

# GARY TEO

MANAGING DIRECTOR, ACCENTURE SONG

Hello, I lead the **Marketing Transformation** practice in Accenture Song. I specialise in helping clients transform their **marketing experiences, technologies, processes** and teams to achieve **disruptive growth**

>15

*years of experience*

- Transformation Director
- MarTech/AdTech Leadership
- Customer Experience
- Product Management

Some of the clients I've served



MARKETING **WITHOUT DATA** IS  
LIKE DRIVING WITH YOUR **EYES**  
**CLOSED.**



**DAN ZARELLA**  
HUBSPOT, SOCIAL MEDIA SCIENTIST

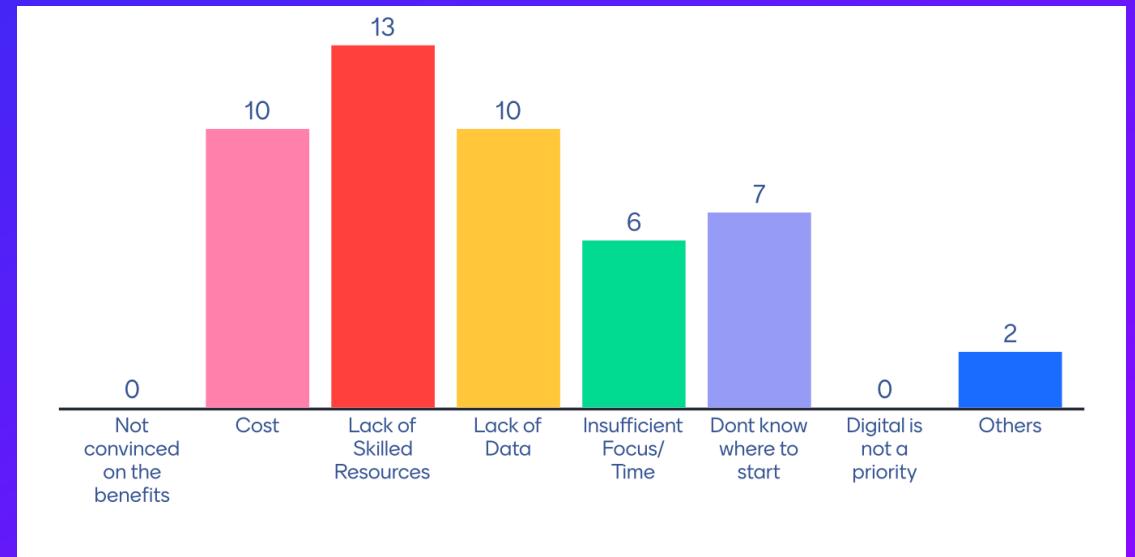
The current travel and tourism resurgence is supercharging competition for the wallet of an ever more discerning and demanding consumer.

Marketers are turning to **data and technology to achieve higher returns on tight budgets.**



# So, what's stopping you from Data-Driven Marketing?

## Live results:



# What is Data-Driven Marketing?

What's driving this upset?



## RECOGNISE

Identify both known and unknown customers and prospects across their different devices through varied data sources



## REMEMBER

Knowing your customer's history means not just knowing their relationship with you; what they have bought, viewed, consumed. What concerns or preferences they they may have



## RECOMMEND

Reach consumers with the right marketing, offer or product recommendations based on their actions, preferences and interests, especially when they qualify for multiple



## RELEVANCE

Personalising the message and offer to customers with the right message at the right time

## WHAT'S CHANGED?

# Growth in Privacy Concern

Key operators in the ecosystem such as Google and Apple have intensified emphasis on privacy that has contributed to an escalating awareness of data privacy issues sweeping around the globe in alignment with legislation such as PDPA, GDPR

## THIS HAS RESULTED IN...



Global impact on **traffic** (-26% expected) & measurement



Impact on **retargeting** options and digital media efficiency



Less view-through **conversions** on website



Inventory reduction & **CPM increase**



Increase of importance of **zero** and **first-party data**



Increase in **contextual targeting** and platforms

# +150%

## HIGHER ACQUISITION COSTS

A large-scale ranking experiment with over 20,000 advertisers showed an average increase in digital marketing spending

## WHAT'S CHANGED?

# Big Data and the Wisdom of Crowds

The merging of technology, data analytics, and collective intelligence has had a profound impact on businesses, enabling data-driven decisions and enhancing personalised experiences & education

## THIS HAS RESULTED IN...



Deeper and unified understanding of different aspects (e.g. CRM, digital, service, loyalty, etc) of the customer to drive **consumer insights and experience personalisation**



Rise of lookalikes, data clustering, propensity scoring, micro-segmentation and various techniques in **data-driven or social-led experiences**

# >48%

surveyed globally tend to follow their gut than relying on data-driven insights

# 87%

of marketers say data is their company's most under-utilised asset



WHAT'S CHANGED?

