

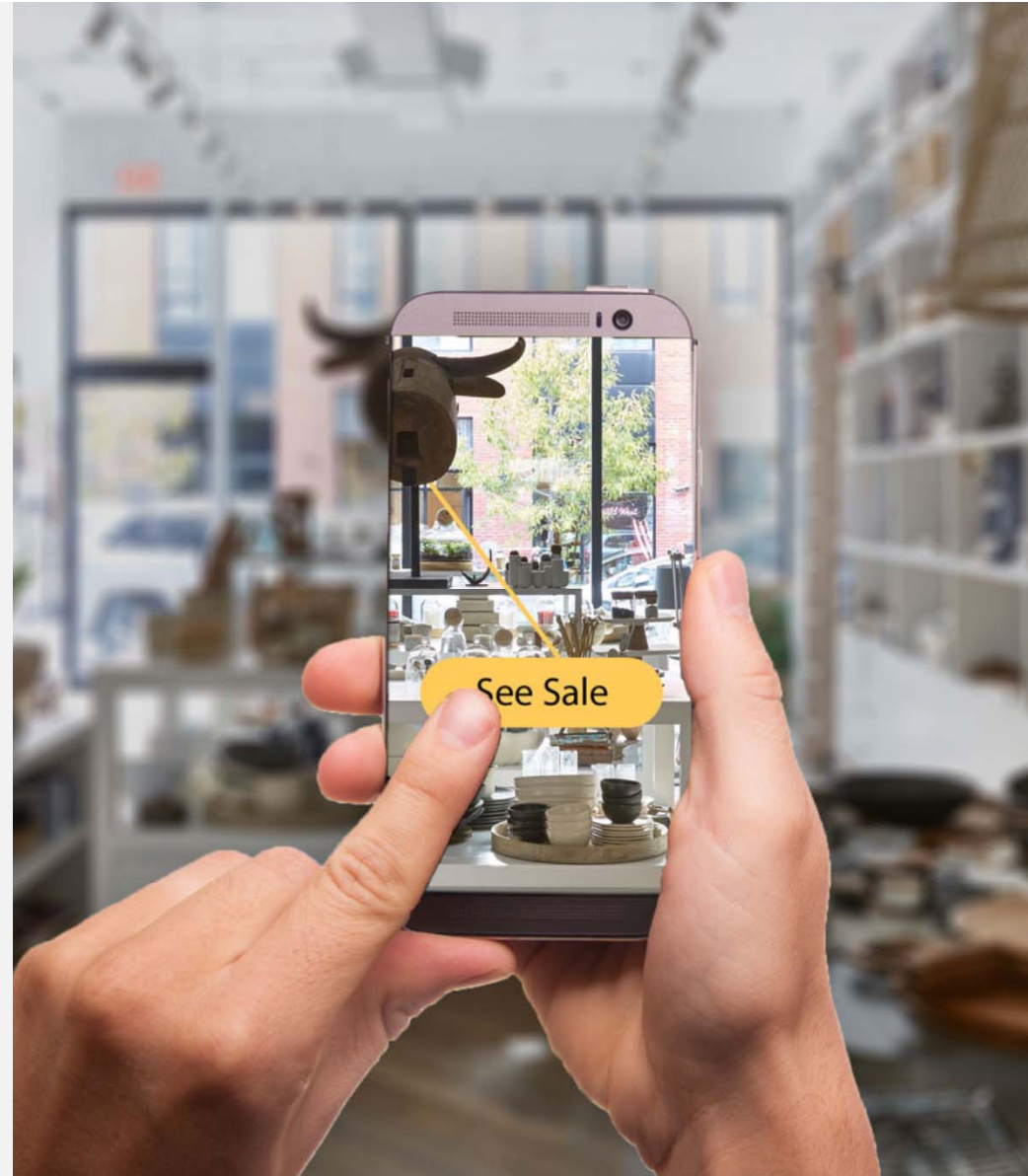


Big Content Alliance  
The third in a Series From the  
Big Content Alliance



# Press Pause

Omnichannel:  
The New Value Driver



## Today's Presenters



Kathy Baughman  
@comblu



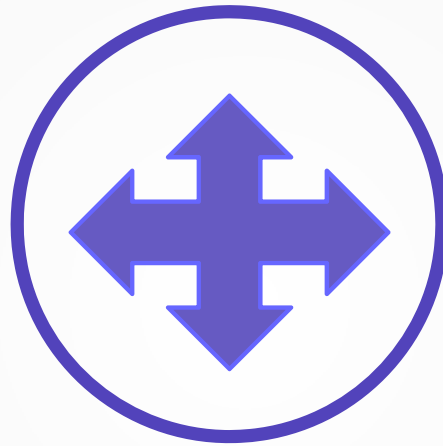
Kevin Nichols  
@kpnichols



## Three Reasons to Press Pause



**Fit for Purpose**  
Defining what you  
want to  
pilot



**Competing Priorities**  
Trying to do too  
much at once;  
have lots of  
unrelated elements



**Hitting a Rhythm**  
Making omnichannel  
sustainable  
from pilot to scale

Which one are you?

