Module 13: Constructing a Storyscape That is Sensing and Adaptive

Objectives

The objective of this module is to create awareness around newer, more comprehensive ways of measuring results.

After studying this module, students will be able to:
1. Understand the concept of measurement in Storyscaping.
2. Appreciate the role of data.
3. Comprehend the importance of optimization.

Outline

[Slide 1] MODULE INTRODUCTION
In this module we explore how to build measurement plans, how to value the return on experience, and how to plan for the enabling technology platforms that will make the worlds you're creating more sensing and adaptive. Storyscaping enables dynamic application of marketing efforts.

[Slide 2] MODULE AGENDA
Review Chapter 11 - *Worlds That Sell*
– Evolution of measurement
– Value of real-time data and connections
– Measuring return in a Story System
– Explore the return on experience
Project Team Exercise – Map a matrix of measurement options

[Slide 3] EVOLVING
Our ultimate goal is to inspire emotional connection and behavior that leads to a transaction by creating brand preference, building awareness, driving new customer acquisition, cross-selling products and services, focusing on client retention, and of course, encouraging fanatical customer advocacy.

Today there are more options for helping us measure desired results, draw insight and optimize performance. The typical options that can be utilized are resources like survey data, point of sale data, purchase history, demographics and some very limited psychographics.

Today we can tap into converging new data sources and metrics from a broad range of consumer touchpoints, both physical and digital. We now have the ability to measure not only moments of behavior but now also places and things. This style of analytics for the real world fuels actionable 'real-time labs and workbenches.'

We learn more when we create new, strategically significant, proprietary data sources from consumers' interactions and experiences with things and places. We can now combine

resources like the data collected from sensors and other instruments, qualitative and quantitative data sources, and social listening.

[Slide 4] BUILDING INSTRUMENTED ECOSYSTEMS
Imagine having firsthand knowledge of how your customer gets through the day - not just what media they consume, but what they do and how they do it. Could that information help you create better experiences, more relevant communications, or perhaps even more useful products and more effective Storyscapes? More than likely!

Long-term deployments of related sensors into contexts of everyday life - also known as 'instrumented ecosystems' provide a way of creating consistent time-based data sets or even communities of data. This is used in the long-term development of an evaluation of products, services and communications, which gives you that real life glimpse you need.

[Slide 5] ADAPTING WORLDS
There are two dimensions to this notion of adapting worlds:
- The first is adapting a set of experiences to more efficiently yield a behavior such as 'get more people to buy.'
- The second is adapting a set of experiences to make a more memorable experience.
In Storyscaping, you need to do both effectively.

Keep in mind - it's difficult to get someone to do something they don't want to do, and then feel good about that experience. Therefore, we need to adjust our intentions away from 'manipulating behaviors' to something more like 'inspiring behaviors.'

[Slide 6] REAL-TIME DATA
Storyscaping is enhanced with real-time data as insights and triggers for optimizing return, and for enhancing the experience (often through technology). Multi-variety testing for creative, offer, placement, time, etc., is also possible.

Let's look at measuring and optimizing how well a window display drives sales:
- With a few cameras and some inexpensive software, consumer behavior can be tracked to give us pertinent information such as:
  - # of people that walk in front of the store
  - Gender
  - Approximate age
  - Whether shoppers were alone or with others (and how many?)
  - Did the shopper(s) stop and linger in front of the window and engage with the content?
  - Did they go into the store?
  - Did they make a purchase?
  - Did they purchase the item being advertised?
- With a digital display:
  - The content displayed could be customized around specific items that the store needs to unload.
  - Creative can be tested.
  - You could optimize to average check.

- You could enhance the dwell experience (by providing more content if someone stops to look at the display).

These are some reasons why technologists should never be relegated to just building the platforms that measure or enable what 'creatives' conjure up. They must be part of the creative team that is imagining what's possible.

[Slide 7] BRAND RESPONSE
If you start to think about the relationship between brand and response, there is something great at the intersection we think of as 'brand response.'

Breaking down boundaries between brand marketing thinking and direct response thinking is just the beginning. Additionally, there is an obvious relationship and a clear balance that must be managed between demand generation, demand harvesting and demand satisfaction.

Storyscaping requires a ton of boundary breaking. There are lots of collaborations and cross-channel and discipline connections that need to be made.

