

A grayscale photograph of a modern office environment. Several people are gathered around a large wooden table, engaged in a collaborative meeting. One man is leaning over the table, pointing at a laptop screen. A woman stands nearby, looking on. Another person is seated at the table, looking towards the laptop. The table is cluttered with papers, a mug, and other office supplies. The background shows a brick wall and large windows.

# OMNICHANNEL MARKETING PLAYBOOK

BY DERMOT LATIMER

**point.**

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# FOREWORD BY DERMOT LATIMER

CEO, Iconic Collective



## OMNICHANNEL MARKETING PLAYBOOK

I've been advocating the importance of omni-channel solutions for over ten years now, and until very recently the audience I was advocating to (for the most part), had neither the financial nor human capital appetite to invest in these solutions.

That lack of appetite has changed now that we have seen the mass adoption of digital channels by the consumer base in almost all industries and markets. The urgent acceleration to digital transformation within businesses and the consumer demand for hyper-personalised experiences and communication has driven a new minimum expectation of omnichannel experiences to be delivered by businesses and brands to their customers.

The two key benefits delivered by an omnichannel campaign execution delivers significant value to the two key beneficiaries: the customer and the brand. Omnichannel campaigns have, I believe, two key elements to address to drive true value. It must serve the omnipresent element

within the campaign channels to provide the required consistent brand experience and the personalised customer-centric experience that our newly empowered consumer expects. And it must also serve the omniscient element for the brand by unifying the campaign data sources to provide the full 360-degree view of the customers engaging with the brand in the campaign channels, allowing the brand to have multiple personal conversations with their customers, but at scale.

The process of constructing an omnichannel campaign can often feel like a daunting one, and one that may feel out of reach for many businesses and brands. With this in mind and understanding the phenomenal return omnichannel marketing strategies can drive for a business or brand; the team at Iconic Collective have compiled this step-by-step playbook on how to construct and roll out an omnichannel campaign. Within the pages of this playbook, I hope you find the guidance and insights you need to consider a move to omnichannel marketing for your business; and should you need deeper support or guidance, please feel free to reach out to me or the team directly and we would be glad to support you in whatever way we can.

Should you embark on your own omnichannel journey, I encourage you to reach out and let me know how the experience was for your business, the challenges you may have encountered; and ultimately, the return and the benefits you have seen as a result. I certainly encourage everyone who reads this playbook to embark on that omnichannel journey, no matter how small. Your business and brand will benefit hugely from it, but most critically; your customers will thank you for it.

Godspeed,

A handwritten signature in black ink, appearing to read 'D Latimer'.



## WHAT YOU'LL FIND IN THIS PLAYBOOK

Within the pages of this playbook, we'll take you through the journey of what omnichannel marketing is, who is employing omnichannel marketing strategies and why they are employing these strategies. From there, we'll highlight a real-life example of what a successful omnichannel campaign looks like and demonstrate the return that campaign delivered to the business in real commercial performance.

Having built the case for omnichannel marketing strategies, we'll then outline for you the key considerations for you to have when planning your own omnichannel execution. These considerations have been identified by the team at Iconic Collective as those critical considerations to ensure the successful deployment of any omnichannel strategy.



## WE'LL TAKE YOU THROUGH THE JOURNEY OF WHAT OMNICHANNEL MARKETING IS

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# EXECUTIVE SUMMARY

Today's consumer behaviour has seen a significant shift in terms of channel adoption and expectation. When the path to purchase can start or end at any time, in any location, on any device, it's becoming more critical for businesses to provide a seamless user experience across them all.

According to Google research, 90% of multiple device owners switch between an average of three per day to complete a task. Businesses that can help their customers complete those tasks when and where they want stand to gain a piece of the \$2.8 trillion that cross-channel sales are predicted to reach this year. That's why, increasingly, companies and brands are guiding their prospects and leads through the customer journey with an omnichannel strategy.

