

THE ART OF **INTEGRATION.**

Blend online and offline data to create a vibrant marketing world.

2016

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Just off the coast of Grenada, West Indies, in the depths of Molinere Bay, marine life thrives amid an eerie art installation of lifelike mixed-media figures. Sculptor and conservationist Jason deCaires Taylor is the visionary behind this first-ever underwater sculpture gallery. Created as more than a unique place to showcase his talents, his art allows people, marine life, and fragile underwater habitats to coexist in harmony. The installations themselves are living—marine plants and animals enhance the sculpture, while the sculpture provides them a home. Underwater, these man-made reefs relieve some of the burden of the natural reefs that are dying off, giving them the space and opportunity they need to rebuild. In marketing's vast ocean of customers, data, systems, and experiences, a similarly

vibrant ecosystem can exist, where the digital and physical worlds can flourish as one. But in order for it to thrive, it's up to us as marketers to build an internal infrastructure based on the mutual dependence among people, departments, processes, and technology. We must also examine our customers a lot more closely by developing a complete view of their actions, affinities, and interests. With the right organizational and data strategies in place, your new ecosystem can begin to prosper, enabling offline customer experiences enhanced by all kinds of digital surprises.

Only then can you deliver the uniquely relevant messages customers expect—and delight them with the ones they didn't see coming.

Build symbiotic marketing **RELATIONSHIPS.**

When a coral reef begins to die off, its inhabitants move on. Without the marine life to sustain it, the reef falls into further decline. The symbiotic relationship between the reef and its inhabitants is vital. The same is true for your online and offline customer experiences. When you integrate the real world your customers live in with the digital world they shop, search, and socialize in, you can create an ecosystem where everyone thrives—and reach the ultimate goal of providing richer across-the-board experiences where the online and offline distinction is irrelevant.

Blending the digital marketing world of email campaigns, online interactions, apps, and social media with in-the-world interactions and experiences—like where a customer ate dinner, their conversation with an airline reservationist, or the purchase they made at the mall—helps to round out the picture of your customer. And within that wealth of information, you'll find all-new opportunities for engagement. By understanding who they really are, what they're really doing, and what they really want, you'll have the insight you need to provide the best possible customer experiences. This requires seeing each person as a "whole customer" who exists across the continuum of online and offline spaces.

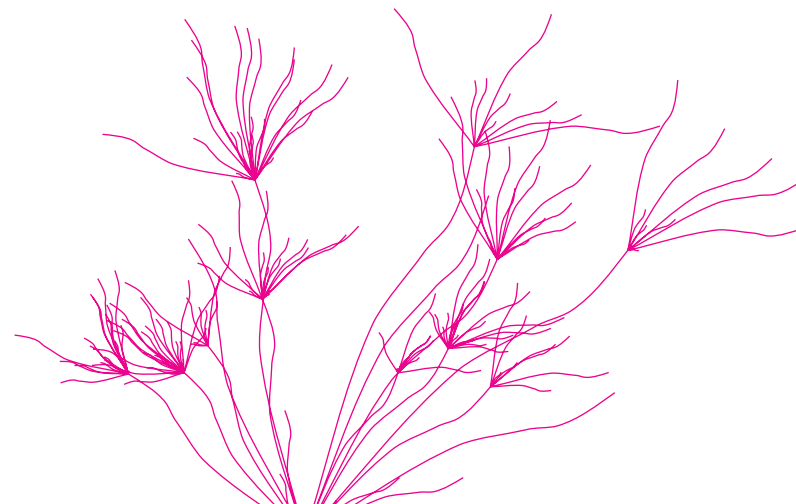
Consider a customer who makes a one-time golf club purchase—this year's titanium alloy driver—in a sporting goods store and then continues to receive promotions for golfing equipment by email. The personalization is being guided by this single data point, but the customer may not be a real aficionado. In fact, in this instance, he's not even a golfer—he bought that club for his father-in-law. But if you discover through the melding of online search data and in-store visits that he's spending money each month to fund his daughter's soccer prowess, you'll be able to provide him with much more relevant offers.

