Agile marketing, 135, 143–144
Alignment, 14, 49, 54, 73, 82–83, 88, 90, 94, 97, 104, 106, 117–119, 124–126, 135, 141, 143
American Red Cross, 33–34, 77, 82, 103
Analytics strategy, 73, 76. See also Data analytics; Predictive analytics
Aprimo, 53–54, 118, 120. See also Teradata Applications
Art and science blended, 32–33
B2B (business-to-business), 9, 18, 54–55, 118, 122, 124, 128, 135, 141, 152
B2C (business-to-customers), 9, 54, 94, 122, 141, 152, 158
“Balance Customer Experience with Marketing Productivity in Marketing Automation Initiatives” (Samer and Davies), 153
BARC Big Data Survey, 22
Berkman, Robert, 61
Beyond Philosophy, 31
Big Data discovery, 107–109
Big Data insights’ effect, 109–110
Big Data marketing challenge, 175
definitions for real world of, 43–46
opportunity, 175–176
Big Data marketing terminology about, 46–47
customer interaction management, 48
digital marketing, 49
digital messaging, 48
do’s and don’ts, 49–50
integrated marketing management (IMM), 48
marketing operations management, 48
variety, 47
velocity, 47
volume, 47
Big picture marketing effectiveness example, 155–157
Bonalle, David, 93, 95
Borgiaa, Brooke, 137
Bose, Gautam, 117
Braddock, Benjamin (character), 43
Brand awareness, 55, 118, 123, 141, 157
Bureau of Motor Vehicles (BMV), 32
Business Software Management, 139
Campaign to cash, 139–140
Cavedo, Jim, 33, 162
Change. See also Digital disruption barriers to, 83, 87, 91, 98, 105
categories of, 169
customer behavior, 9–10, 54, 120, 125
definition, 63
driving, 1, 8–9, 18, 25, 54, 56, 58, 83, 92, 170
expectations of, 13
helping with, 46
justification of, 18
leadership for, 13–14, 44, 53, 56, 65, 89, 92, 143–144, 170
need for, 44, 56, 79, 138
organization for, 59, 61, 81
pace of, 9
path to, 105
planning for, 74, 77, 83, 160
response to, 56, 72, 144
success and, 20, 143
technological, 9–10, 120, 125
Change agents, 45, 56–57, 64, 88, 104, 171
Chief Digital Officer (CDO), 60–61
Chief Executive Officer (CEO), 7, 9, 11, 23, 60–61, 71, 78, 88, 92, 97, 124, 129
Chief Market Technologist emergence, 59–60
Chief Marketing Officer (CMO) alignment, 153
big data focus, 71, 77–78
big data planning, 108–109
as change agent, 56–57
and CIO relationship, 58, 80, 96–98, 103, 106
content marketing, 91
customer experience v.p., 82
data hairball untangling, 157
Chief Marketing Officer (CMO) (continued)
data hairballs, 23, 30, 101, 103
data-driven strategy, 46–46
digital disruption, 9
goals, 88
integration, 155
internal marketing processes, 152
IT spending, 45
metrics, 117, 122
partnerships vs. silos, 92
roadblocks, 87–88
role of, 175
ROMI pressure, 19
strategic focus, 21
tenure, 53
Chief Marketing Officer (CMO) and CIO
dynamics
about, 58–59
Chief Digital Officer (CDO), 60–61
Chief Market Technologist emergence, 59–60
collaboration with Chief Customer Experience Officer, 62–63
do’s and don’ts, 64–65
key terms, 63–64
Citibank, 89
“The CMO Guide to Marketing ROI” (Lenskold Group and Aprimo), 120
Collaboration. See also Alignment; Silo removal
barriers to, 94, 145
benefits of, 78
with Chief Customer Experience Officer, 62–63
between CMO and CIO, 62–63, 80
fostering, 49, 79, 88, 94
improving, 95, 143, 159
interdepartmental, 38, 80, 89–90, 93
lack of, 17
need for, 79–80, 93, 98
Collins, Kim, 134
Communicating the value of marketing, 21
Competing on Analytics: The New Science of Winning (Davenport and Harris), 76
Concept to campaign, 139
Concept to cradle with cash
about, 138–139
campaign to cash, 139–140
campaign to campaign, 139
cancel-to-campaign marketing process, 142
Concept-to-campaign marketing process, 142
Conlon, Ginger, 79, 89
Consolidated platforms or siloed point solutions, 81–82
Consolidation, 81, 89–91, 93–94
Consumer segments, 153
Content marketing, 92
Cook, Kelley, 11–12
Cost per lead, 55, 96, 118–119, 128
Cost per lead lessons, 118–119
Crandell, Christine, 124
CRM (customer relationship management), 22–23, 49, 57, 73–74
CustomersThink, 74
Customer experience. See also Data-driven marketing
business revenue and, 32, 57
CEO collaboration, 62, 80, 82, 105
channels/types of, 31–32, 46
competitive advantage and, 32
creating unique, 37, 105
data, 44
Data Hairball and, 30–32, 110
data requirements for, 106-162
definition, 31–32, 36, 74, 105
focus on, 21, 158–159
fragmentation of, 31, 78
impact, 20, 97, 152
improving, 21, 38, 44, 46, 57, 80, 87, 109–110, 138, 170
information sharing, 88, 107
of ISC, 32
IT and marketing integration, 97
measuring, 110
North American Customer Experience Report (RightNow Technologies), 20
online, 35, 171, 173
parameters for, 164
revolutionizing, 23
silos/internal empires, 77–79
simplistic view of, 31
talent, 33, 60
Customer interaction management, 48, 136, 144, 166
Customer interaction strategy, 73–75
Customer relationship management (CRM).
See CRM (Customer relationship management)
Customer satisfaction, 55, 104, 117–118, 129
Customer service, brightened and enlightened about, 169
Big Data marketing challenge, 175
Big Data marketing opportunity, 175–176
information marketing opportunity, 174
informational management marketing challenge, 173–174
mobile marketing challenge, 171–173
mobile marketing opportunity, 173
people marketing challenge, 170–171
people marketing opportunity, 171

