

BRANDS IN THE NEW
WORLD OF THE
OMNI-CHANNEL
MARKETPLACE

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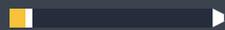
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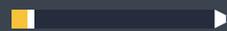
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Raison d'être of this e-book is to help marketers build their brands in the new and hyper-competitive omni-channel marketplace. Companies everywhere are under intense pressure to compete and win—and keep winning. The pressure to win increases as demands rise and resources dwindle.





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WHY THIS E-BOOK NOW?

The past decade has seen the concept of multi-channel sweep across the global marketplace. One is hard pressed to read any industry publication or attend any conference and not hear the topic explored in some depth. There is now definitive evidence that a differentiated, defined and executed omni-channel strategy is one of the major elements of success. The over-saturated marketplace is creating a new retail order: things will never be the same. The evolution in marketing/communications/branding is but one of the symptoms of this paradigm shift. To survive and win in this transformation, you must first understand it.

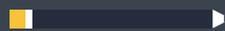
Read on!

WORKING WITH THIS E-BOOK

Within each chapter, you will find a short video clip that accompanies the content. These clips will help you understand their respective chapter topics in context.

Video Breakdown:

Page 13	Canadian Tire Showcase — Spotlight on Innovative Retail
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OMNI-CHANNEL DEFINED

- One seamless customer experience; unique to each channel yet similar in its Brand meanings, associations, and benefits
- Marketers will interact and engage with customers and prospects throughout countless channels:
 - Physical stores
 - Websites and e-commerce
 - Mobile devices
 - Direct mail/catalogs
 - Call centers
 - Social media
 - TV
 - Gaming consoles
 - Events
 - Home services
 - And more

MAJOR ELEMENTS: E-COMMERCE

- The global e-commerce market is enormous, yet in its infancy.
- E-commerce will see an annual growth rate of 15% over the next 5 years.
- It's the only trillion-dollar industry with double-digit annual growth.
- Despite its size, e-commerce sales only represent 6.5% of total global retail sales.

MOBILITY

The use of personal mobile devices, smartphones and tablets is fundamentally changing the way consumers shop and buy. Well over 60% of web searches begin on a mobile device and over 65% of people research products on smartphones and then buy them in-store.* By 2016, over 150 million people in North America will have a smartphone, 65% of the world's population will use mobile phones, and sales will top \$638 billion. The reasons are simple: "exceptional experiences."

IN-STORE BENEFITS

- Convenience
- Efficiency of time/effort
- New ideas
- Impulse items/instant gratification
- Information/knowledge
- Entertainment/fun/excitement
- Social engagement
- Touch and feel
- Specialized services
- Connecting shoppers with new in-store technologies

BOTTOM LINE

The successful marketer of the future will:

- Focus on building an omni-channel brand that connects with customers 24/7.
- Connect with consumers rationally and emotionally and, in many cases, sub-consciously
- Use all the senses and at every touch point.
- Focus on one shopper, one retailer, one experience.

TOP 5 GLOBAL RETAILERS (\$US BILLIONS)

- | | |
|-------------|-----------|
| • Walmart | \$476.294 |
| • Costco | \$105.156 |
| • Carrefour | \$98.688 |
| • Tesco | \$98.631 |
| • Kroger | \$98.375 |

TOP 5 ONLINE MARKETPLACES (\$US BILLIONS)

- | | |
|----------------|-----------|
| • Alibaba | \$272.826 |
| • amazon | \$140.610 |
| • eBay | \$76.431 |
| • Rakuten | \$18.112 |
| • MercadoLibre | \$7.300 |

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CHAPTER ONE

MARKETING

COMMUNICATIONS

BRANDING





MARCOM

- Many of today's marketing/communications/branding programs are not working.
- Most retail communications, and advertising especially, are not admired, liked or found relevant by consumers.
- Most retail communications are not trusted and fail to connect and engage.
- Few campaigns achieve any acceptable ROI.
- A new model is needed!

NEW MARKETING MODEL

- Starts with a focus on branding
- Builds a unique and differentiated position in the marketplace
- Is well defined (e.g., JCWG Re-think Retail Branding)
- Has a process that is tried and true: deliverables are defined and uses evidence to execute



THE NEW AGE OF OMNI-CHANNEL BRANDING

- Is built on personal relationships between the brand and the customer
- Meets or exceeds the customer's mix of rational and emotional needs/wants
- Engages at every touch point in the customer's journey to purchase and usage
- Creates loyalty, advocacy and customers for life

FROM THE PAST TO PRESENT

- Branding was a form of status: the idea was to link to the customer's lifestyle—the right car, watch, designer, store with the right status.
- Today, omni-channel branding blends status with substance, and outward aspirations with inner values and beliefs.
- Today's omni-channel branding is less materialistic and more inspirational: more “who you are” and “know thyself” than group and peer acceptance.



BRAND ATTRIBUTES OF THE FUTURE

- Individuality, self actualization, and personal reliance
- The best brands help people live better, fuller, and more rewarding lives

LONGER-TERM THINKING

- The average life expectancy of Fortune 500 companies is between 40 and 50 years.
- One-third of the companies listed in the 1976 Fortune 500 had vanished by 1983.
- Brands need to think more long term.
- Maslow's hierarchy of needs can be adapted to brands.
- Retailers must satisfy the basic product, store, and web needs before moving up the ladder to values, beliefs, and self-actualization.



MORE DIFFERENTIATED CONCEPTS

- Look at today's world of fashion: what you see everywhere are undifferentiated concepts.
- Ironically, as research has become more sophisticated, brand concepts have become more generic.
- Advertising agencies, graphics, and web design specialists can help bring your brand to life but you must first decide who you are and how you are unique and different.
- Many North American retailers are entering the omni-channel battle ground without a unique sales proposition.
- Many have no real point of difference, no clear compelling competitive advantage, no superior set of customer benefits, no clear positioning, brand essence or identity.
- Retailers' #1 wasted asset is spending billions on so-called branding that is at most entertainment and at least a total waste.



IKEA

- Ikea epitomizes the 21st-century omni-channel brand.
- Its brand concept helps people all over the world lead better lives.
- It offers affordable, well-designed, stylish home furnishings “for the many, not the few.”
- Kamprad’s clearly articulated principles published in 1977, “The Testament of a Furniture Dealer,” gives every aspect of the brand a focus.

OMNI-CHANNEL BRANDING IS UNIQUE

- Takes a “holistic” view of branding
- Provides a 360° view of everything: history, culture, value, and beliefs of the enterprise
- Looks at total communication internally and externally and attends to every touch point between the brand and its customer, from search to shopping, buying and using the product
- Appeals to consumers rationally and emotionally



THE FUNDAMENTAL DIFFERENCE OF OMNI-CHANNEL

- The belief that branding is a means to an end and not the end itself
- Creates total enterprise value
- Leverages tangible and intangible assets of the company now and in the future
- Provides evidence in financial terms
- Shareholder value is a key metric

SHAREHOLDER VALUE

- Brands with top rankings in Business Week's annual "Best Global Brands" have consistently outperformed traditional benchmarks in shareholder value.
- McKinsey, MSC/World, Credit Source, InterBrands, Brand Metrics have shown that companies that invest in their brands have outperformed Fortune 500.



OMNI-CHANNEL BRANDING - WHERE AND HOW IT ALL BEGINS

- Starts with recognizing the benefit of developing a deep understanding and acceptance of the company
- SWOT analysis (strengths, weaknesses, opportunities, and threats)
- It involves identifying the core competencies of the company as it executes growth opportunities
- Examples include Hallmark, Container Store, McDonald's, and Home Depot



THE ANALYSIS

- Examines the loyalty/advocacy of management, staff, customers, and suppliers
- Studies past, present, and projected financial performances
- Includes strategy, merchandise mix, store look/feel, web and social media, services, and marketing
- Addresses technology, logistics and supply chain
- Takes a 360° view of the experience
- Current image and future vision/mission are important aspects of brands like Prada, Williams-Sonoma, and McDonald's
- Built on solid base of understanding who they are and who they are not; where they are now and where and how they are going in the future



EXAMPLES

- Where and in what segment of the marketplace are they going to compete? What merchandise, distribution/selling channels, service strategy, price/quality, etc.?
 - More for more: American Girl
 - More for same: President's Choice, Sephora
 - More for less: Zara, H&M, Aldi
 - Same for less: Walmart, Walgreens
 - Less for less: Costco, Family Dollar
- The most relevant form of customer segmentation is a combination of demographics, lifestyle, and purchase/usage behavior
- Discussions about customers often evolve over time and as the brand grows end with “everyone is our customer”
- A generic vs. strategic view of the customer segments and core customer



- Contrast this generic customer with Burberry, Calvin Klein, Diesel, and Topshop.
- Brand design provides “benefits not yet conceived.” Rather than simply meeting expectations, brands like American Girl, REI, Nike, and Giorgio Armani provide “pure pleasure” and magical experiences.
- Pike Place Fish Market, Eataly, Harrods Food Hall provide customers with a magical experience. It is difficult to quantify but when you see it you know it.
- Brand personality/character is how you bring the brand to life visually, verbally, and attitudinally.
- The archetypical image of Harley-Davidson as the American rebel was epitomized by James Dean and Marlon Brando.
- Brand essence and brand identity are the bedrock aspects of the brand, the DNA of the brand.
- Consider:
Nordstrom – service | Nike – performance | Volvo – safety
Boss – sexy | Disney – entertainment



SUMMARY

- Omni-channel branding is a defined 8-step process
- Evolution from bricks and mortar to multi-channel to omni-channel
- Channel agnostic view of how your customer experiences your brand at every touch point
- Seamless, consistent experience from search to shopping to product in use
- Read on. . .