According to Econsultancy research, less than 30 percent of marketers use call center data to map and track website visits and customers who are engaging both online and offline, while 38 percent agree there is little management across customer touchpoints. Both of these data points indicate that marketers are still lacking a whole customer view.¹

Beyond a customer's digital profile is their real-world identity. Knowing this information and how it fits into the full customer journey is critical. Along with in-store purchase data, you can also gain insight into their brick-and-mortar buying habits, like the time of day they're most likely to shop, the average time spent in a store, the frequency of their visits, or the categories of products for which they shopped.

But it's not just the retail industry that benefits from the convergence of these two worlds. Marketers in virtually any industry can improve response rates in digital channels by knowing what their customers are doing offline—from correspondence with customer service representatives to conversations with front desk clerks to interactions with a call center. And when you begin gathering and cataloging these occurrences in a structured documentation system, you'll find that it's easier to build complete customer identities, which can be used to make each interaction more personal and relevant than the one before it. A customer service representative, for example, can ask a customer questions that help to complete a whole customer profile, which will later inform an offer or promotion that the customer receives via email or through a mobile app. And when the same customer calls in again with a new request, the representative can pull from the fully loaded profile to provide a personalized and relevant response or solution.

For today's always-on customers, this is the expectation. They want you to really understand them—and to provide fresh, high-quality, personalized, and consistent omnichannel experiences based on that knowledge.² It's a big task for any marketer, but it's a whole lot easier with integrated data.

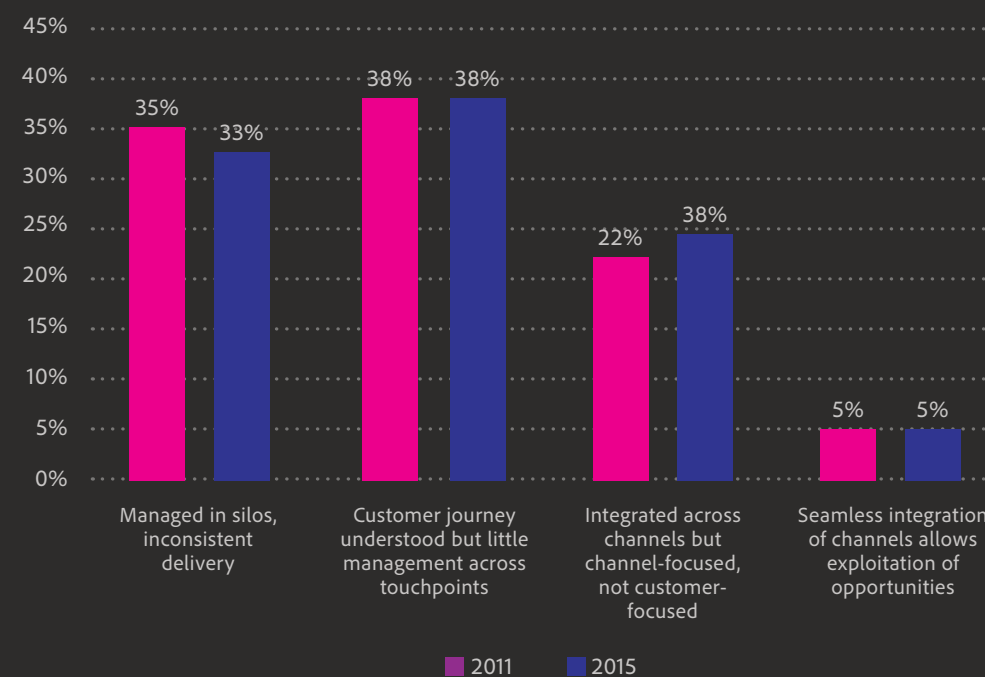


Create a thriving data **HABITAT.**

When deCaires Taylor set out to sink sculpture in Molinere Bay, he had stringent criteria for the material used to create his art: It must present no harm to the environment while also encouraging new life forms. The result was a pH-neutral amalgam of cement and materials that transformed the lifeless stone into vibrant habitats by attracting corals and algae to take up residence on the sculpture.

When it comes to the blending of online and offline data, the goal is the same—a seamless coexistence that encourages new growth. But in the typical company, various departments use a multitude of different tools and technologies to manage customer interactions. A tool for email, another for in-store sales, yet another for mobile, and on and on. The result is that the data sets don't talk to one another, quality data is hard to find, and useful data insights are even more rare. That's because the data-filling marketing databases and data platforms come from many sources and exist in many formats.

