

NATIONALE VAKDAG

 **DIALOGUE & DIGITAL  
MARKETING**

**#2010**

07 /// OKTOBER ROTTERDAM  
CONGRESCENTRUM DE KUIP



# Beeckestijn Business School

## Event Driven Marketing



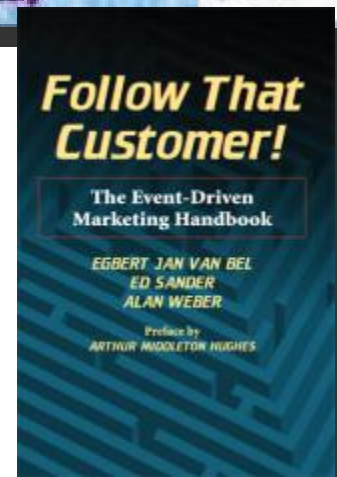
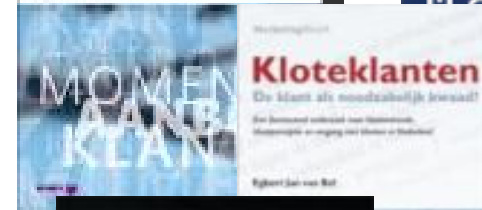
## Stichting Beeckestijn Management Educatie

07 oktober 2010

Egbert Jan van Bel  
Event Driven Marketing

# Egbert Jan van Bel

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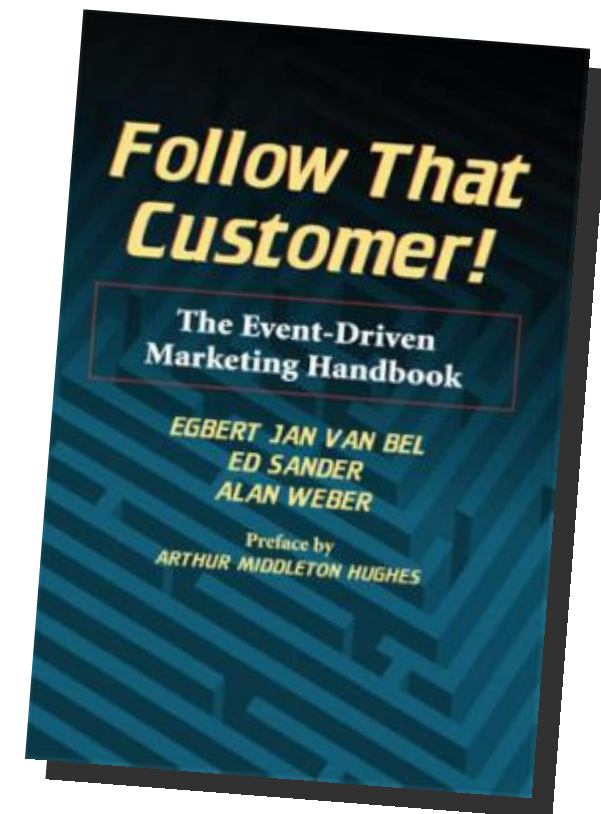


# Where to go...

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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



# 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)

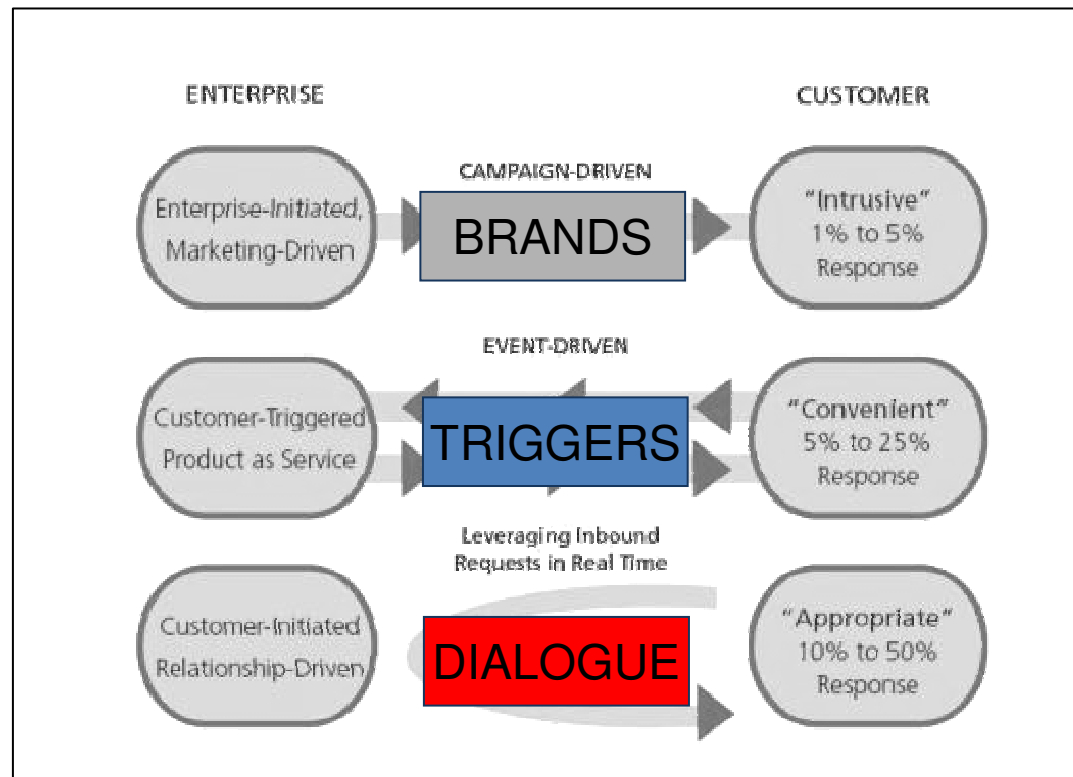
[www.excellentguru.com](http://www.excellentguru.com)



# Important observations

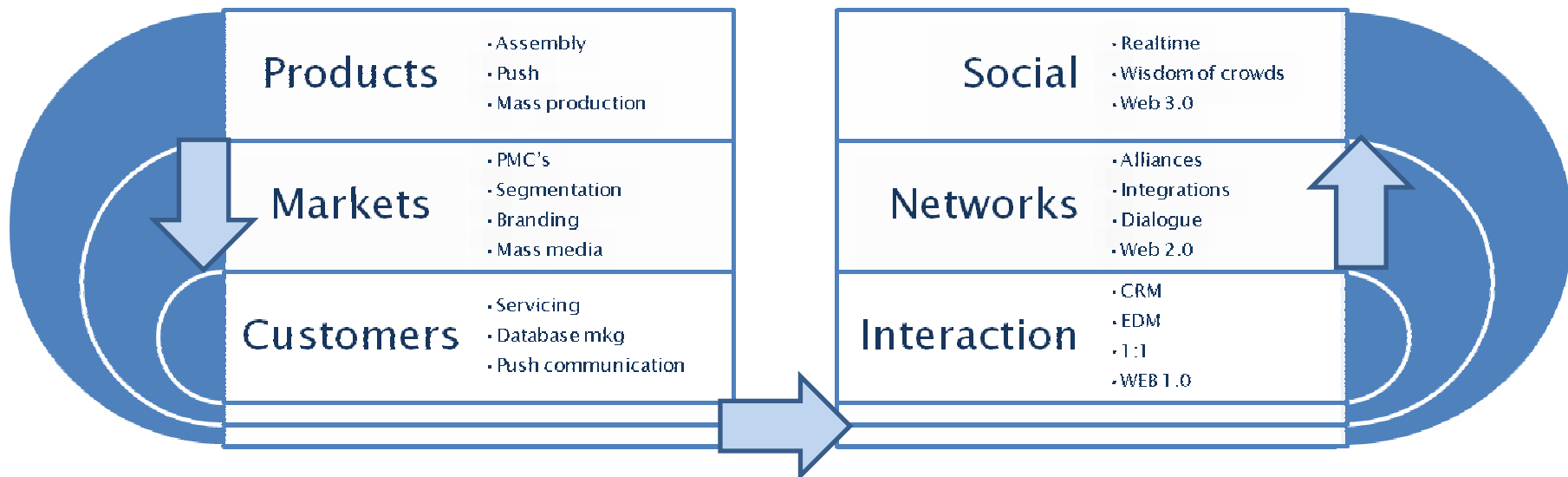
# Marketing / CRM / EDM

10



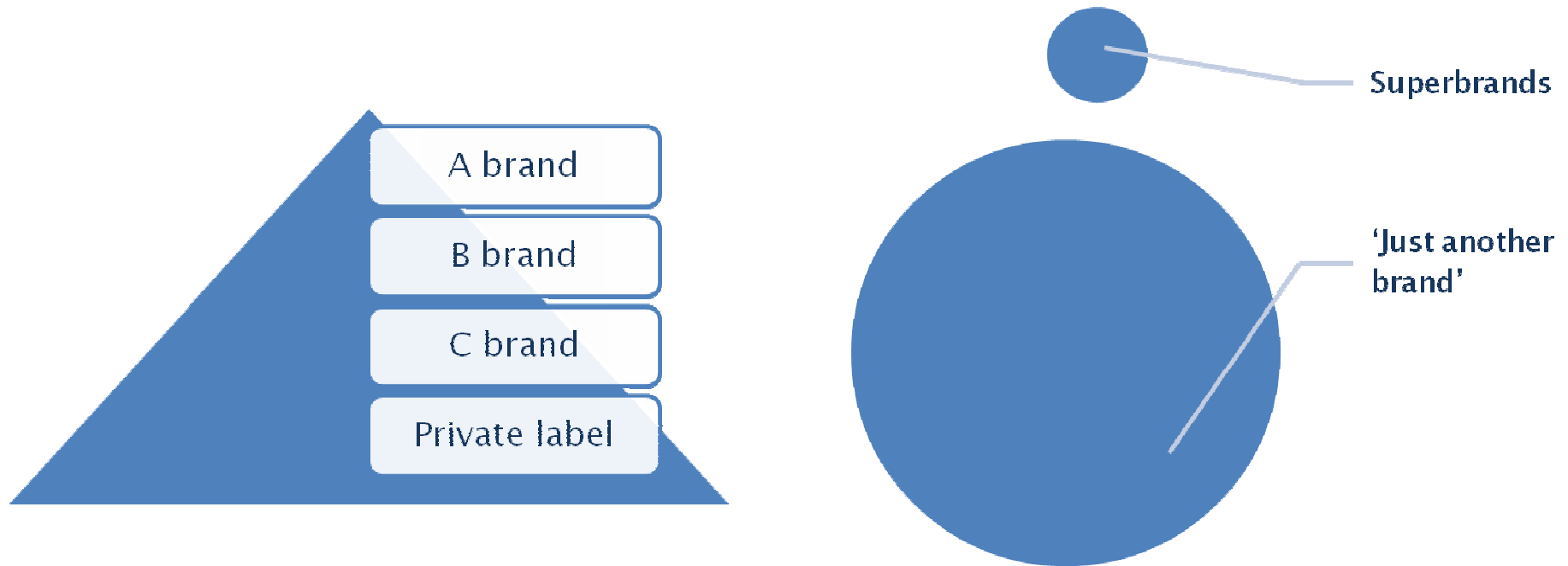
# The 'shift' (mass / individual / mass)