## Session Agenda

1. Three reasons to press pause when considering an omnichannel initiative
2. Deciding if omnichannel is right for your organization
3. Common themes across all three reasons to press pause
4. Q&A

## Omnichannel Defined

Omnichannel is an approach to multichannel that provides content at every point in the customer journey (analog, digital, in-store).

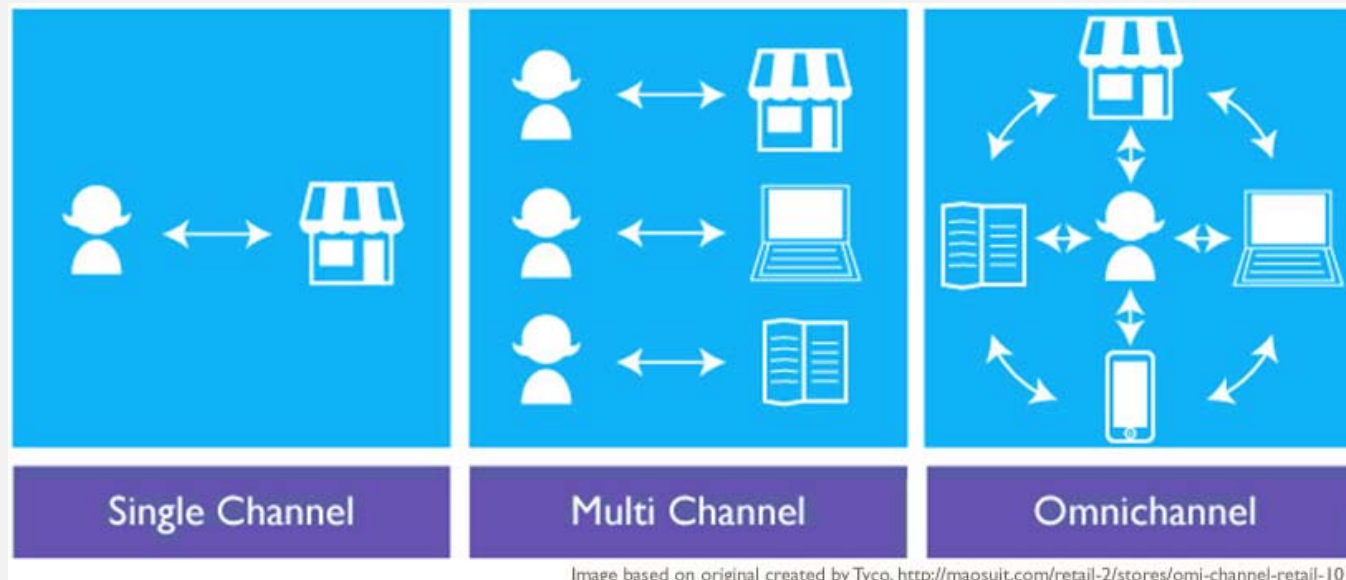


Image based on original created by Tyco, <http://maosuit.com/retail-2/stores/omi-channel-retail-101/>

