Channels in Concert: Trends in Integrated Marketing

Quarterly Digital Intelligence Briefing in association with Adobe
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1. **Foreword by Adobe**

As the customer journey and consumer behaviour become increasingly complex, the need for integrated marketing capabilities has never been greater.

This research makes it clear that most organisations are still only feeling their way when it comes to a joined-up approach to their marketing activities, even though there is a broad understanding within the marketplace that successful integration is essential for both improved customer experience and enhanced business performance.

These new insights tell us that only 12% of in-company businesses take an integrated approach to all campaigns across all channels. Furthermore, few companies regard themselves as ‘capable’ when it comes to related areas such as having a single customer view (26%), customer journey analysis (19%) and data-driven marketing decisions in real time (14%).

Adobe helps businesses achieve their integrated marketing goals by facilitating a customer-centric, cross-channel approach through the Adobe Marketing Cloud. This approach provides the necessary data and analytics to enable more clarity around overall and channel-specific business performance, as well as the all-important single view of the customer.

If nothing else, this report shows us that businesses still don’t adequately understand their customers – a key facet of being able to execute a solid integrated marketing program. The age of the funnel is long-gone, and with digital permeating the personal and work lives of every type of consumer, customer journey analysis is vitally important to the success of a business.

Recently Adobe launched a new solution within Marketing Cloud – Adobe Campaign – a best-of-breed cross-channel campaign management solution empowering our customers to take a customer-centric and conversational approach to marketing.

The foundation of this solution, born out of our 2013 acquisition of Neolane, is an integrated customer profile that helps companies finally attain the elusive single customer view. Adobe Campaign joins our other Marketing Cloud solutions including:

- Adobe Analytics, which tells you what’s going on in your business so you can make informed decisions that lead to happier customers and better performance;
- Adobe Target, which lets you take control of the customer experience to put the right content in front of the right person at the right time;
- Adobe Social, which is where you manage and measure your social interactions and relationships;
- Adobe Experience Manager, which lets you create, deliver and manage your digital presence, wherever it needs to be;
- and Adobe Media Optimizer, which intelligently manages your ad spend across social, search and display to make sure your ads are reaching the right audiences.

While the current uptake of multichannel campaign technology is still limited to less than a fifth of responding companies, more than half say they are planning to use such a solution in the next 18 months. If you are one of these companies, please do get in touch with Adobe to find out how we can help you.

**Mark Phibbs**

**VP Marketing EMEA, Adobe**
2. The Integrated Marketing Imperative

This briefing, based on a global survey of more than 1,000 business respondents carried out by Econsultancy and Adobe in November 2013, looks at data, analytics, technology and skills in the context of integrated marketing. Integrated marketing is defined as the development of strategies, campaigns and messaging that weave together multiple marketing disciplines and channels, with the aim of providing consistency and maximising their impact.

This is an area that companies can no longer afford to ignore. While the vast majority of responding companies dabble in this area, only 12% indicate they have a truly integrated approach to all campaigns across all channels.

Figure 1 below, which charts the maturity of the marketplace, resembles a bell curve, with organisations most likely to fall under the “some level of integration” category, either because they are not well structured or they don’t have the right skills to execute on their strategies.

Respondents were also asked to describe the level of integration between different digital marketing activities on a scale from 1 to 10, where 10 equals ‘extensive integration’, and the average score was only 5.2.

Company respondents

Figure 1: Which of the following statements best describes how you or your clients carry out marketing activities?

![Bar chart showing the level of integration between different digital marketing activities among company and agency respondents.](image-url)

Adobe / Econsultancy Quarterly Digital Intelligence Briefing

Company respondents: 463
Agency respondents: 397
3. Integrated Marketing Capabilities: Under Water

The scope of integrated marketing is broad enough that it requires or benefits from an array of skills and technologies. As the practice evolves alongside and within digital marketing itself, organisations will need to move these capabilities out of the planning and development stage and into everyday use.

Looking at Figure 2, it’s evident that only about one in five companies are in a position to take true advantage of integrated marketing. The rest have plans, some in motion, but they are laggards in understanding their customers, which is a dangerous position at a time when the difference between rivals is as narrow as the quality of a single aspect of their customer experience.

Figure 2: In the context of integrated marketing, how would you describe your organisation’s capabilities in the following areas?