Dark Ages
about, 7–8
consolidation, 94
do’s and don’ts, 13–14
and Enlightened Age of Data, 62, 83, 134, 135, 152
enlightened age of data, 10–14
key terms, 13
marketers in, 19
project management in, 19, 23
threat of digital disruption, 8–10
time waste, 17

Dashboards, 76, 123, 128
Data analysis, 7, 10, 64, 103, 110, 117
Data analytics, 18, 30, 33–34, 37, 103, 107, 109, 173

Data and integrated marketing yields
customers benefits, 160–165

Data-driven marketing
benefits of, 13, 20, 44, 71, 83, 87, 141, 152, 175
Big Data insights, 64–65
concerns, 117, 122, 130
definition, 11, 13, 46, 48
guidelines, 14, 34, 45, 76, 111, 130, 156, 166
move towards using, 21, 33, 64, 72, 93, 101

Data hairball
about, 29
art and science blended, 32–33
and customer experience, 30–32
data privacy and security, 34–36
described, 29–30
do’s and don’ts, 37–38
integrated market, 33–34
key terms, 36

Data hairball untangling
about, 101–103
Big Data discovery, 107–109
Big Data insights’ effect, 109–110
data strategy, 105–107
do’s and don’ts, 111–112, 128–130
key terms, 110, 127–128
metrics as cornerstone of accountability, 122–124
metrics improve buy-in and alignment, 124–125

misalignment reasons, 125–127
return on investment (ROI) vs. return on marketing investment (ROMI), 119–121
return on investment (ROI) vs. return on marketing marginal marketing investment (ROMMI), 122
ROM vs. ROMI debate, 119
silos threat to Big Data strategy, 104–105
starting with talent, 103
Data models, 46, 107, 110–111
Data privacy and security, 34–36
Data scientist, 57–58, 64, 98, 110–111, 175
Data strategy
about, 76–77
customer retention, 109–110
integrated strategy, 77–78
outsourcing, 103
pilot projects, benefits, 109
pilot projects, defined and finite, 78–79
silos and, 104
talent for guidance, 103

Davenport, Tom, 76
Davies, Jim, 151
Defined and finite pilots, 78–79

Deighton, John, 36

Demand generation, 55, 93, 128
Different terms with same goal, 79–80
Digital disruption, 8–10, 13–14, 17, 25, 29, 46, 58, 72, 76, 151

Digital distraction
definition of, 9, 13, 151
engaging in, 14, 25, 76
example of, 10
impact of, 9–10, 17, 29, 46, 58, 71
reactions to, 10
threat of, 8–10

Digital marketing, 49
Digital messaging, 45, 48
Digital Wisdom: Thought Leadership for a Connected World (Palmer), 170

