

The only constant is
change

JOURNAL OF
INTEGRATED
MARKETING
COMMUNICATIONS
2018



JIMC
Journal of Integrated
Marketing Communications

Northwestern | MEDILL
SCHOOL OF JOURNALISM, MEDIA,
INTEGRATED MARKETING COMMUNICATIONS



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FOREWORD

The 2018 Journal of Integrated Marketing Communications (JIMC) is easier than ever to read and use. There are interviews with leaders in the field, profiles of some distinguished alumni of Northwestern University's Integrated Marketing Communications (IMC) program, exciting research to keep the reader up-to-date on what's happening in IMC, and much more. Along with a print version, there is an updated digital experience. Whether you read it online or in print, you'll find articles that bridge the academic world and practitioners. A dedicated team of five graduate students worked hard to create a journal that creates a dialog among educators, professionals, and all who are interested in IMC, especially prospective students. On behalf of the JIMC team, as well as the contributors, we hope you enjoy it.



Vijay Viswanathan

Associate Professor & IMC Department Chair
Medill IMC Department
Northwestern University



Nancy Hobor

Senior Lecturer & Faculty Advisor
Medill IMC Department
Northwestern University

LETTER FROM THE EDITOR

Welcome to the 2018 edition of the JIMC!

It has been an incredible journey putting this journal together. We are proud to say that, this year, the Leadership Team took on the challenge of revamping the journal to further engagement and relevance. Besides traditional style articles from industry professionals, we're offering new experiences by adding interviews, alumni profiles, research studies, and a completely redesigned website. Our hope is that the journal is now relevant to not only industry practitioners, but also to prospective marketing graduate students by highlighting how an IMC focus can serve both of these groups in today's fast-changing marketing landscape.

This year's theme, **The Only Constant is Change**, illustrates the need to adapt to a constantly changing marketing environment due to the rise of technology which has exponentially upsurged data-gathering and analysis. The marketers who succeed are those who embrace change and look for ways to offer innovative experiences for their target customers and clearly communicate the relevant value-add to their lives. This is central to IMC principles beginning with a consumer-first focus.

I would like to thank everyone who contributed their time and talent to make the JIMC possible. IMC Associate Dean Frank Mulhern, Faculty Advisors Vijay Viswanathan and Nancy Hobor, IMC Program Assistant Robin Young, and Adjunct Lecturer Jim Carey for their guidance and support throughout the process. Hats off to Editorial Director Phil Roux, Creative Director Karen Jahncke, PR Director Cathy Chen, and Copy Editor Elyse Goldberg for their commitment, passion, leadership, and behind-the-scenes work; our Associate Editors for providing editorial guidance and connecting with our featured professionals; and our thoughtful contributors for sharing their experiences with us. Without all of you, JIMC 2018 would not have been possible.

I hope you enjoy reading this journal as much as we enjoyed putting it together for you.

We are thrilled to invite you to visit us at our new website: jimc.medill.northwestern.edu



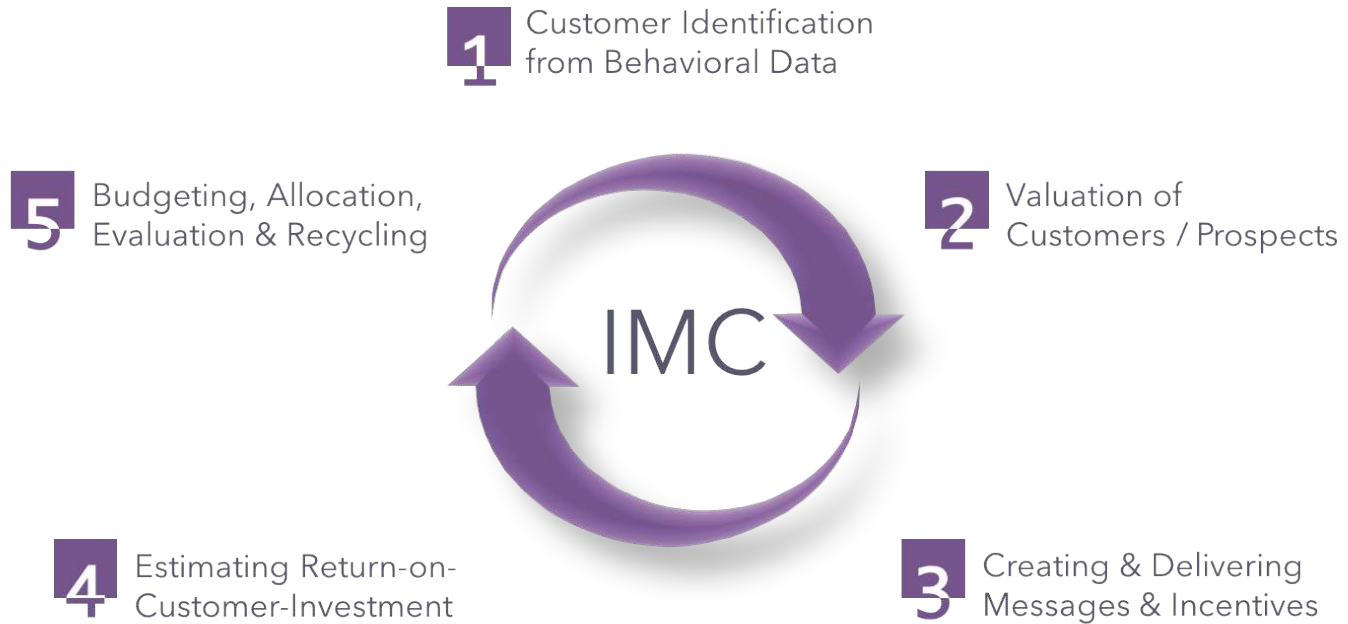
Andres Rodriguez
Editor-in-Chief

MEDILL'S APPROACH TO IMC

Integrated Marketing Communications (IMC) is a strategic approach through which organizations drive performance by engaging, serving, and communicating with consumers and other constituents.

IMC combines qualitative understanding of consumers with large-scale analytics to develop communications and content that build and maintain strong brands. Grounded in advertising and direct media communications, IMC has emerged as the premier way for organizations to manage customer experiences in the digital age.

THE 5-STEP IMC PROCESS



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JIMC LEADERSHIP TEAM

The Leadership Team members are graduate students in IMC at Medill, Northwestern University.

Andres Rodriguez EDITOR IN CHIEF

Andres is a passionate, energetic marketer and emerging brand manager. Before attending Northwestern, he worked in fast-paced environments at a multicultural advertising agency as a Senior Account Manager executing fully integrated marketing campaigns. Andres is enthusiastic about opportunities in industries such as Outdoor, Action Sports, Airline, Travel, and Tech and is pursuing the Brand Strategy specialization at Medill.

Elyse Goldberg COPY EDITOR

Elyse is a big picture thinker who doesn't let the details escape. Her classmates, colleagues, and friends describe her as organized, passionate, persevering, and loyal. After majoring in Communication at the GWU in Washington, DC, she worked in PR for a restaurant and hospitality firm and then at a non-profit in various marketing and communications roles. Elyse is pursuing the Brand Strategy specialization at Medill with an eye toward a future in Brand Marketing.



Karen Jahncke CREATIVE DIRECTOR

Karen is an industrial engineer who, after six years of working in supply chain, was promoted to a marketing position. The Creative Director role suited her artistic skills: constantly creating stories, innovative designs, product ideas, and business opportunities. She is fluent in English, Spanish, German, and French, skills she uses while traveling and discovering cultures. Karen is pursuing the Brand Strategy specialization at Medill to help her become a brand building head of a multinational corporation in the fashion, beauty, or the luxury industries.

Philippe Roux EDITORIAL DIRECTOR

Phil is a curious marketer, with a passion for using Big Data to find valuable insights. Before Medill, he spent four years working at Ince, a communications agency for listed companies on the Johannesburg Stock Exchange. Ince led him on an analytics path of gathering mundane data and turning it into actionable insights. Prior to Ince, he worked at BBDO after completing his undergraduate in Marketing Communications in South Africa.

Cathy Chen PR DIRECTOR

Cathy has a passion for culture and storytelling. A happy traveler and blogger, she enjoys telling travel stories in different languages. Cathy became interested in global marketing while living and studying in China, Japan, and France. She majored in International Studies with a focus on Political Science and French at UC San Diego and Science Po Lyon. Cathy is specializing in Brand Strategy at Medill, and is inspired to start her marketing career as a strategist.

JIMC ASSOCIATE EDITORS

All Associate Editors are graduate students in IMC at Medill, Northwestern University.



Quning Chen

Quning received her Bachelor's Degree from Beijing Foreign Studies University with a major in International Relations. During college, she had internships in marketing research, PR, and content development. At Medill, she is now focusing on Marketing Analytics and Brand Strategy.



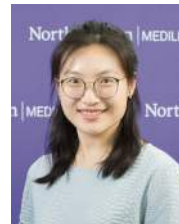
Lydia Chen

Prior to Medill, Lydia worked in advertising, fashion PR, and corporate image management. She is originally from Taiwan and holds an undergraduate degree in Economics and PR from Pennsylvania State University. She is specializing in Marketing Analytics and is interested in understanding the application of brand strategies to different cultures and countries. Lydia's career aspirations are Marketing Strategy and Analytics.



Tasmina Chhugani

An Indian born in Taipei, raised and educated in Hong Kong, with experiences living abroad in Paris and Shanghai, Tasmina has over seven years of international experience in CPG marketing. Now at Medill, Tasmina is fascinated with Brand Strategy and Shopper Insights.



Nancy Deng

Nancy is a customer-centered, data-driven problem solver. After graduating from Ohio State University with a degree in Strategic Communication, she realized authenticity, critical thinking, and evidence are key in marketing. At Medill, Nancy is developing a deeper understanding of customer insights and mastering data analysis tools to become a data detective, connecting the dots to see a bigger picture.



Nupoor Desai

Nupoor worked in the entertainment industry as a PR manager for four years. She has managed over 40 movie campaigns and personal PR for A-List celebrities in India. Nupoor graduated from Mumbai University with a specialization in Advertising and is fascinated with the changing media industry. At Medill, she is developing strategies to address issues in the media industry and studying the nuances of digital marketing.

JIMC ASSOCIATE EDITORS

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Timbra Dye

New to the Midwest, Timbra is originally from South Carolina where she studied Marketing at Clemson University. After graduating, she worked for a marketing company that sold digital and print advertising to small businesses. At Medill, Timbra is focusing on Brand Strategy and Digital Marketing.



Anthony Fleet

Anthony is an emerging writer and multimedia coordinator who aims to be a leading voice in the field of communication. Born and raised in South Philadelphia, he admits he is a Philadelphia sports homer. Anthony's main interests are sports and transportation, specifically mass public transportation. He also enjoys visiting new cities both nationally and internationally.



Mary Fox

Mary graduated from Northwestern University in 2015 with a B.A. in History and International Studies and a certificate in Integrated Marketing Communications from Medill. After a gap year where she worked in the marketing departments of a non-profit and a corporation, she decided to come back to the IMC program at Northwestern to pursue a specialization in Brand Strategy.



Rujuta Gandhi

Rujuta is an advertising professional with over eight years of account management and planning experience. Before Medill, Rujuta worked on global, regional, and national brands at Mullen Lowe Lintas & Partners in India and as a Business Analyst at Redmane Technology in Chicago. She is passionate about brand strategy and committed to changing consumer behavior with actionable insights.



Alexandra Gonzalez

Alexandra graduated from Universidad del Sagrado Corazon in Puerto Rico where she majored in Communications with a concentration in Digital Film Production and a minor in Finance. Through work experience, she developed marketing, creative, management, and social media skills. Alexandra is pursuing the Brand Strategy specialization at Medill with a focus on Digital Marketing.



Akshita Gupta

Originally from India, Akshita completed her undergraduate education at the University of Warwick, UK, where she majored in Business Management. Her work experience includes Content Lead at a digital marketing consultancy where she worked with a plethora of brands across industries. Later, she worked closely with her family business before embarking on the Medill journey.



Josean Hill
CREATIVE
ASSOCIATE

Josean graduated from the University of Puerto Rico with a major in Communications and specialization in Broadcasting. He became fascinated with the business side of broadcasting through work with America Teve Network. Josean is exploring multimedia and the power of brands. He plans to pursue Media Strategy and looks forward to the ever-changing world of marketing.



Arwen Hao Li

Arwen received her B.A. in English and certificate in Economics from Wuhan University in China. Arwen was a data analyst intern at Xinhua News Agency and a part-time media planner at a media company in China before focusing her studies at Medill on Brand Strategy and Marketing Analytics.



Mengwen Li

Mengwen is an analytical marketer experienced in leveraging data and business insights to solve business problems. She is passionate about how the emergence of internet technology, social media, and Big Data will change the way we make business and marketing decisions in the future. She aspires to apply her knowledge and creativity to innovations in Marketing Analytics in the future.



Zoe Liu

After graduating from the University of Illinois in Urbana-Champaign with a major in Communication and a minor in Business, Zoe worked as a Marketing Specialist in Finance and Wealth Management. At Medill, her studies focus on Marketing Analytics and Brand Strategy.

JIMC ASSOCIATE EDITORS

All Associate Editors are graduate students in IMC at Medill, Northwestern University.



Alaina McEachin

Originally from Cincinnati, Ohio, Alaina worked as an associate at Swann Auction Galleries, a boutique art auction house in New York City, after graduating from Howard University. At Medill, Alaina is focusing on Brand and Media Strategy.



Lauren Morris

Lauren's passion for ideation, strategic planning, and business is continually bolstered as she continues to learn about Brand, Digital, Experiential, and Content Marketing. Throughout Medill's IMC program, she has been able to dig deeper and execute strategies for a variety of clients. Lauren is from Chicago, IL and enjoys being competitive in every way.



Thomas Nissen

Since graduating from Northwestern as an undergraduate, Thomas worked as a data analyst and performance measurement specialist for an education-focused non-profit organization in Connecticut. At Medill, Thomas is focusing his studies on Brand Strategy and Media Economics.



Priya Ramanathan

Priya graduated from Case Western Reserve University in 2010 with a dual degree in Political Science and International Studies. She gained professional experience in the defense and web development industries and worked as a consultant, business development specialist, and marketing coordinator. Priya is pursuing a specialization in Strategic Communications.



Peiyuan Shao

Peiyuan is an experienced strategic marketer interested in exploring insights using data. Prior to Northwestern, she was a consumer insight explorer specializing in the hospitality and tourism industry. She gained experience in social media marketing as the fashion editor at Anny-Style-On-Top. At Medill, Peiyuan is specializing in Brand Strategy and Digital Marketing.



Aneesha Subramaniam

Prior to enrolling at Medill, Aneesha worked as a consultant at Edelman Public Relations for three years. She holds a Bachelor's degree in Communications with specializations in Advertising and Public Relations from Singapore's Nanyang Technological University. At Medill, Aneesha is specializing in Marketing Analytics and Brand Strategy.



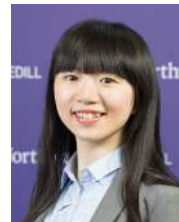
Angela Suico

After graduating from Oberlin College in 2011, Angela worked as a content creator for an inbound marketing firm, followed by two years in web communications for a large non-profit. With an interest in people and storytelling, she has written on topics as diverse as indie musicians to facilities management.



Kaitlyn Thompson

Kaitlyn is a curious marketing professional who believes an understanding of people is at the core of every strong brand. With work experience in broadcast journalism, PR, and marketing communications, she's helped companies create loyal followers through storytelling and understanding the "why." After Medill, she's excited to help brands improve their customers' lives.



Zijia Wang

Zijia (Jia) is a curious explorer in the digital marketing universe. At Nielsen, she identified business opportunities for leading FMCG manufacturers through digging into retail, ecommerce, and social media data. Jia is also an energetic entrepreneur who co-founded two education consulting start-ups where she designed omni-channel marketing plans that drove significant business success.



Ammi White

Ammi graduated from Wayne State University with a degree in Journalism. After time in radio and PR, she transitioned to marketing, re-branding and building a digital strategy for a mid-sized company. After six years leading marketing, she enrolled in Northwestern's IMC program. Ammi will combine work experiences with learnings from Medill to hit the ground running as she re-enters the workforce.

JIMC ASSOCIATE EDITORS

All Associate Editors are graduate students in IIMC at Medill, Northwestern University.



Mercedes Wong

Mercedes is a strategy consultant with international experience in Asia and North America. She is originally from Hong Kong, grew up in Toronto, and studied in Scotland. Mercedes brings a unique perspective and an international mindset to any occasion, and is immensely passionate about Brand Strategy and Consumer Insights.



Qianyu Xu

Before Medill, Qianyu received her Bachelor's degree at Fudan University in Shanghai, China. With an undergraduate degree in Communication, Qianyu is now focusing on Data Analysis and Brand Strategy. She interned at various companies and news agencies like Thomson Reuters before coming to Medill and is interested in Digital Marketing and Brand Strategy.



Victor Yakolvev

Victor is a customer-focused strategic marketer with 10 years of international experience in supply chain management, logistics, sales and marketing, business development, and business administration. He runs a small international distributing company, and is now specializing in Brand Strategy, Media Strategy, and Content Marketing at Medill.



