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TOP MARKETING EXPERTS

Share Tips on Achieving Individualized Marketing:
MARKETING AGILITY



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FOREWORD

Today's digital-first consumer communicates, watches, learns, listens, browses, and buys online—every day, right at their fingertips. In fact, a 2014 Nielsen study found the average American owns four digital devices and spends 60 hours per week consuming information, alternating among them. They very much define their own experiences before many brands even have a chance to introduce themselves. Marketers are racing to compete by addressing channels as they pop up—often losing sight of the customer, and failing to weave together a cohesive brand experience.

Conversely, the expectations of marketers to manage spend and resources, prove ROI, and execute a meaningful, omni-channel customer experience is increasingly amplified.

By integrating the wealth of insights on the known customer with the digital data that anonymous audiences are leaving behind, marketers can understand consumers as individuals. Empowered with those insights, they're better able to adapt to the individual's changing needs in real time. This agility enables marketers to consistently deliver an effective customer experience across all channels of choice.

Welcome to the age of Individualized Marketing.



Regards,

David Panek

Vice President, Marketing, Teradata Marketing Applications

Across his 24 years of experience, Dave has held leadership roles in marketing, product management, and consulting at both startups and companies including Aprimo, Unica/IBM, Oracle, SPSS, and Epiphany (now Infor). His domain expertise includes real-time marketing, marketing operations, campaign management, and digital marketing. David holds an MBA from Loyola University Chicago.

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Improve marketing agility and connect with customers as individuals across every channel with the Teradata Marketing Applications.

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Businesses in all industries are learning to use individualized customer data in their engagement strategies. However, accomplishing true individualization has been challenging for many companies because of a lack of resources; shortfalls in data quality, analysis, and understanding; and an inability to execute meaningful communications with consistency and relevancy. To better understand what is working, and with the generous support of Teradata, we posed the following question to over 45 experts who are heading up Individualized Marketing strategies:

What advice would you offer a fellow marketing executive to help ease the transition to Individualized Marketing?

Although their approaches are as varied as their businesses and markets, these experts shared many insights. For example, you'll learn the importance of integrating individualized data across the enterprise for use in all engagement channels. It is the integration of that data that enables true one-on-one customer engagement, and makes Individualized Marketing especially powerful.

Of course, there is a lot more to it than that, and I'm confident you will find many valuable insights in this e-book—insights that will strengthen and enrich your own Individualized Marketing strategy.



All the best,
David Rogelberg
Publisher



Mighty Guides make you stronger.

These authoritative and diverse guides provide a full view of a topic. They help you explore, compare, and contrast a variety of viewpoints so that you can determine what will work best for you. Reading a Mighty Guide is kind of like having your own team of experts. Each heartfelt and sincere piece of advice in this guide sits right next to the contributor's name, biography, and links so that you can learn more about their work. This background information gives you the proper context for each expert's independent perspective.

Credible advice from top experts helps you make strong decisions. Strong decisions make you mighty.

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CUSTOMER STORIES ADD MEANING TO INDIVIDUALIZED DATA



**DAVID
EDELMAN**

Global Co-Leader, McKinsey
Digital Marketing and Sales,
McKinsey & Company

David Edelman is a recognized practitioner and global thought leader on digital transformation. He has helped organizations make the strategic, organizational, operational, and technology changes needed to drive digital sales growth. By setting strategic direction and working with clients to set up processes, analytics, and go-to-market programs, his teams deliver better performance and build clients' capabilities to sustain it. He is the author of two leading articles for the *Harvard Business Review* and a LinkedIn blog with more than one million followers.



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Individualized Marketing is a powerful tool for speaking to an individual customer throughout their experience with a brand. It involves a lot more than capturing and sharing individual data across channels, and it's more than simply aligning timely messages across channels.

"To be successful," says David Edelman, an early pioneer and longtime digital marketing practitioner, "you must understand the customer. You must recognize that not all customers reach their destination in the same way. You must be able to recognize where a customer is in their pursuit at any touchpoint in any channel. And you must be able to respond appropriately to that customer, through any channel, at any moment in time." Accomplishing that, he says, is the goal of Individualized Marketing.



You must be able to respond appropriately to a customer through any channel, at any moment in time.



