

How Telecom Companies can Build Stronger Customer Relationships

Boosting Marketing Efficiency and Winning New Revenue by Delivering a Richer, Individualized Customer Experience





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Power Your Marketing with the Teradata Integrated Marketing Cloud

Achieving the individualized insights needed to ignite your marketing starts with the Teradata Integrated Marketing Cloud, the critical component in gaining a centralized view of data from marketing initiatives throughout the organization. Simplify marketing through holistic, deep and actionable individual insights. Empower efficient processes through our integrated and flexible platform. Deliver customer engagement through dynamic, real-time experiences.

Teradata Integrated Marketing Cloud enables you to power your marketing. You gain the insights to know more about your marketing, the agility and tools to ignite action, and you can free up resources to improve brand management.

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Teradata Integrated Marketing Cloud powers your marketing in four ways:

- Marketing Resource Management Optimize your marketing spend, processes and content.
- Omni-Channel Marketing
 Accurately segment and reach out to
 your customers with a high degree of
 individualization through outbound
 and inbound interactions.
- Digital Marketing

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Successfully interact with customers across digital channels.

Marketing Analytics

Understand customer behavior even better and draw the right conclusions.

We power marketing.



Executive Summary





Data-Driven Marketing Helps Telcos to Transform Customer Interactions

Customers are no longer passive consumers of marketing information. Instead they expect to interact with providers, giving and receiving rapid feedback. At the same time, the rise of social media means that any issues or problems with services can quickly become public knowledge and reputations must be managed with extreme care, especially online.

The telecommunications industry is being shaken by global trends. These include changing demographics, growing digitization of services, competitive pressures from new entrants, and increasingly tech-savvy customers who do not think twice about changing providers to get better service. This is made even easier by the increasing commoditization of services. Against this backdrop, creating and maintaining the best possible customer experience is business-critical for telecommunications companies (telcos). Collecting large amounts of online and offline data from customer interactions and analyzing it all rapidly provides telcos with essential insights about their customers. This is the essence of a datadriven marketing strategy. The insights gained can then be used to create highlyindividualized interactions tailored to the customer, where they need them and in real-time.

The Teradata Integrated Marketing Cloud empowers marketers to pull valuable customer information out of traditional organizational silos and bring it together to build a near-time or real-time picture of how customers are experiencing services. It tracks historical behavior that can be used to predict future preferences and target campaigns accordingly. It also helps to make an organization's marketing processes more efficient and enables better control over marketing budgets.



Market and Trends



Telcos are Best Placed to Benefit from the Digital Era

The telecommunications industry has arguably changed more in the past 15 years than it did in the previous 100 years. And that change is accelerating with huge challenges and opportunities on the way.

Today, telcos face the challenges of four major trends:

- rapidly changing demographics
- digitization of services
- global shift to mobile technologies
- increasing power of social media

Demographics: A Growing Variety of Demands

The 'Baby Boomer' generation (people born post-World War II between 1946 and 1964) and Generation X (born between 1965 and 1976), are giving way to the technologically savvy 'Generation Y' (born between 1977 and 1994) and the Millennials (born between 1995 and 2012), who are used to two-way engagement and offering feedback rather than passively consuming marketing messages.

These younger customers are fully reliant on digital services and use a wide range of marketing channels to make their purchasing decisions. This growing digitization means that every online interaction becomes more important as a potential marketing opportunity. In this digitized environment, operations and customer service functions cannot be separated from marketing. In other words, breaking down the old organizational silos and adopting a more integrated approach is critical to achieve greater customer-centricity.

THE MULTI-CHANNEL DIGITAL WORLD



Digitization Plays into Telcos' Hands

While customers are busy online, they're building a digital footprint across the different channels and processes they use. This can be the key to greater understanding for telcos, which fortunately enjoy a privileged position as trusted providers and have more access to customer information than most other companies.

Telco customer systems are among the most sophisticated in the world. Few other sectors have such detailed insight into their customers' behavior.

The first step for telcos is to secure the legal right from their customers to use the wealth of data they hold for marketing purposes. Then, the question is: How can telcos harness the power of this 'big data' to deliver outstanding marketing and customer experiences?

The Growing Dominance of Mobile

As many telcos are aware, a growing proportion of online activity is taking place on the move, driven by mobile devices that are getting smarter. According to leading analysts, sales of smart devices outstripped the sale of feature phones by a comfortable margin in 2013 and the gap is getting wider each quarter.





