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CAMBRIDGE MARKETING REVIEW

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Your Chance
to Soar

International SEO

FEATURES

Soap Operas for
the Mobile Age

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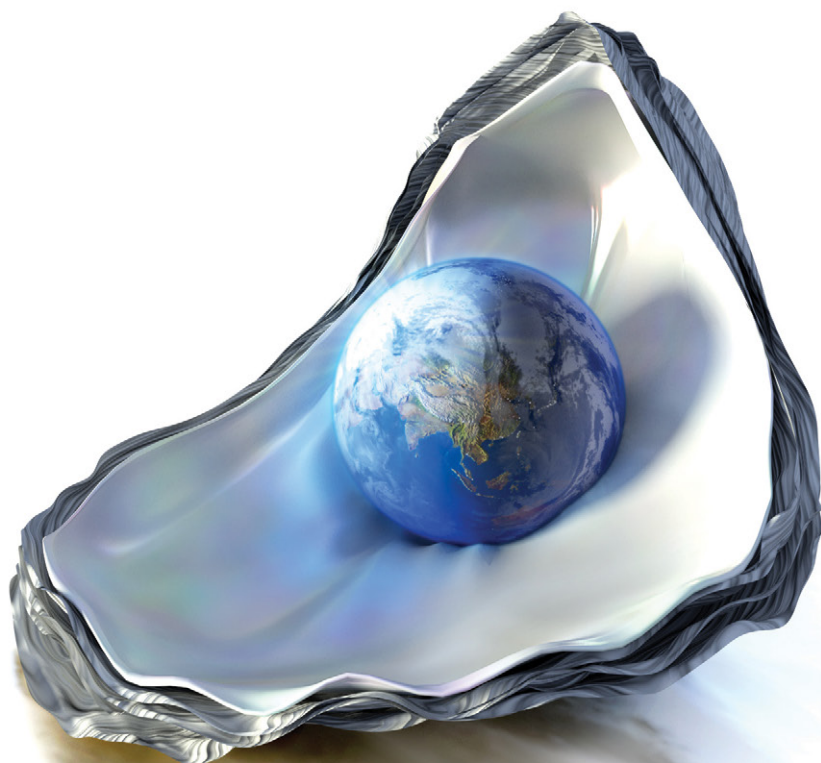
Agile for Marketing

VIEWS

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CAN BREXIT BE AN ACQUIRED TASTE?

ISSUE 12 WINTER 2016/17

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TOPICS

For marketing leaders focusing on future proofing their businesses, the primary challenges are around communication and leadership.

 Brains and Brands in a Digital World	 Digital Transformation: Do or Die?	 Making Innovation Happen	 The Art of Social Listening
 Ready, Steady, Regulation	 Convincing the CFO that Marketing has Real Value	 Think Forward - Social Trends, AI, & Dark Data	 Data & Insight: Focusing Externally NOT internally

SPEAKERS LINE-UP

 SIMON CARTER VP & HEAD OF FIELD MARKETING FOR SALES	 KIRSTY MONTGOMERY INTERNATIONAL CRM MANAGER	 TOM OLLERTON INNOVATION DIRECTOR	 AL MOSELEY PRESIDENT & CCO	 MEV BERTRAND CONSULTANT	 ROSEMARY SMITH DIRECTOR	 DEANNA PENDLETON GLOBAL PURSUIT LEAD	 DIANE PERLMAN GLOBAL CMO	 CLIVE ROACH DIRECTOR DIGITAL SOCIAL MEDIA, BRAND COMMUNICATIONS, GLOBAL
								

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2 EDITORIAL

THE BREXIT EFFECT**4 BREXIT: YOUR CHANCE TO SOAR?**

Andrew Hatcher on the changes that we now face in the geopolitical upheaval following Brexit

8 DISCOVERING INTERNATIONAL SEO

Ellie Morgan breaks a complex subject down into (hopefully) understandable chunks

FEATURES**12 REINVENTING SOAP OPERAS FOR THE MOBILE AGE**

Mike Berry presents a case study on the use of mobile technology in the Indian subcontinent

16 CAMBRIDGE ANNUAL MARKETING LECTURE 2016

Simon Ward, chief executive of iFly at the 2016 annual Cambridge Marketing Lecture at St John's College

22 DAM FAQ

Jenny Ridge MCIM, Head of Marketing at Third Light Ltd, considers a challenge facing all marketers today

26 AGILE FOR MARKETERS

Graham Berridge on Agile techniques of use to marketers in the executions of new business development

30 BE AWARE — BE PREPARED

The general data protection regulation will impact on every organisation and database, warns Terry Savage

36 GOOD FOR YOU?

Anna Mullenneaux of Pimp My Cause helps you improve the world and enhance your marketing capabilities

40 THE CAMBRIDGE MARKETING REVIEW ON AIR

Kiran Kapur on the Cambridge Marketing Review Radio Show's fifth season on Star Radio FM101

VIEWS**44 TECHNOLOGY REVIEW**

A selection of some new marketing technologies selected by Andrew Hatcher

46 MARKETING BOOK EXTRACT

Nick Wake discusses the purpose of Internal Communication and its impact on engagement and product development

49 INTERNET OF THINGS

Lip-Min Khor on automotive supply chain impact and strategic marketing response

54 THE STORY BEHIND THE UK MARKETING NETWORK

Simon Lewis: The UKMN has become the largest social network for marketers in the UK with 64,000 members...with support from Cambridge Marketing College

EDITORIAL

From Charles Nixon, Publishing Director of
Cambridge Marketing College



CHARLES
NIXON

The times they are a-changing,” as the new Nobel Laureate once said. And they certainly are. In the 35 years of my business life I have experienced many shock waves in the business world, but never so many together. When the College was founded

in 1991, the Conservatives were in power in the UK with a small majority and was split by the issue of the EU and the euro. The political dilemma over whether to be inside or outside the euro ended with Black Wednesday in September 1992 with interest rates rising 50% in a day! Now that’s uncertainty.

Peter Drucker wrote his famous book *Managing in Turbulent Times* in 1994 and during the last quarter of a century the world has started developing in unexpected and uncertain ways. Business models have changed, entrepreneurs’ motivations have changed and technology is enhancing the ability of wealth creation, but not, it seems, the spread of that wealth. And the latter seems to be motivating the dramatic changes in our geopolitical landscape. Whilst the impact of Brexit is still being negotiated and the policy impact from the USA election is still being formulated, we await further changes in the European political scene. Adding this to the technological changes and social evolution that we are undergoing, marketers need to understand better than anyone else the implications for these changes.

In this edition of the Cambridge Marketing Review we start our first exploration of the impacts of these changes – a theme which we will continue during 2017 as we explore Marketing Version 4.0.

Andrew Hatcher in his Opportunity Audit article discusses how to respond. We look at the implications for our SEO strategy in the international context and consider how we should manage our digital marketing assets. We consider the creation of a successful Blue Ocean strategy in the 2016 Annual College



lecture. In addition, we have articles on the emerging themes of the Internet of Things and on the need for Agile marketing.

Last but not least we have important news on the development of the College as we take over the leading marketing social media site, the UK Marketing Network.

I hope you enjoy the magazine and as usual we would be grateful for your comments and suggestions:
editor@cambridgemarketingpress.com

*Charles Nixon
Publishing Director
January 2017*



Charles Nixon is Publishing Director and a Founding Director of Cambridge Marketing College. He has many years of marketing experience across a broad range of industries including textiles, software, telecommunications and financial services. Charles has an MBA from Warwick Business School and is a Fellow of CAM, CIM and the Royal Society of Arts.

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BREXIT...



Your chance to soar?

Andrew Hatcher shows us how to take a strategic view of the changes that we now face in the geopolitical upheaval following Brexit



ANDREW HATCHER

As worries and predictions about the effect of Brexit ripple through all available media streams, the reality that emerges for many is that, irrespective of whether you wanted to leave or stay, your business now has to deal with the situation and make it work.

There are few, if any, clear outcomes as we all know, but one element that seems to be fairly likely is that while we will end up with some sort of Switzerland-type modified deal trading with the EU, we will also be introduced to the potential of working more widely with other economies that we already have relationships with and with whom closer trade terms may be developed in the medium term. Countries such as South Korea, Singapore, Malaysia, Australia and of course India have already indicated a readiness to talk when the time is right.

So this means that we may have ended up in a unique situation being the only large economy with one foot loosely still inside the EU trade area whilst potentially having the freedom to trade effectively and more competitively elsewhere at the same time. There is little doubt that this position will be thoroughly tested by all sides, and there are no guarantees either way, but there does seem to be the possibility of an upside for UK businesses if things fall in any of a number of interesting ways.

THE 'NEW NORMAL'

Changing the mindset of any company to look at and see opportunity in new markets is always going to be a challenging one, and, moreover, one that needs something that has seemed to have slightly fallen out of favour – strategic planning.

Before considering the opportunity in full, it may be important to consider some of the immediate changes in behaviour that companies may face when planning. Within the UK itself, which is of course of major concern for many, there is evidence already that consumers have become passive about, if not actively dissuaded from, making purchasing decisions largely as a result of the inherent uncertainty that the decision to leave has introduced.

At the same time, corporations seem also to be sensing a potential plateauing or decline in sales, and without confidence in future cash

flows are delaying or shelving investment decisions. This combined sense of uncertainty about what might happen and how customers, competitors and suppliers might react has the potential to bring about a hiatus in the economy as we wait for things to return to some sort of normal. The one thing that is fairly certain, however, is that little will be settled for some time (general predictions seem to favour the first quarter of 2019) so the sooner we start planning for a “New Normal” the better.

SLASH YOUR PRICES

Those companies whose customers show signs of dithering will need to redouble their efforts to convince consumers to purchase. Doing so through sales promotion and constant pricing offers is one route, however there is a danger that this leads only to constant deflation. A better route might be to adopt an approach where companies are constantly looking to increase the value of what's offered, through product enhancements, extensions and innovation. The UK is still one of the largest and most innovative economies in the world and what remains clear (especially to a certain Cambridge-based technology giant ARM) is that the rest of the world wants a part of that market and the depreciation of the pound has provided a great opportunity for import substitution.

Outside the UK market, British companies will have to fight harder to retain the share that they currently hold in EU markets, let alone to increase that share. There may be respite in the shape of the pound's depreciation, making British products more competitive at least over the short term. If companies do nothing else they should all look at their EU price lists and take a good slice off immediately, instantly making the UK offer more attractive than the local supplier offer. If there is more than a little risk up for grabs, those same companies might like to consider addressing themselves to the reach that their websites and digital marketing channels give them.

The rest of this article is consequently focused on providing a framework which can be used to generate a sense of what opportunities there might be for any business that can look forward at least two years, and to start to develop an approach which can exploit them. We are calling this process an Opportunity Audit which, like other audits, will enable you to take stock of what you have and consider what options might lie ahead.



THE OPPORTUNITY AUDIT

The Audit identifies a number of areas of investigation where potential future opportunities can be researched and assessed for appropriateness.

Where do we see opportunity?

We see it outside but we also need to look inside the organisation.

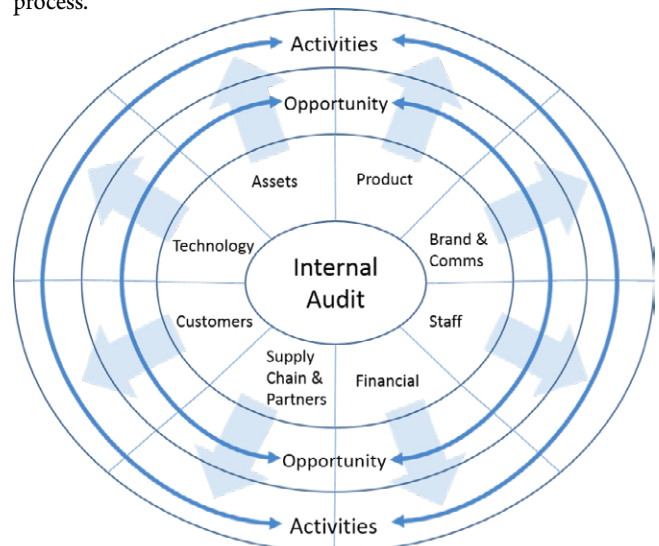
There is an external but there is also an internal audit to be done.

INTERNAL AUDIT

In doing our Internal Audit we need to consider:

- Current product/service portfolio** – Do any of the components or our current portfolio have applicability in new ways in light of the changes or, more specifically, in some of the new markets that may be open to us?
- Brand** – Does our existing brand and its collateral, values, positioning, design and so on have the ability to stretch beyond traditional borders and be appropriate and ultimately applicable in new markets?
- Financial** – Do the changes in exchange rates allow any of our products or services to become significantly cheaper in existing or new markets which will allow us to undercut the competition and acquire new customers?
- Current assets** – Do any of our current assets have spare/unused capacity that could be applied to address opportunities in new markets?
- Staffing and knowledge** – Do any of our staff have skills, experience or knowledge that could help us exploit any opportunities that already or may exist as the situation develops and new markets become more accessible? If not, are they opportunities to recruit staff with such capabilities?
- Existing Supply Chain** – Do any of our existing supply chain partners have other products, connections or operations that could help to exploit new opportunities?
- Existing customers** – Do any of our existing customers operate in any of these new markets and can we work with them to expand our provision to them or to their networks?
- Technology** – What technology assets or implementations do we already have that could be leveraged to enable easier access to new and existing markets?
- Partnerships** – Do we have any existing partnerships that could be extended or redefined to address opportunities in any new or existing markets?
- Communications** – Do we have any marketing assets, knowledge or experience that could be leveraged to enable quicker and more efficient access to new markets and adapted for existing markets?

Within each area we need to establish what specific opportunities each creates and then what activities we need to undertake as an organisation to exploit those opportunities. The diagram below lays out the process.



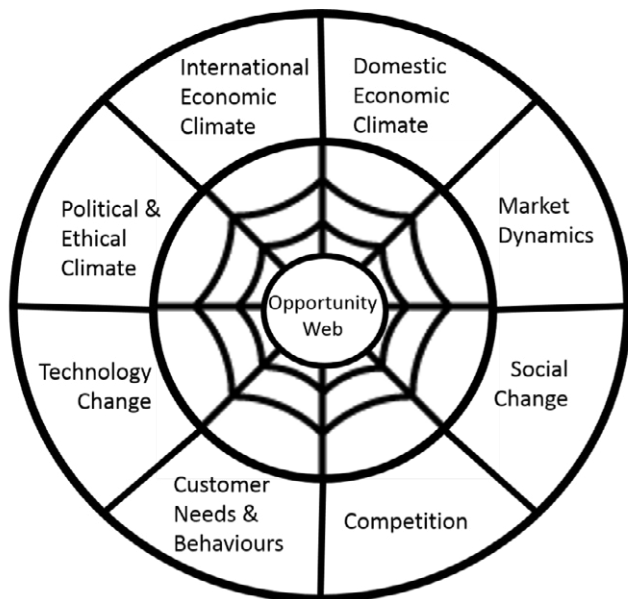
EXTERNAL AUDIT

In performing the external audit we need to consider a new approach to evaluating the environment that supercedes the standard PESTER assessment which we are calling the Opportunity Web.

An Opportunity Web can be created which considers not only the opportunities that arise from each element but also the interrelationships between them.

We need to consider:

- The political climate
- Market dynamics including both local and global technology changes
- Social change – especially that of target customers
- Ethical aspirations
- Domestic economy
- EU economy
- International economy
- Suppliers
- Competition
- Evolving customer needs, expectations and behaviours.



This analysis will stimulate the kind of mind mapping that will drive the prioritisation of activity particularly in the search for linkages between operations that allow us to create new offerings.

Most obvious of these are cross-selling and up-selling to existing customers and the marrying of technical competence with customer need. Classic historical examples of both can be seen in the insurance industry. Using information gathered from an insurance policy for one person in a household, the industry, through the technical skills of actuaries and assessment of risk, is able to identify other risk opportunities that are valid for insurance. It can be extended across

all areas from home insurance, contents insurance, travel, health, pet and so on.

Another current example exists with mobile phone companies which have gained large customer bases and are now looking to understand how to apply their technical acumen so they can connect devices to new and innovative customer propositions. In the case Safaricom in Kenya this has been the provision of financial services and cash transactions through M-Pesa.

These are just two examples but we need to look deeper and find more within our own organisation by examining the assets that we have and discovering the alternative uses they could be put to.

In both internal and external audit the questions or tests that we can apply to each area include:

- Is it possible to estimate whether this area is going to be affected by the changes and if so positively or negatively?
- What opportunities can be identified in this area that may result from the multi-market future?
- What do we need to do to exploit these opportunities?

Running through this simple audit with some open brains should produce a clutch of new ideas and opportunities that could stimulate unforeseen activities, partnerships or developments that may have previously been hidden or inaccessible.

Then the real work starts!

PRACTICAL STEPS

It would seem highly practical for each company to establish a Brexit-focused opportunity committee with marketing setting the agenda, members from as many departments as feasible, with the CEO in the chair if possible. The committee should look at the opportunities that are facing the company using the internal and external frameworks over the next 2 1/2 to 3 years with the power to apply resources and take action quickly to exploit any opportunities as they become clear.

This could be a tremendously exciting time for the marketing world and a clear and present opportunity for marketers to offer and deliver the insight that will be needed, not only to navigate the changes as they emerge internally and externally but to envision the wider opportunities that only really appear during periods of monumental change. ■

Andrew Hatcher is Head of Corporate Sales at Cambridge Marketing College and has responsibility for the catalogue of publications that are produced which, apart from the CMR, include a range of marketing handbooks as well as a set of companion study guides for those looking for deeper insights. All publications are available on our website.

Andrew has worked with Cambridge Marketing College since 2002 alongside his role as MD at the Applied Knowledge Network, a training and consultancy services company.

DISCOVERING INTERNATIONAL SEO

International SEO is a very current topic. It is not something that much is known about, and is highly complex. Ellie Morgan breaks the subject down into (hopefully) understandable chunks



ELLIE MORGAN

So to begin, what is International SEO? There are so many phrases and industry terms that have been thrown about over the past few years, and sometimes, they all end up meaning the same thing! Some of these are phrases like: international, multi-regional and multilingual.

They all boil down to the same thing: **targeting users in a specific place, with or without a specific language.**

So when we say 'International SEO' (search engine optimisation) we are referring to the process of optimising your website to rank better for your users in other countries, on alternative search engines. Or optimising your site for users in a different language.

KEY DEFINITIONS

Multilingual website: any website that offers content in more than one language. Examples of multilingual websites might include a Canadian business with an English and a French version of its site, or a blog on Latin American soccer available in both Spanish and Portuguese.

Multi-regional website: one that explicitly targets users in different countries. Some sites are both multi-regional and multilingual (for example, a site might have different versions for the USA and Canada, and both French and English versions of the Canadian content).

Geotargeting: the method of determining the geolocation of a website visitor and delivering different content to that visitor based on his or her location, such as country, region/state, city, metro code/zip code, organization, IP address, ISP or other criteria.

MAIN COMPONENTS WHEN GEOTARGETING

With the understanding that geotargeting is targeting users based on their geographic location, these are some of the main areas you can focus on:

Server locations: If you provide search engines with no clue as to where you wish to target your content, it will rely on server location as a default. However, before that happens a search engine will take other information into account, such as: language, search console options and URL.

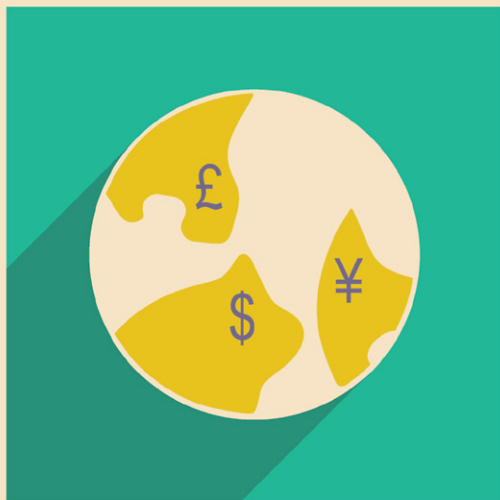
If you are targeting one location with your website, you can specify this in Google Console (Webmaster tools). This setting is only for use in targeting users geographically, so don't base your geographic target location on the language spoken!

If you wish to target more than one country, the best way to specify this to search engines and users is to tailor your URL structure. There are different layouts of URL structure that you might have noticed, some of these are better for international targeting than others. The guide here is information directly from Google's help pages:

What this table (below) comes down to is that using a ccTLD (country coded top level domain) is the preferred option, because it is clear to users and search engines of targeting intentions. However, this does depend on owning the particular domains you need.

If this is not possible, using a subdomains are the next best thing, but

	PROS	Cons
ccTLDs (country specific) eg: example.de, example.fr	Clear geotargeting Server location is irrelevant Easy separation of sites Legal requirements (sometimes)	Expensive + availability More infrastructure CcTLD requirements (sometimes)
Subdomains with gTLDs eg: de.site.com, fr.site.com	Easy to set up Can use webmaster tools geotargeting Allows different server locations Easy separation of sites	Users might not recognise geotargeting from the URL alone ("de" language or country)
Subdirectories with gTLDs eg: site.com/de/, site.com/fr/	Easy to set up Can use webmaster tools geotargeting Low maintenance (same host)	Users might not recognise geotargeting from the URL alone ("de" language or country) Single server location Separation of sites harder
URL parameters eg: site.com?loc=de, ?country=france	(Not recommended)	Segmentation based on the url is difficult Users might not recognise geotargeting from the URL alone Geotargeting in webmaster tools is not possible



is seen as not quite as good, only because it is not as clear to users where the website is for. Other options such as subdirectories are possible too, but again are not quite as effective.

Other than these set up factors for your website, there are things you can do to make sure that your website is being displayed to your target audience, and lots of these things go back to the local SEO checklist.

By optimising locally, you are targeting users based on local information, which can include local information, dialects, correct location information NAP (Name, Address and Phone) and Google business listings. Other factors like using the local currency and the most popular social networks for the region are small details that can make all the difference.

LOCAL SEO CHECKBOXES

- Is the website(s) listed on Google+ as individual locations?
- Are NAP (Name, Address and Phone) consistent across all listings?
- Have you started building links and connections with local news/interest websites?
- Do you have specified landing pages for each location?
- Are your reviews managed?

DOES LANGUAGE IMPACT INTERNATIONAL SEO?

Use of language, as you'd expect, really is a massive factor when it comes to international SEO, however sometimes it gets overlooked. It is well worth getting this one right! Non-English speaking users of the internet

are growing; just 27% of internet users are English- speaking!

