# OPERATING IN OMNICHANNEL

## Delivering Next Best Offers in the Real World

*by Robin Way*

CORIOS REDPAPER — Papers that get read.™

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# Operating in Omnichannel

These days, customer acquisition costs are through the roof – and it's become more important than ever to understand buyer behavior and target promotions effectively. To be truly effective, information about your next best offer campaigns should come from more than just traditional product and market data. In order to maximize the effectiveness of contact strategies, we think our clients should deploy a data-driven approach, leverage predictive analytics, and attack the problem from an omnichannel perspective – allowing them to present the right offer to the right buyer at the right time.

This Corios RedPaper presents real-world lessons learned from our perspective, in three sections. The introductory section of this RedPaper shares the capabilities of Corios Harmony, our solution for omnichannel leads management, and its embedded customer next best offer engine, Corios MAP. The second section of the RedPaper shares a customer's day in the life, and how this solution works to transport a customer through the awareness-consideration-transaction journey. The final section of the RedPaper is a technical deep dive exploring how Corios MAP integrates the view of your customers across all marketing and sales channels, and delivers next best actions to each customer and relationship manager in your organization.

## What is the challenge we're trying to solve?

What we often observe when working with a new client is that branding, social marketing, direct marketing and sales are all working separately from each other, not learning, not presenting a consistent message to the prospect or customer.

Figure 1: The blind men and the elephant: a metaphor for most omnichannel experiences

What happens is that in-field performance falls short of our goals for customer acquisition, revenue performance and customer retention. We can't keep throwing money at these objectives and hope that something sticks.

Instead we need to learn from every customer touchpoint and contact, to apply proven processes on a good platform, and maintain a consistent view of the customer and all our interactions with them, in order to deliver value proposition to the ideal customers for the right offer at the right time. The Corios Harmony solution delivers our Marketing Analytics Platform, or "Corios MAP". Corios MAP is a closed loop system, recording interactions with customers across all touchpoints, for marketing and sales, to deliver the appropriate message, and to monitor the customer's own interactions with us. In short, it's a learning and predictive platform to help you present the right offer to the right customer at the right time through the right channel.

Sure, you've heard that phrase many times before. But how many times have you actually seen a working system that lives up to that hype? I've got good news for you; we've actually built it, and more than that, we use it every day in our own business, so we know it works.

We started by focusing on the major stages of the customer journey. This starts by generating awareness, producing the right conditions for customer consideration, and concluding in a transaction.

Figure 2: The Awareness—Consideration—Transaction relationship cycle

At the awareness stage, we're gathering the attention of prospects and customers who will naturally find our solutions interesting and compelling. We use demand generation tools like social, content, messaging and pay per click to get the word out.

Once we've got the attention of the right potential audience, we need to make the value proposition of our solution readily apparent, and connect it with the customer's unmet needs. This is where we use the traditional omnichannel tools to contact the right slice of the market, and get ready to connect those who are even more interested with our relationship managers.

This is when we move to the transaction stage of the customer journey. Rather than use Corios MAP only for marketing, where a few campaign managers and product managers can leverage it for campaigns, we've dramatically expanded the value by driving leads into sales. This way, hundreds or thousands of your relationship managers can contribute to the closed loop and stay in touch with customers every day.

Figure 3: Technical highlights of the Corios Harmony solution

The technical bits that make Corios MAP really compelling include our reach into the market via a nationwide consumer prospecting database, predictive analytics to focus on the right customers, the campaign tools to deliver those messages across all your outbound channels, and the PCI-compliant information security controls to protect your organization and the identity of your customers.

The strength of this platform is that you learn which customer strategies are working, which ones aren't, what the difference is between these two outcomes, and what factors drove that outcome. This is the learning cycle that helps you improve performance over time.

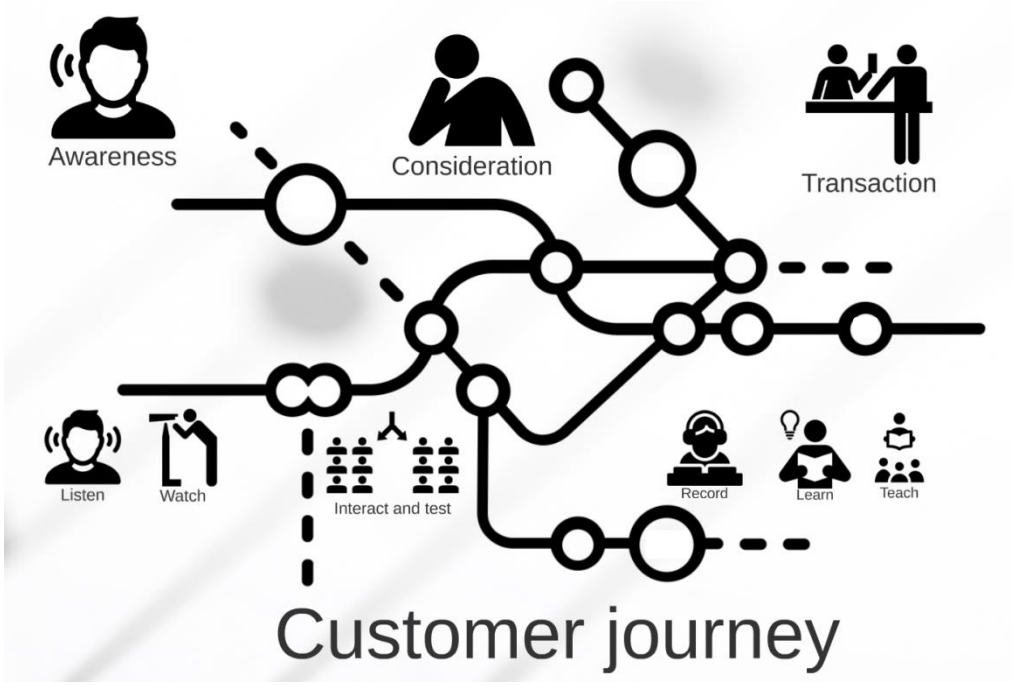



Figure 4: Embedding the relationship cycle and learning cycle on the customer journey

We believe in this platform so strongly, we use it ourselves! We need to know it works, and that it's incredibly robust. To make this solution robust, we built it using best in class systems at its core. We've chosen the two major players in the field: SAS for the customer decision hub, and

Salesforce for CRM. We've connected all our channel systems to this hub. We need robust and secure infrastructure because our clients are financial services institutions, so a cheap or fragile foundation just won't cut it. What's great about these choices of platform providers is that we can start small and simple, for a reasonable investment, and then bolt on new capabilities as we need them.

Simply put, it all works, we've delivered it for large financial institutions around the country, and we can deliver it for you.

# A customer's view of operating in omnichannel

We get the opportunity to work with a lot of Chief Marketing Officers and the heads of community banking for large, medium and small tier banks around the country. One of the things that they desperately want to be able to do is put high quality leads in the hands of their relationship managers in the branches and call center bank.

But putting those leads into their hands at the right time, about the right customers, giving them advice and direction about the right offers and the right messages to bring to those customers, and being able to continually add value to those leads is a big challenge. There's a lot of moving parts, such as CRM systems, databases, marketing strategies, contact strategies, and analytics.

Corios has built a cohesive vision of how all those moving parts should work together in harmony, and orchestrate the flow of information about your customers and leads that your sales team and relationship managers manage on a daily basis into something that can be delivered in a reasonable time frame. That's what this section of the RedPaper is about.

To do so, we're going to share this customer perspective in three parts.

- First, we're going to start with the day in the life of the commercial banking customer, and the relationship managers at the bank with whom he comes into contact with as he's looking at some of his unmet financial needs for his firm.
- Second, I'm going to share with you the architecture that makes all this possible between the bank branch and call center CRM systems that are on the front lines, as well as the analytic and database tools that are on the back lines.
- Third, I'm going to show you how all of this fits together. Let's get started!

## BRIAN GATES: A CUSTOMER OF GREAT CALIFORNIA BANK

Let's open the first chapter of our story by talking about the day in the life of a commercial banking customer and the relationship managers that he works with. This is Brian Gates, he's a small business owner and he's also a Great California Bank business banking customer. He's got three types of accounts with the bank, including business checking, savings, and a small business administration loan for a twenty five thousand dollar limit.

