OUR SESSION TODAY

A **practical** session, not theoretical

**Interactive**, not a seminar. Ask as many questions as you like!

Getting **the basics** right, and shunning the shiny

Carving your way through the Digital noise by **knowing your numbers**

Grounded in **proven commerciality**, never ‘marketing for the sake of marketing’

Focusing on the **present and short-mid term**, rather than the long term

**Putting the consumer first**
Today’s Consumer (10)

Introductions, your Digital set up and Company Objectives (30 – 15/15)

Land Securities Digital Landscape (5)

Starting to develop a Strategy (5)

Break (10)

Channel Review & Checklist – Web, Email, Social, Mobile & Apps, In-Scheme Systems, Third Party Listings (40)

Innovation & New Trends (20)

Break (10)

Recap (5)

Outcomes and Indicators of Success (5)

Land Securities Roadmap (10)

Your takeaways (20)

Conclusions (10)
How do I design an engaging shopping experience around today’s consumer?
Significant growth is still expected to come from offline shopping channels for the next 4 years and the importance of online influence on these purchases is key.

<table>
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<th></th>
<th>2013</th>
<th>2017</th>
<th>GROWTH</th>
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<tbody>
<tr>
<td>E-COMMERCE SALES</td>
<td>£29BN</td>
<td>£52BN</td>
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<td>M-COMMERCE SALES</td>
<td>£5BN</td>
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<td>STORE SALES</td>
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<td>£276BN</td>
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<td>MOBILE INFLUENCED STORE SALES</td>
<td>£18BN</td>
<td>£41BN</td>
<td>127%</td>
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Source: Deloitte Digital, 2012
Physical stores remain the centerpiece of a consumer purchasing journey and in nine out of eleven categories, the store purchase is favoured. Showrooming is a behaviour felt most keenly in the online sphere.

Source: Econsultancy, 2013
How does today’s new consumer consume media?

Proportion of all media use through each device, by age group

Amount of media consumed (minutes per day)
“The Omni-Channel customer will spend, on average, 15-30% more than someone using just one channel.”
WHY AN OMNI-CHANNEL CONSUMER?

Average annual dollars spent per customer by channel (apparel example)

JC Williams Group, 2013, Apparel Segment
All communication channels are **interchangeable**

Choice of channel is often **context driven**

The end consumer **controls their own journey**

**Hierarchy of content may change** in reaction to context

Messaging, delivery and voice must **flow consistently** across all channels
Let's get to know each other
15 minutes
Who you are & your company
Plan B
Company's key objectives
Perception of Digital
Time spent on Digital each day, week or month
Key challenges
Jot down the Digital channels you use
15 minutes

Who you are & your company

Plan B

Company’s key objectives

Perception of Digital

Time spent on Digital each day, week or month

Key challenges

Jot down the Digital channels you use
Our thoughts are aligned to three wider business strategies.

**The Land Securities company vision**
Everything we do as an organisation should be about aiming to lead, using Digital Marketing to support our Retail strategy of Dominance and Convenience. We return value to the business by ensuring our occupiers trade well, which effects ERV and in some cases, turnover.

**A new approach to Consumer Retail Marketing**
Creating compelling, competitive and coherent brand propositions and delivering activity designed to drive occupier sales and improve asset performance.

**An Omni-Channel approach**
To build an online presence we need to get the basics right, looking to channels that can deliver short-term commercial impact, mass reach and rapid growth. The more engaged the Omni-Channel consumer is, the more often they shop, and the more they spend. We must attract, engage and nurture those high-value customers, developing insight to build toward a long-term Big Data methodology.
Touchpoints in the Land Securities Digital landscape

Web
Email
Social
Mobile, Tablet & Apps
In-Scheme Systems
Third Party Listings
Starting to develop a plan of attack

**Know your numbers**- which channels bring mass engagement?

**Get the basics right** and make each channel work hard for you

**Link each channel** you have and ensure the message is compelling, competitive and coherent

Bear in mind that today’s **consumer is impatient**

Focus on channels which can make a **commercial difference** to your business

**Observe new trends but shun the shiny**
2 CHANNEL REVIEW
Our Retail websites remain the hub of our customer’s online journey with a combined visit total of up to 1,072,000 visits per month.