To make matters worse, when departments housed on the “digital” side of a business don’t talk to their offline counterparts, big chunks of critical customer data remain missing. To fully understand data, the conversation needs to work both ways so that it’s no longer about offline talking to online, but rather an integrated dialogue. Despite this, a third of marketers are still managing customer touchpoints in silos, and nearly four in ten (38 percent) agree there is little management across touchpoints.³



How integrated is your data?

Despite the constant evolution of marketing strategy, data, and systems, siloed organizational structures that don’t share data continue to be one of the greatest barriers to gaining a better understanding of the customer journey.⁴

Even though teams within your organization may operate as distinctly different units, customers see all of you as representing the same brand. To create your thriving data habitat, you need to start by ensuring that your online and offline marketing teams, product team, merchandising team, customer service team, and IT department all work closely together. Sounds simple enough, but many companies’ organizational structures don’t lend themselves to this cross-departmental collaboration. Differences in technology platforms can make data mergers difficult—and so the trick is to find strategies that work around these silos. Start small with the combination of just two data sets, and then build on that success by adding in more data until you’ve got a single, cohesive set.

While technology differences can inadvertently create silos, differences of opinion can cause a deeper wedge that prohibits data sharing within an organization. From data hoarders to employees looking to hide poor performance, there are countless political reasons why silos get created. Rather than placing blame or finding fault with a specific person or department, consider the greater benefit of shared data—its ability to deliver the ultimate customer experience. When you can get buy-in on this benefit from executives and key decision-makers, you’ll have better success working around the silos so your data sets can work together, not drift apart.

See **CUSTOMERS** in full, brilliant color.

Even the most stunning photographs of the coral reef and its inhabitants can't compare to the vibrancy of a firsthand, underwater experience. That's where the dazzling color comes to life. There's a similar brilliance that occurs when you start to see the full view of your audience through the combination of all of your data sources in one place. Together, this single view can be the bright spot in your marketing efforts.

You can begin to bring out that brilliant color with basic in-house, customer-level data, which holds a lot more value than you might give it credit for. These names, email addresses, customer interactions, and sales channels through which customers engage and convert represent valuable pieces of information that can ultimately make up your whole customer picture. By merging these pieces into complete, visual data sets, you can easily see places where your data populations intersect—and you can use this information to create hypertargeted audience segments. But this is only possible when data is integrated. When it exists in disparate systems that don't link across departments, it's impossible to understand as a cohesive unit of information.⁵

Beyond your in-house data, third-party data also gets stuck in silos because it's often generated from a multitude of sources that organize their data using systems that aren't aligned. The key is to find a data management platform that works around or eliminates the silos to make the data work for you and your customer's specific needs. By using a platform like this, you can pull data from different, potentially unrelated sources to create specific audience segments using traits—like age, income, hobbies, or interests—along with behaviors like frequency of site visits or in-store conversions. Integration of this data through cross-device stitching provides another level of unification, which we'll discuss in more detail coming up.

Karen Bellin, vice president of global marketing firm Mirum Agency, is seeing the power of data management platforms and automated audience segmentation.

"When you create audience segments using a data management platform, you can attain your ultimate goal: identifying your high-value audiences. With this new level of detail, you'll gain insight into those most likely to convert."⁶

KAREN BELLIN

vice president of global marketing
Mirum Agency

You can then provide these tightly defined segments their own distinct marketing experiences. For an airline, one of these merged data segments could include price-conscious, female frequent flyers who stay at Marriott hotels and book vacations each spring. Next, analytics does audience discovery work by taking behavior or patterns into account—such as app engagement or ad click-throughs—and enriching those segments using second- and third-party data. It's a way to discover the unknown and create intelligent segments that you wouldn't have discovered another way.

Keep in mind that a single customer profile can belong to multiple audience segments. That's why prioritizing your segments is just as important as creating them. When you're able to identify your most valuable segments and give them top priority in your marketing efforts, you can avoid bombarding people who cross over into several segments with a flurry of messages.

How to create an integrated customer profile.

With a complete customer view, you can prioritize experiences and create relevant messages everywhere your customers go. Here's how to build it.

