Tackling the Multichannel Marketing Challenge

How to differentiate the customer experience through customer insight, customer interaction and continuous improvement in marketing performance

Table of Contents

Executive Summary

Most organizations need to operate within multiple business channels that give customers the control they increasingly seek. To compete successfully, this means you need to optimize millions of decisions and customer interactions that occur daily across these channels. In a business environment dominated by commoditization and price wars, these everyday decisions and interactions represent some of the most potent ways to win new business, increase customer value and drive customer retention.

This paper is intended to help senior marketing executives understand how to use enterprise marketing solutions to differentiate customer experiences across channels – and compel customers to choose your organization for doing business. It explains why technology will play an increasingly important role in assisting marketers in the development of meaningful customer interactions – and ultimately in growing profitable, long-term customer relationships. You'll read about organizations that have deployed customer intelligence solutions to optimize multichannel customer experiences and realized a significant competitive advantage. You'll also learn about how marketing solutions have matured to the point where you can achieve a customer-centric strategy without having to reorganize your business.

New Channels, Challenges and Questions

As a marketing executive, you're responsible for growing a durable and profitable customer base – the lifeblood of your organization. But, achieving this goal is becoming increasingly difficult. For example, commoditization is making it harder to compete primarily on product innovations, as they are quickly copied by competitors – and competing on price alone is hardly an option in today's global economy. So if you can't compete on product differentiation or price, how can you compel customers to choose your offerings?

Why Read This Paper?

For chief marketing officers and other executives responsible for driving growth, this paper will:

- Explain how you can use customer intelligence solutions to maximize returns across all channels.

- Discuss real-world examples of organizations that are solving multichannel marketing challenges by using the right technologies.

- Describe how you can evolve your business gradually and affordably to a more customer-centric model.

In addition, with the emergence of new customer channels, you face a mind-boggling array of choices and complexity. In the past, your challenge was to align the "four P's" – product, price, promotion and placement – to communicate the right messages in mass-marketing ads. Today, you need to synchronize those messages across multiple channels – not only magazines, stores, catalogs and call centers, but also Web sites, e-mails, text messages, mobile devices and kiosks.

Complicating matters further is the continuous power shift to customers. For example, with the advent of Web 2.0 technologies, customers can share their opinions online and influence millions of people to buy from you – or not. They also demand product and service information that's personally relevant, timely and delivered via their preferred channels. This means that you now need to manage the four P's of marketing on an individual, one-to-one level. But what's required to meet individual customer needs efficiently and effectively? How can you use this trend toward customer empowerment for greater competitive advantage?

Even after a sale is made, today's customers expect that all future interactions – such as handling a query, scheduling a repair or resolving a billing issue – will be handled in an equally customer-centric manner. As explained in the book *The Multichannel Challenge*, marketing executives need to be concerned with the effectiveness of these interactions because they can have a huge impact on brand image:

> In many categories, these experiences are more significant than both the products themselves and external media messages. Their frequency, significance, attention and emotional impact are much more powerful than anything else. Increasingly, brand images are strongly shaped by the way that the business handles customers when they interact, and expensive marketing campaigns can be easily undermined by poor customer experience.[1]

The key to addressing these challenges is to develop deep customer insight and use it to create customer-centric, cross-channel strategies. When all customer interactions are driven by customer insight, you can create consistent, differentiating experiences that increase customer retention and long-term value – and free your organization from the effects of commoditization and price wars.

1   Wilson, Hugh; Street, Rod; Bruce, Lindsay. (2008) *The Multichannel Challenge: Integrating Customer Experiences for Profit*. Burlington, MA: Elsevier Science and Technology Books. p. 19.

Differentiating the Customer Experience

To differentiate the customer experience, you need to create a reservoir of analytical insight about each customer, leverage it to foster engaging customer dialogues and learn from these interactions to make improvements in the future. More specifically, this involves:

- Capturing detailed customer information across the enterprise and merging it with demographic and other data for a complete customer view.

- Analyzing this information to generate customer-level insight unique to your business.