However, they must **evolve to support two user-centric journeys;**

**To educate**
We will amend usability and design to prioritise key visit information. This will include amendments to the navigation, quickly serving up opening times, directions, parking or store listings and ending in a compelling call to action.

**To engage and persuade**
We will entice the undecided shopper with a suite of engaging content.
To educate the decided- hygiene factors

Opening Hours

Location

Occupier Listing

Parking

Jobs & Opportunities

Special Offers
To engage and persuade the undecided-content and omni-channel

What’s On Blog
Imagery & Video
User Generated Content
Events
Social Media- Links and Integrations
Sign Ups
Press Releases
Web- A Health Checklist

Traffic- up or down YOY?

Home bounce rate- above 70%, above 50%, above 30%?

Top Exit Pages- as expected?

Sessions/Month- are you changing your content too often/not often enough?

Dwell Time- how long are your customers spending? What are you asking of them?

Pages/Session- how deep is the content you need your users to see?

Devices- how does your site render on the most popular devices? Too much copy?

Static or responsive design- are the site metrics better or worse across different device types?
In the UK 34% of consumers say they check email compulsively, with 82% of consumers checking email at least once a day, going up to 90% in the over 35s.

Only 8% of UK consumers are reading every marketing email they receive and 43% read fewer than half of emails sent by marketers. Think consumer first!

Our existing combined Shopping Centre database sits at 201,000, against a portfolio footfall of over 12 million per month (1.7%).

The opportunity ahead of us is therefore significant. We will;

Significantly grow an active database of customers who shop in our centres

Introduce an Online Buying Guide format for our emails, to provide an incentive for signing up and a voice for the retailers

Launch triggered emails to encourage continual, automated conversation and engagement with our customers
Email - Provide a service, don’t be part of the ‘noise’

**Why** - should the consumer sign up to your newsletter?

**What** - service or benefits will they receive?

**Who** - are you aiming your newsletters at? Don’t forget you can segment and target.
Email - only as good as your data

**Opt In** - has your user explicitly opted in?

**Source** - always collect the source and opt in date

**Target Group** - attract a database of interested, mobilised shoppers. Be wary of competitions.

**Insightful data** - balance of insight and speed of sign up

**Hard bounce, soft bounce and unsubscribes** - set your rules and automate

**Review** - learn from behaviour and store data

**Personalise and segment** - collect data which you can act upon to improve all KPIs

**Data Capture** - wherever your consumer is
Email- A Health Checklist

**Mobile First**- image-based and snappy copy. Host ‘sticky’ content on website

**Create hierarchy**- what do you want your consumer to do

**Omni-Channel ecosystem**- how does your newsletter fit into your Digital offering. Familiar navigation and social media.

**Links**- do they drive through to relevant landing pages

**Alt tags and image rendering**- before downloading the images, does your content make sense. Are your images compressed?

**Call to action**- use immediacy to drive a reaction or engagement

**Personalise and segment**- use data to personalise experience

**Automate**- create a conversation, without generating extra work, by setting a script
The introduction of SMS represents an entirely **new channel** for Land Securities. It is a highly cost effective and efficient media channel, shown to deliver outstanding double digit response rates.

We will use SMS to acquire data and broadcast Retailer and Centre marketing messages for improved consumer engagement and Retailer sales.

Trial to be launched within Email CRM in 6-12 months.

90 million UK SMS sent and received every day

97% of UK SMS read within 4 minutes
Users who engage on Social Media sites spend more in an offline environment.

Source PWC, 2012

(However, it is also true that only 18% of Social Media users have purchased a product directly as a result of a post on a network)

Social media is therefore a means of ‘warming up the consumer to the shopping experience’.
Open all hours – Highest number of interactions occurs between 7-10pm on a Friday, And with 71% of consumers purchasing products online after normal business hours, Social provides ‘round the clock’ communication when our Centre doors are closed.