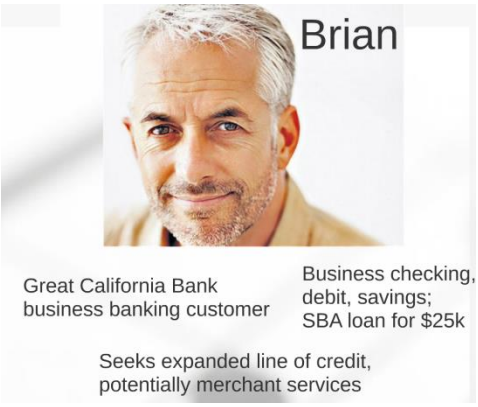



Figure 5: Brian Gates and his day in the life story

As Brian's business is growing, he needs further liquidity, so he's looking for an expanded line of commercial credit. Brian has clients who want him to take credit as a form of payment for his services, so he's also looking for a merchant services account.

He visits the Great California Bank website, clicks through to the business page and starts exploring different kinds of lending devices, including term loans. Being an impatient business owner, he finally just picks up the phone and calls the business banking website and he reaches Stephanie.

When Stephanie picks up Brian's call, the screen-pop for her call center workforce management application shows who's calling and little bit of information about him. She opens his record in Salesforce and starts evaluating some of the different kinds of products for which he might be eligible. She also collects some information from Brian and starts to populate a next best offer screen in Salesforce.

At this point, the quick underwriting scoring models that she has run show, in his profile, that he has got a relatively low utilization of his existing small business administration loan, but he has a strong cash balance in his checking and savings accounts. These scores also show that they can increase the customer lifetime value for Brian if Great California can do the following:

- First, grow the utilization of his small business line of credit.
- Next, add a business credit card.
- Third, add merchant services.

Stephanie realizes that's a tall order for her to complete as a call center banker so she gets Jason involved. Jason is a relationship manager in the downtown Los Angeles branch near Brian's office. While she's got Brian on the phone, she schedules a meeting for him with Jason on the second of June. She also uses Salesforce to pass the lead over to Jason. And on the second, in the office, Jason and Brian get together and they start discussing the potential for Brian's new line of credit.

Figure 6: Jason from Great California Bank qualifies the opportunity

As they sit down, Jason starts to uncover some of the more qualitative information about Brain's business interests and his unmet financial needs. He asks him about why his business is expanding and what his goals are, what the ownership structure of the firm, and other qualitative details important for Brian to share with Jason so that he understands who else is involved in influencing the decision.

Jason proceeds to gather a little bit more information about other trade lines on his bureau feed, and look at his business' three year growth. If Brian's business is listed on Dun and Bradstreet, then he'll do an overlay from that third party data source to get a little more qualitative information about the account.

Jason gathers that information in the interview with Brian and runs some initial numbers and comes up with a pro-forma offering. And what this pro-forma offering is based on the initial view of Brian's business is, "Let's make a line extension on your line of credit to $200,000 at3.9%, and also extend you an offer for a commercial credit card line at $20,000 at prime plus 5.9%." The requirement for Brian is that he keeps his checking and savings cash balance at least $50,000, and that he accepts some merchant service payment stations. This is an attractive offer to Brian because it does help meet a lot of his needs, but he needs to confer with the rest of his stakeholders and influencers, including his business partner, his attorney, and his accountant.

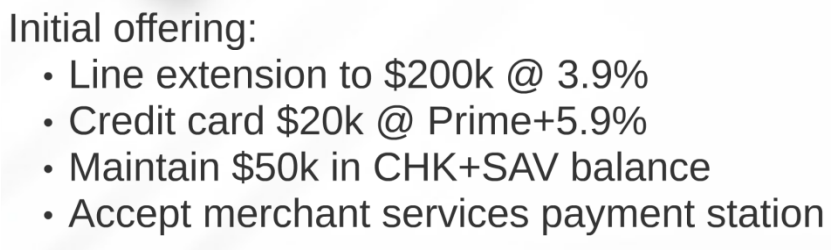



Figure 7: Brian Gates' next best offer from Great California Bank

Jason and Brian agree that they are going to do a follow up meeting a couple weeks out on June 16th. But wisely, Jason realizes that "I want to stay top of mind with this customer because there is a lot at stake here, we can really grow his lifetime value to the bank."

So Jason schedules three days from now, on June 5th, to trigger an email that will go to Brian and remind him of what they talked about and offer him some additional information to help him make that decision. When Brian receives that email, then he clicks on through to the web banking site, and opens a loan pricing calculator that Jason suggests he can use. As Brian does

that, his interest is piqued and he starts to run a few business scenarios to investigate different kinds of term structures on that loan. Once has run a few scenarios, this triggers a note to Jason's Salesforce app on his smartphone, showing that Brian has followed up on the information Jason sent him.

At a more global level in the client relationship, Brian's gone all the way from a very cool lead to a warm lead when he called Stephanie in the call center, and now he's a hot lead. Jason knows that he has got the customer's attention, and he wants to be able to make sure that while Brian is running a few of his own financial scenarios on the load calculator, he also needs to make sure that he's running the loan scenarios for which Brian's business is actually qualified. Jason runs a few additional scenarios, packages the results and sends that in an email back to Brian. They get together on June 16th and they are able to close the transaction, which is both successful for Brian, and it's successful for the bank.

## CAPABILITIES ENABLING THIS DAY IN THE LIFE

Now let's explore what kind of capabilities make that story possible. First, we're going to focus on the start of the story when Brian came to the website—this was enabled by demand generation tools through the public web, and via apps on the web and mobile banking sites. The bank monitors visits by customers like Brian, either on the public site or the authenticated site, and what kinds of web assets he's consuming. Second, we have prospect marketing data-sources, like Dun and Bradstreet, available from third parties. Next, because he's an existing customer, we have Brian's information coming out of the core banking platform. All this needs a home in order to be passing information to Salesforce, and to be adding value to the lead through analytics.

So the first capability that is used to organize this information is SAS-based house holding and buying team identification. This is a capability that identifies that, not only Jason and Stephanie have been talking to Brian, but other relationship managers in the bank have likely been working with his junior partner in the business, his attorney and his accountant. Being able to identify and link all the members of the buying team in SAS, and sending that information to Salesforce for use by relationship managers, enables Jason and Stephanie to have a comprehensive view of everybody involved in the buying decision.

Scheduled messages like the email that Jason sent to Brian three days after their initial face-to-face meeting, gets done through SAS-based campaign management. The ability to send targeted groups of messages to groups of customers about products and offers is done through that capability.

The third key capability is SAS-powered triggered alert management. When Brian investigates the loan calculator on the website, a triggered message is sent by SAS to Salesforce to notify Jason that he's got a hot opportunity.

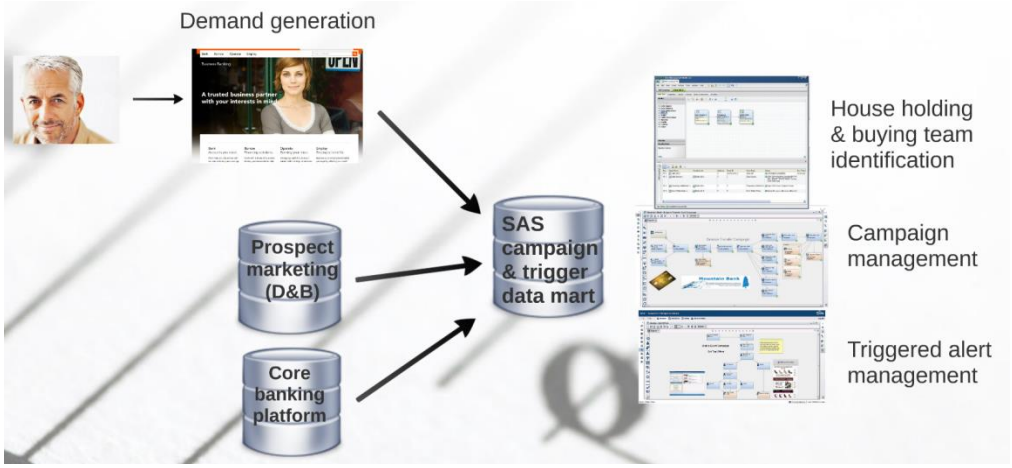



Figure 8: The first part of the Corios MAP architecture

Again, all of this information needs a home, and that is the SAS campaign and trigger data mart. So information from demand generation on the public web, on mobile and web banking, prospect marketing, and transactions on the core banking platform, as well as information that is value-added from buying team identification campaigns and triggers, all live inside this SAS campaign and trigger mart.

But we're not done yet. We also need to link in the touchpoints like the call center and bank branch CRM system. Both Stephanie and Jason use this platform to exchange information and store updated information about Brian as they continue to work with him. That information lives inside the CRM database associated with Salesforce.

