



BEECKESTIJN
BUSINESS SCHOOL

Beeckestijn Business School

Event Driven Marketing



Stichting Beeckestijn Management Educatie

07 oktober 2010

Egbert Jan van Bel
Event Driven Marketing

Egbert Jan van Bel

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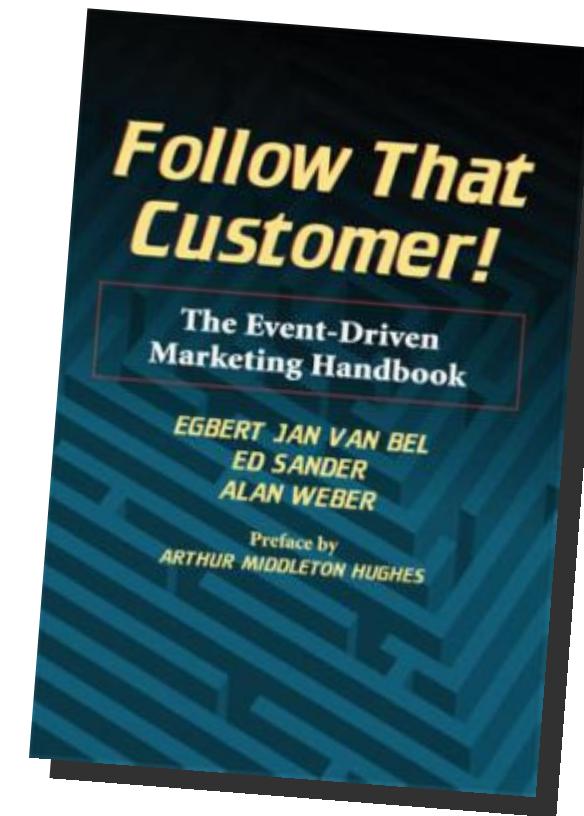


Where to go...

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Egbert Jan van Bel over zijn nieuwste boek

Succesvol auteur van marketing- en managementboeken Egbert Jan van Bel zal tijdens de Vakdag Dialogue & Digital Marketing ingaan op de highlights van zijn laatste boek "[Follow that Customer - The Event-Driven Marketing Handbook](#)" dat onlangs is verschenen in de USA. Onder de bezoekers van de Vakdag worden 3 exemplaren verloot.



Basics, or...?

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Peter Drucker (1909–2005)

- “The purpose of business is to create and keep a customer”
- “The foundations have to be customer values and customer decisions. It is with those that management policy and management strategy increasingly will have to start”



Marketing defined- yesterday...

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Philip Kotler



‘satisfying needs and wants
through an exchange process’

Within this exchange transaction customers will only exchange what they value (money) if they feel that their needs are being fully satisfied, clearly the greater the benefit provided the higher transactional value an organisation can charge...

Marketing defined – today

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AMA, American Marketing Association (2010)
www.marketingpower.com

The screenshot shows the AMA website's navigation bar at the top, featuring the logo 'American Marketing Association marketingpower' and four main menu items: 'RESOURCE LIBRARY' (with a flower icon), 'EVENTS' (with a plus sign icon), 'CAREER MANAGEMENT' (with a person icon), and 'COMMUNITY' (with a person icon). Below the navigation bar, a sidebar on the left lists links such as 'About AMA', 'Statement of Ethics', 'History', 'Board of Directors', 'Awards', 'Definition of Marketing', 'Press Releases', 'AMA Foundation', 'Membership Center', and 'AMA Perk Partners'. The main content area is titled 'About AMA' and 'Definition of Marketing'. It contains text stating: 'The following definitions were approved by the American Marketing Association Board of Directors:'. Below this, a definition of 'Marketing' is provided, which is circled in red: 'Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. (Approved October 2007)'.

A red oval highlights the following text:

Marketing:
Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. (Approved October 2007)

Marketing tomorrow? (think about it, yeah!)

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“Marketing is the delivery of a standard of living to society”

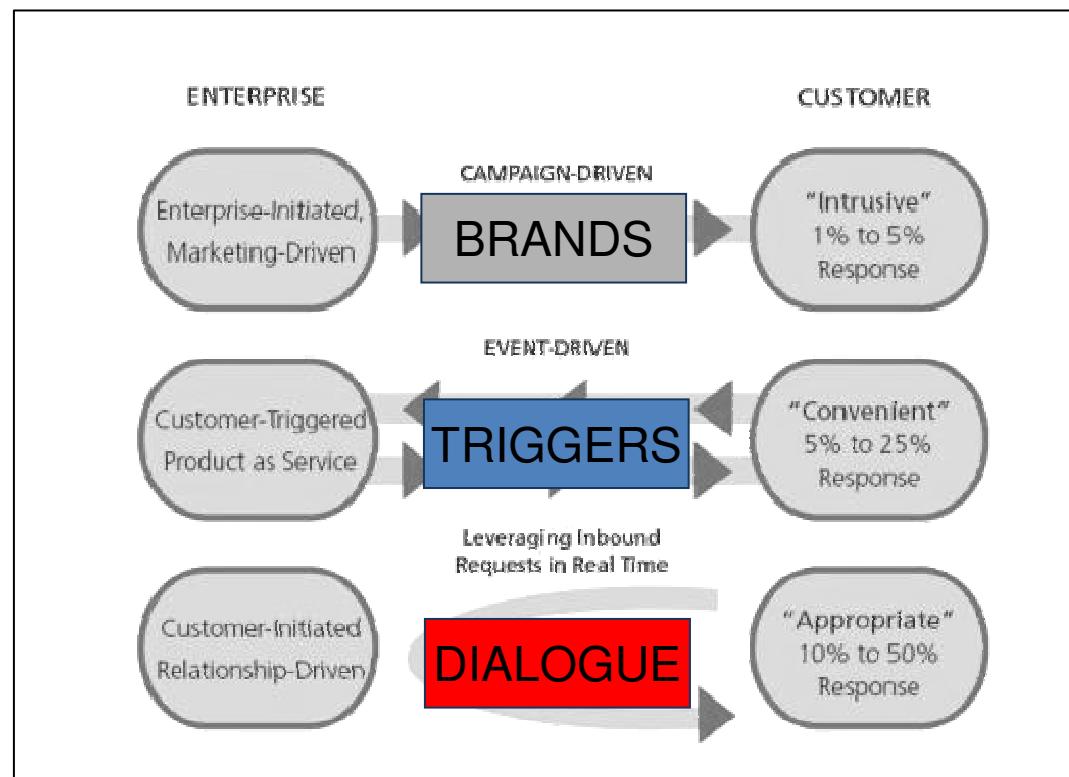
Paul Mazur (1953, professor University of Pennsylvania's Wharton School)

www.excellentguru.com

Important observations

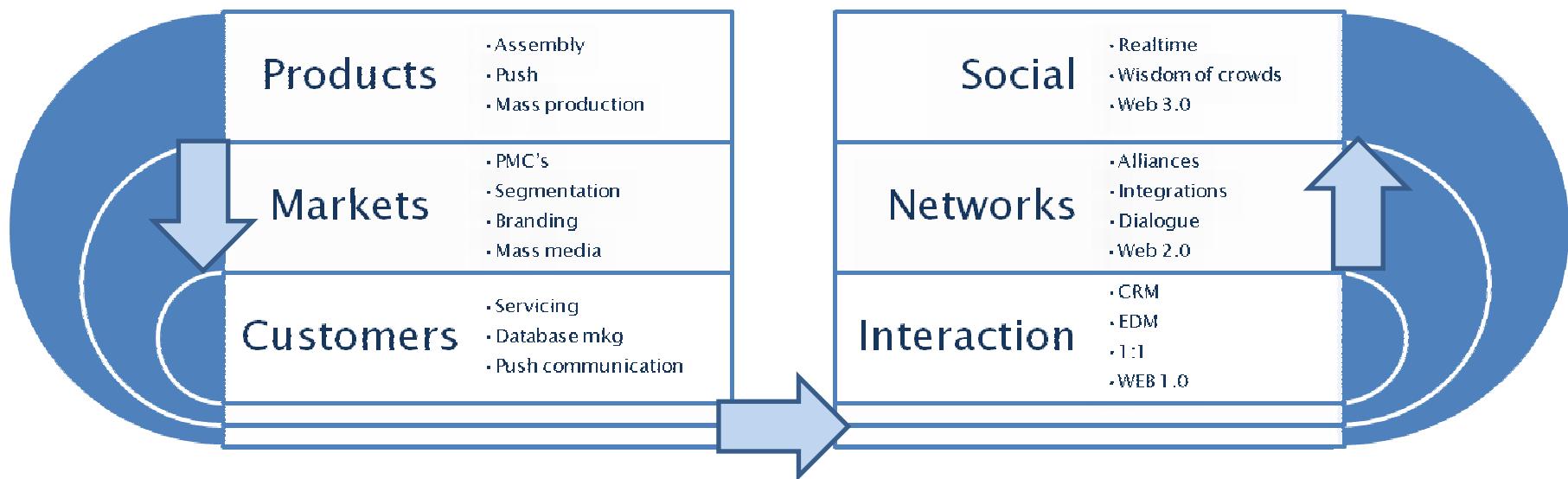
Marketing / CRM / EDM

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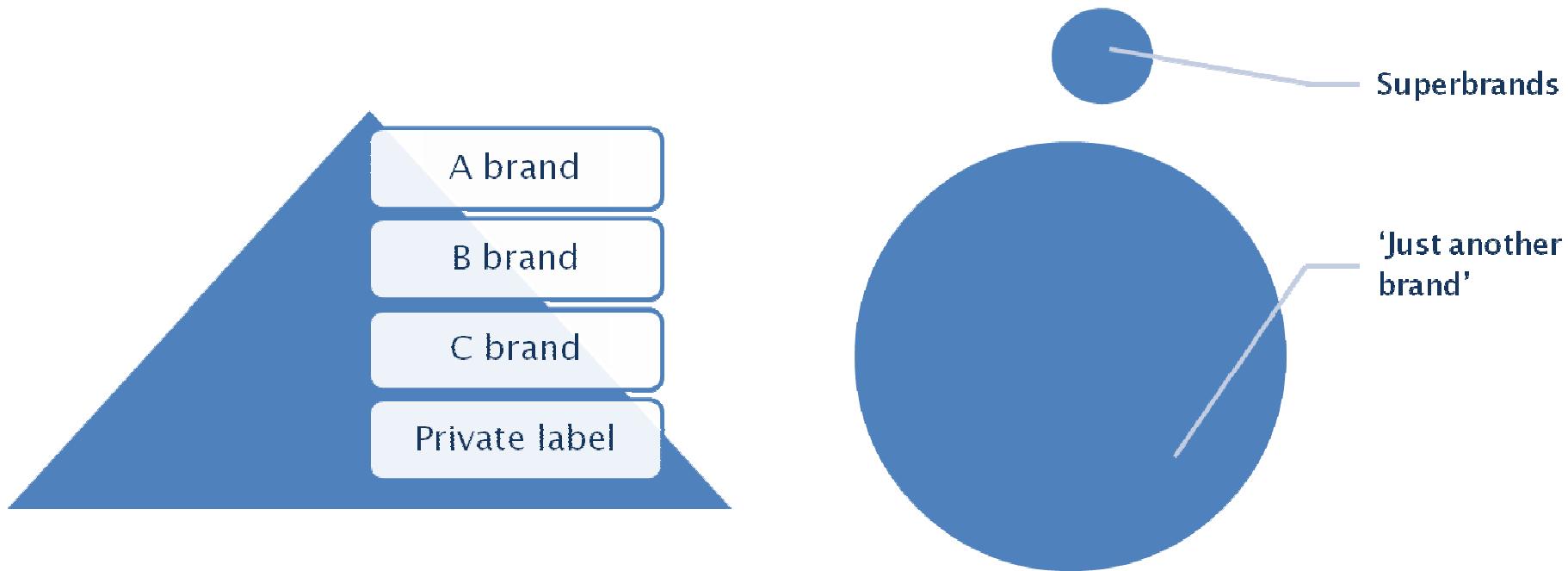
The 'shift' (mass / individual / mass)