So, a very common question about language is 'can I just use Google Translate?' Google created this tool for online translations so, yes, you can use Google Translate, but don't expect good results from it.

Using a proper translation will resonate far better with your chosen audience and will give you the opportunity to tailor your language to the local users. Using a translation specialist will also mean that you will get the best local dialect translations. Going down the route of using a co-worker or friend to translate a piece of content for you sometime won't account for using proper dialects, which will again resonate so much better with your audience.

There is also an argument to say that as Google Translate is technically an automated translation, it therefore violates Google's own rules about using automated text generators. There is some argument to say that Google may read these translations as spammy content.

The next thing to consider is how you use your language – using translations for the content is all well and good, but you will see better results if you use translations consistently across header, footer, meta details and footer.

This is because search engines will read two or more languages on a page and might become confused as to which language you are actually targeting. Translating all elements on a page is also far more user friendly and will encourage more site interaction as the user journey is made simpler for your visitors.



Duplicate content: yes, it's time to address the elephant in the room. If you have three pages with three separate translations of the same content, this will not be classed as duplicate content, because the content itself is different content once translated.

Again this is where Google Translate becomes a bit of a grey area as the content is translated one way and could in theory be translated straight back into the same piece of content and is therefore a duplicate piece of content.

WHAT OTHER SEARCH ENGINES SHOULD YOU OPTIMISE FOR?

Another major factor that must not be forgotten is that Google is not the only search engine! Yes, Google is the world's biggest player, but not everywhere. For example, Google shows poor performance in the Chinese market: this could be attributed to Google being difficult to pronounce.

The Chinese search market is dominated by Baidu, and in Russia Yandex is the most popular search engine, because it is adept at handling the Russian languages complexities. In Japan Yahoo is favoured, while South Koreans mostly use Naver.

This presents a whole host of new players to the search marketing game. If you are targeting any countries like this that have alternative search engines, you will need to become familiar with the complexities that they bring with them.

HOW CAN WE APPLY THIS TO OUR SEARCH STRATEGY?

First of all, it is important to gain this global understanding of the search market. Take a look at <http://webcertain.com/WebCertain-Search-and-Social-Report-2011.pdf> to understand more about the world's search habits. Google is not the be-all and end-all, although generally, as a rule, we say: if you optimise for Google you are pretty safely optimised for all search engines popular in Europe and the US.

If you start targeting countries using other search engines such as Yandex, Baidu, Naver etc. you might find the rules change slightly and will find yourself having to become familiar with each search engine and, sometimes, their limitations.

SOME EXAMPLES OF DIFFERENCES

Yahoo Japan, although powered by Google, does prefer higher keyword densities and also places more weight on directory listings.

Baidu gives more importance to meta tags, while paying less attention to inbound links. Also high importance is on optimised meta tags and alt tags. With Baidu it is important to try to keep the most important information towards the top of the page, as Baidu's crawlers are less powerful than Google's.

Yandex counts outbound links as well as inbound links, however it doesn't count links that are generated from forums or anything not controlled by humans. This is the Yandex thematic citation index which is similar to Google's page-rank.

Another important Yandex fact is that it will use the computer's IP and geographical information to narrow results. The Yandex catalogue allows assigning of up to seven regions for your website, allowing you to target specific cities.

Pro Yandex tip: Avoid using too many pop-ups and ad banners on site, these are frowned upon and will be penalised.

HOW DOES SOCIAL MEDIA LINK TO INTERNATIONAL SEARCH?

Along a similar vein to other search engines in the international market, we can look at social media. Now usually social media contribute to the overall optimisation plan for a website. When targeting internationally again, there are other favoured search engines in different parts of the world. For example:

In Brazil the top social media network is Orkut, which is Google-owned and leads the market. Twitter is also very popular in Brazil, only Indonesia and The Netherlands have higher penetration levels. Over 90% of internet users are active on social media sites, making Brazil a very 'social' country.

Canada's most popular social networking site is Facebook with 72% of the online population using it. Secondary social networks in Canada are Myspace and Bebo.

China's three top social networking sites are Qzone, RenRen and Pengyou. Chinese strict censorship controls mean that access to western social media sites including Facebook, Twitter and Youtube are blocked.

Google is not the only search engine... the Chinese search market is dominated by Baidu and in Russia, Yandex is the most popular

In Japan, Facebook has failed to make much of an impact. Gree has 24 million users and is the most popular social networking site in Japan, Mixi is another top social site, Twitter has had huge success in Japan, Japanese was the first language into which Twitter localised its interface. The Japanese are more advanced in their use of mobile and are more likely to access a social networking site from a mobile device than desktop.

In Poland the social site Nasza Klasa (nk.pl) is still the most popular in its country. Facebook is showing large growth in Poland, other social networks are being left behind.

And this is just a small sample of some of the differences in the world's social habits! There are some major differences even between the European countries. This shows that when putting together your international strategy, dedicate time to getting the research side of things right.

RESTRICTIONS

Another important fact to look out for is that there may be some restrictions on what content is and isn't regulated. We've already looked at how Twitter, Facebook and YouTube aren't accessible in China, and there are some other restrictions that are highly important to account for.

For example, in order to succeed in Chinese search, you will need to:

- Obtain an Internet Content Publisher's Licence
- Host your website in mainland China
- Be cautious about posting questionable content
- Use a .com or .cn domain

It is important to check on these restrictions, as they could have an affect on your international SEO efforts. It is all part of getting to know your international marketplaces.

KEYWORD OPTIMISATION AND TRACKING

Another huge aspect of our international SEO strategy is being able to measure the results. A good way to check out how your website is ranking in different search engines is to track keywords. You can use these to find out where your website sits in relation to popular search terms and is a solid indicator of progress, along with tracked website traffic using Google Analytics.

First of all, you need to know what your keywords are in order to track them. There are many ways to research keywords, search volume and where you are ranking for them.

Step 1. Find out what keywords people are using to find your website from Google Console (Webmaster tools).

Step 2. Determine if these are the keywords you think people should be finding the website with. Are there any good keywords that carry good search volumes and represent your business/service that could work for your website? Finding these out would be easiest with a good SEO tool like MOZ or SEMrush. The tools in Adwords can all help with this.

Step 3. Track your keywords – use a tool for this. They might cost some money, but there are free tools available. Some search engines provide their own keyword tools (similar to Adwords) like Yandex keyword statistics and the Baidu keyword tool.

Make sure any keywords you are tracking or optimising your website with are properly translated and fit into the dialect you are targeting, otherwise you might be missing the mark when it comes to slang or local terms. Google Translate-ing keywords simply won't work.

In summary, much of the international SEO process comes down to doing the initial research, without which you might not know about restrictions that could be preventing you from indexing in search. Or you could be making efforts to reach an audience over a social media network that simply isn't there.

TOP 5 KEY POINTS TO REMEMBER

- 1 Optimise your website, use the best URL structure you can and use Google Search Console to target geographically.
- 2 Do your market research, find out which search engines you need to optimise for and HOW to optimise to perform best in these search engines.
- 3 Find out about your users, not only their search habits but their social habits. Much like search engines there are many other platforms available!
- 4 Use proper language and translations for content and keywords and be consistent, the clearer you are about the purpose of your content, the easier it will be for search engines and their users to understand your purpose.
- 5 Measure your results, use Google Analytics on your site to record data, track your keywords to measure how well your website is ranking. Use tools available for each social platform and search engine to get the best data.

If you complete the points above, you will be well on your way to achieving your goals with an international SEO strategy. International SEO certainly isn't an easy nut to crack, but it is well worth the investment to be able to access more users and customers efficiently. ■

To find more information about countries and the comparative search markets this link is a fantastic resource: <http://webcertain.com/WebCertain-Search-and-Social-Report-2011.pdf>

Ellie Morgan heads up the dedicated search division at Studio 24 and is a highly passionate, dedicated digital marketing professional. An illustration graduate from Anglia Ruskin University, she fell down the rabbit hole of online marketing at the Norwich-based empire Jarrold & Sons. Following this, she moved to Westland group working over several websites mainly with SEO, content management, email design and marketing.

Reinventing soap operas for the mobile age

Mike Berry, the digital marketing expert, presents a fascinating case study on the use of mobile technology to reach the vast hinterland of the Indian subcontinent

OVERVIEW

While most of the world is connected and overloaded with entertainment through regular media and digital channels, there are still some parts of the world that are totally in the dark and disconnected from the world. Certain regions of India are among these 'media dark' states.

The only electronic equipment the people there keep turned on is – a basic mobile phone. Over 850 million people in India have one.

This led to the idea of integrating one of the oldest media of entertainment, the radio, with the most used device today, the mobile phone.

Unilever transformed the target audience's basic phones, to give them something they didn't have – a free entertainment channel – THE KAN KHAJURA STATION – on-demand, entertainment channel that worked on any mobile.

KKT is a 'mobile radio' that provides free entertainment to people who live in the 'media dark' regions of Bihar, Uttar Pradesh (UP) and Jharkhand, India's Hindi- and Bhojpuri-speaking belt. The content is interspersed with ads for Unilever's brands.

KKT claims to have over 12 million users, and the rate of growth has been rapid. In a presentation created for the Cannes Lions jury, KKT claimed eight million subscribers in six months. New users are being added at a rate of 45,000 – 50,000 people a day, which is roughly over 1,800 new users every hour and 8–10 lakh unique consumers every three weeks.

Unilever is a British-Dutch multinational packaged goods (FMCG) company. Hindustan Unilever Limited (HUL) is based in Mumbai, Maharashtra. Unilever's brands include foods, beverages, cleaning products and personal care products. In many countries of the world today, consumers are constantly surrounded by entertainment and information, accessible via a range of devices/technology. It's probably hard for us to even remember the time when our mobile phone had just a single function: voice calling. But for millions, even a basic phone is a big luxury. People in rural areas make up a high percentage of potential customers for FMCG brands. Unilever took a bold initiative to reach this big target group via their basic (non-smart) mobile phones. (= 'feature phones').

A MASSIVE BASE OF POTENTIAL CUSTOMERS

Digitally isolated rural areas in India represent a huge potential market, but also a great challenge for Unilever. Unilever already has a big distribution network all across India, but with power cuts hitting these areas regularly, reaching these (potential) customers isn't easy. Even TV doesn't work as well as in other regions/countries. The good news for Unilever was that 54 million Indian people own a basic mobile phone and many are desperate for any form of entertainment – from any source.

Many parts of India are still mostly 'media dark' regions. Most of rural India lives in

darkness due to lack of TV sets, newspapers or radio at home. Even in households where TV is present, there are electricity cuts for up to 8-10 hours every day, rendering TVs useless. For people living in these areas there are limited sources of entertainment. Bollywood content is generally 'paid-for' only and expensive for the masses.

Unilever's solution is easy to use, always available and free for all! The Kan Khajura Radio station: delivered exclusively via a mobile phone 'message'.

For the first 6 months Kan Khajura Tesan was offered only in the two 'media-dark' states of Bihar and Jharkhand, but later, following the success of the campaign, this model has been extended to other parts of the country, giving every Indian with a mobile phone access to entertainment and connecting them with the world.

OLDER TECHNOLOGY MEETS VIRAL MARKETING

Today, "Viral Marketing" is associated with YouTube videos, catchy songs and engaging apps. But how can you produce a viral marketing campaign using just a simple phone call? Unilever and their agency Lowe and Partners Worldwide found the answer.

THE SOLUTION

Kan Khajura Tesan Unilever got together mobile operators, content providers and



MIKE BERRY



Unilever brands to create the Kan Khajura Station – the world’s very first viral brand-owned radio station. A 15 minute free, on-demand, entertainment channel where anyone could call in and enjoy the entertainment for free. Not even the cost of a call! It all came down to a ten-digit number and a phone.

About the name ‘Kan Khajura’, (literally ‘the ear-worm channel’). Anaheeta Goenka, executive director, Lowe Lintas+ Partners, the creative agency on this campaign, says, “We dug into the local lives of these people for culturally relevant things that would make for stickiness. When we first heard the name from the creative teams, our response was – ‘An insect’? But then we went with it since it’s a harmless creature that sticks in your ear” (!).

RAILWAYS AND MARKETS

In the first stage, Kan Khajura’s phone number had to be promoted in all the relevant places. For this particular target group, TV or online wasn’t really an option. Therefore, it came down to the basics: especially outdoor advertising at places where people congregated. Anaheeta Goenka, Executive Director at Lowe and Partners Worldwide (India) says: “We pushed the number out in every possible environment relevant to this target group: railway stations, marketplaces, trains and even mobile top-up businesses. In these areas people mostly use prepaid mobile. What we also did: if you dialled the number at least four times then you received reminders and updates.”

A TEN DIGIT NUMBER

A ‘missed call’ is where you let a number ring but hang up before it’s answered; there is no charge for this, i.e. it’s free to the caller. By giving a “missed call” to the designated number, (a practice borrowed from the locals to preserve precious talk time), users would receive a call back (a few seconds later) with 15 minutes of access to an entertainment stream. The entertaining content was mixed with ads for various Unilever brands (Surf, Close-up, Lux, Dove, etc.). The marketing strategy was built around the number; people had to remember it, call and keep calling regularly.

ACCESSING THE CONTENT

“All the people calling received the same program. We kept the program interesting by refreshing it every week. Every Monday we would have new content. These people were very happy and grateful for even six minutes of content. If you disconnected the call in-between a program and called back, you could listen from where you left off, which means you didn’t have to re-listen from the start. So in a week you can hear the full 15 minutes (weekly program) and the following week you’ll receive a new weekly amount of content,” Anaheeta Goenka from Lowe and Partners Worldwide (India) on the weekly program.

SHARING WITH FRIENDS AND FAMILY

The listeners were mostly households sharing a single phone. In the morning, the family gathered and listened together. Afterwards mum could keep the phone for the first half of the day. Later, when the husband returns from the field it’s his turn to listen to Kan Khajura. 60% of listeners were men.

RESULTS

Of course word of mouth was very important. “We soon reached the critical mass, adding 8,000 people per day. It’s exactly like social media. People were having conversations about it and word was



Kan Khajura Tesan : Return a missed call and get free entertainment

spreading extremely fast,” comments Anaheeta Goenka of Lowe and Partners Worldwide (India). The Kan Khajura Station (KKS) has quickly become the largest media channel in the region with 24 million callers and 8 million loyal listeners. People kept dialling in with a peak of 200,000 calls a day. The goal was reaching 10% of the population in 6 months, the real result – 25.5%. KKS delivered 70 million ad impressions. All this at a cost of under 4 US cents per person per session.

HUGE DATABASE

Teaming up with some key Telecom providers has given Unilever a database of subscribers to whom they have reached out. And the live tracking everyday allows them to analyse listenership data to drive future strategy.

Unilever is able to see, on a ‘live dashboard’ or graphical chart, the geographies (districts) that yield maximum traffic. Moreover, Unilever has access to other useful information such as the frequency of the calls, the time of day the calls come in, the numbers from which repeat calls are made, and perhaps most importantly, the exact point during the capsule at which the caller decides to hang up. The dashboard also shows the number of ad ‘impressions’ for, say, a Lux ad versus a Lifebuoy ad. So far, KKT has achieved over 100 million ad impressions, according to Ozonetel.

Nair: “We know when the calls are emanating and what kind of content is popular. We have our own research data to give us a profile of the people calling.” For instance, conversations with the target group reveal that the women typically keep their phone on speaker mode. Though most of the brands being promoted on Unilever have a feminine skew, most of the callers are male. Unilever’s Nair explains why this is not a problem: “That’s the nature of the rural consumer in India today,” she says, adding, “Across conventional or un-conventional media, there is a male skew. Also, in rural India, decision-making regarding the purchase of consumer goods tends to involve both men and women.” Interestingly, Unilever displayed the KKT number on its product packs and promoted it through on-ground promotions.

At the end of the capsule, there’s a quick survey that helps gain insight into the profile of the caller. The survey reveals the gender (‘If you are male press 1, if you are female press 2’), age (‘If you are below 15 years, press 1’, and so on) and economic status (‘If you own a cycle, press X’) of the caller. The messages are in Hindi, of course, and participation in the survey is incentivised (with, eg. a free top-up recharge).

Jyoti Bansal, managing director, PHD India, an Omnicom agency, says, “Looking at the entire mass of data, we are tweaking content at a general level. For instance, we find that jokes work better in some markets... Eventually, we will get into personalisation of content.”

UNILEVER SALES

It is not yet 100% clear to what extent KKS generated extra sales for Unilever. It’s only the first step and, surely, the results will follow. The signs are certainly encouraging. Anaheeta Goenka from Lowe and Partners Worldwide (India) claims that awareness was one of the key goals: “Unilever sees an impact in sales in the long-term because it’s a long-term activity that we are doing. Actually brand awareness was more important for us. We monitored our awareness every week and that has upped significantly. Kan Khajura has certainly had an impact regarding the brand.”

PLANS FOR THE FUTURE

“We are trying to innovate the content a bit more. At the moment it’s still the same. We learn as we go along. The station is up and running! We have expanded it to other areas. It’s a national station now so anyone in India can hear it. We are actually trying to figure out within Unilever any other countries where this idea could be used,” says Anaheeta Goenka.

KEY LEARNING: ENTERTAINING ADS

As many have said before: people don’t consume advertising, they consume interesting/useful content/entertainment. This case is a perfect example of this essential truth.

KEEPING IT SIMPLE FOR THE LESS TECH-SAVVY

In the Internet age with marketers in many countries grappling with ever-changing sophisticated technology, dealing with a digitally-isolated target group is a different challenge. After this solid start, Unilever is now considering how to extend the campaign and keep it fresh. One option is to make the content more sophisticated in the future. Anaheeta Goenka from Lowe and Partners Worldwide (India) shares the team’s ideas: “I would tweak the content a bit more, give the people a chance to choose. For instance ask people whether they are in a mood for happy or sad music, etc. This could be done even on basic phones. The only reason we kept it so simple the first time is because we didn’t want to complicate the rural consumer’s life. The minute it gets too complicated for them they

quit. Now we are also giving them more emotional content in the morning and more entertaining content in the evening.”

VIRAL

“It’s a great idea for reaching the unreachable. This could be used in other developing countries, areas where people are ‘media dark’, but where people do have basic mobile phones. Very often when we think digital and mobile then we always wander towards social media. However, we can also use basic technology to reach people in rural areas who know nothing about social media and virals,” says Anaheeta Goenka from Lowe and Partners Worldwide (India).

LOOKING AHEAD

According to Unilever India, this is just the beginning. As Omnicom’s Jhangiani puts it, “We’re still not in the ‘big data’ phase. We have enough data to re-confirm our gut-feel about what the content can be. However, we’re not at a stage yet where we can leave everything to data.”

Once radio penetration increases in India, won’t the audience for KKT shrink? KKT is more nuanced than conventional radio and might be able to differentiate itself in the days ahead. Radio is a one-to-many medium, but KKT aims to get into the one-to-one space, with segmentation and personalisation of content.

Unilever’s Nair is not perturbed. “KKT will be quite self-selecting,” she insists, adding, “Consumers with access to multiple screens aren’t going to listen to a mobile radio. Unlike ‘entertainment-deprived’ consumers, ‘entertainment-rich’ consumers, who have entertainment choices aren’t going to find this kind of

media interesting or relevant. We will focus on building KKT in the media dark regions of India. It will continue to augment our media reach in areas where currently we have no media option.”

Says Unilever’s Nair: “The next phase of KKT will be about trying to serve content that consumers like. Even the tonality of that content is important. Another challenge is technology. The kind of devices used currently are low-end devices so the quality of sound is a big challenge to work around in the days ahead.”

For Ozonetel’s Murthy, the immediate challenge is to create a viral effect. “Someone may be a KKT listener but how do we make sure he refers his friends and asks them to tune in, too?” he questions, adding, “For that, we need to incentivise referrals. A referrer could be given free top-up recharge of, say, Rs. 50 for every five people she refers. Or, through SMS, we could send a code to the caller and ask him to forward it to, say, five friends. If those friends tune into KKT within 10 minutes, the original caller is rewarded.”

So far, KKT’s sphere of influence has reached many Hindi speaking states, including Rajasthan, Madhya Pradesh, Haryana, Maharashtra, Punjab and Chhattisgarh. Going forward, it will be promoted across other states, too.

To Omnicom’s Jhangiani, being able to deliver engaging content in different regional languages is the biggest challenge. “In Bihar and Jharkhand you know that content around Bollywood

will be well received,” he says, “But this may or may not work in a Bengal or in the South. So, while scaling up KKT across India, that regional aspect is going to become very important. And the whole idea is to keep trying and experimenting.”

Siddhartha Roy, COO, consumer and allied businesses, Hungama Digital Media Entertainment, the content provider and programmer, is confident. “We can generate infotainment capsules for any Indian state in the days ahead.” To paraphrase a speech from a Shakespearean play, KKT could soon be saying, “Friends, Indians, countrymen, lend me your ears” in many more languages.

SO WHY WAS IT SUCCESSFUL?

This is a favourite case study of mine because there was no obvious solution to Unilever’s challenge; in effect they needed to invent a new media channel, available at zero cost to their target audience!

Indian media expert Meera Sharath Chandra of Tigress, Tigress explains:

“It is not very often that we see lateral solutions that are so simple and yet so relevant. This is an idea that has truly got into the lives of the consumers – so much so that it has found a surprising and delightful way to alleviate their pains and bring joy and happiness into their lives. In a region where darkness is only broken by the flicker of a wick in an oil lamp, there was a brand

that came forward to bring entertainment, stress release and progress. With only the mobile phone penetrating the region, Unilever’s strategy is commendable because it wasn’t based on marketing – it was based on creating a whole new form of media. By turning the mobile phone into a radio

Creating a viral marketing campaign with over 12 million users, by using a simple cell phone

service that gave listeners 15 minutes of free music, comedy or entertainment (by asking them to give a free missed call to a number), the company has in fact created a media channel that also exclusively allows the selling of its own products. And the consumers are ready to listen to these advertisements in return for the free enjoyment that is made possible for them. Win-Win! This is proof that when a brand understands what its customers are going through and makes it its mission to find a solution, the customers respond with equal good intent. Quite another way to prove that “the medium is indeed the message!” ■

This case study was adapted by Mike Berry from The Best Of Global Digital Marketing, The Storybook 2 by Berry, Sinisalu, Kruuk and Laasu, Best Marketing International. The book is available from Amazon.

