

PART II

STEP 1: IDENTIFYING CUSTOMERS AND PROSPECTS

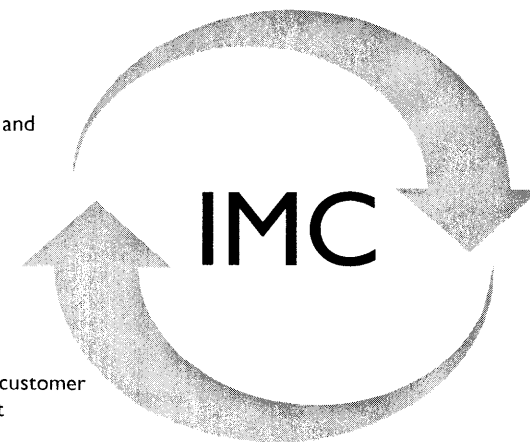
1. Identify customers
and prospects

5. Budgeting,
allocation, and
evaluation

2. Valuation of
customers/
prospects

4. Estimating
return on customer
investment

3. Creating and
delivering
messages and
incentives



HOW TO DEFINE CUSTOMERS AND PROSPECTS ACCORDING TO BEHAVIOR

The first step in developing a value-oriented IMC program is to identify and define customers and prospects using a behavioral database. Implicit in this task is the idea that customers and prospects are treated as *individuals*, not as markets. People are not identified in terms of market segments, demographic groups, geographic units, social classes, or any other arbitrary grouping. Perhaps because of the lure of technology that enables sophisticated statistical analysis, marketers have traditionally focused too heavily on market segmentation based on such factors. Integrated marketing communication reverses that trend, viewing customers primarily as individual people who provide flows of income to the firm. This is as true for business-to-business organizations as it is for consumer goods manufacturers. Whether customers are buying at a discount store, at a trade show, directly from a field sales force, or simply by reordering office supplies over the phone or Internet on a regular basis, all communication must be with, for, and about people. When marketers lose sight of the individual behind the

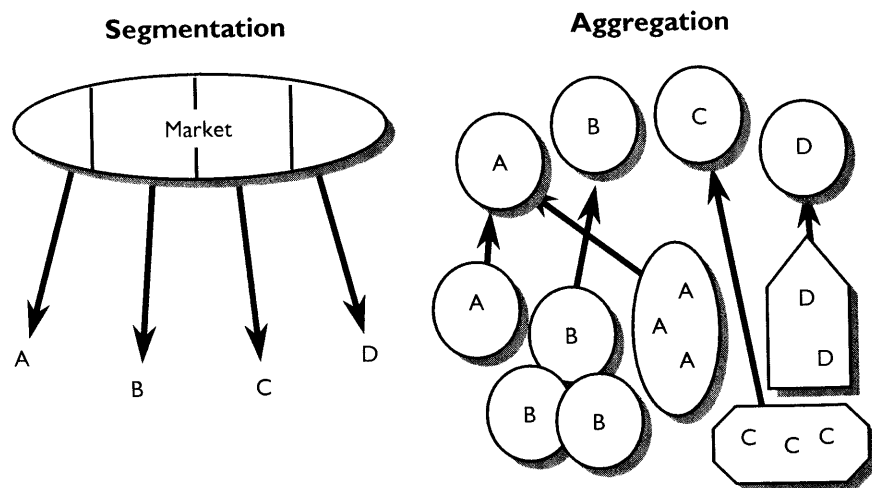
purchasing decisions, they generally lose sight of the objectives of communication. By focusing on people rather than markets or segments, IMC avoids falling into that trap.

Aggregating Individuals into Behavioral Groups

Value-based IMC is based on customer or prospect *behavior*. Marketers aggregate or combine customers and prospects who are similar in how they use a product or who are alike in enough ways to make generalized messages or incentives practical. This aggregation process allows marketers to make use of the efficiency of various forms of traditional media while still focusing on specific, behaviorally defined groups of customers and prospects (and, in some instances, even individuals). It is easy to see from Exhibit 4.1 how aggregation differs from traditional market segmentation in that it starts with identifiable individuals and aggregates them into like-behaving groups.

As it is commonly practiced, segmentation starts with the entire market and then, by analysis or other rules of separation, breaks the total

Exhibit 4.1 Market Segmentation vs. Aggregation



down into manageable groups for marketing and communication purposes. For example, the U.S. census has traditionally reported the makeup of the population based on demographic and geographic factors. The demographics identify various population groups by age, gender, education, income, and so on. The census also reports on population segments by geography, that is, states, cities, rural or urban areas, and so on. Because the information is initially gathered by the government and then made available to the public, it is relatively inexpensive and easy for marketers to obtain.

