The Promise of Big Data and Little Data: From Campaigns to Relationships

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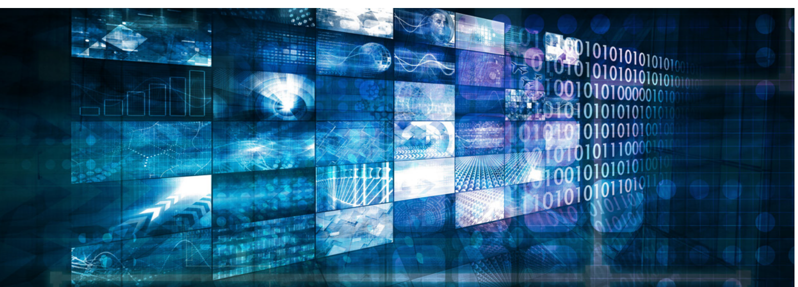

How to use big data to fortify little data and create exponential value for customers

Better Connections. Better Results.

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In late 2014 Acxiom interviewed eight major brands in the media, consumer goods, automotive, insurance, and financial services industries to better understand how Big Data and Little Data inform their marketing practices. We asked about their data collection and integration, how they measured its value, and their successes and challenges as they seek to improve customer engagement and experiences. We also polled our own normative database based on more than 200 completed Acxiom Marketing Maturity Model™ assessments to learn how leading marketers are tackling key challenges when it comes to data integration, analysis, and marketing.

Key findings

- **Potential**: In order to effectively connect their data sets and understand key signals from consumers, marketers must shift from campaign marketing to relationship marketing. By integrating Big Data and Little Data, marketers can uncover valuable insights that will allow them to deliver on the promise of relationship marketing, with more relevant offers and services to drive top-line revenue growth.
- **Permission**: Consumer permission is the key to integrating Big Data and Little Data. It is only through the ethical use of data that marketers can create meaningful connected experiences without consumers feeling a sense of intrusion or unease.
- **Data fragmentation**: With an unprecedented number of consumer touch points, marketers are challenged to draw connections between very different types of data sets. This calls for increasing levels of sophistication both in data strategy and implementation.
- **Recognition**: At the heart of Big Data/Little Data integration is recognition, a key capability as today's consumers expect the brands they engage with to recognize them over time, and across channels and devices.
- **Connectivity**: The promise of Big Data/Little Data integration is a broader, deeper profile of customers and prospects, one that informs a brand's offers, services and delivery channels, cultivating that invaluable trust with customers by demonstrating you know and understand their needs and desires This will increase customer engagement, drive brand affinity, help the brand identify high value segments, and increase customer lifetime value (CLV).

ACXIOM'S MARKETING MATURITY MODEL

The Acxiom Marketing Maturity Model combines technology and methodology to accurately pinpoint where brands are currently and visualize how to get where they need to be.

Developed using unshakable CMMI® standards and input from hundreds of experts, the Maturity Model demystifies and defines the straightest path to transforming your marketing capabilities.

Comprised of five core capabilities (understanding the consumer, managing information, analyzing data, implementing decisions and managing the consumer experience), 20 distinct dimensions and 73 observable attributes, the Acxiom Marketing Maturity Model effectively helps brands to evaluate gaps, benchmark capabilities, and refine their roadmaps.

Unlocking the potential of Big Data/Little Data integration

"Consumers' desire to be listened to and involved more directly in what a brand does and says means that now, more than ever, there is a great opportunity to market with consumers rather than at them."

– Andrew Needham and Philip McNaughton, Face

What modern marketer wouldn't agree with Needham and McNaughton? With huge opportunities to engage consumers across a multitude of channels and devices, brands are challenged to make sense of all that data and use it to create the connections needed to recognize a customer or prospect's preferences, needs, and desires. The goal is to establish the meaningful connections that will extend a brand's understanding of consumers beyond the time they spend with their brand.

For example, imagine a professional woman who is a member of an airline loyalty program, which she uses primarily for business travel. She is also an avid outdoor sports lover with two children. Armed with this information, the airline can make offers that extend beyond next month's business trip to include ideas for a vacation to see her favorite pro football team during training camp, complete with a list of family friendly partner hotels nearby. This would increase the value of the airline to the woman, and potentially expand their relationship, either in trip frequency, or consideration beyond business travel, driving greater revenue per that individual.

Today brands are looking for richer insights and distinct signals to evolve their marketing with greater context based on a consumer's expressed preferences and behaviors. Marketers are moving away from the era of campaigns to a new era of relationships, in which brands realize their greatest gains by engaging customers and prospects in a way that communicates they understand the consumer in a contextual, relevant, and permissible way.

