phone number) twice. Neither channel can share any advanced data (that Jack has a young daughter, for example) in order to personalize or cross-sell effectively.



Definition

A multi-channel strategy depends on multiple, but independent, channels so customers have a choice of where they can engage. This is inherently better than a single channel experience—but does not offer customers the ability to jump channels seamlessly.



Cross-Channel

Jack can start a purchase online and he can choose to finish it offline—easily—because back-end systems will share basic data with a real-world store. His experience is better than what a multi-channel strategy can offer. But data sharing stops here. Neither channel has access to the other's advanced data in order to personalize or cross-sell effectively.



Definition

Cross-channel strategies ensure customers can cross over to different customer touchpoints seamlessly. Cross-channel makes using different touchpoints less painful for customers by reducing the number of times they need to share the same information.



Omni-Channel

Jack can start a purchase online and finish it offline. When he gets to the brick-and-mortar store, not only do they know why he's there, but sales executives also have access to data collected online (that Jack has a young daughter and it's possibly her birthday). Now they can make a personalized cross-sale, and offer him a lovely red-and-white polka dot frock.



Definition

In an omni-channel world, every channel has access to the same level of customer information. This not only proactively personalizes individual experiences, but also makes each engagement feel like it's coming from one brand that really knows the customer.

Barriers to the Success of Cross-Channel Marketing

Cross-channel marketing requires marketers to focus on customer experience benchmarks instead of the performance of different channels. To enable that, organizations need to overcome these challenges:

Siloed Data in Legacy Systems

Highly-fragmented organizational data leads to duplicate customer records in different databases, resulting in multiple versions of a single customer. This makes it difficult to segment audiences on-the-fly, manage customer identities, and achieve a single view of a customer across attributes like demographics, engagements, and purchase history.

Inability to Orchestrate Experiences Across Channels

Today's customers use close to six touchpoints (offline and online) when engaging with businesses. Most organizations don't have the ability to track, integrate, and orchestrate data across these touchpoints. There's a need for advanced data mining techniques to integrate data from multiple sources and store them in a single repository.

Inability to Analyze Customer Data Across Channels

Businesses need a mechanism to turn raw data into insights by capturing data across channels, devices, and sources. Without the ability to capture, and analyze real-time data, it's difficult to tweak customer journeys based on insights, and make cross-channel marketing efforts more effective.



52%

Of marketers say one of their biggest challenges is difficulty in integrating data across channels.

Source: Omnichannel Guide

34%

Of marketing depts say integrating offline and online interactions is a challenge.

Source: Forrester

61%

Of customers have not been able to easily switch from one channel to another when interacting with customer service.

Source: Statistics Every Marketer Should Know

55%

Of companies say they have no cross-channel strategy in place.

Source: Statistics Every Marketer Should Know

The Biggest Benefits of Cross-Channel Marketing

Done correctly, cross-channel marketing can increase customer experience, loyalty, engagement, revenue, and profitability. It can raise sales per visit, the frequency of customer visits, and the volume of customers. It can also lower the cost of customer acquisition, and accelerate lead-to-conversion speed.



Provides Higher Lifetime Value

Customers who shop on more than one channel have a 30 percent higher lifetime value than those who shop on only one.

Source: Oracle



Boosts Customer Experience and Revenue

Cross-channel strategies raise customer experience, which improves earnings. The revenue growth of CX leaders is 5.1 times higher than that of CX laggards.

Source: Customer Experience Industry Report

41%

Helps Retain Customers

Of marketers say their biggest challenge is retaining current customers—compared to 29 percent 18 months ago. Cross-channel strategies improve customer experience, thereby driving up customer retention.

Source: Forrester

166%

Increases Engagement

The increase in engagement when customers receive communications on two or more channels versus a single channel.

Source: Econsultancy

47%

Improves Customer Loyalty

Of marketers say increasing or enhancing customer engagement, education or loyalty is their biggest challenge. Cross-channel marketing improves engagement and loyalty.

Source: Forrester

“We’ve observed a real increase in our effectiveness by actually combining our understanding of a customer’s food preference and a cross-channel platform’s understanding of a customer’s communication preference.”

Marmik Mankodi, Growth Hacker, Marketing, Product & Strategy, Faasos Food Service



Keys to Cross-Channel Marketing Success

For cross-channel marketing to really work its magic, it needs a mix of forces to work in tandem. These four elements are essential to make your cross-channel marketing efforts successful.



A Single View of a Customer's Multiple Attributes

Cross-channel marketing demands a single view of who the customer is, where they are coming from, what they have engaged with, and their purchase history. This calls for an integration of customer databases, channels, and sources, to create a single identity of the customer. This is necessary to be able to segment audiences accurately, and enable personalized campaigns.



A Single Console to Orchestrate Multiple Channels

The partitions that separate email, mobile, social, SMS, and other customer channels need to disappear for marketers to be able to map customer journeys across channels seamlessly and gain insights from customer engagements across channels. Each channel should not be treated as a separate entity but as part of a whole.

78%
Of customers
receive a
fragmented
experience as
they move from
channel-to-channel.

Source: Oracle



Access to Deep-Level Analytics

Analytics is at the heart of cross-channel marketing success. Marketers need access to granular data to dig deeper than just what a customer clicked on, or whether they bought a product. They need to go further and analyze, for example, which two or three channels work best in tandem to produce a desired result. The ability to constantly, and quickly, tweak customer journeys based on analytics is imperative.



Selecting the Right Attribution Model

Marketers need a mechanism to measure the impact of each marketing channel in order to evaluate investments in different channels. While it can be difficult to choose from multiple attribution models (more on Page 10), it's important to note that cross-channel strategies should not be measured using single-touch attribution models.

