

The art of personalization— Keeping it relevant, timely and contextual

Research of consumers in France, Germany, the UK and the US reveals consumers value and respond to personalization—when it's done right—but won't tolerate being bombarded with poorly timed, intrusive or irrelevant messages.

April 2019

Today's consumers expect personalized communications that are tailored to their individual preferences and delivered seamlessly across every channel.

But while retailers and brands have a wealth of digital insights at their fingertips, harnessing the power of personalization to target individual shoppers with the right message, at the right time, and in the right channel is proving challenging for most. Others, meanwhile, are overlooking opportunity-rich consumer segments that are eager to be engaged.

Periscope by McKinsey conducted research¹ in four mature e-commerce markets—France, Germany, the UK and the US—to understand how consumers respond to the personalized messages they encounter.

The research findings provide insights on:

- Which channels resonate most with consumers and why
- The types of message consumers find most appealing and respond to the most
- How attitudes to personalization differ by geography and gender
- Which types of company consumers want to receive personalized messages from the most
- Consumer attitudes to digital privacy the point at which personalization gets creepy
- What drives consumers to unsubscribe, tune out or disengage from personalized communications

Study Methodology: In March 2019, Periscope by McKinsey conducted online research targeting consumers in France (505), Germany (508), the UK (500) and the US (1010). Respondents were aged between 18 and 69 and responses were selectively evaluated by age, category and gender.

Key finding: Understanding channel preferences is key

Retailers and brands need to move beyond email to connect with consumers in multiple channels

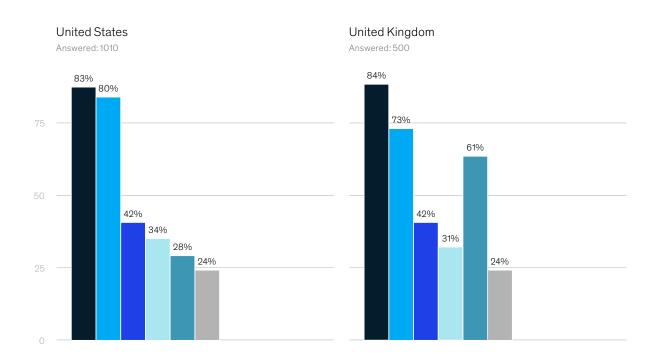
Asked to confirm which messaging channel they currently use several times a day, consumers appear to be happily communicating in multiple channels. Most popular is their personal email account. For shoppers in the US, France and the UK, this was closely followed by their social media accounts.

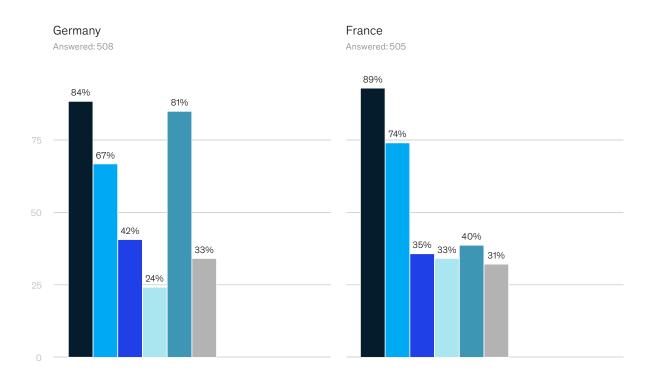
Interestingly, in Europe, shoppers appear to be enthusiastic users of WhatsApp Messenger and other instant messaging software programs (messaging apps).

German consumers, in particular, say it's now the second most likely channel they will use to connect and communicate, and it was the third most likely channel used by consumers in the UK and France.

Messaging channel usage

- Personal email account
- Social media accounts
- Mobile apps from retailers
- Mobile applications
 from brands
- WhatsApp or other messaging apps
- Business email account





Periscope® by McKinsey

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Messaging frequency – are consumers bombarded and sometimes overwhelmed?

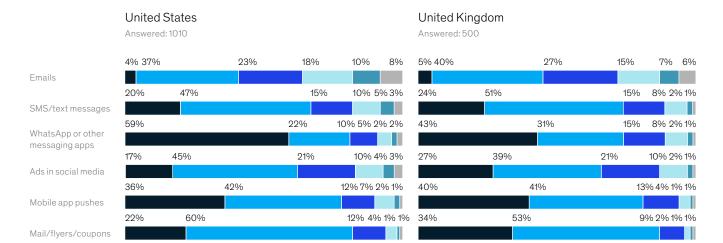
Having ramped up their personalization efforts, it's clear that retailers and brands have consumers firmly in their sights, with some shoppers receiving a deluge of communications in just about every channel. Typically, the average consumer told us

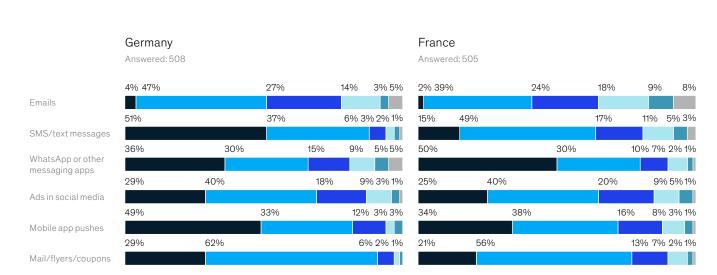
they get between 1–20 or more messages on various platforms on a weekly basis.

