Capgemini

CONNECTED MARKETING OPERATIONS – CREATING A BLUEPRINT THAT DRIVES GROWTH

Build frictionless, data-driven marketing operations that unlock enhanced brand value and revenue impact

GET THE FUTURE YOU WANT

Recent Capgemini research states that the majority (81%) of marketers say their team partners with agencies for activities such as branding, marketing strategy, and digital marketing. Indeed, according to a recent report from Gartner,* 64% CMOs say they lack the in-house capabilities to deliver their strategy and spending on in-house marketing labor is static.

As the digital marketing landscape has exploded, and marketing has shifted to embrace it, the typical approach has been to add teams here and there, or to contract out to agencies. This has led to gaps, inefficiencies, and duplications, which is hampering creativity and innovation exchange.

Operational inefficiencies in marketing prevent you from being able to respond quickly to your ever-changing customer's needs. This means lost conversions, reduced customer lifetime values, and reduced customer retention.

With this in mind how should your marketing department be structured to deliver growth for the business and reduce the overheads involved from working with numerous agencies? How can you fill the skills gaps and realign your talent to focus on the areas that matter, while gaining additional resources to deliver on your marketing activities?

In this paper, we bring you a blueprint of six elements that can help unlock enhanced brand value and revenue impact from your marketing operations, while refocusing your current marketing talent to deliver the required outcomes: culture, process, technology, data, creativity, and partnerships.

Now's the time to build your business with an augmented, frictionless marketing function supported by a partner that operates as an extension of your marketing department to drive operational efficiency across your marketing activities.

SIX KEY ELEMENTS OF FRICTIONLESS, AUGMENTED MARKETING OPERATIONS

1. Drive a culture of innovation

A large part of the work of an organization's marketing department relies on its ability to generate innovative ideas. To make this work, marketers need two key things: time to be creative and the feeling that their contribution is welcome.

If your organization hasn't typically encouraged idea sharing, or this has been hampered by structural silos, now is the time for marketing to lead by example. "Offsites" are a good way to invest time into getting the answers to your biggest challenges.

Above all, develop open and collaborative environments, invite regular feedback, and support your teams to connect to their creative thinking and be more entrepreneurial. Ensure that marketing leaders actively support and encourage feedback loops.

Key tip: your teams should be idea sharing with other parts of the business across the marketing ecosystem. Drive collaboration and idea incubation across sales, category management, product, customer service, finance, and digital/IT, alongside your external partners.

Key tip: Identify how you can leverage AI and tap into the metaverse to augment your customers' experiences. Get ahead of the curve with tools to make you stand out from your competition. Partner with an outsource partner that not only supports your marketing function, but has the capability to work with you to build an infrastructure that enhances your customer relationships.

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2. Deploy a process that centralizes marketing operational efficiency

A process not only facilitates what your marketing operations look like day to day, but also enable you to evaluate success. Process should be linked to your KPIs, enabling you to measure the right objectives for your marketing department.

By focusing on marketing processes, you can identify how to deliver the best customer experience and the path to marketing growth. Build in a regular review of those processes (and don't forget about tech) to ensure that your team are positioned to respond to the ever-changing demands and needs of your customers.

Key tip: marketing functions perform best when structured in an agile fashion. This process structure keeps continuous improvement at the heart of the marketing function. It paves the way to a faster campaign launch to market time as well as allowing for adjustments to be made to campaigns in real time. It also helps to remove friction, paving the way to better efficiency and sustainable growth.

Key tip: Agile marketing operations deliver enhanced efficiency gains – and on average, at Capgemini, our clients experience:

- 19% increase in productivity for a global CPG company
- 20% faster speed of campaign to market for a large European med-tech company
- 100% adherence to brand guidelines for all our clients

3. Implement the perfect marketing tech (MarTech) stack

There isn't a single answer to this question as different operating models require different tools. What your tech stack should enable you to do is:

- Offer actionable insights based on your activity
- Reduce time required to action
- Improve internal communications
- Increase productivity
- Create a single customer view that collates all customer data.

Key tip: it's not enough to invest in tech to be able to demonstrate results. You need to have the skills to interpret the data available and identify the best KPIs to track the performance and understand what the data is telling you. Marketing is as much about the data and science as it is about the creativity and design.

