



It is well understood that customers wish to engage with brands across different channels, and the majority of brands utilise multiple channels across marketing and the broader customer experience. However, delivering a complete and fully-effective cross-channel experience takes an understanding of what a cross-channel approach means specifically for the organisation. At its simplest level, a cross-channel approach means deploying a single strategy or campaign seamlessly across a variety of platforms. Consideration must be given to the messaging and content for each channel in order to maximise impact.

Cross-channel execution is important, as it enables organisations to enrich the customer experience through brand and message consistency, as well as meeting customer preferences for how they wish to engage, thereby delivering highly relevant and impactful campaigns.

When customers received outreach in two or more channels, levels of engagement were **166%** higher than with a single-channel rate*

53% of all UK adults now 'media multi-task' on a weekly basis, with the average user spending seven hours per day consuming media across multiple screens**

Through using more touchpoints, organisations can: gain access to more data to understand how consumers interact with brands and the touchpoints themselves; test new ideas through adapting the channel strategy; and ultimately create a richer experience for consumers.



Battle internal silos

The main barrier to effective cross-channel marketing is often the existence of silos in the business, separating teams and preventing consistent execution. This separation usually extends to data, making it impossible to achieve a Single Customer View, which is a vital ingredient for the delivery of effective cross-channel campaigns. Organisations may also struggle to integrate different technology platforms and data points in order to develop the level of customer insights needed.

Organisations may not have the expertise and skills to execute marketing effectively across a variety of channels, especially emerging ones. It is difficult and costly to hire expertise.



Enhance the message across channels

For retailers that have both physical stores and an online presence, consistency between channels is vital. They should use the stores to enhance the online experience, and vice versa. Consumers frequently consult their devices when in store, so retailers need to ensure that their messaging across channels is aligned, and that each channel is complementary to the other.

Digital technology is being used increasingly to deliver an improved experience in shops, through initiatives such as click-and-collect and instant checkout; and stores are contributing to the customer experience through the creation of immersive and engaging brand communications.

The reality is that most consumer-facing brands are marketed across multiple channels, some of which the organisation owns (for example own stores and owned e-commerce) but some it does not. It is a challenge to control how the brand is represented in the channels that the organisation doesn't manage or own. One way is to produce clear guidance, playbooks and frameworks to ensure that third parties and other partners are consistent in their messaging and branding across all required channels.

Key questions to address cross-channel execution

- Is there clarity about responsibilities, and good communication between teams?
- Are there people who are skilled in Customer Experience (CX) within the organisation?
- Is technology disparate or well integrated?
- Are there processes to facilitate the sharing of data between channels?
- Is there an understanding of the common customer journeys?
- To what extent is the customer understood?
- Is there a Single View of the Customer?
- Are all the channels being utilised that customers are frequently using?
- Is enough time spent on the end-to-end customer experience, rather than looking at channels in isolation?

*<https://econsultancy.com/what-is-cross-channel-marketing-and-why-do-you-need-it/>
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Transforming organisations

Cross-channel execution spans several areas of marketing and customer engagement, including data and insights, customer experience strategy, and customer segmentation. It is enabled by having the right technologies and ways of working for efficient execution across all channels.



1

Work on data quality to understand the customers fully and improve engagement with them through each channel. Digital marketing platforms provide a multitude of data points, but organisations struggle to bring these together into a Single View of the Customer. A first step is to map the data points and measure the quality of the data before investing in solutions. A test and learn approach utilising segmentation targeting to measure uplift against KPIs is a good place to start to make a case for more sophisticated tools.

2

Develop an overall customer strategy rather than a channel strategy to deliver campaigns that are consistent and relevant for consumers.

3

Look at the content being produced and how quickly it can be produced. To improve a cross-channel experience there must be an optimum 'production engine' of relevant, timely and channel-specific content – tagged in the right way. A content audit will help to identify gaps to be filled.

