

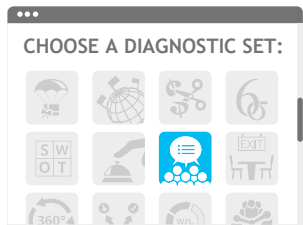
TAP INTO THE GOLDMINE OF YOUR INTERNAL MARKETING DATA





ORGANIZATIONAL INTELLIGENCE ENGINE

Capture uncommon insights from your employees, customers, and clients. 9Lenses maps these insights to your business and your accounts so that you can approach your toughest challenges with expert-level perspectives and make confident, data-driven decisions.



Interviews for Any Business Discovery Project

Our interviews automate critical business discovery projects for nearly every use case.



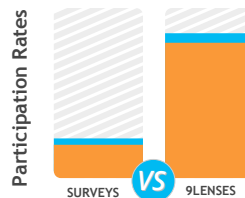
Uncover Uncommon Insights

Uncover uncommon insights from employees and create significant enterprise value.



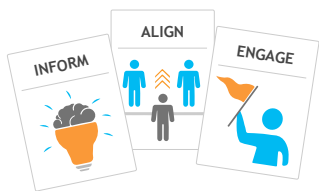
Gather Insights Faster Than Ever

Face-to-face interviewing is outdated. Capture insights within minutes, not months.



Higher Participation Rates than Surveys

Traditional surveys suffer from low participation. 9Lenses sees higher response rates.



Inform, Align, and Engage your Employees

The benefits of capturing employee insights extend beyond the insights themselves.



Benchmark your Performance

Monitor your progress over time and strive for continuous improvement.



[Request A Demo](#)

[Tour The Software](#)

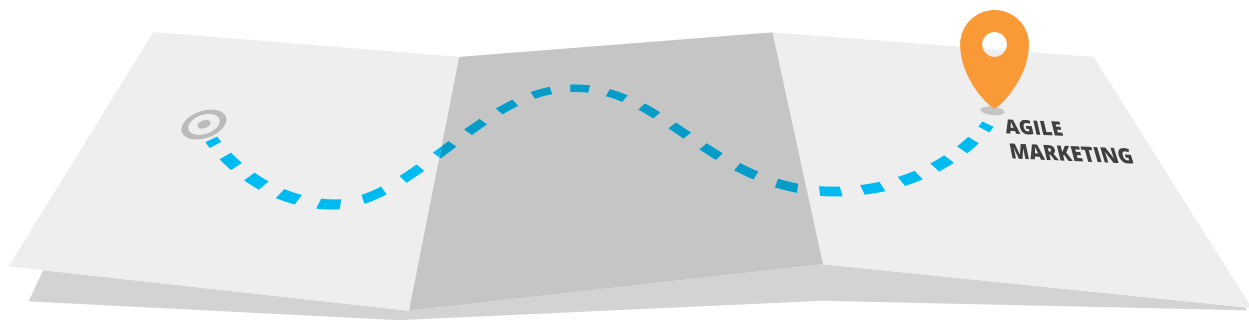
To Learn More: www.9LENSSES.com

EXECUTIVE SUMMARY

This ebook postulates that for many organizations, internal marketing data remains a largely untapped and hidden source of value. It traces how marketing started as a function that was largely intuitive and driven by guesswork, became a function dominated by scientific decision-making, and today is moving toward agile methodology. This ebook then examines how as a result of the move toward agile marketing, internal marketing data is increasingly becoming a critical success factor in the marketing world.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	01
THE ROAD TO AGILE MARKETING	03
INTERNAL MARKETING: THE KEY TO SUCCESSFUL AGILE MARKETING	05
BENEFITS OF INTERNAL MARKETING	07
HOW TO SUCCEED AT INTERNAL MARKETING	09



THE ROAD TO AGILE MARKETING

In the rapidly evolving world of big data, marketing has experienced a significant shift in how it is executed. In previous decades, marketers championed their ability to know instinctively what buyers wanted. Marketing was largely a guessing game in which the winners used their own intuition to determine what activities would drive customers to buy. With the advance of big data, instinct and guesswork are fast diminishing, and marketers have come to rely on metrics to inform their decisions. However, there still certainly remains a role for human intuition and creativity in marketing: to soften the detached neutrality with which machines and data make decisions. Yet with increasing demands for accuracy, speed, and creativity in marketing, the elements central to successful marketing today are [automation](#) and [agility](#). The ways in which customers see and digest information are multiplying exponentially, and automation and agility allow today's marketers to keep pace with customer interests.

