

How CMO's Can Improve **Marketing ROI** in the Current Economic Crisis

Five Areas of FOCUS



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Whitepaper | Michael Davis, Rhino Marketing Inc

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While the politicians debate over whether it's "actually" a recession or not, the general public seems pretty convinced that it's already underway. Chief Marketing Officers (CMO's), for whom customer perception is reality, know that consumer behavior will be based on this emotional response, not some arcane economic definition of recession.

For CMO's already under assault from the massive changes brought about by the Internet, the sub-prime induced meltdown is pushing them towards a "perfect storm" of negative impacts. With an average job tenure of just 22.9 months, CMO's have little time to react to the economic downturn, which typically means marketing budget cuts for most corporations. What usually doesn't get cut are the targets!

But, much like Mr. Buffet seeing a silver lining in diminished stock prices, there may actually be an upside to the current economic malaise for CMO's. Even before the Internet took hold, there was evidence that successful past leaders prospered and grew during recessions through prudent M&A's, and by increasing rather than cutting R & D and advertising spend (as a percentage of sales).

*"By the end of the 1990/91 downturn, successful challengers had market-to-book ratios 25 percent higher than those of unsuccessful challengers. Successful leaders increased their market-to-book advantage over their former peers by more than 38 percent."*¹

Another area of opportunity for CMO's who have been putting it off, is to get into

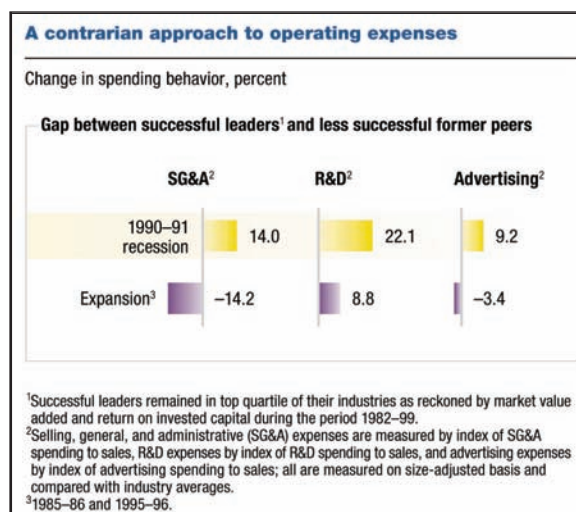
(or deeper into) digital and online marketing. There is now ample literature detailing the success and cost effectiveness of online marketing and advertising. The reasons are simple... it works to deliver enhanced marketing ROI. As one author said recently:

*"The media world is fast evolving from untargeted "dumb" analog media to "smart" digital media that provides transparency, accountability, and micro-targeting."*²

The explosive growth of digital advertising in its many forms, plus the various attendant influences such as Blogging, User Generated Content, Social Networks, Twitter, Digg etc. is putting a premium on 'relevance'. The consumer now wants her messaging on her terms. And, there's no going back.

Many CMO's have put off the adoption of these digital techniques despite the ample evidence they see from their newsletters, industry associations, trade shows and consultancies that they are highly efficient at finding the very "Best" customers, highly measurable, responsive, and above all relevant to the consumer. For all these reasons, digital media is infinitely more cost effective in terms of ROI.

With budgets being challenged, there's no time like the present for CMO's to start using, or get deeper into, online advertising. As the key business priority becomes how to do the same with less (or for some poor divisions, do more with less), we believe this may be achievable with deep customer understanding and online techniques. But it will take "Focus".



1. "Learning to Love Recessions,"The McKinsey Quarterly, 2002 Special Edition: Risk & Resilience

2. Kevin Lee with Steve Baldwin, The Eyes Have It: How to Market in an Age of Divergent Consumers, Media Chaos and Advertising Anarchy, Easton Studio Press, 2007

Operating in a recession takes particular focus in the following 5 areas:

1. Focusing on Best Customers
2. Focusing on Not Wasting Valuable Marketing Budgets
3. Focusing on Better Customer Insight
4. Focusing on 'Pull' not 'Push'
5. Focusing on Evolving Your Online Effectiveness

We'll cover each of these individually in the sections that follow.