11



# Brand trend

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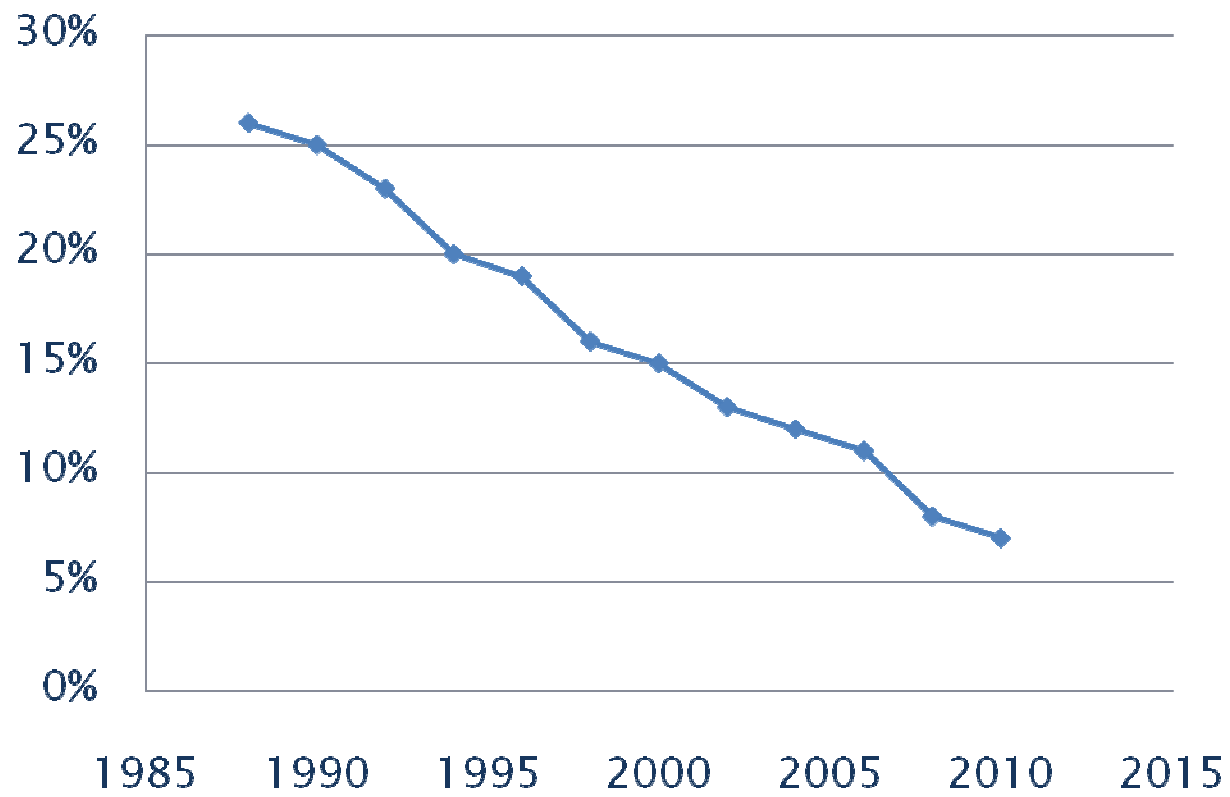
# Decline of brands

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

Henry Silber bought his first Volvo because it was a single-occupant car. And because back when he bought it, in the 1970s, it was the safest car on the road.

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Henry Silber bought his first Volvo because it was a single-occupant car. And because back when he bought it, in the 1970s, it was the safest car on the road.

## 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 tell us - in your own words, videos 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.

→ Share your story in our gallery

→ Tell them how you feel in an e-card

→ Watch the commercials

→ See the stories in our gallery

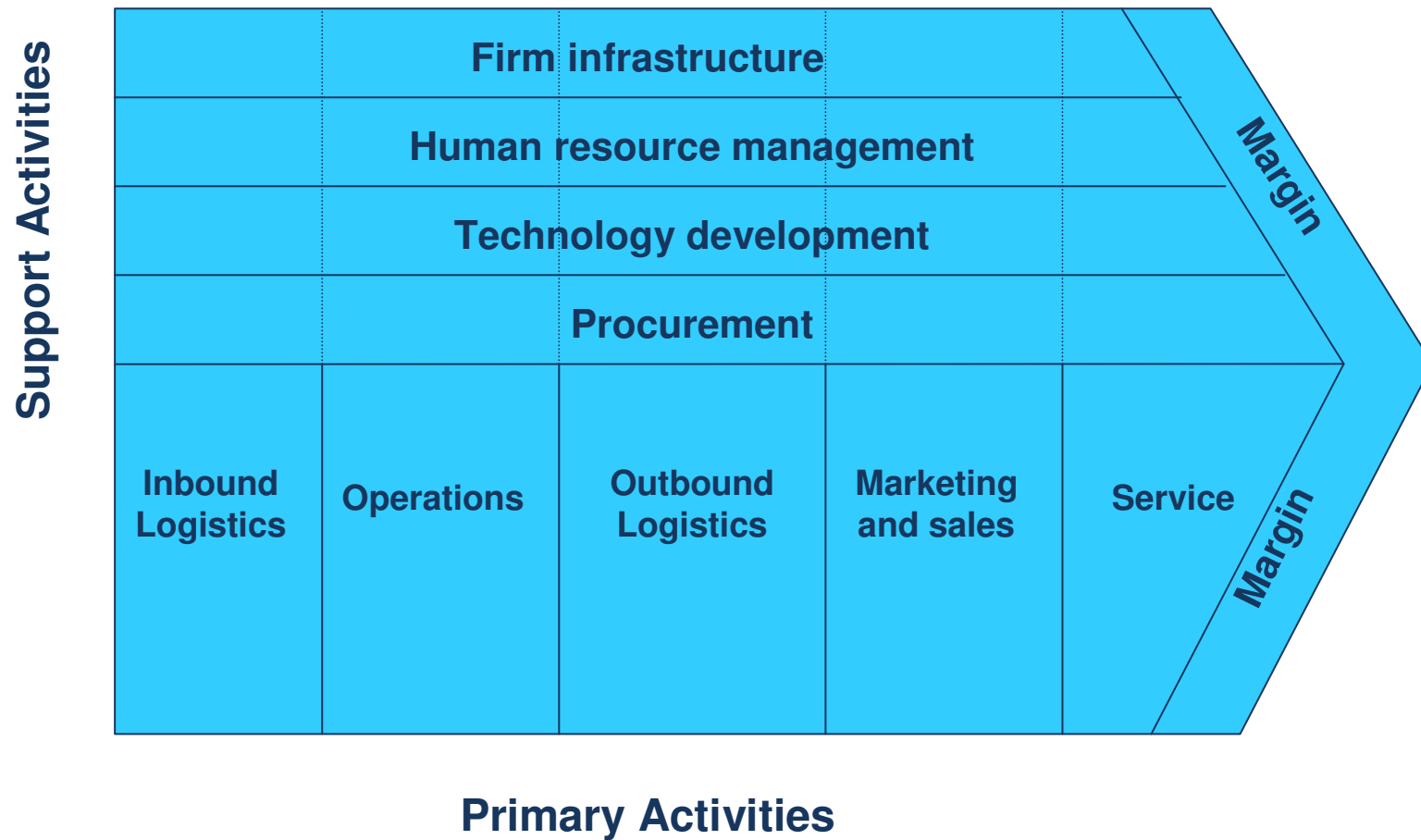
To crash with a Volvo is extremely safe.

If you're sitting in a Saab.

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

# 'The Generic Value Chain (M. Porter)'

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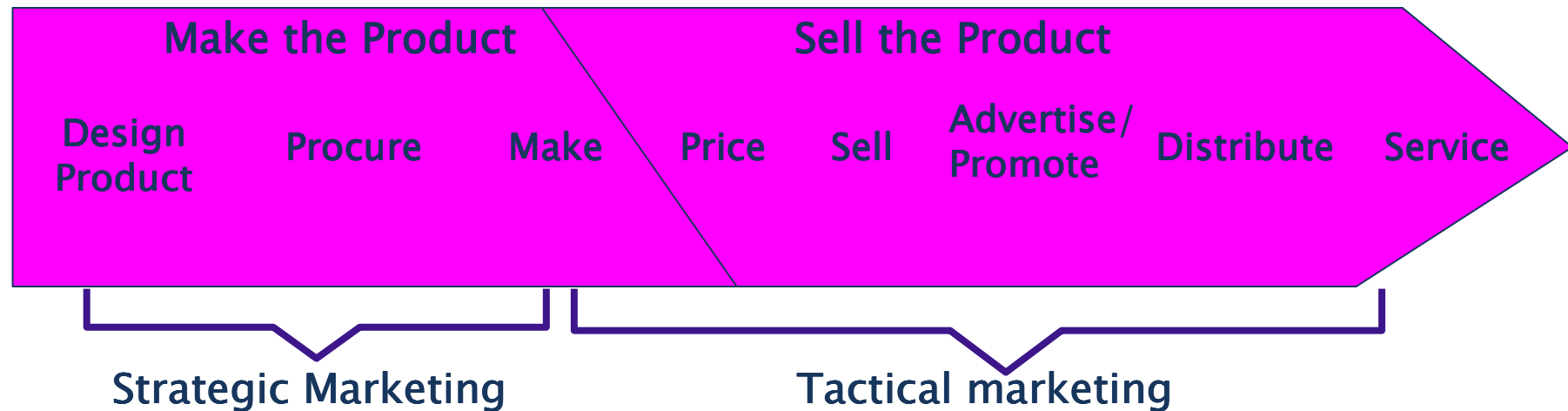




# The Value-Delivery Process

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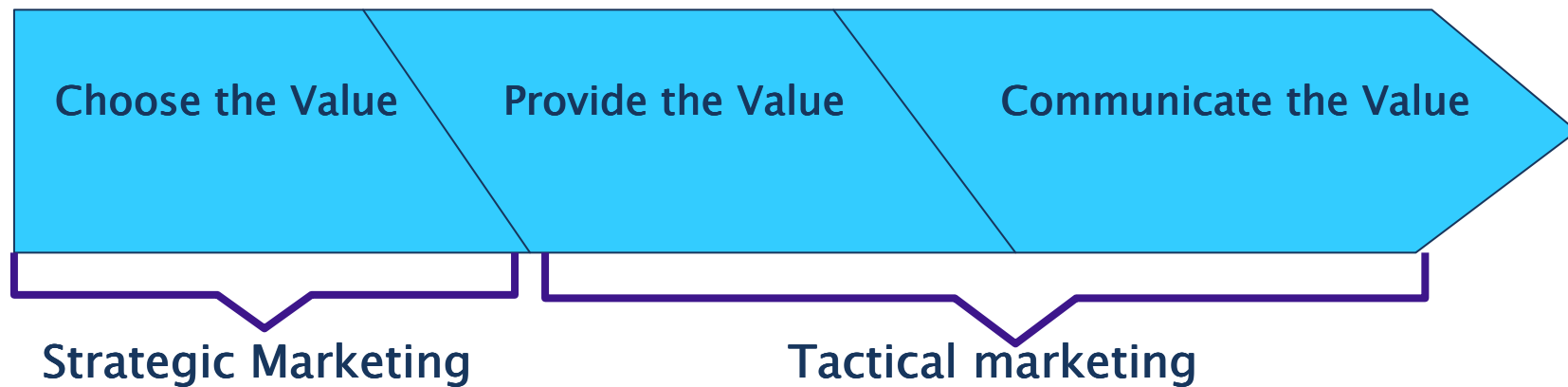
Traditional: physical process sequence



# The Value-Delivery Process

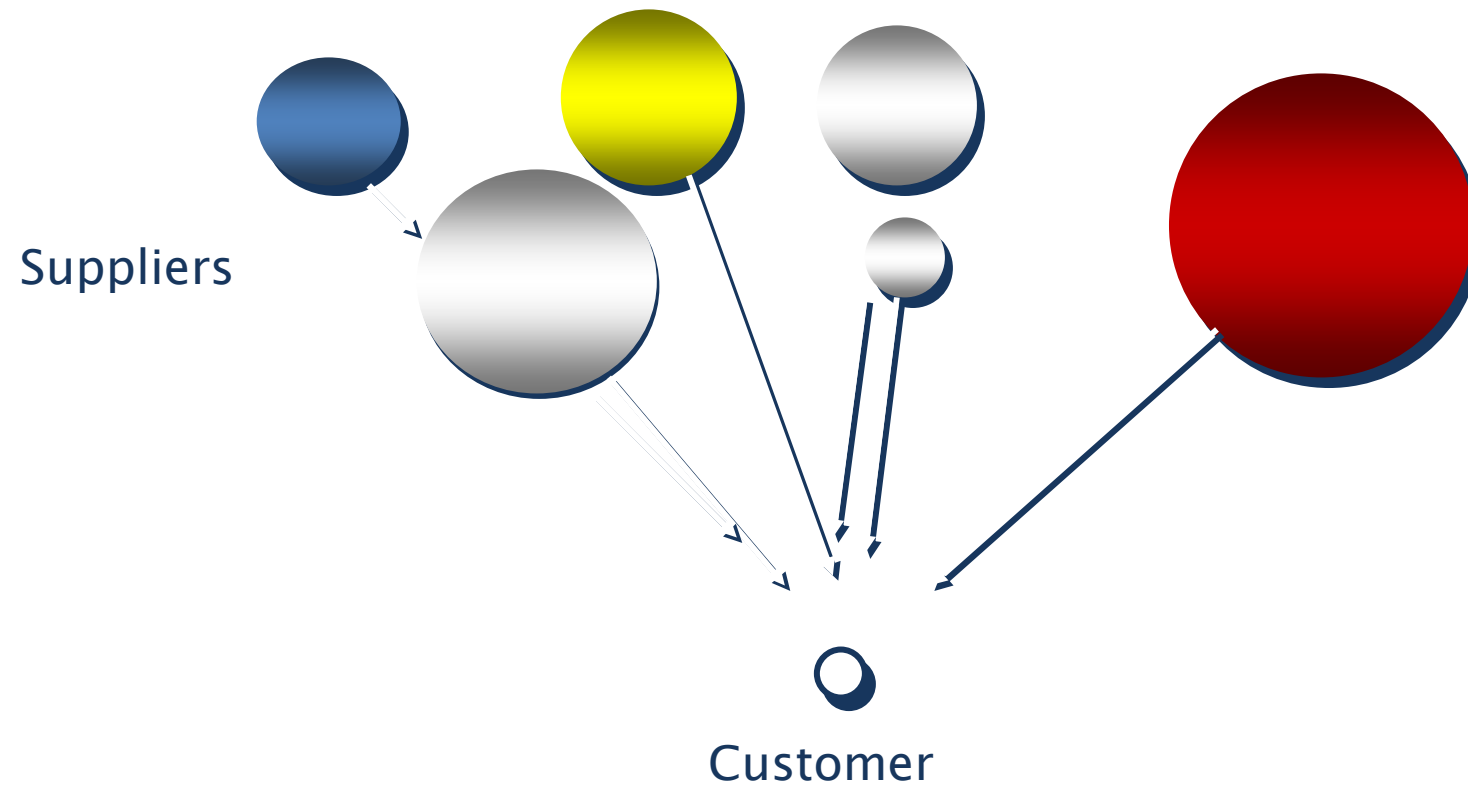
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New: value creation and delivery process



