MODERN MARKETING RECKONER 2022

Building Winning Marketing Organisations

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Introduction

CONTENTS

1 INTRODUCTION

2 CUSTOMER VALUE

Modern Marketing Reckoner

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2 CUSTOMER VALUE

Modern Marketing Reckoner

MMA | groupm

2 CUSTOMER VALUE

Modern Marketing Reckoner

MMA | groupm

3 FIRM VALUE

Modern Marketing Reckoner

MMA | groupm

3 FIRM VALUE

Modern Marketing Reckoner

MMA | groupm

4 MMA INITIATIVES

5 CONCLUSION

Modern Marketing Reckoner

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FOREWORD

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Sundar Bharadwaj

Coca Cola Company Chair Professor
of Marketing, University of Georgia, USA and
Senior Research Fellow, Indian School of Business

Sundar has been a strategic partner of MMA Global and its India chapter as he has contributed in demystifying Designing a Winning Marketing Organisation. He has authored a framework for aligning growth strategies and capabilities "Is Your Marketing Organization Ready for What's Next?" in Harvard Business Review. Read here:
http://bit.ly/IsYourMarketingOrganizationReady forWhatsNext

Marketing is in the midst of challenges and opportunities calling for significant creativity from firms to survive and deliver on the growth mission. Adding to the marketplace forces of digital and mobile transition in consumer journeys, and societal pressures is the nearly into its third year, the covid-19 pandemic has led to the need for a greater focus on marketing capabilities to compete. Marketing organizations that win in such contexts have to make clear choices on the ways to create value for their consumers and deliver value to the corporation. Consumers in addition to the traditional benefits of availability, accessibility and affordability are

also seeking personalization, convenience and meaning. Marketers need to design their marketing organizations to deliver on those benefits through value choices regarding exchange, experience and engagement. Most traditional marketing organizations have strong engagement capabilities through leveraging brands. However, customer demands also require firms to build marketing capabilities to minimize hassles and pain points across the customer journey and offer a wide variety of products to meet individualized needs of customers.

Modern marketing organizations need to not only identify the capabilities required but also measure the current capabilities and examine the fit in terms of the gap between the two. The marketing capability fit enables the modern marketing organization to fulfill their marketing mission regarding value creation to consumers as well as the firm. Modern marketing capabilities are organizational level attributes built on combinations of people, technology, process and increasingly data. Rather than being limited to being users of data, modern marketing organizations need to leverage the opportunities

opportunities provided by the digital era to capture data, generate insights, and leverage marketing technologies (MARTECH), beside people competencies to create marketing capabilities. High growth marketing organizations often have to orchestrate widely dispersed marketing capabilities both internal and outsourced into a coalition to compete. To do so organizational linkages that are built on process, technologies and trust are critical. marketing capabilities. High growth marketing organizations often have to orchestrate widely dispersed marketing capabilities both internal and outsourced into a coalition to compete. To do so organizational linkages that are built on process, technologies and trust are critical.

Research by **MARCAPS INC** in partnership with the MMA as a part of the Marketing Organization Structure **Think Tank (MOSTT)** on a global sample reveals several novel and practical insights for modern marketers. First, modern marketing organizations that lead on revenue and customer growth can be distinguished in terms of their capability fit, the marketing footprint, outsourcing/insourcing decisions, and centralization of resources and decisions. Second, high growth marketing organizations are characterized by their high level of marketing capability fit, thus minimizing the gap between the required and current status of capabilities. The research finds that the differential in sales growth performance for firms with low and high marketing capability fit is 3X. In fact a 1% improvement in marketing capability fit for firms is associated with a 2.5% increase in sales growth and 2.35% increase in stock market value for publicly traded firms. Third, their footprint in terms of marketing activates managed is larger and focused on delivering great experiences across the every journey touchpoint. Fourth, in line, such firms are effective at outsourcing engagement capabilities to from a network of outside partners and overweight the insourcing of exchange and especially experience capabilities. Fifth, such high growth marketing organizations take a nuanced approach to centralization, by centralizing resources and decentralizing investment decisions to closest point of action. Finally, organization structure that is widely viewed as the first action for effective marketing appears to be less critical in delivering high growth for firms. In fact, no particular structure, be they product, customer, geography or matrix are differential in terms of growth performance.

Marketers interested in building and benchmarking their organization's marketing capabilities for the future would benefit from examining the **marketing readiness assessment** of their modern marketing capabilities. The assessment should give them a quick benchmark and comparison of their marketing capability fit as well as the status of their capabilities relative to their marketing mission. Moreover, marketers interested in learning about existing and new research on modern marketing capabilities as well as conversing with like-minded marketing leaders should consider joining the **marketing capabilities community.** This report from MMA, India is chock full of firms and marketing leaders' viewpoints from successful modern marketing organizations. I hope you find them as enlightening and inspiring as I do.

A must download toolkit to build winning marketing organisations

Moneka Khurana
Country Head and Board Member India, MMA India

In today's time when the global pandemic has posed several challenges to almost every industry, marketing is completely transformed in terms of capabilities and approach with a heightened focus on data, e-commerce, and customer experience.

Consumers are seeking personalization and convenience like never before which organisations are forced to take notice by reinventing customer value and firm value through its capabilities and structure.

While last year's Modern Marketing Reckoner report highlighted the dynamic shifts in the media, marketing, and consumer behaviour ecosystem, in the face of a crisis and therefore, how marketers should navigate it in the short to medium term, this year the focus is on the next frontier.

The Modern Marketing Reckoner is an agile tool to enable marketers with this year's focus being building winning marketing organisations in 2022. The report offers a playbook for the Modern Marketer 2.0 across various pillars spanning brand, consumer, data, technology, and organisational culture. It is a combination of extremely helpful viewpoints of firms and marketing leaders from successful modern marketing organisations.

A framework for aligning growth strategies and capabilities on winning marketing organisations, published by Harvard Business Review, **http://bit.ly/IsYourMarketingOrganizationReadyforWhatsNext** focuses on six broad areas of value that offer both the goal and the strategy to marketers. It divides the six kinds of value created into two categories: value for customers and value for the company.

While the customer value is divided into three areas; exchange, experience, and engagement, the firm value dives deep into strategic, operational, and knowledge

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values. This framework offers clarity to the process and guides the design of a marketing organisation to create value and drive company growth.

The report talks about the modern marketing capability map which is a combination of customer value and firm/organisation value and is a comprehensive guide that focuses on discovering growth, building platforms, leveraging assets, enhancing data creation, and management, increasing personalisation, augmenting value and building purpose and communities among many others.

Some of the compelling topics that it carries and ten key things to look out for in the report include:

1 Building winning marketing organisations

2 Changing and evolving role of the marketer

3 Mastering the Metaverse: The New Customer Engagement Revolution

4 Brand building vs Performance marketing

5 AI-powered marketing in 2022

6 Conquering the digital marketplace with AI, personalization, and AR

7 Voice and emerging tech

8 Influencer marketing

9 Customer Retention for Building Enduring Businesses in 2022

10 Tackling ad fraud and ensuring brand safety in digital advertising

MMA is shaping the future of modern marketing by enlightening, empowering, and enabling marketers with valuable insights and tools, and the Modern Marketing Reckoner: Building winning marketing organisations report is a step in this direction.

I hope you find the **Modern Marketing Reckoner 2022: Building Winning Marketing Organisations** an enlightening and inspiring report.

Modern Marketing Reckoner

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Prashanth Kumar

MMA India Co-Chair;
Chief Executive Officer,
South Asia, GroupM

As the world slowly returns to a welcome normalcy, it is time not only to look back at everything we have seen and learnt but also to look forward; and to use this knowledge and experience to build something better and stronger.

The past two years have brought unprecedented changes, be it in our daily lives, habits, finances, or in the way businesses function and brands market themselves. Some of the changes were transient and some have permanently changed the way in which we live our lives and grow our businesses. While it is a mixed bag, what one cannot deny is that the changes, especially in the business and the marketing world, have been transformative,

to say the least. And marketing organisations which have ridden and continue to ride the wave of transformation, will be the ones who emerge as "Winning Marketing Organisations"

The Modern Marketing Reckoner 2022 is built around what makes a "winning marketing organisation". It recommends a framework which is centred around two key pillars – "firm value" and "customer value". It is critical that marketing organisations look both inward as well as outward to drive success

Firm value is more inward looking and details out the steps that organisations need to take structurally, functionally and technologically to be able to compete in a reality which is changing faster than we can keep up. It is no longer about catching up and adapting, but about strengthening certain core and fundamental organisational pillars which are scalable, sustainable and are built on future foresight. It enumerates how firms should invest in building **strategic value, knowledge value and operational value.**

Customer value is more outward looking and delves into the multiple changes in the way consumers think, feel, behave, shop. The shifts are nothing less than dramatic and continues to change at an accelerated pace. It speaks about how organisations should therefore adapt to technological and cultural changes to build an **engagement value, experience value and exchange value** with consumers.

This report covers a very large arc – ranging from emerging technology to organisational structures, to communication, to commerce, to attribution and a lot more. It includes carefully researched data, coupled with POVs and thoughts from a multitude of industry experts across domains.

GroupM and MMA are proud to bring to you The Modern Marketing Reckoner 2022, which, as the name suggests, is meant to be a comprehensive reckoner for marketers who want to be "Winning Marketing Organisations".

The Changing Marketing Paradigm

– from **"Slow Dance"** to **"Shiv Tandava"**

Tushar Vyas

President - GroupM South Asia

I want to bring back a discussion with renowned filmmaker Shekhar Kapoor at WPP Stream India a few years back, where he metaphorically referred to marketing in the digital world as "Shiv Tandava". I wholeheartedly agree with Shekhar Kapur's viewpoint. Earlier, brand conversations that marketers had with consumers were like a slow waltz- the brands would lead, and consumers would follow. Now the tempo has changed. The exponential times we live in have seen "slow dance" marketing make way for the fast-paced "Shiv Tandava" marketing. Shiva's Tandava is a vigorous dance that is the source of the cycle of creation, preservation, and dissolution. It has vigorous, brisk movements - much like how consumers live in the whirlwind of a connected world. Successful brands will be those that can adapt, leverage technology to manage the unrelenting pace of innovation and maintain the rhythm across various marketing activities. Speed is important, but even more crucial is rhythm.

The last two years were significantly challenging, yet it taught us that change begins at the end of the comfort zone. People and organizations can adapt quickly when they need to. Today, more and more consumers are not only getting connected, but the width and depth of the activities in connected mode are getting multiplied every passing day. Science fiction of the last decade is becoming the mainstream activity of this decade. Consumers, as well as the the broader marketing ecosystem have

changed, and the rate of change is further accelerating. Web 3.0 is the next stage of the web evolution that would make the internet more intelligent, and process information with near-human-like intelligence. Fundamentally, these emerging technologies are harbingers of a developing cultural shift that may unfold over the next decade, as a generation of consumers who live primarily in interconnected, live, and persistent virtual worlds come of age.

I would also like to re-emphasize that the role of technology is to make the consumer experience more humanized to drive engagement, and not mechanical in nature to drive automation. Modern Marketing is all about mastering the changing ecosystem, leading the new era of incredible innovation, and acting as a pioneer in this new technology-driven marketing world. And that is what will differentiate winning marketing organizations from others.

Designing a Winning Marketing Organisation

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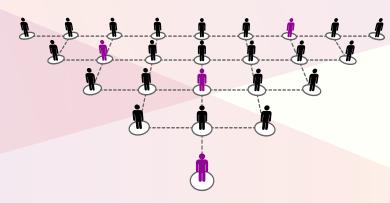
Winning marketing organisations is not just the modern marketing organisations and about a single function, but really a coalition of functions getting together to compete in the marketplace.

A detailed concept on this was published in the Harvard Business Review **(https://bit.ly/3rvzX7C)** which is labeled as 'is your marketing ready for what's next?'.

In today's era, marketing has become super exciting and different from what it used to be in the past for umpteen reasons including the need of competing for both in the traditional brick and mortar space, and the digital space.

The digital world has thrown open a huge sea of data which comes from customers, competitors, commercial and, non-commercial stakeholders. It's numeric data from purchase data of consumers, text, audio, and visual data emanating from various social media and other sources, all of which are available in real-time offering vast opportunities for companies to utilize that to design exciting marketing offerings for customers, and compete in the marketplace.

The structure of the winning marketing organisations

Fundamentally, winning marketing organisations are more customer-centric and are a lot more decentralized in the decision making and, they're a lot more externally connected. They just don't draw internal capabilities but they're externally connected in terms of getting capabilities.
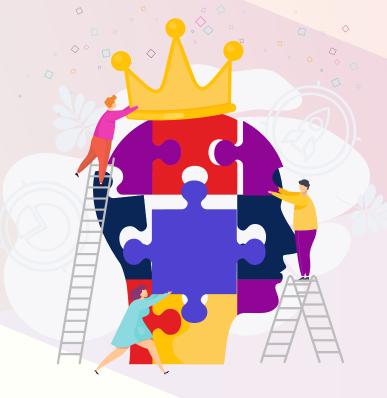
We can compare the structure of winning marketing organisations and lagging marketing organisations in a few ways. The roles and responsibilities of winning Marketing organisations compared to lagging marketing organisations and the path to becoming a winning marketing organisation. These all are part of the study coming from the data of a benchmark study, called, Marcaps **(https://www.marcaps.com/research-2/)**.

to draw external expertise. They draw a diverse set of marketing capabilities, and basically deliver personalisation and convenience and they develop a high degree of alignment for the capabilities that matter for future performance. They drive growth, customer financial market value by leveraging the possibilities of today with the possibilities that are occurring agility, technology, analytics, and societal value.

Characteristics of the winning marketing organisations:

Designing a Winning Marketing Organisation
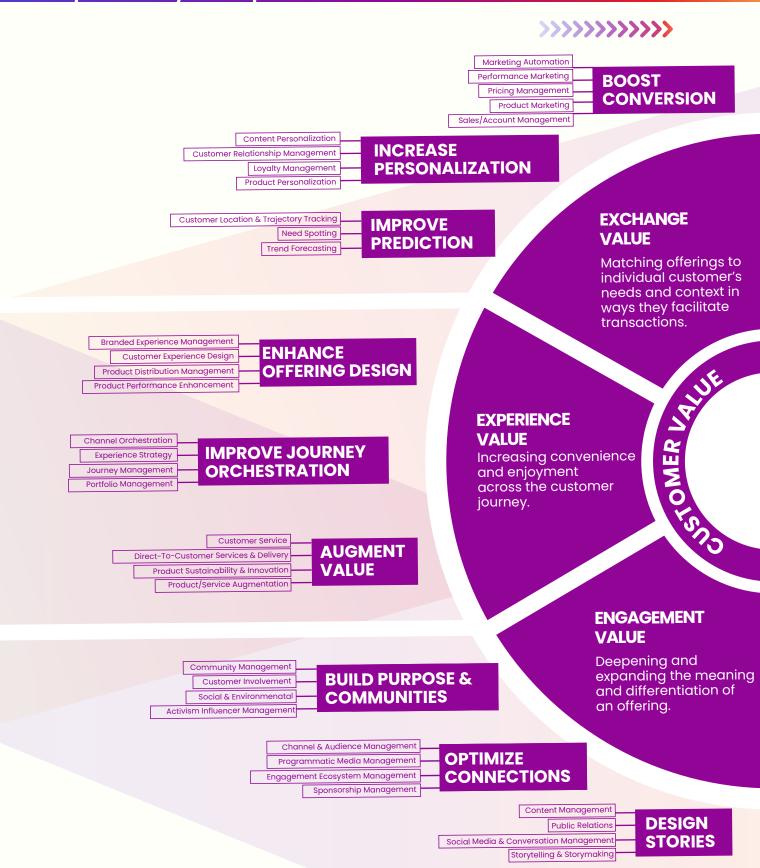
In a nutshell, what are the characteristics of the winning marketing organisations? They are structured externally around customers and customer outcomes. They typically are more complex of structures than just being around a product and functional expertise. They are a lot more decentralised in their decisions, product programs, and budgets

The Modern Marketing Capability Map

BOOST CONVERSION
- Marketing Automation
- Performance Marketing
- Pricing Management
- Product Marketing
- Sales/Account Management

INCREASE PERSONALIZATION
- Content Personalization
- Customer Relationship Management
- Loyalty Management
- Product Personalization

IMPROVE PREDICTION
- Customer Location & Trajectory Tracking
- Need Spotting
- Trend Forecasting

ENHANCE OFFERING DESIGN
- Branded Experience Management
- Customer Experience Design
- Product Distribution Management
- Product Performance Enhancement

IMPROVE JOURNEY ORCHESTRATION
- Channel Orchestration
- Experience Strategy
- Journey Management
- Portfolio Management

AUGMENT VALUE
- Customer Service
- Direct-To-Customer Services & Delivery
- Product Sustainability & Innovation
- Product/Service Augmentation

BUILD PURPOSE & COMMUNITIES
- Community Management
- Customer Involvement
- Social & Environmenatal
- Activism Influencer Management

OPTIMIZE CONNECTIONS
- Channel & Audience Management
- Programmatic Media Management
- Engagement Ecosystem Management
- Sponsorship Management

DESIGN STORIES
- Content Management
- Public Relations
- Social Media & Conversation Management
- Storytelling & Storymaking

CUSTOMER VALUE

EXCHANGE VALUE
Matching offerings to individual customer's needs and context in ways they facilitate transactions.

EXPERIENCE VALUE
Increasing convenience and enjoyment across the customer journey.

ENGAGEMENT VALUE
Deepening and expanding the meaning and differentiation of an offering.

Modern Marketing Reckoner

The Modern Marketing Capability Map

DISCOVER GROWTH
- Branding Management
- Growth Strategy Management
- Sustainability Strategy Management
- Value Proposition Design

BUILD PLATFORMS
- Platform Management
- Portfolio Strategy & Innovation
- Risk Management
- Synergy Management

LEVERAGE ASSETS
- Marketing Model and Method Innovation
- Marketing Monetization
- Marketing Venture Management
- Revenue Streaming

STRATEGIC VALUE
Managing the data and science needed for market signals, customers insights and resource optimization.

FIRM VALUE

OPERATIONAL VALUE
Innovating working practices, methods, and skills to improve the operating effectiveness of the marketing functions.

STRENGTHEN EXECUTION METHODS & TECHNOLOGY
- Marketing Execution Management
- Marketing Accounting Standarts
- Marketing Technology
- Workplace Technology

ENHANCE ORGANIZATIONAL LINKS
- Agile Management & Design Thinkings
- Interaction Model Management
- Key Behavioral Incentivizing
- Marketing Principles & Methods Definition

IMPROVE TALENT MANAGEMENT
- Customers-centric Culture Management
- Partnership Management
- Stakeholder Management
- Talent Enablement

KNOWLEDGE VALUE
Identifying growth paths for current offerings and guiding strategic leaps for new growth.

ENHANCE DATA CREATION & MANAGEMENT
- Brand & Customer Equity Tracking
- Data Generation
- Data Quality, Privacy and Security
- Integrated Data Management

LEVERAGE MARKET & CUSTOMER INTELLIGENCE
- Buyer/User Insights Management
- Competitive & Market Intelligence Management
- Knowledge Systems Management
- Knowledge Strategy

ADVANCE MARKETING ANALYTICS
- Customer & Brand Valuation
- Data Science and Analytics
- Data Visualization and Application
- Marketing Performance Evaluation

Marcaps Assessment Study

Marketing Capability Benchmark is a joint initiative of MMA and MARCAPS for an assessment of marketing organisations' capabilities to create value and drive growth.

The readers can learn about marketing capabilities here:

https://marcaps.com/research

To know more, click here:

https://www.marcaps.com/research-2/

Marketing Capability Benchmark
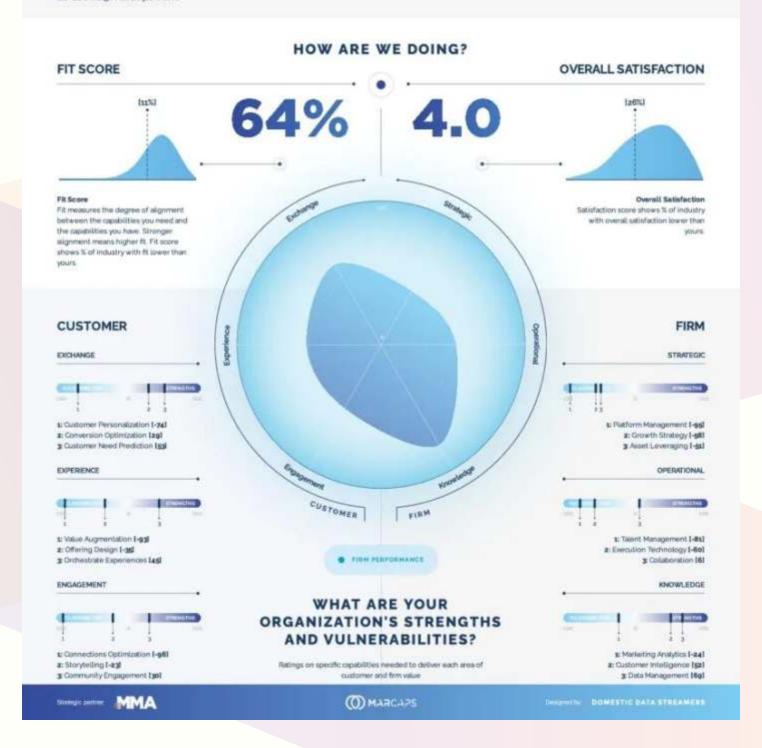
Modern marketing organizations leverage their capabilities to create new value for customers and the firm. They create customer value in:
1. The Exchange area by matching offerings to individuals
2. The Experience area by increasing convenience and enjoyment, and
3. The Engagement area by enhancing brand meaning.

Modern marketing organizations create firm value in:
1. The Strategic area by identifying opportunities for new growth
2. The Operational area by implementing processes, methods and technologies to elevate effectiveness of marketing, and
3. The Knowledge area by the creation, analysis, and utilization of data to generate unique insights, guide decisions, and optimize resources

This report summarizes and benchmarks your assessment of marketing capabilities at your company. For more information, refer to the article "Is Your Marketing Organization Ready for What's Next?" in the Nov-Dec 2020 issue of Harvard Business Review or contact us at info@marcaps.com.

HOW ARE WE DOING?

FIT SCORE

[11%]

64%

Fit Score
Fit measures the degree of alignment between the capabilities you need and the capabilities you have. Stronger alignment means higher fit. Fit score shows % of industry with fit lower than yours.

4.0

OVERALL SATISFACTION

[28%]

Overall Satisfaction
Satisfaction score shows % of industry with overall satisfaction lower than yours

CUSTOMER

EXCHANGE

1: Customer Personalization [-74]
2: Conversion Optimization [29]
3: Customer Need Prediction [53]

EXPERIENCE

1: Value Augmentation [-93]
2: Offering Design [-36]
3: Orchestrate Experiences [45]

ENGAGEMENT

1: Connections Optimization [-96]
2: Storytelling [-23]
3: Community Engagement [30]

FIRM

STRATEGIC

1: Platform Management [-95]
2: Growth Strategy [-98]
3: Asset Leveraging [-91]

OPERATIONAL

1: Talent Management [-81]
2: Execution Technology [-60]
3: Collaboration [6]

KNOWLEDGE

1: Marketing Analytics [-24]
2: Customer Intelligence [52]
3: Data Management [69]

WHAT ARE YOUR ORGANIZATION'S STRENGTHS AND VULNERABILITIES?

Ratings on specific capabilities needed to deliver each area of customer and firm value

● FIRM PERFORMANCE

Strategic partner: **MMA**   MARCAPS   Designed by: **DOMESTIC DATA STREAMERS**

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Feedback Survey

>>>>>>>>>>>>

Please spend a few minutes sharing your thoughts with us.

Click here to fill out MMR 2022 Feedback Survey

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CUSTOMER VALUE
ENGAGEMENT VALUE

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The Modern Marketing Value Proposition

ENGAGEMENT VALUE

EXPERIENCE VALUE

KNOWLEDGE VALUE

CUSTOMER VALUE

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FIRM VALUE

EXCHANGE VALUE

OPERATIONAL VALUE

STRATEGIC VALUE

Brands taking an Attention-first Communication Approach to Utilize the Media Landscape

Sumant Bhattacharya
Head Communication Planning – Motivator, GroupM

Perfect market information has its origin in economics. It describes a state where consumers and producers have perfect and instantaneous knowledge about products.

Near perfect market information is today's reality. Every single brand has presence on every communication channel through a plethora of assets that include product videos, blogs, webinars, how-to guides, influencer posts, landing pages, infographics, case studies and more. As a result - consumers have friction-less, real time information about all facets of the brand.

How is this impacting the brand communication approach through mass media and digital channels?

In the classical, mass-media focused approach - the emphasis was on a single-minded proposition tying the brand to a benefit. Brands were also supposed to be built as starkly differentiated through the communication.

Today, the scenario has changed dramatically. Before a brand proves its relevance through the (supposedly) differentiated, benefit-oriented proposition - it needs to stand out. As every other piece of information is available to be accessed in real time, the foremost objective of the mass media brand message is to get your attention.

Attention and cut through have thus taken precedence when it comes to crafting mass media communication.

It is this strategy that is getting amplified in brand films. Take Netmeds – it uses Kareena

Kapoor to deliver messages around variety and super-fast delivery. In the classical approach, the presence of a celebrity would be to build an associated imagery for the brand. But why would a medicine delivery brand want to be glamorous? It doesn't make sense. Why would actors like Kunal Kapoor, Chitrangada Singh, Kalki Koechlin and Gul Panag play bite-sized roles in Oyo's brand films when any actor would have sufficed in their place? What's the rationale behind choosing Ranveer Singh for Rapido or Vicky Kaushal for Pearson India?

The answer is attention. The focus is not to craft differentiated messages – not at all. In fact, the messaging by most brands is quite generic nowadays. The emphasis is to corner attention and that's where the celebrity presence plays a big role. The brand gets talked about and has a shot at becoming a part of the chatter around the celebrity in the social media and digital ecosystem which is both precious and critical for brands today. In fact, it goes beyond the social media chatter. In the press release on the Oyo film at industry media sites, it is Gul Panag (alongside the brand head of Oyo) who talks about Oyo and its features. And as more and more brands are using the celebrity-driven approach to garner attention, the rest of the brands have to follow suit and it becomes a self-driving loop.

What about relevance then, you ask.

That's where the digital eco-system comes in. All digital platforms offer audience

cohorts based on affinities and utilizing those takes the brand story forward. Post the attention-generating mass media communication piece, various content pieces can be created around various facets of the brand, and distributed to sharply targeted, affinity-based audience cohorts. Personalized, granular messages can also be distributed using automated user journeys through various Customer Data Platforms (CDPs).

Thus, it is this modularized communication approach aligned to the new media landscape that brands are using nowadays where through complementary objectives for mass and digital media, they are registering their presence throughout the consumer journey.

Ubiquitous Marketing.

Omnipresent Technology.

#Notestoself -
A well-built brand:
Is Popular
Has loyal Customers
Is available across markets
Is a category leader
Is growing y-o-y

M.V.S. Murthy

Head, Marketing Digital and Corporate Communication, TATA Asset Management Limited

Flashback, then Fast Forward

Let's go back to times when our world's converged on TV / Newspapers and we stumbled on hoardings while listening to FM radio on the go. All this must be 25 years back. Brands were built by occupying finite media space. If you had the budget, there were a limited number of spots, positions and outdoor available. So large brands with deep pockets dominated.

Enter Technology

We began taking our work home - personal computers, were carried around in laptops. Senior Executives brick like mobile handsets to talk and SMS were commonplace. Pagers were a blip and went off, palm was in vogue to sync work and we were all wired into the cords of our intranet. The travelling executive was at sea connecting at a different office location because " IP address " was not available.

