DIGITAL MARKETING MANIFESTO

10 PRINCIPLES TO TACKLE TRANSFORMATION

Many thanks to our great friends,
without you it wouldn't look that nice!

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INTRO
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Managing Transformation
Giorgio Ascolese

I've always been passionate about change management. It's a fascinating discipline that deeply affects organizations and one that probably represents the biggest challenge for leaders today.

We're living in an age where adapting quickly is essential for company survival. The changes we've seen over the last three years have been as far-reaching as those that have taken place over the last 30. We need to live outside our comfort zone and be able to re-adapt fast, especially – and more than ever before – because of the opportunities and challenges presented by the digital economy.

The Inbounder is an exciting project to share knowledge and help companies within this changing environment. At our first two events we brought together and heard from leading national and international experts in Innovation and Digital Marketing. I would like to take this opportunity to thank them again for their invaluable contributions. At the WAM We Are Marketing team, we have enhanced their conclusions with content from the world's most relevant sources to bring all these reflections together.

We hope this ebook is useful to you and that it acts as a compass to guide you through the challenges you face at work, both now and in the future. We welcome your feedback and contributions, and look forward to seeing you at our forthcoming events – for which registration is already open. Enjoy this Manifesto and start driving change today.

Managing Transformation

the INBOUNDER

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WAM FOUNDERS

Sharing Knowledge
Isaac Vidal

It's over ten years since I started my blog on tourism marketing. I can clearly remember what inspired me to take the plunge: curiosity and the urge to share my knowledge. There was no personal branding or SEO criteria to reach certain objectives. I was purely moved by the wish to share what I thought I knew.

Back then, having a blog was very unusual. The people who inspired me were the pioneers Enrique Dans and Jeff Jarvis. They both introduced me to a new world where terms like collective intelligence or web 2.0 were only just on the horizon. But we were already starting to see a real paradigm shift in the generation, distribution and use of information and knowledge.

In a way, you could say that this Manifesto blends two things together: One is the admirable collaborative spirit that shows the strength of the main hypothesis in Barry D. Libert's great book, "We are smarter than me." The other is a demonstration of the digital revolution we are experiencing, where speed and knowledge management when making decisions and carrying them out have become the main keys to success in any enterprise in the digital world.

It's hugely satisfying to see this Manifesto, to which so many experts have contributed. You hold in your hands not only a summary of the current state of the art in Inbound Marketing at a global level but also an extraordinary tool to prepare for the future.

Happy reading.

Sharing Knowledge

the INBOUNDER

INTRO
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Discipline & Disciplinarity
Enrique Barcos

It isn't easy to admit but it has to be recognized: 75 percent of all processes of organizational transformation or change go off course in terms of schedule, cost or reach, and rarely manage to satisfy clients and shareholders equally. So:

→ Why should we take digital change on board so confidently and put it in the hands of multidisciplinary teams?

→ Should we stimulate organizations through rapid response teams or is team work overvalued?

→ Is change something that's slow and costly, that should be divided up and implemented in parts? Or should it be seen as something global and fast-moving that should be applied to the whole organization at the same time?

In spite of the difficulties, thousands of companies and organizations have started out well aware of a simple but irrefutable fact: in order to grow sustainably, the speed of internal change must be faster than the speed of change in our environment.

Even when the management of interdisciplinary terms of undeniable talent means we have to abandon old models based on attribution and concentrate more on models of contribution. Even though magic (or chemistry) in those teams happens on just one out of every five occasions. Even if we only do it once, it's worth trying because the result is that the whole is still better than the sum of all the parts. It's synergy in its purest form.

Reading this Manifesto gives us a holistic vision that helps us not to find answers but to explore exciting new paths. Because success in digital change still has much more to do with people than it does with technology.

Discipline & Disciplinarity

the INBOUNDER

INTRO
THE INBOUNDER FOUNDER

Like almost everything in life, The Inbounder came about through a series of happy coincidences:

1. That Rand Fishkin, one of the most respected and influential evangelists of Inbound Marketing, was my friend and wanted to organize a meetup during his stay in Spain.

2. That I – for completely non-professional reasons – knew someone who could present my idea to the University of Valencia so it could be a partner on an organizational level.

3. That other friends, such as Aleyda Solís, Fernando Maciá Domene, Bas van den Beld and Lisa Myers, offered to give keynote speeches free of charge.

This is the secret history behind how the first edition of The Inbounder came to be in March 2015. In this ebook you have the chance to (re) discover it. Happy coincidences that, if you play your part, will never cease to surprise you.

Giorgio Ascolese, CEO and Co-founder of WAM was sitting among the participants and he proposed making **The Inbounder** slightly bigger. I could only say "When shall we start?"

The truth is that for some time I've dreamed of creating something that was missing from the digital market scene:

→   An event on Inbound Marketing in Spain but open to an international audience;

→   An event where digital marketing professionals from all over Europe could share ideas, tips and discoveries;

→   An event where those who work in marketing could share experiences with those who manage in marketing;

→   An event where different professionals from the different channels in the Marketing Web could meet to finally work together;

→   An event that broke down the invisible barrier that separates those in the south of Europe from those in the north; one that showcased the Web Marketing quality of us so-called PIGS but that, at the same time, was able to shake us out of that Mediterranean provincial mindset that so embarrasses us in the "outside world."

INTRO
THE INBOUNDER

These happy coincidences led us to dream up and deliver the first edition of The Inbounder. A dream come true, whose first event was The Inbounder Think Tank last May. An event where we literally locked more than 50 digital marketing professionals from Spain in the same room with digital entrepreneurs so they could observe the future of Inbound Marketing.

A dream that continues to develop into a series of events that will make **The Inbounder** a constant companion to marketers and, I am sure, a benchmark at world level.

→ **The Inbounder Road Shows**, a series of mini-conferences in Spain's largest cities.;
→ **The Inbounder International Conference** in May 2016 – we're bringing together Spanish and international experts to talk about Inbound Marketing.

The **thinking** behind all events with **The Inbounder** signature is simple:

→ The Inbounder was born in the trenches, not in the classroom, and everything that cannot be applied in practice will be banned.

→ The Inbounder's ambition is to talk about the future of Inbound Marketing with its feet firmly on the ground.

In 'Amadeus', the excellent Milos Forman movie, a dignitary from the Austrian court asks Mozart why he insists on writing The Marriage of Figaro instead of turning his attention to composing about the gods. Mozart replies that he's tired of all the nobility and gods in operas, who are so pure that even their shit is made of marble. He decided instead to write operas about the lives of normal people.

That's The Inbounder: a place where we don't talk about "Marketing." The Inbounder is a place where we talk about **how** to do marketing.

- Gianluca Fiorelli

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INTRO
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THE INBOUNDER: EL MANIFIESTO

10 Principles of Transformation

1	Innovation	**6**	Be different, be relevant
2	Business culture	**7**	Omnichannel
3	Multidiscipline	**8**	Multi-format
4	Customer centricity	**9**	Self-service & automatization
5	Buyer experience	**10**	Technology & technical disciplines

INDUSTRY CASE: Disruption in the travel sector

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INNOVATION

Destroy and create or be destroyed

It's abundantly clear that the internet is a "**disruptive technology"** that has changed industries, made strategies of well-established businesses unviable and introduced new ways of organizing production and distribution. While all this has been going on, mainstream business models have failed, leaving certain sectors in tricky situations. Disruptive innovation is the result of consumer markets that are increasingly competitive and dynamic in developed Western economies.

The concept of **disruptive innovation** was introduced by Clayton Christensen (Harvard Business School) in 1997 in The Innovator's Dilemma. It refers to the way in which a formerly residual product or service, or an application with few followers or users, can quickly become a market leader.

Disruption happens, therefore, when emerging businesses use new technology or new business models, and do better than those who until then were the market leaders.

CREATIVE DISRUPTION

Industry boundaries are increasingly hazy as disruptive innovators such as Apple, Google and Amazon revolutionize one industry after another.
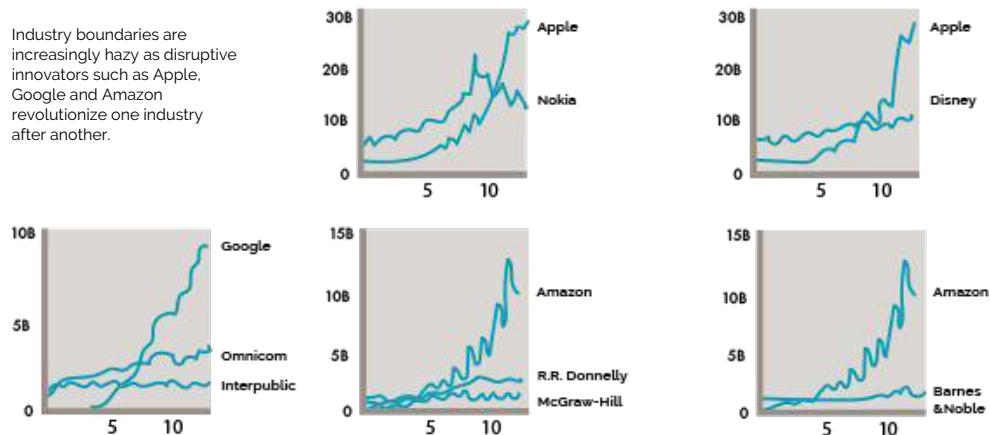
Figures show earnings, not share prices. In other words, real money.

The Austrian economist Joseph Schumpeter called this process **"creative disruption"**: **disruptive** because of its big impact on existing companies but **creative** because of the economic vitality it unleashes. Schumpeter proposes that, to survive, companies should create and destroy simultaneously at the same scale and rate as the market. Destruction is just as important as innovation, but it's more difficult because it involves overcoming our natural tendency to want to be successful at everything we do. In other words, **to avoid being a victim of creative destruction in the market, a company has to generate creative destruction within itself.** This is what Apple did when it killed off its star product, the iPod and made it into an app.

"Destroy and create or be destroyed; that is the dilemma."

According to Greg Satell, a recognized authority on innovation and digital strategy, there are three pillars supporting innovation:

Competition

Every organization has its own story and a set of abilities that determine its capacity to adapt to innovation. An "old school" industrial brand can't wake up one day and decide to function like a tech startup in Silicon Valley. And they shouldn't try. However, every company should always look to improve. Tim Kastelle, an innovation researcher, has built a wide-reaching framework based on competition and commitment that helps businesses leave the group that's lagging behind and reach the innovators leading the world.

