



Integrated Digital Marketing:

A Strategic Model for the Digital Age

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The New Marketing Normal

Digital is rapidly transforming how we do business. The marketing function is not immune.

The rise of digital technologies such as the

INTERNET
SOCIAL
AND MOBILE

has tipped the balance of power in favor of the consumer, who has grown in sophistication with exposure to the digital interface.

To keep pace, the traditional components of marketing have been redefined and reimagined to create the New Marketing Normal, a highly responsive, values-driven approach to marketing that provides a conceptual framework for businesses trying to navigate the manifold challenges of marketing in the digital age.

To find success, the foundational components of the New Marketing Normal require a comprehensive strategic model that incorporates their best practices and ensures their effective implementation.

We call this model *Integrated Digital Marketing (IDM)*.

Transition to Digital Marketing

One hears the term “digital” expressed all the time, so much so that the term may seem a bit buzzy or annoying to many. For our purposes, though, we refer to digital in its most fundamental sense:

“...in contrast to the continuous and variable analog world of human experience, digital is finite and non-variable. It utilizes discrete data points that are either on or off, ones or zeros. As such, digital is the language of the computer in its many forms.”

Given this definition, what is the difference between digital marketing and “offline” or traditional marketing? More to the point, what specifically is it that makes a marketing action digital?

Here is our working definition of digital marketing: *A marketing action is digital if it is reliant on a digital medium to execute its specific function or complete its intended action.*

We use the term “medium” in the sense of *channel, instrument, manner, or device*. In this way, the Internet is a digital medium, as are smartphones and tablets, along with the innumerable apps that run on them. In fact, by this definition the whole television, radio, and print media ecosystem, along with nearly every conceivable type of “online or offline” marketing content, also falls under the rubric of digital, at least insofar as they rely on some kind of digital medium in their design, production, or operation.



Why Digital Marketing Must Be Integrated



If we're prepared to acknowledge that virtually all marketing is now digital marketing, then we must also understand that, to function properly, digital marketing must be integrated.

The growing size and complexity of the digital marketing landscape necessitates an integrated approach. Marketing silos must be torn down; communications processes must be re-worked; long-held paradigms must be shattered; marketing orthodoxy must evolve. To respond to the greater sophistication and heightened expectations of the hyper-connected consumer, to meet the formidable challenges of the digital marketplace, organizations need

INTEGRATED
DIGITAL
MARKETING

IDM Defined

INTEGRATED DIGITAL MARKETING (IDM)

is a comprehensive marketing strategy that merges multiple digital channels, platforms, and media to help organizations achieve their goals by providing value for and building sustainable relationships with their target audience.



IDM and the Consumer

Today's digitally enabled consumers expect highly personalized and relevant online experiences. They're looking for content that informs, entertains, or otherwise adds value to their daily lives.

To stay competitive, organizations must form meaningful connections with the people who matter most:

THOSE WHO FIND
VALUE
IN THEIR BRAND



IDM and the Organization

As one might expect, implementing a successful *Integrated Digital Marketing* strategy is easier said than done. According to a recent global survey of more than 1,000 business respondents carried out by Econsultancy and Adobe, only 12% of businesses take an integrated approach to all marketing activities.

For many organizations, the principle culprit is a growing inability to leverage relevant technologies:

- Only 19% of respondents are currently using multichannel campaign management technology.
- Just 22% are utilizing marketing automation software to manage campaigns and measure ROI.
- Less than half (47%) are employing a social media management platform.

In related studies, marketing teams have cited five common challenges to setting up an effective *Integrated Digital Marketing* strategy:

- Technology is too complex
- Teams are not set up for it
- Data is not centralized
- Too expensive
- Too time consuming



The *IDM Strategic Model*

An Overview

Define and Establish

The first step is to Define your organization's values, goals, and message, and use them to Establish a seamless online presence across all relevant digital channels.

Convey and Promote

The second step is to employ various digital content media to effectively Convey your organization's brand message, and leverage organic and paid search, social, and mobile initiatives to Promote this message throughout your organization's website, social, and mobile channels.