Mobile made consumption personal

Mobile technology improved, so did connectivity, access to data and the ability to gorge more content in a personal space. With the layer of social media getting added, consumers had the choice of scrolling and indulging in nearly live content. It was an exclusive, kosher ecosystem to see, like and comment. Segment of 1 tracking of the browsing journeys and the surfing tracks, gave immense power to platform owners.
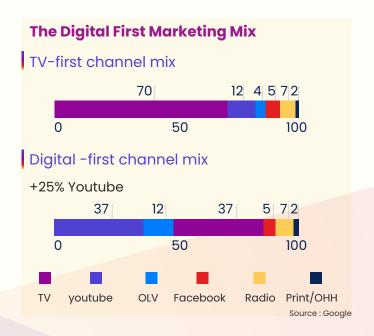
They were able to pitch effective marketing to advertisers with the promise of cutting down the losses due to the waste of 50% of marketing dollars "Mobile phones blew away prime-time and brought in" me-time". Brands and marketers were

The Digital First Marketing Mix

TV-first channel mix

| 70 | 12 | 4 | 5 | 7 | 2 |

0   50   100

Digital -first channel mix

+25% Youtube

| 37 | 12 | 37 | 5 | 7 | 2 |

0   50   100

TV   youtube   OLV   Facebook   Radio   Print/OHH

challenged to shift from " release schedules " to " live always ". Marketing has now become digital first. Change in points of purchase has forced the hand of marketing teams to up-skill and reorient themselves.

Composite Points of Purchase

The advent of e-commerce redefined ecosystems. Digital Brochure ware for " browse and call " had bank payment gateways stitched up to it. Security was enhanced with OTPs, use of pins, double authentication etc. Purchase patterns could be tracked and a whole cross-sell engine got chugging at break-neck speed. The growth of global online business models inspired many Indian Entrepreneurs to create similar business models for the India Market.

Complex E-Commerce Ecosytem
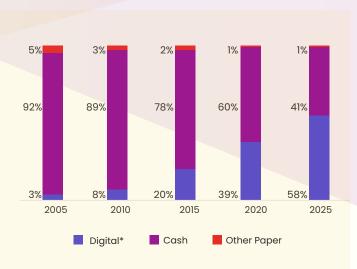
Browse. Pay. Track.

Cash on delivery and its occasional dishonoring was discouraged with freebies for upfront payment through cards / net banking. The back end got stiched up with robust logistics – pick up / tracking / deliver and now no questions asked returns. This opened opportunities for proprietors and small business owners to partner and sell online.

BFSI – ripple effect.

E-commerce, challenged sped up digitization in BFSI. What began as " view your statement online " moved transfers, to register and pay billers. Ubiquitous transactions made movement of money fluid. The effort was to do away with physical forms – go green was the obvious marketing spin.

Digital Payments Growth Journey: India: From 3% in 2005 to 58% in 2025

Source : Nasscom

Powering Market Expansion.

Assorted participants in the payment systems build on-boarding models for KYC. The banks lapped it. And the rest of the BFSI spectrum including insurance, broking and mutual funds, adopted these best practices. e-commerce and the banking ecosystems got stitched up to expand markets for brands.

Digital Contagion Across Sectors

Adoption of digital across the country, put pressure on corporates to become more agile.The Pandemic catalysed the use of some of the best practices of BFSI into other sectors. Video KYC morphed into Video Consulting. Education famously went online, the fact remains that experiential and experimental learning happens best with humans interact physically. Even automobiles can now be evaluated, booked online. And we all know the ominous evolution and growth of the WFH and now hybrid work models.

Reimaging the Brand

Brands got swarmed with powerful changes in production, reach, addition of purchase points driven by technology. These were not overnight but creeping and revolutionalising lifestyles. Markets changed and audience / prospect / customer engagement adopted faster.

Access first.

Where will it sell? This is what defines the how of communication. Semantics is not the starting point of differentiation. It is a brand's ability to be accessed, evaluated, and purchased that defines the month end revenues. This requires reimaging how marketing works and the added layers of responsibility.

Telescoping the Purchase

The merchandising team was primarily responsible for the in-store experience and the brand teams curated the elements. With the store and the check-out having moved online, the onus of communication leading to purchase as a telescopic moment rests with marketing. The holistic experience now defines the Brand, communication is the long continuous tail.
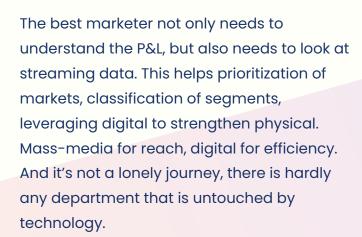
Consumers now have the option of buying direct from the manufacturer, if the latter is able to showcase complicated products like kitchenette, vacuum cleaners, dishwashers online. Its calling out companies to invest in digital first and create distinct experience.

Marketers are Insomanics.

A modern-day marketer does not have the luxury of building brands over time. They build every day, with a purchase opportunity that exists 24X7. Brands never sleep and Marketers are insomniacs.

The best marketer not only needs to understand the P&L, but also needs to look at streaming data. This helps prioritization of markets, classification of segments, leveraging digital to strengthen physical. Mass-media for reach, digital for efficiency. And it's not a lonely journey, there is hardly any department that is untouched by technology.

Creator Economy = Production + Tracking + Decisions

Anyone can produce anything. An online shop, rightly marketed using digital effectively, will bring in a stream of browsers and eventual buyers. Embed this with the ability to track and the service delivery is enhanced. If the business scales up across markets, technology facilitates real time decision making, without the need to travel. Video phas blurred boundaries of geography and time. This is giving confidence and building a creator economy.

Cross-pollination of Digital Experiences

The brand is built because of its intrinsic value flown down by superior experiences The brand is built because of its intrinsic value flown down by superior experiences powered by technology. More experience and less communication is what marketers need to build. Consumers don't compare advertising, they cross-pollinate digital experiences and demand that every brand bench marks itself to their favorite or go-to app.
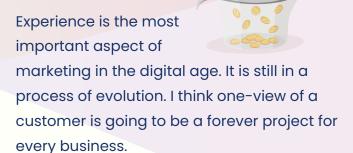
Moment Monetization.

The application of AI is now giving more definiteness to communication, cross and upsell efforts. Next best product, reminders to refill baskets, " also bought " , " goes well with " , etc are all nudges powered by growing intelligence. We don't push buttons to change temperature we talk, we use our voice to " order in " a phone call. AR / VR, while having existed for while are getting a big boost with the promise of building and living in an alternated digital universe, where you can choose a persona! Brands are mobile, morphing and monetizing themselves at every opportunity. A big change from momentary monetization when Customers visited the store.

Wobbly wheels or Enhanced Experience.

Experience is the most important aspect of marketing in the digital age. It is still in a process of evolution. I think one-view of a customer is going to be a forever project for every business.

Some brands struggle with old databases and even salutation. While some others think that adding a name to an email is a "personalization done" moment. A customer sees all these misses as a lack of empathy and keeps drifting away from the brand. This aspect of brand engagement not only needs

the marketing team to be skilled but both capex and opex investments annually. Needless to say collaboration across teams with " Experience Enhancement " as a mission is sin qua non. Else, a punctured wheel will wobble efficiency.

Dealer Panel is passe'

The pit for any marketer in the non-digital era was " the dealer panel ". Every ad had to have the dealer panel and so did the hoardings. There used to often be mix ups of dealers moving locations or a wrong dealer in the wrong location, leading to escalatory calls sometimes to the head of the agency.
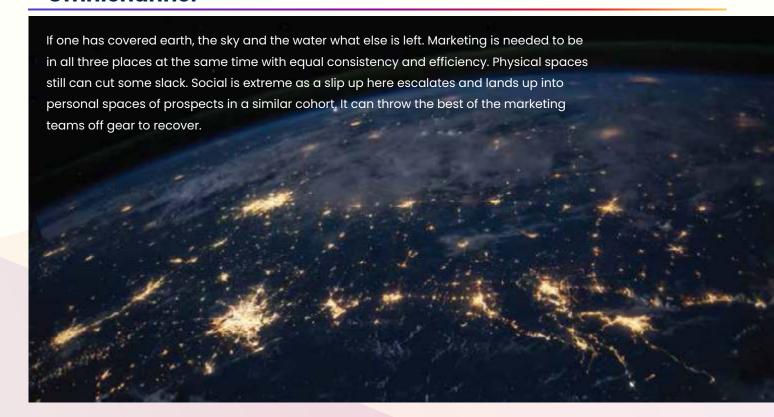
Distribution is Distributed.

Distribution has become hybrid with growth of digital models. Very often the challenge is to sync the brand in the brick and mortar space and the digital space. The digital spaces morph overnight, while there is a spring cleaning uxury in the physical spaces. An observation is that a " SALE " driven strategy, makes the spring cleaning of merchandise a much-shortened exercise. Thus, in both spaces, the changeovers need to be quickened. Marketing must balance both forms of the game – test cricket + 20 over formats. The 6 over formats are coming up too! Hyper local marketing anyone?
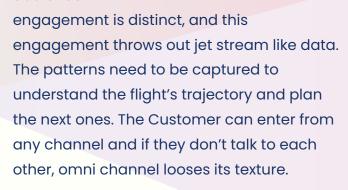
Physical + Digital + Social = Omnichannel

If one has covered earth, the sky and the water what else is left. Marketing is needed to be in all three places at the same time with equal consistency and efficiency. Physical spaces still can cut some slack. Social is extreme as a slip up here escalates and lands up into personal spaces of prospects in a similar cohort. It can throw the best of the marketing teams off gear to recover.

1-View is WIP

The density and intensity of audience engagement is distinct, and this engagement throws out jet stream like data. The patterns need to be captured to understand the flight's trajectory and plan the next ones. The Customer can enter from any channel and if they don't talk to each other, omni channel looses its texture.

Customer 1-view is still WIP across many businesses. Laggards will be chased by the seamless omni-channel of more accomplished businesses.

Organization design

The consumer experience is the pivot of any business. The advertisement is only to amplify this experience. Both responsibilities rest with and can be delivered by marketing. Business on the digital assets will be impacted byevery campaign run above or below the line. The brand is felt by the various physical and digital interfaces where customer interact. The new organization will need to have convergence of Martech, Consumer Tech, Aspects of Digital transformation - particularly the Customer facing ones into the marketing role. The budget heads for marketing increased too. It is unapologetically possible to identify and attribute business to marketing.

Sustainability of Marketing.

None need to fret of wastage, but delight in the recycling, sustainability and impact of marketing in partnership with omni present technology. Together they can compound reach, awareness, interest, desire and growth – the AIDA model paraphrased. Apologies to the purists in theory.

Technology ferries business (read as Customers) to brands. Marketing is Business.

Brand Building Vs Performance Marketing

Tapopriya Datta
Brand & Digital Marketing Lead, Ceat

With the advent of online marketing ecosystem and proliferation of data-driven marketing technologies, it's now easier than ever to track every penny spent on advertising (on digital mediums), measure outcome and address the proverbial issue- 'Half the money I spend on advertising is wasted; the trouble is I don't know which half', coined by John Wanamaker.

What's the genesis of having Brand Building pitted against Performance Marketing?

- Shift in marketing department's perception from being a cost centre to a revenue driver and the consequent pressure to drive more business

- Against the backdrop of unprecedented times, marketing budget (discretionary spends!) gets hit and the available budget must be optimized to its fullest

- Pressure to scale faster than ever, especially with new distribution channels emerging e.g., direct to consumer, ecom sites/marketplaces and new modes of businesses

- Instant, measurable gratification vs delayed, long-lasting results

- Measurement conundrum with Brand Building initiatives

Best case scenario, of course, is having the best of both worlds. Quite a few home-grown brands (especially Digital First Brands) have scaled unparalleled growth in a relatively short span of time and simultaneously built a formidable brand. There are certain accelerating factors which led to the success of these brands which may include:

- Having a highly differentiated offering which no competitor can gnaw at

- Addressing an unmet need of a significantly sized market

- Brand being an aggregator and providing a superlative consumer experience

- Operating in a category which induces habit formation

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Performance marketing encompasses a gamut of marketing activities and is number driven; however performance marketing done without the foundational principle of brand would only result in short-wins and only move bottom funnel metrics – without creating the urge in potential consumers to connect with the brand and choose a certain brand over its competitor, in a competitive landscape.

It is futile to look for differences. Would be worthwhile to look for opportunities to blend both.

- If brand attributes are woven into brand messaging & imagery creation that best resonates with the target audience, driving performance marketing would not just aid growth but also help reinforce the brand.

- When choice is limited, need to look for opportunities to reduce spillover of brand building initiatives beyond target audience/in-market/affinity audience and have it granularly targeted to drive relevance and maximize impact only with core audience.

- Need to have a constant endeavor to experiment and explore multiple channels at the outset to later optimize and have an ideal mix. If brand is already strong and have only performance marketing initiatives undertaken in a certain channel (e.g., ecom) throughout the year even at the cost of a lower SOV, brand custodians should be vigilant to

not miss the bus of opportunities when having brand building initiatives can reinforce the brand and eventually deliver better ROI.

- Choosing what makes the best economic sense to the brand. A brand having multiple product lines would need to consider case-by-case scenario to understand whether it makes economic sense to drive performance marketing for each individual product lines, and then take the call.

- Resisting the urge to look at every marketing activity from performance marketing lens and adjudging the performance immediately, without giving the requisite time.

If it is just about hitting or exceeding the set KPI goals through performance marketing, with no regards for building the brand, eventually it would not pay off in the long run. On the other hand, if it is all about the brand and there's lack of vision in driving business metrics and absence of call-to-actions, it would be difficult to move the needle in favor of growth or perceive it (in the digital world) or attribute it properly to the marketing activities undertaken. Given that it is imperative that both brand building & performance marketingare indispensable, we need to drive towards convergence and hit the sweet spot, in the face of unavoidable constraints.

Building a Brand for D2C Economy

Dhiraj Gupta
CTO & Founder, mFilterIt

Essentials That An Advertiser Needs To Check Before Venturing Into The D2C Ecosystem

Technology has enabled brands almost in every sector to disrupt the traditional channels and mediums of reaching out to customers. Over the past 5 years, in India, the channels have transformed, become digitally enabled and leaner, reducing the hops up to the end customer.

The fundamental question is, "Can every brand go D2C?" From technology and business processes point of view, there isn't any big challenge that cannot be mitigated in going D2C even for brands which are niche. The biggest defining parameter is the maturity of a brand going D2C.

From advertising and marketing perspective not many changes for a marketer, except for making the message for consumers and leveraging platforms which are customer facing.

But D2C isn't easy, and every brand must build itself to reach a maturity level where it can earn the trust and loyalty for their brands. Basis our vast experience on what makes the digital space less trustworthy or fake, below are the essentials prescribed for building a brand for D2C economy.

Safeguard Brand Reputation

When we see any lesser-known brand in the market, the role played by the channel / retailer is paramount who leverages the trust a customer has and recommends lesser visible brands. The customer buys such brands and products primarily on the trust and recommendation of the retailer.

In D2C there is no such push possible. This means a brand must take utmost care of its reputation so that potential customers do not see any positional issues in engaging with the brand. For instance, many times geopolitical relations between countries does impact the trade. There are other challenges as well.

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The identity of a brand must be tightly controlled not only over their digital assets but also across third party platforms wherever it gets referenced.

Nurture Real Community

As more and more businesses add to the booming D2C economy, increased competition, and arrival of new players within the D2C environment has spoilt the consumers for choice. It has become more important than ever to increase engagement with your existing customers and to nurture the brand's loyalists and evangelists.

Building and nurturing a thriving community revolving around the brand and giving customers the much-needed value, irrespective of the purchase, is the need of the hour to cut to the front. Authenticity is paramount in brand advocacy as it's organic in nature, thus brands need to ensure that they engage with real people with whom the customers can relate with, adding trust in the brand's product and services.

Advertise contextually and suitably

Any D2C brand is only as good as its goodwill and reputation in the market. And contextual advertising and relevancy has a critical role to play in upholding the brand's reputation. For instance, a news website flashes a news about a landslide in Himachal district. On the very same page, the banner ad from a tour and travel agency shows packages for Himachal, it is totally out of context and unsuitable in the same environment. Advertising next to irrelevant or inappropriate content leads to customer dissatisfaction and harms the reputation of the brand for associating with negative content. For an advertiser, understanding contextuality and suitability for an ad placement goes beyond keyword blocking and whitelisting. Ad tech solutions will be the way forward for D2C brands to ensure effective execution of campaigns and alongside making brand safety a priority when it comes to safe advertising practices.

Protect and promote real engagements

As D2C brands are digital by design, the 'online generation' believes in what other brand loyalists have to say, therefore making their purchase directly from the brand online.

D2C brands have a set KPI when it comes to their ideal customer while targeting ads at them, also making brands vulnerable to fraud. The smart fraudsters are aware of these KPIs, and they then create fake lookalikes to defraud the brand and pocket

the money. These ghost profiles generate fake reviews and engagement, thus skewing the campaign data and add losses to the potential sales revenue.

Stop fraud at every node: All D2C brands was once an unknown entity until it became a household name. It takes patience, right strategy, and marketing tools to effectively create a brand recall and increase sales. But, if every step, right from awareness till delight (acquisition to payment) is marred by fraud, it can lead to skewed data, ad budget losses and affect the RoI and compromise the brand's equity in the long run.

With a plethora of websites and brands adding to the digital traffic, there also has been a rise in counterfeit goods and brand infringement issues. The entire value chain has to be tracked to ensure that fraud does not permeate at any stage of marketing and sales when catering to the online audience.

Track the entire value chain

Only by deploying solutions and campaigns for brand awareness is not the end of marketing funnel, daily monitoring and deep diving into analytics ,figuring out fraudulent elements is important to effectively manage a D2C brand.Focussing on small details like traffic source, IP addresses, clicks, time spent on a page will give actual view of the situation on ground and identify fraudulent elements on the website and campaigns.

As the D2C wave sprawls across industries and sector, it has become more important than ever to remain vigilant and take proactive measures to ride the success wave in the D2C economy.

To know more about our offerings click here

https://www.mmaglobalmmr.com/mfilterit/

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Reimagining Brand Building in the D2C Innovation Economy

Sunder Madakshira
Head of Marketing, Adobe India

Today we are here to discuss reimagining brand building in the D2C innovation economy. The customers today expect an exceptional experience, whether they are using a food app, they are buying a car, they want to buy a home, or use even a meditation app. So, break through with customers is only possible by providing something which is going to delight them forever.

The new economy, and the new world that we're living in is about being digital which has really come right at the center of every business model. So, a company which really aspires to build itself for the future is always going to be wanting to build itself as a digital company, irrespective of which industry it belongs to. Digital commerce has emerged as a dominant channel for business like

never before. So, D2C or direct to customer or consumer is going to be the way forward for every company in the coming years. So, in the D2C, specifically, India is witnessing the growth of D2C brands across all industries, and it is set to grow at an unprecedented 24-25% growth.

What are those e-commerce strategies that companies will want to implement in the coming few years is number one, build a very strong business case for a D2C strategy, number two is cultivating that unique end product and the service that can help them reach the market in a differentiated manner, and the third thing is make real-time accuracy possible for every business priority, and the fourth thing is to steer clear of channel conflicts. And lastly, prioritising customer experience and demonstrating the benefit of being direct to the consumer.

To watch this video, click here:

https://youtu.be/dKjcihMmjAo

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40

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Brand Building took a Backseat During the Pandemic.
Time to Rebalance!

Imran Hirani
VP, Strategic Insights, Nielsen

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With COVID-19 impact on overall business, brands of all sizes have cut their marketing spends to preserve budgets and profits. India's marketing landscape has seen a tumultuous change in the past 2 years with digitalization getting deeply embedded in every marketer's strategy, an upsurge of D2C (Direct to Consumer) brands and a growing number of startups.

Awareness efforts, in particular, quickly took a back seat as even large multinationals have slammed the brakes on their brand building. Conversion-oriented marketing has been the marketing industry darling for some time. It's attractive because it drives sales in this quarter, not the next—and immediate gratification carries weight.

Shortening CMO tenures and reporting cycles amplify this trend, as a focus on near-term sales—and the ability to measure the impact of conversion marketing—drove the shift to Conversion-oriented marketing.

Budget and impact conversations are increasingly becoming critical, while performance marketers showcase their ability to drive conversions, brand builders with their struggle to demonstrate the near-term value, contend for longer-term investments. This dilemma is growing for the organizations by the day!

Brand building and conversion marketing have different attributes

Brand Building

Conversion

Sources: The Drum, Nielsen Ad Intel

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Upper-funnel marketing

- Messaging to Influence Consumer Perceptions
- Broad Reach
- Long Term
- Drives Future Sales

Lower-funnel marketing

- Messaging to Influence Consumer Purchases
- Narrow Reach
- Short Term
- Drives Immediate Sales

The unsung importance of awareness and consideration -

Marketers have always been pressured to deliver measurable ROI for their efforts, but the demand for growth has sharpened as the world looks toward a post-pandemic future. As the public (and private) learnings of other brands suggest, that growth must be addressed with balanced marketing strategies that re-elevate upper-funnel, brand building efforts to work in tandem with the mid- and lower-funnel efforts. Importantly, brand-building efforts are a lever to drive sales.

Traditional sources of brand equity are eroding

We know that there's never a good time to stop advertising, but the need to drive awareness has never been more important for brands. Given the prevalence of choice and access, staying top-of-mind with consumers could be the difference maker when a sale is at stake. Nielsen data shows that marketing accounts for 10%-35% of a brand's equity. Equity also comes from visibility, such as seeing a product on the shelf or signage on a storefront, as well as regular product usage, such as the subtle reminder about an auto brand every time you drive your car.

These traditional sources of equity (e.g. seeing product on shelf, signage and brand usage) are eroding because a) people were often locked down and not going out to see signage or see the products on shelf and b) supply chain disruptions caused many people to have to try an alternate brand, different from the one they used most often in the past. In addition the online "shelf" is infinite which makes it increasingly difficult for single brands to stand out.

Marketers, it's time to rebalance

The rebalancing of marketing strategies before the pandemic by some brands speaks to an important recognition: Building and maintaining a brand takes more than simply maintaining sales. With that insight, brands need to understand that the channels that are great for driving sales may not be ideal for driving awareness. While there is a modest correlation between a channel's effectiveness for upper-funnel efforts and its effectiveness for lower-funnel efforts, that isn't particularly helpful when it comes to making investment choices.

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Channel Effectiveness

Studying channel effectiveness in driving long-term sales helps marketers understand how strong a particular channel is at driving awareness and other upper-funnel metrics that have latent sales effects. Consumers, for example, believe television is among the best channels for becoming aware of a brand. Yes, TV is, on average, one of the most effective channels for driving long-term sales lift, but every campaign is different—and so is the effectiveness of TV across them. We found that in 25% of Nielsen marketing mix studies, TV was in the lowest quintile of all channels in producing long-term effects. In a separate 25%, it was the very best.

The right message + channel mix is critical for growth

Caring for upper-funnel metrics requires a keen alignment between messaging and channel, and this is particularly true with brand-building efforts. To illustrate, let's look at the impact of marketing by message strategy for two very different brands: an electronics brand and an auto brand. When we measured the impact in both the short and long term, we found:

Lower-funnel messaging has a higher short-term impact than upper-funnel messaging, but it doesn't deliver much additional value in the long term.

Upper-funnel messaging delivers slightly lower short-term results, but it delivers meaningful additional value in the long term.

How message type impacts sales in the short and long term

		Short-term effectiveness index vs. total	Long-term effectiveness index vs. total
Car Brand Case	Upper-Funnel Message	95	118
	Lower-Funnel Message	107	82
Electronics Brand Case	Upper-Funnel Message	93	187
	Lower-Funnel Message	105	40

Read as: Upper-funnel messaging on an auto brand was 5% less effective than total media in driving short-term sales and 18% more effective than total media in driving long-term sales.

Source : Nielsen Marketing Mix Models

When we look at these two cases through the lens of specific channels, the results are even more illuminating. With upper-funnel messaging, video and offline media are very efficient in driving short- and long-term sales. With lower-funnel messaging, non-video and online media are more efficient in driving

short-term sales than they are in driving long-term sales.

While it can be challenging to know how much a brand should lean on short- and long-term objectives, marketers should consider a few key questions when making their marketing decisions:

▸ What are the minimum business requirements in the short term?

▸ Does the business have the flexibility to wait for longer-term outcomes?

▸ How is the rest of the category moving with respect to the balance of upper- and lower funnel messaging?

Key takeaways for marketers

Make upper-funnel marketing a meaningful part of your investment.

Your brand equity might already be deteriorating because non-marketing sources of equity are dissipating—brand building can help offset these losses.

▸ Building your brand drives direct sales impact and improves the efficacy of your activation efforts. Cultivate understanding and support in your company for upperfunnel efforts

▸ Measure the long-term sales and/or brand equity effects of upper-funnel marketing to build evidence of their

impact and to instill the need to be patient for the eventual sales results.

▸ Measure the impact of lower- and upper-funnel messages separately to demonstrate more visible lifts in the intended outcomes (i.e., upper-funnel messages will likely boost brand metrics, while lower-funnel messages will likely boost sales; if you mix the two together and measure as one, it may

▸ **Embrace duality of objectives and the potential for conflict between the two**
Marketers have to meet near-term sales targets and position a brand for future success. These can seem at odds with each other for two reasons: budgets are limited and doing more of one may mean doing less of the other; and the optimal mix of media channels and message strategies will likely vary when optimising for only the short - or long-term objective.

▸ **To optimise for both objectives simultaneously**
Consider optimising your marketing mix for total sales (not just for short- or long-term goals). Total sales can be a useful target if you've already measured both short- and long-term ROI. Alternatively, short- and long-term ROI could be weighted based on company priorities before combining them for use in optimisations.

▸ Perform sequential optimisation when you lack the total sales impact. For example, marketers can run separate
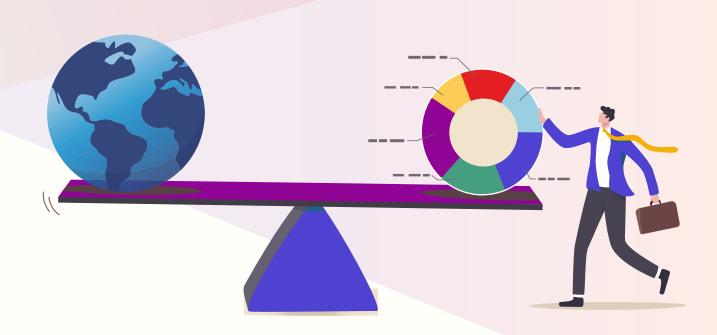
simulations that optimise for long-term brand impacts and short-term sales impacts. In a subsequent step, marketers can weight those simulation results together to produce a hybrid plan that most effectively balances business objectives. Finally, marketers can conduct simulations for hybrid plans to set targets and expectations for what the hybrid plan will achieve.

Standard industry solutions don't typically account for both upper- and lower-funnel marketing efforts in the same solution. To address the need for short-term sales and to seed long-term growth, marketers should run effectiveness studies for both short- and long-term ROI. One way to do this is to run marketing mix models (MMMs) to optimize channel mix for short term-

sales, and then use a second analysis to optimize channel mix for awareness or other upper-funnel metrics. Finally, brands should look at both plans and weight them together based on organizational goals. This should help brands create a more balanced plan that supports both their short-term needs and their long-term ambitions.

▶ Develop a plan to stay on course. Once you set a balanced plan, you may encounter challenges to it, particularly if short-term expectations are increased or sales fall short of expectations. Consider using frequent short-term measurements and optimisations to both prove out that the balanced plan is working and to ensure that any changes required are minor and not reversions to unbalanced approaches.

Revenge of the Creators

Karthik Nagarajan
Head Branded Content, GroupM
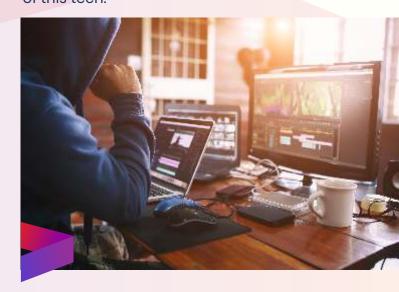
As a 90s kid, I always look back at the early years of the internet fondly - Said NO ONE ever! The Internet of the 90s or even 2000s was largely painful. No, I am not talking only about the excruciating experience of downloading a .BMP image over 3-4 hours on dial-up. I am talking about the economics of the internet which highly devalued the most essential fuel that it actually ran on – creators. Whether it was chat rooms or blogs or tweets or videos, the essential reason we all went online has always been / continues to be the same – to meet interesting people and experience their creations. However, that remained a side show when it came to monetization as we obsessed with Ad revenue-based models that decided for decades, what worked and what didn't. So, money chased discoverability which chased spending in turn in this vicious circle.