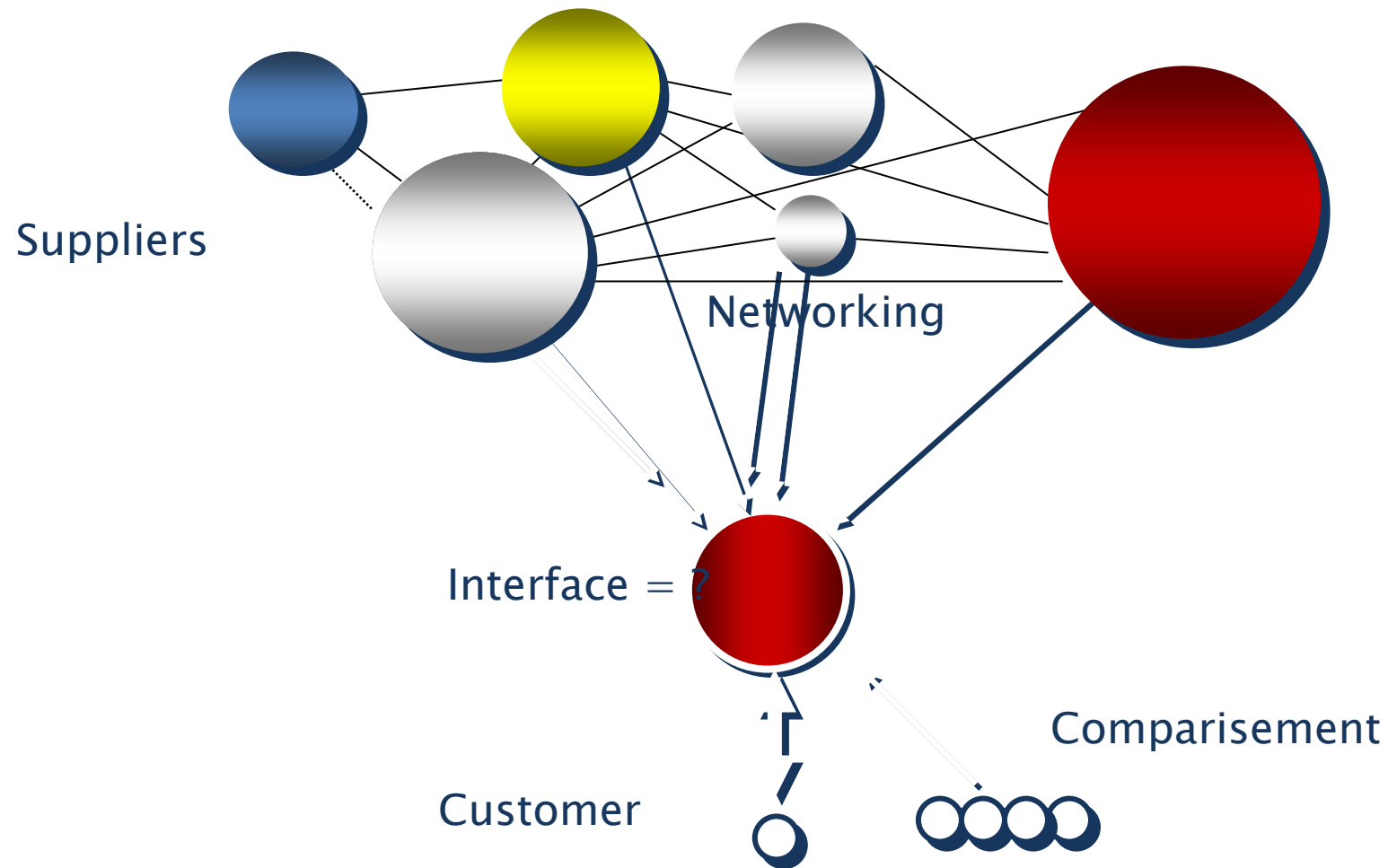
# Markets today?

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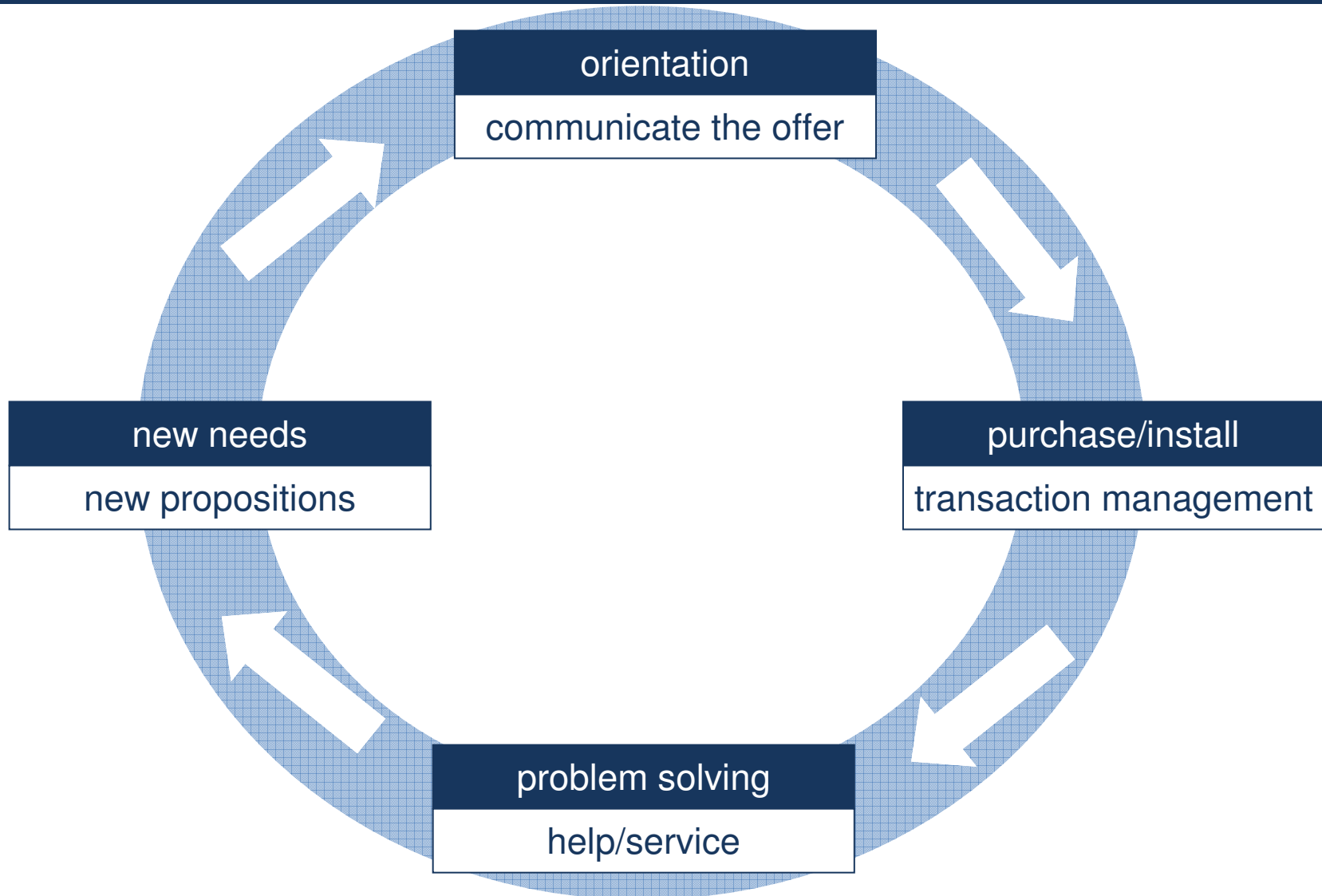
# Markets tomorrow?

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# Marketing contact 'as it was'...

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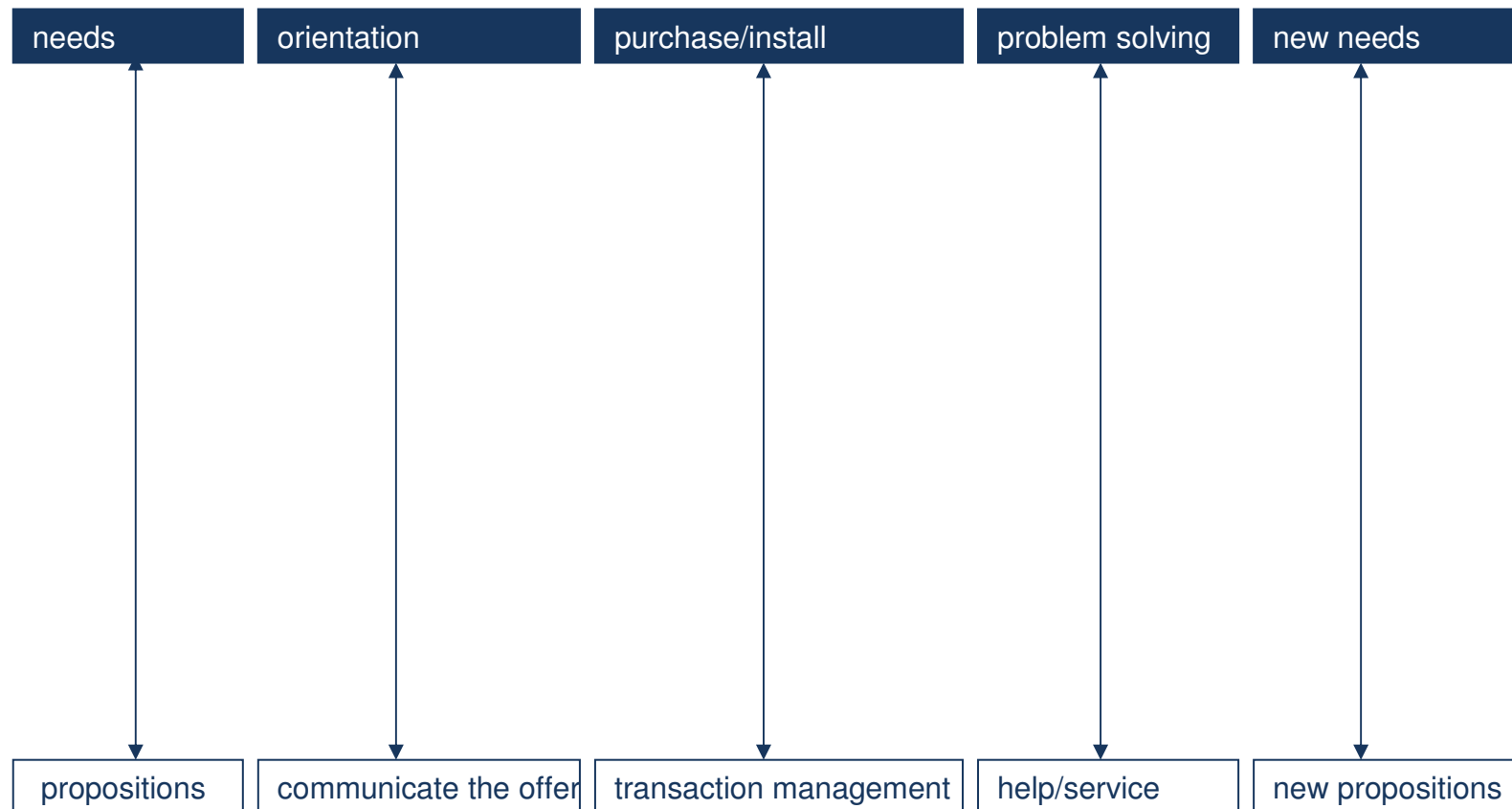
# Shift touchpoints