1. Track every customer interaction from both online and offline channels, including emails clicked on, mobile promotions acted on, purchases made at retail stores, and calls into customer service.
2. Access existing demographic data like name, age, account number, and email address.
3. Gather additional information about your customers' preferences and behaviors, such as the types of items they've purchased and the comments they've made on Facebook, so you can understand their deeper needs, wants, and motivations.
4. Bring all of this information together into a master marketing profile, which gives you a single place to view data about your customers and prospects.

Automation is one way to easily bring these high-value segments to the surface. Because the technology is constantly scanning your profile data, it can uncover specific variables that help you quickly create and prioritize your segments. This greater depth and detail regarding your segments allows you to work more efficiently *and* give customers exactly what they need and want. With your newly created, prioritized segments based on key characteristics and behaviors, online and offline experiences can work together and thrive as one.

By building highly specific audience segments no longer based on educated guesses, you can get hyper-personalized with your customer experience. More than “coffee drinkers” or “returning users,” today’s audience segmentation lets you blend behavioral data and customer insights to identify your greatest opportunities and most lucrative segments.

With this wealth of data and insight, it’s important to understand the kind of relationship your customer wants to have. Just like life, there are all different kinds of relationships, from a fling to a friend to a spouse. At each level, you’re given certain permissions to engage

with the customer. In the early stages of a friend relationship, each party is getting to know one another by slowly revealing tiny bits about themselves. As trust builds, the relationship grows with the disclosure of more information, and more permission is granted.

Adobe Analytics product marketing manager Nate Smith explains how understanding the relationship influences how you interact with your customers. “One of the first steps in getting a whole customer view is being able to take in-store purchase behavior and tie it in with online browsing and or engagement behavior. When you do that, you can gauge the level of the relationship either way. Often, you might have a great relationship, but it doesn’t progress in a traditional manner from unknown to store to digital native. Sometimes a great relationship might mean that the customer prefers to interact with the brand digitally, or it could mean someone who likes to browse online but pick up in store. Understanding the relationship means realizing that the ideal relationship is different for everybody.” In the customer relationship, analytics is what gives you a better sightline into what level of permission you have and what the appropriate response should be.⁷

To get the most from your audience segments, you’ll also need to ensure that all this data is relevant and current, which requires the extensive data quality audits and automated data integration that only a data management platform can provide. Don’t just set up your segments and walk away—make data oversight and review a priority. With data done right, you’ll have the information and insights you need to provide the right customer experiences at just the right times, everywhere your customers go.

By gathering customer preferences and behavioral data—such as transactional marketing response history, call center data, point-of-sale data, and online and in-app behaviors—and then consolidating that data into a single customer view, you’ll get a full panoramic view of your customers. Beyond web analytics and traditional marketing analytics, you’ll be equipped with customer analytics, which allows you to complete the customer picture with insights such as lifetime value, purchase frequency, and retention rate information.

Discover **BEAUTY** below the surface.

From the shore, Molinere Bay is a vast expanse of sameness. But just a peek below exposes an underwater world waiting to be explored. Incorporated throughout the vibrant corals, sponges, and algae of the natural reef are the magical man-made sculptures of Jason deCaires Taylor. You can offer your customers a similarly magical exploration experience with help from your customer analytics. Along with a whole customer view comes the opportunity to effortlessly bridge your digital and non-digital data, exposing a beautiful world of insights. Take French automaker Renault, for example. They found a new way to approach their customers when they implemented a solution to better track individual customer journeys across multiple channels. “The most significant challenge was tying all of the individual channel data together,” says Adeline Wattellier, head of multichannel CRM at Renault. “But once we accomplished this, we were able to develop a seamless conversation with customers.”⁸

Mapping the customer journey.

When you tie all the data together, the customer journey becomes clearer. While it may not be a straight path, it still leads you to the desired place.



Here's how Renault did it. As a customer engages with the website and requests a quote or model information, Renault can offer the most relevant and appealing information based on their integrated profile. Then, if a test drive is taken at a dealership, Renault can use both behavioral and database information—like preferences for certain features of the car—to send a personalized and branded follow-up email or text message to the customer. Similarly, after the sale, customer data like driver workshop visits for maintenance or repairs can be used for customer care through the dealership, call center, or My Renault, the company's owner website.

