Introducing The Digital Platform Marketer
The New England clam bake is a traditional method of cooking foods, especially seafood such as lobster, mussels, crabs, steamers, and quahogs. The seafood is often supplemented by sausages, potatoes, onions, carrots, corn on the cob, etc. - Wikipedia
The big trends – where this is all heading

The audience platform has become highly addressable and is reaching massive scale

Marketers seeking growth and competitive advantage will now be “leaning in” hard on these platforms moving huge amounts of budgets from mass media and traditional direct marketing

We are already seeing marketers moving that budget at scale and seeing 20-40% lift in yield – and we are just getting started

But the challenge is that yesterday’s marketer does not have the skills and tools to really go beyond the haphazard “bag of tactics” and gimmicks to really leverage the opportunity here

So here is where The Platform Marketer comes in…
Introducing The Platform Marketer

The Platform Marketer wears many hats and embodies the collective competencies needed to successfully operate in this world of addressability at scale

- Marketing technologist
- Audience platform expert
- Programmatic media buyer
- Addressability expert
- Consumer experience designer
- Consumer privacy & preference advocate
- Decision science P.H.D.
- Measurement and attribution expert
- Multi-channel program strategist
- Segment portfolio manager
- Chief Customer Economist
The Platform Marketer represents a dramatic shift from the traditional marketing skills and competencies.

The Traditional Marketer

- The big idea
- Media buys reliant on buying clout and scale
- Programs disconnected from the customer experience
- Marketing moves at the speed of human decision

The Platform Marketer

- Big Data
- Media buying driven through the tech stack and audience platforms
- Integrates consumer experience across media and channels at segment and individual level
- Marketing moves in real time through programmatic approach to decisioning and execution
The Platform Marketer is has a data-driven view of its customer segments and actively manages strategies and tactics through this portfolio.

<table>
<thead>
<tr>
<th>Segment</th>
<th>US Market</th>
<th>Leads</th>
<th>Customers</th>
<th>Lapse Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Movers &amp; Shakers</td>
<td>34%</td>
<td>30%</td>
<td>47%</td>
<td>8%</td>
</tr>
<tr>
<td>Family Matters</td>
<td>22%</td>
<td>26%</td>
<td>30%</td>
<td>12%</td>
</tr>
<tr>
<td>Mature Planners</td>
<td>27%</td>
<td>26%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>Passives</td>
<td>4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loners</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Lead Volume**

**Lapse Rate**

**Conversion**

![Graph](image-url)
The Platform Marketer is a master of the ever evolving Audience Platform targeting and optimization capabilities.
The Platform Marketer is a master of the ever evolving Audience Platform targeting and optimization capabilities.
Programmatic Media Buyer: The Platform Marketer brings programmatic buying skills to the enterprise

### Targeting at the Customer Level

<table>
<thead>
<tr>
<th>Old digital media plan</th>
<th>New digital media plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Many Ad Networks</td>
<td>One platform</td>
</tr>
<tr>
<td>Ad.com</td>
<td>Cross sell &amp; upsell</td>
</tr>
<tr>
<td>Collective Media</td>
<td>Prospecting</td>
</tr>
<tr>
<td>Tribal Fusion</td>
<td>Winbacks</td>
</tr>
</tbody>
</table>

### Data-driven skillsets

- **Buying clout**
- **Negotiation skills**
- **Relationships**
- **Manual management**

- **Data-driven decision-making**
- **Platform expertise**
- **Impression-level buying**
- **Automated management**

### Data and enabling technology infrastructure

- **Ad server**
- **Digital Data Mgmt Platform**
- **cR**
- **CRM Database**
The Platform Marketer – Programmatic Media Buyer

Programmatic Media Buyer: The Platform Marketer brings programmatic buying skills to the enterprise

Lookalike Modeling: Match converted consumers to anonymous ID and create look-alike predictive model to identify “like” cookies/placement opportunities through RTB

Online Audience Segments: Identify high performing online audience segments (“auto intenders”) and target these anonymous users through the DSP

CRM Re-Targeting: Identify users visiting site (anonymous or authenticated) and target customized impressions after they leave the site

Direct Match/Custom Audiences: Match offline “top deciles” to cookies through third party match providers and target known consumers on a 1-1 level
Platform marketers bring addressable data skills that facilitate the exchange of identity and data for personalization and relevance.

