AGILITY. DEPLOYED

AS-A-SERVICE MARKETING THAT'S ALWAYS READY TO DELIVER. JUST WHEN YOU NEED IT. AND JUST-IN-TIME.
THE ADVANTAGES OF AN AS-A-SERVICE APPROACH TO JUST-IN-TIME MARKETING

Suppose you’re a cable company planning for an upcoming major sporting event. Because of the popularity of the big game, corporate leaders identify this as an opportunity to sell premium cable packages to consumers. The company needs to get its message in front of customers quickly. The marketing or advertising campaign has to be planned, developed and launched in a matter of days.

At many companies, this near real-time deployment can involve multiple hurdles. A typical marketing organization would need to halt many current activities, assign people, get a concept approved and line up resources to do the work. Start-up and infrastructure costs would have to be considered. In short, by the time the campaign is ready, the moment of opportunity may have passed. That’s not a way to support business agility.

This story—one experienced by most if not all companies across industry sectors—highlights the benefits of just-in time (JIT) marketing delivered as-a-Service. (See page 4, “The value levers of as-a-Service”). JIT marketing is about creating the right kind of marketing inventory at the right time to reach in-market consumers with less waste. Adding the as-a-Service component means that companies can tap immediately into marketing capabilities, enabling the marketing organization to focus on business objectives, not just execution of processes.

JIT marketing is more sensitive to where demand is and, on top of that, when quick action is needed. By contracting with a marketing as-a-Service provider, companies can quickly react to an idea and an identified need. They can work with the provider to create the campaign and content, and then create the plan to execute it. That combination enables the company to react and mobilize faster. In other words, as-a-Service is about agility, but also something more. It’s about agility deployed.
HOW JUST-IN-TIME MARKETING AND AS-A-SERVICE WORK IN COMBINATION

With JIT marketing, key capabilities are embedded into the business so they can be leveraged and deployed in a much more real-time way. This includes placing analytics teams alongside the execution teams and developing a clear and robust view of how to use different channels to drive the right consumer actions. By embedding JIT capabilities throughout the business, a company can always be on the lookout for consumers’ needs, make quick decisions and eliminate marketing waste.

For example, for a major manufacturer of high-end consumer goods, Accenture built an end-to-end as-a-Service solution that enabled teams to deploy several JIT marketing concepts.

First, in the company’s largest market we brought the analytics lead and execution teams to the same table—literally. As they now sat side by side, this led to better insights that could be applied to the very next campaign cycle.

Second, we aligned the content and campaign teams as a single unit in one market, so interaction time across towers could be collapsed, allowing for greater flexibility.

Finally, our teams continually evaluated ways to avoid waste and re-channel resources.

In just six months, we delivered productivity savings in key areas of more than 15 percent. We then used the savings to make a wide range of improvements, including enhanced user experience testing and the implementation of visual dashboards.

We also made ad hoc changes while the program was in flight—a distinctive aspect of the agility deployed through an as-a-Service model, which meant that benefits were realized without having to go through a time-consuming contractual revision or re-solutioning effort. The as-a-Service, outcome-based model aligned our mutual interests, focused both parties on a common outcome and gave us permission to make real-time adjustments to the tactics, always keeping business objectives in mind.

......AND THE AVAILABLE BENEFITS

All of the work with the manufacturer was delivered as-a-Service which provided a range of benefits for our client. We identified problems in the operating model and took on the accountability to address them. In addition because we had a total-resource view, we could make trade-offs within the program that led to better performance at lower costs.

The program has delivered both efficiency and effectiveness gains, allowing the manufacturer to add capacity and services to the overall marketing landscape.

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As-a-Service is an approach focused on business agility. Applications, infrastructure and business processes are brought together and delivered on a scalable basis, on demand. Look for these capabilities in an as-a-Service provider:

1. **PLUG IN**
   Accessing services quickly—in days or weeks rather than months. Modular design means companies can mobilize and then demobilize rapidly when necessary.

2. **SCALABLE**
   Ramping up and down to match actual business volume needs, supporting overall agility.