Mike is the author of The New Integrated Direct Marketing published by Gower, and is a Fellow of The Institute of Direct Marketing for whom he trains regularly (IDM Diploma in Digital Marketing, complete digital marketing) and a member of the editorial board of the IDM International Journal. He is Course Director on the Digital Marketing Workshop for ISBA (Incorporated Society of British Advertisers) and is Lead Adjunct Professor on The Master of Digital Marketing degree offered by Hult International Business School and Econsultancy. He regularly teaches the CAM (Chartered Institute of Marketing) Diplomas.

iFLY

INDOOR SKYDIVING



FLYING HIGH

An extract from the speech given by Simon Ward, chief executive of iFLY at the 2016 Cambridge Marketing Lecture



SIMON WARD

The bulk of my working life, 30 years, was spent in radio and included a short spell as a DJ on a pirate radio station in the Middle East. However, most of the time, I was on the commercial side, working in promotions and sponsorship before becoming commercial director of GWR Group, which was the largest radio company in those days. At the same time, I was also travelling a lot, skydiving, base-jumping, wingwalking, ballooning, taking photographs of various extreme sports. I also owned and ran a couple of skydiving businesses. And then 13 years ago, everything changed at nine o'clock one morning. I'd just done my 19th jump of the weekend, and I was walking off the drop zone when another jumper landed into me at high speed. The impact left me with a broken neck and nerve damage.

So, I got a bit of time to think – 22 months actually. I had my neck fused up, and in that time, I thought about indoor skydiving. We started the business and launched in 2005 with our first tunnel in Milton Keynes. I later sold the company in 2012 to our equipment suppliers and joined as one of three partners in the business now called iFLY Indoor Skydiving.

The dream of flight is as old as human imagination, one that transcends all cultures and ages. Until recently only a few people could live that dream, but not anymore. iFLY's mission is to make the dream of flight a reality for everyone. Today, iFLY has flown more than 6 million people on four continents and even at sea.





BLUE OCEAN

We're now 64 tunnels and we own 34 of them, with another 20 currently in construction. It's not a simulation, but a professional user sport, which has radically changed the skydiving world. It's exactly the same as skydiving and being in freefall, but rather than dropping you from the plane, we just bring the wind up to you. It's absolutely not a ride. We are very much in a blue ocean and I think like many we happened into it, rather than strategised our way into it. But it makes no difference: we're in the blue ocean and it's a great place to be, for the reasons that we all know about.

Indoor skydiving is not an easy market for others to break into; it wasn't easy

couldn't bounce out and hit cushions on the floor, or create injuries. Wall-to-wall air flow was a major breakthrough, which we then patented. At that stage, we got the tunnel down to just 600 kilowatts an hour of electrical usage which made it affordable for a leisure business and our patents have been a very important part of our story.

CHALLENGE OF LOCATIONS

The third generation was to go lower, so we could get into more accessible places like shopping malls; much, much quieter; and self-heating for the colder climates. Really low-efficiency, we're now down to 340 kilowatts an hour for average flying. Fourth generation; we're bringing in the walk-in customer and it's very much spectator-

on all the corners, and then we run cold water through to cool the air, so that when its 50 degrees outside, you will be flying at 23/24 degrees centigrade, whatever the flyer wind speed is. Of course, when you're running 3/4/500 kilowatts there's only one place all that energy goes, and it goes into heat. I've skipped a couple of design generations and we got a little bit more advanced on some of our design aspects. We've now built a single floor model so that you're flying on the ground floor, reducing the amount of space; you don't need elevator shafts and stairwells with their associated spaces anymore.

The smallest tunnel we produce is located on board three Royal Caribbean cruise liners, and they are incredibly popular. Our standard business model when selling a tunnel is always a purchase and license agreement, where we take a royalty payment.

Our age distribution is wide, with lots of families with teenagers. We fly people aged three to 103

for us to break into. I remember begging, stealing and borrowing my finance; it's a high capital expenditure. When I started, I did it on £3 m. It's now closer to \$10 m for each tunnel. So, I'm quickly going to take you through some of the products that we have. The idea is to make this completely safe for entertainment; and that meant we had to have a wall-to-wall airflow so people

focused. We're just into the China market now, and there's a lot of interest in China in paying to view, as well as paying to participate.

Then we went into the hotter climates, so this is a tunnel that we sold to the Crown Prince of Dubai; very efficient, absolutely silent and more patents. We turn the air

SO WHO ARE OUR CUSTOMERS?

About three-quarters of them will be first-time fliers, who come as individuals, with friends and family and sometimes in organised groups such as birthday parties or corporate outings. Around a quarter are repeat fliers, which is a much higher percentage than you get with skydiving outdoors. It's slightly male-biased, about 60:40. Our base of business comes from professional skydivers who buy hours of our time. For them flying indoors is very time-efficient. As a skydiver outdoors, I



We have our own customer service team as well. Most people call it a call centre; I banned the words ‘call centre’ in our company

might do 60 jumps in a week. In the wind tunnel, I can do the equivalent of 60 jumps before nine o'clock on Monday morning. It's just such an easy thing to do: you're in-out, in-out and you have a coach right next to you.

Our age distribution is wide, with lots of families with teenagers. We fly people aged three to 103. We're very much a premium experience, so it tends to be affluent, middle-class families. And then there's school groups; we do a lot of work with schools and it's been described by one educator as a science museum with one large, badass, interactive exhibit.

We use all the marketing channels that you would expect; on Trip Advisor, for example, we get hundreds and hundreds of reviews, which we monitor and respond to where appropriate. Trip Advisor is very much a research site, so it's about how we make it more proactive. We also invite every customer to complete our own short post-flight survey from which we derive our NPS (net promoter score) which we can benchmark against other businesses. For example, the US AA insurance is around 80%, while our US tunnels are at 85, our UK tunnels are at 87; Apple's laptops are at 76, Nordstrom 75, Apple iPhone 70. So, to get that kind of NPS is something that most people are pretty happy with. This is constant and we measure this every single month – month in, month out.

HOW DO PEOPLE FIND US?

We spend very little on advertising – around 3% of sales – but we're changing that now as we become bigger. Word of mouth is the biggest thing for us and, we have become very systemised and processed in the way that we encourage it.

Location, of course, is vital and, we have a property department with a huge amount of resource focused on where to place these tunnels for maximum impact. In the United States, we like to find highways where our 20-meter-high, imposing buildings can feature great big billboards on the side, often in digital formats.

Traditional advertising is very small for us. We don't find that the above the line spend works quite so well, but we do a fair bit in specialist media. We do everything we can to provide all the information to people before they arrive, providing a great experience on the website and on our booking system, and we push that harder and harder.

So, the push is WWW – web, web, web. And we have our own customer service team

as well. Most people call it a call centre; I banned the words ‘call centre’ in our company. It's a customer service team, they work for us, they're part of us and, no, they're not ever going to be housed in a foreign country.

When we launch, we tend to launch through PR, so every time we open a new tunnel, PR is at the heart of our communications.

Fundamentally, we are an e-commerce company; we don't think of ourselves as anything else other than an e-commerce company. Now, we've got a long way to go to become a huge e-commerce company, but that's our thinking, that's our mindset.

We also do some leaflet distribution and we find that helps raise awareness, particularly among holiday makers and occasional visitors to the areas where we are located.

Third party resellers are also an important part of our distribution infrastructure. We work strategically with partners such as Buyagift, but also tactically with others. Groupon, believe it or not, can be part of



an amazing launch campaign. When we weren't getting people in Manchester, we put a Groupon out there, we filled the place, and we never looked back. We view Groupon very much as a marketing channel, rather than a discount way of selling.

BUSINESS DEVELOPMENT

By the way, we very much believe in sharing best practice across our company-owned sites. We love experimentation and we embrace failure, so long as we learn from it.

In terms of external support, we work with retained digital marketing agencies in both the UK and the US. Managing customer and prospect data is, of course,

tunnel are very similar; both businesses are dealing in perishable inventory and we both sell minutes of airtime. We haven't quite gone to dynamic pricing, but we certainly use tiered pricing, and we certainly use levelled pricing. I'm not sure that we quite want the sort of reputation that can go with, for example, the airline and car hire approach to pricing; but, in the future, with the appropriate tools in place, we probably will become more dynamic.

Our development on the web is just continual; I am a huge fan of A/B or split testing, I love doing that stuff. I don't do a tenth of the amount that I would like to do as you just can't do enough as far as

everything we learnt in the UK with our US colleagues. They originally didn't do any tiered pricing whatsoever – just one price for all first-time fliers throughout the week. Pricing is not about discounting for me, it's all about what can we do to add value to the core experience, where we can legitimately charge a premium. For example, we invented the indoor skydiving equivalent of the 'hot lap', which we call the Hi-Fly, where we take people and we actually grip hold of them and fly them up the tunnel. And if you've ever done a driving day and they give you a hot lap with a racing driver in the seat, you pay a little extra for it.

TESTING PAYS OFF

We were flying people like this in any case, so we decided to start charging – just a fiver – \$3m dollars a year later we think that was quite a good idea. Innovation is one of our values. We'll take all kinds of things and we'll test them – if they don't work we don't do them, and we'll move on and we'll look for something else; and, as I said, dynamic real-time pricing – that's something that we will be looking at.

The thing for us, of course, is like so many businesses, what to do you to increase repeat sales? Well, luckily, we do get repeats. In skydiving the repeat rate is less than a third of 1%. With us, we're about 15%, but they're about 30% of the flown minutes. It's actually 36% of our inventory that is taken up by these heavy users who are repeat

We're swimming in that blue ocean, we own the technology, we own the sport and it's unlikely to be a pricing race to the bottom

vitality important. We actually built all of our systems in the UK on a CRM platform; in the States we built it on a point of sale platform, and we're now putting a CRM platform over that.

We do a lot with yield management, and my background in radio is helpful in that regard. A local radio station and a wind

I'm concerned. In 2015 the Airkix website, here in the UK, was relaunched as a fully mobile responsive site with great results. Compared to our previous website it worked unbelievably well. In the first 12 months, sessions went up 10.8%, with revenue up 42%. I believe there are many more opportunities for us in pricing, certainly between the countries, so we're sharing



We believe in sharing best practice across our company-owned sites. We love experimentation and we embrace failure, so long as we learn from it

indoor skydivers. So, to get that up from the 15% of actual numbers, and to then bring our revenues up higher, then we're going to have to make sure that they've got a sport that they can go to; and that's a big challenge for us to create our sport.

CREATING A SPORT

Recently we have seen a bit of sales decline. We think the main reason is that people are holding back on discretionary spend, especially this year with huge turmoil going on, such as Brexit in the UK and the election in the US. Some of it is down to rapid growth and stretched resources. We opened ten tunnels in 12 weeks. We had 10 tunnels last year in the States, and we've now got more than 20 tunnels this year, so huge growth; and we've got a lot of competition coming up in Europe.

So, we ask the question "Why would I want to do more of this? Is it a sport?" We have to think of it in a similar way to how rugby sevens came out of rugby. They created a whole new sport. The Indoor Climbing Wall Association put together a whole new part of climbing, and you now have people in competitive climbing that had never climbed a rock. We're doing the same with indoor skydiving. The IBA, which is the International Bodyflight Association, is a not-for-profit organisation we created to build flyer, instructor and coaching ratings and to keep our customers safe. Now they will turn their attention to sport

development, as the user base is growing and competitions are becoming prevalent. We own all these ratings and the system, and it's about turning these into a sport; and that, in itself, will be worth a lot of money. PADI (the Scuba Diving qualification system) sold for a few hundred million, Ironman sold for a similar amount, Ultimate Fight Club sold for the same sort of thing. So, you can see that by just creating the sport, there's a whole new business opportunity to go for.

We're swimming in that blue ocean, as I said, and we own the technology, we own the sport and it's unlikely to be a pricing race to the bottom. And the great thing for me is we're not making bricks, we're in a passionate sport. People love to skydive indoors; they will often join us because they're following their passion. It's very much a lifestyle job to be part of.

As I said, I embrace failure! We don't quite celebrate failure – we should – and we don't do it enough. You look at any sports person and they fail so often. Think of a goalkeeper measured by lack of failure, as opposed to success. If we can't celebrate failure and use

failure for our learning, we will never ever get there. I'm a huge, huge believer in failure, and I'm a great believer in marginal gains as well, with the occasional step changes – you look at Sky Cycling and everything they did from pillows to mattresses, to every single little thing that you could think of. Taking logos off bicycles if they weighed anything, whatever it might be, and just every single marginal gain adds up to something pretty special.

It's this type of thinking will help iFLY prosper in the years ahead.

Thank you for listening to me. ■

Simon Ward has divided his life between adventure photography, working in the media where he was a director of the UK's largest radio company, GWR Group plc and developing a new leisure activity of 'indoor skydiving' into the UK. Simon is a partner of iFLY Indoor Skydiving, a business with 64 wind tunnels around the world, projected revenues for 2016 of over \$100m and a valuation North of \$650m.

Simon was born and bred on a dairy farm in a previous century, went to school in Scotland and lives in Gloucestershire with his partner Jaci.

DAM

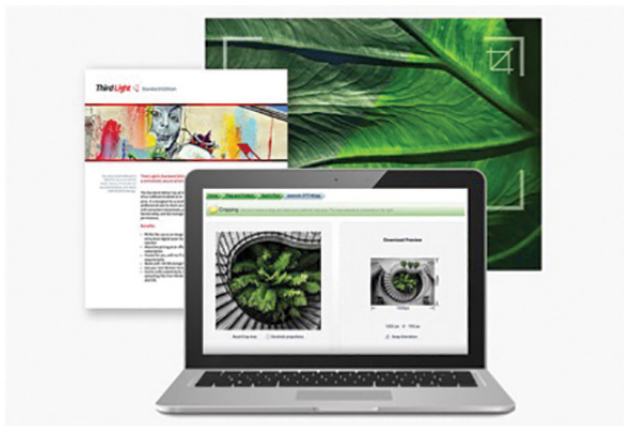
Jenny Ridge MCIM, Head of Marketing at Third Light Ltd, considers a solution to one of the challenges facing all marketers today



JENNY RIDGE

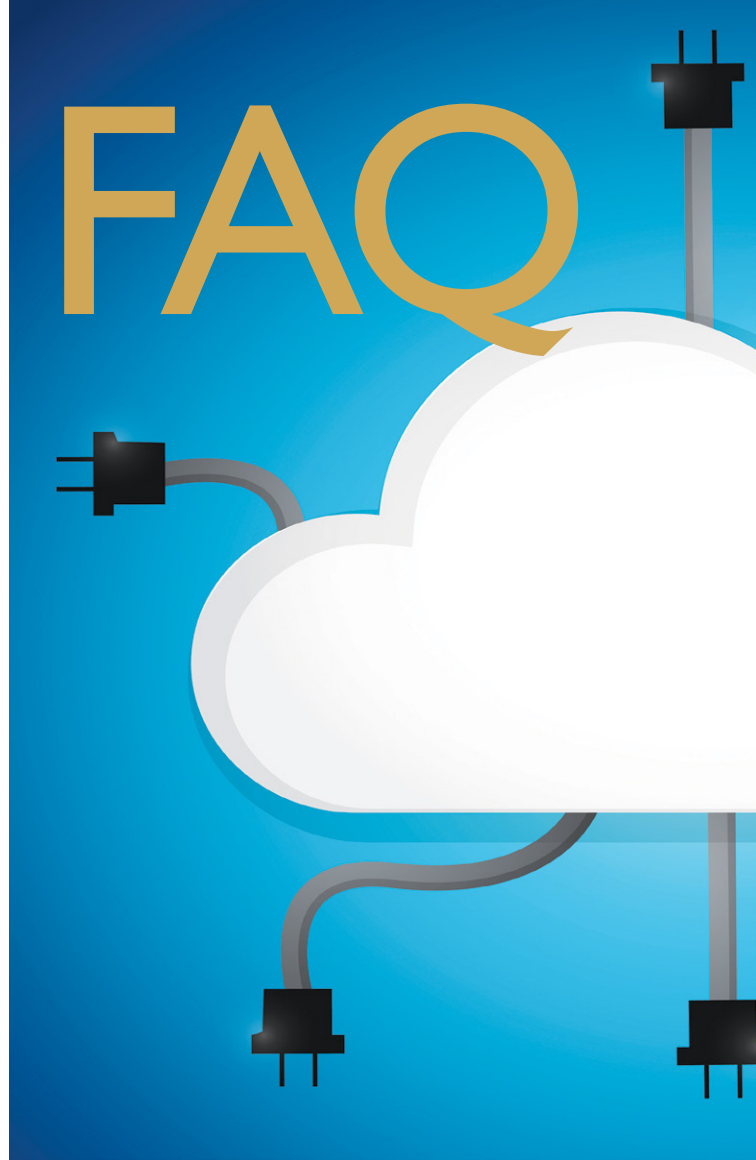
What is a Digital Asset Management (DAM) system? Is it different from a digital media library and why would I need one?

Imagine a central storage place for all your digital media, where you can search for files by keyword, edit images and videos yourself, download them in different formats and sizes, share and compare them instantly with your colleagues and collaborate using the real-time chat.



This is a digital asset management tool or a digital media library – intuitive ‘content hubs’, and for the most part the same thing. The main differences are found in the software products themselves, or how they’re used. For example, a ‘DAM’ would more often reference an internal system, whereas a ‘digital media library’ is more likely to be used in reference to a public facing image library, such as iStock, Flickr and Pinterest. Customers will find that the older, more traditional DAM tools are more restrictive in their functionality and less intuitive than modern systems that have intelligent editing tools built in, and are designed to support workflows more effectively.

FAQ



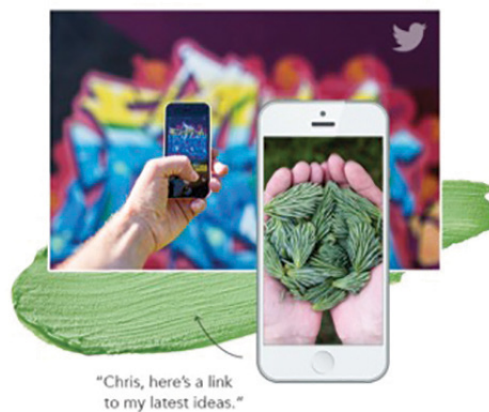
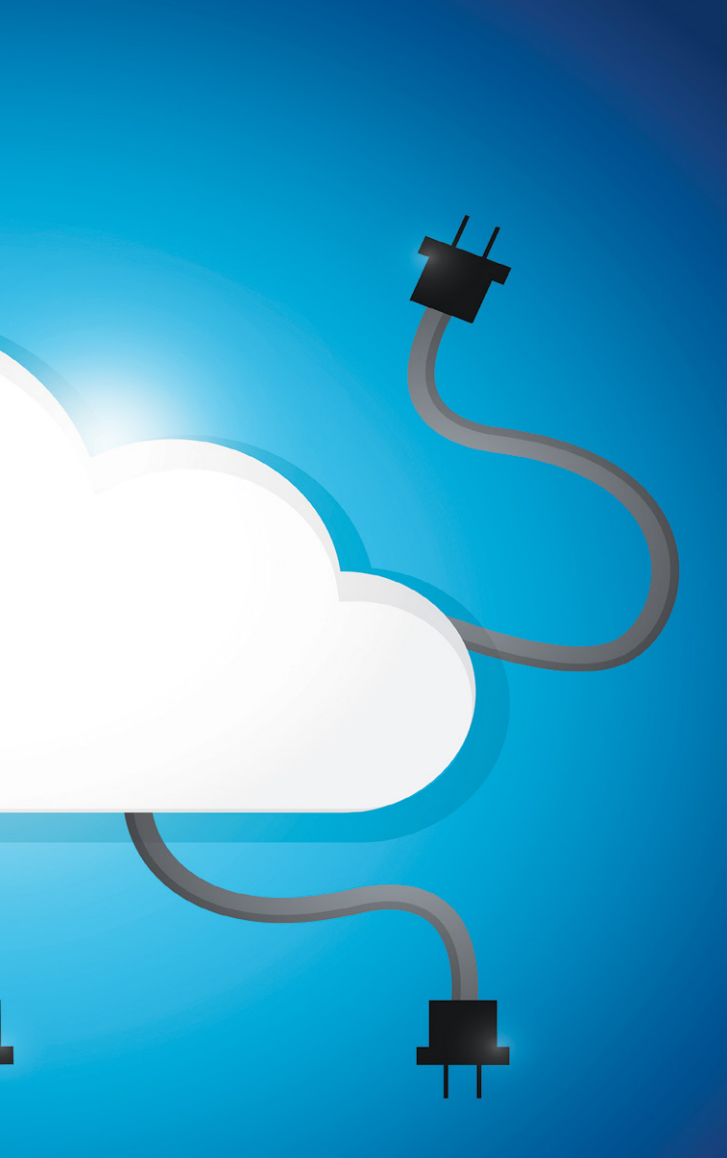
So if you choose the right system, a good DAM can help you and your business in so many ways – saving time, money and most importantly stress levels. It’s a must have in today’s fast-paced, multi-channelled world, and it’s not just for media companies, marketing agencies and publishing companies. Every company is, or could be, a content producer.

What are the main features and benefits of DAM?

If you work in a marketing department, you’ve probably been using many of the features for years – but typically you’ll have been using lots of different channels, tools, people and software to do it. Using a digital media library means you can do it all, and in one place. Problems that might have kept you awake at night will become a thing of the past.

Main features and benefits include:

- Version control
- Brand management
- Image editing and format conversion
- Video editing and clipping
- File reformatting and resizing
- Multi-channel sharing
- Approval paths and workflows



First and foremost, you should be able to upload and download files and folders with ease, from any location. Once in the system, or as they're being imported, you should be able to easily tag your files and folders with metadata that will enable you to find those files later – with a simple keyword search. Sharing and collaboration are essential functions in a DAM, and many systems allow you to share assets and chat in real-time, which means you can compare images and agree which media to use in one central, online space. You should also be able to publish and share links to your media which can be emailed or used in your website CMS, or social channels.

Additionally, using a DAM tool will help you and your business keep on brand, by ensuring your employees have access to the same version of logos, stock images and corporate templates. You should also expect to be able to manage employees' access to assets, set different editing rights and download permissions. And to help you keep track of all your assets, most systems provide reporting functions, showing you how and where assets have been used and published.

- Instant search and find with meta-data tagging
- Real-time chat for internal and external users
- Seamless integration with other internal applications
- Usage reports
- User access, editing and rights administration
- Hosted, secure storage

How will it solve my problems?