This is a skill!

The Platform Marketer knows he/she must maximize his addressable market through high coverage of consumer identifiers and knowledge in the database.

This requires mastery of consumer addressability in the database and constant collaboration and leadership with technology.

It also requires deep consumer insight and experience skills to design and implement the experiential “value exchange” that incents consumers to provide data (e.g., why should a identify on a site with their Facebook log-in?)
What does it look like when it comes together? Let's use a retail example…

1-800 Flowers Customer Database

Develop high value customer segments:
- “Upcoming Anniversaries”
- “Win backs”
- “Frequent Purchasers”

Create “Direct Match” models based upon these customer segments

When a “matched” customer views a Display Ad, the Remarketing Tag fires; segmenting the consumer into the appropriate Remarketing List

For example this could be, “High Value Customer with an upcoming anniversary”
Based upon 1-800 Flowers data, we know the customers: transaction history, order preferences, location, and key dates (ex: anniversary).

Bids and Messaging can then be highly tailored creating unique Search experiences in addition to expanding potential keyword portfolios.

The high value Customer Continues Searching for Anniversary related queries.

What does it look like when it comes together?

Let's use a retail example…

Google

- anniversary gift

Google

- lemont restaurant pittsburgh
Based upon 1-800 Flowers data, we know the customers’ transaction history, order preferences, location, and key dates (ex: anniversary). Bids and Messaging can then be highly tailored, creating unique Search experiences in addition to expanding potential keyword portfolios.

What does it look like when it comes together? Let’s use a retail example…

Segment Portfolio Manager
Audience Platform Expert
Addressability Expert
Programmatic Media Buyer

Based upon 1-800 Flowers data, we know the customer continues searching for Anniversary-related queries.
THE WORLD OF THE PLATFORM MARKETER: Reaching an addressable audience at scale.

The Audience Platform: Digital platforms that aggregate audiences for data-driven marketing.

- Known individual level targeting reaches massive scale as the core of the strategy
- Cross device targeting maturity will accelerate
- 1st party audience expansion and extension creates massive addressable scale opportunity
- Search will be the next big addressable platform
- The info-mediary starts to take shape
- Digital media convergence
- Programmatic media buying explodes

$8B Custom audience media spend in 2017

$9B RTB media spend in 2017
The Tech Stack  The Marketer’s data management, analytic, and decisioning platform that enables audience platform interactions

The Platform Process  The new connected processes for the Platform Marketer

The Metrics  The new metrics for the new world of addressability at scale

- Addressable target audience reach
- Audience identifier coverage in the database
- Knowledge attribute coverage in the database
- % addressable interactions

Over $31B of Mobile ad spend in 2017, representing over 50% of the overall digital advertising market

50% of all ecommerce sites will be socially connected by 2015

Customer Strategy  Financial Management  Experience Delivery
The Adaptive Customer Organization
The analytic, technical, and creative competencies that form a highly adaptive organization

EXPERIENCE
STRATEGY & PLANNING
CXO Chief Experience Officer

AUDIENCE MANAGEMENT
Addressability
Audience Platforms
Innovation & Testing

MEASUREMENT & OPTIMIZATION
Attribution
Marketing Mix
Business Intelligence
Decision Science

TECHNOLOGY
Marketing Stack
Personalization
Consumer Data

CXO Chief Information Officer

Portofolio Management
Segment Leadership

Design & Planning
Consumer Preference
& Governance
Product Management
Brand Leadership

STRAVETY & PLANNING
The Platform Marketer has the skills and competencies to take advantage of addressability at scale – but must operate within the Adaptive Enterprise.

- **The Tech Stack**: The Marketer’s data management, analytic, and decisioning platform that enables audience platform interactions.

- **The Platform Process**: The new connected processes for the Platform Marketer.

- **The Metrics**: The new metrics for the new world of addressability at scale.

- **The Adaptive Customer Organization**: The analytic, technical, and creative competencies that form a highly adaptive organization.

The Adaptive Customer Enterprise represents the infrastructure, processes, and organization that rapidly adapts to opportunities in the ever-evolving world of the addressable platform.

The Platform marketer, thrives in this environment that is purpose built for innovation, speed-to-market, and data-driven execution.
The Platform Marketer has the skills and competencies to take advantage of addressability at scale – but must operate within the Adaptive Enterprise.