# Rise of Emerging Technologies

Emerging technologies such as Generative AI unlock new opportunities for brands to enable groundbreaking human creativity and productivity; and they are increasingly easy to use, making them accessible to even non-tech users

## THIS HAS RESULTED IN...



AI will become an **ever-present co-pilot** for every worker, putting new kinds of hyper-personalised intelligence into human hands



Generative AI and virtual chatbots enhancing customer engagements through **real-time personalisation** of travel recommendations

# Up to 40%

of working hours will be supported by or augmented by language-based AI

# 100M

ChatGPT Users in 60 days making this the fastest adoption of new advanced technology ever

# Consumers are demanding higher levels of engagements and they're taking their monies with them

91%

of consumers are more likely to shop with brands who **recognise, remember and provide relevant offers and recommendations.**

93%

of consumers agree it is important that **every interaction they have with a brand is excellent.**



83%

of consumers willing to **share data to receive more personalised experiences.**

87%

of consumers think it is important to purchase from brands or retailers that **understand "the real me."**

# Personalisation allows brands to create more Loyal Customers and increase Lifetime Value

With increasing disposable income, consumers are looking for greater personalisation in products & experiences...

## Sources:

- 1- Accenture Tech Vision 2020: The 'I' in Experience
- 2- McK- The future of personalization and how to get ready for it, June 2019
- 3- BCG- The Next level of personalization in Retail, July 2019
- 4- Deloitte- The Deloitte Consumer Review- Made to order- the rise of mass-personalization
5. <https://cmo.adobe.com/articles/2020/1/mobile-personalization--top-trends-for-2020.html#gs.7fa8mr>

~63%

of consumers **want personalised recommendations** from the organisations

20%

**improvement in Net Promoter Score** from the customers engaged with high level of personalisation<sup>3</sup>

>10%

**incremental revenue** growth for companies with leading personalisation capabilities<sup>3</sup>

~40%

of consumers more likely to **spend more than planned** if the experience was highly personalised

48%

of consumers are **willing to wait longer** for a personalised product/service

10-30%

projected **increase in marketing spend efficiency**<sup>2</sup>

# Business impact of Data-Driven Marketing is real

Across organisations, data-driven marketing has generated proven results

**40%**

Uplift in campaign performance



**20%**

Increase in Conversion rates



**10%**

Increase in sales & revenue



**25%**

Increase in Productivity



**40%**

Reduced marketing spend



**5%**

Accelerated growth



# Realising Data-Driven Marketing Excellence

Let's talk about examples and practical applications

# Foundational Tenets of Data-Driven Marketing

**01**



## **DATA COLLECTION & ANALYSIS**

How do we find better opportunities by looking at the data we have collected?

How does the data we have steer the business and offer better experiences?

**02**



## **MARKETING TECHNOLOGY STACK**

How can we use technology to automate and personalise experiences at scale?

**03**



## **CAMPAIGNS & EXPERIENCES**

How do we target those new opportunities and improved experiences with the right content and offer in the right channel at the right time?

**04**



## **REPORTING & CONTINUOUS IMPROVEMENT**

How do we measure our impact and then move the needle forward one iteration at a time?

How good is good enough?