“Agility” is a concept that software companies adopted early on in the twenty-first

century in order to foster rapid development of software with minimal waste. Agility is an adaptive process that involves the release of a product in short iterations rather than all at once. Agile development depends on continual testing in order to confirm or reject hypotheses, and developers rely on feedback to quickly identify bugs and continually adjust the software to satisfy customer needs. Although it started with software development, the application of agility quickly started spreading to a number of business fields. Marketing is one such field within business that has recently adopted agility into its best practices.

Agile marketing embraces the core values of agile development. Rather than following a complex, detailed, and rigid marketing plan from start to finish, agile marketers realize that customer requirements change faster than their plans are able.

Thus they keep their plans open-ended and fluid in case the feedback they gather warrants sudden and sometimes even drastic strategic changes. Additionally, agile marketers execute their plans in small pieces, testing as they go. They keep experiments short and use continual feedback and data to inform their decisions.

“Agile marketing is about keeping experiments short & using continual feedback to make decisions”



Because agile marketing aims to be customer-centric, inbound marketing is a vital part of the process. Inbound marketing focuses marketing efforts around drawing the customer to the offering and capitalizes on customer referrals, effectively making an organization’s customers its number one salespeople. Inbound marketing also relies heavily on data. Marketers create and test buyer personas based on the buyer personalities they perceive, tweaking, adding to, or disposing of these personalities based on the data they gather from testing. Thus as a part of agile marketing, inbound marketing requires three primary traits:

- Informed decision-making, continual testing against data, and flexibility to change when necessary.
- Planning that remains high-level, fluid, and always backed by data.
- A marketing process as a whole – planning, predictions, campaigns, experiments, etc. – that relies on customer data.

In addition to adjusting marketing methodologies to better meet the demands of today’s customers, marketers are adapting their methods for gathering marketing data. Most marketing experts would agree that successful marketing requires external research, which requires conducting polls or surveys, doing Voice of the Customer studies, or purchasing similar studies from external research firms. Central to agile marketing, however, is internal marketing, or using internal resources to gather customer data.

“Central to agile marketing is internal marketing, or using internal resources to gather customer data”





INTERNAL MARKETING: THE KEY TO SUCCESSFUL AGILE MARKETING

Before we dive into why agile marketers should tap into their internal marketing data, let's take a look at what internal marketing actually entails. Internal marketing refers to an organization's use of its own internal functions to gather the data needed to thoroughly understand customers. Internal marketing data thus consists of the comprehensive knowledge that an organization's employees possess.

The principle of internal marketing revolves around the idea that the people who know an organization's customers best are those who interact with the customers on a daily basis. Moreover, internal employees have valuable insight around what an organization is capable of executing and what might overstretch its capabilities. Data around what customers buy and don't buy, respond to positively and negatively, etc. already exists within an organization. This data measures how

well current marketing efforts are working, shows what is important to customers, and encourages creativity through revealing patterns in customer behavior.

The great thing about internal marketing data is that it is already there, waiting to be used – all that an organization needs to do is figure out how to tap it effectively. Internal marketing data comes from a variety of sources. Customer databases (or CRM systems), for example, reveal customer buying patterns through frequency of purchase, types of people that purchase, times of year offerings are purchased, and general customer feedback. This data provides understanding around which marketing efforts are successful and which are not, and it can lend insight around how to upsell or further capitalize on current opportunities. Website traffic analysis will reveal what customers look at the most, and based on what else they look at, it can also suggest why they are interested in particular promotions, messaging, or offerings.

