



# MASTER YOUR NEW ROLE AS CM(I)O

How today's Chief Marketing (Intelligence) Officers drive revenue with deeper customer insights and data-driven strategies



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# REDEFINING THE ROLE OF THE CMO

Six years ago, Gartner boldly predicted that by 2017 CMOs would spend more than CIOs on technology.<sup>1</sup> Many were skeptical, but today, CMOs are not only spending more on IT, their budgets are also larger and growing faster than those of CIOs.<sup>2</sup>

Once in charge of reach and awareness, CMOs are now responsible for nearly the entire customer journey—from the first impression a brand makes, through conversion and purchase, to loyalty and upsell. CMOs are tasked with driving business results and success hinges on their ability to access and leverage technology and data.

Andrew Stephen, professor of marketing at Oxford University's Saïd Business School said, "The job of a CMO is now more complex. The spending on technology within marketing is increasing at a rapid rate. There's a need for more data-driven, tech-savvy and quantitative-minded marketing staff, as well as creativity and strategic thinking."<sup>3</sup>

But increased responsibility doesn't necessarily translate to increased efficiency. The average enterprise business uses 91 marketing applications, spanning creative management, data management, and paid media optimization tools.<sup>4</sup>

The desire to build a 360-degree view of the customer drives marketing strategy, yet pulling consumer data together to yield insights is challenging. Most data remains siloed among different platforms and applications throughout an organization, and integrating it costs time and resources. Even when data is centralized, multiple stakeholders often struggle to gain timely access.

At Snowflake, we have a front-row seat to these changing needs and challenges, as we help CMOs leverage the cloud to unify their data and access it in real time to drive greater engagement, lower costs and increased revenue for their businesses. In the pages that follow, we:

- Review the market dynamics that led to today's landscape.
- Discuss the major challenges to data unification—along with tips for how to tackle them.
- Outline the key data sets marketers should start with when building a centralized data warehouse.
- Share the key business impacts marketers can expect once a cloud data warehouse is in place.

<sup>1</sup> McLellan, Laura. By 2017 the CMO will Spend More on IT Than the CIO. Gartner webinars. <https://gtnr.it/2PkzH9t>

<sup>2</sup> Sorofman, Jake. Yes, CMOs Will Likely Spend More on Technology than CIOs by 2017. Gartner for Marketers. <https://gtnr.it/2GB6Gze>

<sup>3</sup> Waugh, Rob. Are CMOs Outspending CIOs on Tech? *The Telegraph*. <https://bit.ly/2JfolbK>

<sup>4</sup> April 2017 Worldwide Cloud Report. Netskope. <https://bit.ly/2q5sZps>

# MARKETING'S EXPANDING ROLE

It's no surprise that marketing's role has expanded far beyond what organizations previously required.

Media fragmentation has been a challenge for marketers since the launch of cable television, when brands could no longer reach the majority of consumers on just three channels. The proliferation of content has only accelerated with the rise of apps, over-the-top content such as Netflix and Hulu, and the mobile web, making it harder to reach and engage consumers. In fact, nearly half (47 percent) of some of the most desirable consumer audiences, such as Gen Xers and Millennials, don't watch any linear television at all.<sup>5</sup>

Customer expectations from brands continue to soar. As content proliferates, consumers say they want brands to understand and anticipate their preferences, tailoring messaging to them across all channels. And they are rewarding the brands that do: 70 percent of consumers say that a company's understanding of their individual needs influences their loyalty.<sup>6</sup>

As marketing's role expands beyond creating awareness to generating revenue and loyalty, a whole new set of KPIs and other acronyms come into play, from average revenue per user (ARPU) to increased customer lifetime value (LTV).

In fact, 70 percent of the B2B customer journey today occurs before a potential customer ever contacts a salesperson.<sup>7</sup> This puts marketing at the center of the lion's share of the pre-sale process. As digital marketing expert Ryan Erskine warned in *Forbes*, "If you're so focused on what happens in the latter 30% (pricing, discounts, and sales tactics), then you'll miss the first 70% and wonder why your pipeline isn't filling up any faster."<sup>8</sup>

To generate revenue, marketers today must track the entire customer journey, with proper attribution for business outcomes. As a result, marketers are increasingly responsible for technology and data decisions. From software choices to data storage and tool selection, marketing has taken on much of the role of the traditional IT function. Even small marketing teams at small organizations regularly access more than a dozen applications to execute digital campaigns.



