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The 4Cs of Innovation

- KEEPING UP WITH RAPID EVOLUTION

in Digital Marketing



PLUS+

18 Zero-budgeting marketing is here to stay, here's why
22 What Brands must learn from the Entertainment Industry



The Official Publication of the Marketing Institute of Singapore, the National Body for Sales and Marketing



THE SINGAPORE MARKETER
April - June 2018

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EDITOR'S NOTE

Dear Readers,

Welcome to another issue of The Singapore Marketer (TSM)! On behalf of the contributors and readers, I would like to thank our out-going editor, Mickey Hee, who has invested to advance the profile and content of TSM.

Launched in 1993, TSM is always positioned as Marketers' know-how guide - a gateway to connect to what truly matters to Marketers. With me on board now, I will ensure the publication remain its relevance and appeal in the marketing community and beyond.

We are diving straight into the hottest topic in 2018 for this issue! Digital Marketing and Digital Transformation has been the most current talking points for Marketers, especially with the introduction of cashless payment modes, Google display ads and search engine optimisation in the last five years. According to Admaster Digital Marketing trend 2018 report, 70% of advertisers continue to increase digital marketing budget, this goes to prove that digital campaigns works for most brands, even more so than the traditional media.

Unlike traditional media, digital marketing may go well without investing a cent. As the cliché saying goes "Content is still the king", content always go hand in hand with digital campaigns. Marrying content and digital marketing strategies makes your ad more relatable and close to heart compared to paid digital ads that may not even be clicked at.

Some may think that the "4Cs of Marketing" has lost its relevance with the advancement of technology. I would defer it as the "4Cs" has their new found meaning alongside with the digital evolution. Please read Scott Bales' article on "Embrace the 4Cs of Innovation to keep up with rapid evolution in digital marketing" to find out more.

Digital marketing campaigns are undeniably important for brand building purposes, however, performance measurement is also key. We have several articles that touched on data collection strategies in expanding digital marketing insights which will prepare you well for the rest of your digital campaign in the year!

Before signing off, I wish to express my enthusiasm about this opportunity and I look forward to providing you with knowledge based publication in years to come as an editor.

Happy reading!