FOCUS #1: Focus on 'Best' Customers

In database marketing and customer strategy work over the years, the author has seen the

differences in customer value and loyalty/retention in hard empirical numbers. On a decile basis, the top 10% of a customer set can be more than twice as valuable as even the next decile down. There are instances where the lowest decile is in fact negative, actually destroying value rather than creating it! "Best" customers typically acquire more products, of higher net value, and hold them longer. While these values are obvious, what is less so, are the underlying reasons for their behaviors.

As a customer strategist with a well known insurance and travel provider, the author completed a Needs-based segmentation (in other words, understanding

why your customers buy from you, not just what). The benefits of understanding these customer segments specifically, and speaking to them in relevant terms, created striking results. A Net Promoter® customer satisfaction measure was also overlaid to add further insight.

*"When we are able to talk to the customers in a language that meets their needs, our email open rates, click-through rates and sales conversions climb significantly."*³



In a beta test of a high-value customer program, where the beta group received prior communication identifying them as members of a select program group, subsequent DM campaigns saw response rates that averaged 3.58 percent, with specific product offers seeing sale rates peaking at 14.4 percent. Sale rates were the same or within a point of response rates for most mailings. Conditional Email messages to this select group typically enjoyed the first or second highest click through rates compared to other e-mail messages to the same audience, with one hitting a 13 percent CTR.

The most important metrics of course are related to sales. The beta unique treatment group was compared to a control group of similar starting value, which did not receive any custom communication or offers. Results for the beta group were clearly superior:

Average Sale Response rate:	↑ 2.3% (with 2 DM cells hitting 13.2% and 7.6% respectively)
Beta Customer Pool growth:	↑ 6%, (2.3x the control group)
Total Gross Spend of the Trial Customer Portfolio:	↑ 12.7% over a 6 month trial period ↑ 24% higher than control group
Trial Group Cost Containment:	↓ 5.6% lower than the control group ↓ 9.2% lower than the general customer base
Overall Customer Value:	↑ 10% higher than existing high-value group
Average products per household:	↑ 15.4% higher than control group
RESULT:	The beta program came in 224% ahead of its revenue objective

3. "BCAA's Journey to Becoming a Customer-Centric Organization," 1to1 Magazine April 2005, Expert Insight: Customer Advocate

The upshot of the trial was that if you take an already optimal customer set, identify them as such, design a unique treatment program, and speak to them about *relevant* products, you can grow their product holdings, increase their overall value, reduce some key costs and expect to be able to grow the overall group with those who have a similar profile.

Loyalty is Contagious

While part of their value comes from their loyalty, “Best” customers are also more likely to recommend your business to a friend or colleague. Frederick Reichheld, author of “The Loyalty Effect”, identified the value of referrals to businesses from these unusually loyal customers. Based on his research, he developed the Net Promoter® customer satisfaction score. This easily implemented score is based on a single question:

How likely is it that you would recommend this company to a friend or colleague?

It’s a 10 point, top-box driven scale with 9 and 10 being Promoters, 7 to 8 Passive, and 0 to 6 Detractors. To calculate a company’s Net Promoter Score (NPS), take the percentage of customers who are promoters (those who are highly likely to recommend your company or products), and subtract the percentage who are detractors (those who are less likely to recommend your company or products).

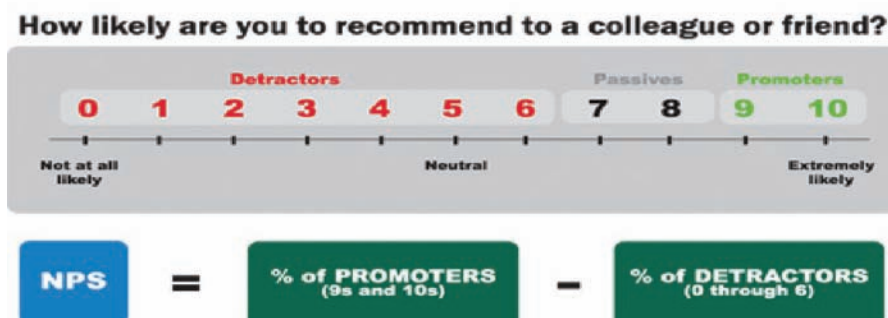
This single question was added to six Needs-segmentation questions and the satisfaction results moved intuitively with the differing Needs segments;

higher for ‘relationship’ oriented customers, much lower (in fact negative) for ‘price-oriented’ customers. Most telling, the Net Promoter score for high-value customers was a full 17% higher than for the general customer set.