- **The Tech Stack** The Marketer’s data management, analytic, and decisioning platform that enables audience platform interactions.

- **The Platform Process** The new connected processes for the Platform Marketer.

- **The Metrics** The new metrics for the new world of addressability at scale.

- **The Adaptive Customer Organization** The analytic, technical, and creative competencies that form a highly adaptive organization.
Last year, we introduced the concept of the Digital Marketing Value Chain – this is the Platform Marketers sandbox.

Digitization of the end-to-end marketing data management, planning, and execution value-chain drives real-time optimization at the individual level.
Billions in investment capital and marketer spend is pouring into technologies – but is has been confusing and fragmented

Digital Media “LUMAscape”
In the last 12-18 months, we have seen the most advanced marketers rationalizing all of this technology into a rationalized, unified stack.
CRM is still the root of where the value lives. Analysis and insight on known consumer behavioral, attitudinal, and value-based insights drives every decision upwards in the stack.

The ability for the marketer to operationally and analytically make the connections to and from the CRM database into the digital stack is the foundation for the Platform Marketer.
The core of the platform is the connected view of the consumer

- Consolidated view of the consumer across all touchpoints
- Allows clients to analyze their programs in context of the whole picture
- Valuable insights on consumer value, attitudes, and behaviors
- Attribution – provides foundation for effective measurement
- Multi-media, multi-channel optimization based on facts
Connected CRM Platform

First, Second and Third Party Data Sources

CRM Database

Connected Recognition (cR) links known consumers (and their value) to their media interactions in the anonymous marketplace – mass and digital

All anonymous and known digital exposures keyed to a universal user key (cookie level)

Foundational view of the prospect and customer including segmentation, contact history, and value

All offline media interactions mapped to the individual/HH level including media research panel data

Integrated attribution and targeting accessible in real-time

Consumer Event Stream

Segmentation

Measurement & Attribution

Targeting & Personalization

Connected CRM Platform

TV  Print  Radio  DM  EM  Display  Search  Social  Mobile  Retail  Site  CC
How does it come together – digital data integration example

<table>
<thead>
<tr>
<th>Site Visit Date</th>
<th>Cookie ID/Device</th>
<th>Account ID</th>
<th>Order Number</th>
<th>Known?</th>
<th>Real-world ID</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 21</td>
<td>ID 123/PC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan 21</td>
<td>ID 123/PC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan 22</td>
<td>ID 123/PC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feb 15</td>
<td>ID 123/PC</td>
<td></td>
<td>03211231</td>
<td>Purchase</td>
<td></td>
</tr>
<tr>
<td>Feb 24</td>
<td>ID 234/Mobile Browsing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feb 27</td>
<td>ID 234/Mobile Browsing</td>
<td>C9787</td>
<td></td>
<td>Login</td>
<td></td>
</tr>
</tbody>
</table>

1. Track online and mobile user activity
2. Link data based on action
3. Identify user

John Smith
jsmith@aol.com
Buffalo, NY
One individual gets a DM piece and passes to her spouse who then is browsing online, clicks a banner and submits the membership application

- By integrating CRM and anonymous data, we can see the interaction effects across all media and how they impact response
- This process can be done across all media including display, PPC, social, DM, print – any media where we can tag or collect a name/address

<table>
<thead>
<tr>
<th>Prospect ID</th>
<th>First</th>
<th>Last</th>
<th>Address</th>
<th>DM Key Code</th>
<th>Campaign ID</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>123322777</td>
<td>Owen</td>
<td>McCorry</td>
<td>123 Main St.</td>
<td>DM42343</td>
<td>999</td>
<td>12/15/2011</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>App ID</th>
<th>Date</th>
<th>Channel</th>
<th>Email</th>
<th>First</th>
<th>Last</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>1234</td>
<td>01/30/2012</td>
<td>Phone</td>
<td><a href="mailto:nmccorry@gmail.com">nmccorry@gmail.com</a></td>
<td>Nancy</td>
<td>McCorry</td>
<td>123 Main St.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>App ID</th>
<th>UID</th>
<th>Time</th>
<th>Event</th>
<th>Site/Page</th>
<th>Creative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>98765</td>
<td>12:30 PM</td>
<td>PPC Impression</td>
<td>Google</td>
<td>A1</td>
</tr>
<tr>
<td></td>
<td>98765</td>
<td>2:10 PM</td>
<td>Banner Impression</td>
<td>CNN.com</td>
<td>B2</td>
</tr>
<tr>
<td>1234</td>
<td>98765</td>
<td>2:25</td>
<td>Online Enrollment</td>
<td>Thank You</td>
<td></td>
</tr>
</tbody>
</table>
The Consumer Event Stream