Connect and Convert

The third step is to engage and Connect with your target audience anywhere, anytime, over any device; the goal is to form personal connections that will Convert short-term leads into sales and foster long-term relationships.

Measure and Refine

The fourth and final step is to evaluate and Measure actual outcomes against expected performance, and then use these insights to further Refine future *IDM* initiatives.

IDM Strategic Model

Define and Establish

The first component of the *IDM Strategic Model* is to *Define* your organization's values, goals, and message, and use them to *Establish* a seamless online presence across all relevant digital channels.

Tactics

Clarify Values – Organizational values are those things or beliefs your organization finds important and meaningful. You must clarify your brand's core values in order to create an authentic and transparent brand message.

Define Goals – Organizational goals are the standard by which you measure organizational performance. It is therefore important to define specific business goals that clearly lay out the future direction of the organization.

Shape Brand Message – Begin shaping your brand message by clarifying who you are trying to build relationships with (e.g. your target audience). Once you determine your audience, you should create detailed buyer personas for all relevant market segments or buyer groups.

Understand Brand Properties – Think of brand properties as having three components: brand essence, brand voice, and brand promises. Brand essence is an articulation of your brand's unique Identity: brand voice is your brand's consistent identity or the outward projection of its essence; brand promises are the things your brand guarantees to its consumers.

Establish an Online Presence – Once you've defined your organization's values, goals, and message, you need to establish its online presence over web, social, and mobile. As the hub of your organization's online presence, your brand website is a powerful tool to effectively communicate your message, attract prospects, generate leads and sales, and build long-term advocacy. You also want to identify the most relevant social channels for your organization and set up profiles on them.



Convey and Promote

The second component of the *IDM Strategic Model* is to employ digital content media to *Convey* your organization's brand message, and leverage organic and paid search, social, and mobile initiatives to *Promote* this message throughout your organization's website, social, and mobile channels.

Tactics

Content Marketing – In the context of digital marketing, content can be virtually any form of written, auditory, or visual media (e.g. blogs, ebooks, whitepapers, social posts, webcasts, webinars, podcasts, videos, emails, etc.). Your brand should focus on producing useful content that solves the problems of and adds value to your target audience.

Social Media Marketing – Social platforms allow your business to build deeper relationships with prospects and customers by directly engaging and sharing (your brand's content) with them. Just remember social channels flow two ways; it's important to listen and engage more often than you post.

Paid Social Promotion – Paid social ads allow your brand to micro target specific elements of your audience to trigger specific actions, such as to visit a website, download an ebook, subscribe to a newsletter, or purchase a product/service. Marketers view paid social promotion as an integrated, cross-platform tactic to be used in conjunction with other digital media.

Search Engine Optimization (SEO) – The primary goal of SEO has shifted from ranking high on search engines like Google to creating fresh and original content that addresses the problems, wants, and needs of your target audience. Only after your brand has created such content should you focus on optimizing it for search engines.

Paid Search – In contrast to SEO, which relies on unpaid “organic” means to achieve its ends, paid search allows you to pay a fee to have your web or social assets displayed on the search engine results pages (SERPs) when someone queries a specific keyword or phrase into the search engine. Businesses use paid search to drive traffic to their web or social sites, promote a product or service, or build awareness for their brand.



Connect and Convert

The third component of the *IDM Strategic Model* is to engage and *Connect* with your target audience anywhere, anytime, over any device; the goal is to form personal connections that will *Convert* short-term leads into sales and foster long-term relationships.

Tactics

SoLoMo – The term “SoLoMo” is an elision of three marketing elements:

- **Social** – The platform you use to Convey and Promote your message and Connect with your target audience.
- **Local** – Your area of concentration or relevant proximity; can be geographic or online.
- **Mobile** – The medium of connection between your brand and its prospects and consumers.

Today's sophisticated mobile users expect brands to provide contextually relevant online resources and personalized experiences that not only add value to their daily lives but can be conveniently accessed anywhere, anytime, on any device. Organizations are employing *SoLoMo* best practices to create the very omnichannel experiences that increase connection and conversion.