## 2 Mini Case Studies: Omnichannel Superstars



Retail



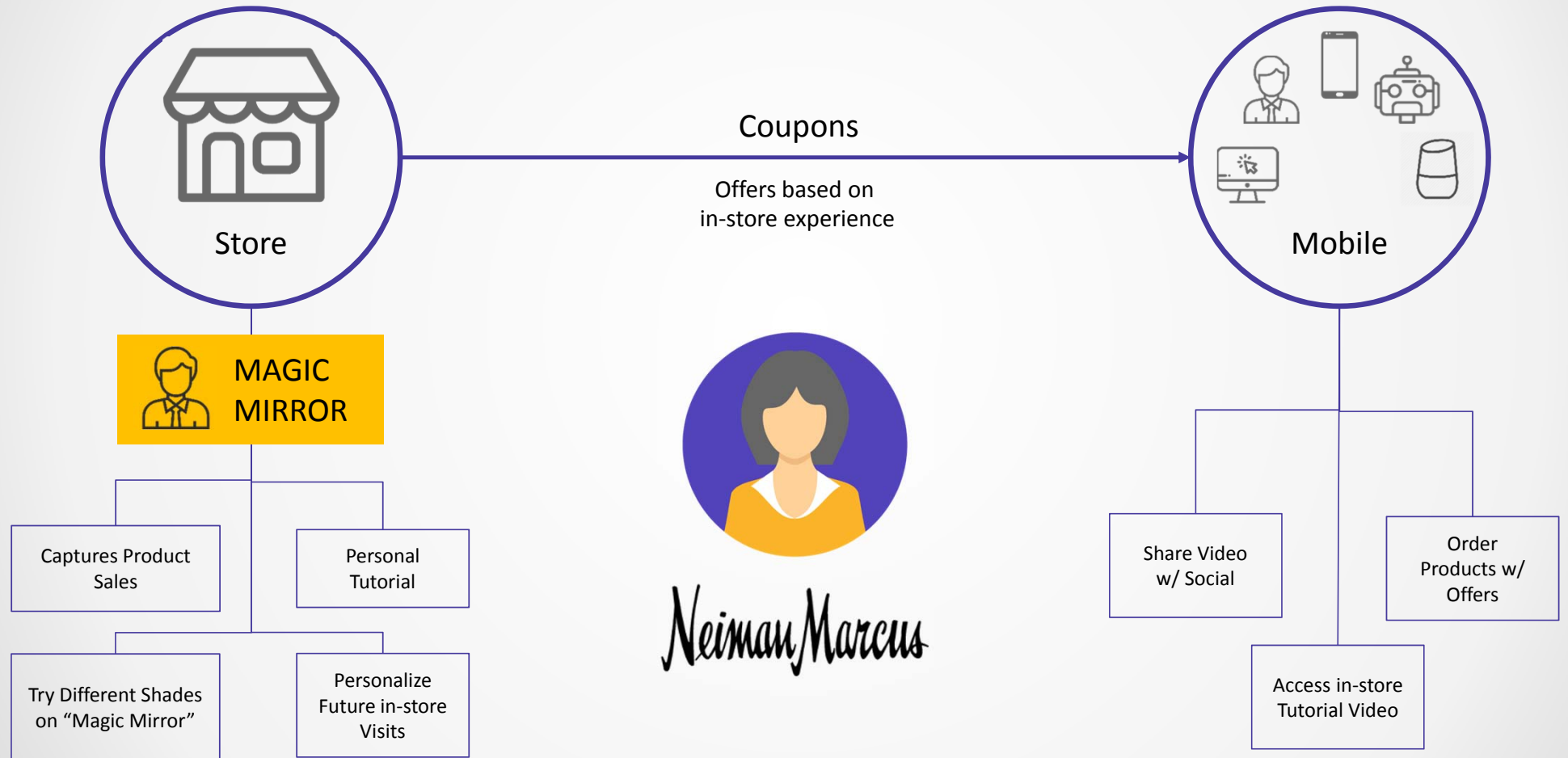
Tech

The more channels customers use, the more valuable they are.

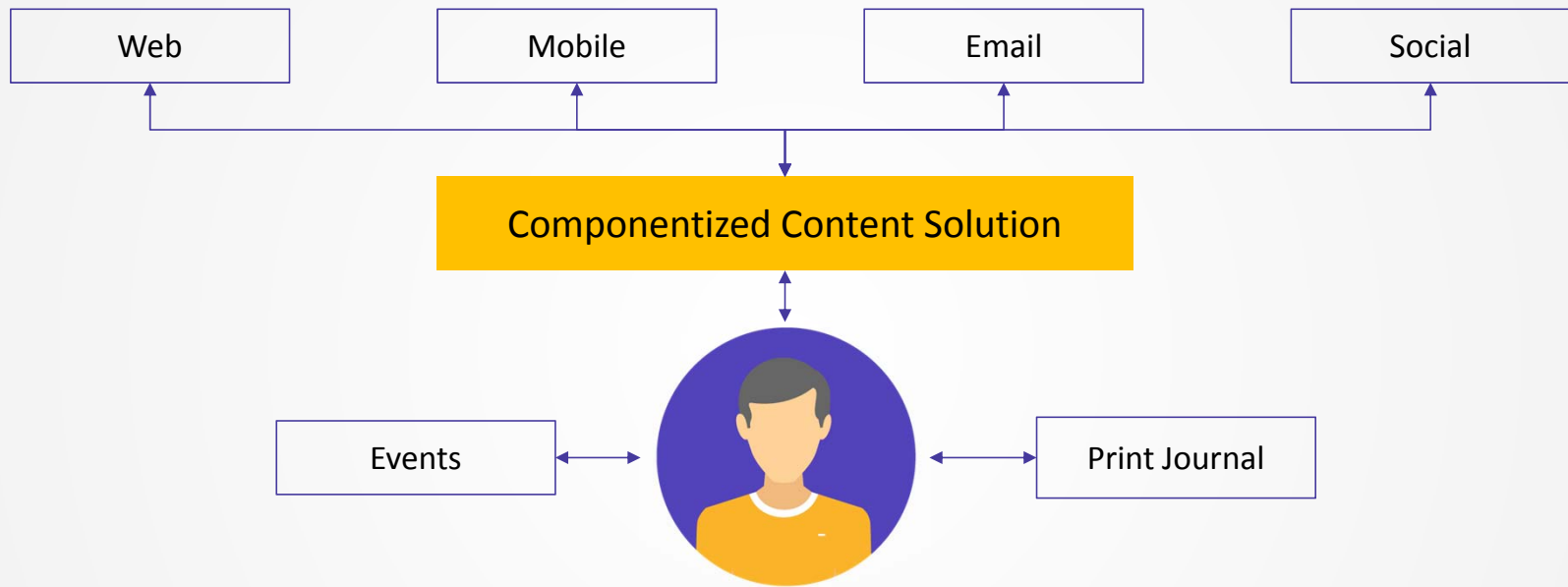
After controlling for shopping experience, they spent an average of 4% more on every shopping occasion in the store and 10% more online than single-channel customers.

