

C | M | O GUIDE to

High-Performance Integrated Marketing

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High-performing integrated marketing is one of the most challenging yet potentially most rewarding objectives of any Chief Marketing Officer. The complexities of today's multi-channel marketing environment, coupled with organizational silos that separate marketing teams by function, product and segment, can make integration efforts seem daunting. The trick is to make manageable improvements in stages that create incremental performance gains, followed by broader and deeper levels of integration to drive further success.

This *CMO Guide to Integrated Marketing* frames out the approach Chief Marketing Officers can take to establish the vision, infrastructure and action steps necessary to deliver measurable ROI from integration efforts. Integration is a CMO-level initiative that requires alignment of integration objectives with business outcomes, followed by strategies and processes to deliver greater collective impact.

As one of the premier providers of integrated marketing solutions, Aprimo is a logical sponsor of this paper. It is encouraging to have marketing automation available to create the environment necessary to achieve quality integration. Aprimo recognizes that integration requires organizations to “tear down the silos” so teams with diverse functions can work together to more effectively and efficiently implement consistent and cohesive marketing. With so much upside, integrated marketing is a powerful approach to boosting performance and ROI.

Best Regards,



Jim Lenskold

President of Lenskold Group, Inc. and author of the award-winning book, “Marketing ROI: The Path to Campaign, Customer and Corporate Profitability”

IN THIS ISSUE

- What CMOs and marketing executives must do to drive integration
- How to clearly define your objectives and expectations for integrated marketing
- How strategies for targeting, messaging, marketing mix and engagement evolve with integration levels
- What data and systems support are required to support marketing integration
- How to structure measurements to improve ROI from integrated marketing
- How planning and shared communication are needed to manage integration organizationally

EXECUTIVE SUMMARY

Integrated marketing is generally considered a smart and effective approach to managing diverse marketing channels that reach contacts at different stages of their purchase cycle and relationship. After all, it makes sense to have all marketing initiatives work together, right? Unfortunately, most marketing integration efforts fall short of their potential. Steps to standardize creative or loosely align around a common strategy are important, but most organizations recognize that there is greater value in fully integrating all marketing disciplines. Without well-planned and well-executed integration, marketing organizations forego opportunities for maximizing effectiveness and efficiency to grow the bottom line.

CMOs are challenged to achieve full integration based on the complexities of both the organization and multi-channel marketing. Organizational silos run separate planning, execution, measurements and objectives. The continuous stream of marketing contacts from many channels makes it difficult to determine how the marketing mix can be more tightly integrated to create synergies that drive higher performance. With an increasingly fragmented media landscape – further driven by the growth of social media – the need for integration is more critical than ever.

CMOs understand the importance – and difficulties – of broad-based integration efforts. In Aprimo's Argyle Executive Forum research study, 37% of CMOs said integrating and tracking multiple channels was their most significant challenge. Twenty-seven percent said a lack of marketing channel integration is what is "most broken" in marketing, with another 15% choosing "too many silos" and 10% citing "channel consistency in messaging."

Integration is more than a coordination activity; it is a highly strategic approach to leveraging resources more productively to minimize gaps in branding vs. promotion, marketing vs. sales, and customer expectations vs. experience, and drive greater performance.

Success with integrated marketing requires CMO leadership to break down organizational silos and align the marketing team around delivering business objectives. Organization-wide change does not come quickly or easily, so progress often comes in stages that gradually lead to deeper levels of integration. Clear strategic objectives and centralized systems that provide the infrastructure are essential, as are measurements to assess and improve ROI and a process to keep integrated operations on track. Put it all together and you will end up with a far more effective and efficient marketing organization.

▲ *Without well-planned and well-executed integration, marketing organizations forego opportunities for maximizing effectiveness and efficiency to grow the bottom line.*

▲ *The process begins with defining the integration level to pursue and understanding the ROI potential.*

INTRODUCTION: WHAT IS 'INTEGRATED MARKETING' AND HOW CAN IT INCREASE ROI?