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

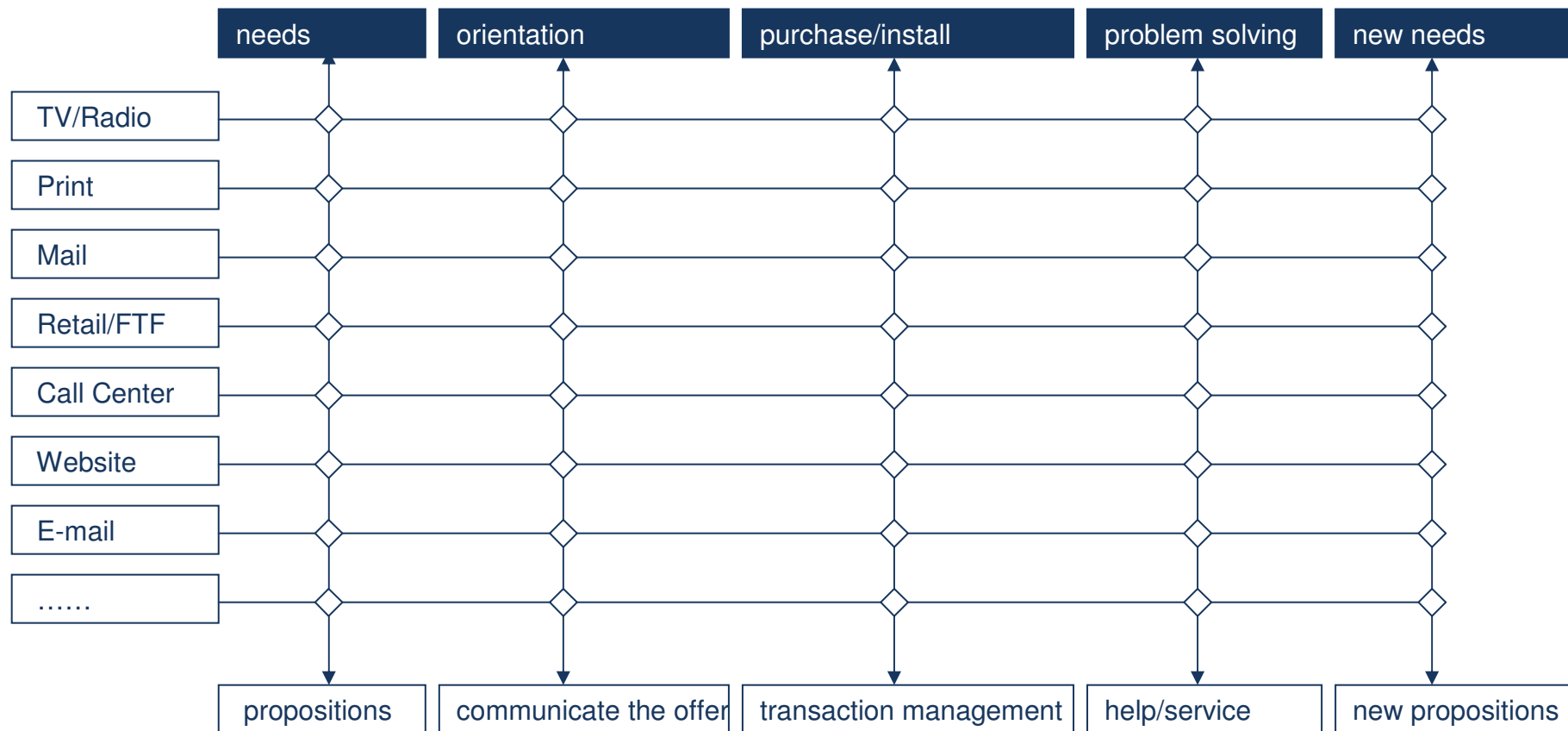
# Shift touchpoints

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# Shift touchpoints

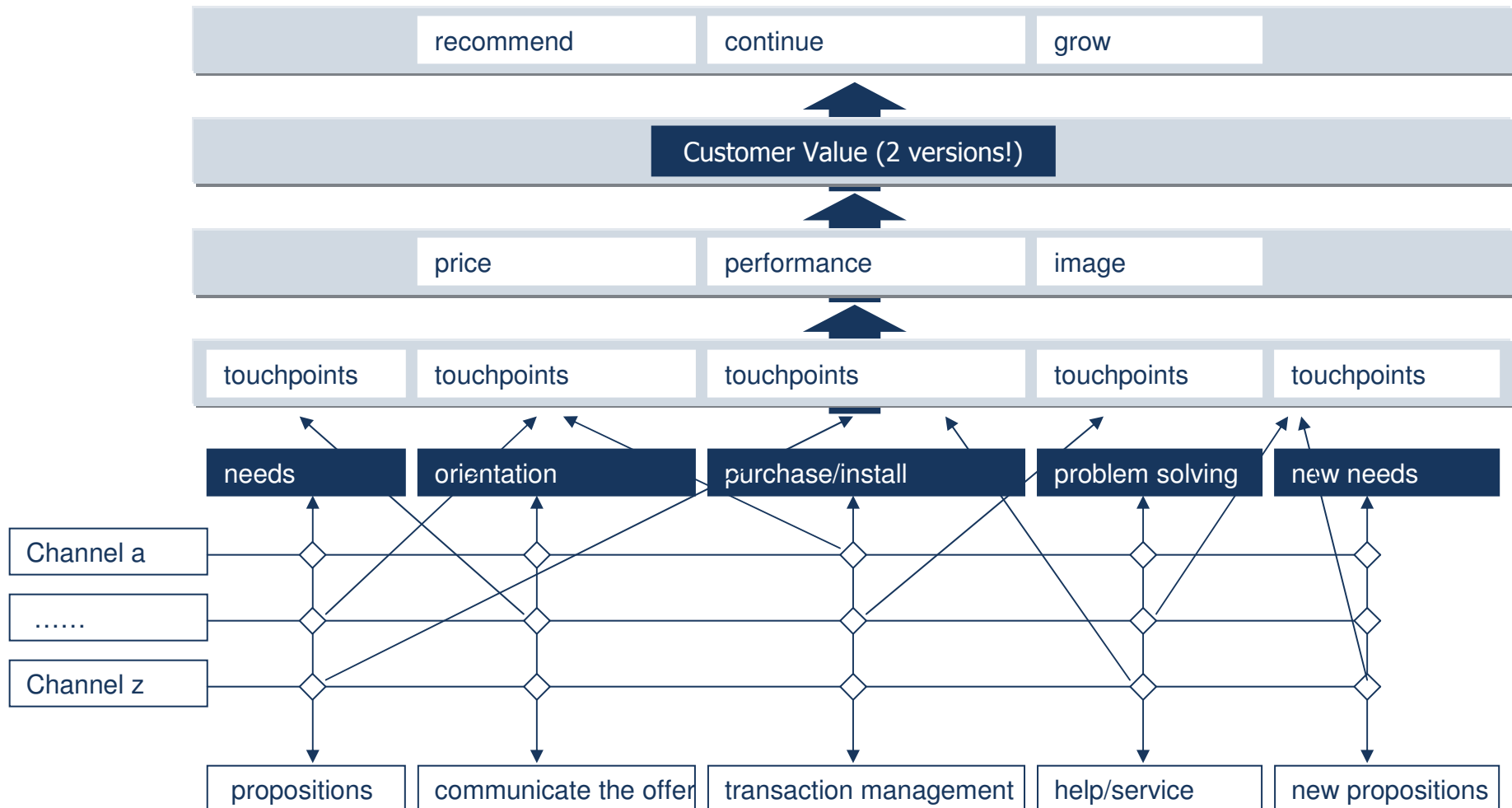
24





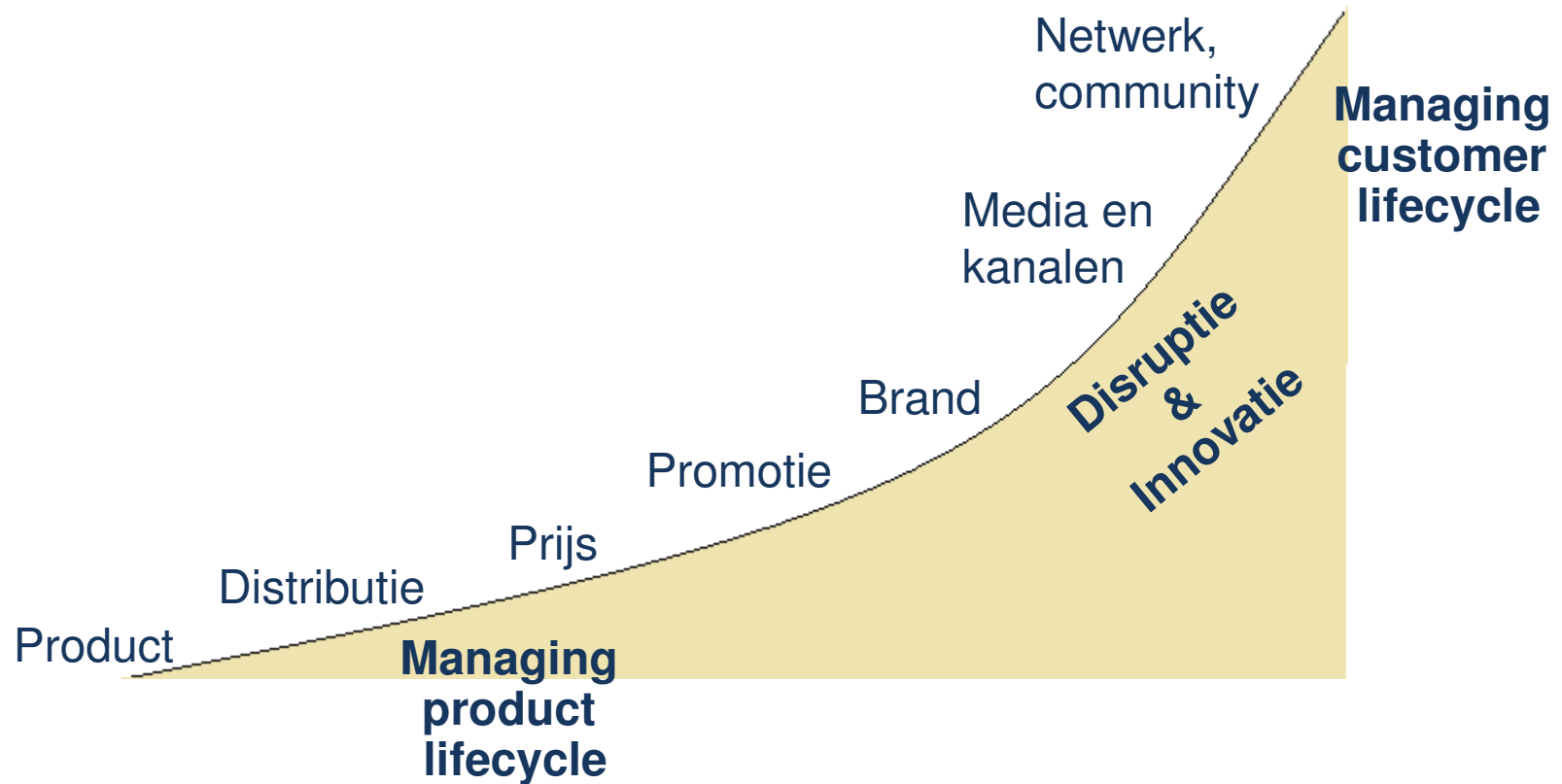
# Touchpoints vs customer value

25



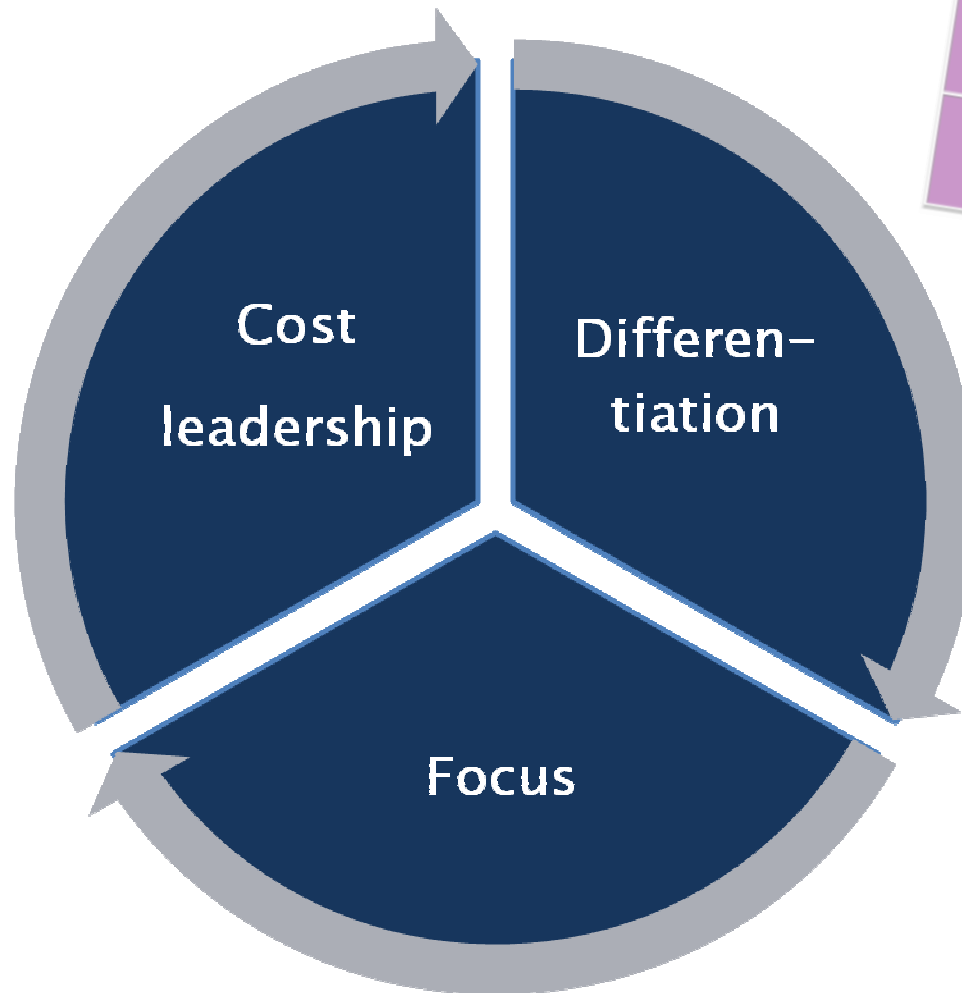
# Differentiation

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# Michael Porter: generic strategies

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

# Treacy&Wiersema: value disciplines

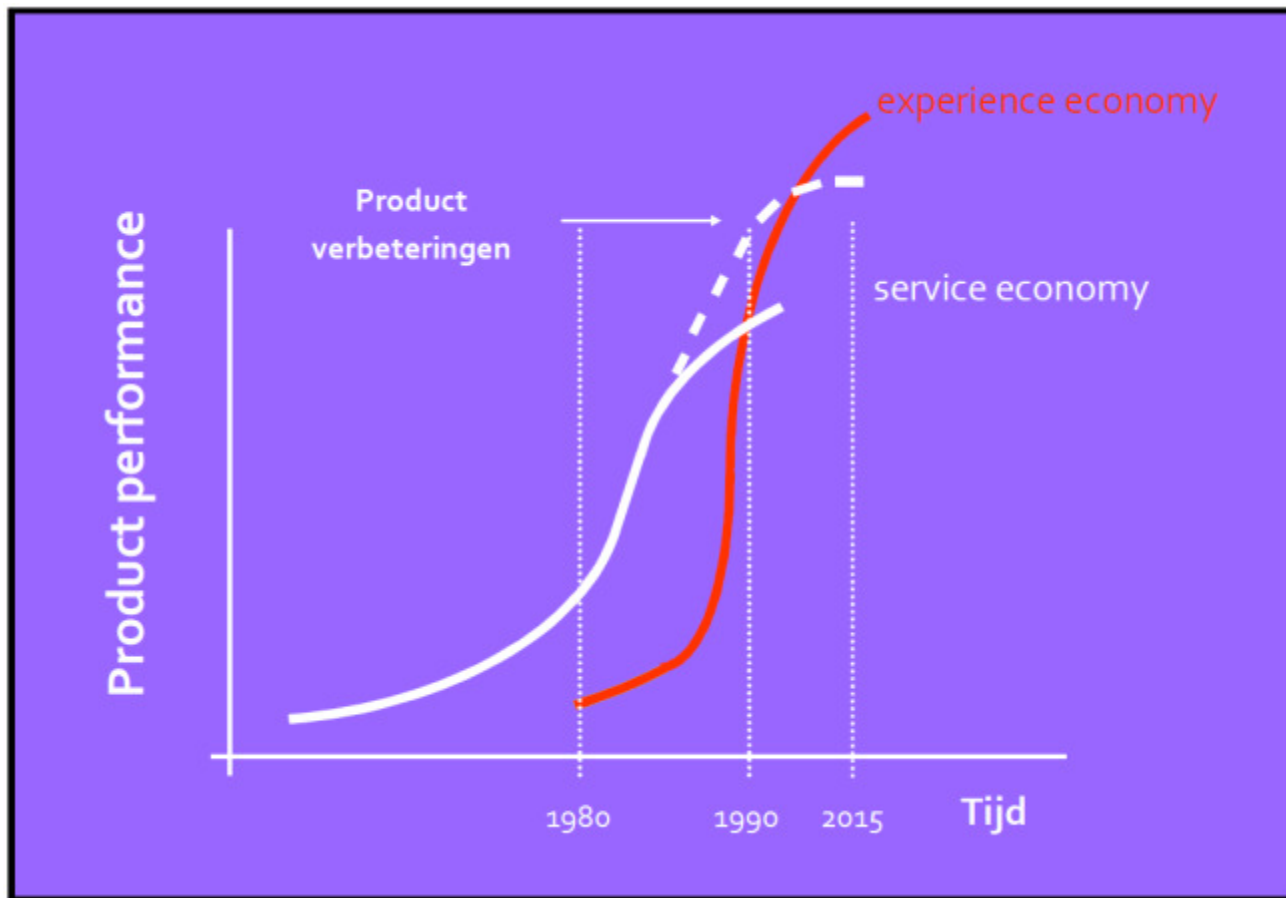
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# EDM: customer disciplines (E.J. van Bel)

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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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## Blabla... 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