- Using this insight to engage your customers in relevant and impactful dialogues, which enables you to create differentiating customer experiences.

- Manage this process with key performance indicators (KPIs) that help you improve how you engage with the customer.

What might this differentiated customer experience look like in practice?

Imagine you work for a leading sporting goods company. Steve, a long-term customer, is planning a ski trip and visits your Web site to see what kind of ski equipment you have in stock. While browsing your site, Steve finds a pair of skis he likes and adds them to his cart. They're exactly what he was looking for, but he's concerned they are a bit out of his price range. Ultimately, Steve leaves the site without making a purchase.

The next day, Steve notices an e-mail from your company in his inbox. Your system has analyzed his visit and automatically generated an e-mail – his preferred communication method – with special promotions about skis. The promotions are based on a model that sets prices according to the size of the current customer relationship, so you are able to offer him some great deals that really catch his eye.

Now convinced that those skis aren't out of reach, Steve calls your 1-800 number to find out if they are available for immediate shipping because his trip is less than one week away. Jan, one of your customer service agents, immediately recognizes Steve by his caller ID. The marketing department has identified him as a high-value customer assigned to the tier-one treatment track. Jan pulls up Steve's complete record and places the order at the sale price offered in the personalized e-mail. She then tells him about three additional special promotions. These offers are based on insight gleaned from your extensive customer data, an analysis of the content in Steve's cart, his buying habits and his purchase propensity scores – analysis that places him in the high-value customer segment. The additional offers are too good to pass up, and Steve adds a set of new goggles and gloves to his order.

The skis and gloves arrive without incident, but unfortunately, the goggles have cracked during shipment. Steve was looking forward to wearing the new goggles on the slopes, but it looks like the old ones will have to do because he's leaving for his trip the next day. Disappointed, he calls customer service to report the issue and find out how long it will take to exchange the cracked goggles. Luckily for Steve, your system again displays his profile and status when he calls, and customer service is able to overnight new goggles to his hotel at no cost - an offer reserved for the company's highly valued customers. He'll even get a text message on his cell phone with the tracking number as soon as it's available.

After his trip, Steve writes an online review of his new skis using the Web 2.0 technology built into your Web site and gives them a five-star rating. He also describes the exceptional level of customer service he got and how confident he is about taking his business to you. Within hours, hundreds, maybe even thousands, of people read the review. It's so enthusiastically positive about both your service and your products that it convinces many readers to purchase the more expensive skis that Steve recommended, rather than the lower-cost ones. As a result, your sales volume and total sales numbers are higher than ever.

The Three I's: Keys to Differentiating the Customer Experience

The preceding example illustrates the power of customer-centric strategies and effective relationship marketing. The company certainly wasn't obligated to overnight the goggles for free. But, because they have deployed effective, customer-centric strategies, the right action was taken as a matter of course. The customer had already been identified as a high-value customer and assigned a corresponding treatment track designed to ensure his retention and long-term value. Automated processes were in place to guarantee the customer was treated in a way that takes his complete history – and likely future value – into consideration. As a result, the customer was not only retained, but turned into an influential advocate.

At the same time, the example also highlights the need for an integrated technology platform that supports collaboration across departments and enables a customer-information-centric approach. A structured way of thinking about this is in terms of the "three I's" of marketing – a customer-centric marketing model that highlights the role of analytically derived customer knowledge in multichannel marketing strategies that:

- Deepen customer **insight** – by managing quality customer data, predicting customer behavior, and profiling and segmenting customers.

- Choreograph customer **interactions** – by managing and optimizing strategies, and engaging high-potential customers.

- Continuously **improve** marketing performance – by measuring and reporting results, optimizing marketing investments and learning from every customer interaction.

As the four P's of marketing begin to be managed by empowered customers, increased emphasis is being placed on the three I's as new strategic levers to control outcomes. These levers enable you to manage the multichannel customer experience; align the organization around high-potential customers; and build a loyal, profitable customer base.