Lead Nurturing – This tactic is all about communicating consistent and meaningful touches with viable prospects regardless of their timing to buy. Lead nurturing campaigns (email and other) help your brand leverage content to more deeply connect with your target audience in order to convert prospects into customers and brand advocates.

Lead Conversion – As consumers continue to demand more assistance and personalized marketing from brands, closely managing individual customer relationships has become a strategic imperative. Organizations are using tools like social customer relationship management (SCRM) software to listen to, monitor, and participate in conversations with prospects and customers and manage ongoing customer loyalty and advocacy.

Measure and Refine

The fourth and final component of the *IDM Strategic Model* is to evaluate and *Measure* actual outcomes against expected performance, and then use those insights to *Refine* future *IDM* initiatives.

Tactics

Website Performance Management – As the foundation of your online presence, your brand website serves as the cornerstone of your *IDM* strategy. Given this, it is important to consistently measure your website's performance using popular benchmarks such as unique visitor traffic, repeat visitors, bounce rate, inbound links, organic search conversion rates, and landing page conversions. Returning to these benchmarks frequently will ensure your website is always optimized to meet their current expectations.

Social Performance Management – Once you've established your brand's social channels and have begun actively conveying and promoting your brand message and connecting with your target audience, you need some way to measure the effectiveness of your efforts. Several metrics exist to help your organization aggregate and analyze social data. These include customer response, audience growth, and average engagement rates.

Integrated Performance Management – To effectively measure and refine your *IDM* strategy, you need an integrated performance management system, commonly referred to as marketing automation software, which has built-in web, social, customer relationship management (CRM), and content management software (CMS) functions.

IDM Strategic Model

Outline

The table below outlines the four components of the *IDM Strategic Model*, providing strategic analysis and enumerating related tactics for each component.

Shaping Your *IDM* Strategy

Brand Blueprint Analysis

In the following pages we will review three analytical approaches—

BRAND BLUEPRINT ANALYSIS
SERVAS DIGITAL ANALYSIS
DIGITAL INVOLVEMENT CYCLE ANALYSIS

—taken from the *IDM Strategic Analysis*, a set of tools designed to help organizations fully operationalize the *IDM Strategic Model*.

Brand Blueprint Analysis

This table outlines the key elements of *Brand Blueprint Analysis*. For a more detailed treatment of select aspects, check out Chapter 7 of [*Digital Marketing, Integrating Strategy and Tactics with Values*](#).

Evaluating Your *IDM* Strategy

SERVAS

SERVAS Digital Analysis uses six benchmarks to evaluate your organization's digital marketing initiatives in the context of the *IDM Strategic Model*. This analysis can be applied to various phases of a campaign:

- Strategic Phase – to position the product/organization.
- Design Phase – to anticipate results.
- Market Testing Phase (via team discussion or focus group) – to refine the product or presentation.
- Final Evaluation Phase – as a campaign post-mortem to understand the adjustments needed.

SERVAS Digital Analysis reflects the ultimate goal of “serving your customers” with caring, supportive, and sustainable actions. Marketers apply its six simple benchmarks to evaluate the potential effectiveness of their digital marketing efforts.

(S) Sustainable Goals

What are the targeted goals of each content piece, social media initiative, or digital marketing campaign? What differentiates traditional business goals from sustainable goals?

(E) Engagement

How effective is the brand message in attracting or involving your target audience?

(R) Relationships

Does the marketing effort foster interactivity or shared dialogue with its intended audience?

(V) Value

Do the product or service and related messaging communicate added benefit to the individual or organization for which they are intended?

(A) Action

Does the message move you to act?

(S) Synergy

Is the marketing effort a one-off or an add-on to an existing marketing initiative, or is it integrated into a broader digital marketing strategy?



Fostering Brand Advocacy

The *Digital Involvement Cycle*

As noted in our first ebook, the transition from the sales funnel to the *Digital Involvement Cycle* reflects today's changing focus from customer "sales" to customer "involvement."

As the user experiences the product or service while moving through the various stages of the *Cycle*, the product or service grows in value to the user.