Strategy

As every business person knows, assigning resources is vital for strategy and it therefore has to be an integral part of fitting innovation to strategic objectives. Yet again, Professor Kastelle gives us very useful guidelines in his "three horizons" model that suggests a 70/20/10 ratio between the improvement of existing products and processes, looking for connections and exploring completely new markets.

Management

Even the most competent companies who use resources wisely have to manage their innovation effectively. This is the first objective.

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UNICORNIOS	**Stars at risk**	**Innovators at world level**
Accidental innovators	**Reaching objectives**	**Stars in the making**
Little innovation	**Thinking about innovation**	**Confused**

INNOVATION COMPETENCE

COMMITMENT TO INNOVATION

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INNOVATION MATRIX
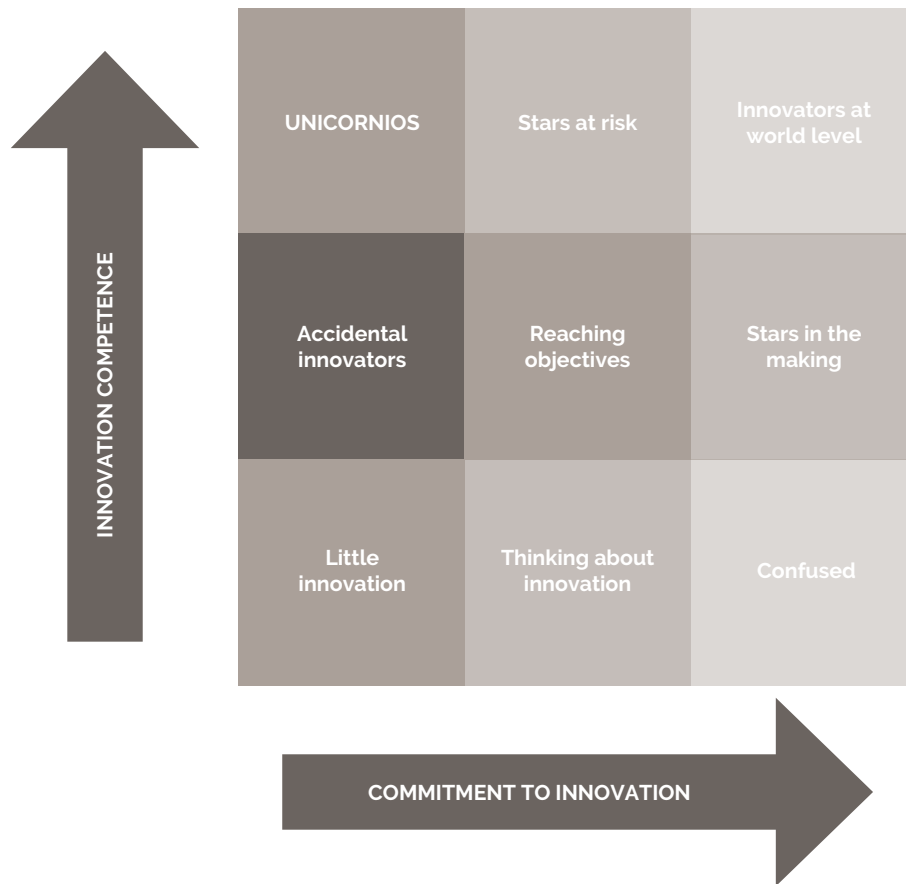
	Well-defined	**Not well-defined**

Definition of the problem

Well-defined

Revolutionary innovation
Skunk Works
Mavericks
Open Innovation / Prizes

Innovation Maintenance
R+D labs
Externalization

Not well-defined

Basic research
Research divisions
Research grants
Academic affiliates

Disruptive innovation
VC model
Innovation Labs
15% / 20%

Not well-defined   Well-defined

Definition of domain

Innovation Management Matrix

On the same theme, Greg Satell developed the **Innovation Management Matrix** where we can see that by determining the problem and domain definition we can build a simple 2-by-2 matrix containing the four basic aspects of innovation.

Building an innovative portfolio

Although focus is important, no business should limit itself to just one quadrant. Apple, for example, is basically a sustainable innovator, although iTunes was undoubtedly a significant disruptive innovation. Google, on the other hand, could be the world's biggest disruptive innovator that uses considerable resources to improve its existing products.

It's important to develop an innovative and effective portfolio that contains one main focus area but that also takes the other quadrants in the matrix on board, building synergy between the different focal points. Innovation is, above all, about mixing it up.

BUSINESS CULTIRE

It isn't the rules of the game. It's the game itself.

Leap frogging

In his work **Leapfrogging,** Soren Kaplan starts from a simple but worrying premise: although business leaders herald the virtues of creativity, innovation, business spirit and out-of-the-box thinking, these same leaders do little – or nothing – to nurture these values. As a result, most business cultures are still stuck in a rut.

In its simplest form, **Kaplan's concept of jumping** concepts is about "changing the game, creating something new or doing something radically different that produces a significant leap forward." The idea is to create a business culture that's open to random ideas; one that doesn't throw them out because of how difficult they are to process or organize, or their limitations (real or supposed), but instead lets these ideas define the way in which the business can evolve and which business we should bet on. Companies tend to suffocate what he calls "bigger ideas."

Current business practices are based on the desire to increase predictability and reduce the surprise factor through excess planning, predictions and analysis. These in turn block those chaos-creation moments that are vital for future challenges, deploying new resources and transforming the traditional way of doing business.

Every organization is designed to get results. Poor performance comes from a badly-designed organization. Great results arise when strategies, business models, structure, processes, technology and tools all work in harmony.
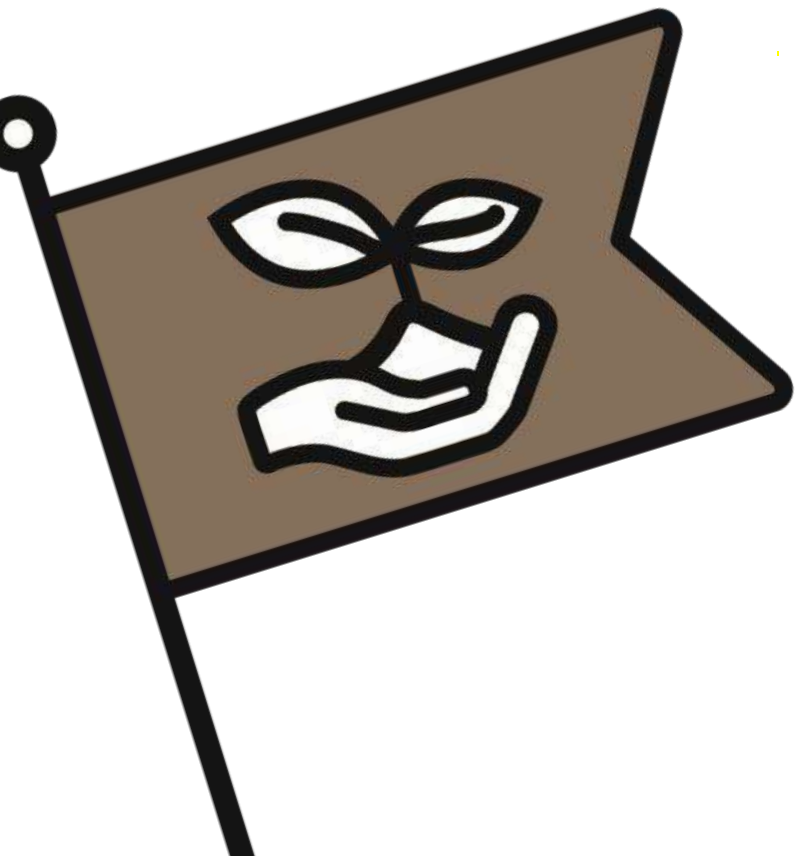
Smart leaders shape their business culture to boost innovation. They know that the culture itself – values, rules, unconscious messages and subtle behavior by leaders and employees – is what often limits performance. These invisible forces are responsible for the failure of 70 percent of all efforts to change organization. So where's the secret? It lies in the design of the interaction between the company's specific strategies and the way in which people really relate to each other and the organization. Every company has a different culture. That's why when innovation is nurtured, we're nurturing a unique way of doing things. Whatever we do, we should align ourselves with the company's values and objectives, and make it easier and more gratifying for those people whose job or role influences the innovation culture we're trying to nurture.

That's your role: as management, you have the power to change your company's policies easily. You may also have the ability to hire, fire, promote or demote employees' ranks without having to make much effort. However, changing a deep-rooted culture is the most difficult task you'll ever face. To do it you'll need to gain the trust of the people you work with and act astutely and persuasively.

Steve Jobs talked about the **"leapfrog product"**: a product that takes an even bigger leap, creating a new kind of product. Isaacson, Job's biographer, claims that for companies to create such innovative products, they need the collaboration of everyone who works in it. It's (almost) impossible for the final result to come from one person alone.

Who Says Elephants Can't Dance?

This interesting title comes from one of the most successful best-sellers in the history of change management. It's written by and features Lou Gerstner, CEO of IBM since 1993, who went from an 18 billion dollar loss to profits in the space of just one year.

When Louis V. Gerstner took over the reins of the computer giant IBM, many analysts thought that the company's glory days were dead and buried. They believed that smaller companies could adapt faster to changes in the world of technology but that a company the size of IBM simply couldn't compete. To start with, even Gerstner himself was skeptical, but later he became convinced that IBM could be saved so he took on the role of chief executive and began the difficult task of facing up to the impossible. His main objective was to make the company profitable. He revised IBM's business strategy and personally visited all its clients to assure them that IBM was there to stay. Interestingly enough, Gerstner believes that the key to the change in IBM wasn't in the vision but the implementation. To do this, he needed an experienced team and to instill it with the sense of commitment to make it possible to take the company forward. Gerstner was well aware that IBM's massive growth was based on its past successes, making it difficult to implement a radical change. But a change in direction was increasingly necessary. To "make the elephant dance," Gerstner had to quickly change IBM's focus, concentrate on short-term goals and implement smart use of resources.