Gerry Gabriele Seah
Editor

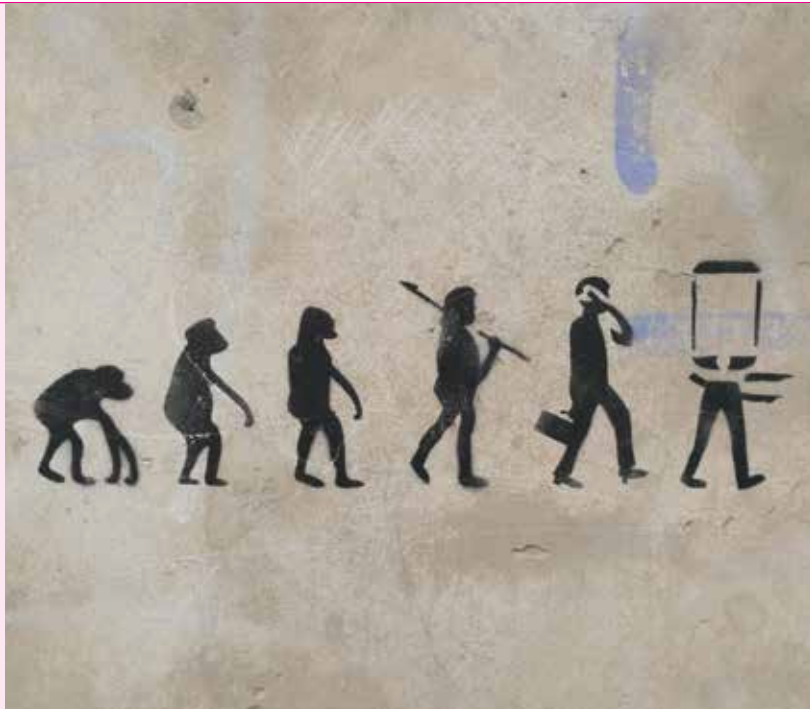
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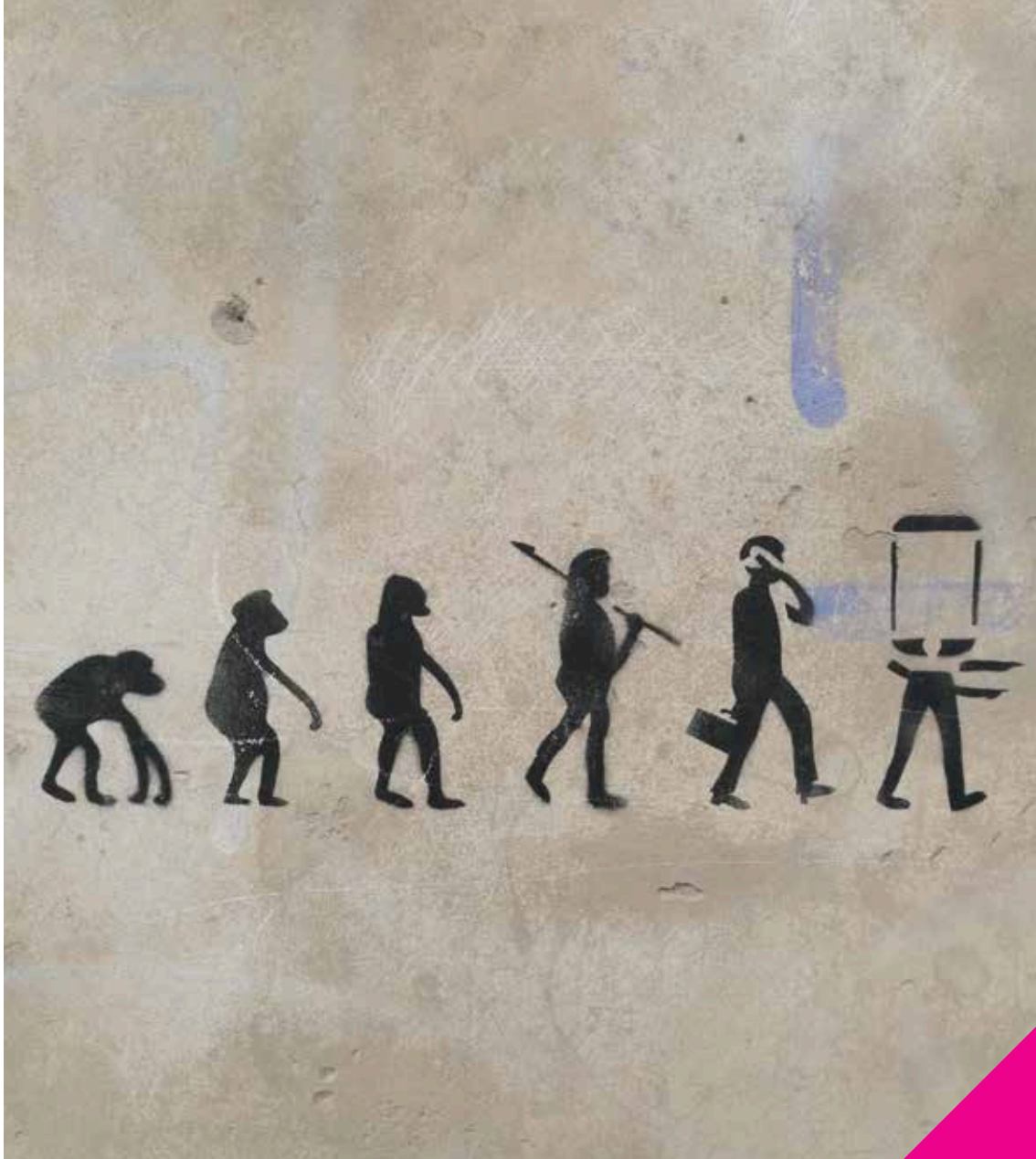
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THE 4Cs OF INNOVATION

- Keeping up with rapid evolution in Digital Marketing

» By Scott Bales

Over the past decade, both the maturity of the digital market and organisational skill sets have continued to grow. Many companies still have people in key decision positions who are digital immigrants.

Digital immigrants are those who were born before the existence of digital technology but who have adopted it to some extent later in life. Some of these companies are being surpassed by competing teams for a few simple reasons. In this article, we look at the common symptoms of organisational stagnation when it comes to digital marketing, followed by actions that can be taken immediately to set companies on a path to innovative digital marketing success.

