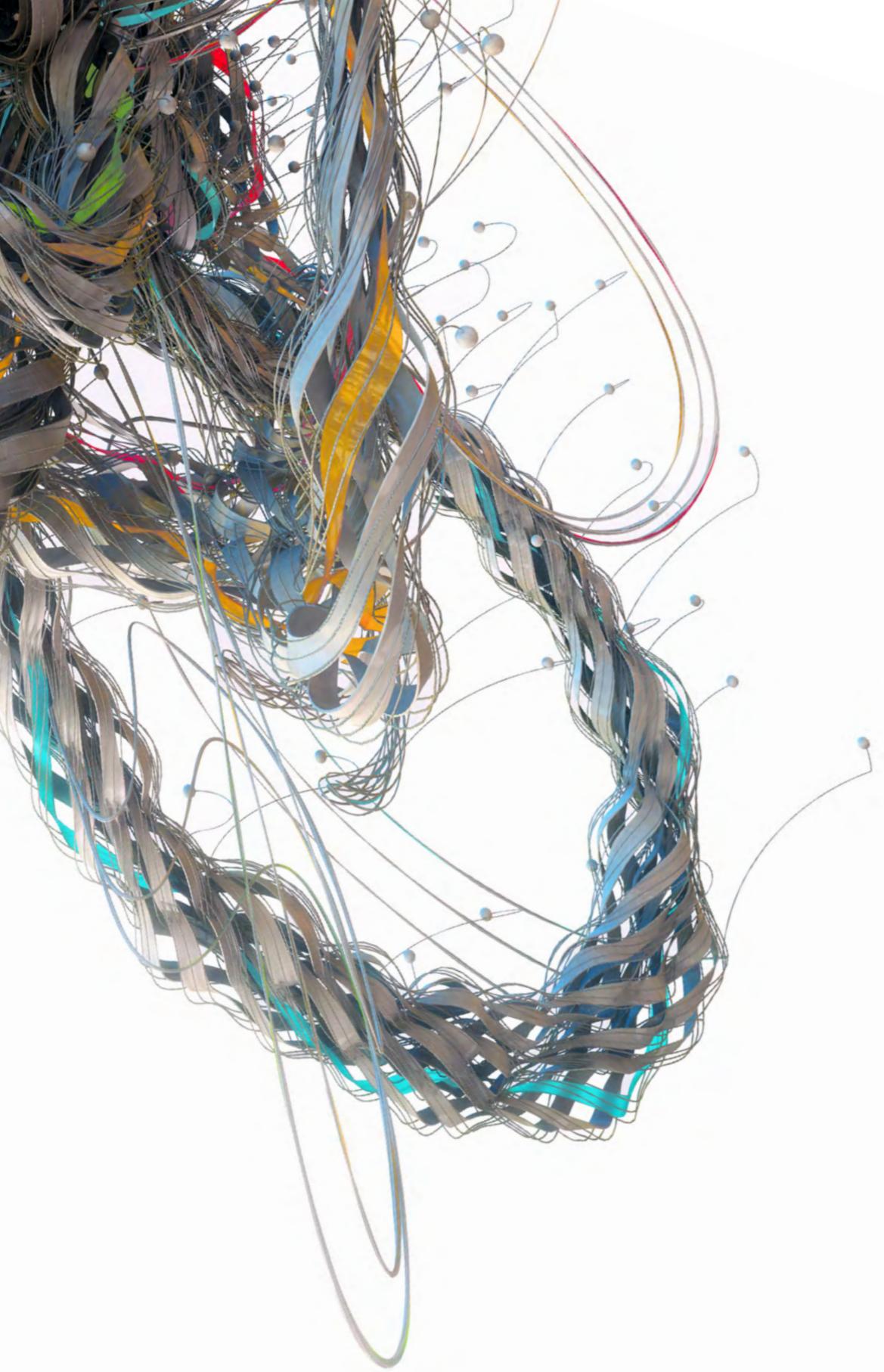




IT and Marketing:
FINDING HARMONY
in the Yin and Yang of the Digital World

August 2015



We tend to think of yin and yang as **OPPOSITES**—

black and white, hot and cold, night and day. But yin and yang are actually interconnected, complementary forces, each dependent on the other for its existence; without night there is no day; without day there is no night.