KEY LESSONS

- 1 Using a customer's digital footprints to identify the nature of their requirements, you can present them with appropriate content that fulfills their requirements.
- 2 Individualized Marketing enables companies to more effectively drive cross-sell opportunities and drive better engagement performance within segments.

CUSTOMER STORIES ADD MEANING TO INDIVIDUALIZED DATA

Successfully executing an Individualized Marketing strategy begins with two fundamental understandings:

- **Your objective is to help customers at every touchpoint they have with your brand.** Each customer has objectives they want to achieve. Whether it is buying a product, gaining knowledge, or seeking entertainment, every customer is trying to accomplish something. Each individual takes their own steps in their own time, using their own criteria. It is the marketer's job to help guide the customer to a satisfactory outcome. "The mindset first and foremost is you are helping people," says Edelman.
- **The second thing is you must learn about the customer's experience.** This involves talking to people to understand their stories, why they look at the things they look at, why they make the choices

they make. "Capturing individual data is absolutely important and absolutely critical. But all too often, marketers are missing the story that gives the data its meaning," explains Edelman.

Once you do the qualitative research that illuminates customer stories and enables you to develop decision models, then you have a contextual framework for categorizing and interpreting certain kinds of behavior. "This adds tremendous value to the individualized data you capture" says Edelman. For example, you might identify categories of behavior like "entertainment-browsing" or "purposeful shopping." If you use a customer's digital footprints to identify the nature of their requirements and where they are in the process, you can present them with appropriate content that fulfills their requirements.

"The mindset first and foremost is you are helping people."

CUSTOMER STORIES ADD MEANING TO INDIVIDUALIZED DATA

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Capturing individual data is absolutely important and absolutely critical. But all too often, marketers are missing the story that gives the data its meaning.”

Knowing how to respond to a customer at any moment in time is based on several factors, including what you already know about that person from prior engagements, what they are clicking on in that moment, their clicking patterns, and the path they are taking through customer touchpoints you are monitoring. It can also include other contextual data such as location and environmental factors.

Companies that do Individualized Marketing well think in terms of managing business segments and segment performance. They are able to more effectively drive cross-sell opportunities, and they can drive better engagement performance within those segments. For example, a retailer might identify several segments, such as the aforementioned

“entertainment-browsing” and “purposeful shopping.” Another one might be “moms who shop for everyone in the family but themselves.”

Edelman says, “If the retailer can get one of those moms to cross the aisle and begin shopping for herself, this would be a huge upside.” This approach could be successful if the retailer understands that segment behavior, they know this individual, and understand what is on this person’s mind. Using individualized data to identify a customer as one of those “moms who shop for everyone in the family but themselves,” the retailer is able to show that individual certain products and make deeper offers at just the right times and places to induce her to cross the aisle.

INDIVIDUALIZED MARKETING WORKS DIFFERENTLY IN DIFFERENT MARKETS



EDWARD NEVRAUMONT

Chief Marketing Officer,
A Place for Mom

Edward Nevraumont is focused on helping companies grow. He led the turnaround of A Place for Mom, he was an executive at Expedia, and he spent four years at McKinsey working globally in locations including Australia, Nigeria, Denmark, and the Congo. He is author of *The Ultimate Improv Book*. His next book is an exploration of the counterintuitive notion that being good is better than being excellent. He has an MBA from Wharton and an undergraduate degree in physics.



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Edward Nevraumont, chief marketing officer for A Place for Mom, says that Individualized Marketing is important to a business like his, which helps elders find living situations based on their needs and preferences.

“The advisor-family relationship is the core of our business,” says Nevraumont. Establishing and cultivating that relationship, and providing good service to customers, only happens through an in-depth understanding of each person.

Nevraumont describes three factors that make Individualized Marketing possible in his business:

- **Use opt-in, customer volunteered information.** This information is usually initially gathered on the website by offering choices and using filters, but the real detailed personal information comes through one-on-one engagement with an adviser.



You need to identify the need states of your customers and then tie your marketing messages to as many of those different need states as possible.



KEY LESSONS

- 1 Establishing a personal relationship, and providing good services to customers, only happens through an in-depth understanding of each person.
- 2 Identifying the need states comes largely through analyzing customer-volunteered information.