A good DAM can put an end to many day-to-day frustrations. Have you ever had to wait begrudgingly for an image to be reformatted by the one person in your team who has the necessary software and happens to be on holiday? Were you tempted to open an old version of Paint just to be able to edit the image (badly)? Have you been in the doghouse for printing the new marketing collateral with the old logo? Are you familiar with the tiresome exercise of downloading images and saving them to your desktop, then attaching to an email to be able to send them to your colleagues? And how many times has this method failed anyway due to the file size being too large? How often have you spent hours looking for lost images and graphics because you can't remember where you saved them or what you called them?

And this is just a start to the problems a DAM can solve.



Finally, a good provider should be able to offer hosted storage on a high-speed private cloud, so there's no need for expensive hardware or IT requirements.

Who is using DAM, and how?

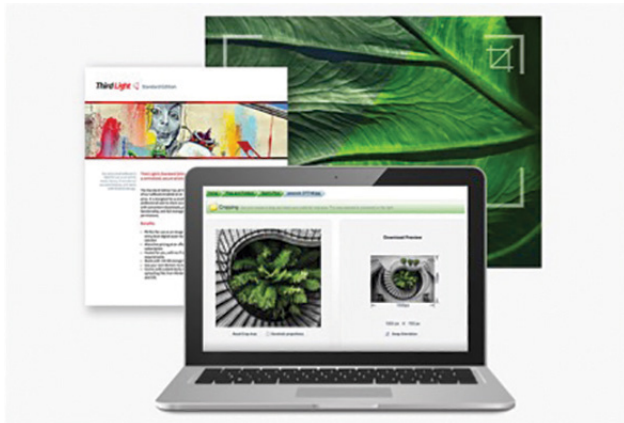
In today's world, it's difficult to imagine a business that doesn't use media, whether it's to promote themselves with media-rich advertising or to fundamentally support their business processes.

And virtually all types of businesses use DAM now.

DAM is rapidly becoming a necessity in the world of photographers, graphic designers, marketing teams, website developers and

PR personnel. Because of the software's multi-functionality, more and more business sectors are benefiting from having a digital media library in place. It could be a veterinary practice, for example, where images are used amongst vets to compare and contrast skin diseases, or to teach junior vets about surgical procedures. Or it could be a multi-national mining company, with regional marketing and PR teams, where marketing and corporate media assets are used by staff and suppliers around the world. The list goes on – TV companies, sports organizations, schools and universities, tourist attractions, holiday companies, event and exhibition companies, medical companies, retail and professional services, the music industry, engineering and property. Any business that uses, manages and stores media should investigate the benefits and features of using a DAM.

So when it comes to answering the question, 'Who uses DAM?', the list of people is practically endless: marketers, creatives, publishers, photographers, web developers, sports managers, sales teams, training personnel, product developers, doctors and vets, site inspectors, teachers, asset managers and more. And that's why DAM is very commonplace in today's world. It is rapidly becoming indispensable, as it helps people and businesses make money, save time, deliver effectively and stay on brand.

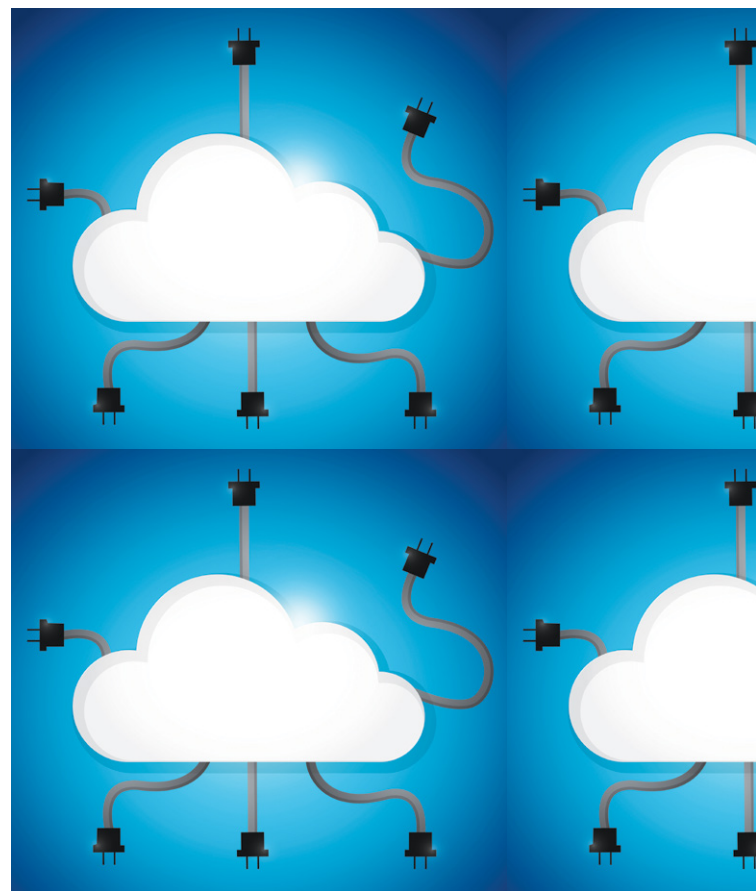


To answer the question 'How is DAM being used?' we've identified six key types of digital asset management strategies today, each of which deliver substantial business advantages.

1 Media rich marketing campaigns where images, video and animation are the key to winning content. This include advertising, website content, social media, email campaigns, PR, brand management and so much more.

2 Live coverage of media rich events, where images and video are captured, shared and published in real-time. Visual coverage of sports games or celebrity awards.

3 Visually engaging business support materials where product and service demos, proposals and training are fundamental to effective sales. How-to video guides for building and DIY products through to beauty treatments, software video demos and interactive sales proposals.



4 Assessment of valuable business assets, where images are used to facilitate informed decisions and validate reports or a diagnosis. Comparing medical images for assessment and teaching, recording fault images or failures to determine cause and remedy, deploying media to deliver online teaching and learning packages.

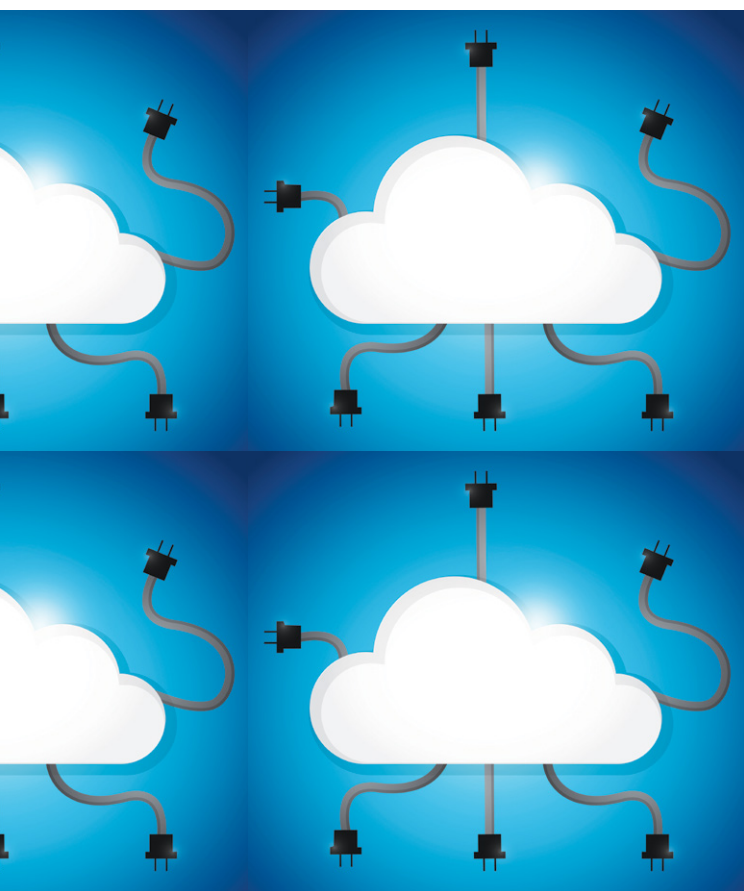
5 Commercial business assets, where the media becomes the product itself, available to customers through a public-facing digital media library like iStock and Shutterstock.

6 General archiving and centralizing of media assets for historical and reference purposes that may or may not relate to any of the above.

How can DAM help me and my company?

Broadly speaking there are content creators, content managers and content publishers and editors. Between them they capture, manage, edit and publish. Looking at them separately helps us understand how DAM can help them and their business.

Content creators like photographers and videographers are typically the more obvious DAM users Their images can be uploaded to a DAM software and tagged on upload or afterwards with metadata so other users can easily search for or find them. Their lives are made substantially easier by DAM, especially as a lot of the tagging can be automated. There are usually no file size limitations to wrestle with and raw formats are supported. They can upload their media directly or via an FTP.



and effort. Version control prevents unnecessary confusion, and offers the ability to control who can actually make changes. Overall, it gives media publishers added control and peace of mind.

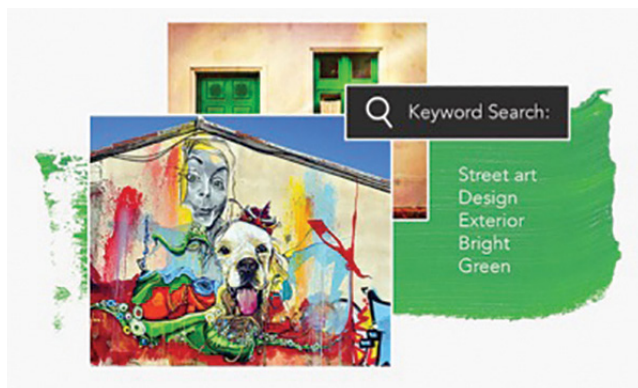
The ability to collaborate with other users is no doubt an invaluable feature, and allows media publishers to compare and agree on assets without leaving the system. Being able to share with others within the system, even with people who are external to the DAM tool, with just a few clicks, removes many of the lengthy steps involved with downloading an asset, saving it, creating an email, attaching the asset and sending. Incorporating media editing tools and pre-set formats on the download tool saves huge amounts of time, and this means that nobody needs expensive image editing software installed on their PC.

Any company still struggling on without a DAM should really consider how much extra time they could save with one, and how much money they could save from using the integrated DAM tools; management, storage, editing and collaborating options.

What are the solution options?

There are many solutions on the market today, and the one that's right for you and your business will depend on how you intend to use it, the number of users and of course your budget. Third Light's software has significant functionality, is affordable and allows an unlimited number of users, so it's attractive to smaller businesses as well as larger companies. It's also very intuitive, so employees don't need to be experts or spend hours learning how to use it. Third Light's software is easy to configure, so it can be quickly and easily set up to support current business processes and approval paths. There are off-the-shelf services that are more suitable for basic cloud media storage and sharing, such as DropBox and GoogleDrive but these have limited features and functionality in contrast to a purpose designed DAM solution. At the other end of the scale, there are very powerful Enterprise solutions available that will be built bespoke, to the specific design requirements of an individual company, often including dedicated consultancy that may accrue significant further costs. These tailored solutions and related costs can be a limiting factor for many projects. ■

If you'd like to know more about Third Light's DAM software, please don't hesitate to ask atthirdlight.com or visit www.thirdlight.com.



Then there are the content managers, who actually do a lot of the hard work. Content managers maintain control of the company's assets and provide visibility of their assets' use. It's their job to set up the system and decide on how media will be labelled with meta-data, and how workflows and processes will be set out. It often falls to them to assign download format settings and user permissions too. Without content managers, nobody would know how to use the system, nobody would be able to find anything, and nobody would know who had used what and when.

Finally, there are the content editors and publishers. These have traditionally been marketing managers, publishing professionals and marketing agency folk, but now include people from all types of businesses and in all types of positions.

Anyone who uses digital media within a business, whether as part of a marketing campaign, training course, or report is now a potential DAM user. Fortunately, modern DAMs are very intuitive. Storing media in one central location simplifies search, saving time

Jenny Ridge, MCIM, began her marketing career working for smaller agencies where clients ranged from large multi-national corporations to small start-ups. Jenny then went on to own and manage a successful direct marketing and design company, Busy Growing Ltd, based in Oxfordshire. After selling the company in 2009, Jenny moved to Cambridge to work at Cambridge University Press, during which time she also gained a CIM Diploma in Digital Marketing from the Cambridge Marketing College. Jenny now works as Head of Marketing for Third Light Ltd and provides marketing consultancy for other companies in the Science and Technology industry.

AGILE FORM

Graham Berridge considers the application of Agile techniques now commonplace in IT systems to problems facing marketers in the executions of new business development



GRAHAM BERRIDGE

In the current connected marketplace it is all too easy to make assumptions about the market and our position within it. In the absence of any marketing research this is a dangerous, potentially high-risk situation to be in.

Teams that deliver creative solutions have to balance competing demands: budgets, deadlines, client feedback and corporate expectations, all in a changing environment. Marketing is no exception, delivering campaigns and managing production of marketing material by external teams.

Agile methods are a dynamic approach to delivery that can help creative projects in many ways. By prioritising and focusing effort and actively seeking feedback, projects can be more successful. Understanding these methods can help your own projects as well as getting more out of your suppliers.

THE PROBLEM

Agile methods came out of moves to address the, often very public, problems with delivering IT projects. These are notorious for running well over time (and therefore budget), not being acceptable or just never being finished. Recent examples include:

- NHS: National Program for IT – Cancelled – delays after £12bn (£2.3bn estimate)
- BBC: Digital Media Initiative – Cancelled – obsolete after £100m (£80m estimate)

- Police: Crime logging system – Scrapped – not fit for purpose after £15m
- UK Government: Universal Credit – Very Late – after £13bn spent (£2.2bn estimate)

Failed IT projects like these tend to use a traditional Waterfall development process, where the project runs in sequential phases:



At the end of the **Requirements** definition the later phases are planned and costed, usually resulting in a contracted fixed price estimate and schedule. The **Implement** phase, which is by far the longest part of the project, aims to fulfil the requirements gathered at the start of the project. Only at **Delivery** do end-users get a chance to see how the system works and how well it fits in with their expectations.

THIS PROCESS WORKS WELL WHEN:

- requirements are clear and unambiguous and everyone understands and agrees what is to be delivered
- the technologies are well understood and low risk when used together and
- there are very limited changes to requirements or design needed during the project

The impact of any change increases hugely the later you are into the project. They affect much wider parts of the system with high risk changes that can be hard to estimate. Changes to documentation and testing add further cost.

Such changes can come from the marketplace, stakeholders as well as user feedback. It is very common for excited users to start coming up with new ideas once systems start to be delivered. These contribute to **scope-creep** (new items that were not in the original design) and **change-management** (agreeing alterations, errors and omissions in the requirements and implementation).

A WAY OUT

Agile methods aim to avoid these problems by following a set of principles:

MARKETERS

- Achieve customer satisfaction by early and continuous releases
- Welcome changes to requirements
- Deliver working software frequently
- Have close cooperation between stakeholders and developers
- Have self-organising, trusted teams of motivated staff working closely together
- Working software is the principal measure of progress
- Work at a sustainable pace with attention to design, aiming for simplicity
- Regularly adapt the product and process to changing circumstances

The result of these adaptable principles is that Agile based projects can change direction rapidly, in response to new trends or competitor activities, and are able to release working versions early and often. This allows users and customers to experience the product and actively guide development.

The gulf in process styles between Agile and traditional methods has made acceptance of the technique slow in many industries, but the success of many Internet, Electronics and Consumer Goods companies today is down to their Agile approach to product development.

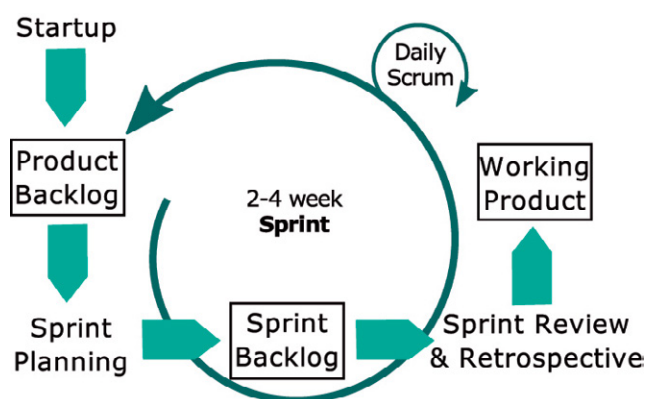
LET'S SEE HOW IT WORKS

At the start of an Agile project, the team and stakeholders will generate an initial set of work items by considering **user stories, features and constraints**. These are added to a **Product Backlog** and priorities assigned.

THE SPRINT

Each short development cycle, known as a **sprint**, is typically 2 to 4 weeks long. At the start of each **sprint** the **Product Backlog** is reviewed, estimated and a selection of high priority tasks that can be implemented within the **sprint** are selected and moved to the **Sprint Backlog**. The team then pick tasks and work on them while sharing knowledge and reviewing each other's work to improve quality. This is assisted through a daily stand-up scrum meeting, where each team member gives a quick statement of what they have done, will be doing today and any **blockers** (issues imped-

ing progress). The **Scrum Master** helps by communicating with stakeholders and resolving blockers.



At the end of most sprints is a working system. This is reviewed with the stakeholders and the **Product Backlog** updated with new priorities. This may include previously unfinished items or those marked as done but now considered to need more work. Finally the team discuss the process in a **Sprint Retrospective** to consider how to improve efficiency.

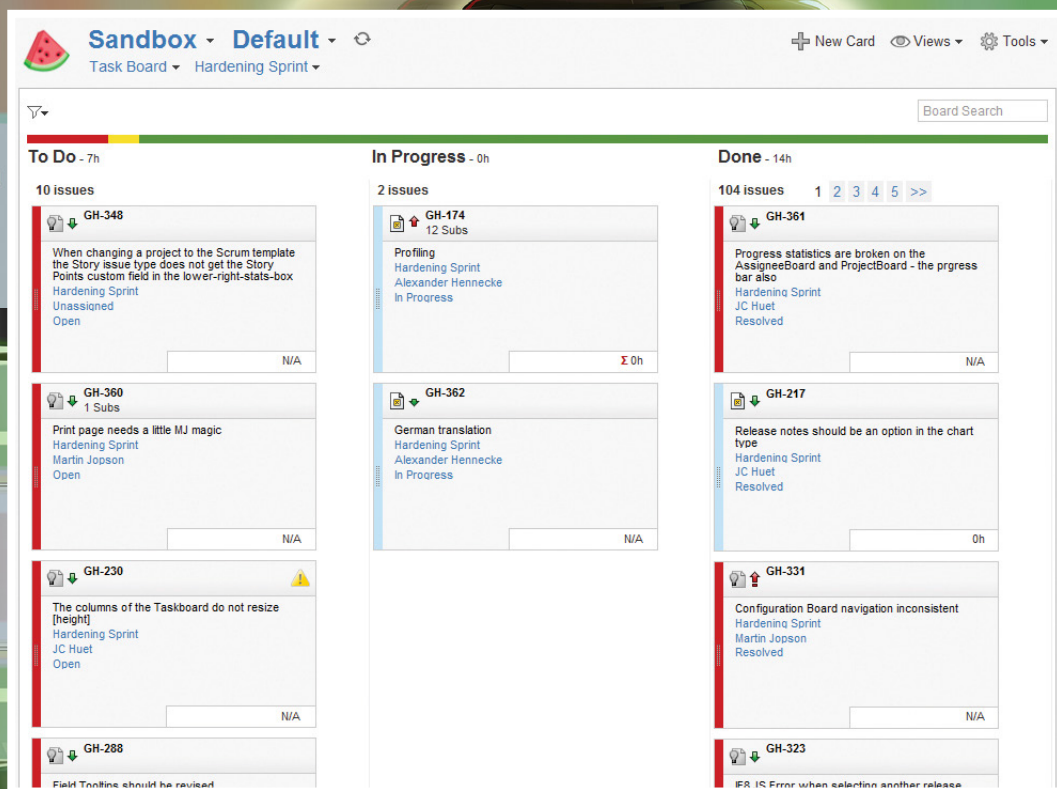
THE RELEASE

The process then repeats, iterating towards a final release. This may bear little resemblance to the original concept, but should closely meet the requirements as they've changed. Furthermore, it will be readily accepted by the client as they have helped steer the design.

Since there is a potential release at the end of each sprint, the project can stop when the **Product Backlog** is empty, at the end of budget or when it is good enough: the release will fulfil the key features and stories requested up to that point.

TOOLS

There are many tools to help manage projects in this way, the easiest being a **Kanban** board. This is a table with at least 3 columns: **To Do, In Progress and Done**, but these can be tailored to suit the project. This can be trivially implemented on a whiteboard with sticky-notes for a highly visual, tactile and engaging way of managing



project progress. Formal tools allow metrics to be generated, such as **burn-down** charts showing how quickly tasks are being implemented to give an idea of project completion and estimation accuracy.

RELATED APPROACHES

Supporting Agile methods are a variety of approaches to aid design and requirements definition. Here are a couple:

User Centred Design or UCD is a design method for user interaction that attempts to find the easiest and most intuitive application. The developers will sketch 3 versions of the system for a feature, possibly even on paper with cut-outs and sticky-notes to show changes. They then ask potential users or other people to perform the feature and see where they struggle with each. The easiest to use is then the basis of the actual development. This can be done very quickly – if not then the feature and suggested implementations are too complex.

Story-boarding is a way of seeing what the system must do for users to perform specific activities, in the same way that film-makers plan a film in a series of cartoon strips to make sure that their story follows logically. The resulting user stories provide a great basis for the initial **Product Backlog** as well as considering priorities, developing ideas and testing releases.

CONCLUSIONS

Ultimately it is not the tools that make Agile methods so effective, but the process with its

- close involvement of the stakeholders
- visibility of progress on features and value
- iterative drive to improve quality

As the processes are derived from the Agile principles, teams are

encouraged to adapt them to suit their own projects and environment. In fact the Scrum method outlined above is only one of many possible implementations.

Outside of IT, **Agile methods** can be applied very effectively for any project where the environment or requirements can change quickly, such as product development or a marketing campaign. From an initial set of aims, tasks or stories, a set of estimated and prioritised activities can be generated as a backlog.

Choose those activities that should be implemented in a first phase or sprint and work on them. At the end of the phase review progress and get feedback from stakeholders. Repeat until the project has covered enough of the aims to be deemed complete. By re-prioritising features the project can respond rapidly to changing conditions, such as competitor actions or seasonal changes.

Even if you cannot apply them internally, Agile methods can benefit your project when dealing with outside suppliers who do work this way. By committing to be part of the **Sprint Reviews** you have the opportunity to interact with the developers and direct their work to get the best results for you. ■

Graham is an architect and software engineer at Tessella, part of the Altran Group. He has worked in a wide variety of computer technologies from wearable medical devices to room sized chemistry robotics and project finance tools to washing powder experiments. His experience has shown how collaboration and communication lead to project success and how Agile styles of running projects can bring benefits to the project team and the client.