IT and marketing have traditionally been viewed as opposites, too, the former tasked with systems operations and data security, the latter with one-way messaging and brand stewardship. But the digital revolution has forever altered that perspective. Today, these two seemingly disparate parts of an organization must work in harmony to deliver a premium customer experience and, ultimately, improve the organization's bottom line.

Are you ready to rethink the way your IT and marketing teams work together? Read on to learn more.

MARKETING is not what it used to be.

At the turn of the 21st century, there were 100 million connected computers¹. Today, there are 4.9 billion connected devices, including laptops, smartphones, tablets, appliances, toys and medical equipment². Technology has changed the way we work, shop, bank and communicate. And as technology continues to advance, our expectations of this technology continue to increase.

Just a few years ago, we accepted it would take a few hours to get a website back up after a crash. Our tolerance for being inconvenienced online is now much lower. If a popular ecommerce site, social networking site or search engine is down for just a few minutes, it makes news.

Our expectations for the online user experience have increased as well. The most recent positive experience we've had with a brand becomes our new baseline—and we expect every experience afterwards to be at least that good. We've also come to expect technology to stitch together our identity across devices. According to Larry Casey, senior director of Channel, Enterprise and Platform Services at Adobe, "Customers want to be able to access a website from a smartphone and then jump to a tablet or a laptop and pick up where they've left off each time." If the user experience is fragmented, companies run the risk of diminishing the value of the brand at best and losing customers at worst.

Technology has also changed the way we interact with brands. The advent of social media has wrested brand control from marketing departments, giving customers the opportunity to influence brand perception through online reviews, photos, videos and written posts about their experience with a company's products and services. Customers interact with brands in person, over the phone, on mobile apps, on websites and over social channels.

And every time a customer interacts with your brand, they provide you valuable information about their likes, dislikes and future expectations. You can use this data to develop personalized messages through the channels your customers like best. It is this kind of communication that forms meaningful relationships with your customers, and eventually can lead to brand loyalty.

Some customers are put off by companies' knowing more about them now than they did when data-collection was less sophisticated, but millennials—who wield tremendous purchasing power—expect to be "known" and marketed to on sites they visit regularly. Regardless of your customer's preferences or expectations, you can provide the experience he or she is looking for.

Clearly, the landscape has changed. Customers are asking a lot from businesses, and in turn, businesses are asking a lot of marketers and IT teams. To keep up with customers and to keep a successful business, marketing and IT must work as partners, reimagining outdated processes and integrating disparate skillsets to solve a shared challenge.



World-class marketing calls for WORLD-CLASS IT.

With limited exceptions, marketing's role in an organization didn't change much over the decades preceding the Internet: design a campaign, drive it through traditional channels (radio, TV, print and outdoor), and wait to see what happens.

But as customers shifted from consuming messages through traditional channels to consuming them through digital channels, most marketing and customer engagement efforts—and budgets—shifted to digital as well. And as marketing's need for digital campaign-management and customer-analytics tools increased, so did the solutions available from third-party vendors.

And according to Parthiv Sheth, senior director of marketing technology and operations at Adobe, marketers often turned to third-party vendors opposed to in-house IT teams. She says, "Many marketing teams preferred to buy software that they could install in minutes instead of waiting months for IT to develop a custom program."

Another common practice for marketers was creating homegrown solutions to their technology needs, building their own databases and housing them on servers outside company walls—an approach that was expensive, risky and inefficient.

Then came big data, and the traditional applications could no longer process this tidal wave of large and complex information. Adding to the complexity was the need to connect big data to enterprise databases. Practically overnight, the information available to marketers far exceeded their ability to manage the systems supplying that information. Operating independently of IT is no longer an option.

"Now, marketing is always on—it's less episodic," says David Welch, who leads Adobe's marketing, insights and operations team. "You no longer need to sit back and wait for something to happen. The technology available to marketers today allows us to monitor the results of a campaign in real time. We can make adjustments to strategy or content during a campaign, rather than wait until it's over to assess what worked and what didn't."

What's more, the systems you can employ for campaign management and execution go deeper into digital channels every day. "It's not just phones and tablets anymore," says Mike Brinker, principal and global leader for Deloitte Digital, a practice in Deloitte Consulting LLP. "It's watches, appliances, cars—every place you can find consumers."