In the end it all comes down to people. Good **leadership**, good **management** and a **winning attitude** were the main ingredients in IBM's radical change.

Another person to have had a profound effect on the theory and practice of social organization and psychology is Kurt Lewin. In his research, he noticed that, to achieve effective change, individuals face two big obstacles:

- Firstly, they're not prepared – or they're unable – to change deep-rooted habits.

- Secondly, change usually doesn't last for long. After a short time trying to do things differently, individuals often return to their original behavior patterns.

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"Change in organizational culture is one of the most difficult leadership challenges"

- according to Lewin.

To overcome these obstacles and achieve effective change, Lewin proposed a sequential model with three stages that he called *unfreezing, changing* and *refreezing.*

In Blue Ocean Strategy, W. Chan Kim and Renee Mauborgne mention **four obstacles that a director has to overcome when attempting to instill a change of direction in a company:**

1 Cognitive

People must be aware of the necessity of a new strategy.

3 Resource limitations

Changes in a company inevitably involve moving teams in different areas.

2 Workforce motivation

4 Corporate policy and culture

12 basic rules for innovative culture

Essential ingredients for change. Unique change for your company.

01
Know yourself and pay attention to your surroundings.

03
Be open to collaboration.

05
Think big. Don't set yourself small objectives.

07
Use the "trial and error" formula.

09
Remember: you have a mission to accomplish.

11
Make leadership infectious.

02
Stay focused on your innovation proposal.

04
Just do it. Don't look back.

06
Measure by big data, not by intuition.

08
Hire proactive and motivated people. Betting on the wrong people is very risky.

10
Encourage your team.

12
Learn from your mistakes.

MULTI-DISCIPLINE

The "T-shaped Marketer"

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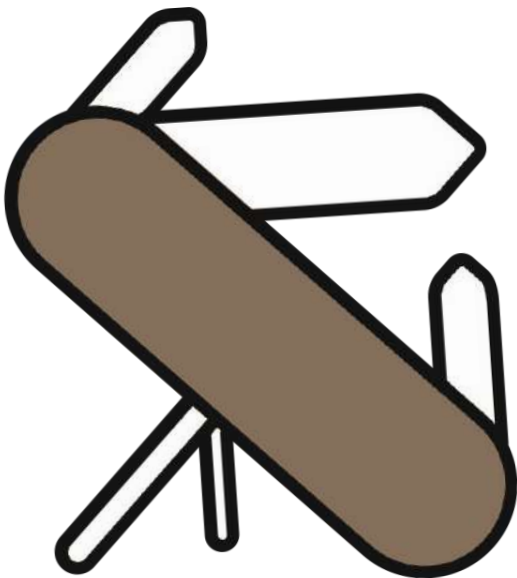
As investment in digital marketing increases, companies that don't adapt to the online world will probably be left behind. Along with the many companies that understand the value of online marketing and are adapting to it, we, as individuals, also have to learn to do so. The choice of specialties is growing at an alarming rate, but do we know what to focus our energy on? Can we become experts in all areas of digital marketing?

We're going to explore some of the basic disciplines in this "new" world of marketing, what they mean and how to delve more deeply into them if we want to become specialists.

The 'T-shaped Marketer'

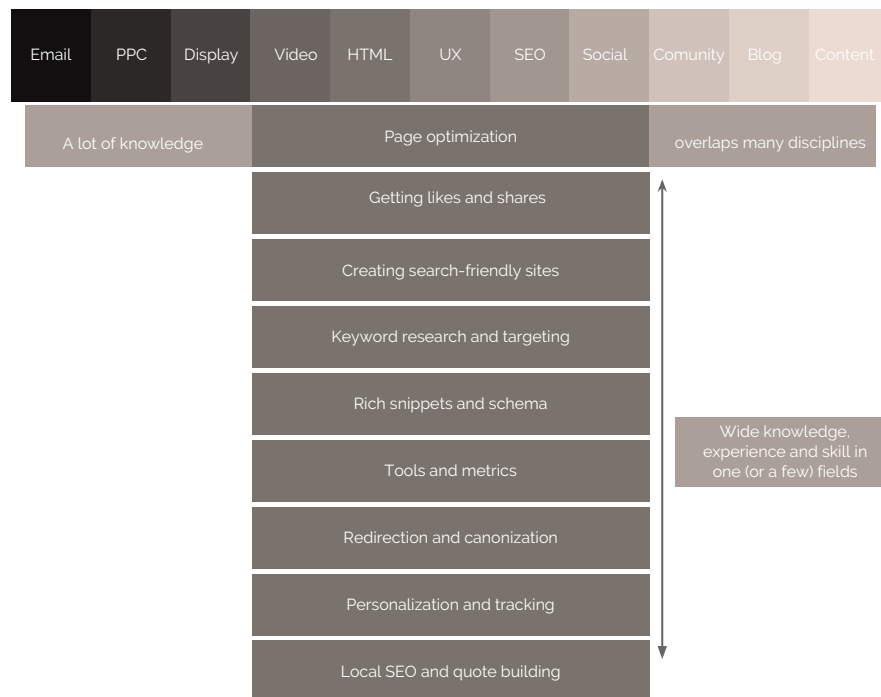Different articles talk about the increase in T-shaped marketing and the way in which marketing skills as a whole have changed over the last few years. The graphic below, by Rand in Moz, helps us see this concept clearly. In Rand's words, "A lot of posts on the internet refer to the term **'T-shaped Marketer'** as a model for the future. Some articles go much more deeply into the concept than I ever could, but I'd like to share my point of view and thoughts in this graphic that I prepared for a recent talk."

This is how a "T-shaped Marketer" looks. The idea of becoming a master of all digital marketing disciplines is, understandably, very difficult but we can acquire a lot of knowledge that allows us to work in each discipline without being an expert.

In Don't Let Your Agency Fall into the T-Shaped Black Hole, Adria Saracino claims that this way of thinking about management and employment has been around since the beginning of the 1990s, but it's only now that it's become a buzz word in the world of marketing agencies. Many of them are jumping on the bandwagon and taking on board the whole T-shaped model. However, this structure in an agency can turn into a complete disaster if it isn't developed properly.

Why? In the T-shaped model, every professional has average knowledge of the different marketing channels used but specialized knowledge of only one of them (or of just a few).

Email	PPC	Display	Video	HTML	UX	SEO	Social	Comunity	Blog	Content

A lot of knowledge	Page optimization	overlaps many disciplines

Getting likes and shares

Creating search-friendly sites

Keyword research and targeting

Rich snippets and schema

Tools and metrics

Redirection and canonization

Personalization and tracking

Local SEO and quote building

Wide knowledge, experience and skill in one (or a few) fields

To create a successful platform of the T-shaped model we need to put five things into action:

2 Create a well-defined work-flow that capitalizes on each employee's strong points.

3 Work with employees to define their T-model and establish the limitations of their work.

1 Clearly explain our expectations and be consistent.
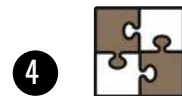
4 Build a culture of collaboration: daily encouragement, praise for those who do well and practicing what we preach.

5 Give employees access to the tools they need for growth and collaboration.

The validity of developing T-shaped web marketing is defended by Tim Brown's global design consultancy IDEO, and picked up by Mike Tekula in Distilled.net. A T-shaped individual has the skills to contribute to and collaborate in different disciplines.

Although T-shaped individuals can really rock in their discipline, they haven't developed their basic skills across the board. As a result, they feel obliged to stay in their comfort zone or risk not offering other values if these take them out of the zone. In addition, they also experience difficulties when it comes to working in a team.

Generalists, for their part – the Ts without solid support – are never quite respected by experts and this means they lack confidence and initiative.

On the other hand, T-shaped individuals can take on several projects creatively and easily while being efficient at the same time since they have enough information to put expert knowledge into practice and know when to apply it.
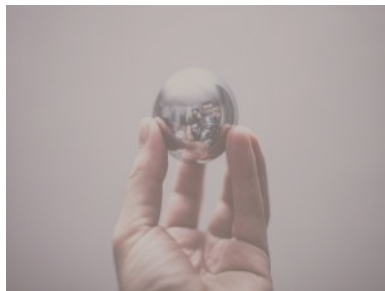
So, what's the way forward?
The following guidelines brought together by Mike Tekula in **Distilled.net** sum it up.

① Find your focus and move towards it.

We should accept that we can't become masters solely through expanding skills and knowledge. We need specialists to reach a comprehensive understanding of each discipline. Otherwise, we risk being generalists.

② Develop inter-disciplinary skills

How useful knowledge is depends on the nature of the problem. You don't need to be a top expert to move things forward – it's much more important to recognize when and where more experience is needed and to have the necessary resources at your disposal to use in each project.

③ Build a powerful network to strengthen weak points

It's useful to have a network of trained and experienced individuals to complement your team. This might mean you use them to work on projects from the start or call on them when you have an issue that needs their assistance.

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Delving into the concept

A T-shaped person is someone with a certain level of expertise in a wide range of fields, but they're only an expert in one (or very few) of them. This model might not appear particularly remarkable or unique, but it does have qualities that are essential in large marketing teams. In Rand's opinion, four such qualities make a big difference.

1 **Respect for peers**

At the same time as developing their own expertise and skills in different disciplines, *marketers* also value these traits in others and recognize the challenges involved in their achievements. When problems arise or when teamwork is essential, this respect is a vital part of the camaraderie. Goodwill makes it possible to get on together in difficult times.

2 **People need to feel proficient**

As Daniel Pink points out, human beings need three things to be happy at work: independence, to know their stuff and to have a purpose, an objective. Marketers who are constantly swapping between different tasks never get the opportunities to develop their expertise that T-shaped individuals get. Loyalty, commitment and a sense of belonging to a project, of being a key component, all help to reach proficiency and gain recognition from the rest of the team.

3 **More levels of knowledge, more creativity**

Creative solutions are difficult to come by and even more difficult to evaluate when there's only one person in the organization with expertise in that topic. When there are several T-profiles in the company, the marketing team can invent and develop much more powerful solutions to tackle every problem.