Data Mining- profile your consumer, gain insight to their interests, use Facebook sign in where possible

Target- marketing can be highly targeted for great engagement

Tie your channels together- publish your newsletters, encourage sign up, flow campaigns across all media.

Data Capture- Tools such as Woobox make this extremely easy and engaging at a low cost

Highly invested- Study conducted by Havas unveiled ‘loving’ relationship with our Shopping Centres.

Use to drive engagement, warming up to the shopping experience, and insight
We use two main Social Media channels to build mass and scale.

**Facebook** - over 1.3 billion active monthly users, 1 out of every 7 internet minutes is spent here. Over 50% usage on mobile. Only 7% of accounts aren’t active.

**Twitter** - over 255 million active monthly users, 500 million tweets sent per day. Over 70% usage on mobile.

Facebook followers now total 270,516 – an increase of 43% (Oct 13 - Mar 14).  
Twitter followers now total 99,749 – an increase of 10% (Oct 13 - Mar 14).

We will continue to use Social Media as a means of ‘warming up’ customers to the shopping experience offline;

**Align Social** within the Digital Channel mix, delivering a consistent, fluid look, feel and tone of voice

**Trial sales driving** directly from Social channels

**Link in an Omni-Channel way**, driving traffic to Email Sign Up, Tripadvisor, Google Places etc.
1) **Make your page easy to find** - does it have a friendly URL? Do you reference it on all other channels?

2) **Grow your audience** - add a ‘Like gate’, run brand-specific competitions, ask your audience to share with their friends, consider tools such as Woobox, run extremely targeted paid advertising for optimal ROI, drive sign up

3) **Watch your edge ranking** - consolidate posts, keep quality high, publish content with an action in mind, review your analytics regularly

4) **Ensure you’re clear on Facebook’s place in your marketing strategy** - what will your audience receive? Do they become VIPs? How can you speak to them differently? Track online to offline conversion for improved understanding of the channel’s commerciality. Provide customer service but take difficult conversations offline

5) **Consider the mobile-first philosophy** - be visual, keep copy snappy, prioritise the messages you want your audience to see
1) Make your feed easy to find- does it have a friendly URL? Do you reference it on all other channels?

2) Grow your audience- run brand-specific competitions, ask your audience to re-tweet, run extremely targeted paid advertising for optimal ROI, use hashtags and hashtag search to unite your audience and track activity

3) Get involved in the conversation- join conversations confidently and use your tone of voice most strongly here, observe and use trending topics where appropriate, never hi-jack serious subject matter and approach automation with caution

4) Ensure you’re clear on Twitter’s place in your marketing strategy- what will your following receive? Do they become VIPs? Track online to offline conversion for improved understanding of the channel’s commerciality

   Provide customer service but take difficult conversations offline, set expectations for replies

5) Add richness with media- tiny urls, vine, instagram, twitpics
Social Media- Ones we’re watching

**Instagram** - 200 million monthly active users up from 100 million in September 2012. First ‘commercialization’ trials occurring.

**Pinterest** - approximately 40 million monthly active users. Great conversion- double the spend

**Google +**

![Bar chart showing active users versus registered users for Q4 2012 and Q4 2013.](chart.png)

- **Q4 2012**:
  - Active Users: 223M
  - Registered Users: 435M

- **Q4 2013**:
  - Active Users: 359M
  - Registered Users: 1.15B
You are personally responsible for any content you publish online, whether in a blog, social platform or any other form of user-generated media. Please be mindful that anything published will remain permanently in the public domain. Even content which is deleted, is capable of being stored and found by other users.

Be respectful of others. Never use slurs, make discriminatory remarks, harass or be derogatory or dismissive of others and their opinions. Ensure that any third party content being linked or referred to also holds true to these same principles.

Safeguard privacy of the company and other users. Never disclose commercially sensitive, anti-competitive or confidential information. Do not publish contact details where they can be widely used by those you did not intend to see them. If you are unsure whether the information you wish to share falls within one of these categories, discuss it with your line manager or central Digital Marketing team.