Yunqi Zhang

Before Medill, Yunqi earned a double major in International Relations and Economics from Peking University in China. During her undergraduate years, Yunqi completed a one-year internship at Ogilvy Public Relations and Mercedes-Benz, gaining experience in Brand Strategy and Product Management.



Xintong Zhou

Born in Nanjing, China, Xintong (Joy) completed her degree in English at Fudan University, Shanghai. At Medill, she is interested in Digital Marketing and Marketing Analytics. She aspires to become a marketer who works on building data-driven strategies.

SPECIAL THANKS

Jenna Braunstein

Program Assistant, Journalism
for being the official photographer of the JIMC.

Jane Flis

Associate Director of Marketing, Medill
for her advice and branding support.

Jim Carey

Adjunct Lecturer
for facilitating connections with the alumni.

Robin Young

Program Assistant, IMC
for her integral help with logistics.

Charisse Neely

Program Assistant, IMC
for her constant general support.

Rustam Aliyev

Web Applications / Software Developer
for his help with the development of the JIMC website.

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PREFACE



Written by

Ed Jaffe

Strategy Lead, Watson Marketing @ IBM
Adjunct Lecturer @ Northwestern Medill IMC

Ed Jaffe is a marketing technologist and IMC Adjunct Lecturer, and is currently the Strategy Lead for Watson Marketing at IBM. His IMC Strategic Process course helps students implement IMC by combining classic strategy and finance principles with modern marketing and advertising technology. He holds a MS in IMC from Northwestern University and a BS in Sport Management from UMass.

Edited by **ANDRES RODRIGUEZ**

It's All About Context

When I was a kid, I struggled with numbers. Long division? Solve for X? Calculus? It didn't make sense. The way math was taught simply didn't align with how I learn. It felt so theoretical, with word problems that had no relevance to my life. I could never get past the question, "When will I need any of this?"

Simply put, I didn't have context for why I needed to learn math.

After undergrad, I worked in various media and marketing roles; however, a client question made me rethink everything. I was asked to provide the ROI for the millions in marketing dollars we were managing, and I didn't know how to answer the question. I couldn't point to sales, because we couldn't discern marketing's impact versus what would have happened anyway. I couldn't point to impressions, clicks, or any other vanity metric, because (as any IMC'er will tell you) vanity metrics don't mean anything without sales.

"I considered various MBA and graduate programs, but I quickly found a home at **Medill IMC**."

So I went on a quest to answer this question. I considered various MBA and graduate programs, but I quickly found a home at Medill IMC

– a graduate program dedicated entirely to customer-focused marketing. But it was in statistics class where I fell in love with math. I finally understood the why. We use math to understand people. To be better communicators. To determine marketing's impact. To identify context.

I've spent my post-IMC career in marketing technology. Since graduating in 2011, the number of channels and tools marketers use has grown exponentially. When I was at IMC, Instagram wasn't a thing. Snapchat wasn't a thing. Adtech was just starting to become a thing. No one was talking about AI (except when Watson played Jeopardy!).

However, the core of IMC hasn't changed. We still look at customers holistically. We still combine insights and analytics. We still recognize that customers see brands, not individual channels. Given how quickly the marketing landscape is changing, IMC'ers help define what marketers *can* do versus what they *should* do. We help define **context**.

Marketers talk about *managing the entire customer journey* and *showing customers we know them*. But, here's the rub: many marketers neglect to do this in the customer's context. It's common knowledge that customers want something in exchange for their data, whether explicit (15% off for joining an email list) or implicit (better offers for browser data). In these scenarios, there's a clear

exchange and, more importantly, customer consent. It's like a good relationship – there's been time for it to build.

"Brands must have **permission** to get personal."

Customers get uncomfortable when brands overstep. When they use data they shouldn't use. When they get too personal too early. When this happens, customers get creeped out. They get angry. Brands must have permission to get personal. I'm not talking about legal permission (though that's important); rather, it's about brand permission. Brand trust. The right context for the relationship.

Technology will continue to evolve. Channels will continue to pop up. We will have more data, and get better at analyzing it. But the market will always need people who make sense of the data. Who separate the signal from the noise. Who build customer relationships. Who help customers feel that brands "get them." The market will always need IMC'ers. ■



**ALUMNI
PROFILES**

1845

MEDIA
MANAGEMENT
CENTER

HALL

Jeanie Caggiano

EVP / Executive Creative Director & Business Lead @ Leo Burnett

Medill IMC Graduation Year: **1983**

Jeanie Caggiano leads both creative and account for UnitedHealthcare—a Fortune 6 company and America’s largest health insurer. She wrote UHC’s humorous “Ways In” campaign, which won Gold at Cannes in 2016. Previously, she spent 12 years running Allstate Insurance, where she developed the charming and destructive Mayhem and heroic Dennis Haysbert. Caggiano has created memorable work for Hallmark Cards, Eli Lilly brands, McDonald’s, Disney, Exclusive Resorts, Choice Hotels, Procter & Gamble brands, Kelloggs, Pfizer brands, Kraft brands, Diageo brands, and Morgan Stanley. Caggiano has a Bachelor’s in Speech and Master’s in Advertising from Northwestern.



Profile by **RUJUTA GANDHI**

The Keys To Integration: A Central Idea & Curiosity

What IMC Means to Jeanie:

“An idea that changes minds, hearts, and actions. Something that makes me go “I never thought of it that way before.” Creative ideas that stick indelibly in our brains; the gleeful menace of the Mayhem that awaits if you don’t have Allstate car insurance. The hard, proud truth of Chrysler’s “Imported from Detroit.” The realization that young girls have no idea the words “Like a Girl” could possibly be an insult in the brand work for Always. Who cares where you encounter it? Without a strong, mind-changing, heart-changing central idea, integration is useless.”

PROFILE

While change is the only constant, Jeanie Caggiano believes that, in some ways, advertising hasn’t changed at all. At its core, advertising is still about how we influence people to buy a product or service. But, how we do it in terms of its delivery, and

the agency process, has changed quite a bit. In the past, there were five ways to reach consumers, but now there are literally thousands of channels through which to reach them. The disintermediation of media and new digital standards have resulted in a breakdown of messages into chunks due to the large number of tiny audiences which demand customized work. However, in order to create the best customer experience, the voice with which a brand speaks still needs to be the same – irrespective of how customers interact with the brand.

To further illustrate this, Jeanie describes how her recent award winning campaign for UnitedHealthcare titled “Ways In” was instrumental in creating brand preference. The team discovered that entry into the healthcare system was confusing and, hence, burdensome for consumers. Based on this insight, they created a campaign around the 76,000 medical codes used by doctors and insurance agents to classify ailments. They simplified the complex process of entering the

medical system by creating stories around the central theme of the “ways in” and brought these medical codes to life. Through this engaging and single-minded integrated marketing communication effort, the campaign was successful in changing consumers’ attitudes toward the brand.

Jeanie further describes how, even though advertising has always been a team sport, it has become even more so in recent years. Team structures have changed considerably. Teams today are more cross-functional, more integrated, and require more specialists than ever before. There are different players with different experiences that come from so many different backgrounds like theology, business, film, and more. But the one thing that everyone has in common is curiosity. The biggest thing that hasn’t changed is the need to have an incredible curiosity about people, what makes them tick, and how to influence them. According to Jeanie, if you want to get into the business and succeed, you need to have that curiosity. ■



Sue Conroy McLeod

President

@ Conroy Media Ltd.

Medill IMC Graduation Year: **2014**

An experienced media management professional and entrepreneur with a demonstrated history of success in the marketing and advertising industry, Sue Conroy McLeod wears many hats. Her strengths lie in marketing management, digital strategy, integrated marketing, advertising, and strategic partnerships. Passionate about data-driven insights and solutions, McLeod considers herself a disruptor of the status quo.

Profile by **AKSHITA GUPTA**

Marketing Fundamentals Amongst Change

What IMC Means to Sue:

“IMC to me is a mindset, a lens through which you look at, and assess, all marketing challenges. The IMC approach is what helps me as a marketer stay focused on the bigger picture, solve problems, and stay on track.”

PROFILE

Why would a marketing veteran with a long, interesting career go back to graduate school after two long decades? “Because change is the only one constant,” Sue answered. “Through my career, I’ve seen the marketing landscape migrate and evolve from analogue to digital. While it’s exciting, it can also be slightly daunting, and that’s what drew me to the IMC program.”

It remains a firm belief of Sue’s, however, that, despite all the ‘new, shiny objects’ one sees in the marketing world today, the function and objective of marketing remain same. “Channels may have evolved,

but ways of human interaction and behavior are the same. It’s an interesting paradox.”

Sue does mention that the thought of going back to school after having been out of academia for almost 20 years was initially scary, but also that she loved the interaction with her classmates and professors. The IMC program, she holds, is very well-rounded. It gives students and marketing practitioners the confidence to ask the right questions, and to stay relevant within the ever evolving marketing diaspora. The consumer-centric approach allows the marketer to stay on track and cut out unnecessary noise, remembering to focus marketing efforts on the customer.

Today, as a marketer and entrepreneur, Sue wears multiple hats in a job function where no two days are the same. Each day is an adventure. To be a successful marketer, she believes one must have a love for learning and a curiosity about consumer behavior. “You must learn to challenge yourself, think on your feet, and adapt to the only constant - change. Never stop learning. Be proactive and take advantage of every opportunity that comes your way. Keep your mind open to challenges. What worked last week may not work today. If something mechanical is your thing, you’re clearly in the wrong field.”

The important lesson Sue outlines is that, amidst all the change in the marketing world, some critical components – underlying human behavior, a need for learning, and the fundamental understanding that there will always be change – actually do stay the same. ■

“Keep your mind open to **challenges**. What worked last week may not work today.”

Charlotte C. J. Tsou

Senior VP and Regional Head of Analytics & CRM, Retail Banking & Wealth Management @ HSBC

Medill IMC Graduation Year: **2002**

Charlotte C.J.Tsou is in charge of Global Marketing Effectiveness Analytics, Global Omni Channel Analytics, and Latin Americas Retail Banking & Wealth Management Analytics at HSBC. She has over 17 years of experience in marketing analytics, strategic planning, digital and CRM transformation, and business development. An award-winning marketing executive, Tsou has worked in the United States, Asia Pacific, and Latin America in multiple regional and global roles.



Profile by **PRIYA RAMANATHAN**

Beyond Global Marketing Analytics

What IMC Means to Charlotte:

“What we’ve learned on the technical sides (finance, accounting, statistics, software solutions) have changed dramatically; however, business questions & challenges to solve remain more so the same. IMC today for me is working with data, interpreting the data and commercializing the data for SOLVING business questions, PROVIDING predictive insights and DRIVING revenue.”

PROFILE

Marketing analytics is rapidly changing through advancing technologies, digitalization, and evolving customer needs. In fact, years ago, marketing analytics was not even its own subject, but was instead spread amongst multiple departments. Nevertheless, what remains constant is the ability to take large amounts of compiled data and organize it accordingly to develop insights and create business solutions.

Charlotte Tsou has watched the world of marketing analytics transition through different stages. As a global female leader in the banking industry, she coordinates between analytics teams in India, Argentina, Mexico, and the United States. With a specialization in Global Marketing Effectiveness and Channel Analytics, she needs to oversee numerous areas of the CRM campaign execution process. The end results are one-on-one based digital messages personalized to each HSBC customer. When done on an international level, that execution process becomes far more complex.

“With the vast number of tools and data available, there is now a bigger ecosystem in marketing analytics than ever before. With international banking, the analytics are country-to-country specific since Hong Kong’s customer behavior is very different from Mexico’s customer behavior. We have an overall global responsibility as well as a responsibility to market

effectiveness that eventually brings both customer solutions and positive returns on investment.”

In addition to her global experience, Charlotte has also seen trending gaps between people who work with data. One group, marketers, is using data technology to interpret, commercialize, and solve business challenges. In contrast, the other group, data scientists, is diving into a cloud of data but with very little hypothesis. They do not necessarily look at the business challenges, but can discover something amazing within the data. The key to success is when both groups can work together to establish deeper insights and develop next steps.

“Marketing Analytics will always be in high demand. Technology is currently changing every aspect of corporations, but what differentiates you from your competitor is how you use data to create deeper and actionable insights.” ■





Allison Cenna

Vice President, Planning Director
@ Cramer-Krasselt

Medill IMC Graduation Year: **2001**

With 15+ years of brand strategy experience, Allison Cenna has a penchant for solving big, hairy problems and navigating toward better answers to complex questions. She's currently putting these skills to use for Edward Jones, BIC, and Porsche at Cramer-Krasselt. Previously at DDB, she spent nine years on State Farm's Insurance and Financial Service business. Cenna recently spearheaded their new "Here to Help Life Go Right" campaign, and the award-winning "Get to a Better State" campaign. Prior to DDB, she worked on a range of CPG and retail brands.

Profile by **ANGELA SUICO**

Context Marketing & Passion Points

What IMC Means to Allison:

"[Studying IMC] gave me a great arsenal of tools to work with in the real world. I think it taught me to be a little more curious, to be a little more anthropological, to be a little bit more statistical. I think that everything [in IMC] gives you very much a well-rounded perspective. So, that way, you have the tools you need when you get into the workplace. A lot of those things I learned I activate on a daily basis."

PROFILE

Shortly after Allison Cenna gave birth to her daughter in 2014, USAA sent her a brochure to congratulate her and ask if she was considering an educational savings plan. She was grateful for the outreach, as she had indeed been considering it. The timeliness of this message exemplifies a change Allison has noticed in the marketing world — a shift from

content marketing to context marketing.

While she considers both types of messaging important, Allison believes each offers a different value proposition. Where content marketing provides useful information to create a dialogue between a brand and its consumer, context marketing takes the interaction a step further and provides information that is tailored to specific events in a consumer's life, such as purchasing a home, buying a car, or having a baby.

The embracing of consumer context is not the only change Allison has witnessed. America's demographics have shifted, and marketers must adjust accordingly. "The world is different. Cookie-cutter solutions just don't work anymore," she says. There are more single-parent households, more same-sex households, and fewer nuclear families. To respond to these changes, we must be "more

personalized, more customized, more empathetic."

Because of this increased diversity and the abundance of data to which we have access, the old method of reaching customers, which was like a "one-way conversation" with marketers doing all the talking, is out. The new method, which requires an equal exchange where brands provide value to the consumer, is in.

Take Allison's work with BIC razors, for example. Research had shown that the millennial women the brand was targeting shared a strong interest in music, so to encourage Facebook interaction and engagement, BIC partnered with various musicians like Fifth Harmony and showcased exclusive videos and backstage footage on the brand's page.

Thus, the idea of what's valuable to the customer is no longer limited to information about the product. As Allison says, engagement efforts must also involve "connecting with people at the passion point that matters to them." ■

Josh Grau

Vice President of Marketing
@ Wealthfront

Medill IMC Graduation Year: **2004**

Josh Grau is a marketing, technology, and media industry veteran. He is currently the Vice President of Wealthfront, one of the leading automated financial advisors, and Lecturer & Director of Corporate Outreach at Medill - San Francisco. Prior to Wealthfront, he spent six years at Twitter where he worked in a variety of executive roles, helping build Twitter into a multi-billion dollar ad business and launching Moments, Twitter's curated content experience. Before Twitter, Grau held leadership roles at YouTube, where he built creator-supported programs for marketers; and ESPN, where he led integrated marketing efforts across their suite of multimedia channels.



Profile by **MERCEDES WONG**

Changes In Business & Marketing Technology

What IMC Means to Josh:

"IMC is all about being a "full funnel" marketer: understanding how to listen to and communicate with the customer on every step of their journey. But, before that, it's important to start more locally: with myself. Diving into a product or service and noting how that experience affects me personally enables me to be a more thoughtful, empathetic marketer. What made me leap forward? What made me pause? From there, embracing the core tenets of IMC – data and storytelling – creates a powerful foundation to solve consumer problems at scale. The numbers are the glue, but the story is what's sticky."

PROFILE

Josh believes technology is the foundation of constant change because of what technology has allowed businesses to become. Embracing these technological and consumer trends in addition to understanding our customers is

the world we live in. In Silicon Valley, technology continues to evolve and drive innovation in businesses across multiple verticals including healthcare and transportation. We cannot be comfortable with what and where we are today and must understand how we can take advantage of new technology. Things are moving at a fast pace and businesses are constantly changing and shifting. The industry must keep reimagining, quickly going back to the drawing board, and becoming more dynamic.

Throughout his career, Josh experienced multiple dynamic changes in various organizations. He helped ESPN to become an integrated multimedia platform, experienced the emergence of the influencer model at YouTube, and effectively communicated with audiences and influencers through the launch of Twitter Moments thereby changing Twitter's business to become a platform where breaking news and trending topics can be accessed and shared.

Currently, Josh is the Program Director and Lecturer at Northwestern San Francisco. He educates students on the importance of IMC in the technology industry, how to deal with constant change, and offers key advice which they can bring to Silicon Valley. The San Francisco program gives IMC students the opportunity to experience the work and culture at exciting companies including Airbnb and Strava. These companies experience the importance of being customer-centric and a believer in the IMC mentality. According to Josh, this mentality is that data will always be your best friend, but that is not enough; storytelling goes hand-in-hand. You must have the left and right brain working together to be an effective marketer today and in the future.

At this time in the marketing world, after Josh has seen and lived through significant changes, he believes there is still lots to look forward to with technology and marketing. What specifically? Machine learning and the untapped virtual reality space.