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Brands like Renault know that it's not just about more personalized experiences, but *richer* customer experiences that bind online and offline worlds. Gap has also accomplished this with their Ship From Store program, which uses in-store inventory to fulfill online orders. The complex program has the IT department working hand-in-hand with product management teams and in-store staff to improve product availability and speed shipping times. It's a big win for online customers, who don't know or care how the products they shop online for are inventoried, as long as they're available when they want them. Taking the idea of blended online and offline experiences even further, a new project by Accenture, Avanade, and Microsoft dubbed “The Connected Fitting Room” uses an “intelligent system” that combines digital, mobile, the cloud, and analytics to enhance the customer's in-store experience. Specially coded tags allow the fitting room to identify clothes when a shopper hangs them up as they enter the fitting room. Their items then pop up on a touchscreen in the cubicle, and the viewer is offered a number of services. The shopper can see different sizes, styles, and colors available in-store that can be requested from the touchscreen, and an assistant on the shop floor will receive an alert to their smartphone to bring the item to the fitting room.⁹

Foster device COEXISTENCE.

Taylor's underwater statues in Molinere Bay have reinvented the concept of man-made reefs—showing us that they can manifest as dramatic art forms, not just sunken ships. Similarly, the shift to providing truly integrated customer experiences has revitalized offline marketing channels. Marketers who built their brand on the Internet are now scrambling to reach their customers face-to-face. The Amazon expansion into brick-and-mortar stores is a sign that even in an increasingly mobile world, the virtues of physical retail will not be forgotten. But the organic blending of both worlds will require some work.

Enhancing online marketing by bringing in offline data and experiences is still a challenge for many marketers, in large part because customers switch devices and channels all the time. In fact, 87 percent of consumers use more than one device at a time—so just knowing your customer across all their devices can be difficult.¹⁰ But it's a critical component of piecing together the whole customer.

Cross-device stitching is one way you “stitch together” a customer's digital identity.¹¹ This begins with understanding that a person's journey could include media touchpoints across five different connected devices on three different channels before they eventually make a purchase with their desktop. Once you understand the complexity of the journey, you can use integrated online and offline data to turn these five devices and three channels into a complete profile of a person—the whole customer. This is where cross-device stitching gets really exciting—you're taking valuable data from profiles you already have and creating even more value. As you gain insight into the customer's online and offline actions, you won't just see them as a series of traits. You'll actually be able to track their behavior across their day, serving them relevant content that's delivered to the right device, in the right context, at the right time.¹²

“Cross-device stitching gets really exciting when you move beyond focusing on user traits and begin tracking a customer across their day, serving them new and relevant content through device-level personalization.”

JAMES TRUDGIAN
head of strategy, data and insight
Adobe

Museums, parks, or sporting venues that have seen the benefits of great digital marketing campaigns can now layer this marketing into the real-world customer experiences they're famous for. The National Football League discovered a way to combine both worlds using their app. Along with personalized news and discounts in the days leading up to the 2015 Super Bowl, the NFL installed beacons—devices that communicate location to apps—inside the University of Phoenix Stadium. To engage with their customers throughout the game experience, the app/beacon combination used location and context to direct fans to the nearest hot dog stand, to send them to the shortest bathroom line, or to provide a heads-up about security procedures at the entrance. With this powerful technology integration, the NFL could follow the complete customer journey, from the online ticket purchase to actions during the game to places visited around the stadium. Equipped with this insight, they were able to provide personalized content depending on the location of their fans and their behaviors during the game.

“The power of this is it really is able to connect the real world, the brick-and-mortar world, with the virtual world with a level of granularity that hasn’t existed before.”¹³

MANISH JHA
general manager of mobile
NFL



Grow your **ECOSYSTEM.**

As Taylor's sculpted reef evolves and begins to coexist seamlessly with the coral reef, underwater marine life thrives across both habitats. Likewise, the art's intensity is boosted by the presence of this new life. The same symbiosis exists when you add new layers of insight to your customer experiences: You're nurturing customers, and they become more dependent on that relationship. As your customers become more engaged, your marketing will perform above its perceived potential. And you'll save valuable marketing dollars in the process, due to the efficiency of more targeted and relevant campaigns. With this expanded view of your customer, you're creating a paradox of sorts—gaining the ability to narrow your audiences and avoid wasting ad dollars, while also setting the stage to expand your audience by finding more potentially high-value customers who are likely to convert.

