Merkle’s 2014 CRM Executive Summit
The Rise of the Platform Marketer: Connected CRM in a Digital World

AGENCY OVERVIEW
Merkle is the largest privately-held customer relationship marketing agency and the fastest-growing agency of any discipline in the U.S. For more than 25 years, Fortune 1,000 companies and leading nonprofit organizations have partnered with us to build and maximize the value of their customer portfolios. We work with brands like Dell, Google, GEICO, DirecTV, Regions, Chase, American Express, AARP, Lilly, Universal, American Cancer Society, Susan G. Komen, and many others to build and execute customer-centric business strategies. With more than 2,100 smart, dedicated people in fifteen offices around the world, we are still growing at a rate that outpaces the market, with 2014 net revenue estimated at $390 million.
The Rise of The Platform Marketer

As the digital revolution continuously changes the behavior of consumers, it is causing major disruption for the brands that market to them. As complicated as it is, the ability to identify and communicate directly with individual consumers, at scale, has created massive opportunity for marketers. Through personalized interactions that take place via online and offline media and channels, across multiple screens and platforms, throughout the customer lifecycle, addressability at scale allows us to truly optimize the value of the customer portfolio.

The growing and constantly fragmenting digital audience platforms, such as Facebook, Google, and Twitter, or a brand’s own website, open countless avenues for creating relevant engagements with consumers. This has given rise to a new breed of marketer, the Platform Marketer™, who must develop a new set of capabilities, tools, metrics, and processes, along with the skills to leverage them. This marketer has a deep understanding of cCRM principles, yet has the knowledge and innovative forethought to thrive in the ever-changing digital environment.

Merkle has built the necessary skills and assets to help clients transform their marketing organizations by building Platform Marketer skills that enable true cCRM. We provide management consulting, technology development and integration, data and analytics expertise, and a full suite of digital agency services. Our objective is to complement and accelerate our clients’ ability to achieve addressability at scale through the complete execution of customer-centric business strategies.

Connected CRM

Connected CRM(cCRM)™ is a systematic way to identify, serve and retain customers based upon their value, through orchestrated customer interactions that improve financial results, create competitive advantage and drive shareholder value.

The foundation of cCRM is a clearly rationalized strategic framework that is widely adopted at all levels of the organization and forms an ongoing process. It begins with enterprise segmentation that supports the customer strategy and allows for planning based on customer value metrics. An integrated targeting and customization competency supports media and channel planning for personalized experience delivery. And a strong financial management competency utilizes measurement and attribution techniques to enable media and channel budget application.

The infrastructure and business processes that enable an enterprise cCRM process encompass the data, systems, tools and technologies required for ongoing management and execution. The organizational impact of the approach is equally important. Without support across the entire organization, driven by strong leadership, the cCRM effort will be at risk. It includes changes in corporate structure, employee skill sets, business processes, and even compensation plans.
At Merkle, our people are a big part of why our clients choose to do business with us. Our staff consists of 2,100 of the smartest, most driven professionals in the business, specializing in marketing, data, analytics, technology, digital media, customer experience, and operational disciplines. Our collective passion has been a key driver in our success, and Merkle has been consistently recognized as an industry leader. In fact, after 25 years, we are still growing at a rate that outpaces every other agency in the US. The strong and lasting relationships that we forge with our clients are reflective of those we help them build with their own customers.
What We Do

Consulting Services

Our philosophy is simple: assemble the very best people into high-performing, collaborative teams that focus on solving key challenges faced by our clients their customer-centricity transformation. Our team of consulting practitioners brings extensive marketing, analytics, and technology expertise to our Connected CRM (cCRM)™ approach. With deep and specific knowledge of the industries we serve, we help our clients obtain the Platform Marketer™ skills needed to build and sustain more profitable customer relationships.
Marketing Technology Services

Merkle’s team of more than 650 technology specialists has one goal: to provide Merkle clients with best-in-class, flexible technology solutions that satisfy specific core needs now and can be expanded and adapted to meet ever-changing business requirements. We’re successful when we provide our clients with a seamless technology solution that solves marketing problems and delivers tangible results.
Analytics & Data Services

Data and analytics are the backbone of what we do as a CRM agency. Our dedication to a data-driven, information-based approach is a key reason for our clients’ success, as well as our own growth as an organization. Our team of more than 250 statisticians and analysts works to maximize marketing effectiveness and create lasting, high-value customer relationships. We believe that Merkle’s competitive advantage lies in our analytic expertise, which in turn creates competitive advantage for our clients.

