

## Know more, sell more—Proven data-driven strategies to grow your bottom line

### Norwegian Cruise Line Holdings, Walgreens

#### Presenters:

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### OVERVIEW

As marketers, we are constantly striving to know and understand our customers. To that end, data-driven marketing is now a fundamental part of business strategy. Yet often marketing teams are drowning in data and under pressure to make smart and effective decisions based on that data. We need the tools to develop personalized campaigns that yield positive results.

### KEY FINDINGS

- **Identify your customer across channels.** Walgreens has amazing amounts of data on 150 million registered users in its Balance Rewards program, processing 6.5 million to 7.5 million transactions per day. Still, Walgreens doesn't know when and why they come in to stores OR what she wants when she comes into the store. But customers expect Walgreens to know them in this way and know when and how consumers can redeem their rewards.
- **Stay relevant and evolving with the customer.** For NCHL, challenges stem from overall growth in the cruise brand. For example, a new ship creates increased capacity, and NCHL needs to find people to go in the beds. This means getting more sophisticated with marketing plans.
  - Consumers are evolving in the upper premium/luxury cruise brands. Historically, NCHL was a heavy print shop but churn is happening. As millennials age into the population customers are becoming more digitally savvy, forcing NCHL to change the way we go to market every single year.
- **KPIs – Front-end accountability metrics and attribution.** Marketing channels should be measured starting with front-end accountability metrics. Channel managers have to use front end KPIs to optimize channel performance and push the needle on KPIs.
  - For example, a Marketing Manager needs to look at email open and click rates as an indicator of performance and a front-end accountability metric. But if emails aren't driving revenue we (NCHL) won't do it.
  - Marketing costs must also be considered. For example, cost to acquire and return of marketing investment and then plot absolute volume.
  - At the end of the day, the only measurement of marketing that matters is revenue. Look at cohorts of contacts and what channel mix generated the highest revenue.

# SYMPOSIUM18

“We need to talk to customers in the channel in which they want to be spoken to. Working with Conversant, we are able to tag people on file. We haven’t had that visibility with other agency partners.”  
– Shannon Balliet

“You must look at customer holistically across business groups. For example, at Walgreens we have campaigns focused on increasing the average transaction of a photo customer. Only when we got to bringing groups together and looking at customer holistically she’s already very valuable to us.”  
– Kelly Smolinski

“You must make data actionable. Our analytics started in Teradata as an unformatted date lake that we now call a data swamp. The data is hard to get out.” – Kelly Smolinski

“Multichannel attribution is a myth. You need to identify the channels that are important to your business and focus on optimizing one silo at a time and in that order.” – Shannon Balliet