How do brands make this shift from campaign marketing to relationship marketing? Marketers must start with their core asset, Little Data, and then develop a strategy for integrating and applying the explosion of Big Data to achieve a consumer profile that is robust, accurate, and contextual.

But first, some definitions:

- **Little Data**: Little Data is comprised of the rich profile information a brand has on a customer. This is personally-identifiable information (PII) and is often a brand's invaluable CRM data, such as demographics or transactional data. It's a constant and steady stream of data that, when used correctly, can generate significant value for a company.
- **Big Data**: Big Data is the high-volume, high-velocity, and high-variety data available to organizations in a myriad of formats and sources, including social media activity, search, videos, GPS, and much more. Big Data is often anonymous and sometimes attributable to a cookie, but it's rarely attributable to a person. However, it provides a wealth of general information on large samples of people that can be aggregated and analyzed to uncover specific patterns to be used to develop offers, understand sentiments, or build products and services.

By itself, Big Data can provide overall insight, but it's especially valuable when matched to Little Data. When Big Data and Little Data intersect, the two data sets come alive to provide insights about consumers based on their preferences and those of consumers just like them.

Integrating these two data sets can be challenging — but definitely achievable — and will enable a marketer to:

1) Recognize when a consumer is providing valuable insights and signals

2 Leverage and apply consumer signals and insights to deliver the right offer at the time of need in an individual's preferred channel

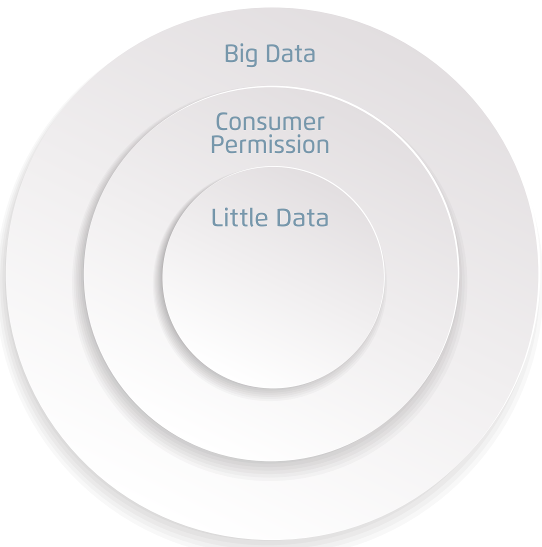
Brands integrating Big Data insights into their Little Data can better understand what motivates consumers and where to find customers both on and offline.

> *"We have tons of the Little Data and we use it very well in managing and optimizing the relationships with our customers. But then the question becomes, what about the Big Data? Are there ways in which we can think about how to incorporate it to optimize the strategies and the treatment that we have for our customers?"*
>
> – Vice President, Digital Marketing Analytics,
> A major international financial services company

How can marketers unlock the potential of Big Data/Little Data integration to create value for consumers? This study seeks to answer that question by offering strategies to manage data fragmentation, develop enhanced recognition capabilities, and provide connectivity insight — all through the lens of consumer permissions. Together, Big Data and Little Data can open up great opportunities for data-driven marketers.

Consumer permission: the key to integration

Consumer permission is the gatekeeper between Big Data and Little Data. Would a consumer like Brand X to know something about her that could result in a timely and relevant offer? Does another consumer feel his privacy is being adequately protected? Like concentric circles, Big Data can add heft and invaluable context to Little Data to further the relationship between the brand and the consumer. When the two data sets are well integrated, their efficacy can be exponentially expanded through permission-based and privacy-compliant connections of consumer data.



In order to unlock the power of Little Data to create meaningful, connected experiences, companies use Big Data to fortify it and create a customer record that is resolute, fluid, and dynamic. The challenge lies in making sense of the ever-increasing volume of Big Data that brands now have on a consumer, including social media, transactional data, Web, and other real-time data. The variety, volume, and velocity of these disparate data sets create data fragmentation, and often lead to uncoordinated offers across channels and devices. If and when a marketer has made sense of these fragmented data sources, the keys to the kingdom depend on understanding when and how consumers give brands implicit permission to marry their Big Data and Little Data in order to gather or identify preferences.

Consumer permission is key because each permissioned interaction makes a brand smarter. Permission creates a self-perpetuating interaction cycle that delivers rewarding customer experiences without the “creepiness” factor that sometimes occurs when brands don’t keep the ethical use of data front and center.

In many industries, such as healthcare or financial services, the imperative to safeguard data privacy is stringent, with rigorous industry regulations on how customer data can be collected and used for marketing. But no matter the industry or regulation, the ethical use of data is the foundation for establishing a trusted relationship between a consumer and a brand. The good news is that establishing customer permissions and preferences in a transparent, privacy-compliant manner will foster the trust needed to optimize customer engagement with each interaction. By doing so, brands can truly fortify their invaluable Little Data and create a view of a customer that is protected, fluid, dynamic, and grounded in identity, affinities, and preferences.