—*Harvard Business Review*

# Neiman Marcus



# Technology Manufacturer



Mobile use increased over 170%

↑ 170%

Page views increased nearly 140%

↑ 140%

Session durations went up over 900%

↑ 900%

Bounce rates decreased 90%

↓ 90%

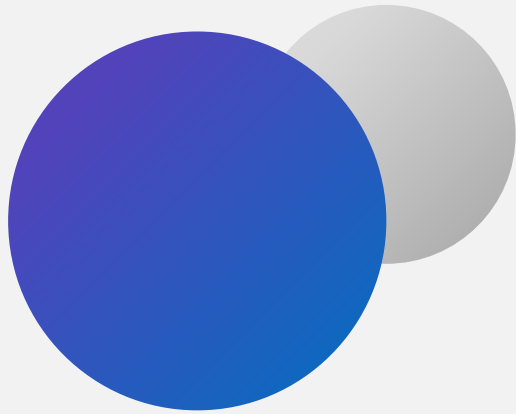
Overall visitors increased 20%

↑ 20%

Subscriptions increased over 40%

↑ 40%





# Reason One: Fit for Purpose

## Fit for Purpose: Things to Consider



Business goals



Understanding user needs and desires



Customer journeys



Content roadmap

*“Seamlessness is a quality of any cross-channel customer journey where the transitions (or handoffs) from one channel to the next involve zero or minimal overhead for the users.”*

— Kim Flaherty,  
Nielsen Norman Group  
Seamlessness in the Omnichannel  
User Experience

## Business Goals

- Review your current business, brand and ecommerce goals and objectives
- Ensure your omnichannel strategy draws from and reinforces these goals
- Define objectives against impact to business and make them channel agnostic but customer centric

*“Within six months after an omnichannel shopping experience, these customers had logged 23% more repeat shopping trips to the retailer’s stores and were more likely to recommend the brand to family and friends than those who used a single channel.”*

— A Study of 46,000 Shoppers Shows  
That Omnichannel Retailing Works  
*Harvard Business Review, January 2017*

## Understanding User Needs

- Start with personas, customer journey, and segments (you must create these if you don't have them)
- Anticipate your users' omnichannel behavior to identify their needs through personas and customer journey research
- Understand and know the channels your customers engage in; account for the ones with content gaps

*“Warby Parker uses the location of its online consumers to gauge potential opportunities for opening brick-and-mortar stores.”*

— Shopify.com

*10 Best Omni-Channel Retailers and What You Can Learn From Them*

## One Omnichannel Consumer



**Melanie**

**30-ish mom**

**College degree**

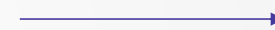
**FT employment**

### Her Journey

Shopping for  
new laptop



Likes specific  
brand, but  
open to change



Price sensitive  
but must have  
certain features

### Behaviors

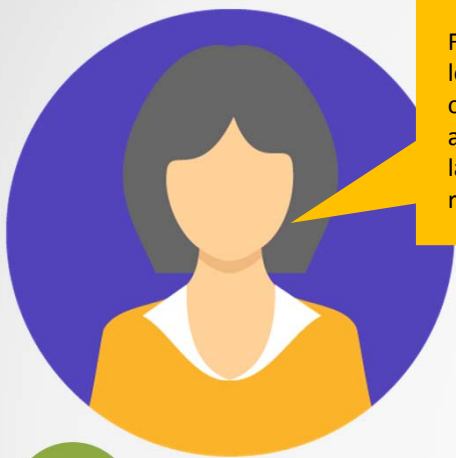
- Researches online
- Always looks at reviews
- Seeks advice from family, friends, influencers
- Goes to store to test drive

### Frustrations

- Product seen online not available in-store
- No easy way to compare products and pricing
- No price matching or discounts readily apparent

### Content Wish List

- Full product description on product page
- Q&A/product page
- Customer reviews and ratings
- High quality images and videos
- Product/pricing comparison tool



For things like toys, we do a lot of mobile while in store, or right before we go...if it's a higher priced item, like a laptop, I do a lot of my research online.