**05**

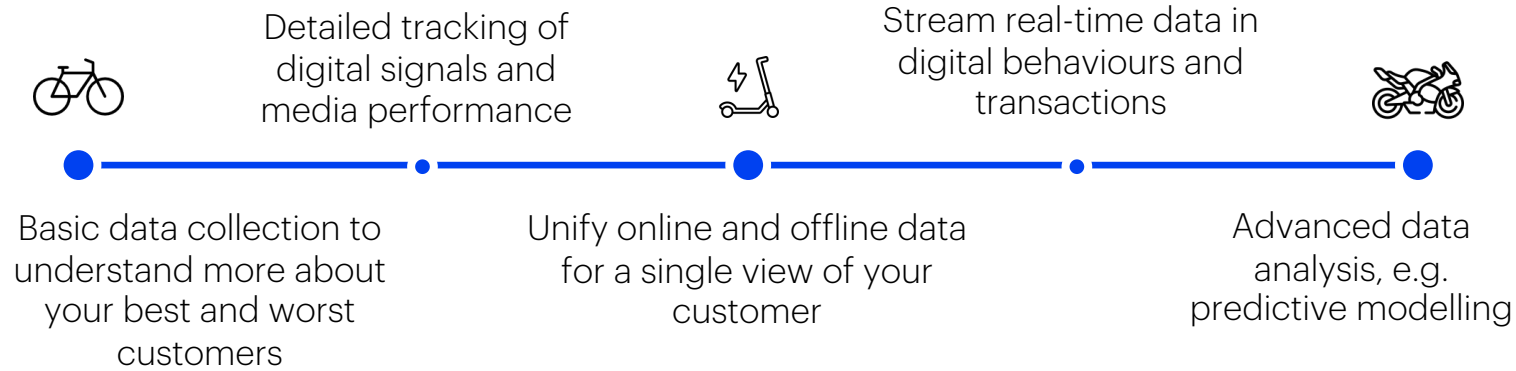


## **OPERATING MODEL, PEOPLE & SKILLS**

How do we evolve our teams to achieve all the above?

How do we groom them and foster the right culture for improvement?

By collecting and analysing data, brands extract valuable insights to make data-backed business decisions to grow and thrive in today's competitive landscape