<table>
<thead>
<tr>
<th></th>
<th>Single customer view</th>
<th>Customer journey analysis</th>
<th>Use of social data</th>
<th>Use of unstructured data</th>
<th>Data-driven marketing decisions in real time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current capability</td>
<td>26%</td>
<td>19%</td>
<td>18%</td>
<td>18%</td>
<td>14%</td>
</tr>
<tr>
<td>Working on capability</td>
<td>39%</td>
<td>41%</td>
<td>33%</td>
<td>27%</td>
<td>36%</td>
</tr>
<tr>
<td>Planning to have capability</td>
<td>24%</td>
<td>27%</td>
<td>33%</td>
<td>26%</td>
<td>35%</td>
</tr>
<tr>
<td>No plans</td>
<td>11%</td>
<td>13%</td>
<td>16%</td>
<td>30%</td>
<td>14%</td>
</tr>
</tbody>
</table>

What does it take to conduct integrated marketing? In essence, it means knowing your customers and having the flexibility to give them what they want. Each of the capabilities outlined above addresses one or the other of these requirements.

With multiple data sources involved, there’s a powerful effect to having a single customer view. The ability to look at past behaviours in aggregate allows for advanced prediction and is the basis for a variety of test scenarios.
The age of the funnel is long gone. With digital permeating the personal and work lives of every type of consumer, **customer journey analysis** is vitally important. At each step of the relationship from acquisition to retention, understanding the paths taken to, and from, a brand is valuable to every department in marketing, as well as sales, product and customer service.

The value of **social media** as a driver of sales can be debated, but there's no question about its role in the customer conversation and as a source of unique if sometimes hard to mine data.

**Unstructured data** is exactly that; the words, records, ideas, images and other human creations that are churned out by civilisation. It doesn’t fit neatly into a database, at least not in its raw form. Unstructured data leapt from the page to the processor with the first computers, but it really exploded with the advent of the internet, and eventually our ability to document food in word and photo. An old rule of thumb is that 80% of all business data is unstructured.

This small group of top performers narrows further in the key area of ‘**real-time**’ decision-making and response. Simply put, in the digital age, a full second may be too long. Consumers are making decisions in real time across media, devices and locations and brands have to be in the best position to respond to their needs. This capability is explored in more depth in **Section 5**.
4. Technology – Gaps and Advantages

*Figure 1* showed that in most organisations, campaigns are integrated to some extent, but those with truly integrated campaigns are the exception rather than the norm. The reason for this becomes clear when we look at the use of digital marketing technologies as part of integrated marketing activities.

The research explored the difference between the use of technology [*Figure 3*] and level of importance as indicated by companies surveyed [*Figure 4*]. *Figure 5* underscores the gap between what is important and what is actually used.

Of particular concern (and a ripe opportunity) is one vital area: **multichannel campaign management**. While two in five (39%) respondents regard it as one of the top-three most important tools for integrated marketing activities, less than a fifth (19%) use such technology. However, the encouraging news is that this low uptake is set to change, with more than half (54%) of those surveyed planning to use multichannel campaign management in the next 18 months.

Company respondents

*Figure 3*: Which digital marketing technologies do you use as part of your integrated marketing activities?

![Bar chart showing technology usage](chart.png)

<table>
<thead>
<tr>
<th>Technology</th>
<th>Using</th>
<th>Planning to use</th>
<th>No plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email service provider</td>
<td>82%</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>Web / mobile analytics</td>
<td>78%</td>
<td>18%</td>
<td>4%</td>
</tr>
<tr>
<td>Content Management System</td>
<td>67%</td>
<td>23%</td>
<td>11%</td>
</tr>
<tr>
<td>Paid search / bid management</td>
<td>59%</td>
<td>18%</td>
<td>23%</td>
</tr>
<tr>
<td>CRM</td>
<td>56%</td>
<td>34%</td>
<td>10%</td>
</tr>
<tr>
<td>Social media management platform</td>
<td>47%</td>
<td>36%</td>
<td>17%</td>
</tr>
<tr>
<td>Testing and optimisation</td>
<td>45%</td>
<td>38%</td>
<td>17%</td>
</tr>
<tr>
<td>Personalisation</td>
<td>34%</td>
<td>46%</td>
<td>20%</td>
</tr>
<tr>
<td>Data management platform / audience management</td>
<td>24%</td>
<td>41%</td>
<td>35%</td>
</tr>
<tr>
<td>Marketing automation</td>
<td>22%</td>
<td>47%</td>
<td>30%</td>
</tr>
<tr>
<td>Multichannel campaign management</td>
<td>19%</td>
<td>54%</td>
<td>27%</td>
</tr>
<tr>
<td>Attribution management</td>
<td>14%</td>
<td>40%</td>
<td>46%</td>
</tr>
</tbody>
</table>

There is a direct correlation between the level of integration achieved and use of this technology: around a third (31%) of companies who adopt an integrated approach to all their campaigns across all channels are using multichannel campaign management, compared to only 3% of those for whom integrated campaigns are the exception rather than the rule. Similarly, companies using...
this technology are seven times more likely to have an integrated approach to campaigns than those who have no plans to do so.