While census information is useful for classification purposes, it doesn't provide much insight about customers or prospects. To supplement census data, many organizations either conduct survey research or enhance their geo-demographic data by appending additional information, often from third-party, syndicated suppliers. This is useful as well, but it assumes that a market consists of a homogeneous mass that can be segmented based on age, gender, income, geography, and the like.

Business-to-business marketers also use segmentation, in their case based on Standard Industrial Classification (SIC) codes. Also gathered by the government, this data classifies business organizations by industry or business type, number of employees, firm turnover, and other factors. While such data may be interesting and useful in developing a broad understanding of the market, it is not often helpful in understanding the value of customers or prospects for marketing or communication purposes.

Integrated marketing communication moves beyond the concept of segmentation. Instead, it aggregates groups of individuals based on their behaviors in the marketplace. In essence, customers group themselves based on what they do, not on an artificial classification scheme the marketer develops. In other words, one must start with people—identify their actions and activities and then turn those into naturally occurring market groups. For instance, marketers can identify which groups of customers or firms buy, how they buy, when they buy, how much they buy, and how much they may buy in the future.

Companies frequently develop aggregation plans based on the strength of the relationship between the customer and the brand. A company might, for example, start by aggregating customers and pros-

A ONE-TO-ONE FUTURE?

One-to-one marketing is a highly individualized approach to marketing that uses customer databases to transmit customized marketing messages, offers, or products based on a customer's past behaviors or stated preferences. Don Peppers and Martha Rogers, originators of the term, explain it as the ability to "treat different customers differently."¹

While we subscribe to the concept and principles of one-to-one marketing as a valid approach in a complex, global, and networked marketplace, we find it relevant for only a limited number of categories. One-to-one marketing simply is not practical nor financially feasible for many organizations. As a general rule, unless the marketer has direct and ongoing contact with the customer or prospect and the product or service can be "customized" relatively easily and inexpensively, one-to-one is often not the most practical way to implement a communication program. This obviously raises the question of whether or not all communication must be targeted, specific, and direct. And the answer is no. Indeed, in the following chapters, we make a strong case for the use of broadscale, generalized brand value propositions and approaches that can best be implemented by mass media systems.

pects into three simple groups: present customers, competitive customers, and emerging users. All present customers may be treated as a single target or may be broken down further into subcategories such as high-volume/high-profit users versus occasional or low-profit users. Similarly, competitive customers may be subdivided into those who are extremely loyal to a competitor and those whose previous behavior indicates they are switchers. Emerging users present special communication challenges. These are users who are new to a category (such as new mothers, college students who have just moved into a dormitory, and recent retirees) and therefore do not have a strongly established

relationship with any competitor. Since they are new to the category, however, they may have special informational needs and may have to be reached through different venues or channels than those already established.

Once customers and prospects have been defined and aggregated according to their behaviors, the marketer can enhance this behavioral information by using traditional tools, such as demographic, geographic, or psychographic information. These data help explain the behaviors that have *already been observed* and help marketers understand why those behaviors most likely occurred.

We believe that aggregation is a far richer and more insightful approach than traditional methods of segmentation, because it treats customers as people rather than simply as census segments. We have found—and the same has generally been proven in the marketplace—that data on what customers do, how they perform, or what their past

BEHAVIORS AS PREDICTORS

New research provides marketers with good reason for using behavioral data as the basis for communication plans. Researcher Andrea Ovans has found that people's reported purchase intentions or their reported purchase behavior are not very accurate representations of what they actually do in the marketplace and are even less useful for predicting what they might do in the future. For example, using data from two hundred products and sixty-five thousand consumers in previously published academic and industry-sponsored studies, Ovans found that purchase intentions were weak predictors of future behavior. According to her research team, "... people aren't generally reliable predictors of their own long-term purchasing behavior for any type of good, new or old, durable or not."² Thus, whenever and wherever possible, it is advisable to use behavioral data, which tells what customers have truly done in the past, not what they say they will do in the future.

histories are in relation to products or services are much more useful than data on their age, gender, income, or neighborhood. Further, behavioral data, particularly in established Western markets, are much more easily obtained today than in the past. In many cases, marketers have already captured the names and addresses of their best customers or have been able to obtain that information from third-party sources.