Finally, the third major leg on this stool is predictive analytics. Through predictive scoring and offer optimization we are able to identify what are the right kinds of offers, what's the right mix of pricing, what's the right term structure that not only maximizes meeting Brian's unmet financial needs for his firm, but is also qualified against lending policy and credit policy small businesses like his company. That information lives inside the SAS marketing analytics mart.

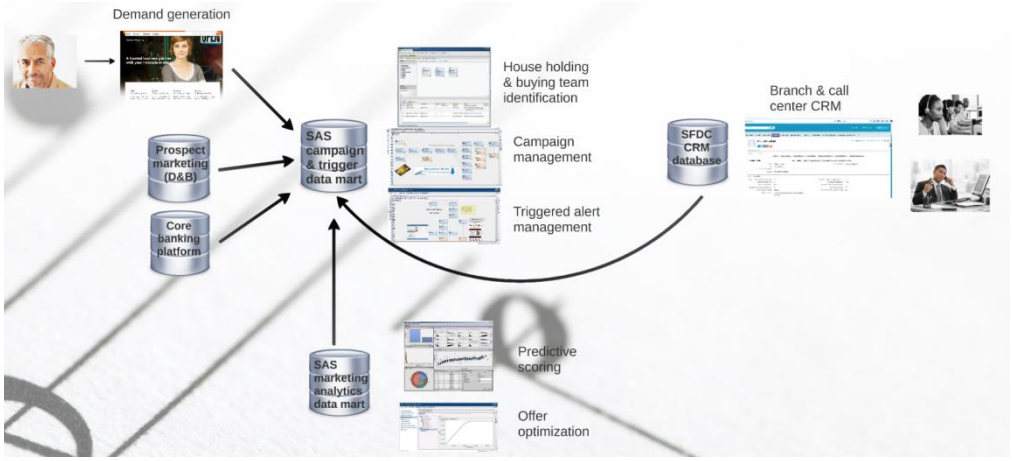



Figure 9: Corios MAP architecture, a broader view of all the components

All this then gets funneled back and synchronized back to the SAS campaign and trigger mart. The marketing information, the marketing analytics information, and the Salesforce information all flow in an orchestrated manner as well as the feeds coming in from demand generation, prospect marketing and the core banking platform.

## HOW THE PROCESS AND CAPABILITIES FIT TOGETHER

Let's tie together what you read about in the Brian Gates customer-day-in-the-life story above. There are three major components of the Corios MAP platform:

- First is the Customer Decision Hub, or CDH, that collates all the information about the customer, their journey, the offers and treatments that are relevant for them, and the delivery of those messages at the right time and through the right channel.
- Second is the CRM platform, used by our relationship managers to track the progress of the customer through the sales qualification and transaction cycle.
- Third is the MAP database that keeps a record of every single transaction and interaction across every channel for every customer over time.

Figure 10: Corios MAP core components

The customer journey is characterized by three phases of awareness, consideration and transaction. As the customer makes that journey, they tend to follow a fairly repeatable pattern of interactions across outbound and inbound channels. We've connected all those channels through the customer decision hub, so we can track the customer's progress. As marketers, we attract new customers through demand generation, but we really start interacting directly with customers through outbound email.

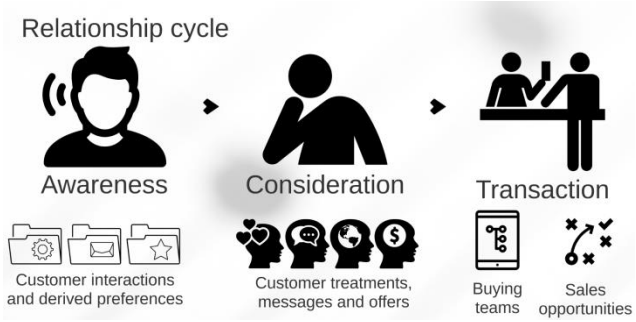



Figure 11: A more complete picture of the Awareness Consideration Transaction cycle

We create awareness for customers through email in order to share content with them, usually through social channels, and we encourage them to share this content with their colleagues and friends. Through both email and social channels, we guide them towards rich web content, such as media, videos, educational reports and white papers. If they see value in what we're presenting, we can prompt them to tell us that by gathering their input via web forms, or even to pick up the phone and call us to start an active conversation.

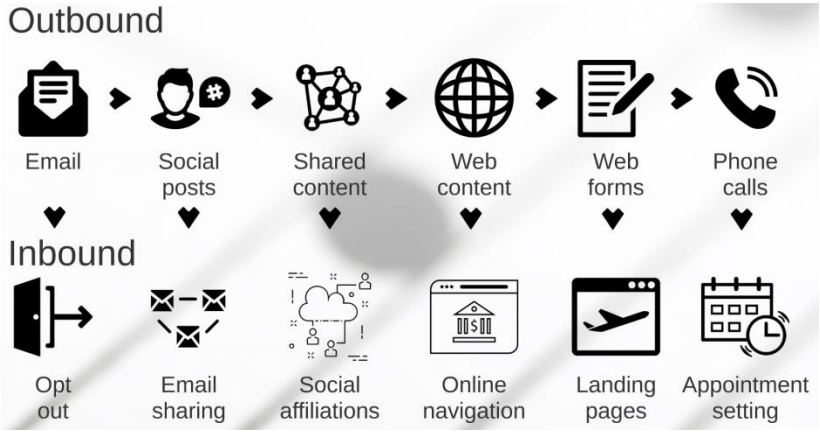



Figure 12: Outbound and inbound channels leveraged by Corios MAP

This is a key transition phase from awareness to consideration. While we drive the customer interaction through outbound channels, we also want to monitor the customer's reaction through inbound responses. If the customer isn't interested, we monitor that opt-out request and respect their privacy. If they are interested, they might share our email and social messages with their colleagues. We can learn more about their social affiliations through this step. We also monitor which elements of our web content they find interesting, so that we can be prepared to share similarly relevant content with them in our next interaction, through landing pages. Finally, as the customer makes their transition from consideration into a potential sales transaction, we can leverage an invitation for telephone contact and invite them to make an appointment at a suitable date and time.

To summarize the stages of the customer journey, we're prepared to interact with each customer across multiple outbound and inbound channels, and gather insights about the customer at each stage. During the awareness phase, we organize all this information into logical categories and derive some idea about their preferences. Once we progress into the consideration phase,

we develop relevant messages, treatments, and offers that will deliver value for the customer's unmet needs. If we get that part right, then the customer will reveal that they're interested in moving to the transaction stage of their journey. We then learn more about who else in their organization is a part of that transaction, and define more explicitly the elements that comprise a sales opportunity, such as their timeframe for a decision, the key unmet needs, the qualities of the solution and the return on investment they seek.

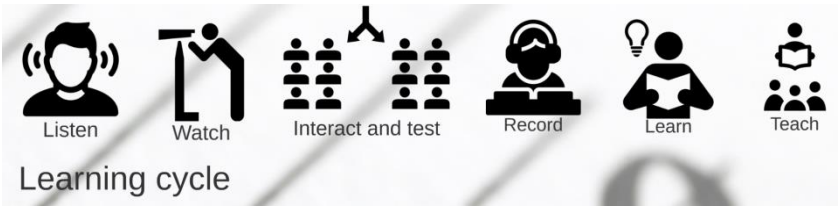



Figure 13: The marketing team learning cycle

The Corios MAP solution is a learning platform. We listen to the customer and watch their actions during the awareness phase. We interact and test their responses to our offers and messages during the consideration phase, and we record their responses and learn what worked well and what didn't. Finally we teach these insights to our marketers and relationship managers so that we can continually improve our performance and orchestration.

# Deep dive into the heart of Corios Harmony

We've developed the Corios Harmony solution to collect a complete view of your customers, from across all the points of interaction used by your firm, to determine the optimal next best action each customer, and to distribute those actions through marketing channels and through your relationship managers.

The purpose of this last section of the RedPaper is to share the nitty gritty details of a complete working system with you. If you're someone who is evaluating Corios Harmony from a functional, technical, integration or day-in-the-life usage perspective, this section is chock-full of useful details for you.

Let's get right to the core of Corios Harmony, which is the engine we call the Marketing Analytics Platform or "MAP".

- The first of three core components of Corios Harmony is the customer decision hub, where we analyze the comprehensive view of the customer and their needs, determine the optimal next best action for each customer, and decide how to deliver that next best action.
- The second core component is the CRM for distributing the next best action out to relationship managers and anyone else that interacts directly with the customer, especially to deliver on the sales and support process.
- The third core component is the MAP database, where we gather, store and integrate the complete view of the customer.