The industry will be disrupted in interesting ways which will result in more efficiency and scale. ■



ARTICLES

Written by

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@ Havas Media

Neala Parenti joined the Havas team in 2015, working on accounts such as Fidelity and Tracfone. Prior to Havas, Parenti spent five years at Digitas on the Bank of America account. She has a Master's in IMC from Northwestern University and an undergraduate degree from the University of Notre Dame.

Edited by **ZIJIA WANG**

Cutting Through Data Complexity

With the rise of digital technologies and their increasing connection to traditionally offline media, the marketing and advertising technology landscape is constantly changing and growing increasingly complex. A question your team may not think can be answered right now may very well have a possible solution six months from now. In six months, you may start to pose questions you didn't even know you had because of newly available data. The promise of growth in technology – both point solutions as well as connected technologies – is known. The byproduct of this growth is increasingly complex datasets. These datasets offer huge potential when it comes to better understanding our consumers, our marketing, and our businesses.

The growth in the availability of data, however, also opens up the potential to be overwhelmed by the sheer abundance of possibility this information has to offer – and can make it increasingly difficult to ensure focus on the data points that can provide value and insight. So how do marketers take advantage of the opportunity that data and technology offer without getting lost? The answer – *focus on fundamentals*.

Remember Your Business Goals

With so much available data, and new technologies emerging constantly, the opportunity to get lost in metrics multiplies. From clicks to views to attention to engagement to completion to quality – the list of what we can measure and how we can then cut those metrics against specific segments continuously grows. At the end of the day, though, what matters is the goal of your business and, therefore, the product or service you are trying to promote. Constantly grounding yourself in this goal, and then focusing on the metrics you can directly tie to business impact, will allow for more meaningful measurement and insight. Improving on attention and engagement, for example, are only worth the investment if this then results in conversion.

Quality Assurance Matters More than Ever

With all of this available technology, the opportunity for data discrepancy also increases. Each tool leveraged, and each connection point required, have the power to provide you with increasingly insightful pieces of data about your audience, your marketing, and your business –

but only if you ensure the data coming through is clean. Improper setup and a lack of quality assurance processes can disable the most promising of analyses before the work even begins. More important, standard reporting and measurement – which should drive business decisions regarding media and marketing – may be rendered useless. In order to harness and take advantage of the opportunity that marketing data promises, the notion of “garbage in, garbage out” has to be more than just another marketing buzz phrase. Though it may not be the most glamorous of marketing work, sound setup of data technologies needs to be a priority for marketing teams and agencies.

Communication is Key

There are many marketers who speak data fluently. While all marketers likely recognize the importance of data to marketing, not all marketers have the same level of data fluency. As a result, it is incumbent upon the most data fluent among us to embrace the role of translator, and to distill the data available into the reasons why the data matters to our audience. Marketers, at their core, are passionate communicators, and the effectiveness of our data hinges on our ability to use it to effectively communicate hypotheses, insights, and recommendations. Without the ability to do this, its promise can be lost. ■

Written by

Jonathan CopulskyClient Service Principal & Chief
Marketing Officer @ Deloitte
(Retired)

Jonathan Copulsky has worked at the intersection of branding, marketing strategy, content management, and marketing technology for over 30 years as a marketing executive and management consultant. Prior to serving as a Senior Client Service Principal and CMO at Deloitte Consulting, he was Chief Marketing and Sales Officer for CCH Incorporated, a NYSE professional publisher. In addition to teaching marketing at Northwestern, Copulsky serves on the Spiegel Digital and Database Research Center Advisory Board and the Applied Marketing Analytics Editorial Board.

Edited by **MENGWEN LI**

The Marketing Technology Paradox

Every day, marketing executives confront a multitude of tough challenges to ensure their organizations stay ahead of the competition and their campaigns break through the clutter. These challenges range from targeting the right audiences, to personalizing messaging, to leveraging new digital technologies, to effectively managing complex multi-channel marketing campaigns in a rapidly changing environment.

To tackle these challenges, we've seen a significant increase in the availability and adoption of marketing technologies. Hundreds of vendors offer diverse applications such as campaign management, marketing resource management, marketing analytics, and content marketing. But, how can marketing executives know which technologies are right for their organizations and how they should implement them? What is

the right sequence of technologies to purchase, how often should these choices be re-examined, what kind of new organizational capabilities should be built, and how should the value of the technology investments be measured?

Some organizations have deployed these technologies elegantly, allowing them to dramatically improve marketing effectiveness while creating compelling customer experiences based on deep insights and robust personalization capabilities.

According to the Association of National Advertisers (ANA), meeting consumer expectations for real-time interactions and services is the single most important disruptive force facing marketers. [1]

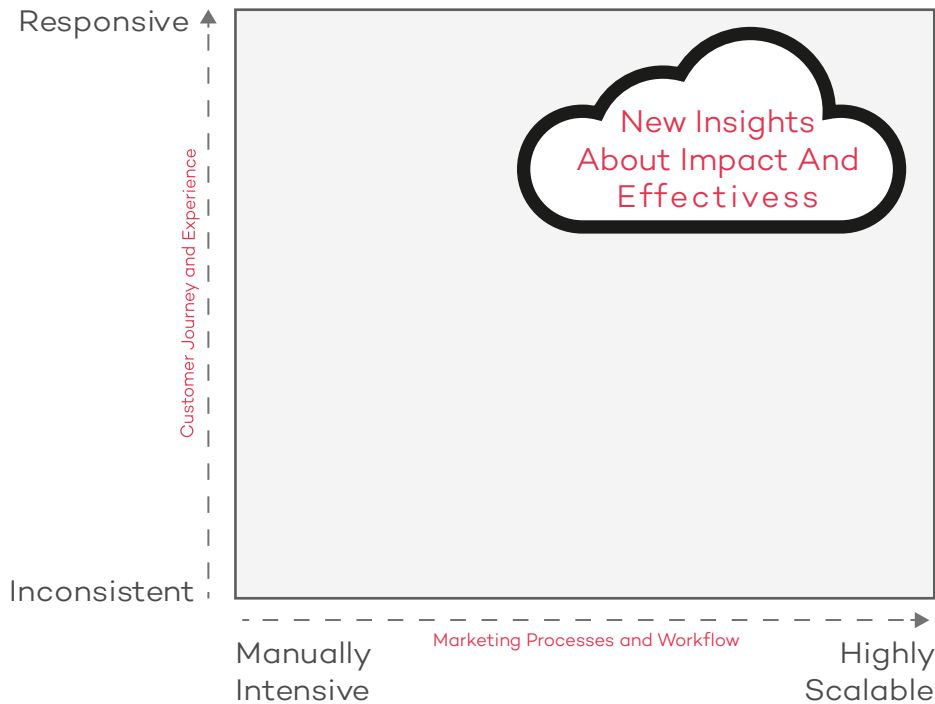
Others have struggled to realize the value of their marketing

technology investments and fall behind. The results of investments in marketing technologies are mixed, at best. A report published by the CMO Council in 2016 shows only 17% of respondents indicate the investments made to date in marketing and commerce technology solutions met or exceeded expectations. [2]

“When it comes to technology, marketers face a **paradox.**”

Many of the technologies, while ostensibly aimed at enabling more effective customer journeys, actually add to the clutter and intrusiveness of marketing efforts from a customer's perspective. How many of us dread sharing our contact information, specifically our email address, on a website since we believe this action will result in more emails and other forms of interruption marketing? How many of us genuinely

FIGURE 1
THE MARKETING TECHNOLOGY PARADOX



enjoy being the “beneficiaries” of seemingly never-ending re-marketing or re-targeting efforts after a one-time exploratory website visit?

Figure 1 captures the dimensions of this paradox – the challenge of balancing between improving the customer journey and experience, making marketing processes and workflow more efficient, and developing new insights about impact and effectiveness.

What’s A Marketer To Do?

Explicitly recognizing the inherent tension between these sometimes conflicting objectives helps. Putting both customer experience and process complexity filters into any decision-making process related to marketing technologies brings the issue to the surface and forces a marketer to understand potential consequences.

I leave you with questions marketers need to incorporate into their evaluation process (in addition to questions they will undoubtedly already be asking about functionality, cost, risk, and sustainability):

- Will the introduction of this new marketing technology be visible to my customers?
- How, if at all, will it change the customer journey and experience?
- Will customers view these changes as beneficial? If not, are there mitigating actions we can take to reduce the adverse impact?
- Will the changes require customers to act/ behave in a different manner? What will we need to do to help them adapt to these new behaviors?

- Will the changes create complexity from a marketing process or workflow standpoint?
- What can we do to mitigate the impact of this new complexity? What training do we need to provide to our marketers to help them adjust to this new complexity?
- How long a transition should we expect?
- Can we pilot or test the new marketing technology solution before we deploy it fully?
- What resources do we need to conduct a true “test and learn” environment that makes us better consumers of marketing technologies?

It’s clear marketing challenges prompting CMOs to search out marketing technology solutions will not go away in the near-term, nor will the challenge of navigating the marketing technology paradox. But, confronting the paradox head-on can only benefit all concerned parties. ■

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Written by

Leslie Krohn

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As a corporate communications expert, Leslie Krohn recently led integrated marketing for Nielsen's \$1 billion North America Buy business. Her responsibilities focused on building and protecting the company's reputation, increasing awareness of the company's solutions and capabilities, driving client engagement through diverse events, and delivering thought leadership content across digital platforms. Before joining Nielsen, Krohn worked at Sara Lee Company and General Electric. She earned her Bachelor of Arts in American Studies from the University of Notre Dame, and her Master of Science in Integrated Marketing Communication from the Medill School of Journalism at Northwestern University.

Edited by **QUNING CHEN**

The Lost Art Of Listening

Consumer Insights focuses on one core concept: understanding the audience. As students, we interviewed, observed, and immersed ourselves in different cultures. We walked a mile in the moccasins of our target audiences. By listening, we knew not only who was hearing our message, but how they would receive and take action on it.

Over the last 25 years as professional communicators, my classmates and I have witnessed an explosion of ways to listen. Social media gives voice to consumers on any subject they like, for any purpose they choose. Easy, affordable survey tools compete with more rigorous methods. Website data pours in and we can examine “stickiness” in minute detail. Apps collect legions of data on preferences and purchases. New careers in data analytics have emerged to help companies glean meaningful insights from billions of transactions.

Yet my conversations with marketing and communications professionals around the world hint at a scary reality: despite all the tools and technology, perhaps we've lost the art of listening. While putting out more content, stoking the news feeds, debating facts and alternative facts, we're losing our basic mission and purpose: understanding our audiences.

Implications For Strategy

Strategically, it's still essential to listen. The most efficient communications tap the audience's energy to get them where they want to go. Rookies, and more than a few business leaders I've encountered, frequently make the mistake of saying what they want to say, rather than what their audience needs to hear. There is a distinct difference. Step one is knowing what you want your audience to think, say, or do differently. Step two is knowing why they would bother to think, say,

or do that. Put all that audience insight together and you'll arrive at your key messages, but without solid audience understanding, you'll find yourself off course.

Inconsistency reigns at the strategic phase of communications, although reasons vary. Some organizations spend a lot of time on messaging/positioning. Others haven't invested in the tools available to listen, so they guess at the best approach. Another group fails to understand the importance of getting strategy right in their pursuit of generating news or content. Still others haven't hired the right talent to rethink their messaging at a strategic level. The best regularly listen to their audiences and evolve strategies based on audience insights.

Implications For Tactics

If organizations demonstrate mixed performance on their



strategic messaging excellence, tactically there is more consistency. Companies and organizations do invest time and money to deliver their messages. Countless agencies and vendors offer solutions to microtarget advertising, PR, and content of all shapes and forms. With the data available to marketers today, it's easy to find consumers who meet your target audience specs and match them to the right channels. But, it's all for naught if the messages we're delivering aren't hitting the mark because we weren't listening well in the first place.

Implications For Hiring

To ensure effectiveness of strategy and efficiency of tactics,

“The ear of the leader must ring with the voices of the people.”

- Woodrow Wilson

communication leaders must be persistent advocates who hold the organization accountable for listening. The best communicators have the courage to stand up for what they hear, even if it's unpopular, unpleasant, or annoying. They truly represent and amplify the voice of the customer and employee. To build out a world-class communications function, here are a few essential actions to revive the art of listening in our digitally enabled world:

- Be sure that everyone on the team understands the strategy behind the communications – the intent and the purpose – and that they act as ambassadors in every corner of the organization.
- Hire ethnographers and journalists, people who are thirsty to understand people and their motivations, and who know how to go out and ask questions and get answers. They'll be the ones who make your communications relevant and engaging.

- Staff up the social media team not just to post content, but also to monitor and engage.
- Keep analytical talent on board – those individuals who can interpret the data that is already there (from Google analytics to purchase data to survey results).

Listening in the digital age isn't easy. Often communicators aren't interested in looking for the data or aren't asked to look at it; they don't have the funds to collect it or the skills to analyze it.

By building strong, diverse teams focused on taking the time to listen in a sea of noise, fake news, and alternative facts, you can emerge with a stronger strategy and more effective messaging. ■



Written by

Alberto Brea

Executive Director, Strategy & Planning @ Ogilvy

Alberto Brea is an Executive Director for Ogilvy's Engagement Strategy practice. He provides strategic advice for consumer experience planning and relationship management. Brea brings a diverse background to the team: he has 15 years of experience leading strategic engagements in branding, customer research, and digital experience in global markets spanning the US and Latin America. Prior to joining Ogilvy, Brea ran communications planning for clients such as HP Enterprise, CVS Caremark, and the US Army. He has an MPA in Economic Policy, MS in Integrated Marketing Communications, and an MBA in Operations Management.

Edited by **LYDIA CHEN**

The Pursuit Of Irrelevance In The Age Of Abundance & Algorithms

Today, every brand wants to be a publisher. To be the BuzzFeed of their category. To generate more content, faster and cheaper, and gain the attention of their audience. The problem is that people don't want more content. They want more of the things they love (e.g., Game of Thrones, Homeland, and John Oliver), which is harder and more expensive to produce. And most brands are not making enough of that. To compete in the age of abundance and algorithms, we need to change from churning content to creativity in real-time.

CONTENT WITHOUT CONTEXT = THE IRRELEVANT MACHINE

Content marketing is becoming a rat race. Whoever produces more content faster and cheaper is more likely to win. The

problem with the rat race is that, even if you win, you're still a rat.

Today, content is an abundant resource. Everyone is doing it: 94% of small businesses, 93% of B2Bs, and 77% of B2Cs engage in content marketing. Unless you are creating something unique and/or contextually relevant, you are just adding to the sea of content. According to The Content Marketing Institute, only 9% of B2B marketers consider their content marketing efforts to be "very effective." [1]

More content does not necessarily equal more visibility. To further fill users' news feeds with articles of interest and relevance to them, Facebook created a new ranking algorithm that will usher in a greater amount of relevant content by tracking the time they

spend reading the articles in their feeds. This algorithm rewards quality and relevant content.

CONTENT + CONTEXT = THE ABUNDANCE OF RELEVANCE

Today, the moment is the message. People live with their mobile devices. They want information that's relevant to the micro-moment. As brands, we want to reach customers at the right moment. However, we are also competing with publishers and other brands engaging in programmatic marketing, which make it even harder for brands to become top of mind to customers. Publishers have more authority than brands, which makes them rank higher on searches.

ARTICLE

Programmatic marketing allows other brands to target the right people at the right moment, but it is not immune to the principle of good advertising. We still need to be engaging, memorable, and breakthrough to get people's attention. Data and technology are not substituted for creativity.

We all agree that context makes the content relevant. Having information about the best burger on your block is different from getting the same information when you are about to go out for lunch. One is meaningless; the other is useful. However, none of them break through. Being relevant is key, but it is still not enough. If we want to transform the brand, we need to add originality to the mix.

CONTENT + CONTEXT + CREATIVITY "ORIGINALITY" = THE CREATIVITY IN REAL TIME

The internet is about choice and immersion. When I am watching something I love, like an NFL game, I want to search information about the match in real-time. I want to get a different perspective, know the players better, and check other people's comments. Content creates value; context makes it relevant; originality makes it exciting and groundbreaking.

"Content creates value; context makes it relevant; **originality** makes it exciting and groundbreaking."

We can use the case of the GIFERATOR to bring the point home. Fewer people were playing the Madden NFL video game than

they once did despite the fact that NFL ratings were higher than ever. Madden needed to regain its cultural relevance and connect with a new generation of football fans.

