

MODERN MARKETERS GUIDE TO LEVERAGING DATA & MARTECH

—
2022



THE
Z
W
T
N
O
C

FOREWORD 4

Part 1

MARTECH IS MARKETING

A Roadmap to MarTech 9

The New Era of Connected Customer Experience 11

The Data Imperative 14

MarTech on The Horizon 20

Evolution of Platform as a Service 26

Future of MarTech 28

Deriving Competitive Edge Through LOT and RPA 31

Transformation of the Contact Centre 35

Part 2

DISCOVERY: ASSESSING AS-IS DATA MATURITY

Data Maturity Survey Analysis 39

Industry Expert:
Capabilities Needed to Build Unified Customer Profiles 53

Part 3

SELECTION OF THE RIGHT MARTECH STACK

Get Set Go 57

Customer Data Mart 57

Single Customer View 57

Extract, Transform, Load (ETL) 57

Content Management System (CMS) 58

Search Engine Optimisation (SEO) 58

Conversion Rate Optimisation (CRO) 58

Customer Data Platform (CDP) 58

Customer Relationship Management (CRM) 59

Campaign Management 59

Marketing Automation 59

Social Listening 59

Digital Analytics 59



THE
NEW
FUTURE
OF
CON

Chat Bots 60

Business Intelligence Tool..... 60

Lead Management System 60

Digital Asset Management (DAM)..... 60

Paradox of Choice..... 61

Beware of the Shiny Object Syndrome 61

Key Imperatives in the Decision-Making Process..... 62

Create and Manage the Ideal Stack: There is no ‘one size fits all’ 63

Part 4

GOVERNANCE

Measuring ROI 66

Why do MarTech Failures Happen? 67

How to get the People Ready? 68

Responsible Data 69

Creating A Data Culture..... 73

Part 5

BRAND STORIES

McDonald’s..... 76

SBI General Insurance..... 80

Westside..... 84

Part 6

MMA GLOBAL & HANSA CEQUITY

About MMA Global 87

About Hansa Cequity..... 88

MMA India Members..... 89

MMA India Working Councils..... 92

MMA MarTech & Data Advisory Council..... 93

MMA Contributors..... 95

Hansa Cequity Contributors 95

Disclaimer 96



Foreword

Digital Darwinism is here to stay – Jazz leadership is the way forward

Let me start by sharing some interesting data from the Gartner survey which validates the penetration of digital darwinism. Gartner's CMO Spend Survey report shows that CMOs remain bullish on technology, and technology accounts for the largest percentage of marketing budgets at 26.2%. The Gartner research also shows that marketers use only 58% of their existing technology capabilities, which means that there is more to do with technology in the marketing sector. In light of digital darwinism as an era the need for marketing organizations to change can no longer be just a conversation, it needs action. The need to evolve is even more heightened in an era of Digital Darwinism where technology and consumers are evolving faster than businesses can naturally adapt. This will require us to move away from a Symphony Style of Leadership to a jazz leadership style.

There is a huge opportunity for brands to leverage data and technology for providing a great customer experience. Martech and data can help unlock deep customer insights to improve marketing effectiveness.

The Modern Marketers guide to MarTech and data attempts to decode this changing transformation of marketing today and the increasing role played by data and technology.

Here are some interesting highlights from Data Maturity survey which was carried out and is an integral part of this handbook as well .

- » Around 13% of the organizations come under the 'Unaware' category, which is the initial nascent stage of data maturity. 27% of the organizations come under the 'Reactive' category, which means that, while they might have a proper data collection strategy in place, they now must focus on implementing a data quality architecture.
- » While Descriptive analytics has become hygiene in most industries, E-Commerce & Retail, Financial services and Telecom are much ahead as far as implementation of Predictive & Prescriptive analytics is concerned. 45% of the companies in E-Commerce & Retail leverage a healthy combination of Descriptive, Predictive as well as Prescriptive analytics for decision making.
- » 60% of the E-commerce & Retail companies were leveraging data for providing a Connected Customer

Experience, way ahead of other industries.

- » Most of the organizations have 25% to 75% data aggregated in unified Datamart. However many organizations lack the clarity of how unified data can help in improving connected customer experience.
- » Lack of skills is seen as the topmost challenge to data adoption across the industries. This is an area where significant emphasis is required.

With the above datapoints as context the playbook will enable you to bridge the observed gaps and provide direction to build a suitable martech and data framework for your organisation given that CX is the biggest driver of brand stickiness, and customers expect an omnichannel experience like never before however there is no one size fits all as different organizations are at different levels of data and MarTech maturity. The playbook acts as a guide for marketers to select the ideal MarTech stack based on stage of maturity.

Marketers today are looking to use technology to solve complex business challenges like providing a seamless connected customer experience. There is also an increased appreciation and understanding of issues like data protection and respecting privacy of individuals. MarTech as a space is clearly maturing across industries

Data is at the core of this and when leveraged efficiently across the organization, can create impact across all key areas of the organization.

The evolution of data and technology has changed the way businesses operate forever. MarTech tools are shifting towards being software-centric, which is eventually about automating the process and saving time for marketers.

So I hope you take away valuable nuggets from this playbook to accelerate your journey in martech and data whilst web 3.0 is already knocking at your door and is here to stay which in turn will require a more elevator pitch to the customer and without the right martech and data stacks it will pose an array of challenges and can even lead to brands turning obsolete in absence of not keeping pace with it .



Moneka Khurana

MMA India Board Member;
Country Head - India, MMA India



Foreword

It takes a lot of hard work to make your customers life easy.

The last couple of years have been cathartic for businesses and society in general. People have reimagined their lives, their purpose, their business models, their beliefs, their relationships - the list goes on. Life and consequently everything else has become fragile. In business, threats are emerging on a daily basis, but so are opportunities. It is unclear how new disruptions will impact business. The relative ease and speed with which consumers have adapted to the tectonic changes highlights the urgency for all businesses to better prepare for future turbulence.

An organization's ability to deal with this uncertainty, will shape their future. Data and MarTech projects are interdisciplinary and collaborative, but very few organizations and senior leaders understand or act on this with any urgency. Today everyone talks about delivering a connected customer experience, but a customer experience is not only about MarTech and automation. It is equally about the data availability, quality, architecture and much more. Both, Data and MarTech need to work in unison to deliver a superlative customer experience. I keep saying – it takes a lot of hard work to make your customer's life easy.

The fact is that the business of marketing has changed forever. Data and MarTech together are a potent combination to enable customer experience driven business impact. The longevity of a brand will be defined by how quickly and consistently it is able to reinvent itself to stay relevant. Technology has had a telling impact on the business itself so how could marketing have stayed behind? Technology and data driven cultures will drive business transformation and the modern marketer will have to be at the forefront of it.

There has to be a newness and 'nowness' to the modern marketers thought process while working on the brand and marketing strategy. Data driven marketing and AI

driven algos will certainly help marketers navigate the uncertain times much better and deliver outcome-based personalization at scale. Marketers having the ability to connect the dots and evolve a structured, layered, and measurable approach using all the relevant data points and new technologies without getting overwhelmed, will thrive. Marketers will have to get comfortable being uncomfortable while dealing with the unknown.

The Modern Marketers Guide to Leveraging Data & MarTech is an insight packed, action-oriented Playbook.

The second edition focusses on why Data and MarTech need to be looked at from the same lens to ensure that together they create great business impact. It is curated based on more than 15 years of experience that Hansa Cequity has in the real world of helping large organizations across industries build a data driven marketing practice and implementing large MarTech projects for conglomerates, large organisations, and digital-first brands. The Guide also takes into account the current state of Data & MarTech maturity in India through an extensive survey conducted in the months of March and April 2022.

The Modern Marketers Guide to leveraging Data & MarTech not only highlights the challenges thrown up by the explosion of data, but also provides a well thought through framework that is required to evaluate the role of tools at different stages of evolution. Some of the best minds at Hansa Cequity and the MMA MarTech Council have actively contributed to put the second edition of the Playbook together. I am sure you will find a lot of answers and practical solutions that you are looking for in this Guide.



Neeraj Pratap Sangani

Chief Executive Officer, Hansa Cequity

PART 1.

MARTECH IS MARKETING





The Revolution of Marketing

It has been a long journey for 'MARKETING' as a practice and today, it has finally got a seat of importance in companies' boardrooms. From being labelled as a 'cost-centre' and 'budget-burner' to becoming a powerful function, marketing has come a long way by delivering a measurable and positive outcome for organisations. A large part of this revolution is made possible by the significant role played by marketing in orchestrating and delivering a better customer experience. And in achieving this, marketing was aided by technology that includes tools and solutions that make this possible.

A Fast-growing Imperative

Today technology enables every aspect of marketing and automation and is increasingly the difference between high-performing and lagging marketing efforts. It furnishes marketers with more ways than ever, to connect with the right audiences at the right time, with the right messaging. From analyzing digital data to driving outcomes, to designing videos and content tools to drive experience, technology makes marketing more effective and accurate.

According to Gartner CMO Spend Survey 2021, marketing innovations now account for more than 20% of overall marketing budget and more and more CMOs are increasing the investment in the same.

Source: *Gartner*





3 Key areas of Application of Technology

- » **Driving Brand Awareness:** Enables brand to expose content to the audience to drive awareness and build an emotional connect.
- » **Drive Customer Engagement:** Interact with customers to deliver the right experience for the segmented audience.
- » **Personalization and Measurement:** Create personalized experiences for your audience and measure the results.

With technology taking centerstage, marketers can today not only understand their customers better, but also engage with them with faster, and with more cost-effective content and experiences. Marketers have the power to experiment and learn much faster, by deploying multiple experiences across multiple platforms. In a nutshell, MarTech has made marketers' dreams come true and has redefined and revolutionized marketing like never before!





A ROADMAP TO MARTECH

Consumer behaviour is changing at an accelerated pace and organizations need to design strategies to keep up with these trends. But this is not only about adopting the latest, greatest technology. Instead, marketers should put together a roadmap that provides insights into the most effective technologies for their audience.

Developing a robust vision for MarTech is a challenging task for any marketer. Once there is a better grasp of market trends and organizational challenges, it is easier to be more prepared to develop a technology strategy. This helps in elevating the overall customer experience and ensuring a solution where both, brand and customers benefit. Here are a few key points to consider while building a MarTech roadmap:

1

Understand and Align Current State Capabilities:

The goal is to create buy-in from your entire organization, and highlight the need to develop a robust future vision for MarTech.

2

Identify Future Measure of Success:

After pinpointing the brand's current technology state, marketers can easily identify measurable goals.

3

Offer Recommendations to get to a Future State:

Once the KPIs are agreed upon, marketers should set up teams involving business and technology stakeholders to draw the blueprint of articulating those clear recommendations and strategies, to get from your current state to your future state goals.

4

Prioritize basis Effort and Impact:

If the current status, KPIs, and recommendations have been clearly articulated to the rest of the organization, marketers can begin prioritizing the required technology implementations.



Impact of Marketing Automation on Business Success



Reduce cost and increase efficiency by streamlining processes and minimizing manual errors.



Improve customer and employee experience by providing an integrated, consistent, intuitive, and conversational user interface.



Enable business agility and change, by incrementally reshaping legacy processes.



Provide insights and situation awareness by streamlining and minimizing manual errors.



Building differentiation via innovation, and strategically building the tech stack to create the desired impact.

While the choice of stack needs to consider current scenarios and have clarity of future state, its equally important to acknowledge and accommodate game changing, and essential drivers which will ensure success.



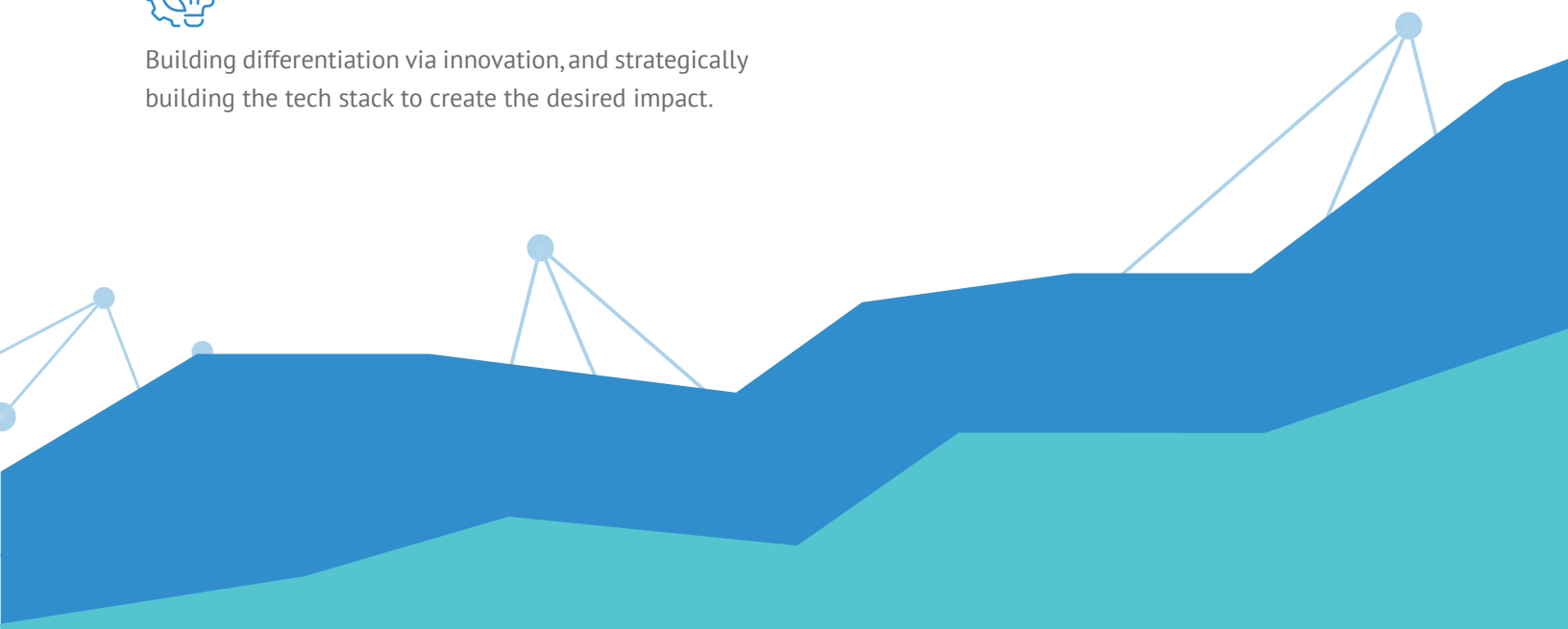
CDPs drive more actionable customer insights as we move towards a cookie-less world.



The Metaverse is calling brands at the forefront of innovation.



Drive real-time customer experiences through AI-powered marketing.





THE NEW ERA OF CONNECTED CUSTOMER EXPERIENCE

One of the key imperatives for modern marketers is to unlock deep customer insights to improve marketing effectiveness. Digital customer experiences are becoming more critical to a business' success than ever before. Organizations are building a robust data and technology backbone, from automated processes and self-learning technologies, to driving meaningful customer engagement across channels. Connected experiences leverage data from automated processes, and self-learning softwares to build meaningful relationships with customers across channels.

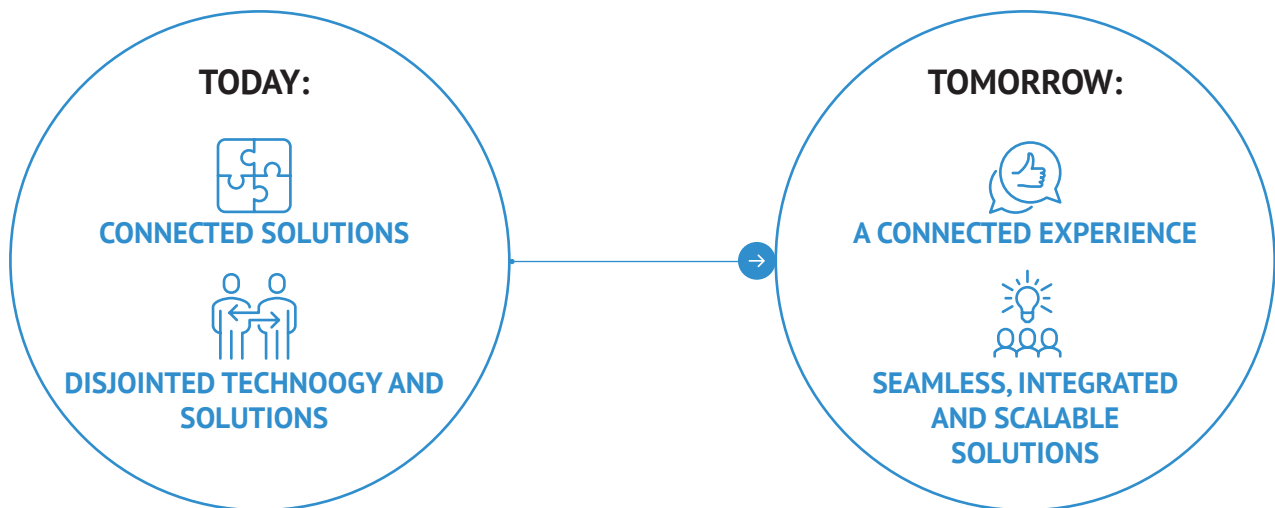




Connected Solutions for a Connected Experience

Most organizations have evolved over a period, to stitch together various technology solutions to drive customer engagement. These are often disjointed, and customers need to navigate through this non-standardized and often, disconnected maze of apps and services. Imagine a customer looking for a Home Loan from a bank. The customer needs to not only fill form/s and input data manually, but also needs to upload many documents which may include navigating multiple pages. Even after completing these, she/he might have to wait for a verification call or be asked to submit additional documents. But with the rise of connected experiences, availing services like Home Loans will become more convenient and efficient. Customers may just have to access a single platform that will integrate all the relevant datasets from other platforms, and all the customer has to do, is allow them access to the same.

The platform will pull data from multiple sources like documents from 'Digilocker' or current credit score from 'credit bureaus,' verification form *Aadhaar*, or property verification from *MAHARERA* and so on. Everything related to data will be available at the click of a button! With these datasets and information available, banks can sanction the Home Loan in an instant. To add to this, the platform can also recommend diverse options available to customers to choose from. This experience will be more connected, integrated, and seamless.



Connected experiences can leverage data from automated processes and self-learning software, to build a meaningful relationship with customers across channels.



Key Considerations while Building Connected Experiences

For businesses to successfully create and leverage connected experiences, the following 3 points need to be addressed:

1

Capability to create a fresh and engaging experience at every interaction.

The capability to create a fresh and engaging experience should be interactive, immersive, and collaborative; all the while delivering a specific and trusted outcome. It enables a consistent and personalized engagement by seamlessly orchestrating technologies like Augmented Reality, 3D imagery and gamification.

2

Capability to connect and leverage large datasets to better the quality of engagement.

The capability to connect and leverage large datasets is at the core of all connected experiences. It is integral to leverage the power of data insight to raise the quality of engagement. The various datasets that can be used here are transaction history, behaviour history, demographic data, etc.

3

Capability to analyze and generate actionable insights in real-time for all interactions.

The capability to analyze and generate actionable insights in real-time needs a network of seamlessly connected technologies that can include IoT, streaming data, access to stored data, Single Customer View, etc.





THE DATA IMPERATIVE

We are living in an age of information overload. In the perennial needle in a haystack analogy, the haystack is growing at a much larger rate than the needle. So how can we successfully look for the needles and glean out actionable insights, has become extremely important.

Customers leave a trail everywhere they go. If she browses an e-commerce website and purchases a few products, that is captured as part of the transactional data. If she simply adds products to the shopping cart without making a purchase, she leaves behind a trail. Inside a supermarket, with sensors attached to certain products, a trail is left behind, of the products she touches. All this is valuable information that can be used effectively by marketing managers.

While there has been increasing noise and buzz around data science for some time now, very few companies have gone ahead and leveraged data to its full potential. The trend, however, has been changing in the last couple of years. Increasingly, several companies have started to focus on advanced analytics and assess how to derive business benefits from data. Many companies have started discovering the “Dark Data” lying somewhere within the organization, waiting to be processed. All this has not happened merely by chance. This has been triggered by multiple things coming together – Data storage costs have been steadily going down and processing capability has been increasing with the mushrooming of cost-effective platforms. There has also been a realization by many companies that data can be put to smart use, thanks to some exemplary work done by a few innovators.

Data scientists today can lay their hands on huge volumes of data (not to mention the variety) that improves the predictive power of their applications. Be it, a marketing manager who is trying to predict the next best product for a customer, or a retention manager in telecom who wants to know in advance the customers who are likely to churn, the possible areas where analytics can be put to practical use is immense. Data science has potential use across every industry and can be used to improve customer experience, improve revenue, as well as improve operational efficiency. Analytics can play a part in every stage of the customer journey, right from customer acquisition to customer growth as well as in customer retention.

Data, when leveraged efficiently across the organization, create impacts across all key areas of the organization – product & services development, pricing, marketing & sales, after sales service, retention & win-back, and loyalty & advocacy.





Alignment is the Key

A clear alignment of data strategy with the organization's business strategy not only uncovers powerful and actionable insights, but also helps in setting up the right business priorities across multiple teams and functions in the organization. Data strategy is one of the strong foundations supporting business growth and an incomplete or faulty data strategy can result in poor decisions and performance for the organization. A good data strategy will define what data to collect, how to structure it, and how to build a system that enables its access across the organization.

Breaking the Silo

Many organizations today treat data in an ad-hoc way and suffer from the data-in-silo syndrome. It is collected, stored, and used by different stakeholders in a disjointed way. This reduces the tremendous potential that data offers for these businesses. At the core of data strategy lies the purpose to support and drive organizations' business goals. This can only be achieved by developing a strategy for collecting, organizing, and leveraging data that supports the goals of the company rather than the individual goals of each team.

Agility and Scalability

Data strategy should have the flexibility to adapt to the changing needs of the organization that arises due to changes in customer preference and behaviour. The data strategy should keep on evolving to provide continuous advantages.





Leveraging Micro Moments in the Customer Journey

A customer journey or path to purchase has multiple stages - Initial thoughts when they are considering a product, evaluation stage, purchase stage and post purchase. Consumers demonstrate visible intent at every stage of the journey. Marketers need to recognize the customer's need in these "micro-moments" and engage with the relevant tools and content at each stage.

Customer Single View

Customer DNA is a 360-degree view of the customer, capturing her demographics, purchase behaviour, needs, preferences, as well as motivations.

Not only that, but this can also be used to provide contextual recommendations based on where and how the customer is accessing information. This enables brands to provide hyper-personalized communication to customers in real-time, at the point of decision.

Hyper Personalization

Targeting can be much more precise with the help of hundreds of customer attributes and behavioural signals collected from multiple sources almost in real-time.

Hyper-personalization can be accomplished through a well-integrated architecture of multiple tools and processes which involve:

- » Selection of target audience
- » Selection of the triggers
- » Finalizing the content
- » Delivery mechanism including channel selection
- » Measurement & feedback

Redefining Customer Experience Through Experiential Marketing

The consumer of today wants to experience a product before they commit to it.

- » What will a t-shirt on them look like in an outdoor setting?
- » How will the sofa look in their living room?

Experiential Marketing through Augmented Reality, Virtual Reality, and Mixed Reality, is redefining customer experience.





EXPERT OPINION: CAN PRIVACY AND PERSONALIZATION CO-EXIST IN THE COOKIELESS WORLD?



PRASHANT SINGH

Country Manager, India RTB House

Since Google announced its plan to phase out third-party tracking cookies by 2023, we are now looking at a new reality of digital marketing in the coming years.

With the existing privacy regulations, from the EU's General Data Protection Regulation (GDPR) to the California Consumer Privacy Act (CCPA), ad personalization will become more challenging. The key to success moving forward is businesses' ability to adapt to the cookieless future.





Why Are Third-Party Cookies Essential to Digital Advertising?

Third-party cookies have been on their way out for some time now, and Google isn't the first to make a move towards a cookieless future. With rising user privacy awareness, many major browsers such as Mozilla Firefox and Microsoft Edge have already shifted to cookieless, without offering any alternative solutions for advertisers.

Thanks to the rich data that third-party cookies contain, advertisers are able to precisely match users to products that they may be interested in and make highly targeted ad campaigns with strong conversion rates. Losing third-party cookies is synonymous with losing access to that data, making it more difficult for advertisers to offer their customers personalized experiences.

Google has already pushed back its timeline for the phasing out of third-party cookies; however, it is in the process of developing the Google Privacy Sandbox, which is an anonymized alternative to the existing technology. This development provides advertisers with the opportunity to work on finding real solutions to the cookieless future.

Alternative Examples of Digital Advertising Without Third-Party Cookies

AdTech companies are currently exploring a range of options for the future. The first is to upgrade existing

marketing methods to reach users on the sites they currently browse. However, this method has a significant technological drawback. With the growing amount of online content, human-led solutions and traditional Machine Learning will not be able to keep up much longer.

Another option is to use Google's own solution, which is the previously mentioned Privacy Sandbox. The anonymized intelligent advertising initiative is a response to the cookieless future of digital advertising. According to Google, this solution will allow advertisers to access user data without compromising over their privacy.

The third solution is using Individual Targeting, which relies on other ways to identify individual users instead of third-party cookies. There are two methods, the first of which recognizes an individual across various websites and devices based on a piece of Personally Identifiable Information (PII), such as an email address or login data. The second method uses statistical modelling to develop a user profile based on the version of the user's browser, IP address, etc.