The reason YouTube became the champion of the creators was because for the first time ever, a platform shared spoils with them. But even then, the fundamental engine driving digital continued to be advertising. This is being challenged now in a very big way. With the advent of models like Substack and Patreon, creators are able to monetize their work even before they hit scale in terms of follower count. Which is exactly where things need to be for this ecosystem to flourish. This continues to be the shape of things to come, with podcast subscriptions, Tumblr tips and many such pilots becoming successful. We are entering an era where this subscription model will become stronger, more viable and co-exist with advertising driven models.

Creator monetization has also gotten a shot in the arm with the success of NFTs. Many argue that in NFTs, the blockchain ecosystem has finally found a killer app. Though it might not seem like that presently with almost every celebrity under the sun using it as a checkbox and flooding marketplaces with assets with zero utility, when the dust settles on this, creator monetization will be the key, long-term utility of this tech.
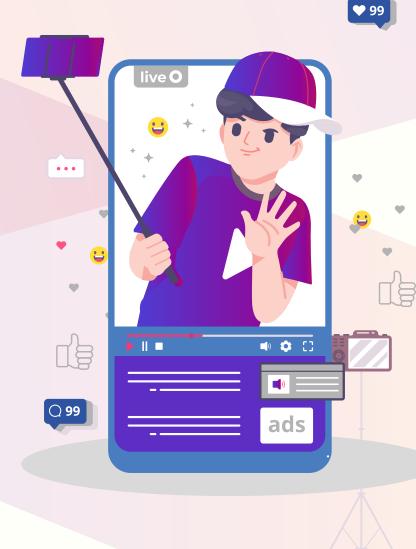
Another emerging trend around us is also what is happening to organizational cultures where the content creation community is involved. While the pandemic has made all of us assess our career choices in a way that never happened earlier, it has particularly impacted the creative vocation, especially those in the digital industry. More creators are able to take up their social media content as their principal vocation and not just as a side hustle. This 'gigifying' of the creator economy has now been made more viable with content marketplaces (e.g., platforms like Pepper content) and DAOs (Decentralized Autonomous Organizations). The latter are organizations that exist entirely within the metaverse. They get paid in crypto and their workplace is platforms like Discord and their organizational culture is devoid of the complexities of a physical workplace. The future of content gigs will be organizations like these.

The other related trend that is worth observing is also how commerce is becoming an integral part of the influencer / creator's journey. The 'zero moment of truth' or the first brand experience for many customers especially in Tier II towns is becoming influencer content. In most cases, the KPI of this content especially among D2C clients is becoming real leads and conversion and thanks to platforms like Trell in which commerce is a feature by design, this trend is becoming as much a Tier II and III phenomenon as it is a Tier I.In summary, we are well and truly into the era of creators driving the digital economy. Brands will not only need to recognize this but also find

ways of retooling themselves for this ecosystem. The best and the most perceptible evidence of this is that audience's choice of platforms today is driven more by the richness of creators on them than the presence of friends. This re-emergence of the creator will also herald a more inclusive internet that might necessarily be driven only by 2 or 3 big platforms but a more fragmented social media in India.

Scaling Up AI-Powered Marketing In 2022

Chris Higgins
Senior Vice President, Marketing, Netcore Cloud

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We've been hearing for years that AI is going to transform everything. In some industries, there has been real progress – self-driving cars, financial trading, robotics, document processing, for example. But for a lot of marketers, it doesn't feel like there has been a huge impact. This is because most of the impact has been behind the scenes. Our ad targeting is better because of AI, but we didn't actively implement an AI product. There are many fantastic options for using AI to boost your conversions and delight your customers. I'm going to outline two of them here, and offer some suggestions for getting started.

Conversational commerce and AI Chatbots

The entry point for many marketers into a real AI project (as opposed to using a tool that also has AI functionality) is a website, app, or messaging chatbot. Often, these are proposed as a project that will start as a 'dumb' chatbot, that works through a tree of questions and defined answer choices, and will later be upgraded to an AI chatbot.

Many of them don't move beyond the initial stage and are sometimes abandoned when they don't add additional value above the existing website forms. This is a lost opportunity, both for the company to develop a better way to help customers, and for the marketing team to gather important data.

AI chatbots shine in helping customers find information that they otherwise may have struggled to locate. Maybe their search keywords don't exactly match the categories and tagging system you have implemented, or they are searching for a product but don't' know exactly what it is called. The AI model learns over time that a customer searching for 'x' is looking for answer 'y'. This connection

lets customers find their answers faster, but should also provide the marketer with that insight, so the data on the website or app can be updated.

Product Recommendation Engines

A customer comes to a fashion e-commerce store and searches for 'blue jeans'. There are thousands of results, but which should come first? They move to a product page but don't add it to the cart. Which other jeans should you recommend next? If they buy a pair of jeans, which products should you recommend in your next promo email?

The answer to these questions is a product recommendation engine. These AI models ingest a wide range of data points on each visitor, to return gets of recommendations. By tracking whether the customer interacts with the products selected, the algorithm learns from its success and failures and gets better over time. For many e-commerce brands, accurate recommendations can result in a significant increase in engagement and revenue. For example, we recently implemented a personalization engine for Crocs India, which drove 100% growth in click-through and purchase rate.

Two suggestions on how to move ahead with implementing AI in your marketing:

1 Managing integrations and data

Many marketing teams have traditionally relied on their IT team to help manage technology and data. As martech investments grow and marketers explore more data-intensive tools, this approach becomes increasingly frustrating for both sides.

A better approach is for marketing teams to create their own internal martech resources. Ideal candidates are familiar with common marketing technology, can build simple integrations, and can speak the language of the IT team to get work done that requires support.

2 Take small steps

I've seen multiple martech projects where a marketing team has decided to go from 0 to 100 in one go – data warehouses and lakes, custom attribution models, insight generation tools, etc. These projects are rarely successful. Data quality and quantity

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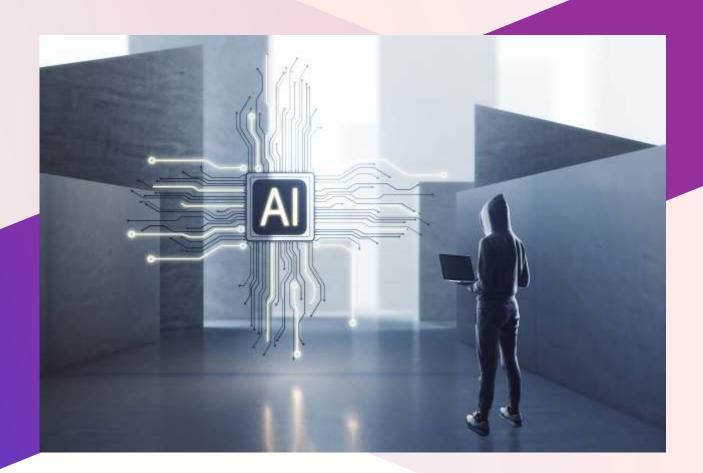
are usually to blame. Poorly structured and formatted data can result in no insights or wildly inaccurate insights.

I recommend taking small steps. There are many martech projects and tools that require much smaller commitments of time and money. These are great ways to learn about how your different data sources can integrate. A CDP is an excellent project for many consumer brands – not only are the insights valuable, but the learning experience for the company is also helpful in scaling up to larger projects.

Sometimes companies want to develop martech tools in-house, rather than outsource the project or pay a vendor. These are never finished on time and can be hard to maintain and upgrade without serious internal commitment. A challenge is that it is hard to scope the project correctly in the first place. It is usually best to start with a vendor, if necessary on a subset of your data or with reduced functionality. Once the marketing team is successfully using the tool, and the requirements are well understood, then a better decision can be taken on build vs buy.

To know more about our offerings click here

https://mmaglobalmmr.com/netcore/

Reimagining Visual Discovery for Consumers:

Conquering the Digital Marketplace with AI, Personalization, and AR

Mayank Tiwari
Founder & CEO, Avataar

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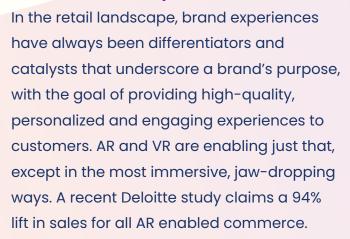
With the rapidly changing landscape of digital commerce, there's been a dramatic surge around reality-enhancing technologies like AR and VR. These technologies have the tremendous potential to redefine visual discovery, upgrade the digital journeys of customers with real-life 3D product experiences, and lead the paradigm shift from 2D-led eCommerce to interactive 3D-powered immersive Commerce with industry-leading funnel outcomes for brands.

Undisputedly, augmented reality is transforming the way people shop and engage with retail brands online, giving every consumer a real-world shopping experience. It is set to become the 'New Normal', the visual standard for digital shopping experiences, a bar that every online merchant and retailer must meet in serving their consumers with.

Moving from eCommerce to an immersive Commerce economy

In the retail landscape, brand experiences have always been differentiators and catalysts that underscore a brand's purpose, with the goal of providing high-quality, personalized and engaging experiences to customers. AR and VR are enabling just that, except in the most immersive, jaw-dropping ways. A recent Deloitte study claims a 94% lift in sales for all AR enabled commerce.

Empowered by the bleeding-edge AR technology, shoppers can now visualize and interact with products in life-size 3D models, customize it as per their exact preferences, examine even the smallest of details at high zoom levels, and deep dive into granular detailing with life-like realism, all from the comfort of their homes and at their fingertips. AR's all surface detection functionality allows shoppers to examine a product where it naturally belongs, in their environment floors, rooms, walls, ceilings, table tops.

The confluence of AR capabilities build a customer's reliance on the product, reduces product returns and cart abandonment

rates helping consumer make better purchasing decisions faster and more assertively. The Deloitte study claims 97% of consumers who use AR once want to use it for every shopping experience.

Personalizing augmented shopping experiences via AI

Since the pandemic, augmented shopping has seen accelerated adoption and growth. With the try-before-you-buy approach of augmented shopping, the global spending on AR/VR in 2020 went up to $18.8 billion, a sharp rise from 78.5% in 2019, as reported by **IDC**.

Undeniably, consumer data is a silent goldmine for the retail ecosystem, a way for retailers to know their customers and needs. Technologies like artificial intelligence and machine learning empower retailers to analyse every click and search, understand consumer behaviour, identify the varied requirements of their customers, enlist the colours, designs, or features that intrigue them the most, and wield the power of all these intelligent data insights to personalize, recommend, and predict products and offers. In a way, marrying AR and AI blurs the line between physical vs online shopping by extending interactive, personalized experiences based on data analytics to achieve the ultimate goal - customer satisfaction. It equips businesses with a complete picture of how their marketing efforts translate to sales outcomes, helping them optimize future campaigns and maximize ROIs.

Seeing is believing

The world is an exciting precipice where it's pacing from physicality or real-life towards a metaverse. Big hitters like Facebook and Microsoft are already touting this concept. This new interactive metaverse is set to create a cutting-edge digital economy where best features of in-store and online shopping will be seamlessly blended to create an immersive virtual world. 3D-led AR shopping will form an indispensable and imperative part of this metaverse.

The days of images, reviews, easy returns, and brand reputation did serve us well, but now, augmented and virtual reality are getting better, affordable and more ubiquitous. And with technology partners, retailers can seamlessly weave immersive 3D experiences to their brand's digital storefront while extending an intuitive, interactive and friction-less browsing experience. So, brace yourself and reimagine retail and catapult immersive shopping experiences for the future with AR and AI.

Potential Impact of Blockchain in Marketing

Vishal Jacob
Chief Digital Officer –
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When Stuart Haber and W.Scott Stornetta created a cryptographically secured chain of blocks it was done with the intent of creating a system wherein document timestamps could not be tampered with. This technology was then used by a person or a group of people known as Satoshi Nakamoto to create a network that acted like a decentralised ledger. The whitepaper by Satoshi Nakamoto used words block and chain separately, but over time it became a single word Blockchain. The genesis of this, as some would argue, was to create an independent financial system that is decentralised, secure and transparent. However, over time, the use of blockchain technology has grown beyond the financial sector to solve different problems across various industries. Through this article I would like to share my views on how blockchain is and can be used to solve challenges in marketing. I would broadly classify these challenges in three areas - targeting and segmenting consumers, data governance for better advertising quality, and engaging consumers in more experiential ways.

TARGETING AND SEGMENTING CONSUMERS:

When it comes to targeting and segmenting consumers, digital identities such as device IDs and cookies play a very critical role. While we may be all aware that this space is going through a stage of evolution, it is my belief that blockchain can play a very critical role in defining the future of digital identities.

1 **Identity Graphs with Blockchain Cryptography:** One of the benefits of blockchain cryptography is the ability to match data in a deterministic way without sharing or exposing the data to outside parties unless wanted. The verification of user identity across devices and platforms, while maintaining privacy controls, is every marketer's dream. Brands need a clear way to link consumer data, especially given Google Chrome's announcement to sunset third-party cookies. It will become increasingly harder to maintain consumer data. Blockchain is the innovative layer of technology needed to create this.

2 **Consumer Owned Data:** Some startups have already created a blockchain-as-a-service platform that gives consumers the ultimate controls on their data, what type of companies can use it, and what type of ads they see. Imagine selecting the industries you want to see ads from—retail, lifestyle brands, or region-specific ads. Consumers could sell their data to select advertisers that they approve of, in advance. This also works in favor of advertisers. With the help of blockchain, ad platforms can automate campaigns based on specified demographics, psychographics, etc. If the audience falls into those specific criteria, only then will the ad be visible to them. Advertisers can maximize budget by only showing ads to consumers who have opted in and are already interested in their brand.

GOVERNANCE FOR BETTER ADVERTISING INVENTORY

The other aspect that is gaining a lot of attention is around inventory quality. With increasing spends moving to digital, it is critical to sort challenges in the media supply chain that can yield in transparency, aid agility, and drive better outcomes. Blockchain eradicates the need of vendors acting as middle-men and potentially making media buying more efficient.

1 **Transparency:** Identical copies of all transactions are shared in the blockchain. Blockchain records every transaction, and therefore shows complete transparency to both sides of the media buying transaction– this is especially impactful in dealing with DSPs, SSPs and exchanges

2 **Compliance:** Records in the blockchain cannot be modified once saved, so regulators can easily use this to verify compliance.

3 **Agility via Smart Contracts** Blockchain can serve to expedite multiparty payments in automated advertising, enabling near-immediate payment to the publisher with block-chain powered online ad platforms. This will be a huge relief to publishers who don't usually receive payment for net 60 or net 90-day cycles. Companies can also use blockchain for deal IDs and private marketplaces (PMPs). Through blockchain, all impressions are verified through a smart contract. Smart

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contracts define agreed upon terms in software, in this case between advertiser and publisher, all conditions must be met for the transaction to be completed. The beauty of this concept is that rules, conditions, and requirements are described in exact terms. If these are met, the contract gets executed. This not only reduces ad fraud but can contribute to better efficiency.

ENGAGING CONSUMERS IN MORE EXPERIENTIAL WAYS

One could argue that blockchain technology is one of the foundation blocks for web3.0. It has powered multiple innovations such as smart contracts, NFTs and the Metaverse which has gained a lot of traction in recent times. The following are a few examples of how brands have been using these innovations to engage with consumers in more innovative ways

1 **NFT enabling brands to sell scarce & exclusive Digital goods.**
NFTs enable scarcity. Through NFTs brands can sell exclusive, limited digital goods, which drives up the asset's value. Charmin took advantage of this by selling only five designs of its Non-Fungible Toilet Paper, each available in one edition only, meaning it was more valuable than multi editions

2 **Blurring lines of physical and digital**
Nike reportedly filed several new patents indicating its intent to make and sell virtual Nike-branded sneakers and apparel. The company is also still waiting on a patent for 'Cryptokicks', an NFT that will allow users to 'breed' different shoes to create custom sneakers that may then be manufactured in the real world, blurring the lines between physical and virtual while capitalizing on the monetization opportunities in both. Similarly, Marcus Samuellsson who is an award-winning chef, sold the recipe for a signature dish of his as a video, along with his tips and tricks and a private dinner for two at his restaurant. Yet another example is that of Coke that auctioned four multi-sensory, friendship inspired NFTs via the OpenSea marketplace on International Friendship Day. It was auctioned off as one loot box, a play on the popular video game feature involving sealed mystery boxes. Not only did the winner become the owner of these four NFTs, but the winner also received a real-world physical fridge stocked with Coca-Cola bottles and additional surprises.

3 **NFTs creating new ways for brands to celebrate moments with consumers**

To celebrate its founder's 200th birthday, Louis Vuitton tapped into the worlds of gaming and NFTs. A mobile game called 200 Anecdotes saw players guide an avatar through the founder's journey from rags-to-riches. Players could collect thirty NFTs within the game, ten of which were designed by digital artist Beeple, and while they were collectables they were not for sale. A video game that combines its heritage, innovation, and NFT art. It stars Vivienne, a playful character who resembles Louis Vuitton. Players within the game can travel into a world where they explore the fashion house legacy over the years and collect monogram candles, which serve as keys to access more level.

4 **Communicating brand values by endorsing consumer lifestyle / passion points.**

Virtual worlds have allowed brands to communicate their proposition in more creative ways. Wendy's communicating "Fresh not frozen" proposition through an integration in Fortnite's Food Fight game is a classic example of this. As platforms start to mature and gain more consumer adoption, it will present brands with opportunities to own passion points and communicate their own value through new ways of engagement and interaction, endorsing certain aspects of consumer lifestyles or passion points

5 **Live events becoming far more experiential**

On ground events and activations have always provided brands a good opportunity to engage audiences. The pandemic has forced a lot of these events to go virtual. With the metaverse, these events can now be made far more experiential, providing brands a unique opportunity to engage with consumers in far more interactive ways. Take weddings for instance. Fabelle & Matrimony.com were one of the first brands to use the metaverse to engage with couples wanting to get married in the metaverse. Massive Interactive live events will change the way we work, entertain ourselves and socialise.

6 **Supporting a larger good cause**

The Metaverse and its ecosystem can play an important role in supporting a good cause. Microsoft and blockchain developer Enjin developed a game in Minecraft where women could earn NFTs by playing a game that raised awareness of women in science. Earned NFTs were made compatible and transferable within the Minecraft game, creating great incentive for users to participate. An NFT can be created by a brand and auctioned to support a charity

7 **Taking community building and loyalty to the next level**

Traditional loyalty programs present challenges for both companies and their customers. For companies, some of the

challenges are in difficulty estimating liability, personalizing loyalty programs and lack of uniformity. For customers, the challenges are around creating account / register, restrictions and rules, limited reward options and losing track of rewards points. Singapore Airlines launched KrisPay, a digital blockchain wallet that lets members of KrisFlyer the carrier's frequent flyer program, convert their air miles into digital currency. Members can use as little as 15 KrisPay miles (equivalent to US$0.07) to pay for items at the airline's 18 partner merchants in the city-state, including gas stations, beauty product retailers, as well as food and beverage outlets

Through the above examples and points I have tried to make an argument that the traditional norms of marketing are being challenged and will evolve over time. As the ecosystem becomes far more decentralized and consumer adoption increases, marketers too would need to adapt to stay relevant. Some early signs show that there will be a shift to move from storytelling to story making, from engaging with humans to engaging with Avatars, from creating live events to associating with virtual events. This may need a shift in mindset and the brands that are quick to make this shift will be the ones that will strike a chord with consumers in the future.

How Marketers Can Leverage

AI Enabled Hyper Personalization to Deliver Post Click Experience

Niraj Ruparel

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Emerging Tech Lead, WPP India

Search ads use keywords to find products that match the user's needs. When customers search for something and find a match, they might have questions that reduce dissonance and move them towards conversion. Moreover, the data from all those could help your business or client in the future too.

If you are using the age-old techniques of copy alternatives or graphical representation, you may be losing out on personalized experiences. Today's customers are expecting personalized, immersive and context rich experiences.

Landing pages

As a digital marketer, you might have read and implemented thousands of tactics to get your clients the conversion they want. One specific part of advertising - search ads - is a lot trickier than any type of social media ad. When working on a search engine ad and it's copy, you need to focus on the landing page structure, the content, as well as the user's search intent viz a viz your product offering - or your ad will never perform.

After tons of practical layouts and strategies to optimize the post-click experience on landing pages, there still is a loophole. Most search ads do not convert, and customers often click and bounce.

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Post-click automation

While most marketers use automation services, a flaw focuses on the pre-click phase. To move with the personalization towards the post-click phase, a smarter way is Post Click Automation (PCA).

What is Post Click Automation?

Marketing funnels have a post-click stage where automation is done through marketing technology, which is known as post-click automation. It is a technology through which marketers leverage advertisement conversions by providing one-to-one personalized experiences. It fills the gap between the pre-click segmentation and post-click reaction phases by combining elements like AI, Ad Mapping, Machine Learning etc.

How does it impact the post-click experience?

PCA combines all elements of post-click expertise like A/B testing, page creation, etc., to provide a comprehensive solution in a single place. Ad mapping, scalable creation, personalization, and optimization techniques are combined to create experiences for every stage of the advertising funnel for finding the search ad performance.

But even with post-click automation that claims to resolve the issues of bounce rates and low conversion via search campaigns and PPC, a complete solution is yet to be found.

What are the customers expecting?

If a customer searches for something online, they are looking ahead to find multiple options that fit their consideration set. With thousands of similar products and services, brands cannot rely simply on creating a landing page per ad. Customers have a wide range of options, which further lengthens their decision-making process, leading to their indecisiveness.

If you are relying on basic search and tactics, your CAC will take a toll. So, what is the way out?

Improve post-click experiences through personalization using AI and Conversations.

Every customer wishes to engage with the brand they are likely to purchase from. While there are certain informative points mentioned, the customer might still be sceptical. The best way to approach the increasing bounce rates is to aid them with a technological product that converses with them at their time, at their convenience.

According to **Salesforce**, 69% of consumers prefer using chat interfaces as they deliver real-time answers and personalization.

According to **Business 2 Community**, 82% of consumers claim that instant responses to their questions play a significant role in the buying process when contacting brands.

Video + Voice Synthesis tech + Conversational AI = A winning formula!
Post click experiences and personalisation can further be amplified using Video Synthesis technology.

Using Video + Voice Synthesis technologies, brands can communicate with their customers, using videos offering an immersive and personalised experience.

With Conversational AI and Video + Voice Synthesis - the buyer's post click experience can transform into a customised post click journey.

Imagine this - a user searches for a product - clicks on a search ad - interacts with a Virtual Sales agent and is delivered a personalised brand video using Video + Voice Synthesis technology.

Through combining conversational search

ads and re-engagement and Video + Voice synthesis - your brands re-engagement and retention can skyrocket to a whole new level.

Depending on the user's stage in the sales funnel - a personalised video delivered via a cookie less re-engagement can effectively fast-track a user along the funnel to closure - directly impacting your brands bottom funnel and conversion metrics.

A recent example of this is the recently conducted #notjustacadbury ad campaign by Mondelez with Bollywood star SRK. Using Video + Voice synthesis tech, Mondelez is enabling customers to create an advertisement for their local stores. Using AI, machine learning and Video + Voice Synthesis - users can create a personalised video with SRK by giving details about their store and category and SRK recreates the personalised ad by repurposing this information.

Benchmarking in Voice

Madhuranath R
Head of Sales and Marketing, Slang Labs

Need for Benchmarking

India is a market with urban, english-savvy, population dominating the internet, ecommerce and app usage since the last 15 years. However, now a new India has emerged - Bharath. We are seeing millions of users from Tier-2, 3 cities and even rural areas who are active online. But they face a major challenge in using the internet - it's mostly English! While there have been efforts at providing vernacular interfaces, none have been as effective as the voice in vernacular interface that was launched by Google a few years back. Now, it's catching on with increased usage of voice messaging on apps like WhatsApp too. With all this revolutionary work happening on one end, it becomes important to understand or benchmark the current user experience of voice technologies and further assess how we can get better in serving users. This was the trigger for the benchmarking exercise that Slang Labs undertook last year in a small way - to assess how good or how accurate is the voice search that people are using now. This article takes the learnings from our internal benchmarking process to build the base for a larger program and broader benchmarking process for voice assistance in general.

What should be benchmarked?

While voice, in general, is a broad technology with a wide range of applications, the dominant use that we see in most applications is the ability to recognize speech - in one or more languages - and the ability to map the recognized speech into a logical intent or serviceable command by the application. Considering this, it makes best sense to benchmark:

Speech Recognition

Voice Interface Effectiveness

What is speech recognition?

Whenever a user speaks something, the sounds need to be converted into phonemes and then into meaningful words and stitched together into a phrase or a question or a sentence and finally presented in a textual format for the app to consume and for the user to have a feedback that what they spoke has been understood as such by the application. This multi-step process involves a lot of AI-based learning models to be used to construct the most probabilistically correct word that the sounds may have conveyed to the application. This is one point where inaccuracy can be introduced into speech recognition. Another step is the primary understanding of the right phonemes itself from the audio input. This is affected by the various nuances of speech like accents, dialects, pronunciation and other external factors like noise. In essence, there are two levels at which a speech recognition system can fail or falter in accuracy. So, a good benchmarking process would assess "how accurately were the words spoken by the user transcribed into text". The longer the sentence or voice utterance used, higher is the probability of some failure occurring in the speech recognition process. So, a benchmarking process should also account for the length of the utterance as part of the accuracy computation. In summary, this would be computed as below:

Speech Recognition Score = Levenshtein distance between expected utterance and actual transcription, normalized by the length of the utterance and the resulting value amplified

What is Voice Interface Effectiveness?

The effectiveness of a good voice assistance system is ultimately tested in the quality of search results displayed (the most common use case) or the action performed by the application based on the textual transcription provided by the speech recognition engine. Accurately transcribed text can still be ineffective in a real world application because of various reasons such as:

- **Missing some important input parameters for command processing**

- **Meaningless words were spoken which have no contextual value for the application**

- **Filler words or additional words were used in the voice command which are not directly relevant for the actual execution of the command by the application**

In all these cases, the benchmarking process should actually factor for the false positives, false negatives and failures that occur due to the improper processing of the voice command by the application. A good voice assistant system should actually factor these vulnerabilities in it's very architecture to ensure that the speech recognition system output is meaningfully utilized by the application for further processing of the voice command. Thus, the benchmark process should consider how well these scenarios are being handled in an appropriate manner by the voice application - because the real world user would also expect that behavior from the voice based system. In summary, this would be computed as below:

Voice Interface Effectiveness Score = Weighted Average of the ratios [(Successful Commands Processed / Valid Utterances) + (Accurate Exception Handling Prompts / Invalid Utterances)]

Exception Handling Prompts are how the application will communicate with the user that:

● **An important parameter for command processing (so please provide it)**

● **The words do not make sense (so please provide valid inputs)**

● **Only required text is extracted from the overall input for command processing**

Final Benchmark Score

A final benchmark score can be computed as a product of the Speech Recognition Score and the Voice Interface Effectiveness Score as described above. The final score can be objectively applied to a wide range of inputs that vary in terms of:

Accents

Dialects

Synonyms

Gender

And any other parameters as deemed appropriate for that voice assistance application. Then the same set of inputs are provided programmatically to different voice assistance systems to assess how well they perform on the overall benchmark score for the same setup of experiment.

Thus, such a benchmarking process can provide a rating for the quality of user experience in terms of its most basic expectations - accuracy and effectiveness of the voice assistant system. There could be additional aspects of a voice assistance system such as pleasantness of voice used in the application, conversational design of the system, multimodal interface design, etc. But these are more subjective in nature and would vary from user to user and hence more difficult to benchmark objectively across a range of systems providing similar set of features.

Mastering the Metaverse:
The New Customer Engagement Revolution

Gowthaman Ragothaman
CEO, Aqilliz

Try an AR filter, create an avatar, or buy a token and unlock some goodies: For today's consumers, reality is digital, underpinned by a sprawling network of mobile applications, social media channels, and a vast expanse of websites and platforms. After all, today's generation of shoppers are digital natives by design. With the ongoing Covid-19 pandemic, this cohort effectively spans all ages and backgrounds, with more people coming online for the first time ever around the world, throughout the past year. Now more comfortable with a growing number of virtual services, spanning telemedicine, internet banking, and e-commerce, the role of digital is now even more entrenched in our daily lives.

With this in mind, the prospect of the metaverse — a parallel virtual environment powered by augmented reality and virtual reality (AR/VR) that bridges the gap between the online and physical world — and the opportunities that come hand in hand, certainly seems brighter than ever. Here's why.