The sheer volume of email marketing messages alone must feel particularly overwhelming for those consumers in the US (18%), France (17%), the UK (13%) and Germany (8%) who say they receive between 100–200+ emails a week.

Commercial message frequency

- 0
- 51–100
- 1-20
- 101-200
- 21-50
- 200+





Which channels get consumer attention?

Asked what percentage of messages they had actually opened and read, there were clear cultural differences in relation to which messages in which channels won 'eye' time with consumers.

SMS/text messages stimulated high engagement levels with shoppers everywhere. In the US, it was the channel most likely to elicit an 'open and read' action, with 42% of all messages received being

opened and scanned. It was a similar story for consumers in France, who confirm they'd reviewed 45% of received SMS messages.

While SMS stimulated high open rates with consumers in Germany (57%) and the UK (40%), it was communications sent via messaging apps like WhatsApp that got the most attention in those markets. German shoppers read 67% of the instant messages they'd received, while UK shoppers reviewed 41% of communications sent to them in this channel.

Percentage of read commercial messages

Emails

Answered:

- Ads in social media
- SMS/text messages
- Mobile app pushes
- WhatsApp or other messaging apps Ads in social media

967 803 412 835 653 787

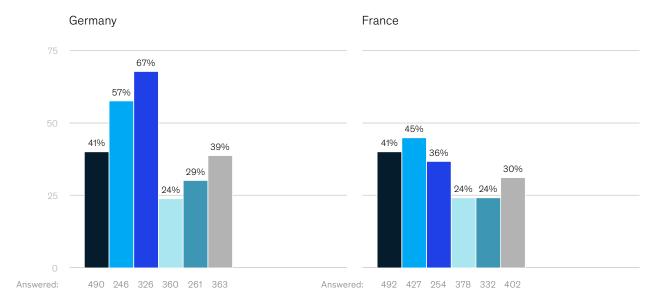
Mail/flyers/coupons

United States United Kingdom 42% 32% 31% 27% 20% 20% 18% 19%

Answered:

475 379 288 365 297 330

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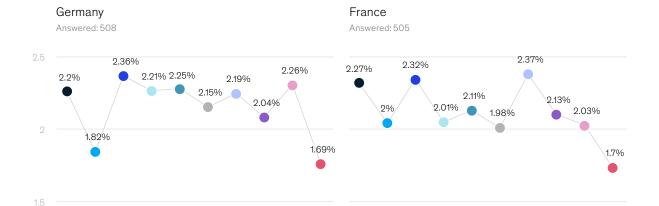
When consumers were given the option to select their top three preferred channels for receiving personalized messages, while email predominated in all countries surveyed, shoppers in the UK, the US and Germany identified coupons linked to their loyalty cards as their #2 choice, followed by either

WhatsApp (the US and Germany) or adverts on Instagram (the UK).

Consumers in France, however, selected the option of receiving adverts through their Instagram account as their #2 choice just ahead of coupons.

Preferred channel to receive messages

- Other
 Ads on Instagram
 Coupons (e.g., coupons provided)
 Ads on Twitter
 Tech applications in stores
 WhatsApp or other messaging apps
 SMS/text messages
 Ads on Facebook
 Emails
- **United States** United Kingdom Answered: 1010 Answered: 500 2.41% 2.36% 2.33% 2.25% 2.26% 2.19% 2.2% 2.23% 2.19% 2.21% 2.17% 2.1% 2.08% 2.12% 2.08% 2.04% 1.88% 1.86% 1.74% 1,68%



Key finding: Consumer goods and fashion lead the way to personalization

Opportunities are being missed: value is waiting to be captured by bars and restaurants

Asked to evaluate which types of companies had sent them personalized messages in the last three months, shoppers in all countries surveyed identified consumers goods brands and fashion retailers/

department stores as among the top three in the activity stakes.

Restaurants and bars were particularly proactive in the UK (#1) and the US (#2), while telecommunication providers took the top spot in Germany (#1) and were the third most active in their personalization efforts according to consumers in France.

Categories personalized messages received and desired categories for personalized messages

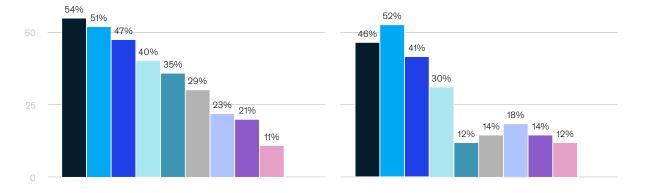
- Consumer goods brand
- Restaurants and bars
- Fashion retailer/dept. store
- Hotels, airlines, car rentals
- Insurance or financial services
- Telecommunication providers
- Fitness/health centers
- Utility/Service providers
- Other

United States

Answered: 1010

Categories personalized messages received

Desired categories for personalized messages



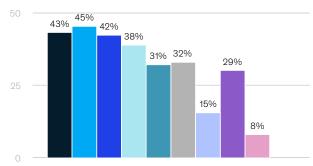
- Consumer goods brand
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- Telecommunication providers
- Fitness/health centers
- Utility/Service providers
- Other