The challenge is figuring out how to actually use, manage, and maximize the data from these channels. The solution is simple—marketing and IT teams must join forces.

Companies can't transition to digital slowly. Millennials won't come back once you've lost them.

LARRY CASEY
Adobe

PARTNERSHIP is the only way forward.

And the truth is, this isn't an option. It's an imperative. According to David Chang, global digital marketing services leader at Cognizant Technology Solutions, "It isn't even a question of whether marketing and IT need to organize with close collaboration in mind. Companies that don't adapt to this new environment won't be able to compete—they'll become irrelevant."

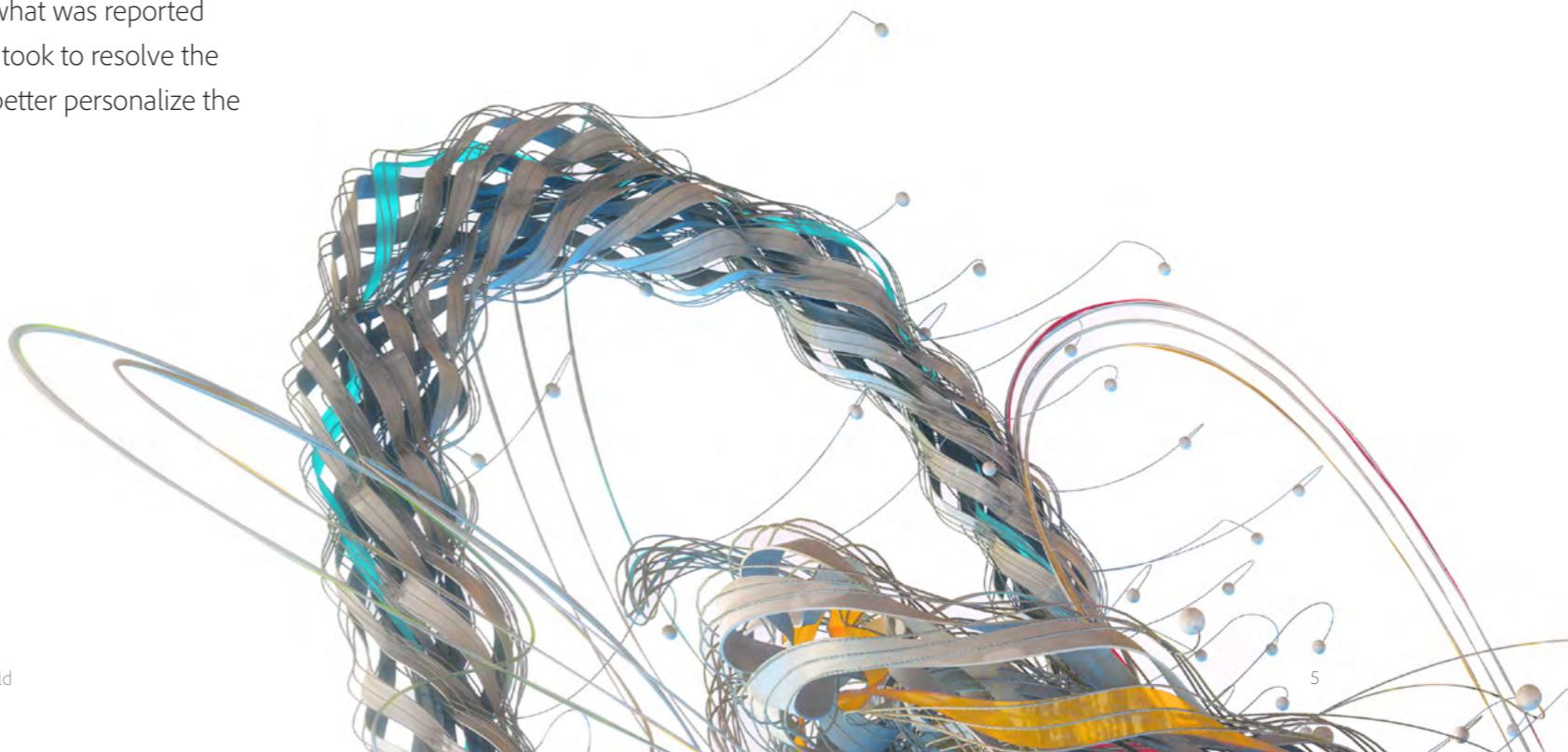
To make the most of the customer data, your marketing systems need to be connected to your organization's tech infrastructure. And enterprise tools require a different level of management—one that IT is uniquely qualified to provide.