Virtual with real-world value

As a unique, indivisible, and non-equivalent unit of data, non-fungible tokens are stored on a blockchain, a digital, immutable ledger of transactions which attests to the asset's uniqueness and non-interchangeability. NFTs can represent anything from the rights to ownership of an art piece to a token that entitles an avid fan to lifetime concert tickets for their favourite band.

Take skincare and beauty brand Clinique's MetaOptimist NFT which entitles rewards programme members to win a selection of products each year for the next decade or **American rapper Doja Cat's NFT** drop which saw different token tiers tied to real-life perks such as all-expenses paid trips to an upcoming concert, meet and greet passes and other perks. These NFTs exemplify how the asset can help to bridge the gap between the virtual and the physical in a meaningful way, rewarding loyal customers or avid fans for interacting with a given brand or content creator.

On the other hand, brands can also use NFTs for corporate initiatives — for example, Taco

Bell's NFT sale which saw all proceeds going to its Live Más Scholarship, as part of its philanthropic efforts. By tapping into NFTs, brands can engage with their customers in a fun, authentic way, all the while strengthening their corporate branding or product marketing messages.

Plugging into a state of play

Simultaneously, the metaverse also offers — quite literally — a whole new world for brand-customer engagement. From branded spaces to in-game ads, these virtual worlds can radically transform how consumers interact with the brands they've come to know and love. Rather than being shaped by transactions such as purchasing a product, an avatar can watch a film in an HBO-themed theatre or wear a Balenciaga-branded hoodie while taking a stroll in the Gucci Garden.

With the metaverse, brands have the opportunity to tap into a new breed of experiential marketing, not only across two-dimensional digital landscapes, but even further enhanced by augmented reality (AR) Instagram filters or even virtual reality spaces. When imbued with gamification tactics, the metaverse can be riddled with all sorts of engagement cues, incentivising users to further engage with different elements and to encourage their own friends to join in, all while boosting brand awareness and visibility to an ever-growing audience pool.

A communal approach

As a species, we crave communities, we engineer social spaces — we value the effect of the collective whole. With the rise of Web 3.0 as further propelled by digital assets and the metaverse, the power of social media is only going to grow. NFTs represent the next step in the evolution of community engagement. For content creators, this unlocks unparalleled opportunities for monetisation — cutting out the middlemen, be it record labels, publishing houses, or platforms all taking a cut on their sales. For brands, it means imbuing a new standard of value when rewarding their customers, radically reshaping what they stand to gain for their loyalty.

No longer limited by marketing budgets, with NFTs and the growth of the metaverse, today's consumers will be tomorrow's marketers. As branded assets are traded on secondary markets, as friends recommend friends of friends to join the latest branded virtual space, the power of community and the word of mouth simply can't go unnoticed. In an increasingly digital, decentralised world, the power dynamics are slated to shift and marketers need to be ready for the opportunity that lies ahead.

Metaverse: The New Way of Being and

What It Means For Brands!

Niraj Ruparel
Head of Mobile and Emerging Tech, GroupM
Emerging Tech Lead, WPP India

The term Metaverse is fast becoming the buzzword in tech and business. Metaverse is intrinsically a visual interface, that expands the eyes, ears, and brain's capability to see, feel, believe, and do what we could not see, feel, believe, or do before. Metaverse seems to encapsulate Virtual Worlds, AR, VR, NFT's, Blockchain etc

How big is the Metaverse Opportunity?

Metaverse is not just a next step in technology but a complete evolution of the way the internet works and how people perceive the Internet. While the Web2.0 was focused on just making connections, Metaverses are focused on making people be with each other. As an example, in India, we did a wedding on Metaverse. The concept was very simple, that people are anyways comfortable with sharing the livestream of events, so why not

Facebook Is Building the Metaverse in Horizon Worlds. Apple is currently working on an advanced virtual reality gathering, Google is said to be working on innovative augmented reality devices. Microsoft is also creating a Mixed Reality Productivity tool called Mesh which will incorporate virtual experiences directly into the Microsoft Business Stack. Disney has a Disney theme metaverse. South Korea also announced a

Metaverse called Gen MZ. Barbados has a plan to set up an embassy in the Metaverse. Santa Monica in Canada partnered with a metaverse company to launch a digital world of Santa Monica. The start-up space for all sorts of Head Worn Devices is also quite exciting for me. Having a mix bag of start-ups and gorillas of the industry battling it out to create the next big thing in technology is an exciting space to be.

For years we have been adding different media to communicate with user through our innovative technology partners - from print to radio to Television, Internet (Digital) to Voice and now Metaverse.

Metaverse For Good is the most important aspect and the reason I find "Metaverse for Good" so conceptually important is that this "for good" objective should apply to all stakeholders creating many opportunities.

Marketers must follow the Metaverse for good framework by

- **Incentivizing better social behaviours**
- **Safeguarding consumer privacy and security**
- **Embedding diversity and Inclusion**
- **Securing brand safety and copyright**
- **Moving towards crypto sustainability**
- **Narrowing the digital divide**

Our brain has been millions of years in the making. It is not about to change in the next few years. Once we appreciate this fact, it can serve us well to focus on this unchanging aspect of humanity as we try to navigate the changing tech landscape.

USE CASES:

1 In today's world where consumers are culture creators and replicators, it is critical to build symbols that can be used, remixed, built upon by the consumer. An example is "**Cadbury: Secret Love Notes & A Date on the Moon**" This Valentine's Day, Dairy Milk Silk ads were used to convey love notes, viewable only via your mobile device, creating a secret world where your secret love could send you a secret note. As part of the campaign, one lucky couple was treated to a virtual date on the virtual moon on the Metaverse.

2 Be where the attention of your consumers is converging. For instance, Matrimony.com was present at the first Indian wedding on metaverse

3 A brand that experiments with new ideas conveys to the world, that it is intellectually curious. For example, Coca-Cola & ITC created unique experiences at India's first metaverse wedding. Virtual stores were set up by these brands inside the platform, where any guest could come to the storefront and buy any item of their choice. The guests also received discounts and gift cards as return gifts. Coca-Cola pulled off one of

the best brand integrations in India on the metaverse, bringing alive the thematic of Sip A COKE, Shake A Leg with Daljeet at India's first metaverse wedding.

4 Metaverse can be a safe space, a safe springboard for marginalized people to launch their hope and dreams in real lives. An example is **WPP's First NFT forest!** They prepared a gift to enable their employees to experience the world of Web 3.0, along with wishes for the New Year. Through this, many of them stepped into the world of Web 3.0, excited to have bought NFT for first time. With this special gift project, they had a brand new and wonderful moment where they got to share the sprit of WPP and the excitement of the New Year!

The Metaverse is the Medium

MMA and Culture Group released a whitepaper, titled, The Metaverse is the Medium, which details the future of consumer engagement in the virtual realm. The report talks about understanding the background of the Metaverse, the Metaverse marketing ecosystem, which brands are winning, who the key players are, and how one can get involved.

The future of consumer engagement is unfolding through extended and synthetic reality.

The report describes the metaverse as "shared virtual worlds that seamlessly blend applied game mechanics, massive interactive live events (MILE), blockchain-enabled digital goods, and virtual commerce".

The report's insights clearly demonstrate the emergence of virtual worlds and immersive technology as a thriving home to Gen Z consumers and the progressive brands which serve them.

Understanding virtual worlds, digital goods, and the broader Metaverse, is undoubtedly a mandatory for any marketer seeking to engage Gen Z, and it presents equally as many opportunities as it does challenges. Early movers have shown that their

preparedness, innovation, and creativity have introduced new ways of thinking about the consumer, positioning their brands as creators of a new narrative.

The report's finding is aligned to the single most common question from marketers. The question raised frequently is 'how far are we from the Metaverse being a reality, and the report's consistent finding is that the Metaverse has in fact already arrived - it exists in our daily lives without title in the form of blockchain games, NFT's, shared social spaces, and mass player gamified virtual spaces.

If the Metaverse is a decentralized version of the Internet, it only makes sense that the opportunities available to brands are equally decentralized, and identifying them and creating an authentic space for your brand will require a far more proactive approach than traditional digital engagement. In successfully doing so, brand marketers will turn cultural 'moments' into a Metaverse movement.

Download the report here:

https://bit.ly/37E54qs

The Next Smart Revolution:
Why CTV is Changing the TV Game

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The TV ecosystem is evolving. Internet connection and smart capabilities mean that how we interact with our TVs is starting to change, and in turn manufacturers, publishers and advertisers are responding. With the TV set at the centre stage of many of our homes, this makes the TV the smart device for the household - much as the mobile phone is the smart device of the individual.

While only **20 million of 210 million TVs** in India are connected TVs, sales are growing at **around 20-30% year on year**. In fact, **forecasts suggest** there will be more than 40 million CTVs in Indian households by 2025. As the TV gets smarter, with easier navigation, enhanced capabilities and a

more personalised experience, it will inevitably start to appeal to even more consumers as an integral household device. Thanks to the bigger screen and quality content, Indians are starting to see that connected TV (CTV) is far and away the most premium device for OTT viewing.

For advertising, this is a really exciting proposition which means brands can marry the big screen, high quality experience of TV ads with the accuracy of targeting and measurability seen already in digital advertising.

CTV is changing the game, and for a few key reasons.

Premium experience

CTV should be seen as a differentiated subset of OTT – it's a media device with its own unique properties that attract viewers and make it an exciting proposition for brands.

Viewers staying at home during the first pandemic lockdowns joined the growing numbers already enjoying streamed,

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screen-based entertainment on the biggest screen in the home. Mobile might be good for a quick snack but the full immersive viewing experience will be delivered by the main TV set – households recognise it is the premium option for OTT viewing. That's good news for advertisers looking for engaged audiences.

CTV's role in the home

Connected TVs are fast taking the role of the household entertainment hub, where viewers can engage with a vast variety of premium content via their favourite streaming apps and plug in their ever-more sophisticated gaming consoles.

SVOD offerings such as Netflix, Disney+ Hotstar and Amazon are hugely popular, together with YouTube and Facebook **accounting for 85%** of the $1.4bn in revenue made by online video in 2020. But AVOD services are also gaining ground. There will be a limit to how many subscriptions a household can afford and AVOD is certainly not a second-tier content offer – players are making big investments in acquiring and developing quality programming

Samsung is part of this sea change. There are millions of Samsung CTVs installed in Indian households and they will become a fantastic source of audience data – what this means is that we can collaborate with advertisers to position content and brands within the organic TV viewing experience, based on data-driven insights.

An ocean of great content

This past year we debuted the free ad supported on demand (AVOD) streaming service Samsung TV Plus. This gives viewers access to 45 channels and new ones are being added all the time – the exciting content ranges from news and lifestyle offerings to sports, music, movies and bingeable shows. The popularity of TV Plus is evident – monthly users increased by 28% and total monthly viewing hours by 53% from June to November 2021.

This offering currently includes six local Indian channels and we are looking to onboard even more such offerings as we know local content is key. By the end of 2022 viewers should have an amazing choice of more than 100 channels.

CTV and the customer experience

As audiences look for the best content on offer, CTV offers advertisers the ability to reach highly engaged viewers and drive big impact from their ad spend.

Premium AVOD services such as Samsung TV Plus offer a curated and brand-safe environment for advertisers - an exciting proposition for video advertisers looking for more premium inventory. Advertisers can currently target contextually with channel bundles on Samsung TV Plus, with more advanced targeting coming soon. In a programmatic first market such as India,

having this inventory also available programmatically is a big win for advertisers seeking upscale or niche audiences.

Furthermore, Samsung's First Screen Advertising opportunity brings an opportunity for viewers to engage with brands on the home screen of the TV, making brand discovery much easier. The format is non-intrusive; but when engaged offers a full screen immersive experience on the TV itself.

The Indian CTV market is still young but forward-thinking brands are willing to invest and learn about this growing media. There is much to understand as viewer habits change and their media consumption diversifies. Interpreting what this kind of behaviour means and devising appropriate strategies will be an exciting challenge for all players and Samsung Ads is excited to be leading this evolution of the media landscape.

MMR 2022
Feedback Survey

>>>>>>>>>>>>

Please spend a few minutes sharing your thoughts with us.

Click here to fill out MMR 2022 Feedback Survey

MMR 2022 Feedback Survey
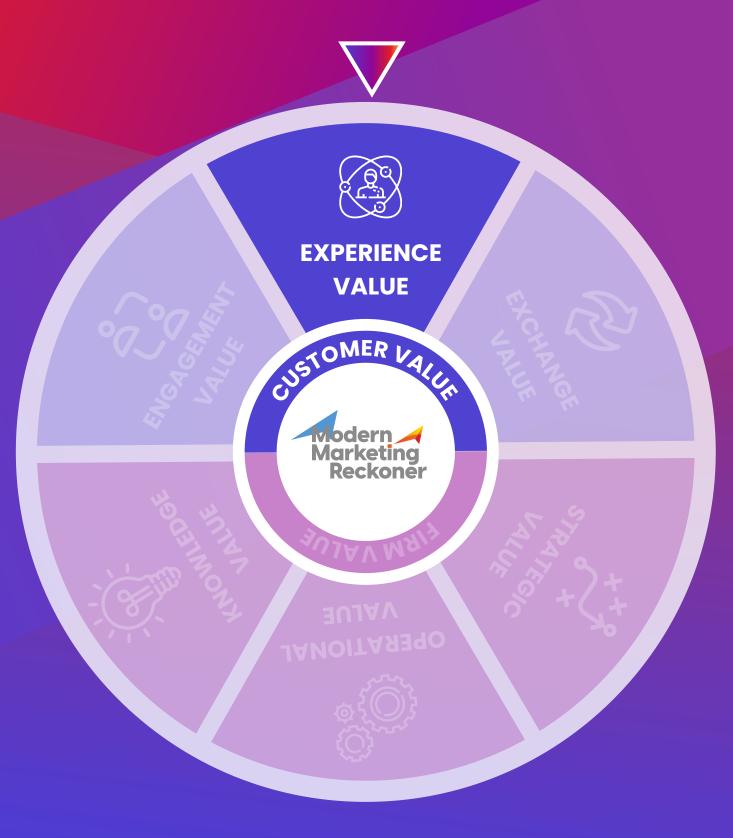
CUSTOMER VALUE
EXPERIENCE VALUE

The Modern Marketing Value Proposition

EXPERIENCE VALUE

EXCHANGE VALUE

ENGAGEMENT VALUE

KNOWLEDGE VALUE

OPERATIONAL VALUE

STRATEGIC VALUE

CUSTOMER VALUE

FIRM VALUE

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The Consumer and External Ecosystem

Pawan Sarda

Group CMO, Marketing, Digital & E-commerce, Future Group

Last couple of years have been some of the most remarkable times for marketing across verticals. The very basics of the industry are being transformed, the status quo pushed and disruptive technologies posing formidable challenges to the existing norms. Much of it has to do with the disruption in communications and the resulting changes in customer outreach.

Time to think Omni-Customer!

Back in the day, 'customer footfall' used to be one of the most crucial parameters to gauge the success or failure of retail stores. In a business world stormed by the Covid-19 pandemic, relying merely upon physical parameters like these is no more an option. There is an urgent need to reinvent marketing processes and reconsider the parameters of success. Aligning the marketing effort along fresh strategic lines that cover both the physical as well as the digital is the need of the hour.

Omni-channel marketing calls for presence, consistency and accessibility across platforms, whether it is conventional or social media. In recent times however, the explosion of social media services, increasing digital literacy of customers from diverse demographics, and convergence of technologies have emerged as crucial factors pushing for a customer-centric approach. **An omni-customer approach places the customer at the very heart of marketing effort** and requires strategizing backwards from there. In fact, we are already discussing the beginnings of a full-fledged parallel world in virtual reality — the so-called Metaverse, which will again challenge our channel-specific marketing and further propel the omni-customer approach.

Brands will increasingly look to shadow the presence of the current and potential

customer. Marketing efforts must closely follow the customers' journey and offer services at all current and potential touch-points. Customers' constant interaction with the brand in a relevant context, especially over the digital space, is going to be the number one driver to place the brand top-of-the-mind. **A subconscious familiarity or a tacit relationship with the brand could tip the balance in favour of a purchase decision as and when the need arises.**

The most striking feature of marketing over the digital space is the constant exposure to rich audio-visual stimuli. As a marketer, the biggest challenge therefore lies in cutting through the noise and presenting the offerings while ensuring the highest levels of satisfaction of their 'wants'. This has to be done with an utmost sense of communication as well as timing, that strikes the right chord with the right customer.

Another disruptive change that the omni-customer perspective brings along is the need for the brand to be always present around the target customer. This necessitates the coverage of not just the core offerings but also the allied experiences related with it. In essence, the omni-customer marketing is supposed to be a beautiful walled-garden that marketers must build around their target customer. The old maxim 'content is the king' may turn out to be more relevant than ever before. Short of a purchase decision, it is by and large the brand content that can keep the customer engaged in the walled-garden of your marketing experience.

Marketing Structures – Let bygones be bygones

An important aspect of aligning your marketing effort along this fresh customer-centric view is the need to reinvent your marketing organisation. As your marketing effort will now be aimed at the customer more than ever before, the structure of the organisations must be altered accordingly. For marketing managers, this requires a shift in focus from merely integrating communication over marketing channels or catering to a few target market segments, to taking full responsibility as brand experience experts. To be in step with the market dynamic, a team that completely owns the customer and constantly recognises past patterns, must be built. Failing to reinvent the marketing team structures could hamstring the fresh marketing efforts and organisational inertia will step in as the perfect recipe for disaster.

Customers with Benefits!
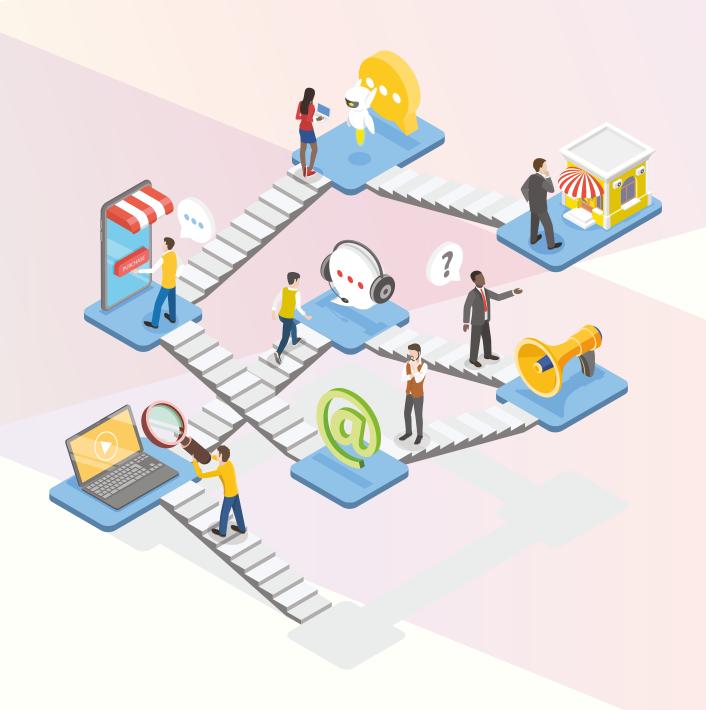
As options galore, the biggest challenge will come in the form of building lasting relationships and customer loyalties. This will require brands to operate more as 'companions' and maintain presence on all touch-points throughout the customers' journey. Brand loyalty amidst the noise will be largely determined by a strong brand recall for not just the core offerings but also the allied services. As the competition gets increasingly intense, customer loyalties will

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tend to diminish. Brand loyal customers are already being replaced by the so-called 'customers with benefits' whose retention in a price-parity situation will depend entirely on the marketing experience that you surround them with.

As a marketing strategist in these disruptive times, we may often find ourselves asking the classic free-market question: The customer has a lot of choices. Why should they choose me? Omni-customer approach is a vast open field which may mean different things for different brands. The question is, how does it define the marketing strategy for your brand, in your industry?

The Market is Changing and Advertisers Must Adapt Novel Technologies to Thrive

Prashant Singh
Country Manager, India, RTB House

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Marketing is constantly in motion and if advertisers fail to leverage tools to adapt to these trends, they could find themselves being left behind.

The biggest threat to any business is failure to adapt to change. Markets and customers are changing faster than ever, and traditional tools are no longer as effective as they once were. A business' success will largely depend upon how well it adapts to these changes. Let's take a look at one of the biggest changes in the marketing landscape today: Google's moves to retire 3rd-party tracking cookies.

3rd-Party Tracking Cookies Underpinned The Advertzising Ecosystem

The writing has been on the wall for 3rd-party tracking cookies for a while now. Many browsers, such as Firefox and Edge, had already removed them without providing any alternatives. Even before Google announced their decision to retire 3rd-party tracking cookies, leading AdTech providers, like RTB House, had already begun working on solutions.

The crux of the challenge is that 3rd-party tracking cookies contain significant amounts of rich data. Advertisers were able to use it to ensure that users received ads that they were most likely to positively interact with.

Google has recently delayed the retirement of 3rd-party tracking cookies, but that doesn't mean that advertisers can be complacent. This is an opportunity to build solutions that we need tomorrow, today.

What Alternatives Are There?

There are three main solutions that AdTech companies are working on. First is to improve on existing context marketing methods. This means ensuring that adverts appear on sites used by users, advertisers want to reach.

Another solution comes from Google themselves. They have created an anonymized alternative to 3rd-party tracking cookies - the Google Privacy Sandbox. RTB House has been actively involved in the development of this system, and was the first Demand-Side Platform to successfully use the system to **globally buy real advertising impressions.**

The final solution is Individual Targeting, relying on other than third-party cookie ways of identifying an individual across the web. Two most common ones are universal deterministic and probabilistic identifiers. The former requires taking a piece of personally identifiable information (PII), such as an email address or login data, to recognize an individual across various websites and devices. Probabilistic identifiers take advantage of all available non-deterministic data points, such as the version of the user's browser, IP address and many others, to combine them and fingerprint the individual using statistical modelling.

The Key Is Interpreting The Data and Combining Methodologies

The challenge with all of these solutions is understanding the data itself. Human and machine learning led methods will either struggle with the sheer quantity of available data, or the complexity of these newer datasets. This is where the Deep Learning solutions come into play.

Unlike machine learning algorithms, Deep Learning algorithms are able to process significantly more complicated, even unstructured, datasets. They do this by processing data through a series of increasingly complicated layers.

For example the first layer may place a user into a specific group, the second layer will then attempt to define specific niches or interests, and the third layer may attempt to identify what stage of the sales funnel this user is in.

Another advantage is that this means that Deep Learning algorithms are able to identify patterns without pre-set parameters from a human operator. This means that it can operate far more flexibly, and it allows us to leverage the best of all available targeting methodologies to maximize results.

RTB House Has Been Utilizing Deep Learning In 100% Of Its Campaigns Since 2017

We are well aware of the benefits of Deep Learning, because we use it in everything we do. Take the example of context marketing. Our ContextAI solution enables us to identify high-quality websites, in over 41 languages, while keeping brand safety at the core of the project. We have a database that encompasses 95% of the internet, and Deep Learning enables us to target the right sites, for the right advert.

Deep Learning is the underpinning of this technology, as it enables us to better understand **context.** Rather than relying on a set of keywords, ContextAI use inflection to find and identify similar subjects, and assign ads to that site. This significantly broadens the number of potential publishers a brand can reach, whilst also improving the relevance of the advert served.

The Best Time To Adopt New Ad-Tech Solutions Is Today

We have some time to breathe, but this is the moment to review your current practices, and ask yourselves whether you are truly ready to navigate the cookieless future, and other emerging challenges.

We believe that any agency and company can future-proof their business by utilizing Deep Learning as part of their campaign, and want to help you make the most of it.

To find out more about our view on industry changes - visit our **blog.**

Don't Forget: User Engagement
is the Key to Marketing Technology Success

David Raab
Founder & CEO, Customer Data Platform Institute (CDPI)
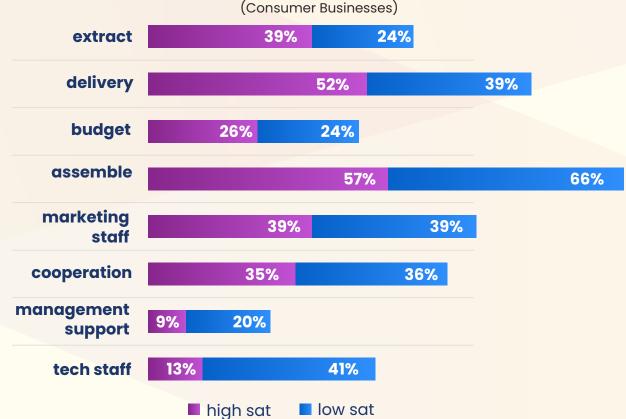
Technology consumes at least **one-quarter of an enterprise marketing budget,** so skill at buying and deploying technology is clearly important for success. CDP Institute recently surveyed its members to understand what separated the most satisfied martech buyers* from the rest. (You can download the study **here**.) Here's what we found.

Martech struggles when staff is not engaged. Low satisfaction companies were much more likely to cite management support and technical staff as obstacles to effective use of customer data. By contrast, highly satisfied users were more likely to mention technical challenges such as data extraction and delivery. Budgets, data unification, marketing staff, and cooperation across departments are problems for everyone – although presumably the successful martech users have found ways to overcome them.

Top 3 Customer Data Obstacles
(Consumer Businesses)
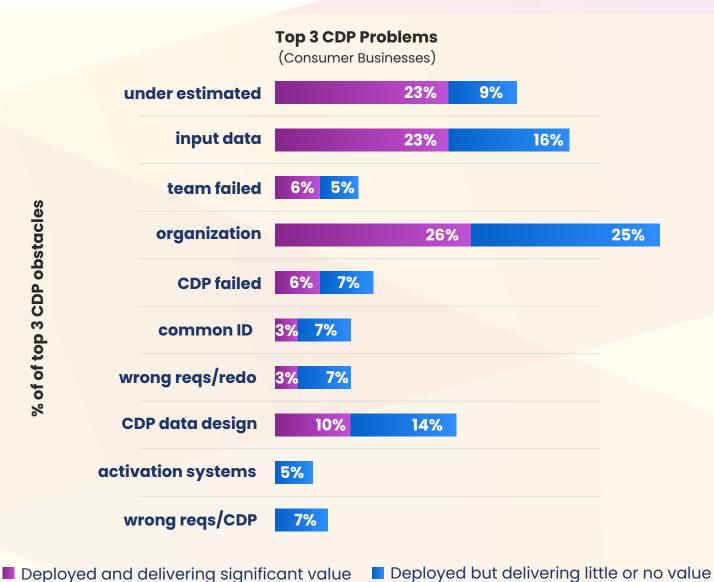
listing as top 3 customer data Obstacles

Obstacle	high sat	low sat
extract	39%	24%
delivery	52%	39%
budget	26%	24%
assemble	57%	66%
marketing staff	39%	39%
cooperation	35%	36%
management support	9%	20%
tech staff	13%	41%

■ high sat ■ low sat

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The importance of engagement is illustrated even more clearly in answers related CDP deployment. Here, we compared companies that reported high value from a deployed CDP with companies whose CDP had not yet begun to deliver significant value. Members of the latter group were much more likely to report problems due to poor requirements definitions, which result in rework and delay the realization of value from their systems. Poor requirements definition is the exact consequence of not properly engaging users at the start of the project.

Top 3 CDP Problems
(Consumer Businesses)

% of top 3 CDP obstacles	Deployed and delivering significant value	Deployed but delivering little or no value
under estimated	23%	9%
input data	23%	16%
team failed	6%	5%
organization	26%	25%
CDP failed	6%	7%
common ID	3%	7%
wrong reqs/redo	3%	7%
CDP data design	10%	14%
activation systems		5%
wrong reqs/CDP		7%

■ Deployed and delivering significant value   ■ Deployed but delivering little or no value

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Further reinforcing the point, organizational readiness was the most common problem reported by all companies with a deployed CDP. Readiness includes issues such as staff training and priorities, as well as cooperation between different departments. Again, poor readiness is a direct result of failing to involve users in project planning.

The survey also finds that users reporting high value from their CDP had much more modest expectations than the others. They were more likely to cite the core CDP benefit of creating a unified view and operational benefits such as less reliance on IT teams, spending less time on data management, and reacting faster to business changes. Similarly, they were more focused on basic CDP capabilities including privacy compliance, integrating data from all sources, and retaining full detail of the data they collect.