**Customer relationship management** (CRM) is considered most important for integrated marketing (surpassing multichannel campaign management), but it’s only the fifth most used technology. Around three-quarters (76%) of those who adopt an integrated approach use CRM, compared to only a quarter of those with no integrated campaigns.

There is no doubt that accessing real-time data across channels to optimise campaign performance continually is a prerequisite for integrated marketing success (more on this in the following section). While **web or mobile analytics** are used by over three-quarters (78%) of companies, **data (or audience) management platforms** (DMPs) are not high on the priority list, with only a quarter (24%) using them.

With capabilities of DMPs gradually extending to onboarding offline data and even marketing attribution, they typically go beyond what we typically call ‘advertising’ and are expected to become a key component of the enterprise marketing technology stack. The ability to bring together campaign and media data from multiple sources and overlay it with audience data means that marketers should turn to DMPs for unified insights. Despite the obvious advantages, over a third of companies have no plans to use them, the highest proportion after attribution.

**Company respondents**

**Figure 4:** Which digital marketing technologies do you regard as most important for integrated marketing activities?

<table>
<thead>
<tr>
<th>Technology</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRM</td>
<td>46%</td>
</tr>
<tr>
<td>Multichannel campaign management</td>
<td>39%</td>
</tr>
<tr>
<td>Web / mobile analytics</td>
<td>38%</td>
</tr>
<tr>
<td>Marketing automation</td>
<td>26%</td>
</tr>
<tr>
<td>Content Management System</td>
<td>23%</td>
</tr>
<tr>
<td>Personalisation</td>
<td>22%</td>
</tr>
<tr>
<td>Testing and optimisation</td>
<td>20%</td>
</tr>
<tr>
<td>Data management platform / audience management</td>
<td>20%</td>
</tr>
<tr>
<td>Email service provider</td>
<td>16%</td>
</tr>
<tr>
<td>Social media management platform</td>
<td>15%</td>
</tr>
<tr>
<td>Attribution management</td>
<td>11%</td>
</tr>
<tr>
<td>Paid search / bid management</td>
<td>8%</td>
</tr>
<tr>
<td>Don’t know / not relevant</td>
<td>3%</td>
</tr>
</tbody>
</table>

**Adobe / Econsultancy Quarterly Digital Intelligence Briefing**

*Note: Respondents could select up to three options.*
When looking at more well established technologies, the gap is reversed: the vast majority use email service providers (82%) and paid search / bid management (59%), but only 16% and 8% respectively regard them as important for integrated marketing. It’s no longer about email, analytics or CRM in isolation, but about how well such tools communicate with each other and how they can enable an integrated approach to marketing.

Company respondents
Figure 5: Digital marketing technologies: level of importance versus actual usage

<table>
<thead>
<tr>
<th>Technology</th>
<th>% of companies using</th>
<th>% of companies regarding as important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email service provider</td>
<td>16%</td>
<td>82%</td>
</tr>
<tr>
<td>Web / mobile analytics</td>
<td>38%</td>
<td>78%</td>
</tr>
<tr>
<td>Content Management System</td>
<td>23%</td>
<td>67%</td>
</tr>
<tr>
<td>Paid search / bid management</td>
<td>8%</td>
<td>59%</td>
</tr>
<tr>
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<td>45%</td>
</tr>
<tr>
<td>Personalisation</td>
<td>22%</td>
<td>34%</td>
</tr>
<tr>
<td>Data management platform / audience management</td>
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<td>24%</td>
</tr>
<tr>
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<td>26%</td>
<td>22%</td>
</tr>
<tr>
<td>Multichannel campaign management</td>
<td>19%</td>
<td>39%</td>
</tr>
<tr>
<td>Attribution management</td>
<td>14%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Adobe / Econsultancy Quarterly Digital Intelligence Briefing
Respondents: 199
5. Unified Data Equals Knowledge

The refrain in digital marketing is that it’s difficult to gain insight from data, despite all of the volume, even because of it. Gradually, technology and process have come together to offer solutions to this problem and there’s sufficient separation in the industry to look at the results.

