



**Brand  
Automation**



for **Local  
Activation**



# **CONNECTING CUSTOMER ENGAGEMENT INTO MEASURABLE LOCAL STRATEGIES**

**EXECUTIVE SUMMARY | February 2013**



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## ABSTRACT

There is a direct line between driving customers to local outlets and a measurable bottom line. The challenge brands face is activating those customers in a timely and effective manner through a litany of channels that has become taxing on in-house team bandwidth as well as budgets. As it becomes increasingly critical to improve localization efforts, leading marketers are identifying ways to speed delivery and better facilitate local engagements through comprehensive automated solutions that can eliminate lag and optimize activation.

This in-depth analysis, titled “Brand Automation for Local Activation,” reveals that even in the face of constrained budgets and overly taxed resources, marketers are optimistic that through improved targeting, relevance and measurement, optimization is possible, even at the most local, one-to-one customer level. However, to maintain brand image and effectively impact the bottom line, marketers will need to rethink the people and processes that connect local sales activation across their often vast and complex sales networks.

Through an online quantitative audit of senior marketers regarding the mandates, challenges and opportunities presented in localization, the CMO Council set out to identify where and how marketing mindsets must shift to best capitalize on local potential. The audit of 296 senior marketers was conducted between November 2012 and February 2013. Best-practice leaders from brands including Arby’s Restaurant Group, Carhartt, CAR-X, Celestial Seasonings, Dell, Farmers Insurance, FedEx, Red Robin, Scott Kay, Sears Hometown Stores, The North Face and Wells Fargo Advisors were interviewed to illustrate how industry pacesetters are challenging systems and establishing platforms that enable a more efficient and effective local marketing strategy.

This report contains a comprehensive summary of findings, along with insights from best-practice leaders. Local marketing automation experts, BaliHoo, also share their prescriptive insights into how and where marketing can reshape its definition of automation. The full report features detailed findings, including charts and graphs outlining the 38-question online audit.



# INTRODUCTION

Recent compelling facts around effectively engaging with consumers through relevant, localized and targeted messaging are hard to ignore considering the impact of these strategies on behavior, outcomes and business. According to Google, digital advertising that features a local telephone number (versus a national or toll-free number) has click-through rates 6 to 8 percent higher than those without. And locally targeted mobile display ads in general enjoy click-through rates of 5 to 8 percent versus 0.6 percent for a typical mobile display.

ComScore states that 90 percent of online commercial searches result in an offline purchase. Data from Google indicates that 73 percent of online activity is related to local content, and 61 percent of local searches on a mobile phone result in a phone call. Mobile Marketer reports that 70 percent of mobile searchers will act within an hour of a search, whereas only 30 percent of PC searchers will act within that same time period. And according to the DMA, 80 percent of household budgets are spent within 50 miles of the home.

But here is perhaps the most compelling data point about the impact of local marketing: According to the US State Department, US firms lose \$50 billion in potential sales because of problems with localization.

So it is even more confusing that the CMO Council's "Localize to Optimize Sales Channel Effectiveness" reports nearly one in four marketers is spending more than 50 percent of budgets on local programs and promotions, and a staggering 61 percent are not tracking the impact of national advertising on a local level. And as 49 percent of the respondents agree that localized marketing is critical to business growth, only 30 percent have embraced localization automation tools or platforms.

But even beyond the best of intentions (or the failures to launch, in some cases) what was apparent in the CMO Council's first dive into localization challenges was that while local strategies and even messages were top of mind for marketers, investing in localized content, media and engagement channels was just out of reach. When asked what elements in the media mix were being localized to address local market segments or better drive interactions at the local level, marketers are focused on localizing strategy, segmentation and messaging (68 percent) and direct mail and emails (53 percent). However, fewer than 50 percent of respondents are focusing on localized media buys, social media interactions, website or even adjusting sales literature or collateral.

This is certainly not to say that materials are not being customized or localized in an effort to activate consumers. In the CMO Council's "Mapping & Tracking the Optimized Marketing Supply Chain," front-line sales leaders, managers and channel partners were asked what marketing could do to improve the impact and value of marketing materials and front-line demand activities, and 70 percent identified timely delivery and immediate access to relevant content as their top best practice. Almost 50 percent issued a call for access to content that can be customized to meet the specific needs of sales, as well as the specific needs of the market.

However, when asked to grade their experiences in accessing, applying and utilizing brand materials locally, 61 percent issued a solid C+, indicating that more often than not, materials were slow to arrive, were not relevant or useful, or could not be customized to meet the expectations of local customers. In fact, 28 percent of the sales and development managers surveyed indicated that materials would regularly arrive well after new products or services were launched.

Marketers are struggling to maintain brand image and consistency across complex networks, challenged to roll out brand campaigns across global, national, regional or multi-lingual localized



campaigns, and are at a loss as to how to measure the impact and effectiveness of these campaigns. Those who have adopted content management programs in an effort to standardize materials often find that the stringent guidelines do not allow for the level of personalization and localization needed to most effectively impact a local market. These systems have also fallen short in effectively measuring and monitoring spend, adoption, value and reach.

But this does little to diminish the requirements of localization or the expectation that boosting local business will be a critical component to future success. Marketing has been tasked with improving yield, accountability, efficiency and control of the customer experience. According to the CMO Council's "State of Marketing 2012" study, senior management expects the marketing organization to lower costs and improve go-to-market efficiencies, all while growing market share and driving top-line growth.