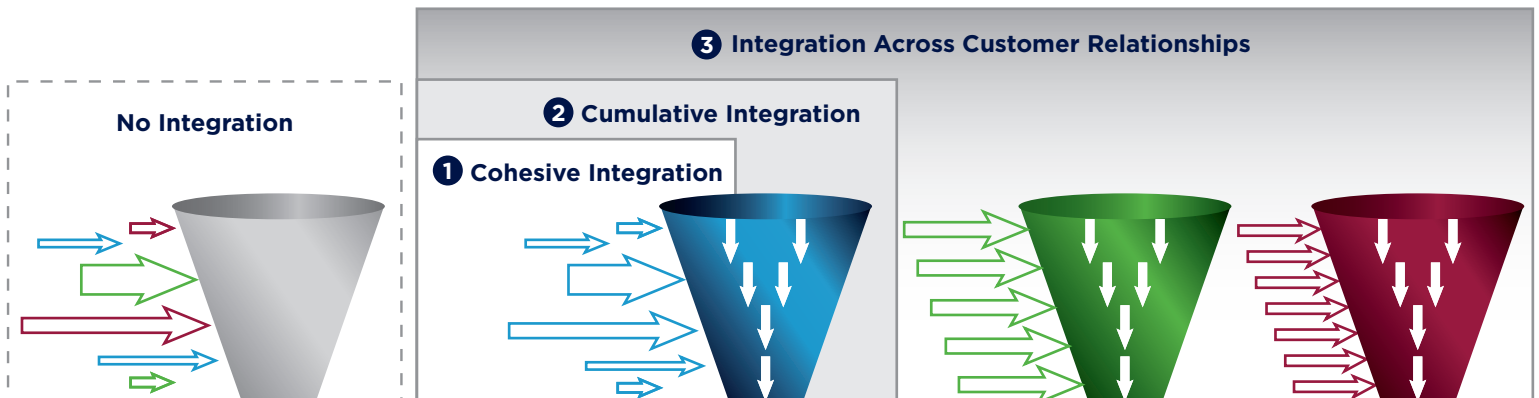
The typical strategic marketing plan includes a diverse set of tactics to brand, promote and sell your products or services to targeted prospects. In the absence of well-integrated marketing, different teams manage tactics independently, measuring and improving effectiveness in isolation without insight into the collective impact. While improvements in any one initiative are beneficial, many gaps exist where potential buyers are lost to competitors or inaction.

Marketing organizations can reach higher levels of effectiveness and efficiency with better insights, processes and tools to plan and execute integrated marketing across teams in specialized marketing and sales functions. The process begins with defining what integration level to pursue and understanding the ROI potential. With these in place, marketers can take the necessary steps to put the vision into practice.

Integrated Marketing Defined

Integration efforts can range from minimal changes to all-encompassing initiatives. Integration can be organized into three levels as shown in Figure 1. At its most basic level, "cohesive" integration involves minor modifications to outbound marketing for creative and message consistency. The second level is "cumulative" integration, which considers the series of tactics and timing that are aligned to the buyers' stage in the purchase funnel. "Customer Relationship" integration, the third and most robust, leverages all customer data and interactions over time to drive needs-based marketing strategies and tactical initiatives that are personalized by customer segment.

Figure 1: Levels of Integration



High ROI Potential

Integrated marketing is intended to increase marketing effectiveness and efficiency by managing the portfolio of marketing contacts collectively instead of independently. Investment in integrated marketing primarily requires resources to manage coordination across teams and systems that enable better communications, shared data access, and workflow management.

Financial returns from incremental sales and incremental customer value are generated by leveraging synergies across contacts and closing gaps in the buyer's decision-making process. Additional payback comes from eliminating duplicative marketing efforts and using shared assets to reduce costs.