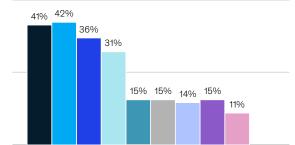
United Kingdom

Answered: 500

Categories personalized messages received

Desired categories for personalized messages



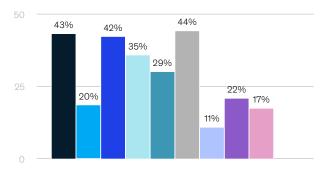


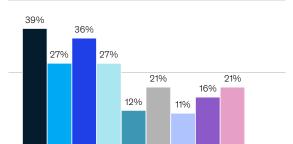
Germany

Answered: 508

Categories personalized messages received

Desired categories for personalized messages



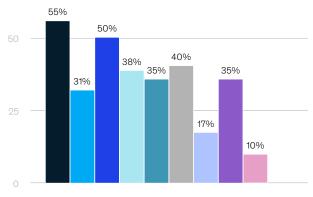


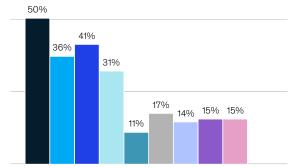
France

Answered: 505

Categories personalized messages received

Desired categories for personalized messages





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For the most part, when consumers were asked which types of company they would most like to receive personalized messages from, their preferences largely aligned with the types of companies that are reaching out to them on a regular basis. However, certain businesses are overlooking some valuable opportunities and need to up their personalization efforts accordingly.

For example, consumers in France and Germany ranked receiving personalized communications from restaurants and bars as #3 on their interest wish list. Yet in both countries, these types of companies appear to be less active than consumers would like.

Gender differences prevail – women more likely to welcome messages from fashion retailers but beware of stereotyping

Asked which types of companies they'd most like to receive personalized messages from, women showed a much stronger preference for hearing from fashion retailers than their male counterparts.

However, consumer goods brands resonated equally well with both genders. Travel-related and fitness and health categories also proved popular for both male and female consumers.

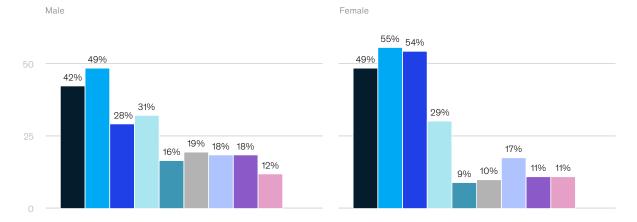
55% of women in the US versus 49% of men were significantly more likely to welcome personalized messages from restaurants and bars. Enthusiasm was also high amongst female respondents in the UK (42%), France (36%) and Germany (27%) in terms of wanting to hear from companies in this category.

Desired categories for personalized messages by gender

- Consumer goods brand
- Telecommunication providers
- Restaurants and bars
- Fitness/health centers
- Fashion retailer/dept. store
- Utility/Service providers
- Hotels, airlines, car rentals
- Other
- Insurance or financial services

United States

Answered: 1010



- Consumer goods brand
 - Restaurants and bars Fitness/health centers
- Fashion retailer/dept. store
- Utility/Service providers

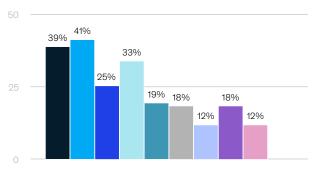
Telecommunication providers

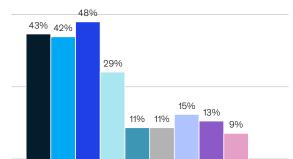
- Hotels, airlines, car rentals
- Other
- Insurance or financial services

United Kingdom

Answered: 500

Male Female

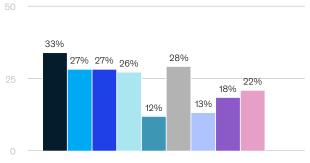


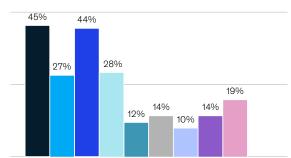


Germany

Answered: 508

Male Female

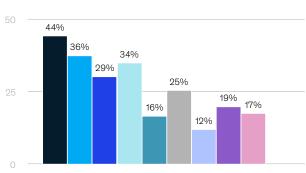


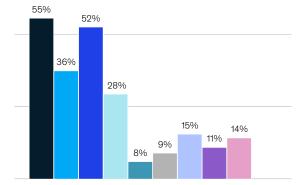


France

Answered: 505

Male Female





Delivering the right message type: value-add communications that resonate with consumers

When exploring the personalized messages they'd received in the last month, consumers in all countries encountered the same top three communication types. These were reported as being:

- Similar product recommendations based on a previous search
- The offer of products that relate to their interests
- Retargeting the exact product that was previously searched

The least common types of communication encountered included location-based offers or updates on stock availability.