However, all of these forms of digital advertising come with a challenge – understanding and processing the data itself. The sheer volume of available information, as well as the complexity of these emerging datasets, will cause human and Machine Learning-based systems to struggle. This is where Deep Learning, the next generation of Machine Learning technologies, comes into play.





What is Deep Learning Technology?

Deep Learning can identify patterns without pre-set parameters from a human operator. It does this by processing data through a series of increasingly complicated layers.

Unlike Machine Learning algorithms, Deep Learning algorithms are able to process significantly more complex, even unstructured, datasets. This means that it can operate far more flexibly than legacy solutions and it allows us to leverage the best of all available targeting methodologies.

Also, the more often you use it, the better it becomes. Deep Learning algorithms are able to identify patterns without human intervention, which makes for much more efficient self-learning.

The Benefits of Deep Learning Solutions in the Cookieless Future

Deep Learning algorithms have demonstrated their effectiveness in performance campaigns, but require a unique approach when being used in awareness and

branding efforts. To enhance the value of awareness and branding initiatives, algorithms can be tuned to maximize any combination of viewability, VCR, reach, or CTR. This significantly broadens the number of potential publishers a brand can reach whilst also improving the advert's relevance.

At RTB House, Deep Learning technology is already working in the real world, with real clients. Its application in digital advertising campaigns has significantly improved results and allows businesses to target online users with the right ads, in the right place, and at the right time.

While we still have some time before third-party cookies disappear, RTB House and other AdTech suppliers are already boosting campaign outcomes with solutions and digital advertising for the cookieless future. This is the time to evaluate your current procedures and determine whether you are actually prepared today and for the cookieless tomorrow.





MARTECH ON THE HORIZON

Human-machine interaction has increased vastly. Besides typing, touching, and chatting, users can also use their voices or gestures in 3D or virtual environments.





Marketers are investing in building a customer digital experience as a critical success factor. Some of the rising areas that will define this are:

1

Multiexperience

Consumers today are omnipresent in the 'Phygital' world. We are surrounded by experiences at almost every step of our journey. This is where Multiexperience comes into play. It leverages various modalities, touchpoints, apps, and devices, to design and develop a seamless experience for the customers. The idea is to interact with the customers at as many touch points as possible to offer a consistent customer experience across the web, mobile, app, and other modalities.

Gartner predicts that by 2023, more than 25% of the mobile apps, progressive web apps and conversational apps at large enterprises will be built and/or run through a Multiexperience development platform. As brands and businesses are investing in digital solutions to develop smooth experiences for their customers, Multiexperience may prove to be just the right catalyst for providing the right fruition.

One such brand is Domino's. It is striving to change the game of customer experiences using innovative solutions in many parts of the world. Over the past few years, Domino's has been investing in cutting-edge technologies to fulfil its mission of becoming the best pizza delivery company in the world. The multinational pizza restaurant chain is among the pioneers of Multiexperience development. Domino's Anyware™ allows users to order pizzas on their favourite devices.

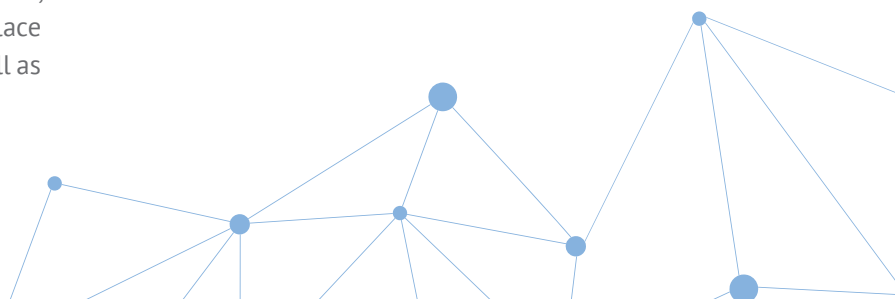
The customers can order their choice of pizza via:

» **Google Home:** Saying "Ok Google, talk to Domino's", customers can build a new order from scratch, place their order, reorder their most recent order, as well as track their order using Domino's Tracker®.

- » **Amazon Alexa:** Like Google Home, one can order through their Alexa enabled devices. As Alexa can hear the users' voices from across the room, they can place their order without even getting up.
- » **Facebook Messenger:** Using the messenger bot, users can place orders for their preferred pizza in seconds.
- » **Text:** Domino's is also leveraging the text or messaging platforms where users can initiate their order by simply sending a pizza emoji.
- » **Tweet:** Users can simply tweet a hashtagged post and tag the Domino's account.
- » **Car:** Ford owners can open the Domino's app using the Ford SYNC® Applink™ to place their order.
- » **Smart TV:** The Domino's app for Samsung Smart TVs enables users to place their favourite pizza orders while watching their favourite show.
- » **Smart Watch:** Apple Watch® and ANDROID WEAR® allows easy order placing and tracking.

While a number of these are available in select countries only, it should only be a matter of time before it becomes the benchmark for most brands.

The bottom-line remains the same: As customers are becoming increasingly used to spending time on multiple devices/locations, businesses need to focus on being present there and providing users a Multiexperience every day.





2

Generative Artificial Intelligence (AI):

Generative Artificial Intelligence refers to programs that make it possible for machines to use things like text, audio files and images to create content.

There are four key areas where current deep learning programs have become much more sophisticated and successful:

a

Quasi-Life Like Images and Models

A good example is that of a human face that has actually been rendered by what is known as a generative adversarial network. What looks like a real human face is a compilation of a series of data sets taken from numerous images of human faces. It is a computer model of a model.

b

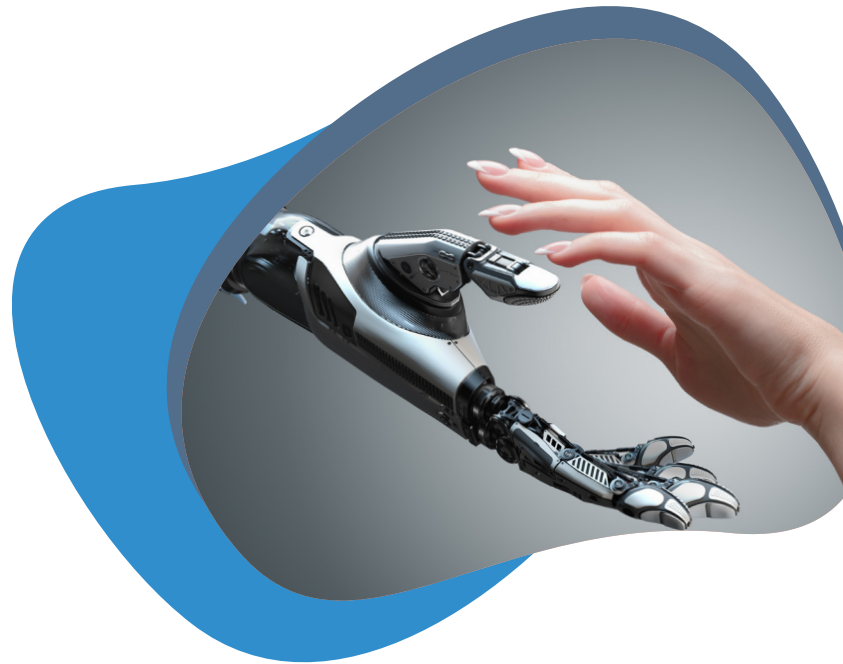
Language Translation

The concept of a multilingual robot for international events or branding campaigns on a global scale cannot be more emphasized upon. While the robots have still not caught up with the humans in language translation abilities, deep learning researchers and program developers have found a new technique (known as sequence to sequence) that is improving the results in common programs like Google Translate and customer service chatbots.

c

Image Understanding

Machines are getting better at accurately recognizing objects in an image, thanks to sophisticated deep learning algorithms. Suppose one has a database of millions of images, but the ask is to have an extremely specific idea about the handful of images that would make for the perfect logo or infographic for a campaign? Generative AI programs that utilize image understanding can not only shave off value time (and ultimately money) from the design process, but they may also help to deliver more accurate and targeted results.



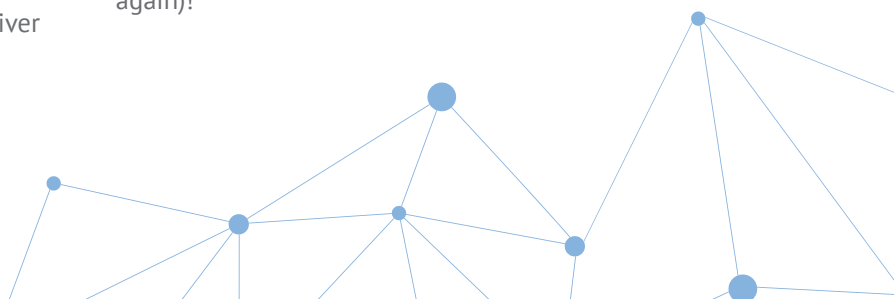
d

Sequence Prediction

For creative content creation, sequence prediction and advanced pattern recognition is like the image generation magic, but for text. Just as the program can connect disparate data points to generate an artificial image that accurately resembles a human face, smart machine learning programs can train for handwriting and text sequences that resemble something produced by human hands.

The ability to use and optimize all the data quickly and efficiently is one of AI's most valuable contributions to the event marketing industry. Events and campaigns can be more targeted and granular than ever before, thanks to the ability to know your audience and customers more intimately than ever before.

Some ways generative AI is transforming the events industry include, facilitating and speeding up check-ins, security, improved customer service, facilitating seamless connections and networking opportunities, targeted personalization, performance monitoring and quality control, and last but not the least, anticipating problems before they happen (never run out of coffee again)!





3

NFT

Non-Fungible Ticket is a digital asset that represents real-world objects like art, music, in-game items, and videos. They are bought and sold online, frequently with cryptocurrency. Also, they are encoded with the same underlying software as many cryptos. NFTs (Non-Fungible Tokens) have been around since 2014, however they are gaining popularity now as they are becoming an increasingly widespread way to buy and sell digital artwork.

This stands in stark contrast to most digital creations, which are almost always infinite in supply. Hypothetically, cutting off the supply should raise the value of a given asset, assuming it is in demand.

But many NFTs, at least in these early days, have been digital creations that already exist in some form elsewhere, like iconic video clips from NBA games or securitized versions of digital art that is already floating around on Instagram.

Anyone can view the individual images—or even the entire collage of images online for free. So why are people willing to spend millions on something they could easily screenshot or download?

Because an NFT allows the buyer to own the original item. Not only that, it contains built-in authentication, which serves as proof of ownership. Collectors value those “digital bragging rights” almost more than the item itself.

From a brand’s perspective, they can monetize their best-performing ads multiple times over by turning them into NFTs. Customers can buy a piece of the brand’s history in the making! A recent example would be Indian automotive giant Mahindra’s Thar, whose Non-Fungible Token (NFT) named ‘Standing Tall’ was sold for a record price at its auction!

One such instance is when famous digital artist Mike Winklemann, better known as “Beeple” crafted a composite of 5,000 daily drawings to create perhaps the most famous NFT of the moment, “EVERYDAYS: The First 5000 Days,” which sold at Christie’s for a record-breaking \$69 million.

Source: *The Verge*

NFT
NON-FUNGIBLE TOKEN



4

Metaverse

The buzz word around us today is Metaverse—a unique, immersive virtual environment that is quickly taking over the internet. To set context, we might have seen something similar in movies like The Matrix series, but now it is more than fiction.

With Virtual Reality (VR) and Augmented Reality (AR) taking centre stage, metaverses are penetrating the internet. While the Metaverse is not exactly what sci-fi has depicted it to be yet, it continues to produce unimaginable value as a new computing platform.

Key characteristics of Metaverse are that it is always active, exists in real time, players have individual agency, it is self-contained, is a fully functioning universe, a mix of different platforms and consists of user-generated content.

As digital marketers, we need to keep up to speed with the latest technological developments. This includes understanding the metaverse and its full potential. What marketers need to understand is that metaverse is not just a trendy new thing; it seems like it is here to stay and is making its way to be the next big thing.

Talking about the future, many companies are investing in metaverses. They are betting on it, not just for entertainment purposes, but for business and professional purposes as well.

For example, Facebook, is seeing itself as a metaverse company in the future. Mark Zuckerberg is focused on building social metaverses and investing in Oculus, Facebook's AR and VR technologies.

Additionally, Silicon Valley in general, has been busy betting on metaverses as the internet's next generation. There are also plenty of games, Fortnite and Animal Crossing, currently incorporating metaverse-like elements on their platforms.

If this doesn't excite one much, people are buying real estate in the metaverse, particularly on Earth 2. Now that's something to keep an eye out for.





5

Edge Technology

Customer interactions are overwhelmingly digital – and emerging technologies such as the Internet of Things (IoT), robotics, and virtual reality will only intensify their dependence on data. That is prompting some organizations to rethink the topology of their IT systems, moving data back from the cloud and closer to the customer, in order to reduce latency, among other benefits. Experts, therefore, expect Edge Computing to play a central role in the evolution of the customer experience (CX).

Edge Computing is all about bringing processing and storage capability closer to where data is generated. This distributed computing is a great infrastructure strategy where ultra-low latency and real-time response are critical to application performance and user experience.



The future of computing is already active to anyone who runs a network. There are already over 50 billion devices connected to wireless networks. So, more the internet will be populated with IoT devices a decade from now, self-driving cars and robots, for example, will generate a tremendous amount of data just in one hour. Video monitoring systems that collect enormous amounts of data are also expected to proliferate.

Today, each ATM is a tiny data centre, for instance. And the user interface on Amazon's voice-activated virtual assistant, Alexa, doesn't rely on round-tripping every piece of data to the cloud. Some of it is analyzed on the machine.

For financial service providers that rely on real-time data and must conduct transactions as quickly as possible (e.g. stock trading applications), every millisecond counts. The reduced latency offered by edge computing, along side delivering promotional offers from the edge, can help them more easily localize content to specific audiences, such as a promotion running in a specific area. This can make a big difference in their overall customer experience.





EVOLUTION OF PLATFORM AS A SERVICE

The evolution of data and technology has changed the way businesses operate forever. MarTech tools are shifting towards being software-centric, which is eventually about automating the process and saving time for marketers.

Be it building a CRM strategy, using Customer 360, CDP, building a digital experience, or using an analytics platform, all are available as software, as a service. The SaaS (software as a service) model was an attractive alternative to expensive custom-developed systems that only giant corporations could afford.





1

Customer Data Platform

Due to an increase in focus on digital transformation, CDPs have become more useful and essential than ever before. CDPs with artificial intelligence (AI) and machine learning (ML) capabilities can help organizations act on key trends faster, in part by making marketing more efficient. CDPs are extremely flexible, user friendly, and highly scalable with self-service mode.

With data privacy concerns on the rise and third-party cookies fading out, organizations will likely shift toward first-party data strategies that primarily rely on customer data they collect themselves, with customers' consent. A CDP is one of the tools that can help organizations respond rapidly to market shifts and capitalize on new trends.

2

Data Science and Machine Learning Platforms

Data science and machine learning platforms define as a core product and supporting portfolio of integrated products, components, libraries, and frameworks. They will be provided in the market as SaaS or consumption-based models. They are built as a fully cloud-native approach where customers can leverage all capabilities in a flexible container-based architecture that runs in the cloud with integration with popular, open-source tools and languages, for data, modeling, and model management.

3

Digital Experience Platform as a Service (dxPaaS)

A digital experience platform (DXP) is a well-integrated and cohesive set of technologies designed to enable the composition, management, delivery, and optimization of contextualized digital experiences across multiexperience customer journeys. It provides multichannel delivery via APIs of digital interactions across all touchpoints, including IoT, AR/VR and digital

assistants. They also provide dynamic context-based personalization based on runtime user behaviour patterns, navigation patterns and purchase behaviour.

4

MultiCloud Management Services (MCMS)

Multicloud management is the set of tools and procedures that allows a business to monitor and secure applications and workloads across multiple public clouds. Containers and Kubernetes are key technologies for enabling multi-cloud management. Since containers bundle up apps with their dependencies and necessary services in a lightweight package, they make it easier for developers to build applications that can be deployed on any cloud. Kubernetes then allows those containers to be effectively managed, deployed, and automated.

They help to:

- » Establish centralized control & governance across multiple cloud environments.
- » Provide visibility and insights to optimize cloud consumption in a multicloud environment.
- » Extend capabilities to migrate and manage (life cycle) applications across platforms.





FUTURE OF MARTECH

Gartner's CMO Spend Survey report shows that CMOs remain bullish on technology, and technology accounts for the largest percentage of marketing budgets at 26.2%. The Gartner research also shows that marketers use only 58% of their existing technology capabilities, which means that there is more to do with technology in the marketing sector.

As a result of COVID, in 2021, digital transformation has already seen exceptional growth. The pandemic has pushed years of transformation through in a few weeks. Based on our market research, the following are the key trends we noticed that are emerging already in the MarTech space. Many of them you would have already seen in the previous section, or will be explained in detail in the coming sections.





Data-driven MarTech

The ubiquity of smart devices means brands will have to create more variations of content in the coming decade that are optimized for each smart tech device and across the smart tech ecosystem. Be it for smartwatch creatives or ads for smart fitness equipment, voice search optimization, and so on.

Cloud Migration

Data is the core asset of the MarTech industry, and problems often appear when it comes to a marketing technology stack that has to work with significant information loads. Brands are migrating to cloud-based MarTech solutions.

MarTech software has to work with significant data loads that may grow dramatically in particular circumstances. At a specific point, bandwidth demands may exceed the capacity of the application. While using cloud based MarTech engineering, you get an opportunity to scale your software up and down more efficiently. The scaling of on-premises applications may require you to buy expensive hardware and install costly upgrades. It provides significant opportunities for the development of MarTech business solutions that deal with immense data loads. Such solutions are used for creating highly scalable and secure applications, with advanced disaster recovery functions. Also, such solutions provide a significant marketing technology stack that allows delivering flexible apps at an affordable price.

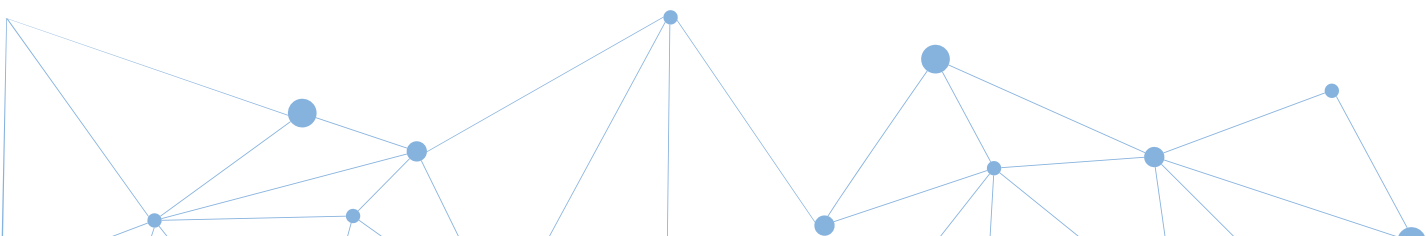
Blockchain

Blockchain enhances the trust between marketers and their target audience, by creating a transparent environment where one party doesn't feel exploited.



MarTech capabilities will experience a fundamental paradigm shift from traditional functional categories of siloed, vertically optimized systems (UX + IP + Data), to thin, scenario-optimized UI/UX solutions built on commoditized, open systems, leveraging the core app and bridge protocols, based on Blockchain technology. While current MarTech solutions compete, based on how well the entirety of their stack delivers value on its own and/or via interoperability with other siloed, vertical solutions, Blockchain MarTech solutions will compete based on their interoperability across a variety of open algorithms.

The customer will be empowered to dictate the how, what and when of personalized communications, with a corollary increase in trust in the tracking and accountability of the use of their personal data, especially given increasing customer desire for and regulations concerning Privacy such as the General Data Protection Regulation (GDPR).





Extended Reality (XR)

As the new normal continues to actualize, the best of both worlds, pre and post-pandemic marketing, are combining to create the new industry standard, going forward. The extended reality, abbreviated as 'XR', is a term that's earning new recognition. Extended reality represents the combination of augmented reality, virtual reality, and mixed reality. XR technologies, pulling from all three fields, are meant to extend the reality that consumers or users experience, by merging the real world and the virtual world in varied combinations.

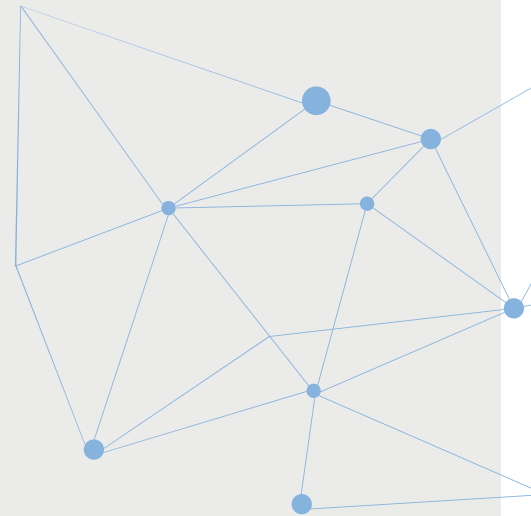
The potential impact that XR technologies could have on both in-store and out-of-store consumer marketing is unlimited. Use cases often go beyond industry verticals and field specifications. For example, extended reality can be used both to test and sell major purchases—home appliances, investment furniture, high-end fashion, cars, etc. Brands can use XR to offer fully immersive experiences, designing specialty experiences, branded video games, and elevated shopping experiences. The same technologies can also revolutionize healthcare, helping with physical therapy and even serving as a distraction method to supplement or substitute putting patients under anaesthesia. They can pave the way for safer training and operation in manufacturing industries, while across all industries, XR can change the way professionals interact with their teams—as soon as we are hosting brainstorming sessions in a shared virtual space, the remote V/s return-to-office debate might take a back seat.





DERIVING COMPETITIVE EDGE THROUGH IoT AND RPA

We are witnessing rapid technological advancements in various areas and many organizations have been strongly impacted by these.





RPA (Robotic Process Automation)

RPA is a technology that can mimic humans to perform high volume repetitive tasks efficiently. They have applications across almost all industries like financial services, retail, and healthcare. Some applications are given below.

Accounting & Financial Processing:

RPA can be used to automate accounting entries, as well as financial reporting. They can also be used for various administrative tasks like new account opening, account closure, claims processing, processing refunds and so on.

Customer Service:

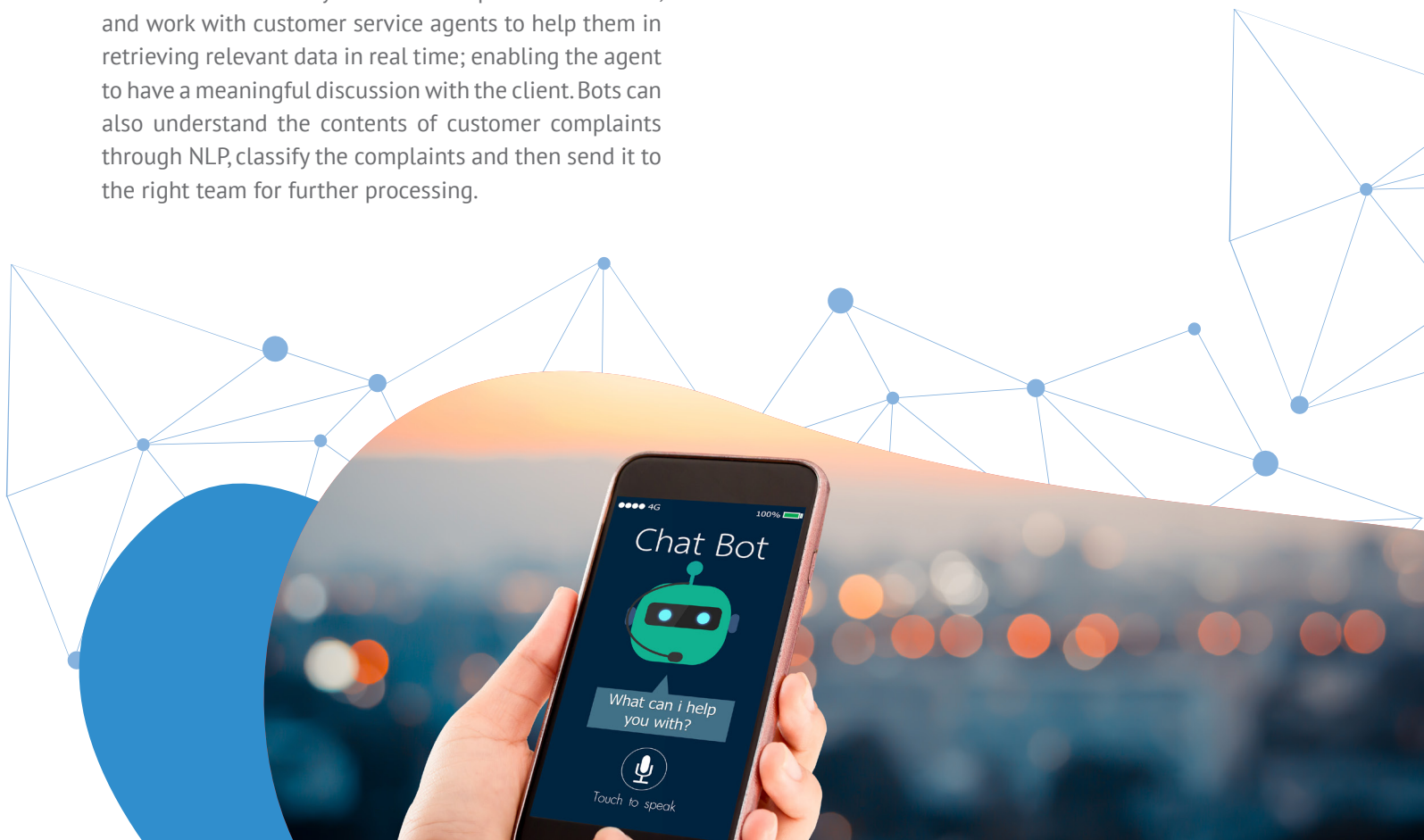
RPA can help enhancing the customer experience. Bots are useful in answering customer queries and resolving issues in real time. They can be used to place transactions, and work with customer service agents to help them in retrieving relevant data in real time; enabling the agent to have a meaningful discussion with the client. Bots can also understand the contents of customer complaints through NLP, classify the complaints and then send it to the right team for further processing.