Using this type of internal data in accordance with agile marketing methodology will help an organization to quickly and accurately determine what attracts customers the most. For example, marketers can more easily experiment with different iter-

ations of product mix, promotion, pricing, and placement - the “4P’s.”

Customer knowledge is another area in which internal marketing data proves invaluable to agile marketing. Employees are often untapped sources of crucial information on customers, markets, and competition. The sales team, for example, will have insight from the front lines into why deals are won or lost, changes in customer behavior, and general customer pain points and requirements. Product, development, support, and delivery employees can tell you whether customers use offerings in the way they were intended, what types of customers buy specific offerings, and the challenges customers face in the market. Further data around customer satisfaction can be found through social

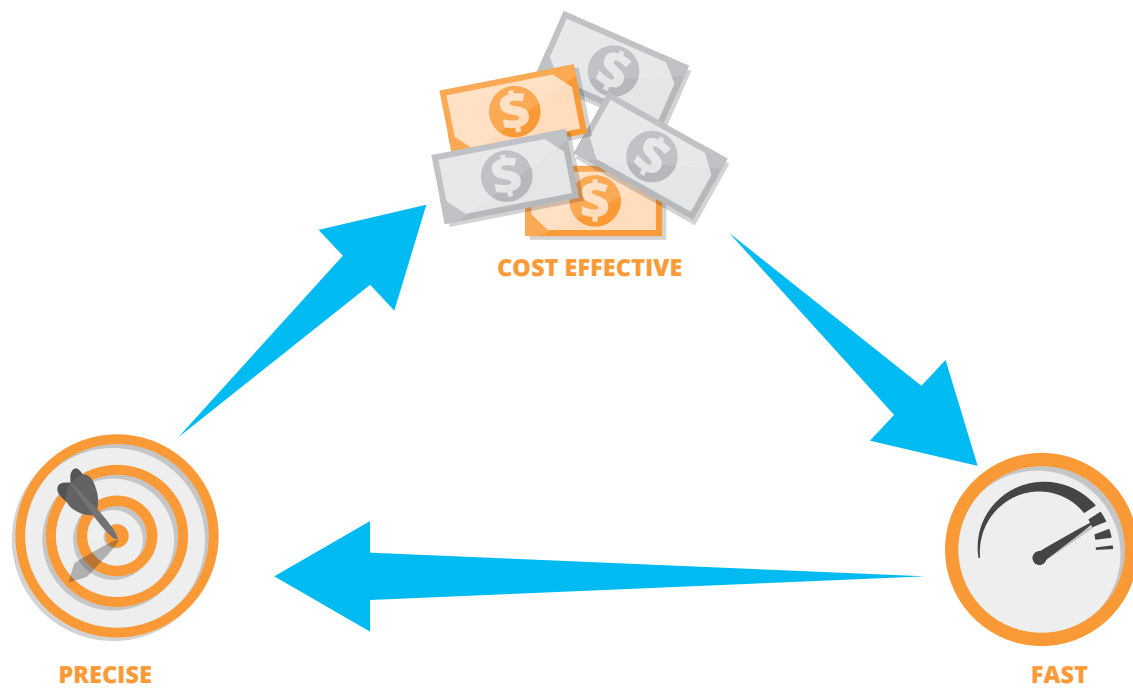


networks, customer feedback, and details gathered by your organization’s customer support team. Digging through the years’ worth of historical data that your organization already possesses will provide clues as to what marketing methods work and what methods fail. Transaction details, customer demographics, records of when things are bought, financial statements and accounting data, sales records, production and delivery schedules, and competitor activities supplement the knowledge gathered directly from employees to create a more holistic picture of what customers want, when, why, and how they want it.

