



Chapter VI

**Turning Your
Brick and Mortar
Into a “Click and Mortar”**

by Engage Inc.

“As Web ventures begin to view personalization as ongoing processes rather than discrete technologies, investments should be made for building a flexible data management infrastructure that can accommodate a variety of consumer data and analytical techniques.”

—*Jupiter Communications, June, 2000 Report*

THE ESTABLISHMENT GOES WIRED

I recently read an article about words and terms that evolved exclusively from the American culture. This piece traced the history of American-born verbiage throughout the 1900s and into the year 2000. Not surprisingly, many of the words that appeared in later years were some of the most pervasive buzzwords and terms of our Web-wild culture: e-business, e-commerce, click-and-mortar, among others. It’s daunting, really; no wonder some retailers are confounded by what faces them as they ponder the move from offline to online.

You’ve spent millions of dollars implementing a customer relationship management system to better understand your customers: their wants, their desires, their buying habits. You’ve used it to great success to build excellent offline customer relations. You’re now looking for the next big opportunity, the jump into something beyond what you’re currently doing.

The truth is that those that *do* make the jump can be exposed to a tremendous amount of opportunity and increased revenue. Using the data that your customer relationship management (CRM) solution has collected about offline customers and “multichanneling” it, as it’s called, can lead to big profits. Traditional marketers’ eyes light up when they see forecasts predicting that \$199 billion will have been spent by consumers online by 2005 (“Online Influencing Offline: The Multichannel Mandate,” Jupiter Communications, June, 2000). The challenge presented to marketers is how to successfully make the jump to promoting their goods in cyberspace.

The thing to remember is that a lot of the same rules apply—but on the Web, you have a lot more options. Be aware that Web and offline marketing share some basic truisms. The ultimate goal is to identify your appropriate audiences and market to them accordingly. Get to know your audiences, present them information that is customized to their needs and interests, and deliver it to them in a non-intrusive manner. The Web makes it exceedingly easy to do this, especially with solutions like online profiling, which this chapter will cover in detail.

Build a brand that people can identify and associate with good things. This can be easier for traditional marketers than for pure Web plays; if you’ve already developed your brand offline, and it’s got good name recognition, that already gives you a head-start. People expect you to bring your well-respected, high-quality service to the Web, and associate good things with your company.

There are some concerns that you must be aware of, however. Paramount to these is the issue of consumer privacy on the Web, of which there have been many recent discussions. Pay attention to these discussions. Respect the consumer’s concern for anonymity. More on this later, but take heed—make this a priority by considering it a part of your customer relationship program.

These are some of the opportunities and challenges that need to be considered before turning your “brick-and-mortar” into a “click-and-mortar.” This chapter will attempt to illustrate these issues in greater detail, as well as present some of the solutions that can help you meet the challenges that you face as you begin to market on the Web. It will address how to use online profiling to gain a better understanding of your Web prospects and customers, and show how a combination of profiling, CRM and analytical data can help you gain a complete view and understanding of these customers.

But that’s only the beginning. Once you’ve identified the prospects, you need to market to them. The ability to target and modify online marketing programs on the fly, to achieve better return on investments and to convert prospects into long, loyal customers, is unique to the Web.

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