

## Consumer-Centric Marketing

How leading consumer packaged goods companies are transforming the way they market.

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### Introduction

Consumer-Centric Marketing is a strategic imperative for all consumer products and consumer packaged goods (CPG) companies. Through this discipline, companies can create and sustain relationships with their best customers and get better returns from their marketing funds.

Imagine the following consumer dialogue:

**Guest:** "Michele, you've really outdone yourself this time. This ham is going to be hard to top when I have to host the family Easter dinner at my house next year."

**Host:** "Thanks, Kim. But, I'll let you in on a little secret. Remember that turkey I served last Thanksgiving?"

**Guest:** "You bet I do! That was another great meal. Since when did you become such a great cook?"

**Host:** "That's what I'm trying to tell you. Last Thanksgiving, I didn't have a clue about how to roast a turkey. And I wanted it to be perfect, because that was the first dinner I made for Jim's parents."

**Guest:** "(Laughing) How could I forget? I remember your panicked call to the turkey help line. But what does that have to do with an Easter ham?"

**Host:** "Well, the same folks that make the turkey I served last year



make the ham I am serving today. When I called (Brand X) last Thanksgiving, I gave them my email address. Since then, they've sent me coupons, special offers, and free samples of all sorts of products. I've even tested some products that aren't yet on the market. And just when I started thinking about my Easter meal, I received a coupon in the mail from my grocery store for an Easter ham. I was skeptical at first, so I went to their Web site. Not only did I find answers to my questions there ... I got some great side dish ideas, too."

**Guest:** "Wow. Where do you find the time?"

**Host:** "Actually, it's very easy and I'm saving time. I've given them enough information about my family that I only get emails about certain products. Believe it or not, the same company that made my Thanksgiving turkey and Easter ham also makes beef jerky, but I opted out of those emails and many others. As for the emails and coupons they do send me, they're good about only sending me a few every month, like I told them to in my profile. The best part is that they try to send certain ones at appropriate times, like the coupon they sent me last week for an Easter ham. As for finding the time, I'd much rather click on an email to print a coupon or read a recipe than dig through the newspaper or a shelf full of cookbooks."

**Guest:** "Very impressive. So, what sorts of ideas did they have for an Easter dessert?"

The scenario above is not from the future. It represents a new type of relationship that is enabled by Consumer-Centric Marketing. The goal is simple: to develop deep insights into consumer habits, practices, and attitudes, and then use this information to build trust-based relationships with consumers who count most to a particular company. To do so, consumer products companies must develop the capabilities to deliver the right personalized messages, to the right consumers, through the right channels, and at the right points in time. Using technologies available right now, this new type of marketing should dramatically improve consumer products companies' return on their marketing spending.

This report addresses five key questions:

1. What is Consumer-Centric Marketing?
2. Where does it fit in the continuum between "mass" marketing and "one-to-one" marketing?
3. What is the value of Consumer-Centric Marketing?
4. How does Consumer-Centric Marketing work and how should a company capture and maintain consumer/customer data to support it?
5. How must a company integrate its online Consumer-Centric Marketing programs with its offline, traditional marketing channels?

This report is based largely on Seurat's experience in helping its clients build Consumer-Centric Marketing Capabilities and execute Consumer-Centric Marketing programs. Other sources include interviews with industry analysts and marketing executives. Seurat's client base includes providers of consumer goods, financial services, telecommunications, high technology, and manufacturing companies. This base comprises nearly 100 studies, involving more than 90,000 interviews with individual consumers and client customers.



## Defining Consumer-Centric Marketing

Consumer-Centric Marketing is:

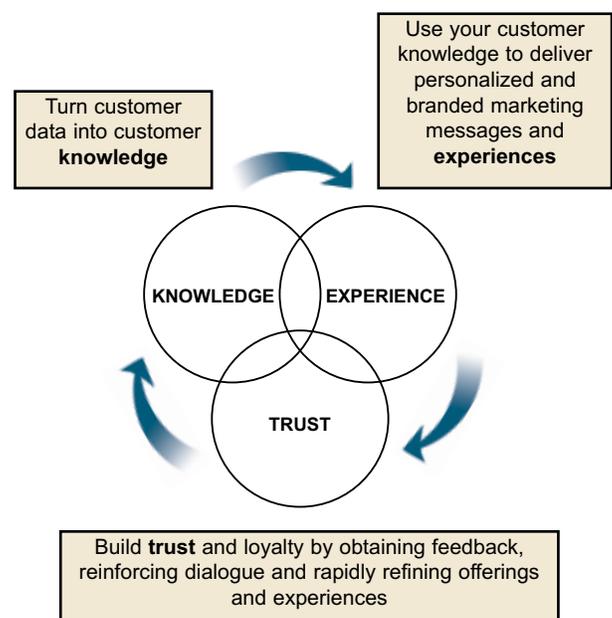
*The discipline of capturing and deploying consumer insights to enhance marketing effectiveness and better serve those consumers that are a brand's best prospects.*

Until recently, consumer goods marketers developed their marketing messages by using detailed input from only a small minority of their customers, gathered via survey instruments, focus groups, and research panels. The resulting messages were designed to have broad appeal among large demographic and psychographic segments of the overall consumer population. They were then deployed predominantly through mass and trade channels. For example, breweries seeking to reach men ages 18-54 would run their ads on sports programs. Cosmetics makers targeting young women would buy ad space in women's magazines. These relatively simple methods of targeting very broad customer segments are still in widespread use today.