11



Brand trend

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Decline of brands

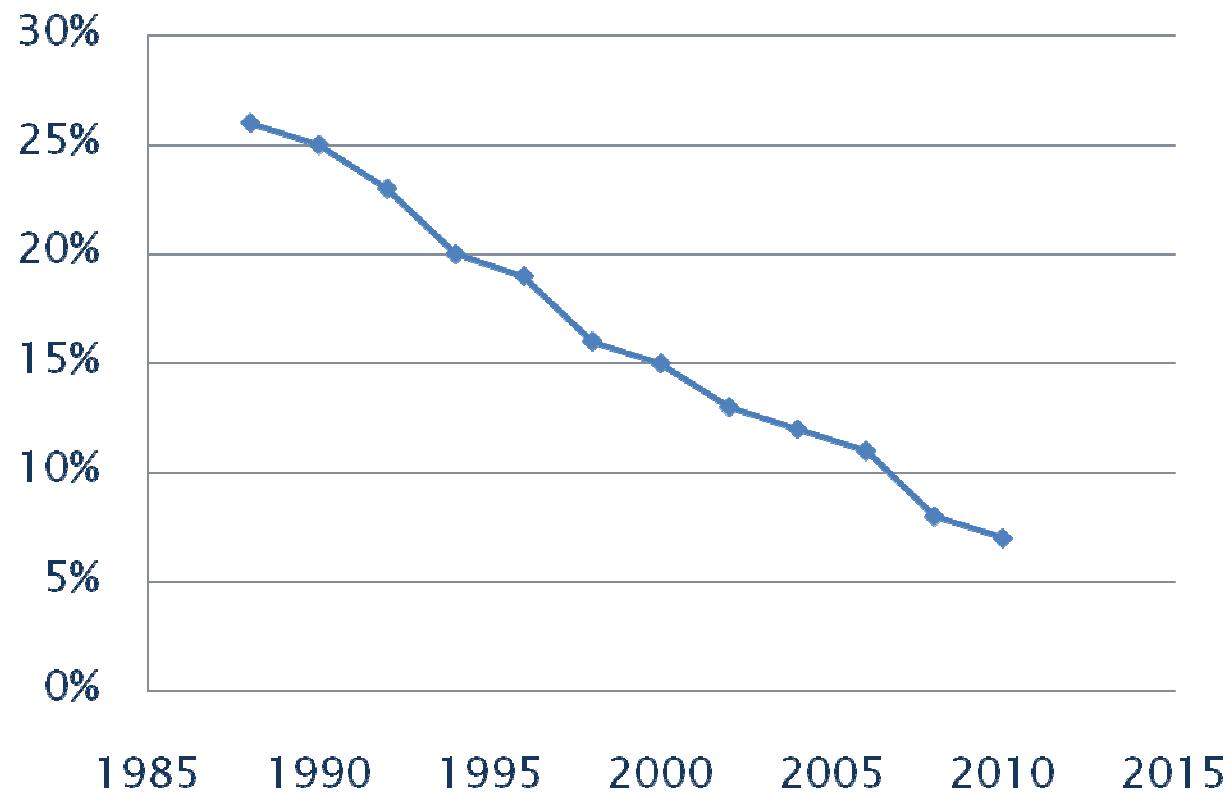
13

Q: "I buy the brand I want most"
March 2010 vs. March 2009 vs. March 2008
Total U.S.
Source: comScore ARS

Category	Segment	Mar-08	Mar-09	Mar-10	Net Shift Mar-10 vs. Mar-08
Health & Beauty Aids	Toothpaste	67%	64%	57%	-10
	Mouth rinse	61%	59%	44%	-17
	Shampoo	65%	64%	52%	-13
OTC	Cough/Cold/Allergy	58%	59%	43%	-15
Apparel	Jeans	54%	49%	39%	-15
Food	Soup	56%	51%	52%	-4
	Pasta sauce	53%	48%	45%	-8
	Fruit juice	51%	44%	40%	-11
Household Products	Laundry detergent	57%	50%	47%	-10
	Facial tissue	43%	40%	39%	-4
	Paper towels	36%	34%	35%	-1
Housewares	Small Appliances	45%	38%	34%	-11

USP

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USP -> UBR

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WHO WOULD YOU GIVE A VOLVO TO?

This is our way of inspiring you to think of the people you care about.

This isn't a contest. It's your chance to feel us - in your own words, images and photos - about the people you want to help protect by putting them in one of the safest cars on the planet.

So please, tell us your story.

• See stories in our gallery

• Share your story in our gallery

• Tell them how you feel in an e-card

• Wish the commissars

AFTER SPENDING 12 YEARS IN THE EMERGENCY ROOM, HE'S GLAD HE DRIVES A VOLVO.

Merry Silver bought his first Volvo because it was a tough, reliable, reliable car. And because back then he thought like the rest of us that driving a Volvo was another reason for driving. But after 12 years of working in emergency rooms and hospitals, seeing the results of automobile accidents, Dr. Silver has discovered another reason for driving a Volvo. It's safe. And the more you drive, the safer you'll be.

VOLVO
A car you can depend on.

To crash with a Volvo
is extremely safe.

If you're sitting in a Saab.

It's really quite remarkable. Two of the world's safest cars are manufactured in Sweden - and it's not because they sleep with each other. While conducting a series of side-impact tests at the Saab Technical Center in Linköping, Sweden, a Volvo 900 was driven into the side of a Saab 900 at 40 km/h. The impact was so violent that the side door of the Saab 900 burst right off. The driver of the Saab 900 emerged unscathed.

Karmanos reports a similar test in which a Saab 900 was driven into the side of a Volvo 900 at 40 km/h. The results were equally impressive. Both drivers emerged unscathed.

The Saab 900 body off-road is a very unique one of its kind. It has a unique

shape, and the front end is very different from the rest of the car.

And the rear hatch has always pleased car styling critics in previous years.

And the Saab 900 is a very good-looking car.

You have to like the Saab 9-5. It's 900 safer than the average car. According to Kullberg's report, the number of people killed and injured in accidents involving Saab 9-5s is significantly lower than those involving Volvo models.

So if you're looking for a safe car, consider the Saab 9-5. It's considerably safer.

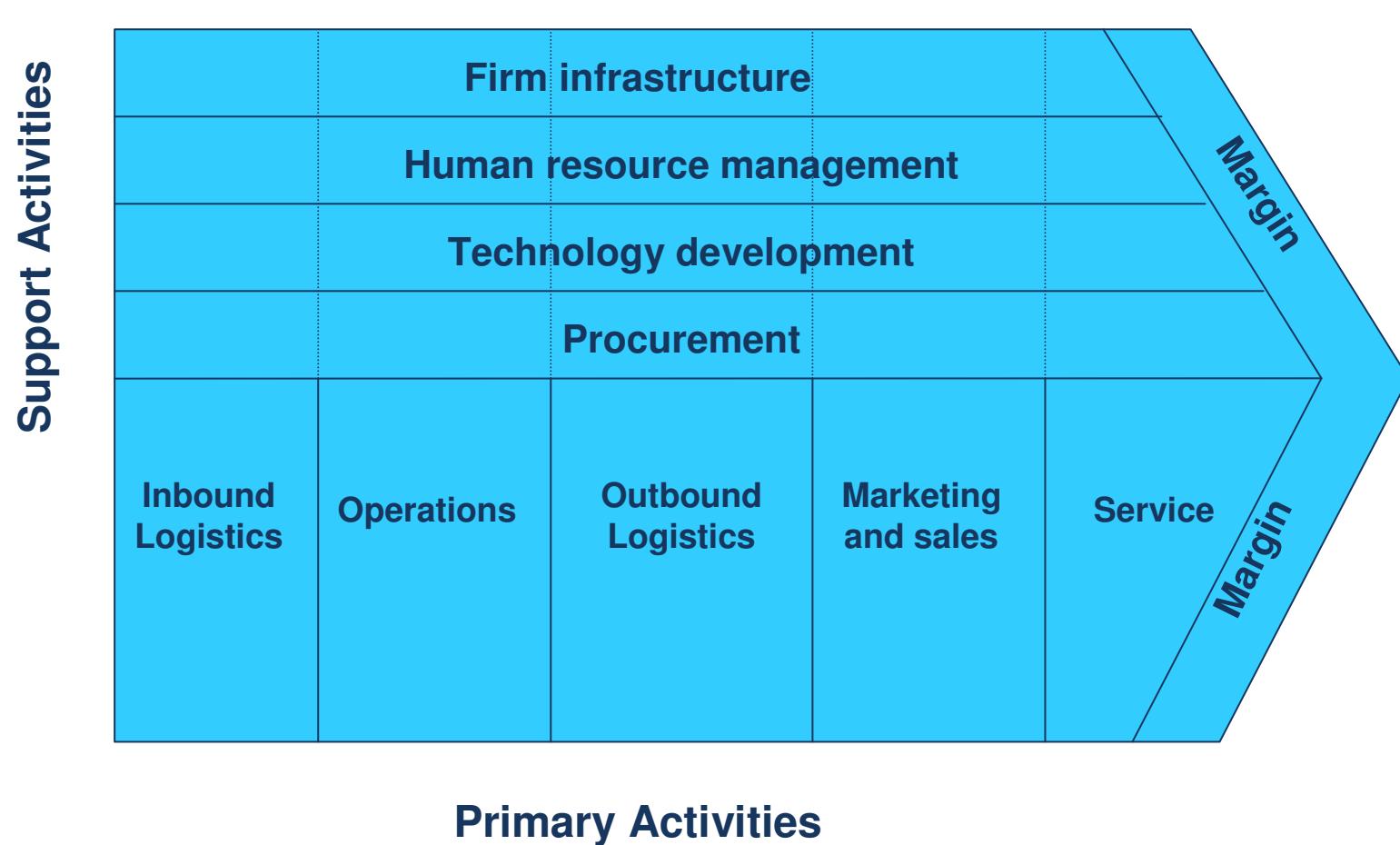
There are two ways to buy your Saab 9-5. You can buy it new or used. And there are two ways to sell it. You can either sell it yourself or you can let us do it.

We're not trying to scare you. Your Saab 9-5 is a safe car. And we're not trying to scare you either. If you want to sell your Saab 9-5, call us. We'll help you get the best price for it.

Saab 9-5. Sweden's safest car. In real life.

‘The Generic Value Chain (M. Porter)’

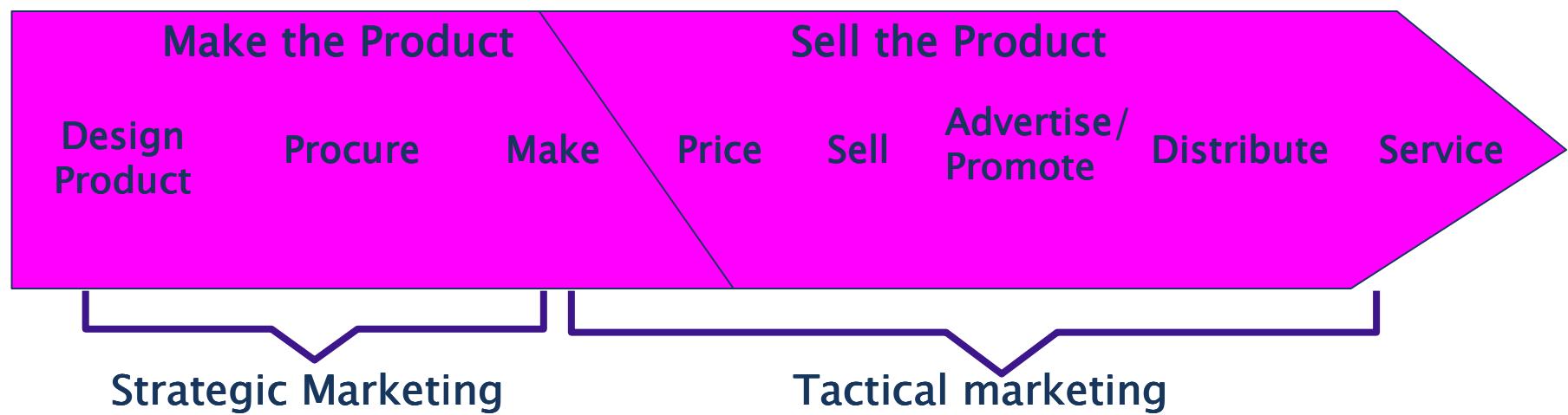
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The Value-Delivery Process