FOCUS #1 Takeaway:

When you combine multiple needs and value assessments of a high value customer population and watch them over time, what emerges is a profile of customers who are inherently different from their less profitable brethren. They have a different level of engagement with your brand, and are predisposed to deeper loyalty and long-term “relationship”. These customers create greater lifetime value (LTV) than other customers, and find others like themselves. While some customers will never grow their share of wallet or product holdings with you, some of these optimal customers arrive and vault to ‘high value’ status within a year or two. Its part of their “customer DNA”.

So Focus requirement #1 is to focus on profiling, understanding and setting out to acquire, grow and retain those customers who will most closely match your *current optimal customer set*. Similarly, look at growing your “next “Best” ” customer set to match your “Best”. If you’re still trying to message an unknown universe of “potential” customers when you know only 15 or 20 percent will ever close (if you’re lucky), you are wasting valuable marketing dollars that could be better spent identifying, engaging and acquiring “Best” customers.



FOCUS #2: Stop Wasting Valuable Marketing Budget

“Today’s Chief Marketing Officers confront a painful reality: Their traditional marketing model is being challenged, and they can foresee a day when it will no longer work.”⁴

CMO’s have known for some time that traditional electronic media was inefficient and extremely difficult to quantify. Sure there are lots of “faux metrics” to quantify outbound “impressions”, but no real tangible way of measuring how many people actually saw it. More alarming is the fact that there is no direct, hard measure of whether any of this results in a sale; yes correlations to sales... but no linear, cause and effect link that the spend had a direct impact on creating a sale.

The degree of waste in traditional advertising is staggering. In their 2007 book “What Sticks”, Rex Briggs and Greg Stuart released research showing that:

“Marketing is failing. CEO’s sense it; top marketers know it; and our research proves it. Businesses spend nearly \$300 billion per year on advertising in the United States alone⁵ and our research analyzing more than \$1 billion in worldwide ad spending proves that as much as \$112 billion is wasted.”⁶

Even in good economies, this should be unacceptable; in a poor one, it’s inexcusable. There are a variety of reasons that it has gotten to this, but most fundamentally, senior marketers and their CEO’s believe the traditional marketing model is broken because:

- It lacks accountability
- It leads to wasteful spending
- Outdated planning and project management between marketers, agencies and media suppliers
- Inability to react due to poor measures
- What measurement there is comes too late to guide useful and timely changes in approach

4. David C. Court, Jonathan Gordon, Jesko Perrey, “Boosting Returns on Marketing Investment,” *The McKinsey Quarterly*, McKinsey and Company, Dusseldorf 2005, vol 2

5. Universal McCann, Advertising spending is \$450 billion worldwide and

So while a 2005 Association of National Advertisers (ANA) survey said 73% of marketers didn’t see sales impact from their marketing campaigns, and 60% said defining, measuring and taking action on ROI was important, barely 20% were satisfied with their ability to do so.

There are actually lots of means to take control of “cause and effect” in marketing, particularly online. Analysts believe it’s the ability to measure campaign results and react in virtually real-time that is driving the movement of dollars from traditional to online “measured marketing”. We believe it’s the very knowledge that more measureable, manageable and responsive solutions are readily available that is likely creating profound cognitive dissonance for some CMO’s. They know the solution is at hand, but have hesitated to make the transition.

The old survey-based input measures, such as page impressions; cost-per-thousand viewers or readers; and gross ratings points (GRPs) were an indicator of audience size, but they were only about measuring *deployment*, not *uptake*. While flawed, they were familiar. In many cases, the CMO’s ad agency partner is unlikely to be objective about online. They are often not much better versed in the ‘new media’ themselves. They also have a vested interest in keeping their clients in traditional media because the entire agency financial structure up to now was based on a ‘percentage of media’ compensation model. Throw in a culture that *“believes that marketing is “magic” and buys into the myth that “you can’t measure branding”⁷* and you have a lot of impetus to maintain the status quo.



nearly \$300 billion in the United States alone, Robert Cohen’s *Insider’s Report on Advertising Expenditure* 12/05