VIDEO: CANADIAN TIRE SHOWCASE – SPOTLIGHT ON INNOVATIVE RETAIL

CHAPTER TWO

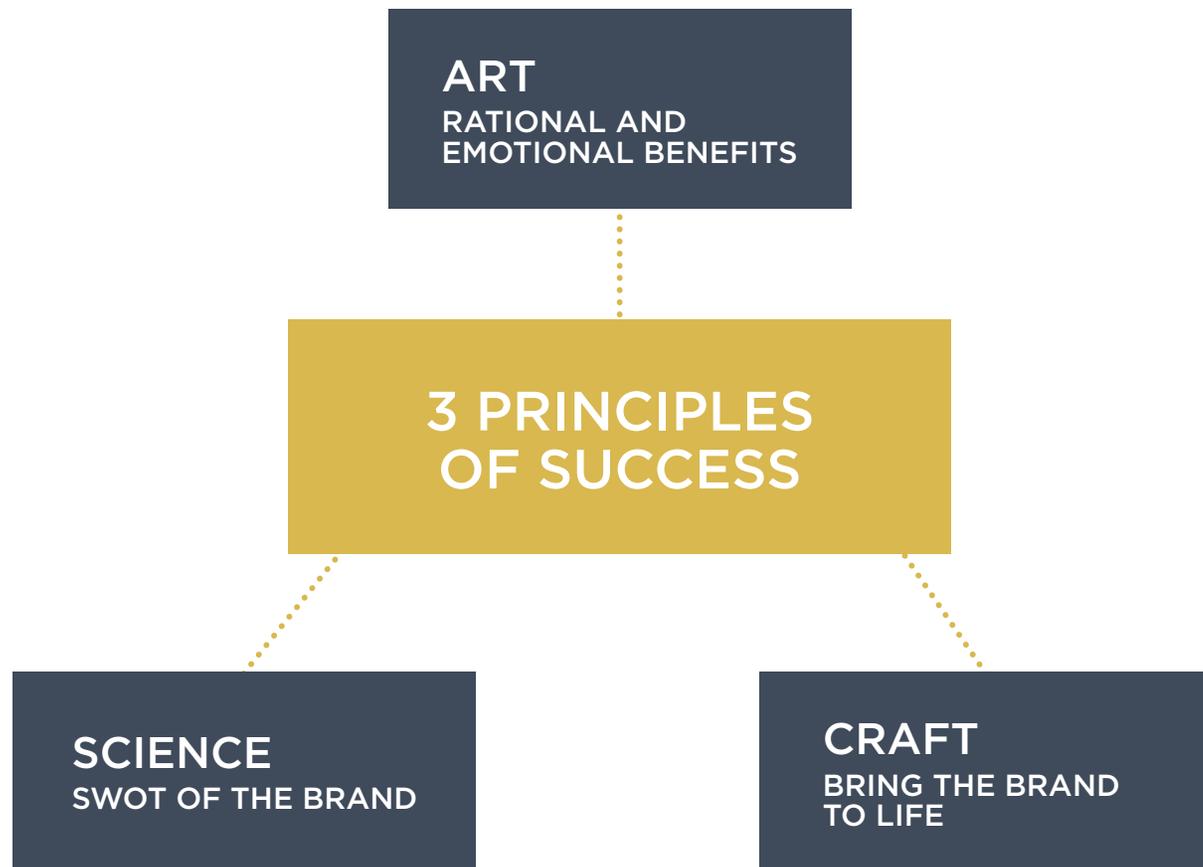
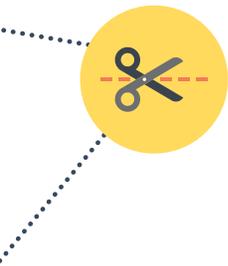
ART, SCIENCE
AND CRAFT OF
OMNI-CHANNEL
BRANDING —
THE PROCESS



ASC: ART, SCIENCE, CRAFT

- Art is the skill of engaging the customer rationally and emotionally.
- Science is an accurate and objective view of the strengths/weaknesses of the brand at every touch point in the omni-channel path to purchase/usage.
- Craft is the skill to bring the brand to life in communication and customer experience of the brand.





8 STEPS TO SUCCESS

STEP 1 | START WITH THE FACTS: CURRENT IMAGE

WHERE HAVE YOU BEEN?

- Heritage/culture
- Values and beliefs
- Roots
- Memorabilia
- Financial history
- Customer satisfaction

WHERE ARE YOU NOW?

- Financial/non-financial
- Benchmarks loyalty/advocacy
- How different/unique
- Skill levels/ability to execute
- Multi-channel distribution
- Store look/feel
- Assortments
- IT skills

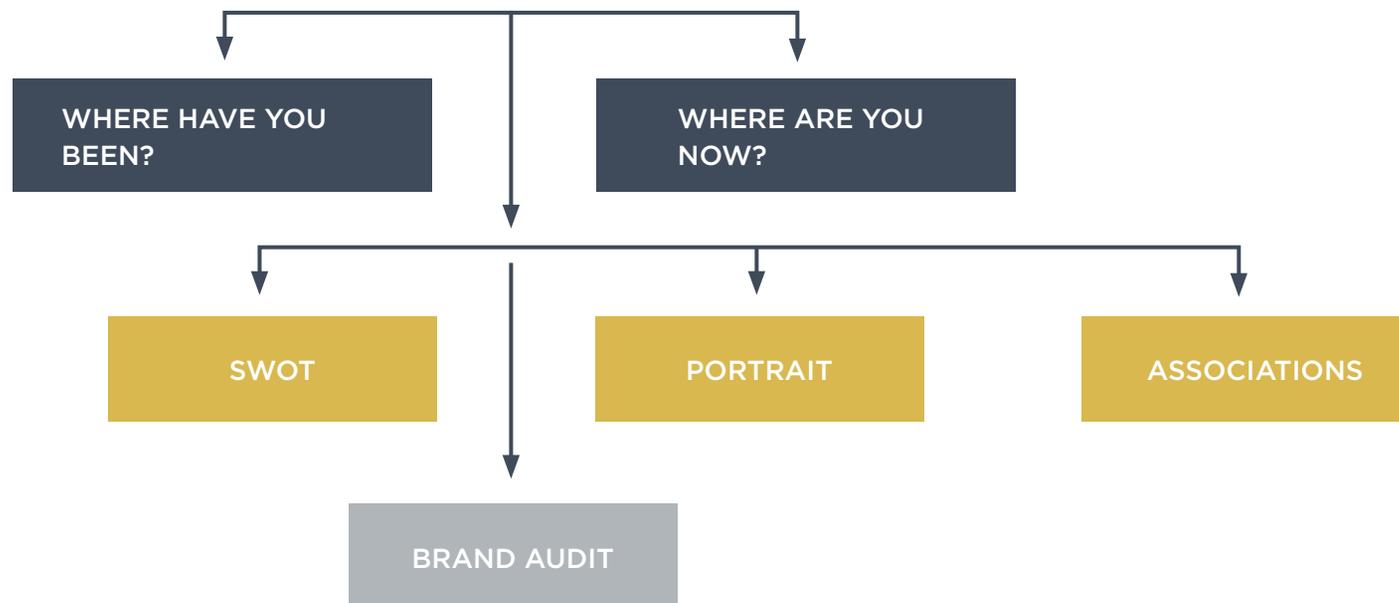
EXTERNAL/INTERNAL SWOT

- Inside/outside view of strengths, weaknesses, opportunities, and threats
- Simple/clear/objective view of the brand as a base to build on
- Brand portrait/associations
- The picture of the characteristics, personalities, and feelings of the brand
- The associations, meanings, and benefits the brand conjures in the customer's "mind's eye"



RALPH LAUREN

- When customers are asked about Ralph Lauren, they move from talking about product/store attributes to personal benefits such as looking good/feeling great.
- They discuss major aspects of self-esteem, self-worth, peer acceptance.
- Product/store benefits can be duplicated but higher aspirational benefits are harder to challenge.



STEP 2 | ESTABLISH WHERE YOU ARE GOING: BRAND VISION

- Lofty, enduring view of your brand in the foreseeable future
- An idea, promise, or expectation that will inspire you and your team to reach for goals far beyond your present performance
- Aspirational in scope, but found in reality



“Reach for the moon;
even if you miss, you’ll
land among the stars.”

DEVELOPING BRAND VISION

- What are you best at?
- What do your customers want/expect?
- What would they like you to be better at?
- Take your advantages to another level
- How can you create a real compelling competitive advantage?
- Undisputed leadership



“If you don’t know
where you are going,
any route will do.”

VISIONING

- The Harvard Business Review best practices of successful companies over the last decade shows that the visioning exercise is one of the most important steps in building long-term profitable growth.

EXAMPLES

- VIRGIN — creating memorable moments
- STARBUCKS — your third place
- VOLVO — protect your body, ignite your soul
- BMW — ultimate driving machine

STEP 3 | ESTABLISH/RECONFIRM BRAND MISSION



- Vision is “where” you are going; mission is “how”
- Your strategy for accelerated long-term profitable growth
- Compelling/competitive advantage and true point of difference

SUPERIOR CUSTOMER BENEFIT

- To be effective, it must provide a superior customer benefit.
- It must be one that competitors can only react to over a long period and at great costs.
- It must be different.
- If it is not different, you are a commodity and interchangeable.