HR:

HR is a huge area where RPA can be extremely useful. Employee onboarding, approval process for leaves, information retrieval, are all areas where RPA can help streamline the process.

Supply Chain:

RPA can be used for inventory management, procurement, managing shipments as well as processing payments.





IoT

Retail analytics gives insight into a range of topics that influence your bottom line. You can monitor and analyze your visitor numbers, the dwell time, staff levels, staff planning and the energy consumption in each store.

By anonymously monitoring customer behaviour, retailers can build a clear picture of actual customer activity. Retailers can even better understand the story behind the aggregate numbers like sales density. Using this anonymous data, retailers can then optimize individual categories and zones in their stores. This is not only to understand and improve retail performance over time, but also manage physical assets like shopping trolleys and store fittings, and eventually creating the best experience for the customer via digital advertising and smartphone engagement.

Retailers can use smart carts with location beacons, pin-sized cameras installed by the side of shelves, or the store's Wi-Fi network to see how many shoppers entered the store, how they moved around once inside, and what key areas they visited. This process can also provide basic demographic data, like gender and age group.

In-store analytics can help connect the dots between consumer, retail store, and buyer decisions. One area where retailers can derive a lot of value is through video analytics.

Video analytics refers to the algorithmic analysis of the contents of videos. Using this, you can understand the objects in a video and track behaviour, both real-time as well as post facto. Some of the features that can be detected using video analytics are:



Face detection



Motion detection



Object detection



Shape recognition



Gender recognition

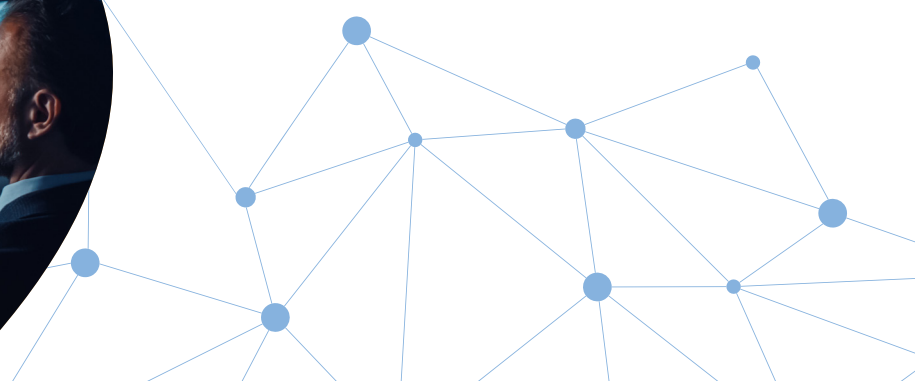


Age estimation



Video content analysis

Video analytics has applications pretty much in every domain, ranging from public safety, crowd management to face detection. One domain where it is being extensively used is in the area of shopper behaviour in stores and malls, to understand shopper behaviour and improve the experience.





Benefits to Marketers:

Improve conversions: Measure and compare how many customers dwell at each store section, and how many of those actually convert and buy something.

Improve layouts, store format and merchandising: With real-time data, test how changes in store format and layouts affect people's shopping behaviour.

Window marketing: By counting the number of bypassing people and how many of them enter the store, retailers can monitor 'capture rate' which is a great metric for improving customer interactions e.g. it is useful in window marketing.

Opening hours: By closely following customer activity inside and outside a store, retailers can draw informed decisions regarding opening hours.

Checkout process: It is a key area where the customer experience has to be great. Real-time video feeds can help manage length of queues and streamline the process.

Loyalty and engagement: Monitor customers' repeat visit patterns as well as how stores can engage customers as they step in from the entrance.

Asset management: Retailers can use the same technology to locate staff and assets, and optimize each for best customer service.

Using sensors combined with video feeds: Retailers can understand the store hotspots that attract crowds, the dwell times, as well as the dark areas with less footfalls. These help in improving the store layout as well as planning promotional activities.

Supply chain is a wide area where IoT can play an overly critical part: Using sensors and RFID tags, retailers can get real time visibility on their inventory levels. This will not only help improve customer satisfaction, but also improve labour utilization efficiency. This is even more critical for perishable items.

Route optimization is also an area where IoT can play a very important part. These can guide on the optimal route based on real time traffic updates as well as the weather forecast. Routes can be changed dynamically.

Optimizing promotions and product displays is another area where video analytics can be leveraged. By identifying trends in how consumers engage with product displays, retailers can better correlate promotions, displays and sales.

Sensors fitted on electrical gadgets inside the store (tube lights, refrigerators) can help conserve energy by more efficient utilization.





TRANSFORMATION OF THE CONTACT CENTRE

The modern multichannel contact centre finds itself adjusting to dramatic operational changes while responding to significant changes in what customers need, want, and expect, amid a global pandemic. These acute pressures have forced major changes in the way most contact centres operate, reshuffling their priorities, goals, and pain points. The Contact Centre has transformed into a Hub of Excellence in the post pandemic era.

But this “new normal” is not just re-prioritizing, it is about ringing in a whole new mindset change to respond to the modern consumer needs and ambitions of CX-driven enterprises.





1

Elevated customer expectations are here to stay

Services Customers Expect More of (%)

How have customer expectations changed during the pandemic?

70% | 57%

Multiple Channels for Communication

69% | 57%

Emotional Empathy

68% | 49%

A Need to Feel Heard

62% | 46%

Availability of Video Conferencing

60% | 49%

Complexity of Requests/Questions

69% | 57%

Impact of Customer Service Experience

68% | 49%

Human Agent Availability Over Bots

62% | 46%

Quicker Response Time

CX is a bigger driver of brand loyalty than ever, and customers expect an omnichannel experience like never before.

Some of customers' higher standards are more clearly connected to the pandemic: Expectations around multi-channel service are higher, as almost all in-person communications are shifted to phone, chat, email, and other digital communications. Expectations around video conferencing have surged, as video communication has become the closest approximation to face-to-face contact available in a socially distanced world.





2

Human interactions are still critical

Many of the customers' heightened expectations are centred around human interactions.

While self-service, automation and bots, may hold significant promise for the contact centre, customers need more emotional empathy in their interactions, as well as a stronger need to "feel heard." All these expectations – empathy, validation, complex support – are things that only a human agent can deliver.

3

Contact Centre Analytics will define the new engagement rules

The contact centre is home to an incredible trove of strategic insights delivered straight from the mouths of customers. Harnessing these voice-of-the-customer (VOC) insights can help an organization understand customer needs, wants and expectations as they evolve in real-time.

Most Valuable Contact Centre Analytics Insights

- » Customer sentiment and satisfaction
- » Customer problems or needs
- » Product or service needs

All businesses must relearn what customers want, need, and expect – as all of this may have changed significantly. The organizations that understand their customers better, are those that can display customer empathy more consistently. And those businesses will succeed disproportionately in this new set of circumstances.

4

A new paradigm in agent engagement

Forward-thinking contact centres have been increasing their focus on workforce engagement in the contact centre world for a decade now – and for good reason. Compelling evidence links employee engagement with employee retention, customer loyalty, Net Promoter Score (NPS) and even revenue.

In fact, studies show that even a 5% increase in employee engagement in the contact centre can drive 3% incremental gains in revenue.

The most important new agent skills are:

Self-Management

With agents working remote, flexible hours, managers say the ability to self-manage is now the most important skill.

Problem Solving

Between customers' increased demand for complex support and help, and agents working more independently from home, dynamic problem-solving ability is essential.

Technology Setup/Security Awareness

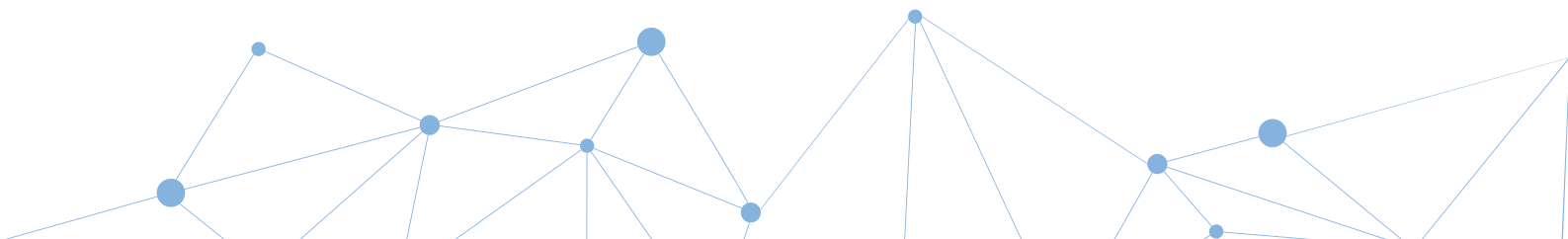
As part of their self-management skills, agents will need to be able to handle the operational and technological challenges of working remotely.

Team Collaboration

Agents must be willing and adept at using new cloud-based collaboration tools to work with their decentralized teams.

On-Camera Presentation

The sudden introduction of video chat in many contact centres requires agents to deliver an effective and professional visual presentation.



PART 2.

DISCOVERY: ASSESSING AS-IS DATA MATURITY





DATA MATURITY SURVEY ANALYSIS

Last year's MarTech Maturity Survey provided critical insights and focus areas for different industries to improve their maturity along 6 different dimensions – Customer Strategy, Data Maturity, Analytics Maturity, Campaign Maturity, Digital Maturity and Technology Maturity. A strong data ecosystem is a critical foundation for MarTech maturity. In this year's survey, the focus was to assess the Data Maturity of various industries and identify improvement areas. The survey covered diverse facets around data like data strategy, data unification approach, consumption of data for decision making, type of analytics (Descriptive, Prescriptive, and Predictive), ROI measurement and data governance. The objective was to identify the overall data maturity of various industries as well as identify some of the emerging trends as well as roadblocks to data adoption. The participants included professionals at different levels (CEO/Founders, CMOs, senior and mid-level marketing as well as data professionals) from various industries like E-commerce, Financial services, Retail, Technology, Automobile, Media & Entertainment and Consulting set-ups.

Duration of the survey: Mar - Apr 2022

Respondents: CEOs, Senior and Mid-level Marketing Professionals,
Senior and Mid-level Data Professionals



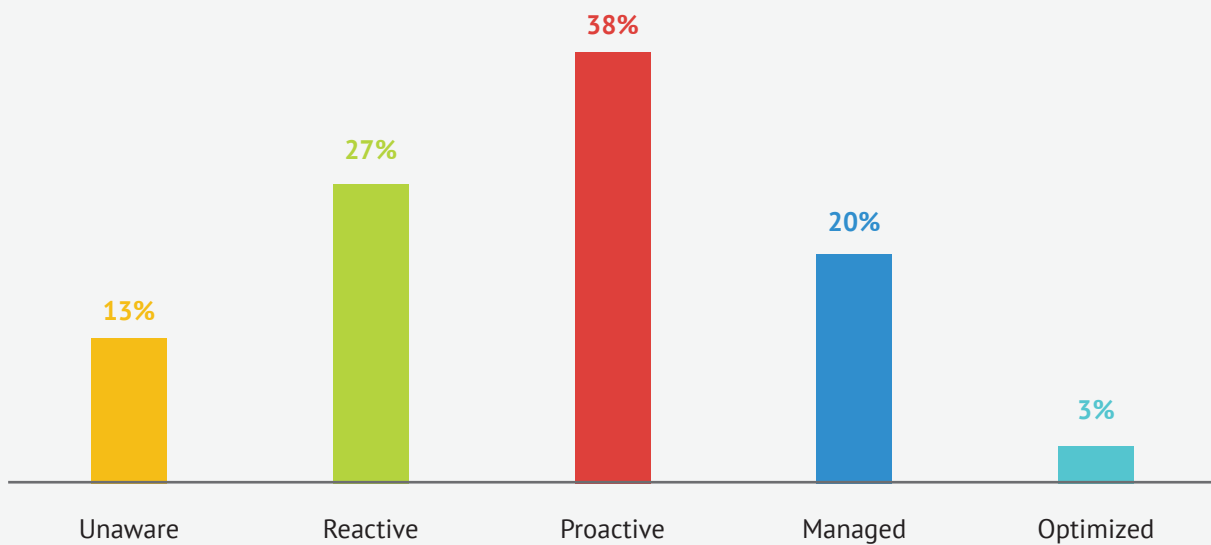


1

Majority of the organizations fall under the “Proactive” category.



Distribution of Organization by Data Maturity



Around 13% of the organizations come under the ‘Unaware’ category, which is the initial nascent stage. These organizations use data only for operational or compliance purposes and need to brainstorm & revise their data collection strategy so that their data can be used for strategic purposes and decision-making. 27% of the organizations come under the ‘Reactive’ category, which means that, while they might have a proper data collection strategy in place, they now must focus on implementing a data quality architecture. All aspects of data quality like completeness, accuracy, authenticity and consistency need to be considered and very specific KPIs need to be defined for each component to measure

data quality which will ensure that the data is being interpreted correctly. Majority of the organizations come under the ‘Proactive’ category. One of the most challenging tasks at this stage is unifying & integrating data from various standalone applications and creating an omnichannel view of their business which can create a strong foundation for an intelligent reporting system for all stakeholders. Only about 3% of the organizations are at the ‘Optimized’ level. Organizations in this stage will have all above components clearly defined and implemented and the focus is on continuous improvement.



2

Industry wise trends

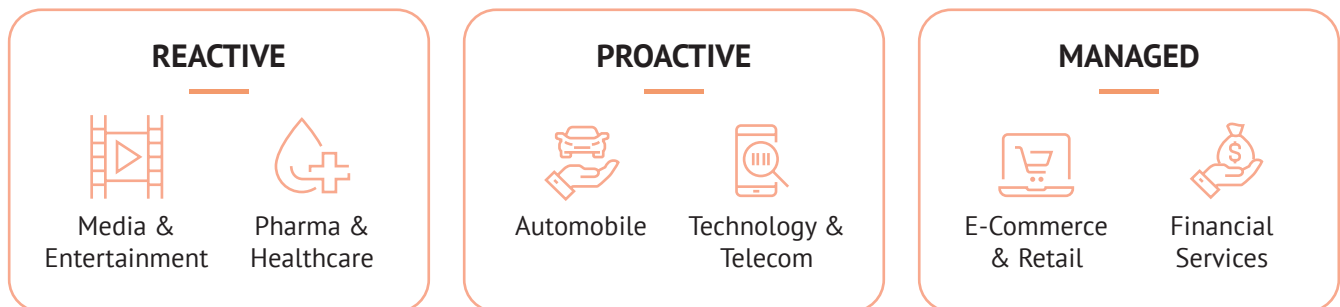


While none of the industries can be categorized as completely data-driven, Finance & E-Commerce/Retail industries have the most mature practices when it comes to data governance. The Auto, Pharma & Media industries still have a way to go which is understandable, since these industries have been operating in the offline space for a long time and thus might face challenges in integrating data from all sources. A significant source of information for the Media & Entertainment industry

would be the unstructured data from social media likes, dislikes & comments, website traffic or streaming data on digital platforms which is difficult to track and integrate with the structured data.

When it comes to Measurement & Tracking, E-Commerce is ahead in the race with mature processes for experimentation and tracking of key metrics.

Data Governance:



Measurement & Tracking:





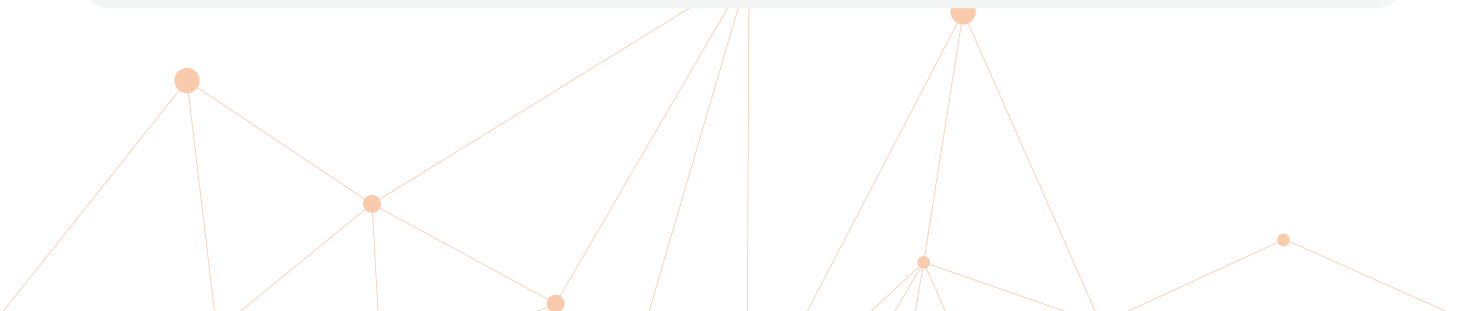
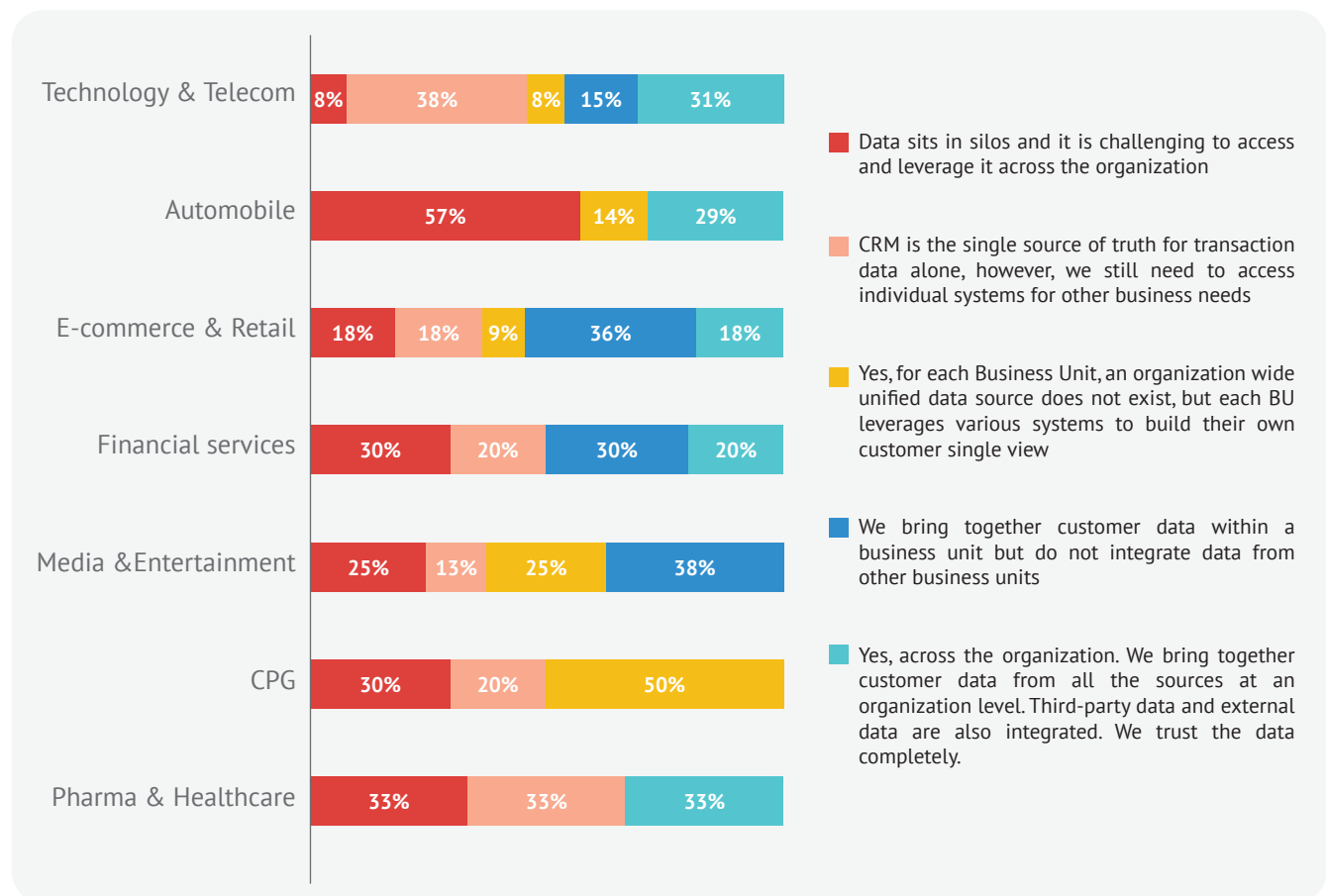
3

Do you have a unified source of data/a single version of truth for your customers across all your businesses?



Over time, almost all industries have understood the need of having a unified data of customers, captured across different touchpoints. This ensures data consumption for strategic and tactical decision making beyond operational activities. However, few of the industries are yet to catch-up as far as implementation is concerned. Many organizations admitted that their data still resides in silos and they are facing challenges

in accesses & leveraging it across the organization. The Auto, CPG and Pharma industries are lagging significantly compared to their counterparts in Financial Services and E-commerce. Some of it can be attributed to inherent challenges of the industry (complexity and feasibility of data capture process, legacy applications deployed at various touchpoints, alignment of various stakeholders etc.)





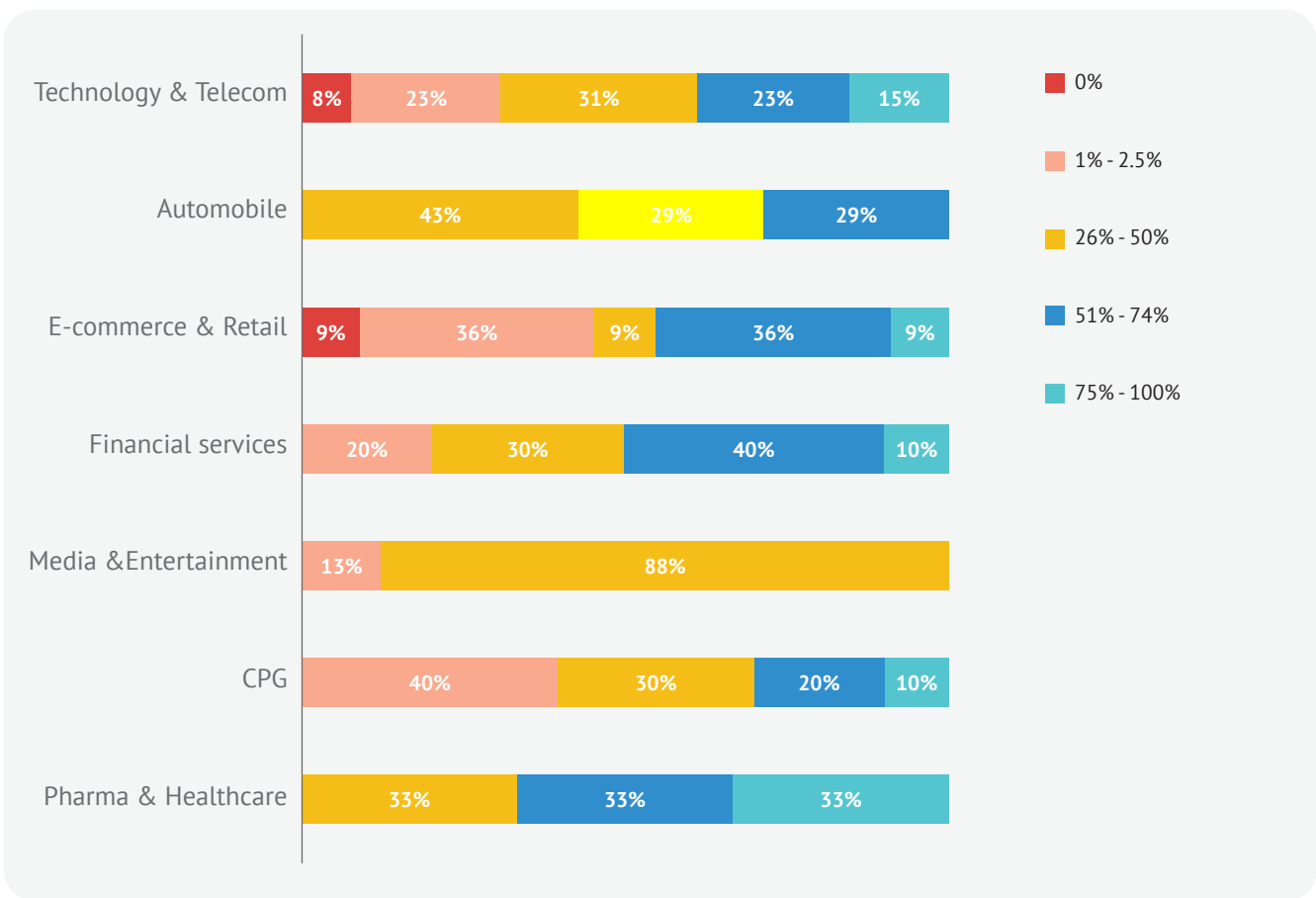
4

What percentage of customer data from different sources is integrated together?