6. Rex Briggs and Greg Stuart, “What Sticks,” Kaplan Publishing, 2007

7. Rex Briggs and Greg Stuart, “What Sticks,” Kaplan Publishing, 2007

Measurement (& ROI) Drives Change

But things are changing (nothing like a downturn to crystallize thinking). According to a special report released by consultants Booz, Allen, Hamilton:

The years 2005 and 2006 will probably be known in advertising history as the period when marketing practices caught up with reality. After a decade of continual increases in advertising budgets but relative stability in their media mix, many leading marketers—Anheuser-Busch, Procter & Gamble, and Daimler Chrysler, to name a few—are rebalancing the assortment of communications channels they use. Specifically, they are directing more money and more attention to digital media.

“Two years ago, 10 percent of my advertising budget had an online component,” says the CMO of a U.S. auto company. “Today it’s 30 percent. Two years from now, it will be 50 percent. And overall budgets are not growing. It’s coming at the expense of television and print.”⁸

The reasons for the accelerating transition are clear; a desire for increased accountability, connection of media to results, and better ability to target and engage prospects who are more likely to convert to a sale.

In our interviews with chief marketing officers and our research with the Association of National Advertisers, we were struck by the expressed need to develop more robust analytics focused on ROI and consumer insights. There was a nearly uniform desire among respondents to concentrate advertising resources on those consumers who were, as one CMO told us, “specifically in the market for my category, product, or brand.”⁹

Referencing the catalyst for the first wave of measurement and results focus, the authors of the ‘The Future of Advertising is Now’ went on to say:

With slowing economic growth during the 1970s, marketers started to reassess their laissez-faire attitude about measuring marketing performance. But it wasn’t until the 1990’s and the rise of the Internet that the accountability revolution commenced.

Exhibit 4: The “Purchase Funnel”: A Framework for Evaluating Media

Marketer’s-eye-view of a successful ad campaign as it penetrates from awareness, through increased interest, all the way to regular and consistent purchase. At each step, the marketer seeks a way to move the product deeper into the funnel.



Source: Booz Allen Hamilton

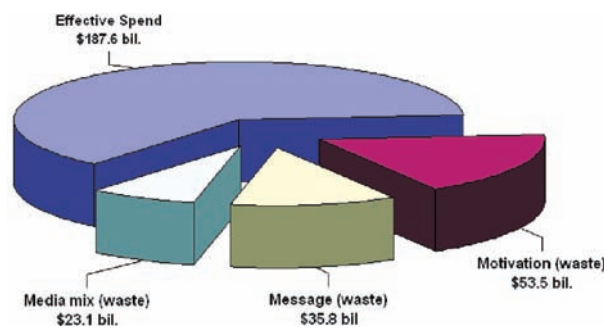
8. “The Future of Advertising is Now,” *Strategy + Business*, Summer 2006, Features/Special Report

9. *Ibid*

...Today, the accountability revolution is approaching its second stage. Marketers are more explicitly moving their strategy and spending decisions down the “purchase funnel” of consumer behavior (see Exhibit 4). They are no longer satisfied with media placements that merely build “top-of-the-funnel” responses from consumers (awareness and consideration). They favor media that can **substantiate** an ad’s influence on customer preference, purchase, and retention. **This means a growing penchant for online media, especially those that can deliver a reliable indication of customer response.**

The 4 M’s of Marketing

To effectively leverage the more measurable media, and combine it with the “Best” customer focus we discussed in the previous section, Briggs and Stuart proposed an alternative to the traditional 4 P’s of marketing (Product, Price, Place & Promotion). They suggest 4 M’s (Motivation, Message, Media and Maximization) and show just how they would prevent the \$112 billion in budget waste. Without going into all the detail of the book, the 4 M’s are:



1.) Motivation:

Why they buy your products, not *which* ones. As mentioned earlier, this is the foundation of the Needs-based segmentation approach. Get it right and you understand how to shape all your messaging (no matter which medium) more effectively. Of the marketers studied for “What Sticks”, 36% got this crucial element wrong, for a loss of \$53.5 billion in ad dollars. To quote the authors... *“If you miss here, you are guaranteed to miss on the next M.”*

2.) Message:

For years, product lines and advertisers alike have conveyed messages to consumers in “company” terms, not consumers’. It wasn’t until the net came

along with its 2-way interactive capability that we realized everything before was mostly ‘brochureware’.