Direct Marketing Association (DMA), 34–35
Dyer, Peggy, 33–34, 77, 103

“The Emergence of Chief Digital Officers” (Berkman), 61

Enlightened Age of Data
about, 10–14
alignment, 43
benefits of, 105
big data marketing, 22
changes needed, 87, 162
commitment to, 14
Enlightened Age of Data (continued)
definitions, 49
move into, 62, 91, 134, 135, 152
next practices, 129
path to, 83
questions regarding, 37
External value through integrating marketing
about, 139–160
data and integrated marketing yields
customers benefits, 160–165
do’s and don’ts, 166
integration interaction channels example,
160–161
key terms, 165
Facebook, 47
Fear, 1, 9–10, 12, 35, 56, 64, 117
“5th Annual Global Digital IQ Survey”
(PricewaterhouseCoopers), 79, 89
Focus on the Family, 136–137
“The Four Cs of Customer-Focused Solutions”
(Gulati), 88
Fragmented and often missing data, 22–25
Franks, Bill, 76, 108–109
Gartner (global analyst firm), 13, 46, 57, 97,
134, 152
Getting smart and strategic
about, 71–72
analytics strategy, 76
customer interaction strategy, 73–75
data strategy, 76–79
do’s and don’ts, 83–84
organizational strategy, 76–79
technology strategy, 80–82
vision lead to strategy, 72–73
Ghassemi, Banefsheh, 82
Global Teradata Data-Driven Marketing
Survey 2013, 11, 23, 30, 44, 47, 91, 94
Godin, Seth, 56
The Graduate, 43
Grice, Jason, 136
Guerdat, Geoff, 38
Gulati, Ranjay, 88
Hanssens, Dominique, 122
Harris, Jeanne, 76
Harvard Business Review, 58, 106, 110
Hayzlett, Jeffrey, 57, 63, 102–104, 106
Heath, Chip, 56
Heath, Dan, 56
Heckert, Christine, 58
Hoffman, Dustin, 43
Information Commissioner’s Office (ICO), 35
Information marketing opportunity, 174
Informational management marketing
callenge, 173–174
Integrated market, 33–34
Integrated marketing management (IMM)
benefits of, 154
definition, 144
described, 48
focus of, 151
with process resurgence, 134–138
results, 132
software for, 54
use of, 33, 141
Integrated processes
benefits, 137–138
responsiveness improvement, 136–137
Integrated strategy, 77–78
Integration interaction channels example,
160–161
Internal to marketing, 89–92
Internal value through integrating marketing
about, 152–153
big picture marketing effectiveness example,
155–157
marketing control improvement example,
153–155
marketing effectiveness and efficiency drive
value, 158–159
ROMI measurement accuracy example,
157–158
International Data Corporation (IDC), 47
International Speedway Corporation (ISC), 32,
161–165
Keeping Up with the Quants: Your Guide to
Understanding and Using Analytics
(Davenport and Kim), 76
KeyBank, 93, 95, 103
Kim, Jinho, 76
Kodak, 102, 106
Koehler, Bill, 93, 95
Kotler, Philip, 119, 134–135
Kueter, Jenelle, 163
Kurzweil, Ray, 170
Lack of interest and training, 22
Lenskold, Jim, 119–120
Lenskold Group, 119
Lilien, Gary, 119
Lincoln: Are You Indispensable? (Godin), 56
Macro processes, 140
Manning, Harley, 31
Manual marketing management, 18–19
Market antiquation about, 17
communicating the value of marketing, 21
do's and don'ts, 24–25
fragmented and often missing data, 22–25
key terms, 24
lack of interest and training, 22
manual marketing management, 18–19
silos for data and demand for real time engagement, 19–21
tactical vs. strategic marketing, 18
Market leadership metrics, 55
Marketing control improvement example, 153–155
Marketing effectiveness, 55, 83, 118–119, 136, 140, 153, 158–159
Marketing Management: Analysis, Planning, and Control (Kotler), 134–135
Marketing Models (Lilien, Kotler, and Moorthly), 119
Marketing operations management, 48
Marketing resource management (MRM), 136, 162, 165
Marketing's 4 P's, 134–135
Mayer, Marissa, 170–171
McDonagh, Mariann, 92
McGuire, Tim, 59–60
McKinsey & Company, 169
McLellan, Laura, 43
The Measurement of Cumulative Advertising Effects (Palda), 119
Messaging
agency-like, 92
alignment of, 94
customized, 164
digital, 45, 48
flexibility of, 8
flow, 161
multichannel, 8, 161
strategy, 93
Metrics
as cornerstone of accountability, 122–124
improve buy-in and alignment, 124–125
Metrics making mantra about, 115
cost per lead lessons, 118–119
outcomes measured, 115–116
Minority Report (film), 169
Misalignment reasons, 125–127
Mobile Commerce Daily, 172
Mobile marketing challenge, 171–173
Mobile marketing opportunity, 173
Mobium, 53
Modern marketing department about, 53–55
CMO and CIO dynamic, 58–63
CMO as change agent, 56–57
data scientist, 57–58
Moorthly, K. Sridhar, 119
“The New Four Ps of Marketing” (Collins), 134
North American Customer Experience Report (RightNow Technologies), 13
The One to One Future (Peppers and Rogers), 8
Organization, 96–95
Organizational strategy
different terms with same goal, 79–80
skills assessment, 80
O'Toole, Tom, 59
Outcomes measured, 115–116
Outsourced vs. in-house customer engagement strategy, 81
Palda, Kristian, 119
Palmer, Shelly, 9–10, 170
People marketing challenge, 170–171
People marketing opportunity, 171
Peppers, Don, 8
Petralia, John, 125–126
Pivot, 141, 143–144
Planning
alignment through, 153
bottoms-up, 139
cycle length, 9
effectiveness, 13
integrated process, 118
internal accountability, 11
market processes, 48, 105, 110, 138, 165
media, 158
misalignment, 124
strategic, 18
Predictive analytics, 57, 64, 76, 98
Prescriptive analytics, 76
PricewaterhouseCoopers, 79, 89
Process, 165
Process innovation at global IT services company, 140–141, 143
Process resurgence about, 133
agile marketing, 143
concept to cradle with cash, 138–140
do's and don'ts, 144–145
integrated marketing management (IMM) with, 133–138
Index