For the brand, the goal is beyond merely the sale; it is to create a sustained relationship or, even better, a lifetime brand advocate or champion.

Digital Involvement Cycle Analysis

Digital Involvement Cycle Analysis provides an organization's management team a way to define on which stages of the *Digital Involvement Cycle* they should focus their *IDM* strategy for any given marketing initiative.

The management team needs to define specific goals, targets, and tactics for each of the seven stages of the *Cycle*.

Final Thoughts on *IDM* Implementation

In a broader sense, the *IDM Strategic Model* is designed to help organizations like yours merge *IDM* strategy with values and goals to facilitate organization-wide digital transformation.

In practice, though, you may find *IDM* implementation to be a difficult proposition, full of complexities and challenges. The best place to start is at the beginning, asking a number of simple but important questions.

What problems are your prospects and customers trying to resolve? How are they going about doing so? What exactly are you doing to help? Are you communicating the right message to the right people at the right time? What is your organization doing to make sure you are found by prospects and customers wrestling with a problem for which you can provide a solution? How are you measuring the success or failure of your efforts?

Once you've reviewed these questions, you can begin to implement the *IDM Strategic Model*, which will help your organization leverage digital media, channels, and platforms to maximize operational efficiency.

Just remember, *IDM* is not a silver bullet. However, when properly implemented, it is a responsive strategy that gives your organization an opportunity to listen to and address the wants and needs of your target audience, thereby enhancing the customer experience.



Takeaway Questions

To find success in the digital age, the foundational components of the New Marketing Normal require a comprehensive strategic model that incorporates their best practices and ensures their effective implementation. We call this model *Integrated Digital Marketing*.

To serve as both a review of the key aspects of *IDM* strategy, as well as an organizational self-diagnostic, here are a number of takeaway questions for CMOs and marketing executives to consider.

Takeaway Questions for Marketing Executives:

- 1 Is your organization forming meaningful connections with your target audience by producing original content that is exceptional, personalized, and relevant to their needs?
- 2 Do you have a plan in place to authentically engage with your audience over relevant social channels on a consistent basis?
- 3 Are you using customer feedback and data analytics to continually refine your brand message and therefore better meet the needs of each segment of your target audience?
- 4 Are your existing marketing efforts creating the seamless, omnichannel customer experiences that facilitate connection and increase conversion?
- 5 Do you have tools in place to benchmark the impact of specific campaign initiatives against overall marketing strategy?
- 6 Are you employing a focused customer experience (CX) strategy to deliver consistent and meaningful value to your customers?



About The Authors

Ira Kaufman Bio

Ira challenges owners and senior executives to clarify their goals and translate them into a consistent Brand and Integrated Media Marketing Strategy. He combines 30 years of rich experiences with businesses and nonprofits and guides them to leverage the power of social media for marketing, recruitment, and organizational development.

Ira collaborates with a team of experts to design interactive environments that create long-term business value by integrating

TRADITIONAL ADVERTISING
ONLINE MARKETING
PUBLIC RELATIONS
& SOCIAL MEDIA

His strong values and sensitivity to organizational innovation and change are the foundation of his work. As a PhD from Northwestern's Kellogg School of Management,

Ira was a founding member of the team that developed “Social Marketing”

– applying marketing to organizations and associations where success was defined in other than monetary terms. In addition, he developed a strong skill set in cross-cultural relations, building strategic partnerships between government agencies, non-profits, and foundations in the USA and globally.

Ira serves as a consultant, trainer, public speaker, and lecturer for companies and senior executive programs. In October of 2014, Ira co-authored [*Digital Marketing: Integrating Strategy and Tactics with Values*](#), published by Routledge.



About The Authors

Chris Horton Bio

Chris Horton is a content creator and digital strategist for Minneapolis-based integrated digital marketing agency, Synecore. An avid tech enthusiast, Chris has written hundreds of blogs and numerous ebooks on various topics related to digital marketing, including SEO, inbound, content, social, mobile, apps, digital branding and PR, Internet trends, and digital integration & transformation.