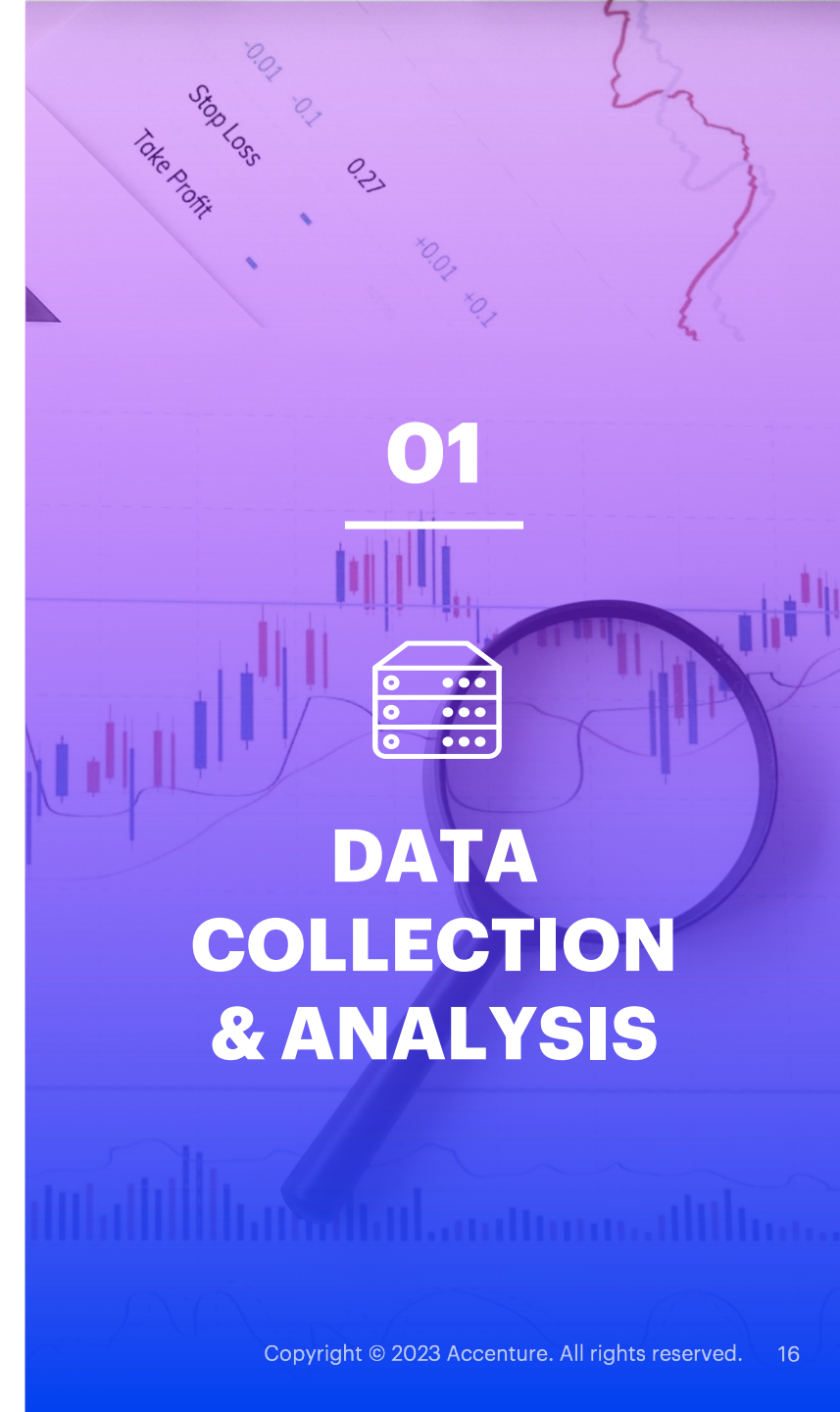


## WHAT YOU CAN DO

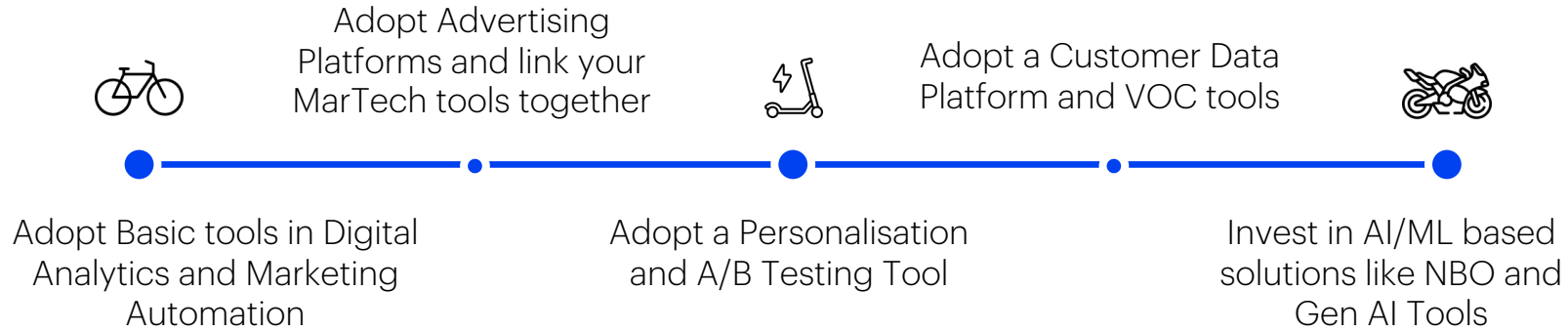
- Work with your consultants or agency to improve your digital media tracking
- Review information you can collect for each Customer Individual but also in aggregate (E.g for Dashboards)
- Invest in a Data Platform or CDP to reconcile your customer data across online and offline
- Setup data-growth programs (can you get more information from customers in your Apps or EDMs?)
- Experiment with propensity scores, clustering and lookalikes

## WHAT TYPES OF DATA?

- + Customer Basic Profile
- + Digital Behaviours
- + Digital Media Spend
- + Appstore and Social Media Performance
- + Ecommerce performance
- + Voice of Customer (NPS, CSAT)
- + Offline Transactions
- + Loyalty Profile (tier, status)
- + Service Issues
- + Partnership Data

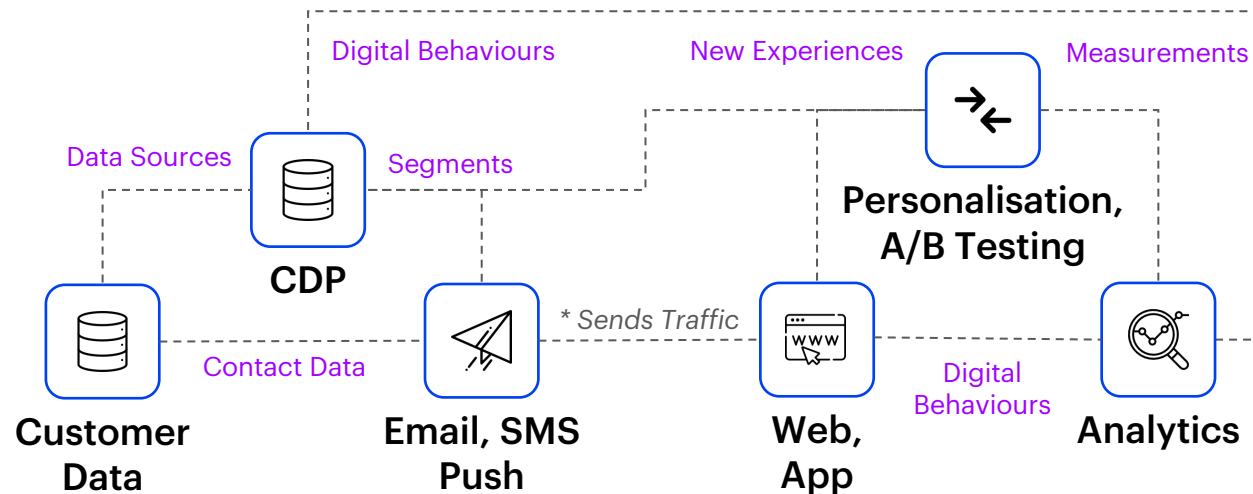


MarTech tools allow brands to identify, observe, predict and engage with customers at scale by automating personalised experiences to drive exceptional results in a data-driven world



## HOW DO THEY WORK TOGETHER (INCREMENTALLY)?

\*\* Massively Simplified for this discussion





Harness data signals and marketing tools to craft bespoke and dynamic content, offers and streamlined experiences that captivate audiences with the relevant context.