4 **A T-shaped team stops redundancy at key times**

Imagine it's launch day and you need to see how the email metrics are working but only one person in the company is familiar enough with the platform to track the data properly and explain it. This is not good and can be avoided by using T-shaped overlaps. Redundancy doesn't mean anyone can do anyone else's work but it does mean that at critical times we don't put all our eggs in one basket.
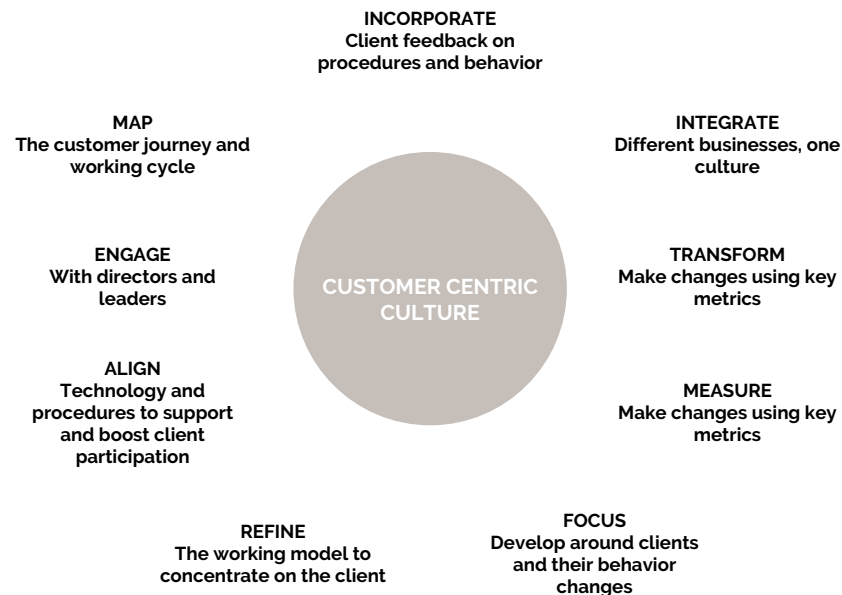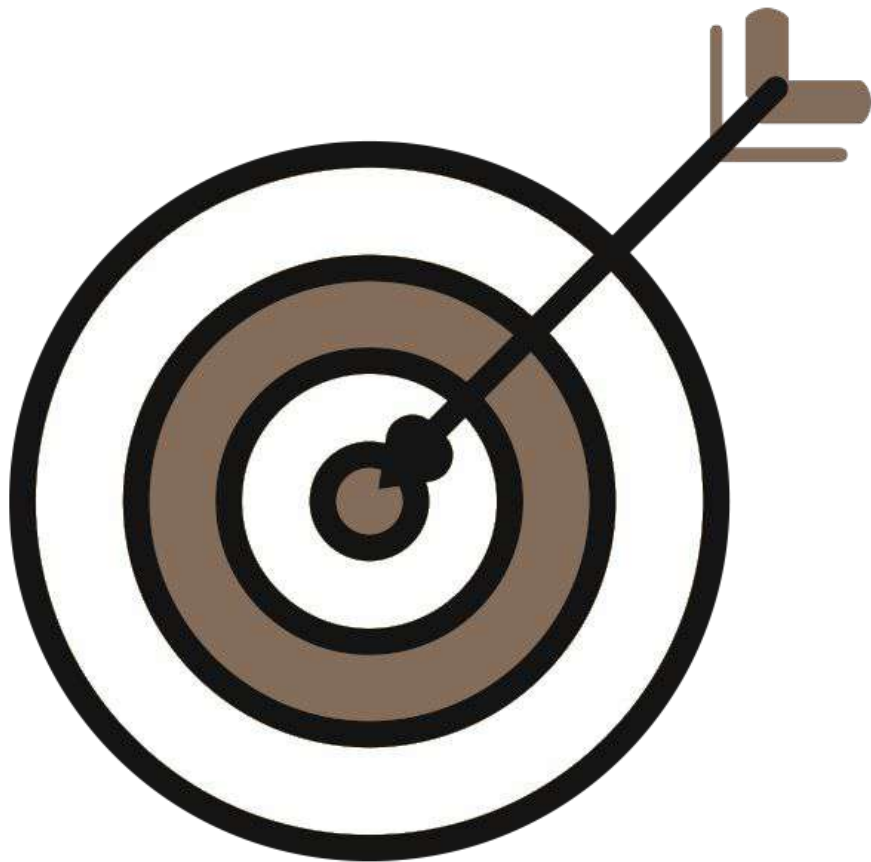
CUSTOMER CENTRICITY

4

It isn't so long ago that digital technology started turning the marketing world on its head. In fact, digital technology has changed the business of marketing, creativity and the content of metrics and analysis forever. The point isn't the changes made by digital technology, but rather whether companies are making use of these tools to attract clients.

"We no longer refer to digital marketing as getting a website or an app. We refer to it as how we understand technology and develop a more client-centered experience," says Micheal Lummus, a corporate digital market strategist at Terradata. Technology has evolved and transformed business and the client experience, which has become one of the main pillars of marketing. Experts admit that they need to implement this, but there are still obstacles in the business structure making it difficult. "Organizational obstacles are still a big problem and some departments haven't had time to work collaboratively as a team," explains Lummus.

But working together is vital to make the client the center of a digital strategy. "In a company focused on meeting client requirements, the sales team will have the necessary support to offer experiences to clients across all channels and at the right time," says Glen Hartman, global managing director of digital transformation at Accenture Interactivo consultancy.

Does Digital Transformation Drive Customer Centricity?

INCORPORATE
Client feedback on procedures and behavior

MAP
The customer journey and working cycle

INTEGRATE
Different businesses, one culture

ENGAGE
With directors and leaders

CUSTOMER CENTRIC CULTURE

TRANSFORM
Make changes using key metrics

ALIGN
Technology and procedures to support and boost client participation

MEASURE
Make changes using key metrics

REFINE
The working model to concentrate on the client

FOCUS
Develop around clients and their behavior changes

Many marketers play it safe by applying traditional marketing practices online. In some cases, they pay more attention to the number of messages they send rather than to the quality and relevance of these communications.

"Companies are well aware that frequency has a huge impact on a business' performance. But you can't go digital simply by bombarding clients with messages," Lummus points out. When you use digital tools to facilitate communication with clients you should make sure that this is advantageous beyond an internal level," adds author and consultant Steve Yastrow. "Don't think of digital tools as just tools, think of them as a way of looking after your clients."

These tools help us set up a more personalized marketing strategy. Whether its structure and goals follow the client depends on the companies. "Marketers must have a deep understanding of their clients' requirements and desires as well as the expectations they have with regard to the brand. From there, companies can make the right decisions to offer fulfilling experiences and gain their loyalty at multi-channel level," Hartman from Accenture Interactive explains.

PWC Customer centricity profiler

For a company to be successful in any market depends on a coherent strategy that joins its internal capacity with its market positioning at all levels. The latest digital advances offer companies in any sector new means of interacting with customers and of capturing valuation information about the level of their commitment to the brand. Organizations should invest and improve their digital systems in order to succeed. Successful companies encourage consolidation of certain digital customer skills, including:

- Following customers on their buyer journey – even after the purchase – listening to and understanding the way that different customers interact with the brand.
- Integration of multiple databases, segmenting them to differentiate potential customers from the rest.
- Involving customers via different channels and platforms, gaining a comprehensive overview to allow interaction with them.

According to the well-known expert in behavior data Peter Fader, co-director of The Wharton Customer Analytics Initiative, if we keep the spotlight on the right customers, we gain a strategic advantage. Not all customers are the same. And, in spite of the saying, the customer isn't always right. Not all customers deserve your undivided attention: in the world of customer-centric marketing there are good customers and then… all the others!

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Launching the customer-centered experience involves the whole company, not just certain departments – no one can go solo at marketing level. A company needs to concentrate on building a marketing ecosystem to become a customer-centered entity at full capacity.

This "journey" has three fundamental stages. Companies must focus on customer-centered working models, data segmentation and analysis, and make the most of the digital environment for more interaction with the customer at a lower cost. Customer-centered working models need to be fully understood, including what they value and how they contribute to company profit. To do this they must:

- Design negotiating procedures that recognize the different requirements of customers from various segments.
- Provide a positive and seamless experience for the customer at every point of contact in the customer's lifecycle.
- Have active dialogue with customers (feedback in comments).
- Encourage a culture that places the customer at the heart of the decision-making process.

The customer's general experience will be influenced by their direct and indirect interaction with the organization, both at physical and digital levels.

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Accenture Cliente 2020: Are you preparing for the future or reliving the past?

A winning mindset goes beyond substantial changes and is bold enough to "do it differently."

Here are three points to bear in mind:
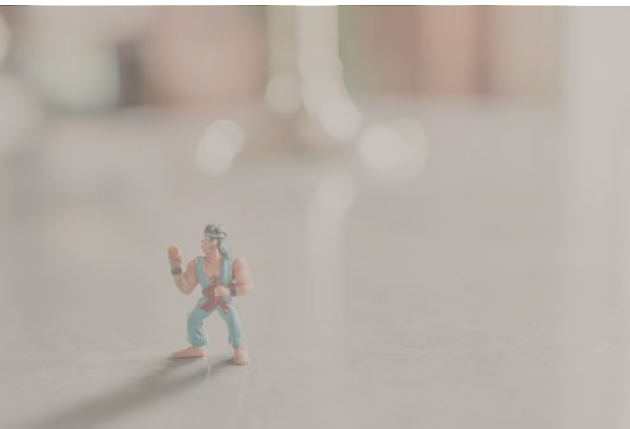
1

Fight for strategic digital experiences and not just progression. Capitalize on all the channels your customers need and they'll come back to you.

2

Concentrate on your company's ecosystem. New customer relations need to go beyond the traditional "customer-company" model and now include distributors, intermediaries, co-producers, influencers, institutions etc.

3

Lastly, invest to satisfy your customers' requirements without making this a problem for your organization. By going beyond internal metrics and focusing on customer value you can concentrate on what's really important for your business.

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Five customer-centered marketing lessons from experienced brand leaders:

1 **Sell more to your current customers**

Your current customers are your most valuable marketing asset. Don't forget that "a bird in hand is worth two in the bush."

2 **Customer comfort**

Look around you and think especially of your customers' interests.

3 **Experience is investment**

Giving something extra isn't an expense. Giving something extra reinforces your brand.