Most common personalized content and most appealing type of personalized content

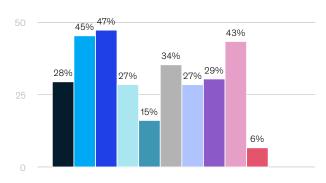
- Contained your name
- Products related to interest
- Similar product recommendations based on purchase/search
- Based on your location
- Products left in stock
- Updates on availability/price
- Reminded about a special offer
- Basket/repeat purchase reminder
- Retargeting of the exact product
- Other

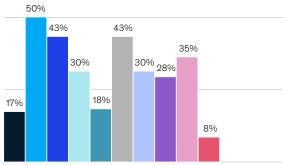
United States

Answered: 1010

Most common personalized content

Most appealing type of personalized content



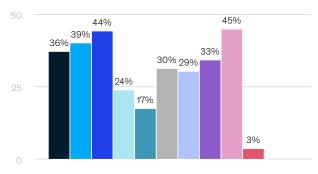


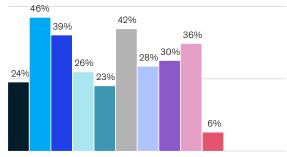
United Kingdom

Answered: 500

Most common personalized content

Most appealing type of personalized content





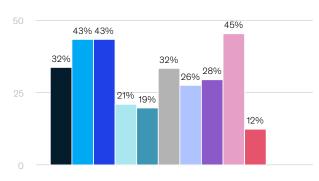
- Contained your name
- Products related to interest
- Similar product recommendations based on purchase/search
- Based on your location
- Products left in stock
- Updates on availability/price
- Reminded about a special offer
- Basket/repeat purchase reminder
- Retargeting of the exact product
- Other

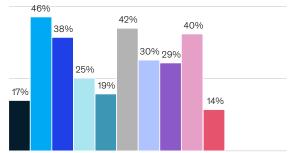
Germany

Answered: 508

Most common personalized content

Most appealing type of personalized content



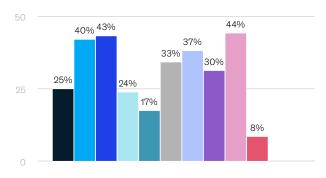


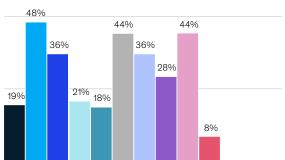
France

Answered: 505

Most common personalized content

Most appealing type of personalized content





Interestingly, 44% of UK women appear twice as likely to receive a prompt relating to items sitting in their basket or a repeat purchase reminder compared to their male counterparts.

In France (34%) and Germany (35%), women were also more likely to get these types of messages, while in the US a much greater parity between men and women was observed.

Most common personalized content by gender

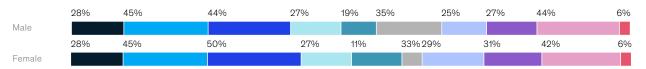
- Contained your name
- Updates on availability/price

Other

- Products related to interest
- Reminded about a special offerBasket/repeat purchase reminder
- Previous purchases/searches
- . .
- Based on your location
- Products previously searched for
- Products left in stock

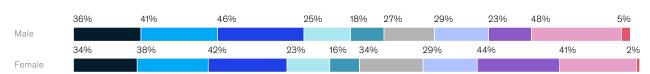
United States

Answered: 1010



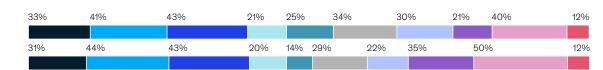
United Kingdom

Answered: 500



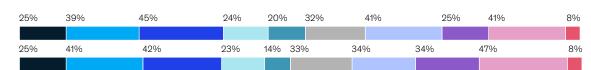
Germany

Answered: 508



France

Answered: 505



Female

Male

Male

Female

Evaluating which personalized content held the greatest appeal for them, consumers in all countries said they most wanted to receive messages about products relating to their interests. Recommendations related to a previous search also ranked in the top 3 for shoppers in the US (43%) and the UK (39%), while referring back to an exact product for which they'd previously searched resonated with consumers in France (44%) and Germany (40%).

However, it was updates relating to product availability and/or price that proved particularly popular in all four markets, taking the #2 spot with 42% of shoppers in Germany and the UK, and was identified as the third most relevant message type by 44% of consumers in France and 42% in the US. Perhaps unsurprisingly, consumers were less concerned about receiving messages that were personally addressed to them by name but that provided no further relevant personalization. Brands and retailers should take note and refine their messaging strategies accordingly.

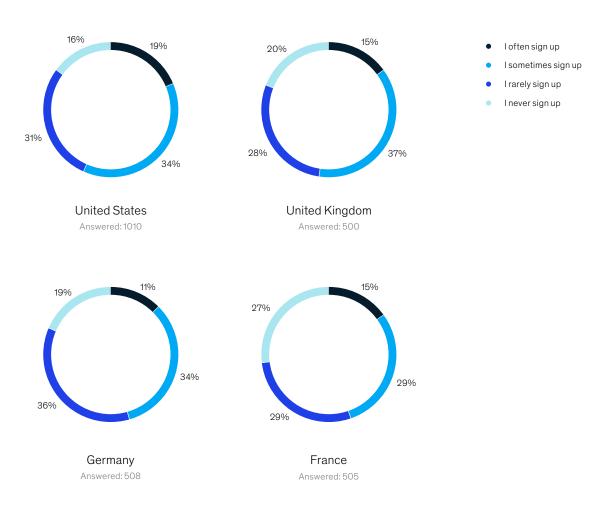
Key finding: Consumers sign up to personalization

Consumers are discerning in their choices—and want control over who they sign up with

The research findings highlight how many of today's consumers are more than willing to opt in to receiving personalized communications via SMS, email or social media from the brands and retailers that they know.

An impressive number of shoppers in the US (53%), the UK (52%), Germany (45%) and France (44%) say they often or sometimes sign up to personalization. Shoppers in the US were the most prepared to opt in to personalization; indeed, one-fifth (19%) say they frequently do so. Meanwhile, consumers in the UK, France and Germany appear slightly more inclined to keep brands and retailers at arm's length, only opting into personalized messaging on a selective basis.