## *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

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

## verdient meer.

**Zakelijk Optimaal. Hoe langer klant, hoe meer korting.**

T-Mobile vindt bestaande klanten anders zo belangrijk als nieuw. Daarom is er het Zakelijk Optimaal groepsabonnement, waarmee je loyaliteit wordt beloond. Want hoe langer u klant bent, hoe meer korting u krijgt. Bovendien heeft T-Mobile u al het werk uit handen voor een zorgeloze overstap van uw provider naar T-Mobile. Kijk op [www.t-mobile.nl/zakelijk](http://www.t-mobile.nl/zakelijk) of bel 0600 3102.

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 marktontwikkeling? of loyaliteit? Allemaal vragen die de 'hedendaagse marketeer' zich continue afvraagt. En de antwoorden..?

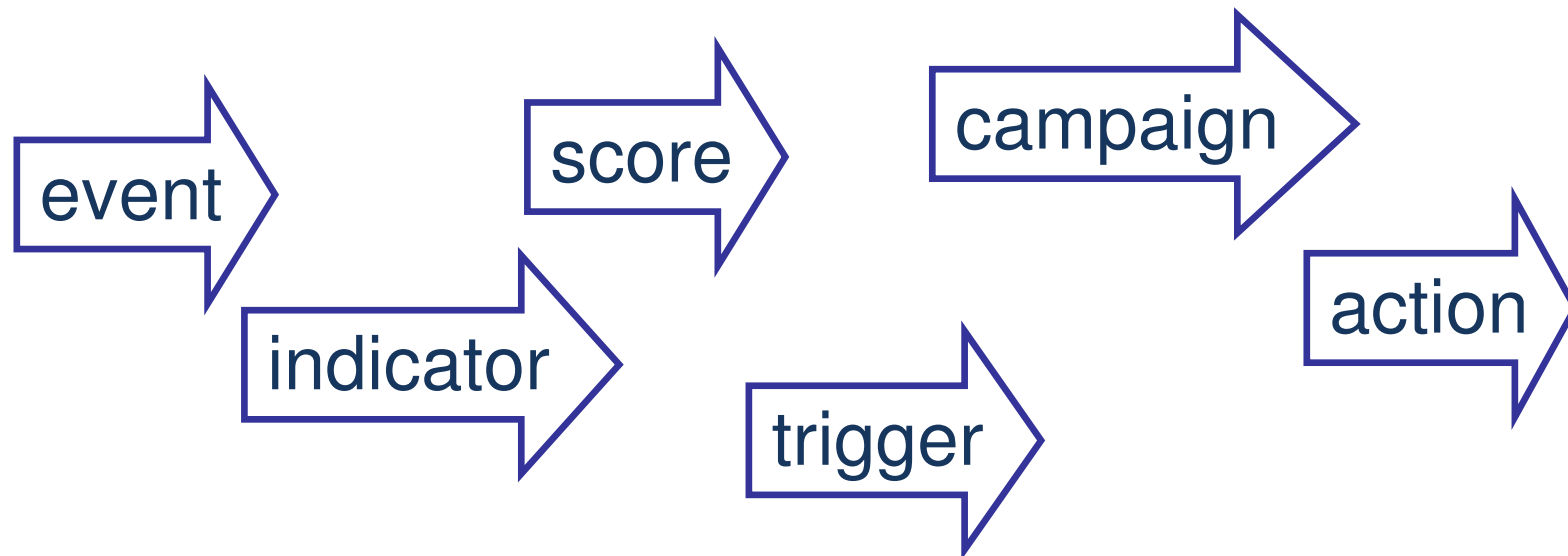
Deze vindt hij in intelligente dure, dikke rapporten. Zullen we eens kijken hoe de hedendaagse merken reageren als een klant zelf contact opneemt?

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 ;-).