- 01** **An Emphasis on Content**  
(See page 10)  
With empowered consumers now connecting with brands across multiple devices through multiple channels; strong relevant content is now king. Intercepting the customer at the point of decision is no longer strong enough; interception with compelling and engaging relevant content is key.
- 02** **Deep Knowledge of the Customer**  
(See page 11)  
Relying on traditional thinking on who your customer base is no longer acceptable when attempting to engage with customers through an omnichannel matrix. What your customer desired in the past is no indication to what they desire today. Employing tools and strategies to develop an intimate understanding of your customers is critical..
- 03** **Inter-departmental Coordination and Agility**  
(See page 12)  
No one department is responsible for the entire customer experience for a business, and it is imperative that businesses build strong and agile internal relationships in order to deliver a seamless and consistent brand experience for their customers through every campaign.
- 04** **A Fully Integrated Marketing Technology Stack**  
(See page 13)  
Ensuring an integrated technology stack that can empower the customer to communicate back to the brand through the channel of their choice; and one that allows for the brand to respond to the customer through their channel of choice is a fundamental element for omnichannel success.
- 05** **Responsively Designed Web Assets**  
(See page 13)  
The best content that has been created from an intimate understanding of your customer, and which has been designed by a group of agile departments and delivered to your customer through an integrated tech stack; will all be for nothing if your web assets are not built to respond to the myriad of devices that they will be viewed upon.

# WHAT IS OMNICHANNEL MARKETING?

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Omnichannel marketing refers to the concept of providing a seamless user experience across all channels relevant to the buyer's journey. The term emphasises a shift in the way people progress through the marketing funnel.

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Globally, billions of adults access the internet with an average of four different devices. They're more connected, and they have more control over the buying process than ever before.

What used to be a one or two-stop behaviour is now a journey that spans days, weeks, locations, and channels. And those channels aren't strictly technological ones. They can be newspapers, broadsheets, in-store POSM, trade magazines or direct mail. They can be your storefront, word of mouth, or a piece of out of home collateral like a billboard.

When customers can interact with a brand anytime, anywhere, how are businesses preparing to accommodate them?



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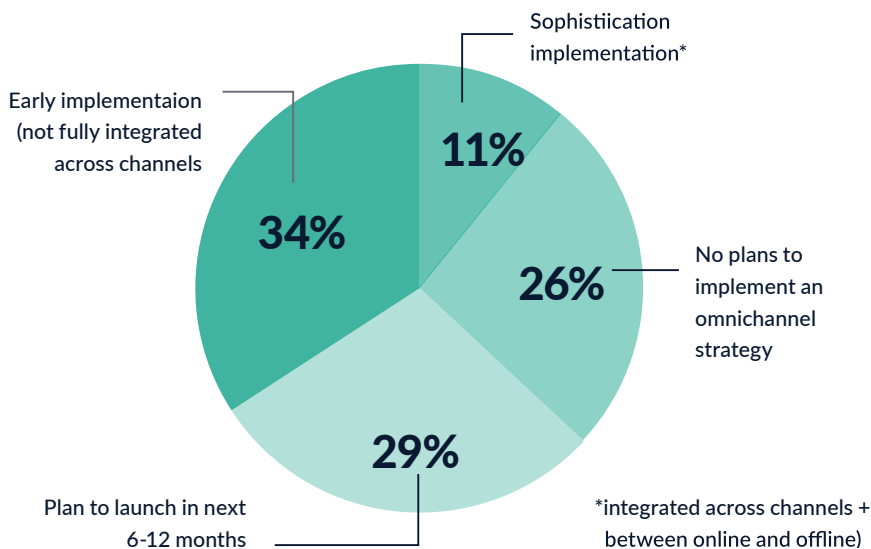
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# WHO'S USING AN OMNICHANNEL STRATEGY AND HOW?

## WHERE ARE YOU WITH YOUR OMNICHANNEL?



A 2015 survey saw 122 B2B and B2C chief marketing officers respond on their adoption of the growing technique.

According to their responses, 45% had already begun implementing an omnichannel marketing strategy, but only 11% of those considered their efforts 'sophisticated'. Of the respondents who had yet to, 29% were in the planning stages and intended to roll one out within 6 to 12 months.

However, surprisingly, 26% of respondents said they had no plans to put an omnichannel marketing strategy into effect. Standing in the way of creating one, according to respondents, were the following:



Lack of resources and investments required to succeed



Lack of analytical and technical resources to make sense of data



Difficulty integrating data



Lack of communication between marketing agencies and/or vendors



Lack of C-suite buy-in to the value of omnichannel



Siloed organisational structure

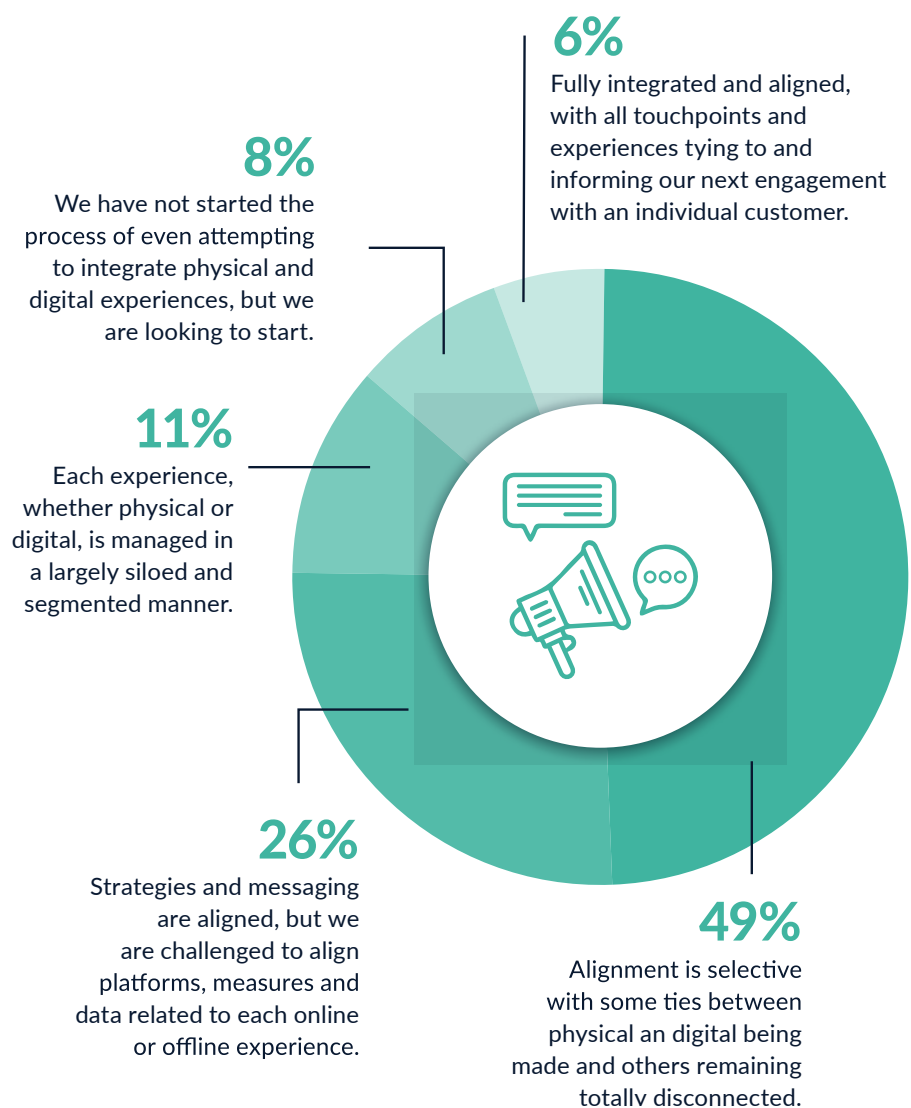
A survey of 198 marketers indicated that those **CHALLENGES REMAINED.**

### How effectively have you integrated physical experiences (including in-store, event-driven, support and service calls, or traditional media experiences) with digital ones?

A year later, a survey of 198 marketers indicated that those challenges remained. However, only 11% of respondents still managed their campaigns in a siloed and unconnected manner.

The rest had already begun, or were planning to begin, implementing an omnichannel marketing strategy by connecting channels and experiences. Today, that's no surprise, considering research done in 2020 that shows 94% of marketers believe that providing an omnichannel experience is crucial to business success.

So what does one look like?





## OMNICHANNEL MARKETING: AN EXAMPLE



If the idea of completely overhauling your marketing strategy to create a seamless cross-channel experience sounds overwhelming to you, remember that you can start small by building a single, omnichannel campaign that focuses on responding to a customer and business need, like the team at Iconic Collective and Toys R Us did.

When planning the Christmas 2020 campaign in July, there were unique challenges to consider.

- The Covid-19 lockdown had shut the entire non-essential retail industry and no one really knew what the retail landscape would look like five months later.
- Coupled with this uncertainty was the reality that Christmas was traditionally the most competitive season for any toy retailer.
- Iconic's geo-spatial movement data review of all of the Toys R Us store locations showed that shopper movement had reduced to 73% less than pre-Covid-19 levels, meaning the customer draw was smaller and competition more intense.
- Customer adoption of digital channels had seen a seismic change in less than six months and e-commerce was anticipated to play a much bigger role in trading success.
- Cross-channel customer engagement was highly likely as physical interaction of the campaign would hold higher customer anxiety.
- As a consumer base, Covid-19 had seen shoppers become fatigued and a real desire for hope and a sense of longing for a release was evident.