About a fifth (21%) of our sample enjoys some kind of unified channel management. Only 8% report having a single platform that allows them to manage data from across all channels, with the remaining 13% saying they are able to manage data collectively from some of their channels but not others.

Company respondents
Figure 6: Which of the following statements best describes your marketing technology in terms of its ability to manage data across multiple channels?

![Chart showing data management across channels]

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Respondents: 413

That leaves nearly 80% with the job of managing with disparate tools and outputs. Just over a quarter (27%) have separate technologies that are interconnected to some degree, presumably allowing for data sharing, while over half the sample describe their situation as entirely unconnected.

Simplification is powerful. The diversity and complexity of marketing, digital and otherwise, means that even large organisations are overwhelmed. They spend a disproportionate amount of time collecting data and are often confused by conflicting answers to seemingly fundamental questions.
Company respondents

Figure 7: Web analytics capability and maturity: comparison of companies with single platform versus those with non-connected technologies

![Web analytics capability and maturity: comparison of companies with single platform versus those with non-connected technologies](image)

- Organisations with a single platform that manages data across multiple channels
- Organisations with separate, non-connected technologies managing data for different channels

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Respondents: 229

Figure 7 suggests that bringing data together into a single place, along with the tools to manage it, is a catalyst for simplicity and knowledge. The comparison is stark between organisations that have some degree of unification with those that don’t;

**Web analytics** should be the foundation of digital marketing, offering specific knowledge about what is happening, where and how often. Yet, more than a third of those without a unified data solution admit that they aren’t confident in their organisation’s ability to use analytics to answer questions about integrated marketing.

**Content** is playing an ever-expanding role in marketing and other parts of the enterprise. As content gradually supplants and supports push advertising at many companies, understanding how customers and prospects interact with that content is increasingly important. What we define as content is also diversifying and becoming progressively more rich, interactive and mobile. As important as it is to understand how consumers are interacting with these new content types, only 32% of those with disparate data sources are able to do so.

The term **real time** is often used to describe what is really ‘rapid-response PR’, but the reality is much more intriguing. Real time means exactly that... to understand customer needs in the moment they’re active and delivering a dynamic, relevant response. The data sources for true real-time marketing come from a variety of sources, both internal and external. The latter might
include weather services and third-party demographic data providers, whose information needs to be pulled in and actionable in under a second for it to be useful.

As this kind of real-time marketing moves from the leading edge to the mainstream, it will be increasingly important for marketers to understand how their channels are performing. While nearly two-thirds of the unified data organisations already have that visibility, that’s only true for 21% of those working with disparate data sources.

Finally, any digital marketer knows that it’s not easy to measure performance, at least not across all digital channels. It’s harder still to recognise their role in the customer journey and their effects on one another in a campaign or program setting. Over half (57%) of those with a single view on their data have a clear understanding of performance across their digital channels, compared to only 33% of those without it.
6. Integration as a Strategic Priority

There’s a case to be made for many opportunities in marketing, so many in fact that even large organisations need to be strategic about how to prioritise their technical marketing initiatives. Integration is both an overarching priority and a subset of capabilities that are required to deliver the kind of experience that customers increasingly expect.

Marketing integration is moving slowly towards maturity and at different speed by sector, but inevitably most organisations should expect to be able to...

- **Understand the customer journey** in general and in specific terms. How do prospects arrive at stores and sites and why? How do customers return and how do they want to be treated? What insights can be bundled together to create personas and segments?

- Have the **underlying data and customer-facing tools to respond across channels in real time** or near real time in the case of social/PR.

- **Create and deliver dynamic content based on that real-time data**, from a variety of sources, both internal and external, from transactional history to location and weather.

- **Warehouse data** and more importantly, have it **easily translatable for any application**.

- **Build experiences** that are as seamless across devices and browsers as they are across national boundaries and languages.

Company respondents

Figure 8: How much of a priority is integrated marketing to your organisation?