Agile Example : Building a Town

This example is based on an Agile training workshop session where teams build a town in Lego (TM) with the trainer acting as the Mayor of a new town. To scale the pace, Sprints are 10 minutes: estimation (2 mins), prioritisation (1 min), building (5 mins), Mayoral review (1 min) and retrospective (1 min).

Startup

Product Backlog	Sprint Backlog	Done
<ul style="list-style-type: none"> Roads - H 4 15xHouses -M Town Square - M 2 Railway - H 2 5 Shops - L Cafe - L 2 Town Hall - H Train station - H 		

From the initial Backlog, tasks have been selected that can be completed in the first Sprint: here 15 units of estimated effort are selected to set the core of the town.

Start of Sprint 1

Product Backlog	Sprint Backlog	Done
<ul style="list-style-type: none"> 10 Houses -M 5 Shops - L Town Hall - H Train station - H 	<ul style="list-style-type: none"> Roads - H 4 Railway - H 2 5 Houses -M 5 Town Square - M 2 Cafe - L 2 	

Start of Sprint 2

Product Backlog	Sprint Backlog	Done
<ul style="list-style-type: none"> 10xHouses -M 5 Shops - L Bus station - M 	<ul style="list-style-type: none"> Train station - H 3 3xHouses -M 5 Town Hall - H 5 Cafe - L 2 	<ul style="list-style-type: none"> Roads - H Railway - H Town Square - M 2xHouses -M

In Sprint 1 some items were finished: Roads, Railway, Town Square. However not all the houses were completed and the cafe was not done at all.

The effort measure was not quite right or there were issues with the house design: hopefully the team learnt from this and things will go better next sprint.

Note that a new item has been added to the Backlog for a Bus Station and the Cafe work is carried over to do in Sprint 2 along with the Train Station and Town Hall.

Sprint 2 work went well with the outstanding work complete. The house building issue is now sorted. However the Mayor wanted a more elaborate entrance and a bigger office in the Town Hall so some additional work has been requested.

Sprint 3 should see these items done leaving only some shops and houses to do in Sprint 4.

The Mayor has reviewed the overall features and realised that some more items are needed: schools and parking, but he only has funds for one more Sprint ...

Start of Sprint 3

Product Backlog	Sprint Backlog	Done
<ul style="list-style-type: none"> Primary School - H Secondary School - H 5xHouses -M 2 Shops - L Car park - L 	<ul style="list-style-type: none"> 3 Shops - L 5 5xHouses -M 5 Town Hall - H 2 Bus station - M 3 	<ul style="list-style-type: none"> Roads - H Railway - H Town Square - M Train station - H Cafe - L 5xHouses -M Town Hall - H



BE AWARE — BE PREPARED

The general data protection regulation will impact on every organisation and every database



TERRY SAVAGE

The General Data Protection Regulation [GDPR] has been a long time coming. All business people not, just marketers, need to be ready for its implementation in 2018.

BACKGROUND

The GDPR is a Regulation not a Directive. “What’s in a name?” you might say but the difference is critical. An EU Regulation must be entered into the statute books of every member state as approved by the EU Parliament without any amendments.

The UK’s Data Protection Act 1998 [DPA], was formulated based on a 1995 Directive. That identified the principles that had to be included in the UK’s enabling legislation. However, each EU member country had its own version of enabling legislation and there were variances. This led to legal uncertainties about how some the Directive’s principles had been applied. Further confusions arose as a result of court decisions which have challenged the original intentions behind the Directive, its implementation and interpretation.

In 2003 the EU had responded to the pace of technological and social change and extended data protection legislation to include digital technologies and related activities. This they did with the Privacy and Electronic Communications Regulation 2003.

Nevertheless, even more changes in consumer attitudes towards the capture and use of personal data, high profile abuses of that data coupled with the legal imperfections noted above all combined to the momentum for radical change. The GDPR is the result. In a new era for data protection the provisions will apply identically in every EU member country. Of course we have yet to see what will be

tested in the courts and by Information Commissioners, but we will all start with the same rules.

REACH

The GDPR applies to all data controllers and processors outside the EU whose processing activities relate to the offering of goods or services, whether sold or provided free, or monitoring the behaviour of EU data subjects within the EU. In this context processing, including monitoring, will be defined in the broadest possible of contexts, i.e. if the personal data of those physically residing in the EU – not just EU residents – is involved then the GDPR applies.

This means the GDPR imposes obligations on international organisations that previously claimed freedom from the existing data compliance legislation because their HO or processing or data management or marketing were outside of the EU. It will probably result in those organisations being obliged to appoint a DPO as a point of contact.

TIMELINE

- **January 2012** – EC Vice-President, Commissioner Viviane Reding, published proposals to reform European data protection legislation which included a revised, draft Data Protection Regulation
- **April 8th 2016** – the Council of the European Union adopts the text of the GDPR
- **April 14 2016** – that same text is adopted by the European Parliament
- **May 5th 2016** – the GDPR is published in the EU Official Journal
- **May 25th 2016** – the Regulation comes into force
- **May 25th 2018** – the provisions of the General Data Protection Regulation will be directly applicable in all member states

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offering comprehensive guidance to the Data Protection Act 1998 or other statutory measures.

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BE AWARE AND BE PREPARED

The UK's Information Commissioner's Office [ICO] has yet to issue full guidance on the GDPR. However, it has issued a 12 step checklist *Preparing for the General Data Protection Regulation.pdf* in which Awareness is the first and keynote topic. The ICO is stressing the importance of awareness and, by implication, preparedness, because the scope of the GDPR is huge, for example:

- all organisations holding personal data for any purpose no matter whether public authority, not for profit or private; limited company or partnership or self-employed business are included
- no distinction is made between B2B and B2C marketing activities and their databases; all will have to comply to a common set of rules
- best practice for obtaining consents is by opt-in only
- the rules relating to the capture and retention of data have changed and current procedures will have to be reviewed and formalised in writing
- data processors have new responsibilities
- new compliance requirements will apply to third party list use affecting data controllers and list brokers
- any organisation conducting activities involving EU citizens must comply even if they are located outside of the UK, i.e. the GDPR will have worldwide application
- organisations with 250+ employees must appoint a Data Protection Officer [DPO]
- individuals will have their rights extended to include the 'right to be forgotten'
- breaches of security will have to be notified within 24 hours
- the fines for breaches can be up to €20m or 4% of worldwide turnover
- there are provisions to control the activities of social networks and cloud providers
- there are restrictions on the use of behavioural marketing techniques

The ramifications that these changes impose on organisations is why the next two years cannot be considered to be waiting time. The question every organisation will have to ask itself is, 'Is the data that we have collected and propose to obtain legal'? The guiding

principle for legality being was/will consent be given and is the data necessary'? That question has to be asked now.

SCOPE OF THIS ARTICLE

Companies/organisations will have to review their current policies, practices, training, procedures and security measures to ensure that they are compliant with the GDPR. This article focuses on those aspects of the GDPR that we consider are more applicable to marketers, direct marketing techniques and database marketing.

Despite the long gestation period of this Regulation, however, there are several areas that are unclear, some of which are identified below. At the time of writing, the UK Information Commissioner's Office [ICO] has yet to publish substantive guidance. Their headline advice is available on their website <https://dpreformdotorgdotuk.files.wordpress.com/2016/03/preparing-for-the-gdpr-12-steps.pdf>

NEW BROAD PRINCIPLES

There are also two principles that we are all likely to become familiar with that apply across all of the other new principles and provisions – namely, data protection by design and data protection by default.

Data protection by design covers those GDPR provisions covering properly resourced compliance and maintenance systems that have been developed by competent personnel, formalised in writing, communicated to relevant staff and incorporated into the corporate systems – especially IT.

In effect 'each new service or business process that makes use of personal data must take the protection of such data into consideration. An organisation needs to be able to show that they have adequate security in place and that compliance is monitored. In practice this means that an IT department must take privacy into account during the whole life cycle of the system or process development.'

'Data protection by default' simply means that the strictest privacy settings automatically apply once a customer acquires a new product or service. In other words, no manual change to the privacy settings should be required on the part of the user.' So an individual

can expect that their personal data is protected on his/her behalf.

RISK AND COMPLIANCE

Risk and risk assessment have become essential components of many aspects of corporate strategies. The GDPR has acknowledged risk as having a role in the corporate assessment of the degree of risk that processing activities pose to an individual.

Where the risk is low then the Regulation accepts that the burden of compliance is lower. Conversely where the processing procedures have the potential for high risk the the burden of compliance is also higher.

To mitigate the risk, documented impact assessments must be undertaken by someone with the skills to do so. The CPO is the obvious person but they are in short supply and the task may have to be sub-contracted to third parties. These third parties may also be designated as Data Processor with the same obligations described elsewhere.

Future-proofing will mean that compliance impact assessments will have to be integrated into new product development programmes.

ORGANISATIONS AND DATABASES IMPACTED

The GDPR will apply initially to all organisations with 250+ employees and/or those communicating with 5,000 individuals per annum. Given the size of direct marketing databases, it seems reasonable to conclude that all of them will be included from day one.

Certain types of organisation are specifically included from May 2018 such as all local authorities and public health service providers regardless of their size. In time, all organisations will be covered. The extension of what constitutes data by which an individual can be identified now includes IP address, monitoring internet usage

CONSENT AND PROCESSING

Consent has superseded 'permission' as the appropriate term.

For some time, the ICO has required all data controllers [database owners] to provide the means for clear, informed and unambiguous consent when recruiting and retaining personal data. Remember that the Privacy and Electronic Communications Regulation 2003 [PECR] already require data controllers to provide opt-in options to define what communications individuals give content to, by which channel and their preferred option.

The same principles are at the heart of the GDPR but the new requirements regarding consent go further:

ACQUISITION

- opt-in becomes the best practice, if not required, for all situations. It may be that standard icon(s) could be selected rather than a tick box in digital environments
- consents to all the options provided must be freely given with no undue incentives or penalties for refusal
- processing consent will be required again by type of communication and channel
- the data controller and the DPO must be named with legitimate

contact details

- there must be transparency in what individuals will be asked to consent to. Transparency relates to the language used in a Privacy Policy. It must be in 'clear and plain language' it cannot be embedded in the T's & C's or small print nor couched in legalese
- this information must be displayed obviously, we presume that a prominent link to a Privacy Policy will be acceptable. What is less clear is whether the consents would have to appear on the original communication such with a direct response press advertisement
- pre-ticked boxes are outlawed as is inactivity; i.e. a non-response does not imply acceptance
- if a subscription scheme is involved then consent to future communications as well as the ability to fulfil the immediate request must be demonstrable
- data controllers must be able to demonstrate that they have proof of the consents given, by date, who obtained it by which method and the use to which it has been put
- consent to third party use will be more complicated. Third party use of personal data by data processors such as the Cloud, market researchers, credit control organisations, customer profiling companies, list brokers, data management services, fulfilment houses, and the like will each require consent
- the issue of consent to use by list brokers is even more uncertain. The blanket consent of the kind 'may introduce you to carefully selected organisations' will not be enough. Some have suggested that a list may be provided for the individual to select from, however, a long list will be unacceptable

RETENTION

- no specific time limit is specified for the retention of data. The first principle is that data should not be held for longer than the purpose it was collected for. But a time limit is not specified. There is also the need for data to be accurate and up-to-date and again the question of what time frame emerges. A recent agreement by the ICO with a charity agreed a two year limit before data had to be verified, others use an annual update, some an even shorter period
- marketing by an organisation to its dead file (i.e. those who haven't bought or used or contacted within a period but haven't opted out) will become a legal question. How long can a business maintain contact? Again organisations will have to prove that they have a legitimate interest in maintaining contact
- recency is usually a term used in the RFM model but here it refers to the most recent indication of consent. Where an organisation undertakes a legal programme for refreshing consents the most recent one applies. No matter how often an individual may have given a particular consent, if the latest review is to opt out then that is what applies

SECURITY

- all system and organisational processes and procedures must be documented
- organisations will be required to keep personal data within

- industry standard encryption technologies
- it follows that internal security of access must also be reviewed and limited to essential personnel
- robust systems for the removal of data must be imposed once consent has been withdrawn by the data subject. This also applies where access to personal data is no longer permissible because the purpose for which consent was given has ended
- pseudonymisation is no easier to say than it is to explain but may give some organisations an easier path to compliance. The principle is that pseudonymised data uses personal data but codes it such that the individual cannot be identified without a code breaker. An individual's characteristics and transaction history could still be processed, therefore, but their name and contact details would be hidden behind the code
- it adds a level of security by limiting access to the identity of an individual during processing. Of course any results could be applied to the individual's record as with a segmentation and profiling analysis outcome. Inevitably, additional IT, security, manpower and financial resources will be required

EXISTING CONSENTS

- Legacy database consents will be unaffected in the main. What will affect them is whether the data has been collected legally
- the consents obtained may have become insufficient to comply with the changes regarding processing, the purposes for which the consents were given and the time that they can be held for

RECENCY

The new Regulation mean that organisations will have to review their consents and refresh them where they can do so legally. Refreshment is considered to be permissible provided that the communica-

tion does not include any marketing or direct marketing content, as the GDPR states that direct marketing is a 'legitimate interest' of a data controller. However, inferring consent from a non-reply is not acceptable. In that situation the non-replying data subjects cannot be communicated with.

B2B DATABASES

It will be difficult for many B2B data controllers to demonstrate that they have valid consents. Soft opt-ins such as when a credit card was passed over at an exhibition providing name and contact details will be filed but the circumstances may not have been and it probably won't be possible to demonstrate that the individual was aware of what they were agreeing to.

Furthermore it is common for B2B databases to have personal data about the decision making unit of firms. Has each individual given his/her consent in every instance – probably not.

These issues raise serious corporate questions for B2B organisations. They will have to consider how best to address them with some urgency.

DATA SUBJECT RIGHTS

No rights have been removed from the statute books but new ones have been added. The right that has caused much media coverage is 'the right to be forgotten'. This is more than just adding with a 'do not communicate' flag to their record. Individuals will have the right to request total deletion of their records. This can be as simple as it's no longer necessary for the purpose it was collected. What are the implications?

- an individual's history cannot be included in any analysis and segmentation processes. This could result in an imbalance in the customer profile over time affecting media and creative selection and the product or services provided





- it's a simple thing for an individual to request, but organisations will have to devote resources to ensure and prove compliance
- robust security and programming facilities also will be required

Organisations are properly concerned to fear the effect that this right could have on their direct marketing success if adopted by a large enough cohort of their database.

It will be permissible to retain personal data in some circumstances:

- when added to an organisation's own suppression file
- where the legitimate interests of the individual are concerned
- where the legitimate interests of the organisation can be established
- compliance with any other legislation
- for reasons of public interest with respect to public health
- the exercise of freedom of expression as with journalistic proposes, artistic or literary expression
- for historical, statistical and scientific purposes, although this may only apply to public bodies and the fulfilment of their societal obligations rather than commercial organisations

Rather than total deletion there's also an intermediate position to restrict the processing of personal data:

- where its accuracy is contested by the Data Subject until the Data Controller can verify it
- when personal data needs to be retained for purposes of proof
- when the individual requests restriction rather than deletion
- when the individual makes a request to transmit the personal data into another automated processing system

The right to object to profiling applies where this relates to the individual's particular situation. This provision appears to have been built into the GDPR because of anxieties of the development of behavioural marketing. Many commentators have cited the intrusiveness of internet tactics where the use of a site or sites has led to

individuals being offered products or services based on that activity. I'm sure I'm not alone in being made a real-time offer of the kind 'people who bought that also bought this' from Amazon amongst many others.

This type of processing has encouraged expressions of the kind 'big brother is watching and knows more about you than you have agreed to.' The progression of digital technologies and systems suggest that such processing can only increase unsupervised. This right under the GDPR is an attempt to give back some control to data subjects.

Of course behavioural marketing doesn't necessarily cause anything from annoyance-to-harm. For example, a website owner may well want to understand the customer journey and apply analysis tools to do this. [NB the consent to use of cookies is already controlled by opt-in under PECR]. It's likely that the presence of an algorithm would be sufficient to prove to the authorities that profiling was occurring.

And the GDPR provisions that include new compliance responsibilities for data processors (see below) will also be affected by this right.

The right to portability could become more onerous for established organisations than newer ones. The concept is that an individual will have the right to get a copy of their personal data – which includes transactional as well as other communications from the individual – transferred to another data controller in a commonly used format. The most obvious use of this right is to transfer data between competitors, be they utilities, banks, insurance companies, ISPs, telecoms service providers etc.

The objective is to benefit the individual by improving their opportunity to get the best deal whilst easing the transfer to a new service. It's a challenge to recognise that this right is likely to encourage positioning and differentiation campaigns to maximise competitive advantages. At the same time, resources will have to be devoted to

ensuring that the receipt of data from new customers as well as the collation and distribution of leaver's data is handled effectively.

The right to rectification is a right to do what in most circumstances would be considered reasonable, that is to correct inaccurate data. In some highly criticised cases, some Data Controllers failed to do this and the EU Parliament felt obliged to assist with a specific performance solution.

The right to withdraw consent has been strengthened. The option to do so must be clearly and obviously presented and be simple to do. PECR already does this for digital channels but now there will be the prospect of facing the heavier fines permissible under the GDPR.

Subject Access Requests [SAR] Data Subjects = individuals already have had the right to obtain copies of their data in an understandable format. This can be in a format other than digital as the SAR chooses.

Previously these requests could be fulfilled within 40 days. This period has been reduced to 1 month. Furthermore, the data controller could charge up to £10, now the first request has to be supplied free. Should the request be onerous, e.g there was high volume of material to be supplied in hard copy, a charge can be made. What the ICO considers to be an acceptable cost is uncertain as yet but, presumably, it would have to be relatively low.

DATA PROCESSORS' OBLIGATIONS

Management of data by data processors is already legislated for by the DPA. The GDPR has introduced new obligations that will mean all existing contracts between data controllers and data processors will have to be reviewed.

These new provisions mean that companies:

- are also responsible for ensuring that consents have been obtained within the law
- have to advise data controllers of any breaches without undue delay
- may have to appoint a DPO
- will have to conform all processes, systems and security programmes and policies to the principles of data protection by design and data protection by default
- could be fined on the same scale as Data Controller

In the past a data processor was often thought of as being an organisation providing services such as bulk, personalised mailings, handling competitions and promotions. Now this definition extends to any organisation that has involvement with that data, for example:

- list brokers, those who are able to provide direct selections from a database would be particularly at risk
- social network services given communications to distribute
- Cloud providers hosting personal information
- agencies that use customer data for research purposes
- companies that provide sociographic profiling and/or enhance data to give even more depth to insights.

- payroll services.
- health and other providers of in-company insurance services

Data processors are also required to comply with the principles of data protection by design and data protection by default. If they fail in this then they too will be liable to pay the fines that are coming in.

BREACH AND CONSEQUENCES

Harmonisation of data protection legislation has been hampered in the past by individual member countries, each claiming responsibility for supervision of the organisations within their boundaries. This conflict has been removed. From 2018 the location of the 'main establishment' will define the lead supervising authority.

Where a company has a head office, the 'main establishment' is simple to identify. If a HO is outside the EU then the principal regional management centre or the place where your organisation makes its most significant decisions about data processing will help to determine your 'main establishment' and therefore your lead supervising authority.

There will be no hiding the fact that a breach has occurred. The GDPR states that any breach must be notified to the local Data Protection Supervising Authority – the ICO in the UK – within 72 hours. There are no exemptions or extensions. Three days is a short enough period for damaging media coverage to appear.

It could be worse. It has been suggested that this limit may be reduced to 24 hours in the future.

All those individuals whose privacy has been breached must also be contacted without undue delay. Whether that communication, or any later ones, have to include information about the remedies or options to withdraw consent is uncertain.

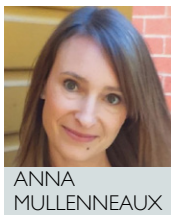
Fines will follow breaches. New maximum fines limits were being widely discussed as being set at €1M or 2% of turnover. These limits were too low for the GDPR's promoters and we now have up to €20M or 4% of worldwide turnover as the limits.

The penalties for breach will be financially significant but the penalty of failing to satisfy the GDPR may well cost more in both marketing and shareholder value terms. Perhaps that two-year lead-in doesn't seem to be too generous. ■

Terry Savage is a Brand Ambassador for Cambridge Marketing College and National Tutor for Direct Marketing and Sales Promotion. He has tutored on the professional qualification courses for the Chartered Institute of Marketing, CAM and the Institute of Direct & Digital Marketing for more than 15 years. His professional career has focused on providing direct marketing and advertising services via major agencies in Manchester and London. More recently he has run his own consultancy. All of this experience has led to his abiding interest in data protection.

Good for you?

Anna Mullenneaux, Chief Matchmaker at Pimp My Cause, helps you improve the world and enhance your marketing capabilities



ANNA MULLENNEAUX

Five years ago I helped to create Pimp My Cause, a free matching platform that works rather like online dating, but connecting marketers to causes they can fall in love with rather than people.

The benefit small charities and social enterprises could gain from *pro bono* marketing support was clear, but we also knew that this experiment in marketing for good would only work and be sustainable if we could show that marketing for good can also be good for marketing.

We've aimed to achieve that by embedding benefits to marketers in everything we offer. Our website makes it quicker and easier for individual marketers to find a good cause to support that matches their own interests, whether its a particular type of cause they are interested in, or a particular service they'd most like to provide. We also support marketers in fulfilling their career goals, for example by helping them build their portfolio or gain trustee experience as a segue to becoming a non-executive director.

We've also worked with the marketing professional organisations to engage their members in using their talent to make a difference at

the same time as deepening their engagement with the professional organisation and enhancing their own careers. And we run talent development programmes for corporate and agency teams that help groups of marketers to enhance their capabilities while providing transformational support to inspiring causes.

MARKETERS AND CHARITIES

Part of the reason for our enthusiasm for creating benefits for marketers is that Pimp My Cause was founded by a marketer rather than someone who worked for a charity. Paul Skinner had enjoyed donating his own marketing expertise to small charities that he believed in and believed that charities and marketers had a lot to offer each other. On the one hand, charities need good marketing more than ever at a time when they are diversifying their revenue streams, building social enterprise business models and managing the transition to ever more "socialised" engagement strategies. And on the other hand, marketers need more than ever to build their skills as holistic business problem solvers, and understand how to create

Paul Skinner is the founder of the social enterprises Pimp My Cause and the Agency of the Future



ABOUT PIMP MY CAUSE

social and environmental benefits to help drive brand purpose, sustainability and CSR initiatives.