1 ESTABLISH INTEGRATED MARKETING OBJECTIVES

To better integrate marketing, the team's objectives must focus on closing gaps to deliver greater effectiveness and efficiency – collectively – across marketing initiatives. Because the goal is to improve marketing's contribution to sales and profitability, the objectives should identify which business outcomes will be influenced to increase profits and ROI. Four key outcomes that drive ROI include:

Incremental Sales Conversion

A significant but very manageable outcome is improvement in generating incremental sales conversion. Companies rely on multiple marketing contacts and internal sales teams or external partners to drive sales. With additional insight into how marketing influences different stages of the purchase funnel, marketing contacts can be better aligned to minimize the funnel "leakage." Think about prospects who were aware, had interest, became engaged or were educated from your marketing, but failed to buy. Are there marketing contacts that could be made at the right time to influence those buyers to continue their purchase journey? Closing these gaps will increase the collective impact to convert more sales.

Incremental, Short-Term Customer Value

Tighter integration of targeting and messaging across all marketing contacts can result in educated and motivated customers ready to buy more, and buy more often. Integrated marketing has the potential to increase customer value outcomes by reaching segmented customer groups with marketing concentrated on the specific needs of each segment.

Improved Marketing Efficiency

Efficiencies are gained by maximizing the collective impact of integrated programs over individual initiatives. Efficiencies come from sharing marketing assets such as creative imagery (reduces production costs while creating visual consistency), scaling back or eliminating tactics that overlap without incremental contribution, and focusing marketing initiatives on the right target audience to reallocate investments away from low-value and low-potential segments.

▲ The objectives should identify which business outcomes will be influenced to increase profits and ROI

KEY STEPS FOR INTEGRATION

The following five steps provide guidance for developing and managing a high-impact integrated marketing strategy:

- 1 Establish Integrated Marketing Objectives
- 2 Prepare a Strategy for Executing Integrated Marketing
- 3 Centralize Data to Support Intelligence and Analytics
- 4 Measure and Improve ROI
- 5 Establish Processes to Put Integration into Action

▲ *Using integrated marketing to increase total customer value goes beyond marketing, however, and must include all aspects of the business that influence the customer experience.*

More Profitable, Long-Term Customer Relationships

The most profitable outcome is increasing long-term customer relationship value, from acquisition to repeat purchase, cross-sell and retention. This advanced approach requires integrating all contacts with the customer, capturing intelligence to better know your customers, and adapting marketing touch points as customer needs change. Using integrated marketing to increase total customer value goes beyond marketing, however, and must include all aspects of the business that influence the customer experience, such as product quality, service delivery, customer support and any other type of customer interaction.

Your objectives must define the business outcomes you expect to influence by closing performance gaps. Objectives to reach new levels of integration must be clear, but do not have to be complex. Closing gaps can be completed in stages and built to increasingly advanced levels.

Here are five examples of objectives for different integration levels:

- Increase sales with better timing of in-store call-to-action programs that follow marketing driving awareness, interest and consideration.
- Increase sales conversion rates by ensuring that leads generated from marketing receive follow-up sales calls that are timely and consistent with the marketing messages that generated interest.
- Increase customer value per sale with a concentrated customer education campaign to support your higher-tier solution through consistent messaging in advertising, webinars, events and sales channels.
- Improve marketing efficiency by trimming back on marketing that only generates short-term awareness spikes without influencing consideration, purchase intention or incremental sales.
- Increase customer relationship value by customizing marketing contacts to reach first-time buyers who have clearly different needs than existing customers, recognizing that generating repeat purchase behaviors with this segment greatly increases the probability of converting to ongoing buyers.

CMO Priorities to Drive Integration

- Establish that the collective objective is a higher priority than individual program objectives
- Eliminate barriers to collaboration in planning and measurements
- Request research to identify the primary gaps in the buyers' funnel that must be addressed with integration
- Provide clear priorities for which business outcomes to improve

2 PREPARE A STRATEGY FOR EXECUTING INTEGRATED MARKETING

Multi-channel marketing might be considered integrated by virtue of a campaign's timing, messaging or diverse forms of media. There is a level of integration in most well-designed multi-channel campaigns. What tends to be unknown is the synergy among these tactics and where gaps exist.