We traditionally rely on SQL Server for our MAP database, SAS for the customer decision hub, and Salesforce for the CRM.

We've built a common connection between these three parts of the customer decision hub, as well as with all our channels, especially the ones that are rich in relationship, interaction and transaction data: email interactions, social relationships, web forms, landing pages, social connections, web and face to face events, and meeting appointments. We capture all the information about the customer journey across these channels, and deliver a consolidated view and a consistent recommendation to the customer about relevant next steps.

We rely on best in class technology vendors for each of these channel and interaction tiers, including LinkedIn, MailChimp, WebEx, GravityForms, and Salesforce. Your mix of channel technology vendors might vary from ours, and while we can integrate with most any platform you might have already selected, we have our favorites based on years of experience.

We consolidate our view of the customer, our relationship and all our interactions with them from all these outbound and inbound channels. We gather it in one place, and consolidate all the information about a single person and the company with whom they are affiliated. We keep that view of the customer updated every single day, generally relying on the APIs that each technology vendor provides, so that this process is highly automated.

One of the most interesting thing that happens with customers is when their situation changes, or is about to change. Staying on top of updated information about customers enables us to maintain this fresh view of their circumstances, so we can offer a timely response to them, perhaps before they've even realized it.

To support this rapid change in customer information, we organize the information about the customer, and about the sort of treatments that are appropriate for the customer, and for customers like them. We maintain all the ways we can contact them, the contacts they've had with us, the offers we've delivered to them, and how they've responded. We also maintain a link to the creative and offer assets we've delivered, so that the stream of treatments we deliver is as coherent as possible. We target these treatments across multiple channels and touchpoints, including email, web, social and events, and we track our touches with our customers when we make contact and what sort of response we elicit from the customer. If the customer's address isn't deliverable, or if they opt out of future communications, we track that and remove that address from our list. If the customer indicates they are interested in a specific treatment, we open a new sales opportunity and start qualifying it.

We keep updating and refreshing our sales opportunity view of customers with our marketing relationship view of customers. We use Salesforce to track sales activity, and SAS to track our marketing relationship activity. We have built integration between these two tiers of the platform to keep a consistent view of the customer in place. It's important to us that we use SAS to maintain the single view of the customer across all activities, whether it's an education-focused email, a marketing lead generation-focused event, or a sales opportunity. We collect those touches and put them in a central location, rather than relying on the channel or touchpoint to maintain any of that information.

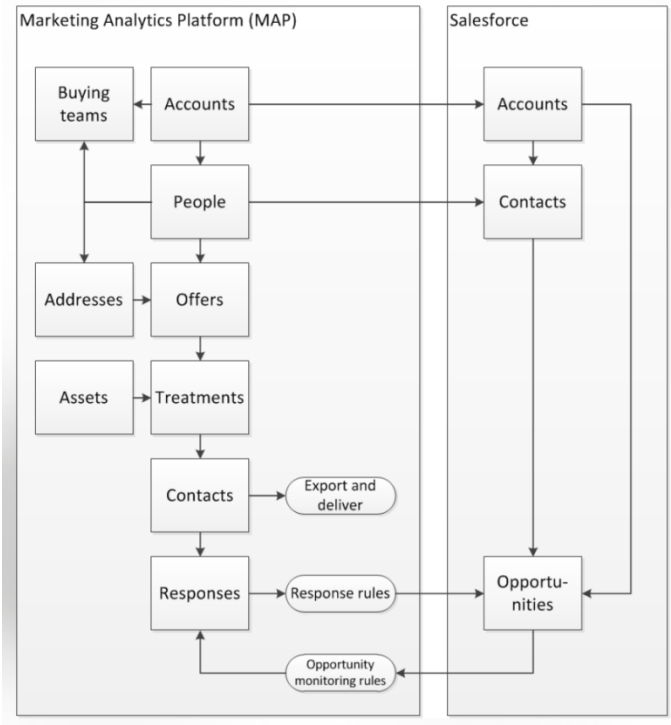



Figure 14: Corios-enabled synchrony between MAP and Salesforce

When a relationship manager engages a customer or prospect, the first thing they should review is the recent history of their calls and emails, the current sales opportunities with that customer, and the recent marketing contacts and responses. We've inserted the MAP customer decision hub's view of marketing contacts, responses and next best actions right into the Salesforce contact object, using what's called a related list. This screen shows all the recent marketing contact activity from Corios with this person, and what they've done in response. This includes a complete view of all interaction points, including email, web, social, webinars, events, downloadable assets like Corios RedPapers, and so on.

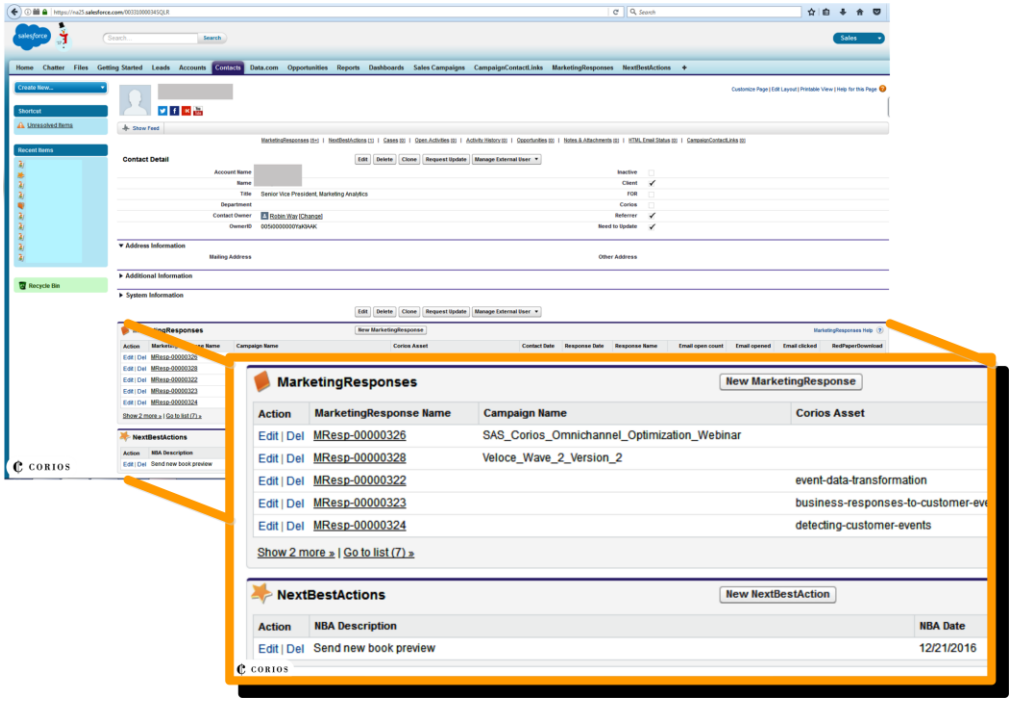



Figure 15: Next best actions, generated in MAP, embedded in Salesforce

At Corios, our marketing and sales cycles are business-to-business, and some of the important steps in the customer relationship cycle are about:

- Published content, like Corios RedPapers
- Social content, including our blog, social posts, and sponsored content
- Webinars, including pre-promotion and follow-up
- Speaking events, including pre-promotion and follow up relative to conferences
- Promoting our recently-published book, at a dedicated microsite called skate.coriosgroup.com, and
- Managing sales cycles, focused on tracking opportunities and closing business

Given this wide range of sources of contact and interaction, it's critically important to collect and match contacts across all channels and systems, linking back to accounts and opportunities.

We've found that it's vital to centralize this activity as a system of record inside the MAP database. We can't rely on using the local databases associated with each touchpoint and channel: because the latter were designed to be operational, transactional data sources with limited functions available to us to directly operate the database; they also rarely offer any longitudinal tracking, and their view of customer analytics is limited to just that one channel.

Instead, we ingest all these sources into a central location, and use incremental updates to refresh the operational sources. For example we integrate salesforce with the MAP database via

the Salesforce API, with the MailChimp email service provider platform with their API, with the GravityForms API, and LinkedIn with periodically downloaded CSV files containing social relationships.