3. **STANDARDIZED**
   Moving to a shared services model to standardize and scale processes and delivery. Repeatability is achieved with a multi-client and multi-tenant model.

4. **CONSUMPTION BASED**
   Paying only for what is used rather than committing to services or functionality that may not be needed.

5. **OUTCOME ORIENTED**
   Partnering together to achieve specified business outcomes.

6. **VENDOR AGNOSTIC**
   Providing deep knowledge and experience across multiple provider offerings in order to assemble just the right combination of solutions suitable for the business.

7. **INNOVATION ENABLED**
   Committing to ongoing innovations in business processes, infrastructure and applications.

8. **FUTURE PROTECTED**
   Shielding the buyer from the potential disruption of upgrades and future change. Services are always up to date, and buyers have continuous access to innovation, scale and in-depth expertise.
# Just-in-Time Marketing in a Traditional Model vs. An As-a-Service Marketing Model

<table>
<thead>
<tr>
<th>With Traditional Marketing...</th>
<th>In an As-a-Service Environment...</th>
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<tbody>
<tr>
<td>Data and insights are aggregated and collected as a post-mortem</td>
<td>Data and insights are generated continuously in real time, allowing for</td>
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<tr>
<td>review.</td>
<td>business agility through in-flight adjustments.</td>
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<td>Teams collecting insights are centralized.</td>
<td>Insight teams are embedded alongside the business.</td>
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<tr>
<td>Efforts are planned well in advance based on expected market</td>
<td>A core foundation of marketing is planned, but some funds and teams are</td>
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<td>conditions.</td>
<td>held back for real-time deployment as opportunities emerge.</td>
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<td>Marketing efforts are orchestrated across a series of vendors,</td>
<td>Marketing is deployed as-a-Service, where the core team determines the</td>
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<td>with the central marketing team acting as the point of</td>
<td>desired outcome, and the as-a-Service provider handles all the execution</td>
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<td>aggregation.</td>
<td>work.</td>
</tr>
<tr>
<td>Marketing efforts are stockpiled but often wasted given the</td>
<td>Marketing is produced just in time, when demand is identified, and deployed</td>
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<td>build-up of inventory before demand is known.</td>
<td>as-a-Service to maximize the effort focused on outcomes.</td>
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HOW TO WORK WITH AN AS-A-SERVICE PROVIDER

When JIT marketing is accompanied by work with a provider who operates based on an as-a-Service delivery model, a company can fundamentally change its approach to marketing. (See page 5, comparing traditional and as-a-Service models for JIT marketing).

This can change how budgets are allocated. There will always be a need for a foundation of marketing spend in a business. However, our research suggests that companies are overspending and underachieving. By reallocating its budget to a JIT marketing as-a-Service provider—paying on demand and only for required services—a company can reduce waste, become more agile and deliver better results.

It is not just about the money. It is also about finding the right provider who can bring the combination of effectiveness and efficiency together.

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When choosing an as-a-Service provider:

- Look for capabilities in the provider such as demand sensing, demand capture and analytics. Also look for a provider with specific experience and knowledge in your industry.

- One of the advantages of as-a-Service is the ability to expand and contract the service according to need. Thus find a provider that takes business agility seriously by taking the time to explain conditions in the marketplace that may cause fluctuations in service. This can be a way to save both time and money.

- The ideal relationship between a client and an as-a-Service provider is based on a partnership model. Tell the provider some of the challenges and obstacles you’re encountering in the business so they can anticipate those obstacles and plot a course around them.

- Focus the initial discussion (and then subsequent changes) on the business outcomes you desire. Let the provider propose the specific offerings and capabilities that can achieve your business outcomes.

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Today, marketing efforts are orchestrated across a series of vendors, making coordination, governance and real-time reaction difficult. The result is that marketing efforts are stockpiled but often wasted given the build-up of inventory before demand is known.

With an as-a-Service approach, the core client marketing team determines the desired outcomes, and the as-a-Service provider handles the execution work. It’s a way to deploy business agility. Marketing is produced just-in-time, when demand is identified, and is funded based on outcomes delivered, maximizing the business impact that can be achieved.
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