To get the best return on your marketing efforts, you need to dive deep and find these customers. Think about a company like Ford, for instance. Maybe they know that men ages 18 to 35 typically buy trucks and are also likely to watch a particular sports network, so they'll advertise there—at premium rates. But what if they could narrow that audience by getting access to second-party data, like customers who recently requested a quote for a new truck from a dealership? From there, they could use automated audience discovery tools to find even hotter prospects who are already in the purchase cycle—say, someone who's already built their dream truck online. It's a way to not

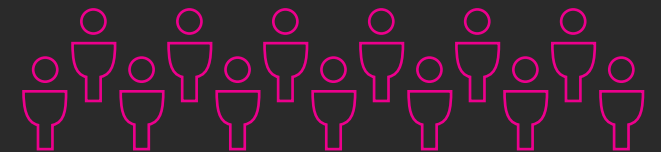
only use advertising budgets more efficiently, but also gain more high-value customers.

Beyond improving the relationships you already have, or even delivering more personalized experiences, your ability to find brand new, potentially valuable audiences based on what you know about your highest performing segments holds great potential for maximizing your results. "When you know your most valuable segment, it's natural to want more customers just like them," says Bellin. "That's where your integrated data sets come in. You can actually use them to create new, look-alike segments for more targeted media campaigns."¹⁴

Look-alike modeling is a type of automated audience discovery that takes information gathered from your most highly valued customers and, with a little help from a state-of-the-art data management platform, finds thousands more just like them.¹⁵ According to a 2014 Digiday survey, the most proficient advertisers deploying look-alike modeling realized five times the average return on investment in audience targeting.¹⁶ So while imitation is the greatest form of flattery, in this case it's also the greatest form of revenue.

Advertisers deploying look-alike modeling realized five times the average return on investment in audience targeting.

2014 DIGIDAY SURVEY



Get started with look-alike audience segments.

Once all your data is integrated, you can tap into it to discover more customers who want what you have, but just don't know it yet. Here's how to get started.

1. Capture information gathered from your most highly valued customers about their interests and behaviors.
2. Search third-party data sets to find more people who "look like" the high-value customers you've already got.
3. Launch relevant marketing messages to your look-alikes—thousands of prospective customers who share the same interests and traits as your most valuable customers.¹⁷

Test the **WATERS.**

With a unified customer view and well-defined audience segments, optimizing your experiences is a task that's much more attainable. As you begin delivering integrated online and offline interactions, you'll need to test these experiences with advanced strategies that go beyond the simple A/B construct. To do this, consider more sophisticated approaches like multichannel testing, which allows you to test different aspects of the customer journey across channels, and targeted testing, which allows you to design tests targeted to specific segments of your audience.

As you begin seeing results from your tests and discover more about what's driving customers to act, you can evolve your segments and use them more intelligently. And by letting automated testing tools do the work for you, you can connect with customers more effectively across all channels. For instance, just by knowing how an audience segment engaged with a marketing campaign in the last three to four weeks, you can avoid sending them something they don't want and instead delight them with something you think they'd prefer.

Use multichannel and targeted testing to gain deeper insight into areas where you can enhance and personalize the customer experience even more. Options for areas to test include the following:

- **Geographic variables**—When are your location-based targeting efforts most successful? Where are your audiences most likely to respond?
- **Cross-channel journeys**—How do your customers move from online experiences at home to mobile experiences in the moment? What's the best way to reach them across all the locations along their journeys?
- **Audience segments**—How do different audience segments respond to your messages? Which segment is converting at the highest rate?¹⁸

Take customer interactions to **GREATER DEPTHS.**

As pink coralline algae grow on the heads of submerged sculptures in Molinere Bay, the art evolves into an even more stunning version of the original. Unique natural forces including sea surge, wave action, and currents have imposed their own influence and changes on the sculptures. The resulting transformation showcases worlds colliding as natural beauty becomes one with man-made beauty.¹⁹ The same type of beautiful evolution happens when you bring online and offline together to create personal and relevant experiences that customers love. Approach your audiences with a data-driven marketing mindset that's focused on creating experiences that are good for business and great for your customers. With the right strategies and tools, you can create the perfect conditions for everyone to flourish. Here's how to do it.

1 Apply your influence.

Bringing together the ocean of online and offline data you have at your fingertips allows you to provide meaningful experiences and contextual offers that have personal relevance. With integrated information and insights from across your customer's journey, you have the opportunity to influence a customer decision in the moment.