IKEA'S MISSION STATEMENT

- We will be the leader in our product offerings/selection
- Our overall store look/feel will be bright and have youthful flair
- We will have an efficient self-service model
- Our products will have sophisticated styling and functionality
- 24/7 online/catalog/in-store omni-channel experience
- “Better everyday living experience for the many not the few”



STEP 4 | ESTABLISH BRAND NEEDS / PRIORITIES

- Your omni-channel branding priorities may be straightforward or more complex—from refresh and revitalize to reinvent
- A good place to start is to review the output from Step 1 - the Brand Audit
- Systematic challenge of your omni-channel customer experience at every touch point
- Faced with more and more competition, winning brands recognize the need to be superior in both tangible and intangible/emotional benefits



OMNI-CHANNEL BRAND PRIORITIES

KEY ELEMENTS	REFRESH	REVITALIZE	REINVENT
INFO, DATA, INSIGHTS			
CORE STRATEGIES			
BRAND PYRAMID			
PRODUCT ASSORTMENTS			
STORE LOOK/FEEL			
WEB/DIGITAL ELEMENTS			
SOCIAL MEDIA			
E-COMMERCE			
MOBILE APPS			
SERVICE/STAFF			
IT CAPABILITIES			



REINVENT EXAMPLES

- McDONALD'S — Big Mac to McCafé
- THE BAY — to the Hudson Bay Company
- WALGREENS — from convenience to experience
- SAMSUNG — from mass to quality

STEP 5 | SEGMENTATION: CUSTOMER/DIFFERENTIATION/POSITIONING

- Establish customer segments and core customer profiles



- Demographics
- Lifestyle
- Product benefits
- Store attributes



- Customer segment profile

EXAMPLE: GROCERY CUSTOMER SEGMENTS

- Cost-conscious
- Deal seeker
- Convenience-driven
- Food quality

GROCERY CORE CUSTOMER PROFILE

- Description: Love of food
- Driver: Looks for quality; loves a deal
- Key demographics: Slightly older, married, established families, professionals, own home
- Media: TV food shows, active on social media, lifestyle magazine, recipe websites
- Shopping frequency: Every other day



OPTIONS FOR BRAND DIFFERENTIATION

- Lowest prices
- Biggest selection
- Most convenient, easiest
- Newest, hottest
- Status/prestige
- Overall value
- Overall experience

YOUR POSITION VS. MARKETPLACE

- The category, core customer, and your key point of difference
- The place you want to own vs. competition
- Costco is the discount segment leader in the grocery category offering the lowest prices on an edited selection of everyday needs



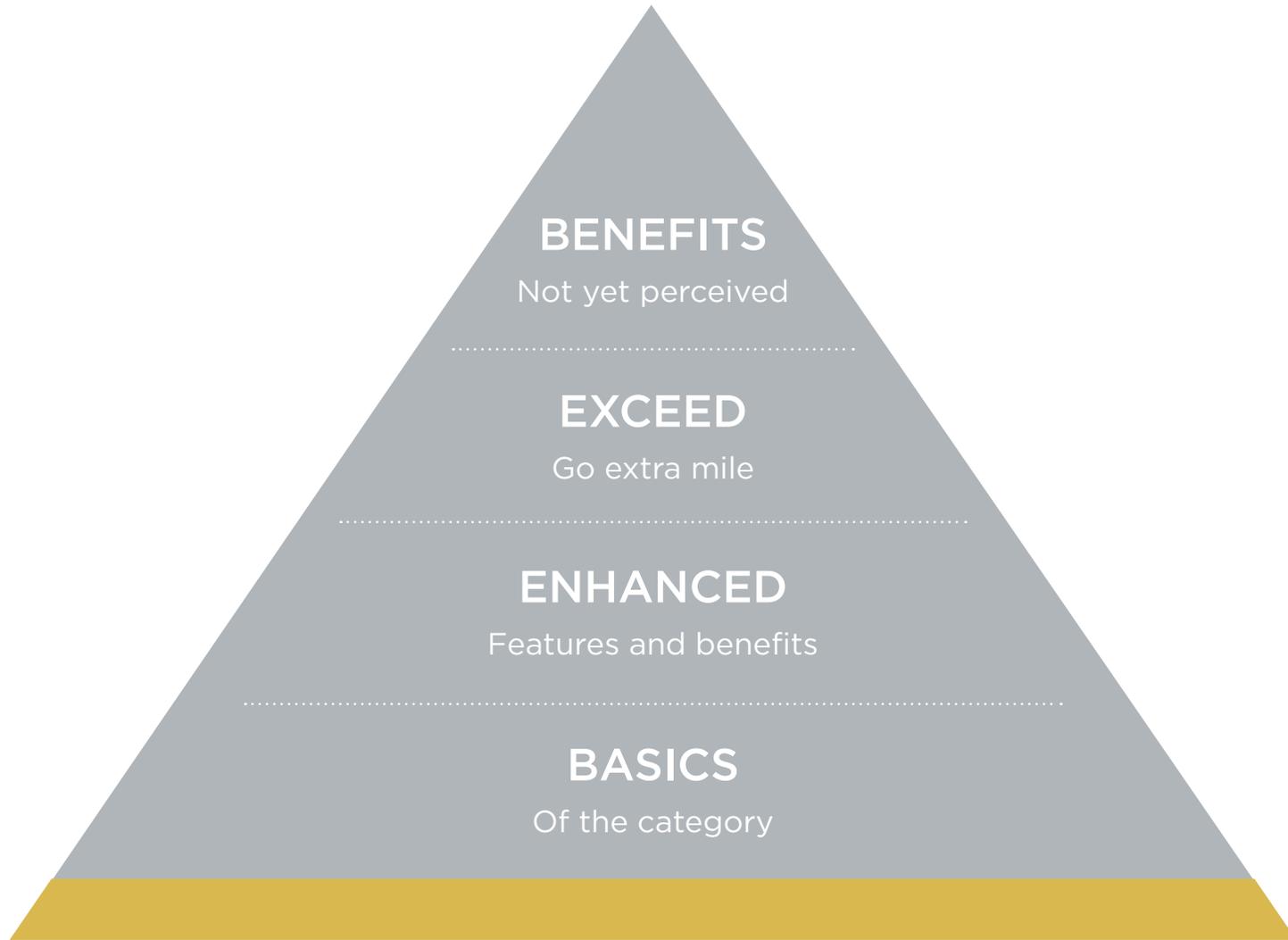
STEP 6 | DESIGNING THE OMNI-CHANNEL BRAND OF THE FUTURE

- You and your brand team are now ready to dimensionalize your brand, get out of the box and “brandstorm.”
- The key is to provide benefits not yet perceived. As the brand architect, you must be both a realist and a dreamer.



“Build a cathedral where there is now only an open field.”

BRANDSTORMING



AMERICAN GIRL

- Dreamlike 35,000-square-foot retail space on Chicago’s Michigan Avenue
- Created for young girls
- Magical place that both educates and entertains
- Products are fine quality dolls and accessories
- Services include historical exhibits, elegant café, Broadway-like musical store
- Offline/online holistic brand experience

STEP 7 | BRAND PERSONALITY AND BRAND CHARACTER



- You are ready to bring the brand to life visually, verbally, attitudinally, to make it “real”
- You and your team are creating a unique personality with a set of personal characteristics

DIMENSIONS OF BRAND PERSONALITY

- Sincere
- Daring
- Intelligent
- Classy
- Down to earth
- Spirited
- Successful
- Rugged
- Honest
- Modern
- Sophisticated
- Tough
- Wholesome
- Competent
- Charming
- Casual
- Exciting
- Reliable
- Cultivated
- Outdoorsy

EXAMPLES



- HOLIDAY INN — cheerful, friendly, comfortable, family
- LANDS' END — casual, functional, friendly, great value
- MICHELIN — sophisticated, experience, jet setter, international

TOOLS

- Use of archetypes
- Collection of “images” that help create set of brand meanings/associations
- Harley-Davidson and James Dean as the REBEL
- Land Rover and Richard Branson as the EXPLORER

BRAND CHARACTER



- Brand character is very different from personality: it is the inner values, beliefs, and culture that are set in stone.
- McDonald’s, Disney, Nordstrom have been successful because they understand the changing needs of their personality and the consistent needs of their brand character.

START THE PROCESS

Tick off the words/ideas that work for you:

Honesty

Integrity

Fearless

Courageous

Authentic

Compassionate

Passionate

Activist

STEP 8 | BRAND ESSENCE/IDENTITY

- Brand essence is the idea / word you want to own
 - NORDSTROM – service
 - FEDEX – overnight service
 - COKE – real thing
 - PRUDENTIAL – the rock
 - NIKE – performance



- Studies show that many of today’s customers are trying to deal with marketplace complexity.
- Consumers want to simplify by selecting what interests them and screening out the rest.
- Successful brands cut through the noise by focusing on customers’ needs.
- “Not a little about a lot; but a lot about a little.”

LESS IS MORE

- The narrower your focus, the clearer your message
- You say the most when you say the least
- All display is no display
- Simple wins every time



BRAND TUNNEL



COME UP WITH NINE OR 10 WORDS



CLUSTER THE WORDS INTO THREE GROUPS
OF THREE SIMILAR IDEAS



PICK ONE WORD FROM EACH CLUSTER



PICK THE ONE WORD THAT BEST REPRESENTS YOUR BRAND IDEA

THE IDEA / WORD YOU WANT TO OWN: YOUR BRAND ESSENCE



BRAND IDENTITY

- The result of this 8-step process gives you a unique identity
- This is the soul of your brand, its DNA

Starbucks Coffee Company Brand Pyramid



RICHARD BRANSON VIRGIN GROUP COMPANIES BRAND PYRAMID





VIDEO: HOW eBAY IS FASHIONING RETAIL'S FUTURE — OMNI EVERYTHING

CHAPTER THREE

DEFINING /
DEVELOPING YOUR
OMNI-CHANNEL
BRAND EXPERIENCE



WHERE TO START

- Many retailers / marketers don't understand the concept of brand experience
- Brand experience is a phrase that is much misunderstood and misused
- Many confuse the desire for excitement with the need for relevance and substance