Figure 1. 60 percent of online devices are now smartphones or tablets, opening up the widespread use of mobile broadband.⁷

Number of Devices in Use (in millions)

"For the first time, more than one-quarter of the global population will use smartphones in 2015, and by 2018, eMarketer estimates, over one-third of consumers worldwide, or more than 2.56 billion people, will do so." ⁸

Today, the use of mobile devices is at least as common as using personal computers for online transactions. So, while adopting a 'mobile-first design' for digital interactions is becoming more important, the role of the desktop (including traditional laptops) must still be considered because even a mobile transaction may be finalized on a traditional personal computer. Around the world, advertisers will spend US \$592.43 billion in 2015, an increase of 6.0 percent over 2014. Mobile advertising is the key driver of growth and advertisers will spend US \$64.25 billion worldwide on mobile in 2015, an increase of nearly 60 percent over 2014. That figure will reach US \$158.55 billion by 2018, when mobile ads will account for 22.3 percent of all advertising spending worldwide.⁹



"Marketers spent nearly US \$15.3 billion on social media advertising in 2014, an increase of 41 percent as compared to the last year. This is equal to 11 percent of the total digital ad spend globally." ¹⁰

Social Media: Where Reputation Really Counts

The marketing megatrend to watch is the continued rise of social media. Generation Y may be happy to migrate between specific social media platforms as fashions dictate, but one thing is for sure – they will be communicating and sharing recommendations with their friends online. The increasing number of channels threatens to be a growing drain on resources for marketing organizations.

Telco marketers need to monitor and respond rapidly to relevant social media chatter in order to manage their online reputation. If customers are complaining online, organizations cannot afford to ignore it. They need to engage with disgruntled customers, find out how they can make each one feel better about the company and do what is needed to remedy the situation. This also requires close interaction between the telco's customer service desk and the department resolving technical issues.

On the upside, responding well to a complaint can lead to the involved customer reporting positively about their experience on social media. This can be very impressive to all the watching social network followers. It may also be beneficial to the telco to know which social network users are the most influential, and therefore worth focusing on, even though they may not represent the highest potential revenue.



The Challenges and Opportunities



Growing Pressure on Telco Marketing Expertise

Established mobile and fixed-line telco providers face a range of significant challenges, and each of these broader industry challenges can impact the marketing function.

No matter who offers new services, a robust connection and ample data capacity are vital prerequisites for success, yet the networks and capacity provision that underpin the latest apps, devices and telco services are becoming increasingly commoditized. Telco providers therefore risk losing their direct point of contact with users in many cases and are looking for ways to differentiate in a crowded market. For example, many customers have moved their mobile conversations from expensive text messages to cheap new chat apps like Whatsapp.

Fresh competition is arriving on the telco scene all the time, complete with aggressive pricing, innovative business models, and attention grabbing market communication. Additionally, new players such as virtual network operators, device suppliers and over-the-top (OTT) application developers are getting in on the act and taking over key elements of the customer relationship or attacking revenue streams. For example, some devices such as e-readers include ongoing connectivity as part of the upfront price, while Voice over IP (VoIP) providers are eroding traditional telco revenues.

On the other hand, it's worth noting that OTT applications will face a growing challenge from telecom operators. The year 2014 marks the realization of Voice over Long Term Evolution (VoLTE), which many observers claim will lead to a revival in mobile voice services. VoLTE promises a service that is much more comprehensive, of better quality and less compartmentalized than a mobile OTT app. VoLTE will enable a new conversation experience, and because voice is still important to most consumers, this will be a huge opportunity for operators.

Effective customer acquisition and retention is crucial in the face of growing competition. This is prompting telco marketers to try and monitor the satisfaction of their customers more closely than ever, using metrics such as the Customer Satisfaction Index (CSI) and the Net Promoter Score (NPS). Indeed, in some telco organizations, senior executives are held accountable for any decline in these metrics. Tracking customer attitudes successfully in nearor real-time helps telco companies build a more responsive relationship with customers and an improved reputation.

Marketers are Feeling the Squeeze

There is pressure on marketing departments across all industries to deliver a combination of top-line growth and bottom-line profitability.