4. Future-proof your marketing by leveraging data

Two of your biggest assets in marketing, aside from your talented people, are data and research. Great marketing is always informed by the two and campaigns should be overlaid with a continuous improvement and review loops.

From research and delivery of focus groups based on your ideal customer avatar or personas to test marketing ideas, and gaining product and brand feedback, research is your first tool to identify the "what" in your marketing.

When you are ready to roll out a campaign, invest time in identifying the metrics you can rely on to understand how it's performing and ensure your team actually has access to this data. You can then adjust marketing activities and deliver more effective marketing campaigns based on your learnings.

This will ensure that your marketing is as powerful and the effective tool it should be to generate conversions or qualified leads for your sales teams to convert.

> **Key tip:** ensure that your marketers have access to real-time data and are supported by skilled data specialists to interpret that data. Our research identified that only 11% of respondents qualify as data-driven marketers and less than half of all respondents have the data and technologies capabilities needed to deliver data-driven marketing. This needs to be a primary focus.

## 5. Inspire your audience through creative marketing

In 2021, Cannes Lions International Festival of Creativity released its "State of Creativity" report, which stated that while creativity is the biggest differentiator in marketing, it's often overlooked, as companies are too busy, mainly due to process inefficiencies.

Yet most companies don't have an ideation problem, but an execution problem. There simply isn't enough time and resources available to achieve their goals and be truly creative.

Getting the most out of creativity means identifying the best way to inspire your audiences – zoning in on your customer value proposition and identifying how you can connect your services, products, and solutions with the wants and needs of your ideal customers and personas.

Create a space that is welcoming of new ideas, as well as efficient to the point where your colleagues can play around with them. Creativity needs time and space to grow and that cannot happen when marketing departments are constantly interrupted with too much other noise.

> **Key tip:** if you hear "I need this asap/yesterday" a little too often, it's a significant sign that your teams are too busy to be creative. If you don't resolve this situation, your marketing results will continue to disappoint.
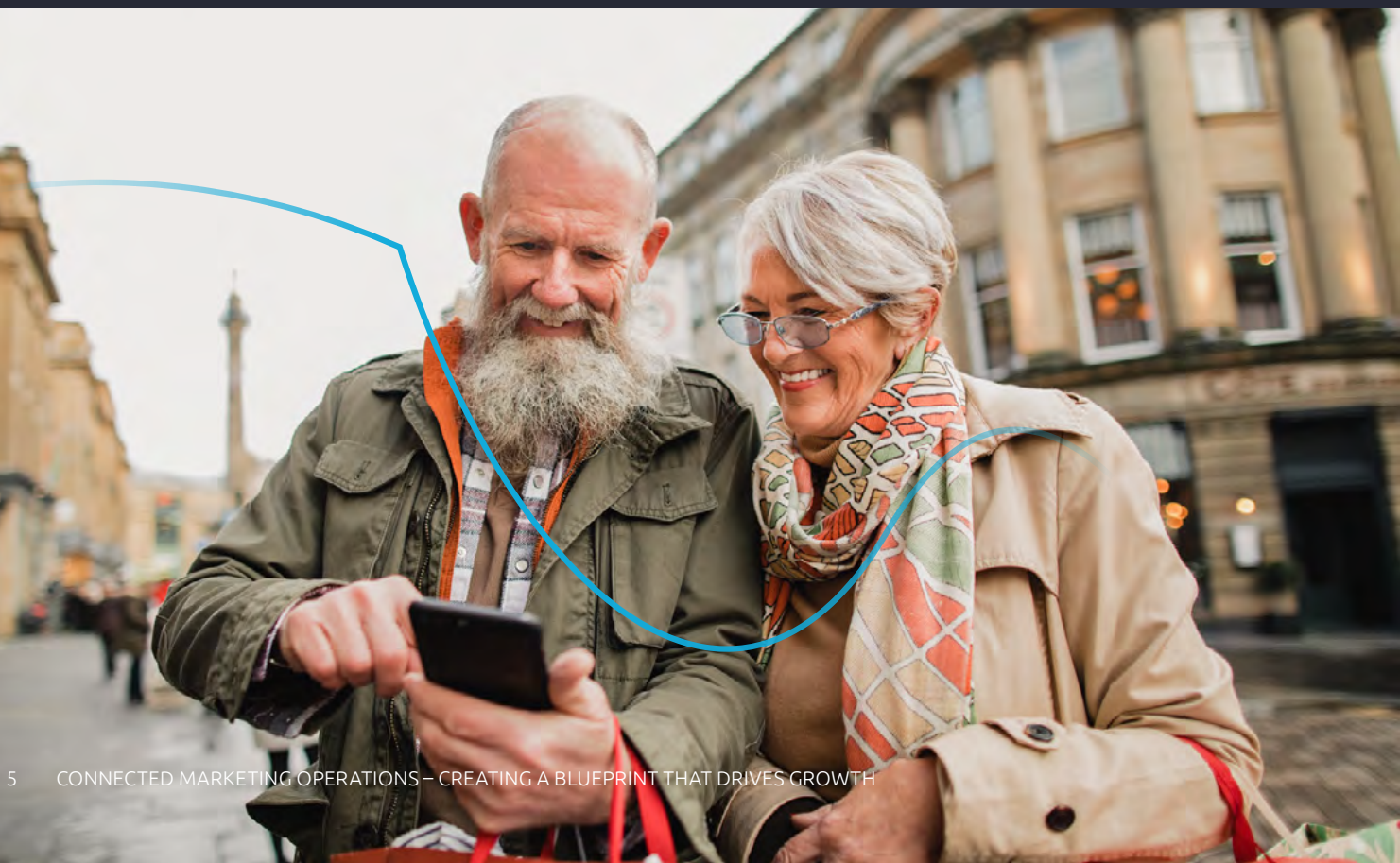
6. Leverage partnerships to give you access to best-in-class digital marketing skills