User Event Table

<table>
<thead>
<tr>
<th>User ID</th>
<th>Date Time</th>
<th>Event ID</th>
<th>Event Desc</th>
</tr>
</thead>
<tbody>
<tr>
<td>1234</td>
<td>2/1/2012</td>
<td>DM437</td>
<td>DM Delivered</td>
</tr>
<tr>
<td>1234</td>
<td>2/2/2012 3:05 pm</td>
<td>DI9076</td>
<td>Display Impression</td>
</tr>
<tr>
<td>1234</td>
<td>2/2/2012 3:06 pm</td>
<td>CC068</td>
<td>Inbound Call Center</td>
</tr>
<tr>
<td>1234</td>
<td>2/2/2012 5:05 pm</td>
<td>EM087</td>
<td>Sent Email</td>
</tr>
<tr>
<td>1234</td>
<td>2/2/2012 9:30 pm</td>
<td>EM088</td>
<td>Opened Email</td>
</tr>
<tr>
<td>1234</td>
<td>2/2/2012 9:30 pm</td>
<td>EM089</td>
<td>Clicked Email</td>
</tr>
<tr>
<td>1234</td>
<td>2/6/2012 9:00 pm</td>
<td>PS674</td>
<td>Clicks Paid Search</td>
</tr>
<tr>
<td>1234</td>
<td>2/6/2012 9:15 pm</td>
<td>Q8740</td>
<td>Completes Quote</td>
</tr>
</tbody>
</table>

Event Meta Data

<table>
<thead>
<tr>
<th>Event ID</th>
<th>Creative</th>
<th>Offer</th>
<th>Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>EM088</td>
<td>A2346 Insurance you can count on</td>
<td>OI92365 $14/Mth for $25K Coverage</td>
<td>P978 Term Life</td>
</tr>
</tbody>
</table>
Data management (DMP) and attribution platforms must integrate across online and offline channels and integrate seamlessly upward and downward into the stack to flexibly bring together offline value/segmentation together with development of valuable online audiences.

Attribution and DMP are not separate functions but should be treated as an integrated process.
Granular attribution allow us to fractionally assign credit to each touch point into event stream prior to conversion.

This scenario represents success in that the predicted customer value is realized/confirmed and there is a strong program ROI. Next step is to “operationalize” this scenario for maximum impact.

**User Level Attribution**

<table>
<thead>
<tr>
<th>Event</th>
<th>Cost</th>
<th>Attributed</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>DM Delivered</td>
<td>$.35</td>
<td>.15</td>
<td>$300</td>
</tr>
<tr>
<td>Display Impression</td>
<td>$.001</td>
<td>.20</td>
<td>$400</td>
</tr>
<tr>
<td>Inbound Call Center Experience</td>
<td>$10.25</td>
<td>.40</td>
<td>$800</td>
</tr>
<tr>
<td>Sent Email</td>
<td>$.02</td>
<td>.20</td>
<td>$400</td>
</tr>
<tr>
<td>Paid Search Ad</td>
<td>$.03</td>
<td>.05</td>
<td>$100</td>
</tr>
</tbody>
</table>

**Program Level Attribution**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Campaign</td>
<td>Display-DSP</td>
</tr>
<tr>
<td>Spend</td>
<td>$10,000</td>
</tr>
<tr>
<td>Impressions</td>
<td>102,504,000</td>
</tr>
<tr>
<td>Quotes</td>
<td>320</td>
</tr>
<tr>
<td>Policies</td>
<td>45</td>
</tr>
<tr>
<td>Cost Per Policy</td>
<td>$222</td>
</tr>
<tr>
<td>Total Policy Value</td>
<td>$45,000</td>
</tr>
<tr>
<td>ROI</td>
<td>350%</td>
</tr>
</tbody>
</table>
Targeting Platforms