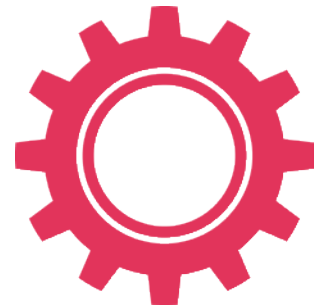
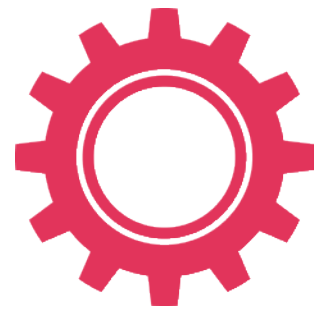
The marketing team created the Madden GIFERATOR, a real-time NFL GIF engine that generates a live stream of animated GIFs triggered by the action on TV. GIFERATOR became part of mass culture with massive adoption by fans, brands, NFL teams, and players. More than 160 media outlets piled on, quickly making it one of the year's top meme sources. [2]

This shows us the days of being shy with content are gone. We need creativity more than ever to break through the sea of content, but we need it in real-time to make it relevant. Until now, we kept these two worlds apart: the creative world, and the data and tech world. Hence, our brands lived on one or the other of these planets. Now, it is time to change, to combine them, if we want to survive in the age of abundance and algorithms. ■

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Dan SkinnerBrand Communications Manager
@ Conagra Brands

Dan Skinner oversees media and influencer relations for Conagra's grocery brands. He has been a member of the Conagra team since September 2010, leading award-winning PR and social media campaigns for Slim Jim and Hebrew National. Skinner graduated from Medill in 1999. His coursework included writing nearly 40 articles over an eight-week span, including two front-page features. Skinner is a volunteer for Northwestern Alumni Association's Mentoring Committee and Rituals and Traditions Committee, as well as the NU For Life program, which provides professional guidance to the university's student-athletes.

Edited by **TIMBRA DYE**

A Changing Approach To Social Platforms

More than a decade has passed since social media debuted in the marketer's toolkit. Say the name Myspace these days and you're likely to hear snickers. But, the social platform that enjoyed a meteoric rise and flameout in the mid-2000s was a critical opening act. Myspace served as many marketers' first foray into social media: a test and learn opportunity to determine if these emerging platforms were an effective way to reach consumers. A dozen years later, we're still experimenting in this ever-changing space, but social media has undoubtedly earned a place at the head table.

By 2008, Myspace had given way to Facebook, which has maintained a dominant position ever since. The evolution of Facebook highlights one of social media's key shifts: the decreasing importance of organic reach and the rise of paid visibility. In the early years of Facebook, brands raced to acquire fans and push out content. As affinity groups surged past a million, marketers could count on six-figure audiences seeing their content. But, Facebook was playing a savvy long-game. Shortly after the company went public, they introduced the concept of

promoted posts. Companies who had grown accustomed to reaching their many fans through the click of a button would now have to put dollars behind their posts in order for the content to be viewed by a wide audience.

While some viewed Facebook's shift as a frustrating bait-and-switch, the evolution to a paid amplification model presented many advantages. Paid amplification allows social media marketers to reach an audience beyond their fans and followers. In the early years, marketers used social media to engage with super fans that had opted to follow the brand. While there's value in communicating to your loyal consumers, companies looking to expand their base found this limiting. Today, companies use social media's sophisticated targeting tools to introduce their products and services to audiences that can be as broad or as narrow as they choose. To the extent that your online activities give social platforms a picture of who you are, marketers can deliver content they believe is of value to you.

Social media has moved well beyond just Facebook, with

Twitter, Instagram, Pinterest, LinkedIn, and Snapchat among the many platforms to consider. But, despite a natural tendency to establish a presence each time a new social platform debuts, not every opportunity is right for every brand. Just as traditional advertisers weigh the value of television versus print versus online, social marketers should consider each platform's unique strengths to see if those attributes are a fit for their brand. Pinterest and Instagram, for example, are fertile territory for brands with a wealth of visual content, but those with limited photo galleries may find greater effectiveness elsewhere. Companies now create robust social media channel plans that define the role that each social platform plays in the overall marketing strategy. Once viewed as a niche tactic, social media has evolved into a valued integrated marketing discipline. Effective social media strategies should be closely coordinated with a company's media buying plan, while amplifying the look and tone of other marketing activations. While the current menu offers seemingly endless options, the next industry-changing social platform is likely not far from debut. ■

Written by

Gene Cao

Senior Marketing Manager

@ Insta360

Gene Cao has nine years of IT, marketing research, and consulting experience, primarily focused on B2B software (both application software and infrastructure software), cloud, customer analytics, and digital marketing. He also does research on financial models and business performance measurement. Cao joined Forrester Research after its acquisition of Springboard Research in May 2011, where he spent four years as a Research Analyst. Now, he works as the Senior Marketing Manager of Insta360, North America.

Edited by **XINTONG (JOY) ZHOU**

It's Time To Take Your Brand Into 360

In the age of peak distraction, immersive 360-degree stills and video are an ideal format for marketers looking to make an impact. By allowing brands to transport consumers into new worlds, 360-degree content offers a uniquely powerful tool to deliver a message and leave a lasting impression on the viewer.

Leading social media platforms now support 360 content. Facebook, YouTube, Vimeo and Twitter all support the upload and sharing of 360 content. 360 video and stills can also be incorporated into your website to create engaging experiences.

Customers interact more with 360 ads than standard ads. According to a recent experiment on YouTube by Columbia Sportswear, 360 video advertisements drove 41% more earned actions than standard ads. Within the same budget, marketers can achieve more exposure using 360 content.

360 campaigns are already succeeding. Forward-thinking companies are already proving the potential of 360 content to differentiate brands and make an impact on viewers with fresh, fully realized experiences.

Hyundai wins hearts and minds with its immersive Super Bowl ad. Hyundai used live 360 video to transport US soldiers stationed in Poland right into the Super Bowl stadium with their families. The ad deftly used cutting-edge 360-degree technology to share a message of love and connectedness.

Hilton Hotels will bring customers to their dream 360 experiences. Hilton Hotels is planning to give customers a preview of vacation homes with an immersive 360 experience. Presenting a far more persuasive experience than a standard video demo, the 360 experience center will significantly cut customer acquisition cost for vacation home sales.

Transported VR brings realtors powerful sales tools. Transported VR provides realtors a turn-key solution to create a virtual "open house" experience, allowing potential buyers to take immersive home tours remotely. In the real estate industry, 360 content brings both cost and time efficiencies.

Get Started. Create your 360 marketing and advertising

content. The time to start learning the ins and outs of 360 creation is now. But it can be difficult to know where to begin. Filming techniques for 360 are different than for standard photos or video, and it's an emergent form — even the most seasoned creators only have a few years' experience. Here are several tips for marketers who are ready to help pioneer the new form:

- Shortlist and rank 360 platforms where you want to promote content.
- Start experimenting with consumer-class.
- Work with a VR production house.

To bring 360 content into the marketing blueprint, marketers should start with the best practices in the same industry and must figure out the core message, target audience, and visual strengths and apply them to the 360 content. This immersive customer experience will be added to the brand story in the right way. ■

Written by

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Jessica Pantages currently consults for major financial services and healthcare companies. Prior to this role, she led communications and marketing teams at Lockheed Martin, Dell, BAE Systems, and General Dynamics. Pantages is an adjunct professor in Communications at Georgetown University.

Edited by **TASMINA CHHUGANI**

The Rising Need For Government Relationships In Crisis Communications

The need to protect a business reputation has critically changed in the face of today's electrically charged political environment. We've faced senators, congressmen, and other government officials responding to lightning fast social media campaigns and aligning themselves to one side of an issue before a serious discussion can be undertaken. "Likes," viral videos, and tweets that involve certain industries or businesses create crises in the blink of an eye and consumers can quickly become antagonists in such a super-charged environment.

The immediate and public nature of this government commentary has led to a new focus for communication professionals. Activities within social media require constant scrutiny and demand quick responses by executive leadership

teams. Failure to monitor and react to what is going on in these venues can easily result in reputational damage and upset customers. Chief Communications Officers need to develop a close working relationship internally with government affairs, externally with industry associations, and ideally with the government itself via public affairs officers.

The Rise Of Industry Advocacy

Industry associations have long been a part of the communicator's arsenal, quietly influencing government activity behind the scenes on behalf of their members. Recent government regulations and activities have resulted in a greater need to connect within industries and partner with competitors. Issues of privacy for citizens vs. national security have led to a tension between government agencies and corporations.

The question of individual rights vs. public good was at the heart of Apple v. the Department of Justice last summer. The case centered on whether Apple should have aided the government in unlocking an iPhone owned by the assailant in an attack in San Bernardino, Calif. in 2015. Apple felt its responsibility to their consumers' right to privacy outweighed the desirability to aid the FBI in thwarting potential future attacks.

Trade groups, representing the thousands of software companies, smartphone makers, and network security firms were vocal in their opposition to aiding the investigation. They feared a precedent of providing the government a "back door key" into a personal technology device. Utilizing trade groups as spokesmen for the industry not only provided support for Apple,



but also allowed the attitudes and concerns of their competitors to be voiced without requiring corporate names be attached to either side of a dicey issue. Paramount during the entire standoff was avoiding consumer backlash as it was unclear on which side of the issue their customers would ultimately fall.

Collective trade association statements demonstrated the power of industry solidarity in combating government overreach and maintaining public understanding. They voiced support for ensuring safety for citizens, but highlighted the dangers in governmental power reaching into such a private area. Using these associations as a front, the technology industry voiced their opposition without singling out any other specific company, thus protecting their individual reputations and strengthening consumer's overall brand perceptions.

Connecting With Government

While partnering with industry

associations magnifies a company's voice, independently connecting with government public affairs officers allows for quieter, personal relationships. These can help provide protection against getting blindsided by government operations.

In 2010, BAE Systems, a major U.K. and U.S. aerospace and defense contractor, was charged with bribing country officials to secure military orders. Fortunately, the company's communications team was able to reach out to both governments' offices of public affairs, having partnered with those working internally on government affairs in the past. By being forewarned, they were provided enough time to craft a thoughtful response which helped minimize damage to the corporation's reputation. However, these cordial, professional relationships weren't established overnight. Although it took time to establish trust, these groups of communications professionals could work together even during an antagonistic period. BAE Systems was able to take the ethical and monetary whack with

minimum reputational damage and negative customer reaction.

Integration Within Your Organization

Everyone in an organization has a shared goal: advancing the organization's mission and maximizing the returns on that mission. This is best accomplished by strong coordination among all departments. It isn't easy. Often, you are battling against intra-organizational disputes. Still, if the shared goal is kept in mind, it is doable. A natural place to start is with marketing, communications, and internal government affairs. These teams should be able to work in concert, coordinating their messaging; increasing their impact. With luck, it can be an example for the rest of the organization. ■

Written by

Jin LinAssociate Director
@ Conversant

Jin Lin graduated from Northwestern Medill IMC in 2009. Currently, he is the Associate Director at Conversant, providing digital analytics solutions for clients to improve marketing efficiency. Before Conversant, Lin served as the analytics lead at Groupon and helped to build Groupon's CRM program.

Edited by **THOMAS NISSEN**

Changing How We See Data

Data visualization is an increasingly critical part of analytics in the field of marketing. As the most visible part of analytics, data visualization naturally receives the highest awareness level in organizations. It enables business stakeholders to identify trends and patterns from big data that often get lost in the clutter. Since my time at Medill IMC eight years ago, I've been working in the field of marketing analytics and I've seen data visualization evolve steadily. Let's look closer at some of the trends emerging in the ever-changing realm of data visualization.

Data novices and excel rookies rejoice: visualization tools are getting more user-friendly. Employers want their data teams to be able to perform ad hoc analyses by themselves, so the tools have become much more easy to use. Coding is not required in most cases, so inexperienced data analysts can jump right in. Most users still use Excel as their primary method for data visualization because its charting tool can be used at the same time as you manipulate your raw data. Additionally, although individual users are encouraged to perform data visualization, more and more companies are starting to assign data visualization to a dedicated

team to handle common problems and ensure a consistent style. Typically, these newly emerging data visualization teams are designated as the "business intelligence team."

Another trend I've noticed is that more data analysts are placing aggregated tables in databases. **Companies want to know how metrics are grouped by a multitude of dimensions.** Some data visualization tools can set up connections to databases directly so users can build data views easily and efficiently at any time. However, direct queries on raw data, especially at large scale, can cause a huge delay in performance. To solve this problem, database administrators have begun creating intermediate tables or final outputs stored within databases as buffers. These new tactics and trends are not without a financial commitment, however, and increasingly companies are more willing to invest in data visualization. The typical license fee for software is around one thousand dollars, but many companies are jumping at the opportunity to make the investment. As a result, employees can get access to the tools without pesky licensing hurdles or resorting to outdated software. Organizations then want to offer ample training opportunities

for their newly purchased tools. Typically, companies will put together training materials from various sources in a centralized location so employees can have easy access when needed. I've also witnessed companies begin to invite experts from vendors to give an onsite training on a regular basis to share data visualization best practices.

When shifting our view to academia, schools are also hosting more and more classes on data visualization. While these types of classes are usually intended for students from analytics-related programs, students from all concentrations are seeking out data visualization education. Whereas, previously, these topics had been blended with an introduction of an analytics tools, we're now seeing much more specialized workshops and classes. For example, Northwestern offers a data visualization course to any interested undergraduate or graduate students wishing to expand their horizons. Whether it's in the classroom or at the office, data visualization tools are evolving. Both the highly specialized tools themselves and the education required to use them are being proliferated and streamlined so anyone can pick it up quickly. For a truly well-rounded IMC experience, these tools are of the most important and they're only starting to gain momentum. ■

Written by

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Director, Marketing Sciences

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Matty Lin is responsible for building marketing sciences practices in multiple regions and leading cross-disciplinary teams focused on marketing performance analytics, measurement, brand consulting, and ad tech across channels at OMD, a global media agency that is part of Omnicom Media Group. Over his six-year tenure within various OMD agencies, Lin has worked with clients to customize media campaigns and improve business results.

Edited by **ALAINA MCEACHIN**

How Technology Revolutionized Marketing

While Marshall McLuhan's "medium is the message" still holds true in the modern world, how companies deliver and interact with customers has changed drastically over the past decade with the proliferation of social media, mobile devices, emerging commercial technologies, and multi-channel accessibility. To succeed in this ever-changing market, it's mission critical for businesses to adapt and innovate their marketing operation models and digital infrastructure.

When changes come fast and furious, the stakes are too high to sit still and ignore. As marketing professionals, being nimble and mastering both the art and the science of marketing has become essential and more important than ever before. The good old days of mass marketing that reaches millions of audience members once with the same messaging like we saw in "Mad Men" are long gone. With the advancement in technology and prevalence of the usage of data in marketing and advertising, brands and agencies have profoundly changed the way they approach media strategy and execution, audience insights, and even creative development over the past decade. Algorithms and machine learning propel the changes and create the

environment that marketing professionals live and breathe every day. From programmatic buying and real time bidding to marketing attribution and ad fraud detection, it's arguably the most significant driving force in modern advertising. Similar to the way Wall Street trades stocks, media and inventory have become commodities and the best decisions are often (if not always) driven by data and technology. We live in an era where billions of signals about customers are being collected and analyzed in seconds. Machines and data will tell you to which channels they have been exposed, what messages have the most impact on them, and who is more likely to react to your ads. Instead of the silo approach of media planning by media channel, DMPs (Data Management Platforms) provide marketers a singular view of the customer.

In the past, we thought machines were all about automation and efficiency while humans dictated the creative side of advertising. Now that's changing, too. My wife usually did most of the baby shopping online before my son was born. One day, she sent me a product page link from Pottery Barn Kids to get my opinion. For a week after clicking through that link, I was re-

targeted by several Pottery Barn Kids ads, with the exact crib we looked at in the picture. Our clicks, views, email messages, and online streaming history all become the bread crumbs we leave behind for marketers to find us and serve us with relevant messages.

While data scientists who can leverage machine learning technologies for advertising purposes are high in demand in recent years, this doesn't mean you can outsource your job to software. Hybrid models that leverage both technology and the human touch will free up the "Mad Men" to produce more innovative yet data-driven work. The key here is for marketers to integrate and use the left and right brain to succeed. As we learn more about data, consumer insights, and storytelling, integrated marketing does not only increase marketing efficiency, but also fuels growth in all disciplines – and in business in general. The firms that stand long and strong are usually the ones that have well-honed approaches and established organizational structures to adapt to and lead the innovations and changes. **When the only constant is change and the change is accelerating, to not be left behind, the question you should ask yourself is "Are you ready?" ■**



Written by

Scot Wheeler

Director, Consumer
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@ Peapod

Scot Wheeler is an Adjunct Lecturer in Integrated Marketing Communications at Northwestern University, where he teaches Digital Analytics. He is also the Director of Consumer Insights and Marketing Analytics at Peapod. Wheeler's book, "Architecting Experience: A Marketing Science and Digital Analytics Handbook for Optimized Digital Experience Delivery," was published by World Scientific in 2016.

Edited by **QIANYU XU**

Mastering Change Through Marketing Science

Addressing change has always been a key factor in marketing strategy; specifically recognizing and reacting to changes in competition (alternatives and substitutes), market demographics, cultural trends, consumer preferences, consumption habits and the methods and modes of communication with consumers.

Adapting to what drives performance in the delivery of consumer experiences (CX) takes rapid and intelligent development of people, process, and technology. This development involves applying a variety of scientific models and methods from the social sciences (sociology, anthropology, psychology, and economics), statistics, and engineering. Each company in a market has some level of development in the combination of these sciences into

a discipline that can be thought of as Marketing Science.

It is easy to look into many markets today and see a distribution of levels of adaption through Marketing Science to the volume, velocity, and variety of change in the marketing environment. Markets have a few innovators in customer experience out in one tail of the distribution, companies that are best amongst competitors at meeting user needs in a personalized way and without noticeable barriers. Markets also have laggards in the opposite tail, companies that still insist on doing it their way, with commodity offerings and hassles in the customer experience. [FIGURE 1]

The majority of most markets are still composed of incumbents delivering an average experience. However, the winds of change

blowing from the leading edge of each market are a powerful force to push what is average today into what is lagging tomorrow.