Having 100% data aggregated into single system is yet far-fetched goal for majority of the organizations. Most of the organizations have 25% to 75% data aggregated in unified datamart. While in some organizations this is a result of a number and the complexity of data sources, many organizations lack the clarity of how unified data can help in improving connected customer experience.

While technology has made data integration, processing and storage much more seamless, lack of direction to map the benefits of unified datamart for strategic and operational decision making, is the driving factor for this gap. The financial services sector is leading in this area (partly due to regulatory requirements).





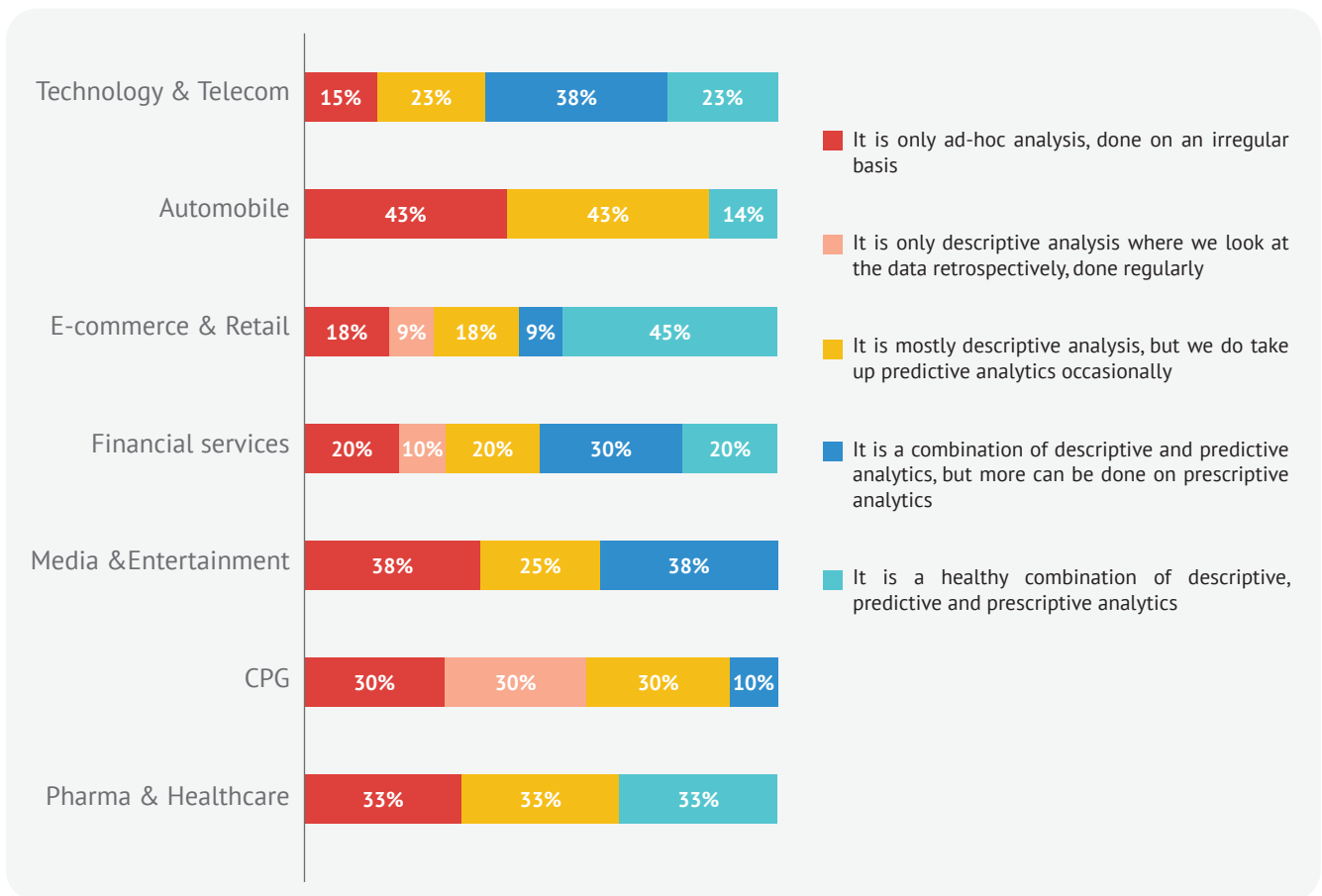
5

What are the different kinds of analysis done on the data?



Relevance, depth & frequency of analysis done on data depends primarily upon two parameters: clearly defined use cases and data availability in consumable format. Some organizations have mature data integration strategy in place but do not consume data for structured predictive & prescriptive analytics mainly because they do not have data driven use cases defined. Once the business use cases are defined, and data is integrated into data mart, it is necessary to have an optimal

data structure in place for descriptive, predictive & prescriptive analysis. While descriptive analytics has become hygiene in most industries, E-Commerce, Financial services and Telecom are much ahead as far as implementation of predictive & prescriptive analytics is concerned. Though lot of descriptive as well as predictive analytics happens in other industries, it is more ad-hoc in nature.



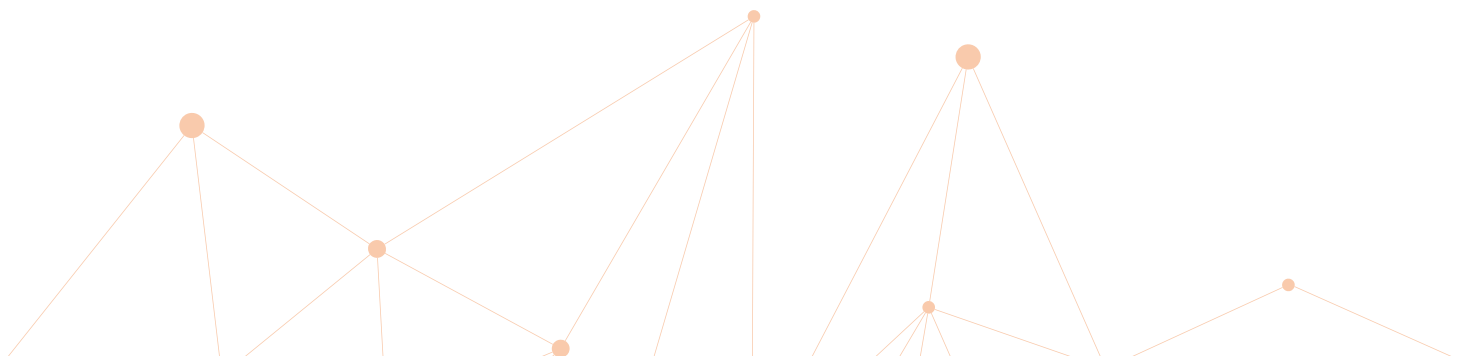
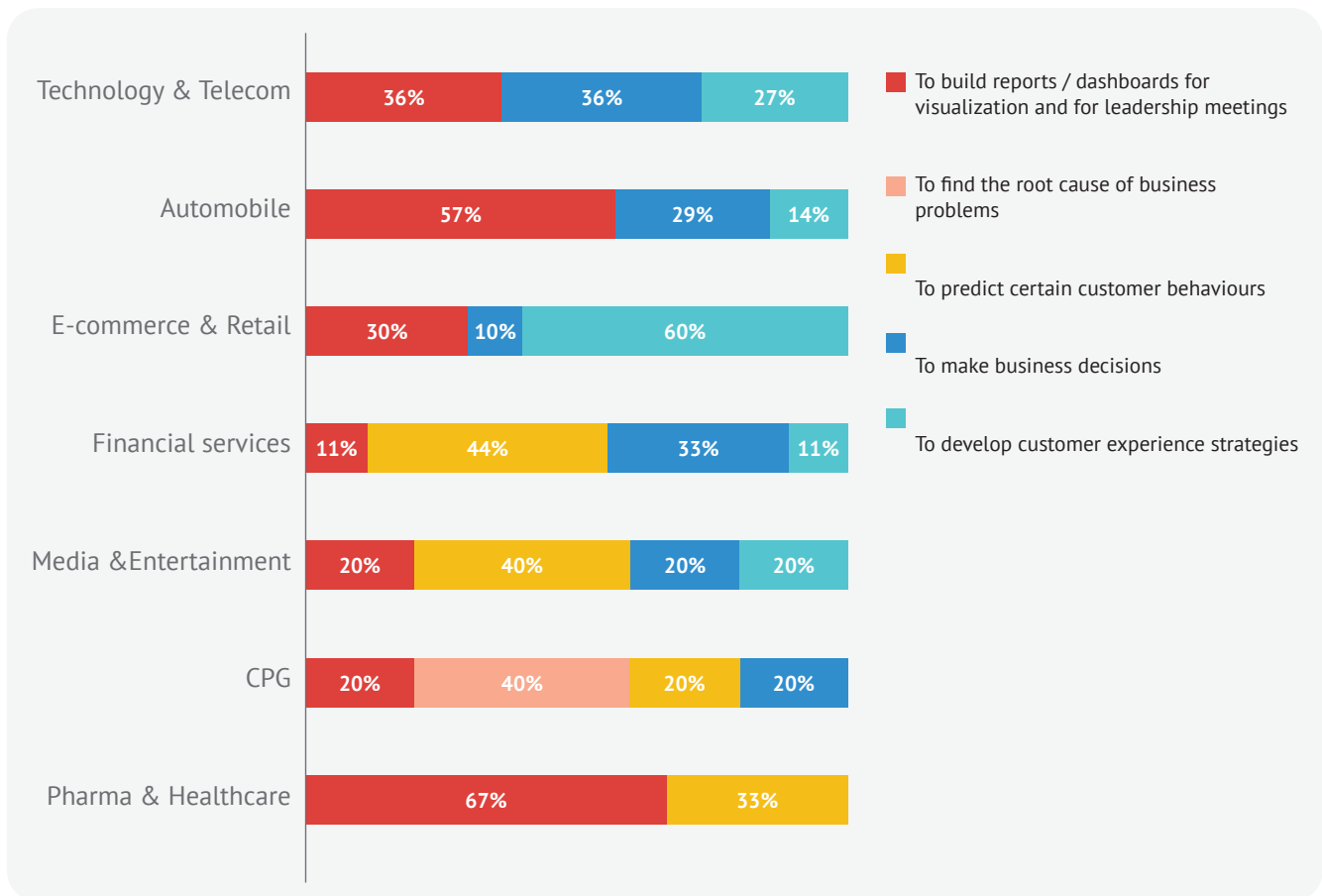


6

What is the most common use of analytics in your organization?



For many organizations across industries, data is only being used to build impromptu reports or dashboards for business meetings. E-Commerce is the only sector using advanced analytics with the primary goal of improving the customer experience.





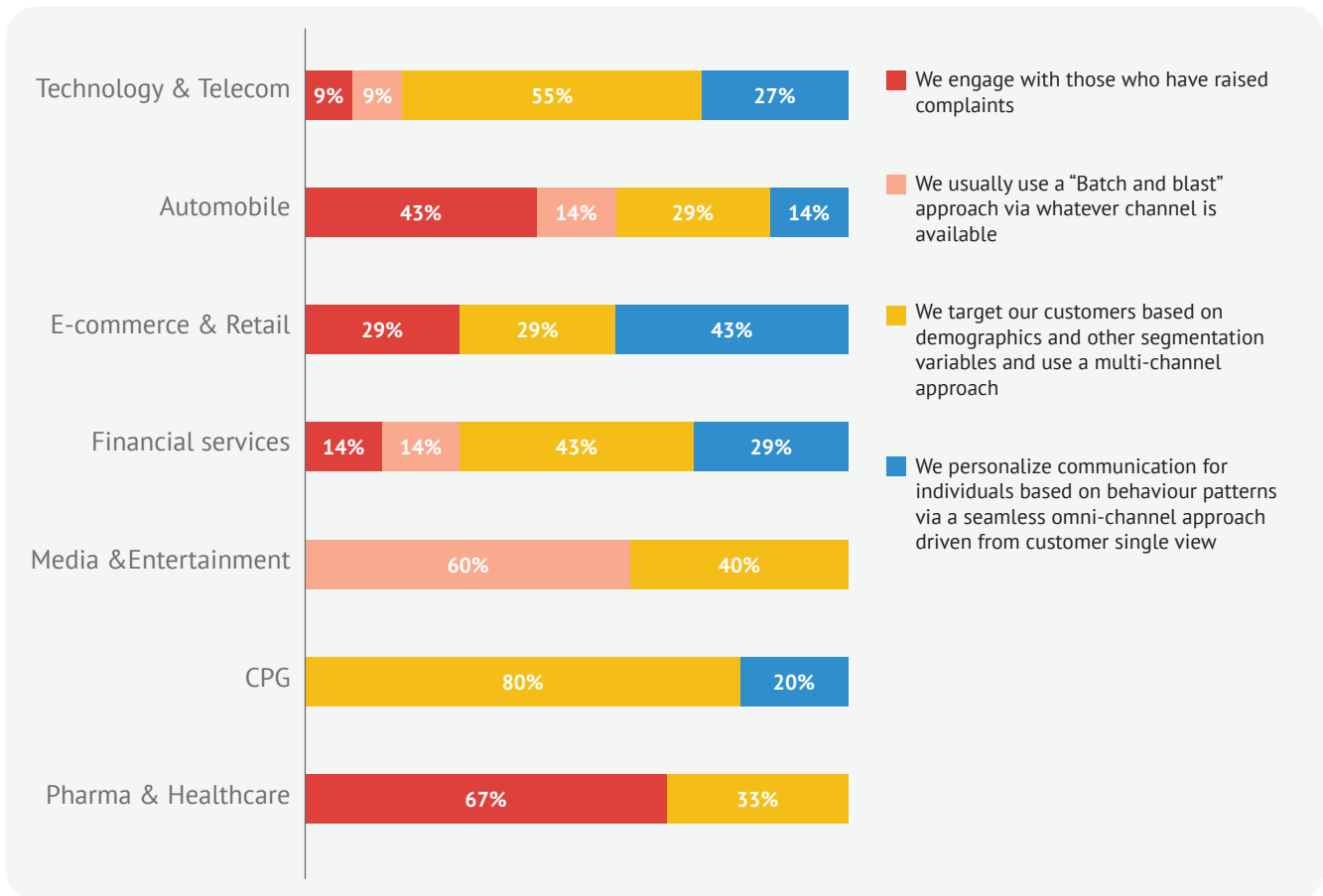
7

How would you describe your interactions with your customers?



Challenges faced in integrating, segmenting & analyzing customer data across all sources prevent many organizations from being proactive as far as customer interaction is concerned. A large portion of E-Commerce companies have succeeded in providing their customers

a personalized experience by implementing an omni-channel approach. In most other industries, companies are able to respond only when a customer raises a complaint as they do not have data captured across all the touchpoints integrated in the unified platform.





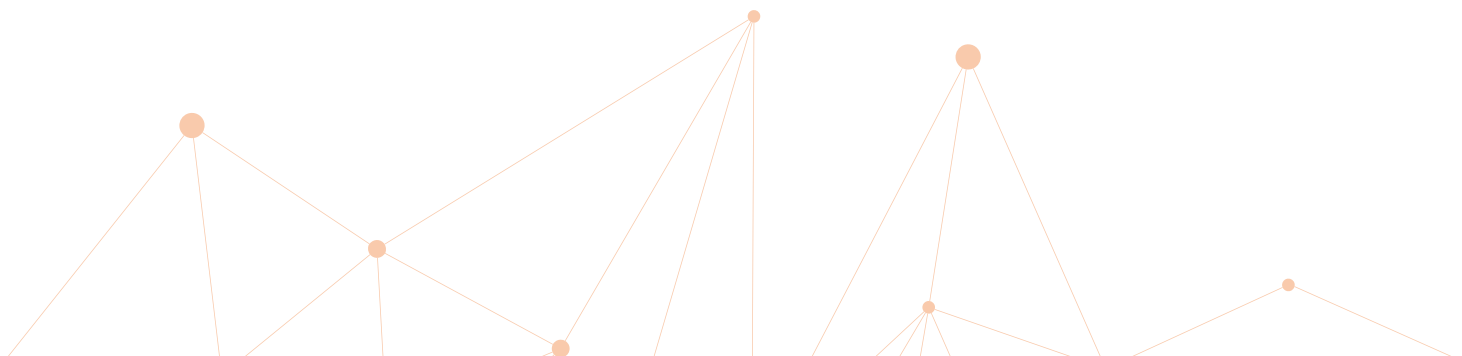
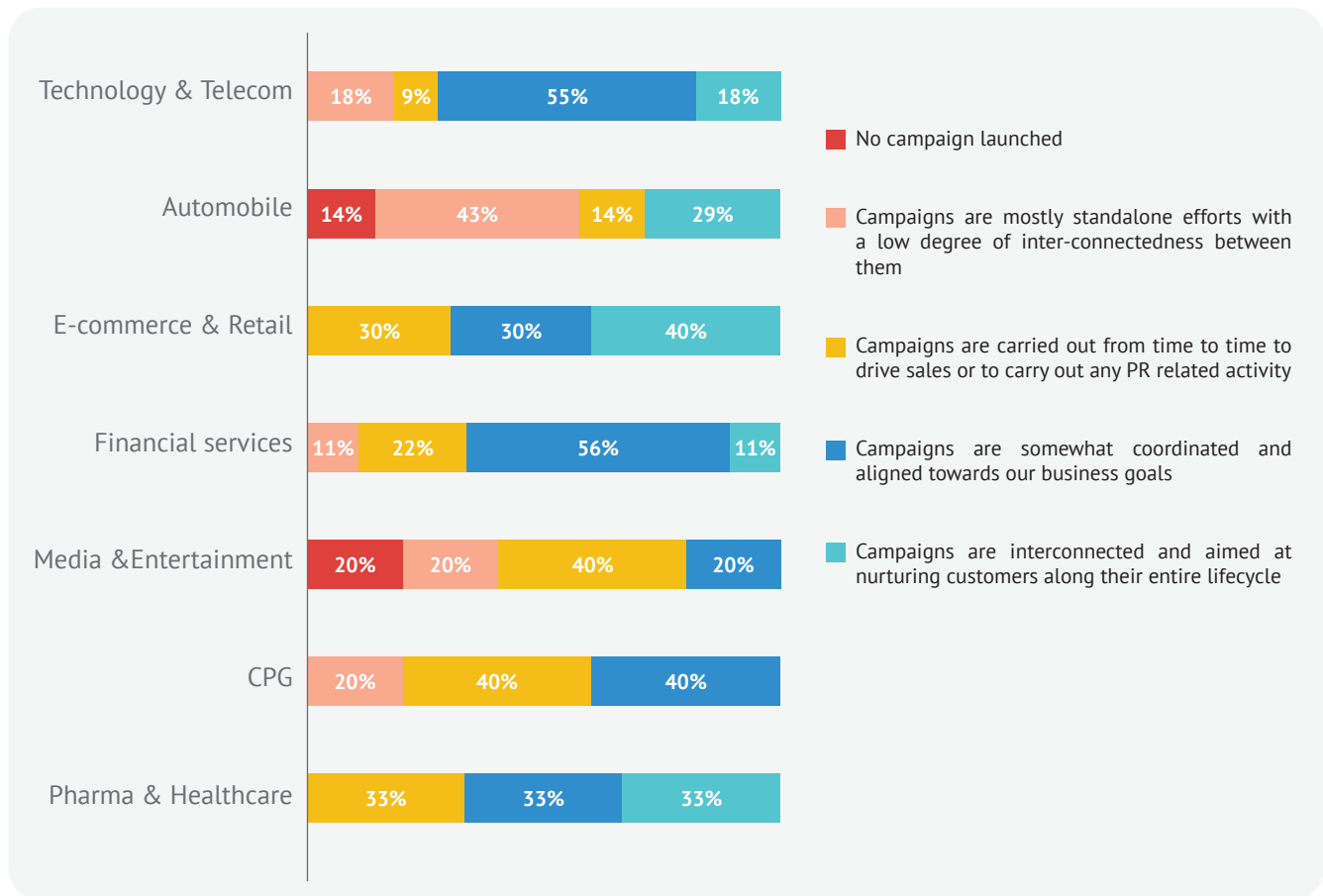
8

Which statement best describes the degree of co-ordination across your marketing campaigns?



It is essential that all marketing efforts are aligned towards improving overall connected customer experience rather than isolated and ad-hoc targeting to meet specific operational needs. Lack of this results in sub-optimal brand positioning as a message to the

customer is not consistent. Majority of the Financial services & E-Commerce organizations have aligned their marketing campaigns towards strategic business goals and improving overall customer experience.





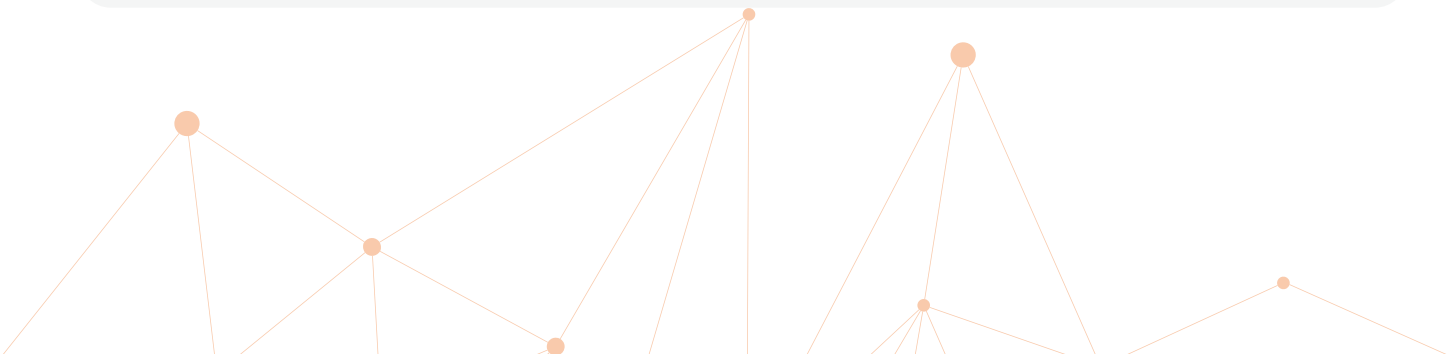
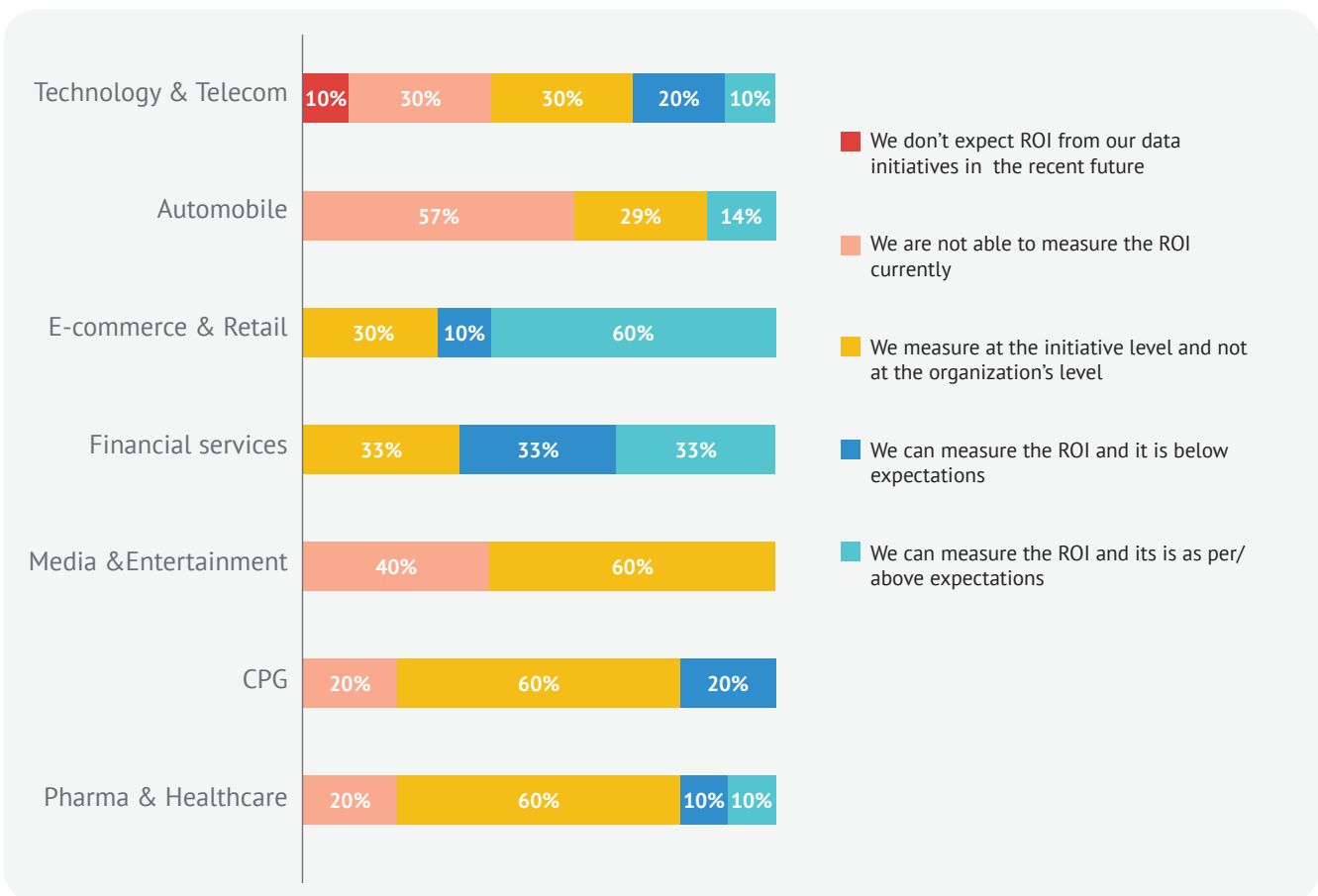
9

Are you able to realize ROI from data driven initiatives at your organization?