**70% OF THE B2B CUSTOMER JOURNEY OCCURS BEFORE A POTENTIAL CUSTOMER CONTACTS A SALES PERSON**

<sup>5</sup> The Unreachables, Imagine & Forces of Change, September 2017. <https://bit.ly/2O1U0Uj>

<sup>6</sup> PSFK Labs, How AI Shopping Assistants Are Bolstering Retail Discovery, April 2018. <https://bit.ly/2JcZvyM>

<sup>7</sup> 2017 B2B Buyer's Survey Report, Demand Gen Report. <https://bit.ly/2uWYun8>

<sup>8</sup> Erskine, Ryan. How To Turn B2B Buyers Into Sales Leads, According To Data. *Forbes*. <https://bit.ly/2Ap1RYP>

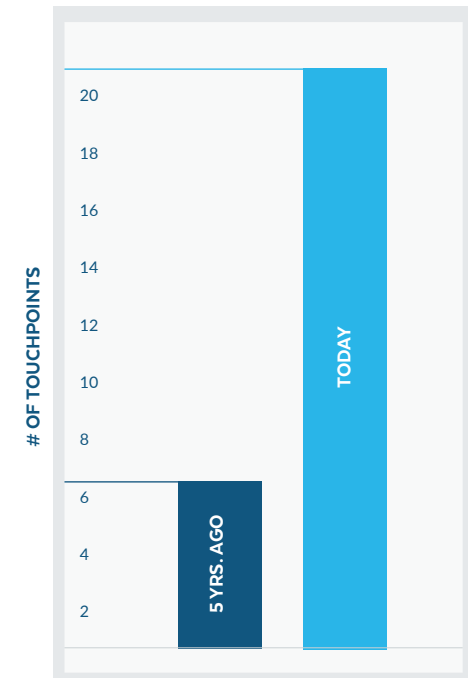
Marketing departments are evolving, no longer outsourcing data, technology, and intelligence to their agencies or IT counterparts, but rather, keeping it in house. Netflix, Allstate, and Kellogg famously took their programmatic buying in-house, but they are not alone.<sup>9</sup> Marketing teams now regularly hire analysts and data scientists alongside producers,

creatives and positioning experts. In fact, according to a recent study by Deloitte Digital and Salesforce, brands plan to hire 50 percent more data scientists in the next three years alone.<sup>10</sup>

All of these forces change the way marketers must think about the customer journey and their approach to data. The average consumer will have between 15 and 20 touchpoints with a brand prior to purchase, up from just four to six touchpoints five years ago, according to digital marketing firm Attention Experts.<sup>11</sup> With the addition of each new channel come new streams of data to capture, manage, and analyze. More importantly, that data comes in formats ranging from JSON, AVRO, and XML to Parquet, which require a whole new base of knowledge, services and technologies for marketers to manage. But, if they can unify the data streams these channels and platforms generate, they will be well-positioned to optimize their creative, sales, media, and customer engagement strategies.

The goal is clear: A 360-degree view of the customer, instantly accessible, updated in real time.

Getting there has been the hard part.



**CONSUMERS NOW HAVE 15-20 TOUCHPOINTS WITH A BRAND PRIOR TO PURCHASE**

<sup>9</sup> Kantrowitz, Alex. Why Netflix and Kellogg Took Programmatic In-house. AdAge. <https://bit.ly/2PPruY0>

<sup>10</sup> Consumer Experience in the Retail Renaissance. <https://sforce.co/2u7ccay>

<sup>11</sup> Hawwa, George. How many brand touch points do you need with an audience before they purchase/enquire? <https://bit.ly/2D0aBHn>

# THE RISE OF THE CLOUD DATA WAREHOUSE FOR MARKETING

Forward-thinking marketers are starting to address the challenge of unifying multiple data streams by moving their data to the cloud. Conventional data warehousing solutions were not built to handle the complexity, volume and variety of data that is constantly generated today. For marketers, the advantages of a cloud-built data warehouse include:

## UNIFIED DATA SETS

Using a conventional data warehouse, companies need significant in-house computing power to pull all their data sets together. This includes having support for both structured and semi-structured data. (Think of the cumbersome process of combining even the simplest Excel spreadsheets from different sources, one with a single column for “date” and another with columns for “month,” “day,” and “year.” Now imagine that process with gigabytes of media, product usage, and customer data produced each day by multiple partners and vendors.)

A cloud data warehouse provides a centralized location to unify this data, along with the centralized computing power needed to do so. It also enables marketers to access a real-time view of their data

sets. It is easier to query a single source of truth, instead of having separate rules and mechanisms for pulling data from each disparate system.