There is a core trait that defines the modern digital economy: as the norms and culture of customers

continue to evolve, many companies face an uphill battle simply keeping up. At the heart of this issue, there are a few tried-and-tested ways to discover whether or not your company is making mistakes in its digital marketing efforts.

Symptoms of digital marketing malaise:

1) Self-Awareness: The digital world is a two-way communication ecosystem, where it is vitally important to not only speak to your strengths, but also listen to the feedback of the market. If key decision makers aren't openly talking about negative sentiment and feedback, and considering ways to 'accept' someone else's point-of-view, then it's highly likely the most important members of the company have their heads buried in the sand.

2) Problems, not Products: The behaviour of the modern world is driven by a natural desire to solve our own problems. For 20 years we've lived in a world of Google, where the answer to any question is just a couple of clicks away. As a result, the needs of the market are in solving problems, not just pushing products. If any of your marketing communication involves mentioning the features and functions of your product or services, you've already missed the boat. People don't buy mortgages, they buy homes, and the journey the customer goes through to buy a home starts well before their application for finance.



...building a culture of innovation around how digital marketing is approached by your organisation helps you to constantly evolve your approach.

Solving the malaise: the 4Cs of Innovation

Far too many companies immediately leap to build technology and automation to solve their digital marketing problems. This is a way of creating certain failure and always results in budget reductions or declining motivation to innovate. Instead, building a culture of innovation around how digital marketing is approached by your organisation helps you to constantly evolve your approach. These "4C's" are designed as a journey – culled from the collective wisdom of dozens of organisations, hundreds of consultants and an ongoing desire to find a way to scale the thinking behind innovative institutions. These principles apply to any size organisation in any industry.

Context

One of the first important parts is actually context, and context is mainly focused on self-awareness, reflection and ambition. Context in itself is knowing how you're structured commercially, organisationally, physically in your geographic locations, your physical offices, your hierarchies of control, and then understanding those current situations is vitally important, mainly to have a single source of truth around where you lay today. No innovation process starts off with all of the answers; it's nearly impossible to create new strategic options that scale beyond an experiment without context. That is because most experiments have challenges as soon as an organisation tries to integrate them. This is where the initiative faces the battle of fitting into incumbent standards, processes and procedures. Organisations need to

understand their current state and their future aspirations. This sets the direction for innovation. This step requires some soul searching - Is the context of your organisation actually making it difficult for you to deliver innovative digital marketing campaigns?

Culture

With the foundation of context and understanding of your customer's needs in place, organisations need to work on creating a culture that will empower an innovation process and innovative thinking to thrive. Successful companies invest in culture through HR and Learning & Development to train for and embed the new innovative culture. I often help such companies with recruitment and the deployment of plans to ensure alignment with organisational priorities and motivations. If innovative, passionate

individuals feel they can't solve problems within your organisation because the culture is not in place, they are likely to go elsewhere. (Or, worse, create their own ventures and disrupt the industry.) Innovation through compliance never works, like the deployment of any skills. You need to look at those who are most willing to try new digital marketing ideas whether it be on new social media channels or with new content formats, and then make heroes out of them. Allow these people to start the journey and be the first to do things like training programmes, hackathons, trying new ideas, and celebrate their successes no matter how small.


Capability

When you understand your context and have an innovative culture embedded into your organisation - you need structured methods to identify and evaluate innovative digital marketing ideas to invest in. Borrowing from the worlds of design thinking, lean start-up and venture capital, organisations can build tools that guide initiatives through a framework that empowers individuals to become 'intrepeneurs' – catalysts of internal ventures that could become strategic options.

Collaboration

Once an organisation accepts they can't be good at everything and realise their place within a