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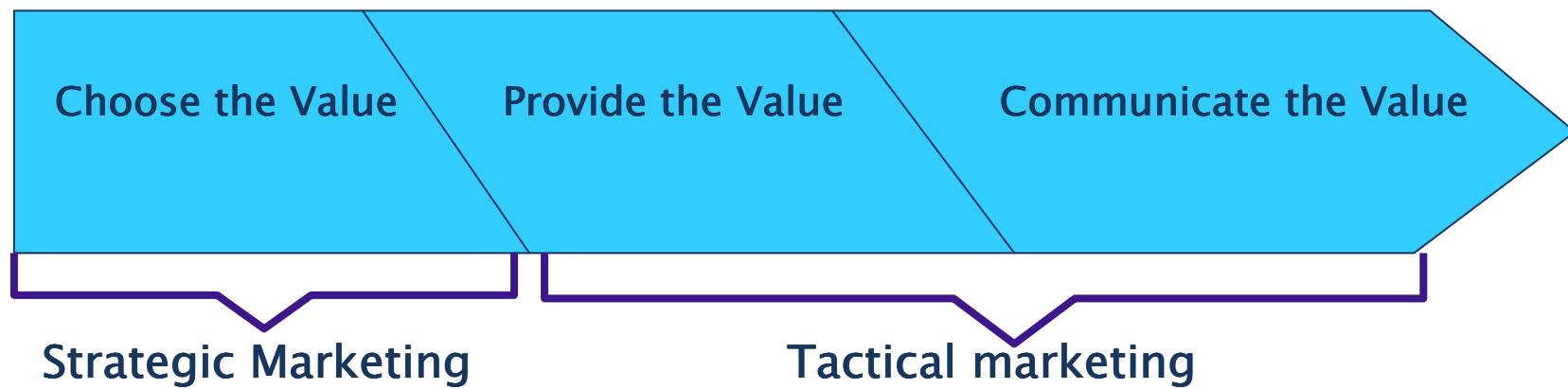
Traditional: physical process sequence



The Value-Delivery Process

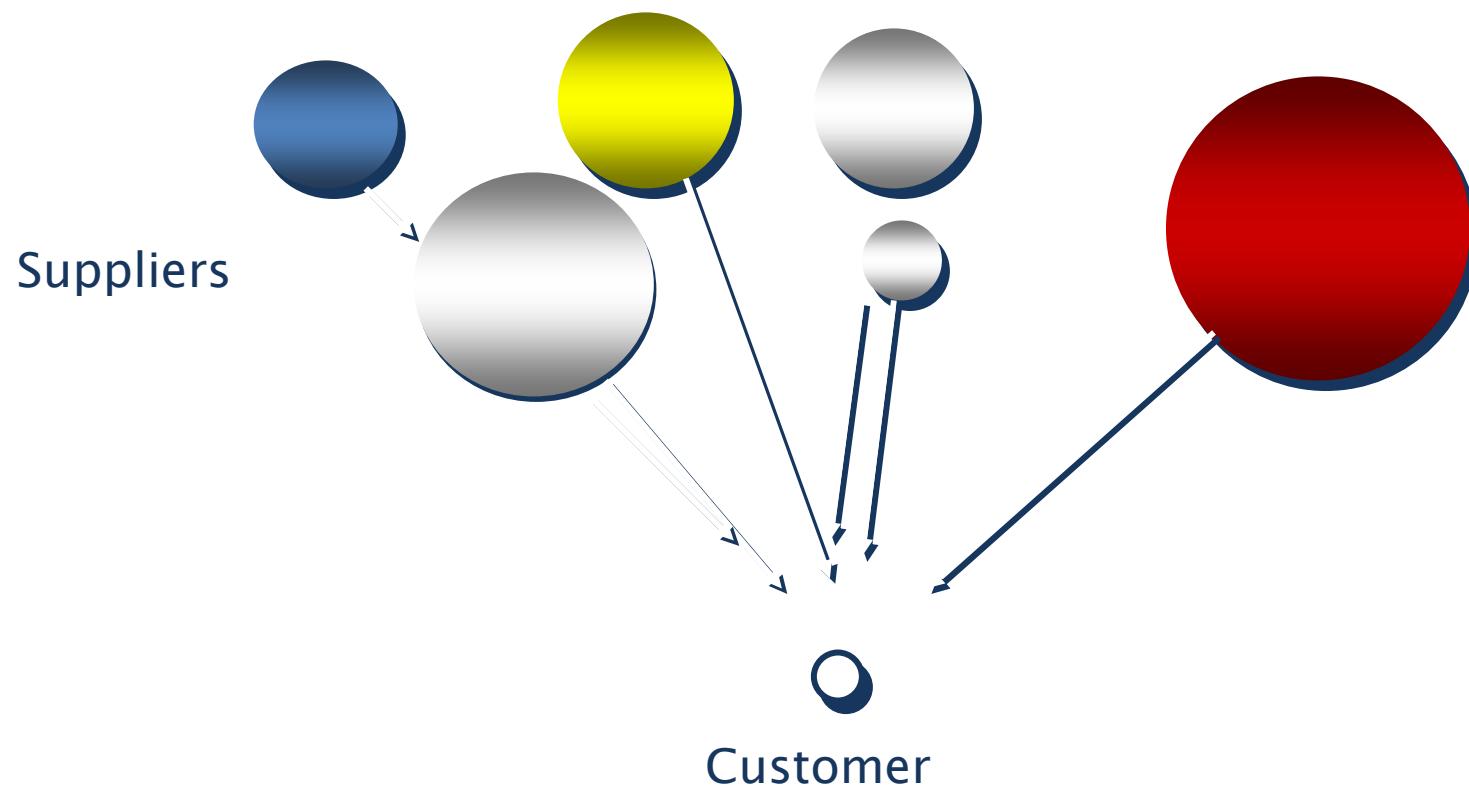
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New: value creation and delivery process



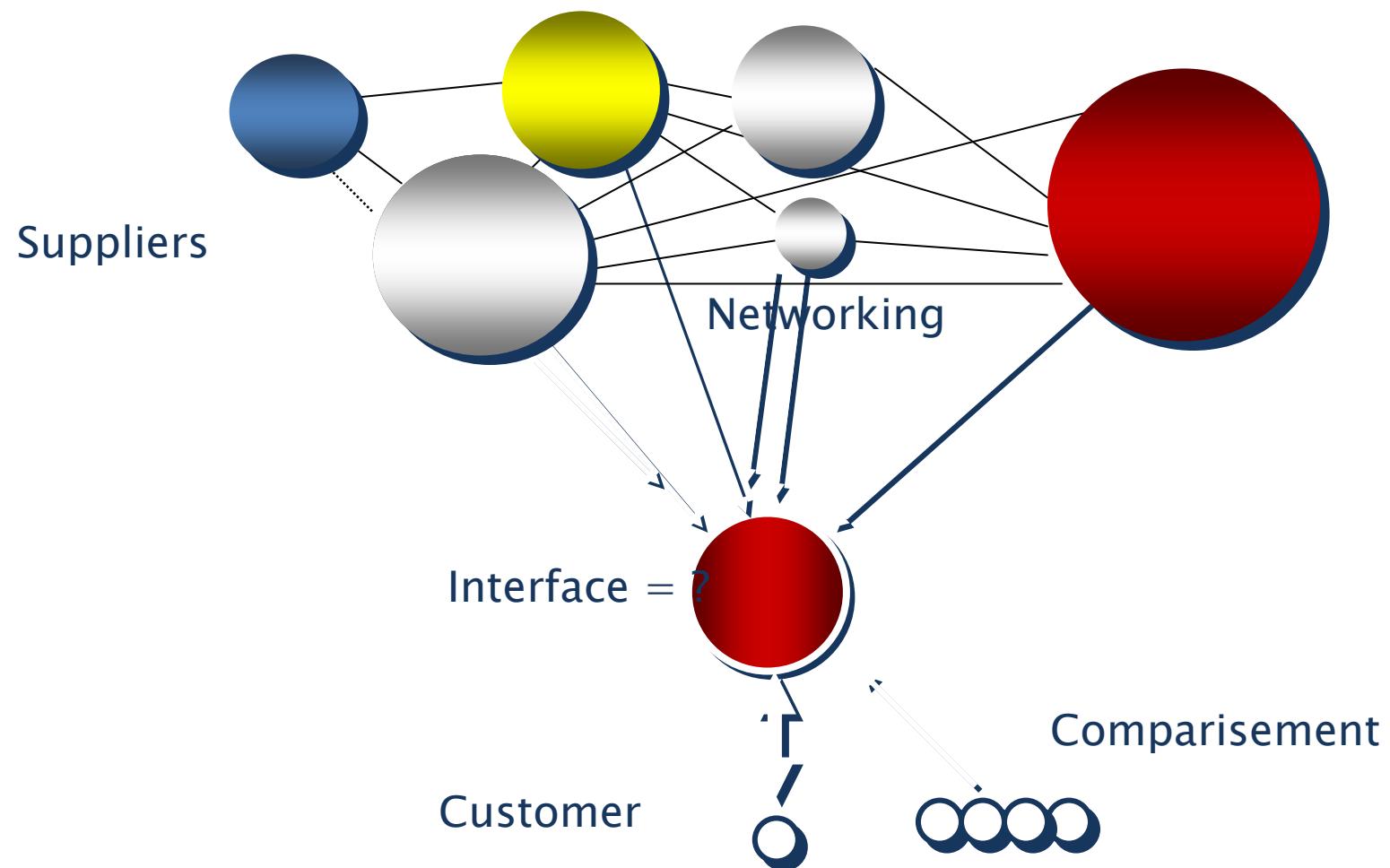
Markets today?

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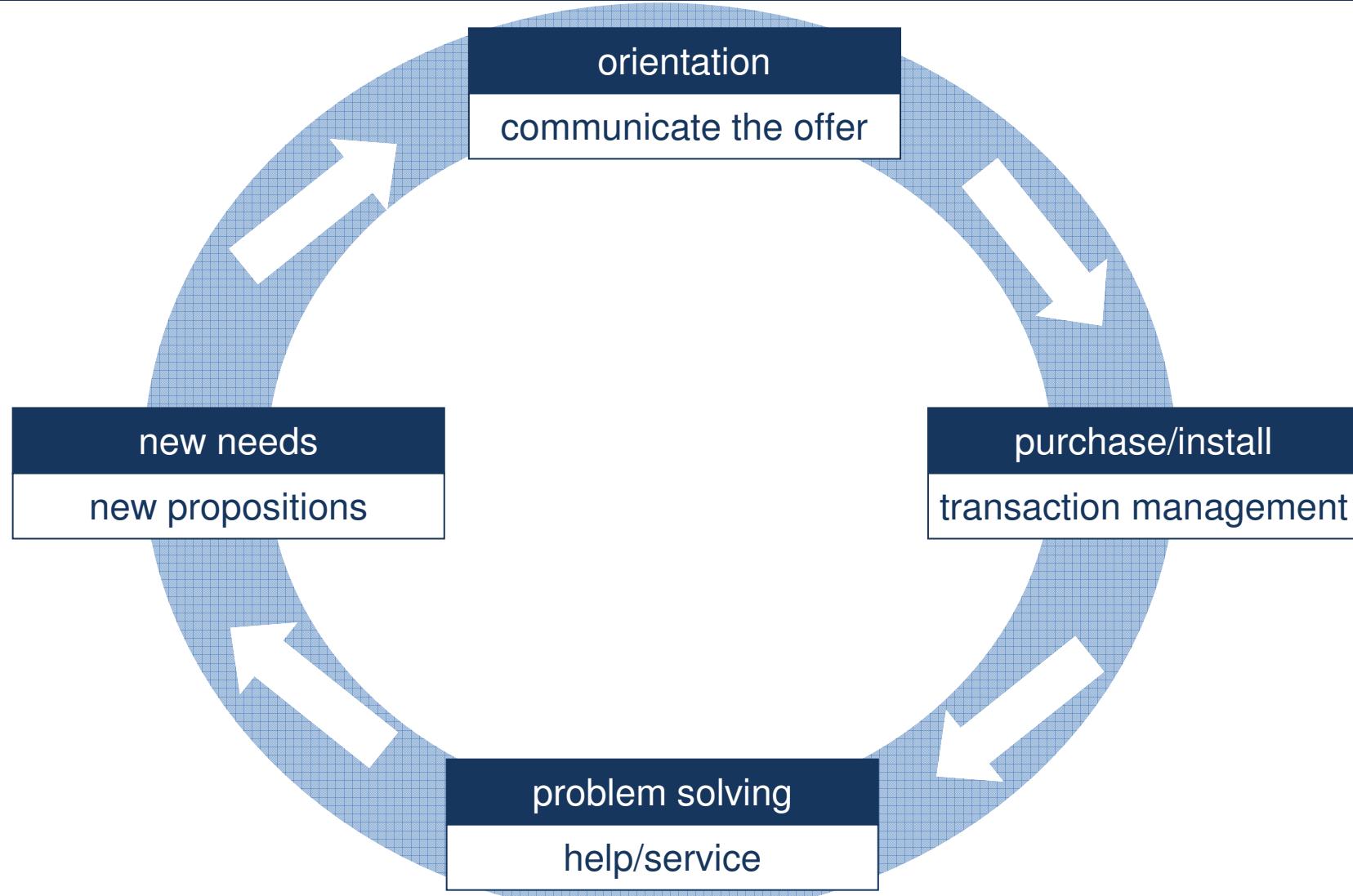
Markets tomorrow?