Creative agencies are often the first thought when thinking of carrying out campaigns. But no matter how creative the idea, it might not bring the best results without insights identified in research.

Key tip: one way to make your systems and processes more efficient is to:

- Automate tasks or reduce the time it takes to complete them – process maps can help identify ways to achieve this
- Have a clear division of responsibilities within your team that reflects your needs – for example, the design should start with your overall strategy
- Work with a partner to outsource certain tasks such as campaign management, data analytics, performance marketing, and content creation – alleviating the stress and helping you focus on what's important.

You might be able outsource both the research and creative to an agency. But what if the budget doesn't stretch this far? And if the agency doesn't have the experience or understanding of your brand, customer challenges, value proposition, and a broader marketing view of your activities, output, previous campaign history, these campaigns may deliver lackluster results.

Key tip: an outsource partner can work as a direct extension of your marketing department enabling you to refocus your marketing teams onto other marketing activities. At Capgemini, our dedicated marketing teams only work on your business, and on average our clients enjoy:

- 30% increase in campaigns customer's reach
- 40–50% to increase in digital customer conversion
- 20% increase in engagement across various channels
- 40% reduction in operational costs.

BE CLEAR IN YOUR MARKETING

Consistency and clarity is key. It's critical that your marketing content is regular enough for your customers to identify a pattern and know when to expect to see and hear from you.

This includes delivery of emails, promotional offers, and social media content. It also means delivering marketing content that is on message, on brand, and looks and feels like it comes from your organization.

Any doubt or confusion and you'll lose your audience's attention – and the potential to convert to a sale.

Key tip: if you're finding a traffic drop off between social and website traffic, or email and website, you need to revisit your page design, layout UX, and experience, and identify the blockers causing that potential loss in sales.

Key tip: if engagement and interaction start dropping from your emails, social content, and more, it's time to dive into time of content being served, responses, and explore whether your content is delivering a single voice. If you team isn't structured in a way that allows time for deep dives, then growth will continue to disappoint.

BUILD YOUR FOUNDATION FOR MARKETING EXCELLENCE – TODAY

Build your foundation for marketing excellence – today More C-suite executives now see marketing as a strategic partner in driving business growth and no longer as simply being a cost center.

Great news for the battle weary, but now all eyes are on marketing and the stakes have never been so high. Transforming your operations can have a significant impact on marketing performance, whatever the maturity of your marketing operations.