Finding the Data Marketers Need for IMC Planning

An overriding goal during step 1 of the IMC process is to gain meaningful insights into the needs, wants, and wishes of those individuals or companies the firm wishes to serve. Customer data is the source of such insights. One of the major changes in the way business is conducted today is the tremendous amount of data the marketer has typically gathered on his or her firm's customers and prospects. The growth in data capture, manipulation, and interpretation has been dramatic in the past twenty-five years. So, the problem is not due to lack of data. Nor is it difficult to obtain more data from customers and prospects; that information seems to come to the firm in an unending stream. Instead, the data challenge is to organize all the information the organization has and make it accessible to those who need it.

Most firms have "islands of information" spread throughout the organization. There is some data in the market research department; some in the sales department; and other types in the customer service, accounting, and communication departments. The problem is that few firms are successful in systematically connecting these islands of information to achieve a comprehensive, insightful view of their customers. How should organizations go about connecting the various sources of information they have on customers and prospects, and in what ways do they use it? The experiences of BMW provide some of the answers.

Customer/Prospect Data Sources

Customer and prospect data come from multiple sources. Firms that excel at handling data are generally the best at developing effective and

SHARING THE CUSTOMER WEALTH

According to dunnhumby associates limited, a London-based database consulting group, BMW in the United Kingdom has been collecting and integrating various forms of customer data since the early 1980s. The company collects information from a variety of sources, including new and used car buying records, warranty and service records, BMW financial services records, direct mail and Internet sources, and external information such as competitive sales data sources. BMW is able to create a marketing database that gives it big advantages in the marketplace by allowing the company to better understand its customers and helping to inform its employees as to what is going on with its products in the outside world.

The database is used for many different purposes. Often it is used to predict when customers are likely to change their cars. Armed with this data, dealers can talk to consumers and help them plan their next purchase. Information is also used in advertising; dunnhumby reports that response rates to various BMW campaigns have tripled in the past few years. This improvement occurred because analysts are able to segment and target customers accurately and contact those customers who were willing to respond.

Lastly, to keep up with their reputation for excellence in customer service, BMW gives the information from the database to the front-line employees at call centers. Operators are armed with details of customers' lifetime value, as well as their customer contact with BMW—regardless of the channel they used to buy their cars.³

efficient integrated marketing communication programs. Certainly that was the case with the best IMC firms benchmarked in the leveraging customer information (LCI) study discussed in Chapter 2. There, we introduced a three-part model of how organizations capture, manage, and apply customer data (see Exhibit 2.4). Here, we review each component of the model in greater detail.

The left-hand column in Exhibit 2.4 lists the various sources that organizations commonly use to gather customer and prospect information. Data sources are placed on a continuum bounded by whether the information generally comes from internal or external sources. For purposes of developing a comprehensive IMC program, most firms use a combination of the two. Each type of data has particular benefits and characteristics. While the list in the diagram is by no means exhaustive, it covers the primary types of data typically gathered by best practice organizations in the LCI study.

This incredibly rich range of information can be overwhelming. Further, although data are plentiful, it's often the case that few have been turned into customer knowledge. Thus, the question is often where to start. As suggested earlier, the most valuable information about customers or prospects is what they have done in the past. That is, what were their behaviors, purchases, or activities related to the product or service for which the IMC program is being planned?

We have found behavioral data almost always provides more valuable insight about what customers might do in the future than any other type of information. People and firms are creatures of habit. What they have done in the past, they are most likely to do in the future. This is not to say that attitudinal data—how people feel about a company or brand—have no value. Generally, however, such information lacks predictive ability. For example, people are notoriously poor at predicting what they would do in a future scenario (see the references to Ovans's research earlier in this chapter). So, rather than using attitudinal data to foretell what customers might do in the future, marketers use it to explain why those customers did what they did and why they might perform that way again in the future.

Understanding Customers and Prospects

Many companies gather literally mountains of data, often simply because the information is available or because they can. In the spirit of trying to understand customers, firms often gather all the data possible, seemingly with the idea that they will or can "sort it out later." In

today's marketplace, gathering data is much like trying to drink from a fire hose. Since there is so much data available, the company becomes overwhelmed and, in many cases, simply freezes in place. The alternative is that it looks for the ultimate database or technology and, in the course of defining and refining data, never gets around to using any of the results!