Data fragmentation: solving the equation

Consumers employ a host of channels and devices to interact with brands, resulting in a wealth of data sources that span marketing, sales, customer service, and product development. For instance, a customer can make a purchase in a physical store, through a link in an email that goes to a website, or on a mobile phone or tablet. That same customer can locate a brand through SEO, browsing a website, chatting with an online agent, placing a phone order, or noting a purchase shared on Facebook. With so many ways for consumers to engage, brands are struggling to stay ahead of the curve so they can effectively meet customers where they are.

This level of engagement creates many opportunities for marketers to gather valuable data insights as the customer traverses across channels and devices. However, it also means that marketers must become experts on filtering these insights and harnessing the data to deliver the right messages across these channels and devices. This level of data fragmentation can prove challenging for

INSIDE BIG DATA/ LITTLE DATA

- **Structured Data** can be organized into categories or buckets. It’s easily stored in databases and is therefore searchable and actionable. This data is derived from server logs (i.e., website visits, page views), telephone records (i.e., time of call, number of inquiries, call resolution time), consumer sales (i.e., credit card information, product info), RFID, and form data (i.e., name, address, age, gender).
- **Unstructured Data** cannot be easily categorized and is therefore difficult to analyze or interpret without sophisticated analytical tools. This data is derived from social media posts, videos, images, audio files, instant or text messages, and document files.
- **Semi-Structured Data (a.k.a. Multi-Structured Data)** is a combination of both structured and unstructured data, allowing for some cataloguing and segmentation. While there is no rigid structure, certain elements can be tagged or contain certain fields that can be databased, queried, and analyzed.

brands that are trying to build effective segmentation strategies that cater to each customer. In order to meet this challenge, marketers should start with three key steps:

1. Develop a core strategy and prioritization for data collection and integration of these disparate data sets. Then put the tools in place to transform these seemingly disconnected experiences into valuable insights.

2. Determine if and when the right permission has been obtained, not only to connect these insights to strengthen customer knowledge, but also to use them to provide contextual messages and offers.

3. Establish processes that centralize efforts across channels, departments, and partners to increase efficiency and productivity.

Circling the wagons

The fact that data is available from a multitude of sources is well known and documented. It's also well known that there's a mix of structured and unstructured data, with unstructured data on the rise — and this fact creates significant challenges for marketers.

As revealed in the Marketing Maturity Model assessments in Acxiom's database, even the most advanced marketers score only a 3 on a scale of 1 to 5 when asked if their online and offline data are integrated (which means linking anonymous segments to known individuals). However, they achieve a ranking of 4 when asked about consistent consumer interactions across channels.

The good news is that there are new breakthroughs in both the strategic approach to data fragmentation, and in increasingly sophisticated tools that enable marketers to collect and integrate an ever-widening circle of data. As a result, we expect these rankings to improve over time. Many large brands are investing in environments to centrally manage these data sets, with varying degrees of complexity and sophistication. Those pioneering marketers who have become the early adopters of solutions for collecting, managing, and integrating Big Data are more confident in their ability to leverage their data to drive positive results.

> *"We now have the ability to analyze huge volumes of high-frequency, unstructured, online data across disparate channels with a high degree of confidence."*
>
> – Head of Marketing Information Management Group,
> A leader in the financial services industry

To solve what has effectively become data fragmentation on steroids, marketers must determine which data sets should be included in their Big Data/Little Data integration strategy, with the understanding that data will continue to be generated at a dizzying pace. Also, they will have to examine the interplay of multiple sources of data, and optimize those sources to drive more contextual audience engagement. By doing this, marketers will create a solid foundation for harnessing insights.

"We're building a big data platform that will enable us to analyze voluminous amounts of data and tackle specific use cases. For example, if we know the number of products that a person owns [and] the amount of time they've been an owner with us, we can combine that data with what we learn about the customer from their social media postings to determine social media influences and customer lifetime value. By mining this data, we can systematically deliver relevant and timely offers."

– Director, Enterprise Marketing Systems and Technology Innovation,
One of the world's largest automakers

How a Multinational Banking and Financial Services Corporation Addresses Customer Experience for an Emerging Audience

It's critical to gather preferences on an ongoing basis. Many credit card companies are grappling with how to acquire, retain, and grow first-time cardholders. How to attract millennials, for example, is challenging because the way they interact with brands is vastly different than the way 20-somethings did a decade or two ago. Millennials (age 18-29) grew up in a poor economy and have therefore become debt averse. In fact, 63% of millennials don't have a credit card, 23% have one card and 8% have either two or three cards[1]. And those who do have cards aren't particularly good at managing them.