Let's apply the three I's model to our earlier example. The sporting goods company had customer intelligence software in place that created a closed-loop process for optimizing multichannel customer experiences. Specifically:

- The company deepened customer *insight* by gathering and maintaining detailed information about each customer, including real-time data about Web site activities. Using this insight, customers were segmented and grouped into treatment tracks to ensure a consistent experience across channels.

- The company choreographed customer *interactions* by proactively marketing to the customer about items he had previously expressed interest in; when he abandoned his shopping cart, this data was immediately used to trigger personalized promotions to entice him to buy. When problems arose with shipments, the customer service agent interacted with him in ways that increased his loyalty and future revenue.

- The company continuously *improved* marketing performance by learning from each customer interaction and using this knowledge in future customer interactions and marketing campaigns.

Each of the three I's requires special organizational competencies, such as those summarized in Table 1. When you link these competencies together, it produces a closed-loop business process that manages organizational activity around the customer (see Figure 1).
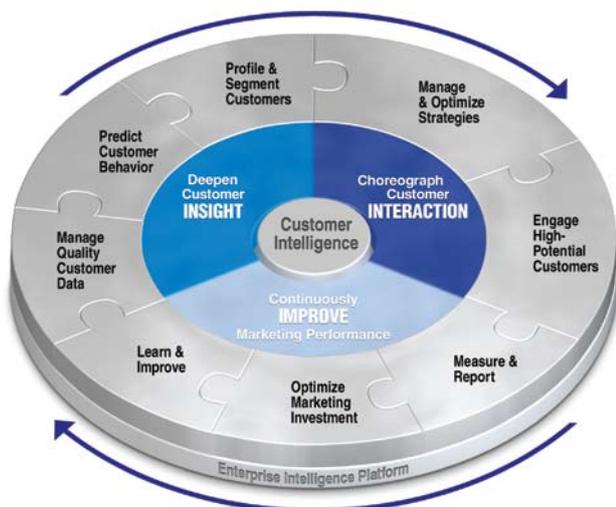

Figure 1: A closed-loop, customer-centric business process based on the three I's

This is not a direct-marketing model but rather an enterprise business model that aligns your organization – and the delivery of its products and services – around the customers that represent the best opportunities for profitable, long-term growth. In short, this is a model for growing a durable, profitable customer base.

Table 1: Organizational Competencies Required to Execute on the Three I's

Traditional Approach	Customer-Centric Approach Based on the Three I's
Customer Insight	
Unable to link customer data across products or distribute individual data to customer touch points.	Can link all customer product data, channel purchases and channel visits, and make real-time information available at all customer touch points.
Unable to measure customer attitudes, affinity and customer value.	Able to accurately measure customer profitability and predict future value, as well as customer satisfaction and affinity, with links to employee KPIs and customer actions.
Unable to predict likelihood to purchase or effectively segment customers.	Able to predict best outcomes in real time at all customer touch points, as well as segment customers based on current profitability, potential, life stage and attitudes.
No knowledge of customer channel preferences.	Able to tailor individual customer interactions based on each customer's channel preferences.
Targets too broad; can't actively profile "ideal" new customers.	Can profile ideal new customers based on insights gained from current customers.
Customer Interaction	
No way to create treatment tracks.	Can create multiple customer treatment tracks for both inbound and outbound marketing.
No use of optimization technologies.	Use of optimization technologies to maximize campaign ROI and profitability.
Each product or line of business determines how and when to contact customers.	All outbound customer contact for sales and marketing is managed centrally for all products, channels and sales leads.
Provides good service to all rather than using customer insight to manage inbound customer contact.	Uses real-time technologies and decision engines to recommend best actions during customer interactions.
Continuous Performance Improvement	
Does not monitor changes in individual customers or use customer-level metrics.	Systematically responds to changes in customer behavior and uses customer-level metrics; measures ROI on all campaigns, ad expenditures and sales leads; and has KPIs that include customer profitability, attitudes, customer retention and performance of key customer segments.
Does not have the ability (or very limited ability) to learn from customer interactions.	Learns and improves from every customer interaction.