START

- Starts on laptop. with five independent review sites (Webcutter, TechRadar, PC Mag, CNET, and Laptop).
- Narrows selection from 10 options to two, both same brand.



- Visits a warehouse club's website
- Views product description pages for two laptops from different brands.

- Goes to warehouse store.
- Plays with one of the laptops she had researched online
- Decides she needs more research.



- Returns to warehouse website from laptop while at home
- Reads reviews of four models from three different brands.



- Jumps to a major consumer electronics retailer site
- Researches another model.

I'm looking for trends. I'm looking to see if a number of people said, for example, that the battery life is horrible.

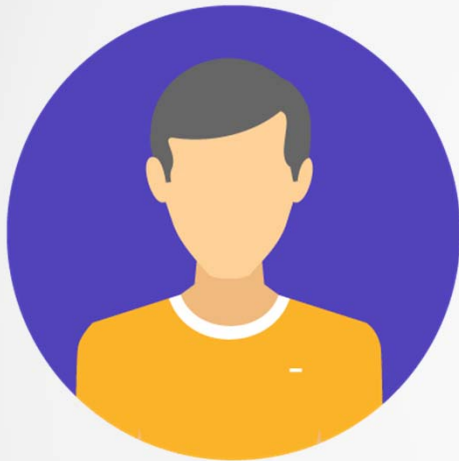
FINISH

Journey Destination  
9 Days

- Uses mobile to return to warehouse club site and looks for CGC on her two finalists.
- Discovers syndicated content from the manufacturer on retail site
- Finishes research.
- Completes journey in-store with laptop purchase



## One Omnichannel B2B Buyer



**Jorge**

30-something IT director

Reports to CIO of manufacturing company

Responsible for partnering with end-users of technology platforms

### His Journey

Looking for best-in-class WCM system to support omnichannel ecommerce strategy



Needs flexible functionality that can scale efficiently



Wants vendor with manufacturing experience



Concerned about TCO vs discrete pricing of platform

### Behaviors

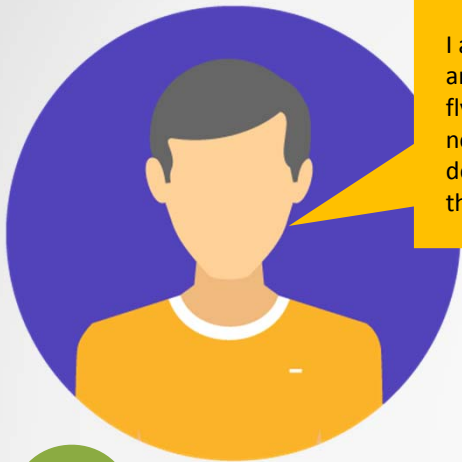
- Researches online on multiple devices to create initial vendor list
- Looks at reviews and influencer blogs
- Visits online communities to get sense of user issues
- Seeks guidance from partners and peers

### Frustrations

- Difficult to calculate TCO
- No easy way to compare solutions
- Difficult to find implementation examples in similar orgs

### Content Needs

- TCO calculator
- References and case studies from “like” companies
- Detailed UGC about experience with platforms and companies
- Product & solution content and demo videos



I am always booked solid and often research on the fly. I hop between devices. I need to pick-up on one device where I left off on the other.

START

- Starts research at work desktop.
- Searches about latest WCM trends
- Bookmarks thought leadership from solution providers on topic.
- Uses info to begin building initial vendor list.



- Calls buddy at partner company for insights
- Uses info to further refine list.

- Visits websites of short list using different devices in different settings
- Gathers product details.

- Creates product comparison spreadsheet
- Picks 3 for deeper dive.



Looks for reviews, case studies, forums.

I am looking for red flags, real life experiences that will either eliminate or elevate a candidate.



Meets face-to-face with top two.



Compares offerings and pricing.



Presents findings and recommendations to rest of buying center.



Negotiations

FINISH

Journey Destination  
6 Months

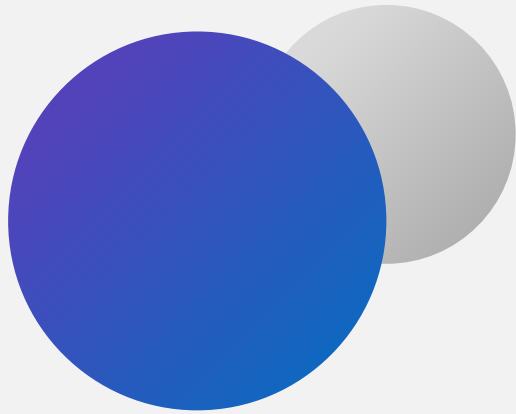


## Content Considerations

- Use customer journey steps and map content for each step, persona and channel
- Identify areas for personalization
- Create a cadence-based content calendar to ensure you have the necessary content
- Identify groups necessary for content creation
- Tie content production workflows to user journey content, which reduces silos
- Ensure you have editorial and governance strategy in place to evaluate and control content

