



The Real Customer Journey Revealed



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How the right data connections can enhance the customer experience

Better Connections. Better Results.



The real customer journey revealed: how the right data connections can enhance the customer experience

The term “customer journey” is broken.

That may sound like a bold claim, but it's one rooted in a deep level of insight. The need for brands to understand the customer journey through their product and service experience has been widely heralded as a fundamental component of marketing for years. Yet the journey's true value remains something of a mystery. Moreover, the strategy behind this stock phrase is usually overlooked or mishandled by many marketers.

The old view is that if you don't understand the customer journey and evaluate how, why, when and where people are interacting with or purchasing your brand, you are not going to be able to adapt and tailor what you do to inform and influence them, or ultimately meet their evolving needs. Thanks in no small part to the onward march of digital and social media, the consumer's intolerance to brands that get their engagement strategies wrong is growing. As a result, it is all too easy for brands to lose hard-won goodwill and trust.

There's no doubt that many marketing departments view the optimisation of a customer relationship as one of their biggest challenges in today's multi-channel environment. It's simply no longer enough for a brand to think that if they do 'x', the response from their consumer will be 'y'. Customer journeys don't work that way, because consumers don't behave this mechanically. We consumers are human, and should be treated as individuals.

Offline or CRM data on its own is no longer enough to drive this approach - In today's data-rich world, the term 'customer journey' is too high level, too generic, too prescriptive. It's incomplete, rarely actionable and therefore 'broken'. The focus of tomorrow's marketer therefore needs to be less linear and segment focused and become more non-linear and personal. It will be more about the real customer journey- at an individual level and in terms of both content and/or products and services consumed.

If a brand is dictating what it thinks that journey should be, and can't demonstrate that they are listening and responding in a relevant way to the sounds of the consumer's offline and online footsteps, then those consumers are likely to stray from the path and not come back. When differentiating between the traditional view of the customer journey and the increasingly data-driven real customer journey, we use the expression 'macro and micro journeys', which we will discuss later.

Consumers are now much more savvy, more agile, more independent, more complex in terms of what they look for to help make their purchasing decisions and their behaviours are increasingly inconsistent and harder to predict – in contrast, the marketer's traditional approach to defining their target audience, planning and executing campaigns is struggling to keep up.

A consumer's real, personal journey of self-improvement is constant throughout that individual's life. The paths to purchase they take for everything they buy are more complex and fragmented than ever, facilitated by constant introductions of new technologies and platforms. We, therefore, need to rethink and react to what that journey entails, how we trace the real paths taken by the consumer, and how brands can participate and add to the consumer's experience along them.

Marketers originally viewed the customer journey as linear, from unawareness to awareness, interest, decision and action (to use just one model). Marketers then evolved that journey to a more cyclical one, reflecting that having become a customer, the individual was not to be forgotten and that their journey as a loyal (or not) customer who will spend more with the brand (or not) is ongoing. However, despite that welcome sophistication, the truth is, the 'real' customer journey is something far more complex, variable and volatile than either of these previous models could cope with effectively. The 'real' customer journey, reveals a myriad of micro journeys, between the macro journey steps captured in traditional linear and cyclical models.

If you're a brand looking to increase customer engagement and optimise the potential 'moments of truth' - the moments which will define key stages in a particular journey - you need a view of at what point along their own individual journey your customer is. This must also be able to break down how you monitor and manage that individual consumer's progress along their journey.

In essence, marketers need to redefine how they understand and leverage the customer journey that their organisation is designed around, how that maps to the individual consumer's real path to purchase, what it means for their brand, how they adapt and manage their customer data and how that translates across the myriad of touchpoints used by the individual.

Defining and tracking today's Customer Journey

The term customer journey is ripe for demystification and redefinition. It no longer starts with a brand – it starts with the individual.





Assessing and Redefining the Journey

To help understand the benefits that redefining the term customer journey can have, ask yourself these questions to see if you fully appreciate how customers interact with your brand or organisation:

Does your brand's customer journey define a clear and compelling proposition?

This is critical to conveying a certain level of understanding not only of the brand experience journey itself, but what benefits the consumer will receive as a result of engaging with you on their journey, and ultimately buying your product or service.

Can you separate the key stages of the journey to understand why they matter?

