

How to Get Buy-in for a Customer Data Platform (CDP)

Learn the Strategies to Get Cross-functional Buy-in From the Start



Tips for Buying a Customer Data Platform

Buying a CDP is a lot like buying any other technology—you need to start with the use cases first, then you have to build the business case, evaluate the vendors, go through procurement, and lastly, move on to implementation and enablement.

However, the current marketplace is filled with confusion and misinformation. With so many vendors offering such a wide variety of capabilities and approaches (seriously, scroll through the directory listing on the CDP Institute’s website), buyers are put in an unfortunate position of narrowing these choices down on their own. If you have a trusted agency

partner, they can help you narrow down the vendors for your shortlist, plus help you validate those vendors while taking stock of your own organization’s needs and capabilities.

The wrinkles in the CDP buying process happen in two ways:

- 01 **The first is the challenge of the RFP.**
- 02 **The second is the need for perhaps more buy-in than normal (which we’ll get to in a minute).**



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CDP STORY

Getting Buy-In with a Foundational Use Case

When Ben Thompson, a Director of Ecommerce Analytics and Tag Management at an online retailer, first got started with a CDP, he faced internal resistance from several directions. The IT team wanted to build an alternative solution. The Business Intelligence team wanted to control customer data. Marketing and campaign operations felt threatened.

To help quell fears and prove the cross-functional value of the Customer Data Platform, Thompson and his team sought out one killer use case to start out with.

They found it by looking for a team that was struggling to achieve a goal because of technical limitations. That use case was being able to tie a single-use promotion code to a single user in real time.

To limit coupon codes from going wild on the internet, the E-commerce team uses their CDP to tie these codes to individual profiles. They deploy the code through their

Email Service Provider by grouping audiences together; for example, the code can be triggered for customer profiles that have just abandoned their cart. Now, the customer can come back to complete the purchase without the code running wild.

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‘This use case alone,’ Thompson said, ‘brought many people onto the CDP bandwagon, as it’s something they’ve wanted for a very long time.’



Nailing the RFP

A successful RFP will help you gather information about a new technology, define and prioritize requirements from the perspective of customer use cases, and enable you to compare vendors on an equal footing. With CDPs, one of the best unique practices we encourage is undergoing a Martech Assessment.

A Martech Assessment can be done internally or with an agency partner to provide a neutral, third-party view. **The Martech Assessment is designed to find the gaps in your current Martech stack. With a technology as plugged in to your Martech as the CDP, this assessment will help reveal what critical integrations you'll need to validate in your vendor selection process.**

The Martech Assessment will also show you what CDP-like capabilities you have already and enable better proof-of-concepts and a stronger implementation strategy. Since there are many technologies that ostensibly do parts of what a CDP can do, you'll need a clear plan for how these technologies will work together without duplicating operations or creating shadow data silos.

When it comes to a CDP like Tealium AudienceStream, there are six critical areas you'll want to explore in your RFP. Within each of these areas are dozens of questions to understand the philosophical and technical aspects of each vendor.

- 01 Vendor details
- 02 Data management (including integration capabilities)
- 03 Action engine
- 04 Audience creation
- 05 Support, onboarding and training
- 06 Pricing

Tips for creating the best RFP

- 01 Avoid generic and yes/no questions
- 02 Use a scale (like 1 to 5) to provide more nuanced evaluations and comparisons
- 03 Make sure your questions are relevant to your circumstances and use cases
 - Use specifics like "How does this CDP integrate with "X" tool I use?"
 - If you don't know the use cases, you don't know the specific questions you need to answer
- 04 Delve deeper into the areas that matter most to your use cases
- 05 Do the work beforehand to understand how a CDP applies to your business
- 06 Ask questions specific to your industry to understand the vendor's experience and expertise with those use cases and technologies
- 07 Go beyond your own industry to understand what companies are doing with a CDP—don't limit yourself to your competition's playbook

Getting Buy-In at the C-Level

One of the most challenging parts of buying a CDP can be getting buy-in across the organization. Since the CDP is (or should be) a long-term investment, many executive stakeholders will need to sign off in some form.

Here’s how to approach getting buy-in from each of the most common executive stakeholders.

CEO

Your CEO cares about the macro-level impacts of the CDP. How does this technology impact your company’s strategic business goals? In particular for public companies, how will the CDP help the company meet the benchmarks for success presented to the stakeholders?

Present the short-term impact and the long-term vision for the CDP as it aligns with the short-term needs and long-term goals of the company.

Understand the metrics they need to see to evaluate success

- Bottom line metrics for positive business growth (Marketing and Sales Qualified Leads) and revenue (Gross Profit and Average Gross Margin)

CMO

The Chief Marketing Officer is first-and-foremost concerned with understanding the customer. What compels people to engage, and why do they keep coming back? As more CMOs look to make decisions based on customer insights, the CDP can play a central role in their strategic vision.

Build a business case for the CMO around personalization, engagement, or to solve challenges like third-party cookie loss, and as a bonus, show how the CDP can improve the technology they’ve already invested in.

Understand the metrics they need to see to evaluate success

- Customer Growth (Marketing/Sales Qualified Leads and Lead Conversion)
- Customer Loyalty (Customer Lifetime Value)
- Marketing Efficiencies (Customer Acquisition Cost, Marketing Technology Utilization and Marketing Return on Investment)



CTO

Technology is often seen as a cost-center. The CTO will want to understand the Total Cost of Ownership (TCO) and the long-term implications of the CDP to the larger tech ecosystem.

Show how the CDP can bring better standards to many tools by providing a SVOC and unified audience management and make work more efficient by lightening the load on IT as common data management processes become automated.