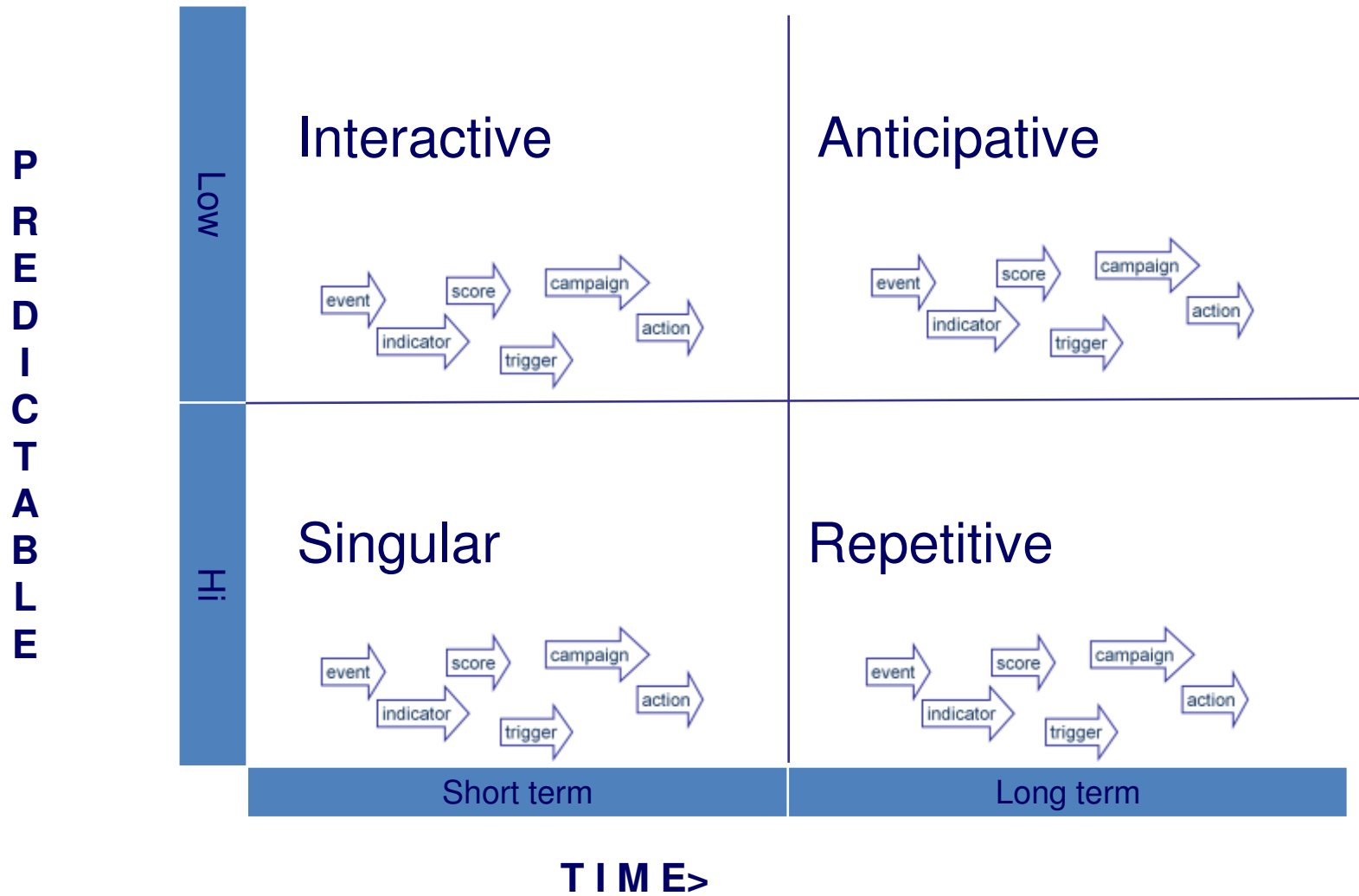
# Steps in EDM

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# EDM Quadrant

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# EDM Quadrant

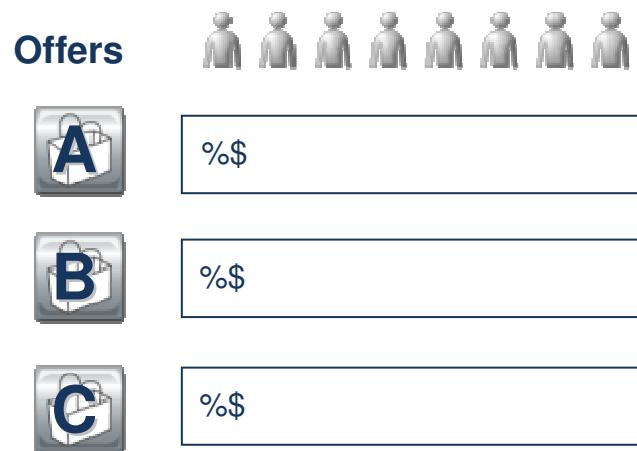
<b>Predictability</b>	<b>low</b>	<u>Interactive</u> <ul style="list-style-type: none"> <li>• Increased claims</li> <li>• Change of address</li> <li>• More staff (large company)</li> <li>• Switching behaviour</li> <li>• Certain questions about products and services</li> <li>• New beneficiary on policy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

# EDM = Campaign and channel optimization

(Cmotions)

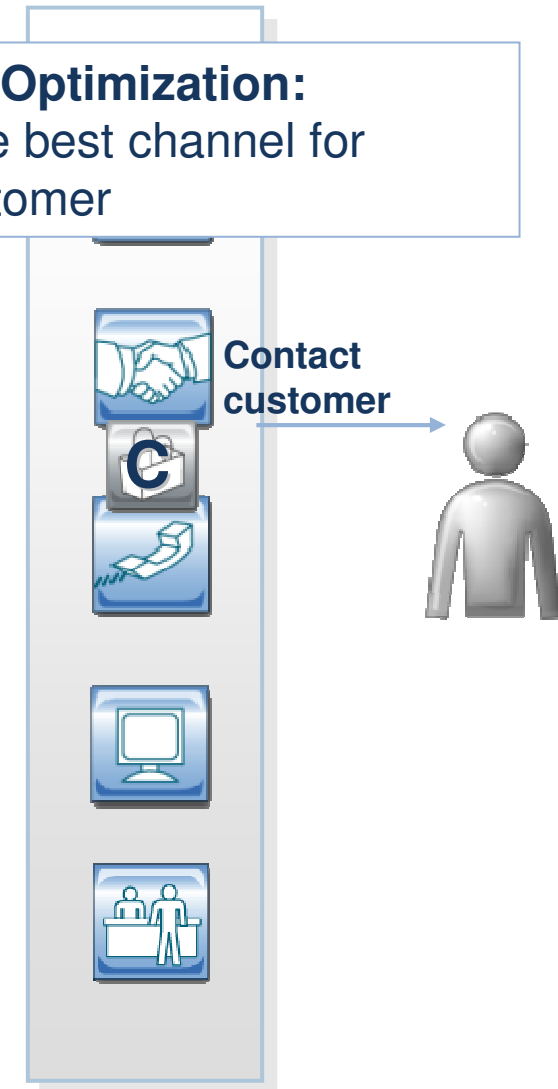
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**1 Campaign Optimization:**  
Select the best offer for each customer



**3 Interaction Policies:**  
Avoid overloading of customers

**2 Channel Optimization:**  
Select the best channel for each customer



# Sanoma Uitgevers Nederland

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Tijdschriften



Evenementen



Websites





# Ambitie

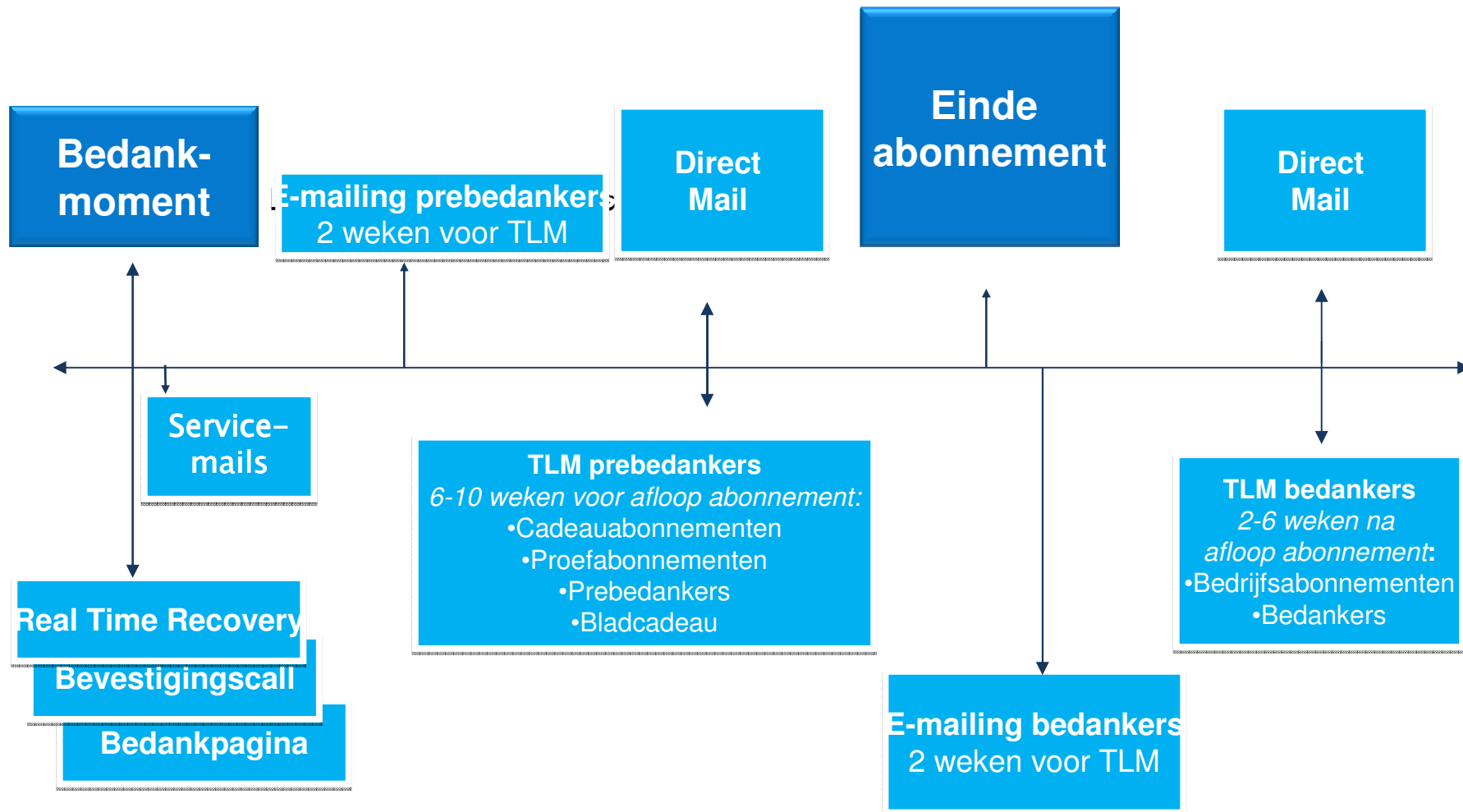
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- Verhoging resultaten winback\*: +50%
  - Verhoging contactdruk
  - Toepassen meerdere outbound kanalen
  - Uitnuttig inbound klantcontacten
  - Propositie & aanbieding aanpassen aan klant & moment
- ⇒ **juiste aanbieding op juiste moment aan juiste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