Top-line growth involves:

- Growing revenue
- Increasing market share
- Boosting customer loyalty
- Promoting innovation

Bottom-line profitability involves:

- Generating cost savings
- Justifying marketing investments
- Measuring and improving efficiency
- Reducing time-to-market

Customer Expectations Have Never Been Higher

At the same time as telco margins are shrinking, the quality and coverage expected by today's consumers are pushing up network costs. Furthermore, telcos can find it difficult to fully monetize the extra capacity and management capabilities needed to support ballooning volumes of data traffic. Much of this traffic boom is being created by the growing use of online video content. Internet video traffic will account for 69 percent of all global consumer Internet traffic in 2017. ¹¹

Regulators are also adding to the pressure on margins, commanding high prices for radio spectrum licenses, which are precious assets for supporting the required capacity, and legislating to restrict revenue streams such as roaming charges.

Marketing is certainly not immune to the cost pressures that shrinking margins exert across the telco industry. Integrated marketing solutions come to the rescue as they can automate the processing of customer data, enabling marketers to do significantly more without putting additional strain on resources.

Digitization increases transparency, since each potential customer can compare and contrast as many offers as they like, pretty much instantly, wherever and whenever. Social media also means customers don't have to take providers' assurances of a great experience at face value, they can see exactly what other customers think of any prospective provider.

Customers are looking for personalized content and offers and consistently demand excellent quality for the best possible price, whether that includes creative bundling of a range of services, flat-rate pricing, or some other model.



The Era of Data-Driven Marketing

Communications technology and services are fast-evolving and telcos must innovate constantly in order to stay in the game.

We're now in the era of 'big data' and having a coherent big data strategy is a critical success factor for telco businesses to differentiate from the competition and fuel innovation. Even organizations that previously had limited information on their customers now have many opportunities to collect, consolidate and leverage data. And organizations such as telcos, which have traditionally been considered data-rich. have to evaluate how new data sources can be integrated into their business in a streamlined and useful way. One thing is certain: data is a valuable asset that, when farmed in the right way, will deliver increased opportunities and insights to provide a stronger competitive advantage.

Data-driven marketing empowered with individualized insights can enable organizations to realize and monetize the potential of big data. Telco marketers can access a central solution (like Teradata Integrated Marketing Cloud) to steer customer interactions in real-time and provide the right message to the right customer in the right context and channel. The arrival of each new wave of telco network technology sparks another round of required investment. The latest is LTE, or 4G mobile broadband, LTE is well on the way to becoming the first truly global mobile phone standard, although the different LTE frequencies and bands used in different countries mean that only multi-band phones will be able to use LTE in all countries where it is supported. Meanwhile, the specialist telco industry media is awash with articles and news items about the development of the next generation - 5G, which is predicted to become commercially viable post-2020.

The flipside of this investment is the need to create and develop innovative new revenue streams, such as location- or event-based advertising and promotion, and monetizing customer data by sharing it with approved third parties.

The growing army of mobile devices also offers consumers an increasingly wide range of functionalities, and these new capabilities drive innovation in networks and services. What's more, a growing trend for consumers to access new devices on release, rather than waiting for the end of their contract, can only accelerate this process.

CASE STUDY

U.S. Operator gets the Inside Scoop on Sporting Spectators

Telcos have enviable access to information about their customers but the trick is often finding ways to monetize this advantage. One US mobile operator offers free Wi-Fi at basketball games, provided spectators opt-in to the company's marketing program.

The operator identifies the user's SIM number and can match the user's historic transactional information as well as demographic information. That data can then be sold to sports arenas, nearby shopping and dining venues and billboard companies, for example. In addition, the basketball team can use the data to support negotiations on new sponsorship contracts.

This creates a triple-win situation for the spectators, for the operator, and for its advertisers: the spectator receives a high-quality service free-of-charge, the operator generates revenue from advertising, and the advertisers gain access to highly targeted customers ready to buy their products and services.

In addition, this example reveals the potential for a telco organization to unlock new revenue streams by enabling subscribers to allow their data to be used commercially as payment or part-payment for the telco services they use.

Customers are looking for individualized content and offers and consistently demand excellent quality for the best possible price.



Connecting with Customers



Develop a Healthy Obsession

Telcos have traditionally marketed themselves on the basis of having the best products and prices. But today these attributes, while important, are not as significant to customers as access, service and-most attractive of all-a great all-round customer experience. In fact, some observers call this the 'age of the customer', where empowered buyers demand new levels of attention.

In other words, if telcos want to be successful, it's time for them to become obsessed with how well they're serving their customers.