Understand the metrics they need to see to evaluate success

- Bottom Line Impact (Return on IT Investment)
- Operational Efficiencies (Total Cost of Ownership, Time to Value, Utilization of Key IT Managed Resources, Staffing Efficiencies)
- Security and Risk Mitigation (Number of Incidents, Cost Per Incident and Resolution Time)

CIO

With new privacy regulations to deal with and the deprecation of third-party cookies, the CIO is dealing with a lot right now. They'll want to understand the impact of the CDP on the data and the data architecture, plus how it can help them adapt to the changing data landscape.

Build a case for the CDP playing a critical role in data governance—in particular, its ability to help your organization scale as more data than ever is generated in your systems. Plus, CDPs help make all of that data actionable.

Understand the metrics they need to see to evaluate success

- Data Quality and Efficiencies (Frequency of Data Collection, Time to Analysis)
- Security and Risk Mitigation (Number of Incidents, Cost Per Incident and Resolution Time)
- Bottom Line Impact (Return on IT Investment)
- Operational Efficiencies (Total Cost of Ownership, Time to Value, Staffing Efficiencies)

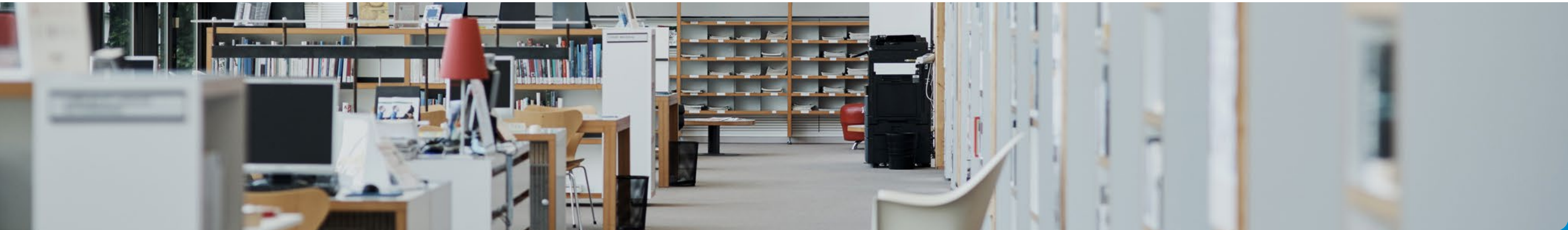
CFO

With marketing budgets being tightened, the CFO is increasingly playing a role in purchase of Martech. With so much money having been spent on Martech, you'll need to be able to quantify marketing activities to show ROI.

Show the value of the CDP on your revenue generation and cost savings, but also show how it can help make the temperamental process of attribution into a more exact science. They'll thank you for better showing them the financial impact of technology and teams beyond the CDP directly.

Understand the metrics they need to see to evaluate success

- Bottom line metrics for positive business growth (Marketing and Sales Qualified Leads) and revenue (Gross Profit and Average Gross Margin)
- Marketing Efficiencies (Customer Acquisition Cost, Marketing Technology Utilization and Marketing Return on Investment)



Creating Cross-Functional Buy-In During the Purchase Process

Of course, you'll need buy-in from more than the executive level. The collaboration between the Data, Customer, and Channel experts in your organization will need to start from the beginning.

How you collaborate depends on the data maturity of the organization. You don't need to jump straight to a Center of Excellence, but a certain level of collaboration is still necessary.

However, working across departments can be a big stumbling block during the purchase process, the implementation phase, and during operation.

Take, for example, a large retailer who was going through the CDP selection process. The IT department was the owner of the CDP, but marketing benefited. There was an

underlying tension from the beginning because both groups had different goals with the CDP. They needed to take a step back and work with their agency partner, Credera, to gain alignment across stakeholders.

They did this by:

- Facilitating workshops between the parties, split up into three key groups: top-of-funnel marketing (i.e. paid media acquisition), middle-of-the-funnel marketing (i.e. CRM stakeholders), and IT stakeholders. This enabled them to get clear views of each group's priorities.
- **Workshopping key use cases, governance, roles and responsibilities for the build** and run state in order to establish what a minimally viable product looked like versus the ideal state.
- Creating a plan for cross-functional collaboration that guided the vendor selection process and established the post-sale roadmap.

Getting this buy-in and agreement is critical before purchasing a CDP. Since a CDP can mean so many things to so many different stakeholders, the cross-functional stakeholder or team responsible for it needs a single, clear vision (with executive sponsorship) that will move the purchase process and implementation forward. This helps ensure the future success of your CDP.



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We Connect Data So You Can Connect With Your Customers

Tag Management • API Hub • Customer Data Platform and Machine Learning • Data Management

Tealium connects customer data— spanning web, mobile, offline, and IoT devices— so brands can connect with their customers. Tealium's turnkey integration ecosystem supports over 1,200 client-side and server-side vendors and technologies, empowering brands to create a unified, real-time customer data infrastructure. The Tealium Customer Data Hub encompasses tag management, an API hub, a customer data platform with machine learning, and data management solutions that make customer data more valuable, actionable, and secure. More than 1,000 businesses worldwide trust Tealium to power their customer data strategies.

For more information, visit www.tealium.com.

Omnicom Precision Marketing Group (OPMG) aligns Omnicom's global digital, data, and CRM capabilities to deliver precisely targeted and meaningful customer experiences at scale. Using its universal framework of connected data, connected intelligence, and connected experiences, OPMG provides services that include data-driven product/service design, technology strategy and implementation, CRM / loyalty strategy and activation, econometric and attribution modeling, technical and business consulting and digital experience design and development. At the core of delivering these services is Omni, an advanced technology platform that combines a powerful cultural insights engine with massively scaled data insights from the first-, second- and third-party sources, including several proprietary Omnicom data partnerships.

OPMG

CODE



CREDERA