His work has been widely syndicated on leading marketing & technology and business management blog directories

Including [*Social Media Today*](#), [*Business2Community*](#), [*Yahoo! Small Business*](#), and [*The European Financial Review*](#); in 2013, Chris' work on SoLoMo was [*featured in Forbes*](#). Chris is an ongoing speaker and instructor at the [*Online Marketing Institute \(OMI\)*](#).

In October of 2014, Chris co-authored [*Digital Marketing: Integrating Strategy and Tactics with Values*](#), published by Routledge.



Book Information



Digital Marketing: Integrating Strategy and Tactics with Values

is an easy-to-understand guidebook that draws on the latest digital tactics and strategic insights to help organizations generate sustainable growth through digital integration.

It provides a roadmap to adopt a digital mindset, incorporate digital trends strategically, and integrate the most effective digital tactics and tools with core values to achieve competitive advantage.

Define & Establish

Strategic Analysis

- Are your organization's values and goals in alignment?
- Are all elements of the Brand Blueprint Analysis consistent, and integrated with organizational values and goals?
- Have you taken time to perform an *IDM Strategic Analysis*?

Convey & Promote

Strategic Analysis

- Is your content engaging and effective?
- Does it reflect your organization's values and goals?
- Are you reaching your intended audience? Are you interacting with them?

Connect & Convert

Strategic Analysis

- Is your online presence optimized for mobile?
- Does each of the seven stages of the *Digital Involvement Cycle* correlate to the goals, targets, and tactics designated for each stage?

Measure & Refine

Strategic Analysis

- For each stage of the *Digital Involvement Cycle*, are analytics monitored and measured and KPIs evaluated against goals?

Tactics

- Clarify Values
- Define Goals
- Shape Brand Message
- Establish an Online Presence

Tactics

- Content Marketing
- Social Media Marketing
- Paid Social Promotion
- Search Engine Optimization (SEO)
- Paid Search

Tactics

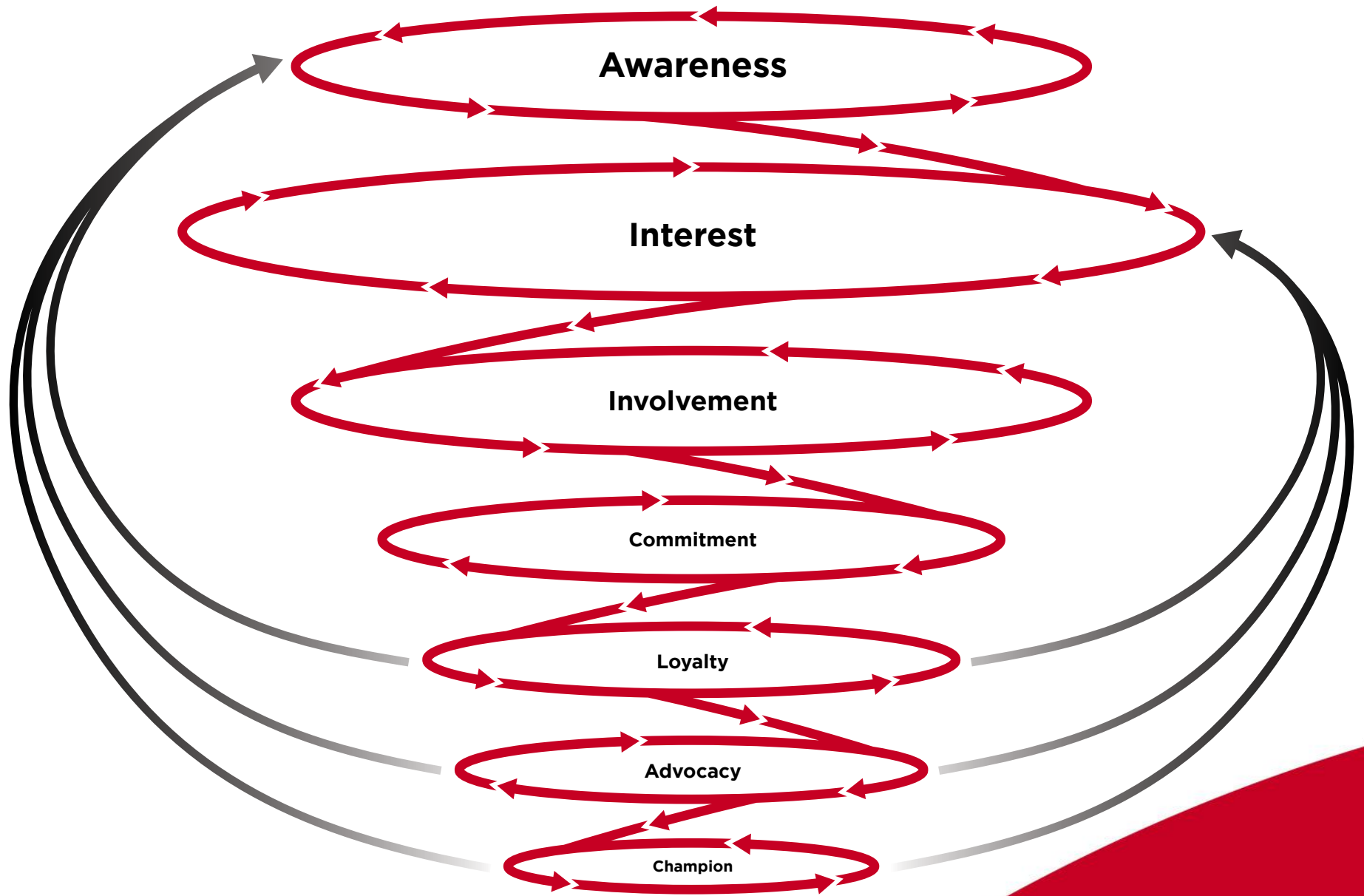
- SoLoMo
- Lead Nurturing
- Lead Conversion