Ensuring that appropriate framework for ROI measurement is defined and relevant KPIs are agreed by all stakeholders is a prerequisite for a robust campaign strategy. Many organizations struggle with ROI measurement as they do not have clear and unambiguous KPIs in place. Many others are still experimenting with their marketing attribution logic.

Obtaining a high ROI will require a robust targeting strategy in place which includes the right combination of channel, product & timing. Majority of the organizations in Media & Entertainment and Pharma industries are still figuring out their attribution logic and how to improve their ROI.





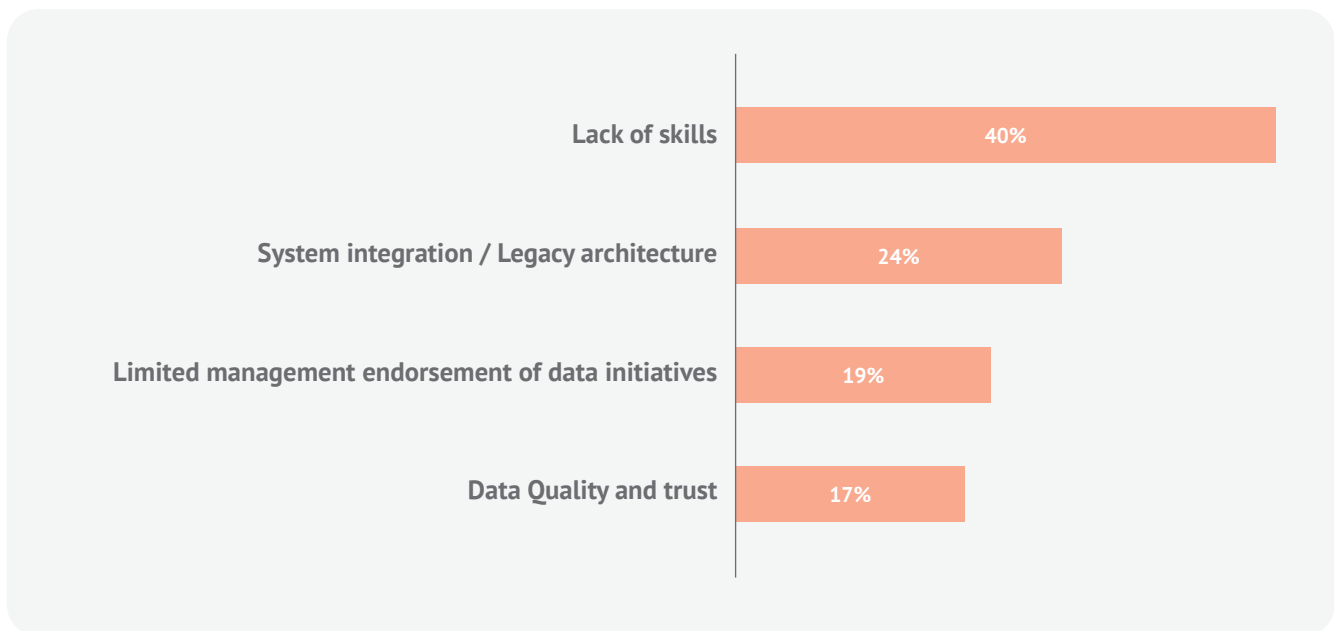
10

What are the challenges to data adoption?



Lack of skills & legacy architecture are seen as the topmost challenges to data adoption across all industries. Migrating from old & obsolete systems to newer technologies can be a tedious, time-consuming

activity, and might end up disrupting daily tasks which makes organizations hesitant to adopt to the new ones. This also requires the employees to be constantly trained with the newest skills.



Conclusion:

Though organizations have realized the importance of unified data platforms to drive customer experience, gaps remain in multiple areas including comprehensive coverage of data sources, customized reporting platforms for different stakeholders, and unambiguous ROI definition & tracking. As far as overall data maturity is concerned, Financial Services and E-commerce organizations are at a much advanced stage as majority of them have at least 50% data unified in one common environment. These organizations need to continuously strive towards integrating and unifying remaining sources and ensuring that optimal platforms are

available for consuming the intelligence for various use cases. Other industries need to focus more on data capturing and unification strategy of critical sources. Across industries, there is a need to educate all stakeholders about advantages of creating unified data and reporting platforms for decision making which will unleash the power of data. While top management must ensure that proper governance framework and accountabilities are set up, various operational teams need to ensure that data governance processes are followed not just from the point of view of compliance, but for more efficient and transparent decision making.





Broad Guidelines for a Data Strategy

Data Maturity	Focus Area	Data Preparedness and Strategy
Unaware	Design data collection strategy	Organizations in this stage usually do not have a structured data collection mechanism in place. Data might be collected through legacy applications and residing in silos without anyone having a holistic view of all data being captured. While this serves operational and compliance requirements of different departments, it is not possible to use data for any strategic purpose. Hence, the first step for these organizations would be to brainstorm and identify how data can help in decision making at various levels and what kind of data needs to be captured to support this. Once the gap assessment is done, a clearly defined roadmap to start capturing data from various touchpoints needs to be agreed upon and finalized. Training to emphasize the need for data driven decision making for top and middle management might also be required.
Reactive	Implement data quality architecture	Ideally, data quality architecture should be designed along with the data collection strategy. But it has been observed that many a times this step is missed out because of multiple reasons. While data collection strategy defines the critical data points to be captured at various touchpoints and align business use cases with the same; data quality is critical to ensure that the solution built does not lead to incorrect interpretation of data. All aspects of data quality like completeness, accuracy, authenticity and consistency need to be considered and very specific KPIs need to be defined for each component to measure data quality. This has to be documented and made available to business users to ensure correct interpretation of data.
Proactive	Build data integration and unification strategy	Once data is being captured from identified sources and touchpoints and appropriate data quality checks are implemented, the next step is to build a data integration strategy to unify the data from multiple sources. Organizations in this category will have appropriate data collection strategy with some level of data quality checks in place. Most likely, data will still be residing in respective technology stacks which is tightly coupled with corresponding touchpoints, making it difficult to derive meaningful and actionable strategic insights. For example, an organization might be capturing web transactions as well as offline transactions, but the data sources might be residing in their respective tech stacks used to capture these transactions. As a result, it may not be possible to understand a customer's behaviour across channels. A robust data integration and unification strategy which combines data into a single platform for analytical purpose can bridge this gap and create a foundation for an intelligent reporting system for all stakeholders.



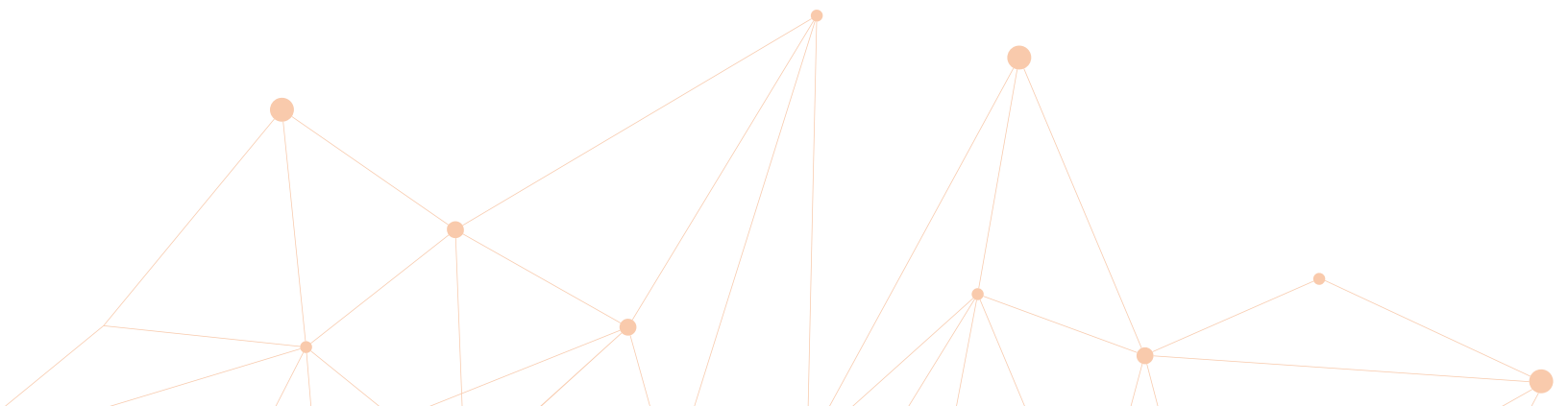
Data Maturity	Focus Area	Data Preparedness and Strategy
<p>Managed</p>	<p>Integrated & customized reporting mechanism for all stakeholders</p>	<p>At this stage, organizations need to ensure that data and intelligence is made available for consumption for operational as well as strategic decision making. Clear and unambiguous KPIs need to be defined, and all stakeholders need to agree to them as well. These KPIs have to be made available in a user-friendly manner and should be customized to the audience consuming it.</p> <p>For higher management, aggregated KPI trends should be made available in visual format. For middle management, self-serve dashboards should be created with capability to perform slicing and dicing across multiple parameters. For operational teams, reporting can be more granular and restrictive with daily/weekly/monthly targets and progress made.</p>
<p>Optimized</p>	<p>Close the feedback loop for continuous improvement</p>	<p>Organizations in this stage will have all the above components clearly defined and implemented. What is mostly lacking is the mechanism to integrate continuous feedback. Structured feedback mechanism ensures that consumers of data are able to effectively and seamlessly utilize the intelligence for decision making. Any gaps in definition, interpretation and usability of KPIs need to be bridged. A few scenarios might require relook at the data collection strategy to incorporate certain additional variables or modify the manner in which variables are collected. Some KPIs might become irrelevant and obsolete over time and need to be replaced with more relevant KPIs.</p>





Industry Guidelines for Data Maturity

Industry	Traditional Organizations	Digital First organizations
BFSI	In the BFSI industry, data might be collected in various formats, in many of the cases, a physical format. It is very critical to build a strategy to ensure seamless transition of this to a digital format. An organization might need a 2-pronged approach here. One will be seamless transition of historical physical data into digital format and second will be streamlined digital collection of new data being captured in a consistent format that aligns with regulatory compliance.	Digital first BFSI organizations are likely to have very streamlined data collection as well as integration strategy in place (Some of it might be regulatory requirements or operational hygiene). These organizations need to ensure data is consumed in the most optimal manner for decision making.
Retail	It is very difficult to collect high quality data in a traditional retail model. An organization in this category may not have high quality data collection strategy. In fact, in most of the cases, the nature of business may lead to this stage. Hence an organization needs to be innovative in terms of identifying intelligent ways of capturing high quality and meaningful data.	These organizations are likely to have a much advanced data collection strategy. What is mostly lacking in these organizations is building effective real time use cases to consume the data for an improved customer engagement.
Automobile	It has been difficult to collect high quality consistent data in this space at various touchpoints. This in turn makes it difficult to unify the data of customers collected from various sources. An organization in this category needs to implement a consistent data de-duplication strategy before the data is used for operational or strategic decision making.	Traditionally, customers have not preferred digital channels to interact with brands in this domain because of obvious reasons. But of late, many organizations are adopting a digital first approach. As with other domains, these organizations will have a mature data collection and an integration strategy in place.





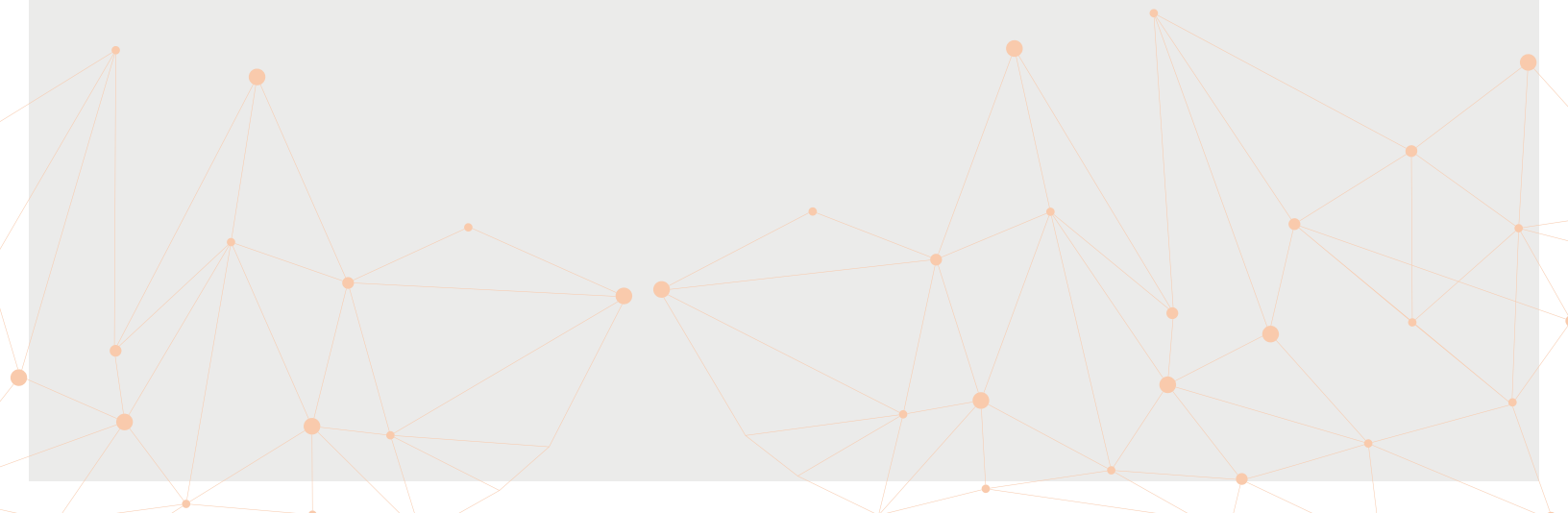
INDUSTRY EXPERT: CAPABILITIES NEEDED TO BUILD UNIFIED CUSTOMER PROFILES



Author: David M. Raab is Founder and CEO of the Customer Data Platform Institute. He has many years' experience as a marketing technology consultant and industry analyst. Visit www.cdpinstitute.org for more information.

Complete accurate customer profiles are the lifeblood of your MarTech system. Many companies purchase Customer Data Platform software to assemble these profiles, while other companies build them with tools designed for other purposes or with systems they've created on their own.

Regardless of which path you choose, creating and deploying profiles, requires the same set of tasks. These are links in a chain: if any link is missing, the chain cannot serve its intended purpose. So, it's essential to have them all.





Use the following list as a reference to ensure that you have developed a complete customer profile capability. You'll see that each item relates to a specific type of software.



Capture:

Data must be captured from websites and other systems where customer activities take place but are not otherwise recorded. Tag management software such as Google Analytics, Adobe Experience Manager, and Tealium provide this function.



Ingest:

Data must be loaded from systems that originally create it, such as order processing, CRM, and customer service. This requires extracting the data from the original system and pushing it into the customer profile system. Pipeline software such as Fivetran, Spark, and Airflow provide this function.



Clean:

Data must be checked for accuracy, completeness, consistency, and other quality considerations, and corrected as necessary. Data quality software such as Informatica, Tibco and Talend offers this.



Store:

Data must be stored for further processing and use. The storage system must accommodate all data types: structured (such as transactions), semi-structured (such as web logs), and unstructured (such as text). Common platforms to store customer profiles include Snowflake, Databricks, and Google BigQuery.



Link:

All data related to the same customer must be given a common identifier, even though the original identifiers might have been different for different sources: an email address, a browser cookie, a mailing address, etc. This is called identity resolution, or matching. Vendors

include Infutor, Merkle, and Tapad. Note: These particular services may not be available in the Indian market.



Aggregate:

Data for each customer is assembled into the customer profile. This includes calculated values such as aggregate lifetime purchases, time since last website visit, and predictive model scores. This aggregation can be managed by master data management systems such as Resulticks, Aqfer, Reltio, and Tamr.



Share:

The enriched profiles are sent to other systems, either in a batch process or on demand. This is the function of reverse ETL software including Hightouch, Census, and Rudderstack.



Integrate:

Selected data about an individual customer is used in processes that run across multiple systems. This is done by orchestration systems or integration platforms. Examples include Mulesoft, Zapier, and SnapLogic.



Segment:

Sets of customers who meet specific criteria are extracted from the profile system. Users define the selection criteria using segmentation software, or broader analytics software with segmentation capabilities. These include SAS, Tableau, Power BI, Qlik, Sisense.





Every item on this list is a complicated process by itself. You must look carefully at your own business requirements to understand exactly what capabilities you will need. This is a substantial task, but it's unavoidable if you are to build a suitable solution. Requirements are needed regardless of whether you buy a single CDP that offers all these functions, assemble a collection of separate tools, or build your own system.

If you do choose to connect separate systems, you face the additional task of analyzing their integration features to ensure they can work with each other. This goes beyond understanding how they connect to ensuring that they can share data as quickly and in the volumes

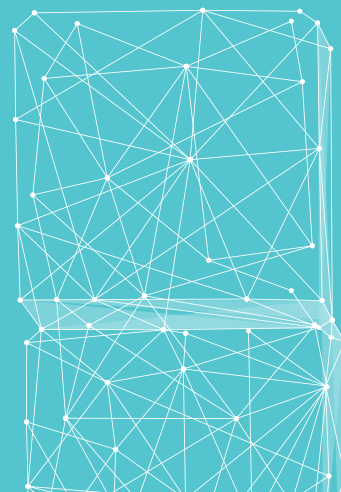
you require. You must also plan to allocate adequate resources to set up and maintain these connections. Continuous maintenance is essential, as vendors often make changes that improve their products but can change the way they connect.

The best approach to customer profile creation will depend on your requirements, your resources, and how quickly you need to put a solution in place. Making the right choice is not easy, but fixing a wrong choice is even harder. So take your time, choose carefully, and then share the full benefit of complete customer profiles throughout your MarTech system.



PART 3.

SELECTION OF THE RIGHT MARTECH STACK





Get Set Go

Customers today have the option of interacting with brands through a plethora of channels and they expect a seamless experience. It has become even more critical for companies to acquire the right set of customers at the minimal acquisition cost, engage with them, retain them and maximize their lifetime value. For businesses to be able to achieve this, traditional ways of approaching technology investments do not suffice. Companies need new tools that can help navigate the complex customer journeys.

Let's look at the suite of products that are required in the MarTech stack. All the tools should be aligned to the overall strategy and the tools should complement each other in aligning the various departments and functions like Marketing, Operations, Sales, Digital, Finance, IT and Analytics.

An ideal MarTech stack has all the appropriate technologies and applications to manage the entire customer lifecycle – attracting the right customers, engaging with them, and retaining them in an efficient and profitable manner. Let us look at some of the key ingredients of a good stack. Many of these tools will be relevant across different stages of the customer lifecycle.

Customer Data Mart

The core challenge in most of the industries is that the data is captured at various touchpoints in their own customized format and it is not possible to standardize the data capture mechanism across different touchpoints. The fields captured and validations happening for various fields are also customized. Customer data mart is a unified

place where data from various customer touchpoints is stored in a clean and consistent format. In most cases, this component will need customized de-duplication processes to identify a unique customer. Customer data mart acts as a foundation for creating a Single Customer View and advanced analytics & reporting needs.

Single Customer View

Single Customer View is a unified view with the capability to give 360-degree perspective of a customer's behaviour. Any BI and advanced analytics solution is incomplete without having an integrated understanding of a customer across all touchpoints. Customer Single View combines data of a customer from multiple perspectives (Demographic, Transactional, Social Media profile, Campaign responses, Product preferences etc.) Customer Single View should be integrated with all touchpoints to optimize customer experience

Extract, Transform, Load (ETL)

This step is very critical to bring data from multiple sources into one common environment. While some data quality checks are implemented during data collection, remaining checks should ideally be implemented in this stage to ensure clean, consistent and standardized data is made available for consumption.

This step also ensures consistent interpretation of data by various business users.





Content Management System (CMS)

Content is the core of Inbound marketing strategy. Content predominantly drives leads in a sustained manner. The right content can be a true differentiator while engaging with customers. Content can be in the form of blogs, articles that deep dive into a subject, podcasts, videos, or any other interesting information. The CMS or Content Management System acts as a central hub for all content publishing and ensures that the right content is delivered to the right audience at the right time.

Search Engine Optimization (SEO)

When consumers have a need, either for a product or any information, Search is most often the first port of call. The search query contains signals of intent that can be leveraged by marketers and it is an important lever to increase organic traffic. SEO helps in understanding the trends in searches and helps companies define their content strategy.

Conversion Rate Optimization (CRO)

CRO is the process of converting visitors to customers and hence increasing the conversion rate. Conversion could be the performance of an intended action. It could be purchasing a product, enrolling for a program, subscribing for a newsletter or adding an item to

cart and so on. SEO and CRO go hand in hand. While SEO directs traffic to the website, CRO ensures higher engagement and conversion. CRO tools have a range of features that allow marketers to run A/B testing, analyze visitor behavior, and ultimately boost the conversion rate.

Customer Data Platform (CDP)

One of the primary functions of a CDP is to create a persistent unified customer database that is accessible to other systems.

A CDP integrates a variety of first party, second party as well as third party data from a range of sources like CRM, offline transactions, online transactions, social media or any other external source of data. The nature of data includes demographics, transactional, behavioural, engagement as well as qualitative data. A CDP typically connects to a wide range of data sources using built-in connectors.

A CDP is much more than a customer single view. It not only integrates data from diverse sources, the data is also made readily available to be integrated downstream by various applications. CDP also has provision for many functionalities like segmentation, analytics and reporting capabilities through which brands can hyper personalize their engagement.





Customer Relationship Management (CRM)

CRM is an ideal tool to manage customer interactions along the journey. Right from the time a lead gets converted to a customer, and all along the customer growth and retention path, CRM tools can be used to capture these interactions effectively. They are a powerful tool in engaging with customers and retaining them. There are many CRM tools available and irrespective of the one a brand opts for, it is necessary to integrate this with the other components of the stack like campaign management.

Campaign Management

Campaign Management tools help in managing campaigns across multiple channels. These also have some amount of automation and campaign tracking capabilities inbuilt. They also help in providing intelligence and feedback as to which kind of campaigns are working and which are not. They provide reports on open rates, click rates which can be used to improve engagement. Some campaign management tools also provide complex attribution tracking

Marketing Automation

Marketing Automation tools allow organizations to engage with customers and leads on multiple channels seamlessly and automate repetitive tasks.

They can be used in multiple areas like leads scoring & prioritization, segmentation, leads nurturing, up-sell, cross-sell as well as retention. Automation tools help in providing a standardized and personalized experience on a consistent basis. They help brands scale up fast and help in integrating diverse channels real time. They act as a central platform to control and deploy all marketing activities and provide valuable feedback real time. To provide personalization at scale, automation tools are a must.

Social Listening

Social media tools help track the buzz about the brand in the digital space. They can be used to understand early signals on emerging trends and track engagement. One important consideration is to arrive at the right metrics to track performance. It is easy to fall in the trap of optimizing for vanity metrics like “Likes” and “Shares” while missing the bigger picture. There are a range of tools that can integrate activity from among the top social media sites as well as popular blogs to provide an integrated view for the brand.

Digital Analytics

This is a must-have if a sizeable portion of the business is online. They help track visitors to the website, the source from where they come, their engagement on the site, drop-off points, time spent and so on. They also provide insights on how visitors are interacting with the content. Once brands have different segments or personas, it allows brands to go deeper and understand what content works for each of the segments. Digital analytics tools also help understand the impact of paid advertising and search advertising.





Chat Bots

Chat Bots today are the ultimate virtual assistant, helping customers in answering their queries, find products, perform transactions, play their favorite song and much more. They play a big role in personalizing the experience and increasing engagement. Intelligent Bots use every interaction to learn more about the customer, which is then used as feedback to improve the personalization even more. They can play an important role at every stage of the customer journey. They can help qualify leads and assign the leads to the right sales representative. For existing customers, they help engaging with customers better and improve loyalty.

Business Intelligence Tool

To assess if all the marketing interventions are producing the right results, Business Intelligence plays an extremely important role in the MarTech stack. They aid in visualizing data, deriving insights and tracking every rupee spent across the customer journey.

If there is a central data repository, the BI tool can directly access the repository, else they can also integrate data from multiple databases. They can support a range of requests like deep dive into a business problem, slicing and dicing from different perspectives and so on. Many visualization tools can perform fairly complex data visualization in a very intuitive, drag and drop manner.

Lead Management System

A lead refers to anyone that could be interested in your product or service. This intent of interest could

be expressed based on certain actions performed by the lead – like sharing contact details, registering for a demo, subscribing for a newsletter and so on. Lead management refers to the process of capturing leads, engaging with them through the sales funnel and then eventually converting them to customers.