## WHAT YOU CAN DO

- Plan out your entire seasonal marketing calendar
- Identify key segments (<7)
- Develop a suite of life cycle marketing campaigns and identify how to qualify them
- Prioritise campaigns by business impact and start to build out experiences and offers
- Read analytics data to identify who and where to improve and see if any audience groups are encumbered or underserved

## WHAT TYPES OF CAMPAIGNS?



### SEASONAL

Ad-hoc activation campaigns based on festive vacation & school holiday periods



### LIFECYCLE

Automated ITTT engagements based on changes in customer data/behaviours



### RELATIONAL

Segment or brand level engagements that are triggered at key life moments (by data) and cuts across products

03



## CAMPAIGNS & EXPERIENCES

IT'S NOT SO EASY, IS IT?

# Data Rich versus Data Poor

What if my business is unlikely to be data rich? E.g.

- Lack of details about customer
- Transactional information is too late
- No loyalty program

## HOW DO DIGITAL BUSINESSES DO IT?

### DIGITAL BEHAVIOURS



Continue to invest in your digital analytics, that is still going to be your golden source of information. Based on how customers read your FAQs, use your search, interact with your wizards, react to your emails, it can tell you a lot about them and allow you to optimise your engagement with each cohort

### PAID MEDIA, AUDIENCES



Despite declining accuracy, other brands continue to harvest customer data, you can find audiences unique to each platform or provider that may be meaningful to your business. E.g. by wealth, interest groups, etc. This also includes using your data to retarget and build lookalikes

### PARTNERSHIPS DATA



Partnerships (not necessarily data partnerships) to increase your data catchment

### DATA GROWTH PROGRAMS



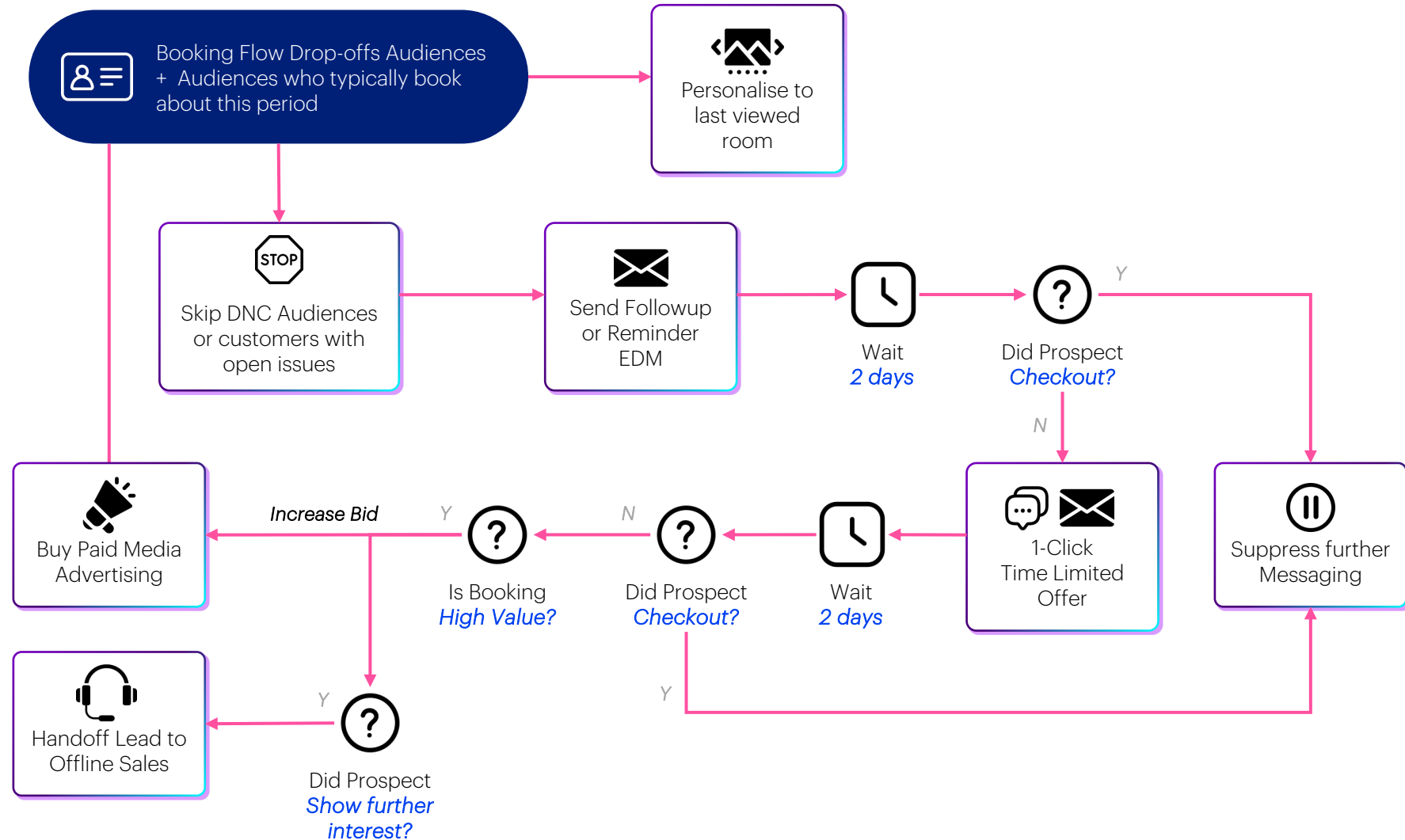
Create incentives and programs to farm your existing customer database and social network for more information