INDIVIDUALIZED MARKETING WORKS DIFFERENTLY IN DIFFERENT MARKETS

“We have customers talk to advisors, and we ask them what exactly they want in a living situation.” The advisor collects lots of personal information, such as whether they prefer a small, intimate community, or a big community with lots of activities. Do they play bingo, or do they like gardening, or do they like great views, or do they like swimming. Do they have acuity needs, what are their budget requirements, and a great deal more. Based on all this information, the advisor makes recommendations for places to visit, and then captures feedback from those visits. “It’s letting customers decide what they want rather than trying to guess based on incomplete information,” says Nevraumont.

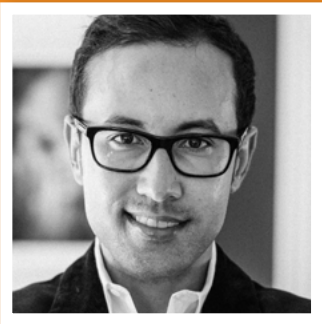
- **Market to the different need states.** Nevraumont says, “You need to identify the needs states of your customers and then tie your marketing messages to as many of those different need states as possible.” In the case of A

Place for Mom, that’s a matter of understanding needs expressed by customers, and being able to satisfy them by saying yes, we can help with independent living, we can help with senior living, we can help if you are looking for a place for your mom, or yourself, we can help with home care, we can help if you want to do gardening, we can help all of those need states. Identifying the need states comes largely through analyzing customer-volunteered information.

- **Make your message relevant to what people are looking for at that moment in time.** “If they signal their interest in something, you must respond directly to that individual interest,” says Nevraumont. For example, if someone searches on Google for cheap umbrellas, your ad should show them cheap umbrellas. If you show them luxury umbrellas, or a generalized list of accessories, you will be less likely to convert.

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If they signal their interest in something, you must respond directly to that individual interest.
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INDIVIDUALIZED MARKETING IS ABOUT MARKETING TO REAL PEOPLE



**JOSEPH
COLE**

Vice President, Marketing,
Avanoo

Joseph Cole's early career began at Paramount Pictures. He then became a "Mad Man" working with many of today's leading ad agencies and brands. Cole has now transitioned to the client side and is the vice president of marketing for Avanoo. Joseph's marketing strategies encompass a blend of human behavioral science, inbound marketing, design, and grit. Cole grew up in New Zealand, currently lives in San Francisco, and frequents Africa where he's involved in elephant and rhino conservation.



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Joseph Cole, vice president of marketing for Avanoo, says that the best advice he can give to marketers making the move to Individualized Marketing is to understand their buyer persona. "I think a lot of marketers forget that we're all human and we're marketing to people. It's extremely important to understand behavioral psychology," he says. "It doesn't matter if you're marketing to a big brand or a small brand, big cooperation or small cooperation, or if it's business to business or business to consumer, what really matters is that you understand what motivates your buyer."

Understanding that motivation can be tricky, but Cole suggests the best way to learn that motivation is just to have a conversation with the buyer. "You've got an existing customer database of who your ideal customer is. You should speak to them. Find out what it is that they want in life just in general, understand their pain points in their personal life but also the pain points in their business role, and understand why or what sparked their interest with the product you're trying to sell."



I think a lot of marketers forget that we're all human and we're marketing to people.



KEY LESSONS

- 1 It's easy to forget that you're not marketing to a persona. You're marketing to actual people, and individualizing that marketing creates deeper, more meaningful relationships.
- 2 Individualized Marketing might lead to fewer leads, but those leads will be better qualified.

“That can be as simple as putting together a quick and dirty survey or questionnaire,” says Cole. He points out, however, that even a simple survey should be sent to your best customers. “Otherwise,” he points out, “The types of responses that you’ll get back are probably not the types of responses that you need.” Collecting that data will help you develop and articulate an Individualized Marketing message that speaks to customers on a one-to-one level.

“Individualized Marketing is really more of a psychological analysis where you can really understand the right language

and how to reach the buyer,” says Cole. “Really understanding what the motivations are so that you can understand what the triggers are and what is going to get them to react to something that you’re sharing with them. What matters is that you understand who it is that you’re marketing to.”

