Contents

Introduction 1

Part I: The Customer, That (Un)known Quantity
1.1 Don Draper Is Dead – The Limits of Traditional Marketing 15
1.2 Data Overload – Six Lessons CRM Hype Has Taught Us 33
1.3 The End of Intuition – Lessons Learned from the Online World 51

2.1 The Mosaic of the Market – When We Know All the Customers, We Know the Market 69
2.2 What Would Wal-Mart Do? Use Customer Data Intelligently to Grow Profitably 87
2.3 Test the Test! Successfully Measuring Success 125

Part III: Data Makes Markets – The Three Key Requirements
3.1 Keeping Customers in Mind – How Data-rich Companies Can Become Customer-focused Organizations 141
3.2 The New Creatives – The Right Partners in the Data Marketing Cycle 167
3.3 Privacy in the Age of Big Data 187

Index 207