*“Campaigns integrating 4 or more digital channels will outperform single- or dual-channel campaigns by 300%. “*

— Gartner Research



# Reason Two: Competing Priorities

## Competing Priorities: Things to Consider



Shared vision



Projects across organization



Cultural roadblocks



Roadmaps

- 96% of Americans with internet access made an online purchase
  - 80% have done so in the last month alone.
  - **By 2020, ecommerce sales will hit \$523 billion — a 56% increase from 2015.**
- The Complete Omni-Channel Retail Report: What Brands Need to Know About Modern Consumer Shopping Habits in 2017

## Case Study - TBC

TBC Bank's award winning omni experience proves it works

- Loan approval rate rose from 50 percent to 70 percent, an increase of 40 percent
- Credit application decision decreased from one business day to 15 minutes
- Time to market for application changes dropped by 85 percent
- Cost to originate a loan decreased by 50 percent due to lowered manual review processes
- Overall level of automation increased from 15 percent to 90 percent



*TBC Bank Wins Award for Omni-Channel Customer Engagement*

– Fico.com

## Shared Vision

1. Create a cross-functional and holistic team that includes stakeholder input and representation from all areas
2. Identify team that can ensure alignment of omnichannel content across all business units
3. Define collective vision, goals, objectives, pillars and KPIs to support effort
4. Define governance model to support maintenance of strategy and ongoing effort
5. Make sure you account for analytics teams aligned with data definition and gathering

*“62% of [Omnichannel] Pioneers see consistent returns volumes, an indication that they have tailored their proposition to better meet customers’ needs”*

— LCP Consulting Retail Research Report  
2017

## Slide 21

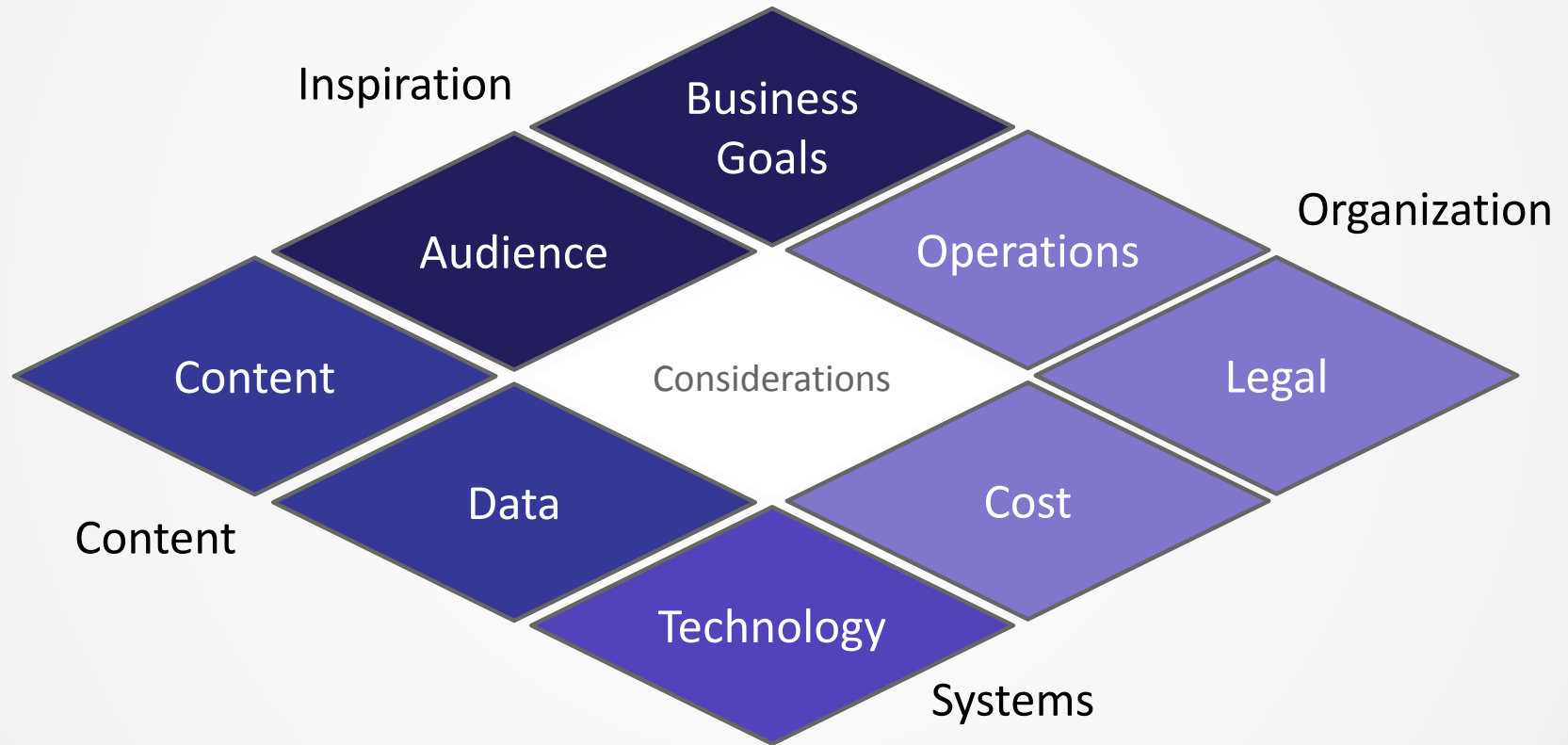
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**KN2**