However, for companies selling products to much narrower market segments, such as families with newborn children or people in the market for a mortgage loan, this sort of targeting is hit-and-miss at best. The person reading a particular magazine or watching a particular TV show might be in the right age and gender demographic, but he might have bought a house last year and not be planning to start a family until next year. The mortgage banks' and diaper companies' expensive ads and airtime are wasted on him.

The rise of the Internet, when combined with sophisticated customer profile management, data analysis, and marketing message personalization techniques, changes this dynamic. Now, companies can directly interact with a much greater number of their individual, end-use consumers. Information gathered from these interactions enables them to develop detailed knowledge about consumers (including individual consumer profiles and definitions of much narrower and more meaningful consumer segments). Companies can then use the Internet (as well as traditional marketing channels, such as direct mail) to deliver much more personalized and timely marketing messages, resulting in much more positive overall consumer experiences. This higher level of two-way interaction builds trust and actual relationships with end-use consumers. Companies can then leverage this trust to gather further consumer insights and then craft even more specific and useful marketing messages (see Exhibit 1).

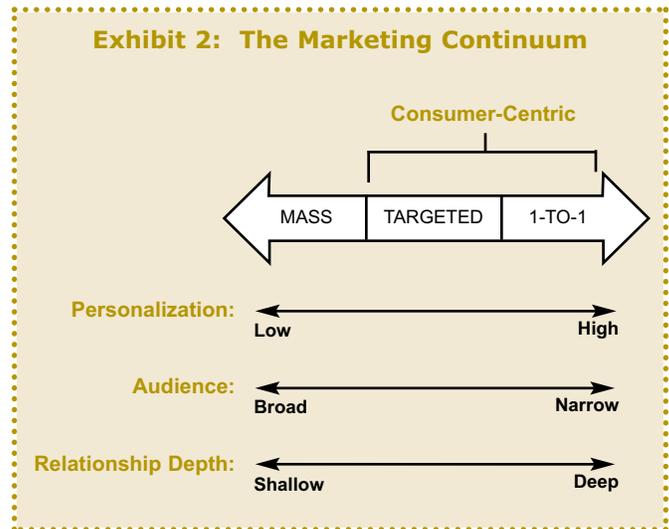
### Exhibit 1: The "Knowledge, Experience, and Trust" Relationship Building Cycle





## The Continuum from Mass Marketing to One-to-One Marketing

The critical attributes of Consumer-Centric Marketing are how much the message is personalized, the breadth of the intended audience, and the depth of the resulting customer relationship. These attributes will be different for different brands. Some brands are "high involvement," such as skin care products and Thanksgiving turkeys. Others, such as paper towels, are relatively "low involvement." Mass Marketing, while important for building overall brand awareness, is a low involvement marketing technique. It consists of the same message (low personalization), for everyone (broad audience), and is largely a one-way communication (shallow relationship). At the other extreme is 1-to-1 Marketing. It consists of a different message (high personalization), for every individual consumer (narrow audience), and is often a two-way communication (deep relationship). In the middle of this continuum is Targeted Marketing. It consists of specific messages, targeted at narrowly defined customer segments, with some consumer information gathered in return (see Exhibit 2).



Consumer-Centric Marketing is a combination of highly targeted and one-to-one marketing approaches. In the consumer packaged goods (CPG) industry, a shift towards more consumer-centric marketing is occurring because of changes in: media and channel partner business models, consumer habits and attitudes, and financial expectations around marketing spending (see Exhibit 3).

## Exhibit 3: Trends Driving CPG Industry Away from Mass Marketing

### CPG TRENDS

Brand and Product Proliferating

- Brand Extensions
- New Product Introductions

Traditional Media Fragmenting

- Network TV to Cable TV
- General Interest Print to Specialty Print
- VCRs/TiVo Commercial Screening

New Media Emerging

- Internet
- Wireless
- POS and Captive Media

Consumers Changing

- Self-Reliance and Control Growing
- Price Sensitivity Growing
- Personalization Expectations Growing

Increased Retail Channel Power

- Grocery Chains leverage CCM for their own "private labels"
- Insights used as leverage in neg/discussions re trade promotions

Financial Models

- Accounting changes drive need for improved ROI analysis and better knowledge of promotional activities

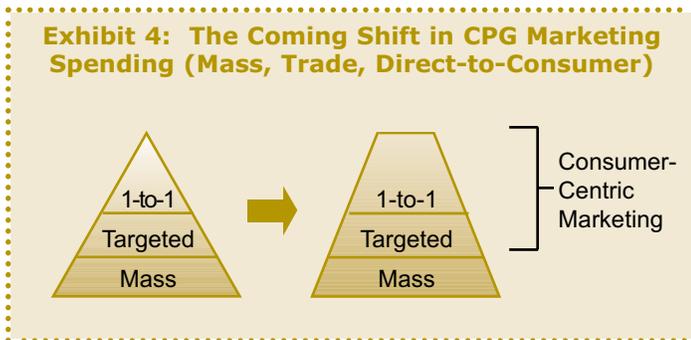
### IMPLICATIONS

- Consumer awareness is harder to capture
- Brand relationships are harder to establish and defend
- Channel Real Estate is becoming more valuable
- Channel "share of mind" is harder to capture
- Marketing innovation cycles are accelerating

**Yields on Traditional Mass Marketing Activities are Declining**



Due to the increasing influence of these trends on the packaged good industry, companies' marketing budgets will evolve to include significant percentages of their spending dedicated towards Consumer-Centric Marketing (see Exhibit 4).