4

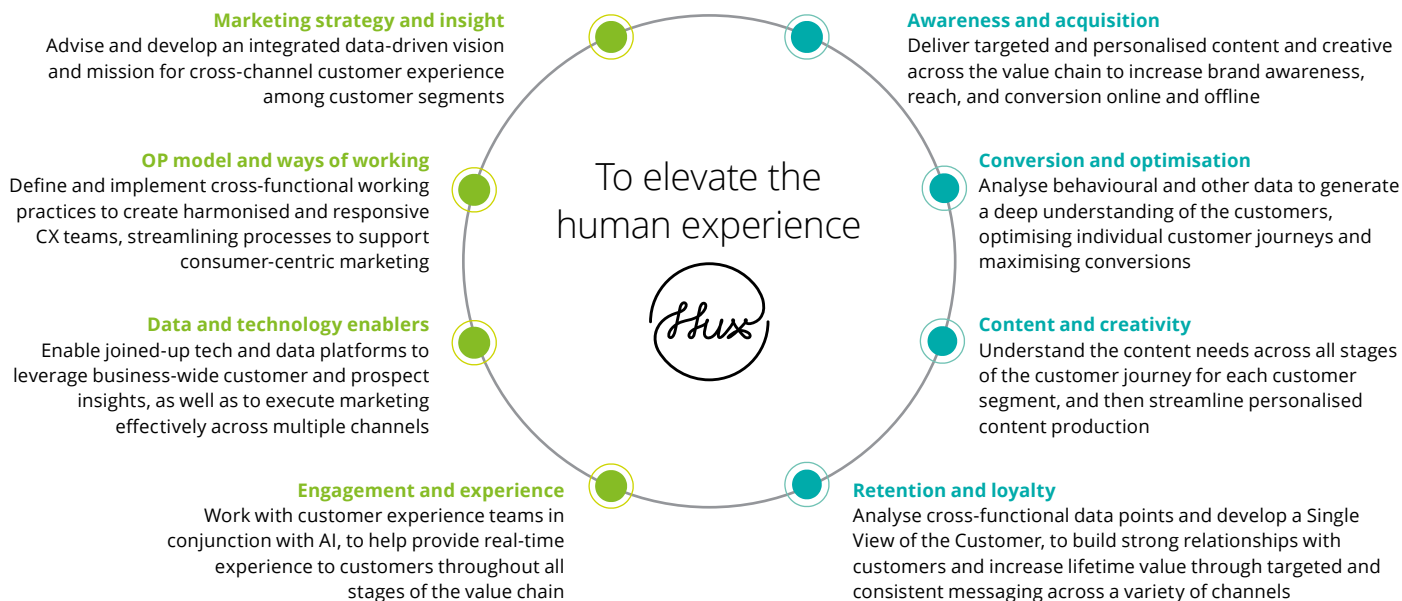
Use AI to power multi-channel campaigns. Machine learning can predict consumer behaviour and create personalised recommendations. AI is being used increasingly in management of the customer journey to provide relevant real-time experiences to customers at scale. Focus initially on the highest-value consumer segments which are likely to see the biggest gains.

Cross-channel execution checklist

- ✓ Channel expertise within marketing and CX teams to use the right content and creative for the right channel
- ✓ Team structures and processes reflect a cross-channel approach, such as a consistent customer experience strategy
- ✓ Standardised templates and frameworks across in-house teams and partners
- ✓ Enforced content tagging to ensure that automation tools and AI can be used to adapt content for each channel and customer interaction
- ✓ High-quality data integrated across platforms to deliver a Single Customer View
- ✓ Customer strategy based on insights that cater to the preferences of key target segments
- ✓ Channel purpose ladders to build up to the overarching customer strategy, with a consistent segmentation plan between each
- ✓ Measurement systems in place to determine the impact of marketing activities on customer metrics

71% of shoppers use a mobile device in-store***

This document is one of a series of thought leadership papers focused on practical actions to elevate the human experience, through intelligent data-driven services, across every interaction – we call this Hux.



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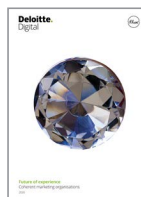


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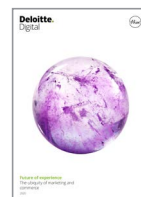
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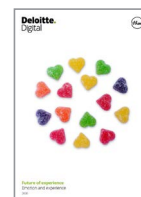
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