And while collaborating more closely with IT requires marketing to give up some control over data management, the tradeoff is worth it. It allows your business to capture and capitalize on monumental amounts of customer data.

With the advent of big data, and IT's involvement in collecting, structuring and analyzing it, you can now drill down to the most minute details of the customer relationship. Practically any question you have about customer interactions can be answered. For instance, you can find out when customers last requested support, whether they called the help center or chatted with a live rep, what was reported on the help ticket, which team responded to it and how long it took to resolve the issue. As IT processes this information, marketers can use it to better personalize the customer's future experience.

IT's ability to process big data also plays a part in new product launches. You now have the tools to help predict trends and prepare for demand using data gathered from customers' social media posts and web-browsing patterns, as well as through competitors' ad buys. Personalization solutions make it easy to identify the most appropriate content for any customer through a series of simple tests, allowing you to connect with customers through targeted email, display ads, texts and other digital vehicles.

Big data is also vital to your ability to collect product feedback. "Software that tracks customers' posts, likes and re-tweets can help marketers identify the need to adjust pricing, promotional campaigns or ad strategies," says Larry Casey. "Now that access to customers is easier, every interaction with them provides you with more insight."



A win for your customer is A WIN FOR YOU.

A marketing and IT partnership provides the opportunity to better satisfy and engage customers, which in turn brings brand loyalty.

Consider an airline's frequent flyers. Members of this population are the most valuable part of an airline's customer base because of the number of trips they book each year, the brand loyalty they show and the word-of-mouth marketing they do when they're happy with the service. For this reason, it's especially important that loyal, regular customers have a positive experience every time—and that if they don't, the airline not only has a mechanism for gauging what went wrong, but also makes an effort to correct the mistake.

"Let's assume I'm a frequent flyer, the snack I usually buy isn't available on one of my flights and I send this feedback to the airline through the customer service page on its website," says Parthiv Sheth. "In an ideal world, the crew on my next flight would have been alerted to the feedback I submitted and instructed to offer me my favorite snack for free. This small act would reinforce the airline's gratitude for my business, let me know that my feedback is appreciated and increase my loyalty to the brand. And think about how many friends and colleagues I'd tell about this experience—the airline would gain a new brand ambassador for the price of a snack."

But this scenario is only plausible if the airline's marketing and IT teams are in sync. IT would have to capture the feedback, marketing would have to respond to the problem and IT would have to communicate that response to the service representatives who are in contact with the customer.

"If you're collecting information on customers and actively soliciting their feedback, you're doing a disservice to them and to your company if you're not using this data to improve their experience with your products," says Sheth.

A productive partnership between marketing and IT also creates more engaged customers. As the free snack example shows, the more engaged customers are with a product, the more likely they are to promote it to others.

And as customers engage with a product or brand, they should feel like they're having one conversation with a company, whether they're communicating with you through the product, an email, your website or a mobile app. If it's not clear that you know who they are and what they want every time

you have contact with them, your customers won't feel like they're being heard, and will be less likely to form a relationship with you. To achieve the best possible connection, concentrate less on marketing to customers—that is, selling them a product or service—and more on engaging them—fostering their passion for a product or service.

There's lifetime revenue in a genuine desire to care for customers.

PARTHIV SHETH
Adobe

COLLABORATION cuts off conflict.

When you understand the "why" behind the case for close collaboration between marketing and IT is clear, you can move on to the "how."

According to David Chang, "Many companies are still trying to figure out whether they should allocate budget and empower marketing or IT, or both, or if they should form a separate group entirely." He says, "I've seen every permutation under the sun. In reality, there is no single right answer. Every organization has a unique portfolio of brands, products and services with varying strategies for engaging customers.