DEFINING BRAND EXPERIENCE

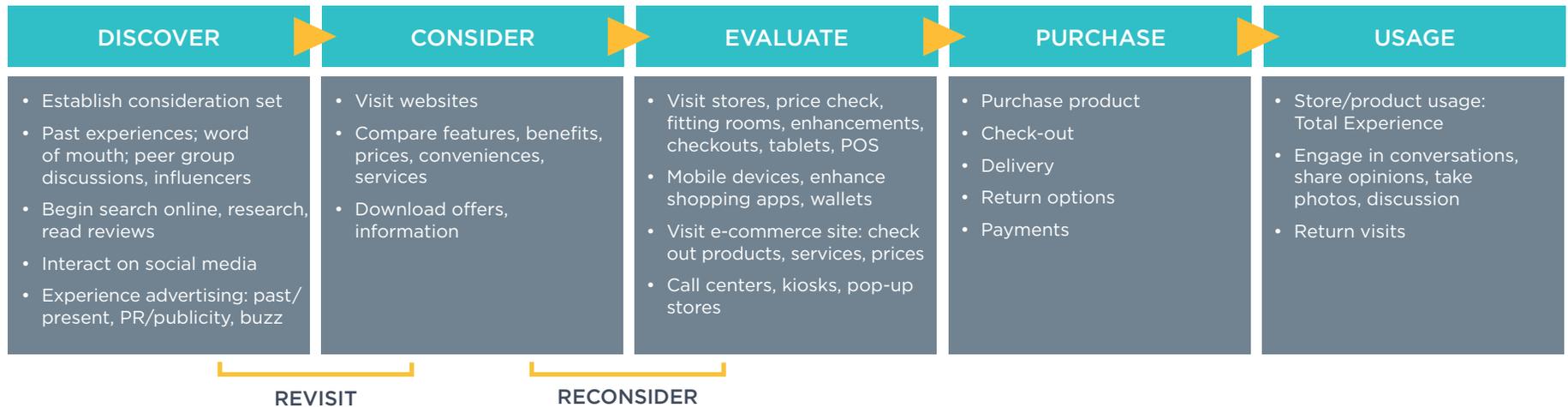
- The kaleidoscope of visual and verbal imagery that the customer experiences at every touch point in the path to purchase/usage
- Holistic, multi-sensory experience; both conscious and subconscious
- The sum of the experience online and off is greater than the parts
- The greater the sum, the longer the relationship
- The longer the relationship, the more visits, purchases, and revisits



BEST-IN-CLASS EXAMPLES

- Starbucks
- Nordstrom
- Trader Joe's
- Ritz Carlton
- Burberry

OMNI-CHANNEL RETAILING, CONSUMER JOURNEY: PATH TO PURCHASE, USAGE, RETURN VISIT



DEVELOPING BRAND EXPERIENCE

- You need to think about it on two axes:
 1. Breadth of the experience
 2. Depth of the experience

BREADTH OF THE EXPERIENCE

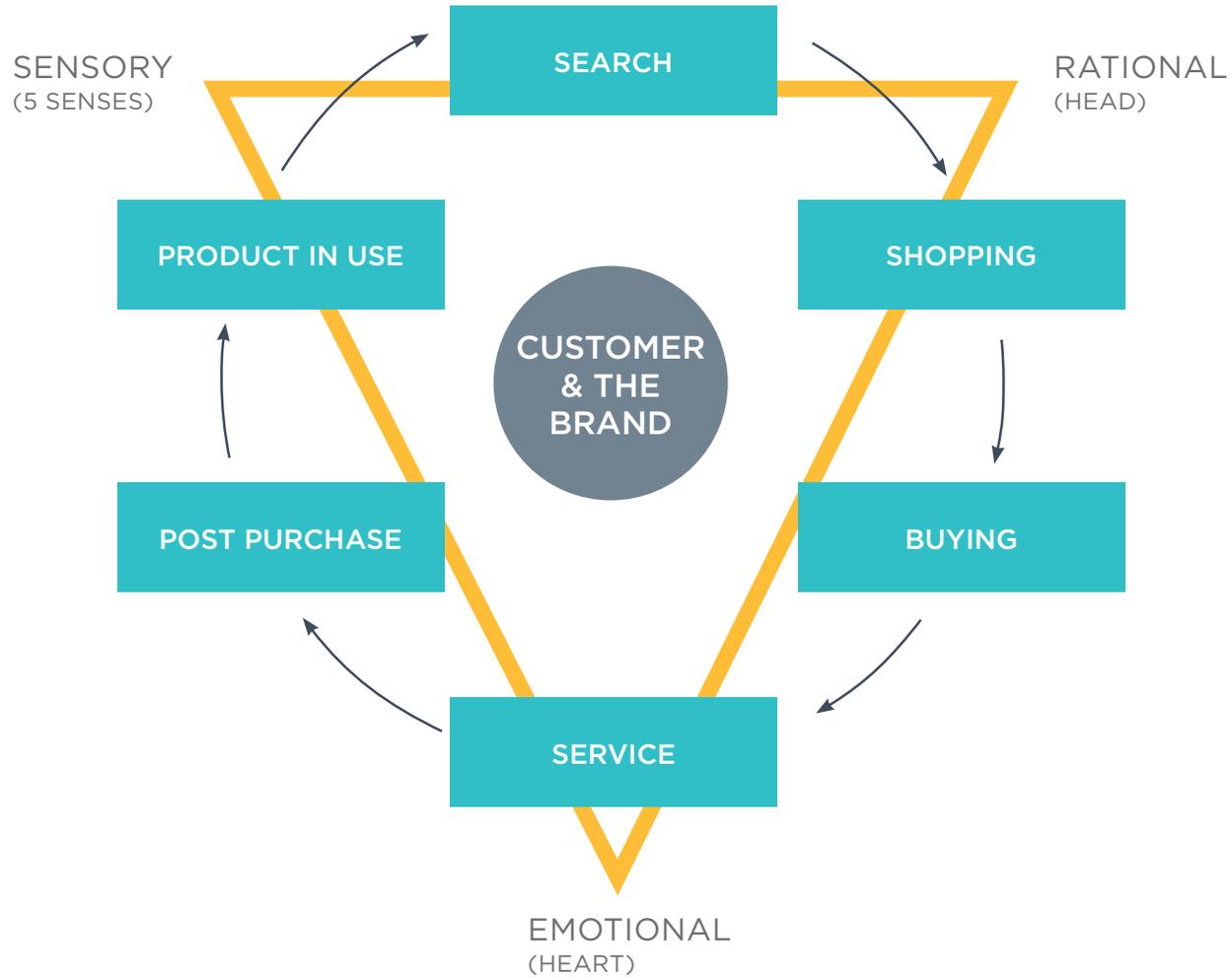
- Involves every touch point between the brand and the customer, including the website, advertising, publicity, word of mouth, and their past experiences
- The shopping experience begins outside the store: its location and convenience, parking, design, signage, windows, entrance, etc.
- The process continues in-store: look and feel, layout, music, lighting, ticketing, added services
- The actual selling experiences and the interaction with staff
- Financing, delivery, follow-up after sales service



DEPTH OF THE EXPERIENCE

- Functions on three levels:
 1. Rational appeals to the tangible benefits of the store and products
 2. Emotional appeals to the heart through series of intangibles
 3. Sensory appeals to all five senses

EXPERIENCE MODEL



EXAMPLE: DISNEY THEME PARKS

- Experiences that go beyond excitement and entertainment in both style and substance
- Rational benefits like parking to the mundane details of trash removal, painted sidewalks and Hollywood view of main street
- Emotional family experience with memories that last a lifetime

EXAMPLE: MUJI

- Muji consistently delivers its Brand promise of “simplicity” at every touch point.
- It starts with products that are made from natural materials with minimal packaging and shopping bags made of plain, recycled paper.
- The same principles are applied to online/offline experience(s) – simple, easy to shop.
- Over the last decade the company has expanded in Europe and North America and has been growing at a compounded annual rate of 9.4%.



STEPS: OMNI-CHANNEL EXPERIENCE

- Establish the customer’s “dream state,” what they desire
- Identify where you are now
- Identify where you want to be, e.g.
 - BLOOMINGDALE’S — surprise/delight
 - BMW — ultimate driving machine
 - RITZ CARLTON — enrich/enhance
- Narrow the gap
- Measure and track progress



CUSTOMER EXPERIENCE MANAGEMENT (CEM)

- Start by getting the basics right—the little things that make all the difference. Establish expectations and then meet them, consistently.
- Consider the “wow” factor: those emotional, memorable experiences.
- Today the competition for “wow” is huge—the customer now compares you to their total experiences.
- CEM means putting in place a strategy, plan/organization, measurements to drive the program: every day in every way getting better.
- Great experiences enrich customers’ lives whereas poor experiences make them unhappy.



NOT ALL EXPERIENCES ARE EMOTIONAL



WHAT'S IT LIKE TO BE ONE OF YOUR CUSTOMERS?

- What do your customers think/feel about you, their image of you, feelings, attitudes, beliefs?
- What's it like to search your website, to purchase something online, pay for it, return it?
- How does it feel when you phone and are put on hold?
- What's a shopping/buying trip to your stores like? Is it easy, fun, interesting, exciting, or not?

BEST IN CLASS: HALLMARK

- “When you care enough to send the very best” is one of the most recognized and successful brand positioning statements.
- Experienced through a franchise network of over 5,000 Hallmark Gold Crown stores, Hallmark.com, Hallmark Entertainment, producers of TV and movies.
- Strategy for success:
 1. Focus on the emotional human values of love and trust
 2. The convenience of accessible and easy
 3. Prices that equal value



BLOOMINGDALE'S: STORE OF THE FUTURE

- Fitting rooms with wall-mounted tablets to look up product information, color, and size options, ratings/reviews, accessories to complete the look
- Touch screens to contact service professionals for help
- Mirrors with touch screen lighting options
- Communal tables with charging stations where guests can mingle and recharge
- Sales associates with mobile devices to assist shoppers with product availability, information, ability to call/email. Complete transactions via mobile point of sale to streamline purchase process
- Touch screens throughout the store to explore additional products, utilize wallet to store special offers, rewards
- Onsite style advisors; buy online, pick up in store, same-day delivery, onsite alterations, gift registry



WHAT'S NEXT IN RETAIL TECHNOLOGIES

- Facial recognition payments
- Multi-lingual robots
- Interactive tables, walls, signage
- Biometric payments
- Virtual retailing
- Wi-fi in store
- Holograph-enabled e-commerce

BARRIERS TO SUCCESS

- 4Ps versus total experience
- Silos versus cross-functional
- Needs versus wants
- Information/data versus insights
- Internal versus external culture





VIDEO: THE RETAIL STORE OF THE FUTURE

CHAPTER FOUR

OMNI-CHANNEL MARKETING IN THE B2B ENVIRONMENT



THE UBIQUITY OF “BRAND”

- When we hear the word “brand” we tend to think of consumer products that we interact with day to day
- Yet, “brand” is of great importance to both consumer and non-consumer or “business-to-business” (B2B) organizations
- Think Caterpillar, FedEx and Oracle

THE ROLE OF BRAND

“Brand” has many meanings and definitions. Think of it as:

- A relationship. Defined by a promise
- Symbolized by an identity
Expressed by communications
- And delivered through performance
- Which creates a seamless set of experiences
- That strategically shape stakeholder perceptions and behaviors
- To create value and build trust.