Prioritise which moments along the customer's real journey that you want to use to create individual connections and mutual 'Winning Moments'; you can't connect with the consumer via every one of them.

Are you continuously innovating the end-to-end journey experience?

It's not about marketing to or at consumers, it's about marketing with and for consumers. You need to innovate content and have something fresh and engaging to talk about. Think about all the critical moments and be aware that the connections in between may change. The end destination may always be the same, e.g. buying a bottle of ketchup, but the consumer's reasons for doing so and the individual paths they take will differ widely.

Do your consumers' real journeys across your enterprise reinforce your frontline culture and brand heritage?

For a brand to earn and sustain credibility and trust from the consumer, the experience has to be consistent, continuous and connected. The journey has to deliver an experience that connects with the what, how and why of the brand, enterprise-wide. You should not have a journey which is inconsistent with what you are doing or saying at different consumer touchpoints.

Assessing and Redefining the Journey

Have you optimised operational processes and systems to ensure consistent delivery?

You then need to make sure that people who create the experiences at each touchpoint match the message you are putting out. Does the experience at each consumer touchpoint meet what you have promised or are there points where the consumer journey is not reflective of your brand?

Do you use journeys to define consumer engagement metrics and a data governance system?

Measures of marketing effectiveness need to be mapped to the consumer's journey and the critical 'experience' touchpoints. Doing this enables real-time feedback to the enterprise in terms of how influential each critical consumer touchpoint is in adding value and continuity to the consumer's experience.

It's vital to measure how effectively your marketing is performing but more important is the ability to act on individual consumer behaviours and adapt accordingly.

In summary

In this white paper we will discuss and aim to recognise what role data plays in mapping the real customer journey to help optimise and answer the questions asked above. We will also:

- Evaluate what the real customer journeys are at an individual level, in the context of micro and macro journeys
- Outline what role data and the right data connections can play in helping brands to understand how to view and enhance the routes these real journeys take, for the benefit of their consumers
- Demonstrate how data can demystify the complexities of the individuals journey and help brands make a difference, delivering an optimal, consistent, continual and individual consumer experience.



A Vision of Customer Understanding

The evolution of Big Data, refining that down to smart data (the data that drives relevance) and fast data (the enterprise-wide socialisation of smart data) is having a dramatic impact on how brands are seeking to identify the different journeys that customers experience at an individual level, but we are aware from the conversations we are having with our clients that utilising Big Data and translating to fast data is not without its difficulties. Some of the questions you should ask yourself include:

- Are you losing more customers than you retain, or too many of your best ones?
- Are you aware of tracking and spotting triggers that drive key decision moments, e.g. the moments when customers decide to purchase your brand over another?
- Can you integrate and harmonise your consumers' experience across multiple touchpoints, and deliver continuity of consumer experience enterprise-wide?
- Are you making proper use of the analytics available to you to refine the Big Data into smart/fast data – the key data that is readily available enterprise-wide so you can leverage actionable insight 'in the moment'?
- Are you delivering relevant one-to-one marketing at scale, continuously and consistently through all channels?

These questions are all genuine problems being faced by marketers in the offices of some of the world's biggest brands. The need to focus on connecting and using on- and offline data to ensure marketing messages are relevant is especially pressing; as is doing all of that in real-time, where necessary. This approach is critical to building trust and driving value by improving the customer experience, be that in person or online.

When addressing these engagement paradigms, it's important to understand the wider context of how data shapes the consumer's journey.

More than ever before, brands need to recognise the real customer journey is a complex and non-linear process. If approached correctly it will provide a continuous supply of opportunities to generate competitive advantage by customising and adding value to the individual consumer's experience to create those mutual 'Winning Moments'