Google is singlehandedly doing what the first wave of customer marketers were unable to do; forcing product managers and marketers into *actually* “thinking like a customer”. Since Keywords need to literally match customer’s words, ‘*voice of the customer*’ is no longer a nice-to-do or catch phrase; it’s an imperative! Failure to do so has amplified social networking’s rise as a more trusted source of peer-to-peer validation (or not) of corporate offerings, perceived to be more reliable than corporate messaging. If you want to stop ceding control of the message to the public, be more relevant.

The authors emphasize the importance of measuring what the consumer is hearing. 31% of the marketers studied missed the mark, wasting an additional \$35.8 billion.

3.) Media:

Just by properly managing media mix and knowing the ROI of each, 83% of the respondent marketers could have gotten at least 5% better results, and a majority of them 10-20% improvement.

By not doing so, marketers wasted \$23.1 billion.

4.) Maximization:

This M is about getting the most effectiveness out of marketing, and making sure that “knowledge store-houses” retain and make available all previous learning so that each campaign is not effectively rendered “one-off”, but instead contributes to continuous learning.

The upside calculation here? \$59 billion in savings and additional profit of \$89.9 billion.

The authors point out the Internet's ability to:

- “Quantify the attitude and purchase behavior shift caused by advertising”
- The fact that online, by its nature, has a gold-standard of design experiments research integrated into the ad delivery systems, along with having better media measurements for ad exposure, ad response, branding impact, and product sales (online and offline) means marketers can more precisely measure the total incremental impact on consumer's attitudes and behaviors caused by online advertising
- Marketers' ability to measure marketing success with Internet advertising sets a new benchmark¹⁰

FOCUS #2 Takeaway:

The real headline was that it wasn't an either/or situation between traditional advertising and online. Marketers who embraced online and its superior measurability found the desire to bring such accountability to *all areas* of their marketing, thereby increasing their ROI generally. For instance, there are now measures for Direct Mail campaigns that allow tracking of incremental influence and results of each campaign, thus informing the next one.

For CMO's who need to make every dollar work hard, adjust on the fly, and be able to see in hard metrics what's creating sales (and why!), the various forms of digital media have to be part of the marketing arsenal.

Focus #3: Better Customer Insight for Better Acquisition.

In Focus #1, we talked about reverse-engineering of your own customer database to understand and identify your “Best” customer profile. Not only does it help you “defensively” by knowing who to retain, you can also deploy this knowledge “offensively” to now *acquire* these same kind of customers.

While the customer database has never been more important, the Internet is particularly effective at both further identifying and qualifying such customers, but also at then messaging and attracting them.

For years now, marketers have used “drip irrigation” techniques to slowly acquire deeper and deeper data profiles of “Best” customers. Web or email based questionnaires can be used to have customers both opt-in and profile themselves. Under the right circumstances, they will exchange quite significant data.

We developed and executed an online branding program for a client in the nutritional supplements space, using “crowd sourcing” to solicit a brand name and taglines from committed, product-category evangelists. In the field for just one month, the program generated over 4000 visits to the competition website, and approximately 1000 entries. Not only did all of the respondents read quite complex product background to create their brands, more importantly, in order to submit them they were required to complete a very detailed customer profile. With significant prize money and bragging rights on the line, they responded to over 20 questions effectively giving us a profile on 68 data points. Best of all, we acquired the holy grail of marketing metrics;

- Purchase frequency
- Average monthly category spend
- A list of key competitors

In short, for a brand new product we were able to build a complete customer profile, project workable price points, monthly spend for the category and a competitive map of the space. Because we asked them *why* they picked their brand and tagline, we also got incredible insight into how they *thought* and *felt* about the category's product benefits (creating huge insight to the motivation “M”). A by-product of the whole process was the level of engagement demonstrated by our “crowd-sourced” marketing collaborators. The voice of the customer was deeply integrated into the product from the start.

While online practitioners will typically say you can't ask more than 3 or 4 questions at a time, if your program is well thought out and executed (and sincere), you can attract and engage your “Best” customer online very effectively.