If 10 people are shouting different messages at someone, it creates an indistinguishable noise. But when all 10 shout the same message together, the unifying voices are much louder than any voice alone and the message gets through with conviction. This is the essence of an integrated marketing strategy designed around specific customer segments over multiple contacts or campaigns. The key components of the strategy - targeting, messaging, aligning tactics in the marketing mix, and maximizing customer engagement - must combine to create the collective voice that generates the desired outcomes. The table in Figure 2 shows how key aspects of the strategy evolve with each ascending level of integration.

▲ *The key components of the strategy...must combine to create the collective voice that generates the desired outcomes.*

Figure 2: Evolution of Marketing Strategy with Integration Levels

INTEGRATION LEVEL	TARGETING & SEGMENTATION	MESSAGING	MARKETING MIX	ENGAGEMENT & INTERACTION
None	Defined by tactic or established segments	Create independently for each tactic	Choose the best tactics based on stand-alone assessment	Drive engagement as the desired outcome
Cohesive Marketing	Concentrate all touch points on defined targets	Create consistency in messages to improve recall	Maximize collective impact of tactics based on total results	Drive engagement as a collective outcome from all tactics
Cumulative Marketing	Target segments using behaviors that indicate higher likelihood to buy Target based on purchase funnel stage and engagement	Evolve the dialogue that aligns with each funnel stage to build awareness, educate, support evaluation and motivate decisions	Maximize the impact of the marketing mix with timing and reach based on minimizing funnel leakage	Strategically capture information to identify the funnel stage and guide the next contact Nurture buyers not ready to buy
Customer Relationship	Use intelligence on behavior patterns and unique needs to create segments and target specific tactics	Create customized messages based on learned customer preferences	Plan the mix based on an analysis of channel preferences and customer lifecycle	Track engagement as intelligence to enhance customer relationship an value

▲ *In setting up your marketing mix, the timing of campaign elements is extremely important*

It is worth noting that targeting has several dimensions that can be used together in any of the three levels of integrated marketing.

- 1) Value-ranked segments: Marketing is focused on top value tiers, where the extra cost and effort for integrated marketing can deliver higher ROI.
- 2) Needs-based segments: Marketing is varied for distinct target segments that can be reached effectively via multiple marketing channels with frequency and more relevant messages to drive higher conversions.
- 3) Funnel-stage segments: The contact strategy and tactical timing are modified to drive buyers into the next purchase funnel stage and ultimately increase conversion rates.

In setting up your marketing mix, the timing of campaign elements is extremely important. As an example, increasing awareness provides a good opportunity to generate more interest and demand, but awareness will fade if contacts are not motivated to engage in understanding or interacting with the brand. Even the follow-up sales call to leads generated from marketing must be timely in order to maximize sales conversion. If your sales team has capacity limitations, then marketing must adjust its lead volume through timing or introduce their own nurturing contacts to maintain interest until leads can be contacted.

As a very practical example, consider a telecommunications company that was running mass media advertising campaigns separately from its direct marketing decisions. A very basic analysis showed that direct marketing response rates increased when TV advertising generated awareness and educated consumers on key messages just prior to the direct campaign. But the advertising group had its own objectives, which had no connection to the sales generated through direct marketing. While the direct marketing team was trying to leverage this benefit from TV advertising, the advertising team would change its media plan based on production schedules and efficiency opportunities. Integrating these two areas of marketing would seem obvious, but without a clear plan and commitment across the marketing mix, each silo's decisions remained independent.