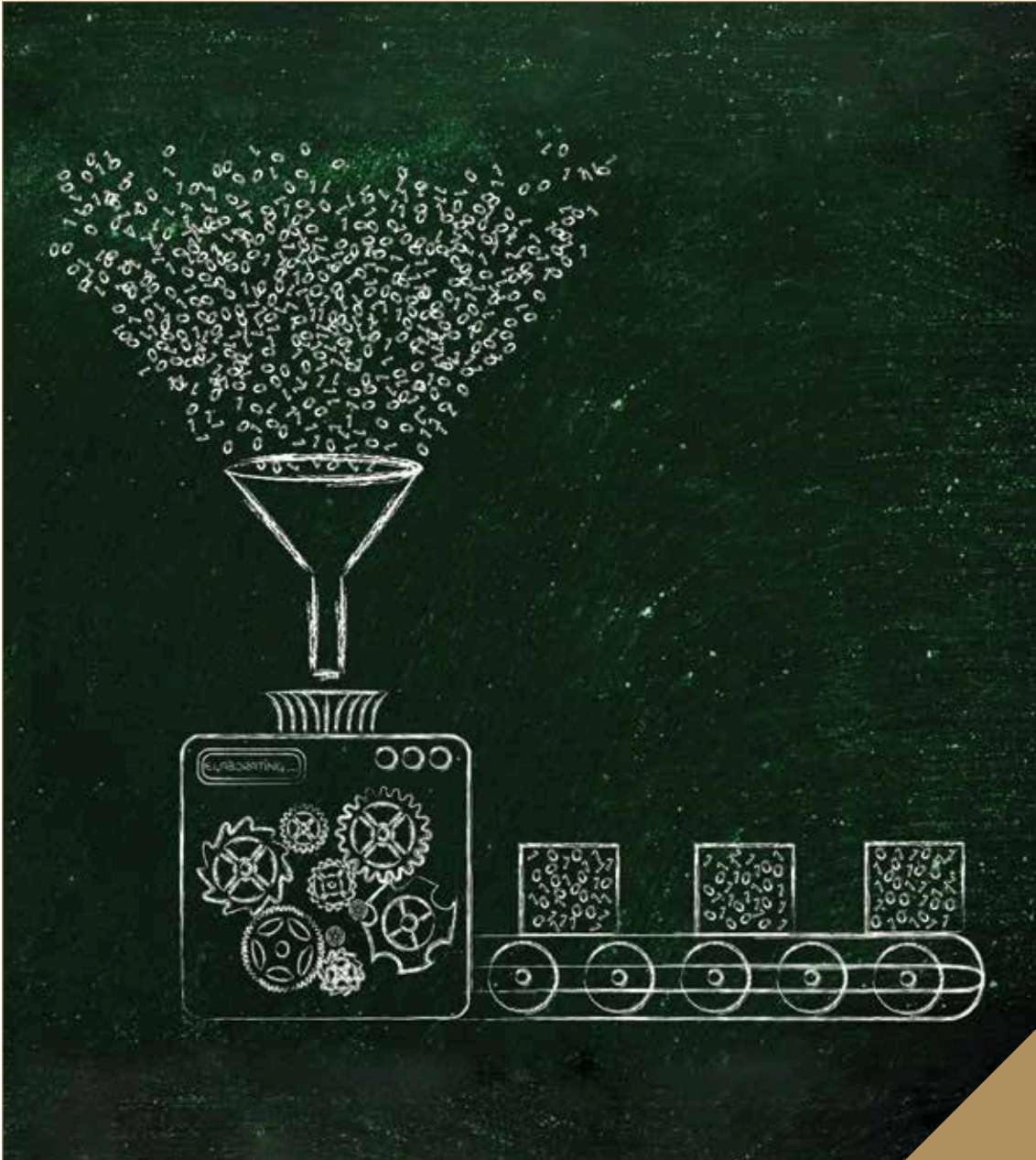
value chain (that creates valuable experiences for customers), they can accept the need to work seamlessly with collaborators to deliver customer value. This also extends to the principles of knowledge, experimentation and waves of evolution. When done well, collaborations should extend the value chain the organisation participates in.

This is how you truly solve the digital marketing malaise - by not only understanding your customer's needs but also the context of your organisation and embedding a culture of innovation into your business that means you are able to adapt to the constantly evolving world of digital marketing. 



ABOUT THE WRITER

Scott Bales is a leading digital and innovation consultant as well as a innovation and digital strategist, serial entrepreneur, TEDx keynote speaker and author. He is also the Managing Director of Innovation Labs Asia. His upcoming book is entitled "Innovation Wars".