“Your employees are often untapped sources of crucial insights on customers, markets, & competition”



Employees may also have more insight than one might expect into offering innovations and ways to improve your organization’s communication. Since employees have first-hand experience in describing, explaining, and supporting those offerings, they likely have valuable perspective around how offerings should be used, modified, or done away with altogether.



BENEFITS OF INTERNAL MARKETING

One of the greatest benefits of internal marketing is that it employs the resources an organization already possesses. All that an organization needs to do is collect, clean, and analyze its own data in order to be able to make connections and comparisons and draw conclusions. While external marketing should not be discredited, in many cases internal marketing data may be able to equal or exceed the quality of information that expensive external research provides. The impact that internal marketing data can have is enormous: it can both inform strategy and planning and evaluate historical performance.

Another benefit of internal marketing is that it can prove an invaluable aid to driv-

ing fast marketing decisions. Although in an agile marketing environment decisions need to remain short-term and flexible, decisiveness is an important element because of the fast-paced environment agile marketing creates. If decisions are not made rapidly, the possibility for real agile marketing diminishes. Internal marketing can be the key to creating decision-driven marketing because it helps answer many of the questions that decision-driven marketing asks.

“Internal marketing data could even exceed the quality of info provided by expensive external research”



According to a [Harvard Business Review article](#), agile marketing requires decisive-

ness in three primary areas: strategy and planning, execution, and operations and infrastructure. In order to drive decisions, marketers need the answers to questions such as, “On which customer segments and product lines should we focus marketing support?” “Which product features should we highlight in our marketing efforts?” and “What is the right degree of integration between digital and traditional marketing?”

“Internal marketing can prove invaluable for driving fast marketing decisions”



The article points out that these kinds of decisions do not rest upon marketing knowledge alone, but rely on knowledge from many facets of an organization. Managers, sales, marketing, product managers, pricing, customer service, and IT can all contribute data that informs the answers to these questions and the decisions that result from them. According to another article in the *Harvard Business Review*, this kind of communication and close collaboration between marketing and other functions in a business is key to successful and agile marketing decisions, as it allows an organization to quickly overcome barriers

and find the information needed for [key decisions](#).

A third way in which internal marketing proves critical to today’s marketers is through its ability to build deeper customer relationships. For organizations with B2B customers especially, maintaining deeper relationships with customers is imperative. A holistic picture of the customer, beyond mere statistics or macro-level marketing, can help build the kind of deeper customer relationships that lead to partnerships. Internal marketing allows for a level of precision in understanding a customer that is unparalleled and fosters an ongoing conversation with a customer instead of a “one and done” deal.

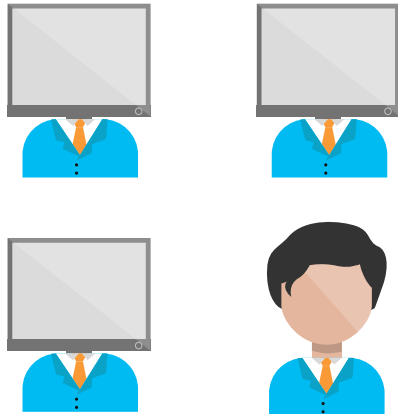
“Internal marketing allows for a level of precision in understanding a customer that is unparalleled”





ROADMAP TO SUCCESSFUL INTERNAL MARKETING

Internal marketing makes use of the resources an organization already possesses, so one might assume that its execution is simple. Like any business function, however, there are certain keys to its success.



Keep the Human Element Alive:

First, it is important to emphasize that although big data now drives business success, an organization should never lose sight of the human element in marketing. Although machines can collect numerical data, successful marketing needs human

data and human interpretation to truly understand what customers are looking for.