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Marketing contact 'as it was'...

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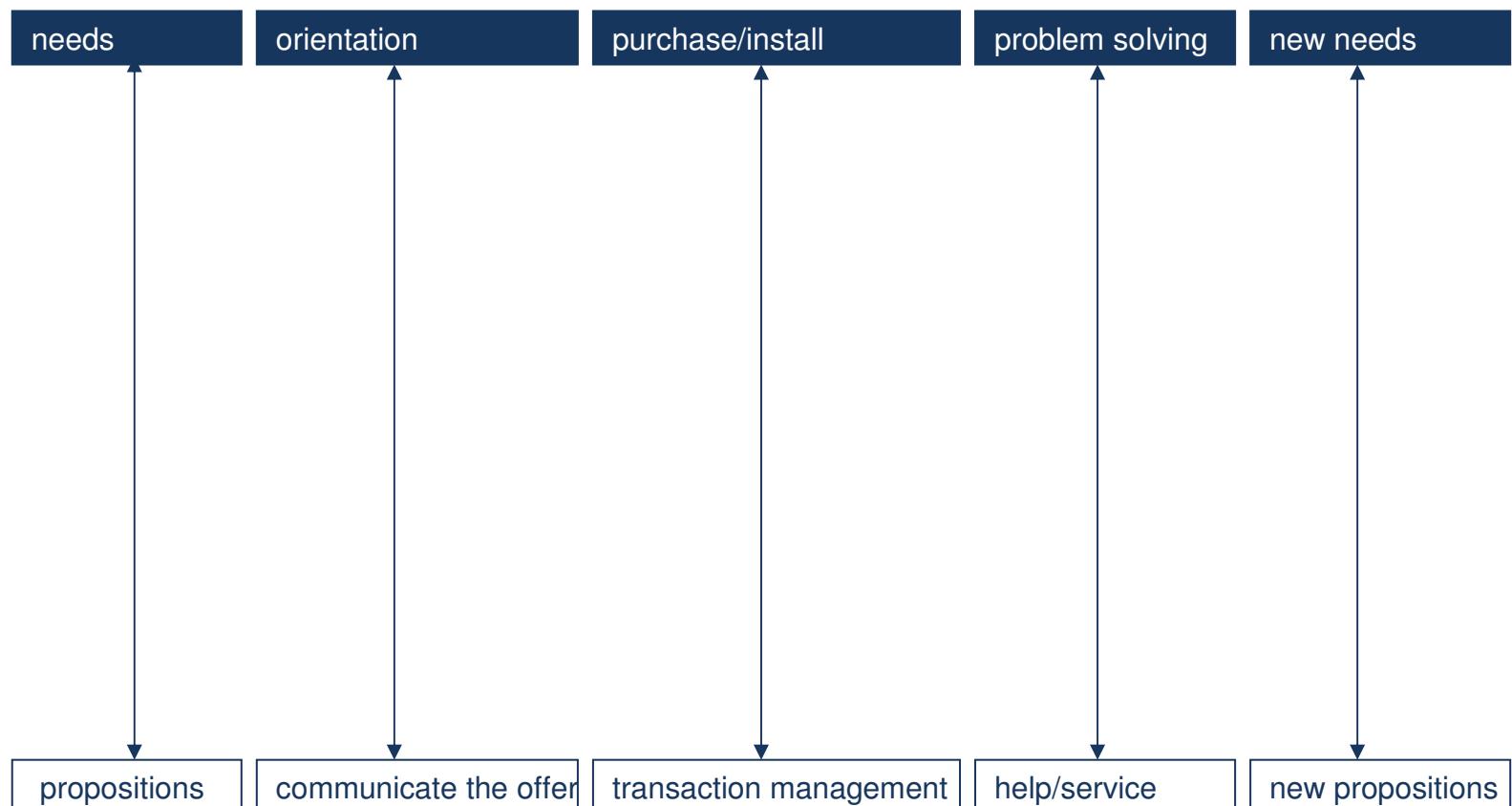
Shift touchpoints

22

needs propositions	orientation communicate the offer	purchase/install transaction management	problem solving help/service	new needs new propositions
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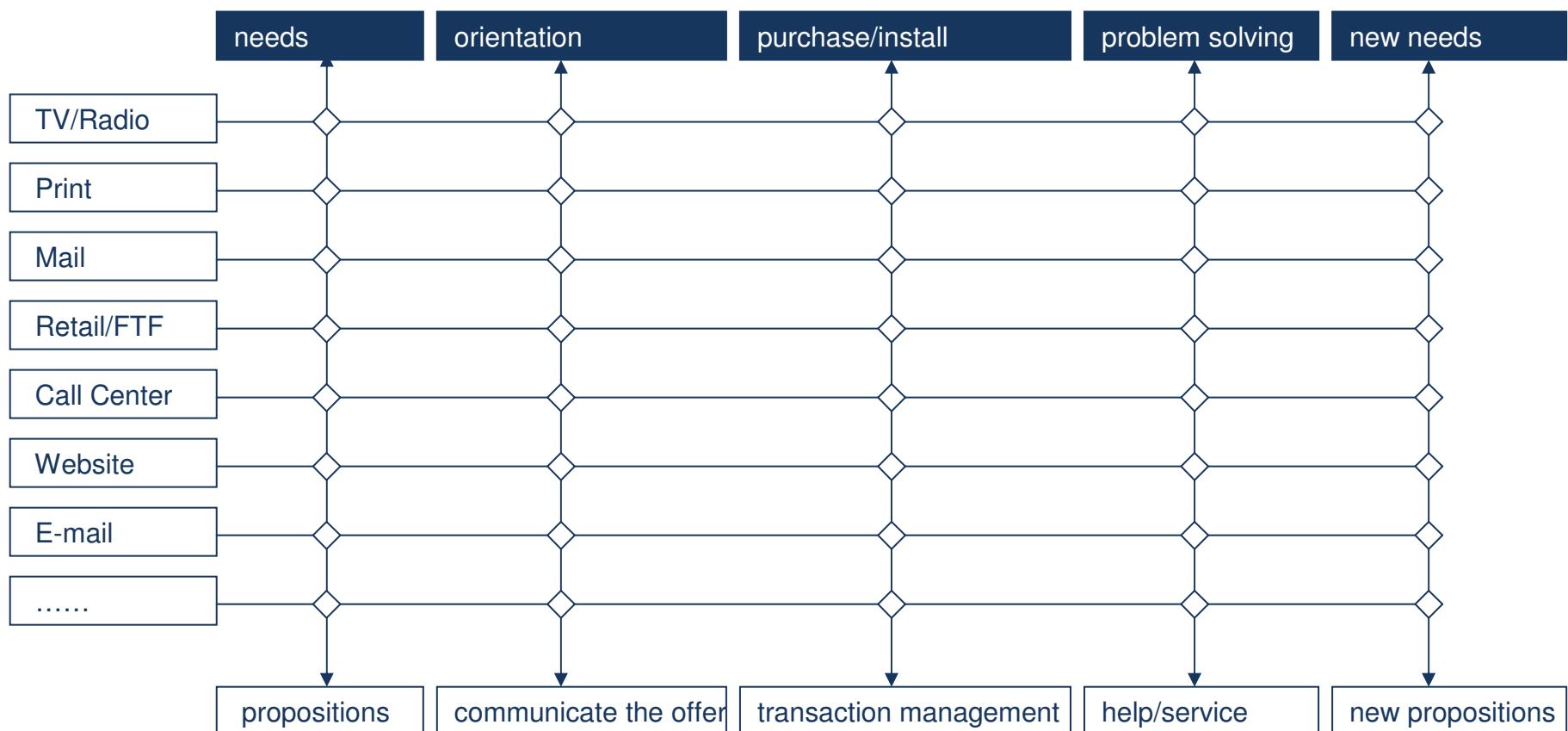
Shift touchpoints