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

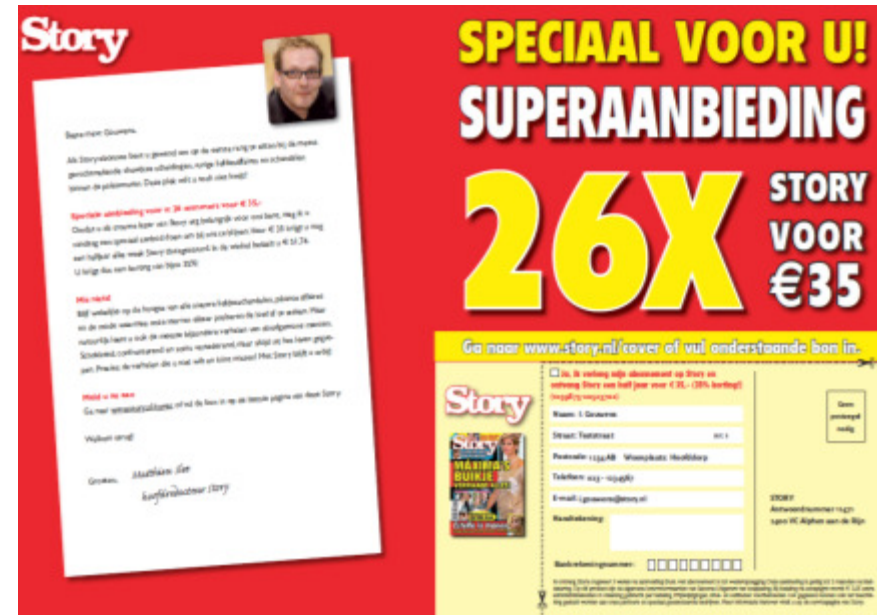
# Winback anno 2009 – Sanoma

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# Gepersonaliseerde cover

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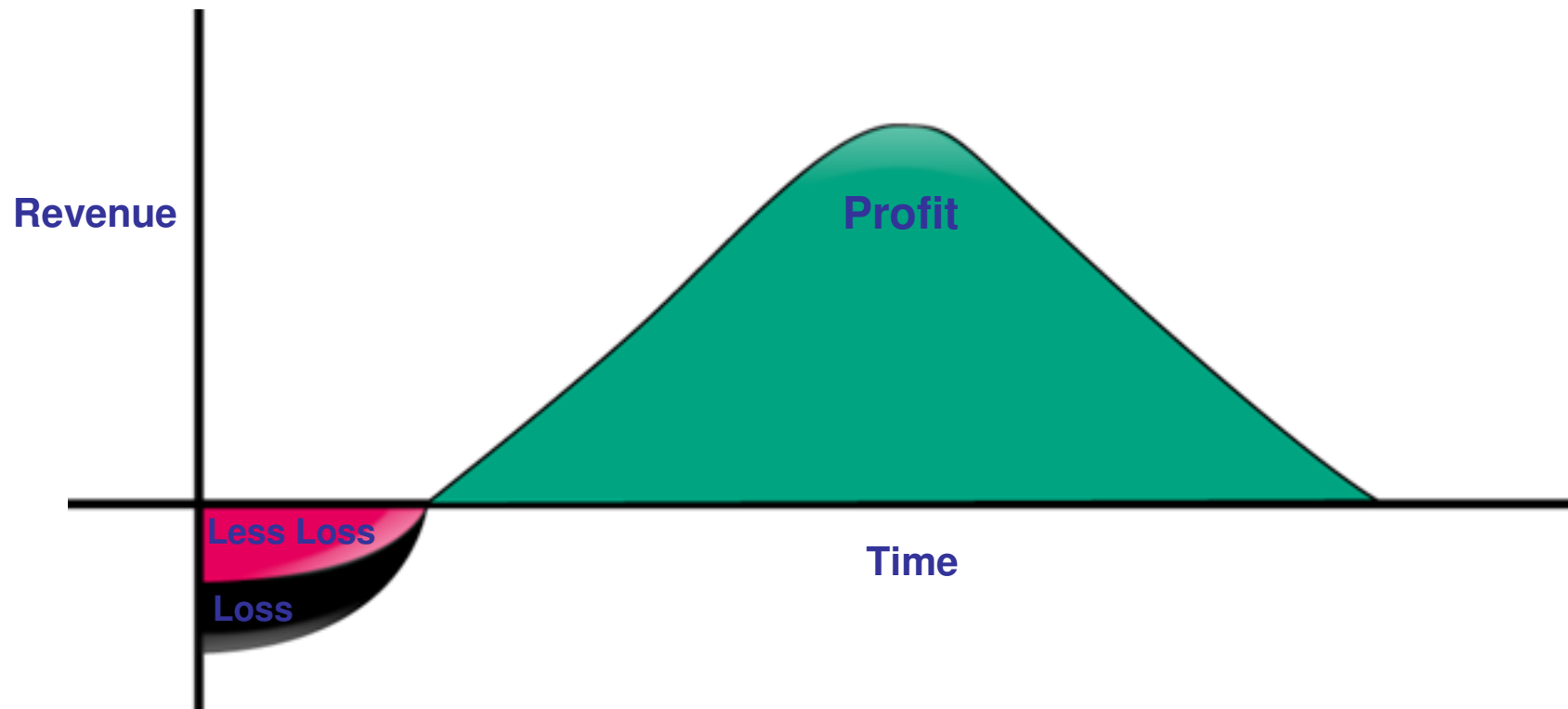


Response  
ROI

13,8%  
205%

# Possible EDM goals

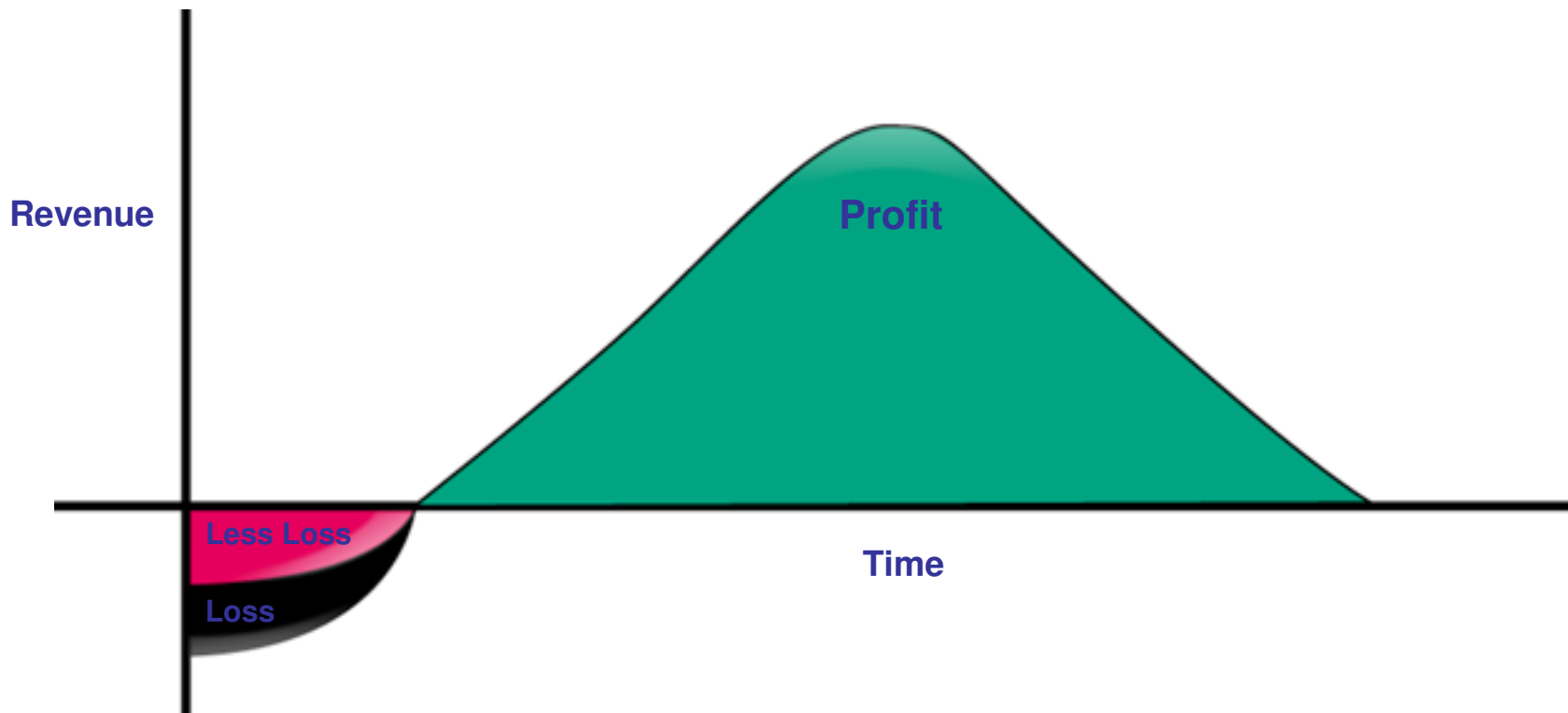
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More Efficient Acquisition

More Frequent Up/Cross Sell

Longer Lasting Relationship



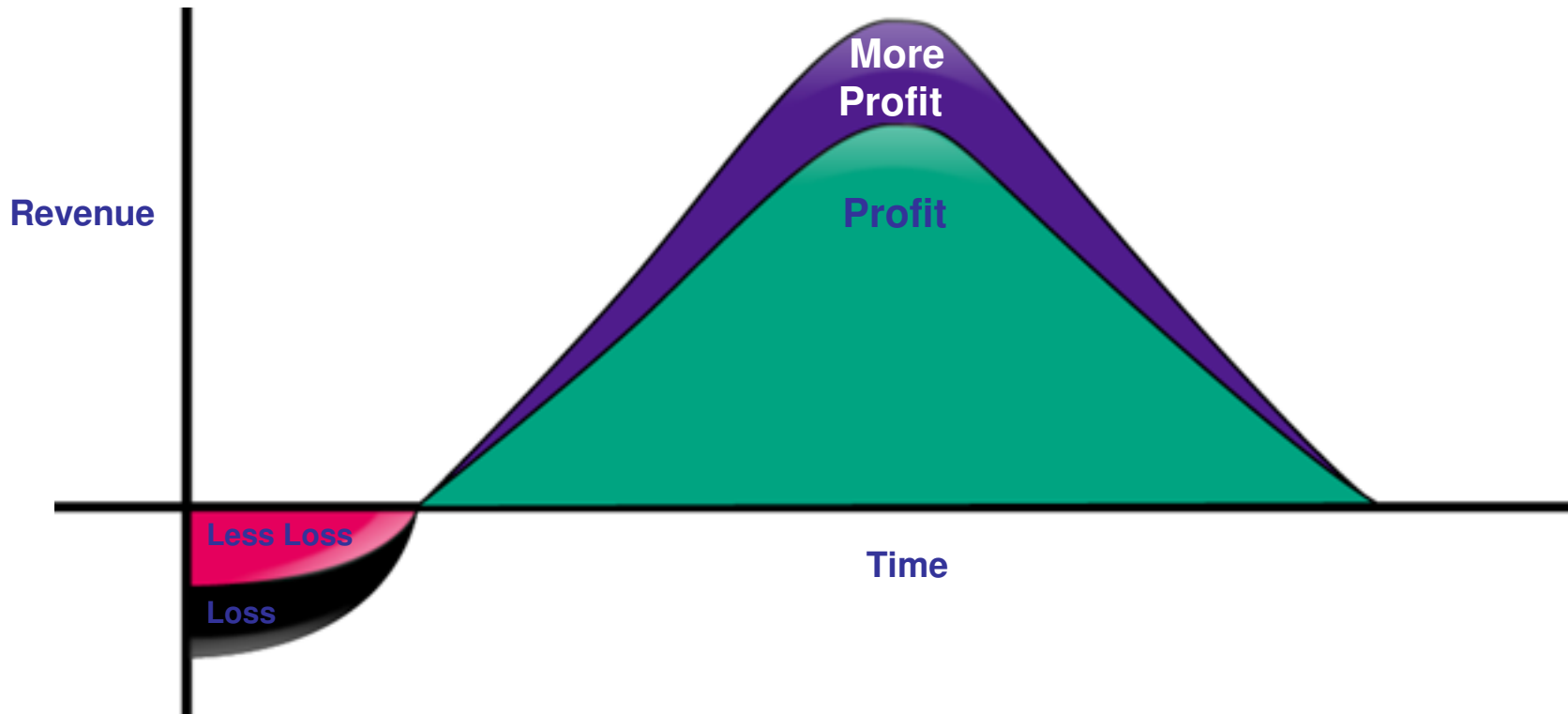
7x increase in response rate, 80% reduction in costs



