CMO Growth Council — ANA — Cannes Lions

CMO Training Intensive
SCALING PERSONALIZATION: MASTERING THE TRANSITION
Personalized Customer Experiences
March 28, 2021

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PRIORITY:	Data, Technology, and Measurement
MANDATE:	Lead the business and cultural transformation that is empowered by data and technology.
WHY IT MATTERS:	Brand advantage is increasingly becoming based on how information is used in service of every interaction.

OBJECTIVE

Help CMOs better understand how to compete effectively on personalization, drawing on brands with experiences using new tools and focusing on core issues of strategy, operations, and organizational change required to scale personalization and realize potential ROI.

Hosted by Dave Edelman, former CMO at Aetna and long-standing thought leader in the personalization and agile marketing space, this intensive training session brought over 40 CMOs together to accelerate their progress towards achieving an advanced level of relevance that deeply understands, at scale, every customer.

DISCUSSION FOCUS

Personalization at scale remains a top priority for many CMOs across industries, regions, and company sizes. Technology behind personalization at scale is always advancing, but in terms of how an organization adopts the practice, the fundamentals remain the same: deliberately think through the experience, data flows, and support that enable an ideal customer experience.

USE AI TO DELIVER IDEAL PERSONALIZED EXPERIENCES

This approach prioritizes data, decisioning, design, distribution, and the development of corresponding capabilities to deliver personalization at scale.

1. **INTEGRATE a wide range of data feeds for context and signals**

   Use intelligence to combine disparate sources of information to identify signals that will drive finer targeting and more relevant personalization.

2. **DISCOVER who, what, where, when to reach out**

   Take information gleaned from past interactions or existing sources and use it to hyper-customize the shopper's experience.

3. **ENGAGE through personalized interactions**

   Use innovative data management to create seamless, personalized journeys so compelling that once customers encounter them, they won't consider competitors.

4. **ACTIVATE the customer to use data to find value**

   Reconfigure the classic consumer decision journey model by compressing the consideration set and streamlining the evaluation phase, to deliver customers directly into a "loyalty loop."

5. **LEARN by continuously testing and optimizing**

   Ongoing agile experimentation and active analysis of needs, technologies, and services help spot opportunities to extend the customer relationship.

KEY TAKEAWAYS

1. **Start small.** When brands think about relevance or personalization, it can be really overwhelming. Think about how your brand can take the first step to be more relevant in one part of the journey at first. Then build on it.

2. **Consumers engage more when there is value to them in the conversation.** Highly personalized experiences breakthrough interruptive and irrelevant noise to engage customers more.

3. **Leverage APIs (Application Programming Interface) to connect marketing dots.** Platforms that use data as engines can help deliver consistent, precise, personalized marketing messages across all digital – and even offline channels.

4. **Prioritize experiences based on expected impact and effort required to implement them.** Develop digital engines that use information, machine learning, and algorithms to drive highly personalized experiences.

5. **Use Customer Journey Analytics to improve end-to-end flow.** AI can track all the touchpoints and identify breakpoints along the way to fix – and improve the end-to-end customer experience.

NAKED WINES:
A CASE STUDY IN AGILE PERSONALIZATION

NakedWines.com is an online wine retailer that works on a subscription basis and operates in the UK, US and Australian markets. Customer loyalty depends on their ability to deliver the richest possible personal experiences. To provide this experience at scale across their website, mobile app, email, and phone support, the marketing team must orchestrate a highly complex use of data, systems integration and technology.

The "segment-of-one" marketing transformation that is being unlocked by emerging solution providers enabled NakedWines to rethink experiences where personalized information is key. Working with their partner SundaySky, they found that using personalized video drove a much deeper engagement and enhanced customer loyalty.

Hyper-Relevant Content at Scale
Dynamic text and image placeholders specific to each viewer

OPENING SCENE	PRODUCT PRESENTATION SCENE	CTA SCENE

Product category based on viewer site behavior:
- White wine
- Red wine
- Mixed wine

Product type based on viewer site behavior:
- White wine case
- Red wine case
- Mixed wine case

Product type based on viewer site behavior:
- White wine case
- Red wine case
- Mixed wine case

BRINKS HOME SECURITY:
A CASE STUDY IN ARTIFICIAL INTELLIGENCE TRANSFORMATION

Personalization is a key component in how Brinks Home Security creates customers for life. By leveraging machine learning, they provide customers with more meaningful interactions, not only at the point of sale but elsewhere in the customer lifecycle.

Through a partnership with OfferFit, Brinks created a pilot program using AI to personalize offers for customers in a sample set. At first, AI performed no better than the control. Yet, within two weeks, AI performed twice as much as the control. By week three, reached four times the result of the control. Brinks is now looking to expand use cases to other marketing and customer experience campaigns with the goal of providing customers with more relevant, personalized offers and solutions.