There's no perfect formula for creating a Marketing Science discipline to advance your firm toward the leading edge of CX delivery, but there are plenty of places to start. There's the way you think about data and analytics, the way the marketing team makes its decisions and does its work, and the technology that enables that work.

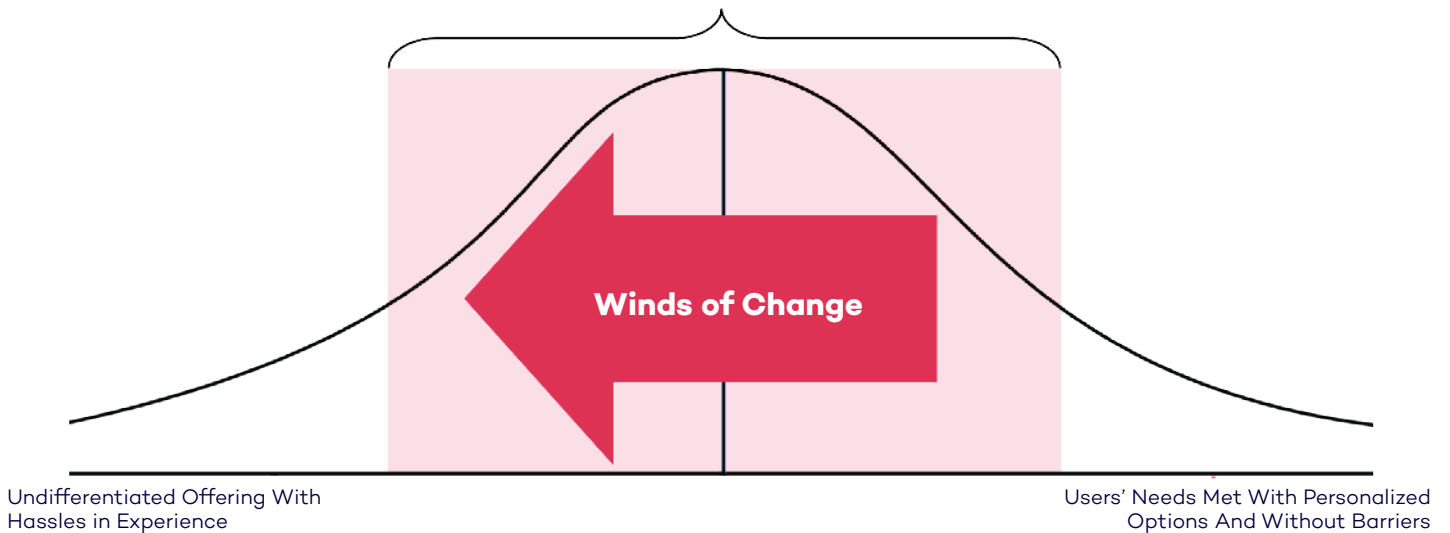
Data & Analytics

Many businesses' data is collected and organized by business function, with the record of each individual customer's interactions in these areas splintered across functional silos.

Data that is not connected to

FIGURE 1

YOU? SOMEWHERE ABOVE OR BELOW AVERAGE. MOVING WHICH WAY?



understand what happens within each stage of the experience and how each stage impacts the others is only telling part of the story. Building business advantage through CX innovation means having customer-centered data and insights that show where the experience can be most effectively optimized to produce consumer responses that deliver business results.

Marketing Management Processes

Our analytics and research should tell us what is causing issues for consumers across the journey and what can be done to improve engagement at each touchpoint, for each type of person. This understanding of barriers and motivations to engage with our brand is where the social science aspects of Marketing Science are applied.

With these insights, our management decision making processes must allow us to prioritize the benefit that will be accrued by each improvement, and the long-term (staffing and infrastructure) and short term (creative and

tech development hours) costs to attain it. With accurate predictions around expected benefits and clear understanding of expected costs, management can make informed decisions around CX optimization for competitive advantage.

However, this decision-making process must be nimble, making accuracy of predictions all the more important. Management must evolve and continually improve experience design and delivery processes to facilitate rapid development and ongoing measurement of optimized elements of the brand experience, from efforts to build awareness and consideration, through the purchase flow and into post-purchase retention and loyalty efforts.

Marketing Technology

The decision-making process is not the only aspect of marketing that needs to become more nimble to apply the benefits of Marketing Science. The process of effectively delivering the right content to the right person at the right time is critical to optimizing the digital experience, but is accomplished far

less often than it is talked about.

Programmatic marketing means using predictions in computer programs to decide at millisecond speed whether to buy an ad impression, which content to show in that impression, what call-to-action to serve on the website landing page, what promotional offer to show, or what email subject to use in follow-up to the last visit, all based on the computer's prediction of what creates the highest probability of producing the desired result.

So a key change required to effectively orchestrate programmatic marketing is the integration of content management systems, data, and predictive decision and targeting engines, with the array of channels where consumers interact with your brand, from paid media to the website to the call center. ■





INTERVIEWS

Tim Collins

Principal @ Grisdale Advisors

After a long career at Wells Fargo leading Sponsorship and Experiential, Brand and Digital Marketing, Tim Collins founded Grisdale Advisors, a boutique social media advisory firm for C-Suite executives.



Interview by **LAUREN MORRIS**

Sponsorship Strategy Development, Evolution Of Direct Marketing & Internal Acceptance Of Social Media

How did your passion for marketing grow into the industry of sponsorship and experiential marketing?

Early in my general marketing career, I was exposed to the marketing elements of what today is known as experiential marketing. As marketing spending continued to expand beyond traditional advertising, the need arose for more discipline in areas such as experiential. Given my prior experience, it was a natural evolution of my career.

For people who see a strong future in this field, what would your best words of advice be?

Agency experience early in your career is crucial. Junior agency folks work incredibly hard and pay is low. But the experience you will get across multiple industries and brands will pay dividends later. With experience across multiple industries, you will have more career options later.

Where do you see experiential marketing going within the next five years due to the constant innovation of digital and virtual marketing?

I think the lines are blurring, especially from an IMC standpoint. The digitization of experiential has meant that more brands are using experiential in their IMC campaigns. Often, it is the lead element. At some point, does experiential become just marketing?

What are some of the best examples of experiential marketing you've seen within the industry today?

That is such a subjective question, as there are so many variables ... objective, budget, audience, etc. There are so many interesting seasonal campaigns sprinkled around the calendar for everything from April Fool's to Halloween. From a bigger budget

standpoint, I thought the holiday focused Cheetos Store was a really fun and playful expression of the brand. It generated great buzz! Many initially thought it was a joke, but many of the items sold out in days.

Why is experiential marketing evolving so quickly today as opposed to 15 years ago?

Before, experiential marketing largely equaled events. Sponsorship marketing was often event and activation focused. They had a huge impact on the consumers who participated, but the scale was relatively small and cost per customer engagement was high, which is why experiential was seen more throughout B2B and affluent audiences – due to the expense. Mobile, social, and video changed everything. Events don't need to happen in physical space at all, as they can happen in social media or via mobile applications. Consequently, just about every major integrated campaign includes an experiential component.

With the dependence on digital scalability, experiential continues to change as technology changes. Every new technology and social network brings new opportunities. Digital assistants, such as Alexa, could be the latest experiential opportunity. ■



Kevin Radelet
Executive Director
@ Leukemia Research
Foundation

Kevin Radelet has served as the Executive Director of the Leukemia Research Foundation (LRF) since January 2004. His executive-level, nonprofit experience includes Board administration and support; program and service delivery; financial, tax, risk, and facilities management; human resources management; community and public relations; and fundraising. Previously, Radelet served ten years on staff at Special Olympics Illinois including seven years as Vice President of Marketing & Development. Prior to that, he worked for over a decade in the sports industry holding marketing, communications, and event management positions in the NBA, NFL, and with two private sports marketing agencies.

Interview by **KAITLYN THOMPSON & MARY FOX**

How A
Local
Non Profit
Leveraged
Changes In
Marketing
To Target
Its Audience

Tell us about your work at The Leukemia Research Foundation.

The Leukemia Research Foundation (LRF) was founded in 1946 when a 12-year-old was diagnosed with leukemia. At that time, there was no hope for a cure, and the family asked what they could do to help. Doctors suggested they raise money to fund research and they raised \$2,500 just by canning on the street. In many ways, 70 years later, we still operate with the same emotional spirit. We have 24 chapters and seven paid employees. The LRF has grown into a four-star charity. Our mission is dedicated to conquering all blood cancers by funding research into their causes and cures, and enriching the lives of those touched by this disease.

What is your marketing strategy and do you find you have enough resources to achieve your marketing goals?

The LRF has three major goals: to fund worldwide medical research; to provide a need-based patient financial assistance program; and to educate patients and families. From a marketing standpoint, the most difficult component of our organization is to raise money so we can continue to support the mission we serve.

We are trying to engage supporters from multiple demographic groups, with ages anywhere from their teens to 70 years old. Making medical research tangible to people is difficult, and relating to people at so many different life stages is equally tough. We rely heavily on graphics, research advances, and storytelling to get our message out there. For example, for all types of leukemia combined, the five-year survival rate is now about 50% and nearly 90% for childhood leukemia. In 1946, there was no hope for survival. This great progress is made possible, in part,

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because organizations like ours donate money to research. But, people don't understand it is a long process and it takes time.

In the last five years, technology has changed the digital landscape. Has technology changed your outreach strategy?

Digital has changed everything we do. We recently maximized our website for digital and made it mobile-friendly. We used to send out a print newsletter – now, it's completely online. We have a digital database of supporters and new technology is helping us create better relationships with them. We are also active with social media, posting a few times a week about survival stories, facts, and research in the field.

Do you think nonprofits and the Leukemia Research Foundation in particular need to adjust their strategies to stand out in today's constantly changing environment? How?

There is absolutely a need for nonprofits to change. The state of Illinois is home to more than 100,000 nonprofit organizations. Shrinking government aid is a huge

challenge that many nonprofits have faced. Nonprofits need to make their branding message clear and concise so it's easy for supporters to find them. It would be great to find a PR agency who can help us on a pro bono basis! I think nonprofits also need to be adaptable and ready to pounce on new opportunities.

What are the biggest challenges you face today that have been initiated by changes in your beneficiaries, technologies, resources, or other factors?

It's a fast-paced world. The need for prompt attention to content marketing in our organization is an overwhelming task. We only have seven full-time people on staff, and everyone does a bit of marketing in their roles. We are always questioning the impact of the efforts. For example, acquiring, managing, and updating simple email addresses is a constant challenge. Then, we need to segment who is receiving what messages from us. A patient receives different communication than a donor would. Next, we need to carefully manage and juggle the frequency of our messaging so we don't send too much that leads to fatigue and supporters opting out.

There are a lot of things we would like to do, but both personnel and funding capacity is limited.

What would you recommend students interested in working in marketing communications for a nonprofit need to pay attention to, today, that they maybe didn't have to five years ago?

If students want to go into nonprofit work, first and foremost they have to be passionate about whatever cause they get involved in. If you're not, donors and supporters will see right through you. Nonprofit is just a tax code, not a way of doing business – the same challenges that exist in the for-profit world exist here. You have to be ready and adaptive to change, wear many hats, and stay on top of ever-emerging changes on the digital landscape. If you don't like change and can't tolerate pressure, the nonprofit world is not for you. ■



Cecilia Zheng Program Manager @ Immerex Virtual Reality (VR)

Cecilia Zheng is a tech-savvy, bilingual technical writer, designer, and experienced PR and digital marketing professional with strong interest in technical communication, UI design, and programming. After graduating from Carnegie Mellon University with a Master's in Professional Writing, she worked at Oracle as Information Developer/ Technical Writer. Zheng is a tech storyteller, leveraging strategic writing and design to put engineering ideals into daily reality. She is devoted to creating the best experience for users by always putting customers first. Zheng currently works at Immerex VR as a product manager. The technology world is always adventurous for her.

Interview by **NANCY DENG**

Technology Influence In Marketing

What is a typical day in the life of Cecilia at Immerex VR?

As a program manager for the official website at Immerex VR, my basic work is majorly about communication and user experience (UX) design. For communications, I need to redesign and optimize the website [to be more user-friendly and look more professional]. I need to communicate a lot with programmers, UX designers, and business departments. I have to make sure the website can cater to our business needs to achieve sales goals as well as create an enjoyable, useful, and smooth customer journey.

How can marketers use Immerex VR elements to promote a product or brand?

In terms of marketing, we know VR has a wide range of usage. For example, some realtors will use VR to guide people through

a home so people don't need to go to the house in person. They can wear a VR headset to have the same feeling of experiencing the house. Also, in some tourism industries, VR has been used as a tool for people to gain a general understanding of historical sites. In a lot of industries, VR has already been used for some commercial purposes. Currently, VR is still at a very early stage, so it's not widely used by marketers. It has huge potential, but, for some reason, marketers feel afraid to use it and explore all its benefits. I am sure this will change very soon.

What are the strengths and weaknesses of VR marketing?

The strength: VR equals pioneering. VR adds color to industries and draws people's attention. For example, in Silicon Valley and many other cities, people who have a strong interest in technology usually live in a higher social status, and usually



earn a higher income. So we see it can actually attract some high-quality customers to this industry. The weakness: VR is very expensive. It is still in a very early stage and it still needs to attract more early adopters. It may not be easy for industries to use VR because of the high cost and also because of the low accessibility to most people.

What kind of talent does Immerex VR look for, especially for positions in marketing communications?

Basically, we are looking for people with strong communication skills and technical aptitudes, or at least some Internet and VR technology background; like how to track VR, for example. In terms of communication skills, they need to speak, interpret, and understand the technology language and terms in order to translate them to a simpler format that can be communicated to people outside the field.

Besides VR, what other new technologies will be leading us in the next 10 years?

I think AI (Artificial Intelligence), would definitely be the leading one. We can see currently there are

huge developments in AI, especially conversational interfacing with robots. Especially Alpha Go, which marks huge progress for deep learning. It can beat human intelligence. I do think AI has great potential.

What can traditional industries do to catch up with new technology development?

I feel like some traditional industries might be steadily disappearing because of tech. For example, manufacturing industries might become automated, fully digitalized, because of AI and industrialization 4.0, eliminating the need for a large amount of people. Also, education might be a very steady industry, but some education assets might be replaced by digital platforms.

As a tech expert, do you have any suggestions for recent marketing graduates for their career developments?

My suggestions for most of marketers in the tech area would be to learn different kinds of skills while focusing on one. Currently, there are many unicorn companies hiring full-stack marketers which means marketers should not merely study a lot of business ideas, they

need to understand a bit of other areas. For example, if you want to do something in VR, you don't need to code, but at least try VR and know some basic knowledge related to VR. Otherwise, if you only know some business knowledge, it will take a while to get used to the tech culture.

My ultimate suggestion to students who want to pursue a career in technology and VR is that first they need to become experts in that particular industry. Meaning, they need to know every term, to be able to explain it to clients in the future. Start reaching out to different Internet resources, like different forums and education resources, and learn more and more about them. Get a general understanding of coding and try to practice talking to others about the industry. That will help a lot. ■



Srividya Sridharan
 VP, Research Director
 Serving Customer Insights
 Professionals
 @ Forrester Research

Srividya Sridharan has over ten years' experience in marketing and customer analytics, product management, marketing management, and business analysis both on the client and agency side. At Forrester, she leads a team of analysts focusing on helping businesses collect, manage, analyze, and apply customer data to win, serve, and retain customers. Specifically, her team focuses on advanced analytics, business intelligence, Big Data, and the role of privacy in marketing. Sridharan holds an MS in Integrated Marketing Communications with a specialization in customer and marketing analytics from Northwestern University, and an MBA from India.

Interview by **NUPOOR DESAI**

The Path To Understanding People & Patterns

While some marketers are intrigued by algorithms and the promise of Big Data, others continue to rely on small data sources to uncover unmet customer needs. Both approaches in isolation have some inherent challenges. This interview with Srividya Sridharan, VP at Forrester Research, highlights how marketers must close the gap between different types of customer insights and action, and why and how they should balance quantitative and qualitative methods for customer understanding.

What is the most interesting part about customer analytics for you?

Customer analytics allows firms to analyze data to optimize customer decisions and use the analytical insight to design customer-focused programs and

initiatives that drive acquisition, retention, cross-sell/upsell, loyalty, personalization, and contextual marketing. The most interesting part about customer analytics from my perspective is that it is not just an analytical approach to make marketers smarter about their customers, but also an enterprise capability that can help in other areas – such as improving operational excellence, customer experience, and satisfaction – and help the enterprise as a whole get smarter about their customers.

There is a lot of hype around Big Data. Can you explain how much information is actually useful to marketers to understand the important customer needs?

Enterprises are barely scratching the surface with the data they do have at their disposal, let alone tapping into the potential of Big Data. While we see many companies have made significant

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investments in building data lakes and investing in Hadoop (an open-source software framework used for distributed storage and processing of Big Data through programming models), the ROI from these investments is still hard to prove and the general level of satisfaction with analytics is not high. So it's not about Big Data, but the "right" data that gets converted into insights that feed business action. Marketers still need basic information about customer interactions via various channels to match cross-device behavior – which are some building blocks of customer insights.