Like all strategies, customer obsession is a choice, requiring not just a change in stance but a change in how money is spent and a commitment to engaging with customers regardless of the barriers. Customer-obsessed companies embrace management structures that permit the rapid pursuit of customers in new markets and new channels. Rather than defending their existing turf, companies following these strategies continually seek ways to pivot the business to gain new opportunities. Increasingly, the success of an organization depends on its ability to be nimble and react to, even predict, rapid changes in complex markets.

Flexibility is also crucial. Lock-in mechanisms such as mobile phone contracts or proprietary technologies may create barriers to leaving but they don't build genuine loyalty. Maintaining these barriers is also expensive when the competition will buy customers out of their contracts. In the long run, a customer will always be able to use their smartphone on another network or migrate their documents to another platform. Customer-obsessed companies worry instead about flexing to meet customer needs so customers are not looking for the exit sign.

Forward-looking telcos should be considering where the next generation of customers is coming from. The most successful telco marketers are already thinking about how to tap the 800 million new middle-class customers, which Goldman Sachs predicts will rise in Brazil, Russia, India, and China and are ready to make substantial brand investments in multiple categories. These international forces could undermine companies that concentrate on sourcing and selling in their home markets. Today's customers use channelsespecially mobile channels-to seek information everywhere, instantly. They scan bar codes and know what competitors are offering or they get a flash message (a SMS message that appears directly on the phone's screen rather than in the inbox) when their favorite band is in town, for instance. Even more beneficial is the opportunity for registered users of the mobile app to buy tickets right away, before they are sold through traditional vendors.

For the customer-obsessed, core services are embellished with a halo of quickly updated information in the cloud, as well as apps and pages to deliver it in a customized way.

How to Become Customer-Obsessed

- Invest in tools to gather real-time insight to build products customers will embrace
- Spend more on customer experience and customer service to build relationships
- Fund sales channels that deliver intelligence about customers





German Operator Makes it Easier to Pay for the Little Things

A German operator offers a service as an app on a smartphone that combines different wireless payment methods. The operator launched the service in Poland at the end of October 2012, where it gained more than 14,000 customers in the first eight months. The company has now introduced the service for the German market.

To use this service customers need a smartphone with Near Field Communication (NFC). The operator is issuing all NFC-capable devices with pre-installed apps to expand the service more rapidly going forward.

The app stores the customer's credit card and debit card information (provided their bank participates in the program). For payments up to €25 (US \$28), the user simply places the smartphone near the NFC transmitter. For higher amounts, the user also needs to enter their card PIN.

The service enables cashless, easy transactions using whatever payment cards the user wishes. It also enables them to collect rewards as they would normally with loyalty cards, for instance.

The operator says: "It's the intelligent way to pay today: easy and convenient using your smartphone – without having to wait for change."



Breaking Down Barriers to the Ultimate Customer Experience



Data-Driven Marketing Provides a Single Customer View

Data-driven marketing is the key to delivering the best possible all-round customer experience. It empowers marketers to break down conventional data silos to bring together information from across the business and enables companies to develop a deep understanding of what makes customers tick. The availability of an integrated view of individual customers, often also called a "Single Customer View", creates a huge opportunity.

Few organizations are better placed to build a detailed picture of their customers' connected lives than telcos. Leading companies now look to integrate Web, mobile, and social data into their data warehouses. They can then analyze this unstructured data to find out how their customers are experiencing their services, and even anticipate how they can keep them happy in future.

Based on a Single Customer View of all relevant data, Teradata Integrated Marketing Cloud enables intelligent customer interactions and efficient steering of marketing resources to respond rapidly with experience-boosting offers.



Teradata Integrated Marketing Cloud Makes it Easier to Connect Through Individualized Insights



Figure 2. Data-driven marketing enables a telco to evaluate customer interactions and past behaviors to understand how to best engage and then drive consistent messages across multiple-channels.





The Principles of Integrated Marketing Management

Integrated marketing management (IMM) is about providing the strategy, process automation and technologies required to integrate people, processes and technologies and generate a coherent approach to marketing across the entire telco organization. IMM solutions bring together all the information the telco has about its customers and enables marketers to explore their experience and engage with each customer more effectively by sending individualized interactions through the right channel (for example Web, email, SMS, call center or mobile app).