As marketers look across these mandates, there are some key strategies that must be leveraged to maximize the impact and value of marketing. More than one in three marketers surveyed indicated that localizing strategies and content to increase relevance and response of customers is critical to business growth. To be sure, localization—and specifically, the improved activation of customers through highly relevant content that more effectively translates corporate brand messaging and campaigns into locally tied experiences—will be a core part of marketing strategies.

While marketing has sought to concurrently improve operational function and amplify local engagements, the question of where and how marketers are leveraging technologies and operational platforms also emerges. In reality, marketers have turned to automation as a cure for many of the complex and often resource-intensive processes that advance the customer experience. From email and search to analytics and even social media, automation has become part of the fabric of marketing. Yet even now, that fabric struggles to connect and link together, acting more as a patchwork of individual point solutions rather than an integrated marketing technology stack that actually simplifies operations.

In the study titled "Integrate to Accelerate Digital Marketing Value," 36 percent of marketers admitted their digital marketing landscape was really a random embrace of point solutions and was not well integrated. Marketers also admit that because of the complexity of technology, they require additional talent, resources and budget to manage and operate these systems, all while also overseeing a media mix that spans both traditional and digital applications.

So why further this investigation? Given all of the mandates marketers face at the global level, how does local marketing fit into this process, and how can the process be streamlined and improved? What are the required channels, measures and resources that combine to create a comprehensive strategy to optimize customer activation?

The findings of this study point to both the complexity and criticality of local marketing strategies specific to execution and automation. As we have heard loud and clear from brand leaders, both of these aspects of localization must be addressed. This report uncovers the key attributes and best practices required to manage the execution, monitoring, measurement and activation of local customer engagements. Thanks to the insights and input from senior marketing executives who manage a broad range of complex sales networks, this report sets out to outline the key ingredients and attributes of the high-performing market leaders, pinpointing the points of integration, automation and alignment needed to optimize local marketing strategies in today's fast-moving, connected world.



## SUMMARY OF KEY FINDINGS

At the core of the push to advance local marketing strategies and execution is the belief that local customer activation is critical to business success. According to 59 percent of the 296 marketers surveyed for this program, local marketing is essential to driving business growth and profitability. But as marketers work to activate, coordinate and collaborate across their increasingly complex network of sales channels, the reality is that few marketers are truly confident in their ability to activate local audiences. Only 7 percent of respondents feel they have a highly evolved campaign, complete with measurements and analytics. The majority, however, are optimistic as 36 percent feel they are actively growing their capabilities and strategies.

To address the challenges and requirements of managing the utilization of corporate-driven brand messaging, strategies and content across multiple regions, markets and geographies, the CMO Council set out to identify the key factors most impacting marketers seeking to advance localization. Among the key issues identified by the 296-plus marketers surveyed and the 15 marketers interviewed for best-practice perspectives are concerns over resources, budget and bandwidth, as well as challenges to fully connect and automate this broad-reaching media mix and demand-generating activities.

Chief among the concerns is a general state of dissatisfaction in the current relationship between corporate marketing and the sales network. Only 7 percent of marketers are extremely satisfied with the alignment and sharing of resources. While 40 percent of marketers are moderately satisfied with their current working relationship across their sales and partner network, there is a more hopeful segment that believes the relationship, even though it is strained, is improving.

Part of what may be adding to the strain in this dynamic is the labor-intensive and hands-on approach that marketing has set up to manage and monitor these local marketing programs, relying on in-house teams to manually deliver, collect and monitor brand assets as they cross the network. As marketers continue to invest in single point solutions that automate individual channels of engagement, in-house teams and local sales, field and partner resources are being forced to juggle multiple platforms, reports and processes.

### **Bandwidth Drain Adds to Localization Strain**

According to 51 percent of marketers, brand assets are fairly well controlled as materials are distributed to all local stakeholders, but 36 percent of respondents admit that this control is being managed by an in-house team that is handling distribution of assets in addition to collection of local advertising applications. In fact, only 6 percent of marketers are leveraging automated solutions that can be accessed by all local markets.

However, best-practice leaders have learned that control, centralization and ease of use across the sales network are critical to optimizing localization. Sears Hometown & Outlet Stores' CMO, David Buckley, explains that the brand has implemented a formalized structure and processes through which franchises and local dealers can receive assets, including print and cable commercial spots. "While important brand elements are protected and controlled, we have developed several portals for materials that are semi-customizable, allowing local owners to order printed materials around different promotions," Buckley explains.

Tony Ambroza, Vice President of Marketing for Carhartt, also echoed this sentiment. Carhartt distributes across a sales network that includes company-owned retail locations as well as more than 8,000 retailers throughout North America and Europe. According to Ambroza, the key is adopting flexible strategies that can meet the needs of the various outlets served, all while keeping a close eye on brand compliance. "Compliance is really driven by tools and the sophistication of the end user, and we've invested a great deal over the past couple of years into upgrading the tools we provide our local-level partners and retailers, as well as working to make them simpler to understand and use."



The bandwidth strain is manifesting in delays in launching and optimizing localized campaigns. Just over half of the marketers surveyed indicate that a lack of bandwidth and resources prevents them from keeping campaigns fresh and updated. And as a result, it comes as no surprise that a significant delay emerges between the deployment of national/global campaigns and the roll-out of localized campaigns. According to 30 percent of marketers, the gap between national and local roll-out is typically in excess of 30 days. Only 3 percent of respondents execute immediately while 6 percent are able to execute within one to three days.