The next step to Individualized Marketing, according to Cole, is creating relevant content that informs the buyer and helps supports their process with your brand. He says it helps to have a marketing funnel that moves the buyer through each stage in the process.

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Individualized Marketing is really more of a psychological analysis where you can really understand the right language and how to reach the buyer.
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The best way to build that relationship is by giving your prospects and customers value in exchange for what they'll give you.

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“The content has to be of value because customers are not going to give you something—like their name and their email address—without you giving them something of value in return. It’s about building that relationship, and the best way to build that relationship is by giving your prospects and customers value in exchange for what they’ll give you—the information that you’re looking for to qualify them.”

The key to success, says Cole, is to remember that as you move to Individualized Marketing, the nature of your relationship with your customer changes. Speaking from his

own experience in online and television marketing, he explains, “You can do a large brand campaign and get a ton of leads and that might seem great. You might get a lot of people coming into your funnel, and once you become more individualized, you might not see as many leads because you’re speaking to a specific person with a specific pain point. But the relationship is a better relationship. You’re not going to see as many leads but you’re going to see better leads. It’s kind of like a ‘duh’ moment but I think it’s important to see that.”

SUCCESSFUL INDIVIDUALIZED MARKETING REQUIRES HUMAN SENSITIVITY



**WENYU
ZOU**

Assistant Vice President,
Global Digital Marketing,
Kiehl's Since 1851 (a subsidiary
brand of L'Oreal)

Wenyu Zou serves as the head of global digital marketing at Kiehl's. Her expertise lies in global integrated marketing communications thanks to her years of experience in brand building with fully integrated digital force both in the United States and her native China. She has produced award-winning brand campaigns in her recent practices in the United States and has successfully launched brands, including Giorgio Armani Cosmetics and Kiehl's, and rapidly led them to become market leaders in China.



Website



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Brands making the transition to Individualized Marketing should consider not only how it can help them to generate more business, believes Wenyu Zou, but also how they can add true value to people's lives. To do so, it's important to engage consumers in a way that acknowledges their unique interests and preferences, thereby fostering long-lasting loyalty.

Says Zou, "It's really easy to drown in the data and stereotype people, but humans have feelings." For example, many people might appreciate the convenience of Amazon's recommendation feature for books, which tailors suggestions to them, because they feel comfortable knowing the suggestions are based on their book purchasing record and the offer feels helpful rather than intrusive.

Consumers also want to be in control of their personal information and how much of it is shared.



It's really easy to drown in the data and stereotype people, but humans have feelings.



KEY LESSONS

- 1 Although they appreciate the convenience of individualized messaging, consumers want to feel that they are in control of their personal information.
- 2 When building a brand model, it's important to account for the influence that marketing messaging may have already had on your existing customers.

SUCCESSFUL INDIVIDUALIZED MARKETING REQUIRES HUMAN SENSITIVITY

For example, while recently browsing her social feed, Zou suddenly saw a promotional post in Chinese, her native language, from one of the banks she does business with. "It's my own social feed, and it stands out because it's in a different language and all my settings are in English," she explains. "I don't enjoy the feeling of being overly exposed. They are sending information to me in a way that makes me feel like I am being stalked. It's not a good feeling."

Zou also believes that it's important to consider how to create relevant predictive data. Historical data most often forms the basis of such predictions, she says, but, "What's most important is what's next: the predictive part. Our further relationships with the consumer actually start in the future."

She recommends building a brand model with three layers of data. The first layer is a behavior model of your existing customer base and how they are interacting with your brand. The second layer involves lookalikes, similar to your existing customers, who could potentially become your customers as well. These first two layers, although helpful, also pose an inherent challenge. "They can be a bit deceiving because the first layer, your consumer's behavior, reflects the results of your brand influence on them. If you keep on pushing anti-aging skincare products, for example, then you will find your consumers value anti-aging products more than they otherwise might," Zou explains. As a result, the data might not fully reflect the complete profile of the consumer that you want to retain and recruit.

“What's most important is what's next: the predictive part. Our further relationships with the consumer actually start in the future.”

SUCCESSFUL INDIVIDUALIZED MARKETING REQUIRES HUMAN SENSITIVITY

To mitigate that potential problem, it might be helpful to consider adding a third layer - a broader set of human behavioral data. For example, a consumer might be interested in wedding-related content for quite a while, but after several years, her interests might have changed and she is now particularly interested in baby-related content. At this moment, seeding wedding-related content won't make sense anymore. On the contrary, the brand intention of a continuous communication will very likely turn the consumer off because it is exactly the opposite of a true personalized consumer experience.