BRAND DIMENSIONS

- B2B buyers and influencers are often perceived to be concerned only with facts, information and logic to make their purchase decisions.
- But building trust – one of the key desired outcomes of branding – derives from both competence (rational) and character (emotional) components of brand perception.
- Value perception results when overall benefit (which is trust dependent) is weighed against overall cost.

THE B2B OMNI-CHANNEL MARKETPLACE

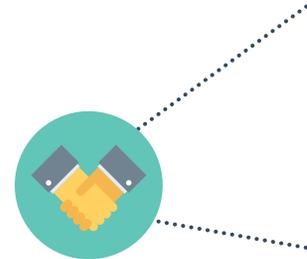
- Some of the most significant changes in the sales and marketing world are happening in B2B.
- Like consumer markets, the single greatest contributor to B2B change is technology.



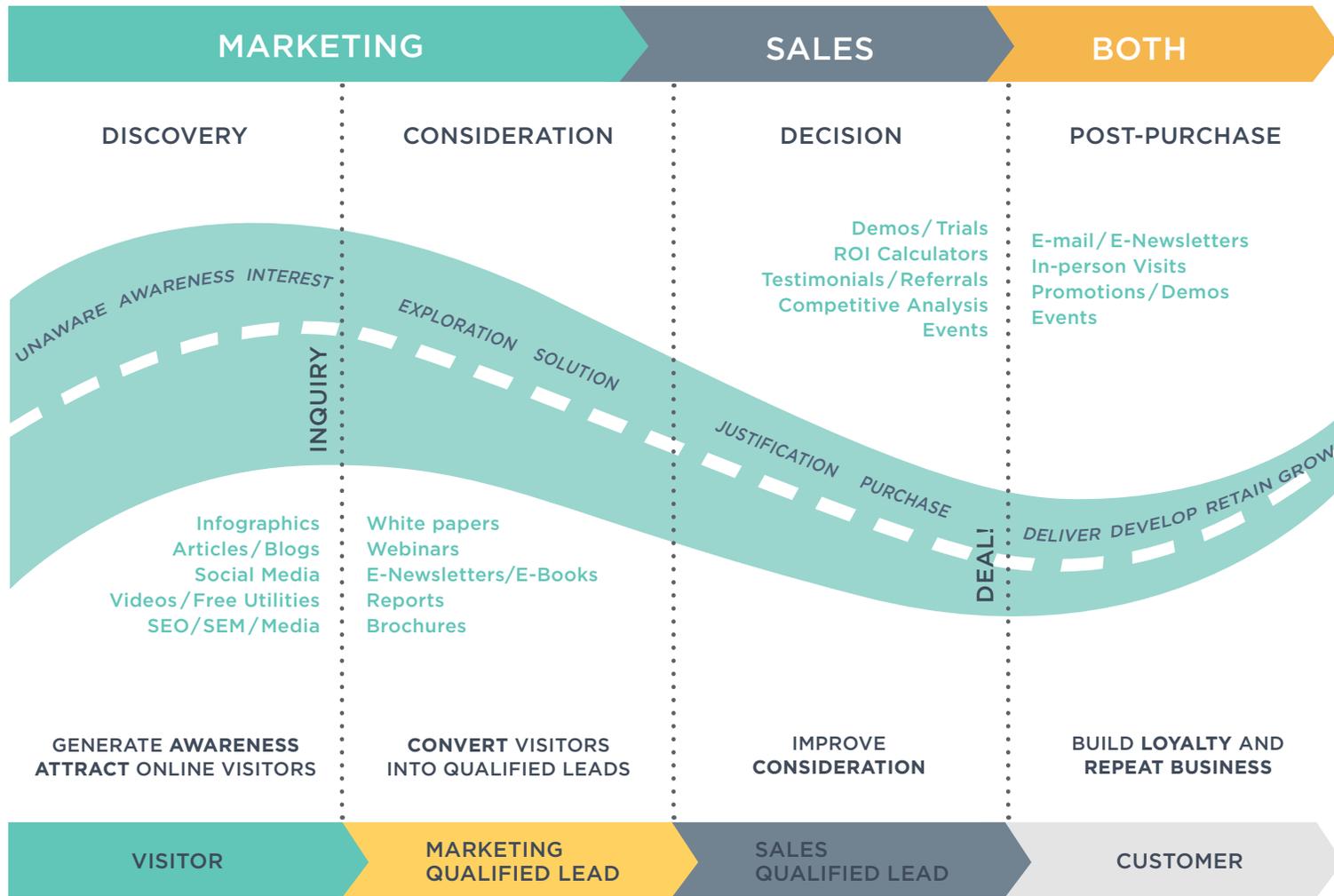
- Like everyday consumers, B2B buyers are using online tools to help them search out, gather, manipulate and apply relevant information to purchase decision making.
- These tools enhance - but do not replace - many of the cues, sources and interactions that deliver brand messages, experiences and referrals.

THE BUYER JOURNEY

- Is increasingly happening online (up to 70%)
- Yet salesperson interaction, events, channel member/distributor contact and pilot/beta testing are critical to B2B decision makers.
- Buyer and influencer interactions occur in a dynamic on- and offline ecosystem
- The challenge is to understand buyer personas well enough to match relevant content and approaches to stages in the buying cycle.



BUYER'S JOURNEY

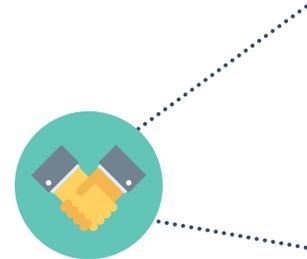


A CASE EXAMPLE – EXPORT DEVELOPMENT CANADA

Rather than attempt to abstractly define the meaning of new B2B marketing terms and describe how new digital tools work, the following case is presented as a teaching guide. The organization featured is Export Development Canada. All information presented is used with permission.

Export Development Canada (EDC) is Canada's export credit agency; its job is to support and develop Canada's export trade by helping Canadian companies respond to international business opportunities as well as to promote international trade to Canadian businesses.

EDC is a self-financing, Crown corporation that operates at arm's length from the government, providing insurance and financial services, bonding products and small business solutions to Canadian exporters and investors and their international buyers.



THE SITUATION

- One of the key ingredients for Canadian economic growth is the expansion of export levels.
- Small to medium-sized enterprises (SMEs) are Canada's economic engine.
- The key to SME growth — and the country's — is finding ways to leverage their current business abroad.

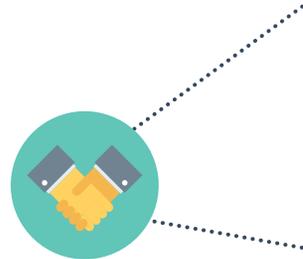
THE CHALLENGE

- Research shows that SMEs in Canada are growth oriented but risk averse.
- With the help of organizations such as EDC, SMEs could generate their desired growth by exploiting (or better exploiting) export markets.
- Unfortunately, a great majority of SMEs either don't see exporting as a key growth strategy or simply don't have the skills/knowledge/resources to get started.



THE AUDIENCE

- SMEs in Canada
- Are time-starved and over-burdened with information and requests from governments at all levels
- Spend more time developing the business than running it
- Tend to focus on the short term rather than the long term
- Tend not to trust governments
- Especially for this audience, simplicity sells and complexity repels
- Approaching SMEs with a value proposition that seems unrelated to their existing practices and frames of reference will be met with resistance

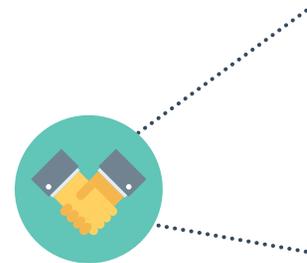


THE INSIGHT

- The Jan Kelley/EDC insight was that EDC’s story would have to be changed from talking first and foremost about exporting, to talking about low-risk, low-cost business growth.

OBJECTIVE SETTING AND MEASUREMENT

- The first step undertaken was sales funnel analysis—connecting demand generation investments with results at all points within the demand “waterfall.”
- Top-of-funnel activities and investments were compared to top-of-funnel leads; the conversion of these to marketing-qualified leads, to sales-accepted leads through to final sale was also analyzed.
- This process is a critical first step in identifying business marketing performance gaps and sales funnel bottlenecks.



OBJECTIVE SETTING AND MEASUREMENT

- As a result of this exercise, specific awareness, lead generation and lead conversion objectives were set.

AUDIENCE FOCUS AND BUYER PERSONAS

- Jan Kelley worked closely with EDC to develop a multi-channel, multi-audience campaign designed to reach specific segments of SMEs as a means of achieving defined objectives.
- This process began with export market prioritization
- Mexico, India, Brazil, Chile, China and other geographies represent markets with high growth potential given Canadian capabilities and competitive advantages.
- This market prioritization led to the identification of product categories and business segments most capable of delivering against market needs; priority business segments became the focus of campaign and content strategy development.

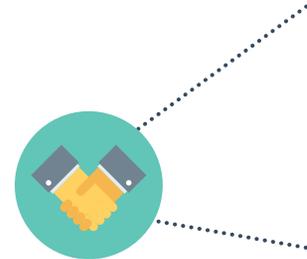


AUDIENCE FOCUS AND BUYER PERSONAS

- Using inputs from both qualitative and quantitative research, Jan Kelley worked with EDC to develop buyer personas within the specific segments identified for content and campaign focus.
- Understanding the prospective audience and their needs—and the timing of those needs—is critical to providing relevant, timely content.
- Channel effectiveness research informed the persona development process, because it identified typical SME information sources, types of information generally sought and “triggers” for information search.

CONTENT STRATEGY AND DELIVERY CHANNELS

- Because 70% of all B2B buying process is undertaken online, EDC and Jan Kelley recognized the need for a well-thought-out digital content management strategy.
- Research confirmed EDC’s low awareness among SMEs—as well as their limited understanding of its potential relevance to their business.
- These “gaps” had to be addressed in order to build audience trust and relatability.