Similar delays and manual tabulation are also occurring when teams are asked to measure the impact of campaigns or aggregate data that can be used to further optimize performance. Some 37 percent of respondents say their measurement processes are managed on an ad hoc basis, with only 40 percent establishing a formalized measurement process for localized marketing. For those who are measuring, few have access to a comprehensive dashboard that can provide a view across all channels and campaigns.

Many marketers (26 percent) are accessing measurements through a top-line dashboard that provides general metrics on key campaigns. However, an equal amount of respondents (26 percent) either do not have a formal process to access campaign measures or are only able to intermittently measure based on participation or level of measurement delivered from the field.

The byproduct of this random access to data and measures has resulted in campaigns that can only selectively be adjusted for optimal performance. Thirty-three percent of marketers are only shifting national campaigns to have greater relevance and resonance with local markets while 29 percent admit they can only sometimes make adjustments as they simply do not always have the right intelligence to make substantive changes. But while marketers may not have access to measures, questions around whether the measures that are being aggregated are of value become the bigger concern.

### Measuring National Channels Through Local Hearsay

Not only is the network that marketing must manage for localized marketing activation a broad and complex one, but the vast array of traditional and digital channels being leveraged through these campaigns can become overwhelming. Marketers are looking to an almost identical list of channels that are being used at the national level to activate customers and advance brand awareness at the local level. In fact, of the key customer touchpoints being leveraged in a local engagement strategy, many of the top channels are actually national portals like corporate websites or corporate social media feeds versus leveraging localized web or social sites (see table).

	Corporate	Local
Website	86%	33%
Social Media	49%	27%

Measurement is also fitting into a more advertising-driven set of traditional metrics around clicks and views. While 30 percent of marketers are measuring local marketing campaign success by virtue of their impact on bottom-line success and sales, only 6 percent are measuring at a store-by-store or individual agent level. Yet even in a time when marketers are being asked to measure marketing impact in the language of the business, many of the top measures are campaign- or channel-focused, including cost per click, cost per lead and the volume of lead flow. Few marketers identified customer lifetime value, reduction of churn or lower acquisition costs as a key measure.

The data that is being collected outside of campaign metrics also relies on a resource-intensive and largely subjective opinion-gathering system that fails to tap into the core data and intelligence resources that should already be integrated into marketing performance measurement processes. While marketing is gathering insights from field and business development teams (57 percent), customer service feedback (49 percent), and third-party research on local markets (49 percent),



these key resources can often be dependent on hearsay or the opinions of the sales, service or agency partners in question.

What is notably absent from the list of data resources is IT as only 6 percent of marketers indicate that a key point of intelligence comes from partnering with IT to aggregate data from across the organization. Also under-represented are the local customers themselves as only 29 percent are including online voice of customer intelligence, and only 28 percent are monitoring and aggregating social conversations. A contributor to this issue could be marketing's ongoing challenge to develop an accurate and comprehensive profile of the customer. According to respondents, only 31 percent of marketers are able to develop a customer profile based on a combination of both structured and unstructured data.

### Revenue Acceleration Through Local Automation

Despite the complexity of local marketing, executives agree that automation and the application of technology solutions provide a path to relief. Of the key changes and improvements marketing intends to make in an effort to improve sales network relationships and optimize local campaign executions, automation and improvements to local strategies top the list.

Thirty percent of respondents will be investing in automation to better connect and unify corporate and local assets. Of those marketers who already have automated systems and are able to deploy both local and national campaigns simultaneously, 88 percent believe this immediate deployment has provided a competitive difference for their brand, with 38 percent believing that it creates not only differentiation, but also a significant advantage over the competition.

Marketers understand that the upside to automation is a truly unified and connected experience for the customer. However, similarly to how many campaign measures failed to include the customer, automation advantages also fail to take a decidedly customer-centric view. Instead, automation upsides seem to revolve around enabling brand consistency and uniformity or improving ties between the corporate and local sales network.

But as marketing looks to onboard more automation resources, there is concern that the trend of automating point solutions versus adopting a comprehensive local marketing platform will continue. Currently, marketing is staring down a platform pile-up that includes email (84 percent), social media (72 percent), CRM (52 percent), direct mail (52 percent), web analytics (45 percent), and search (37 percent).

Interestingly, only 11 percent of respondents are currently using a local marketing automation solution. But when you look into the behaviors and practices of this group, a shift from brand to customer comes through. Of the 11 percent of marketers leveraging local automation solutions, 48 percent believe they have effective strategies to activate local customers. There is also a sharp focus on developing a more customer-centric local marketing outlook. Specifically, these automation leaders believe that the ability to deliver a unified experience between corporate and local assets can create greater customer relevance, response and return (79 percent versus 36 percent of the overall respondent pool) and improve customer loyalty (54 percent versus 42 percent of the overall respondent pool).

It is also notable that marketers currently leveraging local marketing automation are measurement mavens as 63 percent have implemented a formalized system to measure local campaign impact and success (compared to 40 percent of the overall respondent pool). And more of these local automation-leveraging marketers (77 percent of respondents compared to 60 percent of the overall respondent pool) are using the data and insights that are being collected to further improve the relevance and outcomes of local campaigns.