CPG companies will make this transition by amassing highly valuable databases of personally identifiable information. These databases will be built via customer contact centers, sampling programs, direct-to-consumer campaigns, and trade and retail partnerships. Over time, this data will become a brand's (and CPG company's) most valuable asset -- detailed and useful knowledge about highly involved, opt-in

consumers. In turn, these consumers will experience trusting and fair "value exchanges" with brands and CPG companies. As the data asset scales, firms will increasingly exploit this data in their marketing message to maximize the value of their new, end-use consumer relationships, thereby enhancing the ROI on all of their marketing spend: mass, trade, and direct-to-consumer.

Here's a brief example. Procter & Gamble was set to launch a new brand extension to its venerable Old Spice product line: Old Spice Wipes. The launch plan called for heavy promotion to the product's target users, "active men." However, when P&G looked at the actual consumers who were requesting samples via the Old Spice Web site, which was put up before the product's overall launch, they discovered that women were placing a surprisingly large number of their sample requests. This knowledge allowed P&G to modify Old Spice Wipes' promotion strategy to also include females who were interested in the product for the men in their lives. P&G reapportioned their marketing funds and the product launch was a runaway success.



## The Value of Consumer-Centric Marketing

Companies that adopt Consumer-Centric Marketing will likely achieve a variety of specific benefits. Exhibit 5 contains a brief list of specific benefits companies that have adopted Consumer-Centric Marketing have realized in the past.

### Exhibit 5: Consumer-Centric Marketing Benefits

Reduced Data Gathering and Research Expense	<ul style="list-style-type: none"> <li>• Database development costs are shared across brands and organizations and then proven solutions are deployed and managed by specialists.</li> <li>• Third-party data are effectively combined with existing data and then impounded into the company knowledge base.</li> <li>• Targeted survey third-party and other forms of primary research are completed quickly and inexpensively, often through online channels.</li> </ul>
Improved Campaign Effectiveness	<ul style="list-style-type: none"> <li>• Messaging is personalized, based on deep consumer knowledge.</li> <li>• Wasting offers on the wrong consumers is avoided (e.g., consumers who are uninvolved with the brand, already customers, or with incorrect addresses).</li> <li>• Offers are tested using statistically sound techniques, prior to widespread (and expensive) deployment.</li> </ul>
Improved Customer Acquisition	<ul style="list-style-type: none"> <li>• Organizations can re-use previously acquired consumer data.</li> <li>• Customers are targeted based on individual and narrow market subsegment behavior.</li> <li>• Key influencers ("chat leaders") can respond to incentives and then engage with new users on brands' behalf.</li> </ul>
Customer Retention	<ul style="list-style-type: none"> <li>• "Golden Households" (those with the highest revenue, profit and loyalty potential) are identified and nurtured over time.</li> <li>• Target customers develop a sense of involvement with a brand over time, through a series of fair exchanges of value over time.</li> </ul>
Better Marketing ROI	<ul style="list-style-type: none"> <li>• Firms spend precious marketing funds disproportionately on their best customer targets.</li> <li>• New data sources (e.g., loyalty programs, personally identifiable response data) help firms quantitatively measure marketing campaign results.</li> </ul>



## Consumer-Centric Marketing Components

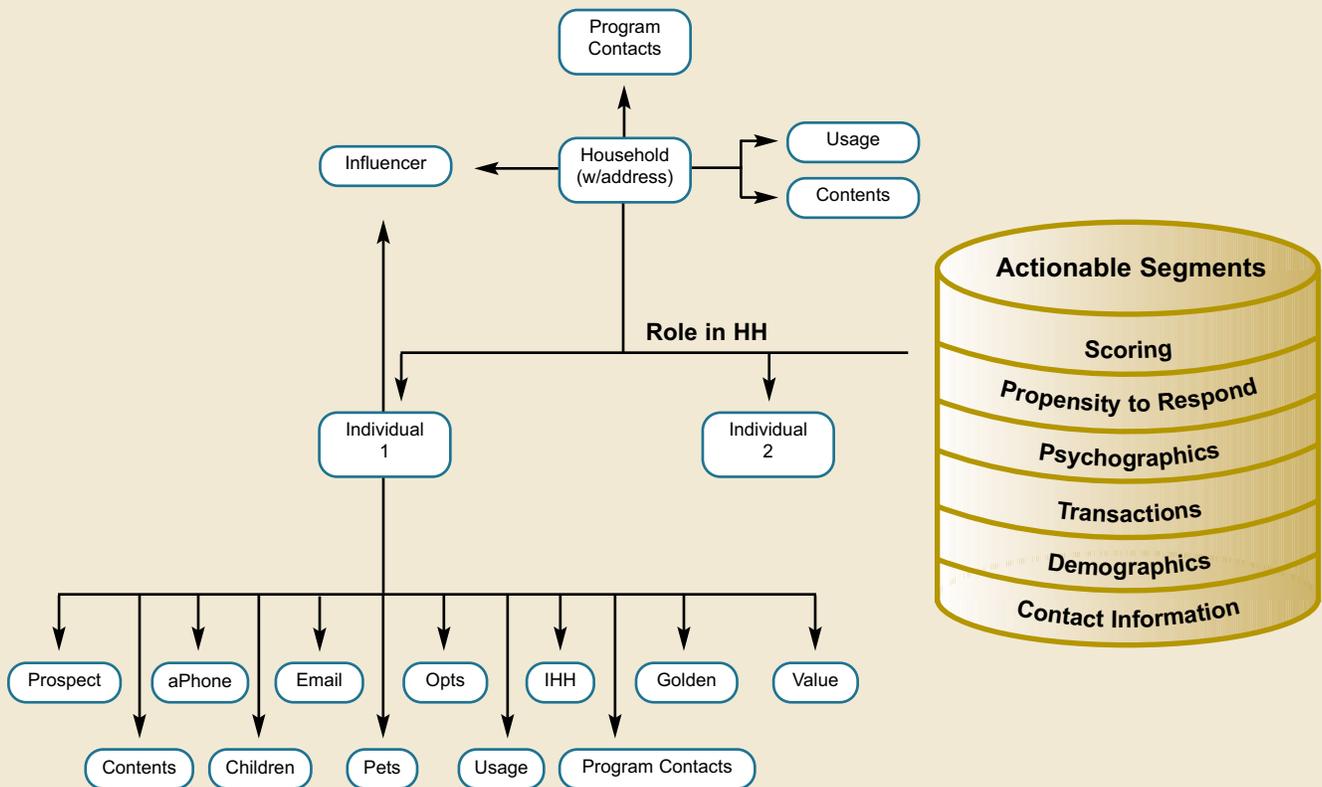
Effective execution of a precision marketing program involves four core processes:

1. Developing a customer data asset
2. Creating a value-based dialogue strategy that customers deem valuable
3. Using predictive models that enrich customer relationships and drive business results
4. Leveraging the customer data, dialogue strategy, and predictive modeling assets to drive innovation.

### 1: Developing a Customer Data Asset

With a robust set of information, a customer database can be a company's richest asset (see Exhibit 6).

**Exhibit 6: Customer-Centric Data Model**





Such a data model takes time and effort to create. In fact, the job is never finished, as the data should be constantly updated, cleansed, and carefully maintained like any critical and highly valuable information asset. Best practices for creating and maintaining a Consumer-Centric Marketing database include four primary steps:

Consolidating current data feeds. Customer data comes from many online and offline sources -- Web site registrations, bingo cards, customer call centers, retail loyalty card information, etc. These data sources must be consolidated into a single data warehouse that represents one view of the customer.

Cleaning data. The various sources of information may conflict or be ambiguous. Is Mr. John Rittinger at 1529 Walnut the same as Mr. Jon Rittinger @ 1529 S. Walnut? The first step in cleansing involves cleaning up contact information based on postal codes and data hygiene software such as FirstLogic. In addition, data fields may have been constructed differently. For example, a brand Web site may have the field "age" with choices listed as 1 = 18 - 25; 2 = 26 - 40; 3 = 41+; in a registration card, the field "age" may have choices listed as 1 = 18 - 25; 2 = 36 - 55; 3 = 56+. These discrepancies must be reconciled in a transformation process.

Gaining permission. Customers must opt-in and give permission to marketers to communicate with them. Managing the opportunities to opt-in (or out!) across multiple channels and communications requires establishment of clear business rules. In addition, customers must have explicit privacy policies, which they enforce (e.g., Safe Harbor certification to ensure consumer trust.)

Enriching profiles. A profile enrichment strategy includes what information the company can obtain about its customers and from which sources. That information must be more valuable than "nice-to-know." It must be useful in some way, whether by feeding predictive modeling, identifying chat leaders, or driving campaign personalization. Data can be enriched in three ways:

- **Purchasing data overlays:** Companies such as Acxiom or Experian append data to individual consumer profiles, based on variables from within their database. These companies can also provide data hygiene services.
- **Asking consumers directly:** Interactions with consumers (e.g., at registration, entry into a sweepstakes) provide opportunities to obtain information about that consumer. Small surveys that build profiles over time are an excellent way of gathering meaningful data.
- **Imputation:** Based on statistical modeling techniques, statisticians infer the value of a particular data field based on similar consumers' responses.



## 2: Crafting a Value-Based Dialogue

Think of the many messages that compete for consumers' attention in a given day. Of the hundreds of emails, direct mail solicitations, telemarketing calls, billboards, magazine ads, etc. they experience each day, which get even a fraction of their attention? Which entice them to offer information about themselves? Only those that offer sufficient value warrant giving personal information as an equitable exchange. Creating such a dialogue with consumers and the resulting opportunity to sell requires discipline in three key areas:

1. Opportunities to engage
2. Experimentation
3. Measurement

### Opportunities to Engage

Opportunities to engage in a dialogue with consumers typically occur in four ways:

- Event-driven (e.g., a winter storm triggers an emailed recipe for a hot beverage)
- Demographics-based (e.g., a free pamphlet on puberty mailed to mothers of teens)
- Purchasing information-based (e.g., promoting a dry cleaning store in the same mall where a particular consumer buys groceries)
- Curriculum-based (e.g., offering a series of educational emails on healthy eating for runners or senior citizens)

### Experimentation

All marketing or brand managers have experienced the difficulty of choosing between campaign possibilities. The variables that could affect response are endless: content, subject line, graphics, price point, bundling, etc. A good campaign management tool allows for sophisticated experimentation to test the effects of a variety of attributes on the desired response. Testing and measuring results before implementing full campaigns, and then using these results to create predictive models, enables companies to accurately predict response rates and costs. Using these tools, marketers can determine where to invest their precious marketing dollars.

### Measurement

Tracking results of a single campaign is not enough. Marketing managers need to be able to see the value of a series of campaigns over time. Careful definition of the metrics for measuring the campaign or series of campaigns must drive how these data are displayed. Further, easy-to-understand reports or results-displaying "dashboards" are essential to a well-managed precision marketing program.



