

BUSINESS LEADERS & DIGITAL MARKETING

AUGUST EDITION

TO GET YOUR MARKETING
RIGHT, YOU NEED AT LEAST

**4 AGENCIES
TO COME
TOGETHER**

– DEMYSTIFYING THE
WHYS AND HOWS OF IT.

INDUS NET
TECHSHU
360° DIGITAL MARKETING



DIGITAL
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This document is for

- **Agencies:** Aiming to build a white label team by staying honest and educating clients on how they may need help on various marketing components for business growth.
- **Businesses that work with agencies:** Understanding the underlying functions needed to make a perfect marketing roadmap and the role of different agencies.

In today's market, customers are way more empowered with a myriad of choices and research platforms than they were earlier. Wishy washy ads can create awareness but the ultimate spender is way too smart to decode the true offering. As getting information has become easier, most of the competitors will have similar offerings. In this complex and changing market with confused buyers, RIGHT marketing is about getting all the components RIGHT and Integrated.

How to get it right? Who does what? Who is the mother agency? Can one agency manage it all? When to hire multiple agencies? How to understand and balance cost and returns to **keep marketing a profit center** - which is one of the core beliefs we have as an agency.

Digital Agency Selection matrix helps you prioritize engagement with prospective agency partners as per the business goal.

Digital	Startup	Micro	Small	Medium	Brand (B2C)	Brand(B2B)
MR & Business Consulting	*	*	**	***	*****	****
Digital Media Mix	***	***	****	*****	*****	****
Marketing Communication	**	**	**	****	*****	****
Technology	**	**	**	****	*****	****
Ad hoc Support	**	**	**	****	*****	*****
Agencies count	0-1	0-1	1	1-3	3-5	2-4

(*) Somewhat important but do not pose a direct predicament to business growth.; (**) Important but businesses can plan this engagement as per their long-term vision; (***) Crucial to have an agency partner for definite term and reap in the value addition from their domain expertise; (****) Must engage in with the agency and have a strong viewpoint; (*****) Must engage with the respective agency.

Summary:

- What is marketing? The simplest 4P definition gives away everything Product, Pricing and Place - look at these 3 Ps from “what competitors are doing?”, “what are the changing trends?” and “how we can redefine it?”. Which agency will do it - the marketing or research agency? Or marketing consultants?

Promotion, the last P has many more components

- What to communicate while promoting?
- Which media to use while promoting?
- What platforms need to be built for promotion & customers?

In traditional marketing, we saw different vendors individually contributing towards building the offline stores, buying media, and designing the brand communication. But, when it comes to digital, we often put all of them under one label. Also, you have different types of execution and strategic needs which include new market entry, legal compliance for platforms, plus more.

- Way back in time, digital marketing was made successful by improving the media mix & channel platforms. Now, it is more about intertwining all the digital marketing fundamentals together in an integrated way, so just for the sake of CFOs - stop treating digital marketing different from marketing. At TechShu, we define digital marketing as “marketing using 4 digital markets”.
- Where is the problem when we have very experienced communication agencies that hold the [lion](#) in one hand and [elephant](#) on the other? The answer is way too complex with too many variables. Here are a few of them -
 - ▶ “How many awards at Cannes Lions are won for an SME when 95% plus businesses fall under this category and for whom digital is God’s biggest promotional gift” - and did we mention how cash is valued at SMEs? So, how do we come up with communication at a low budget?
 - ▶ “Every channel is way too different with different segmentation options, be in Google with ad character limit along with keyword-based segmentation, or be in Facebook with text to image ratio which also comes with thousands of profile data combinations”. So, how do we come up with multiple messages still glued under one positioning using extended communication frameworks?

