



Orvis Uses Unica Campaign, eMessage, and NetInsight to Achieve Greater Customer Intimacy – and Record Profits

How a legendary multi-channel, multi-category marketer is delivering more effective, personalized, and timely campaigns – and saving money, too

ABOUT ORVIS

Orvis, the USA's oldest mail order company, has been outfitting customers for the sporting traditions since 1856. Today, along with its world famous fly-fishing gear, Orvis offers distinctive clothing, home furnishings, gifts, dog products, and more. Millions of customers receive Orvis catalogs each year, and Orvis operates more than 44 retail stores throughout the U.S. and the UK. In addition, more than 500 Orvis dealers worldwide sell and service Orvis products. Finally, Orvis' specialized travel team helps adventurous travelers plan trips to outdoor destinations from Argentina to Zambia, using Orvis' worldwide network of outfitters, lodges, and local travel specialists.

THE CHALLENGES

Building on its legendary catalog, Orvis has evolved into a thoroughly multi-channel company, with an extensive website, significant retail presence, and partnerships with other retailers around the world. As a result, Orvis' customers now come to the company through multiple channels.

To drive higher growth and profitability, Orvis sought to build a comprehensive interactive marketing environment that offered a total view of its customers and business, making it possible to communicate more intimately with each individual customer.

At the time, Orvis relied on complex web analysis and customer segmentation tools that only a few within the organization had fully mastered. To move toward true one-to-one marketing, Orvis needed a friendlier, more usable solution. Said Jon Mori, director of database marketing, "We wanted to empower our marketers to build their own campaigns, without requiring additional significant internal resources to do the segmentation for them."

Orvis also wanted to replace several fragmented, "homegrown" legacy systems that were built when the company was highly catalog-centric, and patched together to support email and other channels. "We wanted a system that wasn't limited to any channel," said Marc Salamone, senior systems manager, Marketing & Merchandise, "a system that had more capabilities in all the channels where we operate."

"Because Orvis is now a multiple category retailer with web, retail, catalog, and dealer channels, as well as travel services," added Salamone, "there are a lot of ways we'd like to sort people. Our older system required extensive hand-keying and waiting to process data. It simply wasn't adequate for real-time marketing on a day-to-day basis."

Finally, as email volumes increased, Orvis also wanted an email management solution that was far more flexible and cost-effective than its current outsourced relationship.

THE SOLUTION

After considering multiple alternatives, Orvis selected Unica, based on the usability of Unica's solutions, Unica's ability to provide a comprehensive solution extending across all channels, and Unica's ability to partner to help Orvis implement best practices and innovate throughout the company.

"By partnering with Unica, we can leverage their R&D and industry best practices to keep moving us forward," said Orvis CIO Mark Holmes.

Working with Unica and its partner Braun Consulting, Orvis first built new marketing databases and mapped available data to the new Unica tools. After Orvis began executing traditional catalog marketing campaigns with Unica Campaign, it began moving into cross-channel marketing.

OBJECTIVES

- Move toward true one-to-one marketing and greater customer intimacy
- Achieve a "total view" of both customers and the business
- Extend segmentation to more campaigns and marketing applications
- Manage growing email volumes more flexibly and cost-effectively
- Prepare to reach customers via new channels, including mobile, Facebook, and Twitter
- Replace poorly integrated legacy systems with a unified platform that can grow
- Implement marketing best practices, and replicate them across the company

“With Unica’s help, we did a fair amount of work to help match retail sales back to mailing history, so we can target customers who are shopping cross channel,” said Holmes. “Now we can begin to evaluate our catalog not only on its power to sell through our call center and website, but also on its ability to drive customers into our retail stores.”

THE RESULTS

Easier Segmentation and List Pulls Lead to More and Better Campaigns

With Unica Campaign’s easy, flowchart-based segmentation, Orvis has decentralized the process of customer segmentation and campaign development.

“It’s not just one or two brains anymore,” said Mori. “Now, all of our marketing managers are empowered to leverage their data, do instant segmentation, and execute successful campaigns themselves.”

“It’s point and click, and it’s much friendlier than what we had before,” added Salamone. “With some training, and a common-sense approach to the database, people can pull their own lists. We can do far more marketing in real time, and we can do weekly updates on things that used to take months.”

“Before, manual data collection was taking an enormous amount of time – for marketers, catalog circulation managers, IT personnel, and others. Now that it’s been simplified, we can use the time we’ve saved to be more analytical: *to think about how to run better campaigns.*”

eMessage Drives Major Email Marketing Improvements – and a 40% Cost Reduction

“Bringing our e-mail marketing capabilities in-house with Unica eMessage,” said Holmes, “we were able to expand the scope of our efforts, increase our velocity, and save 40 percent over traditional outsourced e-mail service provider solutions.”

“eMessage has been remarkable,” he added. “Because it’s so much more efficient, we’ve been able to do many more smaller email campaigns targeting specific customers. And we can track them more closely. We can really understand what’s driving people to our website, and use that information to refine future campaigns.”

“With eMessage, we can react to the market almost instantly as economic conditions change customer behavior,” said Salamone. “We can also target emails to specific excess inventory positions. If I need to clear out men’s jackets, I can send out a targeted email practically immediately. There’s no way we could have done that with a catalogue.”

Recurring and Transactional Campaigns Speak Directly to Individual Customers

“The biggest ‘a-ha’ moments for us have been around responding to individual customer behavior,” said Mori, “and email has proven to be fast enough to make that work. Using Unica eMessage, we’ve implemented many recurring or transactional campaigns that speak directly to individual customers’ activity. For example, we can also routinely execute product up-selling campaigns. And we also invite customers to review the products they’ve purchased, which helps us build our online community, and serves as a valuable indirect driver of sales.”

Using Unica Technology, Orvis Replicates US Best Practices to the UK

Unica’s ability to help Orvis implement and extend best practices has already paid off: “With Unica’s help, we were able to quickly leverage our US best practices in our UK business,” said Salamone. “Not only can we be more consistent company-wide, but our UK team has access to email and other marketing capabilities that are 100% better than what they previously had.”

A Strong Foundation for Increasingly Sophisticated Interactive Marketing

“We know the future is about building an even more intimate one-on-one relationship with every customer,” said Holmes. “Our customers are mobile; they’re in stores; they’re on social networks; they’re on the streams, fishing. They’re *everywhere*. We need to understand them, make the right decisions, and dialogue with them *wherever* they engage us.”

“Unica is helping us get there. With Unica Campaign, NetInsight, eMessage, and other tools, we have the foundation to increasingly perform micro segmentations, build more effective campaigns related to recent purchases, use mobile marketing and SMS, and avoid contact fatigue. *We can deliver marketing as a service.*”

RESULTS

- Achieved record profits in two consecutive years
- Reduced email costs by 40% compared with outsourced solution
- Empowered all marketing managers to leverage customer data and execute campaigns
- Exponentially increased the number of email and direct mail campaigns delivered—with the same headcount
- Expanded personalized email marketing to “primary channel”
- Established a strong foundation for more advanced interactive multi-channel and mobile marketing



Unica Corporation	Australia
Worldwide Headquarters	Belgium
Reservoir Place North	Brazil
170 Tracer Lane	France
Waltham, MA 02451	Germany
USA	India
T +1.781.839.8000	Netherlands
F +1.781.890.0012	Singapore
E unica@unica.com	Spain
www.unica.com	United Kingdom
	United States

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