



# Podcast: Transforming Enterprise Marketing

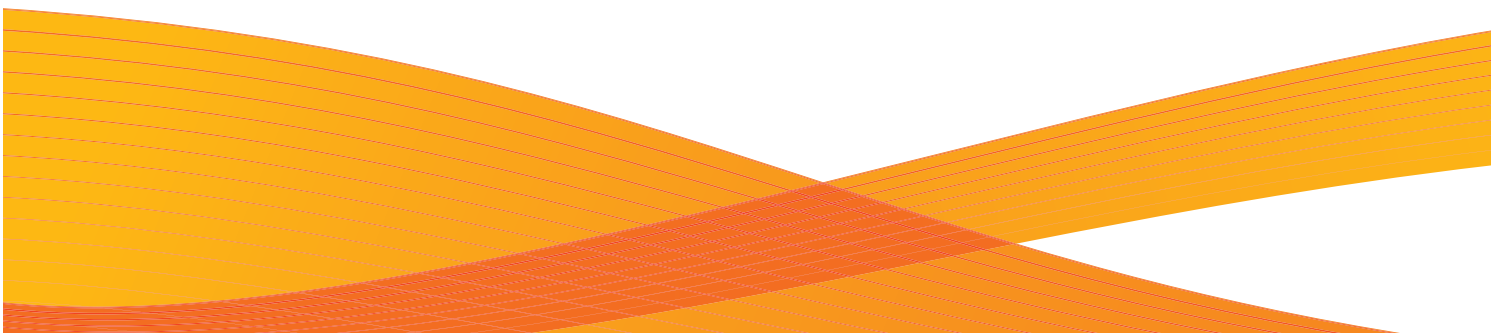
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**Lori:** Hello. This is Lori Webster from Xerox Global Services. I'd like to welcome Susan Kelly, Vice President of Enterprise Marketing Services, to the Xerox Thought Leadership Podcast. Hi, Susan.

**Susan:** Hi, Lori.

**Lori:** Your topic is "Transforming Enterprise Marketing." So let's begin with the current state; how would you describe it?

**Susan:** Enterprise marketing is made up of a lot of things. We talk about data and how much data is available today for marketers to do their marketing, but it's a real journey on the digital frontier. A lot of companies today have analog systems in place and they're trying to figure out "How do I get to the world of digital?"

It's a lot of things. It could be in the marketing operations side of their business; it could be more in the demand generation side of their business, or it might even be in the marketing automation side of their business.

**Lori:** Where does that data reside within the enterprise?

**Susan:** Right now, what we find is it's in so many places inside customers today. Many are legacy systems; many companies bought CRM systems and they just haven't gotten the ROI from it, which is really putting a lot of pressure on them to find ways to make use of that big investment that they've made, as well as all the other data that's coming into them, crashing at them every day. Plus, they have a lot of other tools inside their kit bags like content databases, ECMs, MRMs, digital asset management databases—so many things that have to come together.

**Lori:** How about all those new, exciting sources of customer data everyone is going after? Things like social media.

**Susan:** This is really an exciting frontier; so many marketers want to learn more about how to use this information better. And it can be expensive if you don't do it right. This is a good area of experimentation, but are you using it to listen, are you using it to engage, or are you using it to manage your customers? That's a tough problem for people to solve.

What we recommend is, let's do it slowly, let's do it the right way; let's do it to make sure we take all this unstructured data and figure out a way to make it structured data so we can make it useful for the corporation.

**Lori:** Of course, social media—there's so much potential there. It sounds like a wonderful time for marketers, so why the need for transformation right now?

**Susan:** Well, it's kind of interesting, because there's so much data coming at the marketers. It's really challenging people like the CIOs and the IT departments right now to pay attention to what marketers need, because everybody in this climate is trying to find new ways to create demand for business and their products.

So this is really creating a whole new need of people getting together, having the right handshake to put the right systems in place, the right automation systems in place, to really help marketing get the transparency control that they need to not only be accountable for the spend that they spend every day but also to connect with customers. That's a huge challenge for any organization today.

**Lori:** So what can be done to remedy that situation?

**Susan:** Well, one of the things I'm seeing a lot of is the CMOs really getting together with the CIOs, and when they sit down and talk about their needs, it's that education back-and-forth of how much they can accelerate their organization into looking at what real marketing automation they need to get today to get, as I said before, transparency control. Understand what your organization is doing with the money that they have and touching the customers the way they touch them.

It's a big challenge but I'm seeing a lot of cooperation really starting to happen in companies today.