## Conclusion: Building Best Practices Into Winning Local Strategies

Executing a comprehensive local marketing strategy is too critical to go unchecked. As the marketers who participated in this study show, it cannot continue to be connected to a resource-sapping manual process that lacks the measures and intelligence-gathering that are so critical to optimization.

- 1. Collaboration for improved activation:** Marketers are clearly committed to advancing localized marketing strategies. By collaborating with key stakeholders across the sales network—and across the organization—best-practice leaders have been able to transform their processes and operations when connecting to the customer.

*“Any time a brand manufacturer and a retailer can collaborate, the impact is going to be better. The brand brings an in-depth understanding of the consumer, and the retailer has numerous information sources that help them understand what makes sense in different regions, often down to the store level.” —Blake Waltrip, CMO, Celestial Seasonings*

The key to enabling this collaboration is connectivity. As seen in this study, marketers who achieved the highest degrees of satisfaction both with their ability to activate the local customer and in their working relationships with their local sales networks have been able to fully connect and enable brand assets, strategies and campaigns to be delivered, measured and optimized with full partnership at the local level and visibility at the corporate level. What is achieved is a unified brand that has a deeper understanding of the needs and expectations of the customer and can exceed those expectations with a flawless, connected customer experience.

- 2. Don't pick one—leverage social, local and mobile:** Most surprising was the “wait and see” stance many marketers took on mobile, opting to continue their investigation into the channel. And despite the numerous headlines touting both consumer reliance on mobile and the lure of “SoLoMo,” it seems that marketers have invested in social but are not moving as quickly to mobile. But even more problematic is the idea that corporate social connections can easily double for truly localized engagements. Instead, best-practice leaders are learning that local social connections that are tightly coupled with corporate messages, and brand social engagements can actually create tighter personal bonds.

*“Having a local online presence improves discoverability for us... We also have a Facebook page for each store that we can use to push chain-wide messaging, implement social promotions across the country and monitor customer service issues. Local owners can really own that relationship locally and are encouraged to interact on Facebook to build relationships with their local customers.” —David Buckley, CMO, Sears Hometown & Outlet Stores*

As consumers continue to rely on mobile and social for everything from search to selection and transaction, marketers engaged in localized campaigns cannot assume that a national presence will effectively translate into a local one. As new data shows, social can drive local business. According to a Forrester study of local restaurant businesses, social exposure resulted in a likelihood of transaction that was 1.5–2 times higher.

- 3. Invest in automation, not just technology:** Looking across the pile-up of platforms that promise to automate, monitor, measure and optimize marketing, the question arises: Are we so intent on investing in technology that automates a single process that we have lost sight



of the operational efficiencies that automating the process will bring? As marketers raise the issue of an overly taxed in-house team that is manually collecting advertising and branding implementations placed by local agents, partners or teams, it is no wonder that the mere thought of expanding localization efforts becomes a challenge. Localization is not just a matter of customizing content, translating or having assets available—it is about enabling and localizing the customer experience to become a highly relevant and far more targeted engagement.

*“When you get all of the marketing engine working together and saying the same things across all platforms, that’s when local marketing really makes a big difference. It should be seamless for the customer..Local marketing sits on top of national efforts; it doesn’t replace them. Everything tends to go off without a hitch because we work on these campaigns for weeks internally, make sure that communications are clear to the field and provide field support.” —Michelle Bowman, Director of Marketing Promotions, FedEx/FedEx Office*

When strategy is enabled by technology—versus strategy trying to catch up to technologies—the customer is greeted with a brand experience that is not local or corporate, but rather just a seamless experience with the brand that is more relevant and sticky.

In the end, what marketers revealed was a need to continue advancing local marketing strategies but possibly shift attention to optimizing the technologies and points of automation to create a more efficient dialogue with customers through improved connectivity and engagement with local sales, partner and channel networks. Marketing continues to struggle with how to power local marketing effectiveness, relying too heavily on people and not enough on the platforms that bring processes, discipline and timeliness to the local market. But if you look at market leaders, they are extracting the most performance from their networks by providing timely access to relevant and targeted content without breaking the bank or the backs of their internal teams.



## EXPERT PERSPECTIVE FROM BALIHOO

Since marketing's early beginnings, the age-old challenge has been to capture increasing market opportunity despite limited resources. Now, as evidenced by the preceding research, marketers are recognizing the potential that exists in the local space. As cited, "58 percent of marketing executives say local marketing is essential to business growth and profitability." Unfortunately, the overwhelming majority is unable to successfully capitalize on local opportunities—not to mention, scale their efforts.

### Increased Local Marketing Opportunity

The CMO Council's research quantifies our observation of an ever-changing local marketing landscape. However, we also see unprecedented technological shifts that present exciting opportunities for national brands wanting to increase their reach. And brands that capitalize on these opportunities stand to benefit. In fact, according to a recent Gartner report, "By 2015, companies that focus on integrated processes for local marketing enablement will increase revenue by 15-20 percent." (Gartner's Top Processes for 2012).

However, before national brands modify their local strategies, they must understand the factors contributing to local marketing inefficiencies. Here lies the problem: National brand marketers invest millions annually to build brand awareness, interest, consideration and preference of the consumer, all while maintaining consistent messaging. However, when selling through local outlets (e.g. dealers, distributors, agents, franchisees, retailers and even company-owned local stores), brands often lose control over their messaging and lose effectiveness of their marketing dollars. This is because their local affiliates frequently lack the marketing experience and bandwidth to properly execute a campaign in its final stages.