23



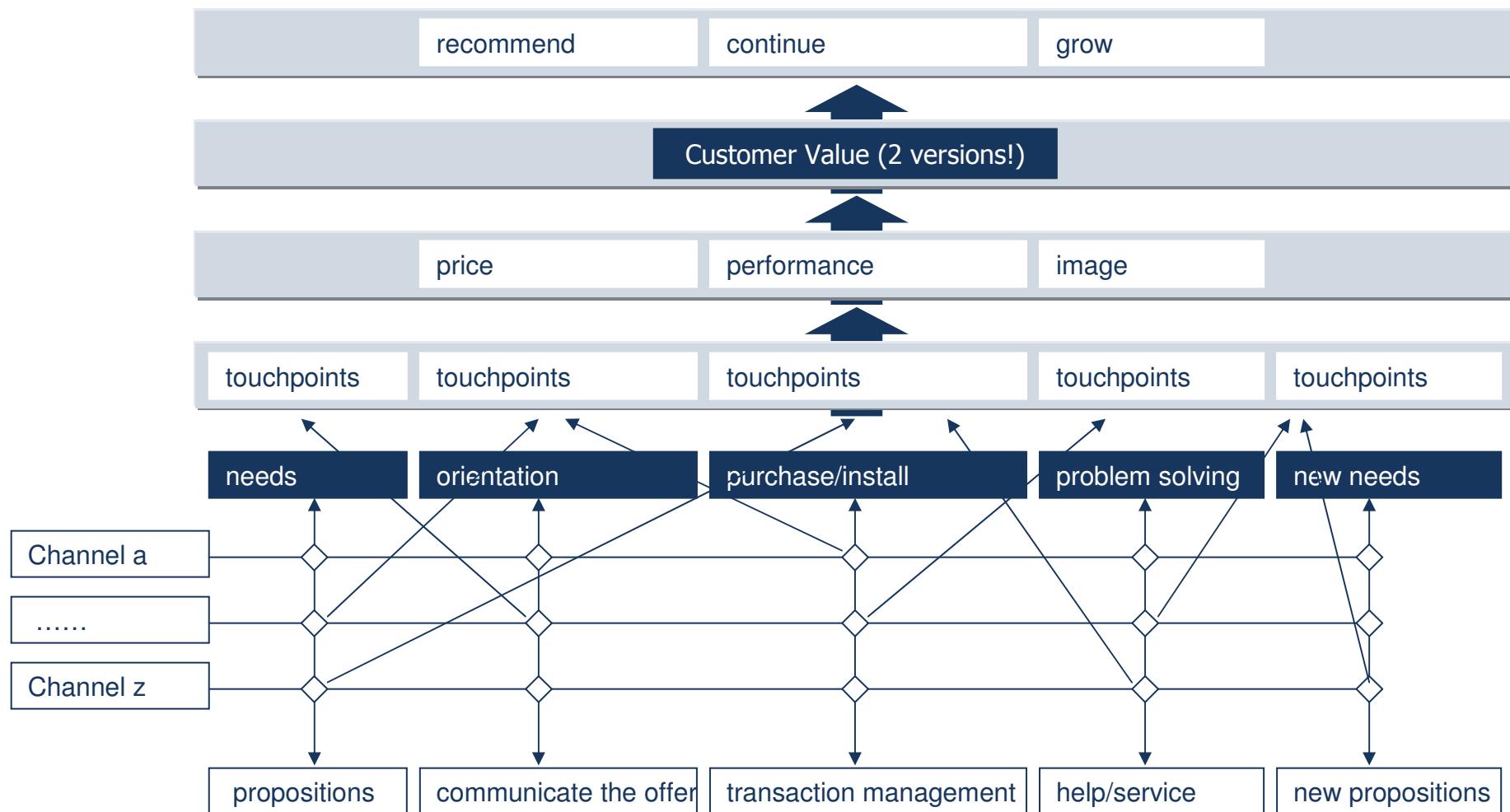
Shift touchpoints

24



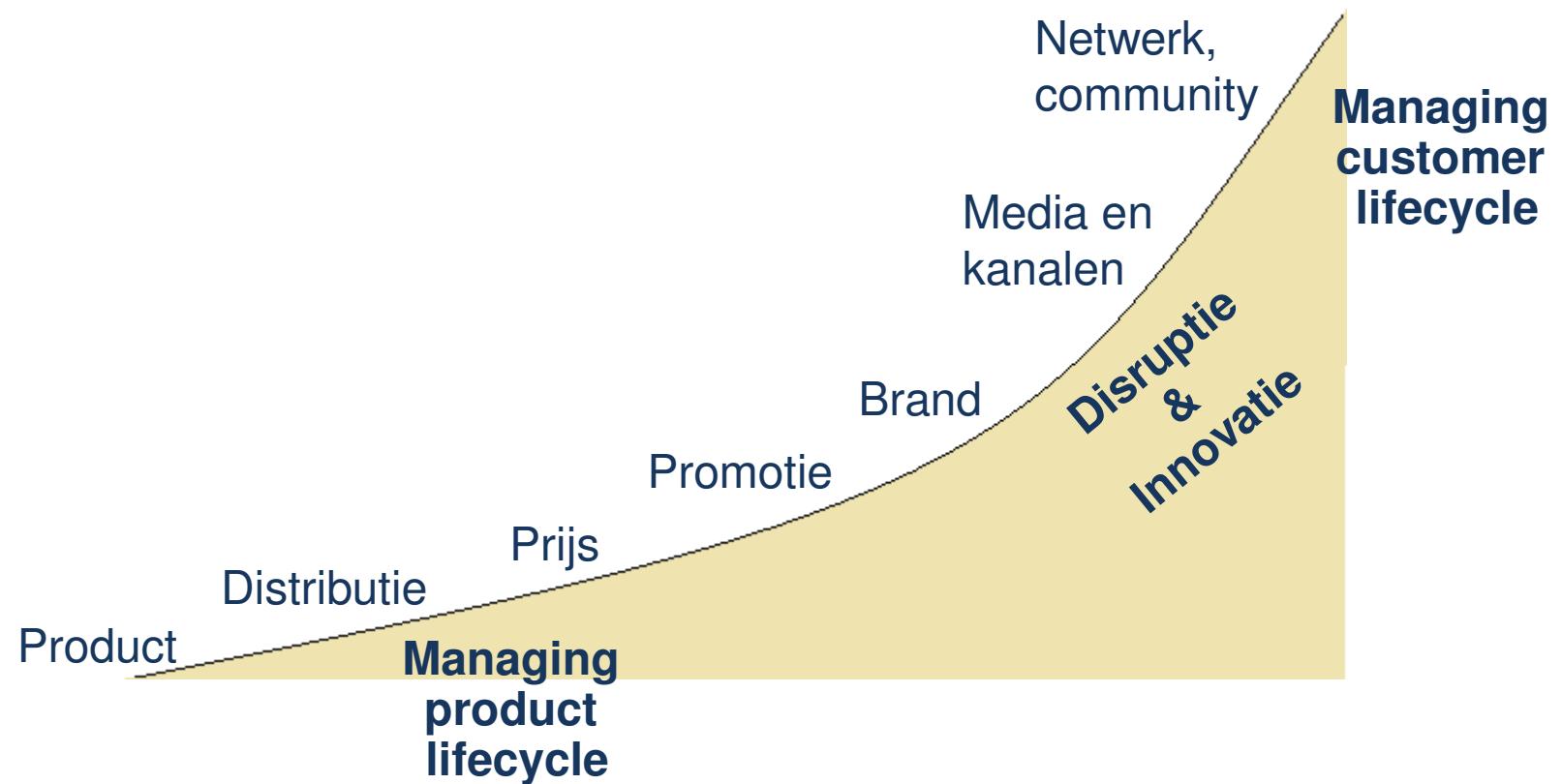
Touchpoints vs customer value

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Differentiation

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Michael Porter: generic strategies

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Target Scope	Advantages	
	Low Cost	Product Uniqueness
Broad (Industry Wide)	Cost Leadership Strategy	Differentiation Strategy
Narrow (Market Segment)	Focus Strategy (low cost)	Focus Strategy (differentiation)

Treacy&Wiersema: value disciplines

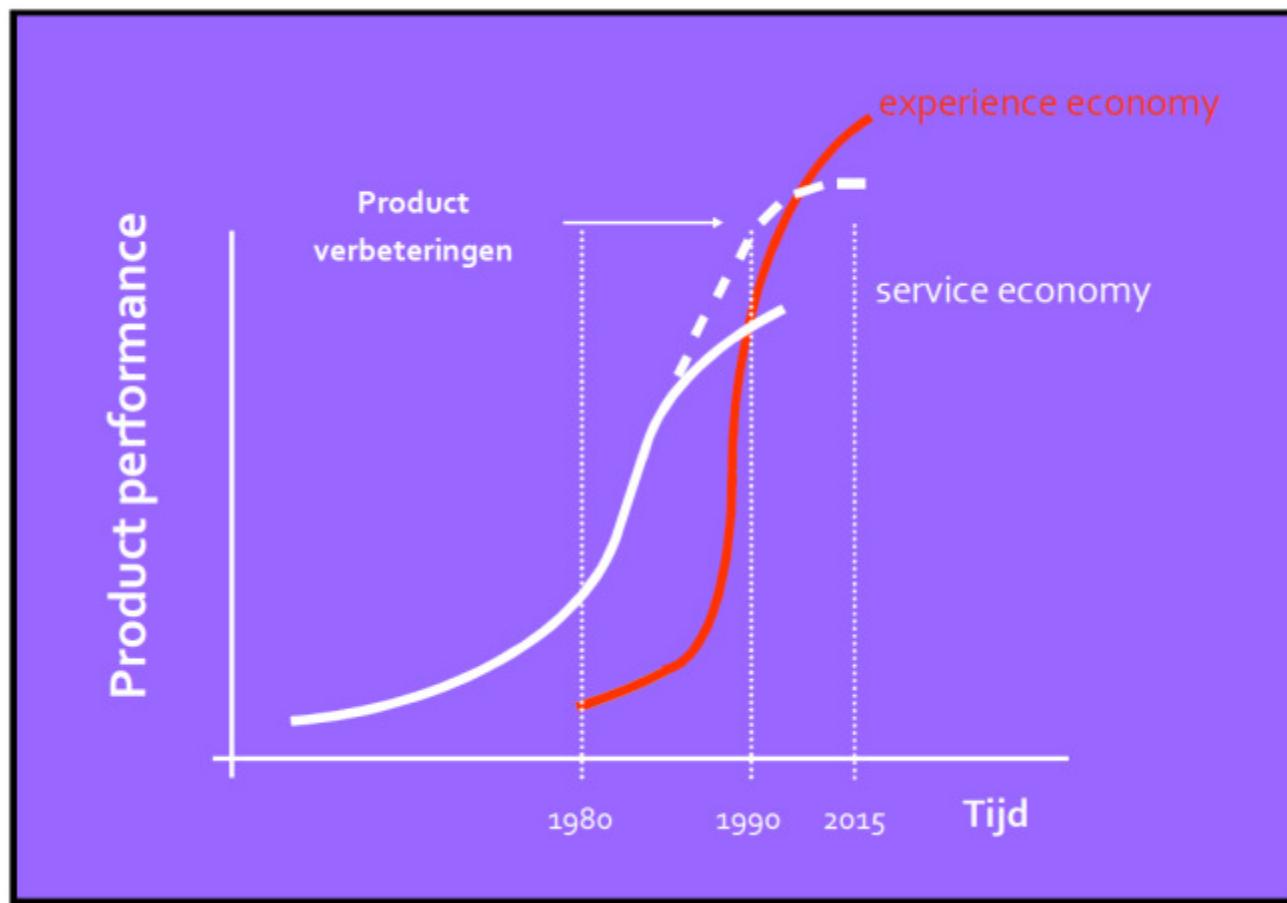
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EDM: customer disciplines (E.J. van Bel)

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Certainty is to manage uncertainty

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- Business-models were defined in the more or less stable years'60 – '70 and adapted to the 'roaring' 80's. What about models today?
- The reality today isn't approachable with models anymore. The challenge is to manage complex businesses in a state of chaos, like fractals
- Make use of shared intelligence (knowledge, experience, creatives, tools, wisdom of crowds)...
- Don't forget, marketing is the standard of living to society...

Business, a bit different...

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Blablabla... so???

- Customer ‘lock-in’ becomes ‘mutual commitment’
- Reduction of brands
- Different spending of marketing budget
- Less ‘typical’ marketing budget
- Shift from seduction to service and experience
- Shift from sales to service to social
- Time is worth more than money
- Consuming in stead of selecting
- Cooperative markets and competitors (interfacing)
- War on reputation and ‘data’ (information)
- From media planning to media control (PR, dialogue)

Why & What EDM



Definition

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Event Driven Marketing:

- ‘*Event Driven Marketing (EDM): a discipline within marketing, where commercial and communications activities are based upon relevant and identified changes in a customer’s individual needs*’

Een trouwe klant verdient meer.

daar kun je op rekenen, is een aanbeveling voor nieuwe
klanten, die hel je vaker, daar doe je extra je best voor,
daar sta je altijd voor klaar, die koester je,

Zakelijk Optimaal. Hoe langer klant, hoe meer korting.

T-Mobile vindt bestaande klanten belangrijk als nieuwe. Daarom is er het Zakelijk Optimaal groepsabonnement, waarmee uw loyaliteit wordt beloond. Want hoe langer u klant bent, hoe meer korting u krijgt. Bovendien neemt T-Mobile u al het werk uit handen voor een soepelere overstap van uw vriendje naar T-Mobile. Kijk op www.t-mobile.nl/zakelijk of belt 0800 - 8102.

Life is for sharing.

T-Mobile

Pampers heeft schijt aan nieuwe klanten

René Hendriks

Categorie: **CRM**



Hoe zoek ik contact met mijn klant? Wat is een nieuwe klant waard? Hoe zorgen we dat de dialoog met de klant op gang blijft? Investeer ik in markontwikkeling? of loyaliteit? Allemaal vragen die de 'hedendaagse marketeer' zich continue afvraagt. En de antwoorden..?

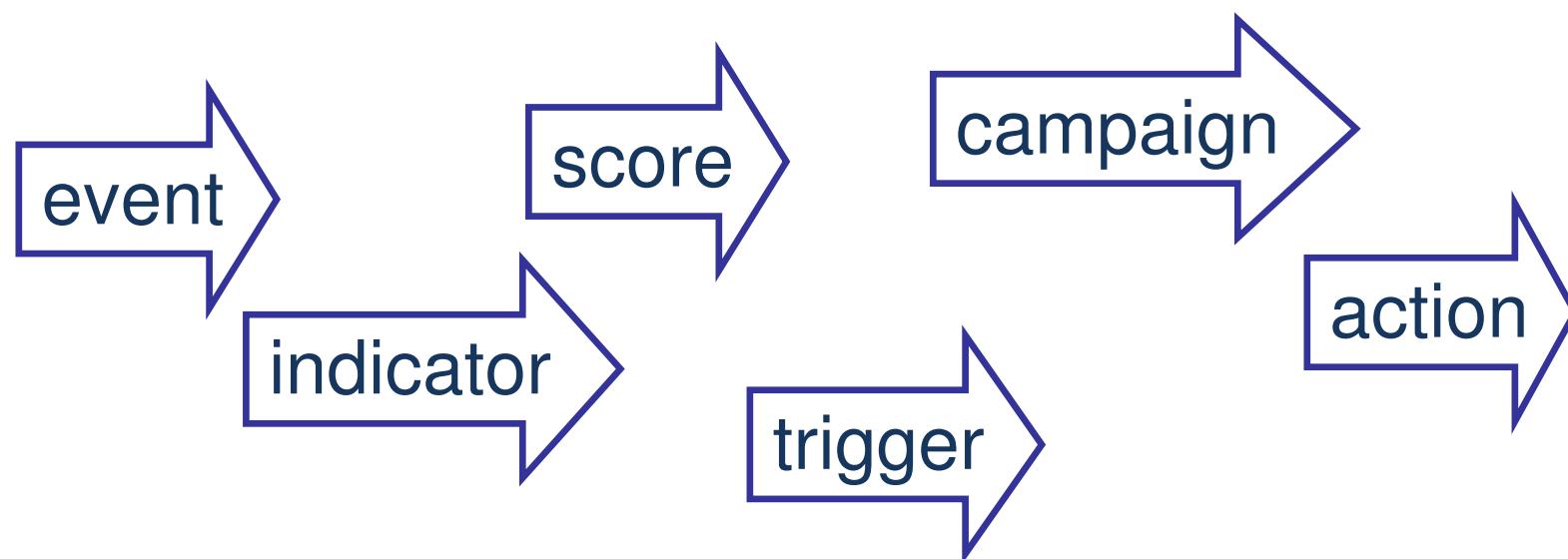
Deze vindt hij in intelligente dure, dikke rapporten. Zullen we eens kijken hoe de hedendaagse merken reageren als een klant zelf contact opneemt?