Digital channels  
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## OMNICHANNEL MARKETING: AN EXAMPLE

In response, the Iconic team and the Toys R Us marketing team launched an omnichannel campaign that spanned TV, radio, email, social, web, printed catalogues and an in-store and online competition mechanic designed to inspire magic and joy. It featured a wholly consistent campaign visual language all built upon the joy and magic of Christmas and a world where children's wishes come true.

The campaign exemplifies the value of an omnichannel marketing campaign: it put the customer at the centre of the experience. In this case, it took consideration of the reality of the unique consumer landscape and their shifting behaviours and then used marketing's coordination with other departments to create a seamless, cross-channel campaign that was beautifully creative and strategically powerful, driving a 5% in-store and 400% online sales uplift, compared with Christmas 2019.

5%

increase in-store sales

400%

increase online sales



The Iconic team and  
the Toys R Us  
marketing team  
launched  
an omnichannel  
**CAMPAIGN TO INSPIRE  
MAGIC AND JOY**

# 01 AN EMPHASIS ON CONTEXT



Are you planning to create an omnichannel marketing strategy?  
Here are a few things you'll need to get started:

The way a marketer  
wins is by offering  
**INFORMATION PEOPLE VALUE**

We've all heard the phrase "content is king" more times than you can probably remember. Today that's still true, but without context, it's nothing. Google's CMO, Lisa Gevelber expands:

With empowered consumers now connecting across an array of devices in a variety of situations, the way a marketer wins is by offering information people value in those moments. It's not that being relevant is a new concept. But being relevant to the moment is where marketing power — and consumer expectations — now lie.

What kind of content are your customers consuming and when? Is your content resonating with them? Do your free assets better convert customers? At what point in the buyer's journey do they find them most valuable? Are they optimised for the device that they're being consumed on?

If you're a retailer with an omnichannel strategy, are you offering your prospects suggestions based on their browsing history? How about their location? When US retailer, RadioShack added a mobile optimised store locator with click-to-call and GPS functionality, they estimated that 40-60% of digital traffic then visited a store, with 85% of those making a purchase.

Are you trying to upsell and cross-sell them other offers? Are you sending responsive abandoned cart emails that can be viewed on a myriad of devices?

These are just some examples of a few of the questions you'll need to answer about your ideal buyer. To get them, you'll need...

## 02 DEEP KNOWLEDGE OF THE CUSTOMER

To provide a truly valuable omnichannel experience, you have to know your customers intimately.

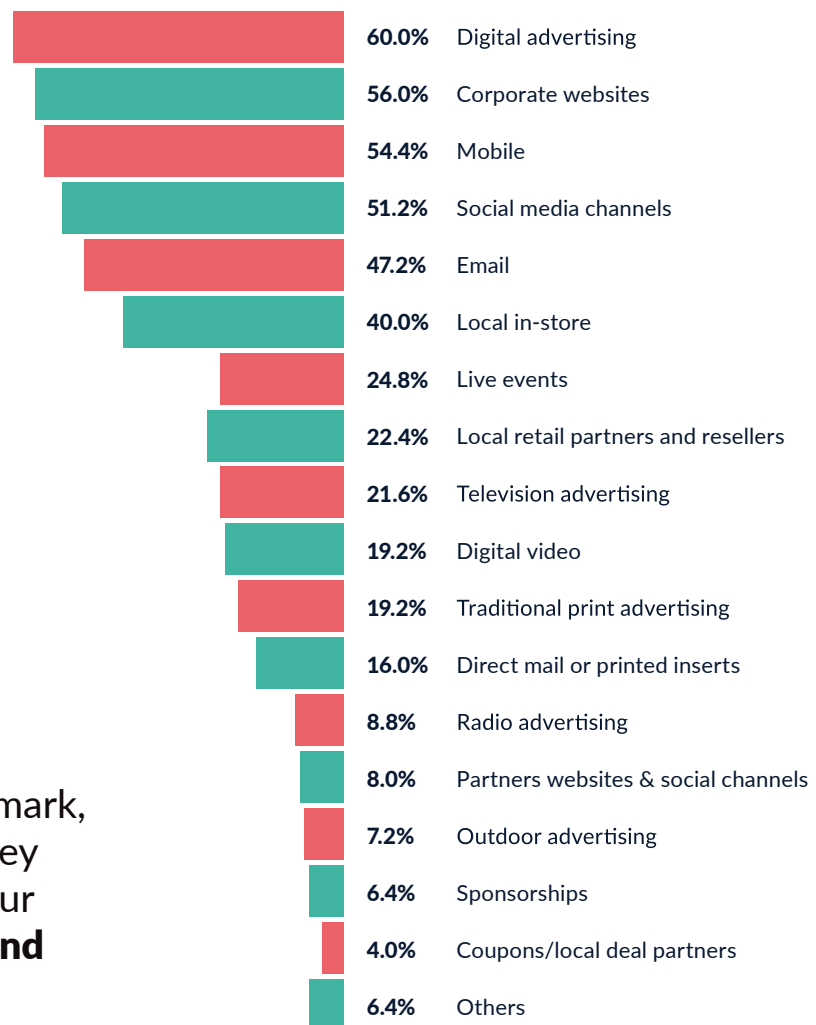
You have to understand who they are and where they're coming from. You need to know their goals and challenges.