And while the insurgence of digital media and constantly evolving technologies such as paid search (PPC) allow marketers to better target and segment the customer, these technologies are also increasing the complexity of local marketing. Most brands allocate between 25-30 percent of their budgets on digital tactics, yet they are spending much less than that on digital at the local level. In fact, when you look at co-op fund allocations (total spend estimated at \$22.4 billion), only 7.5 percent of those budgets are applied to digital (Borrell Associates, Online Co-op Advertising Report May 2012). So if national brands aren't investing in digital tactics at the local level, what are they doing in local markets? Unfortunately, many national brands are still responding to with outdated methodologies that are becoming less and less effective. According to the CMO research data, local marketing touch points are still heavily reliant on traditional media, such as outdoor (31 percent), local magazines (40 percent), radio (25 percent). This is due to a multitude of factors: lack of resources to implement from the brand level, lack of tools to scale, and inability of local marketers to execute more complex tactics.

To further complicate matters, consumers have changed the way they purchase. Consider the following statistics:

- 70 percent of U.S. households now use the Internet when shopping locally for products and services (The Kelsey Group; ConStat).
- 54 percent of Americans have substituted the Internet and local search for phone books (comScore).
- 70 percent of searches on a mobile device are followed up with an action within one hour (Bing).
- Seven out of ten consumers are more likely to use a local business if it has information available on a social media site (comScore Networks/TMP Directional Marketing).



To most effectively generate demand at the local level, it is critical that national brands leverage the power of local marketing. As the CMO Council's data shows, "58 percent of marketing executives say local marketing is essential to business growth and profitability." Having worked with hundreds of brands with thousands of affiliates who are now experiencing local marketing success, we couldn't agree more.

### Resource Constraints

But while the majority of marketers see the need for changes in their local strategies, they are resource constrained, as demonstrated throughout the CMO research data:

"While 53 percent of marketers admit the lack of resources and bandwidth needed to stay on top of the constant content needs of their localization strategies is their primary challenge, 38 percent also indicate that they struggle to keep up with juggling multiple regions, countries or local partners involved in effectively localizing. This frustration, along with the budgetary challenge (49 percent) of managing materials across a broad sales network, should not be surprising given the hands-on approach marketing has taken. In questions 6 and 7, marketers admit that their systems for both executing and monitoring local strategies involve heavily resource-dependent processes. However, as marketing looks at local engagements to continue to drive business, a solution that does not tax the budget and does not require extreme resources and bandwidth drains must be identified." – CMO Council's Brand Automation for Local Activation

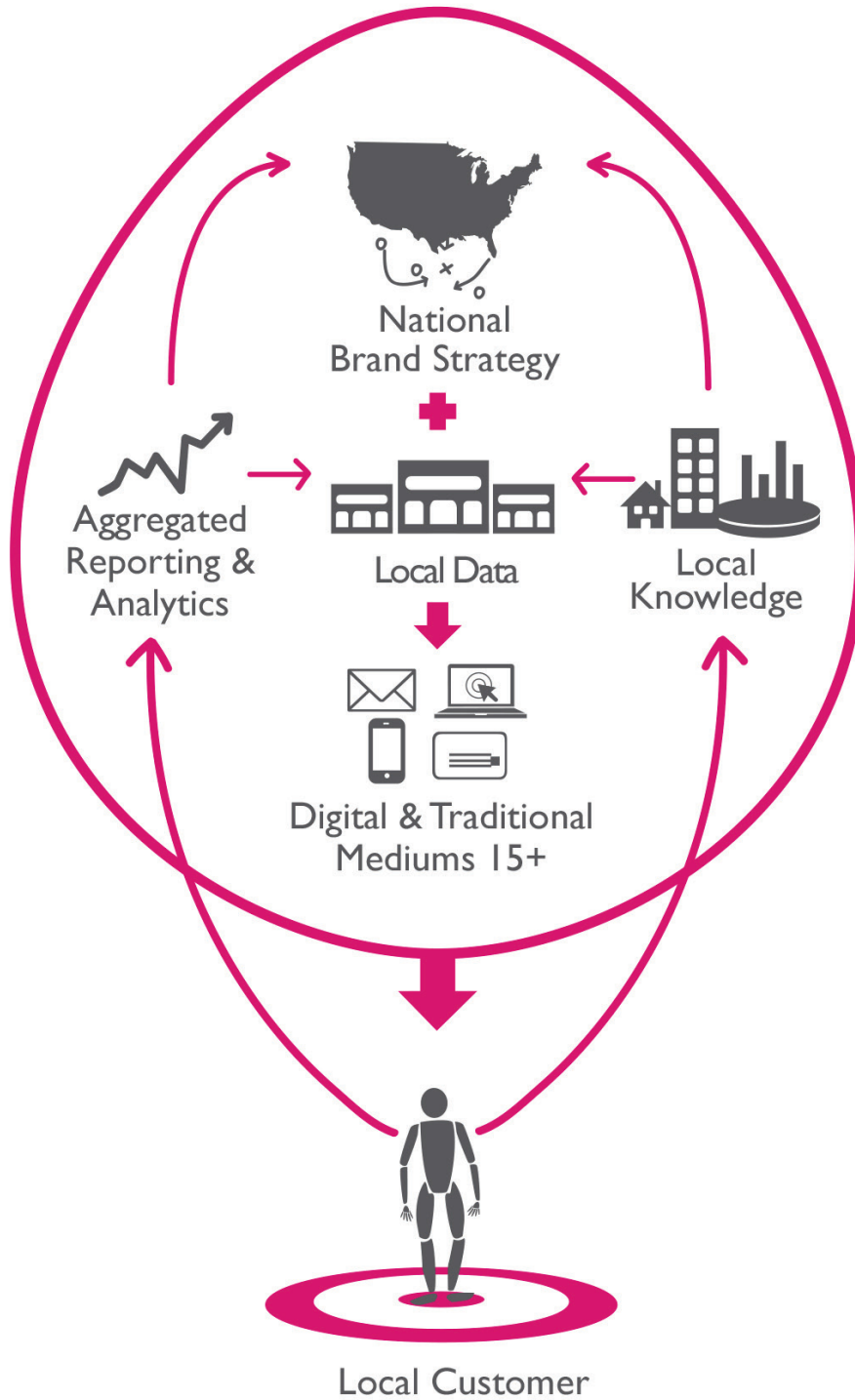
As seen, opportunities are increasing, yet the resources and budgets to capitalize on these opportunities are not. On one hand, this deficiency is demonstrated by the fact that national marketers are relying on their corporate assets like their company website (91 percent) to both support national efforts and support local marketing initiatives. On the other hand, national brands are implementing disparate local marketing "point solutions" such as email (70 percent), social media (60 percent) and online advertising (56 percent), to execute locally.