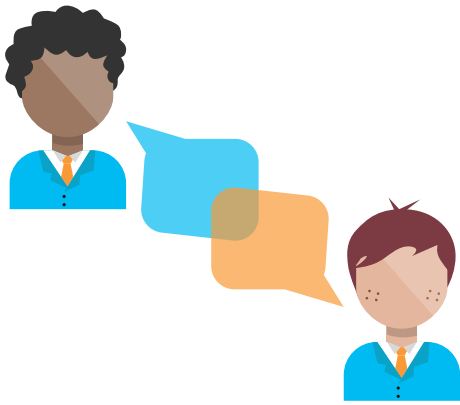


Ask the Right Questions:

Throughout all marketing activities, internal marketers should constantly ask key questions about the customer. *Marketing-Pros* a number of questions that marketers should continually be asking:

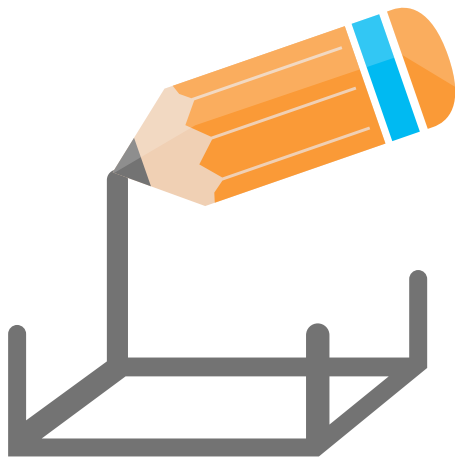
- What are our target personas?
- What is our audience doing all day?
- What is keeping them up at night?
- What will make your message stand out from the noise?
- What action do you want your audience to take?

As successful agile marketing demands, these types of questions focus activity around the customer.



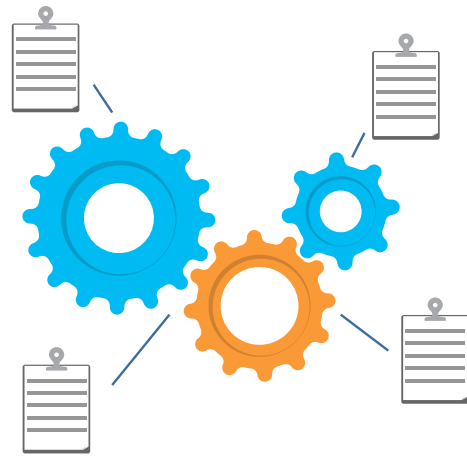
Foster a Collaborative Culture:

Also critical to internal marketing is a transparent, collaborative culture that is on board with the mission of internal marketing. Trust and healthy communication are necessary for departments to share their knowledge to help create a holistic picture of the customer.



Content Creation:

Creating marketing content will aid the ongoing conversation between an organization and its customers. Both case studies around how your offerings solved customer pain points and articles that address concerns and interests of target personas will drive customers to your offerings.



Automate Analysis:

Because internal marketing requires crunching large quantities of data, automation of data analysis is key. Although human interpretation is still imperative, automation speeds up the process for drawing conclusions from the data, keeps the data clean, and helps maintain data consistency.

There are certainly some difficulties that accompany internal marketing. For example, bias can taint internal data, or cultural difficulties can create barriers to internal data collection. It is important, therefore, to supplement internal marketing data with external research in order to gain a holistic picture of the customer's needs and pains. Internal and external marketing thus complete each other. Internal marketing fills many of the gaps left by external marketing, and making effective use of internal marketing data can be the key to successful agile marketing. External marketing in turn validates internal marketing data, allowing an organization to gain a thorough understanding of the customer.



Connect With 9Lenses

We empower business leaders and consultants to use this data as a road map to drive improvements and help employees acquire the knowledge and skills to make business excellence sustainable. Whether you want to take your business to the next level or grow sales and customers, the Lenses provide the focus.

(855)-953-6735

Sales Team

sales@9lenses.com

Need help understanding the value of the 9Lenses Software Platform? Contact Sales.

Customer Advocacy Team

analysts@9lenses.com

Need a custom app built or a demo of the 9Lenses Analytics Tools? Contact our Customer Advocacy Team.

Learn More: www.9Lenses.com



[Request A Demo](#)

[Tour The Software](#)

To Learn More: www.9LENSES.com