Invite customer feedback, use social listening tools, and leverage the power of lead capture post-click landing pages to learn more about them. Most importantly, which channels do they use to access your content?

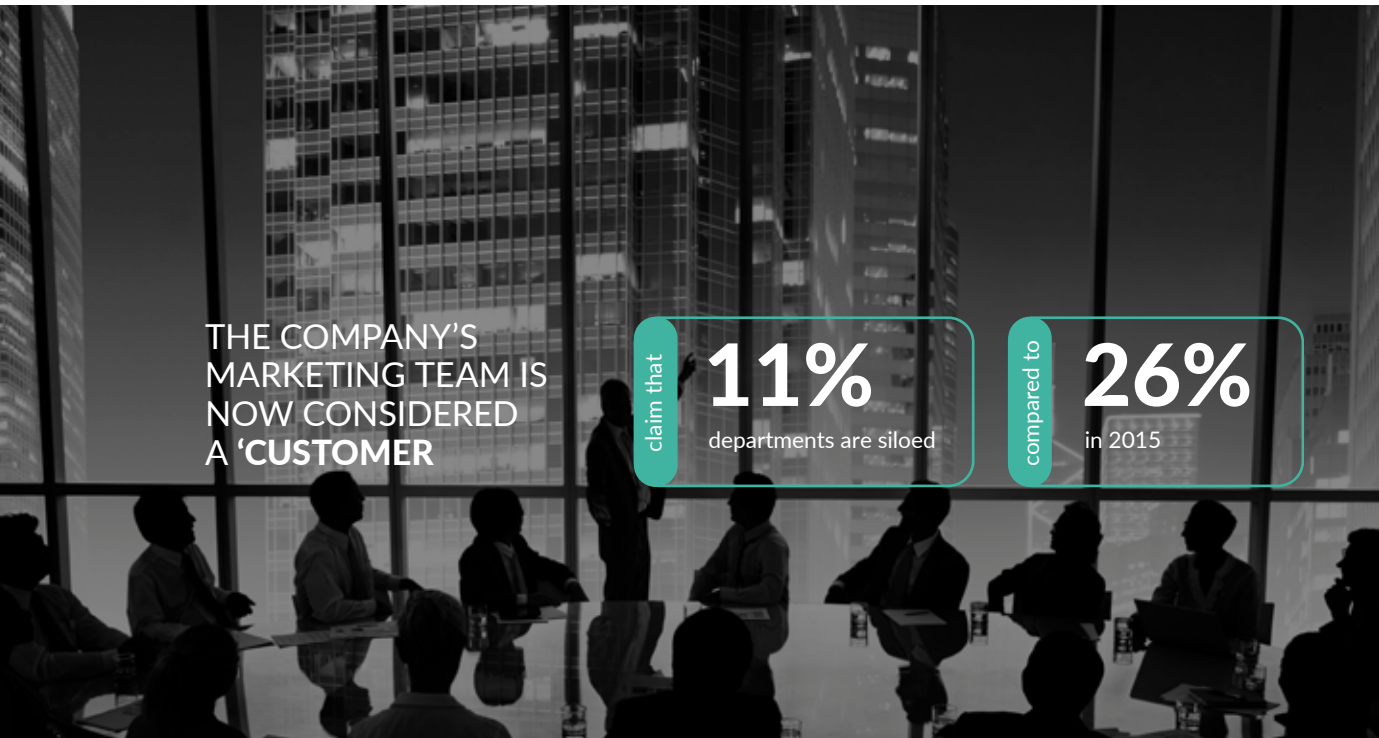
The Netsertive report indicates that the following are the channels most crucial to omnichannel success:

Use these as a benchmark, but remember that they may vary based on your business's **audience and buyer personas**.