Personalized message subscription



Subscription rates are high among those aged 18–39 – but don't dismiss other age groups

Shoppers aged 18–39 proved the most eager to sign up to receiving personalized messages. That was especially the case in the US, where 24% of those aged 18–29 and 28% of those aged 30–39 admit they frequently respond to invitations to subscribe.

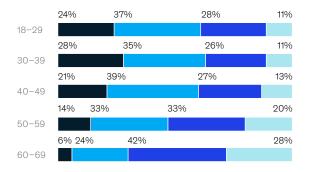
But retailers and brands should not dismiss other age groups. Those aged 40–49 in the US (21%) and the UK (20%) are also frequent responders to personalization invites. What's more, an impressive number of consumers in this age cohort in the US (39%), Germany (39%), France (33%) and the UK (29%) say they sometimes do so.

Personalized message subscription by age

- I often sign up
- I sometimes sign up
- I rarely sign up
- I never sign up

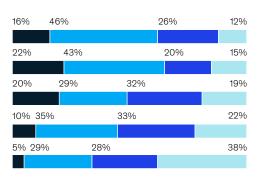
United States

Answered: 1010



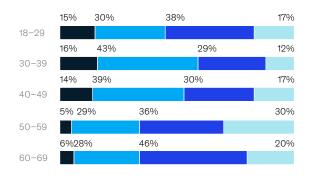
United Kingdom

Answered: 500



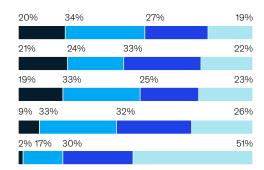
Germany

Answered: 508



France

Answered: 505



Key finding: mass marketing techniques fail to please

Brands and retailers fall at the segmentation hurdle

Today's consumers expect hyper-individualized communications that are both relevant and personal to them. But our research indicates that, while brands and retailers may have upped the volume of their personalization efforts, they're struggling to move beyond techniques like basic segmentation and find a way to get more granular in understanding each individual consumer's preferences — and sometimes even fail to get the basics right. As far as shoppers are concerned, frustration levels are high when it comes to receiving offers and tailored suggestions based on their very individual wants and needs.

Consumers in all countries said that most communications they receive still feel like mass marketing messages that weren't created with them in mind (France 47%; the UK 42%; Germany 40%; the US 36%). This very much mirrors the findings from our 2018 personalization report². In that, when asked how often shoppers found the personalized messages they received to be truly personal, relevant and intriguing, around 40% reported that messages only sometimes captured these characteristics. This year's results reveal that, 12 months on, retailers and brands are still failing to get it right.

Segmented vs Individualized



Consumers Value Personalization – Up Your Game to not Miss the Opportunity, May 2018 https://www.periscope-solutions.com/download.aspx?fileID=3478

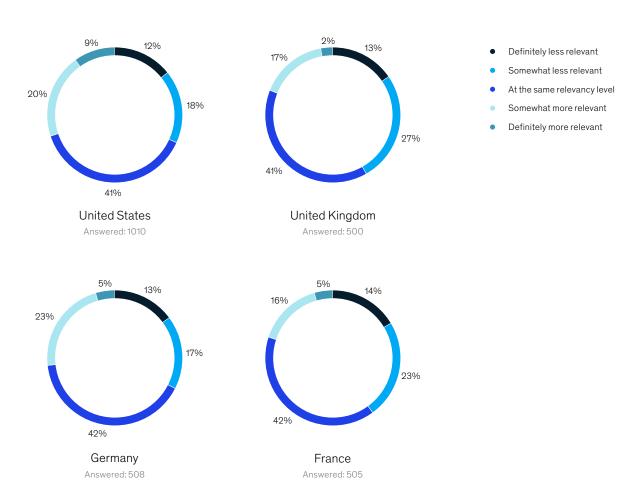
When it came to the personalization efforts of those retailers and brands with whom they often shop or interact, consumers said there was little to indicate that these companies understood them any better.

The majority of consumers in France (42%), Germany (42%), the UK (41%) and the US (41%) said they'd noticed no discernible difference in the relevance of personalized communications received from these companies compared to others. Indeed, evaluating the messages they'd received from brands and

retailers with whom they interact regularly, a remarkably high number of consumers in the UK (40%), France (37%), the US (30%) and Germany (30%) felt that messages from them were definitely or somewhat less relevant to them as individuals.

Clearly, personalization efforts based on broad segmentation alone, rather than an individual's specific interests and historical purchasing behavior, fail to hit the mark as far as consumers are concerned.

Known brand message relevancy



Key finding: Fine-tune personalization to boost consumer engagement

Personalization triggers an impressive response—31% of consumers are prompted to act

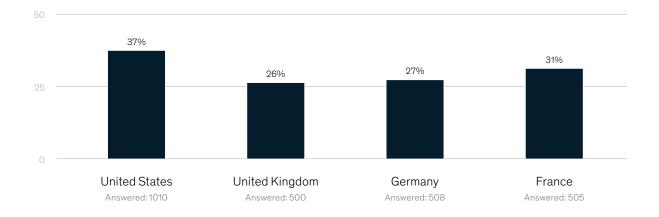
Despite the fact that shoppers say the vast majority of personalization messages they receive often miss the mark, an impressive number were still prompted to check out an offer or make a purchase.