European Operator Uses Next-Best Offer Strategy to Boost Revenue

Since 2006, one European fixed-line telecommunications operator has relied on Teradata's Omni-Channel Marketing solution to continuously develop its customer interaction roadmap. Today the operator runs advanced programs that are achieving excellent conversion rates and use a high level of automation that has freed up resources in its marketing function.

The programs comprise automated churn management, event-based contact management to generate revenue from cross-selling and up-selling opportunities, and most recently, Customer Loyalty Management based on a Customer Loyalty Index. The programs are automated, requiring no manual effort once set up. They also all make use of an underlying next-best offer calculator that provides the best individual offer in real-time.

The return on investment (ROI) for the programs are impressive. For example, the conversion rate for cross-selling and upselling initiatives has risen from 7 percent to 19 percent because of better timed and more individualized content.

Targeting the Key Challenges for Telco Marketers

The rise of new marketing channels makes allocating and tracking spending more complex. It also makes it more difficult to determine how effective each marketing initiative has been at generating revenue. Companies can find it hard to know which channels are right for the business and how spending should be weighted to maximize results.

The pressure to monitor and account for marketing spend is growing. Macroeconomic drivers are putting spending under the microscope in every region of the world. Today's telco marketers have to justify all spending by proving genuine ROI to their management.

For international players, the situation is even more complicated. Maintaining consistency in the customer experience delivered across multiple markets is a prerequisite for building an international brand in the increasingly global telco industry.

Relationship marketers and digital marketers also face significant challenges. Budgets are tight and people are bored with getting marketing messages that may have only limited relevance to them as individuals. On the other hand, efforts to reach out to customers more precisely with individualized offers are often hampered by the fragmented nature of data silos and a lack of real-time visibility.

The Teradata Integrated Marketing Cloud brings together the information a telco has about its customers to help engage with them more effectively using individualized offers.

There are four core solutions within the Teradata Integrated Marketing Cloud:

- Marketing Resource Management To help you optimize your marketing spend, processes and content.
- Omni-Channel Marketing

To accurately segment and reach out to customers with a high degree of individualization through outbound and inbound interactions.

Digital Marketing

To enable you to successfully interact with customers across digital channels.

Marketing Analytics

To help you understand customer behavior even better and draw the right conclusions.





French Operator Boosts Efficiency and Lowers Spend

A French operator has 11 million customers and consistently attracts new users by evolving novel offers every 90 days.

The competitive, mature French market and the entry of an aggressive new competitor into the picture meant that the operator needed to streamline its workflow and marketing processes in order to generate new revenue without increasing its costs.

Teradata has enabled the company to triple its marketing communication output using the same staff and budget. Together, the applications provide a 'virtual assistant' for users in marketing, public relations, production and legal.

The project has sped up a wide range of processes across the company, taking some tasks down from 17 days to just one. Greater efficiency has also saved more than €1.5 million (US \$2 million) in the first year.

Some of the other benefits are more subtle, such as easier communication and access to the legal department, ensuring that all communications include the correct disclaimers.

UK Operator Delivers a Warmer Welcome

First impressions count, and one operator wants its new British customers to experience a warm welcome when they join the network. And if it's possible to reduce the time and cost of contacting newcomers at the same time, all the better.

The solution was to shift contracts from print to email, triggered automatically as people sign up online. This enabled the operator to store customer details such as the price plan and customer profile in their private instance of Teradata Integrated Marketing Cloud.

The move reduced the cost of the operator's welcome communication from £0.29 to £0.002 (US \$0.49 to US \$0.003) per customer. It also accelerated the process, so customers could expect a proper welcome within two days, rather than the previous five. This initiative alone means the company is now enjoying an annual projected saving in the region of £1.9 million (US \$3.2 million).

Teradata Integrated Marketing Cloud Provides Solutions

Teradata Integrated Marketing Cloud helps telco marketers to streamline operations, reduce costs and target investments to where they will generate the greatest rewards.

- Plan, budget, and maximize spend for marketing activities and programs
- Create and develop marketing
 programs more efficiently
- Collect and manage marketing content and knowledge
- Measure, analyze and optimize marketing performance

By closing the loop for relationship marketers, Teradata Integrated Marketing Cloud enables them to get the information they need to make real-time decisions and predict how customers will respond.

- Design customer interactions
- Analyze and predict customer
 behavior
- Build the steps, assign collateral and plan responses
- Execute real-time interactions across multiple channels
- Visualize campaign results

When digital marketing is driven by sound data and insights into customers, it results in increased click-through and conversion rates.