CMO Priorities to Drive Integration

- Establish a process for strategic planning of integrated marketing
- Ensure adherence to the integrated plan in the execution phase
- Support analytics for targeting and segmentation
- Provide marketing automation to manage workflow and coordination efforts

3 CENTRALIZE DATA FOR INTELLIGENCE AND ANALYTICS

▲ *The organization must set data standards, have consistent cleansing, provide automation, and ultimately feed all data into a single repository.*

Insight into marketing performance and integration gaps comes from analysis of customer, marketing, and sales activities. Since integration involves coordinating across multiple teams, a single, centralized set of data goes a long way toward improving the level of analysis and insights.

Centralized data supports marketing integration through 1) better tracking of funnel progression, 2) modeling to assess complex multi-channel campaigns, and 3) intelligence for better targeting and segmentation of marketing contacts, offers and messaging based on prior customer interactions.

The effort to centralize data can be quite a challenge. Ideally, it begins with a solid history of one to two years of data for analysis and baseline measurements. Customer data is largely dependent on what information was captured and where it is stored. As reported in the *2008 Lenskold Group / Kneebone Marketing ROI and Measurements Study*, access to marketing data is lacking and rated lower than access to sales or financial data. Historical marketing data tends to reside in many different formats and with many different people, making it difficult but not impossible to aggregate.

In order to create consistency and support centralization across diverse groups or “silos,” the organization must set data standards, have consistent cleansing, provide automation, and ultimately feed all data into a single repository. This task is very detail-oriented and can benefit from a cross-organizational team, such as Marketing Operations, to manage and maintain.

Figure 3: Data to Centralize

Sales Data

- Includes all transactional and financial data on company sales, preferably with detail by segment, market and channel partner or store level
- Used for measurements to determine incremental sales, revenue and profit from marketing

Customer Data

- Includes descriptive profile data, tracking of direct marketing contacts, responses received, purchase history and service history
- Used for targeting and segmentation as well as for analysis of marketing impact and effectiveness
- Used to determine current and future customer value
- Used to determine customer preferences for marketing and service delivery
- Supports predictive modeling to identify the next best contact or offer as well as timing to reach specific customers

Historical Marketing Data

- Includes details on marketing activities such as quantity of contacts/impressions, target segments reached, budget and timing
- Provides a resource for conducting modeling or other analyses of marketing effectiveness

Non-Marketing and External Data

- Can include details on pricing, distribution, competitive marketing, market trends and economic trends
- Used for more precise modeling and analysis of marketing contribution in integrated multi-touch marketing environments

Marketing Plans

- Consists of shared access to upcoming marketing plans to coordinate the integration of diverse marketing initiatives across multiple marketing teams, typically accomplished through some form of automated campaign calendars

As sales, customer and marketing data becomes richer and unique to the individual relationship, you can tap into customer preferences to deliver value-added services that competitors without this data can never match. Fully integrated data allows you to reach the level of a customized relationship and maintain integration across all marketing and service contacts.

Data value comes from having tools for easy access and analysis. Automation solutions range from basic database tools to more advanced business intelligence and campaign management systems. Marketing automation further improves integration by overcoming the operational barriers with workflow management and standardized processes.

▲ *Data value comes from having tools for easy access and analysis.*

CMO Priorities to Drive Integration

- Mandate that all data going forward will be maintained and readily accessible to avoid future challenges of locating historical data
- Support implementation of the automation infrastructure and operations team required to manage and improve data centralization
- Run pilots to create new sources of customer data and prove the value to reluctant sources such as the sales team

4 MEASURE AND IMPROVE ROI

One of the challenges of marketing measurements in general is isolating the impact of any one initiative when there are many touch points with potential buyers. With integrated marketing, there is an added challenge: measuring the incremental benefit from multiple marketing initiatives working together.

There are four primary questions that measurement insights should address to assess and improve integrated marketing performance:

- What is the collective contribution and ROI of the integrated marketing initiative compared to alternative forms of integrated marketing?
- Are initiatives within the integrated program contributing incremental ROI?
- Where are gaps in the purchase funnel that need to be addressed?
- How can customer ROI be increased for customer relationship marketing initiatives?