### 3: Using Predictive Modeling

A rich customer database is critical: knowing whom a company's customers are, what they buy, their likes and dislikes, etc. However, unless a company uses this information to predict what consumers will do in the future, such a database is of little value. The key to doing so is in predictive modeling. Predictive models transform businesses from being experimental and opportunistic to deliberately and effectively deploying their marketing dollars toward opportunities with reliably predictable outcomes.

In precision marketing, predictive modeling occurs in three primary areas:

1. Segmentation
2. Campaign experimentation
3. Call center optimization

#### Segmentation

Segmentation is not a cross-tab report, nor is it clustering by demographics. Instead, segmentation models account for the complex interactions between many variables, such as: purchasing data, attitudinal information, demographics, propensity to respond, etc. Statistical modeling uses a variety of data-mining techniques to identify segments of people who share similar behaviors. Understanding these segments allows companies to identify the profiles of highly lucrative customers and then test various marketing campaigns on them.

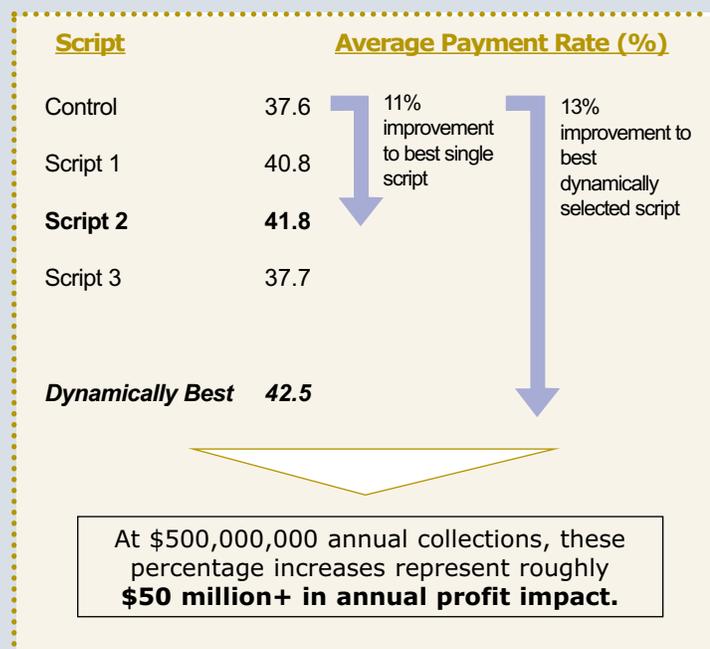
#### Campaign Experimentation

Sending a 15% discount coupon to a consumer who only buys that company's product loses money -- that consumer is unlikely to buy a competing product, so that coupon just loses the company 15% of the product's sale price. Sending a 15% discount to a brand-switcher makes more sense. Predictive modeling helps companies determine which consumers are brand-switchers and then individualize promotions, bundling, and pricing strategies to drive the revenue growth among them.

Similarly, marketing campaign experiments can determine which consumers account for most of company's business and which never respond to promotions. Predictive models that identify the "best" and "worst" consumers help companies stop wasting dollars on "worst" consumers and will drive millions of dollars worth of marketing budget savings.

#### Contact Center Optimization

Experimentation and predictive modeling have also been used very successfully in call centers to increase cross/up-sell revenue, increase collections, and to reduce customer attrition. Here's a brief example. A major credit card company has one million accounts a year that go delinquent, representing \$1 billion of debt, about half of which is ultimately collected. A study was launched to determine how modifications of the standard first-call collections script could impact the collections' efficacy. Moving to the best single call script (the right message) resulted in an 11% increase in collections. Dynamically selecting the best script out of four different options (the right message to the right person) resulted in another 2% increase in collections. Spread across \$500 million in annual collections, this represents an impact on the company's profits of over \$50 million annually.





## 4: Leveraging Customer Data to Drive Innovation

The assets created in a precision marketing program (customer data, communication strategies, and predictive models) should drive product and service innovation. These assets create a powerful learning lab, when coupled with Web-enabled tools, such as sampling engines. Examples of online research programs include:

- Testing responses to free samples to gauge reaction to new products (results should be used to negotiate shelf space with retailers and distributors)
- Estimating pricing sensitivity for particular target segments
- Evaluating packaging and messaging strategies
- Estimating the effect of promotions, discounts, and bundles
- Encouraging word-of-mouth sales through viral marketing programs
- Identifying effective channels of communication.

## Integrating Online, Customer-Centric Marketing Programs With Offline Channels

Integrating marketing and customer service efforts over multiple channels is often the most difficult task within Consumer-Centric Marketing. The increased reach and other benefits of a multi-channel marketing program are lost if customers become confused or frustrated, such as when service representatives in a company's phone center can't access a customer's recent Web transactions or don't have accurate records of a customer's recent purchases in a physical branch or storefront. In order to be a successful precision marketer, a company must coordinate its marketing message across all channels and synchronize all customer information between channels. The companies' marketing and customer service messages must present a seamless face to customers and potential customers, via their preferred channels.

In the case of CPG companies, channel integration presents two distinct challenges:

1) coordinating the company's own online and offline (e.g., direct mail, trade promotions, traditional mass advertising) marketing efforts, and 2) integrating the company's marketing efforts with its retail channel's own marketing efforts. Moreover, CPG companies must work within themselves and with their channel partners to make sure all of their marketing messages work in unison to drive consumers to the retail store shelves and cash registers, or to the online shopping cart (if such a thing makes sense for a particular product). By providing detailed product information and sales aids (e.g., coupons, special offers, and product selectors), Web sites should help push customers towards real purchase decision, even if that decision is actually carried out at a retail store.