"The ideal structure balances the agility and speed required to create relevant, meaningful interactions with the need to scale these experiences across brands, customer segments and global regions. In some companies, marketing is more digitally savvy and takes the lead. In others, IT is very progressive and better equipped to meet the challenge of maintaining secure, scalable applications. Regardless, there must be shared accountability to ensure a common definition of success."

Parthiv Sheth agrees. "It doesn't have to be a turf war," he says. "If everyone has the same goal—giving customers what they want, when they want it and how they want it—people will be less concerned with who's in charge and more focused on developing a productive partnership."

One way to maximize that productivity is to cross-train employees on marketing and IT teams. As David Welch says, "Marketers should understand technology, and IT professionals should understand marketing. They don't have to be experts, but a familiarity with how the other team works and the tools it uses can only enhance collaboration."

Welch also encourages marketing and IT managers to rethink their hiring qualifications. Rather than targeting candidates who have focused exclusively on one discipline academically and professionally, he recommends considering applicants whose experience shows the flexibility to acquire new skillsets. Marketing and IT fields are constantly evolving, and the team members who will make the most significant contributions to an organization are the ones who can quickly and easily adapt to those changes.

Equally important to an effective partnership between marketing and IT is the ability to work together on system development. In the past, marketers would describe the kind of tool they needed and members of the IT team would spend six months working in a vacuum to develop it. Then, when they presented the result to marketing, they were often told that it wasn't quite what marketing had envisioned.

When representatives from marketing and IT are on the same team from the start, system development can be iterative and collaborative. Team members can jointly define the purpose of the tool, test the system requirements on a regular basis and react to the changes needed in real time. Find out what works best for your company and the best way to integrate the teams within your own organization.

"Think of creating a partnership between your marketing and IT teams as a change-management project," says Larry Casey. "It's not strictly a tech play. It's a shift in the way the organization does business internally and externally. And, as with any change-management project, you have a greater likelihood of success when you and your teammates agree on the message, communicate it clearly and consistently, implement a comprehensive training strategy and check your progress at every stage."

Improving collaboration between marketing and IT is like adolescent dating. For some it comes naturally, but most are still in the awkward stage, trying to figure it out.

MIKE BRINKER
Deloitte Digital

There's a **HARDER WAY.**

Several years ago, Adobe went through this exact process. We realized the need for our marketing and IT teams to work more closely together. The genesis of that decision was a case study in irony: CEO Shantanu Narayen pulled up the company's website during a board meeting only to find a "try now" ad on the home page. In spite of the countless visits Narayen had made to the site, he still wasn't recognized as an existing user. Shortly thereafter, Narayen delivered a mandate for change. He directed Adobe employees to become best-in-class consumers of the company's solutions.

As luck would have it, there were two imminent changes to our business strategy that also drove the need for change. First, we were getting ready to introduce its digital-marketing capabilities to the marketplace. Second, the company was beginning to move a good portion of its business from perpetual software to online services. The goal was to improve our interactions with our customers while also improving the products we delivered to them.

One of the earliest beneficiaries of the new business strategy was Tourism Australia, an organization dedicated to promoting business and leisure travel to the country. As Chief Information Officer David Rumsey recalls, there was little overlap between Tourism Australia's consumer marketing and IT teams. To make matters worse, the organization had used a number of third-party marketing agencies to host and collect data from more than 100 domains and 65 websites in the Tourism Australia family. Although Tourism Australia had run successful global campaigns—including the Best Jobs in the World program, which attracted 650,000 applications for six temporary tourism jobs through Australia's work/holiday visa program—it lacked an effective technology solution to support its digital marketing solutions.

When the opportunity came to implement Adobe Experience Manager, an enterprise solution that helps simplify the management and delivery of content and assets, Tourism Australia stepped to the front of the line. The organization used the tool to run a Restaurant Australia promotion. That international campaign showcased Australia's food and wine industries to encourage culinary travel and delivered the next version of Australia.com to support the "There's nothing like Australia" global marketing platform. Tourism Australia also implemented Adobe Analytics, Adobe Social and Adobe Campaign to manage and measure the success of the programs.

To help ensure that they could make the best use of these new tools, Tourism Australia's marketing and IT teams worked closely on the design, implementation and measurement of the two campaigns. Tearing down the walls between the two teams delivered both immediate and ongoing benefits to the entire organization. In addition to eliminating the need for support from an outside agency, the tools allowed the organization to customize message content and delivery mechanism by audience.