FOCUS #3 Takeaway:

By allowing insight into your *current* customers to either guide purchase of targeted media (such as highly segmented E-mail and DM lists), or development of enhanced keyword and landing



page approaches combined with outbound media, use of social networks, viral marketing, etc.,

you can use the power of ‘measured marketing’ to create not only detailed acquisition profiles, but also target and engage customers who are much farther down the “purchase funnel”.

FOCUS #4: Focus on Pull not Push

Over years of marketing, in many industries and mediums, we’ve yet to see a tool as effective as search engine marketing to connect your business with consumers who are *actively looking to be found*.

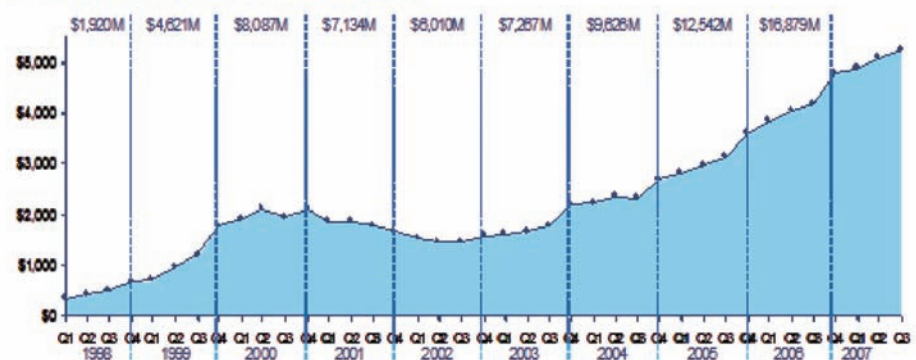
Before loyalty programs, a major Canadian oil company routinely mailed millions of coupon books to stimulate consumer trial at its gas stations. The marketers often laughed about the need for a “magic coupon book”; one that would land *only* in the hands of non-customers. They knew their coupon book program wasted money by discounting their *existing* customers, ‘spilled’ lots of books to those who would never convert, and moved only a small percentage to trial. Classic “waste” as discussed earlier, necessitated by lack of data-driven consumer insight.

Fast forward 15 years and search marketing is close to the “magic coupon book” (but without the need to discount). Why? Because search is the inverse of typical marketing. It is ‘pulled’ by an *active* and

willing customer, not ‘pushed’ at a mass audience by marketers. Search’s essence is that it sets your marketing message up to be found by those who are actively seeking. This has profound effects in several ways:

1. Cost savings accrue right away as you stop spilling dollars on those who will never convert.
2. Those who do attend to your ads and click through, are likely already well along the sales funnel as they have clicked while actively searching.
3. Unlike even the “magic coupon book” (which was still “interruption marketing”), search marketing places a highly relevant ad in front of the consumer at precisely the moment they are searching for your product.
4. It is the marketer’s nirvana achieved; right product, right place, right customer, right time (*and all at their request!*)

Quarterly Internet Ad Revenues



Source: PwC/IAB Internet

While, as we have seen, there are many reasons to move ad budget to digital marketing, the ability to put an offer in front of potential customers *as they search for your product*, is a key reason Internet ad revenues continue to soar as illustrated above.

FOCUS #4: Takeaway:

By carefully applying your enhanced customer insight, understanding the customer’s motivation to purchase

from you, and implementing this into Keyword strategies, you can target the right customers for acquisition. Because of its flexibility, the ability to manage the budget, and deploy within tight geographic areas, search is highly responsive and can be adjusted in almost real-time depending on your objective. Most importantly though, you get away from push, “*interruption-marketing*”, and queue your message to be *pulled* by interested and engaged consumers.

FOCUS #5: Focus on Evolving your Online Media Mix

The Internet is reshaping the *marketing* landscape, because it has reshaped the *social* landscape. Marketers aren’t going to the net because they want to; they are following their customers (and competitors).