4 **Exceed expectations**

Give your present customers more than they expect and go that extra mile.

5 **Think about value, not price**

Your competitiveness comes in the value you give to customers and their business. Price is relative.

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BUYER EXPERIENCE

5

Why do brands need a buyer experience digital strategy to stay competitive?

Ron Rogowski is chief analyst at Forrester Research and part of the Customer Experience service team. His research on buyer experience digital strategies was presented at the Forrester's Customer Experience Forum in New York in June 2014.

Where to start

A buyer experience digital strategy helps guide activities and assign the necessary resources to give buyers the required experience at all points of digital interaction. We need to be aware of the brand image we project and understand the behavior of potential customers – where the experiences will happen – at all points of contact.

But how can we make this accessible to businesses? Let's start with the brand strategy. Businesses need to focus their digital effort on the objective and brand's value proposal. A buyer experience digital strategy should transform the highest level business objectives into a concrete plan of action for every channel.

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Describe your objective

The strategy paints a real picture of how the business' digital points of interaction fulfill customers' requirements, make it easier to work with company and provide a pleasant experience. It should point out the most significant aspects of customer experience. Only then we will succeed in standing out from the rest.

Direct activities and procedures that back up the experience

As we already know, doing different things than our competitors (or doing the same things but differently) is the main way of differentiating ourselves from the rest of businesses. If buyer experience professionals have a clear vision of what they should do and how to do it they will always be better prepared to take decisions on the procedures for each project.

Digital Channel Investment Guide

Companies with a clear strategy give priority to investment in interactions that comply with the brand's promise and avoid wasting money on pursuing amazing new digital capabilities if they haven't got them. With a clear strategy, companies can take important decisions on the projects that have the biggest impact on their business instead looking at things that might work for another company with a different strategy.

In *The Journey Towards a Better Customer Centricity*, *Ernst & Young* state that having a buyer experience digital strategy a few years ago meant having an internet strategy. Nowadays, the success of a coherent strategy that fulfills and exceeds expectations requires a much more thought-out focus that takes the whole customer journey into account.

If you believe that customer experience is important and that digital channels are a fundamental part of providing those experiences, **isn't time you thought up a strategy and prioritized it?**

Here are six keys to building a customer-centered experience:

1. Connect with your potential clients by studying their behavior through the buyer persona

Not all users expect the same message. Adapt to the requirements of each one and don't spam them otherwise you'll get the opposite effect to the one you want. Make each message you send hit the bullseye.

2. Multi-channel? Then focus

Sales through several channels sounds great in theory, but in practice it's an increasingly difficult thing to do because of the growth of marketing through the internet, cell phones, email and social media. Simplifying is one of the great value propositions in marketing: a centralized screen shows everything that's happening and allows you to see how each customer reacts when they receive offers, messages, newsletters, etc. The Balanced Scorecard (BCS) helps you keep all your marketing efforts in line internally between teams.

3. Optimize campaign effectiveness by analyzing performance

You can't measure campaigns without data. Track engagement and email opening metrics. The results will allow your marketing teams to reach out to potential customers better. That way you maximize effectiveness. To get the most out of marketing, all team members should have access to performance statistics.

Here are six keys to build a customer-centered experience:

4. Use smart content to improve your relationship with the customer

Focusing and optimizing are important, but you won't get the message across if it's out of date, out of focus or simply boring. Your aim should be to create long-term relationships with customers, where by the end they will have become your brand ambassadors. You need to take content seriously and deliver messages and materials that make an impression on every customer.

5. Use social media for social marketing

If your organization still doesn't have a presence on social media, get on to it now. If, on the other hand, you've already created profiles and pages, there are some modern marketing tools that will help you get to another level. They'll help you listen and evaluate better and you'll be able to speed up your ability to use social media as a key element in involving customers at a personal level. This means you can broaden your message and promote your brand.

6. Manage your database to boost its value

Both customers and corporate literature are vital components of your business. Names, email addresses, organizations and job titles in your database translate to real buyers. So don't spam them. Connect and communicate with them instead. This is the key to new revenue and long-term *branding*. Make sure you can control your data assets (for example, using them for sales) to make the most of the value in your lists.

BE DIFFERENT, BE RELEVANT

6
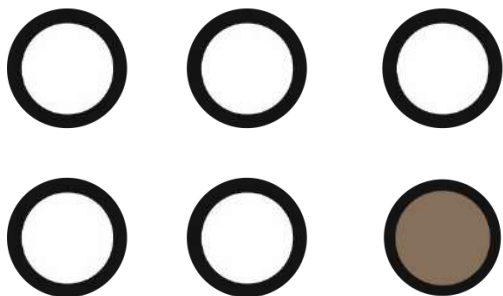
"Nowadays confidence is about people, not businesses. So, more than ever before, businesses need to humanize themselves and that sometimes means thinking on your feet."
Norman De Greve, *Senior Vice President and Chief Marketing Officer at CVS Health*

Without relevance we can't move into action. **As we've seen in The Inbounder, marketing and technology still go hand in hand,** but we still make the mistake of putting technology between the user and our business. The only response a customer expects is immediacy.

Tips on how to be relevant and connect with your audience

1
Get involved in their life.
Find out their interests, connect, celebrate successes and failures...

2
Use intelligent humor to connect

3
Make the most of the right opportunity at the right time
Such as the Super Bowl blackout and Oreo's awesome tweet that has since been retweeted 15,000 times.

4
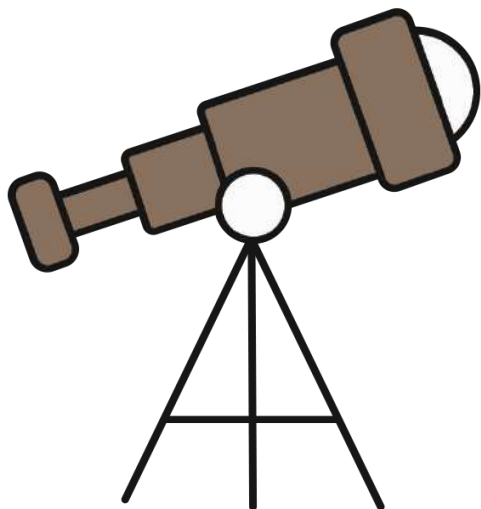### Be responsive
Use hashtags in the smartest way possible.

5
Connect with your audience in real time
Use the apps and platforms that they're using – Snapchat, Twitter, Instagram, Facebook, Whatsapp etc.

6
Prepare a content calendar
A calendar with connects with your audience and puts their culture references and interests into context.

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Think Tank 2015

Any piece of content can fall down or take off. It's a learning curve – we need to see what works and move in that direction.

Norman De Greve Senior Vice President and Chief Marketing Officer at CVS Health

Every piece of content should be carefully thought-out and have a clear marketing objective that's in perfect line with the brand's story. Remember that the objective and the key to successful marketing in real time is connecting with your audience in a relevant way.

Your brand's personality should be seen as honest throughout the interaction process. Use technology to boost creativity, learn to connect with the customer's reality and don't lose the focus on marketing and technology. Every communication process generates expectations and it's the management of those expectations that brings us closer to relevance and differentiation or takes us away from them.

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Get talking
to create a community
for my brand

Convince   Entertain

IDEAL
CONTENT

Brand
priorities

Relevance

Audience
interests

RESONANCE

There are many ways that a content type can be applied
and distributed across different devices and screens.

Your communication strategy should create brand content that has a common thread across the different social media platforms and force your organization to keep up constant content production and management. Quality rather than quantity. Position yourself not as your product but as the best product in the sector. Show the added value brought by your business.

First, position your brand and then, create content. Content positions, content gets noticed, content sells in the sales funnel... Content is what differentiates us from our competitors and what makes us appeal to customers. But speaking of content, what's most important in online content?

Branded content: through the internet, small and big brands have the resources to reach anyone interested in their content. **Good content is:**

Key points for businesses when using content:

Useful valuable

Educational it should help the user

Entertaining it should be fresh to hook them in.

Interesting so it's shared and it appeals to the user.

Coherence

Lasting

Value

Experience

Focus on feelings
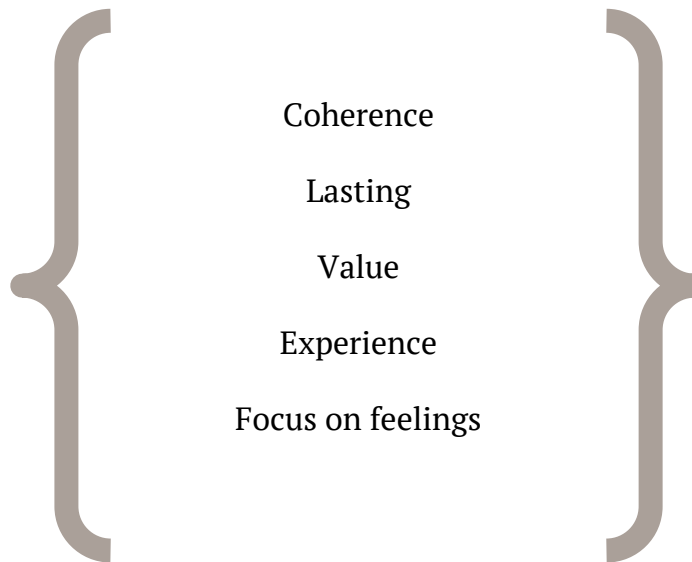
Key points for businesses when using content:

In eight months, the Spanish Hubspot blog has reached 50,000 hits a month by publishing one post a day. To get maximum ROI you should define a short-, medium -and long-term strategy that's flexible enough to adapt to change. Viewers have information overload with lots of simultaneous *inputs*.

We live in the so-called "Attention Economy", in which the average city dweller's brain processes around 4,000 ads a day. Picture 100,000 different pieces of content available in one search. Which should we look at?

"Content should be useful, educational, entertaining and interesting."

Eilis Boyle

"Inbound Marketing is like a marathon – we train for 18 months to get results."

Eilis Boyle

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OMNICHANNEL

1001 ways to reach the consumer

7

As [Stacy Schwartz](#), marketing expert, consultant and instructor at Rutgers Business School, points out, the difference between "multi-channel" and "omnichannel" actually comes from businesses outreaching to digital media. She believes that this can lead to competition, which sometimes contributes to the better good and at others, leads to friction and the misalignment of objectives.