Top 3 CDP Benefits
(Consumer Businesses)

% Listing as top 3 CDP benefit

Benefit	Deployed and delivering significant value	Deployed but delivering little or no value
unified view	71%	47%
less IT reliance	17%	6%
predictive	21%	12%
analysis	50%	41%
less time	13%	6%
faster reaction	13%	6%
access new data	17%	18%
delevery		12%
orchestration	17%	41%
massage selection	33%	71%

■ Deployed and delivering significant value   ■ Deployed but delivering little or no value

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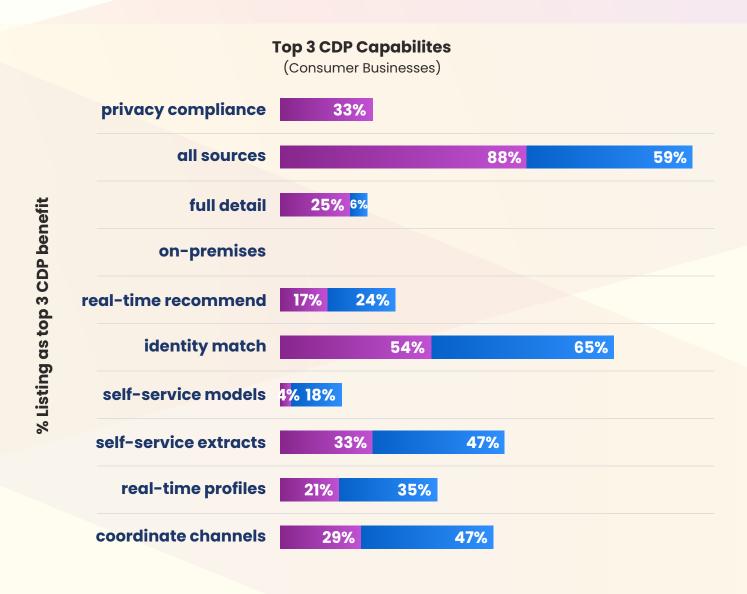
By contrast, the users who were waiting for their CDP to deliver value had more ambitious goals, including message selection, cross-channel orchestration, and improved delivery results. These will take longer to achieve, which is one reason those users have yet to attain success. But they also require users to change their existing processes and integration with systems beyond the CDP itself. So buyers who cite them as CDP benefits may hold reflect unrealistic expectations for what the CDP can do by itself. Those buyers may also have not developed the other, non-CDP components needed to achieve those benefits once the CDP itself is ready.

Top 3 CDP Capabilites
(Consumer Businesses)

% Listing as top 3 CDP benefit

Capability	Deployed and delivering significant value	Deployed but delivering little or no value
privacy compliance	33%	
all sources	88%	59%
full detail	25%	6%
on-premises		
real-time recommend	17%	24%
identity match	54%	65%
self-service models	4%	18%
self-service extracts	33%	47%
real-time profiles	21%	35%
coordinate channels	29%	47%

■ Deployed and delivering significant value   ■ Deployed but delivering little or no value

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The need for organizational support and user engagement applies to all systems, not just CDPs. Previous CDP Institute studies have found that users reporting high satisfaction with their martech investments are more likely to apply near every management technique, with the significant exceptions of agile tool selection and reliance on outside consultants – both of which can engage with martech users. (Those questions were not asked in the most recent survey but this result has been consistent over time.)

Martech Management Method Used
(Consumer Businesses)

% Listing as top 3 CDP benefit

Method	high sat	low sat
Long-term martech plan	57%	19%
Formal martech value metrics	33%	12%
Center of excllence for martech use	27%	12%
Technical standards for martech	17%	14%
Agile selection methods for martech	17%	17%
Outside consultants improve martech use	17%	31%

SourceL CDP Institute Member Survey 2020

■ high sat ■ low sat
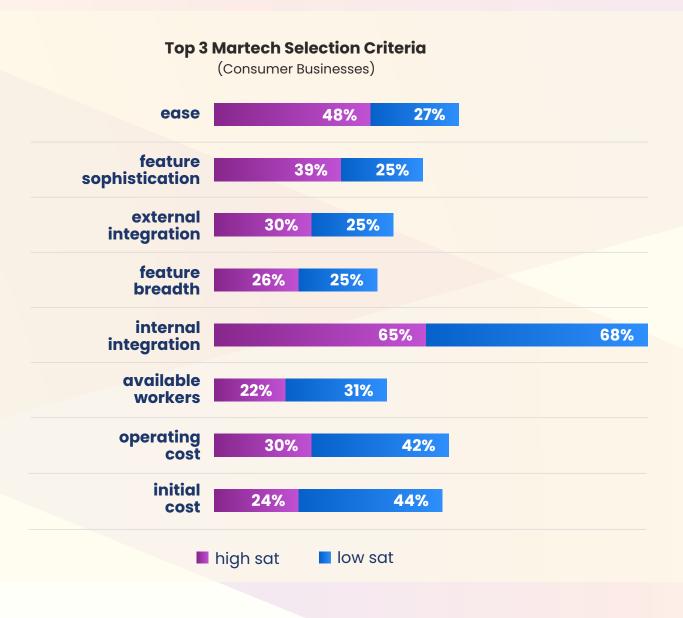
Similarly, the current survey finds that high-satisfaction martech users are more likely to select their tools based on ease of use, features, and integration, and less likely to select based on cost and availability of workers familiar with the system. The short-sightedness of selecting on cost is self-evident. The problem with selections based on available workers is less obvious, but it likely reflects the same problem as reliance on outside consultants: a failure to engage current staff when deploying new systems. No one understands your business better than current workers, so it's unsurprising that companies find poor results when they make choices without taking advantage of those workers' knowledge.

Top 3 Martech Selection Criteria
(Consumer Businesses)

% listing as top 3 selection criterion

Criterion	high sat	low sat
ease	48%	27%
feature sophistication	39%	25%
external integration	30%	25%
feature breadth	26%	25%
internal integration	65%	68%
available workers	22%	31%
operating cost	30%	42%
initial cost	24%	44%

■ high sat ■ low sat

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None of these findings is surprising: it is conventional wisdom that organizational issues are the greatest obstacle to effective martech deployment. But it's easy to ignore conventional wisdom when it's not backed by actual data. We hope that the CDP Institute research presented here will arm martech users with the data they need to reinforce their commitment to engaging users in martech decisions as a way to improving martech results.

* Respondents were asked to rate their satisfaction with results of their recent marketing technology investments. Twenty percent reported themselves as highly satisfied, 45% as somewhat satisfied, and the balance reported themselves as neither satisfied nor dissatisfied (24%), somewhat dissatisfied (9%), or highly dissatisfied (2%). This report compares the top group with the three bottom groups. Analysis in this article excludes answers from martech vendors.

About the Author: David M. Raab is Founder and CEO of the Customer Data Platform Institute, a vendor-neutral organization that helps organizations to make the best use of their customer data. He has a long background as a marketing technology consultant and industry analyst.

From Ads to Consumer Experiences – D2C & Beyond

Gaurav Anand

Chief Digital and Marketing Officer, L'Oréal India

The proverbial marketing pyramid is collapsing. A shoppable ad today, is an all-in-one awareness, consideration, and trial, concoction. A few years ago, Facebook CFO spoke about ad load maxing out. Every second internet user in India has at least once used an adblocker. The consumer path to purchase is rapidly evolving with pioneering brands fast exploring new ways of customer awareness and engagement beyond just ads.

Brands and retailers are increasingly focusing on creating immersive consumer experiences, exploring new ways to connect this to commerce. With the exponential growth and transformation of the Indian e-commerce industry, has led to e-tail marketing with D2C brands quick to capitalise on the product and price space with customer experience becoming the new battlefield. New age consumer DTC brands are changing how they are evaluating a DTC site-based business model. The immediate P&L, owing to the high cost of ongoing traffic, doesn't always look accretive, however new commerce models like the new-age business can't follow traditional valuation methods. D2C sites

should include in their valuation the sustained competitive advantage of knowing their consumers and the ability to sustain a dialogue post-purchase to maximize their LTV: CAC ratio.

This makes them an efficient marketing platform providing an ideal brand experience, often difficult to simulate in standalone ads. It also enables them to walk through the consumer path to purchase, constantly picking them where they drop off in that journey and reminding them to close sales.

Despite all the compelling reasons in favor of D2C, multi-brand companies and established brands tread with caution and

rightly so. For one, in the real world, the gap between the top-line and bottom-line growth is not always as stretchable. Secondly, it's easier to create a support machinery for D2C from scratch but quite often difficult to reboot a big support ship for a small % of revenue. Hence most successful D2C brands are D2C first, sourcing bulk of their revenue from the D2C alone.

However, consumer experience to commerce doesn't have to only mean D2C sites. Let's explore some consumer experiences leading to commerce that could be equally potent in new user acquisition.

Consultative selling via e-Beauty Advisors Bas online - can be designed to give the ideal consumer experience online and can be linked with data feed to personalize the experience. Chatbots are already an established consumer behavior in India, with India being the 2nd biggest chatbot using country in the world. The power of conversations in a country like India can really be the lever to create a combination of things not only limited to conversions but also data, creating consumer love & connection and building trust & reliability.

Sampling as a consumer experience – If a product is a winner in the category, nothing beats putting it in the hands of the consumers. With recent disruption in-home delivery costs, sampling is becoming more and more feasible for established brands. Challenges, though, remain on how to evaluate success and decide if the costs justify the returns? The total cost of sampling

needs to be measured vs. the LTV of a consumer, which would vary by brand. In addition, the consumer experience needs to start from how the sample will reach consumers – in terms of the box, the desired message, and its ability to travel beyond their first interaction with the brand sample to repurchase. Maximizing the 'sampled' to 'repurchased' ratio is a strong test of audience targeting, consumer experience, and timely and time-bound incentivization.

Influencer-led commerce – Nearly a third of the total e-commerce business in a few Southeast Asian markets is now social commerce . Interestingly, 7.5 billion transaction value was created in an hour in China over Taobao live in 2021 . In India, we are also witnessing positive response with creator's reach being 2X over brand reach, and creator conversion rate nearly 3X that of brands. In India, many consumer journeys begin with a trusted advisor or a friend telling you about a product they experienced. If connected with the right tech and attribution model, these influencers, whether a hairdresser, a media influencer, a dermatologist, or beauty advisors, could create personalized experiences for your consumer.

A good consumer experience propels brand love, creates incremental demand, and helps brands understand consumers better. If the experience is rewarding enough, consumers are often happy to share their information with the brands in anticipation of such and better experiences in the future. This helps brands customize their messaging and walk the consumer path to purchase with frequent reminders picking them up from where they stopped in their brand experience to commerce.

It does take a village to create a good consumer experience, often necessitating for triparty partnerships between brands, e-commerce platforms, and tech providers. E-commerce platforms can go beyond the search-based high intent traffic, and a good consumer experience can help create incremental demand for them, driving higher Average Order Value and better

conversion between categories. One of the biggest strengths of brands created over decades is its unequivocal understanding of consumers. It's time that strength is flexed to churn out great consumer experiences connected to commerce, benefit all parties – consumers, brands, and selling platforms and increase the overall pie.

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Based on data from Accenture Research Findings [Accenture report arrived through industry research and interview with sources]

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Scraping the Bottom

of the Price Barrel, What's Next for Ads?

Vignesh Narayanan
CEO, Airtel Ads

**Digital Advertising In India –
A Paradigm Shift**

For many years now, Indian digital advertising has been relentless in pursuit of price efficiency; the average CPM's are some of the lowest in the world < than 1$. Every marketing team measures ROAS (Return on Advertising spend) very differently. Still, the consistent focus on lower-funnel metrics has moved from the advertiser's responsibility to anyone who can crack the code. The scale at the lowest cost but what's the real cost to this approach?

This shift of responsibility has led to arbitraging by middlemen who have profited at the expense of advertisers and publishers alike. As the KPI's have gotten more complex, the drive for lower CPMs has also resulted in bad actors who promise unrealistic KPIs & eventually leading to bad customer experiences.

In addition to what has happened in the past year, the acceleration of digitization across the economy has accelerated change in the advertising space forever,

While the above topics need no introduction, this is also a situation arising from harmful practices in the industry impacting consumer privacy resulting in calls to significant industry stakeholders to fix the problem.

Challenges Ahead

As we move towards 2022, there are more challenges; here are the two key ones that demand our immediate attention:

1. Impending 3rd party cookie demise impacting addressability

2. Indian Data Privacy Act affecting quantum of supply available

Google has taken the first big step of killing the 3rd party cookie access, but with the cookies going away, how can advertisers identify their audiences? There have been multiple solutions floating in the industry.

Right from FLoC which is Google's current solution for ad targeting in the absence of thirdparty cookies, and it stands for Federated Learning of Cohorts and Unified ID 2.0 (UID2), an open-source framework that publishers, advertisers, and digital advertising platforms can use to establish identity without third-party cookies.

Now to add to mix the impending consent laws in India will come into effect soon where there will be need to manage "Explicit" & "Implicit" Consent, both of which are prominently enshrined in laws enacted like GDPR in Europe and the CCPA in the US. Publishers need to be ready to manage this as well as there could be an impact on "consented supply," bringing down the scale.

Once these changes in the industry happen, we will need more 3rd party partners to ensure compliance, deliver proof of authentication & delivery. Every party in the mix will add to the supply chain costs therefore, the era of cheap inventory may finally be over. I believe we have finally scraped the bottom of the barrel.

So bad practices will influence consent and addressability for both publishers and advertisers alike so we need to be prepared.

What should advertisers do?
While the above solutions are steps in the right direction, advertisers are scrambling to build their own first-party data, but this takes time, and a lot of investment, and not every advertiser has the resources to drive this alone. While there are 3rd party DMP's who offer rich audience cohorts, their data sources and efficacy leaves more questions than answers, so what can advertisers do?

A solution to challenges faced by the industry is to partner with publishers who have scaled first-party data being compliant to consent frameworks and with an unrelenting focus on driving great customer experience

Enter Airtel Ads
Airtel with access to 350+ million audiences covering about 35% of India's population has built an omnichannel ecosystem across digital with apps like Thanks, Wynk & Xstream and Advanced TV via its DTH ecosystem launching India's most premium user base at scale focussed on balancing user experience. With a scaled & addressable audience base built on first-party data, Airtel ads offer advertisers an opportunity to leverage Airtel's audience insights to deliver relevant ads to the right audiences. Scale meets quality at last.

Way Forward
The question to every publisher should be on what can we do together to create an amazing experience with ads and not what's the lowest price you can go to? This approach is what will hopefully strike the right balance between an enjoyable ad experience and offer advertisers a way out of impending complexities in the ecosystem.

To know more about our offerings click here

https://mmaglobalmmr.com/airtelads/

Leveraging Technology to Reimagine Marketing

Vineet R Ahuja

Managing Director–Strategy & Consulting, Accenture India and MMA India Board Member

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Today's consumer has an evolved buying journey that spans across multiple touchpoints. In this scenario, the store and the mobile are seen as extensions of each other. Consumers expect a consistent, seamless, and personalized engagement with brands. Yet only a handful of companies are able to provide this differentiated experience. As per Accenture research, 86% customers will pay more for better experiences; but only 38% brands individualize their efforts.

The missing piece of the puzzle is contextualized MarTech (marketing technology) orchestration.

MarTech is the combination of technologies such as customer data platform (CDP), data management platform (DMP), programmatic advertisement amongst many others; along with data, and insights (for example propensity models) to deliver real customer value for concrete action or artificial intelligence (AI) based personal advice and discovery. MarTech enables automation of transactions and analysis of customer data for deeper insights and intelligence.

However, for technology to deliver the desired outcomes, there are multiple aspects that need to be considered. Key factors that determine successful digital adoption are - selection of the technology stack and ensuring that disparate technology systems act as a unified whole in the specific context of the brand. This will help brands craft experiences that are 'orchestrated for symphony.'

So how should businesses respond to the changing consumer preferences and digital acceleration requirements?

Cliched as it may sound, but leaders need to start with the consumer first. Brands must decide the market or customer segment they plan to target and customize technology capabilities accordingly. For example, conversational commerce is a requirement for the rural market, while for urban markets in brick-and-mortar stores, brands are using augmented reality (AR) for personalized advice in the beauty and personal care segment. By combining different capabilities such as technology, data, analytics and content; brands can offer hyper-personalized experiences. Nike is an excellent example of this. The Nike experience is always rooted in massive cross-functional alignment to create differentiated customer experiences across physical and digital, whether it's the launch of their "living retail" Houses of Innovation or a new concept store launched post-pandemic.

Today, there is no doubt that every business is truly a technology business and companies need to double down on their technology investments. Brands should plan digital adoption to aim big; experiment and start small; then scale up fast. The first step is to combine separate technology systems for a unified view; and amplify analytics led insight generation through enrichment of data by integrating offline touchpoints, consumers' two-party data, among others. Next, they need to convert these insights into personalized experiences and add value. Lastly, introduce a continuous feedback loop for refinement of this model.

This is easier said than done - change management across capabilities and culture needs to keep pace with transformation around us. Organization structures traditionally built for efficiency and scale, often become siloed when it comes to this ask of consumer centricity. Some organizations will likely reach a stage of being rich in technology capabilities but poor in insights and customer experience. Success lies in driving both simultaneously.

Another key point to note is that the opportunity and the response need to remain the same for all buyer segments - whether the buyer is an individual consumer (B2C), a channel partner (B2B2C) or an institutional buyer (B2B); while the manifestation of the experience for value will vary.

In summary, we are in a pocket of time when a key capability is unmet or supply constrained – consumers demand personalization, it is technically feasible and yet only a few companies are able to fulfil this need. In fact, as technology automates both marketing operations and intelligence; talent gets more bandwidth for creativity. Marketing as a function can transcend from business of communication to orchestration of personalized experiences. With technology, companies now have an opportunity to reimagine their business through the lens of experience and develop a distinct competitive advantage.
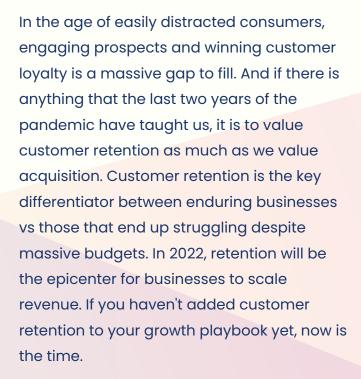
Customer Retention Will Lead the Way
for Building Enduring Businesses in 2022

Avlesh Singh
CEO & Co-founder, WebEngage

>>>>>>>>>>>>>

In the age of easily distracted consumers, engaging prospects and winning customer loyalty is a massive gap to fill. And if there is anything that the last two years of the pandemic have taught us, it is to value customer retention as much as we value acquisition. Customer retention is the key differentiator between enduring businesses vs those that end up struggling despite massive budgets. In 2022, retention will be the epicenter for businesses to scale revenue. If you haven't added customer retention to your growth playbook yet, now is the time.

Most digital-first businesses lack the resources or expertise to utilize a full-proof retention engine to their benefit. Of all, the

small and medium entrepreneurs struggle to break through the complexities of customer journeys, data silos, and unified targeting, which ends up pulling the businesses back to the most familiar and comfortable approach - customer acquisition. To make the big shift in 2022, brands aiming at scaling their revenue will align their goals towards retention-led models. Here's how you do it.

Instil a retention-led culture

Any brand's most potential customers are the ones they already have. According to a report by Forrester, existing customers account for more than **three-quarters of annual revenue** for organizations.

Brands across the globe spend a ton of money on acquisitions but ignore the gold mine they already possess- their existing customers. These users know you already and can easily convert with a slight nudge. Persuading existing users to make repeat orders translates to profits and a long-term database of loyal customers for your business. And that's why it is imperative to instil a retention-led growth model among product and marketing teams within the organizations to power stellar retention models that ensure optimal outcomes.

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Unify and activate data with customer data platform

Customer retention strategy, today is not limited to product offers and discounts. It is more than that and that's exactly what CDP makes you realize. It gives the power and convenience to track user data from everywhere and offers you a unified perspective of your customer activities.

Keeping a CDP in place helps brands track their user events on every touchpoint across different channels, providing an all-user-in-one-platform experience. These data analytics help brands determine the most effective messages to engage them.

An effective CDP brings all the data together in a single source of truth for businesses to activate personalization campaigns delivering consistent customer experiences throughout the journey ultimately reducing user churn rates.

Deliver omnichannel customer experiences

The year 2022 is going to be about expanding customer reach and delivering consistent customer experiences across various channels- SMS, Email, Facebook, Web-push notifications, among others using omnichannel marketing strategies that have proven to effectively improve customer retention.

Amazon is one of the best examples of being omnichannel. Rather than limiting profile access to their website, Amazon delivers the same experience across all platforms like mobile, Alexa, smartwatches, and even in-store, allowing users to get a unified experience across channels. A little plug-and-play will go a long way in boosting engagement and brand awareness among prospective customers.

Send automated, hyper-personalized communication at scale

Marketing automation will take the engagement game to a whole new level by becoming the go-to solution for most businesses in the coming year. Infact, 82% of customers are more likely to share their information with companies that can provide a connected and personalized experience tailored specifically for them. Running automated campaigns coupled with hyper-personalized interactions can help businesses keep their customers glued to the brand for an extended period.

Leading consumer brands who are prepared for customer retention in 2022

- FirstCry, Asia's largest online store for baby & kids products, boosts its repeat purchases by over 400% using retention-led growth strategies

- Shaw Academy, a leading online education platform, retained its existing students with a hyper-personalized and multi-channel engagement achieving a 25% boost in revenue

- Toppr, India's booming after-school learning app leveraged personalized campaigns and uplifted its conversions by 133%

- TravelTriangle, India's leading online travel aggregator (OTA), increases its returning users by 20% through behaviour-based targeting

Retain or Retreat

Retention is no more an option. It is the only way to preserve potential users and climb the revenue ladder. Businesses that are yet to adopt a retention mechanism have either perished or are struggling to survive. These brands have already lost out on more than half of the customers for nothing.

So the big question that lies in front of the brands is whether they want to retreat or build their business with a retention-led growth model powered by the right retention stack. The choice, I'd say, is quite easy!

About WebEngage

WebEngage is a new age Retention Operating System, a single suite for marketers to store user data, provide actionable insights, orchestrate omnichannel campaigns by leveraging user insights to provide a hyper-personalized end-user experience. The platform helps brands drive more revenue from existing customers and anonymous users across 10 communication channels. WebEngage goes above and beyond a marketing automation platform and powers the user engagement for thousands of enterprise brands worldwide, working across several industries like E-Commerce, Edtech, Fintech, Foodtech, Media & Publications, Gaming, BFSI, Healthcare, Online Retail. The key clientele includes marquee brands like Unilever, L'Oréal, Bajaj Auto, Unacademy, Myntra, Pluralsight, Pepperfry, Junglee Games, HT Media, FirstCry, eXtra Stores and Golbibo and many more.

For more information, visit webengage.com.

To know more about our offerings click here

https://appstudio.co.in/public/pdf/webengage/

MMR 2022
Feedback Survey

>>>>>>>>>>>>>

Please spend a few minutes sharing your thoughts with us.

Click here to fill out MMR 2022 Feedback Survey

MMR 2022 Feedback Survey
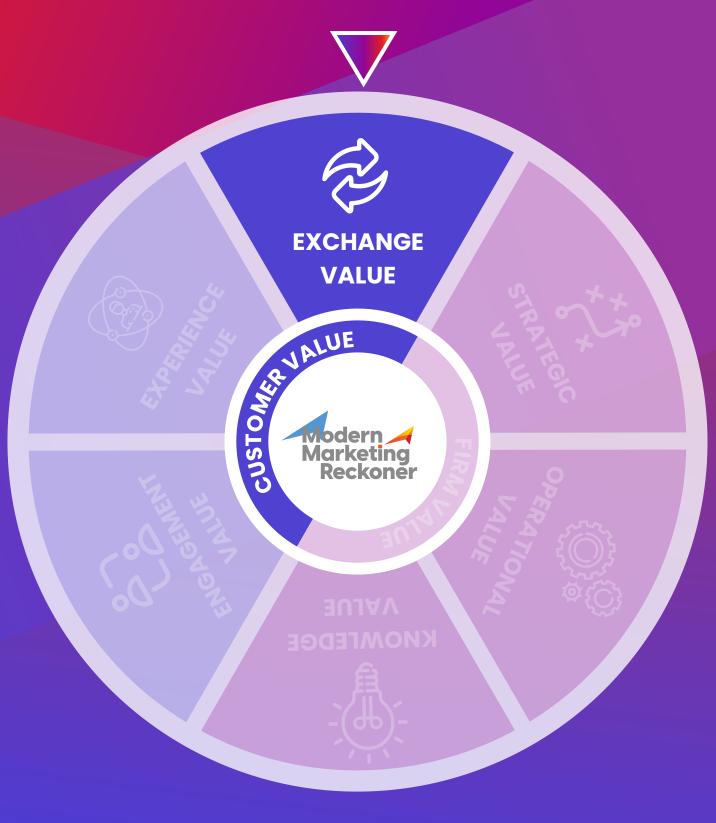
CUSTOMER VALUE
EXCHANGE VALUE

The Modern Marketing Value Proposition

EXCHANGE VALUE

STRATEGIC VALUE

OPERATIONAL VALUE

KNOWLEDGE VALUE

ENGAGEMENT VALUE

EXPERIENCE VALUE

FIRM VALUE

CUSTOMER VALUE

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The Changing Face of
Performance Marketing

Nitin Gupta
CEO, Xapads Media

The term "Marketing" first appeared in dictionaries in the Year 1897, but "Marketing" as the practice is over 2000-year-old, with the first scientific and artifact proofs available from the Year 35 BC. For a segment that has been in practice from 2000+ years, the only way for it to still be relevant is constant Change & Innovation. What started as a mosaic on container practice is now focused on Artificially Intelligent Data-Driven Performance Marketing, but the eventual goal of communicating with the consumers remains the same.

While there are varying Marketing Mediums in Digital Marketing, its essence is best captured in Performance Marketing, as the fundamental goal of any Marketing Activity is to reach & communicate with targeted audiences to convince them to consume the Services / Products being marketed. There has been a paradigm shift in the Marketing Mediums, from the Traditional Sources of Marketing like Print, TV & Radio to Digital Marketing. As per the eMarketer report, Traditional Ad Spent contracted by 15.7% globally from 2020, while Digital Marketing observed a growth of 13.6% during the same period. The biggest chunk of these Digital

Marketing Ad Spends is now focused on Performance Marketing, as it helps brands to generate Higher ROI / ROAS as compared to the other mediums; therefore, the investment in Performance Marketing is expected to reach $2.6 billion in 2022.
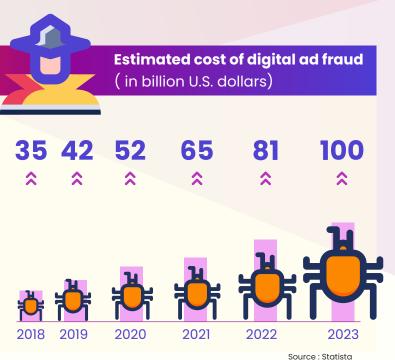
Traditional Performance Marketing was more about "Spray & Pray", where the affiliate networks used to show the ads to as many people as possible and hoped for them to convert. Whereas, the New Face of Performance Marketing revolves around Data & Artificial Intelligence/ Machine Learning, where advanced technical systems and algorithms make calculations on the available data set before exposing any advertisement to any user which ensures its showcased to the right person and hence achieves a better conversion rate.

What used to be a manual process of identifying targeted users manually from the limited data sets, has now become the job of AI / ML engines to make information from the abundance of data in real-time, to make better decisions while mapping the Brand's Advertisement with the User. Which was not possible earlier, because of the limited data sets and manual intervention.

Another driving factor behind the emergence of the New Face of Performance Marketing is Ad Fraud; to give you an idea about the magnitude of this problem, Marketers were wasting $35 Billion Dollars globally on fraudulent traffic in 2018m which is all set to cross $100 Billion by 2023. With the help of Data & Algorithmic approach of targeting the users, a big chunk of this fraudulent traffic is eliminated on the Server level itself, and hence the brands are not exposed to such low-quality fraudulent traffic.