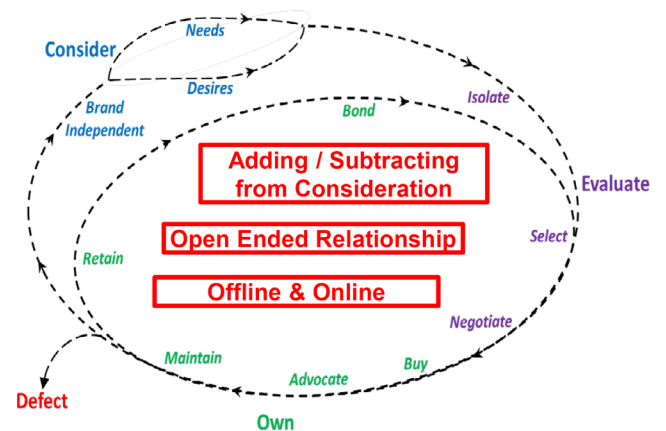
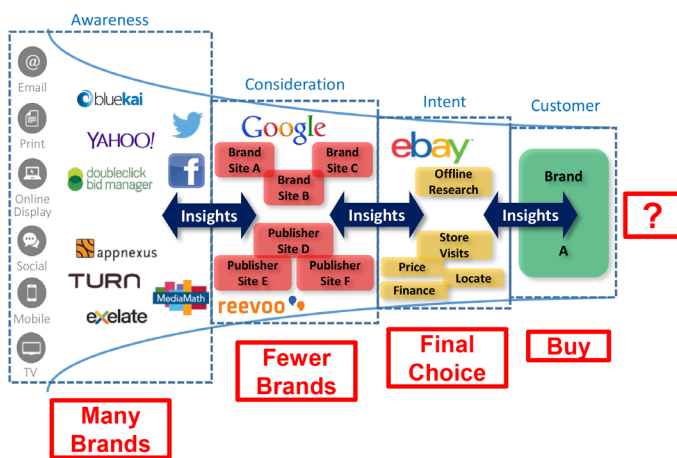
For a start, it's important to know that there are essentially two types of journey: macro and micro.

Macro journeys – so far referred to earlier as the traditional customer journey – represent what brands perceive the customer journey to be, and have typically followed a linear approach along the purchasing funnel. Over the last few years it has been increasingly recognised throughout the marketing community that consumers now follow a wide range of non-linear paths to purchase, with patterns that are unique to individuals. However, many organisations do not have the ability to monitor and manage those individual consumer journeys and still design 'experience' around a prescribed 'customer journey'.

Demystifying the journey - Macro vs Micro

Because current brand-led approaches to the customer journey don't align with the way consumers interact with brands, new dynamic and data-driven consumer engagement paradigms are needed. Treating everyone the same way ignores what you know about your customers and can be costly.

Linear vs Non Linear Journey



Macro – Brand Driven

Micro – Consumer Driven

... not either/or but both!

Demystifying the journey - Macro vs Micro

Ultimately this is not a true reflection of an individual's interaction between a brand and a consumer, and macro journeys remain primarily based on offline or CRM data, and customer segment insight.

Macro journeys focus primarily on the 'what' and 'how' of a brand's product and service offering. The main aim being to define and communicate the 'benefits' and 'reasons to believe' to the consumer, attempting to define and prescribe on a customer's behalf how relevant the brand proposition is to them.



While this activity is based on a level of customer knowledge and usually targeted at specific, aggregated groups or segments of customers rather than 1:1, it generally represents a traditional approach, which rarely takes into account the 'why' of a brand's product and service offering. Or, to put it differently, the 'why' of the individual consumer's current situation and their personal requirements or motives.

The downside: a macro journey approach does not create broader awareness of how each individual consumer is receiving, engaging and interacting with those brand messages across multiple channels, along their true individual consumer journey – or path to purchase. So the macro journey remains constant, and doesn't evolve a brand's understanding of how its customers move through the brand experience

Demystifying the journey - Macro vs Micro

Micro Journeys – so far referred to as the real customer journey – represent the immediate relationship state and are much more complex. While brands like to rationalise consumer behaviour in the context of a macro journey, consumers as we know, simply don't follow a single path to purchase, creating their own unique journeys because they are influenced by a range of different factors unique to them, which steer their everyday decision making.

Their decisions are based on unique and personal interactions with the brand. These can occur both on and away from a brand's properties (website, physical stores, customer channels), creating real-time data. When connected to all the knowledge a brand has on that consumer, this offers the potential for a rare and precious source of actionable insight on the individual consumer's point of view. Brands therefore require a high level of 'sensory' awareness to consistently understand and respond to the individual patterns of how specific consumers are engaging and fulfilling certain interactions with them.