When looking at collected information from an IMC perspective, marketers need to separate data according to tactical and strategic value. Data to support tactical decisions are based on how marketing activities should be carried out, meaning media forms, delivery systems, messages, offers, and so on. Strategic information and data allows an organization to make decisions about what should be done. To decide whether data is worth gathering and keeping, marketers can use this simple three-part test:

1. Will these data help our company become more relevant to customers and prospects? Will we be able to offer products or services they might logically want or need, not just the products or services we have to sell, and be able to communicate with them in a meaningful way?
2. Will these data help us become a learning organization? Will we be able to understand a customer's actions and use that knowledge to create a satisfying experience for the customer in the future? Will these data help us learn from our mistakes and take advantage of our successes? Can the data we are capturing help us to change and grow with the customer and his or her needs and wants in the future?
3. Will these data help us better allocate our finite resources now and in the future? Will the data enable us to make better marcom decisions? Can we determine what works and what doesn't and, more important, why? Will the data we are capturing, managing, and analyzing help us be better stewards of this firm's finite resources in the future?

If the data in question are valuable in one or all of these three key areas, then it is most likely worthwhile to capture, manage, and analyze that data.

DOES ATTITUDE NECESSARILY INFLUENCE BEHAVIOR?

Any study of customer behaviors inevitably raises the issue of the extent to which attitudes lead to certain behaviors. The controversy, which repeatedly crops up in the marketing and communication community, stems from a hypothesis originally developed over forty years ago in an attempt to explain how advertising works. The original hypothesis suggested that communication exposures moved consumers through some sort of mental process, such as moving from awareness to knowledge to preference and so on, at some point resulting in behavior. This hypothesis has never been proven in the marketplace. It is this inability to connect attitudinal change to marketplace behaviors that has created much of the controversy. To put this argument to rest, let's briefly review a well-known marketing concept, the hierarchy of effects model, first developed by Robert Lavidge and Gary Steiner in 1961.⁴

As shown in Exhibit 4.2, the hierarchy of effects (or traditional advertising-based) model assumes that individuals go through a series of attitudinal stages on the way to a purchasing decision. Exposure to an advertising message is thought to move them along a continuum from awareness to final behavior or purchase. The model further assumes that marketing communication is the tool that drives that movement. Therefore, the more messages or exposures provided to customers and prospects, the faster they will move along the continuum and ultimately purchase the marketer's product or service. Acceptance of the hierarchy of effects model has led to many key assumptions in marketing and media planning, including reach and frequency, share of voice, and others (see Chapter 8).

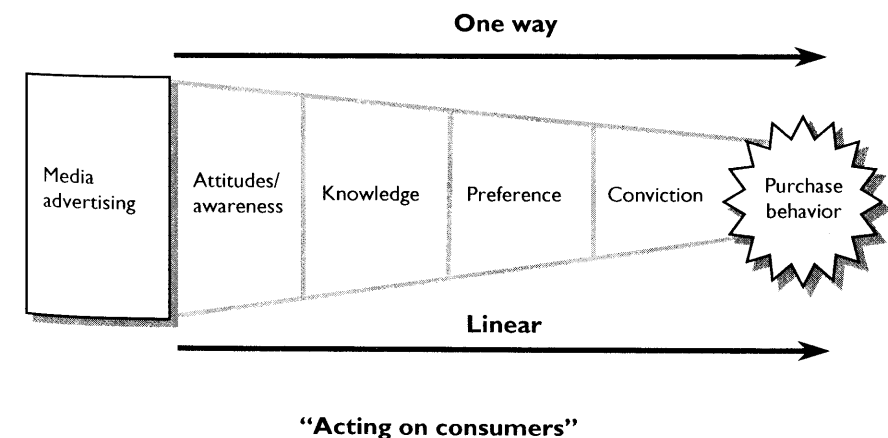
Despite the intuitive appeal of this traditional model, there are a number of problems associated with it. Since it was developed more than four decades ago, when fewer marcom vehicles and less competition existed, the model ignores the impact of competitive messages and forms of communication other than the ones being measured. However, the greatest

challenge to the model is that it is hypothetical and, despite its acceptance, there is practically no scientific evidence that it correctly assesses the way the human mind responds to advertising or marketing communication.

The critical element in understanding the impact of marketing communication is to understand that it is consumer behaviors, not attitudinal changes, that result in sales. Thus, IMC focuses on the use of consumer behavioral data and then explains those behaviors through attitudinal information or material. We have, in essence, started at the other end of the hierarchy of effects and worked backward—a most dramatic change.

To be of strategic value within an IMC program, marketing communication must affect the present or future behavior of customers and prospects. Marketers do not presuppose that this will occur, nor do they presuppose the manner in which such a product or service purchase will occur. They take the behaviors as givens and then try to reinforce or change them. Therefore, by having some knowledge of the customers'

Exhibit 4.2 Hierarchy of Effects (Advertising-Based) Model of Communication



previous behavior, marketers know what to try to influence in the future and what to measure against in future evaluation of their programs.