DATA COLLECTION

strategies to expand **Digital Marketing** insights

» By Dennis Ng

Consumer insights have always been key to good marketing decisions. With the growth of e-commerce shopping through TaoBao, Lazada and ezBuy in the local retail space, the ability to gather good insights has become even more critical for today's digital marketer. But how are insights gathered? Despite the easy availability of quantitative data today due to the big data explosion, good consumer insights are obtained from a combination of both quantitative and qualitative data. This is because, while quantitative data tells us where and how much consumers are spending, it requires qualitative data to reveal the whys of consumer behaviour. This article discusses quantitative and qualitative data collection strategies for better consumer insights.

Insights from Quantitative Data

The quantitative data collection strategy for digital marketing insights needs to be built around the consumer's path-to-purchase. The path-to-purchase is the terminology used to indicate the path a consumer will take, from initial awareness of the product (seeing an advertisement) to the final purchase of the product (through payment). As the digital world evolves, the typical path-to-purchase of a consumer is anything but straightforward. It can begin in the online world when the consumer watches a YouTube video of the new product, to him visiting a physical store to check out the product or checking the prices on his mobile phone for cheaper online alternatives, and finally the consumer purchasing the product online using his laptop. The main

point is that the customer can hop from one channel to another throughout the path-to-purchase journey. In short, omnichannel behaviour has become common.

Either online or offline, researchers are increasingly finding that the mobile phone is becoming the lynchpin across channels since customers are using their mobile phones both for online shopping and during their offline visit to the physical stores.

The objective of data collection and analytics is, therefore, to analyse this journey for all the touchpoints, identifying obstacles and drop-off points in the path-to-purchase. Figure 1 below shows a typical path-to-purchase for a consumer product.

Beta Brand Sales Funnel SEM: Consumer Path to Purchase

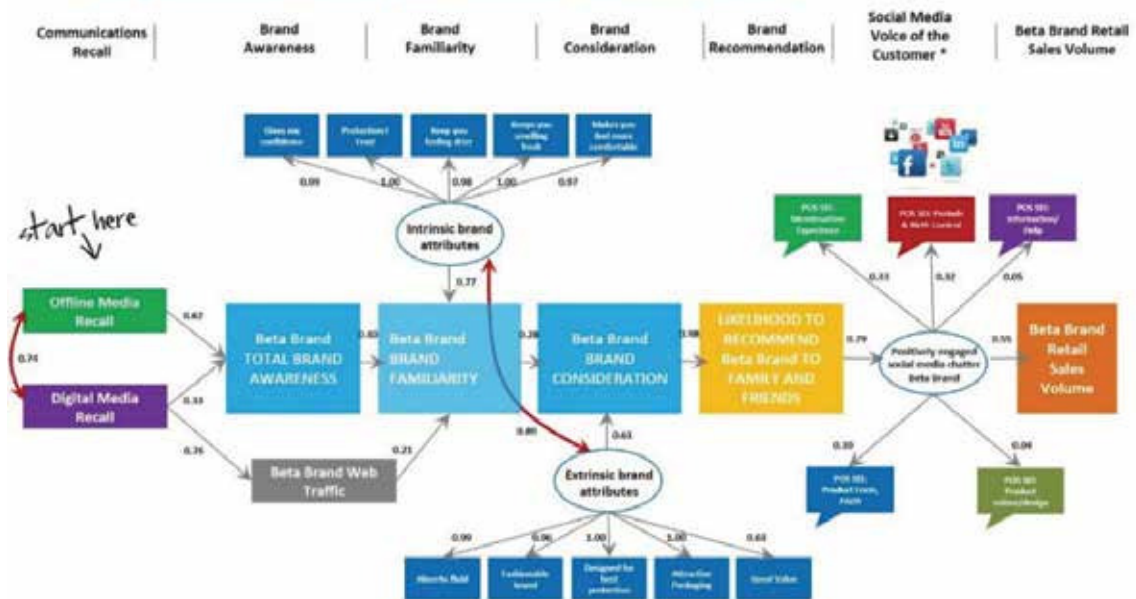


Figure 1 – Consumer Path-To-Purchase
Taken from: bottomlineanalytics.com

While web analytics tools like Google and Facebook are necessary to evaluate the company's internal touchpoints, external data like big data is required to gather a 360 degree view of the customer journey through both online and offline touchpoints, within and especially outside the company. Very often, to fill in blanks in the journey, the help of third-party data providers may be required. Due to the different sources of data, there is a need for customer stitching before a holistic picture of the path-to-purchase can emerge.