Lead Management Systems help marketers engage, qualify and nurture potential leads. They can also be used to prioritize the leads into various segments based on their sales readiness. They can also be used to plan an engagement strategy for lead nurturing. Typically, Lead management and conversion is a joint responsibility between Sales and Marketing. While marketing usually drives the process of capturing the leads, Sales is better placed for the final conversion. Nurturing is usually a joint effort.

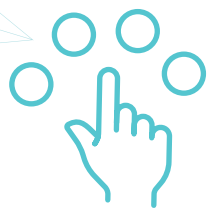
Digital Asset Management (DAM)

Digital Asset Management (DAM) is a tool that stores and organizes digital assets in a central repository. Digital assets could be documents, photos, audio files, video files or any other media.

This is primarily relevant for large brands that manage multiple digital assets. DAM's help in managing multiple assets with features like version control, access rights and so on. It provides security and allows searching of assets efficiently.

As content is a critical element for driving engagement, this plays a very important role in marketing efficiency and effectiveness.





Paradox of Choice

The MarTech landscape and available tools continue to grow at a phenomenal pace. Brands are struggling to find the right stack due to a variety of reasons -



Lack of an overall clearly articulated marketing strategy



Poor understanding of their customer segments / personas



Lack of understanding of complex customer journeys



Lack of competent personnel with the right skills



Lack of clearly articulated goals and ownership of the KPLs



Legacy systems and multiple silos



Poor budgetary allocation

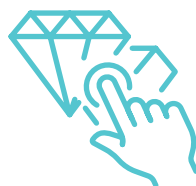


Lack of proper co-ordination between CDO, CMO, CIO and CISO

It is possible that the technologies that might be optimal from an efficiency or scalability point of view may not necessarily be the ones that provide the best-connected customer experience. With so many tools, brands need to understand this very important trade-off. Trying to build an ecosystem without an overall strategy could lead to a MarTech overload, with a plethora of tools, but only a few being utilized to its potential.

Different organizations are at different levels of

maturity in their MarTech journey, and it is imperative for them to understand their current maturity through the lens of multiple areas like Customer Strategy, Analytics, Data, Campaigns, Digital, Technology and so on. From creating a unified Customer Single View, leveraging dark data, converting unstructured data into a structured form, creating an automated platform for campaign intelligence, and leveraging digital insights real-time, there are plenty of things to be done. Getting into each of these areas at a micro level enables marketers to get a realistic assessment of where they stand and understand their strength areas and gaps.



Beware of the Shiny Object Syndrome

With a myriad of MarTech tools available, it is easy to get tempted to go ahead with a tool that seems good in solving one specific problem. A common mistake is to invest in a set of individual siloed tools that an organization tries to get to work together that ultimately results in a mess. While innovation is a key driver for success in this space, the pressure to innovate can sometime lead to falling in the trap of the latest hype. Constant organizational changes could also lead to new decision makers looking for a new magic wand to steer the company to the next level.

While there could be more such reasons for falling in the trap of the “Shiny Object Syndrome”, the result is almost always a disparate set of high valued tools not integrated with each other with overlapping features and limited features being understood and used. While it may not be difficult to find “any” tool that solves the immediate business problem, it is imperative to select the “right” stack that is aligned to the strategy and which fits the budget.



Let us look at some of the key imperatives in the decision-making process.



Always start with the Strategy

Some of the key considerations are -

- What is the business objective?
- What is the operating model to achieve the objective?
- Who is the customer?
- What are the customer personas?
- What is the right way to communicate with each customer?
- What are the current gaps in being able to provide a seamless experience?
- How well is the current marketing strategy performing vis-à-vis these parameters?
- What is the expected business outcome after the MarTech implementation?



Leadership alignment

Make sure there is senior leadership alignment on the overall strategy. This includes the roles and responsibilities of each of the departments. All of this is possible only through the complete collaboration of CEO-CMO-CIO-CDO. For this, a culture of collaboration, joint ownership of KPIs and robust governance mechanisms have to be embedded in the operating model.



Assess current MarTech maturity

Assess the current MarTech maturity in terms of

- Customer Strategy
- Data Maturity
- Analytics Maturity
- Digital Maturity
- Campaign Maturity
- Technology Maturity



Evaluate the current MarTech stack

Some of the key considerations are -

- How is the usage of the various tools in the stack?
- Are there specific features required that are not available currently?
- Has the usage led to better connected customer experience?
- Can the current stack be easily integrated with other tools and platforms?



Align MarTech purchase to a mandate

While assessing a new tool, it is important to assess the following.

- Does the tool have the necessary functionalities?
- Are the functionalities present in any of the tools already available?
- What are the metrics on which the performance of the tool will be evaluated
- What are the expected benefits versus the cost?
- Which teams will be using the tool?
- Who is the primary owner for the tool?
- Is a tool training required? If yes, how will the training program be conducted and how much time will it take?



Budget

What is the available budget for carrying out the strategy?



Create and Manage the Ideal Stack: There is no one-size-fits-all

Today's marketers use many tools to get their work done. Whatever their purpose, the sheer number of tools available, create problems. All of this tool-switching wastes time and causes pain because of the inefficiencies and not being able to recall what information exists and where it exists.

Marketers face additional difficulties when it comes to data collection and analysis. They spend hours collecting and analyzing data from different sources, and in the time it takes to create reports, that information is already outdated. This primarily happens because of

disintegrated marketing systems.

One of the objective of any marketing technology is to simplify work, but the cluster of systems in a MarTech stack often does the exact opposite. Hence every marketing team needs to carefully strategize and design their ideal MarTech stack. The design should be such that it connects teams, increases efficiencies by automating workflows, and ultimately provide a single source of the truth.



PART 4 .

GOVERNANCE





Technology changes at a much faster pace than the ability of organizations to keep up with the change. A good MarTech strategy with a robust governance mechanism can be effective in bridging the gap and empowering marketers with the right set of ammunition.

Maximizing ROI from MarTech investments is a continuous activity. While the core purpose of these investments is to lead to improved customer experience, many processes need to be put in place to support it.

Responsibility Matrix with clearly identified roles and responsibilities

Data governance protocols including data protection as well as privacy

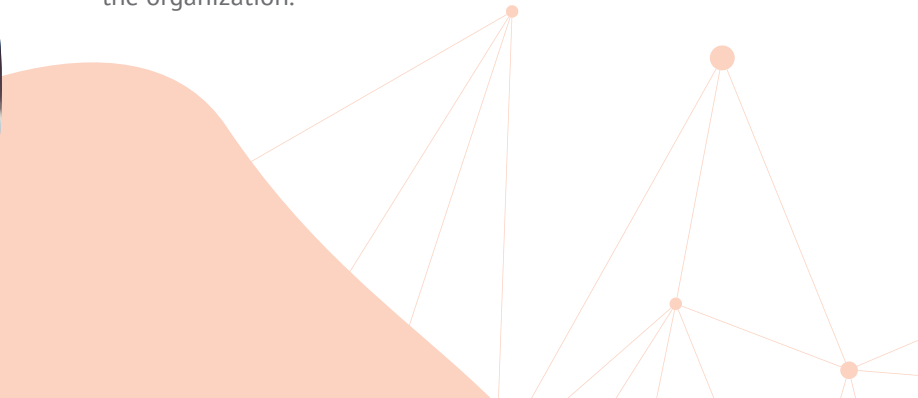
Training and equipping the right people with the required skills

Advocacy and bringing about organizational change

Framework for continuous improvement

With multiple teams involved with cross functional dependencies, MarTech governance is highly critical and requires executive sponsorship. Traditionally, Marketing and IT tend to be on opposite sides of the table when it comes to investments. Increasingly, there is realization of the benefits of having a collaborative approach. Marketing teams need to be on top of all the data available within the organization and how different systems integrate with each other. They should also be aware of the dependencies and constraints in the ecosystem. Similarly, IT units need to be on top of the business vision and what the business teams are trying to accomplish.

Not just the CDO, CMO, CIO and CISO, the governance team should have a mix of CXOs who have full visibility and provide thought leadership all along the way. For execution, the marketing operations team and a cross functional team should be in place to design, govern and optimize processes and improve performance. The team is a core component in driving MarTech adoption daily. They help in creating a data driven culture within the organization.





Measuring ROI

One of the main challenges faced by businesses is to measure the impact created by MarTech platforms. This makes it difficult to measure the ROI generated. Apart from the challenge of how to measure this impact, another challenge faced is in deciding how much should be attributed to each team involved in the given programme. With multiple teams being involved, (Marketing, IT, Sales, HR), the chances of overlap is very high as each team would like to attribute the final success to their effort.

1

To measure success, start with the list of MarTech investments & assets and their utilization. This should be aligned with the key business KPIs across the given timelines (Weekly, Monthly, Quarterly, Annually).

2

Break down these business KPIs across each team and functions to enable them to have clarity on their role in the customer engagement and how they will be measured and rated against each of them.

3

Create a comprehensive dashboard to track the outcome of each program/intervention. These dashboards can be customized as per each team's requirement and should be easily accessible with easy-to-understand visualization and reports.

4

Relate and compare objectives of the initiatives/program. Some of the common objectives where the usage of technology is highest are content & campaign personalization, gathering insights for decision making

and to resolve customer queries to increase customer satisfaction. For each initiative, it is important to calculate the financial impact made and corresponding ROI that resulted via this initiative. It is important to deploy 'test and control' method to measure the lift that the program/initiative is giving. An 'attribution model' can also be built to calculate the ROI. There are other methods of attributing a campaign success based on customer engagement. These will outline the most effective channel, most effective content and most effective engagement based on customer response across the campaign – from first engagement to final conversion – leading to the campaign main objective.

4

Set-up a Governance Council: To track, measure, fine-tune and fire fight any obstacle in the way of successful deployment and utilization of the MarTech platform. This council should consist of key stakeholders from IT, Marketing, Sales, Service and HR teams. Their roles and responsibilities include monitoring the progress and finding solutions in case of escalations. One of the best practises includes making of an organization level 'responsibility and escalation grid' available with all stakeholders. A governance meeting at regular intervals to drive seamless execution of the initiatives is very important for the success of the program.





Why do MarTech failures happen?



Lack of Cross Organization Alignment

Lack of communication between technical people and business has been a challenge. The IT and Business Intelligence departments often work in isolation. The tech and analytics teams often see themselves as a service provider to the marketing team and they need to align with the common business goals. It is also common that decisions are made by senior management and the execution team gets involved only at a later stage. Involving key stakeholders right in the beginning will ensure organization alignment.



Lack of Skills

In today's tech powered world, marketers need to be able to appreciate and understand multiple areas like database management, automation, predictive modelling, and testing. It can be counterproductive to just onboard a few tech experts onto your marketing team without explaining to them the role they are expected to play. A better approach is to upskill your existing team and add complementary technical skills with a clearly defined job description.



Red Tape

Any new implementation requires redefinition of business rules and processes. This is where often things get stuck because most department heads think it requires too much effort to incorporate process changes. A clear MarTech strategy with a cross functional team including CMO, CIO, CDO, CISO and COO is critical to ensure the loose ends are tied and organizations can extract value from their MarTech investments.





How to get the people ready?

One of the often-ignored aspects of ensuring a data driven ecosystem is planning for people and culture. This includes communication of the overall vision, articulation of the strategy, defining and aligning KPI's as well as training to all stakeholders. In this entire process, the most underestimated effort is change management. It is relatively simpler to change technology and systems, but to get people to change their behaviour or habits is a fundamental challenge.

Technology typically only accounts for 20% of the change – the other 80% is down to process and people, and how you can get them ready for that change. MarTech and any strategy around that are only as good as the people you have in your team. Organizations must ensure that the people are trained, enabled and are accountable.

The key steps in the process to empower people are:



Create a MarTech vision for their enablement

Create a common vision for MarTech enablement across organizational silos. Envision your MarTech enablement team as a unit, regardless of where each team member sits within the corporate structure. MarTech enablement is not a destination; it is a journey that will continue as long as there is work to do in the areas of customer engagement and as long as technology continues to evolve.



Identify team roles and responsibilities

To ensure that all in the core team have a common understanding of each area of responsibility within the marketing organisation, a healthy exercise is to define and outline those responsibilities by role. An overall project lead needs to be identified, which is critical.



Who, where, what? Filling the roles with individuals

Now that the roles and responsibilities exercise is complete, the next step is to examine your existing staff and partners and how they align with the established structure. With the metamorphosis that has transpired in marketing over the past few years, most, if not all, of your existing staff will have an understanding of the influence that MarTech has on marketing and the importance of being agile as the team transitions. Although many of the roles in your team – both core and specialist – will be a part of your staff, it is normal for a MarTech enablement team to be made up of both inside and outside help. A good MarTech enablement company can provide strategic support for kicking off and continuing to mature your MarTech initiatives, as well as tactical specialist support during execution.





Responsible Data

(THE PRIVACY – PERSONALIZATION TRADE OFF)

Right to Privacy

The Right to Privacy is recognized as a basic human right under Article 12 of the Universal Declaration of Human Rights Act, 1948.

In the Republic of India, the right to privacy is protected as an intrinsic part of the right to life and personal liberty under Article 21 and as a part of the freedoms guaranteed by Part III of the Constitution.

The Impact of a Good Personalized (Content) Experience on a Customer:

- » Customers' holistic perception of their experience with the business or brand results in better customer satisfaction.
- » A good customer experience has higher probability of a long-term brand association/loyalty and a positive word-of-mouth in the society at large.
- » The cost of customer retention, win back and acquisition reduces:
 - Implicit vs Explicit consent
- » (Customer Experience) should be the key focus for a successful marketing/digital strategy

The Art of Personalization

Personalization helps gain insights into a customer's preferences and intent through data, thereby offering them tailored experiences which then improves brand loyalty. To achieve this, the brand needs to process and profile the customer behaviour and demographic information which is where the principles of data privacy get applied. How many of us wilfully give consent to access our personal information? How can the brand perform customizations legally with most customers unwilling to approve usage of their data?

The answer lies with how brands like Amazon, Zomato and Swiggy manage this need.

Their entire customer experience is to provide a recommendation that's relevant to the customer in question. They try to summarize the outcome; it is never very specific, yet relevant. Say, customers who bought this product, next bought these products. Personalization helps brands up-sell, cross-sell as well as win-back customers.

When customers sign-up to brands whose USP is to provide a personalized experience following the key principle of 'Privacy and Security by Design', a lot of the customer reservation ceases to exist as the customer is tuned to the brand motto and is willing to co-operate with necessary (personal) details to benefit from the brands offering. Today's generation will look for such brands that balance the best of both worlds – Privacy & Security of their data with an excellent Customer Experience.

The Data Privacy laws across the world have few things in common, first is to encourage the use of anonymous information thereby ensuring a breach of that (anonymized) data, falls outside of the scope of the regulation & penalties. In most cases, a brand will need PII (Personally Identifiable Information) to achieve





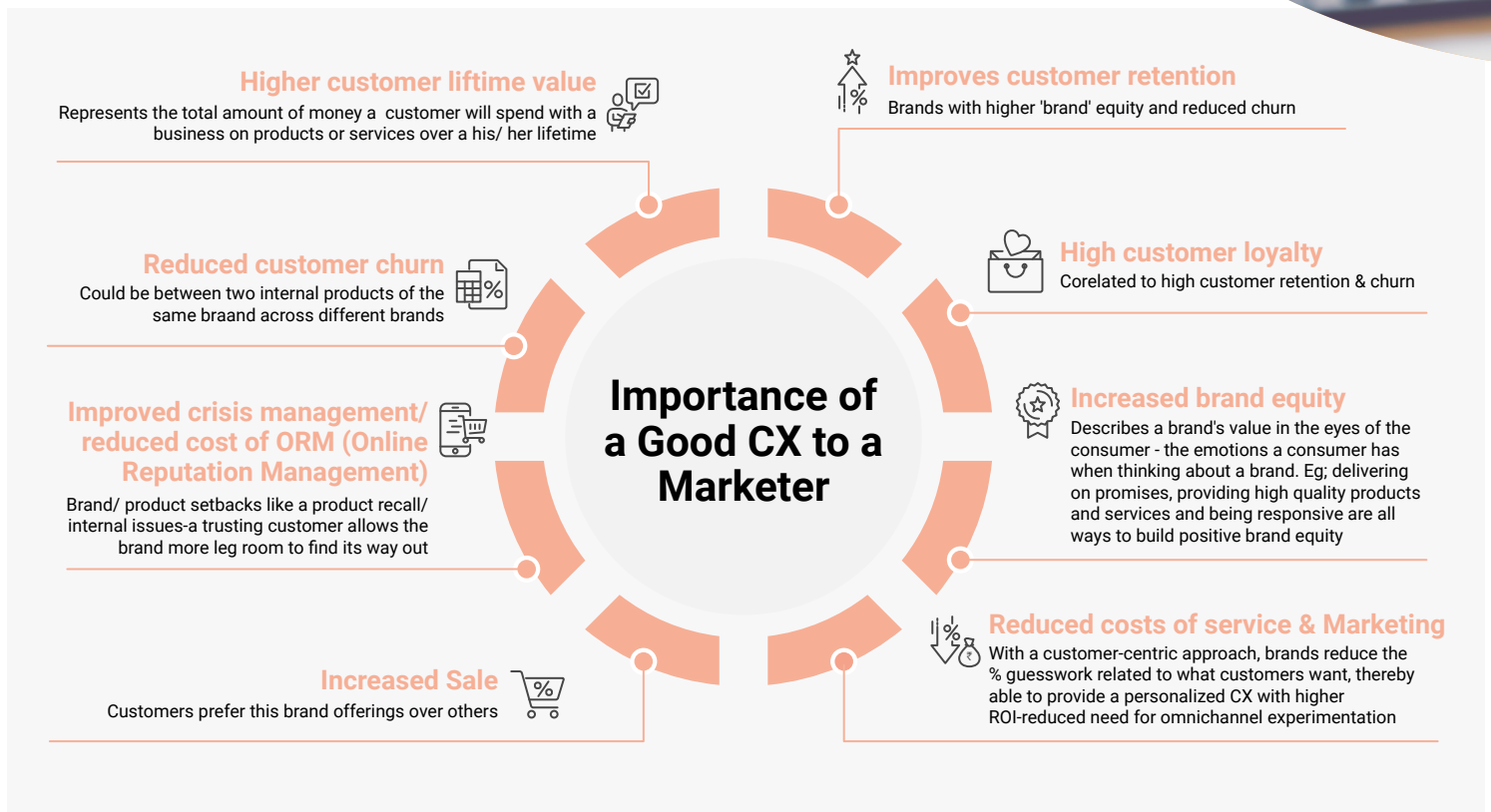
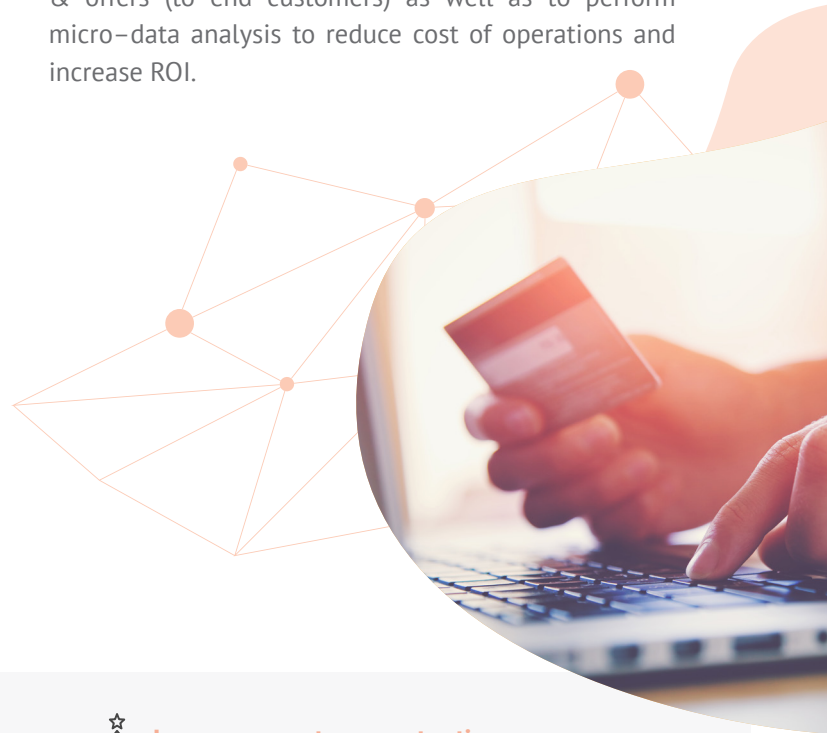
micro-segmentation, to provide a custom solution & a unique experience to the customer. The laws then mandate taking an explicit consent from the data principal/subject.

Brands need to communicate unambiguously the benefits to be experienced by the end customer, for which they wish to collect & process specific personal details (of the customer) in addition to providing assurance (to the customer) that the (collected) information shall be used only for the intended purpose and kept secure throughout its retention period. The brands need to provide control to the customer to manage their data as they need.

The laws mandate that unless explicitly opted-in, a customer is treated as opted-out. In case of a customer complaint, the brand needs to support with evidence of the customer's (explicit) consent to receive the said benefit.

Key Challenge for a Marketer

Every marketer will wish to have the ability to maximize legal usage of PII (Personally Identifiable Information) both for providing real time & just-in-time dynamic hyper-personalized targeted relevant communications & offers (to end customers) as well as to perform micro-data analysis to reduce cost of operations and increase ROI.





Importance of a Personalized Communication to human beings:

Humans, in general, like to receive customized solutions. Brands too like to hyper-personalize the offerings to reduce the cost of communication, reduce spamming and increase bottom-line.

E.g., Smart phones have now become the most personal item one possesses, which provides great flexibility and convenience to survive in today's fast-moving life; but more importantly, they offer a personalized customer experience. There are mobile applications for every function, that allows one to communicate and transact on-the-go! These great applications mandate users to accept the brand's policies like, gain access to the customers mobile contact list, listen to conversations, access photos, messages, current location and more. The consumers are okay to approve such accesses as it helps resolve their day-to-day problems & needs.

Wearables, devices like Amazon Alexa and IoT devices that collect a lot of personal information using embedded sensors to provide specific & personalized experiences including VRs (Virtual Reality) and ARs (Augmented Reality) are in great demand.

The users never raise basic questions like what, how & where their data is collected, used, and stored, who all gain access to that information and for how long. These systems do take some form of consent from the purchaser/user while its being setup, however for the experience and benefits these systems offer, the customer is keener to get started rather than bother about the long-term impact of their data privacy.

The Future of Personalization in the ever-doubting World

Personalization is here to stay. Brands have become smarter with their personalization techniques and strategies.

Customers found that the most desired retail personalization features were quick access to recently viewed products (59%) and online account information and purchase history (55%). But take note: Ability to opt out of personalization (52%) ranked far ahead of personalized product selections based on past browsing and buying behaviour (32%), behaviour on other retail websites (19%), or demographic information (12%).

To summarize, adhering to privacy principles while enriching a customers' experience with personalized information is a fine balancing act. It can never be a binary decision and it needs out-of-box proactive future thinking while ideating the core marketing strategy.

It requires patience and time to get results as a customers' loyalty is built by a good customer experience over a period and as experienced by the customer throughout her association with the brand. In the age of an ever-suspicious customer, even a small misstep by the brand can cause loss of reputation and delay the prospect of a customer willing to share their personal data even if that brand is providing great benefits.

A brand needs to be extremely transparent with its strategy and take the high moral ground by not crossing the basic principles of data privacy in letter and spirit; a customer will be more than willing to share whatever personal data the brand needs to fulfil its commitments, a win-win for both the customer and the brand.





Creating a Data Culture

The adoption of analytics across organizations is a function of the organization culture. Some companies have a strong fact-based decision-making culture. A strong evangelizer in senior management helps the cause and improves the speed of adoption.

The analytics CoE (Centre of Excellence) needs to work closely with the various functions and help in delivering value.

It is natural that some departments within the organization will be early adopters. Some functions need to be nudged. There could be a tendency for some people to resist change. Adoption is a gradual process, and it is important to show steady progress. Coming up with quick wins in highlighting the value of analytics in delivering business outcomes will help in increasing adoption.

Analytics can help in 2 ways:

- » Validate the “gut-feel” of the business expert
- » Uncover new and interesting patterns that no one within the organization may be aware of

Both outcomes mentioned above are useful.

A data science team will have specific goals and tasks to accomplish, but they also need a certain degree of autonomy to explore the data, and experiment with it. A culture that promotes experimentation is key to success. The engagement model between the CoE and the business teams also varies across organizations.

- » **Analytics driving business:** Consider a scenario where the analytics team is evolved but the business teams are not evolved in leveraging data for decision making. Here, you will find hyperactive analysts who “push” reports, dashboards, and other analytics output to the business teams.
- » **Business driving analytics:** Consider a scenario where the business teams are mature and have a clear vision on how to leverage data for decision making. The business teams may not be experts in the algorithms, but they are clear on the output they expect and how to use the output.
- » **Business and analytics partnering:** Consider a scenario where there is a healthy partnership between both the teams and each team understands and appreciates the other.

As you promote cross-functionality, there will be pushback. Some departments will find the change difficult to cope and it could be disruptive to the organization.