Emergence of smartphones and economic data plans was the extra surge the advertisement industry needed. In fact, cost-effective data prices resulted in the rising demand in online content consumption which gave an edge and boost to Mobile Marketing. The mobile penetration in the SEA region is at an all-time high of 97% which along with economically priced smartphones and an ongoing pandemic, accelerated the dependency on mobile phones. This gave brands a bigger audience base which is cost effective, technology friendly, and demographically rich, further opening a wider door of opportunities to leverage and advertise. Another major factor was the coming in of MMPs like AppsFlyer, Branch, Adjust, Kochava etc. which increased transparency in Mobile Marketing making it a lucrative option that revolutionized this entire landscape.

The changing face of performance marketing can further be seen as a surge in Unicorn Stories around the APAC and SEA region. The goal centric, transparent and cost-effective marketing methods have been a propelling factor in the rise of such startups that made big. Most start-ups in SEA are targeting more of the App-First approach and taking most leverage out of Mobile Marketing. Riding this unicorn status valuation of $1.34 billion driven by funding from the rising middle class and private equity market. Moreover, as per Credit Suisse, in 2021 alone, 19 start-ups in SEA saw an increase in valuation to above $1 billion.

Estimated cost of digital ad fraud
(in billion U.S. dollars)

2018	2019	2020	2021	2022	2023
35	42	52	65	81	100

Source : Statista

The future of Performance Marketing will revolve around,

Premium Supply Sources - OEMs / Premium Websites or Applications

Programmatic Approach

Ad Fraud Control

Transparency

Big Data

Artificial Intelligence / Machine Learning Algorithms.

Multi Touch Attribution

Cookie Less Architecture

Privacy Laws

While Performance Marketing has evolved a lot over the years, I sense that this is just the tip of the iceberg. More & more innovations will come in the near future, which will help not only brands reach their customers, but will also empower the users to interact with the brands they are interested in, instead of being exposed to thousands of irrelevant advertisements daily.

Sources:

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Statista: https://www.statista.com/statistics/677466/digital-ad-fraud-cost/

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https://mmaglobalmmr.com/xapads/

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Distribution: The Rise of Social Commerce

Ajit Pawar
Head of Partnerships, APAC, Adjust

Global consumption patterns are starting to converge, as pandemic-forced behaviour patterns are creating a situation where shoppers' lived experiences are increasingly similar; stuck at home, working remotely and at the mercy of supply chains. While the APAC region's incredible growth has been a story since the 90s 'Tiger Economies', the past few years has seen India and SEA — in particular — making their mark as an influential leader in cutting edge consumer technology. With this leading edge of technology and platform proliferation comes highly influential consumer behaviour patterns.

It's no longer a case of East following West, consumers in highly developed consumer economies from the U.S. to Europe are increasingly looking to APAC for the next big thing. And, increasingly that next big thing is social commerce.

There's a reason why there's a lot of innovation happening in these markets. A report by **Google, Temasek Holdings, and Bain & Company** found that more than 75% of the population in six major Southeast Asian countries have access to the internet,

and internet **penetration in India currently sits at 50%,** a figure that represents more than 600 million people. To top it off, this year alone, as many as 40 million people across Singapore, Malaysia, Indonesia, the Philippines, Vietnam, and Thailand came online for the first time. The increase in India is also extraordinary considering that penetration five years ago was at 27%.

The growth has been staggering across the entire APAC region. From a market size of around **$3 billion in 2017**, live commerce sales in China are expected to hit **$300 billion this year.**

If we consider the path for technology like **QR codes**, long-standing fixtures in the Asian

commerce marketplace — it took COVID to present an understandable use-case for Western audiences. And with the advent of TikTok, we're increasingly seeing the same drive for social commerce, and v-commerce live streaming in particular.

With live streaming for shopping brands a staple of APAC marketing mixes, TikTok has driven a short-form video boom in the West, and every major player now has some form of this format; Snapchat Spotlight, YouTube Shorts, Instagram Reels are just a selection.

Looking specifically at the U.S., **TikTok is the undisputed leader**, but Instagram, YouTube and standalone platforms including Triller and Dubsmash are finding their place in the market.

With users spending an average of 52 minutes per day on the app, and recently **overtaking YouTube** for average watch time

in the U.S. and UK, there's ample opportunity to drive engagement — but it's also extremely competitive.

It's also an area that's still finding its feet in the West. In October of 2020, **TikTok integrated with Shopify**, allowing Shopify merchants with a TikTok for Business account to add a shopping tab to their TikTok profiles and sync product catalogs to create mini-storefronts directly linked to checkout.

The platform also ran a shoppable live streaming test with Walmart, an event that brought 10 creators together.

With **84% of people saying** they've been convinced to buy a product or service by watching a brand's video, viewers claiming to retain **95% of messaging** delivered via short videos, and **93% of brands** reporting they've acquired new users via video on social media —the power of this format makes it vital to incorporate into a user acquisition (UA) strategy.

As this technology matures in Indian and SEA markets and develops in the West, it's important to put measurable, tested strategies at the centre of your social commerce strategy. With more focus than ever on social commerce ahead of 2022, make sure you're protecting your budgets across channels by introducing a comprehensive and clear testing and attribution strategy.

To know more about our offerings click here

https://mmaglobalmmr.com/adjust/

Blurring lines between Sales & Marketing

Mayank Bhatnagar
Senior Manager and Head of Marketing, Amazon Ads

Amazon has become one of the most prominent sales and marketing destination for businesses in India. 312 MM Indian consumers are expected to make a purchase online in 2022 (source: eMarketer, June 2021). This is a steep jump from 208 MM online buyers in 2019 (CAGR of ~15%). Despite the steep growth in the number of online buyers, India e-commerce penetration is only 28.4% of the population and remains significantly behind most of the developed and developing markets. Given the low penetration as compared to the rest of world, Amazon is likely to continue its growth trajectory and will remain an important channel to drive up growth and customer engagement.

Based on a 2021 Kantar study, nearly 50% of Indian internet users actively refer Amazon.in on a regular basis for their research needs. This makes Amazon.in as one of the largest publishers in the country in terms of reach and one of the most important sources of information. Further, this wide reach of Amazon.in is highly qualified. The Kantar study also outlines that the Amazon Users have higher spending patterns across all categories.
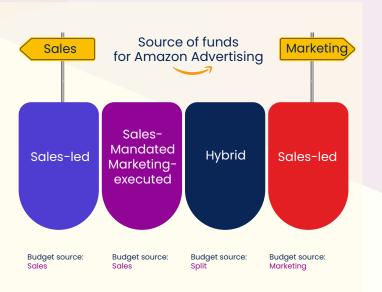
Amazon plays a prominent role across the entire shopping journey of consumers - including product discovery, consideration, evaluation, and purchase. As a result, Amazon

E-commerce penetraton across countries

Country	Digital buyers % of population
USA	75.5
China	70.4
Brazil	50.4
India	28.4

Digital buyers % of population
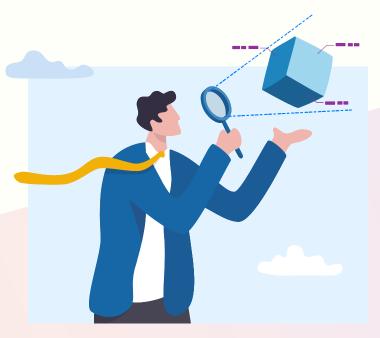
today acts as an important marketing channel for most brands along with a sales channel. This dual role of Amazon as a Sales and Marketing channel is unique and unprecedented and becomes challenging for companies selling on Amazon, where the boundary between sales and marketing are blurred. The friction between sales and marketing, arising primarily from a need to split budgets and often conflicting objectives, becomes further accentuated.

THE STRUCTURES >>>>>>>

We interviewed senior management from a diverse set of companies, representing multiple categories, varied size of organizations, with distinct importance of e-commerce, and varied maturity of their Sales and Marketing teams. The organizations we studied exhibited four primary archetypes in terms of their structure adopted for Amazon. These structures can be classified as: (a) sales-led, (b) sales-mandated marketing-executed, (c) hybrid, and (d) marketing-led.

Sales-led: In the sales-led structure, sales team is responsible for all spends on Amazon.in, including all advertising spends. Amazon is seen as primarily a sales destination and advertising on Amazon is seen as an equivalent of point of sale visibility.

Sales-mandated Marketing-executed: In this structure, sales team continues to direct the marketing spends while the marketing team takes over execution responsibility for advertising. This allows the sales team to ensure control over the advertising spends, while marketing team focuses on spend optimization.

Hybrid: In this structure, both sales and marketing teams split responsibility for advertising on Amazon. In most cases, the sales team continues to manage on-Amazon ads (e.g., search) while the marketing team manages off-Amazon spends (e.g., Amazon's programmatic solution called Amazon DSP).

Marketing-led: The marketing team takes over complete responsibility for advertising spends on and off Amazon in this structure, without any spend mandate from the Sales

Sales — Source of funds for Amazon Advertising — Marketing

Sales-led	Sales-Mandated Marketing-executed	Hybrid	Sales-led
Budget source: Sales	Budget source: Sales	Budget source: Split	Budget source: Marketing

team. Amazon ads is seen as another digital advertising channel. As a result, advertising becomes somewhat disconnected to channel spends and starts competing with other digital marketing channels for spends.

THE CHALLENGES ❯❯❯❯❯❯❯❯

There are seven primary elements on which these structures can be differentiated, namely, a) source of funds and competition for advertising spends, b) ability to address varied advertising objectives, c) ability to granularly track advertising performance, d) availability of skillsets across teams, e) ability to measure cross-channel impact, f) potential for innovation, and g) level of co-ordination between promotions and advertising.

Each of these structures have different strengths and shortcomings. Sales influenced structures club advertising spends under 'channel promotions' and focus on optimizing spends to increase only sales on Amazon. This narrow focus often results in sales influence structures missing on consumer insights which can help drive innovation (for e.g. new product ideas) and more importantly avenues to build brand, drive favorability and loyalty on Amazon. Marketing led structures may overlook performance potential on Amazon and remain underspent to drive up performance.

It is important to highlight that there might not be a perfect structure which works for all

brands. Rather, each brand needs to assess their 'strengths' and 'ways of working' to consciously make a choice. While some brands are actively looking to restructure themselves around Amazon.in, it might not be feasible for all brands as changing organization structures is not a frequently undertaken activity. Further, some brands may already have the structure suited best for them. Irrespective of the structure chosen, brands should work towards actively minimizing the friction inherent to the structure they have adopted. This requires an active understanding of the challenges that the chosen structure might lead to. These challenges may vary significantly across structures and would need to be addressed accordingly.

To know more about our offerings click here

https://mmaglobalmmr.com/amazonads/

How can D2C consumer brands also leverage B2B on digital?

Gulshan Verma
CEO, JioAds

In 2016, Jio launched India's largest and most comprehensive 4G network. Today, there are more than 790 million users* on 4G networks and approximately ~1 of 2 of them are Jio customers. Consumers are using the Jio network to connect to the Internet, stay entertained and informed. They finally purchase both via e-commerce and offline through physical stores.

This is not just a consumer driven evolution – for most businesses (ranging from large multinational corporations to SMBs), digital marketing has become an integral part of their strategies to achieve business goals.

In the case of large FMCG companies, we automatically think of them as a consumer-focused business with deep consumer insights and significant advertising budgets. However, a key aspect of success for FMCG companies is ensuring that retailers stock their products. As the battle for shelf-space intensifies with more than 100,000 products available to the average retailer to stock, reliance on trade-marketing budgets only might not be enough.

Another example would be the large oil companies that depend not only on the auto-mechanics to recommend their products but also on the truck drivers who evaluate these purchases carefully. It is important for the oil companies to market their products to both groups – the influencers, as well as the end-consumers.

Navigating this new landscape requires embracing a holistic view of the entire marketing process. Simply put, the siloed approach to B2B and B2C sales models no longer make sense today. All consumers, both business and direct are demanding more from their online and offline shopping experiences as well as an all-round engagement with the brands.

Adopting a holistic B2B2C approach takes care of this by not only catering to the end

Connected Customer and Merchant experience

Initial Consideration
- Customer: Online
- Merchant: Offline

Active Evaluation
Customer: Add or subtract brands basis evaluation
Merchant: Seek ease of business

Loyalty Loop

Brand/ Advertiser/ Marketer

Post-purchase experience
Customer and Merchant: Opportunity for connected customer & merchant experience: B2B2C

Moment of purchase
Customer: Brand selection at store
Merchant: Places an order online

JioAds

Source: Based on 'The Consumer Decision Journey' by McKinsey

consumer, but also offering ease of business to merchants and fulfilling their needs for convenience and accessibility.

Let us take the B2B ordering process as an example. This has historically been low-tech and focused on personal relationships, where orders were placed over the phone or in person (for e.g. even by the kirana owner visiting the wholesaler directly) rather than an app or website. The 'JioMart Partner' solution was launched in 2019, followed by the launch of an app, to transform the small and medium merchant ecosystem in India. This helps kirana store owners to discover brands and schemes online, and to place orders with ease.

The traditional kirana stores in India account for ~80% of the consumer goods retail market. With the ongoing pandemic effect, their importance rose, as the friendly

neighbourhood store which came to the rescue of consumers. This opportunity encouraged many merchants to go digital. In fact, hundreds of thousands small kirana store owners order wholesale from the 'JioMart Partner' App today.

There has been a steady increase in adoption of this new business model as these store owners now conveniently place their orders during shop closure times, and Jio delivers the orders within 24 hours. Many merchants even order 5-6 times a month through the app! Advertising to this specific audience delivers a very high 'Return on Advertising Spend.'

In the example below, a leading FMCG brand was able to reach many new kirana clients, who were new to the product or had not purchased in the previous three months.

Merchant Case Study: Leading FMCG Brand

18.7 MN Total Impressions

3.03 Lakhs Unique Reach

1.27 Lakhs Clicks

Home Page Banner 5 Campaigns

Some performance attribution facts

> 12.2% of merchants who clicked banner and ordered within 24 hours

> 16.7% of merchants ordered within 72 hours

> 51% Merchant SKU transactions were for first time ever (new) or after a gap of 90 days (revived)

> 18% of merchants who clicked, ordered any article from brand for the first time ever

CTR: 0.7%
Clicks as % of unique reach : 42%
All banners are sharply targeted basis geo location of the merchants and on specific cohorts based on purchase patterns

JioAds

Regardless of the platform a company chooses, this is an opportunity to build a cohesive ecosystem for delivering the best service and quality for both direct and business consumers. This also results in an engaging and memorable end-to-end brand and customer experience.

The choice is straightforward: as brands focus on the day-to-day intricacies of delivering relevant branding experiences, they can adopt a broader perspective and understanding that all consumers, whether direct or business, expect and deserve a stellar brand experience. This can be delivered in an integrated and strategic framework with the right partners offering 360-degree, full-lifecycle view of both types of consumers, with deterministic data and insights.

To know more about our offerings click here

https://mmaglobalmmr.com/jioads/

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Driving Trust and Transparency in the Programmatic Ecosystem

Saurabh Khattar
India commercial lead,
Integral Ad Science (IAS)

Today I am sharing the perspective on trust and transparency in the programmatic ecosystem. To do this, we will **start** with some research into the state of the market around supply path optimization.

Reflecting on the last 12 months, media buyers have had a lot on their plate. Our 2021 industry pulse report found their main concerns were three major concerns. The first is finding a solution for targeting once cookies are deprecated this was the number one concern with years of work being made in identity solutions and advanced contextual to ensure they have the best solution in place to maximize effectiveness.

The release of the IAS study on programmatic transparency, has really brought the SPO to the forefront and understanding your supply path to ensure it is working for you and performing at the highest level it can be. And the third one, generally buying better media quality. Never Have there been more options right now for how to spend your digital ad budget. And the gap between poor quality and high quality has never been larger. And we know poor quality media leads to poor quality business outcomes. Now, fortunately, IAS can help with all three.

To watch this video, click here:

https://youtu.be/_Wo-W0KKmq4

The State of App Retargeting in the Privacy-First Era

Maria Abdull Latif
Regional Manager, INSEA, Remerge

Following the announcement of Apple's privacy changes in 2020, the market perception was that app retargeting — where advertisers show users personalized ads to encourage them to reinstall an app, re-engage with it or make a purchase — would quickly die out.

However, based on what we've seen at Remerge since the arrival of the App Tracking Transparency (ATT) framework last year, the reality has not been as bleak. App marketers can still run high-performing retargeting campaigns on Android and for iOS users who have opted-in to tracking.
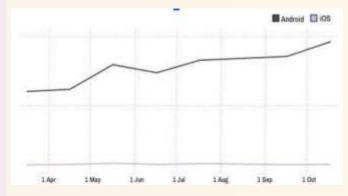
According to Pan Katsukis, Remerge CEO, on the 100th episode of the Apptivate podcast, "supply is still very high and people still opt-in, which means retargeting is still doable. The beauty of programmatic advertising is that its reach is huge. Everyone who is not doing retargeting right now is missing out. Because with retargeting you can very easily improve your marketing KPIs."

App marketers should take advantage of growing ID traffic on Android

Apple's privacy changes do not affect the Android market, which makes up 75% of the global app user ecosystem and accounts for over 200 billion ID-based bid requests every day.

Android continues to dominate the INSEA mobile marketing landscape: the number of Android bid requests in the region has seen a 55% increase since April last year. Following the arrival of ATT, we've observed that running retargeting campaigns on this operating system remains a viable strategy for our clients. In November 2021 alone, our platform processed 4.8 trillion ID bid requests on Android, globally.

Android & iOS bid requests in INSEA from April - October 2021 (before vs. after ATT)
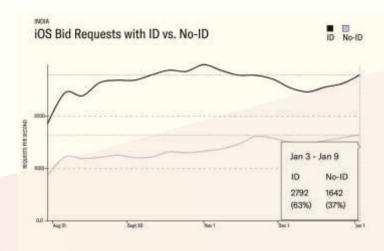
Advertisers, particularly for verticals such as gaming and e-commerce, are taking advantage of this available ID inventory to grow their app audiences and retain their most valuable users.

Mandy Lin, User Acquisition Executive at Gumi Asia stated: "In-app retargeting remains a key strategy in continuing to engage users who play our games. Within the mobile gaming industry, increased competition has made it more difficult to retain users, and so in-app retargeting is very helpful in making sure we continue to engage our users beyond the point of install. We've had to rethink the way we approach users on both platforms. ATT has made retargeting based on behavioral signals on iOS extremely difficult, so we've had to pivot towards a test and learn approach. Constant innovation is key to making sure we serve our ads to the right users at the right time — and Remerge provides this in spades."

iOS market provides additional growth opportunities in INSEA

Despite the prevalence of Android in INSEA, there are still opportunities for growth on iOS.

Our post-IDFA dashboard data reveals that the amount of available inventory for identifiable audiences on iOS is an attractive prospect for app marketers who want to run re-engagement and retention campaigns in the region.

INDIA
iOS Bid Requests with ID vs. No-ID

■ ID ☐ No-ID

Jan 3 - Jan 9

	ID	No-ID
	2792 (63%)	1642 (37%)

Sources:
https://post-idfa-dashboard.remerge.io/

In January 2022, the numbers for bid requests on ID traffic are high for countries like

63% / **68%** / **68%** / **82%**
India   Singapore   Thailand   Vietnam

Why are app marketers still investing heavily in retargeting?

App marketers continue to run retargeting campaigns because of their favorable return on investment. When comparing cost per install (CPI) and cost per click (CPC), the cost to acquire a user is **5 to 10 times more expensive than the cost to re-engage a user.** As well as this, retargeting campaigns generate more revenue events in the **first 30 days compared to user acquisition (UA) campaigns.**

UA is still effective for growing an app audience in the privacy-first era. However, UA campaigns on their own are not enough to achieve strong user retention, as around **74% of acquired users lapse after day 1.** Many app marketers use a sizeable portion of their budget to run retargeting campaigns alongside UA initiatives. This helps lower their churn rate, reactivate existing users, and encourage customers to make additional purchases.

Learn on ID today, grow on no-ID tomorrow

With such high levels of ID traffic in INSEA, now is the ideal time for app marketers to run more retargeting campaigns. Not only will this help them build a loyal customer base, but it will allow their teams to collect valuable insights about their users' behavior and interests.

The sooner app marketers start running retargeting campaigns, the more data points they will acquire about their audiences, such as which other apps they have downloaded or at what time of the day they make purchases. This data can enable algorithms (and people) to learn which publishers and campaign setups will yield the best performance results. The subsequent learnings will lay the foundations for optimizing app growth campaigns on no-ID traffic (i.e. SKAdNetwork and incrementality campaigns).

To know more about our offerings click here

https://mmaglobalmmr.com/remerg/

Cleaning Out the Third-Party Cookie
Jar with Privacy-friendly Performance Solutions

Nachiket Deole
Head of Sales, India,
DoubleVerify

Since the inception of digital marketing, third-party cookies have been an indispensable tool for online advertisers, offering improved audience tracking, retargeting, and much more. As these third-party cookies tracked audiences across the Internet, the wealth of data insights allowed businesses to target specific campaigns to specific users. Established as the easiest and the most lucrative way to advertise in the digital age, the use of third-party cookies have become a crucial targeting strategy in today's digital marketing landscape.

However, with the rapid growth of digital media usage, people have become more concerned about the privacy of their personal data and their rights to data ownership and protection. A recent report by **IBM** discovered that more than half of the respondents surveyed declined permission of apps that tracked user activity across apps and websites. In response to growing consumer data privacy concerns, major browsers such as Google's Chrome plan to phase out the use of third-party cookies by 2023. Furthermore, Apple's recent switch to opt-in access to IDFAs has also been a driving factor for businesses to rethink their

data strategy and tailor it to a new, more privacy-conscious world.

The end of third-party cookies and increased need for privacy-friendly solutions have drastically altered the solutions used by advertisers to target and measure campaign performance. Current performance measurement solutions like media mix modeling, attribution and brand lift studies are often reliant on cookies, are overly simplistic, or lack adequate real-time feedback. Other options such as the realm of third-party cookie targeting, dynamic creative optimization and multi-touch attribution are precise but not privacy friendly.

Therefore, privacy-friendly attention metrics that can go beyond the traditional KPIs (like viewability and clicks) to provide advertisers with performance insights at the impression level are now gaining importance. These attention-based metrics are emerging as game-changers due to their ability to provide real-time measurement of user attention, engagement, and responsiveness to ads – allowing brands to optimize their creative campaigns based on what resonates most with their target audience. This further

translates to greater efficiency when running digital campaigns.

Resurging in the post-cookie world, modern contextual capabilities are helping marketers reach out to a large number of people without relying on third-party data or behavior tracking. In fact, the tool has become much more advanced with the introduction of artificial intelligence and machine learning. These improvements have aided brands in preventing awful misalignment of ads alongside inappropriate or negative content, and truly identifying and understanding the most relevant content for an ad to run alongside.

These solutions focus on page context and content rather than relying on specific data on a single user and can significantly improve the overall internet experience for users by providing them with more relevant, personalized content. A research study conducted by **DoubleVerify** found that 69% of consumers are more likely to view an ad if it is next to contextually relevant content, and 44 percent of consumers have tried a new brand after seeing it alongside relevant content.

The shift to contextual targeting and attention-based metrics will also mean a return to producing quality, creative, and relevant content. Brands must now place a greater emphasis on content to transform the death of cookies into a golden opportunity to gain a competitive advantage and optimize business outcomes. Ultimately, contextual targeting, along with privacy-friendly attention metrics, will play an integral role in revolutionizing advertising in the cookieless future.

The Evolution of Gaming:

Why Modern Marketers Need to Embrace Gaming as a Channel

Amit Rathi
Country Manager
of South Asia, AdColony

Technology is everywhere, and it's changing people's lives. We're exposed to technology from the moment we wake up to the last few minutes before we close our eyes. The primary device for access to technology is the mobile phone. According to Statista, in 2020 the smartphone adoption rate in APAC reached 68%, and is expected to grow to 83% by 2025.

There are more than 1.2 billion gamers in APAC, while in India there are 285 million gamers – making this region home to 20% of the gamers across APAC. With smartphones being the primary mode of access to the Internet in India, most gamers are gaming on their mobile phones. In fact, AppAnnie lists India as the largest market in the world for mobile game downloads with over 4.8 billion total downloads – a 23% increase in downloads as compared to the first half of 2020. These figures are great news for marketers in India as it presents an open invitation to the boundless opportunities in the mobile gaming world.

What was once seen as an exclusive pastime is now everyone's game. Mobile gaming has grown significantly from the launch of Fruit Ninja and Candy Crush a decade ago, and the common "gamer" stereotype of a 14-year-old sitting in the basement of his home is no longer valid.

Who are gamers, and where are they?

ADCOLONY
a digital turbine company

The evolution of gaming and its highly accessible platform means almost everyone you meet on the street is a gamer. But not everyone identifies as one. At AdColony, we've identified five categories of gamers, each with a unique set of preferences and behaviours.

50.7 million
SUPER SWIPERS
Mums, aged 25-44

86% of mum gamers play on their mobile phones. They play games for fun, while entertaining their kids, and to de-stress after a long day. Prefer casual mobile apps.

43.1 million
HYPER CASUALS
Indian females, aged 18-34

Highly-ambitious females with spare cash in their pockets, and are always ready for a good time. They value social approval. Play games for fun and to socailize with friends.

73.9 million
PLAYER ONES
Indian males, aged 18-34

74% more interested in gadgets and technology than the average consumer. They love competition and play games for the fun and challenge. Rewarded in-stream videos and click to play opportunities can help your brand stand out

106.9 million
LIFESTYLE GAMERS
Working males and females, aged 25-44

Ambitious, driven professionals who earn big bucks building world-class careers. Play games because it makes them feel great and only do it during their downtime. 94% play on their mobile phones.

34.8 million
HIGH ROLLERS
HNWI male and females

Finance & investments are on the top of their priority list, and are 32% more likely to seek out products and services in these areas. Enjoy playing the latest and most trending games. Play games for fun and to escape from the reality.

DID YOU KNOW?

In India,

67% of gamers are females / **78%** of gamers in India don't actually identify as gamers

Understanding where your audiences are

Keeping in mind the different gaming personas, it's just as important to understand how ads fit into the gaming universe. This infographic illustrates the gaming funnel and how marketers can reach their audiences where they are.

Even though we see four clear categories, they are actually all connected.

- MOBILE GAMING
- CORE GAMING
- GAME STREAMING
- ESPORTS

"Gamers' motivations are different at different times, meaning they don't only play games in one environment. With 285 million of the world's gamers in India, brands need to embrace this channel in order to reach and connect with all their potential customers"

Amit Rathi,
Country Manager of South Asia, AdColony

In the Game includes Mobile Gaming, and Core Gaming where people play on PCs and consoles. The ads that are most relevant to these categories are mobile rewarded video, which are full-page video ads that appear in mobile games which a user initiates in order to gain a reward (e.g. an extra life), and In-Game ads, which are ads, or posters, that appear during gameplay. These could include billboards on the side of a car racing game, for example, or digital pitch side ads for tennis or football games. They show up with very minimal interruption to the gaming

Modern Marketing Reckoner

MMA | groupm

experience. Both of these can be served programmatically.

Beyond the Game refers to gaming as a spectator sport. So if a player has difficulty getting past a certain level in a game, for example, they may watch a video of other people completing that task in order to help them progress. Some people also choose to watch pro-gamers play games in an Esports arena, and this is where pre-roll or mid-roll ads can be effective. For Esports, brand sponsorships are another way to engage with viewers, just like when Adidas sponsored teams and leagues with their apparel, and KitKat sponsored tournaments with their products and services.

Why brands should take gaming seriously

With 40 times more money being spent on gaming compared to TV, there's no doubt that the benefits of mobile ads are huge. Firstly, you get the undivided attention of your viewers. When people play mobile games, they don't multitask or second-screen. All their attention is focused on the game, so when a full-page ad appears, they also get players' full attention, with high engagement rates. To make the ads even more enticing, players can get rewarded with a game token that would help them up their creds, so they look forward to the next ad.

Why do in-app mobile ads see such high success rates?

Mobile ads are brand-safe, which means that they will never be placed next to content that's inappropriate. They are also ad-fraud protected and verifiable, which means that they'll be seen by a real person and in a safe environment. Mobile ads are programmatic, allowing the right demographic to be targeted, so the content remains relevant at all times. The innovative nature of mobile ads, and the flexibility that surround it lets marketers get creative in the way they want to reach out to consumers.

CONCLUSION
The future is #now.