Which part of Big Data is the most intriguing?

The reason the promise of Big Data is talked about a lot is because of all the signals in unstructured data. But marketers have chosen to focus on patterns in Big Data versus understanding people behind patterns. We now want to quantify, measure, and predict everything in marketing because we have the data. Here's the caveat: while Big Data produces more patterns, it also produces much more noise than signal. More correlations and patterns without causation will lead to an illusion of reality. Marketers are focusing on tangible things like purchase history, channel preferences, propensities, and campaign responses and not abstract things like values, perceptions, motivations, emotions, and context – what we used to do when marketers were once "Mad Men" and not "Math Men."

In your opinion, what type of data is more useful?

No one type of data is more useful than the other. Companies must rely on mixed methods, multi-sourced data, to triangulate customer insights (e.g., using Big Data in combination with small

data). Combine both human and machine generated insights so that you are focusing on both the tangible and the intangible dimensions of customer behavior. For instance, a very large insurance company combines experience design and UX research with Big Data analysis of call center transcripts to get to the customer context during call center conversations, which helped them redesign their IVR process. An online retailer combines the expertise of fashion consultants with their recommendation engines to validate the recommendation they make for their customers.

How can marketers strike a balance to achieve a proper customer understanding?

A couple of tools can help break down barriers between quantitative and qualitative methods to achieve a deeper understanding of customers. While none of these tools can stand in isolation, they start to force the convergence of pattern understanding with the people understanding.

- Customer journey analytics is an emerging analytics practice that combines quantitative and qualitative data to analyze customer behaviors and motivations across touchpoints. This quantifies qualitative journeys that you may have already mapped out with your customer journey mapping efforts.
- Text analytics can unlock emotional cues in unstructured data. You can use very structured, advanced natural language processing techniques to understand language in textual data from social media or call center transcripts of voice or customer feedback surveys.

- Emotion measurement quantifies and reveals context of customer behavior by pinpointing their emotions. It involves speech analytics, text analytics, and facial emotion analysis.

How can the gap between the available insight and action to be taken be minimized?

You can't just buy a bunch of marketing technologies and analytics software and hope it will be used effectively. It is important that organizational, process, and cultural transformation embed customer insights into the fabric of decision-making. This "insights-to-execution" loop should consist of learning and optimization processes that feed back the learnings from how the insight was applied. Your customer insights center of excellence should be responsible for executing this process to help their companies become insights-driven. ■



Randy Hlavac

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Mobile Marketing
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Randy Hlavac is an expert in helping companies design, develop, and integrate social marketing programs into their market mix. He is the Director of the OmniChannel Initiative, a partnership with IBM to explore how business will be conducted in the new digital marketplace. They are leading a multi-college effort to build the Library of the Future using Machine-Learning [AI] systems. His book, "Social IMC – Social Strategies with Bottom-line ROI," is used by business leaders and colleges worldwide to develop the best social strategies to build high value markets. Hlavac also created a Social Media Marketing specialization with Coursera.

Interview by **ALEXANDRA GONZALEZ**

The Four Revolutions Which Transformed Marketing

Can you describe the first three revolutions of marketing?

MASS MARKETING. Most of the tracking used to be indirect in that we would run an ad on a TV show and then if, a week later or few days later, we saw a sales blip happen, we would assume that the advertising caused the blip.

The second revolution came as we moved to *DIRECT MARKETING*. We began to collect meaningful data we could use for marketing. When I first started, we got census tapes at the zip code level and we thought: "Wow, census data at the zip. What could be better than that?", but then we began to evolve into marketing databases and collecting individual level data.

In the *INTEGRATED MARKETING* revolution, we began to ask, "how do we put everything together to build an omni-channel view, or transmedia communications view, of our markets?" and "how can we best build a relationship with those markets?" We had both data and analytics firepower, as well as the creative sophistication, to really tailor messages and relationships to people. The Integrated Marketing revolution went all the way through to the initial explosion of social and mobile and to the current movement toward more real-time systems.

What can be considered the fourth revolution of marketing?

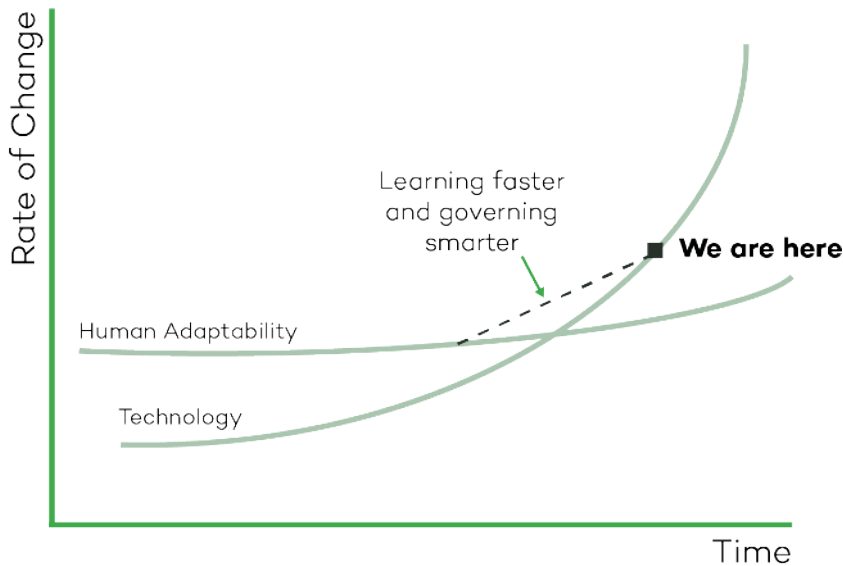
MARKETING AUTOMATION. We are now at the point where there are technologies that will allow us to move faster than a human can move in building a relationship or taking advantage of an opportunity afforded by social. In the third marketing revolution, we essentially programmed machines to do things and had them give us algorithms and tools to help us market. In the fourth revolution, the machines will begin to do that for themselves.

What are some examples of the fourth revolution in business and marketing practices?

One example is programmatic marketing. Someone is doing a search on machine learning systems. One system says "here's who they are" and the other says "here's some advertising content we can put together."

FIGURE 1 - Credit: Thomas Friedman

FRIEDMAN ACCELERATION



They go through two high speed negotiations, figure out the best message, tailor it to you, and put it into your search engine results in three-tenths of a second. Another example would be robo-investors. You can talk to a machine and tell it your investment goals and it will ask you relevant questions and come back with a recommended investment portfolio. The next one would be artificial intelligence (AI) and machine learning systems. We see them in businesses helping to take over some of the more mundane customer service functions, but also beginning to do much more sophisticated analysis of our databases, of relationships, and even to aid us in doing one-to-one marketing on social.

How fast are professionals adapting to technology?

I had the opportunity to speak last October at the World of Watson and one of the speakers there was Thomas L. Friedman (New York Times columnist who covers changes in technology, the environment, and society). One of the things he talked about is that there was a major foundational shift that started in 2007. At

that point, technology was in a “hockey stick” acceleration to the point where, if you look at it over time, our ability as humans to use technology raises at a very steady pace. However, the “hockey stick” acceleration of technology reaches a point where it is now leading our ability to adapt to new technologies. We’re adapting as fast as we can, but there’s a huge amount of technology ahead of us and we need to learn what these new technologies can give us and figure out how we can put them into our organization. [FIGURE 1]

How are these new technology-driven systems affecting social media and how people interact with it?

One of the things that’s happening is that we are now moving toward real-time engagement. IBM talks about how we are shifting from DAR (Data at Rest, analyzing people’s past behaviors) to DIM (Data in Motion, real-time technology allowing us to identify crises before they happen). This helps us get a deep understanding of what’s happening throughout the social pyramid. It allows us to really get deep as to

what people are talking about, what communities they’re forming, and what they’re concerned with. One of the hottest things in social media for businesses is having a war room. War rooms are great places where analysts can sit with content curators and watch real time activity and engage with people in the moment.

Is there going to be a fifth revolution?

It’s here right now and is called the *REFERRAL ECONOMY*. If you think about some of the newest technologies that are out there, like Amazon Echo and Google Home, which give us the ability to talk to a box that remembers what we said and answers, these kinds of technologies can help us in our lives. I think the fifth revolution is a point where the machines step in between the business and consumer.

One of the other examples I use is a system called Viv. It integrates all your smartphone apps and answers any questions you have. The amazing part is that it does that in a fraction of a second and what it’s doing is writing the code as it goes to answer whatever questions you have. What I really think is key for the future is networking and keeping up with thought leaders and thinking about the new technologies regarding how they’re going to, or how they could, impact marketing as we rely more and more on machines. That has the potential to decouple us from the customers and prospects we want to develop relationships with, which could lead to some interesting situations as we move forward. Technology is not going to stop. It is just going to keep going. We need to learn how to best use it. ■



Maia Dunkel

Executive
Group Director
@ Ogilvy & Mather

Maia Dunkel currently runs the BP Fuels business for North America. With nearly two decades of Account Management experience working on top global brands, she began her career at Ogilvy New York where she helped establish winning propositions for Kimberly-Clark's Child Care brands. Dunkel has worked at multiple agencies and spends most of her time helping her clients establish unique positioning in often cluttered categories. She often acts as an integrated agency brand bringing multiple disciplines together to work as one team.

Interview by **VICTOR YAKOLVEV**

An Outlook Into The Agency's Future

Maia Dunkel has worked for Ogilvy & Mather for over ten years in account management and client service. She is the first point of contact in the agency for clients and coordinates the functions of all departments: strategic planning, creative, production, and media. In this interview, Maia will transport us into the agency world and offer her outlook for the future.

What do you think might significantly change about advertising in the next five years?

Running a business is just not the same as it has been and there have been hugely significant changes in the past five years since I relocated to Chicago. We see less and less traditional media plans; a new media platform emerges practically weekly. We need to think about how we

approach our client's marketing differently. I can't predict exactly what things will look like, but it's definitely not the traditional radio spot, TV spot, banner ad, or website update; that's just "block and tackle" advertising for many clients now. For some businesses, these are still relevant, but we are now thinking very differently. What does a company want to stand for and how can they activate against it? The latest Morton Salt initiative, a collaboration with OK Go, is a great example of what brands should be doing more of that resonate.

Do you think that agency work is in danger due to the constantly changing marketing world?

Yes and no. Agencies will be in danger if they don't change to meet the client's needs and expectations. You need great Creatives who can think differently, but — more importantly

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— the model needs to change so Creatives can do their best work. How do we really support them so that the makers can do the making and not get stopped or blocked by internal processes? Operationally, “we” are moving too slow. Some are better than others, but it is company leaders’ jobs to evolve. We need to be more nimble and also get rid of all the barriers that cause delays: scoping, budgets, old timelines... these are some of the things that slow us down.

Established clients need to change, too. We need to set ourselves up so, when the Creatives have an idea (and the client loves it), we can execute fast and well. I think that is the most important thing. Everything is on-demand and NOW. If we — both client and agency — can bend, I think we’ll be okay. That trusted partnership can generate amazing things!

Could you talk about your clients and what keeps them up at night?

The most common issue or worry I see is when they believe they don’t have anything new to talk about, nothing innovative in the pipeline to tout. They worry

if they don’t have anything new that can ‘beat the competition’ they will fall to the wayside. But agencies see this as a beautiful opportunity because we are forced to communicate in a different way. We can speak on a higher, more emotional level about the brand. We love this kind of challenge and, usually, the result is better work that delivers better results in terms of brand affinity and purchase intent. It’s what we call a “happy constraint.”

What is your opinion about AI and automation, and how this might affect the industry?

Initially my reaction to this is: “Oh, great. No one is going to have a job and AI will take over.” Of course, this is not true. Having tools like AI is going to make us more informed and give us more data. But what do you do with that data? At the end of the day, advertising and brand communication need to stay in the emotional space so we’re always going to need creative thinkers.

What would you recommend students pay attention to that might be useful in their future careers?

If you are going to be in marketing and advertising, it is really important to pay attention to what is going on in the world: read the paper, read books, watch TV. Know politics and what is going on in the non-profit world. People are really looking for brands that can leverage current events or the current state-of-mind, find a unique place to live, and be relevant within that place.

Brands need to stand for something and, if you can marry that up with a value that is important to people, your brand is going to mean a lot more. But it should not be fake. It should be authentic. Everyone can smell a fake sentiment and that will be detrimental. What is a social zeitgeist you can push up against? We need to think more psychographically versus demographically. This is not a new concept, but an all-important one. ■



Tony Poidomani
Lecturer: IMC Finance
@ Northwestern
Medill IMC

Tony Poidomani is a Lecturer of Financial Accounting in the Northwestern Medill IMC Graduate Program. Poidomani is currently the CFO of the Council of Supply Chain Management Professionals, the leading association for advancing, educating, and connecting leaders in supply chain activities. Poidomani currently delivers corporate workshops on financial fundamentals, working capital optimization, and strategy and planning.

Interview by **KAREN JAHNCKE**

Pop-Up Stores & The Role They Play In The Retail World

How has the retail world changed in the last few years?

To explain the background of retail, let me take you back to 1994 when Amazon was first created, because that was a watershed moment for all kinds of commerce. During that same period of time, eBay and a few other ecommerce platforms were also developed. Internet was the protagonist in making possible these major changes; what it has built out over the last 20 years has been about communications.

When you have this driving digital age of commerce coming to maturity and communications coming to maturity, you have an evolving retail world of mobility, of choice, of consumers doing a lot more empowered shopping.

What is a pop-up store and how does it fit in the retail world?

A pop-up store is a retail enterprise that has decided to move out of the structure that it has for its basic business and bring it on the road. Think of a Halloween store or a Monday Night Football, for example. These are events and retail experiences that are out of the normal realm of delivery. Stores take their assets, their brands, their technology and they put them in new venues for a specific period of time.

A pop-up store could be a food truck, for example, because it can pull up in downtown Chicago and sell lobster during the weekend. It is where supply meets demand, but in a special kind of way... think serendipity. Think about a unique opportunity. Kanye West has a pop-up called Pablo. It stays in existence for three days: it comes

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into a physical existence with 30 people who work for him, five iPads for transactions, and 12 items for sale. This gathers communities of people who cluster around the unique ability to buy his branded products. A pop-up store also exists because of seasonality and during short cycles. There is a utilitarian aspect that makes its economics work, as well as the branding strategy. They come up. They're efficient in coming up. They transact. And then they go back down.

What is the role of branding and marketing in pop-up store equity?

The pop-up is really a unique opportunity for brands to extend themselves, but not in a price proposition fashion, more in a customer intimate fashion. It's building upon the relationship that you already have. As the brand extends itself out into the arena, you've got to be careful that it's not a tent sale. That it is not an opportunity for a bulk buy. It is more of a unique situation where there might be a new product launch... where they're trying to move the consumer further into the brand at the right point in time.

How should this business attract and excite current and potential customers?

It is really important that the brand communications extend themselves to that awareness, but to not over market. There is always a crowdsourcing angle to it, but there is also a frenzy angle to it. There is a fine line between how you reach consumers and how to reach them in a special situation; and that word serendipity comes up again. How does it become unique? Where these pop-ups are located, in more urban areas or malls or heavy traffic areas, you almost want to stumble upon them. Some of the traffic that is

derived from a pop-up is the pure pop-up nature of it. People aren't expecting to see what's going on there and that ability to surprise people turns into a commerce transaction. There is something to buy. There is something to draw you into the brand.



How does communications work in pop-up stores?

The communication expansion in tools and linkages has created micro communities. The consumer perception is basically built out of a local groundswell of opportunities to join in on something that has stumbled upon. Think about it as you come out of a restaurant that is located in a mall area and there is a pop-up store with a lot of traffic around it. You stumble upon it and you quickly text your friends with your smartphone to tell them about this sale, which kind of rallies on your local base. Social media is a real traffic generator to people you know and has the ability to

generate little trusted inner circles. It creates almost traffic clusters of like-minded people, which is really where the brand wants to get to. All the folks around that pop-up store have similar attributes.

What was the consumer's perception of a pop-up store before this era?

I think a pop-up felt more like a clearance. It felt more like an overstock situation and more of a buying opportunity that's price related. I've been part of a company that used to have a summer sale of overstock. It was a premium brand, but it was okay because they had a summer tent sale that they rallied around. It was a pop-up, but it had a tent-minded price sensitive feel to it. Today's pop-up is more intimate, unique, and less price conscious. There is the brand extension from the folks delivering the pop-up and there is a consumer experience that is unique.

How is technology influencing pop-up store development?

To make a pop-up come to life, there are a lot of moving parts involved. The whole ability to put the supply chain to work, to make sure the products and the merchandise are there, that the brand presence is highlighted, that customers will have a pleasant retail experience, that the advertising is out there, managing the costs correctly, etc. The good news is technology helps with almost everything and makes all of that come together uniquely. All the technology coming together makes a pop-up more effective. ■



Ed Cerier

Marketing Manager
@ Nexstar Network

Ed Cerier is the Marketing Manager for Nexstar Network, a member-owned organization that provides business networking opportunities through business training classes and leadership events. Cerier draws on his experience as an award-winning New York advertising executive to create plug-and-play ad campaigns and marketing kits. He's also a gifted coach and trainer, and works with Nexstar members to craft and implement customized, effective marketing plans and tactics. Cerier has co-written three trade-specific marketing guides that help Nexstar members with every aspect of their marketing.