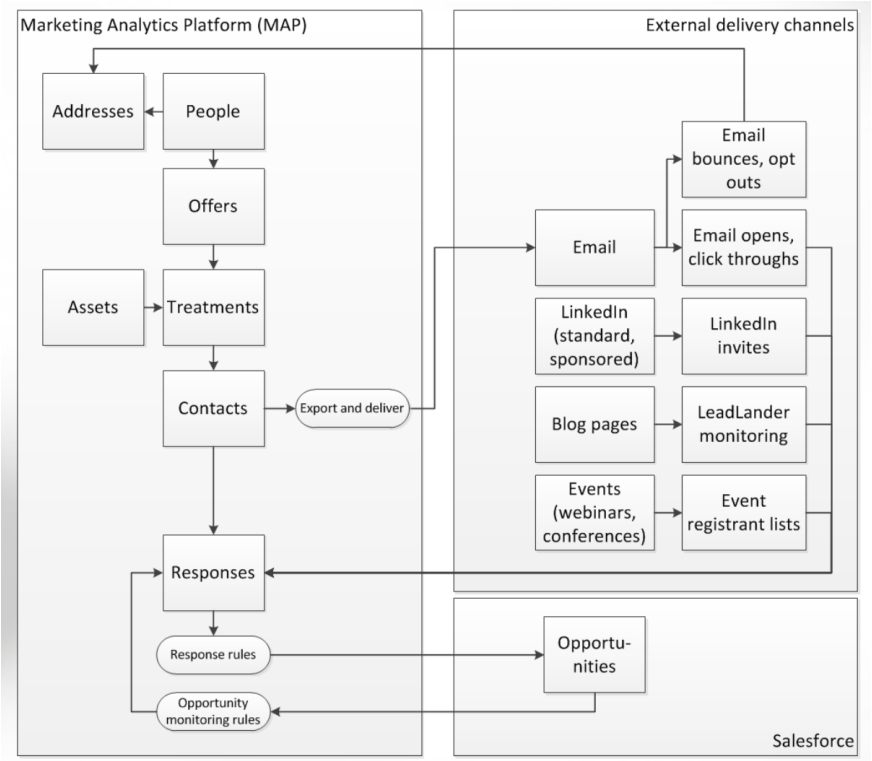



Figure 16: Using MAP to execute next best offers to channels and to Salesforce

Every night, we've written automated routines that refresh our database and perform customering, opt-out and bounce processing and other administrative updates to customer records.

- This starts by retrieving LinkedIn lists; GravityForms lists; MailChimp bounces and opt-outs; Salesforce accounts, contacts and opportunities; and closed-loop attribution of responses to contacts made through the previous evening.
- Next we perform an incremental refresh of the MAP database staging schema, and incremental updates on the marketing schema.
- Finally, we execute scheduled communications based on the most recent view of the customer and our interactions with them.

When we design a campaign idea, we create content and assets that position the idea to the customer audience; this usually includes email copy and personalization, treatments, landing pages/forms, blog posts, downloadable assets like Corios RedPapers, and watchable assets like this video published to YouTube. Here's an example of an email invitation for a co-branded SAS and Corios webinar, which represents just one small piece of the overall campaign creative assets.

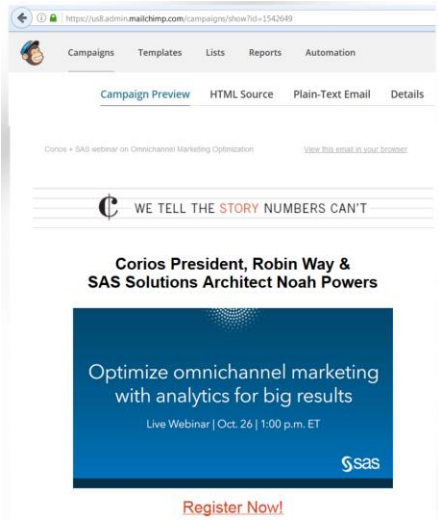



Figure 17: Example of a Corios-executed email campaign creative asset

We organize all this information in one place, in our marketing asset management catalog, and link our campaigns with tags back to the asset management catalog. This helps us track which content was delivered, which messages and offer components were presented, and which content may need to be refreshed or presented in the subsequent touch with the customer.

When we launch a new campaign, it includes a number of steps. This process starts with the database refresh process I mentioned earlier. Often we're going to focus first on creating an email campaign; we rely on our Corios Campaign Program Management process to guide this activity.

We meet as a team to develop the design strategy, audience segmentation, the test and learn strategy, a mapping of the solution features to our audience segments, and selecting the timing on the campaign calendar.

Once these design elements are approved, we build the campaign, communication, and treatment. We proceed by identifying the most recently refreshed eligible accounts and people for the communication, and we select any criteria appropriate for selecting people to receive the campaign.

The campaign is the container for one or more treatments assigned to one or more audience segments; each assignment is called a communication. The gold-colored task in the screen capture below represents the communication. Varying the treatments to audience segments lets us test our ideas and how they will vary in attractiveness either by treatment or by audience or both.

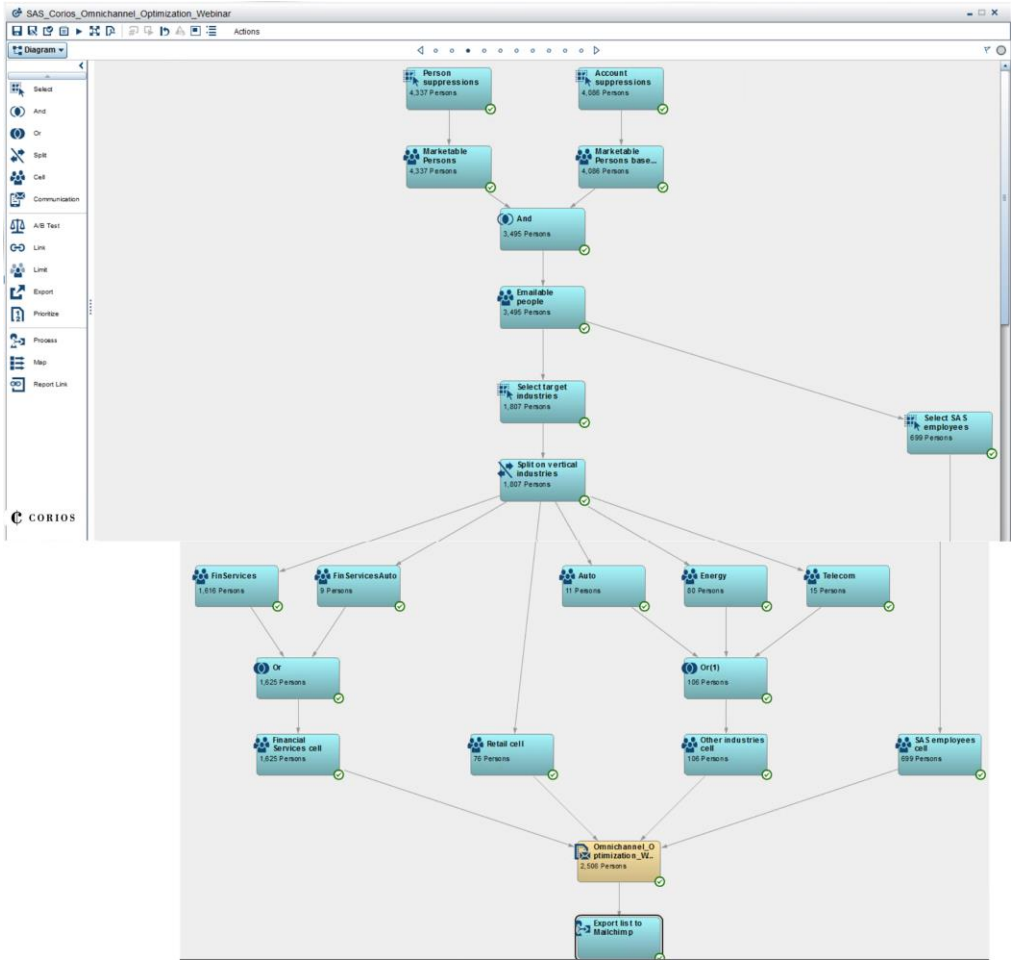



Figure 18: SAS Customer Decision Hub, the home for generating campaigns and saving responses

Next we associate each treatment with its content from the asset management catalog. We're going to use the same email treatment (which is numbered TRT14), but track responses by each of several cells: financial services clients, retail clients, SAS employees and other customers and prospects.