## **1: Coordinating Internal Online and Offline Marketing Efforts**

Obviously, Job #1 is to make sure all of a company's marketing messages in every channel match and complement each other, to build the right overall brand image value proposition. Beyond that, particularly for CPG products where direct, online ordering isn't practical, the online channel must recognize which consumers are ready to buy and then entice them to do so on their next trip to the store.

In its simplest terms, driving online traffic to offline stores is a three-step process:

### Identify Web Site Visitors Who Are Ready to Buy

By looking at clickstreams and other online behavior, companies should "profile" Web site visitors to determine which ones are in a buying mood. What pages did the consumer visit? For how long? In which order? What, in their profile, suggests (or doesn't) that the products they researched are something they may need or want? What else did they do that indicates a readiness to purchase (e.g., checking store locators, looking at multiple recipes, etc.)?

### Give Them a Reason to Buy Now

By acting quickly, companies should take steps to give consumers that last little push they might need to make a purchase. Examples include sending them a follow-up email, with additional product information, a special offer, or a manufacturer's coupon; showing them the products they looked at previously when they next log on, with links to where they can find more information; and informing them which store(s) near their home addresses normally stock the product(s) in which they've just shown interest.

### Measure the Results of These Efforts

The importance of measuring results, and then using the resulting insights to continue to refine Steps 1 and 2 to improve a company's overall Consumer-Centric Marketing efforts, cannot be overstressed. Which online offers drive the most offline sales (as shown by redemption rates of specially coded manufacturer coupons)? Which Web pages, special offers, etc., result in the most requests for product samples? Are Web site traffic increases correlated with increased sales? Also, companies must add questions about the utility of their online marketing efforts to their offline customer surveys, focus groups, and consumer panels.

## **2: Integrating a Company's Marketing Efforts with Its Retail Channel**

Having a retail store mail a ham coupon to a consumer who visited the manufacturer's Web site (as described in the Introduction) is an example of the high level of cross-channel coordination to which CPG companies should strive. However, even if the coordination doesn't reach that level, companies' online marketing efforts must work with their channels' own marketing efforts as much as possible. If a consumer gets an email about a new product from a manufacturer, will they find it in an end-aisle display at their local store? Are trade promotions geared to take advantage of simultaneous online promotions? Are there numerous links between the retailer's Web site and the manufacturer's Web site?



## Conclusion

Consumer-Centric Marketing is a powerful discipline that should enable innovative firms to leverage their scale and customer relationships for breakthrough results. To jump-start Consumer-Centric Marketing, a company's executives should do the following:

- Drive consensus about the business importance of Consumer-Centric Marketing across the entire executive team, including the CEO
- Involve Consumer-Centric Marketing experts in these discussions
- Build Centers of Excellence, or shared service centers, that serve the entire firm, driving thought leadership while still leveraging economies of scale
- Pilot the use of analytics to test proof points for the upside of Consumer-Centric Marketing

For companies looking to leapfrog their competition and who can make the commitment to effect dramatic changes in their customer-facing processes, Consumer-Centric Marketing is the answer. The cutting edge of marketing is Consumer-Centric Marketing. To win in the marketplace, all consumer products companies need to embrace it.



## Case Study #1

A large bank built its Consumer-Centric Marketing business case around improving marketing effectiveness. Specifically, working with a Precision Marketing Outsourcer, the bank built up a large database of existing and prospective customer email addresses. Then, using this new customer touch point, the bank began providing new, innovative services to serve, inform, and educate customers and thereby increase their loyalty. It also used this channel to cross-sell its services to increase customer revenue and customer yield.

### Company: A large retail and commercial bank

- Fourth-largest U.S. bank holding company (assets of \$326 billion)
- 19 million retail and corporate customers; 3.8 million registered online customers
- 2,800 financial centers and 600 retail brokerage offices

### Consumer-Centric Marketing Program Objectives:

- Take advantage of the Internet's unique marketing opportunities while leveraging the strengths of the bank's existing (non-Internet) multichannel organization
- Personalize the bank's services to address individual customer financial needs and lifestyles
- Create new services to serve/educate customers and to deepen bank's relationship with them

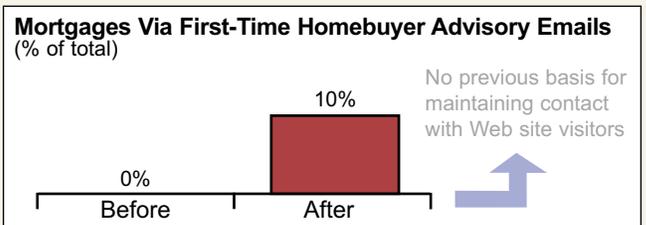
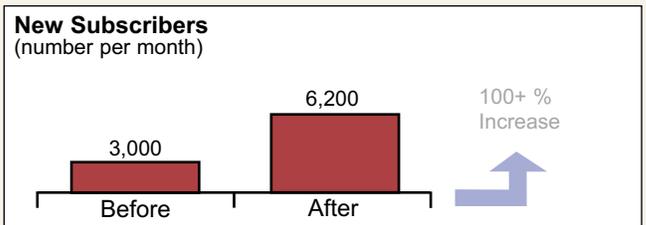
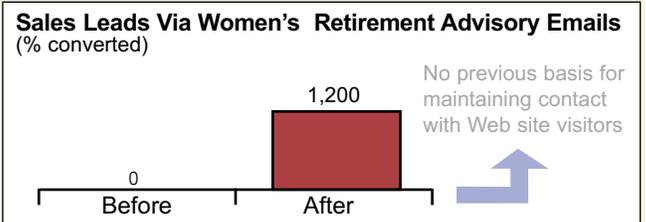
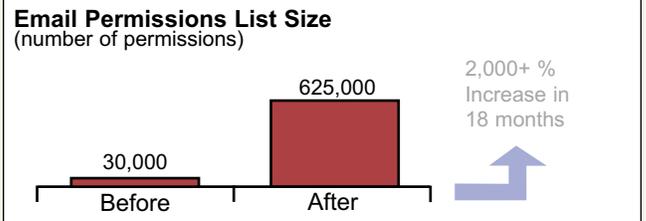
### Consumer-Centric Marketing Program Components (highly summarized descriptions):