The best practice in data analytics has moved beyond the simple measures of website clicks, Facebook "Likes", Click-Through-Rates and Conversion Rates. In today's digital world, companies are increasingly moving to a more sophisticated form of analysis called attribution modelling to harness the availability of big data. According to Google Analytics Help, an attribution model is defined as "a rule, or set of rules, that determines how credit for sales and conversions is assigned to touchpoints in conversions paths."

Once data has been measured it is important that the data is used not just as descriptive analytics to describe the current situation, but more importantly, the data has to predict how consumers are likely to behave in the future, what is called predictive analytics. Figure 2 below shows how predictive analytics are based on measured data of the past to extrapolate future customer behaviour.

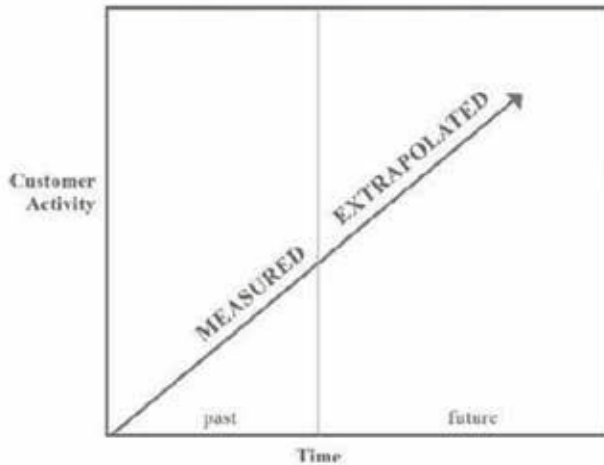


Figure 2 – Using past data to predict future behaviour
Taken from: *The Digital Marketer*

In summary, quantitative data can help generate consumer insights through the tracking of the consumer’s path-to-purchase and using the measured data to build models which can predict future consumer behaviour.

Insights from Qualitative Data

Although big data and good modelling can predict the paths customers take, more traditional forms of research are still necessary to uncover the whys of consumer behaviour, and thus the importance of qualitative market research in generating consumer insights.

A qualitative data collection strategy can consist of one or a mixture of the following techniques including web mining, discourse analysis, netnography or company-sponsored sites and communities.

- Web mining consists of the use of a software to collect and analyse consumer information and feedback. Primarily textual in nature, it includes information from social network feeds, emails, blogs, online forums, survey responses, corporate documents, news, and call centre logs.
- Discourse analysis on the other hand involves the analysing of

online contributions to develop insights into attitudes, opinions and motivations. Compared to web (text) mining, discourse analysis goes beyond comments to understanding the deeper motivations for those comments which are necessary for valuable consumer insights to emerge.

- Netnography is the online version of ethnography, the method of collecting information through first-hand observation or participating in the culture or group or customer segment being studied. Netnography is simply doing the same by participating in an online community to develop, probe and understand consumer value system and behaviour within a culture or tribe. The immediate challenge is to find the most appropriate online social space for the consumer target to provide the insights required. In certain situations, a researcher may wish to conduct both ethnography (face-to-face) and netnography (online) to gain a better and deeper understanding of their customers as Figure 3 illustrates.