As a result, millennials have the lowest average credit score — or even no credit score — which will inevitably hurt them as they enter stages of life that require financing, such as buying a new car, renting an apartment, or securing a mortgage. Given their reluctance to assume credit card debt, coupled with their reliance on the social media that fuels the empowered consumer environment they've grown up in, credit card companies must market to them differently than their older counterparts. They must expand those concentric circles with precision to build deeper connections, and then manage those concentric circles as they evolve through their changing life stages.

"We're constantly thinking about how to make sure we deliver a good experience that drives value for the consumer and value for us. We need to understand what happens in one channel and make sure that we relate that to another. At the end of the day, it will create a much better experience for our customers or prospects such that if we don't do it, our customers will vote with their wallet and leave us."

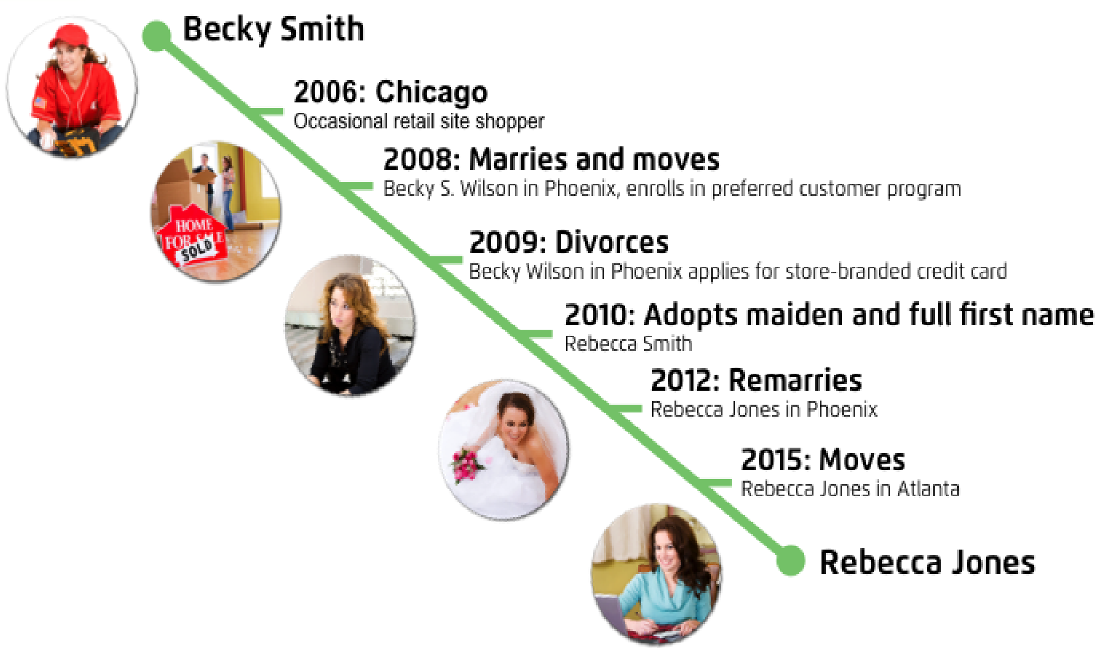
– Head of Marketing Information Management Group,
A leader in the financial services industry

Recognition: understanding prospects and customers

At the heart of the ability of Big Data to fortify Little Data is recognition, which allows marketers to identify the consumer interacting with their brand. Consumer data has multiple points of entry into a brand's marketing data environment and is often siloed, increasing opportunities for inconsistent or incorrect data to proliferate. The result: wasted marketing spend, poorly targeted campaigns, and weaker customer relationships. When coupled with life events — such as marriage, divorce, entry into the workforce, and arrival of children — the challenge of recognizing a consumer over time becomes painfully clear.

Recognizing customers and prospects is complex. Consider the following:

- **Changes in data over time**. This includes things like change of address and marital status. For instance, in the US one in nine people move every year[2], with many people leaving no new address. As for marital status, there are 2.1 million marriages and 1.0 million divorces each year in the US alone[3].
- **Variances in identification keys.** People use different pieces of data to identify themselves based on the specific touch point. Examples include email address, telephone number, account ID, and Social Security number.
- **Usage of differing tools and solutions.** Organizations often use different applications, operating systems, or hardware that contain customer data, with little or no ability to tie these different pieces of data to others across the enterprise.