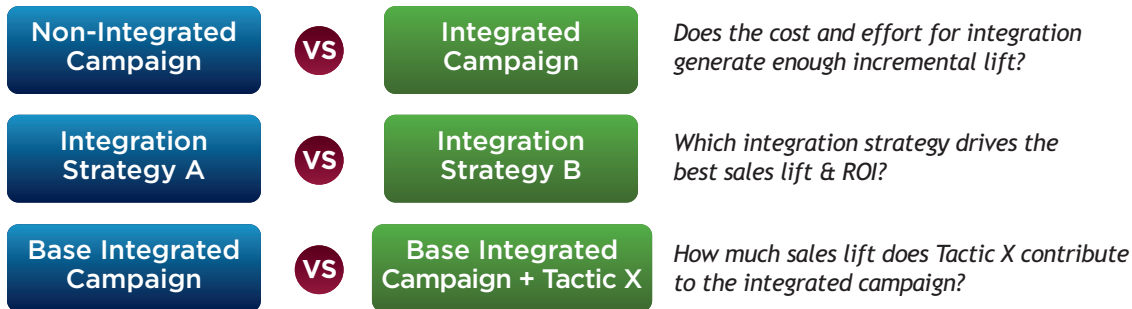
Your primary measurement outputs should align to one of the four primary business outcomes to show incremental sales, value per sale, long-term customer value and/or marketing efficiency.

Collective and Initiative-Specific Marketing Contribution

Modeling is the most effective measurement for assessing the sales lift of both the aggregate integrated marketing campaign and the individual tactics within the campaign. When data is rich enough over several months of marketing, the interaction effects of multiple tactics working together may also be detected.

The preferred methodology for comparing the collective impact of two or more different strategies or different tactical combinations is market testing. The results are more immediate than modeling and offer insights not just into what's working, but also into what is working better.

Figure 4: Market Test Structures to Address Specific Marketing Questions



Isolating the contribution of a specific initiative within the integrated marketing mix is also best accomplished through market testing. Market testing can answer strategic questions as to the influence on specific behaviors and funnel progression. Market testing provides more in-depth comparisons of sales lift, customer value, and perception changes, while modeling is generally limited to determining a single outcome such as sales volume. The ROI analysis is improved with measures of both sales volume and customer value from market testing.

There are several approaches to using measured results to calculate the ROI of integrated marketing. Several simplified examples are shown in Figure 5.

The first ROI analysis compares two versions of a campaign with the same budget but different results from market testing. Version 2 was more effective at driving higher customer purchase value. While there was a slight decline in sales

Figure 5: Integrated Marketing Campaign ROI Example

	Aggregate 1 vs. 2		Enhanced 2 vs. Original 2	
	Version 1	Version 2	Enhanced 2	Incremental ROI
Total Marketing Investment	\$850,000	\$850,000	\$925,000	\$75,000
Incremental Sales	1,800	1,700	1,900	200
Profit per Sale	\$500	\$575	\$575	\$575
Incremental Profit	\$900,000	\$977,500	\$1,092,500	\$115,000
Total Return	\$50,000	\$127,500	\$167,500	\$40,000
ROI	6%	15%	18%	53%

conversion, the total ROI was higher. An analysis of the funnel progression rate can be added to identify where and how the version 2 campaign under-performed relative to version 1.

The second market test assesses an enhanced version 2 campaign intended to improve the sales conversion rate with an additional \$75,000. This measurement not only shows a higher ROI of the enhanced campaign but also shows an incremental ROI of the \$75,000 marketing investment. The ROI of this new tactic is evaluated using Incremental ROI once a measurement isolates its impact from the balance of the integrated marketing mix.