AI-Driven Offer Constructs
Personalize offer terms, send times, channels – driving 4x performance improvement

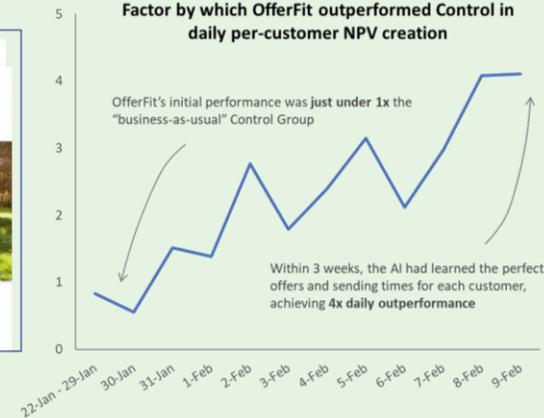**What is the perfect time to send the offer to Jeff?**
- 7AM
- 10AM
- 2PM
- 8PM

What are the perfect terms to offer Jeff?
- $5 monthly rate reduction
- $2 monthly rate reduction
- Free doorbell camera
- + 15 other offer types

Sent: Wednesday, December 30, 2020 2:04 PM
Subject: Jeff, reduce your rate today

IT'S TIME FOR A DISCOUNT

We're giving you the opportunity to take $5 off your monthly rate when you sign up for a 24-month contract extension. Your Promotion Code is VUF4TX. Redeem this offer one of two ways.

TEXT US   VISIT WEBSITE

Factor by which OfferFit outperformed Control in daily per-customer NPV creation

OfferFit's initial performance was **just under 1x** the "business-as-usual" Control Group

Within 3 weeks, the AI had learned the perfect offers and sending times for each customer, achieving **4x daily outperformance**

22-Jan – 29-Jan, 30-Jan, 31-Jan, 1-Feb, 2-Feb, 3-Feb, 4-Feb, 5-Feb, 6-Feb, 7-Feb, 8-Feb, 9-Feb

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*"You must include more **personal** elements in your **storytelling**."*

CHRIS SEAHORN, SVP of Marketing

naked wines

ABOUT SUNDAYSKY

SundaySky delivers video-powered personal experiences at critical moments along customer journeys to engage, educate and inspire consumers. Their **Video Experience Platform** powers billions of unique digital experiences for MetLife, Staples, Bank of America, Verizon, UnitedHealthcare, and many others. **For more, contact Jim Dicso, CEO at SundaySky:** Sundaysky.com

*"AI enabled us to take learning from A/B split test and **pivot to scale faster**."*

VERONICA MOTURI, VP of Retention

BRINKS HOME SECURITY

OfferFit

ABOUT OFFERFIT

Founded last year, OfferFit uses self-learning AI to personalize marketing offers down to the individual level. Self-learning AI allows companies to scale their marketing offers using real-time results driven by machine learning. **For more, George Khachatryan, CEO at OfferFit:** offerfit.ai

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BUILDING EXPERIENCE ENGINES

Marketers are using AI to handle the explosion of complexity.

This richness of data and media creates tremendous opportunity. But trying to sort through this complexity using the old methods is impossible. To take full advantage of it, marketers need AI.

The next generation ecosystem of marketing technologies and services that are becoming available leverage Artificial Intelligence that optimizes for the left brain, together with copywriting, design, and delivery personalization that scales the right brain. And then bringing both into marketing organizations built for agile, iterative modes of operating through non-stop testing and learning.

- **VISION FOR DATA** first, personalized, always-optimizing the CX and engines to drive it
- **DATA STRATEGY** sourcing, integrating, analyzing, maintaining, optimizing
- **ANALYTICS ENGINE** decisioning, simulation, and optimization
- **TECH PARTNERSHIPS** for tools, services, integrations
- **ORGANIZATION AND PROCESSES** "product management" of engines that constantly improves value

CHALLENGES

Common watchouts reported by participating CMOs included:

- It is easy to become overwhelmed with the data that is available. And, the sources of data are enormous and growing all the time.

- There are more touchpoints with customers that need to be influenced. Rather than "throw out an offer and get a purchase," marketers today need to manage longitudinal relationships with customers involving many interactions over time.

- There are many new channels. Old channels remain relevant and are often effective, but now marketers also have access to a wide range of new digital channels.

- Where does AI and personalization sit in terms of priorities? There are a lot of tech issues that IT is dealing with, and marketing needs to be considered within them.

BENEFITS

- **Being a data shepherd is now more critical than ever.**

  Relevance matters. Consumers today are inundated with offers through all kinds of media. To break through the noise, companies need to connect with what resonates with customers – and that's different for each person. Good personalization means sending each customer the right offer, through the right channel, with the right creative, at the right time.

- **There is no subjectivity involved in decisioning.**

  CMOs need to "flip" the goal. It's not about tactics and decisions about tactics. The evolving AI approach will determine that. As long as you have the right frameworks and tech partners in place, you will hit the goal.

UP NEXT: | April 22, 11 A – 12 P (ET)

CLICK TO REGISTER

New Analytics Tools to Drive Personalization and Agility
- Souha Sabbagh, Sr Dir. Advanced Analytics, Videotron | Shane Cough, Chief Growth Officer, Pointillist
- Sharannath Mohanram, Head of Global Media, Piaget | Laurent Colard, CEO, Elsy Global

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Scaling Personalization: Mastering the Transformation

Personalized Customer Experiences

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Kimbery-Clark

HOWARD BEAVER
Cigna/NYU

LYNN BLASHFORD
White Castle

NATALIE BRACAMONTEZ
Brinks Home Security

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SMITI KUMAR
SVP, Global CMO Growth Council

MEG WUBBENHORST
VP, Global CMO Growth Councill