Establishing Organizational Competencies Using Customer Intelligence Technologies

Until now, managing customer intelligence for competitive advantage has been a tall order for most organizations, as they are typically organized into traditional product and functional groups. This organizational structure creates silos of data and processes that rarely "talk" together – and if they do, they don't talk well enough to collaborate and support the consistent, real-time, personalized interactions that customers expect.

The good news is that integrated customer intelligence now transcends these silos, making it possible for even the most product-centric business to execute on the three I's and implement effective, customer-centric strategies.

Deepening Customer Insight

Given the state of most enterprise data warehouses, identifying and centralizing individual customer data can be difficult. For example, if you are using traditional Web analytics and business intelligence (BI) tools, you probably have lots of information about your business – but little about your customers. Your customer support data may be trapped inside the call center. Mission-critical prospect and account data may be trapped in sales. Web site traffic numbers may be held by your Web team or IT department. Worse yet, the Web traffic data may only include high-level stats, such as the number of visits, page views and clickstream analysis. Rarely is individual customer behavior captured and appended to customer profiles to understand channel preferences or shopping cart trends. Yet this is the kind of data you need to learn more about each customer, market to them on a one-to-one basis and deliver a differentiated experience across channels.

With the right technology in place, you can integrate data across channel and departmental silos – and combine it with third-party data to create a complete, 360-degree customer view. For example, you can combine customer and product data from the store, catalog, Web and call center channels along with cross-departmental data from finance, merchandising, investor relations, customer service and operations. Having the data from all of these sources will result in a data warehouse that gives you the ability to see the customer from many different views.

The Integration Imperative
As you make your technology decisions, remember that success lies in the integration of these technologies.

- Customer insight is about deepening your understanding of individual customers and treating them as individuals. It requires technologies to manage, integrate and analyze data across products and channels, as well as analytically derived insight such as customer profitability and potential scores, attrition risk scores, and channel migration tracking.

- Customer interaction is about managing customer dialogue. This requires going beyond campaign management to include considering your clients communication channel preferences, optimizing your offers and other customer communications, and reacting to changes in customer behavior.

- Improving marketing performance management is about measuring and reporting what matters and aligning organizational activity around actions that create value with the right customers. It's about integrating the learning that occurs with every customer interaction.

However, creating a data warehouse is just the first step. The next step is to analyze the data to deepen customer insight – to understand each customer's purchasing propensity, attrition risk, profit and potential, Web behavior and credit risk. Analytical insight also enables your organization to better anticipate – and proactively respond to – a customer's unmet needs. Predictive analytics allow you to proactively reach out to them at just the right time with the right offer. This signals to customers that their individual needs are understood and that their relationship is appreciated. Analytics can also be used to develop detailed customer segments based on needs, life stage, and current and potential value; calculate customer profitability; and profile ideal acquisition targets. Armed with this insight, you can invest sales capacity and marketing dollars where they will have the biggest impact.

Choreographing Customer Interactions

Creating insight is essential to success but not sufficient to optimize customer experiences. You need customer interaction strategies and systems to turn those insights into actions that improve customer experiences. The key is to deploy solutions and technologies that help you move from transaction-based business models to relationship-based models focused on developing a long-term, profitable customer base. This represents a significant shift for many marketers. Developing a customer interaction strategy that is dynamic and adaptive to the changing conditions of the customer while maximizing ROI is the ultimate goal to strive for as your organization evolves further along this path.

Equally important, you need ways to engage high-potential customers effectively and in real time. In addition to a campaign management solution, event-based marketing solutions can monitor individual customer behavior, detect behavior changes and automatically send leads to sales or a campaign management system. The results can be compelling. By reaching out to a customer at the right time, positive response rates can be 20 to 30 times higher than traditional direct marketing. Even more importantly, customer affinity increases because customers perceive the contact as timely and valuable.

Similarly, real-time decision management solutions can improve live interactions with your customers. For example, a customer may be on the phone with a call center agent. The agent runs through a scripted list of questions, and as the customer's answers are collected, the real-time decision management system can analytically calculate the "best agent actions" in seconds. Because these actions are personalized and executed in real time, customers perceive the agent's interactions as relevant and helpful.