Sources of real-time 'sensory' data, how they connect and drive insight along micro decision journeys, are at the heart of delivering consistent and relevant 1:1 marketing at scale across off- and online channels. They form a critical component of being able to demonstrate to each consumer that they are individually recognised, valued, listened to and responded to wherever they interact with a brand's products and services. These 'sensory' connections and how they relate to what brands already 'know' about their consumers are defined and explored in the next section.

In essence, micro journeys seek to understand the real journey consumers take, not just what brands believe the journeys to be, or how they 'should' be. They provide an endless supply of moments/opportunities to generate competitive advantage by customising and adding value to the individual consumer experience.



Why is it important for brands to recognise the difference?

The overwhelming amount of information now available to consumers puts them in conflict with themselves. A consumer either does not want to be guided, or doesn't want to admit to needing to be guided down a prescriptive or pre-determined path to purchase. They increasingly want to find, or feel they should find, their own route, on their terms. The brands that understand and recognise this are able to pinpoint the key moments along a consumer's individual path to purchase and purchasing lifecycle, and then act in a manner that empowers and benefits the consumer at each of those critical touchpoints. As mentioned earlier, it is about marketing 'with' and 'for' consumers not 'at' and 'to' them.

This approach, which empowers the consumer and serves to add value, rather than attempting to lead them down a particular route, will rapidly increase in importance in the years ahead, helping to shape more meaningful connections and build trust. Brands that invest in adapting their approach to influencing the individual consumer's personal journey will be the most successful at building a strong and more persistent relationship with individual customers and prospects, at scale.

Real journey data and insight points

If a consumer is going to have a relationship with a brand, it needs to be about more than just purchasing a particular item. The journey must incorporate the ownership and service experience e.g. what can the brand do to minimise any bad experiences of the consumer owning that particular product? How can they celebrate and maximise the good things? Understanding how the product is purchased and consumed along the micro journey specific to each consumer is key.

Big Data and Smart data (the subset of critical data needed to drive the right experience at a particular moment or touchpoint in the consumers journey) play a vital role in shaping this insight and delivering the level of trust and consistent experience today's consumers and CMOs demand. Converting that smart data to fast data moving in real-time across the enterprise puts the customer at the heart of the business enabling brands to build real-time, or near real-time, connections between the data available to them and their customers, at the individual consumer level, enabling both the customer and the brand to reap the rewards.

Ultimately, brands need to move towards achieving a complete or unified view of their consumers in real-time, enterprise-wide across multiple channels and touchpoints. To achieve this, they need to be able to identify and understand at an individual level how their consumers are behaving across both traditional offline environments and, increasingly, the digital landscape where consumers are continuously communicating and self-publishing content. We can look at this as a three-pronged approach:

Knowledge connections

This relates to existing customer information and includes on- and offline data that is either readily available or has been provided by each consumer.

It is fact-based and can encompass details such as: a consumer's name, age, address, family composition, details of their credit information, financing status, existing/registered warranty and previous product ownership. It can also include information about lifestyle, brand interaction history across multiple channels, whether or not they have requested product/service information and to what extent, in terms of frequency, they have responded or interacted with specific on- and offline campaigns.

While this information is vital to obtaining a good understanding of the customer, it is usually limited to data available from direct brand interactions or 3rd party research. It is also frequently held in disparate data sets and rarely connected in a way that can be leveraged. It is a critical record of the history and relationship state between a brand and their customer, but from the customer perspective represents a fraction of 1% of the customer 'view' that could be available to generate a complete and unified understanding of relevant consumer behaviour. The other 99% comes from all of those on- and offline interactions and experiences that are relevant to a consumer's journey with a brand, but not occurring directly with that brand.

Demystifying the data – knowledge connections and sensory connections



Demystifying the data – knowledge connections and sensory connections

Sensory connections

This primarily relates to the online/digital awareness of specific individuals and groups, and provides the behavioural awareness/sensory triggers for the optimal moments in a particular consumer's journey where their brand experience can be tailored and influenced.

If brands can generate a greater awareness of their consumer's digital footprint, connect that to the offline footprint and interact in a proactive manner they will open up access to a richer and transformational level of customer insights. This enables the creation of more opportunities to positively influence each consumer in a relevant and meaningful way along their individual micro journey.