# 03



## CAMPAIGNS & EXPERIENCES

How do I actually use all these data and techniques together to impact experiences?





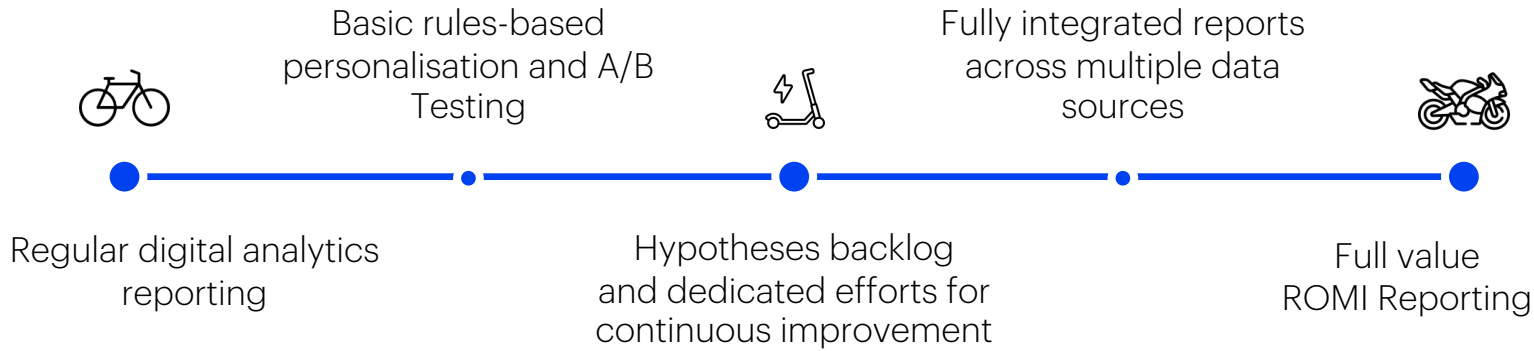
IF YOU CAN'T **MEASURE IT**,  
YOU CAN'T **IMPROVE IT**



**PETER DRUCKER**

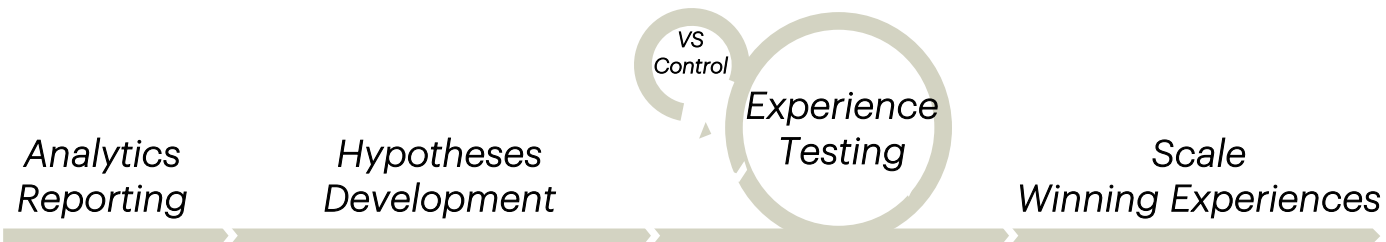
MANAGEMENT CONSULTANT, EDUCATOR, AND AUTHOR

Continuous tracking, reporting and optimisation enable brands to improve performance iteratively, and fine-tune strategies for sustained success as rubber meets the road