Continuously Improving Marketing Performance

Finally, you need a way to measure and report on what matters – the key to improving marketing performance over time. When you use a marketing platform approach to deploy customer intelligence, you can better manage the complexity of multichannel customer experiences and marketing activities.

Strategy maps and marketing scorecards can provide a top-down view of marketing performance and the ability to drill down for in-depth analysis. These tools help you align organizational activity around actions that create value with the customers that matter most. Equally important, they make it easier to integrate the learning that occurs with every customer interaction to improve day-to-day customer interactions. You can also:

- Quantify the impact of each marketing investment relative to key business objectives.

- Deliver visibility into critical marketing performance metrics across all business divisions, product lines, markets, channels and segments.

- Drive top- and bottom-line growth by enabling fact-based marketing decisions that weigh the trade-offs between products and brands.

Addressing Real-World, Multichannel Marketing Challenges

The following examples, based on real customers, illustrate the benefits of using an integrated suite of solutions that run on a single customer intelligence platform. Each organization can implement solutions in a modular fashion with the confidence that applications deployed in the future will work seamlessly with existing applications, easily share data, and be easier to upgrade and maintain over time.

A Tool Retailer's Challenge: Better Understand Customers to Optimize Campaigns and Channel Effectiveness

The marketing department of one of the world's largest tool distributors operates a multichannel business selling over 14,000 products through its catalogs, e-commerce Web site and 58 store locations. However, the department was missing opportunities to market effectively because it couldn't link data across the three channels, analyze it to better understand its customers and use it to execute more consistent, customer-centric strategies across channels (marketing for the three channels was being handled separately). For example, marketing knew a great deal about its catalog customers, but really didn't know much about its retail customers, who were generating millions of transactions each year.

In an effort to bridge the gap, the marketing department was paying $500,000 per year to outsource the analysis of its three terabytes of customer data. However, it took months to get the requested analysis, so the data was static and out of date – not ideal for developing highly targeted and timely marketing campaigns. In addition, the department couldn't afford to pay an outside agency for the kinds of detailed customer analysis it needed.

Technology Enables Deeper Customer Insight and Personalized Marketing Interactions That Drive Results

To address these issues, the distributor implemented a marketing automation solution to integrate all product and channel data, analyze it in real time and use it to get the right product information out to each customer using the preferred channel. Now, it can see trends never seen before – for example, how catalog mailings drive visits to the retail stores. Before, when customers stopped buying from the catalog, they stopped receiving it. By integrating catalog and retail data, the distributor can keep its retail customers on the catalog list. In addition, because data is always up to date, there's no longer the risk of segmenting a customer incorrectly and missing a sales opportunity. The marketing department can also personalize communications for each customer. For example, if a customer indicates that he is interested in a specific tool, he receives a promotion that pertains to that tool. Because the distributor now knows what kinds of campaigns work for each customer, it can develop more targeted, cost-effective campaigns that customers will want to respond to.

By leveraging deeper customer insight, the distributor paid for its purchase of the software with the first three catalog mailings. Since then, response rates for the mailings have increased by double digits. Costs were reduced by eliminating the outsourcing fees and identifying customers who buy so little that it costs more to send them the catalog than the company gets back from them in sales. Now, the distributor has a scalable solution that can help its catalog, online and retail businesses grow.

A Floral and Gift Company's Challenge: Deepen Customer Relationships to Maximize Lifetime Customer Value

One of the world's largest, long-distance floral and specialty gift companies needed a way to centralize its marketing efforts across brands and channels; make communications more relevant to customers; and ultimately increase customer loyalty, purchase frequency and lifetime value. After multiple acquisitions, the company had 14 different brands to manage. Each brand had its own customer and product data scattered across departments managing store, catalog, Web and call center channels. This data fragmentation made it impossible to gain a single, complete view of each customer or to treat customers as individuals. As a result, marketing efforts were less than effective – and customer experiences across channels and brands were generic and inconsistent at best. Communications overlapped. Direct mail and e-mail response rates were low. The company couldn't identify its best customers and provide the kind of consistent, differentiated experience needed to retain them.