An excellent example of this approach to managing customer behaviors is the process developed by dunnhumby associates limited.⁵ Working with a number of its clients, dunnhumby has taken customer purchase data from organizations such as supermarkets, automobile manufacturers, and clothing retailers to create huge multidimensional matrices that plot customer behavior on three or more dimensions. The firm then populates those matrices with actual customer behavior, or the purchasing behavior of individual customers over time. This information commonly comes from the behaviors captured in some type of customer loyalty program.

By placing its customers in these matrix boxes, dunnhumby can then identify other matrix boxes that might be most beneficial for both the marketer and the customer. Since the marketing organization knows the current matrix box the customer occupies, marketing and communication programs can be developed and designed to “migrate” that customer or group of customers into a more desirable position in the matrix. In some cases, for example, with supermarket customers, it is possible to view the movement of customers from one matrix box to another on a weekly basis. Thus, the marketer has real-time results to see how well the various marketing and communication programs are performing.

Understanding Databases in an IMC Context

Over the past ten to fifteen years, the siren call of the database has been heard by marketers all round the world. In the mid- to late 1980s, it was believed that an organization that had no customer database or could not relate to its customers on a one-to-one basis was doomed to fail. This has not proven to be the case. We found a number of best practice firms in the LCI study that were either working with legacy computer systems or had cobbled together computer and information systems and methodologies that allowed them to recognize, understand,

market, and communicate with their customers and prospects. Indeed, as seen in Chapter 2, powerful firms have been able to overcome technological deficits through strongly focused customer-oriented cultures within their organizations.

When direct marketing and database marketing were at the peak of their popularity, many companies yielded to the promised benefits of data capture and management. They invested huge sums of money in buying or leasing computers, installing sophisticated software, hiring information technology people, and gathering every bit of data available. They then stuffed all the data into a computerized system and sat back and waited for success to happen. Unfortunately, success was elusive. The reason? The focus was on the data and technology, not on the application of data to gain customer and prospect insights or influence their behaviors. This is not to say that all database systems are bad or useless. It is, however, a reminder that the purpose of a database is simply to provide information and knowledge to a firm's managers, not to solve their marketing problems.

The IMC attitude toward databases is simple. Some companies need one, some don't. Indeed, some firms can exist very nicely, thank you, even in the Web-based, electronic marketplace of the twenty-first century, with relatively limited amounts of information on customers and prospects (usually just what they buy and when they buy it). The key to success in understanding customers and prospects is not how much data the organization has, but how the available data are used. The IMC view has always been that as soon as two pieces of data of any kind on a customer or prospect are gained, those bits of data should be used to better understand the customer or prospect or to build better, more relevant marketing and communication programs. In short, if the information doesn't make the customer's life better, why gather it at all?

Data Audits

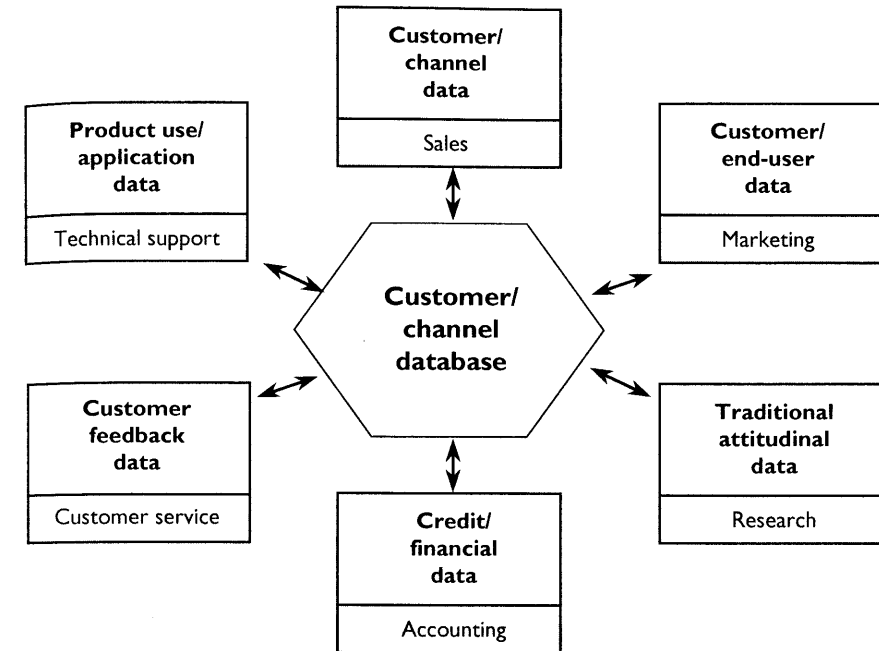
The first step in the development of a relevant database is usually a data audit. In more than twenty years of working with all types of organizations around the world, we have yet to find a firm that needs more