Een collega is net vader geworden en dus sturen we naar de marketingafdelingen van Zwitsal, Nutricia en Pampers een geboortekaartje. Immers, als je de vruchtbare branche van babybenodigdheden wil onderzoeken, mogen deze drie babygiganten niet ontbreken. Natuurlijk schrijven we op de kaartjes "Gefeliciteerd met jullie nieuwe klantje" om de drempel op een reactie te verlagen.

Het gaat hier om een consument die overduidelijk contact zoekt met zijn merk. Een simpele, serieuze reactie vanuit het merk staat garant voor een levenslange binding. Nou ja ...in ieder geval voor de eerste 3 jaar ;-).

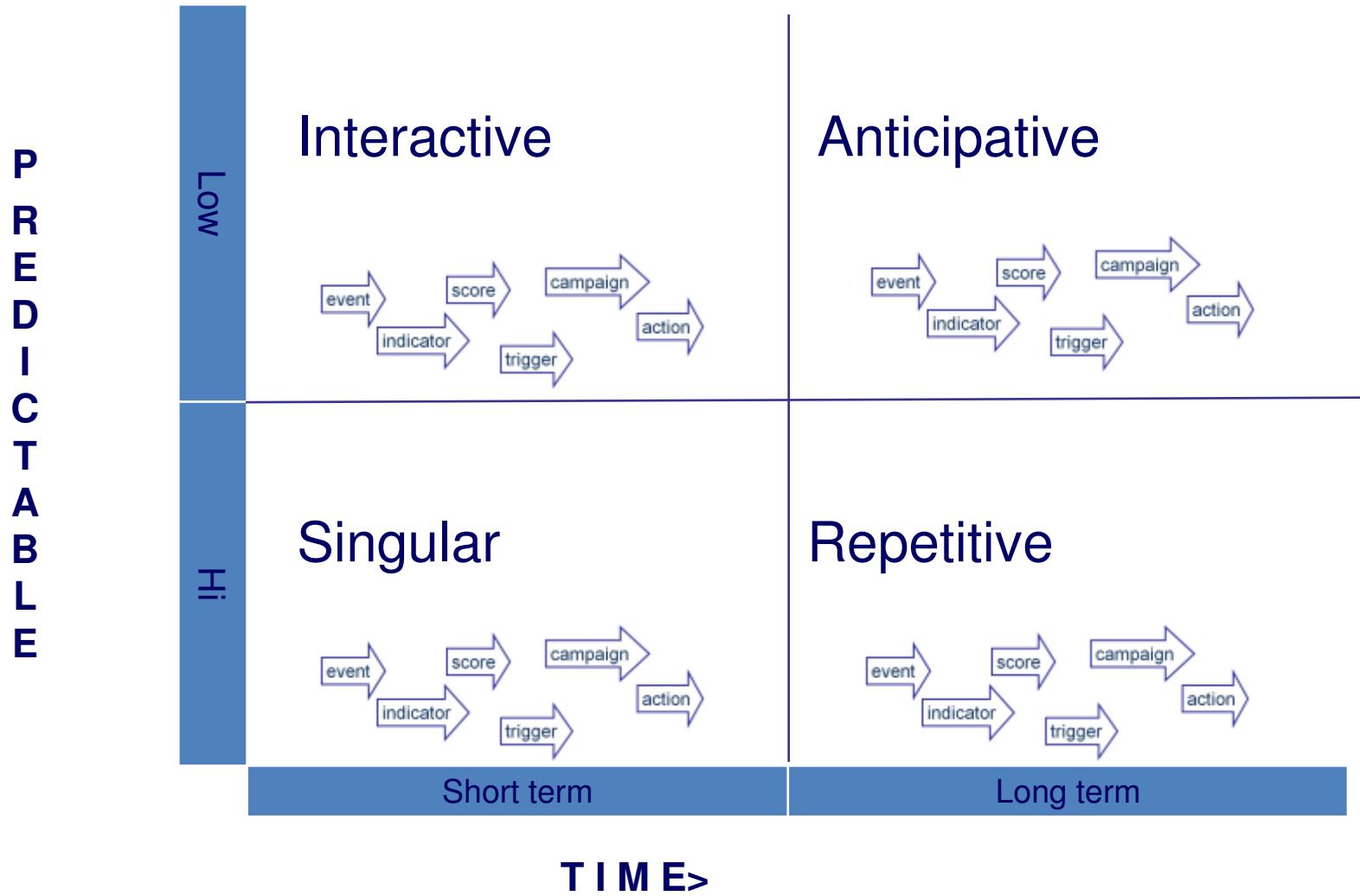
Steps in EDM

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EDM Quadrant

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EDM Quadrant

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Predictability	low	<u>Interactive</u>	<u>Anticipative</u>
		<ul style="list-style-type: none"> Increased claims Change of address More staff (large company) Switching behaviour Certain questions about products and services New beneficiary on policy (birth) Visit to showroom or workshop Damage Mileage 	<ul style="list-style-type: none"> Political developments in respect of legislation, deregulation or "open borders" Social and financial developments Population growth and composition Ageing Economic or political developments Changes of behaviour/lifestyle
	<u>high</u>	<u>Singular</u>	<u>Recurring</u>
		<ul style="list-style-type: none"> Expiring contract Opportunity to end insurance Life insurance Expiring loan Warranty period 	<ul style="list-style-type: none"> Beneficiary's birthday Purchase date of car Interval X after policy is taken out Development/growth of child Birthday Purchase date of car Statutory car inspection
		short-term	long-term
	Time		

EDM = Campaign and channel optimization

(Cmotions)

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1

Campaign Optimization:
Select the best offer for
each customer

Offers



%\$



%\$



%\$

2

Channel Optimization:
Select the best channel for
each customer



Contact
customer



3

Interaction Policies:
Avoid overloading of customers

Sanoma Uitgevers Nederland

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Tijdschriften



Evenementen



Websites



Ambitie

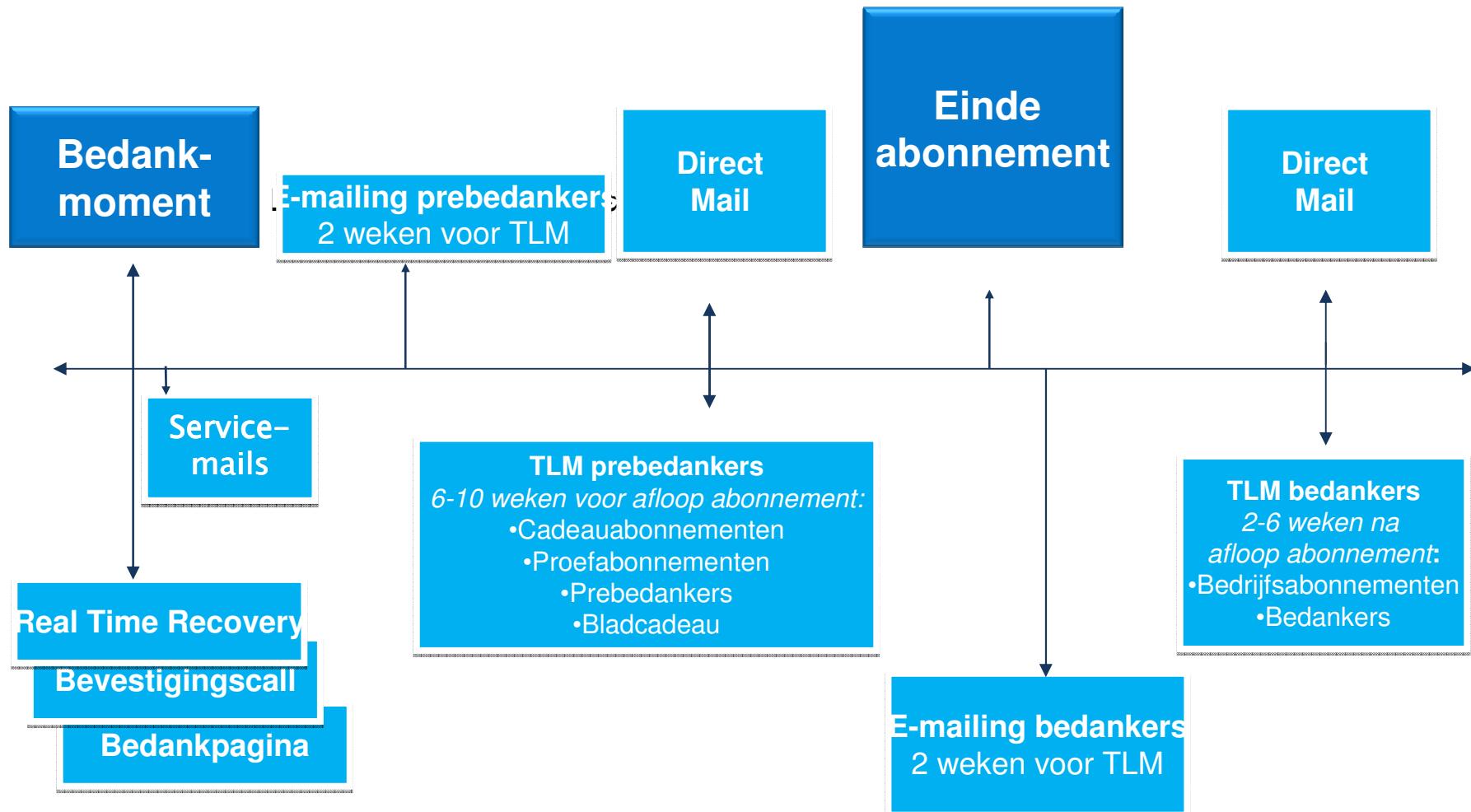
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- Verhoging resultaten winback*: +50%
 - Verhoging contactdruk
 - Toepassen meerdere outbound kanalen
 - Uitnuttig inbound klantcontacten
 - Propositie & aanbieding aanpassen aan klant & moment
- ⇒ juiste aanbieding op juiste moment aan juiste klant in juiste kanaal(en)

* Winback is actief teruggeworven abonnees tussen opzegmoment en 3 maanden na afloop van abonnement

Winback anno 2009 – Sanoma

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Gepersonaliseerde cover

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Story

SPECIAAL VOOR U!
SUPERAANBIEDING
26X STORY
VOOR
€35

Go naar www.story.nl/cover of vul onderstaande box in.

Story

Naam: I. Gouwens
Street: Teststraat 1
Postcode: 1234 AB - Woonplaats Hoofdkantoor
Telefoon: 020-1234567
E-mail: lgouwens@story.nl
Kaartnummer:

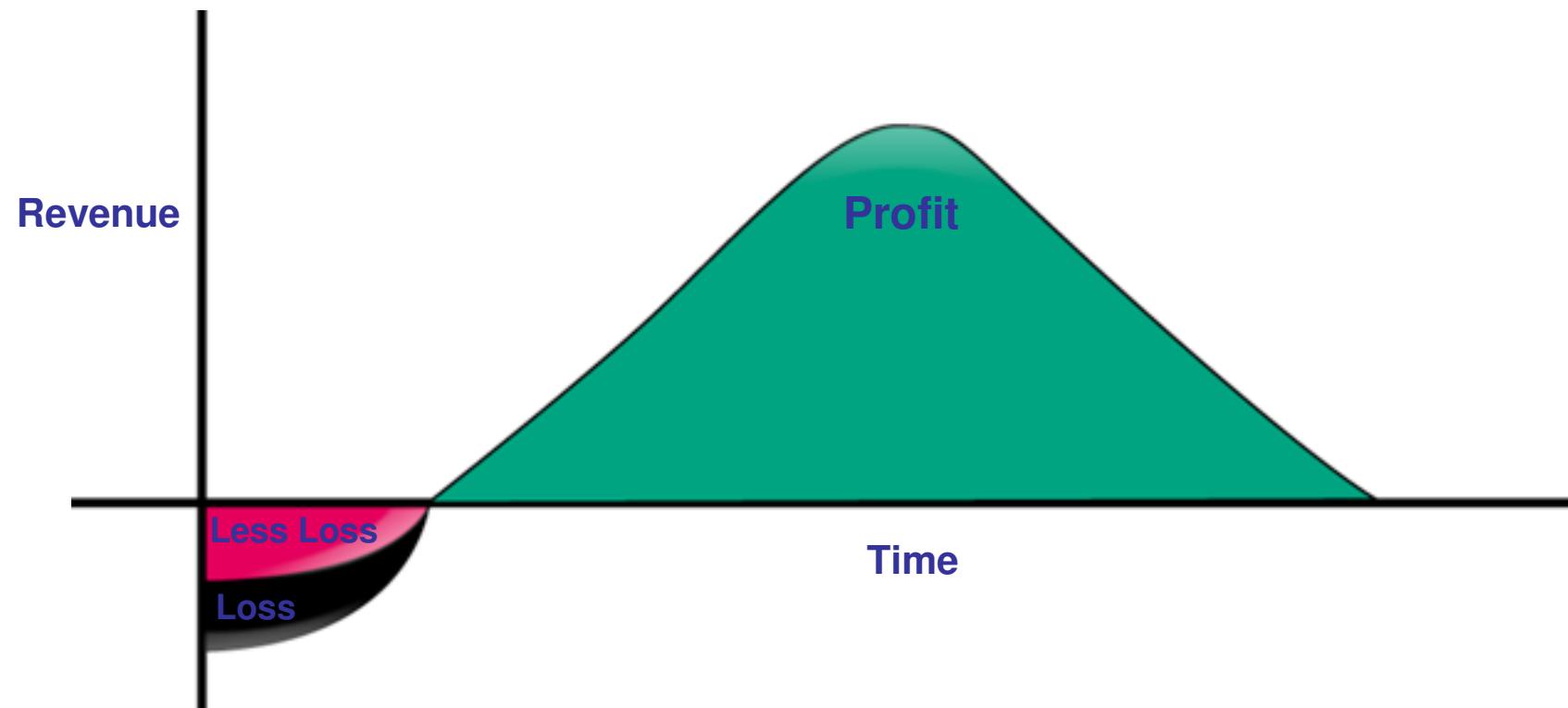
Bedankt voor uw belangstelling!