"In the short term, the Adobe solutions allowed us to deliver an agile and scalable solution for the Restaurant Australia campaign, and laid the foundation for our own digital transformation program," Rumsey says.

Rumsey is quick to give part of the credit for the campaigns' success to the more targeted reach that Adobe solutions facilitated. Demand for travel to Australia has grown as a result of the campaign, with record numbers of leisure and business tourists.

"From a long-term perspective, the scalable solutions we implemented across the entire organization will enable representatives from multiple teams—consumer marketing, regions, corporate affairs, government affairs—to work together seamlessly," he says. "Today we have a flexible, data-driven digital asset management system that will allow everyone in the organization to easily access the photos, words and videos they need to run a successful marketing campaign."

Mike Brinker sees unlimited applications for these new types of technologies.

"Imagine a retail experience that's entirely digital. You could scan the products you want to buy as you walk through the aisles," he says. "Beacons in the store could direct you to products you might like based on your purchasing habits.

Stores could offer discounts in exchange for sharing your purchases with your social media circles. The opportunities to weave e-commerce into a shopping experience are endless. But none of them could be created exclusively by marketing, IT or store operations. It would have to be a combination of all three teams working as one to deliver the solution."



The tech part is easy. The real puzzle is in the process.

MIKE LEE
Adobe

And there's an EASIER WAY.

According to Accenture, "43% of CMOs and 50% of CIOs say that their relationships with each other have improved in 2014, but 45% of both groups say more collaboration is needed."³ So to create a more collaborative relationship between your marketing and IT teams, consider these best practices collected from successful companies that have already done so.

1 Drive change from the top down.

Without the support of senior leadership, an initiative to shift the way marketing and IT work together won't get off the ground. C-level executives must be willing to prioritize collaboration and invest the time, resources and money required for it to work.

2 Share key performance indicators.

A new marketing and IT structure won't change the organization's expectations of either team's leader. Your chief marketing officer will still be responsible for brand value, revenue, customer acquisition and customer satisfaction. And your chief information officer will still be responsible for system uptime, security, privacy and support.

But both leaders will now also be responsible for meeting shared objectives. For example, their compensation might be dependent on metrics collected from mobile apps, websites and other digital marketing systems. With this approach, everyone is equally invested in the entire organization's success.

3 Nurture relationships among teams.

If marketing and IT share the desire to improve the customer experience, that desire will translate to better business results in the long run. A relationship that's built on the foundation of a common objective has a greater likelihood of working out than one that's burdened with conflicting goals from the start. Initiatives will likely succeed as a result of—not in spite of—team members' ability to work with each other.