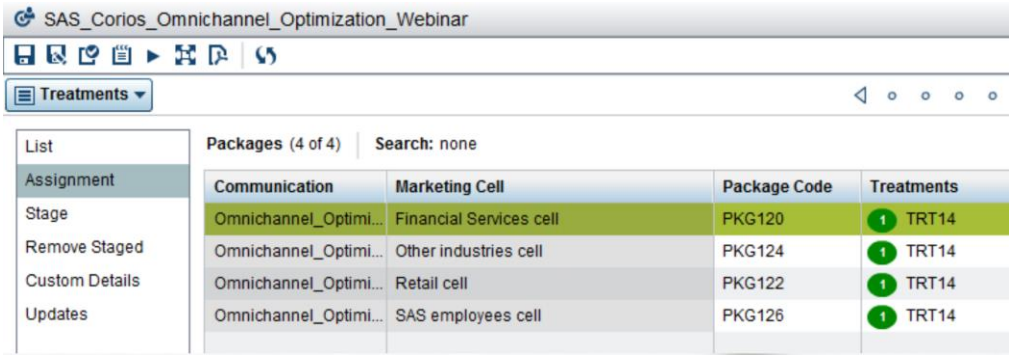



Figure 19: Assigning treatments to campaign cells in the Customer Decision Hub

Once we've built the communication that is associated with the treatment, content and audience segment, we approve the communication to be executed by the email engine (this automatically gets picked up and exported to MailChimp, our email service provider, by a scheduled utility routine)

Treatments (13 of 13) | Search: (none)

Open | Actions

| Name | Code | Reference | Date Modified | Modified By |
|---|---|---|---|---|
| Definitions | | | | |
| Treatment | | | | |
| Contact_Strategy_Opti... | TRT15 | | Oct 25, 2016 01:37 PM | Mandy Allen |
| SAS AE Call to Action | TRT10 | Mailchimp - SAS AE Call to Action Email (Analytics Conference 2... | Sep 1, 2016 01:05 PM | Tallack Graser |
| Test Treatment | TST | | Dec 8, 2015 02:49 PM | Tallack Graser |
| Veloce_Awareness_... | TRT9 | MailChimp | Aug 31, 2016 10:34 AM | Mandy Allen |
| Veloce_Demo_All_Ind... | TRT13 | | Sep 15, 2016 11:38 AM | Mandy Allen |
| Veloce_Demo_SAS | TRT12 | | Sep 15, 2016 11:37 AM | Mandy Allen |
| VeloceAutomotive | TRT5 | | Aug 4, 2016 02:44 PM | Robin Way |
| VeloceFinancial | TRT4 | Veloce awareness finservices wave 1 | Aug 4, 2016 02:43 PM | Robin Way |
| VeloceOtherInds Trea... | TRT8 | Corios Veloce awareness wave1 OthInds | Aug 4, 2016 02:43 PM | Robin Way |
| VeloceRetail | TRT6 | Corios Veloce awareness wave1 Retail | Aug 4, 2016 02:45 PM | Robin Way |
| VeloceSAS Treatment | TRT7 | Corios Veloce awareness wave1 SAS | Aug 4, 2016 02:46 PM | Robin Way |
| General Campaigns | | | | |
| Inc 500 | TRT11 | | Sep 8, 2016 01:21 PM | Mandy Allen |
| SAS_Corios_Ominichan... | TRT14 | Mailchimp Corios SAS omnichannel webinar Nov2016 | Dec 18, 2016 03:55 PM | Robin Way |

Figure 20: Customer treatments stored in the Customer Decision Hub

We import our content into the communication we've created in MailChimp and marry it with any personalization tags that we set up in the campaign

Before we execute the mail campaign, we also do the following, in order to complete the set of all assets associated with the campaign:

- Create a supporting landing page on our web site
- Create a supporting blog post
- Create supporting social content for LinkedIn, Facebook and other social domains

All this activity takes place directly inside the SAS-based MAP customer decision hub. Once all of these content and campaign assets are ready and approved, we'll run the campaign.

During campaign execution, we publish the blog post and any published content to our website, and prepare registration pages, so that interested parties can ask us for any supporting content.

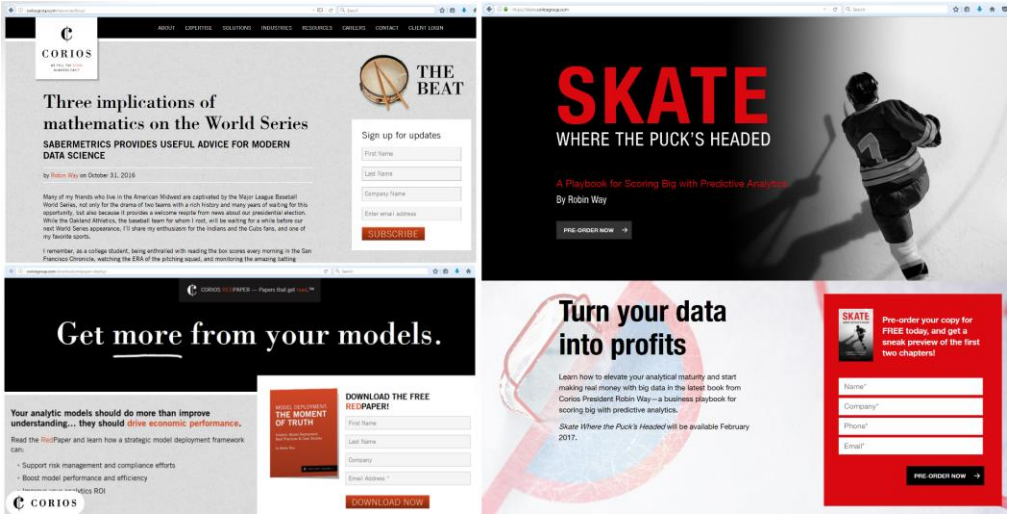



Figure 21: Examples of Corios landing pages and GravityForms registration widgets

Next we execute any social content, first to our company page, and subsequently to individual team members' social pages.

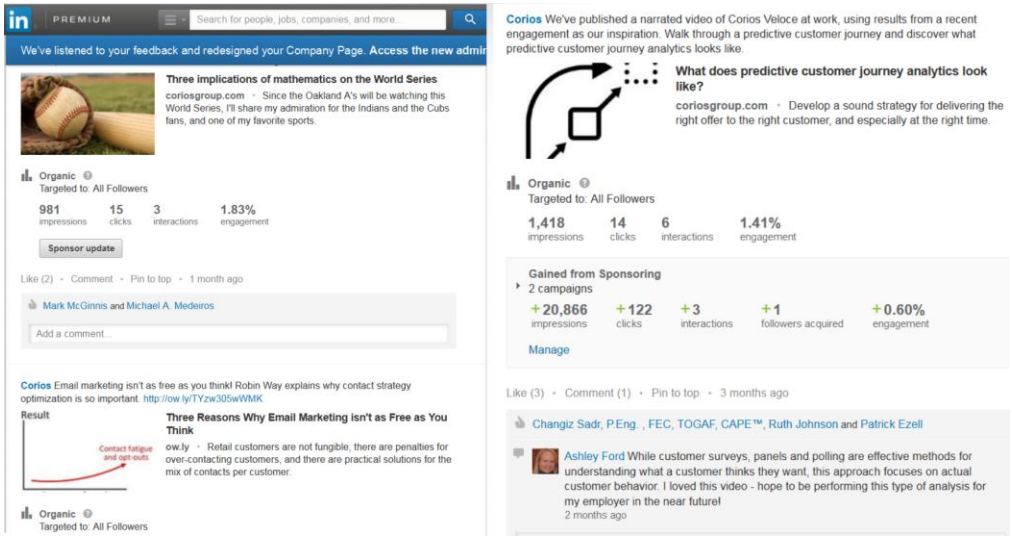



Figure 22: Examples of Corios social and sponsored content

Over the course of the first day, we watch the social response to the content, and we might choose to purchase sponsored content coverage for a broader set of LinkedIn members, as a brand awareness strategy, with audience criteria similar to the customer campaign.

In parallel to the social campaign, we execute the email campaign. If you have sharp eyes, you might notice in the screen capture below, the list for each email campaign is a new one, which was auto-generated by the SAS-based customer decision hub, and which we push to MailChimp via its API, so that the email marketer doesn't have to worry about list importing, it's all done in advance for them; this campaign was sent to roughly 2,500 people and merited a 27% open rate.