Response
ROI

13,8%
205%

Possible EDM goals

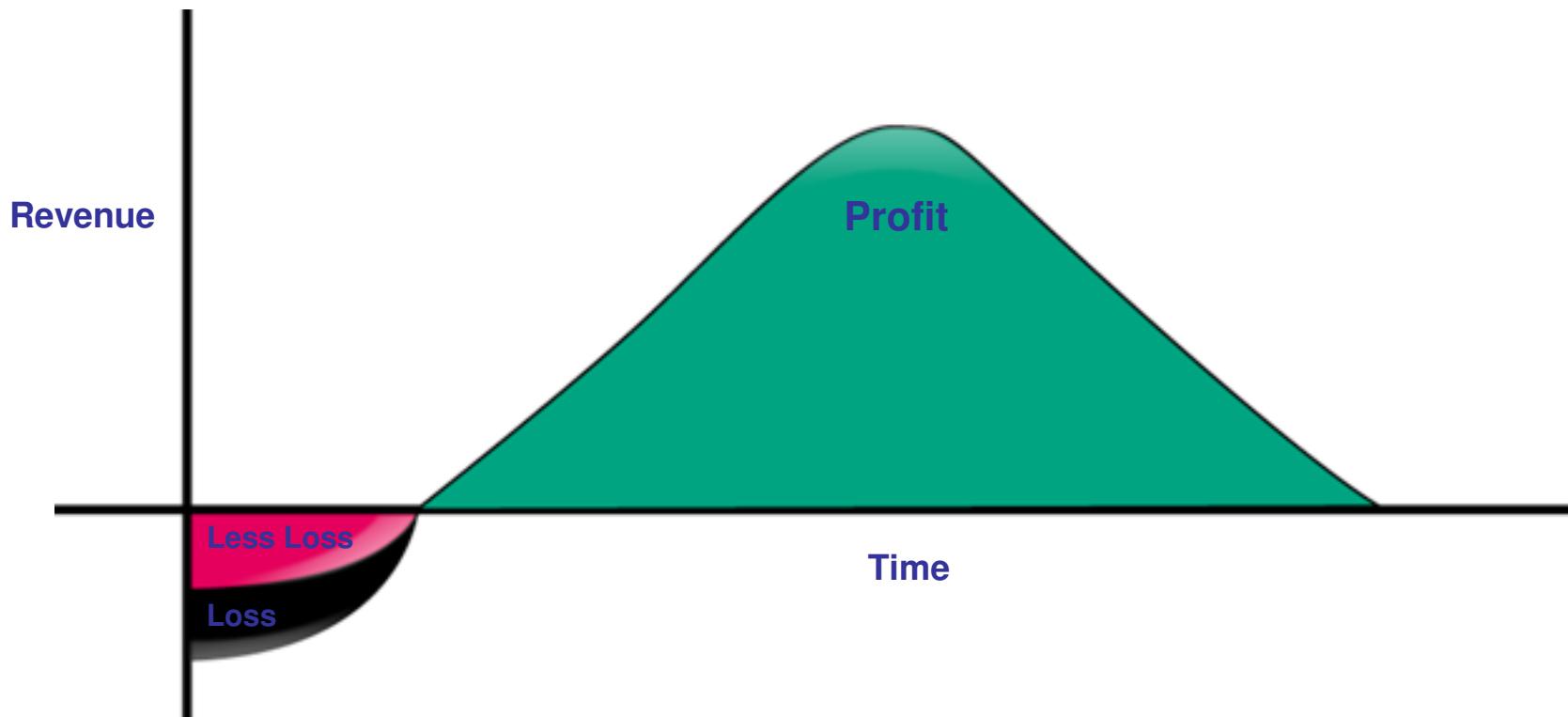
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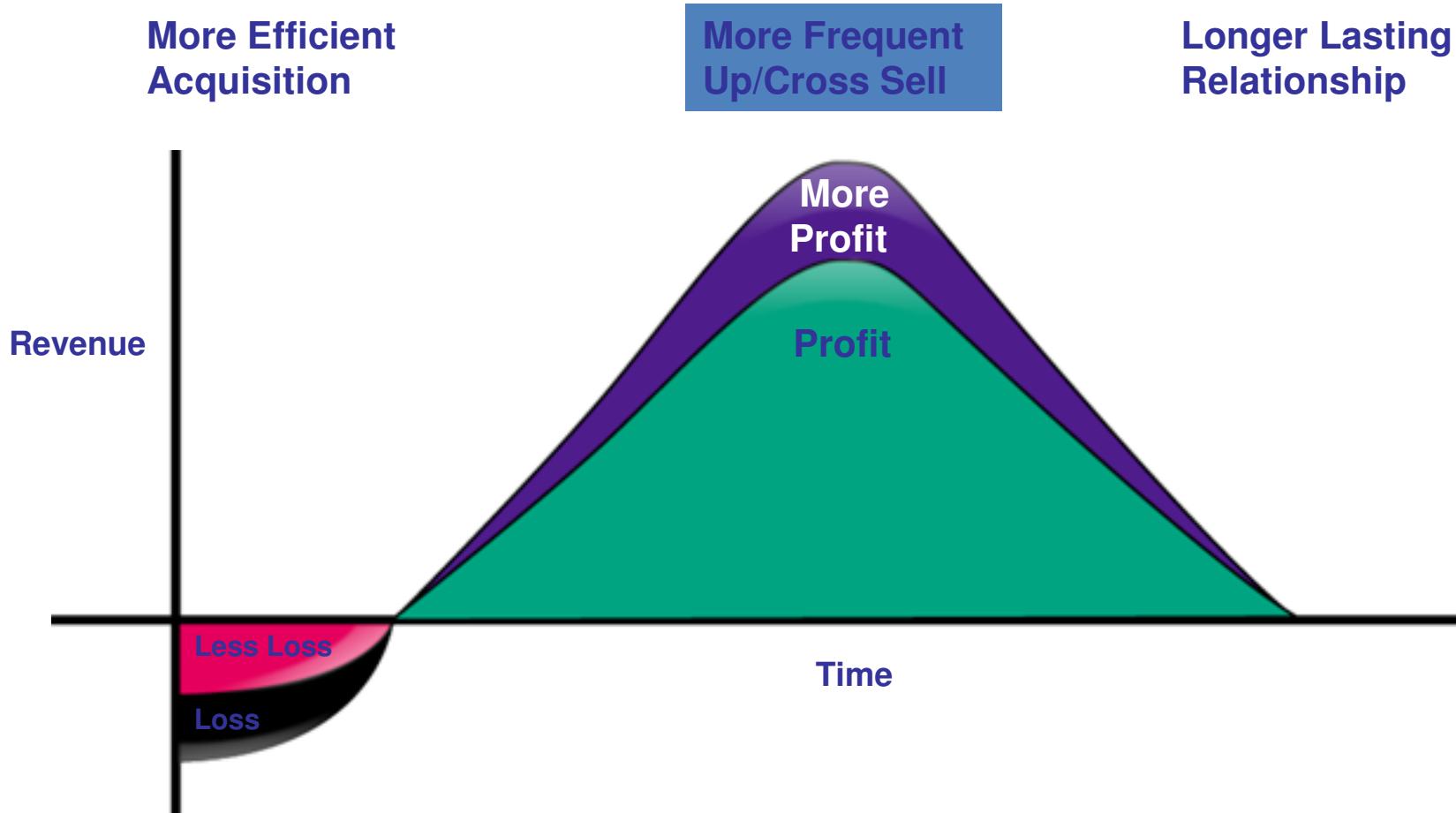
More Efficient
Acquisition