Point solutions are erroneously believed to be an effective means of addressing the opportunity; however, they compound the issue of resource constraints. Not only do point solutions typically require additional resources to manage and execute via each disparate system, but they require resources to assimilate the disparate measurement and analytics. This time-intensive, manual process is virtually impossible for most brands, as is demonstrated by the fact that only 6 percent of respondent brands are able to measure to the local store level.

And, it's challenging to manage brand compliance when resources are stretched thin, especially when managing multiple products/solutions and their various reporting structures. As found in the research, brands are having to rely on in-house teams to aggregate all local advertising samples (34 percent), perform random audits of local teams/partners to ensure brand application (20 percent), or receive monthly reports from local teams or agents about execution and outcomes (14 percent)—all of which are a time and resource burdens.



# LOCAL MARKETING AUTOMATION PLATFORM



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### The Answer? Local Marketing Automation

Local Marketing Automation enables national brands to execute effective campaigns across hundreds or even thousands of local markets, usually via a cost-effective Software-as-a-Solution (SaaS) model. Built on a base of existing brand stature and CRM/customer data, Local Marketing Automation brings enterprise-class marketing management and demand generation tools to national brands with distributed networks. In effect, it allows national brands to use region-specific content to reach prospects with the right message at the right time; ultimately capitalizing on the ever-increasing local marketing opportunity, but without the need for additional resources.

With Local Marketing Automation, national brands provide all the required tools for local marketing success: brand guidelines, creative assets, marketing planning, best practices, and customer data. The brand then delivers the mechanism by which affiliates can easily localize strategy and creative assets—across all mediums (digital and traditional)—to quickly and easily execute campaigns to reach consumers. This means that once the system is set up, national campaigns can launch simultaneously in all local markets, often with little hands-on effort by the local marketers.

There is tremendous value in launching consistent, simultaneous campaigns. As the CMO Council data found, “Of those marketers who indicated they execute their local campaigns at the same time as their national/global rollouts, 83 percent believe this immediate execution has provided a competitive advantage.”

Throughout the research, the overwhelming conclusion is that brands recognize local marketing’s importance, but are struggling to successfully execute and scale effective local marketing campaigns. Local Marketing Automation solutions address these challenges by benefitting both the brand and contributing to real bottom-line measurement and results.

A comprehensive Local Marketing Automation solution enables brands to:

- maintain brand control and ensure brand compliance
- execute sophisticated and effective local campaigns, powered by local data
- improve time-to-local-market for national campaigns
- reach prospects closer to the point of purchase, with better targeting and personalization
- increase channel engagement and revenue
- have access to aggregated local marketing analytics and bottom-line ROI analysis

**“58 percent of marketing executives say local marketing is essential to business growth and profitability.”**

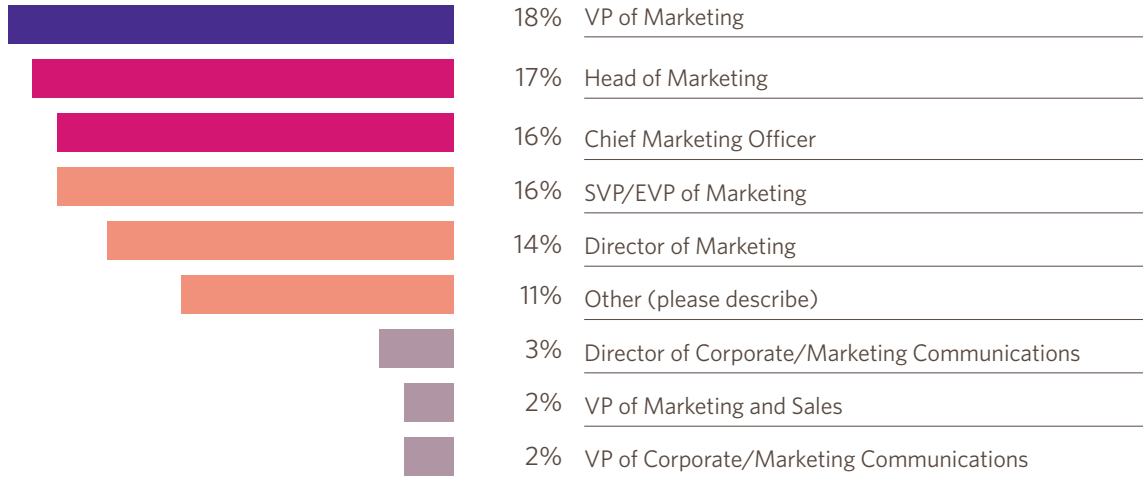
-CMO Council Brand Automation for Local Activation

At Baliaroo, our mission is to help national brands capture local marketing opportunity. For more information about Baliaroo or our Local Marketing Automation solution, please visit [www.baliaroo.com](http://www.baliaroo.com).