Consumer data at this level presents a whole new privacy and consent challenge to brands. Acxiom works with brands in a permissioned and privacy-compliant way to assemble and connect the knowledge connections relative to external influences on key life events, down to someone's job, their marital status, details on the home/household, shopping habits and even the extent to which people's decisions are influenced by weather, politics and the economy.

Collecting this data will be critical to generating competitive advantage for a brand and collecting consumer information with the right level of consent will be equally vital to enabling brands to optimise consumer experience across every touch point.

Signal actionability

The route that a real customer journey takes and the tell-tale signals available provide marketers with a functionality akin to a 'Customer GPS'. It helps brands understand where their customers are along a journey in terms of the location, speed and direction of their decision making. These decisions are fundamental to shaping a brand's awareness of the consumer experience being delivered, and how effectively brands are interacting and engaging with their consumers.

If brands don't position these sensors along the consumer's journey to capture and measure how each consumer is interacting with and responding to relevant content and transactional messages, they cannot possibly track and manage their consumer engagement levels or deliver the best consumer experience.

In the human central nervous system, some things people do are conscious and considered, while others are reflex actions, instinctive and sub-conscious. In the context of optimising the consumer's journey, organisations and brands need to develop a range of response mechanisms that are similar in nature - reflex, instinctive and sub-conscious - a form of 'organisational muscle memory' helping the brand to listen, observe, adapt and respond to individual consumer interactions in or close to real-time.

If brands only focus on the historic knowledge that sits within the Single Consumer View, conscious decisions can look too generic and irrelevant to individual consumers. In order to react to the context of each consumer's journey marketers have to be able to adapt and respond in that moment

Summarising the vision

Ultimately, recognition and connection are the most important factors behind delivering a consistent and continuous customer experience. By connecting sensory data and knowledge data, brands can identify and respond to specific moments in consumers' lives and decide how to react in an effective way, forming mutually beneficial relationships. This is done by organising 'big' data into 'smart' and then 'fast' data to give businesses the ability enterprise-wide to make customer centric decisions instantly. It's also necessary to create a learning framework to consistently repeat this process in real-time or near real-time by developing a form of organisational muscle memory.

Recommendations

In this document we have set out an approach we believe is critical to improving businesses' level of customer understanding. It's vital to remember that every customer journey is different. For example, the journey of someone who regularly buys from a particular technology brand is different to someone who's onto their third car of the same marque, and different again to FMCG/CPG purchases. Equally, while it may seem obvious that the relationship a consumer has or wants with a tinned food manufacturer is likely to be very different to that with a bank, this is a foundational to take into account when developing consumer journey strategies, structures and processes that are all becoming more sophisticated to meet the growing expectations of today's increasingly savvy and demanding consumer.

Better connections. Better results. The importance of the right connections - the Marketing Central Nervous System

These three elements combined are what we refer to as the Marketing Central Nervous System. This is critical to building a framework that can help identify and positively influence moments that will have a dramatic impact on how an individual interacts with a brand.



Better connections. Better results.

At Acxiom, our vision and focus is in line with the fundamentals of future marketing strategy and marketing automation. We help brands make sense of their data from the anonymous record to the cookie, from the cookie and from the persona to the identifiable recognised individual, all within a Safe Haven, secure and encrypted environment.

Customer Recognition

This process not only helps brands to obtain a joined-up or Single Customer View, it equips them with the necessary insight to fully understand their customers' defining characteristics, so they can positively influence and enrich people's on- and offline experiences and transform the Single Customer View into an Actionable Consumer View. At the core of it all, is customer recognition. – enterprise-wide.

If you know the individual consumer you can accurately connect the data as described above so that you can manage the individual consumer experience, and create, integrate and influence the 'winning' moments in your consumer's journey along the brand's touchpoints. Responding in a meaningful way which delivers consumer experience continuity will create brand trust and enrich the customer's real journey through the intended brand experience. It might not be possible to respond to all of these moments of truth, so you will have to constantly review and select the ones you can influence effectively.

So how can Big Data help you understand these journeys within the greater context of the customer, and connect the growing number of customer touchpoints available to ensure a consistent and positive experience is delivered?