More Frequent
Up/Cross Sell

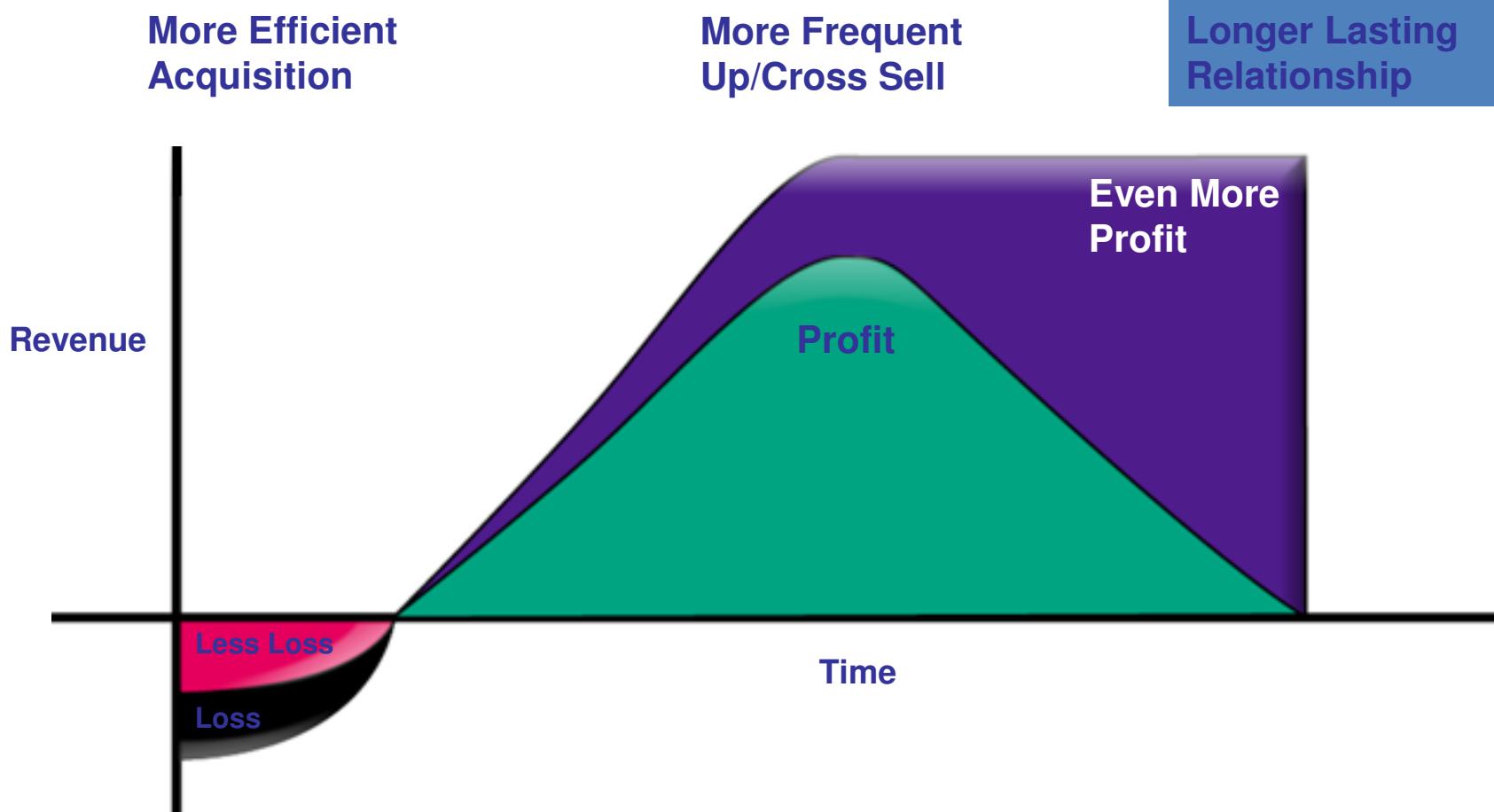
Longer Lasting
Relationship



7x increase in response rate, 80% reduction in costs



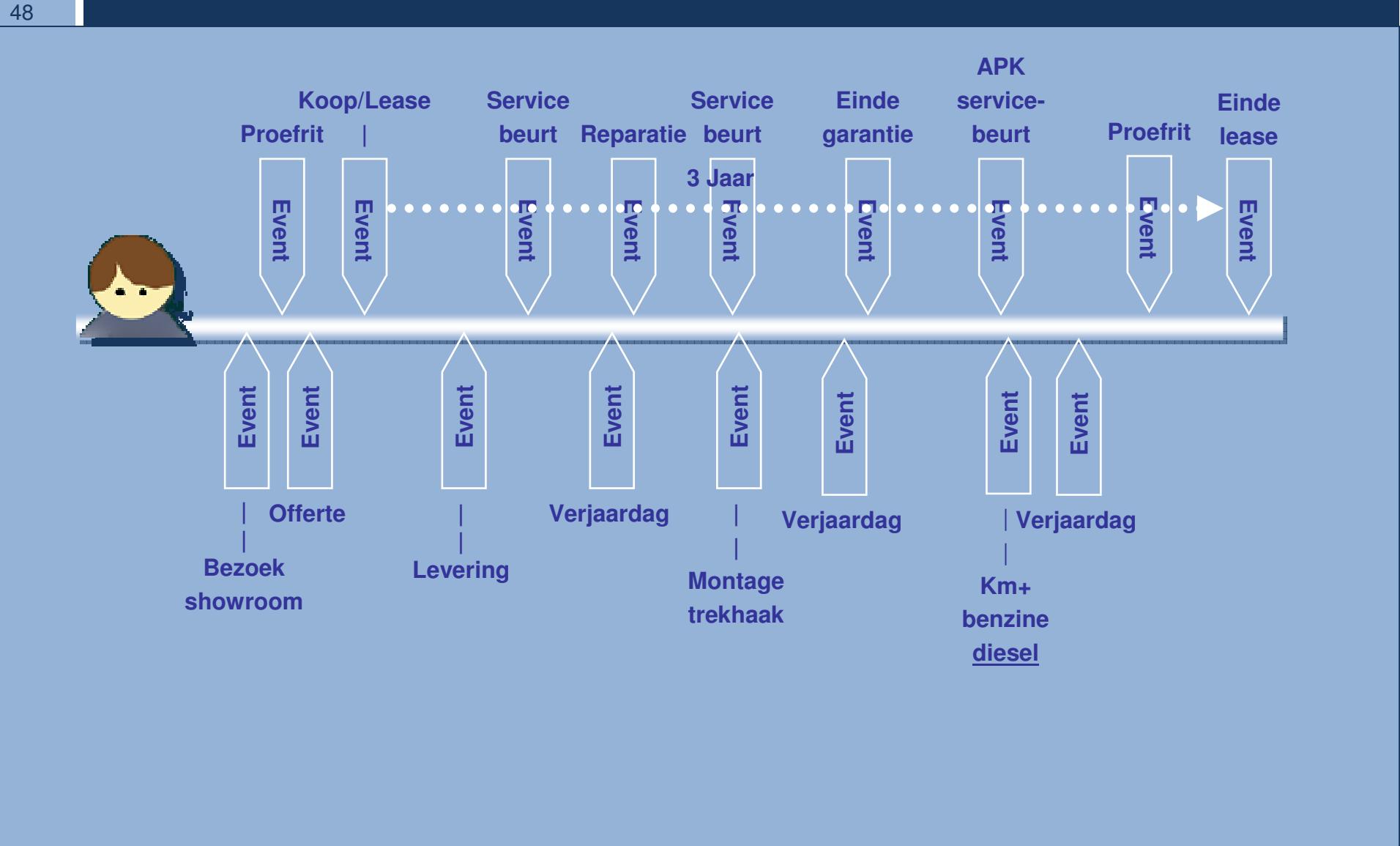
100% improvement in response for Business Highway up-sell campaign



Improved retention of core high value products, increasing bank's overall profitability by 10-20%

EDM in Automotive – CLF

2organise

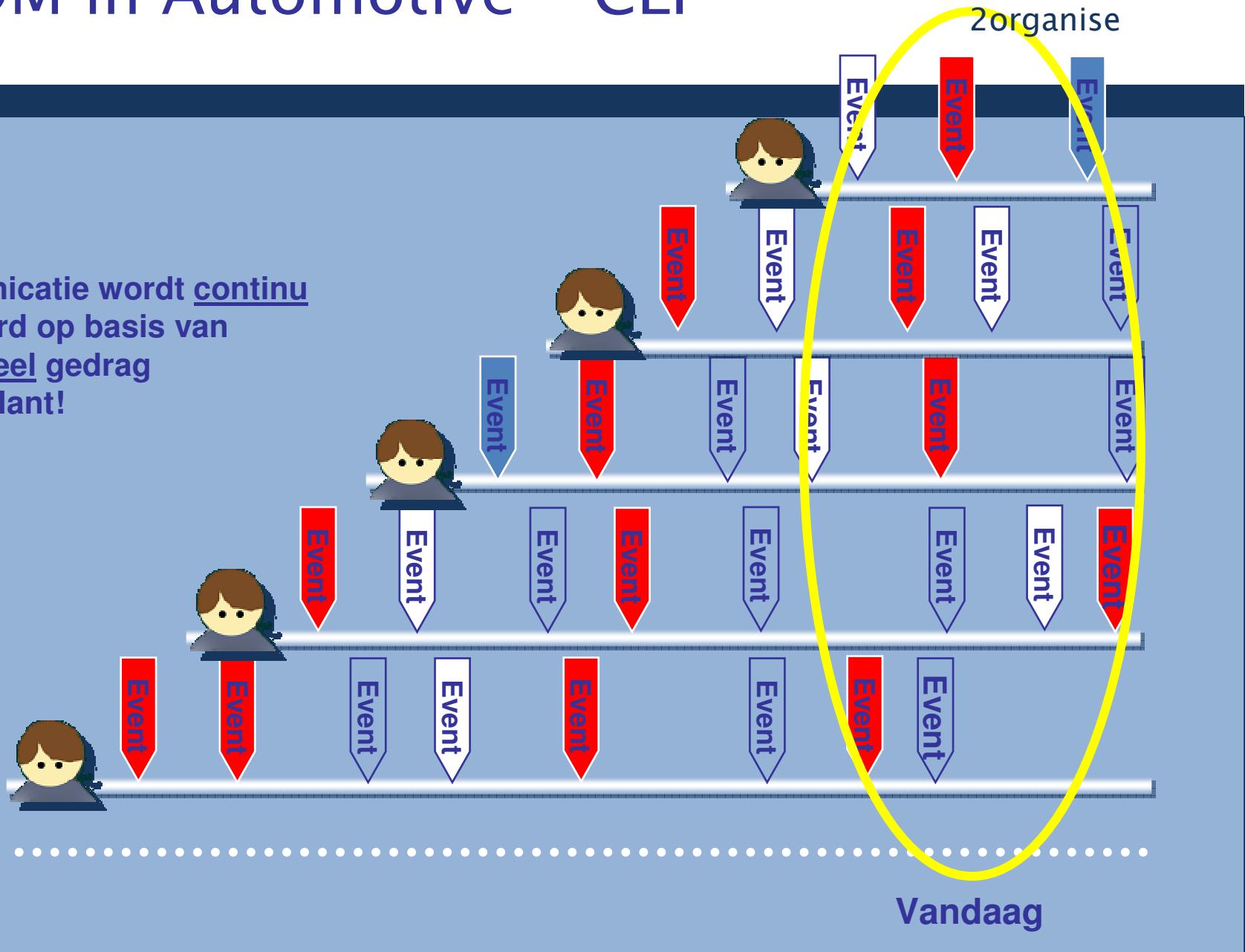


EDM in Automotive – CLF

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Communicatie wordt continu
getriggerd op basis van
individueel gedrag
van de klant!

Tijd>



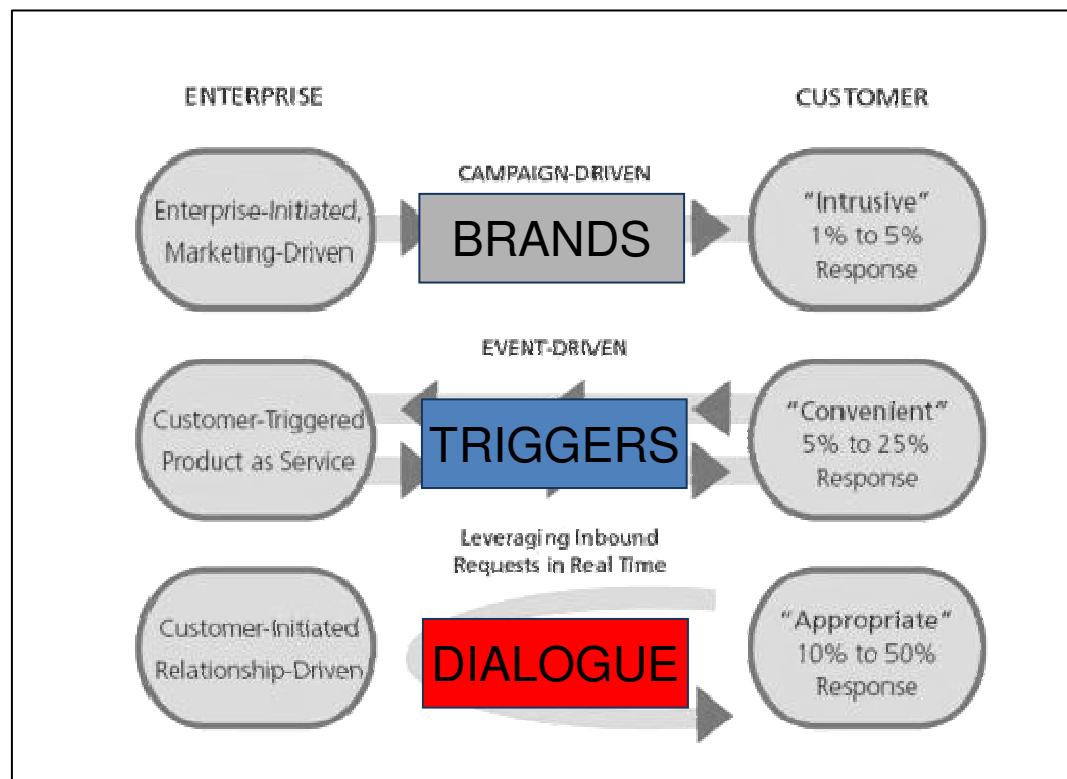
Example bank

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AIDA	Event klant	Indicator / trigger	Actie bank	Medium keuze	Evaluatie
Aantrekken	Interesse in beleggen	Klant zonder beleggingsproduct klikt op beleggingsitems site	Signaal naar lokale bank om onderwerp beleggen voor te stellen aan klant	Email, brief, telefoon, bezoek	Respons, ja/nee
Informeren	Rentedaling	Rentestand lager dan door klant opgegeven drempel	Melding actuele rentestand is gedaald tot...	Email, brief, belletje...	KTO
Adviseren	Hypotheek periode loopt af	Signalering database 1 jaar van tevoren	Nieuw tarief en uitnodiging adviseur tot gesprek	Doorlopende campagne	Ja/nee, KTO
Transactie sluiten	Mistransactie	Signalering banksaldo systeem	Aanbieding doorlopend krediet	Mail, brief	Ja/nee, hoogte
Service verlenen	Klant verhuist	Bericht komt bij account mngr	Bank regelt alle verhuiszaken	Brief, email, telemkg	Retentie, KTO
Relatie onderhouden	Verjaardag	Verjaardag klantdatum = datum	Verjaardagskaart	Post, mail	KTO

Where are you?

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Never let your pipeline run dry...

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*Er bestaan geen
domme vragen,
wel domme
antwoorden...*

Contact

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