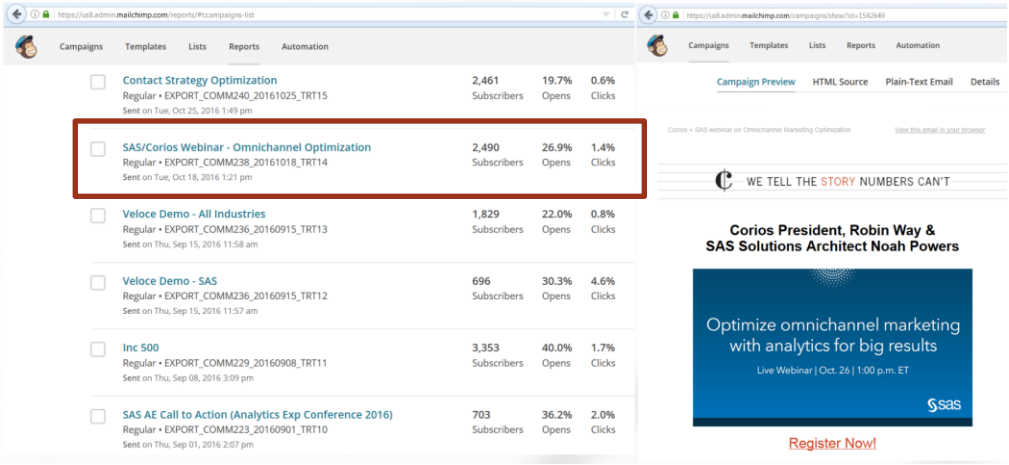



Figure 23: Corios email campaigns executed in MailChimp

When we execute the mail campaign and social campaign, we update the Google Analytics calendar to annotate the date for that campaign, so we can attribute any changes in website traffic for the impact of the campaign.

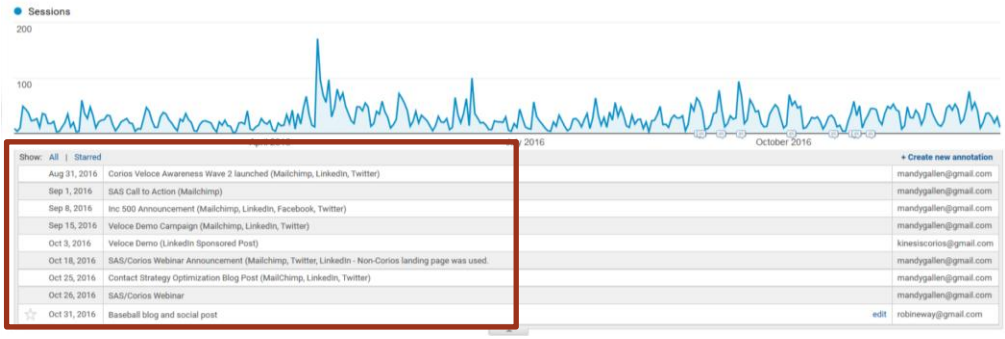



Figure 24: Tracking campaign execution dates in Google Analytics

Similarly we've integrated MailChimp with Google Analytics so we can specifically track email campaign-driven inbound traffic to the website.

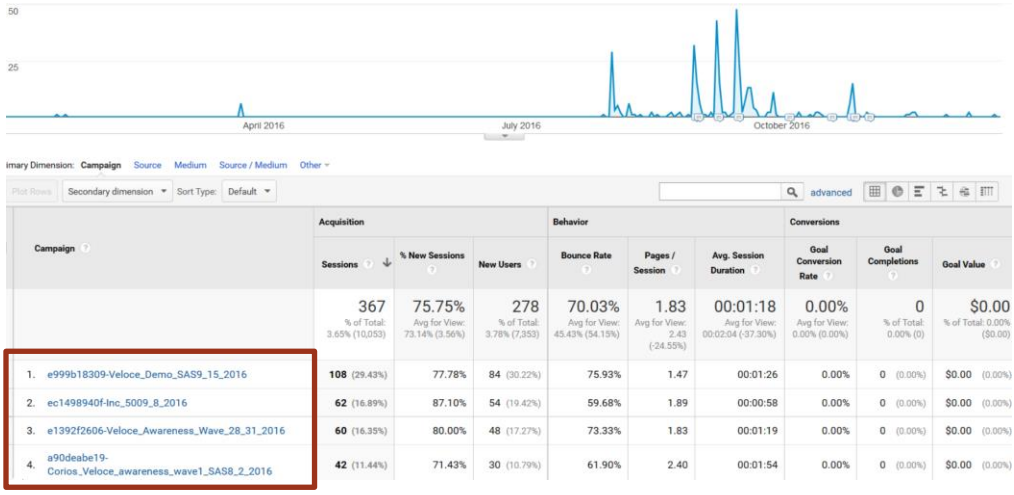
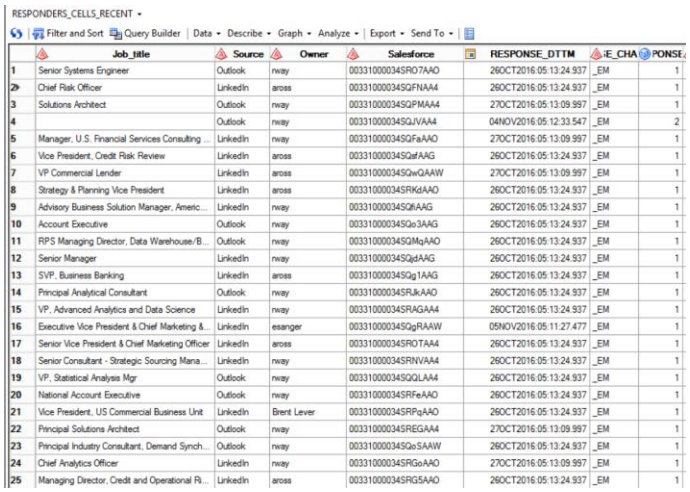



Figure 25: Tracking MailChimp campaigns that attribute new sessions in Google Analytics

Next it's time to monitor results. We have channel-specific dashboards to monitor periodic updates, but mostly we focus on the centralized results gathered in our database.



RESPONDERS_CELLS_RECENT

Filter and Sort | Query Builder | Data | Describe | Graph | Analyze | Export | Send To

| | Job_title | Source | Owner | Salesforce | RESPONSE_DTTM | E_CHA | PONSE |
|---|---|---|---|---|---|---|---|
| 1 | Senior Systems Engineer | Outlook | rway | 00331000034SRO7AAO | 26OCT2016:05:13:24.937 | _EM | 1 |
| 2 | Chief Risk Officer | LinkedIn | aross | 00331000034SQFNAA4 | 26OCT2016:05:13:24.937 | _EM | 1 |
| 3 | Solutions Architect | Outlook | rway | 00331000034SQPMAA4 | 27OCT2016:05:13:09.997 | _EM | 1 |
| 4 | | Outlook | rway | 00331000034SQJVAA4 | 04NOV2016:05:12:33.547 | _EM | 2 |
| 5 | Manager, U.S. Financial Services Consulting ... | LinkedIn | rway | 00331000034SQFaAAO | 27OCT2016:05:13:09.997 | _EM | 1 |
| 6 | Vice President, Credit Risk Review | LinkedIn | aross | 00331000034SQdfAAG | 26OCT2016:05:13:24.937 | _EM | 1 |
| 7 | VP Commercial Lender | LinkedIn | aross | 00331000034SQwQAAW | 27OCT2016:05:13:09.997 | _EM | 1 |
| 8 | Strategy & Planning Vice President | LinkedIn | aross | 00331000034SRKdAAO | 26OCT2016:05:13:24.937 | _EM | 1 |
| 9 | Advisory Business Solution Manager, Americ... | LinkedIn | rway | 00331000034SQtiAAG | 26OCT2016:05:13:24.937 | _EM | 1 |
| 10 | Account Executive | Outlook | rway | 00331000034SQo3AAG | 26OCT2016:05:13:24.937 | _EM | 1 |
| 11 | RPS Managing Director, Data Warehouse/B... | Outlook | rway | 00331000034SQMqAAO | 26OCT2016:05:13:24.937 | _EM | 1 |
| 12 | Senior Manager | LinkedIn | rway | 00331000034SQjdAAG | 26OCT2016:05:13:24.937 | _EM | 1 |
| 13 | SVP, Business Banking | LinkedIn | aross | 00331000034SQg1AAG | 26OCT2016:05:13:24.937 | _EM | 1 |
| 14 | Principal Analytical Consultant | Outlook | rway | 00331000034SRJkAAO | 26OCT2016:05:13:24.937 | _EM | 1 |
| 15 | VP, Advanced Analytics and Data Science | LinkedIn | rway | 00331000034SRAGAA4 | 26OCT2016:05:13:24.937 | _EM | 1 |
| 16 | Executive Vice President & Chief Marketing &... | LinkedIn | esanger | 00331000034SQgRAAW | 05NOV2016:05:11:27.477 | _EM | 1 |
| 17 | Senior Vice President & Chief Marketing Officer | LinkedIn | aross | 00331000034SROTAA4 | 26OCT2016:05:13:24.937 | _EM | 1 |
| 18 | Senior Consultant - Strategic Sourcing Mana... | LinkedIn | rway | 00331000034SRNVAA4 | 26OCT2016:05:13:24.937 | _EM | 1 |
| 19 | VP, Statistical Analysis Mgr | Outlook | rway | 00331000034SQQLAA4 | 26OCT2016:05:13:24.937 | _EM | 1 |
| 20 | National Account Executive | Outlook | rway | 00331000034SRFeAAO | 26OCT2016:05:13:24.937 | _EM | 1 |
| 21 | Vice President, US Commercial Business Unit | LinkedIn | Brent Lever | 00331000034SRPqAAO | 26OCT2016:05:13:24.937 | _EM | 1 |
| 22 | Principal Solutions Architect | Outlook | rway | 00331000034SREGAA4 | 27OCT2016:05:13:09.997 | _EM | 1 |
| 23 | Principal Industry Consultant, Demand Synch... | Outlook | rway | 00331000034SQoSAAW | 26OCT2016:05:13:24.937 | _EM | 1 |
| 24 | Chief Analytics Officer | LinkedIn | rway | 00331000034SRGoAAO | 27OCT2016:05:13:09.997 | _EM | 1 |
| 25 | Managing Director, Credit and Operational Ri... | LinkedIn | aross | 00331000034SRG5AAO | 26OCT2016:05:13:24.937 | _EM | 1 |