The targeting platform is a cross-channel and media entity and incorporates site, display, video, mobile, addressable TV. Management and rationalization of multiple decisioning engines and demand side platforms is a critical skill and must have an integrated view of the consumer at the center of the approach.
Measurement output also integrated into targeting algorithms

<table>
<thead>
<tr>
<th>User ID</th>
<th>Conversion ID</th>
<th>Event ID</th>
<th>Attribution Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1234</td>
<td>C76532</td>
<td>DM437</td>
<td>.05</td>
</tr>
<tr>
<td>1234</td>
<td>C76532</td>
<td>DI9076</td>
<td>.32</td>
</tr>
<tr>
<td>1234</td>
<td>C76532</td>
<td>PS674</td>
<td>.11</td>
</tr>
<tr>
<td>1234</td>
<td>C76532</td>
<td>Q8740</td>
<td>.25</td>
</tr>
</tbody>
</table>

Model-based attribution weights

Digital platforms

Real-time bidding

Targeted Experiences

Attribution data

1000101110101010100111001110
Anonymous targeting

Demand Side Platform (DSP)

Search Bid Platform

Cookie

Publisher

Keyword

Anonymous Data

Anonymous targeting

Publisher

Google Engine

Bing Engine
The “execution currencies” represent the level of granularity and the actual data transfer between the marketer platforms and audience platforms to enable targeting and optimization. Currencies have to be understood and integrated into the data model, analytics/attribution, and targeting vertically on an ongoing basis.
Data exchange between the marketing stack and the audience platforms take on different, evolving forms

<table>
<thead>
<tr>
<th>Platforms</th>
<th>Content &amp; Context</th>
<th>Intent &amp; Behavior</th>
<th>Anonymous Individual</th>
<th>Identified Individual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yahoo!</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESPN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twitter</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Google</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amazon</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facebook Exchange</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appnexus</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facebook Custom Audiences</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data In</th>
<th>Placement</th>
<th>Keywords</th>
<th>Geo Technographics</th>
<th>Email, Phone #</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Currencies”</td>
<td></td>
<td>3rd Party Segment</td>
<td>Conversion Value</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Intent</td>
<td>Freq &amp; Recency</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Location/Check in</td>
<td>Site</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social Signal</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data Out</th>
<th>Aggregate Impressions</th>
<th>Individual Impressions</th>
<th>Aggregate Match Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Transparency”</td>
<td>Clicks</td>
<td>Leads</td>
<td>Volume</td>
</tr>
<tr>
<td></td>
<td>Full Site Path &amp; Engagement</td>
<td>Leads, Conversions, Value Insights</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Insights</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The audience platforms are the marketers access to the addressable consumer. These platforms are constantly in flux and the rules of optimization, transparency, and data access are varied and constantly in flux.

The Platform Marketer and agency must stay constantly in tune and ahead of these changes – in the best cases, driving and influencing these platform roadmaps.
Value is achieved through vertical integration, which allows these components to work together to drive greater insights and optimization.
The Platform Marketer has the skills and competencies to take advantage of addressability at scale – but must operate within the Adaptive Enterprise.

**The Tech Stack**  
The Marketer’s data management, analytic, and decisioning platform that enables audience platform interactions.

**The Platform Process**  
The new connected processes for the Platform Marketer.

**The Metrics**  
The new metrics for the new world of addressability at scale.

**The Adaptive Customer Organization**  
The analytic, technical, and creative competencies that form a highly adaptive organization.
Enterprise segmentation, which includes value and lifecycle dimensions, forms the foundation of CCF.

**Customer Strategy**

- Portfolio Strategy
- Segment Strategy
- Program Strategy

These strategies are then translated into actionable media and channel plans that result in highly personalized, targeted experiences.

**Experience Delivery**

- Media Planning
- Channel Planning
- Targeting & Personalization

Experience delivery performance is continuously attributed across media and channels which, in turn, drives optimized budget allocation.

**Financial Management**

- Measurement & Attribution
- Budget Allocation

Financial management informs customer strategy and experience delivery decisions as a closed loop process.
The Adaptive Customer Enterprise operates within a consumer-centric, platform-ready process framework.