More Efficient Acquisition

More Frequent Up/Cross Sell

Longer Lasting Relationship

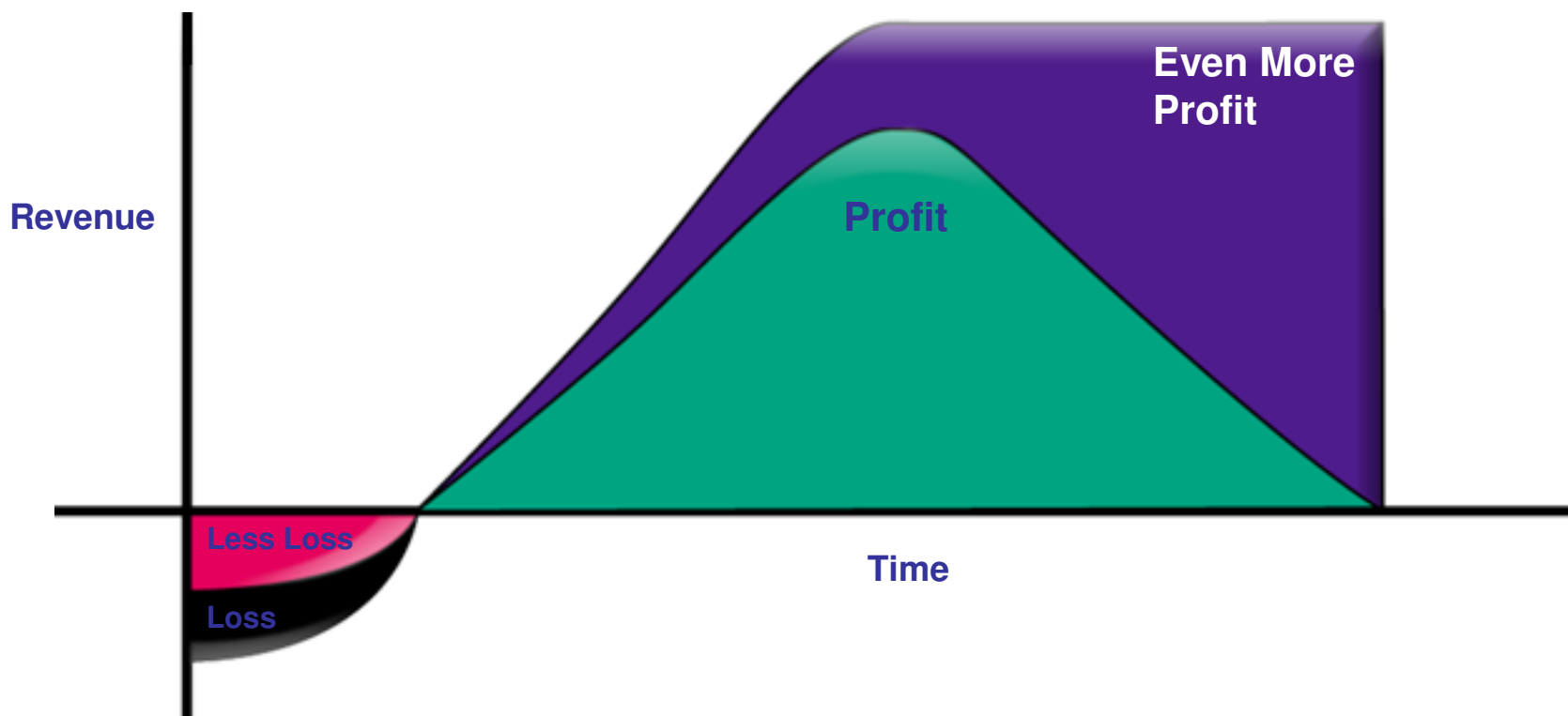


100% improvement in response for Business Highway up-sell campaign

More Efficient Acquisition

More Frequent Up/Cross Sell

Longer Lasting Relationship

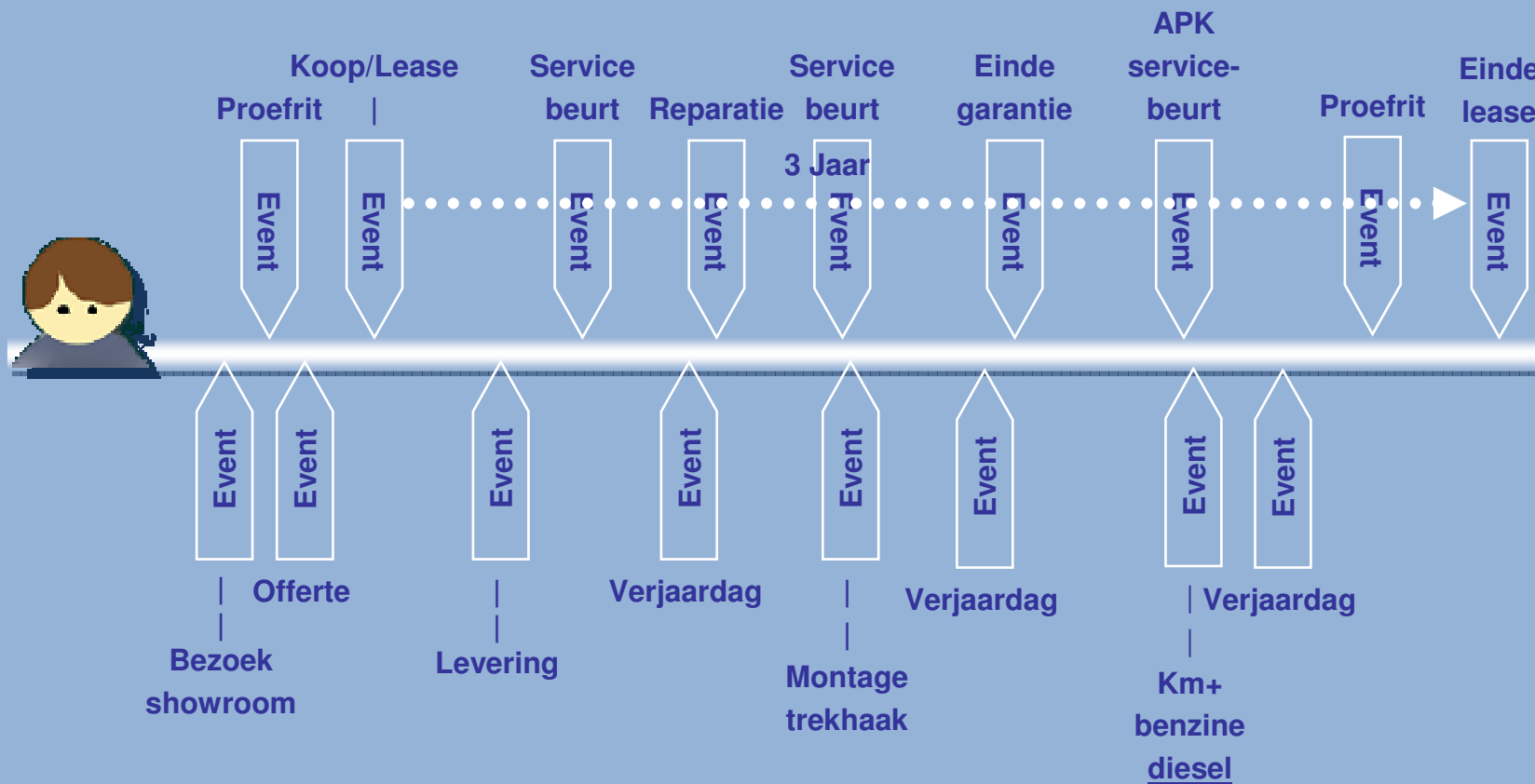


Improved retention of core high value products, increasing bank's overall profitability by 10-20%

# EDM in Automotive – CLF

Zorganise

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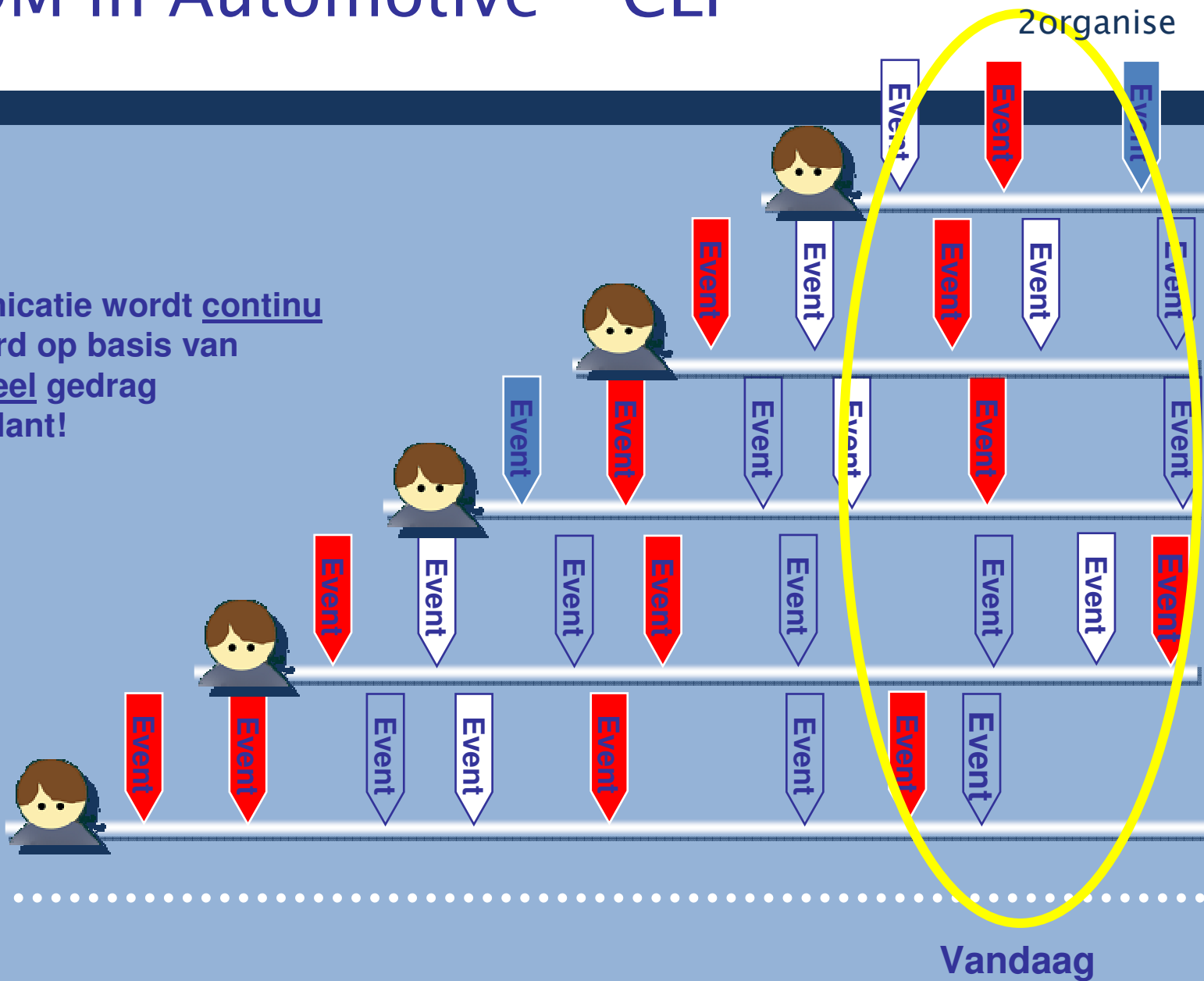




# EDM in Automotive – CLF

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



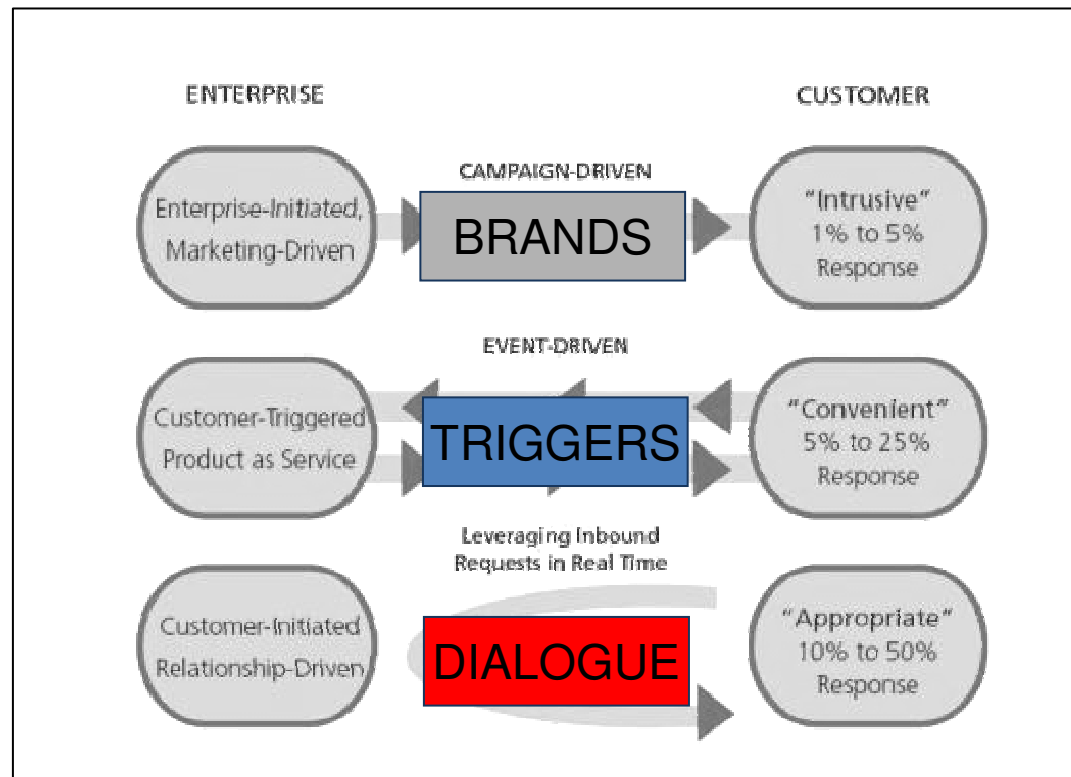
# Example bank

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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
Informereren	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 verhuizaken	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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Egbert Jan van Bel ([egbertjan@vanbel.nl](mailto:egbertjan@vanbel.nl))

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