Thinking of your omnichannel strategy, what channels are most critical to achieving successful business outcomes?



## 03 INTER-DEPARTMENTAL COORDINATION AND AGILITY



Takeaways from the omnichannel campaigns designed and run by the Iconic Collective teams indicate there's still a major roadblock to omnichannel implementation: siloed organisational structure. Sales, marketing, product development, PR, and customer service still operate somewhat independently of each other in many organisations.

The good news is... that's changing. Only 11% claim their departments are siloed compared to 26% in 2015. The reason for the change could be that some are completely redefining their teams. An excerpt from a report by Rakuten Marketing and the CMO Club:

At Pet360, Rose Hamilton, Executive Vice President, CMO & General Manager, says redefining and reorganising teams has helped optimise their omnichannel strategy. The company's marketing team is now considered a 'customer engagement team,' encompassing product development, marketing, CRM, content,

social and PR functions. Information Technology (IT) is also part of the team. This allows the technical team to better understand and support marketing efforts, and eliminates the technical barriers cited by survey respondents. 'What pulls us together is that everyone has a hand in the customer experience,' Hamilton says.

Restructuring traditional roles can put the responsibility for the customer experience on more than one or two departments, thereby allowing each team to understand how it fits into the omnichannel puzzle in relation to others. That, in turn, sets clear expectations that can streamline communication between teams.

When communication is swift and teams operate fluidly, the result can be what we saw with the Toys R Us example. Agile marketing that puts customers at the centre makes for remarkable omnichannel experiences.

## 04 A FULLY INTEGRATED MARKETING TECHNOLOGY STACK

The marketing technology landscape is bigger and more confusing than ever. It's also more necessary now to identify groupings of tools that can work together to improve all facets of your marketing efforts.

When used together, those tools are called a “marketing technology stack.” They’re different for everyone, but research from Aberdeen indicates the most used are:



Customer relationship management software



Video/web conferencing solution



Email service provider



Marketing automation platform



Print materials and solutions



Analytics and data visualisations solutions



Content management system



At the heart of every productive marketing technology stack is a customer relationship management (CRM) tool that allows you to record, in detail, each buyer's journey from prospect to customer.

And if the CRM is the heart, then the analytics tool is the brain. Without it, you can't make any informed decisions about your overall strategy. A report from the CMO Council shows that an organisation's relationship with data directly impacts how they understand user behaviour.

Make sure you have both, then build the rest of your stack around them with tools that will allow you to reach your customers relevantly.

## 05 RESPONSIVELY DESIGNED WEB PAGES

**Nobody likes to pinch and zoom.**

With customers accessing your brand's content on all channels and devices, it needs to display well no matter the screen size. All your web pages should be designed responsively — especially your post-click landing pages — on which visitors will need to input personal information in a form with their fingers and thumbs.



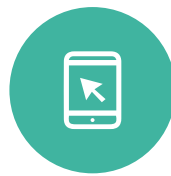
## IS OMNICHANNEL MARKETING REALLY WORTH THE EFFORT?

After learning what it takes to do omnichannel right, you're probably asking yourself if it's worth it. If you ask any of our clients who have implemented an omnichannel strategy, the answer will be a resounding 'yes'.

According to a study from IDC, users who shop across channels have a 30% higher lifetime value than those who do not. Another study of 46,000 shoppers reinforces that, highlighting that customers not only enjoy using multiple channels, but that they also spent:



an average of **4%**  
more on each shopping  
occasion in-store



**10%**  
more online those who  
use only one channel



**13%**  
more when doing prior  
research before buying

**The more channels they use, the more valuable they become.**



# 30%

of users who shop across  
channels have a higher lifetime  
value than those who do not.

Have you begun creating an  
omnichannel approach?

Do you plan to?

What challenges face your  
organisation on its path to  
seamless cross-channel  
coordination?

Whatever they are, make  
sure that each customer  
touchpoint educates  
prospects and moves them  
further along in your funnel.

**Need some help in designing,  
implementing or executing  
your omnichannel strategy?**

**Reach out HERE and say  
hello to the team at Iconic.  
Let's do work that makes a  
difference, together!**



CHANGE OUR WORLD  
FOR GOOD BY CREATING VALUE.

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