Adobe's Nate Smith describes how the most sophisticated marketers do this in real time on a daily basis. "Let's say I get an email on my mobile device from my favorite electronics retailer. It prompts me to pop open their app and search for a video game I know my kid wants. When I discover it's on sale, I'll drive over to the store to make the purchase. When I get there, the store's beacon alerts them that I'm on site, they identify me, and my customer data tells them I've recently purchased Hue lightbulbs online. This cues the retailer to send me an in-app coupon or alert about the strips that complement the bulbs. And just like that, I've been influenced without even knowing it." The retailer takes insights from both online and offline data to influence this purchasing decision. As soon as they're alerted that a customer is in the store, their data analytics is mining the full customer profile to influence an action.

In this example, the point of influence is an in-store purchasing decision, but the same concept can work in reverse. The same electronics retailer might add an in-store demo of a gaming product that proves effective in boosting sales. With this insight, they can influence online purchases through an enhanced presentation of the same product on their home page.

Tips for becoming a master of influence.

By using customer data to understand the entire customer journey across multiple channels, you can exert your influence on the customer decision-making process, in the moment that the decision is being made. Here's how:

- Tie together your online data with real-time, in-store interactions to identify customer behavior patterns, so you can instantly deliver more relevant and timely content.
- Intelligently segment customers and prospects so you can deliver personalized, relevant content based on similarities in product preference, geodemographics, and behavioral attributes.
- Generate cross-channel analytics—like a web-to-call center analysis—for a better view of your customer's journey across multiple channels, so you can delight them with customer service or cross-sell opportunities during any interaction.

2 Predict the future.

Predicting the path of your customers is not about crystal balls or gut instinct. It's about data science. When you use journey data, including everything from cross-channel digital marketing analytics to direct customer communication, like a call with a reservations agent, you can model and predict future activity and determine everything from a customer's likelihood to respond to an offer or message to their entire lifetime value with your brand.

Let's say you're at Sundance Mountain Resort and a particular customer who usually comes up to ski just for the day has also booked an overnight stay. That's a cue that she might also eat dinner on the property that night. Context—in this case, knowing that the customer plans to spend the night—is crucial and is one factor that can help predict her actions at the resort.

Add to this historical data trends of similar customers, and you can respond with a discount at the restaurant, or even just an offer to book the dinner reservations, before the customer makes another click or picks up the phone.

Predictive analytics could also show your likelihood to lose a customer as it relates to a bad experience, which leads to spending less, which results in engaging less. Using customer comments or online feedback to predict when a relationship may be headed south allows you the opportunity to reach out in a calculated manner based on established preferences and tendencies.



Drawing on data-driven predictions.

Discover how to predict which customer segments will garner the best results, turn a profit, or impact the future use of analysis and tools in *The Best is Yet to Come*. ›

3 Enhance the experience.

The culmination of influencing and predicting is enhancing the customer experience—the ultimate end result. Loyalty programs are an excellent example of how marketers are enriching the customer experience using online and offline data. Marriott has created a fiercely loyal customer base through their rewards system. Business travelers especially like the ease of accruing points and then turning around and redeeming them for personal travel. A Marriott Rewards customer can book the day of travel and check in with the mobile app. From the moment of booking, everything is personalized using data from online preferences and history to offline check-in or customer comment data that collectively enhances the experience—a major win for the weary traveler. For Marriott, they now have a customer who's not only loyal, but also engaged.

This is the golden ticket, because someone who is engaged with your brand will be more prone to become a social advocate. At this point, not only have you enhanced their existing journey, but also given them a reason to share this positive experience with friends over a glass of wine or over the Internet. People trust their friends more than they trust marketers, which is why it's so important to develop social advocates.

Keep in mind that every app can be a customer experience enhancer when it unites the physical and the digital. Walk down the street past a Starbucks, and with the Starbucks app on your phone, you'll get an alert that Pumpkin Lattes are back. When you go inside and buy the latte, you've just crossed over from digital to physical. The crucial data point for the marketer to know is that you responded to the app-generated alert with an in-store purchase. With this purchase now part of your customer profile, Starbucks knows your likelihood to respond to these alerts is high and can send future offers and alerts to keep you loyal and engaged.