## UNIFIED REPORTING

Having all your data combined in one cloud-based architecture means it can be analyzed and viewed holistically in the moment, instead of after the fact. Unifying data across streams lets marketers see outcomes—by campaign, market, customer segment, and more—in a single dashboard. With up-to-the-minute visibility into cross-channel performance, marketers can finally have a single source of truth to inform future marketing decisions in real time, and share reporting with stakeholders across the organization.

## EASIER MANAGEMENT

At an operational level, having your data housed in a cloud-built data warehouse means faster queries and retrievals, since you aren’t reliant on on-premises systems for performance. The cloud has infinite capacity, so your team doesn’t have to worry about overloading the system and slowing it down, or experiencing periods when the system is “down for maintenance.” Because capacity isn’t limited, you can also grant access to more stakeholders, without fear

of “clogging the pipes.” This brings more people into the fold, democratizing data and getting everyone on the same page.

## SEAMLESS SHARING

Sharing is also easier when data is stored in a cloud warehouse. There is no need to download, compress, and transfer data peer-to-peer via email, FTP, or file sharing software, each of which has limitations (e.g., security, size restrictions) and wasn’t designed for sharing large data sets. Instead, all the data is accessible in the cloud merely by logging in. It’s also fresher, since it’s loaded in real time, as opposed to sending a snapshot view that’s stale immediately.