- First and foremost, you need to evaluate the current macro customer journey and identify which moments would benefit from the added insight and value that a Big Data strategy, connected across on- and offline data, can provide. What are the key decision-making stages or periods when customers are actively looking for value-add from the brand? What is the smart data required at those decision points and what is the fast data required across the enterprise to maintain that consistently and continuously?
- At the awareness stage you'll need to proactively stimulate them in their world, wherever that might be. To do this you need to re-evaluate what data you are collecting, and understand how and where it can help you build stronger connections between your business and the consumers who are interacting with it.
- Essentially, Big Data is that source of potential energy and when distilled to smart and fast data, drives value by letting organisations see the bigger picture on current customer behaviour and previous interactions within the business. This insight is invaluable to understanding buyer psychology, how brands can participate enterprise-wide in the consumer's journey, and how to generate improved accuracy in predicting future needs and requirements.



Data Connectivity

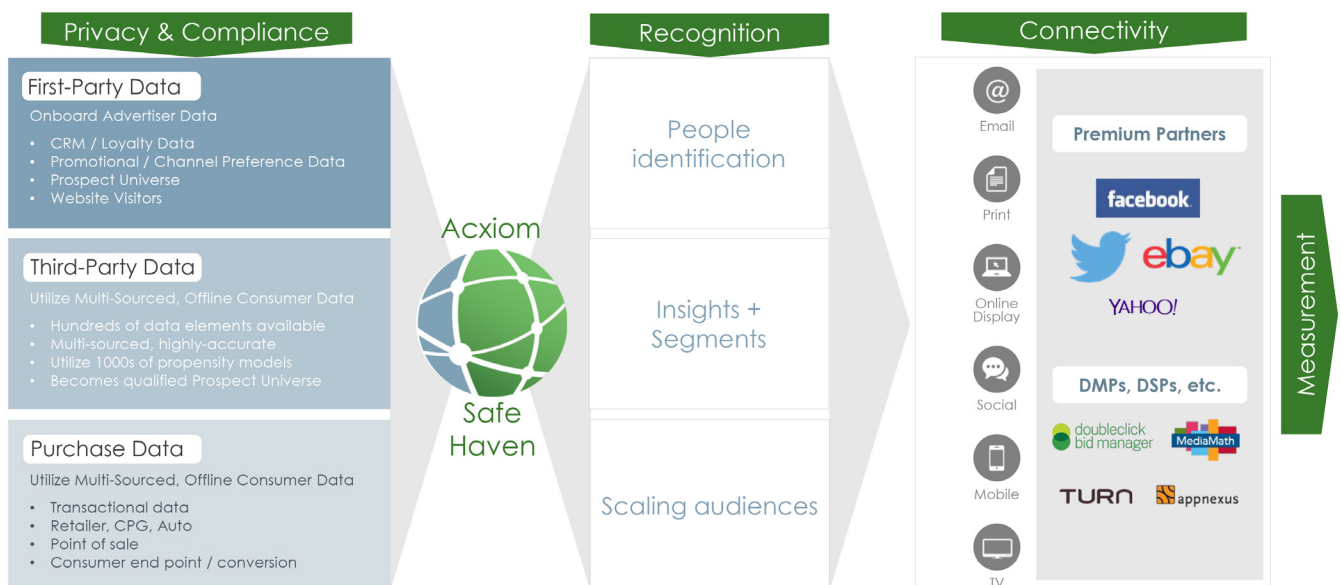
The right approach to Big Data can help brands to understand their customers better than anything else and more importantly perhaps, their competitors, but before this insight can be gleaned, marketers need to know their business inside-out, and adopt an approach which is right for their business enterprise-wide, as well as the needs of their customers.

Organisations must therefore ensure they are focusing their efforts on building better connections. Adopting a digital, customer-first approach ultimately comes down to how brands successfully connect their different types of data – offline to online, structured and unstructured and unknown to known. Bridging these gaps helps to build customer truth and brand trust but also drives loyalty and retention, and therefore revenue and profit.

These data environments could be considered to be frustratingly disparate, and a complicated minefield requiring great care in navigation, but that doesn't need to be the case. The right approach to Big Data offers a vital opportunity if we can identify and get to the smart/fast data and connect it across these different consumer touchpoints – both offline and online
Acxiom's recommended framework for creating the required Data Connectivity is shown in the graphic below:

Better connections. Better results.