Interview by **AMMI WHITE**

Time Tested Marketing: Changes Over Time & How New Field Entrants Can Prepare For Them

What nuances have marked the changes you have witnessed in marketing over the years?

I would think about the changes in “each of my little worlds.” In advertising, which I got into in the mid-80s, it was all about television, probably some radio. In the late 90s, it was broadening; the internet didn’t exist yet for all intents and purposes. Agencies were broadening and taking on promotions and public relations, trying to be more things to more people and, of course, an agency today is so much more and a lot of them are very specialized. Then you look at the academic world which has changed because so much of it has gone online. Now, I’ve been at Nexstar for 11 years and this world is changing, too. The easiest way to think about it is we help people who, for the most part, grew up with tools in their hands to become businessmen.

The other big thing that we do now that wasn’t at all part of someone’s marketing program is direct mail. Direct mail is so critically important in this business to stay in touch with current customers because those are always going to be your best customers, the people that already know you, like you, and trust you. Change is always hard; you have to learn to be an expert in the change so that you can coach and teach others. Most of these things are not really hard to learn at the outset, but it’s that, once you think you understand it, then it changes again, and it changes again, and it keeps changing.

What were some of the biggest changes you have experienced at Nexstar?

I would say there were two big changes at Nexstar. One is, when you start with a totally new industry like this, there’s a whole

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new set of marketing tools that one might have to learn. I did find a few conferences and I developed my own ideas; hopefully you keep an open mind and you keep learning. The second big change was the internet. Social media, I couldn't understand that at all. I resisted it, I didn't understand it, I didn't think it made sense, it didn't feel right to me. But you've got to keep an eye on it, you've got to keep an open mind in marketing because things will constantly change on you. So, we kept that open mind and, all of a sudden, we realized we needed to use [social media].

What are the differences between advertising and marketing and how has marketing evolved into Integrated Marketing Communications?

Sometimes I ask that myself, what is advertising anymore? Today, I think that term is probably used a lot more loosely. When I was in school, marketing was broadly defined as all these things: packaging, promotion, and the product itself. And today, for my

world, I don't know that it's really changed all that much. When you market, you're communicating things. In traditional media, let's say you're communicating you exist, you're creating brand awareness and what makes your company different and better. Anything that could harm or improve your brand, to me, is marketing.

Do you think there's a stronger emphasis on brands and branding now than previously? How has it evolved over time?

I believe that, at its core, if we still trust Johnson & Johnson, then Johnson & Johnson's products and their new products have a head start over a company that we don't know and doesn't have a strong, positive brand image in our minds.

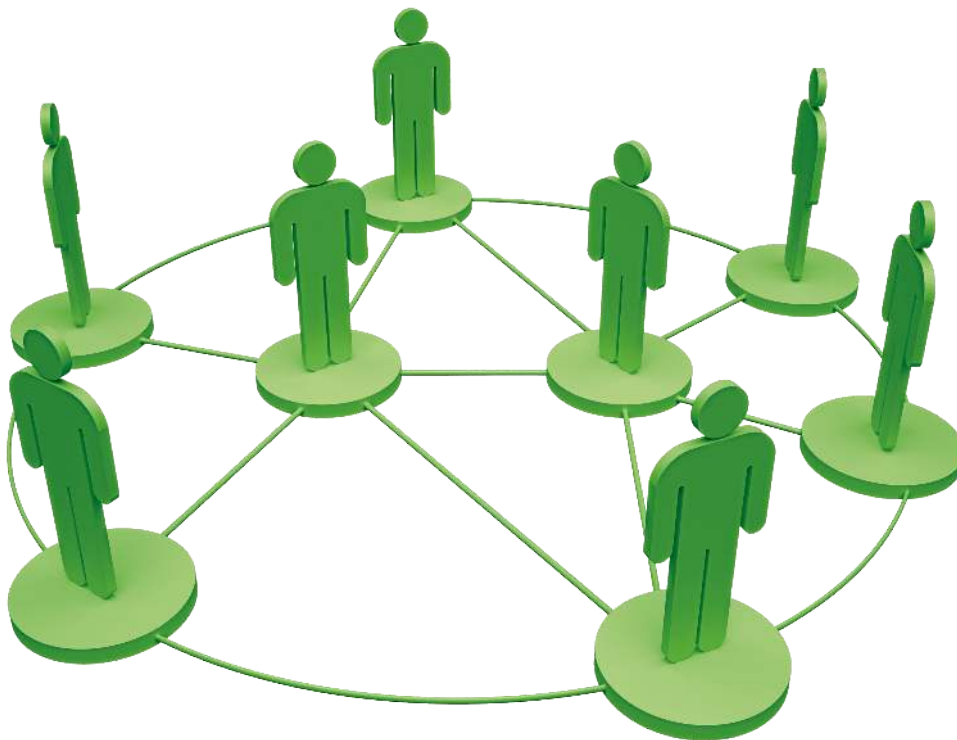
Since you've been at Nexstar, how do you push yourself and your clients to stay at the forefront and move forward and change with, or ahead of, the times?

I read a lot: two newspapers a day and a lot of magazines, general

interest magazines like TIME, but I think about marketing all day. I never give myself the illusion that I'm done thinking about anything. Keep thinking, keep challenging yourself, keep letting people teach you. When you learn something new, it sometimes feels like, "I should've known that because I'm an expert, they're paying me to be an expert," but that is okay. Somebody else is an expert, too; let them teach you and you teach each other and, together, maybe you figure out something better.

What would you tell students about finding a job in the marketing field?

I think even more so today than when I was starting out, the world is about networking. When you figure out what you want to do and where you want to do it, you've just got to get out there and talk to people. So, I would say those two things primarily: read a lot, subscribe to some marketing journals that are specific to different areas and then just start interviewing with people. As a student or young professional, I think you need to keep an open mind; that you don't have to get it right and, if it isn't right, don't force it. For me, book publishing wasn't right. I don't know anybody that is still at the same company, or even necessarily the same industry, where they started and that is okay. ■





RESEARCH

Written by

Martin Block

Professor @ Northwestern Medill IMC

Martin Block is a professor in the Northwestern Medill IMC program, teaching a variety of graduate level marketing classes. Block received his BA, MA, and PhD from Michigan State University. When he was a professor and chairperson at Michigan State University, he founded ELRA, an organization specializing in cable television industry research. Block has also done consulting projects for companies including IBM and Visa International.

Edited by **ZOE LIU**

Online Retail Bonding

Currently, we are conducting a study on customer data from GameStop, a global retailer of multichannel video games, consumer electronics, and wireless services. GameStop has its own established loyalty program, PowerUp Rewards, that tracks and works for both online and offline purchases. Through analysis of GameStop's online and offline customer data, this study aims to examine the relationship between online and offline purchases for the same retailer and how this relationship influences customers' shopping and purchasing behaviors.

With the exponential growth of ecommerce and the online retailer giant Amazon, many retailers today face unprecedented challenges to retain and attract customers at physical stores. At the same time, many retailers are also devoted to development of their own online business divisions to capitalize on the macro trend of digitalization, yet they often struggle to create an effective synergy between the online and offline departments. The typical situation is that a traditional retailer builds its separate online business division somewhere in California, far away from its headquarters. With completely different management teams and little affiliation, the online and offline departments often

compete with each other, resulting in cannibalization of physical store sales, and fail to create an integrated and cohesive network that can provide customers with seamless service and experience online and offline.

At IMC, we believe that businesses and brands should commit to building integrated marketing communications with customers via different channels. Whether it is loyalty programs, customer service, or the shopping experience, cohesive and consistent communications via various touch points is the key to successful brand building. From the GameStop data, we identified four different customer groups with distinctive characteristics:

1. Non-PowerUp Users. These customers are not registered in the PowerUp Rewards program. They are considered as the baseline group in the study.

2. PowerUp Users. PowerUp Rewards members constitute around 2/3 of the entire GameStop customer population. Their average spending per visit (online or offline) is twice as much as non-PowerUp users.

3. Online Only Users. This group consists of customers who have only made purchases online. They could be PowerUp or non-

PowerUp users. Online only users' average spending per transaction is much less than customers who visit stores. Also, they often only purchase one to two items per transaction.

4. Omnichannel Users. This group is customers who are PowerUp users and purchase from both the online shop and offline store. Their online and offline spending is significantly higher than other groups: four times as much as Non-PowerUp Users and twice as much as PowerUp Users.

Based on our analysis, we have found that loyalty program membership is positively correlated with store visit frequency. Moreover, online store could potentially magnify the effectiveness of loyalty programs and increase customer spending. From the mobile user data, we have also found that customers typically have shorter interactions on mobile devices. According to our findings, we believe it is critical for retailers to have a cohesive system of online shops, offline stores, and loyalty or rewards programs that provides seamless shopping experience to customers across all channels and touch points. For the next phase of our study, we hope to dig deeper into the dynamic relationship between online and offline shopping and purchasing behaviors, and in particular the role that loyalty programs play in today's digitalized retailer world. ■



Written by

Judy Franks

Lecturer @

Northwestern Medill IMC

Northwestern Medill IMC Lecturer Judy Franks joined the IMC faculty in 2008, following 23 years in various media and creative strategy roles in Chicago's leading advertising agencies. Franks teaches media courses across all IMC programs and, in 2016, she was named "2016 Teacher of the Year" by the MSIMC student body. Franks' book, "Media: From Chaos to Clarity" is widely used across industry and academic sectors.

Edited by **ARWEN HAO LI**

The Changing Face Of Television

Television has been a cornerstone of our popular culture, our living rooms, and our marketing plans for decades. Some pundits suggest that the television era is behind us as we enter the age of digital media. Is this really the case? Or is our traditional view of what is television outdated? We researched this issue and the findings suggest that television has evolved far beyond our traditional definition of the medium. Television is alive and well; rather, it's the old labels that we apply to television and how we define television viewing that have become obsolete.

First and foremost, what is "television"? What do we mean when we say, "I'm watching television"? Only half of all adults refer to "sitting in front of a television set" when they claim to be watching TV. The other half mean something else: they are either watching TV on any screen

device that happens to be available to them, or they no longer use the phrase, "I am watching television" at all. For these respondents, the screen is irrelevant and they refer solely to the content that they are viewing. And, when we look specifically at millennials aged 18-24, we find that these shifting labels are even more pronounced. An equal number of adults 18-24 refer to television as "any screen available" as those who still think of television as that large screen device that is plugged into the wall. [FIGURE 1]

Given all these different screens that now qualify as television, it's not at all surprising that audiences have taken matters into their own hands and they now view television content on the most convenient device available and on their own schedule. According to survey findings, adults are now 1.5X more likely to be time-shifters than appointment viewers who tune

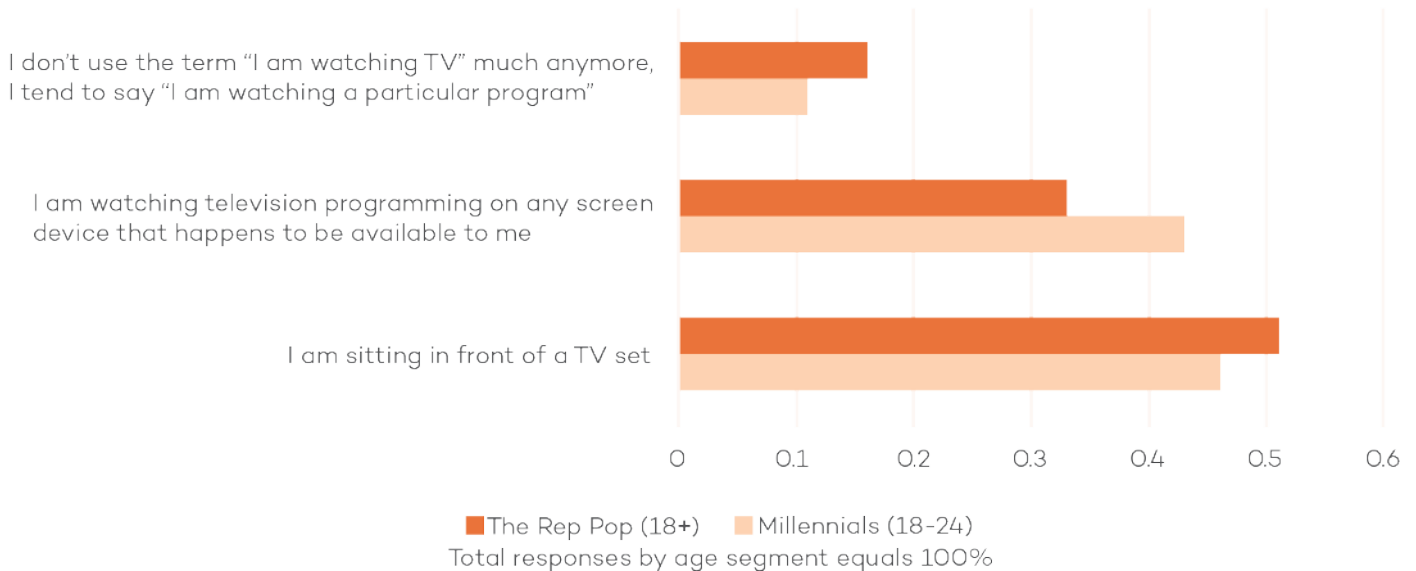
in for their favorite shows when the broadcaster schedules them. The regular program schedule set by the broadcaster really doesn't matter much anymore. Does this mean that live viewing has gone completely away? No, but live viewing tends to be concentrated around "event" programming such as award shows, marquee sporting events, news, and/or finales of popular reality TV franchises as opposed to regularly scheduled fare. Nearly 43% of adults will still often or always tune in for special event television programs. The regularly scheduled fare is now consumed whenever/wherever/and in multiple episodes all at the whim of each viewer who can now control his/her destiny. In fact, an equal number of adults (45%) now state that they often or always binge view their favorite serial content.

Where is all this binge viewing taking place? You would be

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FIGURE 1

WHAT DOES IT MEAN WHEN YOU USE THE TERM “I AM WATCHING TV”?



surprised. We often assume that bingeing is the exclusive domain of online streaming services such as Netflix. And, while Netflix has the largest number of responses for “the way I binge most often”, it is far from the only way that audiences binge view their favorite content. In fact, when you add binge viewing through DVRs and video-on-demand together, these linear TV-based methods outpace Netflix by a margin of nearly two-to-one!

The overwhelming majority of binge viewers watch three or more episodes back-to-back at a time. And, 25% of binge viewers

claim to “marathon binge”: where they will spend a whole day or an entire weekend to get through a full season of programming in one sitting. With so much binge viewing and so little time in our day, what are we giving up to fit in all this television programming? Not surprisingly, binge viewing is replacing regularly scheduled TV viewing time. However, binge viewing is also taking over other time spaces in the audience’s life such as: bad weather days/weekends and sick days when audiences can’t do much else but lay back and enjoy their favorite shows. However, binge viewing is also taking away from household chores and even sleeping! [FIGURE 2]

So what does this all mean for television? Television viewing is clearly alive and well. However, our traditional view of sitting down to watch regularly scheduled programming on a television set doesn’t begin to capture all the behaviors around “television” viewing. Television viewing means so much more: it seamlessly crosses devices and it can consume much of our free time. We tend to binge view our favorite episodic TV shows while we will still gather together to watch important live television events. Perhaps the greatest insight from our research is that we must open up our minds to the new potential of this medium that has been a cornerstone of our culture, our living rooms, and our marketing plans today, tomorrow, and well into the future. ■

FIGURE 2

WHAT ACTIVITIES ARE YOU GIVING UP IN ORDER TO BINGE VIEW?



About the Research:

Qualtrics Online Field Study Q1 2015 N=1,000 Sample balanced to U.S. population and media device penetration. For more information contact: judy-franks@northwestern.edu



Written by

Ed MalthouseDistinguished Professor
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Ed Malthouse is the Sills Professor of Integrated Marketing Communications and Industrial Engineering and Management Science at Northwestern University, and the Research Director for the Spiegel Center for Digital and Database Marketing. His research interests center on customer engagement and experiences; digital, social, and mobile media; Big Data; customer lifetime value models; predictive analytics; unsupervised learning; and IMC.

This piece was co-authored by

Judy Franks

(Bio on page 54)

Edited by **YUNQI ZHANG**

Unlocking The Potential Of Addressable TV Advertising With Big Viewing Data

The goal of any marketing strategy is to reach the right customers with the right message at the right place and time. In order to accomplish this, marketers need both the right information to make informed investment decisions and the ability to serve messages to specific audiences with as little waste as possible. Until recently, media investment was an “all or nothing” proposition. Marketers had to buy advertising adjacent to content based upon the known information about “who” was in the audience. Demographic measures were the best common currency that we had to make these choices. And once an investment was made, the marketer’s message was placed adjacent to the purchased content and everyone in the audience received the same message. We knew there was a lot of waste with this approach, but it

was the best that we could do.

Advancements in programmatic digital media planning and buying changed all this. Now, marketers no longer have to buy the total audience that is associated with a particular piece of digital content. In programmatic digital display, marketers can now buy only the specific “Cookies” that show up on a publisher’s site that fit their selection criteria while leaving the remaining audience open to other bidders who may find them a better fit with their own interests. You would think that this improved ability to target only select Cookies with specific messages would radically improve the return on investment of digital display advertising. Unfortunately, the results have been mixed at best. Despite using all forms of Big Data to get

a more precise understanding of the Cookie and the recent online behavior associated with it, click-through rates and digital display return-on-investment still remain relatively low.