For so many Indian consumers, gaming is already closely intertwined with the concept of a social pastime. Whether it's casual gaming or life in the metaverse, people are bringing their emotions, memories, and their lives, into another dimension.

For marketers and advertisers, this means that turning a blind eye to the gaming community is no longer an option. Don't think about whether or not your customers are gamers. Instead, look for where they are in the world of gaming. If brands truly want to succeed, they need to not only leverage this space, but push the potential of what the metaverse offers, where the metaverse offers a wide range of experiences where users can socialise, relax and transact.

MMA India in collaboration with EY, in an industry-first report revealed the state of consumer data usage and ways to leverage it ethically for marketing, with inputs from over 150 marketers across sectors such as retail, finance, automobile, media, healthcare, education and several others in the Indian market.

The report also draws parallels with US through a similar study done by MMA to understand use of consumer data. Along with demystifying the emerging data maturity framework, trends, the report offers a perspective on the most pressing challenges marketers have been facing around consumer data and hence leading practices to follow.

The report aims to become a resource to learn how marketers use consumer data, measure ROI, ensure governance and build data capabilities.
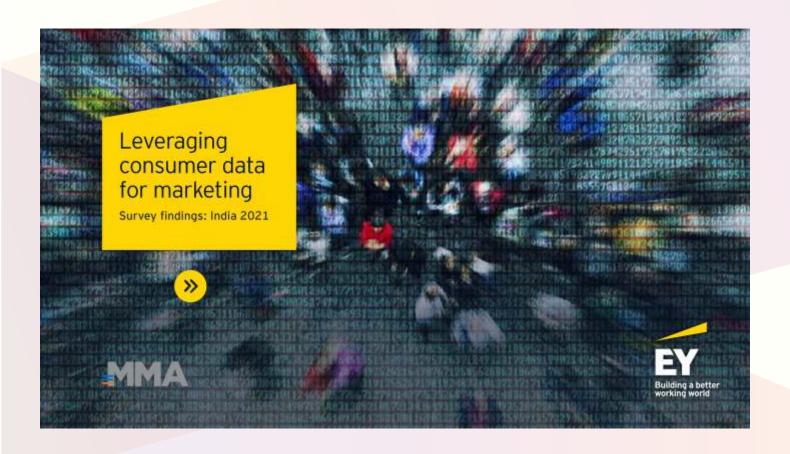
Some key highlights from the survey:

Data types and uses: 71% Indian organisations use a blend of first party (1P) and third party (3P) data for marketing and most marketers are increasing efforts to build 1P data. However, 58% believe that gaps in data breadth, depth and quality needed to be addressed to enable optimal use of data for decision making. Only 30% of the respondents of 'Leveraging consumer data for marketing' survey believe they use and activate personal level consumer data optimally.

Realty, retail and eCommerce, and technology sectors have a higher share of 1P data. Retail and eCommerce, and media and entertainment emerged as leaders in the usage of data across the spectrum for decision making. Consumer data was used most for analytics, conversion tracking and retargeting.

Download the report here:

https://bit.ly/3EbBnZZ

The playbook, "Modern marketers' guide to connected consumer journeys" led by MMA's e-commerce council and GroupM members is an attempt to highlight the growing influence of the broader e-com and digital selling landscape. It also aims to build an overall understanding of the ecosystem and address cluster-specific issues, improve capability in the Omni Channel Marketing and streamline the ecosystem by developing a common vocabulary and enabling industry standards. It has outlined how organisations and digital business leaders can improve their understanding of the shift in consumer behaviour and solutions that will drive the next phase of growth.

The accelerated adoption of online channels by consumers has brought about a shift in purchase behaviour. The report revealed that today, 62% of urban users are researching products online before making any purchase either online or offline. Moreover, 50% of offline shopping across categories involves online product research, the report highlighted. The guide is a compilation of learnings and insights by multiple industry experts and an analysis of the e-commerce landscape in India.

According to the report, though the voice is at a nascent stage, Indians are leapfrogging on voice adoption; the market is expected to grow by 40% by 2022. Not just on Google Assistant, voice is rapidly growing as a preferred medium of input across Search and YouTube. Furthermore, online video spending has seen the highest growth rate of 46% in 2020, as compared to other media channels. Online content consumption grew 35% post-Covid, with a total growth of 13% in time spent on OTT from January 2020 to January 2021.

Download the report here:

https://bit.ly/3JBISLV

MMR 2022
Feedback Survey

>>>>>>>>>>>>

Please spend a few minutes sharing your thoughts with us.

Click here to fill out MMR 2022 Feedback Survey

MMR 2022 Feedback Survey

Modern Marketing Reckoner

Building Winning Marketing Organisations

FIRM VALUE
STRATEGIC VALUE

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The Modern Marketing
Value Proposition

STRATEGIC VALUE

OPERATIONAL VALUE

FIRM VALUE

EXCHANGE VALUE

CUSTOMER VALUE

KNOWLEDGE VALUE

EXPERIENCE VALUE

ENGAGEMENT VALUE

Modern Marketing Reckoner

What is a Winning Marketing Organisation?

Anurita Chopra
Head of Marketing,
GSK consumer healthcare

First of all, what is a winning marketing organization? Let's start with everyone's favourite buzzwords – an organization that's willing and able to change? An organization that adapts, keeping the consumer at the heart of everything? Is it a place where people experiment with new ways of reaching the consumer? Oh, and how can we forget "digital" and "big data"? Well, the easiest answer is to say "all of the above".

But I want to dwell on the exact phrase of the topic – a marketing organization. An entire organization that gears itself to serve the consumer, with brands – products, services, experiences – that are consistent with the organisation's mission. Then it really doesn't matter whether we're talking of the Marketing team, the Sales team, the Finance team, the Supply Chain team, the HR team or any other function since all functions play the singular role of keeping the business in business.

Every single person is aligned to the purpose, and when the purpose of the organization is aligned to the purpose of the consumer, then we're talking of a complete match. The idea is to always find that nugget of gold that we marketers call the consumer insight. What is the problem that the organization is trying to solve? Is it easy accessibility, is it better health,

is it sheer entertainment, beauty, travel – what purpose are you trying to fulfil and how would you do that better than any other? How would you continuously keep monitoring yourself to see whether every action of yours is aligned to the singular purpose of making a difference to your consumer's life, through the organizational purpose that you're aligned to.

Great organizations have rallied, recharged, reinvented to stay true to this purpose. Organizations that have not moved with the consumer, have felt left out in the cold, while

some other organization would have picked up the evolved needs, and moved on. Technology is a great space to watch this in motion – whether it's devices or services – the consumer is looking for convenience, simplicity, great experience, and new levels of comfort. Can you think of any winning organization that has not kept the right innovation at the core, and not had everyone including the product design team, the services team, the tech team aligned to offer new age experiences, but ably supported in all ways by all the other functions of the organization. In essence, therefore, any winning organization by definition is a winning marketing organization, knowing the consumer need, sometimes before the consumer realizes it, showing the path to the next bastion to the consumer, which actually translates to consumer delight, and not having to remind every function that their singular purpose is winning with the consumer every day.

Every time that the consumer chooses you over any other, you have won. Every time your offering makes a positive difference in the life of the consumer, giving her relief or joy or a resolution to a problem she may or may not have acknowledged even to herself, you have created delight. Every time your employee has brought a smile to a consumer's face, even if it is the delivery person of a food delivery app, you have lived your purpose; and every time this has been fueled back to the organization as a winning habit & practice, you have created a winning culture and a winning "consumer" organization.

And that is the crux of it all : A winning marketing organization is a winning consumer organization.

The Growth Paradigm -

How has it Changed in a World Driven by Technology?

Ajay Dang
President – Aditya Birla Group, Head -Marketing, UltraTech Cement

Pick up any industry or for that matter sphere of life. There is little that technology has left untouched. From politics to pandemics, products to processes, technology seems to have altered the linkages across the board.

Fundamentally, technology lowers transaction costs, increases access and lowers entry barriers. It has also lowered the cost to achieve scale in many areas. Traditional definitions of category and competition, all are changing. Moats built around profitable businesses are rapidly being breached.

Consumers themselves are forced to recon with rapid change and evolution. In turn they demand solutions that are different from what was acceptable yesterday. This is the reason for change not just in sectors traditionally thought as IT/ digitally linked but also categories which are truly brick and mortar.

The change is so ubiquitous, yet paradoxically we struggle to keep up with it. Consider two areas, how we exchange value (money) and exchange ideas (communicate). They have both changed drastically in less than a generation. In this context, how then are we to search for growth, where everything seems up

in the air. Also is it all doom and gloom for those who believe in the fundamental process of value creation?

This rapid change does not fit neatly into the containers of the past, and this unfamiliarity scares us but in fact, there is reason to be optimistic and excited. In the churn of industries, there is a great opportunity to build new solutions, strengthening brands and building new business growth engines.

There however needs to be a new approach to address this change and turn what appears to be a threat into an opportunity. The following is a useful checklist for managing in these turbulent times.

Who is the core customer/need you "Choose" to serve

Keep a sharp focus on the core customer you choose to serve, their "Jobs to be done" and how you uniquely deliver value to them. This choice making will act as the north star guiding your strategy and focus. Who not to serve is as critical a choice, as whom to serve.

Identify the Unchanging:

In times of great turbulence, it is critical not just to focus on the evolving, but also the unchanging. This is the core that holds the business together.

As Jeff Bezos, the richest tech entrepreneur puts it well "People are always asking me what's going to change in the next 10 years. "But a much more powerful question is: 'What's not going to change?' "The answer to that question allows you to work on those things with the confidence that all the energy you put in today will still be paying dividends in the future."

If we boil it down a basic level, the basic human need that your business serves, typically remain unchanging. Because, although the technology changes, human beings don't. In the growing clutter – Sharper insights, executed well, will matter even more.

Identify, What will change dramatically

Question the basic assumptions of your business...and while you are at it, question everything. The environment and the context of your customer is changing with greater connectivity, greater access and more information. This leads to changed expectation from businesses and at times a completely changed role of the offering in their life.

Remember , when watches were used to tell time?

The role of each function within the company and your extended value chain is also bound to evolve. Consumer durable manufacturers don't need in-store sales reps to guide customers, who are already educated through online reviews. As sources of influence/ wisdom for customers are rapidly changing, some traditional roles need rethink.

With technology reducing the transaction costs, and effectively matching supply to even niche demands , the number of customers and markets one can serve at the same time is rapidly changing.

Each one of these markets/customers in turn has a possibility of opening gates to new growth possibilities or making the business much more efficient.

Look at the market more broadly

Smart businesses and marketers keep a tab on what substitutes serve their consumers need in the broadest sense, way beyond the competitors from the narrow industry/ product definition.

Technology has a way of breaking bottlenecks and suddenly making any fringe solutions/ substitutes widely known and widely usable. Airbnb's asset light model has looked at the travel & stay market in a completely new light.

This step-back view of looking at the customer need rather than industry, has not just helped them scale rapidly but also adapt spectacularly to the pandemic times.

Being slightly better than your equally inefficient competitor is no longer good enough as disruptions and opportunities can come from any side.

Supplement your offering

Customers are buying a "bundle of benefits". Or as Clayton Christensen pointed, when we buy a product, we essentially "hire" it to help us do a job. Instead of just selling "A quarter-inch drill" to people are looking for a "Quarter-inch hole!", technology can enable "sharing of expertise" and help customers do the job in the most cost effective, error free and effortless fashion. Don't forget, consumers are also coping with massive change, they need help. With technology even traditional

products can also add value added services and transition to solutions that deliver superior customer experience. At UltraTech, besides providing the best quality cement, technology has enabled us to offer the much needed home building expertise to millions of consumers. This solution has enabled better outcomes for first time home builders in the "Biggest project of their life".
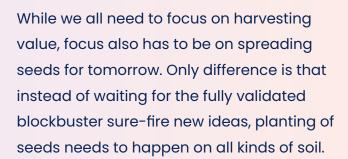
Change the way you operate

Technology has accelerated timespans, and magnified scale. Any operating team serving consumers thus needs to be built for Agility (Read: De-layer and break internal company silos, reconstitute teams for tasks rather than functions) and build for rapid Scaleup.

Let the old not become the enemy of the new, traditional domains and turfs often prevent it from happening.

Not just harvesting, plant the seeds for tomorrow

While we all need to focus on harvesting value, focus also has to be on spreading seeds for tomorrow. Only difference is that instead of waiting for the fully validated blockbuster sure-fire new ideas, planting of seeds needs to happen on all kinds of soil.

Plant seeds in many fields - In an environment of flux, there needs to be a portfolio of bets and only experimentation and rapid learning will point you towards the truly fertile ground for tomorrow.
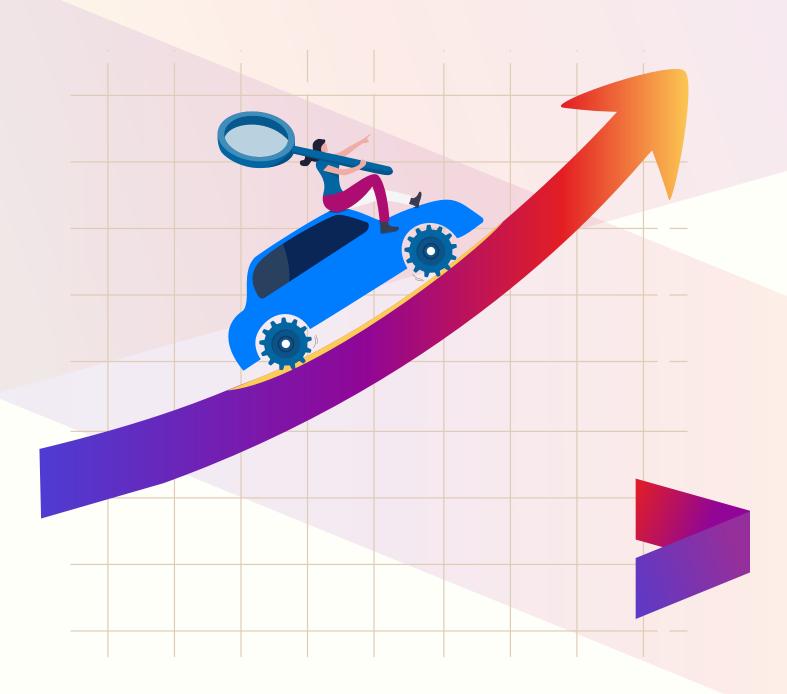
Finally Brands will become even more valuable

Brands at their basic level simplify the complex job of choice making for consumers and thus are very valuable. In a time of rapid change and complexity, customers look for reliable shortcuts and anchors of trust to simplify life.

Sustained investment in brands with consistency thus becomes mission critical.

Time of great flux is the time where assumptions need to be revalidated, focus on core relationships reaffirmed and we need to go back to basic principles…most importantly stay empathetic and human.

These are times that call for mental, strategic and execution agility, rich rewards shall follow.

To Seek, to Strive, to Find, and not to Yield

M A Parthasarathy
Chief Strategy Officer,
GroupM, South Asia

These famous words, written by Lord Tennyson in his epic poem "Ulysses" in the early 19th century, ring very true in the modern world of marketing powered by Data & Technology

Marketing organizations should first seek to understand where exactly they are placed when it comes to data maturity. A robust audit is the first step to assess the availability of consumer data within the organization. This should address the following questions: Are there multiple data sets which are not really de-duplicated or integrated? Is the data being cleaned and enriched? How granular is it? Is the utilization optimal, with a strong learning and feedback framework? Do various functions within the organization have an aligned vision of the metrics that matter? Is the structure and talent appropriate to make the best possible use of the data?

There are multiple models and approaches to assessing the data and tech maturity of organizations. It is beneficial to choose an approach that leads to actionable insights.

Having defined the current status accurately and with the desired granularity, the next stage is to define what exactly we are striving

for. This is where we set a vision for Data and Technology within the organization, along with a clear definition of success. At this stage it is critical to align all key stakeholders and owners of data sets as identified by the audit.

A well-defined plan with a glide path of Walk – Run – Fly needs to be set to manage the progress. Identifying meaningful use cases of data and technology at every step along the glide path is also essential, along with the metrics that will be monitored. Choice of the

use cases and pilots could be driven by ease of implementation and potential scale of impact. It is essential to ensure some early wins.

Finding the right platforms and partners to associate with is a pivotal decision on this data transformation journey.

Marketing organizations are increasingly making large investments on DMPs & CDPs. In some cases, we see these investments not yielding the desired business impact. This is often because the choice of platform is not fully in synch with the data assessment, vision and glide path. The platform we choose should ideally have been used in similar industry verticals, in organizations of similar scale and data complexity, and for similar use cases.

The right partners play a big role in driving success – be it platform implementation partners, data partners who can help enrich your data, agency partners who leverage & deploy the data in marketing campaigns or measurement and attribution partners.

A system of continuous tracking and integrated analytics is important to find patterns, identify causality, understand the outliers and make "Stop-Start-Continue" decisions.

The world of Data Driven Marketing is complex and ever evolving. There is no silver bullet for overnight success. Marketers need to stay strong and not yield. Not yield to the P&L pressures of immediate business results. To the safety of a "tested and proven" approach. To the temptation to chop and change strategies every time a campaign falls below expectations.

Marketers need to manage a very delicate balance. On one hand they need to stick to the larger plan and glide path, ensuring sustained buy-in from all stakeholders and consistent measurement over time. On the other hand, they need to ensure flexibility in budgets and plan for frequent pilots and experiments with emerging data partnerships.

A tough task for sure, but the rewards of doing this right more than justify the efforts.

Powering Businesses to Build for
A Digital-First Advertising World

Sandeep Bhushan
Director, Meta Business Group, Meta India and
MMA India Board Member

fastest growing marketing channel in India - soon to overtake TV. This is in line with several other industry estimates. While this shift was inevitable, it's been accelerated with consumers turning to digital for their every need over the last two years - from education and healthcare to financial services and entertainment to more.

As we move towards the inflection point of digital becoming the largest advertising channel in India, the key question for marketers in 2022 will be around what they can do to adapt to this accelerated shift while continuing to deliver the desired business outcomes.

Privacy and Personalization Drive Discovery

As we embark into 2022, it's amply clear that digital has been the most powerful driver for businesses and the economy through the uncertainties of the last two years, enabling them to not just survive, pivot, and innovate but also to experience tremendous growth. This has been driven by deep consumer adoption of digital tools leading to enhanced consumer experience.

A few weeks ago, the Boston Consulting Group's report with Meta and several leading industry partners revealed that digital is the

A large part of a marketers' effort is geared towards having their brand's products and services discovered by the right audience. The power of personalized ads has enabled brands and products to discover the people they are most desired by. Digital has broken down the walls between people and businesses, enabling a deeper and a more seamless connection. To us it's no surprise that as per a Meta-commissioned survey done by GFK, 96% of the surveyed people said that they discover brands and products online. Another Meta commissioned study by Deloitte revealed that 84% of surveyed SMBs in India reported that personalized ads were important to the success of their business.

The marketers who can understand the power of discovery can help their business go direct-to-consumer, expand and scale globally in a short span of time, and consequently unlock massive growth for their business. At Meta we've seen several inspiring examples of this. Two Brothers Organic Farms is a small business in rural Maharashtra that is now delivering across 700 locations nationally and internationally on the back of digital and Meta platforms.

We believe that privacy and personalization are not at odds - consumers today value both and this allows business to drive efficient discovery. Multiple tools now exist for businesses to manage data and share it in a safe manner.

With tools such as Business Messaging now widely available, marketers now have the

ability to funnel discovery into conversation to help drive business outcomes on not just the more involved categories but also with the new-to-commerce internet users.

Measure incremental business outcomes

In order to unlock growth, there is a growing need for businesses to measure the true impact of marketing on business outcomes. The industry consensus is that there is no single measurement method or metric that will address all measurement requirements. The core recommendation for advertisers as per the report by BCG, Meta, and key industry partners is to have an incrementality based approach at the center of their measurement philosophy. The report also reveals that strategic measurement can unlock a 60% sales uplift, 10x return on ad spends, 25% increase in gross margins. Consequently, inadequate measurement leaves significant value on table - a 65% higher cost of acquisition due to poor measurement

Build for Mobile and the Metaverse

While the metaverse will take shape over the next decade, there is plenty that the businesses can be doing now to interact with their customers using the technology that will power it. AR and VR are already becoming mainstream, allowing customers to do everything from trying on clothes and shoes virtually to experiencing the latest mobile phones and cars remotely. Brands are harnessing the power of creators, who understand better than anyone how to create alluring content for brands—using tools such as Instagram AR filters.

We've seen explosive growth in how businesses are using immersive technologies over the last few months. A YouGov study for Meta showed that more than 50% of the shoppers are increasingly influenced by virtual demos in their purchase decisions for several categories such as apparel, health & beauty, cars, and mobile phones. Brands such

as Lakme enabled AR-try-ons on Instagram in India and saw strong results using the Augmented Reality tool.

As a first step, the savviest marketers already know and have reaped the benefits of building for the medium rather than merely adapting for it. The consumer behavior on a mobile screen is dramatically different from the one witnessed during television viewing. In a world where digital is mainstream, businesses need to build for vertical mobile viewing, which is built for sound-off and is a delight with sound on.

If 2020 was about adapting to the new normal, and 2021 was about economic recovery then 2022 can be about explosive growth for businesses by harnessing the potential of digital. The businesses that take the lead in this monumental transition will be the ones to win their consumers and scale their business for years to come.

To know more about our offerings click here

https://mmaglobalmmr.com/meta/

Rethinking Portfolio Strategy in Changing Times

Avinash Pandey
CEO, ABP Network & MMA India
Board Member

Portfolios reflects the ethos of a brand where each existing and new vertical is driven by meticulously catering to customers and market demands. Designing a portfolio is not what you have to offer as a brand. It is to understand the diverse needs of your customers and align them with your capabilities. This process is based on thorough research and analysis which helps to innovate and remain a step ahead of the competition.

The last two decades of the 21st century have witnessed some unprecedented disruptions which triggered significant changes in consumer behaviour all over the world. Unlike homogenous nation like Japan , in a diverse country like India, with different ethnic, linguistic, and religious variations, designing portfolio strategies could be a challenging task. However, these variations offer brands a terrific opportunity to diversify their portfolios and find demand for each segment.

Key Factors Influencing Portfolio Strategy in India
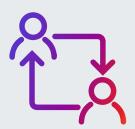
With regards to India too, several developments over the past two decades have constantly kept brands up on their feet. The following are some of the overarching developments that have caused a rethink in portfolio strategies across the country.

Digitalisation.
India has rapidly digitalised and has more internet users than ever. As per Statista, by 2020, there has been a staggering growth from 92 million to 749 million Internet users, making India the second largest online market in the **world**. Consequently, brands have accelerated their growth in the online segment, diversifying their products to attract more consumers from the digital space.

Changing media consumption patterns.
Media and entertainment consumption patterns changed drastically in the past two decades. Brands have leveraged the digital media space actively and innovatively. The growing social media avenues have led to the creation of unique platforms for content and communication.

Increased literacy and development.
India has witnessed a landscape of change in national growth and development since 2000. This has uplifted a section of population through employment and education, who have become new target customers for brands.

Agile financial exchange. The modes of financial exchange have become more agile in recent years, with UPI, mobile banking, buy-now-pay-later and other mediums making business and transactions easy. This has helped brands back their products with innovative revenue generating business models.

The pandemic impact. The COVID-19 pandemic has influenced the customer behaviour tremendously. People and brands have gone more digital. The focus is more on health, hygiene, and safety. This has allowed brands to innovate products and add value to the customers.

Redesigning the Portfolio at ABP Network

Much like other brands, the factors and recent developments have led ABP Network to rethink its portfolio strategies. Post-COVID outbreak, ABP Network as an industry leader in news media and entertainment has reinvented its portfolio to bring our audiences engaging content in the difficult times. We understood a large population of linguistic diversity needed easy access to reliable news media for staying abreast with latest developments. We realized that viewers needed quality content, which is readily available on mobile devices,

digital platforms and preferably in their native languages. Therefore, we successfully forayed into regional markets, with ABP Nadu and ABP Desam digital platform being received overwhelmingly well in the Southern market.

Focusing intensely on diversification, we innovated to venture more strongly into sports broadcasting. We acquired broadcasting rights for Tata Steel PGTI, MP Cup 2021. We also wanted to establish and explore the tremendous potential of ABP Studios. With the aim to produce good quality content for viewers, we produced the critically acclaimed Marathi feature film, Karkhanisanchi Waari (Ashes on the Road Trip) currently streaming on SonyLiv.

Foreseeable Developments that will Impact Future Portfolio Strategies

The year 2022 is highly important for the broadcasting sector. The much needed Government's National Broadcasting Policy draft is expected which will impact on current product portfolios. With the advent of 5G data connectivity, new digital possibilities will become a reality. We are aware that immersive world of augmented or virtual reality could become rapidly viable. While that domain develops, brands will accelerate their digital presence even more.

Furthermore, subscription based content will see growth, offering brands opportunities to design new content monetizing solutions. On the same lines, DTH providers may begin providing viewers more subscription based content. In 2022, to diversify our products portfolio effectively we will strengthen our sports features and further invest in our studio production arm, ABP Studios, for creating more diversified, home-grown content across genres.

The Way Forward

For this century, major uncertainties might be a regular feature. This essentially does not have to be negative. The uncertainties are so transforming, and technology advances are so exciting that brands across functions would have to continue rethinking their portfolio strategies throughout the century. The brands that customize, personalize and package quality content for specific target customer groups will strengthen their share of the market.

This will push competition and innovation at the same time. One challenge would be to retain customer loyalty, and those who will be delivering quality of product, content, and services will be rewarded. For the viewers and customers, the time is ideal. Products and services would be delivered at home or preferred locations, while customers will be really spoilt for choices.

Winning the Sustainability Challenge

Preeti Reddy
Chairwoman-Insights Division, South Asia, Kantar & MMA India Board Member

Once a niche focus in more mature markets, today the importance of sustainability has hit the mainstream. Businesses and governments around the world are beginning to understand that we all play a part in handling the effects of environmental degradation and climate change.

Businesses are also beginning to recognize that growth can come from a focus on sustainability:

/ Sustainability is good for business: Unilever reported 46% faster growth for its most sustainable brands compared to the rest of its portfolio in 2017

/ Sustainability is now a business metric: 48% of Fortune 500 companies acknowledge climate change as a financial risk in their annual reports

Consumers, too, are conscious about the need to be sustainable. In Kantar's Foundational Sustainability study for India:

64%
said that they factor in sustainability at least once in a while when shopping

76%
pay attention to environmental and societal issues in the news

74%
believe that buying sustainable products shows others who I am and what I believe in

77%
are prepared to invest time and money to support companies that do good.

But taking the right action is not easy. What consumers want to do and what do they actually do –the value-action gap – is still very real. Despite being conscious about the need for a more sustainable lifestyle and despite good intentions, there are definite barriers in place that prevent sustainable consumption from being an easy, frictionless choice. Therefore, despite heightened concerns, consumers are unlikely to lead the sustainability transformation. Businesses and brands need to (and are expected to) take leadership. Consumers don't feel that it's up to them to clean up the mess.

But organisations face challenges in developing a sustainability strategy. The 4 common challenges that many businesses are facing:

1 **Not knowing where to start:** the sustainability strategy is set by the CEO perhaps, but there is no clarity down the line on how to go about executing the

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strategy. The CEO's aims are clear, but the concept is abstract and there are so many sustainability issues and ways to address them. Where do you even start?

2 **Fear of doing wrong:** consumers expect business to lead on the sustainability agenda. Yet we all know about businesses who have suffered backlash for taking on environmental and social issues that were felt to be 'greenwashing'. This can cause paralysis in organisations to take action.

3 **Internal challenges:** internal stakeholders resist the moves because the P&L will be challenged.

4 **Organisational silos:** sustainability straddles corporate, marketing and operations all with different objectives. These functions are often siloed making it hard to align and progress forward.

It is no longer enough for a company to make broad-brush social or environmental commitments. Business needs help to realise the commercial opportunity and to navigate where to prioritise in their sustainability journey. Specifically:

Burning platforms – What are consumers' top sustainability issues in your sector? Which areas of the 17 SDGs should you be focusing on to engage consumers?

Consumer behaviour – What do the emerging sustainable behaviours mean for your business?

Unpack value-action gap – What are the biggest value-action-gaps in your sector? How can you address these barriers to unlock opportunity for your business?

