Integrating Cross-Media Measurement to Build Multichannel Marketing Strategies

AN INTERVIEW WITH:

Doug Brooks
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For the past 22 years, Marketing Management Analytics (MMA) has been helping clients understand how to better measure, attribute and allocate their online and offline ad dollars. Part of global market research firm Ipsos, MMA works with clients in more than 20 countries and in a variety of industries, including financial services, retail, restaurants and consumer packaged goods (CPG).

Doug Brooks, MMA's global executive vice president, spoke with eMarketer's Lauren Fisher about current trends and challenges associated with multichannel marketing measurement.

eMarketer: What do you think is the biggest challenge marketers face today with multichannel marketing?

Doug Brooks: Most companies have a group of media planners or a marketing department that has been doing traditional media for a very long time, and they have set metrics, set data and set ways of planning. Apart from that, they also have a digital group that is using newer metrics and newer ways of planning digital.

Most companies today are measuring all of these activities in silos. So you’ve got the group who’s looking at the return on investment of search or their digital media. And then you have the traditional media group that’s using a lot of the tried-and-trusted ways of measuring things like television, print and radio. The
problem is if you measure them in isolation, they don’t account for the fact that they work together.

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What marketers need to figure out is not just how to make an individual tactic effective, but how to make a campaign or an integrated marketing program effective in a way that drives profitable growth.

**eMarketer:** What results have you seen when you’re able to get clients to take a more integrated approach?

**Brooks:** One of the stats I’ll share with you from our benchmarks across every industry is that between 15% and as high as 40% of all branded search traffic is driven by upstream media such as television, print and radio. That’s an important statistic.

Imagine if you were just measuring the impact of search in a silo. If you saw search is outperforming everything 10 to 1, you’d likely pull money out of TV or some other vehicle and put it into search. As a result, your search effectiveness would actually decrease, because the channels that were driving search traffic would be gone.

We’ll see interactions across many tactics, not just TV and search. For example, we’ve seen traditional media such as television and print and radio increase the effectiveness of email campaigns.

We also see that when there are more than three or four different tactics associated with a campaign, it’s often more effective. There’s a synergy. Modeling aside, they’re expanding their reach.

**eMarketer:** What other types of media relationships are important to observe and measure?

**Brooks:** Companies want to know how cross-media interactions impact their sales and their business, both online and offline. Companies can’t just measure the impact of digital media on online sales and then offline tactics on offline sales. They need to understand how television impacts online sales, and they also need to understand how search and display impact offline sales.

The key is to understand how to influence different consumers through different vehicles at the right time and use the right mix of vehicles to drive both online and offline behavior. Each lever has a different influence on online and offline sales, and once you start breaking down the silos of measurement and planning, you get unbelievable efficiencies in the way you invest in the marketing mix.

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efficiencies in the way you invest in the marketing mix.”

**eMarketer:** What are some of your more advanced clients focused on right now?

**Brooks:** The next step for most clients is to look at how to take cross-media measurement to the next level and link to their segmentation strategies. It’s one thing to look at the impact of media on your general sales population, but when you start looking at how certain consumer segments are influenced, you can start to measure whether there’s a higher ROI for certain display ad campaigns vs. radio, vs. print, and vs. search for different segments.

This type of thinking is much more aligned to how agencies plan media and how marketers think about targeting and driving growth. The new benchmark for success will be the ability to integrate your media assets, measurement, segmentation and planning into one holistic view.

**eMarketer:** Apart from focusing on online and offline sales, are you also looking at brand-related metrics?

**Brooks:** Looking at just the behavioral impact of media is only one side of the equation. You also have to understand the attitudinal impact; how it’s impacting consumer perceptions and attitudes and how that impacts the health of your brand and the equity of your brand in the long term.

Tracking direct-response metrics such as online and offline sales is key for optimizing your media mix in the short term, but seeing how your cross-media mix influences different consumer segments allows you to make better investment decisions based on the short-term vs. the long-term ROI of each of media.

**eMarketer:** When companies begin to integrate their media measurement are they finding that online plays a more central role in brand building than they had originally thought?

**Brooks:** Yes. Things like display—especially rich media—work very well as a brand-building vehicle. But there’s a caveat to the use of the phrase “well done,” because the learning curve on how to use digital media is steeper for some companies and industries than others. Once a brand really learns the role of digital media, we see a dramatic jump in ROI for that year. It plays a critical role in not just driving short-term sales but really building the brand.

**eMarketer:** We’ve talked a lot about the online and offline media relationship, but where does mobile fit into this?

**Brooks:** Mobile has been interesting. It’s another one of those tactics that can be very effective if used in a targeted fashion. For now, most companies are just dabbling in mobile; they’re still trying to figure it out.

The metrics are all over the place and the data are all over the place, but we’ve seen mobile work very well when used with the right brands as the right tactic. It really comes down to how companies use it to serve a specific role in their marketing mix.
**eMarketer**: How might a company successfully use mobile?

**Brooks**: In retail, we’ve seen mobile be successful when it is very product-focused and targeted at a specific segment that would relate to that product. We’ve found its uses and performance to be very similar to radio, actually. Radio works well when it’s supporting an overarching campaign and it’s focused on a call to action or a product. Mobile behaves similarly.

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But for marketers looking to mobile to boost branding, we haven’t seen much success there. But I think as it becomes more mature, it could become a more pivotal vehicle. The way things are headed with tablet and smartphone penetration globally, it almost has to become a pivotal tactic at some point, and I think that’s what everyone is betting on. But right now, we’re still seeing a lot of experimentation, and there are few best practices.

**eMarketer**: How are you measuring mobile?

**Brooks**: Measuring any vehicle is dependent on how it’s executed. We get data from mobile just as we get data for display ads or search or TV. We measure the exposure to the ad, or the impression value.

Mobile is interesting because it can be so geotargeted. And when things are very geotargeted, we can do a little more with our marketing ROI analysis. We’re able to isolate the individual market where campaigns were executed to get a good read on mobile’s impact. This is great for restaurants or retailers where we can model down to the individual ZIP code level or restaurant level.

**eMarketer**: What are some common mistakes companies make when trying to measure their integrated marketing campaigns?

**Brooks**: A lot of times, the people doing the measurement don’t understand the media and don’t spend the time to understand the role of media for that brand. They just take chunks of data, whether it’s impressions, clicks or [gross ratings points] or whatever, and they put them in a model to see which one drives the most sales.

What they should do is take the time to understand the media, the role of the media and how that media works for a specific brand. As an industry, we have the data, the analytic methodologies and tools to do the measurement, but the biggest challenge is structuring the analysis in a way that properly reflects the cross-media effects that occur.