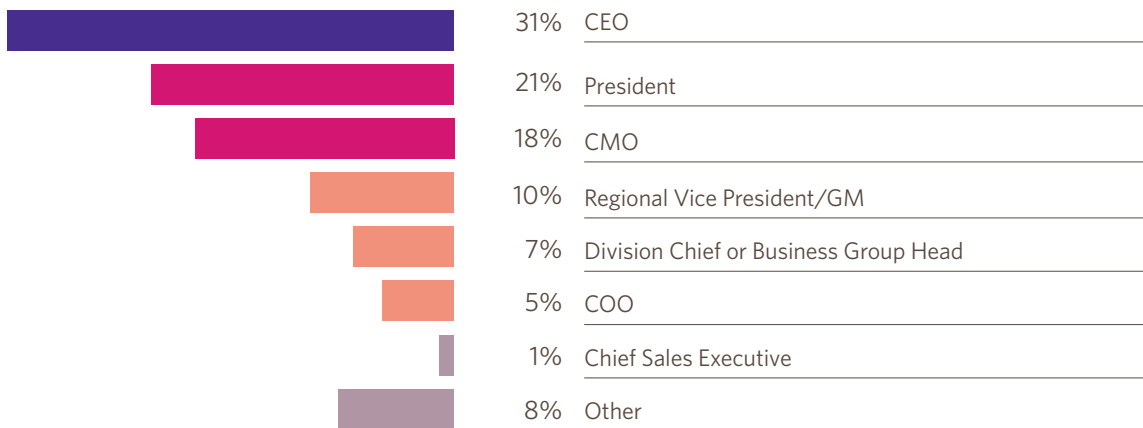


# DEMOGRAPHICS

## Q31. What is your title?

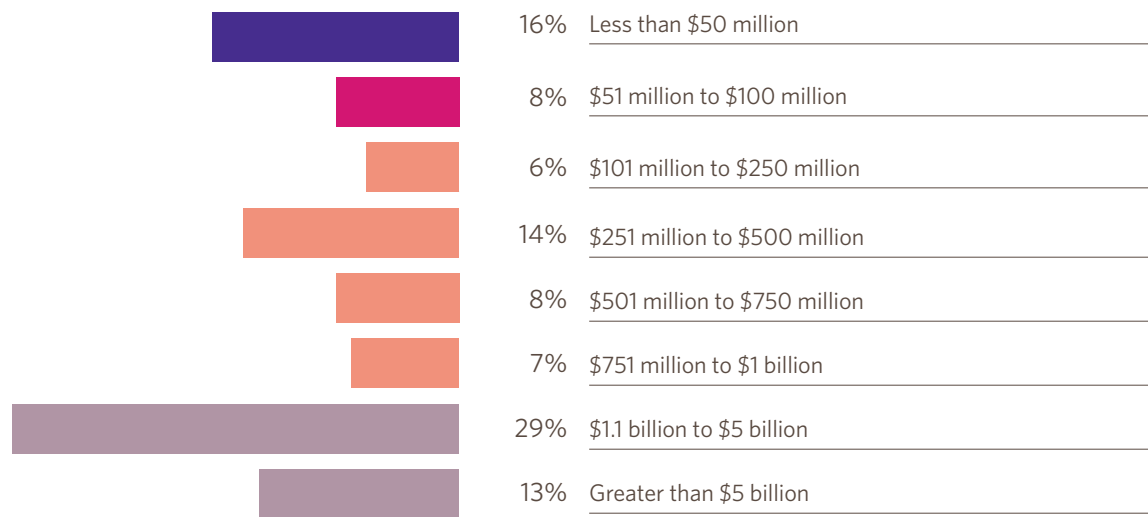


## Q32. To whom do you report?





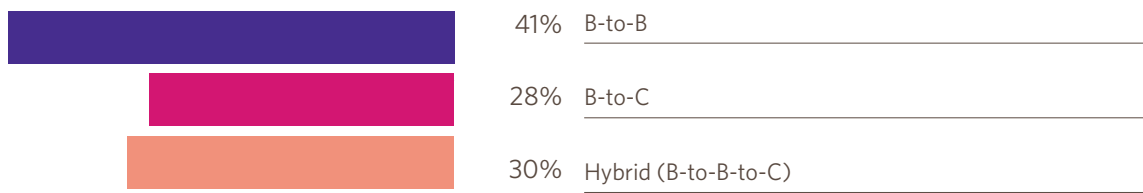
**Q33. How large is your company?**





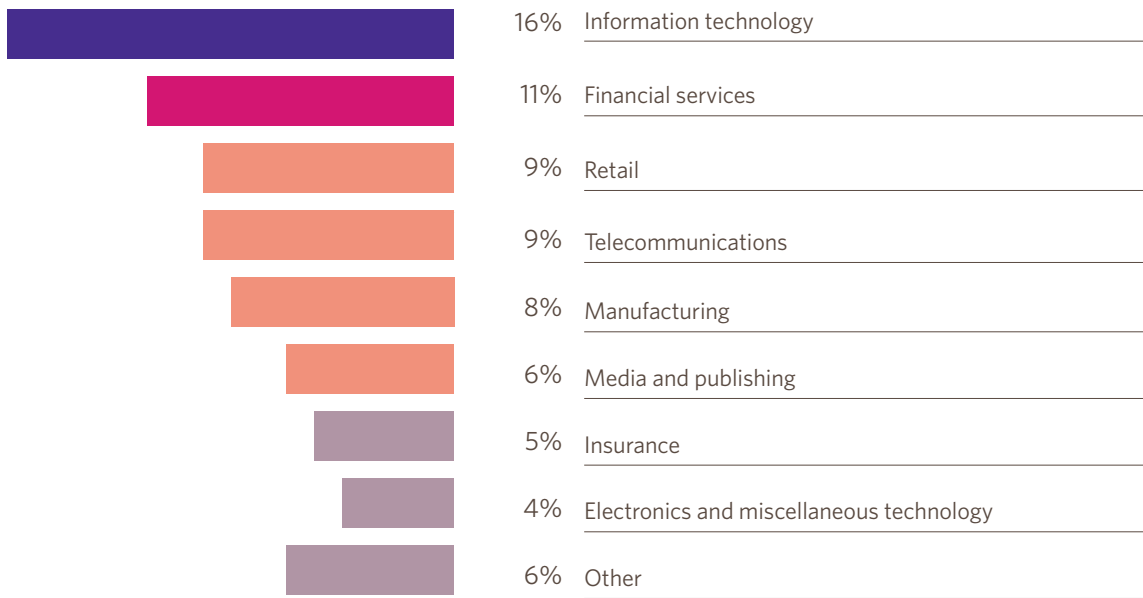


**Q34. What best describes the type of company you represent?**





**Q35. What best describes your company's industry sector?**





# AFFILIATE PARTNERS

## Location Based Marketing Association



The Location Based Marketing Association is an international group dedicated to fostering research, education and collaborative innovation at the intersection of people places and media. Our goal is simple: to educate, share best practices, establish guidelines for growth and promote the services of member companies to brands and other content-related providers. The 600-plus members of the LBMA include retailers, restaurant chains, agencies, advertisers, media buyers, software and services providers, and wireless companies.

## Qualtrics



For a long time, the only people with access to Qualtrics survey software were our closest friends and a bunch of Scott's MBA students. It was our research clients who pushed us to open up the system... and gave us the feedback needed to make it both the easiest to use and most sophisticated research suite on the market.

## Marketwire



The only fully integrated North America-based global newswire, Marketwire Inc. is a full-service partner to IR, PR, and MarCom professionals seeking premier distribution, media management, multimedia and monitoring solutions. Marketwire's customer-centric corporate philosophy focuses on being the best by infusing every aspect of its business with the following core attributes: precision, adaptability, innovation, and simplicity. Marketwire delivers its clients' news to the world's media and financial communities. With a reputation for technological leadership, Marketwire offers innovative products and services -- including Social Media, Search Engine Optimization, Dashboard Mobile Financial, News Dashboard coverage reports, exclusive access to networks such as the Canadian Press Wire Network, Easy IR and Easy PR workflow solutions, and more -- that help communication professionals maximize their effectiveness while ensuring accuracy and best practices. Having merged companies (Market Wire and CCMMatthews) in April 2006, and enjoying a combined history of 25-years of service, Marketwire is now majority-owned by OMERS Capital Partners, the private equity arm of one of Canada's largest pension funds.