Addressable television advertising is on the horizon and it will begin to level the playing field: marketers will be able to target advertising messages down to the individual household level. As the technology advances, marketers are left with an important question: which data are most important for making informed household targeting decisions? In the old model, we didn’t have much choice. We had to use the demographics of the total viewing audience for TV networks and programs. Now, we have all kinds of Big Data at our disposal to help inform our decisions. Perhaps the default

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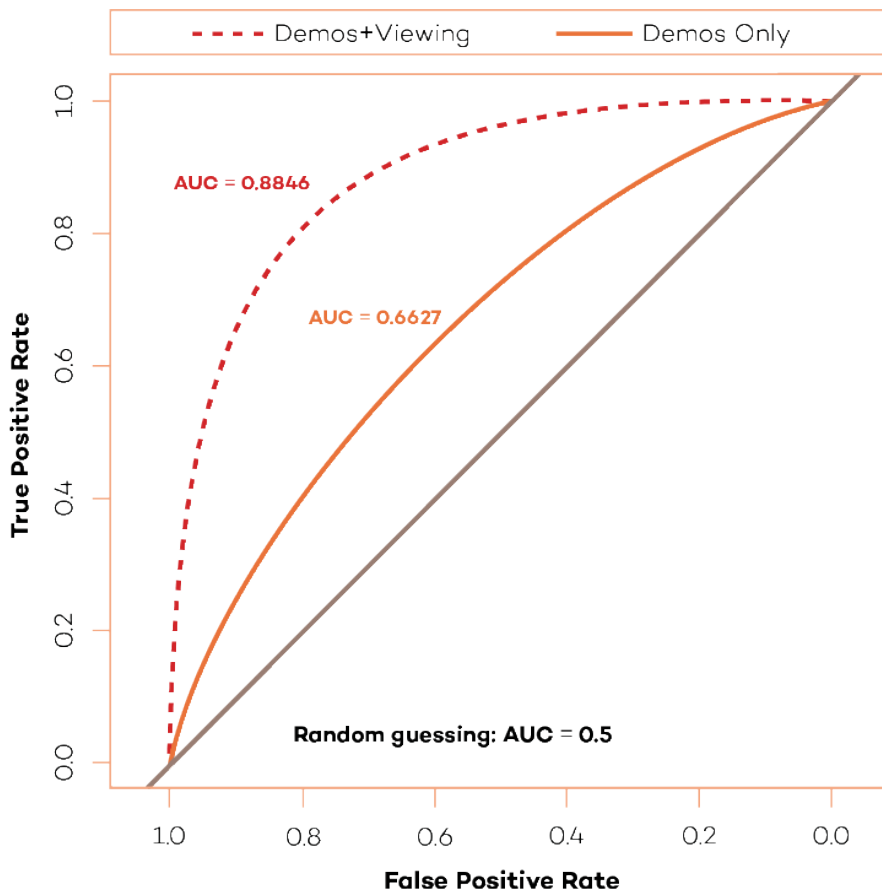
approach will be to take what we are currently doing in digital display programmatic and apply it to programmatic TV advertising. However, the lessons learned from digital display programmatic to-date suggest that the current approach leaves room for improvement. There's a lot that we still don't know.

The research team at Medill's Spiegel Research Center acquired data sets that detail voting behavior in the recent Democratic and Republican presidential primaries in the state of Texas. We were interested in exploring the factors that would predict whether a household would vote in the Republican primary (Red) or the Democratic primary (Blue). To answer these questions, we acquired three different data sets: set-top-box cable TV viewing data, primary voting data (Red v Blue) for the same universe, and

detailed household demographic data. Voting is a key outcome in political advertising, and voting for a party can be viewed as purchasing its product.

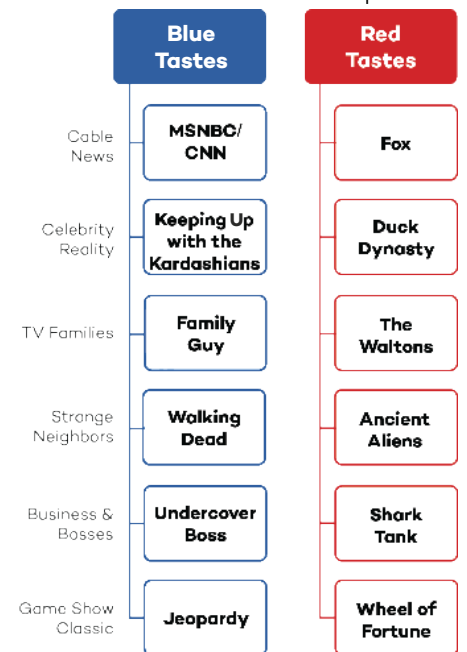
Our first step was to determine whether more detailed household demographic data would help predict Red v Blue voting behavior. Using a rich set of demos in machine learning models we can predict party affiliation with AUC = 0.66, where AUC is a measure of predictive accuracy and the value 0.5 is random guessing. This outcome suggests that demographics do, indeed, matter. And, the smarter we can get about the demographic characteristics of individual households, the more successful our addressable efforts will become. One could say, "The more things change, the more they stay the same. Demographics still matter."

FIGURE 1 - The AUC Curve

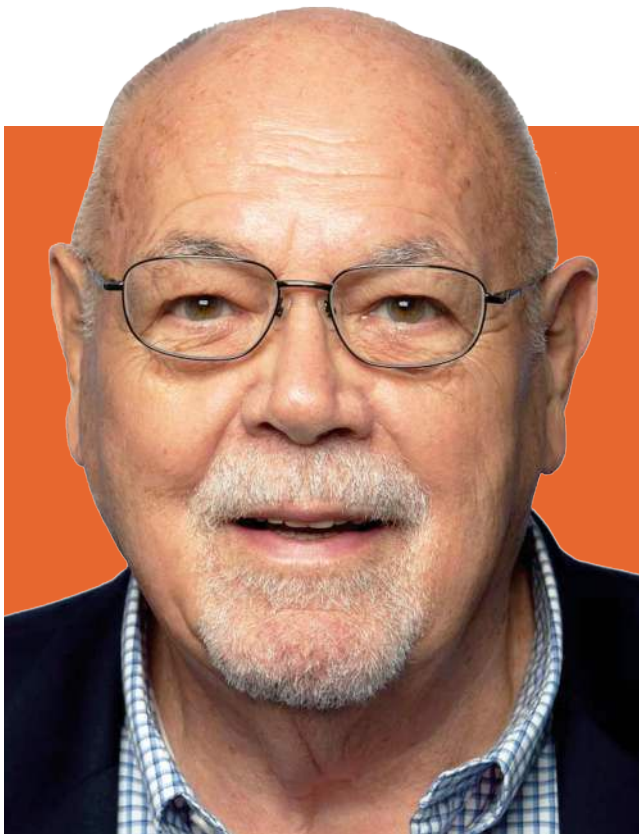


Does the story end with a better understanding of household demographics? Or, is there something about the television content, itself, that can lend valuable clues? What if what you view is as important as who you are in determining your voting behavior? To find out, the SRC researchers created approximately 4,000 variables measuring viewing behavior and included them in the same machine learning models. The AUC measure on a test set that was not used in training the model improved to 0.88, which is an impressive improvement. Sure enough, Red-voting households have many unique viewing preferences in comparison to their counterparts in Blue-voting households. Here are a few highlights... [FIGURE 2]

FIGURE 2 - Word Cloud Comparison



The implications are quite significant. If marketers focus solely on the demographics of households, they will miss the potential to deliver a much greater return on their investment from television. Our findings suggest that the combination of rich demographics and rich viewing data are the perfect combination for success in this new addressable world. ■



Written by

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Edited by **ANEESHA SUBRAMANIAM**

From Linear To Multi-Dimensional: Charting A New Pathway For IMC

Historically, most human communication has been multi-dimensional. Conversations in the home facilitated interactions between everyone. Discussions and negotiations in the marketplace and bazaar featured give and take between buyers and sellers. Town halls, parliaments, legislatures, and the like included back-and-forth interactive communication. In short, communication has been a “multi-dimensional activity in use.”

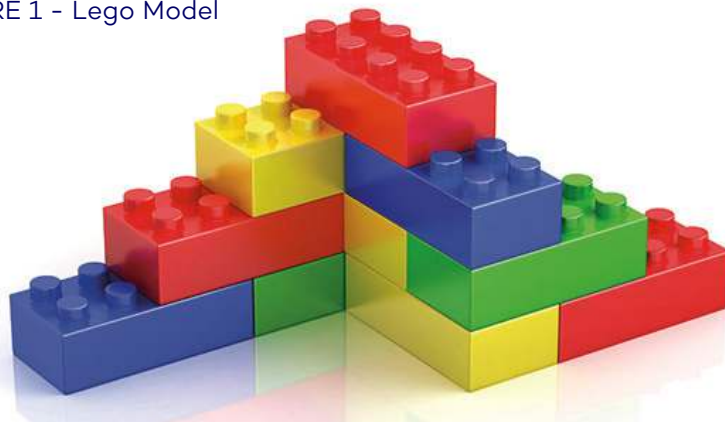
But, this has not been true of directed communication. That has typically been linear and primarily outbound. Kings talking to subjects. Preachers delivering sermons to the flock. Most notably, marketers talking at or to customers and prospects through various media forms. And, advertisers telling customers and prospects what they think is

important, lauding their brands, and hoping to persuade customers to buy.

Most of our marketing communication approaches have formed as a result of media and message distribution formats. Delivering newspapers and magazines. Broadcasting through radio and television. Mailing

messages and promotions to consumers’ homes. All these marketing communication systems have been one-way (outbound) and linear. One might think about the current communication systems as a set of Lego blocks. Fitting one piece of communication to another, trying to build a convincing set of messages to encourage the prospect to buy. [FIGURE 1]

FIGURE 1 - Lego Model

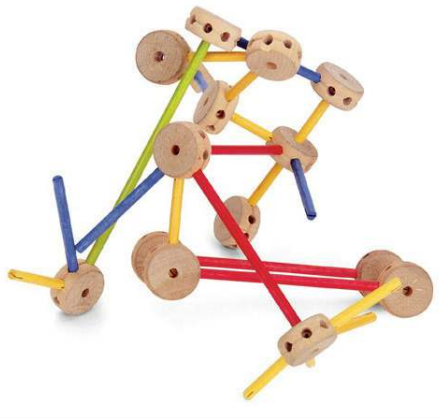


RESEARCH

Indeed, Integrated Marketing Communications (IMC) was developed initially in just that outbound, linear, media dominant way. The initial IMC goal was to organize and align all marketing communication activities into an interlocking set of marketer-developed messages. It was assumed that would be more effective than individual ones. That was the “IMC way” up until 1994.

1994 was the year the internet became commercial. That signified interactivity and sharing, across physical boundaries and political borders. Thus, communication became truly multi-dimensional. Marketers could talk to multiple users using different messages and different channels. But, consumers could also talk to other consumers building a vast referral network of discussion, bias, gossip, give and take – all outside the control of the marketer. That was the first major change in IMC: adapting to a marketplace that had become interactive and multidimensional, somewhat similar to the Tinker Toy model. [FIGURE 2]

FIGURE 2 - Tinker Toy Model



To meet those challenges, IMC was reorganized from an inside-out to an outside-in perspective. The IMC planner was taught to start with customers and work back to the marketer: Identify the media forms the consumer used, the searches they conducted, the “selfies” they posted, and other

forms of data and information to find insights into the consumer’s or customer’s needs, wants, desires, and requirements. The goal of this outside-in approach was to better understand the buyer so that more effective messages could be developed and delivered. And, that is where IMC still is today. Customer-focused, data-driven, message-oriented. [FIGURE 3]

FIGURE 3 - Medill Timeline

Period	1980s	1990s	Early 2000s	Present
Industry Trends	Advertising began to evolve from an art to a science, and client spending saw a shift from media advertising to sales promotion, direct marketing & PR.	The advertising industry looked for ways to align and coordinate advertising, PR, direct marketing, and sales promotion to benefit both agency and client.	The internet boom led to the rise of database marketing and CRM, as emerging markets drove globalization and internationalization.	Interactivity is dominating marketing conversations – how to adapt, evolve or re-stage against new and often unknown competitors in a global context.
Medill Response	Medill’s graduate advertising faculty created three distinct tracks: Advertising, Direct Marketing, Corporate Public Relations, with a growing focus on data and analytics.	IMC was born – aligning and coordinating advertising, sales promotion, direct marketing and PR to build “one sight and one sound for the brand”.	The next generation of IMC advocated strategic, outside-in approaches to marketing and communication development by using rapidly changing technologies to build replicable and forward-looking communication processes.	The IMC program focuses on using customer data and information to drive marketing communication planning based on a repeatable, customer-focused process.

The Question: Now What?

In January 2017, my colleague Frank Mulhern and I organized a group of IMC students to assist in taking IMC to the next level. The student team, consisting of Jianran Zeng, Arwen Li, Rujuta Gandhi, Zoe Liu, Mengwen Li, Yinxuan Ma, and Miao Deng, set to work to develop “IMC of the Future.” Their primary goal has been to develop a revised, revamped, and more relevant IMC process and methodology to fit today’s radically changed communication marketplace.

This will incorporate the many communication system changes such as the use of Big Data, the emerging forms of Artificial Intelligence (AI), social and interactive media, understanding of consumer networks and the referral marketplace, communication automation, and the host of other

tools and techniques emerging on an almost daily basis. In an ever-evolving business landscape, this is a huge but important task for IMC faculty and students alike.

Following the completion of the student project, the approach and methodology will be discussed and agreed upon by the full IMC faculty at Northwestern University before it is formalized and prepared for the classroom. Once

proven there, it can be taught and then offered to the professional community.

All members of the IMC team recognize the importance of this project. Today, we are working on what will become “IMC of the Future” – a project that will fundamentally redefine our approach to customer-centric marketing and pave the IMC pathway for the 21st century. ■





**AN IMC
JOURNEY**

Written by

Smriti Khanna

Analytical Lead @ Google

Medill IMC Graduation Year: **2016**

Smriti Khanna is a global, data-driven marketer with five years of experience spanning consumer and business products across Asia-Pacific and the US including Salesforce.com, Procter and Gamble, Coca-Cola, and IBM. She graduated with a Master's in Integrated Marketing Communications from Medill in 2016. Khanna currently works as an Analytical Lead at Google focusing on uncovering insights and trends to create business recommendations for clients in the financial services industry.



Edited by **ANTHONY FLEET**

From Medill IMC To Google

For many of us, embarking upon the IMC program represents a major achievement in our lives. All the hard work, blood, sweat, and tears that went into the graduate school application process have finally paid off! However, time ticks on and, before you know it, you are ready to move onto the next big phase of your life and further develop your career. As an Analytical Lead at Google, upon reflecting back on my time at Medill, I distilled the following approach which I hope will be useful to current and future IMC students.

Understand Where the Demand Is: The beauty of the IMC degree is that it enables students to position themselves in different ways and makes them a good fit for a breadth of marketing, data, and communications roles. The demand for strategic, data-driven storytellers has never been higher, with marketing as a role becoming increasingly reliant on data. The new CMOs are those who can tap into both emotional and rational appeals to build brands. Keep in mind the types of roles you aspire to hold after graduation, and map out the skill-sets needed for them.

Focus on Both Depth and Breadth of Skills: I came into the program thinking I would use

this opportunity to continue to go deeper into Brand Strategy, since that was my background and area of interest. However, with the rapidly changing pace of marketing, I quickly realized I needed to get out of my comfort zone and expand my capabilities. I began to take classes in the Analytics and the Digital Marketing specialization in addition to my Brand Strategy classes, and decided that it was more important to broaden my horizons and skill sets instead of continuing to focus on what I already knew. These classes were hard. I had no technical background or coding skills, but just by understanding the logic and concepts, I began to approach problems differently. In particular, the frameworks taught in IMC Process, Digital Analytics, and Data Management classes still serve me well in my day-to-day work today. My experience as a Spiegel Research Fellow and during my Immersion Quarter project at Salesforce.com reinforced that the ability to go deep into details, analyze trends, and identify opportunities was only half the battle; the ability to simply translate these into a business context was what really created impact. Hence, the combination of strategy and analytics was key when positioning myself to potential employers.

Tailor Your Personal Pitch:

The combination of your desired position after graduation and your experiences both prior to and during the IMC program will help your personal pitch. This is a crucial element in communicating your value to a prospective employer. In the case of Google, their ideal candidate was someone who could effectively leverage data to identify and communicate opportunities for clients, and I was able to condense my experiences to match this need. Once you have your pitch, the next step is to practice, practice, practice. This will set you up for success at the interview for your dream role.

Seek out the Future “You”:

The vast alumni network of both Medill and Northwestern has countless opportunities for you to seek out and connect. The key to making this outreach successful is to be thoughtful, prepared to guide the conversation, and show you truly value their time and advice. My current role is the result of a Googler (and IMC alum) seeing the value I would bring to the organization and recommending me for a position.

I truly believe these were the keys that enabled me to get the most out of the program, make lifelong friends, and also successfully complete the daunting Google hiring process. You can do it, too! ■

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CHANGE



“The secret of **change** is to focus all your energy not on fighting the old, but on building the new.”

- Socrates

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