## WHAT YOU CAN DO

- Enact regular digital analytics reporting focusing on your key booking funnels
- Break up KPIs to smaller tasks (E.g. Landings, Add to carts)
- Setup a Continuous Improvement team to develop a hypotheses backlog of items to improve
- Run some tests for personalisations or A/B testing by campaigns or segments



04

REPORTING  
& CONTINUOUS  
IMPROVEMENT

04

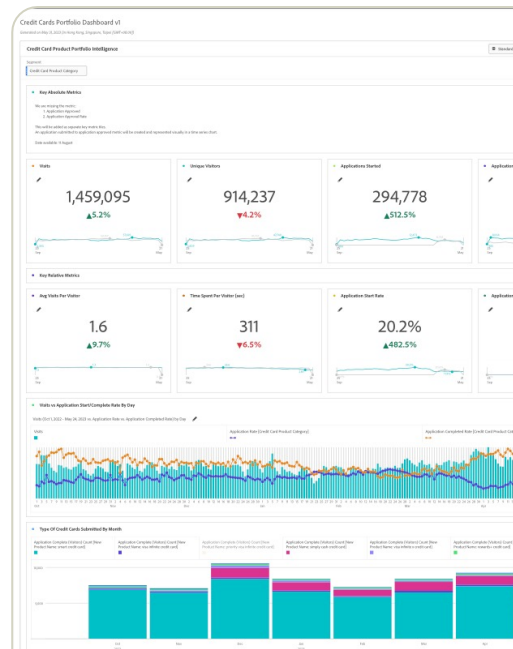


# REPORTING & CONTINUOUS IMPROVEMENT

## L1 UNIFIED CAMPAIGNS REPORTING

Focus on how campaigns are **performing compared to baselines** unified reporting of digital behaviours and performance with:

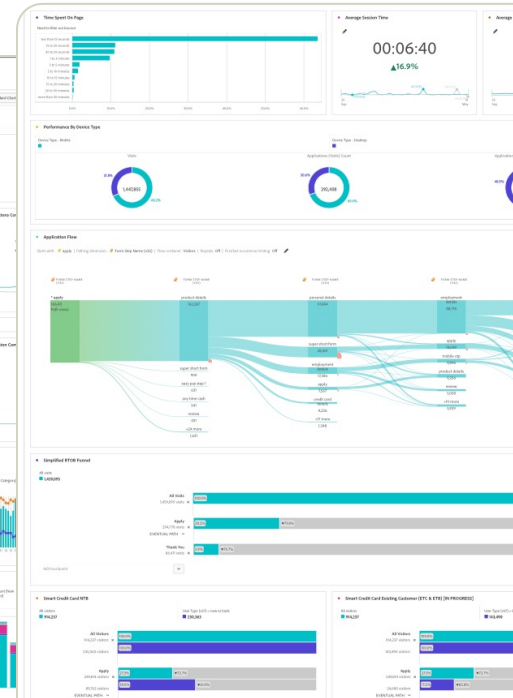
- Media Spend
- Owned Media
- Voice of Customer
- Application Closure



## L2 DIGITAL PRODUCT PERFORMANCE

Period to period comparison of a product is performing as an aggregate view of **overall digital health**

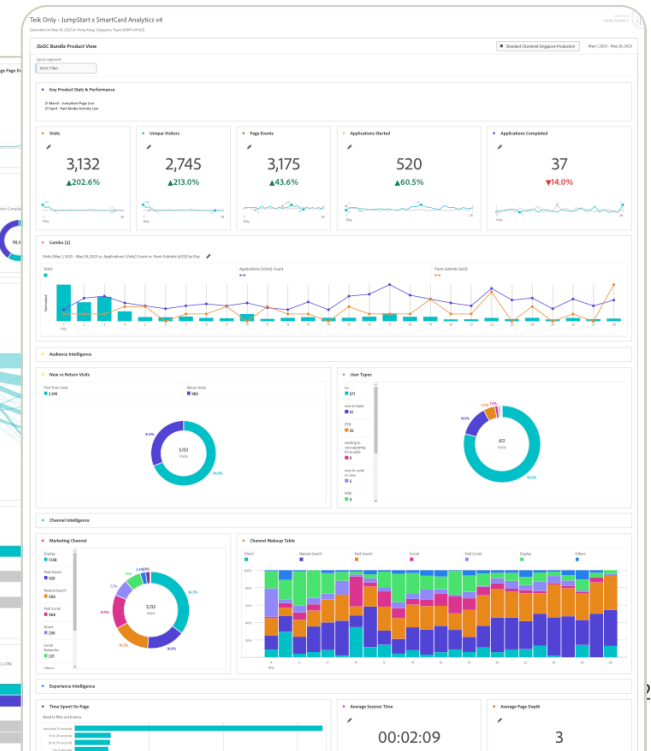
E.g. Overall reach, applications, CSAT, NPS