Finally, Zou feels it is especially important to keep a strong focus on execution when making the transition to Individualized Marketing. "I think most people use data to inform execution. The case mix index team and the analysts are often working on their marketing message before the creative is fully developed. When it goes to production and distribution, people often don't go back and cross-check to make sure the end delivery hits the mark," she says.

For this reason, she advises that brands make sure to validate their execution against the original data and insight before launching. Doing so will help brands avoid delivering messaging that, because it is not fully relevant to the target audience, could lead consumers to lose interest in the product or even the brand. A recent case is that many brands jumped on the "Lunar New Year" trend to celebrate the "Year of Monkey" with their targeted Chinese (heritage) consumers. However, a big percentage of the brand creative with a "Monkey" image actually led to criticism as the "Monkey" was not interpreted in an aesthetic that's friendly to the targeted audience. The original insight is great, but the end execution failed the total effort.

Overall, if marketers adopt an approach that incorporates human sensitivity and makes sure that consumers feel the company cares about them, Zou advises, there is potential to see great success with Individualized Marketing. In taking these steps, marketers can create a brand that makes consumers feel that the company really knows them and delivers value to them, generating strong and lasting customer loyalty.

IN INDIVIDUALIZED MARKETING, DATA IS EVERYTHING



GABRIEL LAZARO

Vice President, Head of Digital for Latin America, Chubb

With top positions at Jamba (Rocket Internet embryo) & Fox Mobile Group (News Corporation) and AIG, Gabriel Lazaro developed global digital marketing strategies. In January 2016, Lazaro joined Chubb, the world's largest publicly traded property and casualty group, as vice president head of digital for Latin America. Cofounder of StartupHub.NYC with the objective of supporting international tech startups that want to accelerate their landing, scaling, and fundraising in the United States, Lazaro has served as an advisory board member and angel investor.



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When it comes to Individualized Marketing, it is important to recognize the customer is not thinking about which department they are engaging with when they do business with you. They simply view the interaction as if they are engaging with your business and your brand.

“When the customer needs to solve a problem or is looking for a specific product or service, they don’t care what business unit they’re dealing with,” says Gabriel Lazaro, vice president head of digital for the Chubb group. However, addressing customers as individuals is a challenge for many companies because of the way organizations traditionally work. Each operational unit within the enterprise works in semi-isolation with its own agenda. “The challenge is to put the customer into the center of the business, and then develop products, services, and marketing activities around the customer,” says Lazaro.



The challenge is to put the customer into the center of the business, and then develop products, services, and marketing activities around the customer.

KEY LESSONS

- 1 Adding value for the customer is the ultimate goal.
- 2 Effective Individualized Marketing keeps customers more deeply engaged with a product or service, beyond price or other factors that are also important.



IN INDIVIDUALIZED MARKETING, DATA IS EVERYTHING

To do so, Individualized Marketing goes beyond the idea of traditional marketing. The company needs to develop a customer-centric mindset that sees the customer relationship from a product perspective, a service perspective, and a marketing technology perspective. "You need to coordinate the approach with the rest of the departments to make sure that this interaction is unique and really adds value to the customer," says Lazaro.

This approach is especially important in the insurance business, where every quote

is unique, depending on the products and the customer. To do so, you must have data that is unique to the customer, and that data must integrate across the enterprise. "Data is everything. We have thousands of data entry points," says Lazaro. Some data comes from the customers themselves through traditional entry points such as account creation, the call center, and the quote center. A lot of it comes from watching how customers interact across the entire Digital ecosystem like the website, mobile or social media.

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IN INDIVIDUALIZED MARKETING, DATA IS EVERYTHING

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“You need to define key performance indicators in everything that you’re doing, and then constantly test and measure those KPI,” Lazaro says. “You are always adding variables and testing to see which individualized elements work with a customer and which ones do not.” Sharing data across the organization is a critical success factor. Lazaro says, “There need to be bridges between the different departments and data entry points so that data flows fast and smoothly.” This method makes it possible to look at individualized data holistically in the context of providing the greatest value to that customer at any moment in time during an engagement—and to move nimbly in adjusting resources and spend for the best result.