Connected CRM Process Framework

- Mega-Processes: Customer Strategy
- Processes:
  - Media Planning
  - Targeting & Personalization
  - Channel Planning
- Sub-Processes:
  - Experience Delivery
  - Financial Management
## Targeting & Personalization

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers Added To Database</td>
<td>Quotes and recently sold customers who responded to display and search are collected in the database</td>
</tr>
<tr>
<td>Digital Targeting Model Created</td>
<td>“High-value” segment flagged and their online behaviors across digital media and channels is analyzed to create a look-alike model</td>
</tr>
<tr>
<td>Models Fed Into DSP</td>
<td>Models implemented to DSPs to drive higher bid amounts on high value inventory</td>
</tr>
<tr>
<td>Digital Attribution</td>
<td>Analytic process uses algorithmic attribution of conversions across display, search, mobile, and social – beyond last-click</td>
</tr>
<tr>
<td>Optimized In Media Platforms</td>
<td>Based on attribution, media mix, frequency, and cost allowables are all optimized directly into the media platforms</td>
</tr>
<tr>
<td>Process</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Consumer Behavior Captured</td>
<td>Consumers are tracked across multiple channels and media (both anonymous and identified) and subsequently matched to personally identifiable information where required.</td>
</tr>
<tr>
<td>Analytics To Define Anonymous Look-alikes</td>
<td>From there, models are created from existing members to correlate profiles to value.</td>
</tr>
<tr>
<td>Models Are Fed To Personalization Engine</td>
<td>Model outputs predict “next best offer” and content personalization for subsequent channel visits and interactions. Model outputs form rules for real-time interaction in optimization tool.</td>
</tr>
<tr>
<td>Real-time Decisioning On The Site And Call Center</td>
<td>Going forward, prospects are provided with a highly personalized experience across all channels (call centers, web and mobile sites, retail locations).</td>
</tr>
<tr>
<td>Ongoing Measurement &amp; Refinement</td>
<td>Ongoing measurement and optimization of user paths and offer management takes place as data is refreshed in the database in real-time.</td>
</tr>
</tbody>
</table>
The Platform Marketer has the skills and competencies to take advantage of addressability at scale – but must operate within the Adaptive Enterprise.

**The Tech Stack**  The Marketer’s data management, analytic, and decisioning platform that enables audience platform interactions.

**The Platform Process**  The new connected processes for the Platform Marketer.

**The Metrics**  The new metrics for the new world of addressability at scale.

**The Adaptive Customer Organization**  The analytic, technical, and creative competencies that form a highly adaptive organization.
The CXO and CIO partnership

Chief Experience Officer

Owns the marketing technology stack and operates it through the Adaptive operating model

CIO

Provides infrastructure, program management, and big data management skills and support
Adaptive Consumer Enterprise

Chief Experience Officer (CXO)

CIO

Strategy & Planning
- Portfolio Management
  - Portfolio Strategy
  - Financial Management
- Segment Leadership
  - Segment Leadership

Experience
- Experience Design & Planning
- Interaction Mapping

Audience Mgmt
- Addressability Optimization
- Identity Management
- Audience Platforms
  - 1st Party Platform Leadership
  - 3rd Party Platform Leadership
- Innovation and Testing

Measurement & Optimization
- Measurement & Attribution
- Fractional Attribution

Technology
- Marketing Stack
  - Personalization Lead
- Consumer Data
  - Consumer Data Governance
New metrics will be applied to the Platform Marketer and the Adaptive Customer Enterprise

Addressable “target audience” reach across the anonymous and addressable universe

Coverage of audience identifiers in customer/prospect universe

Addressability Index: % of all interactions that were addressable and personalized

Coverage of knowledge (attributes) across the customer/prospect universe
In Closing

Incredible opportunity for growth and competitive advantage in the platforms

Mastery of the audience platform and the marketing stack is a must...

But technology isn’t enough – you will have to become the Platform Marketer and transform into the Adaptive Customer Enterprise

Are you ready?
<table>
<thead>
<tr>
<th>Discussion Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>How is addressability being leveraged by your organization?</td>
</tr>
<tr>
<td>Is this recognized as a key growth opportunity?</td>
</tr>
<tr>
<td>Do you have the marketing stack in place?</td>
</tr>
<tr>
<td>How/where do the platform marketer competencies live in your organization?</td>
</tr>
<tr>
<td>What are the big challenges?</td>
</tr>
</tbody>
</table>