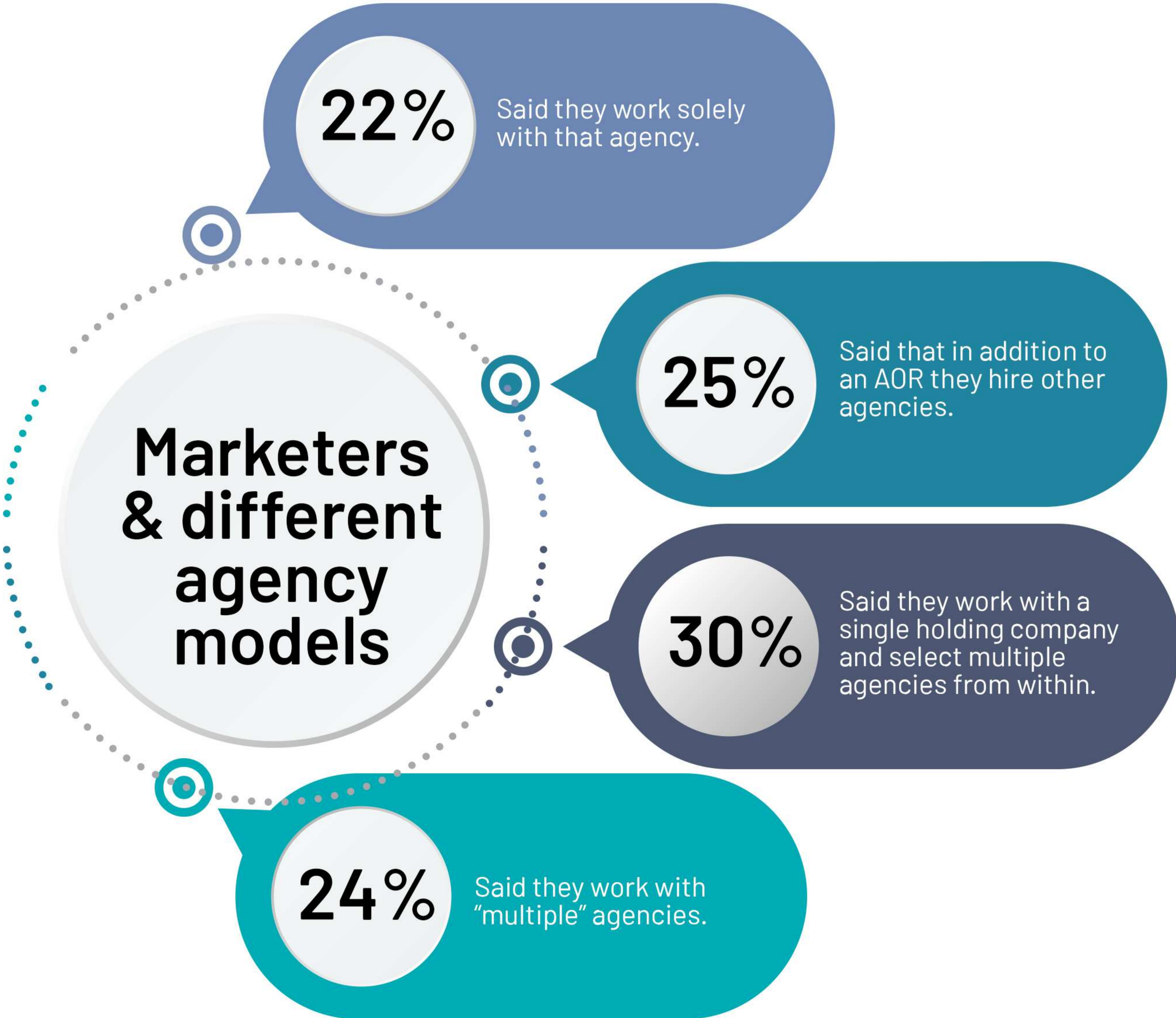
Often businesses blame their digital marketing agencies when they don't get results. On the other hand, the digital marketing agencies shift the blame on businesses citing different reasons ranging from lack of clear direction to unrealistic expectations. The report, titled "[The Future of Agency Rosters](#)," found the reasons that the agencies think are stopping them from getting the right results.



What agencies and businesses need to realize is that to achieve digital success, different marketing components need to align together.