The stats for online participation say it all:

Websites

- 100 Million + (and counting!)
- 30 Billion pages of content

Blogs

- Technorati currently tracks 112.8 million blogs
- 175,000 new Blogs/day
- 250 million pages of social media content
- 1.6 million posts/day (or 18 updates per second)

Mobile

- 14 million BlackBerries
- 10 million iPhones
- Desktop RSS feeds

Social Networks

- 134 (likely a conservative estimate)
- Friendster, FaceBook, MySpace and Linked-In alone account for 459 million members

You Tube

- 20 million monthly visitors
- Serves up 100 million clips per day
- Receives 50,000 user-generated clips per day

Search Engines

- Dozens (but Google and Yahoo account for over 70% of searches)

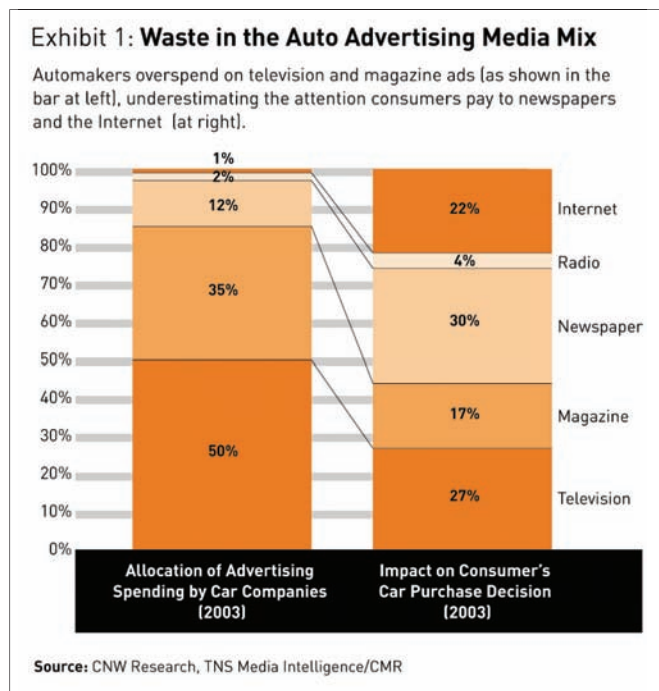
Searches

- Commercial search engines avg. over 6.4 billion searches... *per DAY!*

Your market is online, yet there continues to be a huge discrepancy between where the audience spends its media time, and where media gets deployed. The example below shows how auto companies underestimated the effect of the Internet on purchase decision-making by 10 percent.

It drives home the opinion offered by Booz, Allen, Hamilton when they stated:

*“... the long-predicted future has finally arrived. After a decade of denial, both mainstream media companies and major marketers are now accepting the facts: The methods by which consumers absorb information and entertainment—and the ways they perceive, retain, and engage with brands and brand messages—have changed irrevocably.”*¹¹

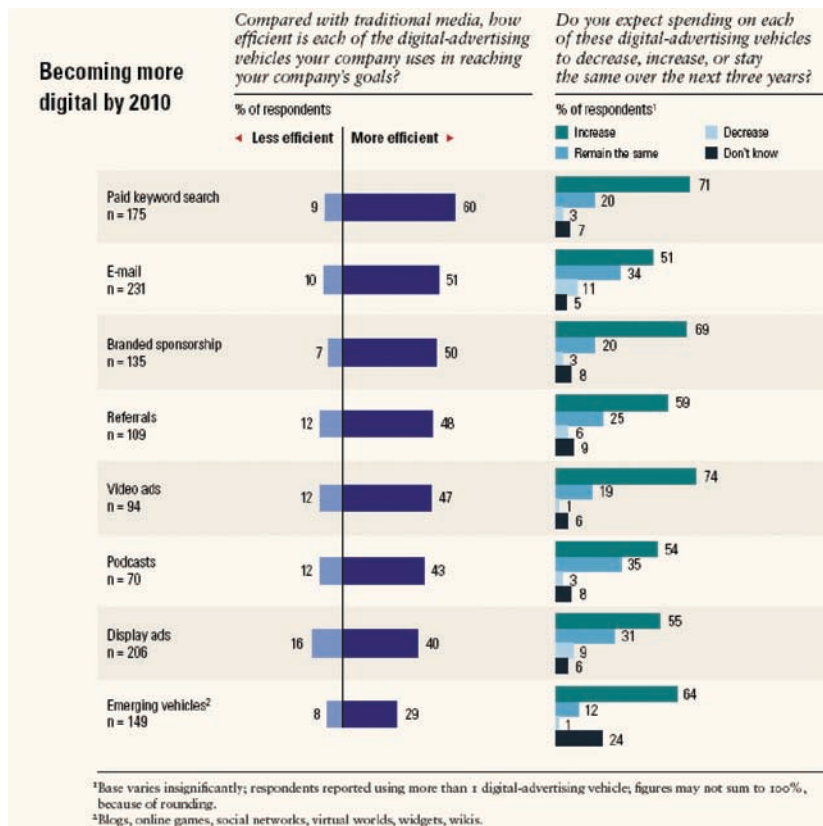


11. *The Future of Advertising is Now*, "Strategy+Business, Summer 2006, Features/Special Report