MAKING A DIFFERENCE

Most of Paul's early experiences with charities had come about somewhat randomly through chance encounters that could easily have been missed, which inspired us to want to make such opportunities more systematically available across the profession. There are now over 1,500 marketers and over 1,700 charities and social enterprises using the website to connect and over £3.5m of pro bono marketing support has been contributed leading to over £15m of social value created for the beneficiaries of the causes supported.

To further support marketers in making a difference, we've partnered with the marketing professional organisations, including The Marketing Society, the Chartered Institute for Marketing and the Institute of Practitioners in Advertising. The Marketing Society encourages members to join their Marketing for Good initiative to find a cause they can contribute to; the CIM promotes Pimp My Cause to their members who can earn CDP points for volunteering through our platform; and the IPA uses our cause briefs at the heart of their prestigious residential training programmes and to provide the basis for a creative award category.

CHALLENGE BRINGS BENEFITS

We've also sought to show how marketing for good can help build stronger marketing capabilities through our talent development programmes for corporate marketing or agency creative teams. We provide Challenge programmes that help teams to meet their talent development goals while achieving breakthrough social value for inspiring causes. These programmes provide real-world training for marketing teams that also supports the company's CSR agenda and provide practical strategic or creative support for good causes.

One such Challenge was a nine-month-long innovation Challenge that we ran with the Nectar Partnerships team at Aimia, through which five causes were given transformational support in developing loyalty engagement programmes. Laurence Stock, the director of partnerships for Nectar at Aimia, explained some of the benefits that his team have gained from the programme, "The Loyalty for Good Challenge enabled us to mix up teams and break down any silos we may have had and also created a flat structure so that everybody on the team had the opportunity to lead throughout the course of the year".

And after running a Challenge programme with us in 2015 Catherine Cherry, the then Marketing Director of Sony Mobile, North West Europe, said, "Getting the chance to work with these causes has been a great inspiration for our marketers. And

Pimp My Cause brings together worthwhile causes with talented marketers – including innovators, strategists, advertisers, graphic designers, web developers, PR specialists and researchers whose *pro bono* advice and support can transform the impacts the causes can achieve.

Our matching platform works rather like online dating, but connecting individual marketers to causes they can fall in love with rather than people. If marketers want help with finding the right cause for them, as Chief

Matchmaker, I'm available to provide support.

Our marketing Challenges also help marketing teams to meet their talent development goals while achieving breakthrough social value for inspiring causes.

We've worked with organisations like Nectar Card, Sony, Public Health England and Ogilvy to help improve the performance or their marketing teams through our bespoke talent development programmes.



The International Refugee Trust are a small charity based in London that provides pathways to self sufficiency for refugee families in Africa and the Middle East. Through one of our Challenge programmes they worked with a team from Sony Mobile to identify and engage new donor groups.



Nectar Card Challenge: One of the Nectar Card teams worked with the charity Ambition to develop a loyalty engagement plan so they could better provide for the 3,500 youth centres they support.



applying their marketing skills in a new context has been a useful way to further develop the talent we have in our team.”

Speaking to the causes involved in our Challenges you can quickly see what a difference the support makes to them. Katie Kurilecz, communications and fundraising manager at the International Refugee Trust, summarised this perfectly, “Our Sony team helped us to refine our message and create a marketing plan that we are putting into action to engage new donors. This work is making a huge difference to the refugee families that desperately need our support.”

SUCCESS USING SCARCE RESOURCES

The individual marketers that get involved also make a massive difference to the causes they work with, particularly those with a strategic marketing background. Celia Pronto, Digital Integration Director of the Casual Dinning Group, has provided ongoing advice on how to improve Yes to Life’s marketing strategy and make the most of their very limited budget to engage new partners in their work to offer alternative treatment solutions to people with cancer. Sue De Cesare, the charity’s Executive Director, has greatly appreciated being able to turn to Celia for support. As Sue said, “Celia’s advice has given us greater confidence that we are moving in the right direction with our marketing plans.”

Paul, the founder of Pimp My Cause, explained, “Working with causes gives marketers the chance to accomplish success with very scarce resources. They often feel inspired by the cause they’re supporting, which drives them to work harder to develop creative solutions to the cause’s challenges. And it gives marketers the opportunity to feel good (or even better) about their own job and profession.”

Are you looking for new opportunities to test your skills? Or would you like to use your expertise to support a small charity in a meaningful way? Any individual marketer interested in finding the right project for you, or any marketing team leader interested in exploring how we can help you achieve your talent development goals by working with inspiring causes can get in touch with us by email at anna@pimpmycause.org. ■

Anna Mullenneaux is Chief Matchmaker for the award-winning social enterprise Pimp My Cause. She runs the online pro bono marketing platform and from the beginning has led member engagement, community support and the marketing of the platform. Anna has grown the Pimp My Cause platform to support over 2,000 charities and social enterprises with access to pro bono marketing expertise from many of the top marketers, agencies and brands in the country.



MARKETERS ENGAGE BRITISH SUPPORT FOR REFUGEES

We support a wide range of causes through our platform, many of whom are tackling very important and timely issues. For example earlier this year the OgilvyChange Summer School programme helped Care4Calais to look at how to improve the relationship between Calais refugees and French police and how to engage the British public in actively supporting the Calais refugee crisis.

Care4Calais was founded by a group of UK volunteers with the aim of supporting the people in the Calais refugee camps. Their core focus is to ensure that the 7,000 and growing refugees are supported directly with a focus on providing fresh meals, warm clothing, heating and important legal and medical support.

OgilvyChange is a special behaviour change unit within Ogilvy and their Summer School attracts bright university students who are interested in considering a career in behavioural economics. This summer

they helped Care4Calais develop ideas to support the French police in engaging in a positive manner with the Calais refugees to build better relations and help the refugees to respect rather than fear the police, which is an important step in their integration into western society. They also developed solutions that are now being implemented to engage the British public in contributing in small ways to the refugee crisis, which should, over time, help members of the British public to feel more receptive to welcoming more refugees in the UK.

These are quite difficult problems to overcome on their own and they’ve been made worse by the changing political situations both in the UK and France. The OgilvyChange Summer School participants and a team from OgilvyChange are continuing to work with Care4Calais to engage more support and make a difference for the 7,000 refugees living in Calais who hope to one day make their home in the UK.

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THE CAMBRIDGE MARKETING REVIEW ON AIR

Kiran Kapur talks about the Cambridge Marketing Review Radio Show which has completed its fifth season airing on Star Radio



KIRAN KAPUR

The College's radio show, The Marketing Review, has just completed its fifth season, with 76 episodes broadcast on Star Radio in Cambridgeshire and available as podcasts. The show continues to have an eclectic mix of interviews with experts in a wide area of marketing. Recent guests have included entrepreneurs, academics and practitioners.

INNOVATIONS: PRODUCTS FROM HAIR TO MONEY

Entrepreneur, the multi-award winning Simi Belo (www.simiweave.com) explained how she invented the SimiWeave, an innovative u-part wig in 2003 and then took the product to the marketplace. She explained how she grew her idea into a successful business. She also explained the importance of Intellectual Property rights for protecting her innovations.

Another entrepreneur was Amanda Nunn, Head of Partnerships at new financial start-up business MoneyMover. MoneyMover helps SMEs to make international payments more cheaply than using a bank. One of MoneyMover's challenges is that their potential customers may not understand how international payment systems work and so will be nervous of using a company other

than their bank. This is where MoneyMover believes in taking the time to build strong relationships and trust with their customers.

PRACTICAL ADVICE: MATURITY, HATS, STRATEGY VACUUMS AND CONTINGENCY PLANNING

Do you use youth slang in your advertising campaigns to appear trendy? If so, you may be excluding potential customers who are 'mature'. Mark Beasley of the Mature Marketing Association talked about the importance of our ageing population and how sometimes we forget about the older generation in our marketing campaigns. 'Mature' means the over 50s, which may not be a helpful label as this lumps together grandparents with parents of primary school children, the working and the retired, the fit and the infirm. The over 50s age group has huge economic power and therefore companies who obsess only with the younger market may be missing out on potential customers.

A key skill for marketers is the need to think creatively. Natacha Wilson, MD of Cambridge Insights, introduced the 6 Thinking Hats Theory. This is a tool to help a team look at the different perspectives when sharing ideas on new services and products, particularly thinking what should we do opposed to what we could do. The tool also allows parallel thinking as the team wears the same colour 'hat' at the same time to bring out different



perspectives from each member. Natacha explained the thoughts behind each of the six colours and why we should spend time wearing each 'hat'.

Andrew MacLennan, MD of Strategy Execution (www.strategy-execution.co.uk), explained that companies may find they are good at planning strategies but his research shows that often the execution of the strategy is poor. He introduced the concept of the 'strategic vacuum' (when companies wait for the changes to come to them) and advised that, although it is very important to concentrate on what you are currently doing, it is also essential to adapt to the changing times.

Alastair Pryde of APP Dalmeny Ltd discussed the vital importance of contingency planning, which is planning for when things don't go to plan. There are a number of risk factors to consider including operational, financial, strategic, health and safety and legal. The contingency plan needs to be appropriate to the type of risk - a low risk can have a light plan, but anything potentially more serious must be planned carefully. Alastair explained the 'probability matrix', mitigating of risks and how to avoid or transfer a risk.

OUT OF STUDIO AND INTO THE REAL WORLD

The show visits relevant conferences, sharing the information from the speakers. A regular conference is the Cambridge Digital Marketing Conference, and this year the show also came from the inaugural Cambridge B2B Conference. James Murray, UK Search and Advertising Lead for Microsoft, talked about the Bing search engine and explained that their audience research suggested that their users tend to be between 35-55 years old and more affluent compared to users of other search engines. James Foulkes of Kingpin (<http://kingpincomms.com>) talked about the importance of video: surveys suggest that more than 75% of B2B decision makers now use video to make a purchase decision. He recommended looking at Adobe's videos. 50% of B2B buyers use social media particularly industry forums.

JARGON BUSTER!

Marketers love jargon and the Jargon Buster! series explains, in simple language, aspects of theory and jargon. This year has considered the mysterious VRIN, red-blue ocean, the Diffusion of Innovation curve and Gartner's Hype Cycle. Key Jargon Busters from the Show are now also available as videos on the Cambridge Marketing College YouTube channel. ■

Kiran Kapur is a Fellow of the Cambridge Marketing College and hosts the Marketing Review Radio Show. Podcasts of the show's 48 episodes are available from <http://bit.ly/1IQqVGW> (www.cambridgemarketingpress) and on iTunes: search for Marketing Review on Air <http://ow.ly/SkggD> Kiran can be contacted at kiran@marketingcollege.com or @kirankapur10 on Twitter.

The Cambridge Marketing Review On Air

Hosted by Kiran Kapur
on Thursday evenings
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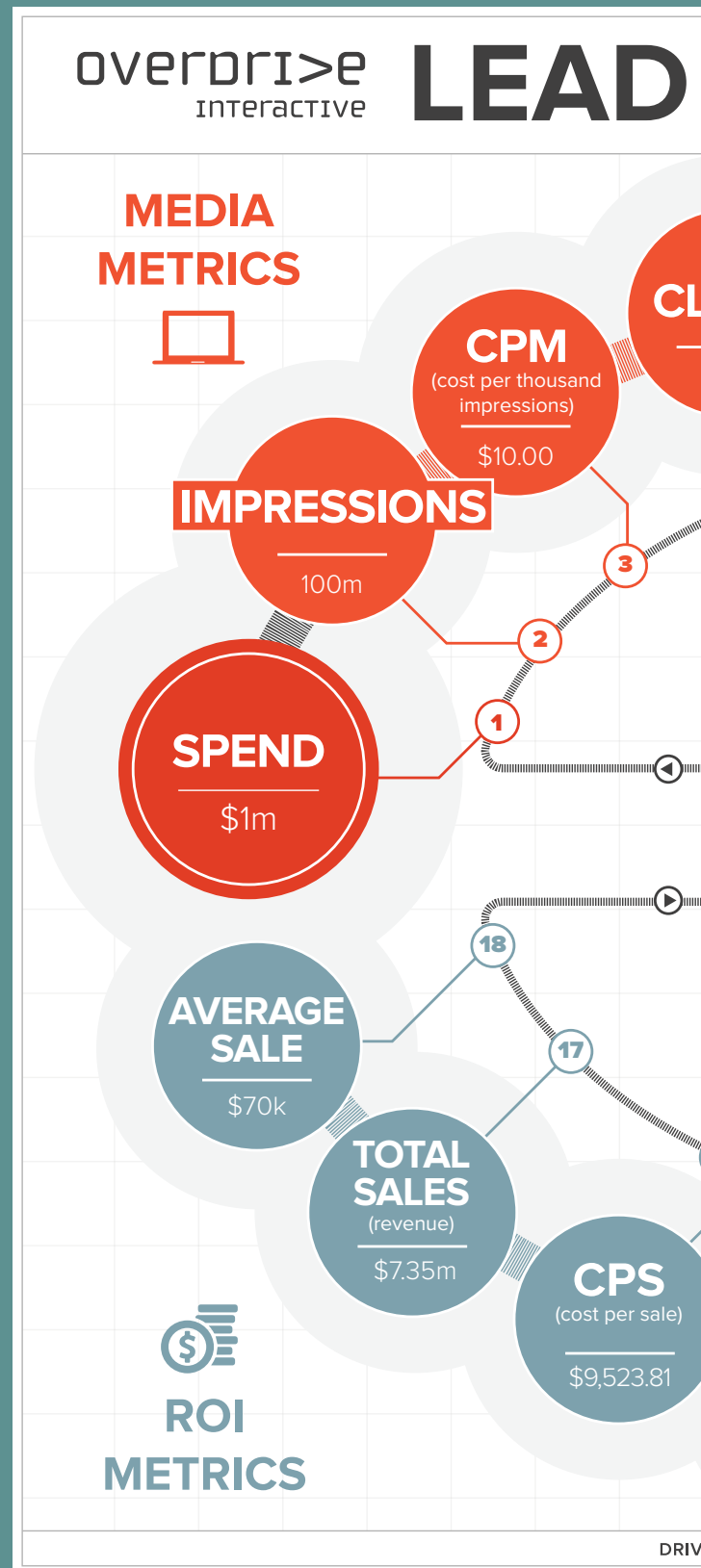
INFO/ GRAPHIC

Metrics and Analytics are now central to marketing. The talk is about the need to show cost-effective marketing and return on investment.

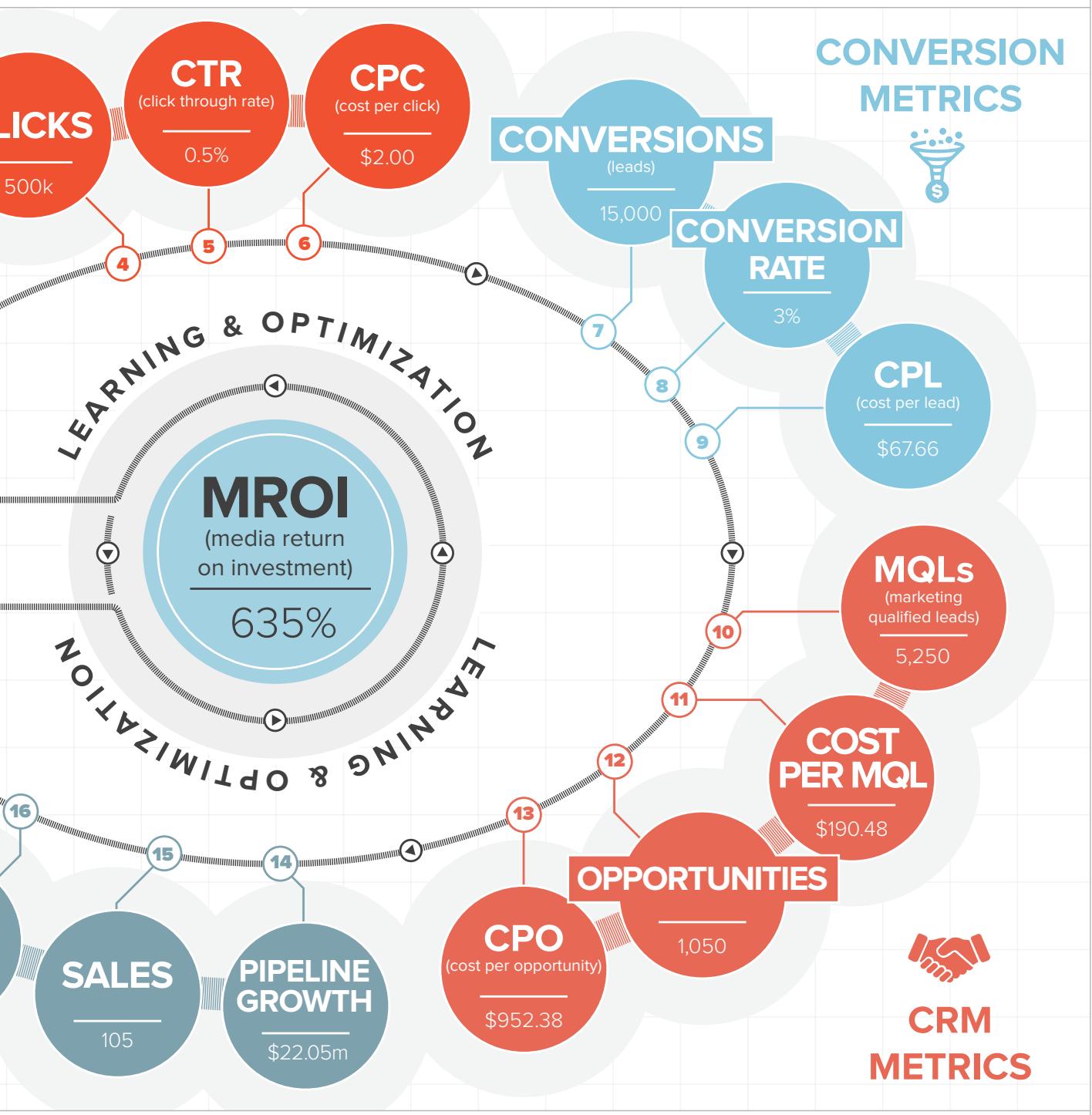
This infographic from Overdrive Interactive neatly lays out the stages of analysis of a marketing campaign through the media metrics of impressions and click-through rates to conversion metrics and cost per lead.

It then takes this further and considers the cost per opportunity and finally looks at the return on investment metrics.

This illustration shows what can be done.



GEN METRICS TIMELINE



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TECHNOLOGY REVIEW

A selection of some new marketing technologies selected by Andrew Hatcher of Cambridge Marketing College



Amazon Dash Button

The rise of the Internet of Things (IoT) continues to gather pace and we are starting to see some interesting and quirky applications that may be creating a new platform for delivery of marketing messages explicitly linked to an active and real-time 'call to action'. The Amazon Dash button is part of this vanguard which is in effect a wireless button that can be placed in context with product use and activated on demand. Pressing the internet-connected button gets an item added to your shopping list or delivered to your door. Perhaps more interesting is the ability to customise these buttons to make them do more specific functions such as recording actions or initiating standardised communications.

Amazon have launched about 40 brands at launch, ranging from dishwasher

tablets to instant coffee and condoms, and the purchaser gets the cost of the button off their first purchase. The button has to be set up with the Amazon shopping app, where the purchaser can adjust the exact product and delivery preferences.

The buttons have been launched alongside Dash Replenishment which is used with appliances such as dishwashers and printers which can automatically order new supplies of tablets or ink cartridges without the user needing to do anything, except sign up in the first place.

goo.gl/MjtKqy

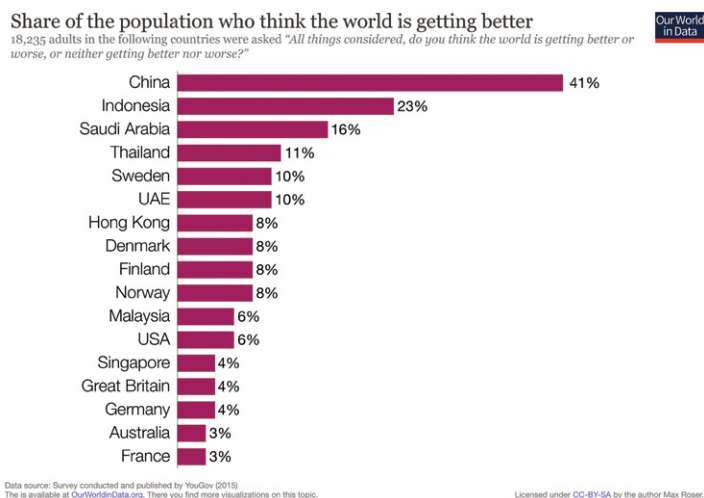
Deseat.me

We are probably all aware that the Internet tends not to forget – indeed many popular applications now rely on photo and video history to create new personalised content. The right to be forgotten was recently enshrined in EU law and although it is possible to take on the job personally and go through and manually remove an individual's details from sites, it is an arduous and time consuming process. A Swedish company Deseat.me has developed a offering which allows users to erase their online footprint by effectively cleaning up their existence by collecting all the accounts and deleting them. The system assumes that all users have a Google account and then once logged in locates all the various different online accounts that user has including Facebook, LinkedIn and a range of others. Once located, the system then offers links to the user to initiate deletion

for each of the accounts. The service is limited, as it depends on a Google account so that any accounts that were created using a different email address will not be cleared. It is not a panacea as it also can't erase any pictures or videos that are available through a contact's account.

With the advent of the newly passed Investigatory Powers Bill in the UK, also known as the Snooper's Charter, there has probably never been a more important time for individuals to be aware and in some control of their online history.

www.deseat.me



Our World in Data

If you are looking for interesting and new ways to add value to what might be fairly dreary content then Our World in Data (OWID) might fill a gap. OWID is an online publication that shows how living conditions around the world are changing. It communicates its data knowledge through interactive data visualisations (charts and maps) and by presenting the research findings that explain what drives the changes that we see and what the consequences of these changes are.

Developed at Oxford, the publication covers a wide range of topics including trends in health, food provision, the growth and distribution of incomes, violence, rights, wars, culture, energy use, education,

and environmental changes and, as you might imagine, many others too. Covering all of these aspects in one resource makes it possible to understand how the observed long-run trends are interlinked. OWID is made available as a *public good* meaning that it is freely available, and that the data published on the website is available for download, and its visualisations are made available under a permissive Creative Commons license.