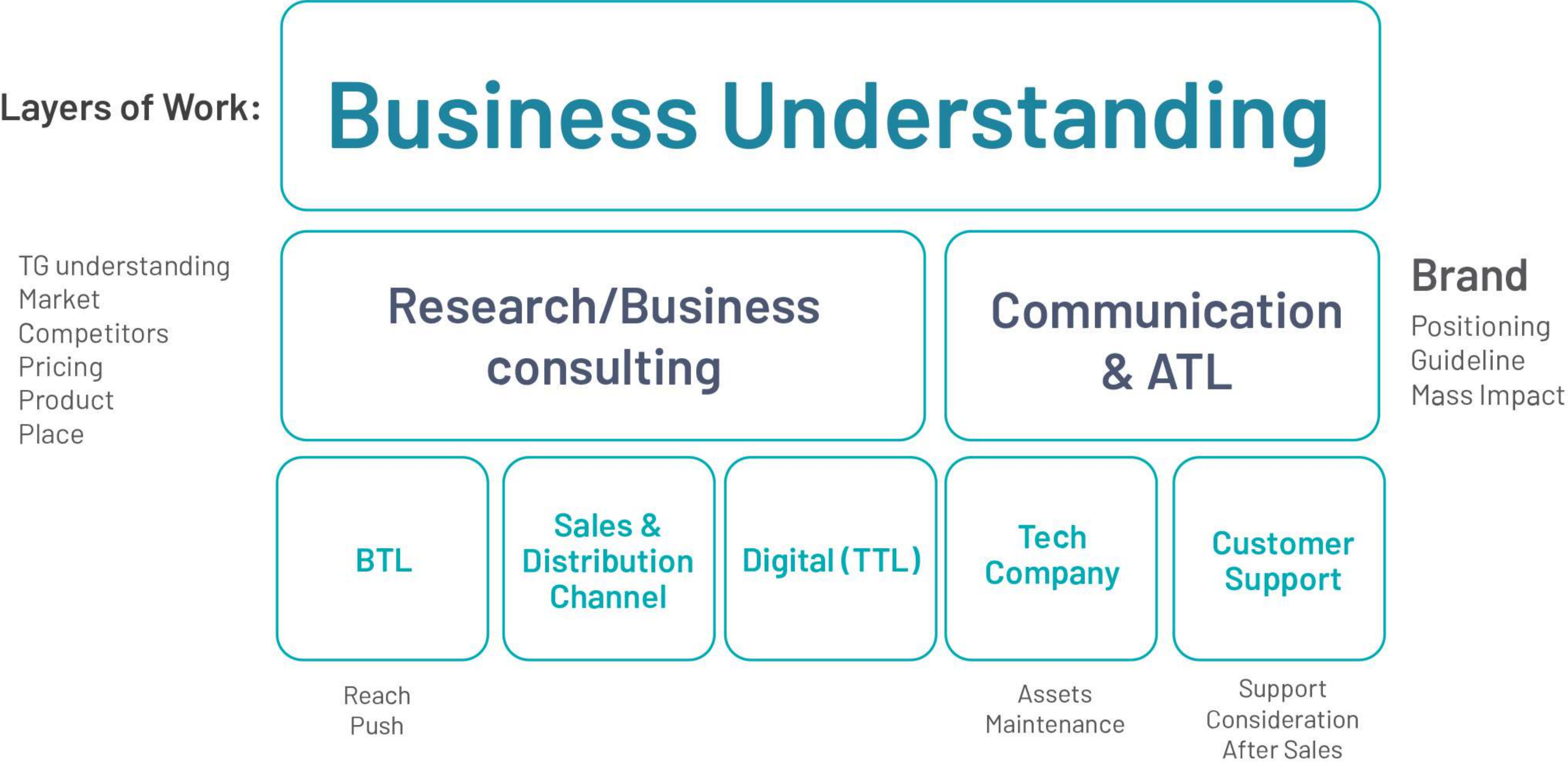
Here We Will Discuss How Different Specialist Agencies Can Make It Happen.

How many agency partners businesses should hire? Usually, businesses follow “Don’t put all your eggs in one basket” strategy but when it comes to hiring agencies, many businesses opt for one agency-of-record (AOR) with the expectation that the agency has the capability to do everything or enter into a completely new field with a learning curve. And unfortunately, the agency can’t say NO because often in a client-agency relationship saying NO means burning your bridges. The relationship goes awry, the progress on the project stops, and the worst possible scenario the agency losing the contract.



(*Survey - CMO Club 2018)

This Particular Document Will Help You Identify Different Components of Digital Marketing and How They Can Be Aligned with Business Goals.