Many consultancies have documented the shift to at least integrated medias for all the reasons documented in this paper. Leading companies are becoming more digital, led by paid search advertising for its combination of efficiency and effectiveness, and supported by Email, branded sponsorships, referral and techniques such as video, podcasting etc. McKinsey's survey of 'How Companies are Marketing Online' shows the projected spend increase by 2010 for global marketers in the following areas:

Conclusions:

It has been 13 years since Netscape Navigator set in motion the forces that have resulted in the sea change consumers, and CMO's by extension, are currently experiencing. The areas of **Focus** identified in this paper are *possible* because of the digital, database and online tools that are now available to marketers. This Focus is *necessary* now more than ever, because of the additional budget and competitive pressures that are accruing as a result of the current economic downturn.



Source: July 2007 McKinsey Quarterly survey of business executives

FOCUS #5 Takeaway:

Here's the headline: When you see Search and Video ads surpassing Email, you know that digital techniques are maturing. Consuming them has been "main-stream" for the audience for years, and with video being highly "Google-friendly", its getting mainstream for marketers. If you aren't marketing online now, you are leaving the field wide open for your competitors. And you are falling further behind every day!

Everything you do now has to be as targeted, measurable, cost effective, and results-driven as possible. Marketing resources need to be expended on "outcome-focused" techniques, targeted to customers who are specifically looking for your category, product or brand. ROI on marketing expenditures has to be measured by linear cause and effect as to how well objectives have been met. Nothing does this as effectively as online media.

As noted at the beginning, CMO's and senior marketing managers are being buffeted by a number of forces. Change is never easy, and change during crisis is particularly difficult. It is necessary however. We can't say it any better (and certainly not as authoritatively) as the following excerpt from "The Future of Advertising is Now":

"As in any period of discontinuity, major opportunities for growth and market leadership are being created. At no other time has the potential been so great for smart players, whatever their size, to invent new rules for the game. At no other time have marketers and media companies possessed so many compelling platforms to entertain and engage the consumer. At no other time has marketing been so measurable, accountable, and interactive. Together, these factors

are sure to ignite a new era of creativity and innovation in marketing, as well as in media and entertainment. The strategies pursued now by senior management at media and consumer goods companies will play a defining role in who wins and who loses relevance with today's generation of consumers." ¹²

If you have already retooled and have the resources internally to execute digitally... Superb! If, on the other hand, you would like to confer with an external resource that is executing these programs for clients now, we'd love to talk to you.

We have deep experience in database-driven customer marketing, loyalty, direct marketing and digital marketing (including e-mail, SEO and SEM). We have placed, tracked and managed many millions of online impressions on behalf of clients, (a group that includes a Fortune Global 10 company). We know how to help clients grow their marketing ROI. We can help you make your tight marketing budgets go farther.

About the Author:

Over 25 years, Michael Davis's marketing and customer-management career has evolved from traditional marketing to proven expertise in data-driven and digital marketing execution.

Michael has held senior marketing positions with Mohawk Oil and McDonalds Canada. He was Regional General Manager of Enhanced Marketing Services, and was co-founder and VP Marketing and Business Development of TraxCom Systems Corp. Prior to joining Rhino in 2006, Michael led a Seibel-based team as Database Marketing and Customer Research Manager at the British Columbia Automobile Association where he refined his vision for a better way to connect customers and companies, using data insight.

www.rhino.ca/about/michael_davis.php

Rhino Marketing Inc:

Rhino is an e-marketing services company based in Vancouver BC. We utilize a suite of digital marketing tools and processes to provide a single source for the design, execution, and ongoing advancement of our clients' internet marketing initiatives - developing an integrated view of e-marketing effectiveness and unparalleled customer insight.

Better Insight, Better Execution, Better ROI.
Visit us at www.rhino.ca

As professional Marketers, we belong to the following International Organizations.