Add value to the online social sphere by creating interesting posts, content or responses which others want to engage with and share. Build connections, communities and take part in the conversation.

Observe the small print. Be aware of social media platform and third party platform terms and conditions and comply with those terms of use.
Personal social media As a representative of Land Securities, you will be expected to uphold and support our reputation as the leading property company with best class in people, teams and processes, even when using a personal social media account. We would ask that you refrain from controversial language or behaviour, especially in reference to Land Securities.

Don’t get into hot water by starting, engaging with or escalating heated discussions or posting controversial content. If you feel uneasy about something you are going to publish, discuss your concerns with a line manager or member of the digital marketing team first. Avoid subjects such as politics, crime, religion and polarising social or sports events.

If content generates a negative response be conciliatory, respectful and quote facts to lower the temperature and correct misrepresentations. Be the first to admit your own errors. Take heated discussions into a private forum or direct messaging inbox. If another user posts negative content, please speak to the Digital Marketing Team for advice on how to deal with it. Deleting a post can often be inflammatory and this course of action should not be undertaken unless that content is discriminatory, derogatory or offensive.

Represent Land Securities with pride and be mindful that social content on the company and all brands will affect external perceptions of us as a company. Be positive and encourage positive interaction.

Good housekeeping is essential. If you participate in social media activities as part of your job, do not use personal accounts to administrate Land Securities content. Please be aware that these business accounts and the resulting contacts remain the property of Land Securities solely.

Have fun. Social Media is a place to have conversations and build connections, whether you're doing it for Land Securities or for yourself.
The majority of our Web visits now occur on a Mobile or Tablet. This percentage is nearly doubling year on year.

Research at Buchanan Galleries found that 80% of mobile searches on the Scheme took place in the near area. Users were looking for retailer listings throughout the day and opening times toward the end of the day- mobile and tablet user requirements change according to context.

As a key force of change, we will focus on Mobile and Tablet and;

**Move to a responsive design**
to cater for our growing Mobile and Tablet visitor base and their context based behaviour

**Flex the hierarchy of content**
according to device and context, to serve up relevant information and improve experience
Move to a responsive design

May require a site rebuild due to the different code bases but is an essential development and investment.

86% of users would leave a site immediately which didn’t render for their device

60% of our newsletters are opened on a mobile
To have success and longevity, any Application, and future iterations of that App, must:

**Meet a need** for the Centre and the Customer

**Be adopted** and managed internally with a long term proposition

**Undergo consistent improvement** in response to analytics

In response to this we will:

Re-imagine the Trinity Leeds App as a **Loyalty scheme**, designed to increase footfall, frequency spend and Omni-Channel engagement.

Manage this closely internally, *adding newness regularly* and *responding to analytics* for continual improvement.

This App Loyalty scheme will also allow visibility of shopper spends and browsing habits, contributing to the **Big Data** goal.
Our Wi-Fi is currently provided by The Cloud, a Sky owned company. As Land Securities are the third party, we receive a lower email opt in than we would receive on a proprietary system.

By managing Wi-Fi through our own systems or new agreements, we will improve data acquisition and user experience.
79% of UK consumers have used Click & Collect in the past twelve months. At Christmas, 41% of John Lewis online orders were delivered via Click and Collect. The Marks & Spencer website now sets ‘Deliver to Store’ as the default service.

Click & Collect represents a growing channel and opportunity to drive footfall, frequency and incremental sales.

Trial to be launched at Trinity Leeds and St David’s in the next 3 months.
Digital Screens

Retailer promotions run on existing screens have been proven to deliver huge return. At Trinity Leeds, Boots attributed £5,000 incremental sales (+120%) to one Digital Screen campaign alone.

When used as brand builders, there has been no material commercial improvement.

We will continue to primarily use this Channel as a conduit for Retailer offers, marketing messages and sales-driving activities in relevant Centres.
61% of customers read online reviews before making a purchase decision. They are also referenced to inform visit decisions and in-scheme activities.