Figure 26: Example of inbound responses by Corios clients

In our centralized repository of all contacts, responses and interactions, we can monitor the results of MailChimp live reports (plus download bounces, opt outs, opens, and clickthroughs via an API call), the Google Analytics report of anonymous website traffic (starting the next day after launch), LinkedIn analytics associated with the company page or personal pages (starting the next day after launch), and new landing page registrations to the main web site or microsites. We have built connectors into all these channels and touchpoints, which gather any customer-specific interactions and refresh the MAP database.

The next step is to identify any incoming leads generated by our email, social and web activity. In our database, we run rules against the incoming opens, clickthroughs, registrations, and compare to prior activity as logged in contact history and response history.

Based on this incoming stream of interactions, we identify different sorts of interactions and customer profiles: first time responses, email responders, frequent readers, occasional readers, watchers, downloaders, referrers, referees, executives and subject matter experts. We also characterize our known customers by the type of content they find interesting and relevant: which webinars they've attended, which RedPapers they've downloaded, which pages on our site they read.

Based on inbound responses and this supplementary business context, we identify leads of each type and save those enriched interactions in our MAP database, to promote people who are really interested in our brands to a new tier of interest. Some of those leads represent new sales opportunities, and we'll reach out to them individually. When this occurs, we feed these leads to Salesforce as unqualified opportunities, and assign to a relationship manager. This happens automatically as a function of the customer's behavior on our interaction points and channels.

Next it's the role of the relationship manager to qualify leads and promote them. The relationship manager will identify the interest level of the contact in the solution investment opportunity, identify whom else we should speak from the account to capture all the perspectives on this investment, and understand their needs better. The relationship manager captures all these updates in Salesforce contact and opportunity records.

As the relationship manager makes those changes in Salesforce account records, and updates in contacts or collection of new contacts, we automatically capture those and mirror them back to the MAP database. If there are updates and expansions of opportunities, we track these changes in Salesforce and mirror them also back to the MAP database too.

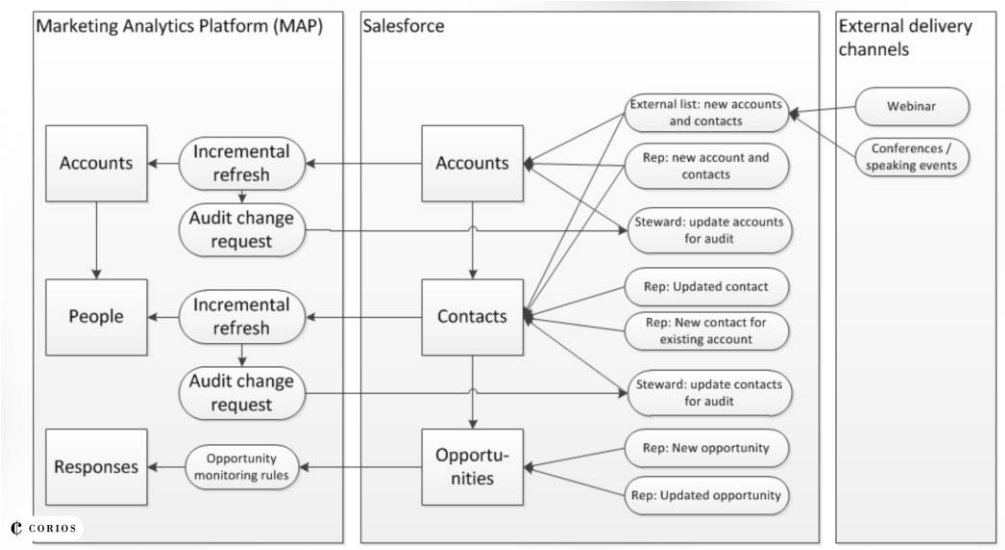



Figure 27: Tracking responses, interactions and updated Salesforce activity back to MAP

Meanwhile, the customer in an opportunity is probably sharing this information with their peers, subject matter experts, and stakeholders in the account to increase their awareness. These individuals are likely to visit our website, possibly to download some of our readable assets. They will also often examine either our sales person or me or our company in a social context on LinkedIn, and possibly to invite us to become their colleagues in those social domains.

We capture all the changes to customer records via MailChimp responses, LinkedIn records, and GravityForms registrations, and we perform incremental refresh of the marketing database.

Then we evaluate performance of the marketing campaigns on overall activity, new sales cycles, and new activity on existing sales cycles.

This process requires a lot less time and a lot fewer people than you might think. We can crank out a new campaign and its content in a few hours. If we want to create micro-targeted content for several audience segments, it takes only a few more minutes. When we have a large audience, we often segment by vertical industry, interaction profile and history, and the length of time with which we've nurtured each relationship at the individual or account level.

Inside our business we support this process with two part-time people to run the database and its connectors; a third person to write new content, and a fourth to perform the targeting and execution. Finally we have several relationship managers who pursue the leads generated by the process, which we can easily expand since we're using Salesforce to distribute them and execute new sales opportunities.

# Conclusion

Corios has helped clients throughout North America produce valuable contributions to margin through next best offer strategies, and we'd like to help you do the same. Visit our website at **https://coriosgroup.com/harmony** to learn more about how we've helped clients just like you use next best offer strategies throughout their branches, stores, call center, and online sites to earn more margin contributions and serve their customers more effectively. Give Robin Way a call at **503.295.1685** or email him at **president@coriosgroup.com**. Thanks, and have a great day!

# About the Author

*Robin Way*

Robin Way is a Lead Faculty Member at the International Institute of Analytics, and is the founder and President of the management analytics consultancy, Corios. He has over 25 years of experience in the design, development, execution, and improvement of applied analytics models for clients in the banking, brokerage, retail, insurance and energy industries. Robin was previously employed with SAS® Institute's Financial Services Business Unit as a managing analytics consultant for 12 years, in addition to another 10+ years in analytic management roles for several client-side and consulting firms.

Robin's professional passion is devoted to democratizing and demystifying the science of applied analytics. His contributions to the field correspondingly emphasize statistical visualization, analytical data preparation, predictive modeling, time series forecasting, mathematical optimization applied to marketing, and risk management strategies. Robin's undergraduate degree from the University of California at Berkeley and his subsequent graduate-level coursework emphasized the analytical modeling of human and consumer behavior.

# About Corios

Corios is a leader in the discipline of management analytics consulting focused on helping clients across industries to bridge the gap between their data and their business decisions. The company's custom offerings provide analytical solutions for risk management and compliance, marketing, pricing, and big data initiatives. Corios' solutions have identified business improvements worth hundreds of millions of dollars for corporations across North America.

Corios believes that data-driven techniques are the key to making profitable business decisions, and that data should be simple, approachable, and implementable for both analysts and decision makers. The Corios team is persistent in their efforts to promote transparency and common process across the analytical discipline.

To learn more about how Corios is bridging the gap between data and business decisions, please visit **coriosgroup.com**.

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