Around one-third of messages received by US (37%) and French (31%) consumers had stimulated them

to act. Meanwhile, around one-quarter of messages received by German (27%) and UK (26%) consumers urged them to respond.

The learning point for retailers and brands is clear. Taking personalization efforts to the next level represents a significant opportunity to further drive up consumer engagement and reap the resulting rewards.

Percentage acting on personalized communication



Deals represent a top motivating factor for consumers

Asked what motivates them most to act on a personalized communication, taking advantage of an offer that saves them money topped the list for consumers in the US (61%), the UK (59%), France (54%) and Germany (49%).

Messages about products they wanted to buy proved the #2 motivating factor for consumers in the US (47%) and the UK (45%), followed by

communications about products in their price range (42% in the US and 41% in the UK).

The number #2 motivating factor for consumers in Germany (48%) and France (47%) proved to be messages about products that match their personal tastes. Taking #3 spot for 45% of consumers in Germany were communications on products they wanted to buy, while 42% of shoppers in France were motivated by notifications about products within their budget range.

Reasons to act on personalized messages

Product fits your taste The location is convenient Product you wanted to buy anyway Product is within budget range It is a great deal It is from the brand you love It is a short-term offer Simplifies purchase process Other It is a unique offer **United States** Answered: 1010 63% 37% 42% 19% 47% 32% 18% 22% 17% 2% United Kingdom Answered: 500 37% 41% 59% 27% 20% 20% 45% 32% 18% 1% Germany Answered: 508 48% 39% 49% 35% 16% 17% 45% 29% 17% 4% France Answered: 506 47% 42% 54% 30% 23% 31% 12% 41% 18% 2%

Amazon's personalized marketing efforts delight most but fail to engage some

We asked consumers to tell us which brands, retailers and service providers send them personalized messages that they really like. And it was Amazon that was most named by consumers in every country surveyed, followed by Walmart and eBay in the US, and eBay in the UK and Germany.

Interestingly, Amazon and eBay were also the brands identified by consumers as being most likely to send out personalized messages that annoy them, indicating that there are improvement opportunities even for the leading brands.

Key finding: Know where to draw the line with personalization

The privacy/personalization trade-off—Understanding the consumer perspective

Consumers are more than willing to share key pieces of their personal information with companies in order to get personalized offers and more targeted messages. In doing so, they trust that brands and retailers will use this information appropriately to move beyond one-sizefits- all offerings to communications that relate to their own individual interests.

Given the high levels of marketing messages shoppers perceive as irrelevant 'spam', retailers and brands have a golden opportunity to initiate progressive personalization strategies that improve the lives of customers and deliver communications that are both customized and timely.

In terms of the information they're most comfortable sharing, email addresses topped the list with the majority of consumers in all countries surveyed, followed by basic personal data like name, gender and birth date. Around a quarter of consumers in all countries were also happy for retailers and brands to use their previous online shopping behavior or answers they've provided to questions about their taste preferences for personalization purposes.

Type of data consumers are willing to provide

Answered: 506

40%

24%

28%

19%

15%

9% 7%

18%

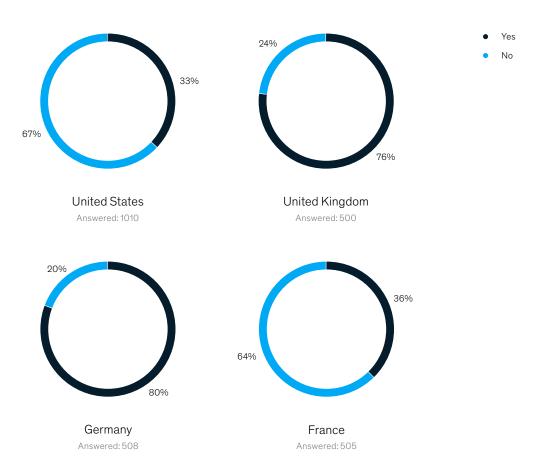
56%

Email address Phone number Basic information Detailed personal information Shopping history Access to social media profile Access to your financial transactions Answers on your preferences None of the above United States Answered: 1010 62% 48% 33% 31% 21% 14% 12% 6% 13% United Kingdom Answered: 500 58% 40% 36% 28% 13% 19% 9% 6% 15% Germany Answered: 508 69% 41% 29% 25% 14% 13% 7% 4% 11% France

However, comfort levels decrease significantly in relation to handing over more sensitive data like phone numbers or access to social media profiles and financial transactions. So, while consumers want more personalization, they're concerned about the level of data attributes they have to share to get it.

Indeed, consumer awareness about their data privacy rights, as enshrined by the EU General Data Protection Regulation (GDPR), was impressively high in all European countries we surveyed. Even in the US, one-third of consumers were aware of GDPR and, presumably, would be likely to have a heightened understanding of their local data privacy rights.