data. What we have found are many, many organizations that have all the data they need but (a) don't know the information exists within the firm, (b) can't access it for marketing and communication purposes, or (c) can't combine or analyze it so it provides new or useful customer insights. As a result, the common assumptions of a manager who wants to develop an IMC program are first, that the company must build a database and second, that the company must gather more data through research, purchase from an outside vendor, or some other method of data acquisition. Our advice? Resist the temptation! Most likely, you have most of the data you need inside the firm. So, go and find it. We call that a data audit. Data audits generally start with a review of what is already available in each of the areas shown in Exhibit 4.3.

Wherever the firm touches a customer, data is usually created and available. So, start inside. Talk to sales. Talk to accounting. Talk to customer service. Ask them what data they have on customers and prospects. Chances are you will find what you need fairly quickly and often at little cost. The challenge, of course, is how to bring all the information together once you've found it.

Qwest, formerly known as US West Direct, offers a brief illustration of how this works. Qwest wanted to change the way it sold advertising space in its Yellow Pages product. Traditionally, sales representatives sold space based on the type of advertisements that were available: size, color, coupon, and so on. To better understand the needs of its customers, the company conducted a survey. Based on the results, customers were aggregated into clusters. Qwest marketing managers found customers who wanted to grow their business, customers who wanted smaller ads in many locations because they offered niche services/products, business-to-business customers, and customers who were ambivalent about the location of their advertisements in the publication. Within the clusters, managers also found that customers had similar needs. As a result of these simple findings, sales representatives were trained to ask only a few questions and quickly place the customer in the appropriate group. The sales message was changed to focus on customer needs rather than the product. Based on one study, Qwest was able to improve advertising sales and significantly reduce costs because the sales process became much more efficient.⁶

Exhibit 4.3 Internal Data Sources by Department



Another example comes from Time, Inc., the publishing branch of AOL Time Warner, the largest media and entertainment company in the world. With its marketing information department (MID), Time, Inc., sustains several subscriber databases that interact with each other. The company is constantly trying to maximize the effectiveness of its marketing campaigns with existing in-house data as well as mounting external efforts to contribute to targeting and attracting new readers and subscribers. For example, if a customer subscribes to both *Time* and *People*, the company attempts to cross-sell another magazine or related product that the customer would like. Employees in MID are responsible for managing and manipulating the company's data to ensure that new offers, billing, renewals, and other efforts are completed with maximum accuracy. These employees are also responsible for improving lists by gaining new prospects and delving deeply into the database to gain more insight about existing readers and subscribers. The company

is a good example of a firm that effectively integrates and uses multiple databases to communicate with and gain more insight into the behaviors of their current and future customers.⁷