Technology Enables Optimized, Personalized Marketing Decisions Based on Real-Time Insight

The company first took care of the basics – creating a single customer view by integrating all customer data and various external data sources on a single platform. Then, it implemented a marketing automation solution that provided comprehensive data management, advanced customer analytics and campaign management functionality. Now, the marketing department can analyze its extensive customer data, create unique customer insight and use it to increase the relevancy of all communications. For example, using a comprehensive enterprise data mining tool, the marketing department can predict customer behavior; create new variables for modeling and analysis; and segment customers to any level of detail. Intelligent customer segmentation schemes – such as grouping customers based on individual profitability, purchase propensity, frequency of purchase and a number of other factors – can also be developed. Therefore, marketing campaigns can be targeted more effectively. The marketing department also shares its customer information across the enterprise – with finance, merchandising, investor relations, customer service and operations. As a result, other departments interacting with customers can use the data to deliver consistent, customer-centric experiences.

Since implementing these solutions, the company has realized significant results, including:

- A 30 percent increase in the direct-mail response rate.

- A 15 percent increase in orders from e-mail campaigns, due to highly targeted customer communications.

- A 50 percent increase in repeat rates.

- E-mail, direct mail and outbound phone campaigns targeting customers that produced a 70 percent increase in successful reactivation and a 115 percent increase in win-back campaigns.

- A 15 percent increase in the number of "best customers" by targeting programs using customer transaction patterns, as well as a 20 percent increase in the number of purchase occasions from these customers.

The next step in the company's customer-centric evolution is to deploy software that will help make the most of each customer interaction. To accomplish this, a real-time decision management solution and customer experience analytics will be implemented. Real-time decision management will enable the company to make more informed, analytically driven, real-time decisions, resulting in more effective customer interactions. Customer experience analytics allow the company to capture Web-based customer interactions and integrate them with other channel views to gain a more complete picture of its customers. For example, if an online customer puts something in his basket and decides not to purchase it, the company could detect this and immediately present the potential customer with a discount for that item. These technology investments will enable the company to more efficiently and effectively understand, model and interact with customers.

A Large Bank Needed to Enhance Competitive Advantage Through More Insightful Customer Relationships

A large, US-based bank had been using behavioral insights and predictive analytics to drive customer-centric relationship strategies for several years. With well over 10 million consumer-banking customers, 1 million business customers and 16 million transactions per day, the bank needed to deliver insights regularly across a variety of business segments and departments. The goal was to consistently offer customers solutions that are truly relevant to them – and use real-time data to trigger highly targeted offers when customers are most interested. In addition, given that 50 percent of all banking customers are unprofitable, the bank needed a better way to segment customers, assign treatment tracks and determine how to interact with customers who fall into different segments.

Technology Enables a Closed-Loop Process for Optimizing Customer Relationships and Outcomes

The bank first created a single view of each customer, classified customers into treatment tracks and set up a system for managing diverse marketing campaigns. It also deployed a behavior-tracking system to track customer behavior and trigger timely customer contacts based on changes in behavior.

Detailed customer analytics enable bankers to understand customer behavior over time so they can act on significant changes immediately – when intervention is likely to have the most impact. These timely interactions are accelerating sales opportunities and helping them salvage at-risk relationships. For example, when the behavior-tracking system detects Web activity (such as a customer researching mortgages) or a change in customer behavior, the activity is analyzed instantly. If the system indicates that a customer may have a new need, the lead is passed to the appropriate banker. This behavior-trigger functionality currently delivers about 193,000 leads and alerts to bankers every month.

Now, the bank can define contact strategies for customers and deliver a consistent, personalized message across all touch points, including call centers, branch sales staff, service personnel and direct mail. The system also prevents excessive cross-selling by different areas of the business, as 90 percent of all customer interactions are driven by the centralized customer intelligence managed by the marketing department.

Furthermore, the bank is distributing customer intelligence across the enterprise to support daily decisions regarding everything from collection strategies to sales, marketing and account management. For example, intelligence is used to determine whether or not a particular customer can have an overdraft fee forgiven. Underwriting ratios and decisions are now applied based on a customer's relationship history with the bank (rather than relying exclusively on Equifax information to make credit decisions). In addition, marketing decisions regarding campaigns and cross sells are tailored according to each customer's propensity to buy.