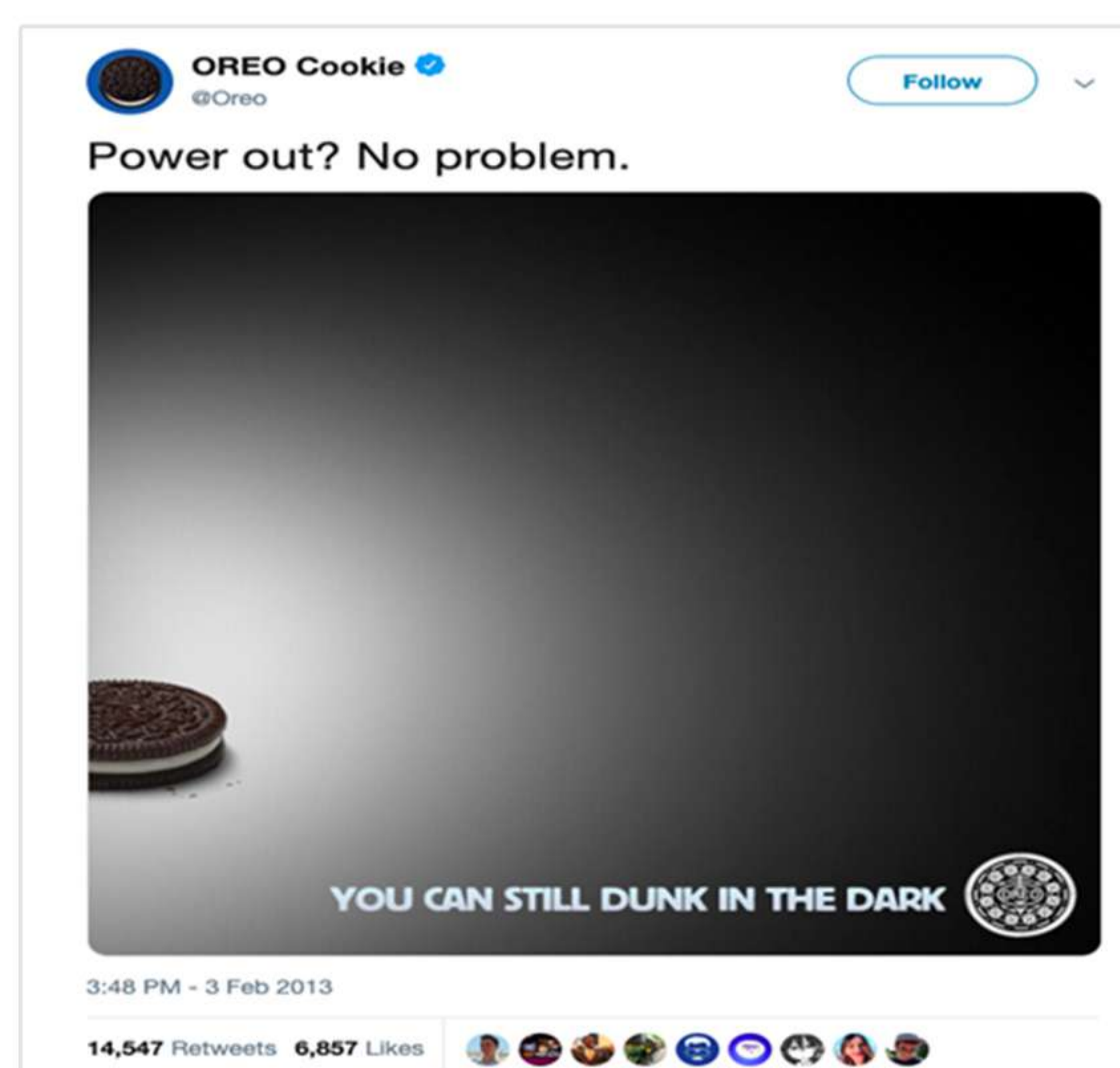
Business Understanding & Research

Each day, decision makers across different teams review an enormous range of decisions, which together affect the business results . Such decisions include:

- Should a particular product or service be launched?
- What should be the target audience and market?
- Who makes the purchase decision? How can we influence them?
- Should we charge X or 2X?
- Should we offer different prices - At different places?
At different times of the year?
- Which channels should we advertise on? What should be the right mix?
How often do we place ads? What should the advertisement say?