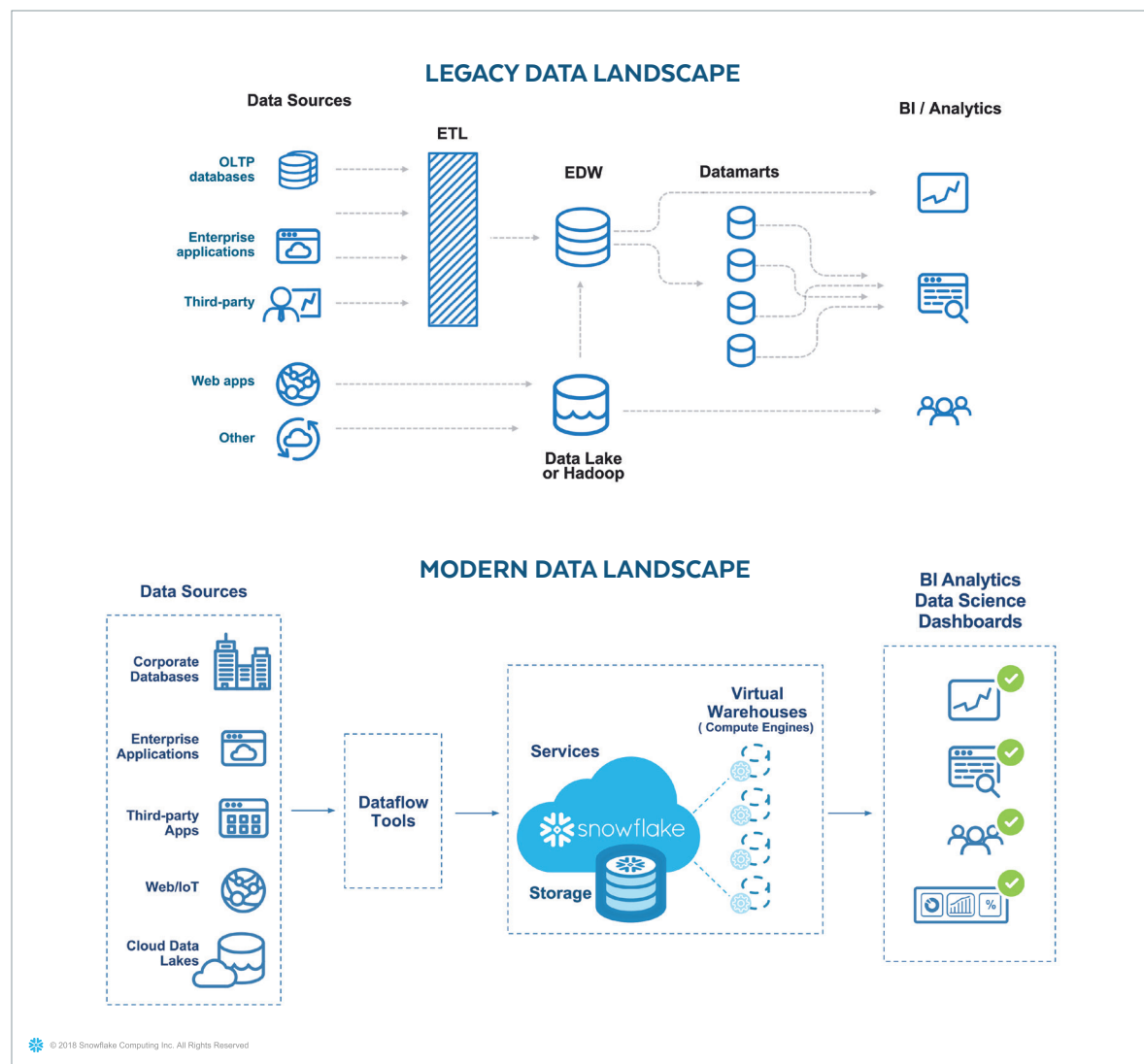
## LOWER COSTS

Finally, a cloud-built data warehouse allows you to scale up or down without long-term contract commitments. You can use the data storage you need, without worrying about capacity constraints or paying for what you don’t need at the moment. Just like websites that outgrow their initial design as new products and pages are added, today’s adaptive marketers need the flexibility to instantly add or subtract capacity when they need it, but not be locked into paying for what they don’t.



## DATA WAREHOUSE

A *data warehouse* contains an organization's data, which is used for analytical or reporting purposes. Data warehouses emerged because analyzing data stored on-site in an enterprise's primary data store, its database, would negatively impact performance. A database is designed for the real-time, rapid storage and retrieval of small sets of current data within a larger data set, such as entering a customer name, recording a sale, or viewing paid media performance of a campaign.



## THE FOUR KEY DATA SETS MARKETERS NEED

Building a data warehouse that unifies all the data streams related to your business can seem daunting, but it doesn't have to be. Here's where to start:

### 1. CRM DATA.

If you're making an investment in unifying your data, start where the money is. Pulling in data from your CRM system (e.g., Salesforce) will enable you to understand client behaviors and trends among your top accounts.

### 2. MARKETING AUTOMATION DATA

From Hubspot to Marketo, marketing automation data takes you one step back in the sales process, helping you understand the path to purchase or conversion for your best customers.

### 3. PAID MEDIA DATA

This data takes you even further back in the purchase process, so you can understand where your best customers are coming from and which touchpoints are influencing their decisions. Readily available via APIs from most major platforms, paid media performance data can boost your ROI.

### 4. LOYALTY AND RETENTION DATA

It's harder to win a new customer than keep an existing one. Load your product's usage data, loyalty points data, and retention data into your data warehouse to understand what happens after the sale or conversion—and identify important signals among your most loyal customers or brand champions who can evangelize your products and services.

# WHAT A CLOUD DATA WAREHOUSE BRINGS TO MARKETERS

Marketers who move their data to the cloud data warehouse will see significant benefits, including a data-driven view of the customer journey and deeper insights into cross-channel campaign performance.

## NEW CUSTOMER INSIGHTS

The holy grail of a 360-degree view of the customer is possible with a cloud-built data warehouse. Marketers will have up-to-the-minute visibility into consumer behavior across channels, both pre- and post-purchase. A clear understanding of the consumer enables marketers to make informed strategic decisions more easily, without having to dig deep with costly analysis to uncover insights.

With a cloud-built data warehouse, marketers can run simple queries or consult a dashboard to answer questions such as:

- **What is the path to purchase?**
  - How does the path to purchase differ between my most loyal customers and my lower-value customers?
  - What touchpoints mattered most in acquiring customers? Which content and messages mattered most? Video? Downloads? Messaging?
  - How many touchpoints are needed before they visit my website? Before they download my whitepaper? Before they contact a salesperson?
  - Which paid media channels deliver the highest-value / most loyal customers?

- **What are the key traits of my best customers?**
  - Markets? Demographics? Psychographics?
  - Online or offline behaviors that correlate positively with sales?
- **What is the impact of changing the purchase funnel?**
  - Does showing a different hero image or video on my website have an impact?
  - Am I losing any customers along the way?

Marketers can also anticipate trends that advance business decisions beyond marketing. For example, by integrating CRM data and paid media data in a cloud data warehouse, a marketer might realize there is a strong potential market for their products in the southwest, and make a data-driven case for the sales team to hire more account executives in that region. Another might see a correlation between app behavior and visits to a non-competitive retail location, informing a new business partnership.

## SMARTER MARKETING STRATEGIES

Armed with a holistic view of customers across all touchpoints, marketers can start to personalize messaging strategies at scale, delivering the right message at the right time to each person.