It is essential that these listings are claimed and the reviews managed to ensure positive reputation management, encourage engagement and commercial growth.

We will focus on two major third party sites moving forward;

85% of UK mobile users seek local information on their Smartphone and 81% take action using the local content.

Google Place reviews hold prominent search result placement at the top of each page and gain significant traffic.

Tripadvisor is the number one site for user generated place reviews.

Shopping Centre listings have been organically created and our shopper’s conversations take place in this space, and are currently un-moderated and unsupported.
Shunning the shiny

Hype Cycle and Technology Adoption Lifecycle Plotted together

Expectation

Peak of Inflated Expectation

Technology Trigger

Slope of Enlightenment

Trough of Disillusionment

Plateau of Productivity

Time

Innovators

Early Adopters

Early Majority

Late Majority

Laggards

"The Chasm"

Adoption Rate
Shunning the shiny
New Technology Trends

Loyalty & Customer Service

iBeacons

Overarching CRM

Agility- delivery, open systems, speed

Wi-Fi as standard

Digital Screens

Mobile & device first is already happening!
Loyalty & Customer Service
Welcome Lucas, thirsty?

$2

Get one drink for only $2
Overarching CRM
Wi-Fi as standard
Digital Screens

<table>
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<th></th>
<th>Use now</th>
<th>Interested in using them in the future</th>
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<tr>
<td>Kiosk in store</td>
<td>23%</td>
<td>32%</td>
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<tr>
<td>Digital screens in store</td>
<td>18%</td>
<td>29%</td>
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<tr>
<td>Video walls in store</td>
<td>12%</td>
<td>29%</td>
</tr>
<tr>
<td>Mobile phones in store</td>
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<td>22%</td>
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<tr>
<td>Tablet PCs in store</td>
<td>8%</td>
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Wearable Tech

Internet of things

What they have in common?
Intuitive devices and technologies displace logic
**Wearable Tech**

**Lumus**
- **What:** These see-through glasses can display a "57" inch" screen onto the glass.
- **Tech:** Light pumps in the ear piece that retract light down the lens.
- **Available:** NOW

**Bionic Contact Lenses**
- **What:** Information displayed directly on the corneal lens. Currently it can only display a single pixel.
- **Tech:** Nanometer circuits, micro LEDs, tiny lens arrays.
- **Available:** Proof of concept

**Fabrican Spray On Clothes**
- **What:** This smart applied fabric can be washed and reused.
- **Tech:** Short fibers and binding polymers in a liquid solvent that evaporate when it dries.
- **Available:** NOW

**Under Armour E39**
- **What:** This shirt tracks biometrics signals and transmits them to a handheld or PC. Soon will broadcast real time athlete data.
- **Tech:** Various sensors.
- **Available:** 2012

**Lorex Vue**
- **What:** These sunglasses can record 20GB or 5 hours of high resolution video and stereo sound.
- **Tech:** Really small camera.
- **Available:** NOW

**Vuzix Wrap 320AR**
- **What:** These glasses sport dual cameras and a HUD for stereoscopic 3D and augmented reality capabilities.
- **Tech:** "Patented quantum optic see-thru technology" 
- **Available:** NOW $1,499

**3rd Space FPS Gaming Vest**
- **What:** Directional force feedback with variable damage, i.e. pistol vs rocket.
- **Tech:** 8 air actuators, air compression.
- **Available:** NOW $139

**PPSS Cut Resistant Fabric**
- **What:** This sweatshirt can withstand slashes from knives, razor blades, and glass without rupturing.
- **Tech:** Ultra-high molecular weight polyethylene and high density knitting.
- **Available:** NOW $495
### Adidas MiCoach Bra
- **What:** Bra with sensors to monitor heart rate and calories burned. Data then sent to Adidas MiCoach app.
- **Tech:** Heart rate monitor.
- **Available:** Now $60