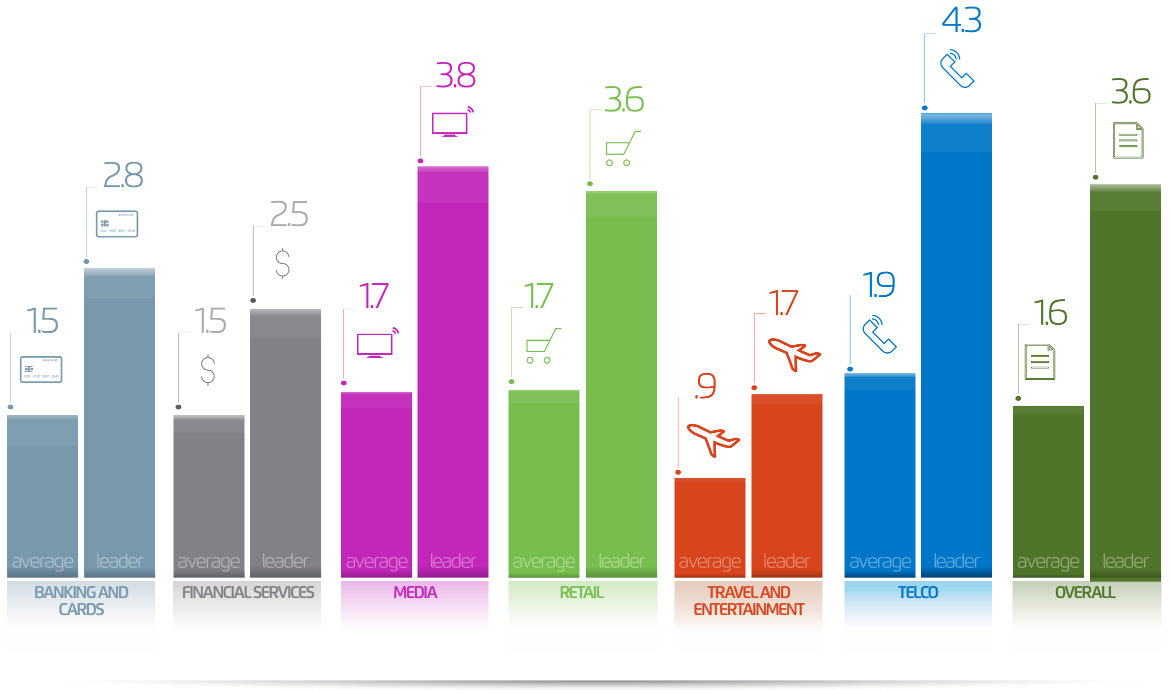


How can a brand connect Becky Smith and Rebecca Jones, and maintain a full picture of the relationship as it changes over time? The consumer experience at every point of contact can impact whether a customer makes future purchases, informs others about a brand, or seeks out a competitor. Accurate customer recognition is the foundation for assuring a positive consumer experience.

Acxiom polled our Marketing Maturity Model database to gauge marketers' abilities to integrate online and offline data with the goal of linking anonymous segments to known consumers, including identifying connected relationships. While industry leaders scored a 3 on a scale of 1 to 5, the average score was a low 1.3.

INTEGRATING ONLINE/OFFLINE DATA

[SCALE 0-5]



The importance of recognition as the foundation of true audience engagement cannot be overstated. You can't target a consumer you don't recognize, and you certainly can't optimize offers or experiences without an understanding of individual preferences. Accurate recognition heralds the end of spray and pray.

> *"There are a number of segments that we think we can better serve by trying to address their specific, unique needs and matching our products and services directly to their needs [while] speaking to them in a way that matches what they're expecting."*
>
> – Vice President, Digital Marketing Analytics,
> A major international financial services company

Establishing trust with the customer

Recognition goes hand in hand with permissioning. First, a marketer must ensure that the data being collected to recognize a consumer across channels and devices is gathered and applied in a permissible way. Depending on the industry, marketers may be subject to regulations or industry limitations that prevent certain uses of the data that supersede permissions. Even if an industry isn't heavily regulated, a marketer should always consider the ethical use of data as it applies to integration strategies. In all cases, a brand must be certain that consumers have welcomed the use of their data.

Second, a marketer must take account of the level of permission that the prospect or customer has afforded the brand. Consumer expectation usually moves faster than regulation, which can be catalyzed by consumers who fear the misuse of their personal information.

And finally, consider this: a recent study found that a whopping 80% of consumers in the US were willing to provide personal information to a trusted brand, but 62% are concerned about how their information is being used.[4] Marketers should keep in mind that just because you can doesn't mean you should.

