

# **DIGITAL MARKETING**

**Using New Technologies to Get Closer to Your  
Customers**

**Will Rowan**





# Contents

---

<i>Preface</i>	<i>ix</i>
<i>Acknowledgements</i>	<i>x</i>
<b>Introduction</b>	<b>1</b>
<b>1 Digital marketing and customer consent</b>	<b>3</b>
The role of the Internet in transforming marketing 4; Customer information and privacy in real time 11; Building a consensual marketing relationship with customers 16	
<b>2 Planning marketing campaigns</b>	<b>24</b>
'Personal' joins the marketing 'Ps' 26; The effect on 'price', 'product' and 'place' 29; Creating brand- consistent digital promotions 34; Building digital marketing models around customers 34; Secure personal information across digital networks 35; A digital sense of place, wherever the customer happens to be 37; Building perceptions in a	

digital environment 38; Digital customers' input to product evolution 39; Developing customer partnerships in digital media 43; Use communities to inform and manage customer perceptions 44; Customer relationships that benefit customers 47; The value of personalizing products, services and pricing 50; A pause for thought: some things never change 56	
<b>3 Building trusting relationships with customers</b>	<b>58</b>
The online trust process 59; How to help customers acclimatize to an unfamiliar environment 64; Trust through design 68	
<b>4 Managing customer information</b>	<b>86</b>
Encouraging customers to give up their information – frequently and accurately 87; Collecting customer information 92; What information should be collected? 94; Measuring interest 96; Allowing customers access to their information 97; Customers <i>can</i> have too much of a good thing 99; The skills required to manage customer information 99	
<b>5 Sustaining customer relationships</b>	<b>103</b>
New relationships between buyer and seller 104; Digital payment models support relationships 106; Seven value-adding processes 108; Create marketing programmes that encourage customers to stay 123; Pricing in a digital business model 125	
<b>6 Digital customer service</b>	<b>131</b>
Integrating service delivery with customer expectations 132; Customer communications should use the information that customers provide 135; Don't speak to the customer! 136; Most customers ask the same questions 136; Calculating the e-service benefit 137; The e-service virtuous circle 139;	

- 
- Online support activity has wider benefits 140;  
Sensible navigation supports service 141;  
Service at online speed 144; Do customer service  
and the customers they serve share a view of the  
company? 145; Do not make customers do the  
hard work 145; Customers are the best source of  
advance notice of problems 147; Does your  
company refuse help from strangers? 147;  
Centring service organizations around  
customers 149; Create a single contact point 150;  
Create customer-centred information flows 150;  
Managing bounced e-mail 155
- 7 How to fragment digital media constructively 157**  
Audiences are paying less attention to  
promotions 158; New media and audiences will  
create new rate cards 159; Changing the roles of  
media and advertising channels 161; Changing  
customer behaviour to benefit from digital  
networks 164; Steps towards 'being wireless':  
broadcast, narrowcast and personalcast 167;  
Using information to understand customers 168;  
Striking up a personal (not personalized)  
relationship 171
- 8 Adding value by measuring and managing the  
return on investment in customers 176**  
The traditional ethos 177; Measuring digital  
marketing activity 180; Some information is not  
available 181; 'We are both fluent, but not in the  
same dialect' 181; Abandoned shopping carts in  
context 182; Nine campaign measurement  
equations 186; How to design measurable  
e-mail 188; Measure what users *actually do*, not  
what they say they'll do 191

<b>9 Marketing to digital communities</b>	<b>193</b>
<p>Why customers become communities 194;          The benefits of moderation 195; Transparency among contributors 196; Placing a value on communities and their members 197; The value of customers in a company forum 198; Avoiding a forum for complaining 202; Handling forums inside the company 207; Introducing forums to employees 210; Learning a community's vocabulary 210; Integrating forums with other communications channels 212</p>	
<b>10 Conclusion</b>	<b>216</b>
<p>Surfing towards a digital marketing environment 217; Marketing becomes personal, and high quality 218; Customers take control of privacy 219; Trusted organizations will enjoy privileged relationships 220; Planning automated marketing around customers 222; 'Place' is wherever customers wish it to be 223; Coordinating a company's personality, technology and response capability to meet customer expectations 224; Overcoming the trust barrier 227; New privacy models emerge 230; Real-time personal responsive promotions 231; Waiting for the majority to be networked 233; Moving customer service online 233; Unscheduled, unstructured media planning 234; Measuring the value of digital marketing 235; Technology converges, and adds customer convenience 236; Community voices are heard 236</p>	
<i>Further reading</i>	238
<i>Index</i>	240



# Preface

---

*Digital Marketing* is a book of 10 propositions and 1 Web site. Each of the propositions has been written so that it can be read independently, and works through the consequences of an aspect of the digital marketing environment in some detail. So that readers will be able to follow each proposition independently, regardless of the order in which the book is read, I have tried to make sure that ideas are outlined briefly wherever some explanation may be necessary. You can, of course, still read *Digital Marketing* from cover to cover.

Throughout, there are examples of good digital marketing. There isn't enough space in this printed book to fit in every example, so supplementary material has been placed on the book's Web site. The Web site will be maintained regularly so you will always be able to find relevant examples of *current* best practice. Feel free to suggest you own examples when you visit.

The *Digital Marketing* Web site should be a useful tool: there are a number of downloads available, together with updates and a discussion area. You're very welcome to join in. Visit [www.TheDigitalMarketingBook.com](http://www.TheDigitalMarketingBook.com).



# Acknowledgements

---

This book couldn't have been written without the guidance and support of an army. Early members of the Fast Company London forum set out and discussed early forms of many of the book's themes. Thanks especially to Peter at Intelligent Orgs, Simon of NetMarketsEurope and Matt at Ananova. Martin Silcock of Explore has been a constant collaborator and resource investigator. The support of Kogan Page has been invaluable in shaping the final product in your hands. Thanks also to my wife, Sue, for the 621 mugs of coffee consumed while writing.