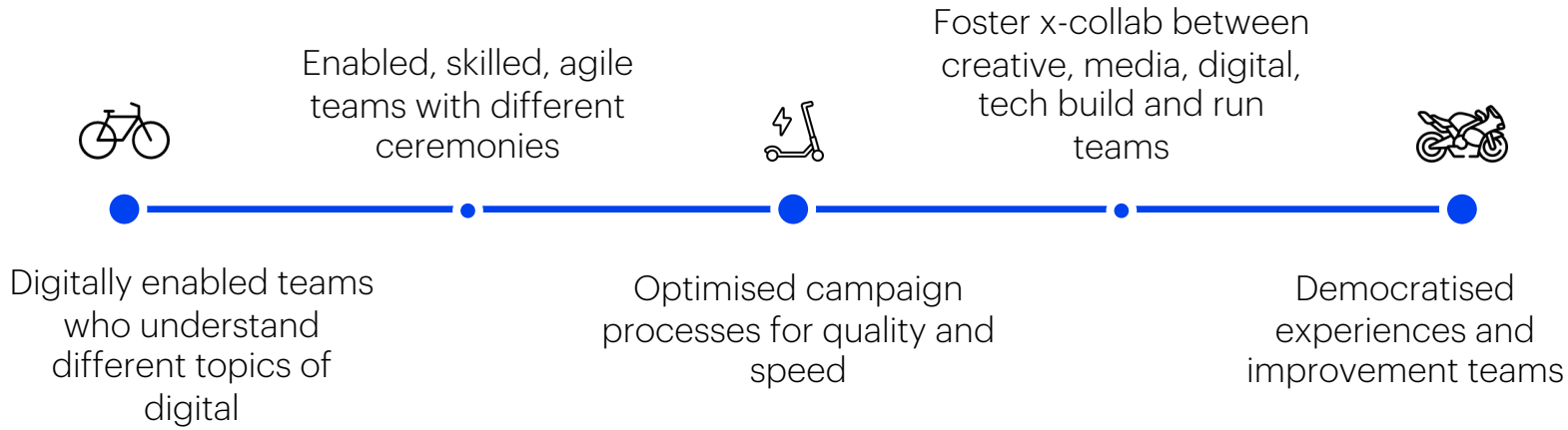
## L3 BUSINESS, ROMI REPORTING

Reporting of how various initiatives **contribute towards business drivers** and stack month over month progression of numbers

E.g. Sales, activation, etc



Data-driven brands established robust structures, processes, workflow and skilled teams to harness data effectively; enabling the automation of personalised experiences at scale



## WHAT YOU CAN DO



### **Setup Standard Digital Business Review Ceremonies**

Review of performance, hypotheses, backlog and initiatives



### **Train up or Hire Digital Marketing Practitioners**

Continuous learning of different marketing platforms and train up teams to be data literate



### **Setup Common Definition of Performance**

Standardise goals, definitions so that all teams track towards the same outcomes



### **Optimise Campaign Processes on ideation and experience design**

Focus on what we are doing and why its worth doing, rather than the subjective creatives

05



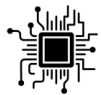
# OPERATING MODEL, PEOPLE & SKILLS

# GLOBAL HOTEL GROUP

## OPTIMISING MARKETING CAMPAIGNS

To increase **revenue** and **efficiency** while controlling the **cost of its digital marketing**, and generate **more qualified traffic** to their website and branded web channels

### WHAT DID THEY DO?



#### **Adopt CDP and new Data Science Models**

To hunt for higher yield audiences and better sales opportunities



#### **Enrich audience with paid media data**

Improve top of funnel performance and personalise landing experiences



#### **Enrich suite of campaigns from 60-140 Campaigns**

With extra emphasis on Lifecycle Marketing



#### **Setup Continuous Improvement Teams**

Dedicate bandwidth to perform more tests & improve performances



#### **Setup dedicated team for Experience Improvements**

To streamline conversion funnels and improve personalisation

Accenture **Song**

### KEY OUTCOMES

# 234%

Increase in new enrolments

# 40%

Increase in conversion rates



# IN CLOSING

1. *Transformation is progressive, start small, find successes then keep scaling.*
2. *Data literacy is paramount.*
3. *Data, Processes and Technology are all enablers.*  
**Business Impact is driven by Experience Change**
4. Try to build an engine to change rather than to go for one-off fixes.  
Consumer expectations change so rapidly that its better to stay nimble than to design the perfect journey.
5. Incentivise continuous learning and risk taking.  
Expect to fail, but fail fast and learn faster.

# THANK YOU