<https://ourworldindata.org>

Brave Payments

If you have not yet dared to investigate the world of the Bitcoin, this system called Brave Payments might be one that could make you look. Brave Payments is essentially a Bitcoin-based micropayment system that can automatically and privately reward the sites whose content you value and wish to support, while remaining untracked by anyone, including the people at Brave Software. Once turned on, and with funds in your e-wallet, the system allows you to control which sites receive your support by manually enabling or disabling funding for any of the sites you visit.

All of this analysis is done without disclosing your identity, and publishers

simply collect their aggregated donations after authenticating themselves.

Currently we all have to suffer the current ad-tech ecosystem that clogs up web pages and data connections with annoying ads and tracking debris, whereas many sites say that they would be happy to go ad-free if they could instead funnel their support directly from those visiting giving both browser users and website content creators a fair deal.

<https://www.brave.com>

Internal Marketing

In an extract from his forthcoming *Handbook on Internal Marketing*, Nick Wake discusses the purpose of Internal Communication and its impact on engagement and product development

The drive for innovation focuses company attention on the inner market



NICK WAKE

Welch and Jackson (2007) defined internal communication as the 'strategic management of interactions and relationships between stakeholders at

all levels within organisations across a number of interrelated dimensions, including internal line management communication, internal team peer communication, internal project peer communication and internal corporate communication'. Another way to look at internal communication is as the glue that holds an organization together. Without it, a company is just a collection of disconnected individuals, working in isolation and in pursuit of their own agendas.

Research for this handbook suggests that the primary purpose of internal communication is to engage employees with the company vision, mission and values, so that there is a strong connection running from the top to the bottom of the organisation and employees generally feel positive about being in the workplace. For Stella Low, Communications Director with global IT company EMC (Interview 08.01.16), it is about ensuring everyone is "informed, motivated and inspired to achieve the purpose of the company". This in turn drives high levels of employee retention and greater productivity.

For internal communications consultant and author Tim Wooten (Interview 22.01.16), it's about "joining the dots" for employees so that they get the big picture and can see their part in it. It's also about two-way dialogue, an ongoing conversation among employees at all levels.

Bill Quirke (*Making the Connections*, 2000) argues that the job of internal commu-

nications in today's modern, global corporate is to strike a balance between four elements:

- **Purpose and Direction:** What level of understanding of corporate direction is needed at different levels in the organisation?
- **Information:** Who needs what information and how can they best receive it, how often, in what style and via which media?
- **Identification:** What is the right balance of identification between corporate and the individual business units, and how can corporate best support that; to what extent should people feel part of the wider company and how communication should best act as a 'corporate glue'?
- **Collaboration:** how communication should encourage the exchange of best practice and foster sharing, learning and networking

The rest of this extract explores ten possible aims for internal communications, several of which overlap with each other: raising awareness of organisations' vision, mission and values, supporting employee engagement, defining the employer brand, supporting product and service development, oiling the wheels of organisational change, managing a crisis, promoting reward and recognition, reducing inter-departmental conflict, and finally, the fulfilment of legal obligations.

AWARENESS OF VISION, MISSION AND VALUES

The concepts of Vision, Mission and Values are not new. Most organisations employing 50 or more people will have these concepts in place, though increasingly it seems that a



Mission statement is favoured over a Vision statement. Let's explore the difference.

Vision: this is about what the organisation wants to achieve at some point in the future. Some organisations will have a set time frame for this, others will leave it open. Amazon articulates its vision as follows: 'Our [Amazon's] vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.'

Mission: this is the fundamental purpose of the organisation. It should answer this question for each employee of that business: Why do I get out of bed in the morning? For example, the Mission of Innocent Drinks it is to 'make natural, delicious and healthy drinks that help people live well and die old'. At Nike it is to 'bring inspiration and innovation to every athlete in the world'. For Google it is 'to organize the world's information and make it universally accessible and useful'.

Values: Values drive the behaviours that organisations believe characterise their business and drive the behaviours that lie behind that businesses success. For example, Passion is a key driver (no pun intended) for BMW: *'The passion for forging new paths, thinking ahead and breaking new ground, is our common drive in the BMW Group. That is why we look for employees who want to do and experience something extraordinary. People who bring team spirit and initiative with them - and the will to continuously learn. For with joy and dedication a job becomes a personal passion. Something to be proud of, each and every day.'*

Barclays Bank, which has had its fair share of scandals recently, somewhat ironically suggests that its core values are: respect, integrity, service, excellence and stewardship.

This latter example highlights one of the challenges facing internal communicators and that is to generate credibility in the concepts of Vision, Mission and Values. It is all too easy to put up a few posters in reception or the office canteen and think the job is done. Not surprisingly, the 'this is how it is and this is what we want you to do' approach will only serve to breed cynicism - the complete opposite of what these concepts are designed to foster.

At their best however, Vision, Mission and Values do provide a useful reference point for employees and help create a sense of organisational togetherness and team spirit. At a practical level, the HR department will use the Values to help screen candidates who are seeking to join the business and to reward, recognise and promote internally.

EMPLOYEE ENGAGEMENT

Countless studies over the years have articulated the business case for employee engagement - a topic on which vast tomes have been written, particularly since the turn of the century. Some of the studies have gone to great lengths to uncover empirical evidence that proves what the rest of us just regards as common sense: if employees are happy in their work, they will be more productive, work harder, provide better service and this in turn, will lead to happier customers who keep coming back. Everything else being equal, profits rise faster than they do in companies where there is an absence of engagement.

The global PR and marketing services agency Edelman identified some 40 drivers of employee engagement which that grouped into six areas, one of which was communication and information flow. In their model, internal communications supported employee engagement when:

- Employees get the information they need to do their job
- Employees hear news from the company first, before hearing it externally
- Employees understand what drive customer satisfaction
- Customer facing employees are providing a consistent customer experience
- Messaging is consistent and appeals to logic and emotion
- Communication channels are established, expedient and reliable
- Communication portfolio contains a proper mix of written, face-to-face and experiential methods
- Communication effectiveness is measured at least yearly (*Employee Engagement*, Melcrum 2005)

Engage for Success, the voluntary movement that grew out of the government task force set up in 2011 to assess the value of employee engagement, describes the four drivers of employee engagement as follows:

Strategic Narrative: Visible, empowering leadership providing a strong strategic narrative about the organisation, where it's come from and where it's going.

Engaging Managers: Engaging managers who focus their people and give them scope, treat their people as individuals and coach and stretch their people.

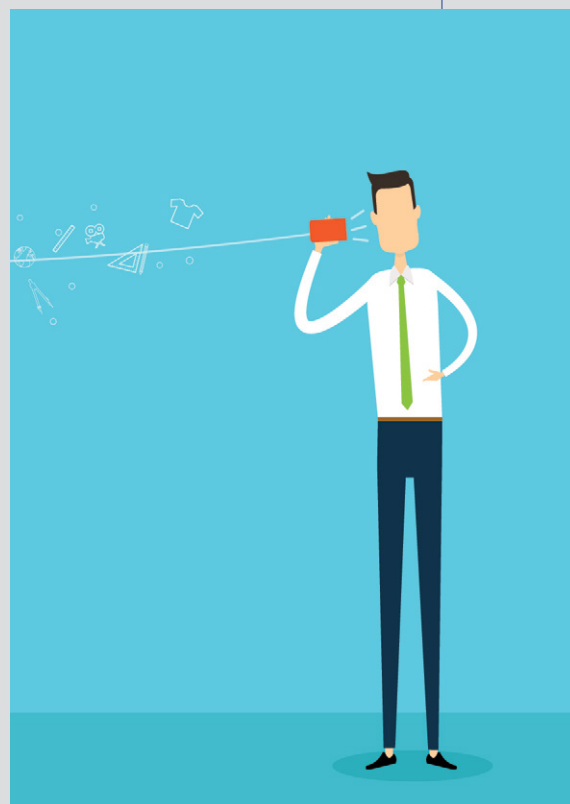
Employee Voice: Employee voice throughout the organisations, for reinforcing and challenging views, between functions and externally. Employees are seen not as the problem, rather as central to the solution, to be involved, listened to, and invited to contribute their experience, expertise and ideas.

Integrity: Organisational integrity - the values on the wall are reflected in day to day behaviours. There is no 'say -do' gap. Promises made and promises kept, or an explanation given as to why not.

Looking at the above, whilst internal communication is not named as a driver of employee engagement, it most certainly is the thread that joins them all up.

DEFINING THE EMPLOYER BRAND

Lew Platt, the former CEO of Hewlett Packard once observed: "If Hewlett Packard knew what it knows, we'd be three times more productive". In other words, if only knowledge sharing was so powerful that everyone in



the company understood the company's full capabilities, then the company would be truly unstoppable.

In the western world we very much live in a knowledge based economy, where there are more people employed in service provision than in manufacturing and where we talk increasingly about the provision of solutions rather than products. In this climate, those involved with business development need to have a complete understanding of its company's capabilities so that these can be brought to bear to solve client issues. The role of internal communications is to provide the channels to disseminate that experience from top to bottom and to accelerate the pace at which the organisation's capabilities are matched to the client's needs (Bill Quirk – Making the Connections, 2000).

EMPLOYEE RETENTION

There are a host of studies that suggest a powerful link between employee engagement and employee retention. This is not rocket science. Why would anyone want to leave a company if they are happy there?

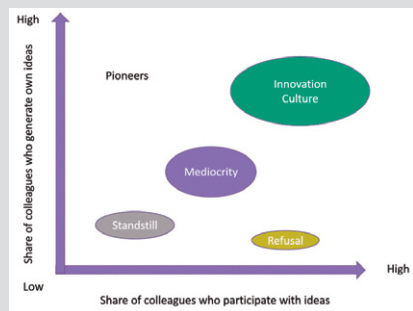
As well as benefitting from the greater productivity of engaged employees, corporations appreciate the cost involved in finding new talent. According to David Macleod and Nita Clarke (Engaging for Success: Enhancing Performance through Employee Engagement 2009), UK talent acquisition costs stand at £5,311 per hire. According to calculations from SHRM, the Society for Human Resource Management, the average cost of replacing an employee earning \$8 per hour is roughly \$3,500. For middle level employees the cost can be as high as 150% of their annual salary and high level employees upwards of 400% annual salary.

Maren Hogan writing for the People Fluent blog (Sept 2014) argues that employees don't leave companies, they leave their boss. And the no. 1 reason they do this is because of a lack of communication. The cascade of information from the top of an organisation often gets stuck in middle management layers, leaving the majority of workers in the dark. As Hogan points out: "Work without context or reason is not only frustrating, but it also lacks an end goal and is bad for cohesion". But it needn't be like this. She goes on to cite research that suggests that 43% of highly engaged employees receive feedback on a weekly basis.

SUPPORTING PRODUCT AND SERVICE DEVELOPMENT

In order to remain competitive, most commercial organisations will have a continuous process of product and service development. When it comes to encouraging a culture of innovation, internal communication has a key part to play. In 2011 Anne Linke and Ansgar Zerfass published their change management framework for implementing an innovation culture by means of internal communication, based on the results of a study of a global pharmaceutical company based in Europe (Internal communication and innovation culture: developing a change framework, *Journal of Communication Management*, Vol. 15, 2011). Their main hypothesis stated that an innovative culture can be established when the corresponding internal communication adapts to each of the change phases: awareness, understanding, acceptance, and action. Intellectual support found in an innovation culture fosters and consequently leads to further innovation. This is encouraged through communication activities. They concluded, that in order to create an innovation culture, internal communication should aim to lead employees through different phases of identification. Identification was defined as the extent to which they generated ideas themselves along with their willingness to participate with ideas generated by others, as represented in the diagram below. They argued that targeting different employees specifically based on their identification level makes internal communication more effective.

(Figure 3: Identification with innovation, Linke and Zerfass 2011)



Whilst the benefits of cross functional teams for solution development has long been recognised, the modern corporation uses technology to foster greater collaboration across departmental, managerial and geographical boundaries, in an ever more informal and agile way. A quick skype call or Google chat

is fast becoming the popular replacement for the lengthy face to face meeting.

As well as encouraging idea generation, once a product or service has been developed, internal communication is vital for launch preparation. Before new or adapted products and services can be presented to customers, they first need to be explained to employees. The most successful developments will invariably use a period of internal consultation to iron out any glitches in the proposition so that when it is finally brought to the external marketplace, the period of consumer testing is both minimised in length and maximised in terms of success.

As well as being versed in the technical features of a new development, employees need to understand why it is important to the company and what their individual role is in making it successful. In the automotive industry, for example, car manufacturers will invest heavily in the internal communication of a new model before it is launched to the public. It is vital that the entire dealer network shares the excitement of the manufacturer and that they are fully conversant with the unique selling points of the car over its competition.

The other five purposes identified in Wake's handbook are: Change management, Managing a crisis, Reward and recognition, Reducing inter-departmental friction, Fulfilment of legal obligations.

Other chapters include: the Role of the internal comms practitioner, Planning, Tools and media, Evaluation, Employee behaviour, Organisational culture, Reward and recognition and the Characteristics of a great communicator. ■

The Handbook on Internal Marketing will be available from Cambridge Marketing Press in 2017. www.cambridgemarketingpress.com

Nick is a Chartered Marketer and the founder and owner of Awaken Communications, as business which recently celebrated its 3rd anniversary. His 25 years of experience cover a variety of contexts including FTSE top 100 client side (seven years with Whitbread), public sector (three years with Sport England) and international business services (eight years with Grass Roots), covering B2C and B2B. A natural team builder, Nick's main interest lies in delivering brand objectives through people. Nick is also the Course Director for the Professional Diploma in Sports Marketing and a tutor for Marketing and Consumer Behaviour with Cambridge Marketing College.



Internet of Things: Automotive supply chain impact and strategic marketing response



LIP-MIN KHOR

The main driver for creating a massive network connection of devices, also known as the “Internet of Things” (IoT)

is the ability to harvest useful data. With semiconductor fabrication process now at ‘super-resolution’ level, consumer devices are increasingly compact in design and increasing in economic viability. Empowering these mobile devices with connectivity capability forms a large network of devices capable of exchanging data. In order for IoT to deliver its maximum economic value, technology infrastructure will need to be in place and widely adopted across industries. Data interoperability from consumer devices to cloud services platforms is essential in realizing the full potential of IoT applications. By adopting open standards across supply chain systems and platforms, information can be shared and exchanged more efficiently and reliably.

WHAT DRIVES IOT DEPLOYMENT IN THE AUTOMOTIVE INDUSTRY?

IoT enables ‘always on’ network connection through internet capable devices, from connected fridges and thermostats to connected car and commuter infrastructure. The main drivers that constitute to IoT

deployment in the automotive industry can be summarized as in Table 1 (below).

Nowadays micro computer chips cost much less to make and capacity is many times more powerful compared to what it was a decade ago. This enables more compact design of consumer devices with more

FACTORS	DRIVERS
Technological	Micro-computer getting cheaper and smaller in size Wireless technology more advance and gaining wider coverage The adoption of micro-sensors and RFID in manufacturing and embedded electronics in cars
Social and Cultural	Consumer desire to be always ‘connected’, being able to increase web presence is seen as an attractive proposition, including time when commuting
Economic and Demographic	Increased ownership of cars with aging population Increased technology adoption rate with improving quality of life
Environmental	Increasing awareness of green energy, and more efficient car engines
Ethical	Consumers are less tolerant of factory sweatshop, stimulating the creation of a smarter and automated manufacturing process Recent automobile emission scandal prompts better auditing and feedback mechanism for detecting malpractice
Political	Government pushing for the next industry revolution through the promotion of Industrial IoT and smart factories
Legal	Regulations in place for safeguarding personal information and privacy on the web

Table 1 STEEPLE analysis for the key drivers of IoT uptake in the automotive industry

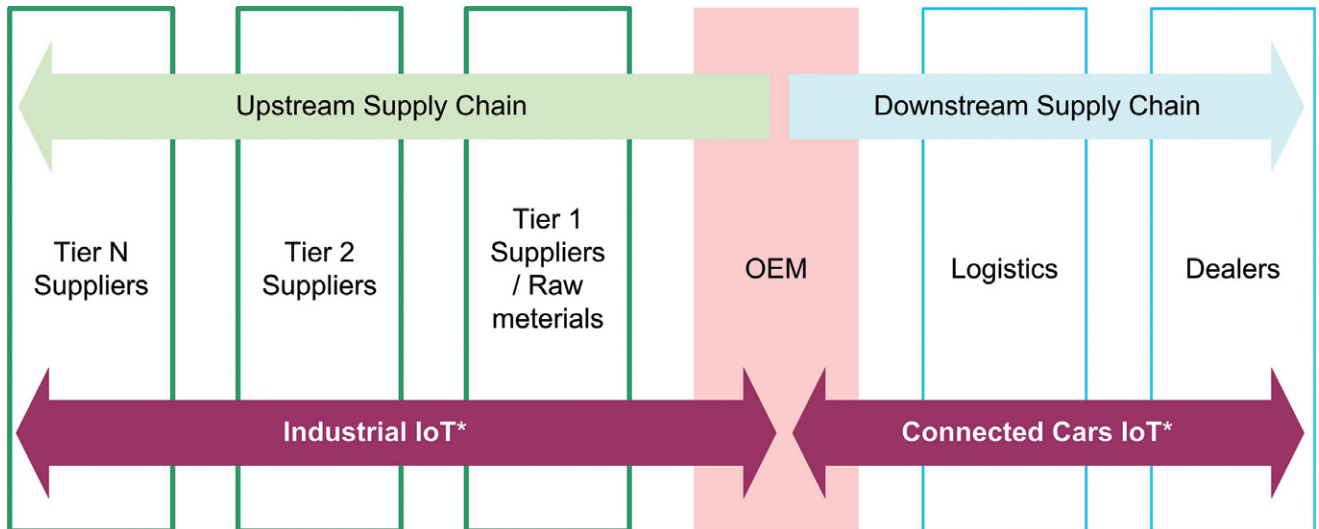


Figure 1: Automotive Supply Chain (EDI, 2015) illustrated with IoT application as overlay*

sustainable battery life. Complement this with advance wireless technology; and it is estimated that by 2020, the number of connected devices may reach 100 billion units (Walport, 2014). A substantial proportion of those devices will be deployed through connected car and transportation.

The desire to stay informed and connected had seen a massive uptake of IoT in the area of personal electronic devices, smart home and connected car. The term 'smart' implies data analytic and control performed autonomously to improve user experience. Moreover, cars that are equipped with modern technology gadgets may also elevate perceived social status. By 2020 it is estimated that 152 million vehicles will be connected to the internet in multiple ways (Forbes, 2015). What this means for the automotive industry is increasing electronics procurement. As seen from the UK automotive industry, electronics components have already topped the procurement value just after steel (Davies, P. et al, 2014).

Environmental and ethical factors have also fuelled the uptake of IoT in the automotive industry. Consumers favour of green solutions coupled with the lack of tolerance for corporate misconduct, has accelerated the demand for technological solutions capable of minimizing pollution. Recent car emission scandals substantiated this fact, which in hindsight could have been avoided by enforcing real-time road emission data analytics using IoT sensors connected to the cars. In addition, embedded IoT devices can

also be used to transmit performance data to car manufacturers in order to perform over-the-air maintenance and fixes without owners needing to visit the dealership (Wired, 2014) hence further saving cost and reduce waste.

The next industry revolution much touted by the European nations pushes for the concept of smart factories through the deployment of Industrial IoT (IIoT). However, with the proliferation of connected devices across the automotive value chain, strict regulatory enforcement would be necessary for safeguarding businesses and personal information confidentiality and privacy.

IOT IMPACT ON THE AUTOMOTIVE SUPPLY CHAIN

The application of IoT in automotive sector is twofold, i.e. through automotive IoT and its connected car IoT infrastructure. An overlay of both IoT applications in the automotive supply chain is illustrated in Figure 1 (above). The automotive upstream supply chain consists of tiered suppliers whilst its downstream supply chain comprises of activities involving asset management and distribution from car manufacturer to end customer.

INDUSTRIAL IOT – UPSTREAM SUPPLY CHAIN

The influx of IoT devices and sensors in automobile, the increase in power electronics and sensors components complexity

had added more tiered suppliers providing additional products and services.

The lack of end-to-end supply chain visibility has been identified as a major issue by automotive supply chain executives (Cicerini et al, 2009). Industry 4.0 or Industrial IoT (IIoT) is largely adopted in the automotive upstream supply chain with the main objective of information sharing and data exchange between tiered supplier and the automotive manufacturer. Distributed small factor embedded sensors and connected machinery on the production floor has also introduced mass customization capabilities to the automotive production line. With real-time raw material and stock information coupled with customization information gathered from downstream supply chain, OEMs are empowered with the information needed in order to maintain optimal inventory level to improve production efficiency.

CONNECTED CAR IOT – DOWNSTREAM SUPPLY CHAIN

Downstream supply chain will benefit from IoT application through the concept of connected cars. BI Intelligence (2015) forecasts the growth of connected cars to be at 45% compound annual growth rate, thus by 2020 there will be an estimated number of 220 million connected cars on the road. The IoT connected network facilitates information sharing between OEMs, logistics, dealerships and end users throughout the downstream supply chain thus enhanc-

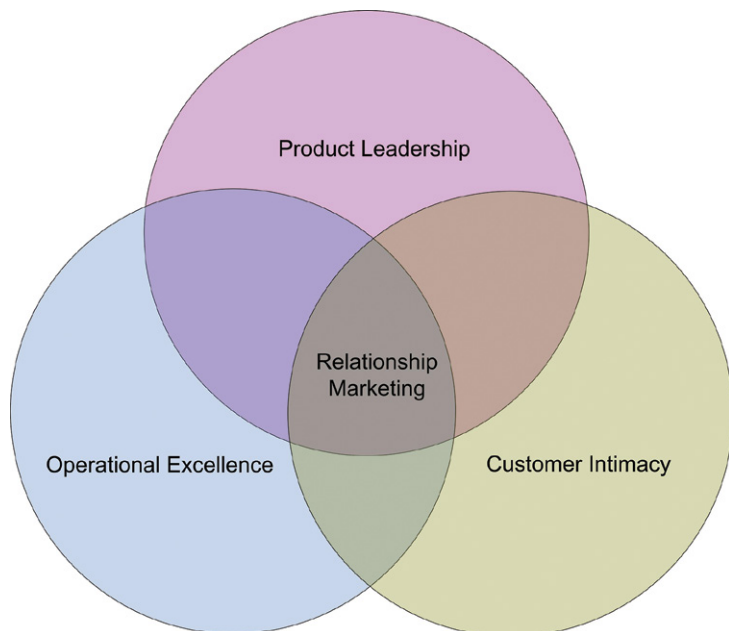


Figure 2: Treacy and Wiersema's three value disciplines with relationship marketing taking center stage

ing vertical integration of the network. Customer requirement are gathered and linked through to dealership database and OEM procurement system for increasing efficiency in inventory management and order tracking. The same information can be used on the production floor for ensuring the right customized parts are fitted for each order.

delivery schedule. More importantly, any order cancellation by a dealership can be coordinated in real-time and asset reallocation can be liaised between dealerships.