Maybe I am overthing this, but isn't this a strategy? We say a shared vision, but really it's a shared strategy, no?

Kevin Nichols, 2/19/2018

## Components of Success



## Projects Across the Organization

- Review corporate, campaign, brand, technology, go-to-market and product calendars for the year
- Look at each sub-brand content calendar and content priorities
- Create a snapshot of current and future projects and validate with stakeholders
- Identify any initiatives (cross-channel user journey, single view of customer) that feed into Omnichannel efforts

*The number of [Omnichannel] Pioneers who see a single pool of stock as a key advantage is up 22% to 40% of respondents*

-- LCP Consulting Retail Research Report  
2017



## Soliciting Buy-In

- Sell it as strategic and iterative; show impact to overall business
- Ensure it is objective based and tied to performance
- Have clearly defined priorities for content, channel and campaigns
- Starts with a very basic foundation and builds a richer experience over time
- Report out on success and lessons learned in cross-functional team meetings

*The number of B2B buyers who will complete at least half of their work-related purchases online will nearly double to 56% by 2017*

— Forrester

## Culture Roadblocks

- If running into roadblocks, determine how issues can be resolved
- Define change levers needed
  - Leadership buy-in
  - Org definition
  - Customer-centricity
  - Publishing model (self-publish vs. centralized controls)
  - Customer-facing alignment on overall strategy
- Establish strong governance and ongoing engagement
  - Workshops
  - Training
  - Skills
  - Continuous learning and collaboration
  - Performance measures

*“Over 90% of marketers struggle to seamlessly connect more than three channels on the buyer journey. “*

— Gartner Research

## Developing a Roadmap

- Do a 1 – 3 year roadmap, report quarterly
- Use existing analytics and show improvement with channel integration
- Identify success metrics and ensure that all areas have a testing strategy to validate.
- Ensure a taxonomy and metadata tagging strategy can support the omnichannel experience
- In the beginning, the focus is on testing and validation of customer journey, user behavior and the performance of content within each
- Modify and enrich the content experience over time.

*“93%: How much more omni-channel customers spend than customers that shop/direct online.”*

— Deloitte’s 2016 Annual Holiday Survey

# Roadmap for short-, mid- and long-term Omni Content Strategy

## Launch

[foundation – Year 1]



- 1 Create omnichannel content strategy and roadmap
- 2 Identify initial personas and segments to target per channel
- 3 Identify and create cross-channel user journeys (task-based)
- 4 Identify cross-channel metrics approach to measure intra and inter channel KPIs
- 5 Roll-out one, cross-channel proof of concept and test (E.g., Single View of the Customer) for first three stages of customer funnel

## Evolution

[Year 2]



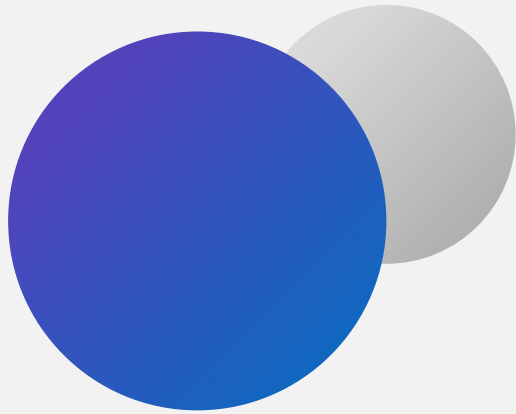
- 1 Test and iterate on Single View of the Customer Campaign.
- 2 Extend omnichannel to point of sale and purchasing processes
- 3 Rollout personalization from digital channels to also instore channel
- 4 Integrate all supply-chain operation under omnichannel model

## Enrichment

[24+ months post launch]



- 1 Extend omnichannel to loyalty campaigns (from Single View of the Customer and Point of Sale)
- 2 Leverage new or emerging technologies and techniques.
- 3 Optimize per business needs, analytics and consumer trends.