![Bar Chart](chart.png)

*Adobe / Econsultancy Quarterly Digital Intelligence Briefing*

*Respondents: 359*
The reasons that companies cite for their prioritisation of integrated marketing raise some questions about decision making. The only purpose of any digital advancement should ultimately be to improve business performance. Customer experience, the most cited reason below, is a vital component of customer satisfaction and retention, but it is an enabler of revenue, not the end goal. To this point, companies who clearly understand their digital ROI are more than 40% more likely to make integrated marketing a high priority [Figure 8].

Figure 9: What is the principal reason for integrated marketing becoming a high priority for your organisation / clients?

In Figure 9, we see that not all companies are aligned around financial results. For those who consider themselves internal champions, it’s worth exploring how senior management view the integration effort. Do they see it purely as a path to a better customer experience or do they have a clear understanding of the potential financial impact, though both increased revenue, retention and for some, efficiencies in media?
No Mystery: Challenges to Integration are the Keys to Success

Respondents whose companies are successfully integrating marketing activities were asked to rank success factors in order of importance, while those who are not integrating were asked to do the same for the main obstacles. A comparison of the weighted scores shows that the four areas that are perceived to be the biggest challenges are the same ones as those holding the key to success:

- **Organisational culture and structure**
  Creating and sustaining an effective organisational structure and culture that encourages and facilitates an integrated approach to marketing is a key, if not the most important, success factor. Integrated marketing thrives in an organisation that revolves around the customer and in which all functions are aligned to enable unified channel management.
  
  As many organisations are the command-and-control type, with little cross-functional interaction, it’s not surprising that this is perceived as the most significant obstacle to integrated marketing.

- **Data** (also covered in Section 5)
  Although many organisations are making efforts to join up data, disparate data sources are still a major barrier to progress. This ties in with the next key area, technology, as most often it boils down to enabling multiple systems used by different functions to talk to each other and adopt a more joined-up approach.

**Figure 10:** Please rank the top three obstacles to / factors for successful integrated marketing activities in order of importance.
Technology (also covered in Section 4)

Recent Adobe research¹ showed that only half of marketers surveyed believe their organisations have the right technology to be effective. The continued use of point solutions that require extensive integration, and are often used myopically, means that the lack of integrated platforms still holds marketers back. Luckily, many of these integrations are getting easier, particularly with the help of good application programming interfaces (APIs).

Senior level buy-in

Integrated marketing should be driven from a very senior level, as aligning the processes and strategies of different teams from the earliest stages is essential to make sure they’re all working toward a common goal. Lack of boardroom buy-in was identified as the second most important reason respondents don’t prioritise integrated marketing within their organisation [Figure 11].

Going back to the previous point, investment in technology is a strategic decision and requires the involvement of senior management, so securing senior level buy-in is often the missing ingredient.

Figure 11: What is the main reason integrated marketing isn’t a high priority for your organisation / clients?

8. Appendix – Respondent Profiles

This 11th Quarterly Digital Intelligence Briefing is based on an online survey of 1,020 client-side and agency respondents, carried out in October and November 2013. The survey was promoted by Econsultancy and Adobe to our respective databases of marketing and digital professionals.

Figure 12: Which of the following best describes your company or role?

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*Respondents: 1,020*
8.1. Geography

Just over a third (38%) of respondents are based in the UK. Some 11% are based in North America and 30% in Europe (non-UK). Other countries and regions represented include Australia, South America and the Middle East.

Figure 13: In which country / region are you based?

![Bar chart showing the geographic distribution of respondents]

*Adobe / Econsultancy Quarterly Digital Intelligence Briefing*

*Respondents: 1,020*
8.2. **Business sector**

Respondents work across a wide range of different industry sectors. The best represented sectors are *retail and mail order* (12%), *financial services* (11%) and *professional services* (11%). Just over a quarter of respondents (28%) specify ‘other’ as their sector. Other sectors included *public sector/not-for profit* and *IT*.

**Company respondents**

Figure 14: In which business sector is your organisation?

---

*Adobe / Econsultancy Quarterly Digital Intelligence Briefing*

Respondents: 359
8.3. Job roles

The survey had a senior audience, as shown in the chart below. Just over a third (37%) of responding organisations are managers, while 18% hold CMO, director or VP positions. Additionally, 22% are business owners or have board level roles.

Figure 15: What best describes your job role?
8.4. **Size of company by revenue**

The chart below shows the annual revenue of responding organisations. At the upper end of the scale, around a third (30%) of respondents have revenues of more than £50m each year.

**Figure 16: What is your annual company revenue?**

![Graph showing company revenue](image-url)