Acxiom framework designed for better Offline to Online connections and better results





**Better connections.
Better results.**

Safe Haven

Acxiom's Safe Haven environment, as shown in the above visual, can help businesses make sense of a brand's sensory connections by uniting all the digital media touchpoints along with offline knowledge, together within a safe, privacy-compliant environment, identifying and matching on a 1:1 basis to an audience within a digital publishing environment. This allows key business rules to be set, meaning businesses can more accurately communicate with their customers. It is also a perfect way to combine data with data partners or 3rd parties, each safely monetising their data while delivering superior marketing and better consumer experiences. Equally that digital insight can then be used to inform and enhance the experience delivered across the offline touchpoints.

Once you have your sensory connections in place you will have a clear picture of the individual touchpoint experiences that you need to respond to and deliver against. You will be able to write the business rules that dictate what signals you want to monitor and respond to. The next question you have to ask yourself is, how often do you want to think about it? How often are you actually going to put this into action?



This is the concept of moving from Big Data to fast data, and organisational muscle memory starting to drive relevant marketing responses in the moment, on- and offline. Your sensory connections and the business rules you apply to them will allow you to instantly identify specific triggers and respond in milliseconds. The more you work in this way, these approaches will be intrinsically built into how you operate. You will be able to utilise your data assets in a smarter way and act instantly in real-time to specific triggers. As a result your customers will become more engaged - and trust you more - as you increasingly add value to their lives.

So if you want to increase your levels of customer engagement you need to make sure that your messaging is fully aligned to your customer's real journey. To achieve that you need to evaluate what those messages are and ensure they are reflective of the signals your consumers have alerted you to. Ultimately the communications need to be meaningful and consistently in line with your overall business message and ethos. If you multiply that by your consistent brand image and the consumer's view of that enterprise-wide, you will establish a consumer-centric ethos inside and outside your business.

If your brand is looking to increase consumer engagement and optimise the potential moments of truth available you should consider the following:

1. Increase your awareness of your current and future consumer's digital interactions
2. Know what interactions you will grow year on year, and where and how you will take action
3. Focus on digital interactions that are relevant to the consumer's micro journey
4. Combine these learnings with existing customer knowledge and insight
5. Drive appropriate and timely responses to customers' digital trigger moments
6. Maximise the potential of creating success at winning moments for both the consumer and your business.
7. Fine-tune your transparency approach around data collection and use to retain the customers' trust.

'Big Data' to 'Smart Data' to 'Fast Data' to 'Organisational Muscle Memory'

As stated, you can't respond to every piece of data, moment or trigger you get alerted to by your consumers. Not every one of those moments or triggers will be useful in speeding up, slowing down, or redirecting the consumer journey either. To positively influence winning moments you need to be selective and stick to no more than 10 that you know you can deliver on, and focus them to the point where you do them so well that you don't need to think about them.

Conclusions

In order to drive the above recommendations you need to on-board your data to a suitable environment. On-boarding is the process of activating an organisations first party data within digitally connected environments. However, many businesses don't have this insight within the digital data and can therefore risk becoming disconnected. In other words, know your business before you know your customer.

Better sensory connections across on- and offline channels are the missing link in the marketers' mantra - right message, right time, right person, right channel and right tone of voice - which drive 1-to-1 marketing at scale. Better knowledge can help you to identify the right person and the right message, but you need better sensory connections to complete the picture, understand the context and the best moment and way to respond.

The important thing to remember is that you don't need to own the data, you just need to be able to act on it. Identify the key micro journeys in your consumers' lives which can impact their decision-making, and turn those into a set of business rules. These business rules can be implanted into any publishing network, from Google and Facebook to the Huffington Post, specifying behaviours that should be responded to in a certain way.

As part of knowing your customer you will have identified a journey, but that's not necessarily going to fit with what you are selling. In order to be a consumer-centric organisation you need to make sure you successfully harmonise your business with your consumers' journey and expectations, improving the chances of them buying.