# Reason Three: Hitting a Rhythm

## Hitting a Rhythm: Things to Consider



Resources



Metrics that matter



Driving towards  
success



Sustainable future

*In addition to having bigger shopping baskets, omnichannel shoppers were also more loyal. Within six months after an omnichannel shopping experience, these customers had logged 23% more repeat shopping trips to the retailer's stores and were more likely to recommend the brand to family and friends than those who used a single channel.*

- A Study of 46,000 Shoppers Shows That Omnichannel Retailing Works  
*Harvard Business Review, January 2017*

## Case Study - Nike

- Relies on immersive branding and cross-channel messaging in their stores and online
- Pushes users to Nike.com website in their product displays in retail stores
- Allows users to buy shoes online from a showroom store via their NikeID programs
- Integrates website with instore branding; both are branded similarly (using similar products and colors in display of products).
- Store staff operate as “omnichannel closers”



***Nike: A case study for what omnichannel retail should look like***

– Alex Senn

## Resources

Do you have the resources necessary to implement an omnichannel initiative?

- Including budgetary support over multiple years?
- For ongoing content production?
- For internal staff to support the initiative?
- For external vendors (content production to technical implementation)?

*“64% of marketers cite lack of resources and investment as their top barrier to omnichannel marketing.”*

— CMO Club



## Creating Scale

### *Look at the tech stack contextually*

Leveraging customer lifecycle to inform tech stack allows sales teams to:

- View technology needs more contextually
- Include every user target: salesforce (direct, distributor) and the end user/customer
- Visualize and develop a user-centric publishing model
- Understand the journey(s) prior to technology purchase or implementation
- Align sales content with marketing messaging
- Drive a model that distributes relevant content experiences across all distribution channels
- Eliminate unnecessary functionality



## Metrics that Matter

- Leverage a holistic analytics model (hard/soft metrics, cross-channel)
- Understand that omnichannel analytics requires cross-channel analysis— ability to collect data inter- and intra-channel
- Once your objectives are in place and your customer journey content mapping, identify associated metrics
- Make sure technology can support level of analysis (Email, Web, CRM analytics)
- Create centralized dashboard to roll-up results

*“For us, store visits and sales are the most important KPIs. We can track, for example, how a digital campaign impacts the number of store visits, and how many are converting into sales. This information is so much more important to us than, say, tracking a single click or engagement with an ad.*

*By doing this, we also learn how to better solve customer needs so we can drive growth, rather than optimize for individual channels or legacy KPIs.”*

— How Hyundai changed course to improve the customer journey

## Driving Towards Success

- Define success by business impact and use objectives that track customer success
- Do these KPIs complement other defined KPIs in the organization?
- Requires new way to track performance and success
- Boil the ocean will fail every time
- Some is better than none

*“How content is organized, packaged, grouped, delivered and tracked is driven by how buyers consume content when in purchasing mode.”*

— Corporate Visions

## Sustainable Future

- Evaluate content tools to ensure efficient and effective processes
- Use performance data from analytics to test and refine
- Leverage ongoing audits to keep content fresh and relevant
- Revisit enterprise content strategy and roadmap and enhance where necessary

*“It is no coincidence that customer centric businesses are more integrated and also more profitable. The three go hand in hand.”*

— Laura Morroll LCP Consulting

## Is Omnichannel Right for You?

### Yes, if you:

- Have defined goals and objectives
- Determined that Omnichannel will help you get to those goals
- Have strong stakeholder buy-in
- Are ready to start small
- Have the necessary resources
- All players are engaged and aligned

Questions?



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#Omnichannel

Call BCA if you need:

- Help with content strategy
- Mapping content across the customer lifecycle
- Breaking down silos between marketing, sales and CX

BCA

Contact us:

[BigContentAlliance.com](http://BigContentAlliance.com)

@BigContentBCA

## Resources

Definition of Omnichannel: <http://www.pedowitzgroup.com/omni-multi-channel-demand-generation-marketing/>

Nieman Marcus Case Study: <https://www.retaildive.com/news/how-neiman-marcus-is-turning-technology-innovation-into-a-core-value/436590/>

Bank of Georgia Case Study: <http://www.fico.com/en/blogs/marketing-customer-engagement/tbc-bank-wins-award-for-omni-channel-customer-engagement/>

Nike Case Study: <https://www.linkedin.com/pulse/nike-case-study-what-omnichannel-retail-should-look-like-alex-senn/>

Omnichannel Retailing Works: <https://hbr.org/2017/01/a-study-of-46000-shoppers-shows-that-omnichannel-retailing-works>

Shopify Omnichannel Report: <https://www.shopify.com/enterprise/10-best-omni-channel-retailers-and-what-you-can-learn-from-them>

Online Shoppers Journey: <http://blog.artifacia.com/12-buyer-personas-for-online-retail-shoppers/#DiscountChaser>

Online Journey: <http://blog.artifacia.com/12-buyer-personas-for-online-retail-shoppers/#DiscountChaser>

CMO Club Study: <https://thecmoclub.com/resource/omni-what-demystifying-omnichannel-marketing-a-cmo-solution-guide-from-rakuten-the-cmo-club/>