They may be guided by strategists and business consultants to help them look at the business in a new and better way. When we work with large clients - there's a very strong business research team helping different teams with relevant data so that they can arrive at the most viable decisions at the right time. We sit together with the marketing department and brainstorm to understand the data they have and how to leverage it in the best way possible.

The epic "Dunk in the dark" tweet by Oreo during the 2013 Super Bowl blackout is an oft-quoted example of brands using real-time data to create relevant content. The post generated 15,000 retweets on Twitter; on Facebook, it received 5,500 shares and 19,000 likes. Behind the scenes was a solid agency team and brand team monitoring data (mentions of the Super Bowl + Oreo's Super Bowl commercial) and caught that the conversation online had shifted to the blackout.



Before we discuss the roles and responsibilities of the digital agency in terms of research and consulting, let us have a perspective on SMEs, micro-businesses or local businesses.

For these businesses, we often find the owners being surrounded by market performance data gathered from their years of industry exposure and ground reality experiences. They have a gut feeling on how their business runs, and quite often their gut feeling is right. Also, extensive market research is an expensive affair, and for these businesses, it doesn't make much sense to invest a significantly high amount of funds on market research. From the digital perspective, they can conduct digital audits and surveys to understand customer behaviour and customer satisfaction level at a minimal expense.

However, for larger corporations - a research team plays an important role. For example, if an XYZ company is pumping in millions of dollars in advertising, then it makes sense to invest 5-10% of the budget in the research. It will give the marketing team an understanding of different critical areas - such as pain points of the audience, content formats that resonate best with the TG, and messaging that would attract and connect with the audience.

Who will do it?

Does your digital marketing agency (here we are referring to both the in-house team managing digital activities and the external agency) have the right capabilities to conduct the research? If the digital team doesn't have the right skills for the job, then they can get support from an external team.

Communication

This unit serves a tactical purpose - helping an organization communicate who or what it is. They are tasked with brand positioning, creating visual identity, and a consistent tone of voice across all channels.

Brand positioning is - How users perceive your brand? Is it how you want them to see the brand? How do you want users to see the brand in the future? When you want to create brand positioning it's important to draft certain guidelines including colour association, font association, logo association, copy association, and mascot association - so that every communication that goes out from the brand is consistent.

Secret: Positioning is the glue that holds all your messaging



Thou shall first get it right (Brand Hygiene)



Marketing experts Al Ries and Jack in their book *Positioning: The Battle for Your Mind* said, "Positioning is not what you do to a product. Positioning is what you do to the mind of a prospect."

For activities having a mass impact, such as TV ads or print ads the communication agencies take over the control. But when it comes to activities (such as a small digital campaign) where the reach isn't as big as print or TV ads, the core communication team doesn't interfere much, but they will still look at the activities from the perspective of maintaining the hygiene.

Who will take care of brand positioning and messaging?

If you're hiring a PPC agency, SEO agency, or a full-fledged digital agency, then there are various factors to consider, such as - are they really good at understanding brand positioning? Can they select the right message? Can they do the brand positioning right? Can they select the right font?

Usually, traditional agencies like Ogilvy & JWT specialise in getting the positioning right for businesses. Also, you can get on board independent or boutique agencies for brand positioning and messaging.

We are a strong advocate of getting the brand hygiene right. If you're a small or micro business owner, you don't want to invest money to become a brand - but what you must do is to take care of the hygiene factors.

Digital reach

SEO	PPC	Email	Social Media
			
<p>On-page Activities</p> <ul style="list-style-type: none"> Search Market Analysis Keyword Analysis Intent Segregation Keyword Mapping Metadata Title, Meta Descriptions, Header Tags + More 	<p>Analysing</p> <ul style="list-style-type: none"> Psychographics Demographics Search Data Social Data Purchase Data 	<p>Subscriber Segmentation</p>	<p>Business Understanding</p>
<p>Technical SEO</p> <ul style="list-style-type: none"> Conversion Rate Optimization (CRO) UI/UX URL Restructuring 	<p>Channel selection</p> <ul style="list-style-type: none"> Google Adwords Social Channels etc 	<p>Content Creation</p>	<p>Analysing TG + Social Channels</p>
<p>Off Page Activities</p> <ul style="list-style-type: none"> Links Q&A etc 	<p>Messaging</p> <ul style="list-style-type: none"> Image, Text, and Video 	<p>Design</p>	<p>Analysing Different Content Formats to Connect with Already Connected Users + Reach New Ones</p>
<p>Content creation</p>	<p>Bidding strategy</p> <ul style="list-style-type: none"> Viewable impression (VCPV, CPM) 	<p>Automation</p> <ul style="list-style-type: none"> Triggered Traditional 	<p>Content Creation</p>
	<p>Remarketing</p>		<p>Influencer Marketing</p>