Tactics

- Website Performance Management
- Social Performance Management
- Integrated Performance Management

Element***Definition******Alignment with
Values and Goals***

Competitive Context		
Target Markets		
Brand Image (External)		
Desired Behavior/Action		
Challenges to Overcome		
Customer Insights		
Brand Properties		
Brand Essence		
Brand Promise		
Universal Selling Points		
Value Proposition		
Brand Recommendations		



	<i>Strategy</i>		<i>Tactics</i>	<i>Measurement</i>	
Stage	Goals	Targets	Tools	Actions	Metrics/KPIs
AWARENESS	Gain Exposure	Target	Email, Banner Ads, AR Icons, Swarm (Foursquare)	Open Email, Engage with Banner, Snap AR Icon, Check-in on Swarm (Foursquare)	Open Rate, Click Through Rate, Views, Brand Equity
INTEREST	Foster Interactivity	Potential User/ Customer	Facebook, Twitter, Pinterest, Social Contests	User Likes, Shares, or Comments on a Post, Submits/Engages with Contest	Follows, Likes, Retweets, Engagement
INVOLVMENT	Encourage Inquiry	Prospect	YouTube, Blogs, Newsletter, Loyalty Programs	Watch Video, Subscribe to Blog/ Newsletter, Sign Up for Program	Number of Subscribers
COMMITMENT	Generate Conversion	Customer/ Client	Coupons, Social Buzz, Opt-ins, Calls-to-Action	Redeem Coupon, Buy Product or Service, Attend Event, Register/Subscribe	Conversion Rate, Customer Aquisition
LOYALTY	Serve Customers	Loyal Customer	Social Customer Relationship Management (SCRM)	Service Interactions (Phone, Online, Chat, Store), Service Reviews	Mentions, Reviews
ADVOCACY	Reward Loyalty	Advocate	Social Share Buttons, Surveys, Comments & Reviews, Referral Links	User Shares Blog Content, Fills Out Survey, Leaves Comment or Review, Shares Links	Number of Times Shared, Revenue Generated from Referral Links
CHAMPION	Engage Passion	Super Fan	User-Generated Content, Case Studies/Testimonials, Access Social Community	Initiates Digital Campaign for Brand; Mobilizes Network around Brand	Number of Connections, Downloads, and Participants