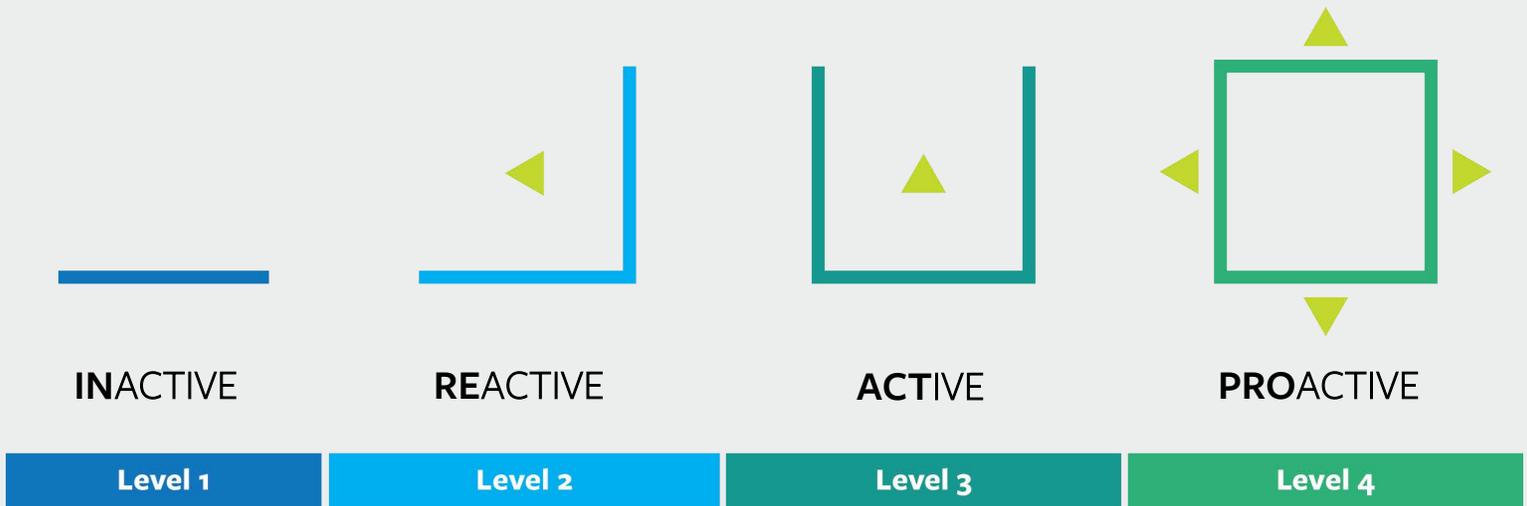




# The Kenshoo Marketing *Transformation* Model



*“To improve is to change;  
to be perfect is to change often.”*

– WINSTON CHURCHILL

In an ever-evolving landscape, marketers must remain agile, constantly adapting to change and accounting for fluctuating market trends, technologies, and opportunities. Those who rest on their laurels will get left behind.

But it's not enough to remain active in the present state.

To get ahead and stay ahead, you must be able to look beyond what's right in front of you, make informed predictions about the future of the market, your audience, and your investments, and intelligently act on those insights.

Digital marketing is dynamic. It requires constant calibration and infinite optimization. To thrive in this environment, marketers must be proactive.

**So, this begs the question: are you a proactive marketer?**

# The Kenshoo Marketing *Transformation* Model

Kenshoo has developed a self-assessment tool to help marketers understand where their organizations fall on the “Marketing Transformation” scale.

This model is comprised of 4 stages:

- Inactive
- Reactive
- Active
- Proactive

The Marketing Transformation Model is intended to act as a benchmark for individuals to assess various approaches to marketing and serve as a guide for what is required to transform your organization and thrive in today’s marketplace. **Visit [Kenshoo.com/Transformation](https://www.kenshoo.com/transformation) to take the survey and see where you land on the scale.**



## Inactive

Inactive marketing organizations are simply “checking the box” when it comes to digital advertising. Typically, these are small digital teams (sometimes only one person) that are spread thin and lack the bandwidth to really go deep on strategy. Without internal stakeholders rallied around digital efforts, programs tend to take on a “set it and forget” mentality. Budgets and plans are developed year after year with little variation and simply sticking to the plan and spending allotted budget is considered success.