> *"Customers do different things. You've got, in some cases, a heightened sense of privacy. In other cases, you have people who don't believe that there is any privacy. Sometimes this is attributed it to generational differences but I don't think it's that clean cut. There's a lot more transparency needed."*
>
> – Senior Vice President, Digital and Regional Marketing,
> A leading insurance provider

By focusing on expectation, backed by permission-based marketing strategies, a brand can effectively recognize and target high-value customers and drive higher conversions based on the trust established with the customer.

Drive engagement across channels to enhance customer lifetime value

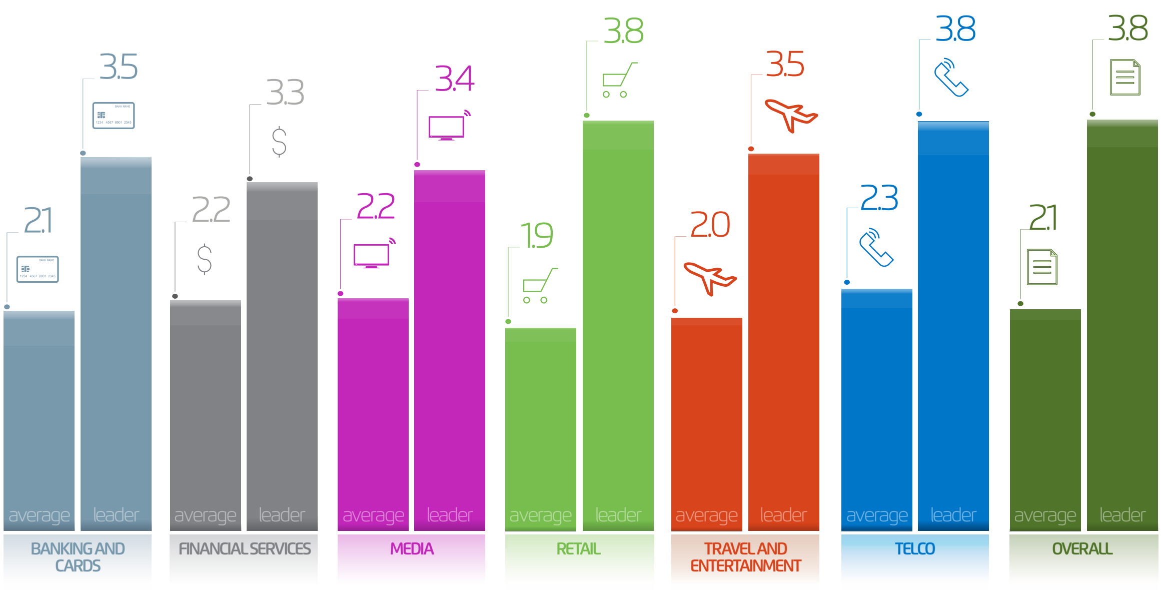
Marketers can analyze vast amounts of consumer data to predict behaviors in certain customer categories. However, as shown in Acxiom's Maturity Model database, the average marketing department only scored a 1, while leaders scored a 3, when asked if they have a platform to create audience segments with both anonymous data and anonymized PII at a segment level, which can be integrated for analysis in a privacy-compliant environment. More robust and accurate audience segmentation enables marketers to hone in on their higher-value segments to deliver relevant messages and offers that will ultimately yield a higher return.

> *"Right now we don't know the true value of a customer because we don't know how high the ceiling is. We do know that when consumers buy from multiple business units, the value to our organization grows exponentially, and that growth is not measured on a one-to-one basis. If they're buying from four of our business units, it's not worth four times as much, but rather it's worth twenty times more."*
>
> – Senior Vice President, Marketing,
> A worldwide consumer electronics manufacturer

Marketing leaders clearly agree on the importance of understanding customer lifetime value. Since all customers are not created equally, recognizing customers and prospects with the highest potential lifetime value is a marketing imperative. Looking at our Maturity Model database, when we asked if consumer data is transformed to understand lifetime value and modeled to predict future value at a company level, average scores come in at 2. Leaders scored a 4 when it came to mapping consumer lifetime experience with the product-to-brand relationship.

CONSUMER VALUE/SOCIAL INFLUENCE

[SCALE 0-5]



Clearly, marketers still have work to do when determining how to use consumer interaction history and preferences to predict future behavior. Right now, many brands are still trying to measure how and when a customer will demonstrate brand preferences, and through which channels.

"We score our database based on lifetime value. What we're seeing is a shift to a higher lifetime value since we've launched the new platform and other great activities – trigger-based, e-mails, and more personalized communication. As a result, customer lifetime value is actually increasing, which is great, and something that we continue to show to our management as a positive impact over time."

– Vice President, CRM and Digital Platform Development,
A global health and beauty company

How a Global Health and Beauty Company Addresses Engagement

Currently, CPGs are able to deliver more targeted offers better than ever before. The advent of digital has helped them create invaluable customer IDs by combining site registration, preference centers, and transactional data to devise campaigns based on explicit feedback and engagement from the customer. From here they can score customers across a range of categories to determine customer lifetime value.