CONTENT STRATEGY AND DELIVERY CHANNELS

- A marketing communication channel strategy was developed and deployed to:
 - Build informed awareness among targeted SME business segments
 - Deliver relevant, timely content
 - Provide a visible and measurable lead generation and nurturing stream

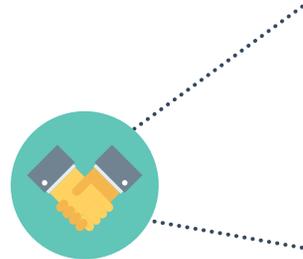
PRIMARY AWARENESS BUILDING CHANNEL: TELEVISION

- The segment and persona analysis identified similar issues, challenges and opportunities across potential exporting segments – lack of awareness of EDC (name, products, services) and lack of awareness of the power of exporting as a relatively low-risk business-building opportunity.
- Selected business programming through television advertising was identified as a valuable top-of-funnel tool (with a drive to the EDC website as a call to action).
- This was further supported with print, online and airport advertising.



ONLINE LEAD NURTURING – MARKETING AUTOMATION

- Jan Kelley is an Oracle Eloqua Marketing Cloud partner agency (the agency has specialized training in using Oracle’s marketing automation platform as a lead generating and nurturing tool).
- The use of well-developed buyer personas, combined with the delivery of relevant online content through platforms such as Eloqua, generates real-time user information and data.
- This helps better profile those SMEs most interested in and likely to engage EDC’s services and products.
- The marketing automation platform enables the effective reading of audience “digital body language;” website visits, content views and downloads provide unique insight into mindset and behavior.



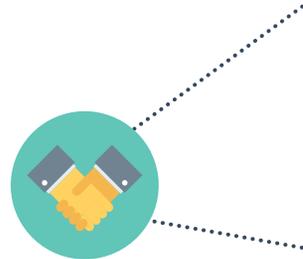
CONTENT STRATEGY – DEVELOPMENT AND DEPLOYMENT

- Jan Kelley’s previous work with SMEs in Canada, the U.S. and Latin America — combined with learning from EDC research and SiriusDecisions’ databases — helped to shape the content, content presentation and form, channels of delivery and timing of release.
- Infographs, newsletters, and white papers were used through various web-based channels and social media to deliver selected content directly to targeted segments.
- In addition to this direct targeting, influencer campaigns were developed for relevant banker, lawyer and accounting advisors working with targeted segments.



RESULTS

- Unaided awareness stands at 26% up from 20% in Fall 2013 and almost four times higher than any other company or institution mentioned
- Understanding of EDC's products and services improved in 2014 compared to 2013—moving up to 25%.
- Aided awareness of 51% in the Fall of 2014 is up from 46% in 2013. EDC is well ahead of the next nearest organizations—BDC (44%); Industry Canada (34%); and DFATD (23%)—as the most recognized name among trade-engaged companies.
- Small Business Transactions (SBTs)—EDC achieved 118% of its SBT objectives in 2014.
- Conversion Rate — the lead-to-transaction rate has increased dramatically to 20%. This is significantly above industry standard and speaks to the efficacy of the sales funnel.



KEY TAKE-AWAYS

- Omni-channel marketing — whether in B2C or B2B environments— requires a deep understanding of audience touch points, perceptions, needs and expectations.
- The effective integration of online and offline content and context can generate memorable and relevant brand experiences.
- These experiences generate digital body language which can be monitored, interpreted and effectively applied to help turn qualified leads into sales.
- The understanding of “brand” as a relationship that is defined by a promise and delivered through a seamless experiences is critical to effective omni-channel marketing.





VIDEO: EXPORT DEVELOPMENT CANADA TV SPOT

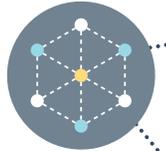
CHAPTER FIVE

CRITICAL INVESTMENT
SUPPORT FOR THE
OMNI-CHANNEL BRAND



ONGOING INVESTMENT

- Omni-channel business building/brand building needs ongoing investment to get on top and stay there.
- The brand leader may start the process but success will require collective resources across all functions.
- End goal: build awareness, understanding, and acceptance of investment support as a critical requirement of long-term profitable growth.



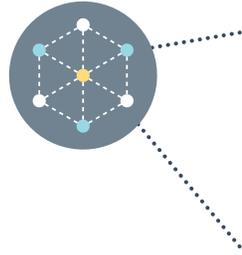
WINNING BRANDS

- Today's retail leaders think differently about allocating resources.
- The new omni-channel realities demand a new model of support rather than the traditional yardstick of short-term financial and traditional programs.
- The new thinking is a strategic blend of short-term needs with longer-term goals.

- An insightful understanding of the need to build both intangible and tangible assets is required.
- The concept of “investments” may not be easy for many retailers to accept.
- Enterprise building takes two to three years with limited return in early stages.
- Some companies, particularly in the U.K. and U.S., have begun to treat omni-channel as enterprise assets on the balance sheet and therefore worthy of additional support.
- Developing financial plans that separate tactical expenses from strategic investments helps build enterprise value.



FIVE CRITICAL INVESTMENT AREAS:

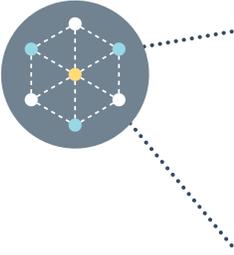


1. Marketing / communications / branding
2. Internal branding
3. In-store technologies
4. Track, measure, testing
5. Keep raising the bar

1. MARKETING / COMMUNICATIONS / BRANDING

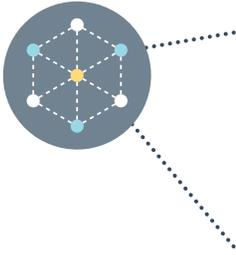
- “How much should I spend on Marcom?” is the million-dollar question.
- There is no simple answer, no one size fits all, but there is a process that leads to a solution.
- You must review your promotional strategy. Are you price driven with an emphasis on traffic/sales, non-promotional with a focus on building long-term relationships, or a combination of both?

- The next question is culture: Is it the traditional retail culture of buying, selling, operations or is it more brand-driven with an emphasis on shareholder value?
- Examine your understanding, market share and your competitors.
- Consider your store locations and their traffic impact.



FUNDING OPTIONS

- Historical/past approaches
- Industry data, benchmarks
- Competitive pressures/share of voice
- Focus on tasks and costs
- Your solution will combine all or some of the above



RECOMMENDED APPROACH

- Establish tasks and costs.
- Start with industry guidelines of 3-5% of sales.
- Add investment priorities and go from 5-7%.
- Devise a three-year plan with investments in years one and two back in line with industry's percentage in years three/four.

KEY BUDGET ELEMENTS

Traditional Media

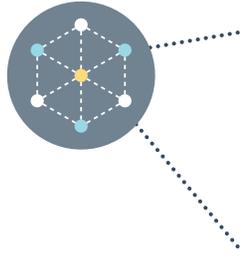
- Management/staff
- Outside agencies
- Media
- Creative
- Production
- B. T. line
- PR/publicity

New Media

- Search
- Web design/maintenance
- Curated content
- Social
- Mobile
- E-mail
- Video
- Blogs

2. INTERNAL BRANDING / COMMUNICATIONS

- The concept of internal branding/communications can be defined as the process by which the company's values, beliefs, and culture are communicated to all stakeholders: owners, management, and staff.
- End goal: awareness, understanding, acceptance of the branding so employee behavior supports the company's goals.

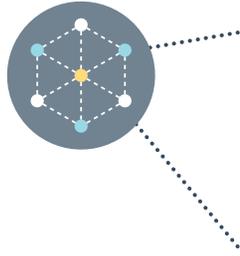


MANAGEMENT / STAFF / STAKEHOLDERS

- The more stakeholders understand their unique roles in achieving the company's goals, the more effective they will be in helping to build profitable growth.
- Unless everyone has a clear picture of how they fit, the total team will never work.
- The IKEA Testament and Brand Manual is as relevant today as it was when first written over 50 years ago.
- Getting everyone on the same page is no small task, and is the result of consistent, persistent, and passionate attention to every touch point of communication.

ESTABLISH YOUR BRAND PROMISE

- A simple, concise statement that explains the brand promise to your customer and provides guidance, meaning, and focus.
- HALLMARK — enrich lives, enhance experiences
- HOLT RENFREW — delight in everything we do
- MCDONALD'S — quality, service, cleanliness, value

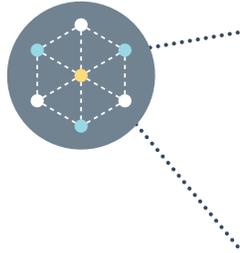


DEFINE THE CUSTOMER BENEFITS THAT THE PROMISE DELIVERS

- Tangible benefits:
 - Save time and/or effort, reduce stress
 - Simplify choice
- Intangible benefits:
 - Trust, confidence, peer group acceptance
 - Belonging

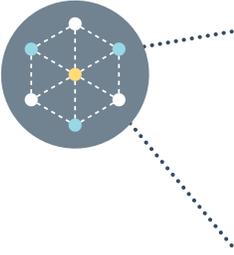
ESTABLISH MANAGEMENT AND EMPLOYEE ROLES IN SUPPORTING THE BRAND PROMISE

- Answer basic questions:
 - What specific behaviors are needed?
 - What do I need to change?
 - Why should I change? What's in it for me?
 - How will it be measured?
 - What are the consequences if I don't change?



WHAT IS THE CURRENT REALITY?

- What is the gap between our brand's promise and what we now deliver?
- What is our plan to narrow and overcome the gap?



ESTABLISH REALISTIC GOALS

- What is a reasonable time to accomplish our goals of achieving understanding and acceptance for everyone in the company?
- End goal: positive behavior change and support of the brand

PUT IN PLACE POLICIES, PROCEDURES AND BUDGETS TO DO THE JOB

- Be very specific about what, how, when, and at what costs

PUT IN PLACE SIMPLE MEASUREMENTS

- What gets measured gets done
- Use mystery shops, self-administered questionnaire, online surveys

LINK PERFORMANCE AND REWARDS

- Connect improvements in performance to rewards: What gets rewarded gets done.
- Tie rewards to employee life stages and lifestyles: Not everyone is motivated in the same way.