**Lori:** You mentioned marketing automation; how does it work? How do you bring about this integration?

**Susan:** Yeah, it's a challenge. It's a phased approach. It's one of those things you have to start small, know where you want to get some traction, where you want to get results. And get those results to get you to the next level of success. You know, success begets success. And that's what it is. It's about testing pilots—proof of concepts—but it's a way for various companies to start to use tools or even outsource a lot of that infrastructure to really test out how they can accelerate their business and connect with customers a lot better.

**Lori:** What experience does Xerox have in marketing automation?

**Susan:** Well, actually we've got a lot of experience. We've been over the years buying technology companies, working with customers end to end on a lot of integration of a lot of data in their organization to drive lights-out, automated production systems—things that go into the mail, things that go into e-mail, things that go into really personalized media services as well.

We've been working a lot with these kinds of tools; in fact, we're coming out with more every day.

**Lori:** I see. Are there other benefits, perhaps economic ones, that marketing automation can bring?

**Susan:** Absolutely, and I think one of the biggest things marketers are looking for first is, how can I get costs out of my operation? How do I get that total cost of ownership down so I can use those funds I save to put it into new campaigns, new marketing programs that can drive a higher return on investment for my company? And that's where we're seeing most of the new world order: help me get my TCO down so I can get my ROI up.

**Lori:** That's interesting. Now tell us, is there something beyond automation? Is there a way to take all that customer information we've pulled together and actually do better marketing with it?

**Susan:** You absolutely hit the nail on the head. It's not just about the data and knowing who your customer is; it's now taking that and adding the right tools of how to personalize it, how to really take the technology and reach that customer at the right time with the right message and the right offer, and doing it with the right media that they want to be communicated with. That's all about relevance, and that's where all these new technologies come into play on a total marketing automation platform.

**Lori:** Can you shed a little light into Xerox's experience with personalization?

**Susan:** We've been doing some great projects with some great customers. One in particular we're dealing with right now, just a favorite of mine, is with the arts community. You know, with the climate as it is today, that's discretionary income for people to really be donors and subscribers to the arts and not-for-profits. So they're really hurting, and we're working with them closely to make sure we're using their databases to help them segment them better, help them target their customers better, really enter the personalization into it right from the time we touch them at the beginning to when they buy tickets and possibly follow up to be a subscriber and maybe even a donor.

It's a very exciting world for us right now, and then we do all their programs, not only on the direct mail side or the print side, but also on the e-mail side and the customer care side, so including things like call center and the call center scripts to make sure we're making those customers feel significant throughout the entire process when they're dealing with the arts.

**Lori:** That's important. It certainly does sound like authentic marketing transformation. Now looking further out, do you foresee a level of marketing beyond even this?

**Susan:** Absolutely, and this is where it really gets exciting. You see so many new technologies coming out today and how that really contributes to being relevancy automation. Can we go a step further? As things get personalized, people get used to it; now they want to feel significant, they want to feel really special and now our customers want to have new ways of technology to make their customers feel truly significant.

**Lori:** That's all very intriguing, Susan; let me ask you, where does an enterprise start? What is the first step to achieving marketing transformation in your opinion?

**Susan:** Well, most of it's about talking to the customer the way they need to be talked to. We ask a lot of questions, we listen, we try to engage, we try to make sure we understand and assess the things going on in their business to be sensitive to that to understand where the right starting point is. There's no point trying to do the big vision if you can't bite it off in one bit, so a phased approach is always recommended, and that's what we'd like to do. We'd like to make sure each step of the way we get success so the customer's delighted, and then we can move on and create a much bigger opportunity for everybody.

**Lori:** It makes sense. What should a company look for in choosing a partner?

**Susan:** Really good question, Lori. One of the things is domain knowledge; you really have to have a partner that understands digital—has a digital heritage, understands marketing, enterprise marketing—and understands workflow and production, and all types of media, as well as the personalization. But above that, you really need somebody that has scale, that can really help you from end to end. You also need a trusted brand because this is tough stuff and it's complex, so you need somebody to be there with you, for you, all the way through.

And it is marketing transformation, so that's why that scale and trust becomes so important. And as you know, you have to have a lot of things in your kit bag to really create the right solution because one size does not fit all.

**Lori:** That's great. Thank you, Susan.

**Susan:** My pleasure, Lori. If listeners would like to learn more about this topic, you can download my white paper, click on "Ask the Expert," or send me a question directly. And for the latest developments, feel free to sign up for my e-newsletter.

**Lori:** If you want to learn more about Susan and her topic, visit [www.Xerox.com/thoughtleadership](http://www.Xerox.com/thoughtleadership). This podcast will also be available to download. I'm Lori Webster; on behalf of all of us at Xerox Global Services, thanks for listening.

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