"As marketers, we have to start thinking about how each of those new channels actually plays a part in reaching each segment. As a result, we are constantly trying to evolve our strategy to keep ahead of the curve, yet do so in a controlled environment to reduce risk. I think those basic principles of being transparent and offering value in exchange for data will always be very, very important no matter what channel you're on."

– Assistant Vice President, CRM and Digital Platform Development,
A global health and beauty company

Connectivity: building brand affinity through meaningful engagement

Connectivity must first be addressed at the data integration level, and then at the activation level. First, it's about bolstering a brand's Little Data with its voluminous Big Data. This is accomplished by applying the predominately anonymous, unstructured Big Data to the Little Data. By doing so, marketers are effectively widening the concentric circles to strengthen the profile of the customer beyond the time spent with the brand. Once this level of integration has been achieved, connectivity then centers on distributing those audience segments to all the partners necessary to engage consumers with the right offer at the right time in their preferred channel.

> *"I direct mail 90 million people and I get half of our acquisitions from marketing channels. Forty percent of them apply in a mobile device. They start there and maybe they'd book in a branch — but they've already told me they want to be communicated to on a mobile device. If we had all the data in place and we knew if they applied at a desktop or from a phone, I would treat and communicate with them differently."*
>
> – Chief Marketing Officer,
> A regional financial services provider

Applying the data

Once a marketer has recognized the consumer across channels and devices, the brand must then integrate the disparate data sets that contain consumer preferences. These preferences can include Facebook likes and other social media behavior, mobile location, or video consumption on channels like addressable TV or online video. When matched with the customer ID, this unstructured data can predict behaviors and outcomes for a consumer or, when used for modeling, for larger groups of consumers. For instance, a brand's customer service department can integrate customer complaints or comments on social media with their own internal data, and ferret out potential issues, influence product development cycles, identify at-risk customers, or even answer complaints before they even occur.

> *"We've built an enterprise preference center that captures customer preferences and permissions, and grants us permission to contact them in various channels based on their preferences… We make an effort to capture more customer preferences explicitly so that we can be respectful of those preferences when we market to the customer."*
>
> – Director, Enterprise Marketing Systems and Technology Innovation,
> One of the world's largest automakers

Encouragingly, according to our normative database, leaders faired quite well in capturing consumer preferences by channel. They scored a 3 when it came to identifying consumers and cross–channel behavior signals to deliver consistent, personalized interactions across channels. As the concentric circles slowly start to expand, marketers are able to derive significantly more value to deliver just-in-time, contextual, and relevant offers.

The challenge lies in determining when a brand must have explicit permissioning vs. building upon implied permissioning. Explicit permissioning supports Little Data, but the million-dollar question is, "How do marketers balance the use of implicit permissioning when the majority of their Big Data collection is anonymous?"

To answer this, it's critical to determine how to ethically collect and apply data when connecting disparate consumer data sets. A marketer must also accept that consumer trust is at the center of data usage. Questions can arise around how consumer information is being shared and used. Trust can be broken when their information is not used in the expected manner.

"It gets back to just being clearer. There is no problem if what I'm doing is for the good of the customer. However, if what I am doing is perceived to be underhanded, then I should get called out in those sorts of situations. And it's not a gray area. It's actually a pretty bright line. People know what feels good and what doesn't."

– Senior Vice President, Digital and Regional Marketing,
A leading insurance provider

A Leading Electronics Manufacturer Uses Small Targets to Yield Higher Returns

For retailers, trigger-based marketing can be a very effective way to acquire new customers. Some companies leverage social media data to identify signals and draw connected insights on offers and services to deliver to a customer's social network. Retailers can identify groups of people with whom an individual has a close relationship. If one of the people in the group makes a purchase, the retailer can send offers to his or her friends for similar products, typically with much higher results than less targeted campaigns.

"For a lot of the products and what we do, your friends are your influencers. So to the extent that you can market to small groups of people, you get a much higher result. For example, if someone just bought a TV, if they market to my 15 friends and create a TV offer, that's going to be a much higher hit rate than a normal marketing campaign."

– Senior Vice President, Marketing,
A worldwide consumer electronics manufacturer

Activating high-value segments with precision

Acxiom has found that one of the key drivers of Big Data/Little Data integration is leveraging insights and signals to identify high-value segments. This allows the marketer to concentrate on a smaller set of consumers to drive more spend, both per offer and over time. This kind of focused marketing allows brands to identify high value consumers on a granular level and deliver highly targeted and impactful messages to drive sales. By leveraging Big Data and Little Data together to locate high-value segments, marketers can measure the incremental lift from their micro-targeting campaigns and begin to truly optimize audience engagement. This will enable brands to broaden their concentric circles from the core consumer record, leading to higher customer lifetime value.