Who will take care of digital reach?

It goes without saying, that a digital agency should take care of all the reach related activities. In some cases, if you have a requirement that's very core to you, then you can partner with an external agency. For instance, we remember working for a client when they suddenly came with an urgent requirement for app marketing. We hired an app marketing company in the US as a consultant for the work. If you also come across such situations where you need help from a specialised agency, then you can hire them as a consultant and work with them for 6 months or a year to see whether they are adding any value to the entire equation.

Digital Assets

Assets like website, microsite, and mobile app etc help businesses meet their goals.

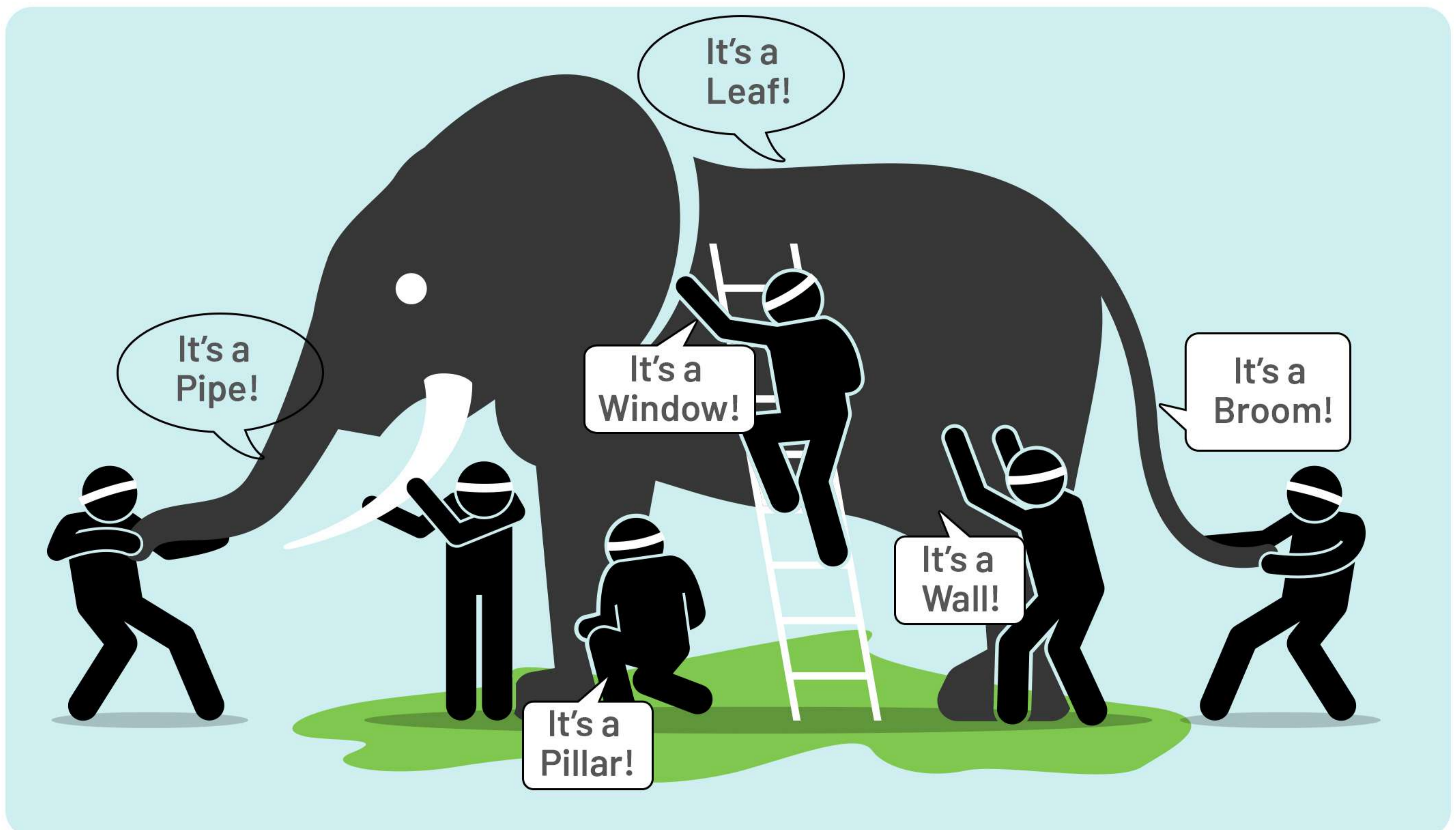
Who will take care of conceptualisation?