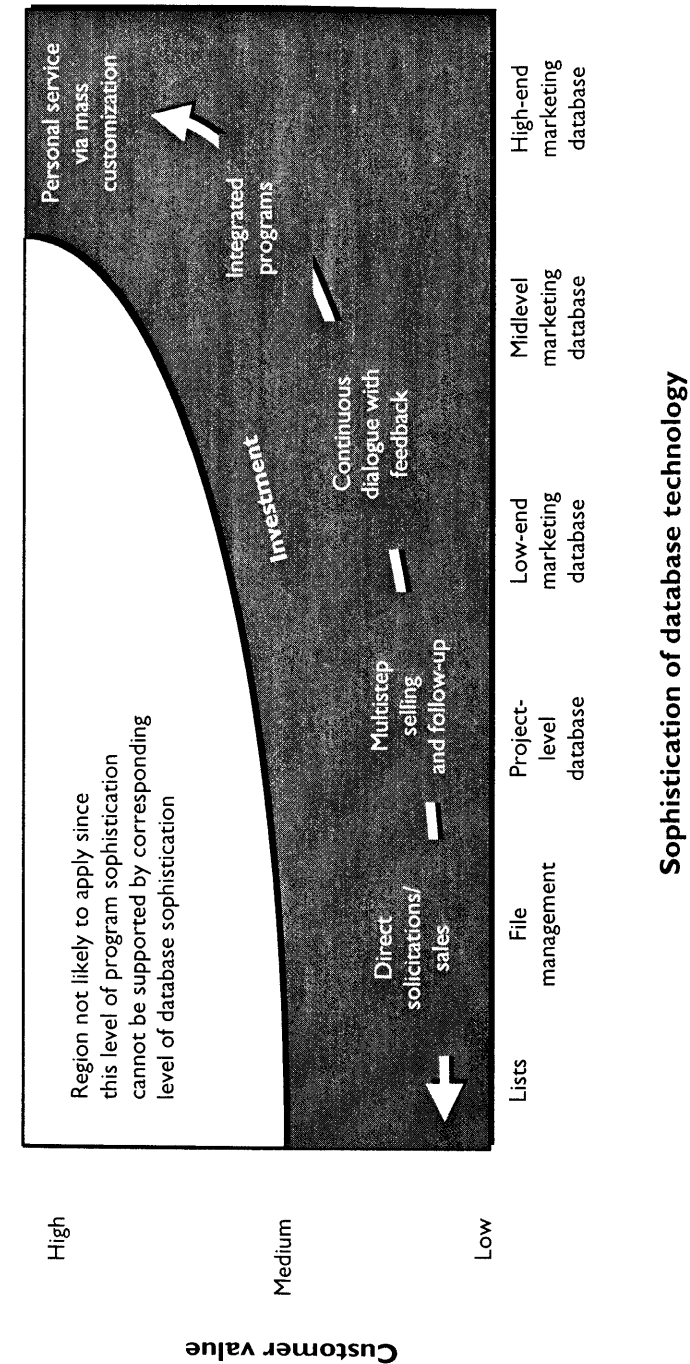
Types of Databases

Having made a case that databases are nice to have but not absolutely necessary for developing an IMC program, the question naturally arises as to what type of information gathering or aggregation is most useful in the development process. Exhibit 4.4 helps answer this question. Developed by Targetbase—a database marketing service firm located in the Dallas suburb of Irving, Texas—this framework has proven to be a practical way of assessing the level and sophistication of the database an organization needs to develop an effective marcom program.

The type of database required depends on the type of marketing program being developed. The vertical axis of the chart shows the value of the customer to the organization. The horizontal axis is a continuum showing increasing levels of database sophistication corresponding to increasing levels of customer value. While this example primarily views the database as an investment by the firm, it also indicates the level of data management needed, ranging from a simple list of customers to a high-end marketing database that will allow the organization to develop personal services for highly valued individual customers and some level of mass customization development for the products and services being offered.

Highly integrated marketing communication programs require a midlevel to high-end database. This does not mean that integrated programs cannot be developed without a major investment in technology. What it does mean is that to develop truly interactive integrated programs, a fairly comprehensive database is required. Of particular interest is the concave line identifying the area where a database would likely provide no real value to the organization. If, for example, a firm's only interest is in reaching the first level of integration—that is, combining and coordinating the various types of outbound marcom activities—then a sophisticated database likely would not pay for itself, or at least there would not be sufficient increases in incremental returns to the organization to justify the cost of a database.

Exhibit 4.4 Finding the Right Type of Database



Used with permission from Targetbase, Inc.

A more critical question, beyond the need for a database, concerns how data on customers and prospects can be applied to gain additional insights into behavior. This typically requires aggregation or integration of data from multiple sources, the topic of the next section.

Combining and Sharing Customer Data

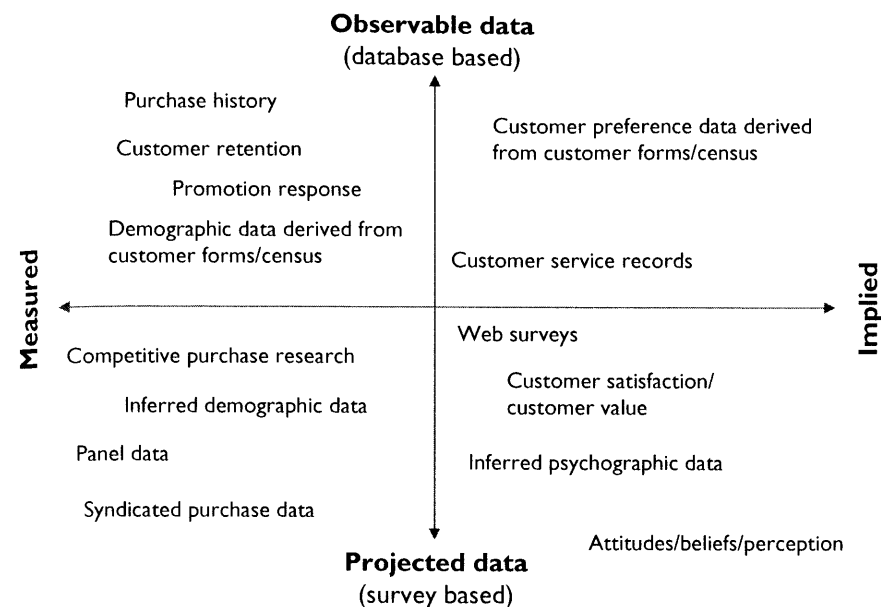
While much of the effort in customer and prospect identification is in obtaining data and information, the real insights come when data are combined and analyzed in some way to provide additional, in-depth detail on customers and prospects. The combining of data is done primarily to get a more complete picture of the customer or prospect. Often when two bits of data are combined, a third, fourth, fifth, or even sixth bit of knowledge is created. It is this type of synergistic reaction that really helps the marketer understand the company's customers and prospects.