The opposition could be due to various reasons:

- » Belief that “I know better than others” mentality
- » If I hold on to the data without sharing with others, it will benefit me
- » Promoting analytics leads to downsizing
- » First let us improve the quality of our data. We can think of analytics later

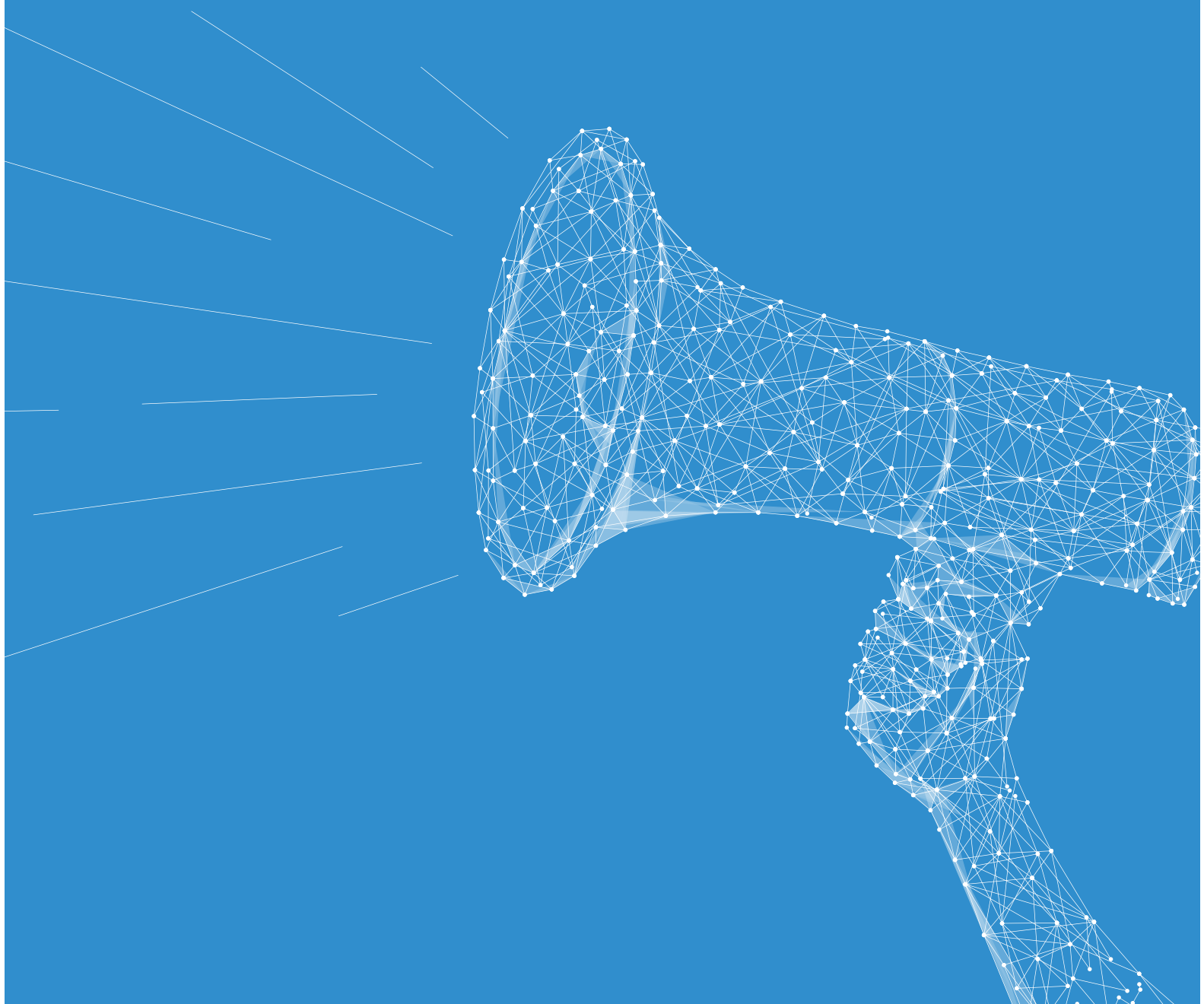
An organization culture plays a very important role in promoting the use of analytics. The culture sets the tone of how the various stakeholders interact with each other and how analytics is leveraged. In most cases where analytics has seen a speedy implementation, there has invariably been an evangelist at the top who has helped create a healthy culture that fosters collaboration between the teams along with effective change management.

The combination of the analytics culture, the team, and the right tools & technologies provides the difference between a good analytics team and a great analytics team. A good team in a culture that does not encourage implementation is likely to get frustrated at some point. Similarly, if any of the components is not strong, things are likely to falter at some point. In a great analytics organization, behaviours and decision-making processes are aligned to ensure that there is realization of value and ROI through analytics.



PART 5 .

BRAND STORIES





Objective / Challenge

McDonald's India wanted to increase overall online orders on the McDelivery App and gauge effectiveness of their brand marketing campaigns

Translating to two clear KPI's.

- 1 Improvement in ROAS
- 2 Increase in Online Orders

Driving ROI at Bottom and Top funnel using Data

Bottom funnel via targeting inactive users with customized message, top via optimal frequency to convert.

1

1st Party - Customer Data

Can we increase Life Time Value using 1st party data effectively and decrease churn?

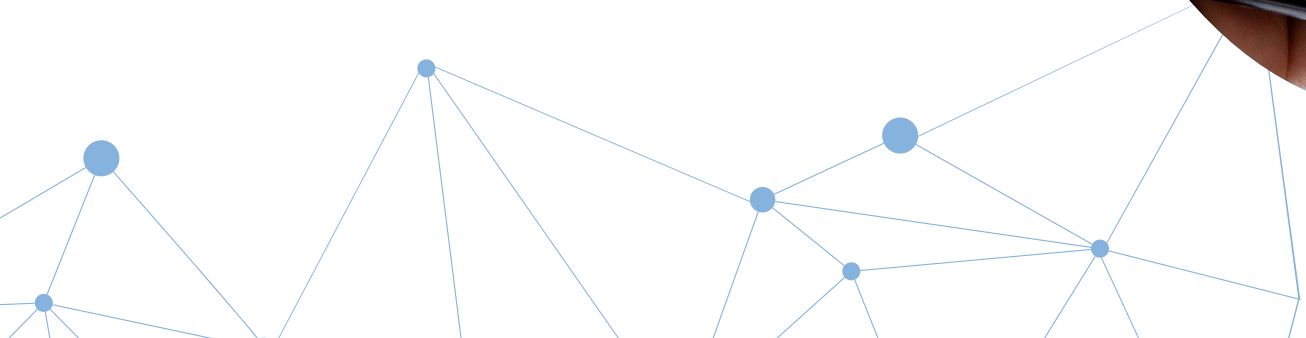
We re-target inactive users and push them customized offers/communication so that they can start transacting again.

2

2nd/3rd Party - Media Data

Can we find optimal freq of conversion at market level and have differentiated freq input basis the insights?

Analyze the impact of each impression towards their marketing goal of driving more orders. Madison worked on bespoke analysis on view-attribution models and exposure-path analysis to unlock key insights for the brand.

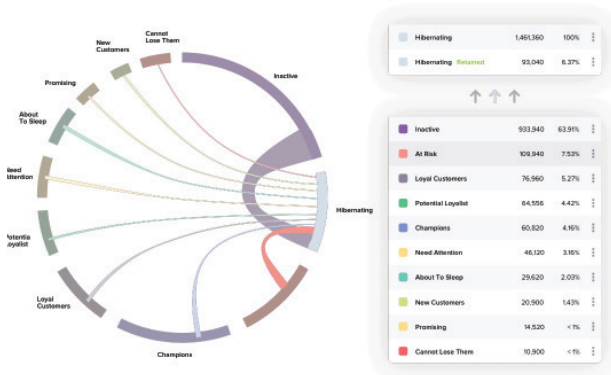




Idea & Execution

1st Party Data

We leveraged Alognomy CDP's Capabilities and used RFM (Recency, Freq, Monetary) framework to bifurcate 1P audiences into multiple cohorts like "Inactive" "Loyalist" "Hibernating" and pushed a personalized communication at example <We miss you> with offers



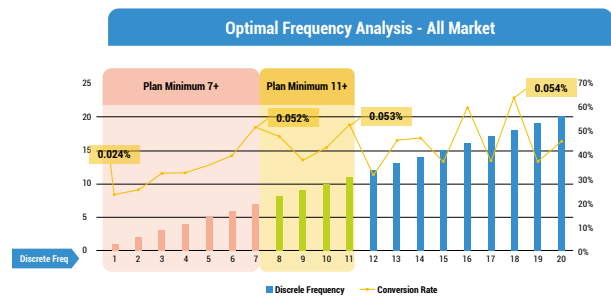
Platform: Multiple DSPs
Audience Size: 0.93 Mn

2nd / 3rd Party Data

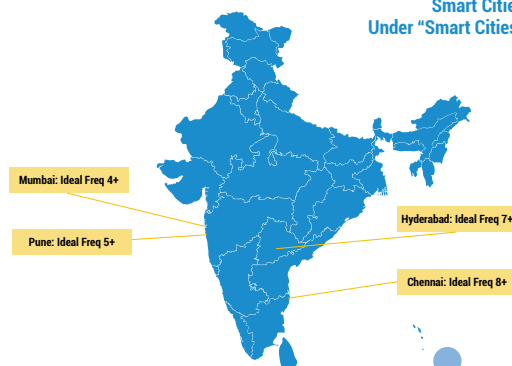
We leveraged Ads Data Hub & CM360 to analyze 7Mn users exposed to McD's ads at a very granular level.

- We analyzed the optimal frequencies to drive more orders on the delivery platform basis each geography.
- We ran a path to conversion analysis to identify the most effective combination of creative sets across, to drive higher conversions.
- We built multi-touch attribution models to analyze different video channels to find the most profitable media mix.
- Used DV360 to achieve the identified optimal frequency of 5-8 across geos respectively.
- Products leveraged: Google BigQuery, Data Studio,

Impact of Exposure on Conversion Rate Show 7+ is minimum frequency we should plan our campaigns



Smart Cities Under "Smart Cities Mission"





Results

Using 1st Party Data:

We targeted 1P Data of Inactive users with offer communication, **improving ROAS by ~16% - QSR Brand**

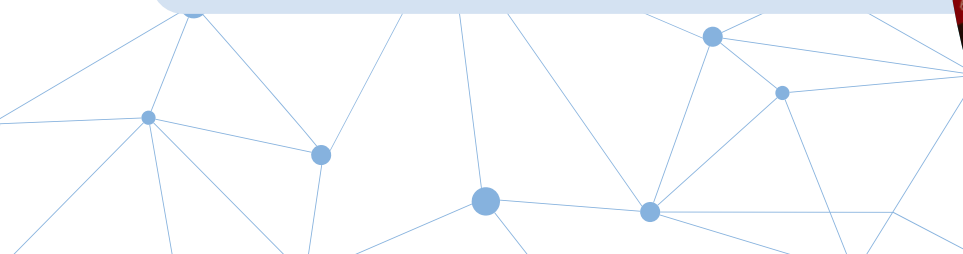
Particulars	On Algonomy	Avg Other Campaigns	Delta
Order	██████████	██████████	⬇️ -4.25%
Spends	455000	550000	⬆️ 17.27%
CPO	107.0	123.8	⬇️ -13.60%
AOV	415	415	N/A
Revenue	██████████	██████████	N/A
ROAS	3.87911	3.35169	⬆️ 15.74%



This is a perfect use-case of how confluence of 1P and 3P can drive the tangible incrementality from marketing dollars in a privacy concision world we are in. Idea here is that advertisers should do multiple A/B testing to find out of the sweet-spot.



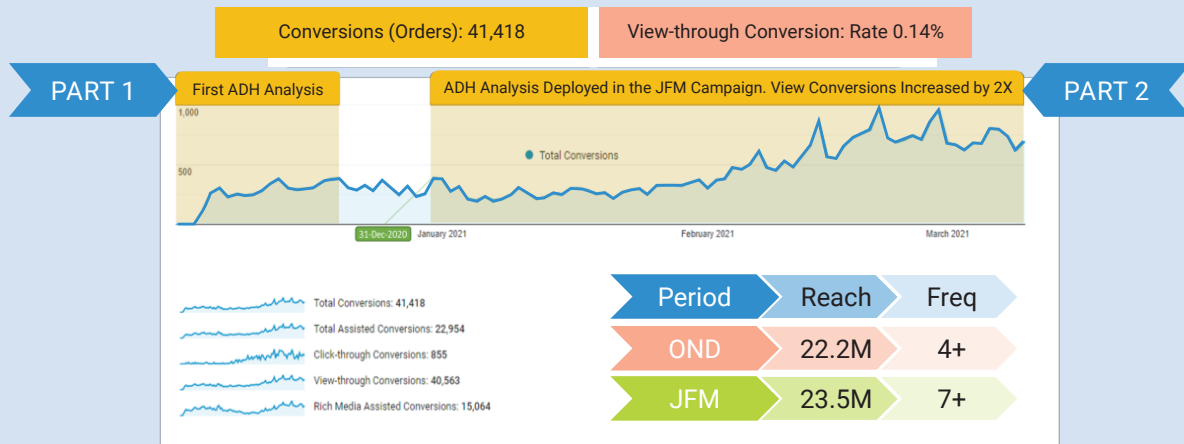
Vishal Chinchankar,
CEO, Madison Digital





Using 2nd / 3rd Party Data:

- Madison pioneered ADH in India and leveraged 2nd /3rd party media data to find optimal freq. of conversion, resulted in 2x jump in view-through orders – A Global Case Study
- **Campaigns saw a 2X jump** in view through orders at optimal frequency.
- Built a **single view across both brand and performance** marketing.
- All insights and learnings from ADH were plugged into the next campaign to drive higher view through orders.



This case study shows the power of leveraging data to elevate brand and performance of digital marketing outcomes. I would emphasize the importance of multiple pilots, trying various approaches before scale-up.



Arvind RP,
Director - Marketing, Digital, Strategy & Communications McDonald's





SBI General Insurance is using SAS Customer Intelligence 360 to build a single customer view (Customer 360) and orchestrate personalized and contextual omni-channel journeys across all customer touchpoints

Context/Background



SBI GI one of the largest general insurance organizations in India, needed a single view of its customer base in order to drive personalized and contextual customer journeys. Since marketing's data resided in multiple systems within the ecosystem, it often created data silos. This resulted in longer time to marry analytical insights with customer data & drive marketing campaigns; in some cases, it took >20 days. An important aspect of this entire initiative was to create an architecture that enabled to loopback data from across channels, making journey orchestration across traditional & digital channels, manageable.

Problem Statement



SBI GI was faced with the following challenges:

- **Data Silos:** They needed to build a true Customer 360 view across policy lifecycle, channels, product & process
- **Orchestration Silos:** Multiple different orchestration platforms were in use
- SBI GI needed to maximize customer lifetime value by improving renewals & product holding rates

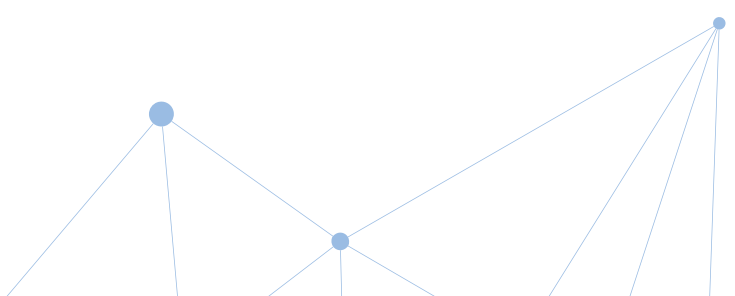
Objective/Goal



SBI GI's objective was to build a solution that could provide them with an Omnichannel Customer Lifecycle Management (CLM) to boost revenue & impact customer experience.

This solution needed to be capable of providing:

- A single view of the customer since marketing's data was residing in multiple systems within the ecosystem, creating data silos.
- Shorter time frames to marry analytical insights with customer data & drive marketing campaigns; their systems in use operated at longer time frames in some cases, it took >20 days.
- A platform that could easily loopback data from across channels, making journey orchestration across traditional & digital channels manageable.
- Complete visibility in the end-to-end marketing process that impacted business operational efficiency for the CLM team.





Solution

SBI General Insurance was facing two major challenges that were limiting customer lifetime value and reducing opportunities to cross-sell/up-sell: Data Silos and Orchestration Silos.



The initiative was to focus on improving customer lifetime value by boosting cross-sell/up-sell and optimally managing customer engagement to improve retention/persistency.

As a part of the initiative, the key solution in play was to build an Enterprise Customer Engagement Hub. It was decided to build this hub on SAS CI360 suite to enable the insurer to offer personalized customer experience across its channel ecosystem. The end-to-end solution is unique in its ability to stitch on-premise transactional data, analytical/

behavioural insight & real-time interaction data on digital properties to personalize the conversation between the insurer & customer.

The key building block was of course data: Unifying it from multiple sources to build a Customer 360 view, and running AI/ML models on top of this data, to identify customer preferences, personas and to deliver the right message to each customer at the right time.

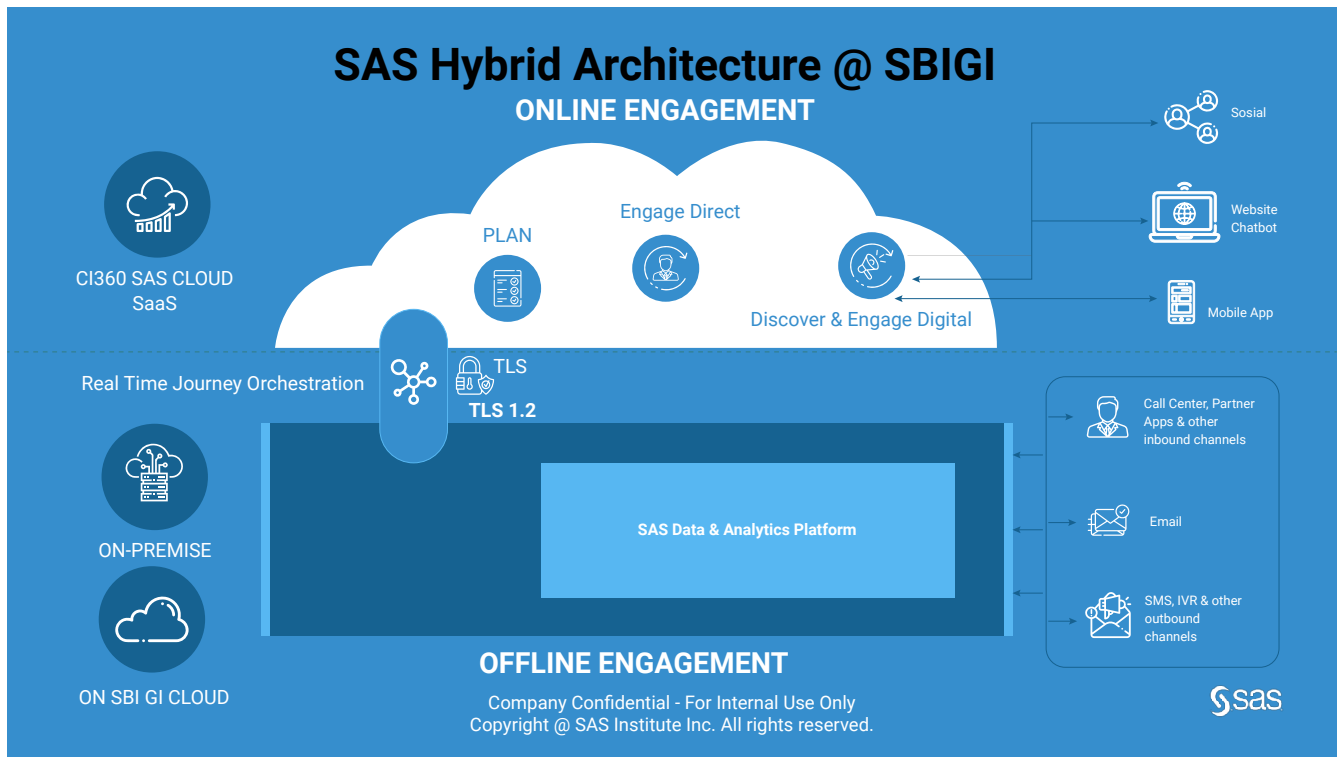
Being an FSI organization, there was immense focus on adopting a solution that adheres to data localization and other security requirements. The SAS CI360 solution was chosen since it offered a hybrid architecture: SBI General Insurance could host all of its data on-premises & still leverage the power of SaaS offering from SAS to execute marketing engagements/ journeys at scale to achieve business goals of retention, persistence, cross-sell & up-sell.



Execution

SBI GI followed the best practices for customer centricity by synergizing strategies across data, analytics & engagement capabilities:

- SAS' unique hybrid architecture allows data storage within SBI GI premises as well as on SAS CI360 software, hosted in AWS Mumbai (India), thus helping resolve data residency mandate.
- Leveraging SAS analytics capabilities on top of customer-one-view built by the solution, SBI GI could infuse intelligence in business processes.
- SAS provided end-to-end managed services to deliver outcome-based value for the CLM team. The solution enabled the CLM team with real-time orchestration of campaigns & journeys across different touchpoints.





The Result

Expected
**4-8%
IMPROVEMENT**
in conversions

Customer
engagement rates
expected to be
enhanced by
20-25%

**4X
INCREASE**
in operational
efficiencies due to E2E
Automation

**400%
FASTER**
time to market for all
campaigns

Expected
improvement in
retention rates by
4-7%

Expected to
achieve
**> ₹50
CRORE REVENUE**
in first year of
implementation of
solution

CLM team is now in full control & has visibility around data, analytics, customer engagement & impact measurement, resulting in an enhanced customer experience

“

Insurance is a business of “promise”, a “promise” that we understand the needs of our customers and are there when they need it. At SBI General, we have the opportunity to bring these two strong values together and offer our customers perceptive engagement, a perception built around relevance to the customer and not only to us. The SAS CI 360 Hybrid Marketing solution on the India Cloud tenant, provides us with a complete 360 view of the customer that enables us to seamlessly orchestrate customer journeys and offer omnichannel personalized experiences to our customers all in real-time. Our endeavor through the CLM program is to make the customer experience our DNA of “service” and the value of our “promise” by how we engage with them across their life stages.

”



Pushan Mahapatra,
President - Strategic
Investments & Head - Open Market, SBI
General Insurance

“

The SAS CI 360 suite gave us the platform to build & utilize our “Customer one-view” and marry it with the analytical insights to develop hyper personalized engagements with our vast customer base to maximize the customer lifecycle value. The unique ability of the platform to mesh the new age digital journeys and our traditional engagements through agents, call centre, messages etc. in real-time, will give us the ability to initiate a contextual engagement when the customer is at our channel and not offer him something post-facto. This is a positive step in driving higher ROI from this program going forward.

”



Sujatha Aroon,
Head Business
Transformation & Strategic Projects, SBI,
General Insurance



WESTSIDE

Puzzle of the missing customer!



Problem statement

Westside was facing a challenge of reconnecting with the lapsed customers. Customers who shopped regularly at store were now not doing so due to the pandemic.

- » **Loyalty:** Struggle to reactivate past loyal customers
- » **Engagement:** Low response on engagement
- » **Store visits:** Increasing footfalls in stores



Approach of the campaign plan

A complete holistic approach to achieve the objective of winning back the missing customers

- » Segmented customers with use of **Data Intelligence & Behavioural Cohorts**
- » Leveraged **Qualitative and Quantitative Insights** like
– Customer Revenue, Festival and Seasonal Shoppers, Historical Purchases
- » Deployed a complete **360-Degree Data-led Marketing Approach** for engaging with customers
- » Transforming **Data Insights** into **Business Intelligence**
- » **Cohort-led Content Marketing**





Quantitative and Qualitative approach to touch base suspects and prospects



Customer Insights

Quantitative analysis observations



- Customers not buying the same styles which they used, hence recommendation model based on past behaviour wouldn't help.
- Male customers are most likely to be reactivated as compared to other segments.
- Shift in purchase preference was identified across cities. Within the city, mall store shoppers behaved differently from stand-alone shoppers.

Qualitative analysis observations



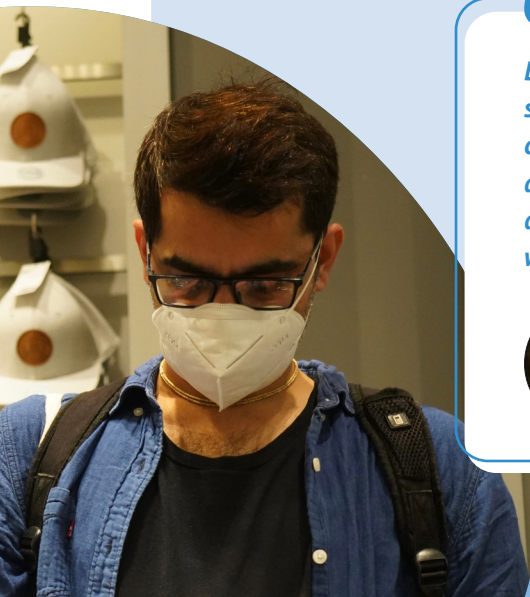
- Females are largely promoters, though data suggested male shoppers are likely to come back – that is a trend and doesn't represent the opportunity.
- Middle-aged customers have highest penetration of promoters.
- Higher the amount spent in past, higher the willingness to shop again at Westside.
- Westside has not lost these customers to other retailers, most of the customers spoken had not shopped at all since the pandemic, or shopped online (Amazon, Flipkart, Myntra, Urbanic, etc.)