GDPR awareness

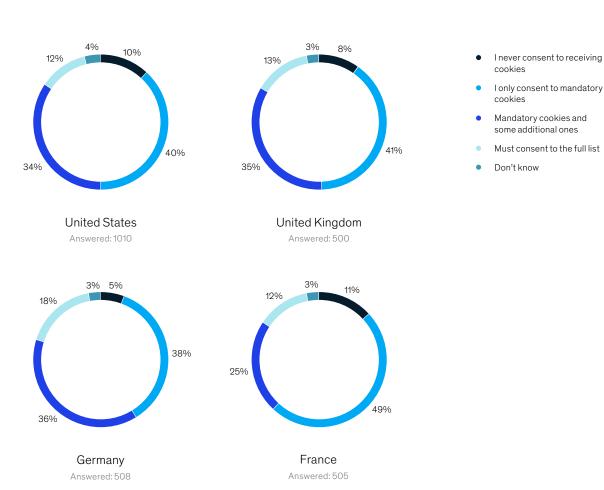


Consumers take action to protect their privacy

This heightened awareness goes some way to explaining why consumers are limiting the amount of casual digital data exchange they engage in with companies, actively tweaking their security settings for everyday search tasks in a bid to minimize spam and reduce security risks.

For example, the majority of consumers surveyed in all countries now only accept the mandatory cookies required to assure a website's general usability.

Consent to cookies



Similarly, between 55% and 60% of the shoppers we surveyed in France, Germany, the UK and the US employ ad blockers to eliminate annoying pop-ups and unwelcome adverts on the websites they visit.

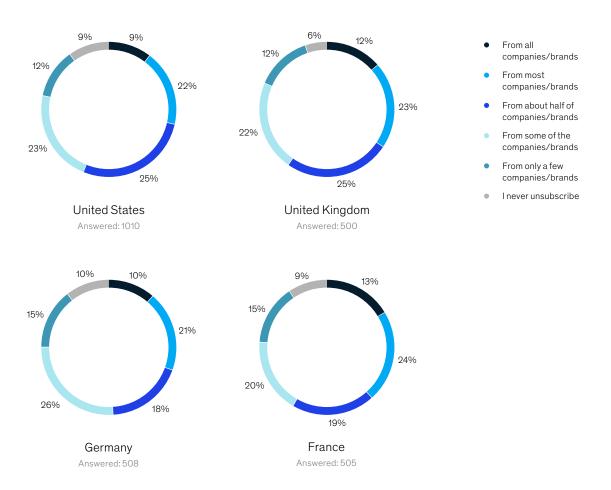
Adblocker usage



Why one-third of consumers unsubscribe

Around one-third of consumers in all countries admit they unsubscribe from all or most of the brands and retailers that invite them to sign up to personalized messages. The remaining 70% are much more selective in their choices.

Unsubscription frequency



Asked to identify what drives them to unsubscribe from receiving personalized communications, the top reasons given by consumers included receiving messages:

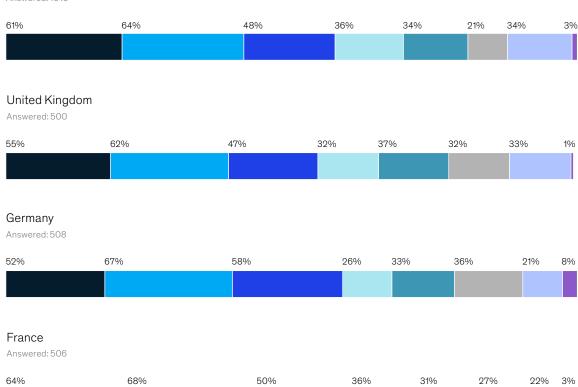
- Too frequently
- That they hadn't signed up to
- That provide offers relating to items that don't relate to their tastes

Reason to unsubscribe

- Have not signed up for
- Communicated too often
- Receiving offers for items that don't match my taste
- Raises a privacy concern
- Same message different channel
- Already made the purchase
- Creepy
- Other

United States

Answered: 1010



When personalization gets creepy

While shoppers recognize that brands and retailers are using their data to target and personalize messages, they're definitely unsettled when they feel their digital or personal privacy is being invaded.

Unsolicited communications from companies they don't know was a top issue for US consumers (41%) and the second biggest cause for concern for German shoppers (39%). However, it was the unsettling eeriness of location-tracking messages that caused the most anxiety for German (40%) and UK (40%) shoppers and was listed as the second greatest cause for apprehension among French (41%) and US (40%) consumers.

Getting a message within seconds of undertaking a purchase or having conducted an online search also made shoppers uncomfortable; it was identified as the second most likely cause for concern by consumers in the UK (38%) and #3 in the list of creepy personalization attributes identified by French (37%) and US (39%) shoppers.

The cross-sharing of their browsing history also proved a top issue for 42% of French consumers, while the cross-sharing of profile information was the third most likely thing to disturb 37% of German shoppers.

Reasons for messages appearing creepy

Retargeting based on website Lack of knowledge Cross-sharing browser history Location tracking Cross-sharing purchase history Information derived from voice Cross-sharing profile information Other Immediacy United States Answered: 1010 29% 38% 29% 30% 39% 41% 40% 29% 5% United Kingdom Answered: 500 27% 33% 30% 35% 40% 28% 28% 38% 3% Germany Answered: 508 24% 32% 30% 37% 34% 39% 40% 22% 8% France Answered: 506 31% 42% 32% 29% 37% 31% 41% 23% 8%

Clearly, there's a fine line that needs to be walked when companies use consumer data and their knowledge of customer habits to power their marketing programs—especially when it drives forms of hyper-personalization that can make shoppers feel paranoid or like they are being monitored in an uncomfortable way.