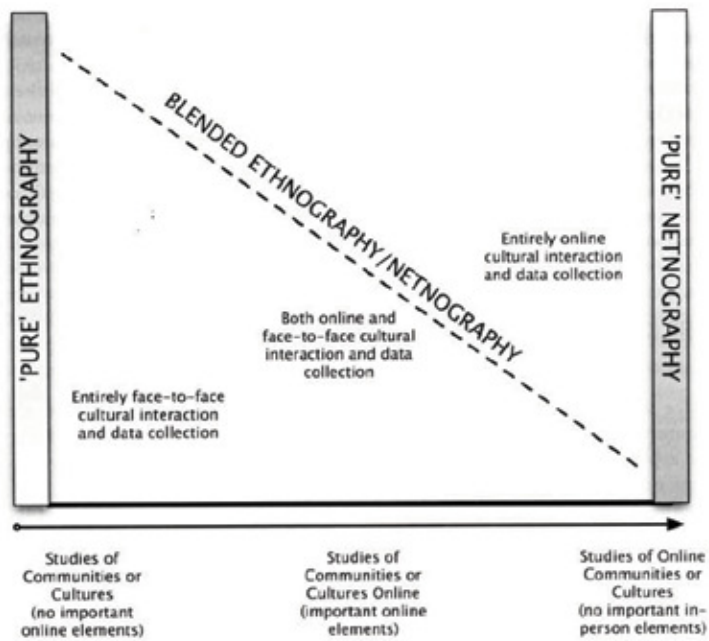


Figure 3 – Ethnography and Netnography
Taken from: Kozinets, Robert V, 2009

- Organisation-sponsored sites can also be used to test, develop and gather feedback from consumers. This is especially useful for new product ideas since the insights gained can help towards the success of the new product. Better still, companies can allow for the co-creation of new products by customers themselves as they can be assumed to know their needs best. Figure 4 below is an example from Starbucks.

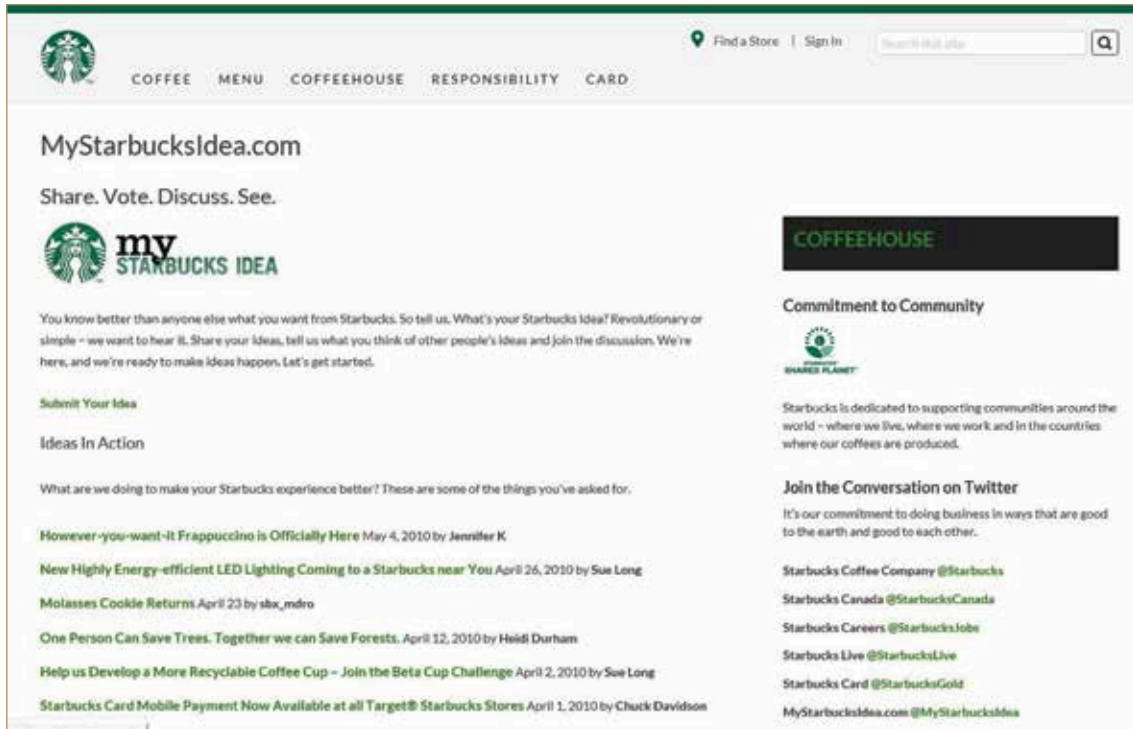


Figure 4 – MyStarbucksIdea
Taken from: www.starbucks.ca

In conclusion, marketers are advised to use both quantitative and qualitative data collection strategies to gain insights. Although big data is readily available and much in vogue today, marketers would be advised to also complement big data with strong qualitative data to gain valuable insights into the whys of consumer behaviour so that they can uncover needs not yet expressed which forms the basis of new products of tomorrow. 🍷



ABOUT THE WRITER

Dennis Ng was formerly Country Manager for Visa Worldwide where he held positions with responsibility for product development and marketing. Dennis continues to consult in areas of marketing strategy and research. Dennis holds an MSc in Consumer Insights from NTU and BBA from NUS.