Adding value for the customer is the ultimate goal. This means making relevant offers that relate to what the customer needs, and making

those offers at the right time, in the context of the right products, and in the appropriate channels. It means giving value to the customer at every moment of their engagement. “If I am a customer, I want to have the feeling the company understands me, and they are bringing me something related to my need,” Lazaro explains.

The value of Individualized Marketing to the business is building stronger, longer-term customer relationships. “If I’m not a customer but they know and understand me, I’m more likely to purchase a product,” he says. “If I’m already a customer and they contact me knowing who am I and what my needs are, then probably I will buy more.” Effective Individualized Marketing keeps customers more deeply engaged with a product or service, beyond price or other factors that are also important.

INDIVIDUALIZED MARKETING REQUIRES A FOCUS ON CUSTOMER PAIN POINTS



**JARED
JOHNSON**

Principal,
Ultera Digital

Jared Johnson, principal and digital marketing senior advisor with Ultera Digital, is a thought leader and consultant with 13 years of experience researching, recommending, designing, and developing digital marketing solutions and strategies for health care and technology organizations, from start-ups to the Fortune 500. He is a blogger, speaker, and host of the *Health IT Marketer Podcast*.



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When making the transition to Individualized Marketing, Jared Johnson believes it's necessary to shift from a company-centered approach to one that puts the customer at the heart of the conversation. "Figure out how you are addressing your customer's pain points," he advises, "Because most people are no longer satisfied with finding out about your product's features and benefits."

Taking an Individualized Marketing approach involves understanding what your target audience wants and needs to overcome, and then determining the best way to meet those needs.

In doing so, explains Johnson, "You're telling them first and foremost that you care about them, but you're also making an emotional connection because you've given them something useful before they've bought your product." That positive emotional connection can inspire brand loyalty and lead to improved sales.



You're telling them first and foremost that you care about them, but you're also making an emotional connection because you've given them something useful before they've bought your product.



KEY LESSONS

- 1 An Individualized Marketing approach requires putting the customer's needs and concerns at the heart of the conversation.
- 2 By answering customers' questions and addressing their pain points, a company can create an emotional connection that inspires brand loyalty.

INDIVIDUALIZED MARKETING REQUIRES A FOCUS ON CUSTOMER PAIN POINTS

Johnson saw this firsthand when he was working with a Fortune 500 medical device company. The entire marketing team for the division, a unit of about 100 people, was undergoing the transition to Individualized Marketing at the time. The company sold devices to doctors that were used in an invasive medical procedure that was often very uncomfortable and expensive. Because these devices were implanted in the body for a long period of time, prospective patients tended to have questions and concerns.

Although, technically, the doctors were the customers because they were purchasing these devices, the company chose a patient-oriented focus. Explains Johnson, “Instead of centering its message on the features and benefits of the

implant, the company focused on answering patients’ questions.” As part of that strategy, the company created a community of former patients to serve as patient ambassadors. Having undergone the operation associated with the device themselves, the patient ambassadors understood what questions new patients might have and could share their positive experiences with the implant with prospective patients.

“The patient website that the company created to answer those questions was based on pain points—things that were of concern to those patients,” says Johnson. The company understood that if it could answer prospective patients’ questions, those patients would feel much better about the operation.

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The patient website that the company created to answer those questions was based on pain points—things that were of concern to those patients.

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This customer-centric approach led to increased sales. Explains Johnson, “At the end of the day, it affected how many devices were sold. If patients weren’t willing to sign off on the operation, then the company wasn’t going to sell those devices.” The company was able to do this because it had data indicating how many patients it expected to reach by focusing on patients’ needs instead of speaking exclusively to the doctors. By adjusting its approach to focus on the end user of the product rather than the doctors to which the product was sold, the company was able to achieve better results.

Although this strategy can be applied to many marketing methods, Johnson believes it is especially effective when applied to content marketing. Consumers are searching for information that answers their questions, helps them become more knowledgeable about an issue that is relevant to them, or solves a pain point they are experiencing. Content that addresses their needs and delivers consistent value to them is one of the most valuable investments a marketer can make.

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