That's where the omnichannel approach comes in, putting the customer at the centre of our strategy. Stacy adds that cell phones and social media give users access several information sources at the same time so they don't have to switch from one to another. For example, customers can check out ratings for a product on their cells while they're looking at the same product in the actual store. Marketing is changing and moving so fast that we have to keep our procedures up-to-date on a daily basis. Nowadays, we should turn away from mass communication and move towards much more personalized communication on a one-to-one basis, centered on the users themselves and adapted to all the media they use.

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So what does Omnichannel marketing consist of?

Its meaning refers to the new way of approaching customers more openly, regardless of the channel or device we're using. The consumer now has a wide range of options of interacting with a business – in the actual store, via a mobile app, calls, etc. Each and every one of the consumer experiences should be consistent and complement all the others.

John Bowden, senior vice president of customer services at Time Warner Cable, adds that multi-channeling allows the consumer to complete transactions in each channel. Omnichanneling, on the other hand, means we see the experience through the eyes of the consumers, orchestrating their experience via all available channels. That way we get a seamless, integrated and consistent relationship that allows them to move smoothly from one channel to another. **In short, omnichanneling is the best version of multi-channeling.**

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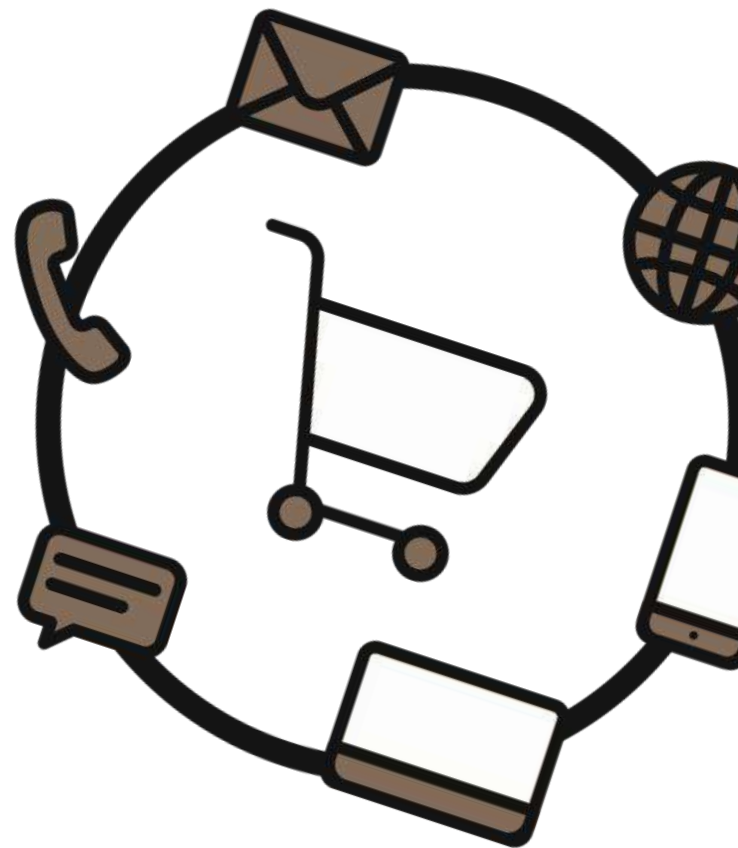
Below are seven tips for marketers looking to bring in a much wider multi-channel perspective:

1

Put yourself in the customer's shoes

Go through each step of client-product relationship process yourself.

2

Measure everything

Make the most of customer *feedback* to correct mistakes and improve the buying experience.

3

Segment your audience

By using *marketing automation* you can design detailed customer profiles and adapt your strategy better.

4

Develop messages that reflect behavior and case studies

This type of procedure makes the customer feel more important because it's personalized, positively influencing their brand loyalty and affinity.

5

Don't limit case studies to sales

It's important to apply a social perspective to CRM as well so you can offer your customers better service.

6

"Listen and reply" on favored channels and devices

We should feel confident about being able to offer services on every one of them, remain open to possible customer enquiries and offer the right answers.

7

Start today!

Although they've referred to several huge brands, platforms like Hubspot make this sort of focus available to companies of all sizes. There's too much at stake for us to sit back and wait with our arms folded.

The omnichannel experience: when marketing becomes omnipresent

[Marketo](), Marketo, a leader in Marketing Automation, provides a compelling reason why *marketers* should think about omnichannel:

"Today's *marketers* need to offer experiences that are wider and not bound to a particular channel or device. Consumers nowadays can connect with a business via their actual store, website, a mobile app, looking through a catalogue or joining their social networks.

"The channels they have access to are no longer limited to a call. They have a huge range of means from their cell phone itself to a pc or tablet. Because of this, every single part involved in the customer experience should be consistent and complement the others."

Omnichannel and the multi-path buying experience

As the MIT report Beyond the Checkout Cart points out, over 80 percent of customers who buy in physical stores check out prices on the internet. This figure shows how quickly omnichannel has evolved.

Customers go from their screen to the store and from the store to their screen. And for many, customer behavior neither starts nor finishes here.

Omnichannel, the new KPIs and breaking the sales and marketing barriers

Can the *omnichannel marketer* address the entire customer experience and give them complete satisfaction?

Julie Krueger adds some very interesting figures to the fact that customers increasingly combine the physical with the virtual when they buy something. 71 percent of buyers who use their mobile to search products say they also do this while they're actually buying in the store itself. Smartphones have become the new personal shopper. This new behavior, adding digital to each step of the buying process, is something multi-channel retailers need to bear in mind because buyers who combine several channels in their purchase have a 30 percent more useful life for businesses than those who just use one channel.

How can we reach the omnichannel buyer?

Measure device cross-over and online-to-store buying behavior

To grab an omnichannel buyer's attention, you first need to find out some important facts such as their gender, where they live, their online search habits, their preferred stores, etc. But that isn't all: big retailers know their audience inside out by analyzing every point of contact along the buying process.

To do this, you need to use sophisticated measuring tools that keep track of the buyer across all channels so you can find out vital things about your ideal customer. This can help marketers to fine-tune their strategy and think up new ones to attract buyers to the store.

Give omnichannel buyers relevant local information

Once we've understood the relationship between the digital and physical store for our omnichannel customers, it's essential to give them what they're looking for wherever they are.

Formats that go online to offline and make things easier for consumers can make a marked improvement to their buying experience. This is the case of those that, for example, give information about the nearest stores or the availability of a certain product.

Buckley adds, "If someone is looking for a product on their cell, nothing beats giving them photos, a description and price while at the same time telling them exactly how far away they are from the product at that moment."

Create an organizational structure to sustain omnichannel marketing

Once we've identified our most valuable clients and begun to understand the different ways they behave during the buying process, we need to design and create their perfect buying experience. For most *retailers*, this translates to close cooperation between their in-store and online marketing teams.

We need to get the right metrics *in situ* to motivate our employees and enhance the experience. If we don't, we'll be getting in the way of our own objectives.

Conclusion:

Lets move towards omnichannel

Omnichannel buying might mean a dramatic change in our way of understanding retail, but this change brings huge opportunities.

A good way of starting out is to understand the specific characteristics of these buyers, who they are and what makes them behave this way. The most important thing is to offer our customers the content they need, at the right time and via the right device.

To sum up, the structure of our business itself, our team's motivation and implication and the way we manage this will be what make the most loyal customers notice us.

MULTI-FORMAT

A run through the different formats found along the buyer journey

8

The Circular Decision Process
([The consumer decision journey](#)' by [McKinsey & Company](#))

The content marketing strategy (not to be confused with a content strategy) is generally made up of the customer (or buyer) journey, a process during which customers consult several sources of information. It can be expressed and visualized in different ways, both in content marketing and beyond.

Some *content marketing* software platforms such as [Cadence9](#) focus on the idea of creating, managing and publishing across multiple platforms and include other aspects of business content marketing. But, in reality, they aren't integrated with, for example, *marketing automation* or CRM. These concentrate more on content strategy than content marketing strategy. Strictly speaking, *content marketing* should not focus on publication but on using content within an integrated marketing strategy. This is where other platforms such as [Kapost](#) and [Marketing.ai](#) come in. As do the customer and the buyer journey.

How has the buyer journey changed and how does this affect content and the social aspect?

We all know that consumer habits have changed and that they will continue to do so every day. This includes many points of contact and many more channels than before or, in many cases, more interaction through a limited number of points of contact. The idea behind these points of contact came from the world of CRM and it's now used by large companies. You can find more by [reading the following article](#) or taking a look at [some common graphics](#). There are also some tools that map the different points of contact and experiences a [buyer persona](#) has during their buyer journey.

To sum up, buyer habits are not what they were. Everything has become more social and people use many more devices and social networks than before. In B2B marketing, most searches for content during the buyer journey start in search engines, although it's been discovered through research and various recent consumer interviews by *marketers* such as [Kristin Zhivago](#) that many consumers also use social networks to find specific content. This is what's known as "empowerment." The same thing happens with the rest of consumers: their buyer journey has also changed, although their entire experience has too including steps taken after the purchase.

A look at different content formats related to the buyer journey
The Content Marketing Institute

Some analysts have given names to the different changes in the buyer journey. For example, Altimeter Group talks about a "dynamic customer journey." Most of these analysts have also created graphics that attempt to explain this transformation of the buyer journey. You can find these on the websites and blogs of companies like Altimeter, Gartner, Dachis Group (now Sprinklr) or Forrester among others.

In 2009, Mckinsey launched an ingenious website with lots of videos, information and graphics about the potential customer's *decision journey*. Last year, Lori Wizdo (from Forrester) published a new model of the journey which she classed as a little "Seussian." In fact, the customer journey is actually even a little more whimsical. That's why working with points of contact and an integrated marketing focus is so valuable.

Content marketing strategy and content formats: joining the stages of the journey

According to the experts, the traditional sales funnel has been dead for years. And they're right. Furthermore, it could even be said that the funnel never really existed. It's just a theoretical model that's considerably more complex than real life.

When we build a content marketing strategy or a strategy where relevant content plays the part it's supposed to, we need to work on the buyer journey and define the different points of contact, the buyer persona etc. We do this via the micro-funnels that help us get a better understanding of the process. This content strategy will be slightly different for every buyer persona and markedly different for each business.