Due to the pandemic hitting the retail business, team Cequity helped strategize a 360-degree campaign approach to reactivate our lapsed customers with a campaign calendar focusing on personalized content across certain precision-driven marketing channels. Over a period of 40+ days, Store Teams connected with top decile customers, built human touch with them, and won them over 180+ stores engaged with 1lakh+ customers.



Umashan Naidoo,
Head Customer & Beauty, Trent Ltd.





The Plan of Action



Festive season is an effective theme to connect with the audience but is not universal. Hence a parallel non-festive content was created around 3 themes –

#NewEssentials

#GetTheLook

#NewInStore

Within the festive theme, 3 Cohort Driven Content Strategies to appeal to different customer segments were created:

- ✓ The Positive Life with Sameer Reddy
- ✓ Beautiful Homes with Breakfast, Décor theme
- ✓ Celebrate with us – Festive Shopping series

360-Degree Data-led Marketing Approach



- › With help of **Data Insights & Responsive modelling**, Top decile customers were identified. We leveraged store teams to connect with top decile customers for building a much needed human touch to win over the customer.
- › Most effective marketing tool - **180+ stores came together to engage with 1Lakh+** customers over a period of 40+ days.
- › Reached out to customers with creative communication, also leveraging **Precision MarTech** communication tools to touch base with other customers ensuring higher read and better engagements.
- › **Strategically crafted Marketing Campaign Calendar** was created to leverage & personalize the content across communication channels, decided based on predictive model.
- › **1:1 Follow Up Journey** based on engagement from the preceding campaign, thus ensuring every subsequent follow-up campaign had better response & was nudging the customers closer to desired action.

Result



30%

of total brand business was contributed by Reactivated customers, with substantially higher average spends across segments

180%+

Growth (as compared to 2019) from reactivation of Multi-timer dormant customers

Top 3 decile customers had

2x better conversion rate

contributing to more than half of overall win-back

Top 3 decile customers had

4 timers better ROI

as compared to other segments





About MMA Global

Comprised of over 800-member companies globally, and 15 regional offices, the MMA is the only marketing trade association that brings together the full ecosystem of marketers, MarTech providers and sellers working collaboratively to architect the future of marketing, while relentlessly delivering growth today. Led by CMOs, the MMA helps marketers lead the imperative for marketing change in ways that enable future breakthroughs while optimizing current activities. The MMA is committed to science and questioning, and believes that creating marketing impact is steeped in constructively challenging the status quo, encouraging business leaders to aggressively adopt proven, peer-driven and scientific best practices, without compromise. The MMA invests millions of dollars in rigorous research to enable marketers with unassailable truth and actionable tools. By enlightening, empowering, and enabling marketers, the MMA shapes the future of modern marketing, propelling business growth. Anchoring the MMA's mission are four core pillars; to cultivate inspiration by driving innovation for the Chief Marketing Officer; to build marketing capabilities for marketing organizations through fostering know-how and confidence; to champion the effectiveness and impact through research, providing tangible ROI measurement; and advocacy.

The MMA's global headquarters are located in New York with regional operations AsiaPacific (APAC), Europe/Middle East/Africa (EMEA) and Latin America (LATAM).

For more information, visit www.mmaglobal.com



About Hansa Cequity

Hansa Cequity is India's first data-driven marketing consulting & services company with a focus on Consulting, Data Management, Analytics, MarTech, Data-driven digital solutions and Customer Relationship Centres for different clients across key verticals like BFSI, Automotive, Media & Entertainment, Retail, Travel & Hospitality and E-Commerce.

It is a part of the R K SWAMY HANSA Group, India's leading Integrated Marketing Communication services provider.

Hansa Cequity is a leader in India, providing data-driven marketing solutions & services for blue-chip companies across the country. It holds and analyzes over 100 million unique customer profiles in private & public cloud infrastructure with more than 100 terabytes of data & manages over 750 million one-to-one customer-intelligence campaigns in a year. Hansa Cequity has a team of more than 1000 consultants and associates in their key client engagements & programs.

For more information, visit www.hansacequity.com



ENRICHING CUSTOMER EQUITY

ISO/ IEC 27001:2013 CERTIFIED
ISO/ IEC 27701:2019 CERTIFIED
ISO 9001:2015 CERTIFIED



MMA India Board members

Chair



AMIT JAIN
L'ORÉAL
INDIA

Co-Chair



PRASANTH KUMAR
groupm

Chair Emeritus



PRIYA NAIR
Hindustan Unilever Limited



MANISH AGGARWAL



VINEET R. AHUJA



SANDEEP BHUSHAN



SAPNA CHADHA



NAKUL CHOPRA



ROHIT DADWAL



DOLLY JHA



AJAY KAKAR



MONEKA KHURANA



VIPUL MATHUR



SANKALP MEHROTRA



AVINASH PANDEY



RAJESH RAMAKRISHNAN



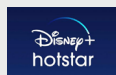
PREETI REDDY



ARVIND R P



SIDHARTH SHAKDHER



GULSHAN VERMA



SUKHLEEN ANEJA





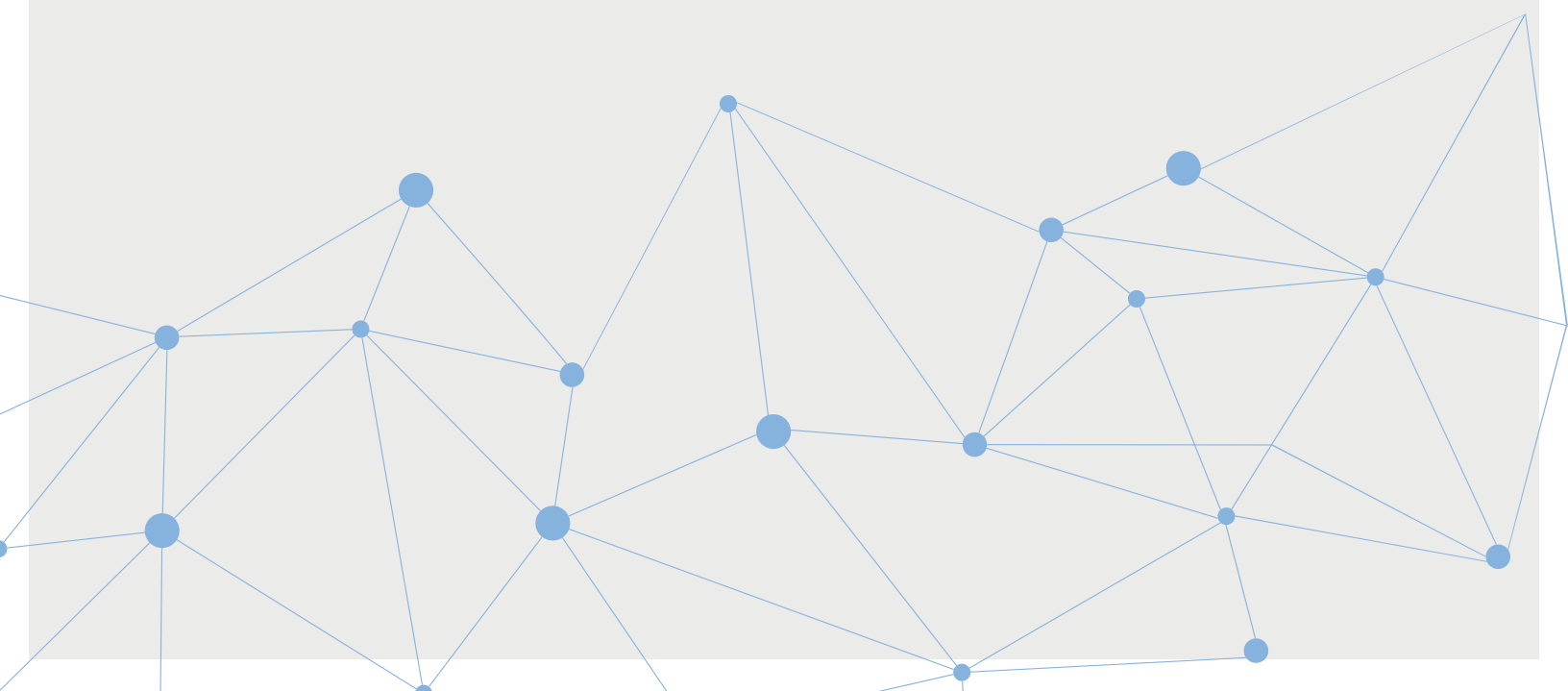
MMA India members

 ABP Network ABP Network Pvt. Ltd.	 accenture Accenture Solutions Pvt. Ltd.	 ADCOLONY AdColony (APAC)	 groupm GroupM Media India Pvt. Ltd	 hansa cequity ENRICHING CUSTOMER EQUITY ISO/IEC 27001:2015 CERTIFIED Hansa Customer Equity Pvt Ltd	 HDFC BANK HDFC Bank Ltd
 ADITYA BIRLA GROUP Aditya Birla Group	 ADJUST adjust GmbH (APAC)	 affle Affie	 Unilever Hindustan Unilever Limited	 httpool by Aleph Httpool Digital India	 ICICI Bank ICICI Bank Ltd.
 at Agrayah Technologies Agrayah Technologies Pvt Limited	 airtel ads Airtel Digital Ltd.	 amazon alexa Amazon Seller Services Pvt. Ltd. (Alexa)	 inMOBI InMobi Pte Ltd.	 IAS Integral Ad Science Integral Ad Science (India)	 ITC Limited ITC Limited
 amazon prime video Amazon Seller Services Pvt. Ltd. (Prime Video)	 GREY autumnGREY Autumn Worldwide	 BARC BROADCAST AUDIENCE RESEARCH COUNCIL INDIA BARC (Broadcast Audience Research Council)	 JioAds Jio Platforms Limited	 Jio saavn JioSaavn	 KANTAR Kantar Media (MMAF)
 blis Blis (India)	 bonzai Bonzai Digital Pvt Ltd	 BRIDGESTONE Solutions for your journey Bridgestone India Private Limited	 L'ORÉAL L'Oreal India Pvt Ltd	 MADISON WORLD Madison Communications Private Limited	 make my trip DL Tak raavan hai Makemytrip India Pvt. Ltd.
 CEAT CEAT Ltd	 SONY liv Culver Max Entertainment Private Limited.	 CDP INSTITUTE CUSTOMER DATA PLATFORM INSTITUTE Customer Data Platform Institute (CDP Institute)	 McDonalds Corporation	 McKinsey & Company McKinsey & Company India LLP	 Meta Meta
 dentsu world services Dentsu World Services	 DV DoubleVerify DoubleVerify Pte Ltd	 Flipkart Ads Flipkart	 mFilterit Adding Trust to Digital mFilterit	 Microsoft Microsoft Corporation (India) Pvt Ltd	 Mondelez Mondelez India Foods Pvt Ltd
 gaana Gamma Gaana Limited	 gsk GlaxoSmithKline Asia Pvt. Ltd.	 Google Google India Private Limited	 MXPLAYER MX Player	 pratilipi Nasadiya Technologies Private Limited	 netcore Netcore Cloud Private Limited



MMA India members

 Nielsen Media India Private Limited	 Novi Digital Entertainment Pvt. Ltd. (Hotstar)	 Perfetti Van Melle India Pvt. Ltd.	 techARC	 The UK Trade Desk Ltd. (India)	 Times Internet Ltd.
 Pureplay Skin Science India Private Ltd	 Reckitt Benckiser (India) Ltd	 Rmerge Pte. Ltd.	 Trell	 Truecaller International LLP	 Twitter Communications India Pvt. Ltd.
 Route Mobile Limited	 RTB House Pte. Ltd. (India)	 Samsung India Electronics Pvt. Ltd.	 United Spirits Limited India - a Diageo Group Company	 Vserv Digital Services Pvt. Ltd.	 Wavemaker India
 SAS Institute India Pvt. Ltd.	 Slang Labs Private Limited	 Spotify	 Webklipper Technologies Private Limited	 Western Digital (India)	 Xpads Media Private Limited
 Tata AIA Life Insurance Co Ltd	 Tata Asset Management Ltd	 Tata.com	 The Good Glamm Group		





MMA India Working Councils

E-commerce Council

The council has prioritized the following key areas to work on :

- Build overall understanding of the ecosystem and to address cluster specific issues
- Capability building in Omni Channel Marketing
- Streamline ecosystem through building a common vocabulary and industry standards

MarTech & Data Council

The council will seek to add value to marketers by helping them to assess and adopt the right MarTech stacks and enabling business transformation.

The MarTech & Data Council will :

- Establish unbiased expertise in the domain
- Educate brands and marketers on practical usage and trends of MarTech
- Enable providers to understand the needs of marketers
- Create credible content on the MarTech lifecycle from evaluation to implementation through :
 - Educational assets in terms of a MarTech Playbook
 - Webinars for thought leadership/evangelism
 - Industry surveys on State of MarTech, Customer data maturity, etc.

Voice & Audio Council

MMA's Voice & Audio council originated in 2020 where we saw a huge untapped opportunity to connect with new target audiences that may not have been possible before due to barriers created by education, exposure, language and connectivity. The council will:

- Establish best practices on Voice & Audio marketing.
- Enable brands to understand this new medium & discuss how adoption can be widened.

- Create knowledge resources like Playbooks & Whitepapers which will include use cases by brands nationally & globally.

Brand Safety & Suitability Council

The Council's aim is to develop processes, programs, benchmarks, and measures to protect ones brand's reputation and marketing investment. The idea is to provide guidance and learnings to brands and performance marketers.

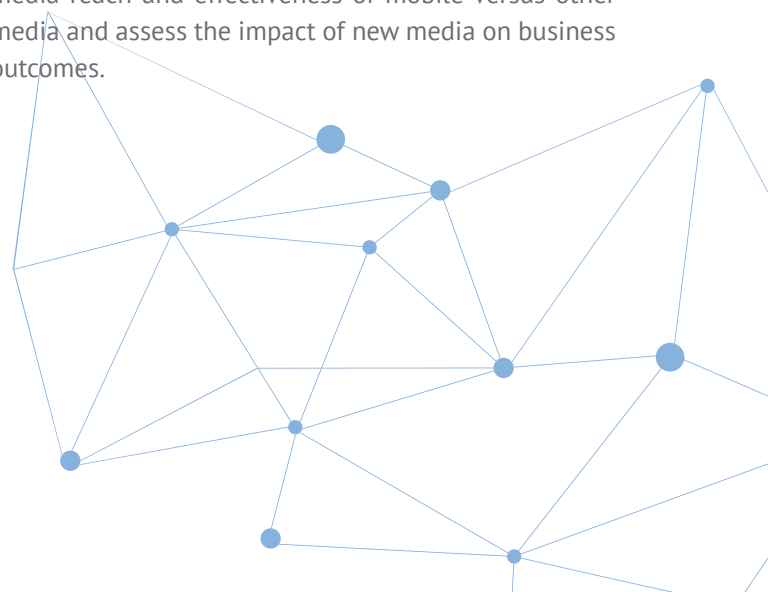
The council will create India specific Brand Safety framework for the digital advertising ecosystem that will identify and measure elements of an advertisement having high impact on the quality of content, media and engagement.

Council objectives :

- To facilitate a structure and help roll out brand safety guidelines & case studies.
- To enable Ad fraud control standards and share/advocate best practices & detection tools.
- To help address viewability challenges and help shape the future of media quality in digital advertising.

Media Effectiveness Council

The council works extensively to enable POV on cross-media reach and effectiveness of mobile versus other media and assess the impact of new media on business outcomes.





MMA MarTech & Data Advisory Council



Manish Aggarwal

MMA India Board Member; Head, Growth & Monetization, Sony Pictures Networks India Pvt. Ltd



Kunal Aman

Head – Marketing & Communications, SAS, India & Japan



David Raab

Founder and CEO of the Customer Data Platform Institute



Namrata Balwani

MMA India MarTech Advisor; Digital Customer Experience Consultant



Loveleen Sahrawat

Head of Brand, Digital & Social Marketing, Media, Consumer Research & Insight, Aditya Birla Capital



Preetha Athrey

Head Marketing, Twitter



Chris Higgins

Senior Vice President Marketing, Netcore Cloud



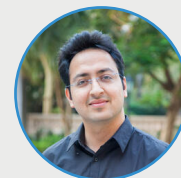
Sujit Ganguli

Head - Corporate Brand and Communications Group, ICICI Bank Ltd



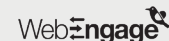
Deepak Oram

Head - MarTech & Automation, HFC Bank



Ankur Gattani

VP - Growth & Marketing, WebEngage



Arun Neelakantan

VP – Digital Transformation and Growth, Unilever South



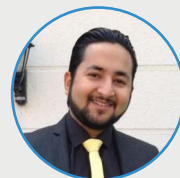
Tejinder Gill

General Manager, The Trade Desk, India



Eashwari Deshpande

Head of Commercial & Education Marketing, Intel India



Chintan Soni

Vice President, Madison Digital



Ankur Malhotra

Chief General Manager – Consumer & Commercial Marketing, Bridgestone





MMA MarTech & Data Advisory council



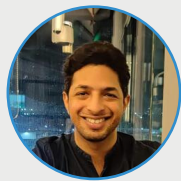
Sujoy Golan

Chief of Marketing & Omnichannel Platforms, Affle



Saloni Shah

General Manager, Media & Digital, L'Oréal India



Ishan Mahajan

Head of Product, Airtel Ads



Deepak Bakshi

Managing Director, Accenture Strategy & Consulting, India, Accenture



Anurita Chopra

Chief Marketing Officer, GSK Consumer Healthcare, ISC



Girish Kalra

Chief Marketing Officer, TATA AIA



Gulshan Verma

MMA India Board Member; CEO, JioAds



Swastika Johorey

Head IT (Ecommerce, Digital Marketing and Data), SOA, Reckitt



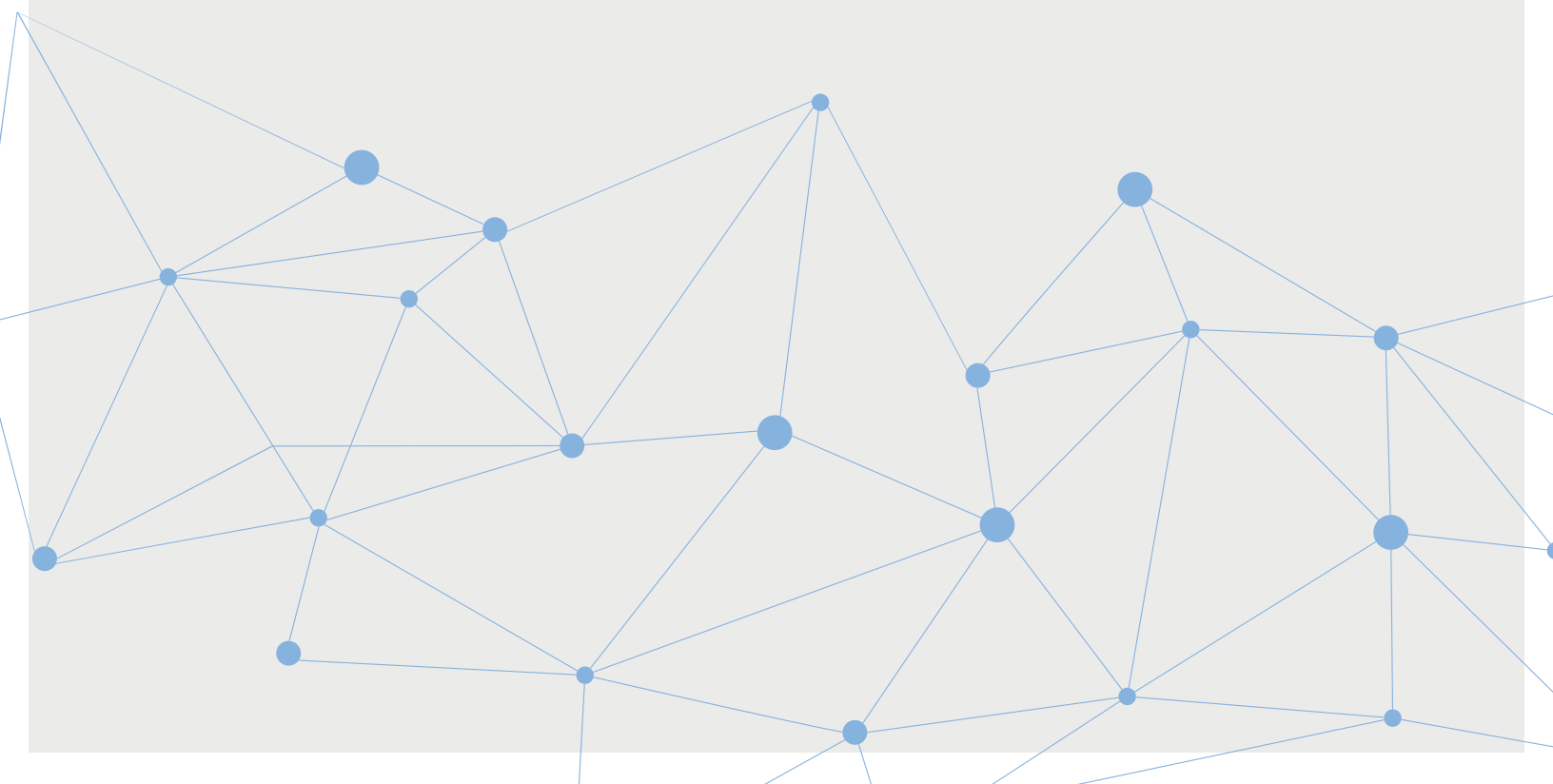
ANJALI MADAN

Consumer Experience Lead, India & Bangladesh Mondelez India Foods Pvt. Ltd.



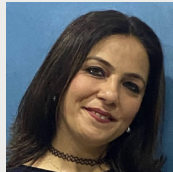
Rudrashish Nag

Director Membership & BD - MMA India, MMA Global - India





MMA Contributors



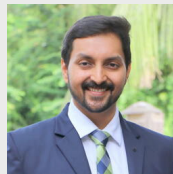
Moneka Khurana
MMA India Board Member;
Country Head - India,
MMA India



David Raab
Founder and CEO of
The Customer Data Platform Institute



Prashant Singh
Country Manager, India
RTB House



Kunal Aman
Head of Marketing &
Communications - Indian
Subcontinent
SAS, India & Japan



Chintan Soni
Vice President -
Madison Digital

Hansa Cequity Contributors



Bharath Vaidyanathan
Chief Data Science, AI &
Insights Officer



Vijay Raghavan
Director - Technology



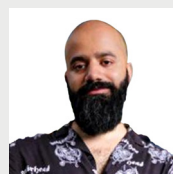
Sayed Naushad
Director - Marketing Solutions



Ajit Anantharaman
Director - Information Security
& Data Protection



V Venkateshwaran
Director - Marketing Solutions



Trideep Goswami
Sr. Consultant -
Marketing Solutions



Chirag Gulati
Associate Director -
Digital Solutions



Ranjit Joseph
Consultant -
Digital Solutions



Disclaimer

The information contained in the Modern Marketers' Guide to leveraging Data & MarTech ("Playbook") provides the readers a comprehensive overview of the MarTech landscape in India and how organizations should go about their MarTech journey. It also attempts to decode the changing transformation of marketing today and the increasing role played by Technology, assisting marketers in selecting the right stack.

The information contained herein is purely for reference purposes only and we assert that no business or investment decisions be made solely based on the information presented in the Report.

If any such decisions are made based on the contents of the Report, the same shall be entirely at the cost and consequences of the decision maker alone. The information provided herein is on "as is" basis and is based on data sourced from or provided by third parties or publicly available sources, for which prior express consents have been obtained. While reasonable endeavors have been made to present accurate data in the Report, no representation or warranty, express or implied, is made or claimed as to its accuracy, completeness, correctness or merchantability, and fitness for a particular purpose. Accordingly, Hansa Cequity and MMA Global including its directors, subsidiaries, associates, and employees shall not be in any way responsible for any loss or damage that may be caused to any person from any error in the information, views, and opinions expressed in the Report. The logos, trademarks, and any other marks used in the Report belong to their respective owners and have been reproduced in this Report with their prior permission.

The contents of this Report are confidential in nature and without prejudice. No part of the Report may be divulged to any third party, reproduced or transmitted in any form or by any means, electronic, photocopying, mechanical, recording or otherwise without our prior express written consent. Appropriate express written consent be sought from various publishers/individuals

who have been quoted in the Report prior to borrowing/using/quoting their content.

The views expressed in the Report are based on the information available to us as of the date of the Report and are subject to change from time to time without notice. We do not accept the responsibility to update this Report nor do we accept any liability arising from the use of this Report in any manner whatsoever.

All rights reserved. Copyright in this Research Report rests with MMA Global and with applicable third-party sources for 3rd party materials, and is protected by national and international copyright and trademark laws. The material and contents of this Research Report are provided on a non-exclusive, non-commercial and single-user licence basis.

No part of any material and information made available in this Research Report, including but not restricted to articles and graphics, can be copied, adapted, abridged, translated, or stored in any retrieval system, computer system, photographic or another system now known or developed in the future or can be transmitted in any form by any means whether electronic, mechanical, digital, optical, photographic or otherwise now known or developed in future, without the prior written permission of the copyright holder i.e., MMA Global. This Report is purely for internal and non-commercial usage purpose. Any distribution of the report including but not limited to any of its material and content for any purposes is prohibited. Any breach of these terms-of-use shall constitute as a material breach of this 'Playbook', which may lead to legal actions as deemed applicable and possible.

To read the online version,
visit <https://mma.hansacequity.com/>