- Automate marketing across multiple platforms for efficient lifecycle communications
- Measure and analyze results to finetune marketing strategies
- Connect with customers to build loyalty through individualized offers resulting in conversion
- Deliver your individualized messages through the channels the customers prefers, be it email, mobile, social, or the Web.



Is Teradata Integrated Marketing Cloud Right for Every Telco Business?

The competitive business climate means that data-driven marketing management is certainly part of the future for every successful telco business. Even so, many organizations prefer to start down this route one step at a time, initially choosing to adopt one or more integrated marketing functions to suit their immediate business priorities, which might include cost reduction, improving efficiency or reducing churn among their customers.

With this in mind, modular, scalable integrated marketing management systems, such as the Teradata Integrated Marketing Cloud, enable solutions to grow and evolve along with the business. Cloud-based solutions provide additional flexibility, as well as ongoing access to the latest updates and innovations in an extremely cost-effective, alwayson format.

CASE STUDY

Benefits of a Data-Driven Approach

Powering your marketing organization with a data-driven marketing solution will:

- Increase agility, reducing the time to respond to market events from weeks to hours
- Enable multi-channel campaigns. Organizations can double the hit rate individualized offers by making them simultaneously available across multiple channels, ensuring they reach consumers wherever they happen to be
- Support rapid response to changes in customers' circumstances and preferences through the availability of real-time customer data
- Boost productivity and cost efficiency, leading to reduced cost per contact and reduced cost per sale

Teradata Integrated Marketing Cloud offers data-driven marketing as a service for outstanding flexibility and cost-effectiveness.



New Demands



Telco services play an important and irreplaceable role in people's lives. The resulting demand for data has driven rapid development in the sector and that appetite for speed shows no sign of trailing off as people become evermore addicted to high-bandwidth apps such as video-on-demand. What's more, additional demand is now being driven by an explosion of machine-tomachine communication. or 'the Internet of things'. Smart meters and industrial instrumentation are being joined by household gadgets, from fridges to doorbells, which all demand their sliver of bandwidth.

This tidal wave of future data demands that telcos find ways to keep costs down, even as their network capacity continues to grow. It also calls for a creative approach to monetizing all these extra assets with the latest in high-quality, highly-personalized services.

Teradata Integrated Marketing Cloud offers a complete toolbox for tackling this challenge from both directions, allowing marketers to deliver much more for less through automation.

The Power of Individualized Landing Pages

Individualized landing pages are an effective means to extend the performance of email campaigns and guide customers smoothly to sales conversion.

A landing page showing relevant content means that customers arrive where the telco wants, just a click away from conversion into sales. Furthermore, as people access the content on the landing page and click through the pages, they automatically provide valuable insights into their interests to help build further Individualization. This information can be gathered and analyzed using sophisticated Web analysis tools. When made available to digital marketing systems it can fuel powerful one-to-one communications, for example to approach shopping cart abandoners.





Conclusion



Conclusion

Telcos face a complex and diverse range of challenges but their most basic need is this: to provide the best possible customer experience, even when resources are tight.

Teradata provides the solutions to understand how customers are behaving and feeling about services so that telcos can engage with them more effectively. By breaking down traditional organizational silos and automating the farming of 'big data', Teradata Integrated Marketing Cloud enables marketers to individualize offers and build genuine customer loyalty. At the same time, it allows companies to monetize that data more effectively than ever before.

Let's Make a Start...

Any successful journey starts by moving off in the right direction, but it may not always be obvious which way to go. Teradata can help by hosting a dedicated roadmap workshop to see how each customer can benefit the most from Teradata Integrated Marketing Cloud. Teradata consultants first carry out a benchmarking study of your organization's most important competitors, complete with case studies. We can even provide benchmarking scores so you can see at-a-glance where your own strengths and weaknesses lie.

The benchmarking process will generate ideas that can be combined with your long-term vision, ongoing programs, and your own ideas for new measures to tackle your biggest pain points.

Then we mingle these ideas and prioritize them, assessing factors such as effort and impact, calculating the business case and identifying quick wins. This ultimately leads to a shortlist of priority measures and pain points that can be carried forward into a pilot phase to collect feedback and measure results.

After any necessary fine tuning, we can then roll out the optimized program of improvements across your business.

For more information on how Teradata Marketing Applications can help power your marketing, please visit **marketing.teradata.com**

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