Funnel Gap Assessment

Funnel measures help understand where and why buyers fail to progress to the next stage in the purchase funnel. Market research is typically needed for the top of the funnel to track awareness, consideration, perceptions and purchase intentions. Tracking captures online interactions, marketing responses and customer engagement to provide insight into funnel progression related to demand generation. Sales force automation that tracks the activity in the sales pipeline can add insight on specific leakage points and reasons.

Customer ROI

Integration at the customized relationship level requires measurements across different campaigns and long-term customer purchase decisions. Customer-level analyses are used to track changes in customer value over time. Analyses can assess a series of campaigns from customer acquisition through follow-up campaigns to drive repeat purchasing and cross-sale purchases. The aggregate marketing investment is evaluated against aggregate sales, revenues and profit to maximize the total return. This approach allows the organization to accept short-term losses from acquisition or the cost of customizing marketing in order to increase long-term customer value. For more details on Customer ROI, download the [CMO Guide to Maximizing Customer Performance and ROI](#).

There are limitations to each measurement technique, including modeling and market testing. The ideal approach, especially given the complexities of integrated marketing, is to establish a comprehensive, integrated measurement plan that leverages multiple methodologies. Just as marketing effectiveness increases with integration, so does measurement effectiveness.

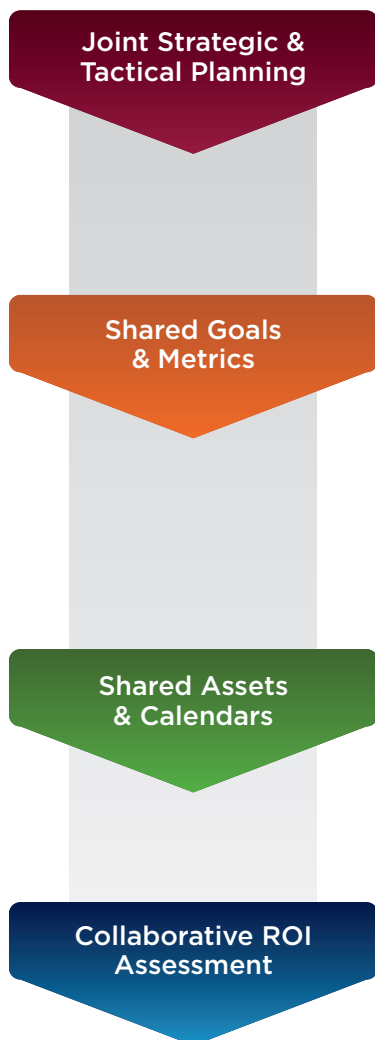
CMO Priorities to Drive Integration

- Support more advanced measurements of multi-touch marketing
- Encourage testing and experimentation to accelerate improvements in integrated marketing effectiveness
- Develop an understanding of overall funnel progression and leakage rates to better manage collective performance
- Run integrated measurements to optimize performance beyond just the marketing mix with insights into targeting, timing, and funnel progression

▲ *The ideal approach, especially given the complexities of integrated marketing, is to establish a comprehensive, integrated measurement plan that leverages multiple methodologies. Just as marketing effectiveness increases with integration, so does measurement effectiveness.*

5 ESTABLISH INTEGRATION PROCESSES

The process flow for managing integrated marketing:



One of the greatest challenges to creating well-integrated marketing is aligning stakeholders across multiple groups, both inside and outside of the marketing function. Each team has operational constraints and potentially conflicting objectives, not to mention their own styles and preferences they would rather not compromise. However, knocking down these barriers is crucial to executing on an integrated marketing strategy that delivers better results.

Joint Planning

Joint planning with marketing and sales stakeholders, plus involvement with service teams and channel partners, will set integrated marketing on the right course and minimize conflicts right from the start. Leadership for this type of effort should come from a customer segment manager accountable for performance of the segment or an independent process/planning team such as Marketing Operations, under the mandate of the CMO.