### Self Cleaning Fabrics
- **What:** This fabric will clean stains when exposed to sunlight.
- **Tech:** Titanium dioxide coating with nanoparticles of silver and iodine.
- **Available:** Proof of concept

### Pebble E Paper Watch
- **What:** This smart watch can run apps and sync with your iPhone or Android phone.
- **Tech:** 3-axis accelerometer with gesture detection, Bluetooth, SDK for developers.
- **Available:** 2012

### Nike+ Fuel Band
- **What:** This watch will also track your steps and calories burned. Data sent to iPhone app.
- **Tech:** Accelerometer.
- **Available:** Now $149

### Jawbone UP
- **What:** This wrist band tracks activity and sleep and integrates with the iPhone for analysis.
- **Tech:** Accelerometer, vibration motor.
- **Available:** Clinical trials

### Nokia Vibrating Tattoo
- **What:** A substance on the skin which can alert users to calls, text messages and receive alerts such as low battery.
- **Tech:** Ferromagnetic inks.
- **Available:** Patent filed
Internet of Things
Displacing logic
3 RECAP AND CREATING A ROADMAP FOR SUCCESS
Think Omni-Channel consumer first  
not channel first

Encourage behaviour, using new consumer expectations which feed your  
commercial goals

Create a ‘hierarchy’  
to forge an achievable Digital Strategy

Get the basics right  
Make existing channels work harder before adding additional channels
Performance against one or more of the following Digital KPIs will determine success;

**Website KPIs**
Increased sessions, unique users and frequency of session, reduced website homepage bounce rates, increased dwell time, elevated depth of visit.

**Email and SMS KPIs**
Database growth, high interactivity, low unsubscription rate.

**Social Media KPIs**
Audience growth in targeted catchments, high engagement ratio, outside of hours ‘round the clock’ engagement, improved sales driving.

**Mobile, Tablet and App KPIs**
Improved mobile and tablet usability, strong App downloads with ongoing usage, incremental sales growth driven by increased frequency and spend in Loyalty App.
Improving **website** wireframes, content, design and usability to enhance engagement. Moving to a **responsive website** design and retiring mobile sites. Launching a new **Email** partnership, complemented by comprehensive team training. Conducting significant **database** work to drive depth of information. Developing the **Omni-Channel** offer - marrying up all digital channels to allow for easy traversing. Claiming **third party listings** for ongoing management.
Improving **Retailer listing** pages.
Beginning an **SEO campaign** for each centre, based on brand presentations.
Conducting **context driven device research** to inform ongoing improvement to responsive design.
Developing or re-imagining **App** for release.
Rolling out self-managed **Wi-Fi** to selected Shopping Centres.
Extracting short and long tail **ROI from Social activity**.
Trialling **SMS**.
Trialling **Click, Collect** and Returns.
Synching **reviews** across multiple channels.
Big Data Methodology / Long Term Deliverable / April 2016- April 2017

“Joining up the data dots”
Introducing a **central CRM** for all Data from Digital Channels
**Analysing and Segmenting** Data for greater ROI
Deriving a **commercial value** from Big Data mine
How will your prioritise your channels?

How can you improve each existing channel?

How can you tie your channels together?

What does your short, mid and long term Roadmap look like?

What are your Stop, Start, Continues?
CONCLUSION
The Omni-Channel customer is the **Gold Standard** customer

The more engaged the consumer, across a number of channels, the more they spend. **More is more.**

Targeting the Omni-Channel customer, therefore, ensures the **greatest commercial return** for our Digital investments

Our Digital Marketing Strategy must be aligned to our wider company goals- we must **prioritise** channels which deliver to these goals

All activity will be tracked and monitored against clear **Commercial Objectives** and **Digital KPIs** to ensure accountability

In the short term Roadmap, we must get the **digital basics right**, using our existing channels for great engagement

Look to innovation but shun the shiny- observe trends more closely

Build on a solid foundation toward a Big Data methodology. **Data is the new oil.**
Class Evaluation:

Please remember to complete the class evaluation by using your smartphone or tablet.

Class Evaluations Link:

survey.icsc.org/2014ERPS