Developed new customer information database and implemented permission-based interactive marketing programs

Integrated marketing campaign platforms across all channels (Web, email, direct mail, call center and branches) and developed content management capabilities

Designed cross-channel marketing programs and developed business rules to promote "cross selling" with one voice

### Directly Attributable Business Benefits





## Case Study #2

Working with a Precision Marketing Outsourcer, a large, multichannel retailer optimized its call center through a new sales, service, and order management system, linked to its other legacy IT systems. The business benefits the company used to justify this Consumer-Centric Marketing program were operating cost reduction and increasing its revenue from cross-selling.

### Company: Large, multichannel retailer

- Consolidated sales in excess of \$1.8 billion per year
- Customer base of over five million

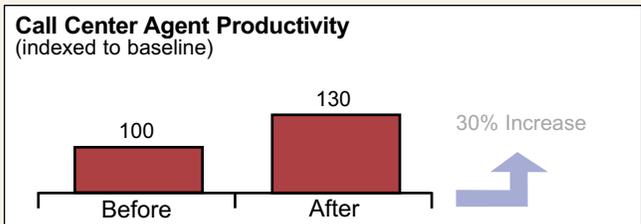
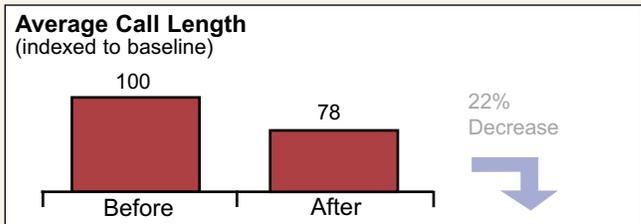
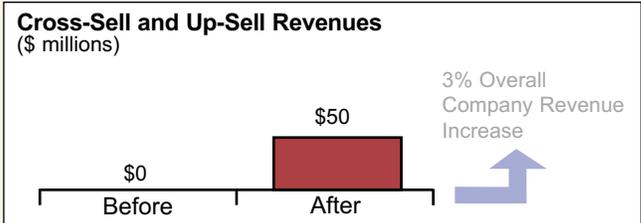
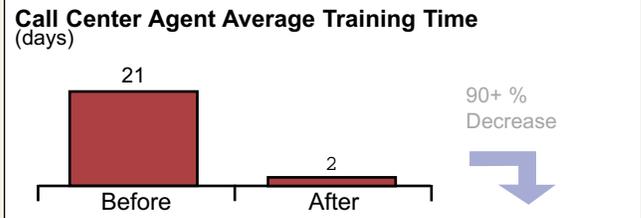
### Consumer-Centric Marketing Program Objectives:

- Devise a new sales, service, and order management system
- Create up-sell/cross-sell programs
- Introduce loyalty programs

### Consumer-Centric Marketing Program Components (highly summarized descriptions):

- Linked multiple telephone systems with legacy IT systems
- Improved business rules, auto response mechanisms, and contact center agent scripts with increased emphasis on up-selling and cross-selling
- Implemented new loyalty program processes and functionality
- Integrated all key legacy functions to a common desktop platform for contact center agents

### Directly Attributable Business Benefits





## Case Study #3

A large, high-speed Internet access provider already had a Web presence prior to starting its Consumer-Centric Marketing program, including an eCommerce capability that allowed prospects in its service areas to sign up for its service online. The objective of its Consumer-Centric Marketing program was to drive more traffic to the Web site and to also increase the percentage of visitors that signed up for the service. The program the company implemented, working with a Precision Marketing outsourcer, was wildly successful. Revenue generation doubled to \$3.1 million per month and the conversion rate of Web site visitors to customers increased 44%.

### Company: A large consumer and commercial high-speed Internet access provider

Second-largest cable modem high speed data provider in North America

Serves over one million households via cable modem

### Consumer-Centric Marketing Program Objectives:

Define and execute a cost-effective online marketing strategy to increase the number of prospects to company's Web site (where they can learn about services and sign up online)