Shared Goals and Metrics

An ROI analysis of integrated marketing should show higher profit potential than a non-integrated approach. Success is dependent on aligning all marketing toward a collective impact. Shared goals establish expectations for collaboration and put company priorities ahead of individual objectives. For example, shared metrics could include advertising's lift on direct marketing response, or marketing and sales jointly owning the sales conversion rate for marketing-generated leads. All stakeholders should agree on one measurement plan that will be used to assess, diagnose and improve performance.

Shared Assets and Campaign Calendars

Establishing a repository for shared assets, which can include visual and content files, supports the desired consistency across touch points but also delivers efficiency by reducing design and development expenses. While joint planning sets integration in motion, shared access to campaign calendars is necessary to keep initiatives in sync and execute with timing that maximizes impact.

Collaborative Assessment of ROI

The measurements and insights that each team captures and collects must be brought together so the extended team can plan improvements together. It is important to keep in mind that the full benefit of integrated marketing may take time to reach its potential. The team must present both the positive and negative findings as part of the improvement process.

CMO Priorities to Drive Integration

- Create clear ownership and accountability for integration
- Foster an internal environment of collaboration over competition
- Run integrated campaign pilots to introduce new processes
- Support centralizing data and automating campaign management
- Reward the team collectively on successful performance

CONCLUSIONS

True marketing integration requires organizational alignment to provide each customer segment with marketing initiatives that are unified in message, timing and purpose. This alignment must be backed by systems and processes that enable integrated planning, execution and measurement. Integrated marketing holds clear potential for profitable growth as marketing closes gaps to improve performance, which in turn will generate incremental sales, improve customer value and strengthen longer-term relationships.

Integrated marketing can build over time. CMOs should begin with a solid foundation of consistent and cohesive communications and then move to more strategic integration around customer behaviors and needs. Measurements will provide the necessary insight to evaluate new integration initiatives and capture the ROI benefits from increased effectiveness and efficiency.

QUICK TIPS

INTEGRATE FOR GREATER COLLECTIVE IMPACT

Leverage Integration for More Profitable Performance

- ✓ Pursue integration objectives to drive increased sales conversion, incremental customer value, long-term relationship value, and marketing efficiency
- ✓ Establish consistency as the cohesive foundation for integration

Monitor Buyer Funnel Progression & Leakage

- ✓ Use insights into marketing strengths to influence the purchase funnel
- ✓ Assess funnel leakage to identify gaps between tactical engagement
- ✓ Test the influence of marketing tactics on closing weak funnel stages

Plan Targeting and Timing to Improve Integration

- ✓ Apply targeting to integrate based on buyer needs and engagement
- ✓ Improve timing of marketing contacts for high-impact integration tied to maintaining momentum in the buyer's purchase journey

Develop Measurement Insights to Manage Integration Effectiveness

- ✓ Use modeling and market testing to identify drivers and synergies within complex multi-contact marketing environments
- ✓ Experiment and measure alternative strategies for integrated marketing

Align Diverse Teams and Eliminate Silos

- ✓ Run joint planning sessions with key stakeholders to integrate and align marketing
- ✓ Establish a centralized role or team responsible for managing integration efforts
- ✓ Motivate and reward collaboration over competition

ABOUT THE AUTHOR



Lenskold Group offers one of the most comprehensive and innovative approaches to applying marketing ROI techniques and tools to plan, measure, and optimize marketing strategies toward maximum profitability. Since 1997 the firm has delivered high-quality consulting and marketing services to generate profitable growth for a broad range of Fortune 500 and emerging mid-market clients.

With a world-renowned reputation for championing best practices, Lenskold Group puts advanced ROI measurement techniques, tools, and processes into action, including CFO-quality financial analysis of marketing contribution. Engagements are designed to deliver immediate short-term benefits, organizational adoption, and processes that provide lasting capabilities. Our team brings extensive experience in measuring sales lift, customer acquisition, customer retention, lead generation, and advertising, offering 360-degree customized solutions to improve marketing ROI.

To learn more about Lenskold Group's marketing ROI services, tools, and strategic consulting:

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