INTERNAL BRANDING / COMMUNICATIONS TOOLS

- Review a variety of internal communications tools and devise a plan that works for you.
- Have a new employee orientation.
- Have regular “lunch and learn” sessions combined with annual general meetings and get-togethers.
- Use storytelling, videos, visuals, learning maps, webcasts, blogs, and podcasts.
- Use interactive website, online surveys, voicemail.
- Have one-on-one, face-to-face sessions.

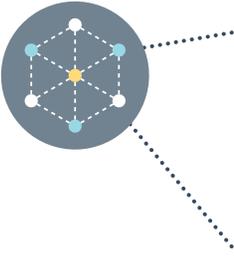


BUSINESS CASE FOR INTERNAL COMMUNICATIONS

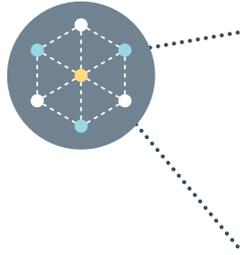
- Customer advocacy is directly related to the way employees engage customers.
- Employee engagement is heavily reliant on the way they “live the brand” and their sense of belonging and satisfaction.

3. IN-STORE TECHNOLOGIES

- Smart dressing rooms
- Smart mirrors - in dressing rooms and on-floor
- Mobile check-out
- Buy online and pick up in store
- Consumer-facing tablets
- Indoor maps: stores, airports, shopping centers
- Sales associates with mobile devices
- Oversized touch screens
- Mobile apps 2.0
- Geofencing to send messages to shopper devices/apps
- Data-driven e-mail



- Augmented reality to try on items at home; to view furniture in various arrangements/colors
- Wearable technology
- Personalization: curated content to specific customer segments
- Drones/robots/mobile payments

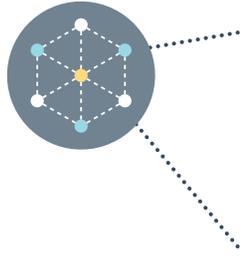


4. TRACK-MEASURE-TEST

- Start by tracking the traditional objectives: topline sales growth and bottom line profits and market share.
- Move to more strategic elements: unaided awareness, satisfaction, loyalty, advocacy.
- Track these top elements over a longer period relative to core competitors and benchmark against best-in-class to build into a company's total scorecard.

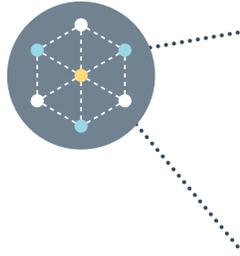
KEY BRAND EQUITY DRIVERS

- Profit \$ and % growth versus plan
- Sales \$ and % growth versus industry/competition plan
- Gross margin \$ versus plan versus best in class
- Market share % growth
- Marketing spending % to sales plan / industry
- Share of voice %
- Brand value \$ and % change
- Market cap \$
- Brand value as % of market cap
- Unaided awareness
- Aided awareness
- Relative satisfaction to core competitor
- Commitment; depth of satisfaction; switching
- Loyalty and advocacy
- Perceived quality
- Extent of differentiation
- Clarity of personality
- Purchase intent
- Prominence
- Ad campaign recall
- Familiarity
- Personality



GET SPECIFIC METRICS RIGHT

- “Measure what matters and measure what counts.”
- Once your objectives are in place you need to set specific “metrics” to measure and manage.
- ROI metrics vary by merchandise category, selling channel, and customer segment.
- There are no good metrics, no ROI benchmarks. What is good is what’s measurable and doable.

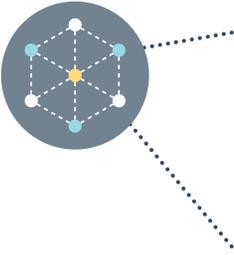


EXAMPLES

- Did we achieve our target awareness of 70% for 24 to 49-year-olds?
- Did we achieve an improvement of 40% on brand perception with core segment “fashion forward” 24-year-olds?
- Did we convert 40% perception change into a traffic/sales increase of 5-7%?

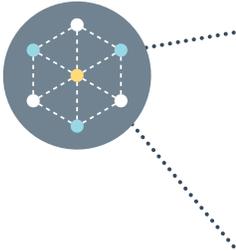
NEW MEDIA METRICS AND GOALS PERCENTAGE OF EACH ELEMENT OF TOTAL SPEND

	FROM	TO
SEARCH ENGINE MARKETING		40%
DISPLAY		20%
MOBILE		7%
SOCIAL NETWORKS		6%
RICH MEDIA		6%
VIDEO		5%
OTHER		15%



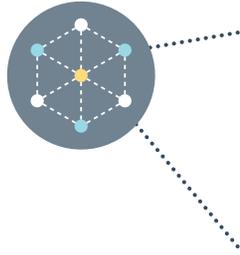
ACTUALS VS. GOALS — MARKETING PERFORMANCE ACROSS DIGITAL TOUCH POINTS FROM AWARENESS TO PURCHASE

	ACTUAL	GOAL
REACH		
TRAFFIC		
SEARCH		
TIME PER VISIT		
PAGE VIEWS		
CONVERSION OF TRAFFIC TO SALES		
SALES PER PURCHASE - BASKET SIZE		
MONTHLY VISITS		
SENTIMENT		
GROWTH OF PURCHASE PER SHOPPER		



TESTING

- Establish test and customer groups/markets
- Different media, content, budgets
- Track, learn and grow
- Roll out to capitalize on scale
- Keep raising the bar

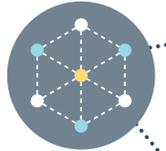


5. KEEP RAISING THE BAR

- Starbucks to double sales by 2019
- Transformation strategy that includes:
 - Brand shrine in Seattle, roastery and tasting room
 - 15,000 sq. ft. of pure coffee love
 - Part store, part theater, part social buzz
 - Designer foods, over 30 different craft coffees
 - Experience bar where coffee masters serve up 8 different brewing techniques
 - Cheapest cup of coffee is \$3; most expensive is \$8

PLUS

- Distribution of its coffee to 1,500 new locations around the world
- 100 new stores in USA
- New menu of alcoholic beverages
- Broadening sales of its premium coffees and products
- Mobile ordering and delivery services
- Bottom line: sales increase from \$16.9 billion to over \$30 billion by 2019



CASE HISTORY

- How Macy's is winning the omni-channel marketplace
 - Earnings per share rose by double-digits over the past five years.
 - Adjusted EBITDA as a percent to sales rose to 13% on its way to 14% — the company's end goal.
 - In 2013, Macy's total shareholder return was 37.4%, a five-year increase of more than 540%.
 - Topline sales rose by more than \$1 billion for third consecutive year.

STARTS WITH UNDERSTANDING KEY CUSTOMER SEGMENTS

- Key customer segments are the core customer you are going to focus on
- Insights that go beyond traditional demographics
- Specific insights that identify the key drivers of shopping/buying/product usage

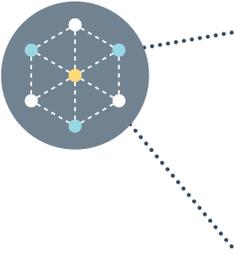


“It doesn’t take a rocket scientist to know that different markets/customers want different products. What I didn’t realize was this ‘localized’ My Macy’s approach would change the very basics of customer/employee engagement.”

My Macy’s CEO Terry Lundgren

ENGAGEMENT OF CORE CUSTOMER AT EVERY TOUCH POINT

- From search, shopping, buying
- Product-in-use
- Path to purchase focus on what customers expect versus our performance
- A plan of tactics to narrow the gap

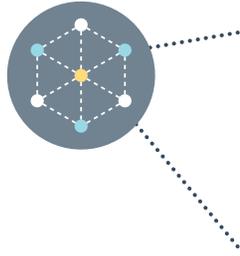


“What makes the My Macy’s localization so successful is our ability to connect with 69 Macy’s districts grouped into 8 specific lifestyle areas.”