Process resurgence (continued)
key terms, 144
marketing’s 4 P’s including, 134–135
process innovation at global IT services company, 140–141, 143

Rand, William, 60
Relevant marketing drive value
about, 151–152
external value through integrating marketing, 159–165
internal value through integrating marketing, 152–153
Return on investment (ROI)
definition, 127–128
integrated processes benefits, 173
vs. return on marketing investment (ROMI), 119–121
vs. return on marketing marginal marketing investment (ROMMI), 122
vs. return on marketing marginal marketing investment (ROMMI), 122
tracking marketing results, 123, 127
Return on marketing investment (ROMI), 19, 24, 97, 118–119, 122, 129, 152–153, 156–158, 164–165
Return on marketing marginal marketing investment (ROMMI), 122, 128
RightNow Technologies, 13
Rogers, Martha, 8
Sales productivity, 55, 118
Sarner, Adam, 49, 151
Shaw, Colin, 31
Shop Direct Group, 44
Short-term and mid-term roadmaps, 82
Showrooming, 20, 24
Siegel, 82
Silo removal
about, 87–89
CMO and CIO as best friends, 96–98
do’s and don’ts, 98
internal to marketing, 89–92
strategic framework development for synergy, 95–96
Silo removal between marketing and other lines of business
about, 92–94
consolidation, 94
organization, 94–95
Silo removal internal to marketing collaboration, 89–90
consolidation, 90–91
organizational strategy, 91
Silos
for data and demand for real time engagement, 19–21
threat to Big Data strategy, 104–105
The Singularity is Near: When Humans Transcend Biology (Kurzweil), 170
Skepticism, 12
Skills assessment, 80
Spielberg, Steven, 169
Starting with talent, 103
State of Business Intelligence and Analytics Survey (Teradata), 22
Strategic framework development for synergy, 95–96
Sturm, Jim, 78
Switch: How to Change Things When Change Is Hard (Heath and Heath), 56
Tactical vs. strategic marketing, 18
Taming the Big Data Tidal Wave (Franks), 76
Thew, Tim, 136
Technology strategy
about, 80–81
consolidated platforms or siloed point solutions, 81–82
outsourced vs. in-house customer engagement strategy, 81
short-term and mid-term roadmaps, 82
10 DMA principles, 35
Teradata Applications, 29, 53, 55, 59, 93–94, 97, 104, 118, 126
Teradata Corporation, 108
Teradata Magazine, 12, 60–61
Testing, 87, 108, 144
Threat of digital disruption, 8–10
Time Warner Company, 157
Tumblr, 170
2013 Direct Marketing News Marketing Hall of Femme, 71
Variety, 47
Velocity, 47
Vision lead to strategy, 72–73
Volume, 47
Walmart, 172
Warner Bros., 137–158
Wizdo, Laura, 54
Woolley, Linda, 35
Yahoo! 170