Too close for comfort

Taking a look at whether certain types of personalization were more likely to spook men versus women, the survey findings reveal impressive gender parity in relation to the top attributes viewed as most creepy in each country we researched.

However, and perhaps unsurprisingly, women were noticeably more likely than men to find receiving location-based messages more intrusive and unsettling.

Reasons to find creepy by gender

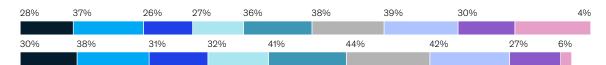
- Retargeting based on website
- Lack of knowledge
- Cross-sharing browsing history
- Location tracking
- Cross-sharing purchase history
- Information derived from voice
- Cross-sharing profile information
- Other

Immediacy

United States

Answered: 1010

Male Female

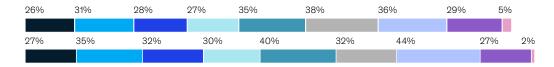


United Kingdom

Answered: 500

Male

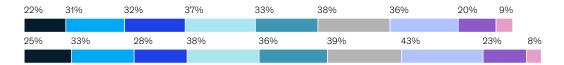
Female



Germany

Answered: 508

Male Female

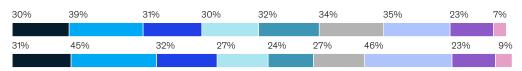


France

Answered: 506

Male

Female



Conclusion

Today's shoppers are impervious to mass marketing techniques and expect personalization that truly reflects their preferences. But how can retailers and brands take personalization to the next level to meet growing consumer demands?

One thing is for sure. Personalization does not equate to overloading consumers with high volumes of messages and communications that are not relevant or timely, or tailored to their individual likes and tastes.

Consumers are exhausted by the growing frequency and number of messages that they encounter in every channel. Prepared to trade off their personal data to get the personalization they desire, they're looking to brands and retailers to truly know who they are and add value to their lives.

Whether that's delivering highly selective and targeted communications that save them time and money or helping them navigate the myriad of choices that confront them whenever they need a specific product or service.

With privacy increasingly top of mind for consumers, having control over personalization is becoming key for shoppers looking to curate their experiences and limit unwanted intrusions on their time. This means retailers and brands need to ensure they engage in dialogues with customers that deliver transparency on how their data is used – ensuring they deploy intelligent personalization techniques that don't alienate current and future customers.

To be successful with personalized messaging, companies should employ the following approach:

Initiating end-to-end personalization Data: Build a Rich Real-Time View of the Customer and involve them in the process

- Build a data foundation that delivers a rich customer view. Collect customer data onto a single platform, using advanced analytics to process and AI to refine this data. Mine this data to create relevant and personalized messaging that demonstrates empathy and understanding of a customer's needs and shopping preferences.
- To help overcome consumer data privacy fears, offer shoppers opportunities to share their individual wants and likes. Engage in feedback on how happy they are with the products they have purchased, and what other options they'd like to buy in the future.

Decisioning: Identify Meaningful Personalization Opportunities

- Less is sometimes more especially where email is concerned, and email is an easy platform for consumers to dismiss if the messages they receive rarely relate to their interests. Consider reducing the volume of emails sent and applying decisioning engines to ensure every message is triggered by the behavioral clues that flag a true personalization opportunity.
- Keep in mind that personalization goes beyond simply using someone's name and try to move beyond basic personalization strategies and antiquated 'list pull' segmentation practices.
 Instead, deploy adaptive modeling and nimble data utilization so that you can scale up the delivery of personalized interactions that are meaningful.

Design: Test and Learn to Refine Your Approach

- To find the right content for each customer at a given time and channel, create hypotheses on what offer will work on an individual customer, on which channel, and when. Test out these hypotheses and improve your outreach approach, depending on the outcome. For example, ideally showing different landing pages and using tailored/individual message layouts.
- Always seek to understand what equates to value from a customer's perspective — for customers, the value of personalization is all about getting relevant messages in a timely manner. It's a balancing act that depends on customers trusting brands and retailers with personal information in return for insights and decisioning support that's tailored at an individual level.

Delivery: Combine Messaging Platforms to Boost Engagement Rates

- Take advantage of alternative channels like text/SMS and Instagram and try out different combinations of messaging platforms to increase engagement rates.
- When it comes to location-based messages, exercise sensitivity and caution because, while catching consumers in shopping mode can create significant gains, appearing invasive may have a negative impact. Make sure you have built the appropriate trusted relationship and tested out the waters before you push the button for location-based messages to an individual shopper.

About Periscope®

Founded in 2007, the Periscope by McKinsey platform combines world-leading intellectual property, prescriptive analytics, and cloud-based tools with expert support and training. It is a unique combination that drives revenue growth, both now and into the future. The platform offers a suite of Marketing & Sales solutions that accelerate and sustain commercial transformation for businesses. Periscope leverages its world-leading IP (especially from McKinsey but also from other partners) and best-in-class technology to enable transparency into big data, actionable insights, and new ways of working that drive lasting performance improvement and a sustainable 2–7% increase in return on sales

(ROS). With a truly global reach, the portfolio of solutions comprises Insight Solutions, Marketing Solutions, Customer Experience Solutions, Category Solutions, Pricing Solutions, Performance Solutions, and Sales Solutions. These are complemented by ongoing client service and custom capability-building programs.

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