The bank takes this solution one step further by deploying technologies for continuous learning and improvement, resulting in a closed-loop process for managing multichannel customer experiences. It constantly tests and refines treatment strategies for different types of customers – creating hypotheses, designing tests, observing customer behavior and measuring results. Insights are used to optimize treatment tracks that drive customer experiences – and ultimately improve financial outcomes.

The customer intelligence platform enables the bank to turn its huge stores of data into unique intelligence that's used to differentiate customer experiences across channels and create competitive advantage. Today, leads based on customer behavior triggers account for 53 percent of incremental revenue – as compared to traditional, outbound marketing campaigns that account for just under one-third of incremental revenue. Now, product suggestions during customer service interactions represent almost one-fifth of total revenue. These types of outcomes are made possible because the bank – and everyone who interacts with customers – can make better, faster decisions based on analytical insight.

The Benefits of an Integrated Customer Intelligence Solution

As the preceding examples illustrate, you can achieve significant business benefits using one or more customer intelligence solutions to address your most pressing needs. But, keep in mind that the customers discussed in the previous examples are not deploying fragmented, niche solutions; they are deploying modular, integrated solutions designed to work together on an integrated marketing platform.

SAS: Delivering Modular Customer Intelligence Solutions Through an Integrated Marketing Platform

SAS is the leading provider of seamless and complete enterprise customer intelligence solutions that support the three I's of marketing – insight, interaction and improvement. As shown in Figure 2, our solutions enable you to deploy customer-centric business strategies by supporting a complete, closed-loop business process for:

• Managing the multichannel customer experience.

• Aligning your organization around high-potential customers.

• Building a loyal and profitable customer base.

SAS® solutions deliver immediate value and can be deployed incrementally, quickly and cost-effectively on the SAS Enterprise Intelligence Platform. This platform gives you the unique ability to manage the complete intelligence-creation process within one integrated environment. It lets you bridge the gap between what you have – fragmented data silos – and what you want to achieve – a unified intelligence framework that drives improved performance across the enterprise.
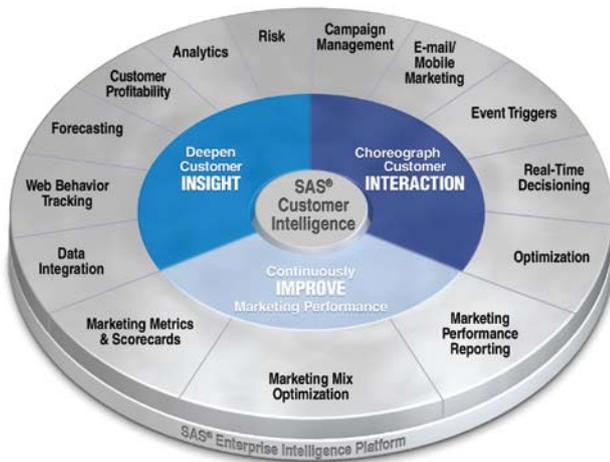
Figure 2: SAS supports a closed-loop, customer-centric business model based on the three I's.

Integrated, Comprehensive Solutions

SAS Customer Intelligence solutions that run on this platform help you generate a comprehensive picture of customer behavior, risk and profitability, letting you create more effective offers and marketing campaigns. You can deploy these modular, seamlessly integrated solutions to help you deepen customer insight, choreograph customer interactions and continuously improve your marketing performance.

 When deployed on the SAS Enterprise Intelligence Platform, SAS Customer Intelligence solutions enable you to make smarter decisions and solve more marketing challenges. Because you are investing in the most comprehensive enterprise marketing solution on the market, you have a growth path for evolving your customer intelligence capabilities as business needs change and budgets permit. SAS solutions address the needs of all stages of your marketing organization's development.

For More Information

For more information about customer intelligence solutions from SAS, please visit www.sas.com/solutions/crm.