My Macy’s CEO Terry Lundgren

HOLISTIC BRAND EXPERIENCE

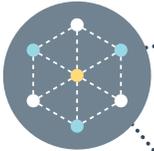
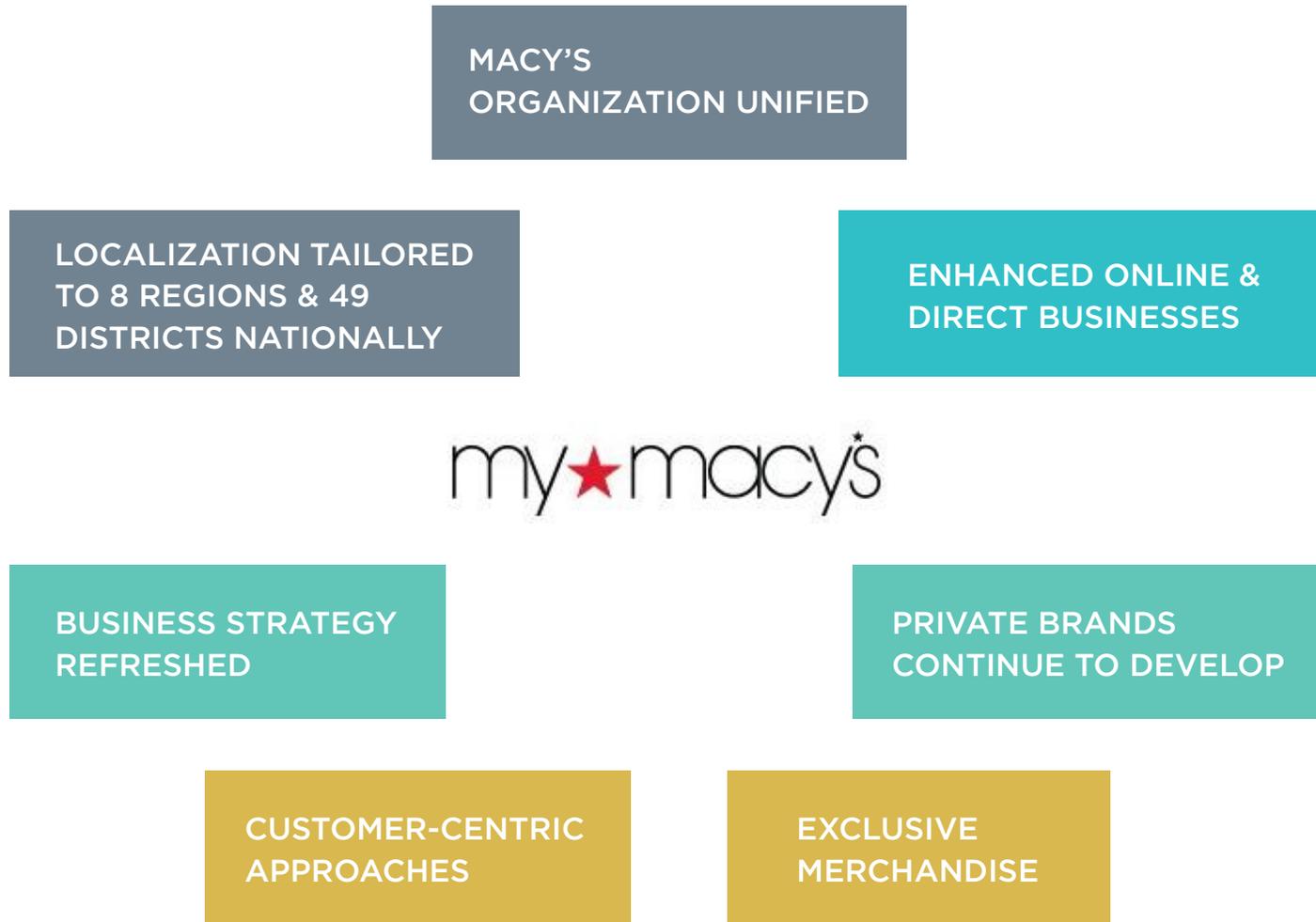
- One seamless experience that is both unique to each channel and yet similar in its brand meanings, associations, and benefits
- Deep connection that is both rational and emotional and often subconscious
- A personalization effort that is tailored to the needs and wants of the core customer



“My Macy’s big data analysis allows it to mail 30,000 versions of its catalog to customers. Each version varies from 32 to 76 pages depending on customer lifestyle, life stage, and purchase behavior.”

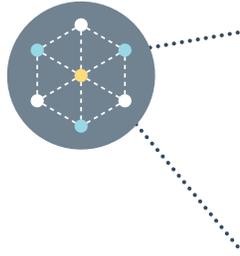
My Macy’s CEO Terry Lundgren

MY MACY'S DRIVEN BY TECHNOLOGY



NEW OMNI-CHANNEL INITIATIVES

- Apply Pay mobile payment supplier
- Same-day delivery in number of test markets
- Testing new POS technology enhancements
- Expanding use of RFID
- Expanded use of beacon technology
- Smart fitting rooms
- All-new app that allows item search by taking photo of it
- Mobile wallet
- Hand-held point of sale device
- Electronic kiosks and interactive “look book” display
- Mobile shopping apps
- Digital catalogs
- \$1 billion investment in Cap Ex
- Expanding its spa, beauty, skincare offering with \$210 million purchase
- Restructuring of merchandise/marketing for holistic omni-channel view of the business
- New team to develop its off-price business





VIDEO: MACY'S GOES OMNI-CHANNEL

GLOSSARY

- **APP** - An application: web browsers, games, online chat or music that performs on your computer or handheld; typically a stand-alone software.
- **BLOG** - An online journal about any relevant subject delivered in conversational style to encourage comments and discussion.
- **BOUNCE RATE** - The percentage of visitors to a particular website who navigate away from the site after viewing only one page.
- **THE CLOUD** - Cloud computing is the ability to access data from any location rather than being tied to a specific machine or location. There are various models of cloud computing. A well-known example is Google, which provides multiple cloud computing services (e.g. Google Drive, Gmail).
- **CUSTOMER EXPERIENCE** - The rational and emotional perceptions, meaning and benefits a customer has when engaging with your Brand.
- **CUSTOMER EXPERIENCE MANAGEMENT** - A strategy that focuses marketing/communications in managing the relationship between customer and the Brand.
- **CROWDSOURCING** - Soliciting content online from outside your company/organization/sphere of friends.
- **CLICK-THROUGH RATE (CTR)** - A way of measuring your online advertising obtained by dividing number of users by number of impressions.
- **eBOOK** - Electronic publication/book that can be downloaded from the Internet onto your computer, mobile device or e-reader (e.g. Kobo, Kindle).
- **eRETAILER** - A company whose primary business is the sale of goods/services through the Internet.
- **EMBEDDING** - The act of adding code/link to items that are housed at another site but seen/heard on your website. Code can link to presentations, videos, newsfeeds, photos, blog, etc.
- **FACEBOOK** - Social networking site with more than 700 million members.
- **FOLLOWERS** - People who are following you on Twitter and can see and follow your updates/Tweets.

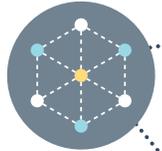


- **FOLLOWING** – The people whose Tweets you’ve solicited to read and whose Tweets appear in your feed/stream.
- **FLICKR** – Photo-sharing/hosting site.
- **HASHTAG** – A tag used in Twitter as a way to aggregate, organize/categorize, and discover relevant posts.
- **HOSTING** – A location where online content is stored, typically on a server, which is in its simple form a computer with 24/7 access online. Blogs, videos, and podcasts need a hosting service before they can appear online. You can own your own server or host items through third-party providers. For example, for videos YouTube is a popular host.
- **INBOUND MARKETING** – Focuses on getting customers to find you by publishing helpful content that is important.
- **MASHUP** – Combination of music, videos, websites when a programmer overlays content from one source on top of another.
- **LIKE** – An action made by Facebook users by clicking the “like” button as a way to show approval or interest in a link, photo or comment.
- **MICROSITE** – Individual website that functions as a supplement to the primary website but may be branded differently.
- **MOBILE COMMERCE** – The use of wireless handheld devices such as smartphones and laptops to conduct sales/transactions online.
- **MYSPACE** – Online social network that caters to creative individuals/groups who enjoy the ability to create their own look for their page.
- **OFFLINE/ONLINE** – Offline is when you are not connected to the Internet. Online is when you are connected and typically are active, such as reading/producing content, available to chat with others online, etc.
- **OMNI-CHANNEL** – Viewing your brand experience through the eyes of your customer across all channels and touch points so that it is seamless, integrated.
- **OUTBOUND MARKETING** – Where marketers buy/solicit/earn media and push their users’ pages/content out to a mass audience.
- **PAID SEARCH MARKETING** – The placement of advertising on a search engine. The advertisers pay the search engine if visitors click on the ad.



- **PLATFORM** – The content management system that runs software and presents content.
- **PODCAST** – A multimedia digital file available on the Internet for downloading to a portable media player, computer, etc.
- **REPUTATION MANAGEMENT** – The practice of monitoring the online reputation/image of the company.
- **RADIO-FREQUENCY IDENTIFICATION (RFID)** – Data collection technology that uses electronic tags for storing data.
- **REAL SIMPLE SYNDICATION (RSS)** – Delivers content – blogs, news, videos, etc. frequently and allows users to stay current with favorite topics.
- **SEARCH ENGINE MARKETING (SEM)** – Marketing that is done to achieve maximum exposure of a website online. Tactics include search engine optimization, paid listings and other search-engine related functions to augment traffic and awareness of the website.
- **SHORTLIST** – A tool for shoppers to save items they are considering buying across different retailers into a central place so they can further compare and review them.

- **SHOWROOMING** – Where shoppers research products in physical stores and later go online to make a purchase.
- **SMARTPHONE** – Handheld device capable of providing functionalities beyond phone calls and text: email, chat, search, photos, videos, etc.
- **SOCIAL CAPITAL** – The knowledge, information, and goodwill that is represented through you and your relationships within your community.
- **SOCIAL MEDIA** – Any online technology that allows people to publish, speak, or share online content such as blogs, podcasts, forums, wiki, videos.
- **SOCIAL NETWORKING SERVICE** – Platforms such as Facebook, LinkedIn, Myspace, and Bebo that allow users to create a profile, add friends, and communicate with other members.
- **SOCIAL MEDIA ANALYTICS** – The practice of gathering data from blogs/social media websites and analyzing the information to make more customized business decisions and targeted marketing.



- **STREAMING MEDIA** – Audio/video that can be listened to/watched online as a steady stream but is not stored or downloaded all at once. Streaming is important to be able to watch/listen to content as it is being downloaded without having to wait for the full file. This helps users who have slower Internet connections or who may be trying to access large files (e.g. high-definition movies).
- **TAGS** – Keywords added to blog posts, photos, and videos to help find related topics or media, either through browsing or as a term to make your entry more relevant to search engines.
- **TRIPLE BOTTOM LINE (3BL)** – Framework for measuring performance/value: people, planet, profits, social, environmental, economic.
- **TWEET** – 140-character post or update on Twitter, a real-time social messaging system.
- **TRACKING** – Method used to identify visitors' demographics and other relevant information (e.g. browser usage, mobile or desktop, etc.). Campaigns can be defined with a source code at the end of a URL that points to a particular website. Can be used for banner ads, email, etc. Websites will have code added to each page that needs to be tracked.
- **USER-GENERATED CONTENT (UGC)** – Refers to all forms of user-generated material, blog posts, podcasts, videos, photos, reviews and more.
- **VIRTUAL WORLD** – Online computer-simulated space like Second Life that mixes aspects of real life with fantasy. You can create a representation of yourself (avatar) and socialize with other residents.
- **WEB 2.0** – Second generation of the web which enables people to create their own websites or self-publish, create and upload audio/video files, share photos and information.
- **WEBROOMING** – Where shoppers research product online and later go into a physical store to purchase.