4 Measure your progress.

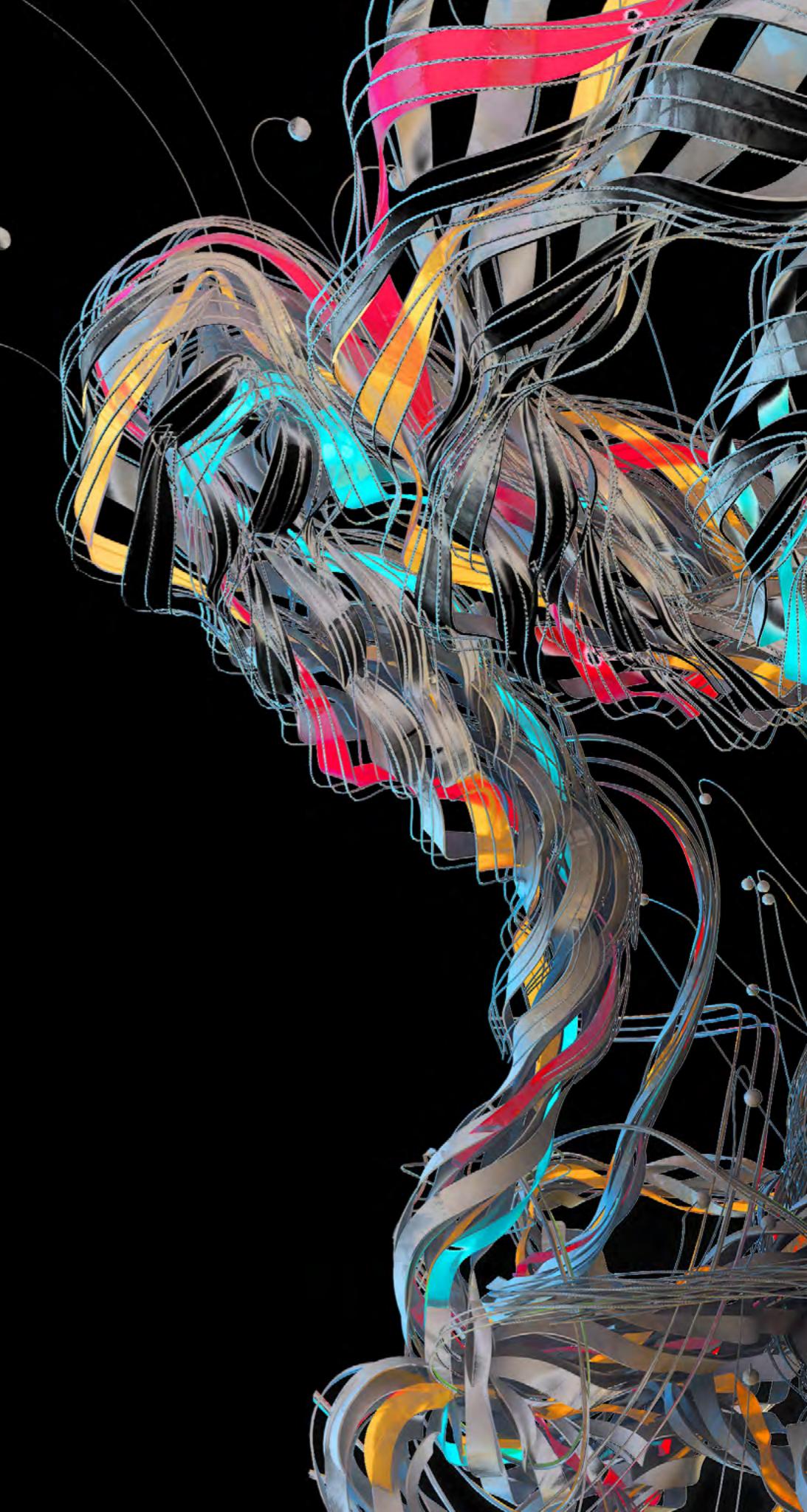
Measuring campaign success is an essential part of every campaign. Today, an organization can define the desired outcomes of a campaign more granularly than ever before. For example, they can measure the number of site visits, cost per lead, increases in revenue and profitability by product line, and then calculate the return on investment for every dollar spent.

Leadership. Responsibility. Teamwork. Accountability.

These qualities are probably found in equal measure among your marketing and IT professionals. If you want to bring them together and stay ahead of the competition, you need to help both groups recognize each other's strengths and be willing to capitalize on each other's unique skill sets. Focus on uniting their disparate business, technical and creative expertise to meet your common goals. Or, as Sheth says, "In the marriage of IT and marketing, divorce is not an option. Make it work!"

And if it does work, they'll be united like yin and yang.

To learn more about the products and services designed to help organizations collaborate more effectively, please visit the [Adobe Marketing Cloud](#) section of Adobe.com.



Adobe Marketing Cloud empowers companies to use big data to effectively reach and engage customers and prospects with highly personalized marketing content across devices and digital touchpoints. Eight tightly integrated Solutions offer marketers a complete set of marketing technologies that focus on analytics, web and app experience management, testing and targeting, advertising, audience management, video, social engagement and campaign orchestration. The tie-in with Adobe Creative Cloud makes it easy to quickly activate creative assets across all marketing channels. Thousands of brands worldwide including two thirds of Fortune 50 companies rely on Adobe Marketing Cloud with over 30.4 trillion transactions a year.

1 ERP: The Implementation Cycle by Stephen Harwood, Butterworth-Heinemann, 2003

2 Gartner Says 4.9 Billion Connected "Things" Will Be in Use in 2015 <http://www.gartner.com/newsroom/id/2905717>

3 Accenture Interactive. Cutting across the CMO-CIO divide. 2014.



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