With connected cars, automotive OEM has the opportunity to transform their business model by selling services directly to end consumer. The change in business model may involve cross industry partnership for

IoT introduced a new business model to the Automotive industry where services can be sold directly from OEM to end customer

From the logistics perspective, IoT sensors and control devices implanted within the vehicles can facilitate shortening the time for inventory auditing at each transfer checkpoint. Being able to perform mass diagnostic remotely helps lower operating cost and cut short delivery lead time. In addition, real-time stocks level information can be leveraged to provide real-time shipping and storage capacity data, which minimizes any unused capacity. The same information can also be observed by downstream processes so that dealers and end consumers are kept informed of the latest

instance AT&T in the United States has long established partnership with General Motors OnStar and Audi Connect to provide connected services (Frost & Sullivan, 2013). This direct relationship with the end consumer is valuable to OEM for nurturing customer relationship and putting control back in the hands of OEM in fostering brand loyalty.

RELATIONSHIP MARKETING AS THE STRATEGIC MARKETING RESPONSE

Relationship marketing as defined by Berry (2002) has the purpose of creating value and loyalty in business dealing. This

value creation strategy is not restricted to building customer base but also prompts stakeholders' value exchange for mutual benefit. Porter's value chain concept is a concept that applies to a single organization, whereas today's agile marketplace is in need of an integrated supply chain to create a sustainable value web (Christopher, M. et al, 2013).

Treacy and Wiersema's three value disciplines suggested that marketplace success is built upon the value proposition that the company pursues, which may include the like of product leadership, operational excellence and customer intimacy. Relationship marketing is most practiced where customer intimacy is concern whilst the implementation of relationship marketing can be less obvious for the other two value propositions. In fact, relationship marketing should be taking the center stage whichever value disciplines an organization may decide to pursue such as illustrated in Figure 2 (at left).

PRODUCT LEADERSHIP AND OPERATIONAL EXCELLENCE THROUGH PARTNERSHIP

As the automotive supply chain today sees influx of cross-sector services such as mobile network providers and car insurance companies, relationship marketing is no longer restricted to vertical partnership but also applicable to partnership across different sectors. This horizontal relationship need to be properly managed in order to guarantee information transparency when sharing data, for instance Google and Apple provide interoperability know-how for smartphones to car infotainment system provider whilst telecommunication company providing locality services to OEM. In order to achieve product leadership, car OEM can team up with technology leaders such as Apple and Google to accelerate innovation. General Motors for instance, has boosted its sales revenue through close collaboration with Apple by supporting the Apple CarPlay system in 27 of its models

(Ramsey, 2015). Such close collaborative partnership has put GM in the leadership position for future IoT deployment.

For OEM who pursues operational excellence, the IoT data analytics and streaming capability provides a powerful end-to-end solution for efficient and accurate information sharing across the supply chain network. Morgan and Hunt (1994) stressed the importance of mutual commitment and trust in building successful business relationship, especially when data sharing is involved.

CUSTOMER INTIMACY THROUGH LIFETIME OWNERSHIP EXPERIENCE

IoT introduced a new business model to the automotive industry where services can be sold directly from OEM to end consumer. For instance, engine and car feature upgrades can be done through software keys to unlock certain performance feature of the engine on demand. Tesla has proven that software updates is a powerful tool that proved to be quite disruptive to the conventional automotive business model. The relationship established between OEM and its customer provides more insight into what the customer needs. Customer intimacy value proposition stresses the importance of personalized and tailored services. This direct communication channel enables customers to provide instantaneous feedback to OEM, fostering a closer relationship with the car manufacturer. With an 'always on' channel of communication established between OEM and end consumer, there is a higher likelihood of increasing brand loyalty in the long run with sufficient nurturing. Figure 3 illustrates how relationship marketing for each value proposition can be implemented in relation to their respective IoT application.

With the IoT establishing direct communication channel between OEM and end consumer, this provide a powerful platform for a targeted marketing strategy. Coupled with personalized smart IoT devices such as smart watches, true insight into customer

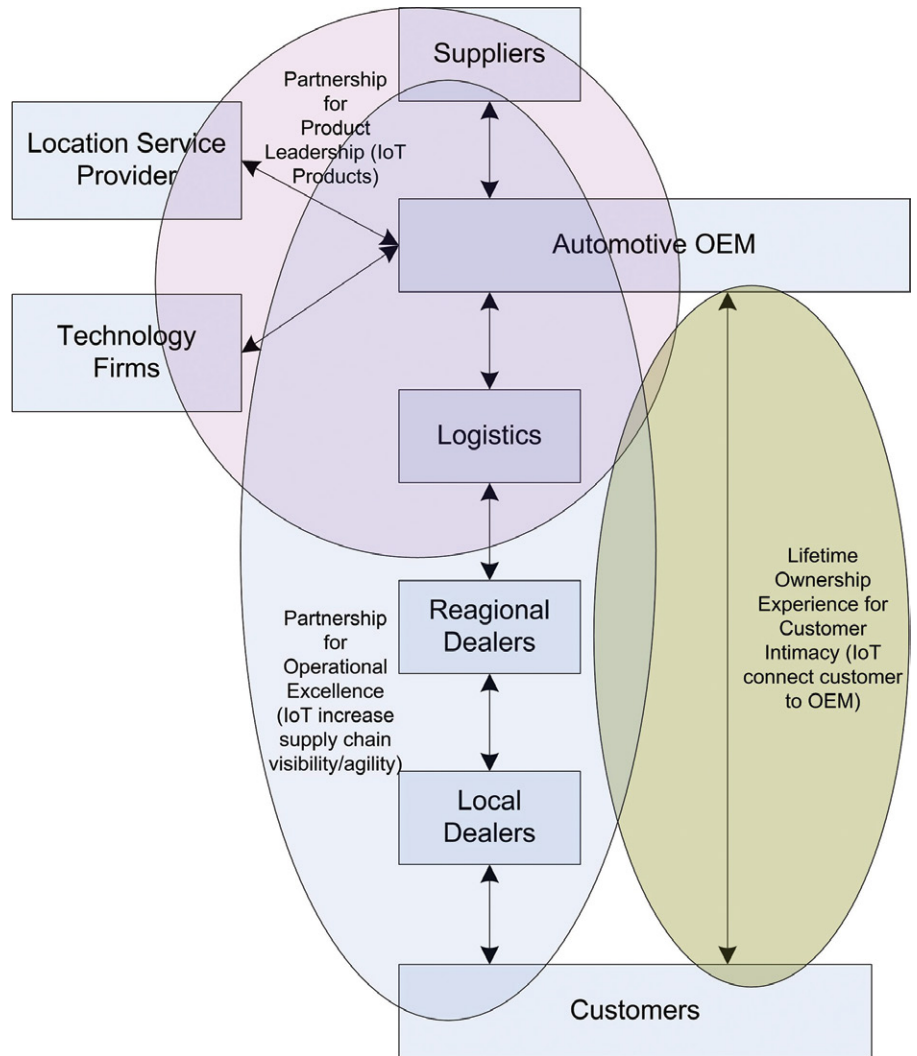


Figure 3: Relationship Marketing as Strategic Marketing Response to IoT disruption

behaviour is made available to marketers. This enable marketer to be more proactive in managing customer relationship and expectations by providing personalized services and frequent updates to end users. Moreover, shorter campaign life cycle is made possible with the capability of analysing customer feedback in real-time and deriving actionable solution almost instantaneously; this allows quick turnaround time for evaluating marketing effectiveness and improving marketing efficiency.

In summary, the impact of IoT on the automotive sector as addressed above is twofold, i.e. increase supply chain visibility and transforming the automotive business model to become more service orientated.

Hence in anticipation of developing coherent network relationship with partners as well as driving end user towards a lifetime ownership experience, marketing professionals will need to adopt new perspectives in establishing cross-sector business partnership and improving customer relationship leveraging direct end user communication channel. ■

Lip-Min Khor is a Technical Marketer at Advance RISC Machine (ARM). He has been with ARM for more than 10 years working as a system design and validation engineer prior to his current role. As a technical marketer, he is well-versed in writing technical white papers and product collaterals which promote ARM system solutions across different market segments.

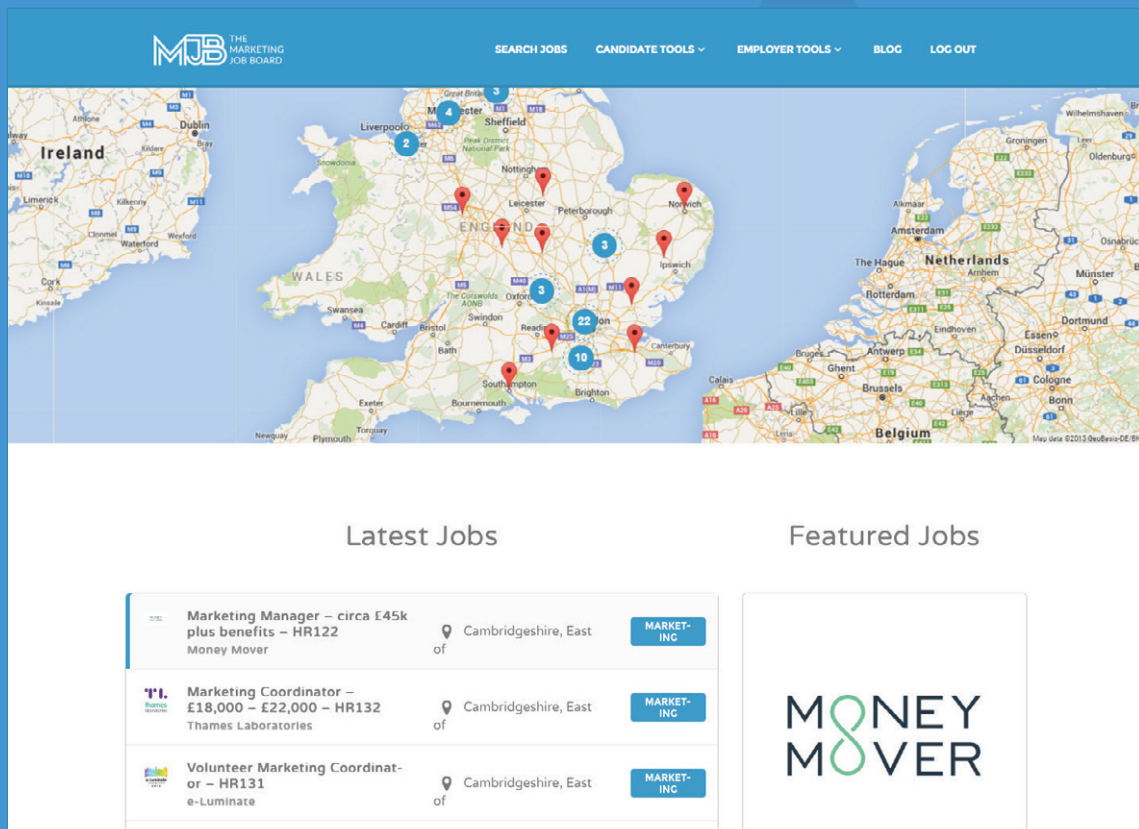
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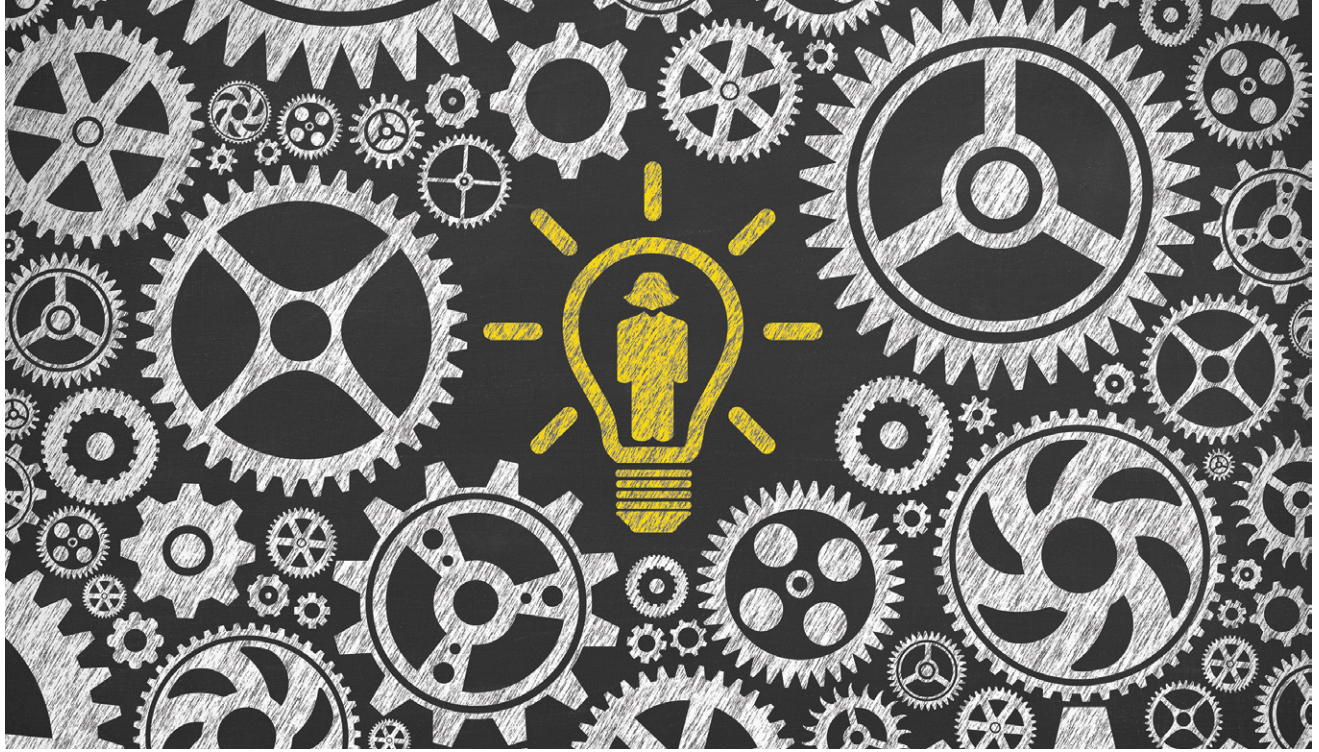
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The screenshot shows the MJB website interface. At the top, there is a navigation bar with the MJB logo and links for SEARCH JOBS, CANDIDATE TOOLS, EMPLOYER TOOLS, BLOG, and LOG OUT. Below the navigation is a map of Europe with several red location pins and blue circular icons indicating job counts in various regions like Ireland, England, and the Netherlands. Below the map, there are two columns: 'Latest Jobs' and 'Featured Jobs'. The 'Latest Jobs' column lists three positions: Marketing Manager (circa £45k plus benefits - HR122) at Money Mover, Marketing Coordinator (£18,000 - £22,000 - HR132) at Thames Laboratories, and Volunteer Marketing Coordinator (HR131) at e-Luminate. All three jobs are located in Cambridgeshire, East. The 'Featured Jobs' column features the Money Mover logo.



The story behind the *UK Marketing Network*

The UKMN has become the largest Social Network for Marketers in the UK with 64,000 members... established by Only Marketing Jobs and with support from Cambridge Marketing College from the start



SIMON LEWIS

I remember the date vividly: 12th December 2008. The empty office in which my business partner and I paced – thoughts dashing around our heads, interrupting the otherwise deafening silence – was enveloped by a darkness even more prevailing than usual for the time of year. The UK was officially in recession and with banking organisations tumbling at every turn, our days of recruiting high-end marketing professionals within finance were hurtling towards a perilous end.

Just a few days before, we'd had to let all our staff go and Christmas was just two weeks away. What joy! Thanks a bunch Iceland; ta very much Lehman Brothers; good tidings to you, too, HBOS.

Fast forward one month and with frosty festive frills a mild memory, we'd concluded that whilst a traditional recruitment business was no longer for us, our experience belonged somewhere in the staffing industry. With hiring costs being cut sharper than a butcher's knife and third-party recruitment services in decline

– a non-essential expense to those remaining hiring organisations – there was, we felt, a gap in the market for something new; something fresh; something engaging.

BIRTH OF A NETWORK

And so, amidst tentative trumpeting, the UK Marketing Network was born, manifesting as a small community of mainly, then, job-seeking marketing professionals – and not all from the financial world, either. A few years beforehand, I'll remind you, Reid Hoffman had founded what was then a completely free-to-use professional networking site. LinkedIn had emerged as our unlikely saviour.

By June 2009 nearly all event-related engagement was on hold. L&D was on the back burner for most organisations, the unfolding economic climate unleashing a tide of uncertainty throughout the business landscape. And for jobseekers, particularly, this was a huge issue. If vacancies weren't being brought to them, how would they establish who was hiring? But help was at hand because within the UK Marketing Network sat a different kind of job advertising platform: OnlyMarketingJobs.com.



For the next eighteen months the UK Marketing Network toured the nation, building a community of marketing jobseekers, hiring managers, thought-leaders, industry protagonists, tomorrow's superstars and all sorts in between. Outside of London, the Network stopped off in Manchester, Bristol, Birmingham, Newcastle, Brighton and Cambridge, putting on free-to-attend networking events for all levels of marketing folk. By 2011 there were more than 15,000 members in what was fast becoming the preeminent collection and, indeed, collaboration of UK marketing professionals.

Built on genuine conversations and discussions around the changing world of marketing, the Network became revered for its informal, yet informative, style and at its peak membership was increasing by more than one thousand a month. At 20,000 the group was entirely self-perpetuating, a range of topics permeating the professional nuances. Weekly surveys and targeted polls posed teasers and asked questions, the answers to which dispersed throughout the group. Blogs sprung from such content, with members enriched with regular industry thoughts and insights.

ONLINE AND OFFLINE NETWORKING BOTH CONTRIBUTE

By 2012 the UK was back on its feet and marketing was poised to take advantage. 'Digital' was now mainstream and job opportunities were on the rise. The industry was back in vogue and 'engagement' was the byword for success – especially if precluded by 'personalised'.

And so the UK Marketing Network adopted even further prominence. Other industry-related groups were losing ground and by 2014, with more than 40,000 members, the UK's leading community for marketing, creative and, by now, digital marketing professionals cast a lunar eclipse over all others combined. And not just larger in numbers but voice, too.

The result of all this online activity – and the offline networking that dovetailed it – was the incarnation of sector-specific marketing conferences. Experienced figures within Legal, Not-for-Profit, Retail, Education, Professional Services, B2B and, perhaps ironically, Finance converged not only to learn from leading industry figures, but to participate in roundtable peer-to-peer discussions – just like they'd been doing in the Network all along!

At the time of writing the UK Marketing Network (LinkedIn group) is home to 63,741 industry figures. From graduates to CMOs and all levels in between, the Network retains its position as the beacon of engagement. The fusion of client and agency-side marketers works to provide cross-sector insights, with both subjective and objective stances fuelling wonderfully-rounded – if often provocative – discussions and debates around a myriad of industry topics.

EVERY TWITTER BIT HELPS

Managing a community of this size has been a learning curve and certainly not without its challenges. In the beginning I'd be up until midnight, making relevant connections and inviting people to join the Network. Luckily, back then, there weren't too many rival network groups on the block so the biggest hurdle was finding the right people, those that would not just populate the Network, but also, crucially, participate. Because establishing a network is one thing but keeping it going – with the intended collaboration – can be altogether different.

From the outset our own marketing manager was installed as the official 'pot-stirrer', tasked with churning discussions, adding spice when required. Initially this was pretty much a fulltime job, until we'd reached the critical mass 'tipping point' of group self-perpetuation at around 15,000 – a huge number when you think about it. And that's with a distinct and niche membership of traditionally outspoken marketers!

The UK Marketing Network isn't confined to LinkedIn, however. With so many complementary channels, how could it possibly be?! After a while and with one eye on a changing climate, we built the Network on the then free-to-develop Ning platform. With a smaller membership of circa 15,000, users can post discussions, promote events, share experiences and interact with other members. Sound familiar? Crucially, though, this platform is entirely free and offers fewer restraints than its more illustrious counterpart.

Feeding from both these platforms is Twitter. Naturally. At the last count @ukmarketnet had 27,700 followers. Twitter has been instrumental in the development of the Network, not least during live events, sharing thoughts and anecdotes from speakers and delegates. You know, as Twitter does!

IT'S A TOUGH JOB AND ACTIVE MEMBERS HELP DO IT

So as we approach the UK Marketing Network's 8th anniversary, what have I and those involved in its development learned? Firstly, managing a large group, community, network or any other collective noun you'd like to frame it, is tough. In fact, it's tougher than that. Which is not to suggest I'd have had it any other way. Because as challenging as it's been, the journey to here has been both intellectually and, certainly in the early days, physically stimulating. Or do I mean exhausting? No matter, it's been terrific fun and we've all learned things you'd never find in a text book.

Second, whilst a successful community is built on the foundations of its management and administration, it's the members themselves that determine how glorious it becomes. Without true, genuine engagement, the house collapses, leaving rubble remnants of something that might have been.

So to the future. We have long been partnered with the Cambridge Marketing College, who were involved from the early days and many of you may remember them supporting our early roadshows and conferences. They will now be assisting us providing more content and delivering more events to help marketers' development. Their mission of "enhancing careers by marketing knowledge" is at the heart of what the UKMN is about. And with a large faculty of lecturers and authors and their large social network we hope to give more food for thought as we go into 2017.

The marketing and digital sector is a wonderful place to be right now and as I sit here in my office, the winter sun dipping behind a resplendent St Paul's Cathedral, I'm already looking ahead to Christmas and the non-stop dazzling dawn that is the UK's marketing network. ■

Feel free to connect to Simon Lewis on LinkedIn.

Following 15 years spent helping firms hire next-generation talent, Simon co-founded Edge Global Media Group, a collection of award-winning marketing and recruitment brands. Simon is a regular speaker and writer on the subjects of branding, content and recruitment marketing and is a firm believer that the best relationships are built in person.



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We are marketers not marketeers; we are not cavaliers.

We practise marketing not advertising or PR.

When we refer to products, we mean products and services. Otherwise we refer to offerings.



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