A content strategy must focus on the most important things: content that works for your clients and objectives based on the content that your customers need at each stage. Customers don't tend to look at the format; they put the emphasis on the right information at the right time. There's no magic formula that tells you what the right format is for each stage. This will always depend on many factors and we need to experiment to find out what works best for us. If the format is important, content strategy is even more so but still not as important as the need for integrated focus.

Even so, and above all, the really essential thing is the customer's experience and their customer journey. That's where sales come from, where satisfaction increases and where the customer experience gets better. Bear this in mind all the time when you're thinking about each format.

SELF-SERVICE & AUTOMATIZATION

9

Consumers are using more customer services channels than ever and they have less and less time for traditional customer service procedures: calls on hold, endless lines... So they tend to solve their problems themselves.

A recent survey by Forrester reveals some interesting facts:

- For the first time in the history of this survey, those interviewed claimed to have used the FAQ page on a business website more often than they'd spoken to a rep. The use of this channel went from 67 percent in 2012 to 76 percent in 2014. Phone interaction has remained steady with a user rate of 73 percent.
- Other self-service channels have also seen a marked increase since 2012. For example, the use of communities and virtual agents each grew by over 10 percent.
- Self-service usage went up across all generations between 2012 and 2014.
- The usage of online support continued to rise across all generations, from 38 percent in 2009 to 43 percent in 2012 and 58 percent in 2014, as well as *screen-sharing*, co-browsing and text messaging.

Businesses need to use the latest knowledge to continue to meet customer requirements by offering them good service and investing in optimized business technology and procedures.

"The use of the customer-service channel highlights the importance of good self-service"
Kate Leggett

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Directing digital self-service: happier customers at lower cost

Amir Shub*: Head of Business Transformation at **LivePerson***

Strong, disenchanted but smart and with a purchasing power of 200 billion dollars a year. That's Generation Y (around 72 million people born since 1980), the new influencers of digital consumer experience management and of all e-commerce generally. With access to digital technology and the knowledge of how to use it, Generation Y's preference for online client services is changing. According to a report by Forrester, 60 percent have taken online self-service on board over the last two years. However, the experience hasn't been all good and as a result, 79 percent of consumers still pick up the phone to get assistance.

For those brands who make an effort to build a relationship with the next generation of customers, incorporating digital self-service into their global client services strategy may be extremely beneficial.

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These are some reasons why:

Improves returns

Calls might have become the best tool, but they're also the one with the highest cost (between €6 and €12 a session, compared to €1 or €2 for online support). If we can reroute calls to a digital medium, we will make considerable savings and increase productivity.

Provides a better customer experience

Through online interaction, the company can obtain much more data about the customer and therefore take action based on this information to improve its relationship with the customer. All this highly valuable data on client experience doesn't usually come to light when traditional phone calls are used.

These are some reasons why:

∞

Increases the value of customer lifecycle

If a customer is frustrated and when they call for assistance they end up more frustrated (long waits, multiple menus and steps etc.) we will probably lose them forever. The digital experience helps businesses to be more proactive towards the user and promotes values such as loyalty towards to the business.

Today's consumers do a lot more of their own research, they get involved more and take in more content to support their decision making. In fact, figures suggest the following:
- 70-90 percent of the buyer journey is completed before contacting a sales person (**Forrester**)
- The consumer interacts with 11.4 pieces of content before making a purchase (**Forrester**)
- Consumers depend five times more on content now than they did five years ago (**Nielsen**)

But why do consumers choose some products and not others?

Research carried out by Nielsen looked at the three different types of content most sought-after by consumers during the three most recognized stages of the buying process: familiarization with the brand, affinity with the brand and purchase intention. These three points can be summarized as:

- Expert content
- Sponsored content
- User-endorsed content

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What did the research establish in terms of how content influences the purchase?

Although these three types of content stood out from the rest, it was expert content that proved to have the biggest influence on customers and their decision-making process:

Brand recognition: Expert content had 88 percent more impact than brand content and 50 percent more than user reviews.

Brand affinity: Expert content had 50 percent more impact than brand content and a 20 percent better response than user reviews.

Purchase intention: Expert content increased purchase intention by 38 percent more than brand content and by 83 percent in comparison to user opinions.

The research not only revealed the strong influence exercised by expert opinion on the buying decision but also a correlation between this sort of information and the specific stage of the process. Ultimately, as content is increasingly bound to the buyer journey, brands need to find the right mix of (expert) influencer and brand content.
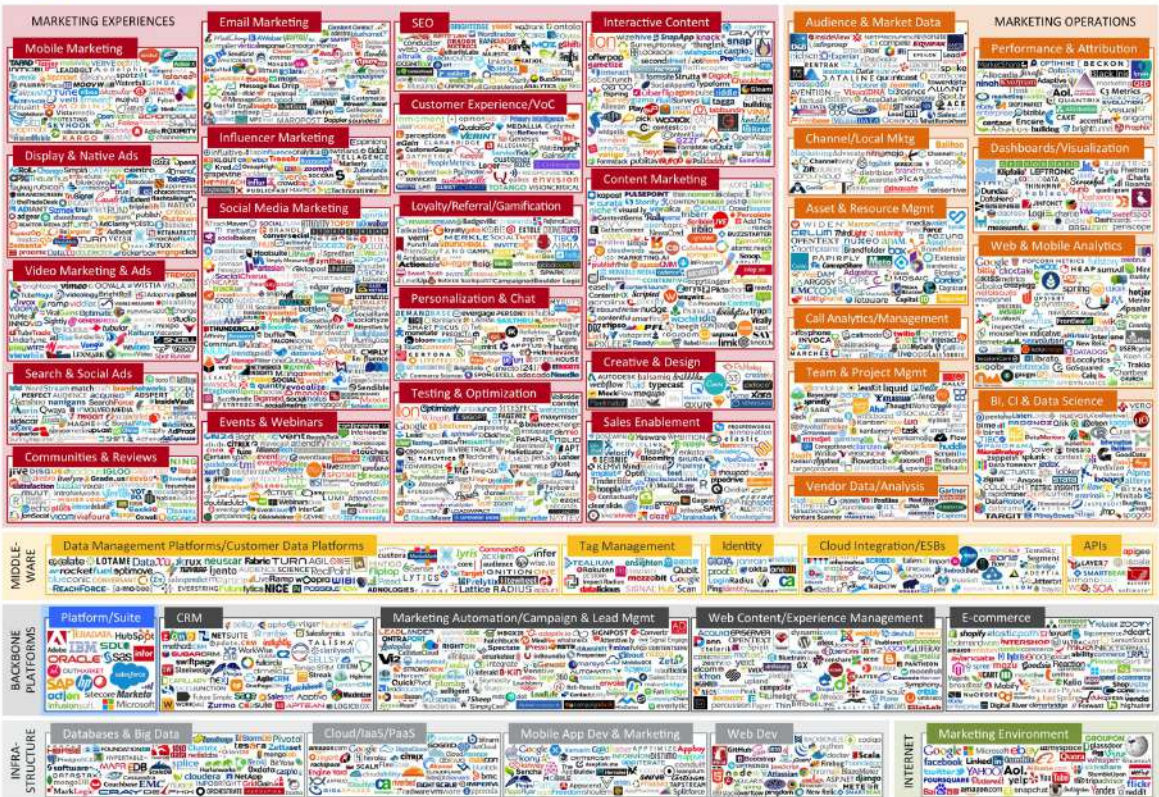
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THE TECHNOLOGICAL ERA OF MARKETING

Marketing technologists: the "Neos" in the marketing matrix (ChiefMartech.com)

This graphic represents 1,876 companies who have created software for marketers. This is just a tiny example of a gigantic and constantly expanding ecosystem.

chiefmartec.com Marketing Technology Landscape — January 2015

by Scott Brinker @chiefmartec http://chiefmartec.com

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Marketing automation, CRM, analytics, social media, data management platforms, search optimization, e-commerce, websites, landing pages, mobile landing pages, content marketing workflow, gamification… and the list goes on. The world is changing fast and, with it, marketing. Customer expectations are increasing at lightning speed and businesses have to adapt to change and jump on the innovation train. All this new software makes promotes change and makes it possible. Today, it's easier than ever to make it happen.

OK, but why are marketing technologists necessary? Aren't they just another sort of IT professional? In reality, they're more a new sort of marketing.

We live in a digital world where many of our life experiences take place behind a screen. Actually, even those that take place in real life have an immediate effect on digital life – think about how quick it is to "like" something or turn on your smartphone screen to see your notifications. That's how quick and easy it is to enter the digital world.

That's the secret that will make you a Neo in the digital marketing Matrix. Everything that goes on behind screens is controlled by software. That seems obvious, but it's more important than it looks. The software we choose will be our window on reality. And everything we're capable of doing will depend on it.
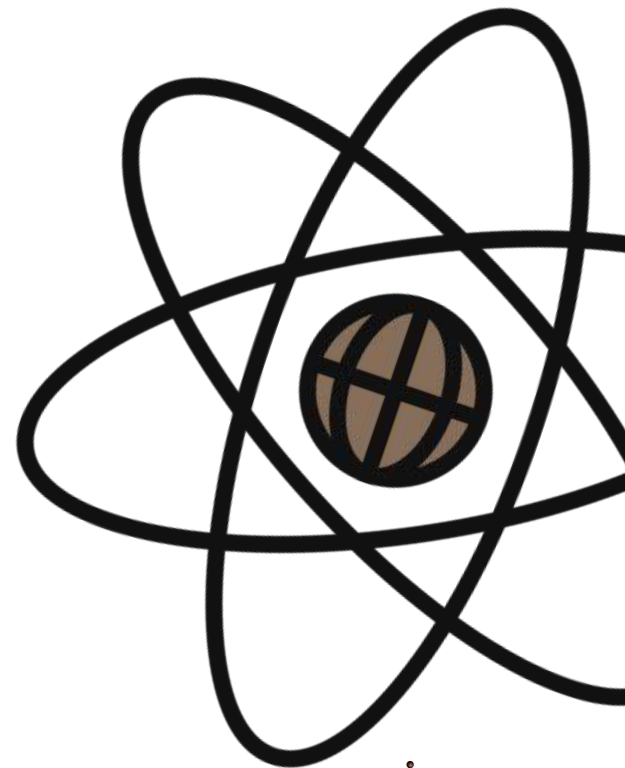
This is the marketing Matrix.
Bear the following in mind:

→ Analytical software affects our perception.