Personalization has never been more important. The vast majority (90 percent) of consumers want personalized messages and experiences from brands, and 80 percent of consumers say they are more likely to do business with a company if it offers

## Saving time and resources with DWaaS

“Data warehousing was a necessary evil. I was hoping to one day hire someone to handle it for me. Now, with cloud-built data warehousing, there’s no reason to waste my engineers’ time on this.”

John Adams, CTO  
BringHub



personalized experience, according to recent study by data-driven marketing solutions provider Epsilon.<sup>12</sup>

Conversely, Accenture found that nearly half (48 percent) of consumers left a brand's website and purchased from a competitor due to a poorly personalized experience.<sup>13</sup>

The cloud-built data warehouse lets marketers ingest data continuously to help inform personalization on the fly, in real time. It lets marketers optimize their spend, iterate their creative messages, and refine their audience targets, driving higher ROI. It also helps enable cleaner attribution models, creating a richer feedback loop that incorporates not just clicks and purchases, but "data exhaust," the data generated as a byproduct of consumers' online actions and choices. Data exhaust spans cookies and log files, formats not previously core to a marketing dashboard, to provide a more robust picture of the consumer that is actionable. Armed with unified data streams, marketers can optimize their media spend and uncover gaps in content on their own sites and channels.

## EASIER ACCESS TO DATA

At a fundamental level, the cloud-built data warehouse empowers marketers. They are no longer merely "data recipients" beholden to engineers to pull reports. Instead, marketers can have always-on, self-service access to the data that matters most to their

business, freeing up engineering resources (and their own team's time) for more strategic and productive work.

Being closer to the data also puts marketers in a better position to advocate their strategic positions. As P&G CMO Marc Pritchard said at this year's ANA Media conference, "Get your hands on the keyboard," urging marketers to stop outsourcing data and analytics capabilities to their agencies and other teams, and instead take ownership of the data themselves.<sup>14</sup>

Fresher data yields better insights, and no data is fresher than the data accessed in real time. By removing the middleman and the time lag that results when pulling, analyzing, and loading data, marketers can see brand truth in the moment, gaining ongoing visibility into their business and customer relationships.

## GETTING A 360-DEGREE VIEW OF CUSTOMERS: Rue Gilt Groupe

Before moving its data to Snowflake's cloud-built data warehouse, popular flash sale site Rue Gilt Groupe had its data in a legacy data warehouse and a data lake. As a result, the marketing department could look at either clickstream and email data on one platform, or logins and order data on the other. Erick Roesch, Rue La La's director of business intelligence and data warehousing, explains how moving Rue Gilt Groupe's data to Snowflake empowered the marketing department:

"Our marketing department now has the unique ability to have a 360-degree view of our customers. They're able to do better targeted promotions to members, based on personalized preferences that aren't explicitly stated, but are inferred based on their activity. In addition, we're bringing in additional feeds, including marketing data, CENSUS data, geo-location data, demographic data, and doing so on a real-time basis.

"On our product and merchandising side, they are able to see everything about a product: why did the product sell well or not sell well? They now have the additional context of the site activity, so they're able to make better purchasing decisions."

Erick Roesch

Dir. of Business Intelligence & Data Warehousing  
Rue Gilt Groupe

<sup>12</sup> The power of me: The impact of personalization on marketing performance. Epsilon. <https://bit.ly/2HxSSVP>

<sup>13</sup> 2018 Personalization Pulse Check. Accenture. <https://acnture/2rinzll>

<sup>14</sup> Nail, Jim. Three Things I Never Expected Marc Pritchard To Say...But Every Marketer Needs To Hear. *Forbes*. <https://bit.ly/2ywkB7i>

# FIND OUT MORE

As the role of marketing shifts from a cost center to a profit driver, harnessing data has never been more important. The proliferating streams of data each new touchpoint generates can be overwhelming, but they don't have to be. By moving to a cloud-built data warehouse, marketers can unify data across countless channels and applications, and have always-on access to the freshest available insights.

Marketers can use these insights to make better decisions about their messaging, target audiences, and strategies—as well as a wide range of business decisions that go beyond marketing to impact sales, operations, and even product development. Find out more at [snowflake.com/snowflake-for-marketing](https://snowflake.com/snowflake-for-marketing).





## ABOUT SNOWFLAKE

Snowflake is the only data warehouse built for the cloud, enabling the data-driven enterprise with instant elasticity, secure data sharing and per-second pricing, across multiple clouds. Snowflake combines the power of data warehousing, the flexibility of big data platforms and the elasticity of the cloud at a fraction of the cost of traditional solutions. Snowflake: Your data, no limits.

Find out more at [snowflake.com](https://www.snowflake.com)



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