To gain the valuable customer insights that allow a firm to identify customers and prospects, all available data are used to create a four-box matrix around two continuums:

- **Measurable data leading to implied data on the horizontal axis.** Quantifiable data provides concrete, structured information on a large number of customers and prospects. Implied data is derived through survey methods of research or through episodic customer contacts and comments.
- **Observable data leading to information that can be projected on the vertical axis.** Observable information is based on actual, traceable customer behaviors and data. Projected data is based on information gathered through surveys and other sample-based techniques.

When the two forms of data are combined, a matrix can be developed, as shown in Exhibit 4.5. Here, examples of various types of data that companies typically gather have been placed in each of the four quad-

Exhibit 4.5 Observable/Measurable Data Matrix



From "Leveraging Customer Information," American Productivity and Quality Center (Houston: APQC, 2000). Used with permission from American Productivity and Quality Center.

rants. Although the matrix shown is not exhaustive, it does illustrate the types of data an IMC manager might find in his or her organization. It also provides one approach to organizing data for analysis and planning.

Of course, data is only valuable once it is analyzed in some way and customer and prospect insights are developed. This is generally done through some type of data gathering, management, and integration process. Look again at the IMC model in Exhibit 2.4. Bringing all the data in the organization together into some type of useful and usable information about customers is done with organizational and technological enablers. *Organizational enablers* are those things found in the firm that make data integration and insight possible. They generally include the culture of the organization (the extent to which it is customer focused; the level of support from top management; the level of cooperation

between groups, units, strategic business units [SBUs], and so on). *Technological enablers* include the compatibility among computer hardware and software, data transfer systems, data-gathering facilities, and so on. Both types of enablers are necessary for successful integration.

For many organizations, customer insight comes as a result of the ways in which data are linked. Links may be either hard or soft. Hard links are activities that enable the physical matching of various kinds of data, such as matching customer buying records with third-party demographic data. Soft links are those types of activities that involve human intervention or activities to ensure success. Customer profiling, customer scoring, and the design of samples for data gathering are all soft links. All these methods are highly dependent on the skills and capabilities of the persons designing or developing various models and algorithms to provide useful outputs.

Finally, at the center of all data gathering are the management and integration activities that bring together data from all sources, ready for the kind of analysis that will generate valuable customer insights. This is the topic of the next section.

Generating Customer Insights

All the marketer's efforts to this point have been leading toward achieving customer insight. Look once more at Exhibit 2.4. The right-hand column lists ways that aggregated data are applied to shape business activities and strategies. These outputs or applications are arrayed on a vertical continuum ranging from strategic to tactical. Obviously, the primary tactical output of importance to the IMC manager is the segmentation or aggregation of customers and prospects, which is shown at the top of the continuum. From the aggregation of customers and prospects, it is then possible to develop message delivery, service delivery, and so on. At the other end of the continuum, business strategy output, the analysis of customer data can be used to develop various methods of long-range planning and even the development of a "balanced scorecard."⁸

Moving On

What is obvious from reviewing the right-hand column of Exhibit 2.4 is that the gathering of customer and prospect data in its many forms and from various sources is simply an attempt by the organization to develop a better method for customer contact management. In truth, that is what the new IMC is all about—better management of every contact (planned and unplanned) the firm has with its customers and prospects. We will say more about this idea of contact management in later chapters, but for the present, it is clear that the analysis of the data the organization gathers on customers and prospects has a great deal to do with whether marcom programs can be integrated. It also determines whether the integration of those programs can be made relevant to the individuals on whom marcom efforts are focused.