→ Marketing automation affects our procedures.

→ Social media software affects our engagement.

→ Customer experience software affects our points of contact.

→ Customer experience software affects our points of contact.

In the end, the software we choose, how we configure it and how we apply it, materially affects the marketing we do.

Everything digital is controlled by software

That's the secret to mastering digital marketing – the secret that will give you secret powers like Neo in The Matrix.

But can we still be good marketers without being experts in technology? The answer is obviously yes. What we need to do is become experts in working with those with the knowledge because the boundary between marketing and technology is fading fast, leading to a new generation of professionals who can combine both disciplines.

Technology continues to change, even faster than we change as human beings and it will be the decisions we take that lead us along one road or the other.
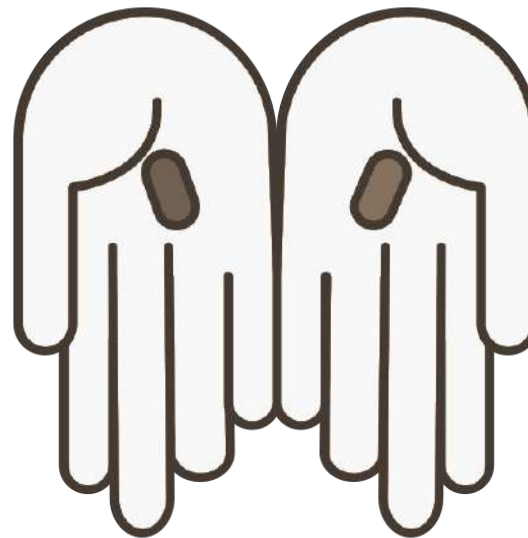
Are you ready to take the red pill?

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Industry Case

Disruption in the travel sector

TRAVEL INDUSTRY CASE

Businesses and destinations will have to learn to "make their way through chaos"

– *Philip C. Wolf, Phocus Wright.*

From travel pass or voucher to Inbound Marketing

Internet is already our first go-to source for information, both when we're reading the latest news and when we're confirming or checking information, according to the Edelman Trust Barometer 2015. Unsurprisingly, smart phones are the main device (85 percent) used in Spain to access the internet, according to data in the Annual Study of Mobile Marketing compiled by **IAB Spain**.

70 percent of marketers use several channels to reach their clients via multi-channel campaigns

One sector that is particularly affected by the scenario analyzed in Inbounder 2015 is the tourism industry. Leisure and hospitality businesses are undoubtedly among the most exposed to digital ups-and-downs and real-time judgment of brand equity. Exposure to real-life experiences and the internet's capacity to connect socially mean that these businesses suffer from over-exposure through travelers' opinions about services and the ability they have to influence others, including complete strangers. This is a phenomena that has gone beyond mere digital conversation.

Hybridization of approach will be the norm from now onwards. Ryanair: a paradigm of agile marketing

Product distribution in the online world has revolutionized consumer dynamics in travel and directly affected traditional channels of tourist distribution, the appearance of new tourist distribution platforms and the hybridization of the current approach. This has been the case with B-Mate and its City-Mates, inspired by the AirBnB phenomena. Or the more than likely incursion of Google and Amazon into travel sales similar to Booking or Priceline, or the recent move by Ryanair to sell tickets via GDS.

If we look further at the example of Ryanair, we see that this company represents the paradigm of adopting the changes that are taking place in the tourism industry. It adapts to a changing environment, always testing the measures taken, and then feeds into a new business strategy.

"51 percent of businesses believe that innovation and change are moving too fast"

Ryanair began its path to success by competing with flight ticket prices by drastically reducing them on the basis of scaling the services purchased by travelers. It smashed the dynamics of traditional airlines and literally wiped them out. Currently, almost 25 percent of Ryanair's profits come from the ancillary strategy developed by the company.

When Online Travel Agent (OTA) competition evolved, Ryanair took an unexpected turn by signing up with Booking.com and associating the hotel package with its platform.

"Why don't we become a Booking.com too, that charges hotels just 10 percent instead of the 40 percent charged by other intermediaries?" was O'Leary's rhetorical question.

But things get really complicated with the rise of review sites, their consolidation among consumers and their effects on distribution and the pressure of social media reviews. These review sites – as we'll see later – are currently the most influential environments in which a brand has to defend itself or suffer the effects. And yet again, Ryanair wants to take advantage of this because of the strategic changes it represents: on the company's new website, currently under development, users will be able to share experiences they had in the hotels and restaurants they visited, just as they do on websites such as TripAdvisor, also following this route but in the opposite direction.

But that isn't all. The rise of metasearch engines and their impact on OTAs and web traffic derived from direct sales on the Ryanair site means the Irish company want to turn their shop window into the support or platform for the entire tourism distribution of the destination. Bear the following figure in mind: Ryanair sells 95 percent of its tickets directly via its website.

Relevance and trust are key to the new digital tourism economy

How quickly a company takes on change is key to its success nowadays. However, getting return from a digital strategy in the case of travel depends mainly on the brand's integrity and how trustworthy it is. That is to say, it will depend on the degree of confidence – the promise and fulfillment stages – that our brand inspires and via which the client sees the formula that links together perceived innovation, added value or benefit, recognized brand integrity and engagement with the community.

Generally speaking and particularly among millennials, the internet, platforms like metasearch engines and platforms for producing, categorizing and distributing content are among the most trustworthy information sources, considerably ahead of traditional formats or sources of information. Technology is the most trusted environment for 78 percent of people surveyed.

The digital city dweller also accelerates change in economic and relationship models: the new players in the system.

The fact that it's the digital city dweller who is dominating the current tourist market scene, well ahead of traditional operators is both relevant and momentous for the travel sector. Technology offers convenience, meets needs and allows us to manage uncertainty and time. And dependence on it is accentuated by the fact that digital citizens are increasingly city dwellers. Forecasts point to this impact on society being even more important in the future.

It's estimated that by 2050, **66 percent of the world's population will live in cities** (in Europe, the figure is currently 73 percent and in the US and Latin America over 80 percent). This also explains the rise and development of the shared economy – AirBnB and Uber – as a real alternative to very traditional and regulated systems such as tourist accommodation and transport. But, in the face of such innovative ways of doing things, city dwellers will also bring innovative ways of looking at things when it comes to accelerating the industry and creating new relationships and balances within the tourism economy – creative solutions that satisfy the demands and needs of the new consumers.

For the time being, the establishment's response has been, on one hand, to prohibit and persecute the user of the sharing economy and on the other, OTAs have reacted by incorporating mixed models into their hotel supply that include unregulated accommodation in direct competition with legalized accommodation already part of these platforms.

The tourism economy hasn't seen such profound change since in the Industrial Revolution of the 1800s. And the new challenges already require different insight to get new solutions where the new models and players in the travel ecosystem can find a place within a sustainable and regulated model.

"New inventions and new products that are successful among consumers are usually good for society"
Jeff Bezos

A client out-reach revolution: the sudden arrival of Inbound Marketing

For Javier Pérez Tenessa, CEO of eDreams Odigeo Group, 2015 has been a year of growth because OTAs have had to launch new functions and services on the market. These include train ticketing, car hire, transfers and any type of service that allows dynamic multi-packaging. Adapting to circumstances is the main strategy to survive times of change as radical as right now.

So, technology directly affects the profits of a tourism business and we should therefore focus on the need to dominate the omnichannel environment. We've seen how OTAs are adapting to their changing surroundings, where offering the best price is no longer seen by travelers as being of value. What is more, new players have appeared in the rapidly growing market and are eating away at the predominant role led by OTAs, as is the case with metasearch engines.

And it's in this multi-channel strategy where consumer trust and confidence act as hard currency, where OTAs, metasearch engines and review sites are agents regulating most of the market that the strength of smart content management comes into play. And that's Inbound Marketing.

This innovative strategy – Inbound Marketing – should be applied to all stages of the journey, to the digital segmentation of the buyer persona, to the timing and content of the different phases of the marketing funnel. And it's from this privileged vantage point that Inbound Marketing platforms also allow us to make the most of the affinity a traveler feels towards content generated by players with the best reputation and engagement with the journey's ecosystem. 70 percent trust a professional expert, 67 percent a company expert and 63 percent someone like you or me.

In conclusion, platforms that allow you to manage Inbound Marketing are the answer to the highly sought-after expertise a company needs, and to today's tourist destination that seeks a balance between technology and marketing in order to be successful in digital marketing. As for the challenge that comes from analyzing the whole set of controls available to tackle a modern business' problems, Inbound Marketing offers solutions that allow you to take the right decisions about a buyer persona, website analytics and keyword management at all the different stages of the funnel. This should lead to an increase in sales across all platforms where we have brand presence, whether this is our website, an OTA or a metasearch engine.

The challenge is made.

Preparations are already underway for the forthcoming **Inbounder International Conference 2016**, the most important Inbound Marketing event in Europe, which will take place in Valencia.

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CREDITS

The WAM team

We have access to many tools, but our best asset is our team. **In WAM we're developers, lovers of marketing, stylish designers, creators of relevant content and, most of all, constantly inquiring minds. Oh, and we're growing** (there are nearly 30 of us asking questions at the moment!).

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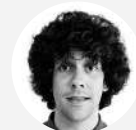
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What is We Are Marketing?

We Are Marketing is a digital marketing agency specialized in Inbound Marketing. Our aim is to guide and lead businesses through the continual changes happening in this digital age.

We believe it's possible to help mid-market businesses grow through Inbound Marketing strategies, web platforms, e- and mobile commerce; by implementing business solutions that allow them to know more about their customers (business intelligence and marketing automation); to improve their brand image and communication; and to increase their expertise and profit.

With headquarters in Valencia and branches in cities such as Madrid, Milán, Bogotá and Miami, We Are Marketing offers custom, made-to-measure solutions for business marketing. Our areas of business encompass Technology & Development, Inbound Marketing and Strategic Consulting. We were rated by our partner Hubspot as one of their Most Valued Partners in the Hubspot Impact Award in 2015.

Acknowledgments

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