"Cross-channel marketing has enabled us to engage and bond with our customers in a flexible and unique way, thus improving overall revenue generation."

Mohan Muniraju
CEO, Holkoi Technologies

Powerful Applications of Cross-Channel Marketing



Drive Welcome Programs

Newly-onboarded customers can be turned off by the flurry of informational and data-collection communications they receive, especially if it's all on a single channel and not timed appropriately (in sync with a customer's current need). An intelligently-designed cross-channel strategy offers a more progressive, and less intimidating experience.



Re-engage Subscribers

75 percent of email subscribers are inactive, according to Marketing Sherpa. A cross-channel strategy—like using push notifications in conjunction with targeted Facebook ads—carrying personalized content, will help re-engage dormant subscribers.

83%

Of consumers want the ability to transfer from one channel to another easily.

Source: Understanding the Customer Journey



Win Back Inactive Customers

You've heard it before: Acquiring new customers is more expensive than retaining current ones, and existing customers spend more than new customers. Smart cross-channel strategies can win back inactive customers while simultaneously driving both short-term revenue—and long-term emotional loyalty.



Convert Cart-Abandon Shoppers

77 percent of online shopping carts are abandoned before a sale is completed. Timely reminders, applying a well-designed cross-channel strategy, can help push incomplete purchases to closure, and boost recoveries by 30 percent.



"Cross-channel tools helped us understand what content is relevant, and which customer information is required to generate customer engagement and improve CX."

Sapna Ahuja,
COO, MapmyIndia

Changing the Way We Sell

Geetu Bhatnagar, Chief Marketing Officer, Oracle India, has over two decades of sales, marketing, and services experience. She shares why data-driven, cross-channel strategies will result in big changes for businesses.

① What's changing in the way companies sell?

A I'd say the way sales is done will completely change, given the growing ability of marketing to use data to understand customers and—not influence—but to direct the sales of a company.

We've all heard how 67 percent of a buying decision is made on a screen. That's the opportunity in front of marketing. Ideally, marketers should consolidate all sorts of data—contact data, intent data, competitive data, SEO data, digital body language, customer store data—to change the way we sell. The old way required a seller because you needed someone to explain a product, compare it with other products, and prove it works. Today, all that is available at the touch of a screen. In the next decade, I foresee the need to 'sell' disappear.

The ability to predictively target the right customer, with the right information, at the right time, and on the right channel, will change the way businesses sell.

One outcome of this change is power in the

hands of marketers. As a result, in the next two-three years, I see more marketers, and digital and innovation heads, sitting at the CEO's desk, leading their businesses.

② How does a data-driven, cross-channel strategy fit in this new paradigm?

A Let me ask you another question: What is the most scarce resource today? It's human attention.

A brand's ability to get the attention of its consumers is tied directly to its ability to personalize and make offers on the right channel leading to increased viewability. Viewability is powered by data-driven cross-channel marketing.

The future is about getting attention, context and the audience right.

Look at the success of ecommerce companies. Like any other business, they have bills to pay, customers to retain, products to sell. A data-driven strategy gives them differentiation and gifts them with the agility required to succeed.

③ How does a data-driven cross-channel marketing strategy benefit mid-sized companies?

A Traditionally, only the big boys could afford spending on TV, billboards and radio, and other forms of above-the-line marketing to own mindshare. The smaller companies couldn't. But today, with the right technology, smaller companies can compete with larger companies and their much-bigger marketing budgets by ensuring viewability and relevance because they can be in front of the right consumer, at the right time, with the right message, on the right screen.

They can achieve, what it took older companies years to do, much quicker—and at much less cost. Take Paytm, and how it's become a household name even in rural areas. Or Uber. A few short years ago, these brands were unknown. But the right data-driven strategy allowed them to achieve what it took older brands 30-40 years to do.

Data-driven, cross-channel strategies gave them the agility to conquer large marketing challenges in a much shorter time, with much less expense.



"A few years ago, Paytm was unknown. A data-driven strategy allowed it to build a brand that took older companies 30-40 years to do."

Geetu Bhatnagar, Chief Marketing Officer, Oracle India

Geetu Bhatnagar is Chief Marketing Officer at Oracle India. She has over 20 year of experience working with organizations such as Microsoft, Hewlett Packard, Compaq, Telstra V-Comm and Primera Networks to name a few. She has a distinguished track record of delivering on all fronts: business sales and revenue impact, customer satisfaction, operational efficiency, innovative marketing, and enhanced competitive advantage.

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Modern marketers choose Oracle Marketing Cloud's data-driven solutions to create engagement, orchestrate experiences, connect data, and optimize online interactions that attract and retain ideal customers. These modern marketing solutions connect cross-channel, content, and social marketing with data management and activation along with hundreds of pre-integrated app and data partners. Leading brands use our award-winning expertise and technology to deliver personal experiences on a proven system that marketers love and IT trusts.

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Orchestrate Multiple Channels

Oracle empowers marketing teams with the tools to deliver the relevant, engaging experiences their customers demand across devices, channels, and lifecycles.



Access Granular Data

Oracle help marketers access granular data to understand which channels work best in tandem for a particular customer, for a specific use case.



Achieve a Single Customer View

Oracle allows marketers to get a single view of their customers are, including where they came from, what content they engaged with, and their purchase history.



Create Custom Customer Journeys—at Scale

Oracle's cross-channel marketing platform make it easy to create and deliver custom customer journeys across a large numberof campaigns.

What Do You Want to Accomplish?