Conceptualisation can be done by the digital agency in association with execution partners. Sometimes, digital marketing agencies are supported by a great technological division, and sometimes they are not. There's nothing right or wrong about it. If the digital agency is good at its core work, then there can be a digital development company that can come into the picture and together they both can achieve digital success.

Conceptualisation includes UI and communication. For the communication part, digital and communication agency can work together to create a meaningful and relevant user experience journey. It includes creating information architecture, mockups, and wireframes. For the UI (the aesthetic part), digital, communication, and technological experience partner - need to come together. But when it comes to technological aspect, you might want to leave it to the technology partner.

Challenges & Solutions

1. Business Understanding



Everyone understands your business from their perspective. This means, business owners have to explain their business multiple times, which in turn becomes a costly affair. So, if you are hiring 10 agencies, your cost becomes 10X. And if you're hiring 2 agencies, your cost becomes 2X.

Solution:

For effective knowledge transfer regarding your business and requirements, ensure there's a communication channel between agencies and you remain agile in nature.

2. Blame Game

When there are 4-5 agencies, no one takes the responsibility when things don't go right. For instance, if a campaign didn't work properly, you might hear the communication agency say they did the job well, but the digital agency responsible for reach didn't do its job properly. Or the digital agency might say that they ran the ads effectively, but due to website issues the conversion didn't happen, hence the technology partner should be held accountable for the failure.

Solution:

One team should be accountable for the core business KPIs which include building a brand health score and increasing the topline & bottomline. And the team accountable should be given the full authority to select agencies and make other vital decisions.

For mid-level and large companies, generally, the accountability is taken by internal teams. The internal team manages the agencies. But remember, the internal team should have maturity and efficiency. It should be mature (communication, business, and digital maturity) enough to work with different agencies and can get the work done effectively.

If the business is spending a million dollars in marketing and more than half of the investment is spent on branding and messaging, then the communication agency should be made accountable with the internal agency.

Bottomline: Whichever team is accountable should have the authority.

3. Assigning KPIs to different agencies

“What gets measured gets managed” is an often heard remark in the business world. There’s no denying that without measurement, it’s a tad more difficult to manage things. However, the problem arises when the clients try to measure everything without a clear understanding of the KPIs and whom to assign what.

Solution:

Assigning KPIs

There will 2 types of agencies or teams

That Shares Business KPI

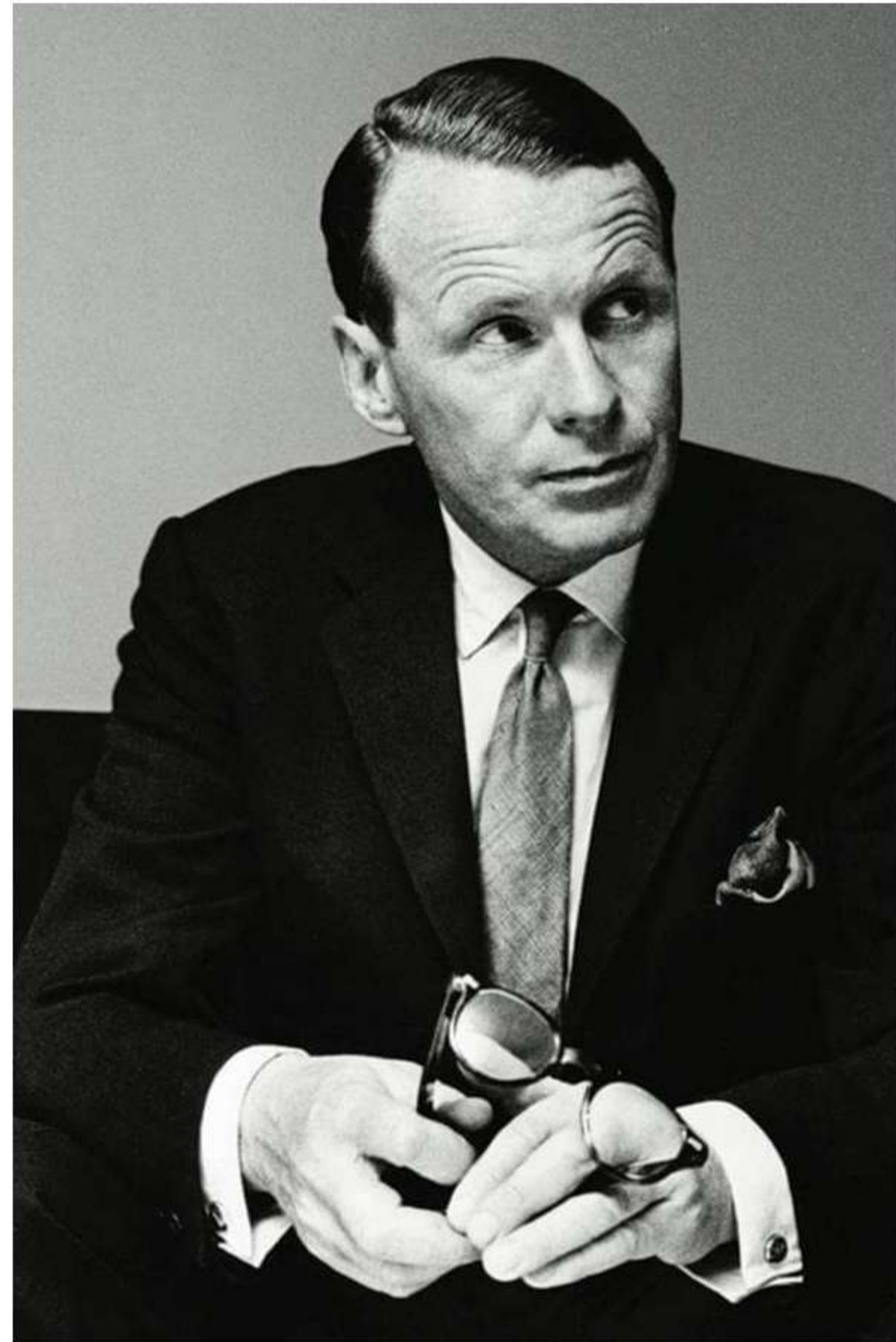
- Business KPI & ROI
- Skin In the Game
- Strategy
- Execution Plan

Supports with work

- Quality of work
- Timely deliverables
- Cost Factor

Are the agencies going to be KPI-level partners or are they going to do just support work? When they share KPIs - your win they win, you lose they lose. Also, whatever KPIs the agencies are sharing - they should be responsible for preparing the strategy and execution plan for those KPIs. If they meet the KPIs - reward them. And if they don’t - penalize them. If you are hiring agencies for support work - then consider their quality of work, delivery time, and cost.

Last but not the least - a golden rule on hiring agencies as laid down by the father of advertising



“Don’t hire a dog, then bark yourself.”

David Ogilvy

We have seen many clients coming to us saying we need our website optimized for these 4 keywords, we need 6 social media posts, or we need to run ads for these 4 keywords - then we ask them - “What do you want us to do?... Do you want us to work as a support agency or a KPI -based partner?” If they answer that they want us to be helping them in support-related work, then we make it pretty clear that the accountability of the work lies with them. If the keywords, that the client has selected and gave it to us aren’t helping them in their business goals, then the accountability lies with them.

It’s not our intention to put the blame on the clients, or in that case, even the clients shouldn’t be indulging in the blame game - these situations can be avoided with the right agencies given the right KPIs and the accountability being assigned to the right team.