**Insights**
- Segmentation
  - Value
  - Lifecycle

**Decision Science**
- Targeting
  - Personalization
- Channel and Media Optimization

**Measurement**
- Measurement
  - Cross-Channel Insights Platform

**Data Services**
- Strategy
- Sourcing
- Optimization
Digital Agency Services

Merkle’s team of more than 400 digital strategists and 100 creative professionals are skilled at using data and insights to build integrated digital marketing programs, bringing personalized addressable media to scale. Our strategists are experts in the ever-evolving digital platforms, as well as the foundational business principles of Connected CRM (cCRM)™. We offer complete digital agency services in the following categories:

**Digital Strategy**
- Customer Journey Planning
- CRM Integration Planning
- Roadmap Plan Development
- Platform Marketing Maturity Analysis

**Customer Engagement**
- Contact Strategy and Development
- Email Strategy and Execution
- Mobile Strategy and Execution
- Social Marketing

**Media**
- Display
- Paid Social
- Paid Search
- Search Engine Optimization
- Programmatic Media
- Media Strategy and Analytics

**Experience Design**
- Strategic Planning
- Customer Research and Personas
- Usability Testing
- Customer Insights
- Journey Map Development
- Content Planning and Data Mapping
- Search Engine Optimization
Fast Facts

Company Profile
Chairman & CEO
David Williams
Ownership
Privately held by current management since 1988
Revenue
$315 million for 2013; estimated $390 for 2014

Our Capabilities
- Manage over 140 marketing databases, consisting of more than 3.7 billion first-party customer records
- 400+ dedicated digital professionals
- 250+ advanced-degreed statisticians
- 650+ marketing technology professionals
- 100+ creative services resources
- Manage several billion direct mail pieces annually
- Send over a billion permission-based e-mails annually
- Inform over $10 billion in marketing decisions annually

Recognition
- 6th largest Google Media Partner ’13
- Largest privately-held agency in U.S., Ad Age ’13
- 7th Largest CRM/Direct Marketing Agency, Ad Age ’13
- Bronze Stevie Award “Business to Business Marketing Campaign of the year - Business Services” ’13
- Multiple MAXI Award Winner ’10 ’11 ’13
- Multiple DMA Innovation Award Winner
- Advertising Age A-List: Top Agencies to Watch in ’12
- DMCNY Silver Apple Winner ’11
- Recognized by SmartCEO Magazine as a Future 50 Company ’11
- NCDM Awards ’04, ’05, ’06, ’09, ’10, ’11
- Recognized by Forrester ’03, ’06, ’07 &’10
- David Williams Named to the "Power 20 List" in Baltimore Business Journal ’11

Employees
More than 2,100

Locations
Baltimore | Boston | Chicago | Denver | Hagerstown, MD | Little Rock | London | Minneapolis | Nanjing | New Jersey | New York | Philadelphia | Pittsburgh | San Francisco | Shanghai

Our Customers
150+ World-class Clients including: Dell, AARP, GEICO, DirecTV, Regions Bank, PNC Bank, American Cancer Society, Nespresso, Microsoft, Under Armour, Google, Travelers Insurance, Marriott, Chase, USAA, Tiffany’s, OnStar, Susan G. Komen, Lilly, American Express, and Universal. To see a full list of clients organized by industry, visit www.merkleinc.com.

An Industry-Focused, Partnership Approach
Our knowledgeable CRM professionals have deep experience building customer relationships within the markets we serve. With expert consultation, coupled with market-leading analytics and data-driven technology, we have built a track record of success within your specific industry.

- Banking & Finance
- Insurance & Wealth Management
- Hi-Tech & Business-to-Business
- Retail & Consumer Goods
- Life Sciences
- Nonprofit
- Travel, Media & Entertainment
Contact us to learn how we are leading the agency world
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