Improve the conversion rates of Web site visitors to customers

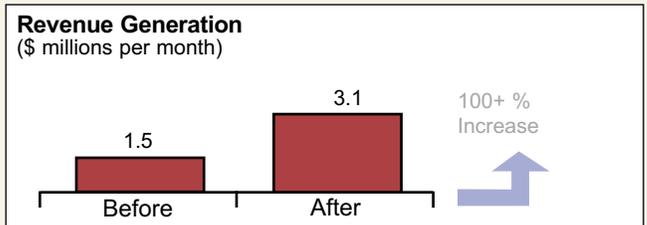
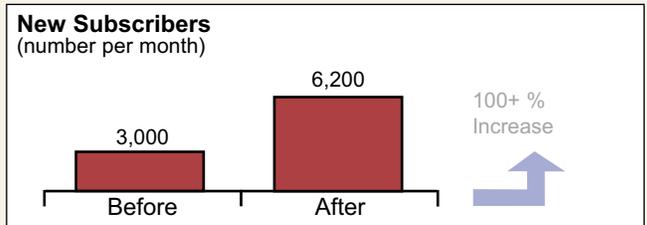
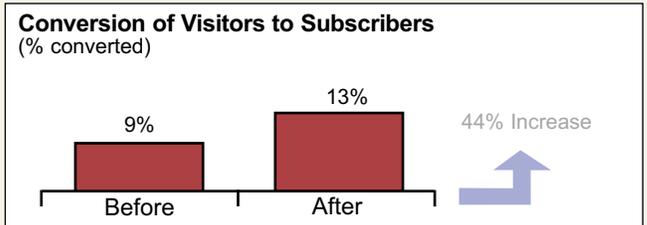
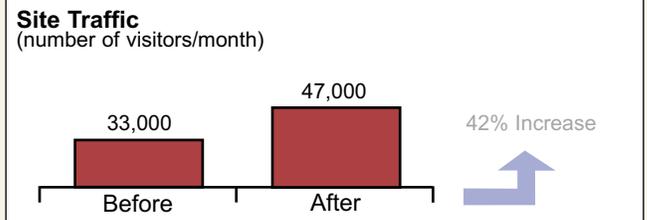
### Consumer-Centric Marketing Program Components (highly summarized descriptions):

Redesigned Web site to be more sales centric/promote value and features

Designed and executed an online Integrated Marketing campaign utilizing a mix of banner ads and direct email

Designed and implemented a "nurturing" campaign to convert site visitors who didn't subscribe during their first visit

### Directly Attributable Business Benefits





## About The Authors

### **Cheryl Flink**

Dr. Cheryl Flink, Senior Vice President of Seurat Company, is a seasoned executive with ten years' product development, market research, and marketing expertise in the high-tech and e-business arenas. Flink currently manages the Integrated Marketing Outsourcing practice at Seurat, dedicated to creating marketing centers of excellence for Seurat clients, such as Procter & Gamble, Agilent Technologies, and ConAgra Foods. Flink is responsible for driving the business requirements development for Seurat Suite™, Seurat's flagship set of Precision Marketing services. Flink's experience also includes managing Seurat's User Experience group, including the development of market research and usability testing methodologies and their application to Web sites and products. Prior to joining Seurat, Dr. Flink owned and managed Lodestone Research, a market research and human factors engineering company focused on the high tech industry. Flink is an invited speaker at the University of Colorado and University of Denver business schools. Dr. Flink holds a Ph.D. in psychology, with emphasis in statistics and research, from the University of Colorado and a B.A. in psychology, also from the University of Colorado.

### **Christopher Lietz**

Chris Lietz, Senior Vice President of Seurat Company, leads Seurat's activities in the Consumer Packaged Goods industry, including the Food & Agriculture sectors. He also directs the teams serving several Colorado Front Range clients. Lietz has more than 15 years of industry and technology experience with a number of market leaders, including Procter & Gamble, Con Agra Foods, and Anheuser-Busch. He has also worked with a variety of companies providing consumer and business services, including RE/MAX International, Deluxe Corporation, Yellow Freight and United Parcel Services. Lietz spent 12 years with Accenture, where he led numerous strategy, process change and technology development programs for consumer packaged goods clients. Prior to joining Seurat, Lietz served as Director of Strategic Services for Corporate Express, where built an eBusiness-led supply chain management line of business. Lietz holds a Bachelor's degree in industrial engineering from Iowa State and an M.B.A. from the Kellogg School at Northwestern University.

### **Russ Maney**

Russ Maney is a Senior Vice President for Seurat Company. He is a recognized leader, author, and speaker in the research and marketing professions with over 18 years of proven success in strategic marketing, business strategy formulation, and information technology research. Prior to joining Seurat, Maney was Senior Vice President of Marketing and Customer Service for Darwin Networks, Director of Leadership Strategies for Forrester Research, a senior consultant with McKinsey & Co., and a Technical Brand Manager with Procter & Gamble. Maney earned his bachelor's degree in chemical engineering from University of Kentucky and his M.B.A. degree from the Amos Tuck School of Business at Dartmouth College.



## About Seurat Company

Seurat Company specializes in precision marketing outsourcing services that help companies increase customer acquisition, wallet share, and retention. We improve marketing effectiveness, without long implementation time frames, large capital investments or organizational upheaval. Through benefits-based pricing, we tie our fees to business results. Our flagship portfolio of precision marketing services, called Seurat Suite™, provides the technology, processes, best practices, experts, and infrastructure needed to execute integrated, customer-focused marketing activities. We have served more than 1,500 companies over the last 11 years, including Procter & Gamble, Home Shopping Network, Black & Decker, First Union/Wachovia, Bank One, ConAgra Foods, Triad Hospitals, RE/MAX International, Avis, TV Guide, AOL/Time Warner, and many more.

For more information or to arrange an introduction, please contact us at 1-800-967-4404 or [inquiry@seurat.com](mailto:inquiry@seurat.com). Visit our Web site for periodic updates or to obtain additional white papers and articles. [www.seurat.com](http://www.seurat.com)