If you are trying to personalise messages that everyone receives, you need to use the data from across your enterprise to define the right communication. This fast / smart data can be drawn from multiple online resources. In a digital environment, unless a customer is on your site it's difficult for you to know who they are. You might know what they like from your other data sets but you need to connect your data in real-time to identify and engage them, responding in the moment.

Big Data, when distilled to fast / smart data, will provide a uniform consumer experience through consistent communications across multiple channels. Acxiom helps companies make better sense of their individual consumer data so they can react quickly to the changing needs of each consumer.



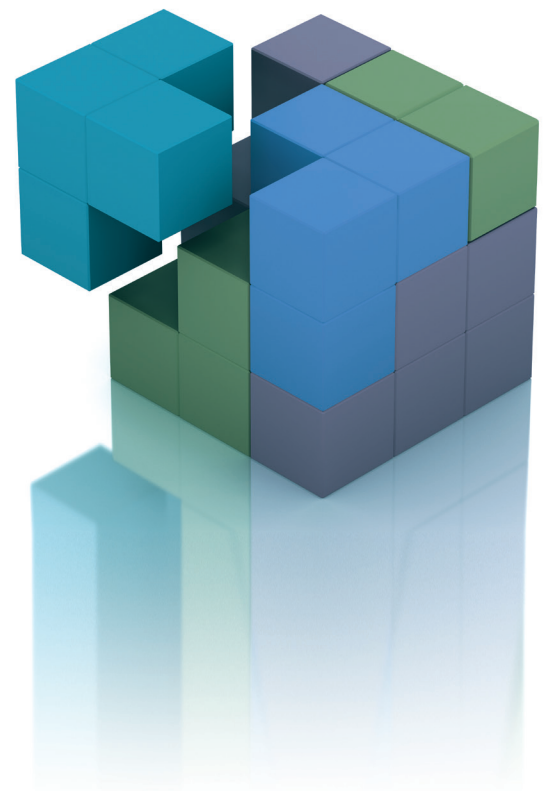
To deliver the above, companies need to integrate knowledge of their consumers' interactions enterprise-wide and act upon the key triggers off- and online preferably by setting specific rules to help automate 'organisational muscle memory' reactions to the key signals their consumers are creating. The ability to automate this process will allow companies to see when consumers are in the right frame of mind to buy, and react accordingly.

Crucially, this approach enables you to activate your offline consumer data across online media and to transform the unknown to the known. If you combine the knowledge connections you obtain from known consumer interactions with the rich and deep insight available to you from the sensory connections around the decisions your consumer takes along their micro journey, you will be able to enable customer GPS-like capabilities with real-time, 1:1 responsiveness to triggers across online media, helping you to capture and accurately respond to consumers in an appropriate way.

Better knowledge connections will generate insight from the history of critical moments across a known customer's journey, and better sensory connections will let you apply that insight when the customer is 'in the moment'.

Organisational muscle memory combined with a marketing central nervous system will let you get the small things right, so the big things can happen – all the time.

Conclusions





About Jonathan Carter

Jonathan Carter brings over 25 years' experience in leading data-driven omni-channel marketing programs to Acxiom as Head of Customer Strategy - Global Services and is working closely with the DMA both on their Customer Engagement Committee and in his role as the Chair of the DMA Data Council to help organisations plan, build and leverage customer and enterprise data and its conversion to actionable insight to optimise the customer experience received. In these roles and throughout his career as a results driven business and marketing professional, Jonathan has worked with global, mid-market and start-up organisations, creating and executing data-driven customer engagement / new product and service strategies and multi-channel marketing programs through agile and successful commercial partnerships, creating and executing 'Customer 1st' strategies and tactics that improve online and offline marketing and commercial performance. During his career he has worked with clients across Retail, Automotive, Telco, Consumer Electronics, Travel, Media and Financial verticals to put the customer, their data and customer experience at the heart of organisational culture and capability.

Acxiom

Acxiom is an enterprise data, analytics and software as a service company that uniquely fuses trust, experience and scale to fuel data-driven results. For more than 40 years, Acxiom has been an innovator in harnessing the most important sources and uses of data to strengthen connections between people, businesses and their partners. Utilizing a channel and media neutral approach, we leverage cutting-edge, data-oriented products and services to maximize customer value. Every week, Acxiom powers more than a trillion transactions that enable better living for people and better results for our 7,000+ global clients.

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