A Major Financial Services Company Uses Big Data to Drive Better, Faster Decisions

In the lending industry, marketers have had to change the way they engage customers by using digital channels. No longer are consumers willing to wait days, weeks, or even months for a loan approval — they want a response in an instant. As a result, competition in this category is tipping toward the brands that can provide the best rate in the quickest amount of time. Therefore, financial services marketers have had to streamline their approach to online prospecting and rely heavily on data to find more of the right people who are the target market for their products and services.

"Our data enables us to assess risk and predict loyalty for prospects. To accomplish this we find that Big Data sources are the most valuable because they help us better understand risk and determine which products to offer."

– Chief Marketing Officer,
A regional financial services provider

"The expectation of the consumer is not just being driven within my industry. It's being driven by their interactions outside of the category. If I can do it with my bank, if I can do it with my retailer, why can't I do it with you?"

– Senior Vice President, Digital and Regional Marketing,
A leading insurance provider

Summary

The opportunity has never been greater for brands to establish relationships with consumers based on engagement, value, and trust. However, it requires brands to look at audience engagement through an expanded lens that is predicated on a truly fortified customer ID. When marketers know what offers and services answer the needs and desires of consumers, and make those available at the right moment in the preferred channel, it will drive increased customer lifetime value, brand affinity, and bottom-line revenues. The key is creating that richer profile in a permissible manner, so that each customer engagement drives that enrichment, while avoiding the “creepiness” factor. This strategy should be based on the expressed goal of creating a more fully realized profile of a customer that reaches beyond just the time spent with the brand. Marketers charged with moving beyond campaigns to meaningful engagement that builds strong relationships should begin by answering these questions:

1. What does success look like? Creating an overarching marketing strategy first will help marketers keep their objectives top of mind.
2. Looking to integrate Big Data with our Little Data, have we considered how to solve for data fragmentation, consumer recognition and connectivity?
3. Do we have a framework for the ethical use of data, or do we need to expand our current thinking? Ethics foster trust, the foundation of any good relationship.
4. What resource gaps do we have in terms of skillsets or technology to implement our strategy? How will we be able to execute our strategy?

Recommendations to move from campaign marketing to relationship marketing

- Marketers should first decide what data sets are required to reach their goals before tackling the fragmentation quagmire. A separate strategy for data collection and integration will likely be needed. This strategy should include not only tools and resources, but also mechanisms to ensure the brand has the right consumer permissions.
- Accurately and consistently recognize clients and prospects across channels. Understanding that a person’s life changes with time, marketers should build a recognition program to account for these changes over time, and across channels and devices.
- Marketers should diligently break down data silos so that each department or channel has access to consumer data. The ultimate goal is for each consumer interaction with the brand to be seamless and positive.
- With consumer permissions secured, integrate Big Data and Little Data to create communications and offers that provide value to consumers. Marketing efforts should also account for consumer preferences, and be delivered in the consumer’s channel of choice.
- A good and valued relationship is based on trust — the consumer must trust the brand not to use personal data in an unexpected or unethical way. Trust and value will drive brand affinity to win customers for life. Equally important, these types of customers can become a brand’s best evangelists. They can prove invaluable marketing partners who help the brand thrive in today’s rapidly evolving world.

The Holy Grail of Marketing

"We've gone from selling individual consumers individual goods, to truly trying to first define, then refine lifetime value marketing. It's about how good a job do we do in understanding what consumers' needs are, getting ahead of those needs, and then providing consumers with the relevant offers to meet those needs."

– Senior Vice President, Marketing,
A worldwide consumer electronics manufacturer

Meeting consumers where they are, with the right offer at the time they are in market, is the holy grail of marketing. For example, in the automotive industry, manufacturers generally have data about past purchases, competitive losses, years of ownership, and vehicle evolution (e.g., upgrades from basic to a premium models, from sedans to mini-vans, or when a consumer went on a hiatus and why). Imagine the potential of combining this insight with data from in-vehicle apps, social media activity, and expressed lifestyle preferences outside of a consumer's relationship with the automotive company.

"Determining if a family's going to have a baby and require a bigger car, like a minivan, is the Holy Grail of where you want to get to in terms of being able to predict future customer behavior. Some customers have no problem with you connecting the dots, and want you to predict future behavior. Other customers are far more circumspect. So trying to understand explicit preferences and permissions is one thing, implicit is something very different."

– Director, Enterprise Marketing Systems and Technology Innovation,
One of the world's largest automakers

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