The relationship works both ways. Just as often, offline interactions can help improve your online ones. Car rental agencies see this happen as the customer journey generally starts online, sometimes moves to a call center, and always ends in person. What an agent learns at the time of the rental return, like a customer's high satisfaction, or dissatisfaction, with a particular make and model of car, can become a juicy insight that will enhance the experience the next time around.

Is your customer experience praiseworthy?

To get customers singing your praises across their social circles, ask yourself the following questions:

1. Am I positively influencing the journey by delighting them with content that's relevant and personalized?
2. Is the customer experience I'm providing engaging or enlightening?
3. Have I used customer information and insights to connect at every interaction?
4. Have I prioritized my customer segments to ensure I'm sending the right message to those with the highest value and greatest potential for conversion?
5. Can I provide the same or better customer experience next time?

PREPARE now for a beautiful new world.

Just as the coral reefs and underwater world of Molinere Bay are continuously evolving, so should your marketing. Whether you're connecting with customers on their wearable devices, at the ballpark, through new virtual reality technology, or using all these channels and more at once, your customers will expect you to know them personally. And they'll want you to talk with them like the nuanced, complex people they are.

This takes an understanding of both the science and art of omnichannel marketing. As you explore data management, automation, optimization, and new advanced technologies that haven't even been introduced yet, always remember this: The technology itself can only take you so far.

Today's best marketing solutions almost always live at the intersection of human and machine. And the marketers who succeed in the coming years will understand this deeply, using technology as the tremendous opportunity that it is—a way to build genuine, human-to-human relationships between brands and customers.

Double check your online/offline connection.

Use these strategies and technologies to engulf your customers in daily, in-the-moment experiences that are vibrant, alive, and thriving.



Integrate your data:

Identify all the online and offline data you have at your disposal; work around organizational silos so you can share all your data sources among teams and departments; and combine it all in a single, easily accessible place.



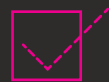
Create whole customer profiles:

Build a complete picture of your customer by integrating data about their online and offline traits and behaviors—from their hobbies to their device usage to their call center interactions and beyond. Pull from these profiles to create unique audience segments, prioritize them based on their value, and deliver marketing experiences that speak directly to your customer's needs and wants.



See customers across their entire journeys:

Continue collecting and combining data so you can track individual customer journeys across every touchpoint, from browser searches and mobile interactions to shopping malls and football stadiums. Use this customer journey information to create richer experiences everywhere customers go.



Connect with customers across every device:

Carefully track your customers' device usage, so you can begin to understand the patterns and stitch together their identities across devices—from tablets and laptops to phones and wearables. Use this insight to deliver relevant content to the right device, in the right context, at the right time.



Find more customers with look-alike modeling:

Use algorithmic audience modeling capabilities to take what you know about your most valuable audience segments and use the information to find all-new audiences with the same potential value. This automated process allows you to extend your reach to more people who are highly likely to be interested in your messages and offers.



Test your experiences and make them even better:

Move beyond simple A/B testing and design tests targeted to specific audience segments. Using targeted testing strategies, you'll see what works for your audiences and what falls flat. This will help you build the insights you need to send them the messages they *really* want, at the precise moment they want them.



Influence, predict, and enhance the customer experience:

Use data-driven marketing tools like cross-channel analytics, predictive analytics, and advanced personalization to unite physical and digital customer experiences—so you can keep customers engaged in the moment and uncover new ways to engage them in the future.

ADOBE can help.

With a whole-customer view and the cross-channel marketing capabilities of Adobe Marketing Cloud, you can create one thriving online and offline world all in one place for the experience that exceeds your customers' expectations. Integrate the following Adobe solutions to connect individually with millions of customers:

**Adobe Analytics:**

Measure the effectiveness of campaigns across multiple touchpoints from anonymous to authenticated customer.

**Adobe Campaign:**

Map customer journeys and automate campaigns across online and offline channels, and personalize and execute cross-channel campaigns.

**Adobe Audience Manager:**

Combine, isolate, and create new audiences that are relevant to your marketing goals and strategies.

We can help you with the next steps towards gaining a 360-degree view of your customer. To learn more about how you can uncover new insights, evaluate your campaigns, and deliver the best customer experience, visit www.adobe.com/marketing-cloud/data-driven-marketing/whole-customer.html.

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