Those organizations that prioritize the reorganization of their digital marketing ecosystem will enjoy the ability to drive enhanced personalization and engage their customer in real time, while gaining significant competitive advantage over those that delay – a winning combination that is sure to delight your key stakeholders.
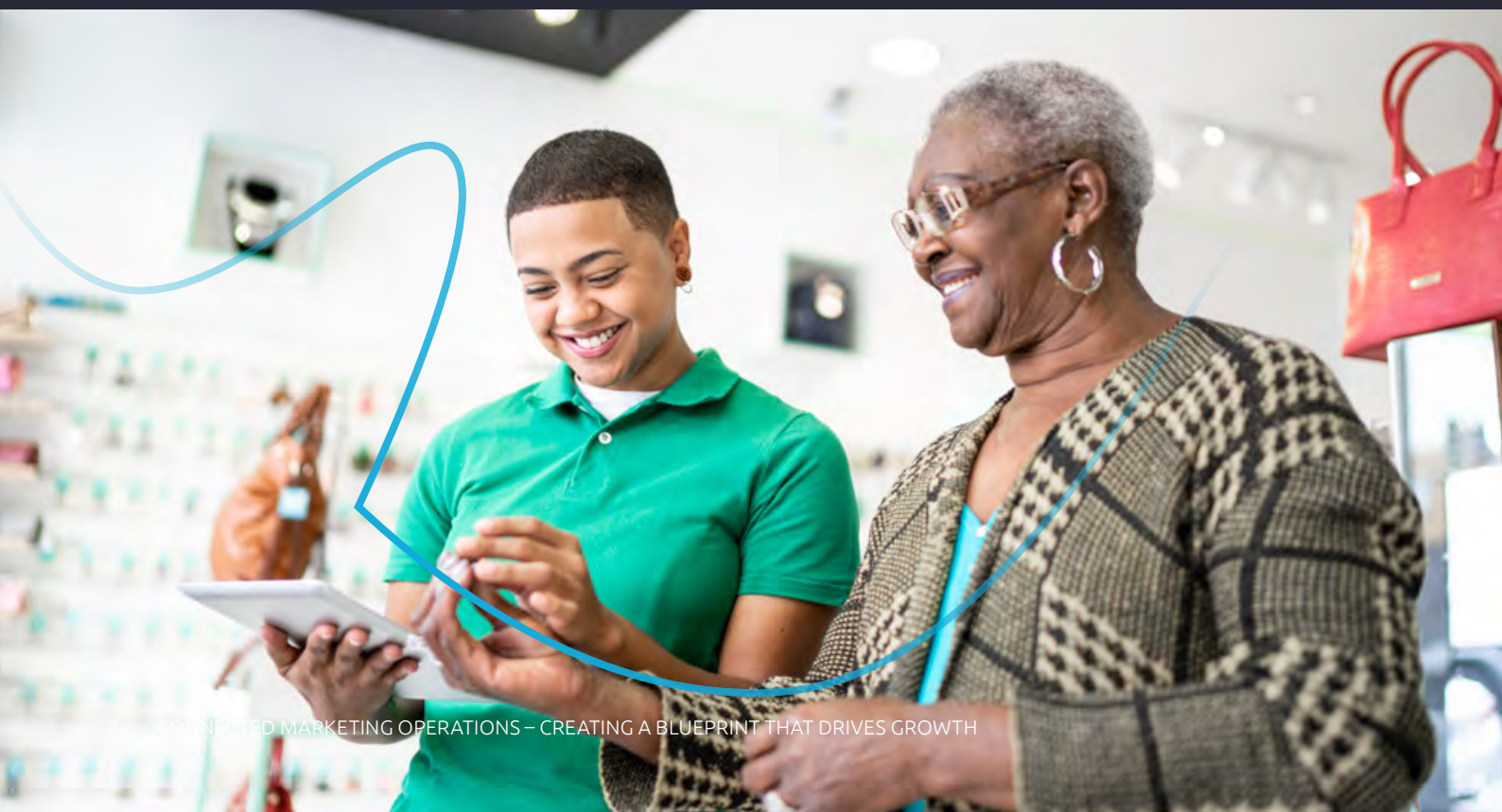
ABOUT THE AUTHOR

Rachel Doyle is experienced at leading and building out marketing departments with strategic vision and laser like focus on customer engagement. She has been working with C-Suite to identify how best to structure marketing departments and defining the role that automation has to play to drive better marketing ROI for their businesses. Rachel has extensive experience in digital marketing, marketing strategy, lead generation, marketing automation. A results focused professional she has over 20 years' experience across B2B and 11 years' B2C .

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Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 340,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

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