[Slide 8] VALUE OF CONNECTIONS
The value created by connections has become even greater than any core capability. With the reality of an always-on consumer who is connected in new ways, both socially and digitally, companies need to develop new ways to connect to their customers now more than ever.
  - Can you create great communications?
    - Without understanding the role of experience?
    - Without leveraging the insights derived from analytics?
    - Without harnessing the power of technology?
  - Can you create great immersive experiences?
    - Without leveraging the power of story?
    - Without having some level of mastery on enabling technologies?

Consumers move seamlessly through physical and virtual spaces and emotional states. Therefore, you need to as well. This takes a new and evolved set of skills.

[Slide 9] MEASURING RETURN IN STORY SYSTEMS
The digital revolution is forcing upon us a constant re-examination of underlying assumptions and models for how brands connect with customers and, how we measure and value that.

As we've learned, the balance of control has shifted to consumers. These consumers have extremely high expectations, which are creating the need for more sophisticated ways of shaping their expectations and experiences and, more importantly, for better ways to engage their efforts in doing so.

Marketing is moving from a push driven traditional brand-centric view of the world to an experience and engagement economy for connected experiences that are co-owned by brand and consumer. With that, measuring the value of investments also needs to be reimagined.

[Slide 10] BEYOND PUSH AND PULL (1 of 2)

To understand the push driven, brand-centric method, think of a sender, a channel, and a receiver - and the process of pushing messages toward consumers. In this model, the consumers are assumed to be mere recipients of a product or brand story and are exemplified as "eyeballs," "targets," and "audiences" that must be penetrated and then measured by recall, impressions, and mindshare. This method has proven effective in cases where the story comes alive, appears clever, sticks, or gets retold; the brand gets stronger and the company gains a new customer.

When this concept is taken to the Experience Space, two limits to this historical approach surface.

[Slide 11] BEYOND PUSH AND PULL (2 of 2)
The first is a limit in the media itself. What actually goes on out there after the push has historically remained unknown. It's a lunch–and–leave method where companies only have a surface-level knowledge of their consumer's story. The thinnest possible report from the field sufficed by answering the basics: How many customer targets increased awareness of the brand? And, how many prospects became customers? Even if companies wanted to know more about what happened after the push, they couldn't learn much because it was limited by the nature of the media, or, at least supplemented by researched consumer responses.

The second limit is the implicit assumption that people are simple, passive recipients of messages. False, they are willing participants in a world of experience with your brand, products, and services. People are using the things companies make and sell to tell stories to one another about who they are. And in that telling, people get other ideas, they discover new things to do and new ways to be who they are, and they are always looking for ways to make those stories new, better, and more compelling. This is why we need to understand consumers, their frames of reference, and their language.

[Slide 12] MEASURING IN THE NEW ERA
We must measure marketing effect outside of traditional advertising and sales channels, and take on a broader and more inclusive definition of marketing itself.

This model shows how businesses need to start thinking about a more complete picture of return on investment. One that considers not just sales or brand data but the value of experience to affect and drive increased direct value.

We look at it in three parts:

1. Aggregate measures to assess the return on storytelling and experience initiatives.
2. Next-generation marketing mix and cross-media analytics to provide a more detailed and accurate picture of channel effect.
3. Experience measurement framework to more precisely assess experience with a new frame of reference and new measurement tools, such as sensor technology, that produce new forms of consumer behavior data at a level that can be mined for insights.

[Slide 13] SUMMARY
Granular data, combined with advanced analytics and visualization techniques, make for better, faster, cheaper data upon which we can ultimately build connections between brands

and customers. If you can get a customer to continue engaging with your brand multiple times a week, the effects soar beyond any traditional marketing campaign.

Optimizing a budget around media and channels only to draw people to a place where they will have a mediocre experience is a waste of efforts and a missed opportunity.

It's vital to have a comprehensive picture of the consumer as a person. The old view of people as objects of commerce provides a very limited understanding, and it tells only a fraction of the full story. We must leverage the power of information technologies and the "digital exhaust" they produce in order to dig more deeply into their story. The goal is to mine these realities, use them to fuel Systems Thinking for the most effective worlds of experience.

[Slide 14 - 15] PROJECT TEAM EXERCISE
Using the Story System you created from the previous module, map a matrix of measurement options.

The following slide provides a real world sample matrix to review and consider.