## ABOUT THE CMO COUNCIL



The Chief Marketing Officer (CMO) Council is the only global network of executives specifically dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior corporate marketing leaders and brand decision-makers across a wide range of global industries. The CMO Council's 6,500+ members control more than \$350 billion in aggregated annual marketing expenditures and run complex, distributed marketing and sales operations worldwide. In total, the CMO Council and its strategic interest communities include more than 35,000 global executives in more than 110 countries covering multiple industries, segments and markets. Regional chapters and advisory boards are active in the Americas, Europe, Asia-Pacific, Middle East, India and Africa. The council's strategic interest groups include the Coalition to Leverage and Optimize Sales Effectiveness (CLOSE), Mobile Relationship Marketing (MRM) Strategies, LoyaltyLeaders.org, CMOCIOAlign.org, Marketing Supply Chain Institute, Customer Experience Board, Digital Marketing Performance Institute, GeoBranding Center and the Forum to Advance the Mobile Experience (FAME). More information on the CMO Council is available at [www.cmocouncil.org](http://www.cmocouncil.org).

## ABOUT BALIHOO



Balihoo is the premier provider of local marketing automation technology and services to national brands with local marketing needs. Balihoo enables enterprise-class marketing at the local level and gives national brands full visibility into all local marketing activities and results. Providing a combination of web-based software and services, Balihoo enables national brands to dramatically reduce marketing expenses and immediately increase local sales revenue. For local affiliates, Balihoo takes the complexity out of local marketing—making it easy to quickly implement an expert, integrated marketing strategy that is consistent with the national brand.