Slow to adopt new methods and technologies, these organizations tend to take a very manual approach to campaign management, optimization, and reporting. As a result, there is little testing and exploration to understand what’s really working and what’s not.



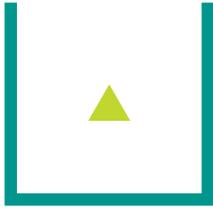
## Reactive

Unlike Inactive marketing organizations, Reactive ones do take action across campaign management, optimization, and reporting; however, they are usually acting in response to a situation that needs their attention.

For this reason, planning and budgeting are often based on past performance and historical campaign data. For these marketers, proxy metrics such as clicks or click-through rate are indicative of success and are the drivers for optimizing campaigns with low performing placements the first to get cut. These marketers may boost bids and update creative but usually only for promotional periods or to account for seasonality.

Structurally, channel teams are siloed with independent objectives and strategies. Reactive organizations were late adopters to social media channels and likely lack solidified plans for channels such as mobile. These marketers recognize that attribution is important but have not moved beyond single-touch models such as Last Click.

Overall, these organizations tend to be a few steps behind the trends and direction the industry is moving.



## Active

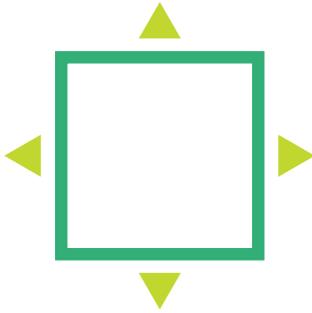
Active marketing organizations have their fingers on the pulse of the industry. These marketers are keyed into current trends and technology, leveraging tools and platforms to help automate processes and bring efficiencies to their marketing programs.

In these organizations, teams are more integrated and feature subject matter experts for varying channels. Despite integrations to view data holistically, these channels are still managed and optimized independently and cross-channel data cannot be acted on automatically.

For active marketers, reaching their audiences in real-time is important. For this reason, behavioral and audience data is layered on when targeting and dynamic creative is leveraged to serve more relevant ads.

These organizations understand that conversions don't typically occur in a single instance, so they use retargeting to recapture site visitors and take into account multi-touch attribution to retroactively give credit across channels. To measure success, these marketers look to metrics such as conversions and ROI from the data they regularly pull and analyze.

Active marketing organizations have found a good cadence for their programs but are missing key opportunities to get ahead.



## Proactive

For Proactive marketing organizations, historical and current channel performance and the state of present campaigns are only small pieces of the puzzle. These organizations focus on the bigger picture and obsess about what's possible in the future.

As such, teams are integrated and incentives are aligned to over-arching business objectives, making KPIs such as revenue, profit, and customer LTV the barometer of success. To achieve these goals, Proactive marketers leverage advanced algorithms that constantly evaluate (and re-evaluate) their campaigns, making automatic adjustments and optimizations that will benefit the portfolio.

For Proactive marketers, integrated data and audience insights are not enough – what matters most is the ability to intelligently act on this data across channels to improve their business. Through machine-learning technology, these organizations can run forecasts and scenario plans and apply the insights gleaned to make informed predictions about their investments and their audiences and take immediate action.

Technology helps Proactive organizations automate routine tasks and apply algorithmic decisioning to bring added intelligence, so the marketers can focus on what matters most to the business and make digital marketing the most strategic capability in their organization.

# Becoming a *Proactive* Marketing Organization

Kenshoo offers the tools and technology to create Proactive marketing organizations. Through our predictive marketing software, you can gain unmatched marketplace visibility, precision, automation, and scale. Empower your teams to become proactive marketers. Contact us now to learn more.

[Kenshoo.com/Contact](https://www.kenshoo.com/contact)