Activations – Who should you target, how and with what messages to succeed? How can you link to activation through efficient media targeting? What does it mean for your growth strategy?

One of the biggest questions we hear is 'where do we start?' Kantar has built a framework to help build a consumer-centric sustainable transformation strategy by identifying where to play. The start of this journey is to go beyond top-down strategy and focus on what matters to consumers and also fits in with a brand's narrative.

To help do this, Kantar conducted a global Foundational study run in 35 markets across the world in 2021, including India. The study provides a validated approach to uncovering people's truth around sustainability.

According to the study, Indians are showing most concerns in 8 key areas within the 17 SDGs.

Indians are showing most concern in 8 areas of the SDGs framework
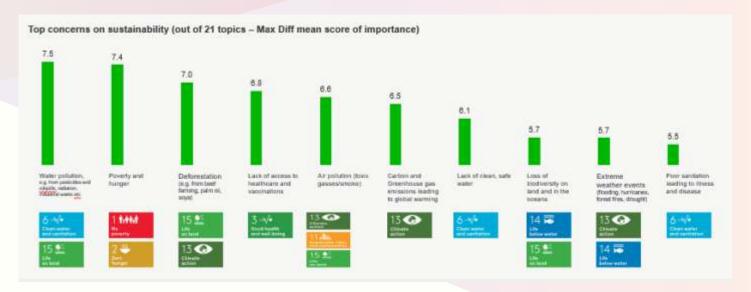
Source: Kantar Sustainability Foundational Study 2021

Top concerns include Immediate environment, Basic rights and Future environment damage Despite the 2020 pandemic, inadequate healthcare not in the top 3 (though ranks higher in India than most other countries)

Top concerns on sustainability (out of 21 topics – Max Diff mean score of importance)

Source:

Kantar Sustainability Foundational Study 2021

Q7a. Which of these issues are you most concerned about and which are you least concerned about? (MaxDiff)

Total n=1026

But how should brands move from stated consumer concerns to real concerns that need to be addressed.

Kantar has built a framework that helps brands do this:

FUTURE SWORDS - Implicit brand engagement drivers:
Lower claimed importance but higher derived importance
Gives you competitive advantage. Once primary drivers are leveraged these drivers can then further differentiate moving forward

SWORDS - Explicit brand engagement drivers:
Higher claimed importance and higher derived importance
High priority – once the must-haves are there, key market drivers can be leveraged to develop a brand's competitive advantage

Not a requirement:
Lower claimed importance and lower derived importance
Low priority – can be ignored

SHIELDS - Must haves
Higher claimed importance and lower derived importance
Hygiene factors – without these the brand does not meet fundamental consumer expectations

People associate specific issues more strongly with certain industries and will hold brands more accountable in these spaces

Source:

Kantar Sustainability Foundational Study 2021

Q8a. Different categories of product face different issues with the way their products impact the world. Please indicate which issues if any, you associate most with each category Total n=1026, Oil and gas n=207, Financial services n=182, Technology companies n=212, Food and meals n=196, Travel services n=175, pharmaceutical products n=204

So, what's next?
Some questions for business to ask themselves

What is your brand's POV on sustainability? Have you inventoried sustainable practices that you already practice? Can they be promoted to consumers?

How can your brand help educate consumers on how they can contribute? Can you make sustainability efforts more inclusive to all economic groups of consumers?

Is your organization ensuring that your actions stand behind your words so that you are not accused of 'greenwashing'?

Many consumers look to sustainable practices in connection with improvements to health and wellbeing. What sustainable practices can you incorporate into your company and brands' actions that will directly be associated with consumers' healthy practices?

Sustainability practices can often also be behaviors that can help companies to be efficient. Is your company already using technology to track, manage and optimize? Can these practices be promoted to consumers?

Purpose Led Marketing:
Towards a More Sustainable Ad Industry

Roshni Das
General Manager &
Sr. Marketing Director,
APJ Regional Marketing,
Intel

The increasing awareness around business and societal factors like climate change, diversity and inclusion and privacy and protection, especially by a newer, younger audience, now require brands to act in a more responsible and 'green' manner. A recent report by Accenture shows that 81% consumers want companies to take a stand on issues that matter. This is outlined through the Environmental, Social and Governance (ESG) framework, which evaluates and scores a company's collective conscientiousness. I'd like to focus on the ecological dimension of sustainability and the role of brands and advertising in reducing the company's environmental footprint.

Under the environmental umbrella, carbon neutral and carbon negative are terms that have entered popular discourse. For example, in 2020 - under the Paris agreement, top Indian companies including Tata, Mahindra, Reliance and Dalmia Cement pledged to move towards carbon neutrality. Intel has committed to having a positive global impact via its RISE 2030 goals of scaling its work by being Responsible, Inclusive, Sustainable and Enabling its people. Intel was one of the first companies to commit to the responsible sourcing of 'conflict minerals' at every stage

of the supply chain – tantalum, tin, tungsten, gold and cobalt- which are integral to the technology we rely on. Moreover, semiconductor fabrication utilizes a huge quantum of water. As guided by the Global Water Policy, Intel aims to achieve net positive water use by conserving 60 billion gallons of water and funding water restoration projects.

But this scope of the sustainable media ecosystem has now expanded to include not

just carbon footprint, but also its 'brainprint'. This means that the conventional role of marketing has also changed from driving preference and brand growth, to driving *purpose-led communication*. For leading brands, the core of purpose led marketing involves "**defining sustainable media and advertising**, and demonstrating its value for the planet and for businesses".[1] 82% of advertisers are now applying CSR and brand values to media spending, as per the 2021 Advertiser Perception Trust Report. For marketers, this begins with focusing on the "how to" instead of "why buy" in their marketing messaging. Intel, for example, through its AI for Youth initiative, is empowering youth with AI tech and social skills in over 30 countries, to make technology fully inclusive and expand digital readiness. Intel's She Will Connect program is helping close the gender gap in STEM by providing development opportunities for 1M girls. In India specifically, PC Pathshaala and Project Aspiration were born out of listening to social cues, customer conversations and the shift to online learning. For the first, Intel corralled its eco-system partners to put together an outreach that would help people navigate learning in the new environment. For Project Aspiration, Intel came together with Career Launcher and AWS to support the Department of Education of NCT, Delhi in enabling educational continuity for public and government school students.

Besides the messaging, here are some ways brands are approaching purpose led marketing:

Reuse and Resell through the circular economy

Some brands have focused on the 'Product' aspect of the 4Ps and looked at reusing resources at the core of their strategy. One such example in the fashion industry is that of H&M. They maintain a circular supply chain by not using any factories and maintaining a just-in-time production system, which minimizes waste. They have also enabled used garment collection in their stores across the world, whereby recycling used materials into their newer outputs.

Similarly, in the tech industry, by 2025, a huge pile up of discarded batteries, devices and packaging, is likely to affect **consumers' choice of brands**[2]. The imperative lies with the ecosystem to find ways to upcycle products and reduce product obsolescence.

Carbon Neutral Advertising

Advertising pollution is a widespread, but often underestimated source of carbon emissions. The amount of energy used to power digital advertising, including the computing power required to support the massive scale of online auctions, leaves behind a huge carbon footprint.

Brands like Unilever, WPP and Sky, have partnered to create the AdGreen initiative, which helps brands track their carbon footprint through a calculator tool, train marketers, offer a renewable energy buy-in scheme and an offsetting scheme. Moreover, reducing the impact of creative production and balancing the length of advertisements are simple steps too, which brands are adopting to reduce their carbon footprints.

Companies need to monitor their sustainability efficiency at every step, to find avenues for improvement. For example, Intel has included ESG metrics aligned with its cultural transformation and 2030 RISE goals, with a portion of its executive and employee compensation. This ensures that CSR is embedded into the company's strategy to drive continuous improvements in Intel's performance.

In conclusion, consumers are looking for brands to mitigate their impact on the environment and show their human sides. Marketers who can lead authentic ecological conversations for their brands ahead of political governance, are likely to gain their younger audiences' trust and share of wallet in the future.

Accountability through sustainability KPIs

Both above points neatly tie into this last point around metrics. A crucial way for marketers to urge action is to build these sustainability values as core KPIs for the organization. Sustainability needs to be embedded into every avenue of the business' supply chain.

1 | Dentsu and Microsoft, 2021. The Rise of Sustainable Media.
2 | IDC, 2021. IDC Futurescape: Worldwide Future Consumer, 2022 Predictions.

Building Winning Marketing Organisations

Rajesh Ramakrishnan
Managing Director,
Perfetti Van Melle,
India and MMA India
Board Member

I am really glad that the theme for this report is "Building Winning Marketing Organizations". The key point to note here is that it's not about building winning marketing departments but building winning marketing organizations. And that is because marketing is a job that isn't limited to one function, but rather straddles across departments so that organizations can add value to themselves- build 'firm value" and to their customers/consumers – build "customer value".

The last 2 years have been a whirlwind to say the least- the world as we know it has considerably evolved and along with it consumers have evolved with newer consumption patterns and behavior. Organizations need to evolve to keep pace with the changes. They can do this through greater customer-centricity, more active social listening, making all functions responsible for brand-building and by demonstrating care and concern for a better world through its sustainability initiatives. Technology will continue to play a big role in the journey, and organizations would do well to invest in this ahead of the curve. Organizations would also need to build the right kind of structure, capability and culture

so that they not just survive, but actually thrive in this increasingly VUCA world.

Marketers in turn need to evolve keeping in mind changing consumer needs. Consumers are becoming more discerning and demanding- providing them the right value proposition is key. They want to express their point of view and engage in two-way communication- technology will play a big part in listening in to consumers and engaging with them. Consumers are also seeking a higher sense of purpose from their lives and also from the brands that they use. This has a few implications for Marketers. They need to have a more holistic view of the business and increasingly act as business managers than just marketers. It would be good for marketers to build a larger purpose

around their brands which builds both love and respect of the consumers for their brands. Marketers need to pro-actively manage the dynamic eco-system comprising of various partners across the spectrum- creative agency, media agency, research agency, PR agency, digital agency and so on. There is a tremendous overload of data which can be overwhelming and having robust processes and good intuition to glean relevant insights from the data is key to success.

Leadership is all about leaders nurturing themselves even as they nurture their team. This involves managing the 4 domains of energy- physical, mental, emotional and spiritual. This will enable leaders to work at their full potential and also inspire their team to work at their full potential.

To summarize, organizations and marketers need to take a more holistic and consumer-centric approach, while being agile and pro-actively manage the eco-system. Technology will continue to play a key role in the success of organizations and a lot would depend on how it is leveraged. Building on the softer skills in the organization and creating the right culture would be a key differentiator.

One of the key learnings from the pandemic has been the need to focus on the softer skills as well across the organization. This would be very critical for the Marketers as well. The 2 areas that I would specifically lay emphasis on are around Growth Mindset and Nurturing Leadership. Growth mindset, as opposed to Fixed mindset, is all about being open and finding newer ways of doing things. This can lead to increase in both efficiency and effectiveness. This needs to be carefully cultivated across the organization. Nurturing

Changing and Evolving Role of
Marketer

Ankur Malhotra
Chief General Manager,
– Consumer & Commercial
Marketing, Bridgestone

We marketers needless to mention are at an interesting cusp of massive, transformative, life-changing tenure of human race – which is being fueled by not only exponential technologies but exponential growth in new technologies. In our daily work we see and observe significant momentum and traction for exponential technologies such as – Internet of Things (IoT), Artificial Intelligence (AI), Blockchain, Cybersecurity etc. Given we now are getting to understand the transformative impact of these technologies the conversations around these have gone ubiquitous; encompassing managers, board rooms, CIOs or CXOs.

Existing end user platforms are getting disrupted- while they have served us for last few years – and will continue to lay a part in the exponential technology- led transformation, but increasingly new interfaces are coming to the fore- Virtual Reality (VR), Augmented Reality (AR) and Mixed Reality (MR).

Opportunities will lie in identifying areas of synergies between the new and traditional interfaces in order to deliver the future of immersive user experience. Enterprises are made to shift from single device to multi-

modal experience. The change is so fast that even the latest buzzword 'Cloud computing' is coming of age and is in part being augmented through new architectural paradigms such as 'Edge Computing'-the same becomes important in cases where enterprises need to reduce the latency in running AI algorithms and eventual response time.

Exponential Technologies are smart, pervasive and embedded. Their footprint in global business is increasing at unprecedented rate. The interesting aspect is that unlike traditional technology areas, they have strong applicability outside of the business world itself – on society and humanity with huge potential of delivery end to end impact.

The power of technology and data has helped develop a circular journey where physical retail initially inspired innovations in e-commerce, but the reverse will be seen in the coming decades to create space for both forms. In last few years we have experienced how disruptive technology ecosystems are fueled by data richness, and data richness is fueled with scale. We have all experienced some key disruptive technologies in last decade which has provided significant growth to e-commerce what it experiences today (as below):

Internet bandwidth increased, cost reduced and provided access to more and more people. This rapid increase helped speed up the ecosystem of technology and data enablers.

Tremendous research, investment and success on informational retrieval or search technologies

Rapid ramp up of mobile enabled smartphones

Spread of Social media platforms – FB, Insta, Snapchat etc.

Emergence of cloud computing

While all this is what we have experienced what we need to be ready is with the 'Experience' it provides to consumers and what it makes 'New Normal' for consumers across segments (including us)

It's imperative we consider ourselves and our family members as consumers and customers of various categories and read closely the changing expectations in terms of download speed, easy search, ease of navigation, product quality, service initiatives, efficacy of brand and its connect across both physical retail and e-retail space and importantly post purchase expectations and behavior.

The same will help us better understand the readiness we need to have to ensure seamless, impactful connect with our customer base. I firmly believe that gone are the days when roles for better understanding of consumer insights and taking relevant actions can be classified either as CMO or CXO etc… We need to imbibe title of CEO (Chief Equity Officer) to help ensure all aspects whether its Technological know-how to find best relevant platform or tech solution or CXO to ensure a seamless and better experience.

MMR 2022
Feedback Survey

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Please spend a few minutes sharing your thoughts with us.

Click here to fill out MMR 2022 Feedback Survey
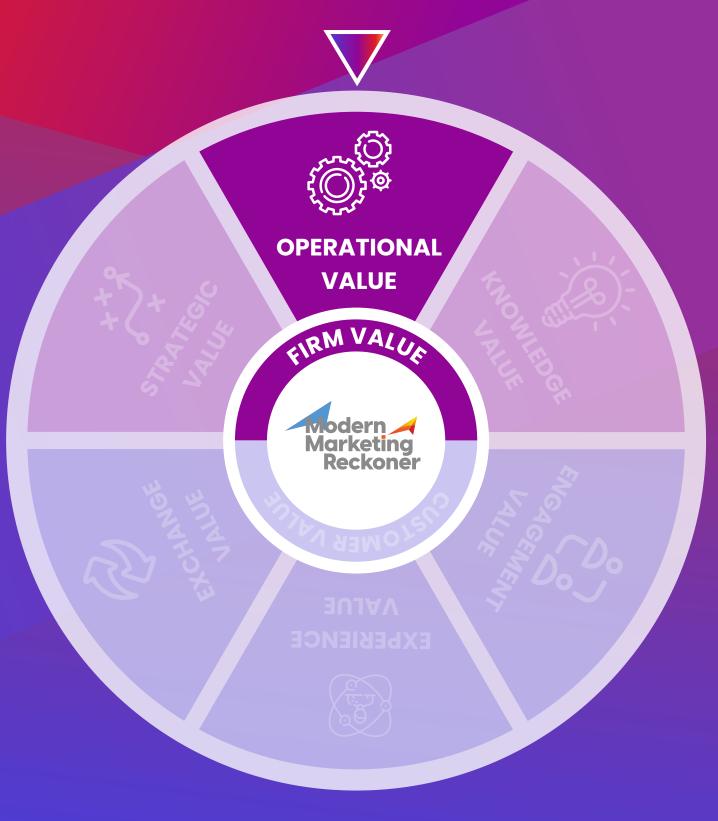
MMR 2022 Feedback Survey

FIRM VALUE
OPERATIONAL VALUE

The Modern Marketing Value Proposition

OPERATIONAL VALUE

STRATEGIC VALUE

KNOWLEDGE VALUE

FIRM VALUE

EXCHANGE VALUE

CUSTOMER VALUE

EXPERIENCE VALUE

ENGAGEMENT VALUE

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Building the Martech Roadmap

Arun Neelakantan
VP - Digital Transformation and Growth, Unilever South Asia

How is it Different for D2C Brands vs Established Brands?

Just a few years ago, Martech was limited to marketing professionals using a basic amount of data and information to support decisions they had already taken. Over the last couple of years, Martech has transformed, to encompass the entirety of tools that a company uses to engage and interact with its consumers and customers. With the lines increasing blurring between marketing, sales, design, and operations, Martech includes the ways and means of reaching the product and product information to the consumer, spanning both measurement and deployment, and hence becoming a strategic thrust for organizations.

D2C vs Established Brands

The approach for new age D2C brands vs established brands towards building their Martech capabilities can be seen as complementary parts of the journey. The D2C brands start off with a nascent consumer base and to be successful, they need to deliver a great consumer experience. First this would entail the ability to identify the right consumers – hence using a combination of first party, second party and third party data becomes critical. Going beyond, the brands also need to be able to segment consumers, identify trends and behaviors of these segments and then curate content relevant to these consumer segments. With the consumer base for D2C being online, data and digital become the core of the operating

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framework. The limited consumer base is a both a boon and a bane. D2C companies need to start creating the consumer CRM and consumer view early on in their lifecycle. This involves personalization of content/ product, taking / giving feedback, personalizing their experience as well as various other CRM levers. With a dedicated (and invested) team, there is no dearth of motivation. The team is able to engage with consumers, monitor real time feedback and complete a CRM journey with rudimentary technological support. However, a comprehensive CRM stack is critical to sustain this consumer experience. Once the consumer base reaches a tipping point, its no longer feasible to individually monitor the consumer journey and technology needs to do the heavy lifting. The D2C brands also need to build the Martech taking into consideration the production to commerce journey. From commencement of production to completion of commerce, the Martech needs to be comprehensive to cover the journey end to end ecosystem.

On the other end, established brands already have an existing consumer base, already have a model to reach consumers (historically through traditional media mediums), as well as complete commerce through trade channels. The journey into Martech for established brands, usually begins with a need to generate better returns on marketing investments. As mediums for investments increase, media mix modelling and ROI become a critical decision driver. Historically ability to attribute return on marketing inputs was limited and hence the impact of each rupee spent on marketing

was never questioned. With big data, analytics tools and greater transparency, marketing attribution models are increasingly accurate. In addition, established brands often start with the barrier of data democratization within the organization. With various teams in marketing, sales and operations, Martech starts playing a role in removing barriers, presenting transparent information and enhancing cross team engagement.

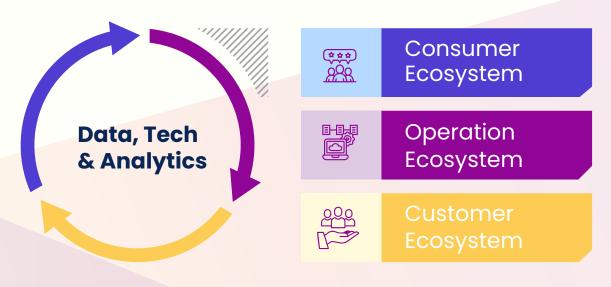## Evolution of Martech in D2C & Established brands

Our current consumers interact seamlessly between online and offline platforms. Consequently, organizations also need to engage consumers across both platforms while ensuring that they create the right value equation across the ecosystem. As brands grow, there is a need to educate consumers, drive awareness, enhance trial, and convert purchase. Hence while D2C brands start off with the consumer perspective and established brands start off with data & analytics, Martech in both cases needs to encompass the spectrum from consumer engagements, CRM, automation, operations and leveraging data & analytics to measure and improve ROI from each activity.

As consumers continue to evolve, the environment catering to consumer needs will also continue to evolve. There would be capabilities spanning production, consumer engagement, physical and mental reach as well new data and technology systems. One of the means to create a model is to visualize

this as a non-linear ecosystem spanning the entire organizational journey. While different brands might enter the MarTech ecosystem at varying points, all of them need to develop the entirety of the stack to provide a seamless consumer experience while generating organizational value.

Data, Tech & Analytics

Consumer Ecosystem

Operation Ecosystem

Customer Ecosystem

Disruption, Design - Thinking and Digitization: The Future-Proof Recipe for a Changing Digital Ecosystem

Abhishek Joshi
Head Marketing & Business Partnerships, MX Player

>>>>>>>>>>>>

The world has been constantly evolving with digitization being at the forefront of channelizing businesses and taking a lead in today's highly competitive environment. While the pandemic brought its own share of challenges that saw various industries adapt and evolve, it has taught business leaders to respond by having a hands-on method that involves questioning the problem, questioning the assumptions, questioning the implications, and arriving at a solutions-based approach.

Disruption, Design-Thinking with a blend of AI and Digitization is a perfect recipe for a future proof strategy that we must all adopt gradually. And a perfect blend of these three pillars with a consumer-first approach can change the rules of marketing forever in this changing digital ecosystem.

Rethink, Reinvent with the course of the time

Companies have expectations to grow their businesses manifold by maximizing their profits. However, the present scenario calls for more alacrity where the focus can't only be on maximizing profits but more towards having a holistic approach wherein, they create a customer-centric, unified value proposition in which users can enjoy an end-to-end experience for a wide range of products and services through a single access gateway. The brands that will commit to an integrated approach while keeping the needs of their consumers in mind will have a competitive edge amongst others.

Design Thinking with a Technology First Approach - AI, voice, personalisation, AR \ VR

We're poised to explore the use of AR/VR and AI in brand building. It is the next wave of innovation across industries where these

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technologies are forming the basis of analyzing human behavior. Data collection is a crucial part of Machine Learning. With massive digitization, there's been an increasing amount of data inflow. Businesses now can get access to ever more user-centric data with advanced personalization options. The success of any product largely depends on customer-behavior and preferences and with technologies like AI, voice, personalization, AR\VR we can predict the customers' actions, desires even before they realize it.

Defining problems in obvious, conventional ways, not surprisingly, often leads to obvious, conventional solutions but coupled with a design thinking approach, you could arrive at superior solutions that help deliver your business goals.

Changing the rules with diversification for inclusive advertising

The world is diversified (by race and ethnicity, sexual orientation, geography or differences in ability, for example). While consumer behavior is an essential pillar of effective marketing, understanding the voice of a diverse population and incorporating the same in your messaging is equally potent. In today's age of the internet, it is imperative for brands to reflect a range of backgrounds in their messaging and those who do it successfully reign in the field of marketing.

The need for an intelligent creative workforce

Given the speed with which customers are engaging today, the role of marketing has become even more complicated. Organizations are reinventing every moment and need a workforce that is agile in adapting to the changes with skills and creative thinking. For an effective marketing structure, brands need to fuel creativity as part of the work culture. This can include marrying different departments—creatives, tech, data scientists, social influencers and even design agents.

As we move to 2022, the need to constantly evolve is expected to only grow manifolds. At MX Player, we have been able to ensure that the consumer growth journey is a more evolving one, where the passive consumer becomes an active consumer, who eventually becomes a loyalist. And with digitization and new technologies being the core to the success of any business, we need to develop new opportunities, experiment, and create a skilled internal ecosystem that is ready to take up external challenges.

Why do Marketers Need to Keep Pace with Tectonic Shifts in Marketing Technology?

Neeraj Pratap Sangani
CEO, Hansa Cequity

Technology has successfully transported us to Mars. 'Perseverance' pays off and no pun intended. SpaceX is doing some revolutionary work in space travel. And a lot of other technology companies are redefining how we lead our lives.

There is a whole generation now that is born into this tech era. Going forward, organisations and brands will be built on the foundations of this tectonic shift. Just have a look at how households in the US have adopted to technology, the pace of change has certainly picked up big time. Data shows us that more than 20% of businesses go under due to competitiveness because someone out there using technology is doing it better and faster.

Let me share some research data that will make it amply evident for CEOs and CMOs to not only keep track but stay ahead in the technology game:

1 15 years ago, the average consumer typically used two touchpoints when buying an item and only 7% regularly used more than four. Today consumers use on an average almost six touchpoints with nearly 50% regularly using more than four. (Marketing Week)

2 According to Forrester, 50% of shoppers expect that they will be able to make a purchase online and pick up in-store.

3 89% of customers get frustrated having to repeat their issues to multiple representatives as per an Accenture report.

4 Google studies show that omnichannel shoppers have a 30% higher customer lifetime value than those who shop using only one channel.

The truth is that the digital democratisation of

the purchase journey is fragmenting what has historically been a stable and predictable process. Customer journeys of the past are no longer relevant. Given that Indian organisations have a diverse set of customers with different and unique preferences, organisations will have to create a bouquet of connected customer strategies.

Customers are also increasingly mixing and matching as they unbundle and then reconfigure their buying experience to suit their individual needs. Online and offline have blurred. Customers expect brands and organisations to pick up from where she had dropped off. A deep understanding of the mind of the customer and their evolving needs, need to be at the centre of any strategy. Organisations and marketers will have to answer the following questions for themselves:

? Do they have a well-defined customer strategy?

? Do they as an organisation operate in silos or are integrated in their approach to the customer?

? Do they have end-to-end customer journeys?

? Do they minimise customer effort and create frictionless experiences?

? Do they have a robust system to collect customer insights?

? Do they use those customer insights to drive their everyday decisions?

? Do they have an effective and measurable outcome monitoring system?

These are not easy questions to answer. Organisations are a complex maze, but the customers mind is even more so! The sooner organisations and brands understand this, the better. Delivering tomorrow's experience tomorrow might just be too late. The customer is living in the moment and organisations need to equip themselves to respond to this reality. The challenge for most organisations is not only in deploying technology, but also in generating the rules and insights that will drive a superlative customer experience.

Integrating touchpoints across the entire customer journey. All the so-called experts keep referring to a seamless customer experience but practitioners like us refer to it as a frictionless experience from a customer point of view because that is what he wants. This I must state is a strategic blind spot. The left hand most often does not know what the right hand is doing.

More than 60% of companies still have no real cross-channel strategy in place. And this is the challenge. It's not that enough effort has not been made by Marketers. It's just that the pace of change is mind numbing. Just a little more than decade back there were a finite

number of communication channels, beyond doubt reach measurement metrics (at least that's what marketers believed!), no real measurement of Marketing Return on Investment (MROI), a growing and expanding market (the Indian demographic dividend!), double digit y-o-y growth.

Today the CMO is under pressure to show outcomes, and besides collaborating with various teams in the organisation to deliver a frictionless customer experience, he needs to have a fairly good understanding of technology. And the list is not small, he needs to be well versed with or at least be reasonably aware of IoT, Wearable Technology, Big Data, Augmented Analytics, Cloud & Edge Computing, Blockchain, AI, ML, NLP, AR, VR, Facial Recognition, Voice Interfaces, and multiple MarTech Automation and personalisation tools

So how does one stay current with technology trends, let alone keep an eye on future trends, when you're busy running your business? The answer lies in being Agile, Collaborative, and building Partnerships both – internal and external. When marketers use these technologies effectively, they will get granular and real time insights which will help them address micro-moments that will deliver contextual messages resulting in either a sale, a complaint resolution, or a great customer experience. The tectonic shift in marketing technology after all is said and done can be tactfully managed.

Brand Safety is Human Safety

Maybe we've all been looking at it wrong?

Preetha Atrey
Head, Marketing, Twitter

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The need for brand safety never stops.

Neither do we.

When we talk about brand safety, what we're really talking about is people. After all, people are at the core of everything we do, whether they're using our products and services, populating our communities, or coming to work every day to make our brands what they are.

People tell us what they care about. What matters to them most. They use their voices to impact our businesses and the world around us. And as this movement for conscious consumption continues to grow exponentially, we need to find more ways to support them.

Yet, brand safety in practice feels anything but personal — an endless problem with layers upon layers of confusion, oversimplifications, and reactive responses.

But it doesn't have to be like that. The social media landscape can be a safer place by serving the public conversation and creating an atmosphere in which everyone feels comfortable, secure, and confident enough to share their voice.

And while Twitter's current mission already recognizes that focusing on people is our priority, we still have work to do. Through our policies, products, and partnerships, we're already seeing progress happen, and we'll continue to invest in brand safety to make Twitter a safer place for all. Here's how we're doing it.

Starting with policies that lead.

People need accurate information. About COVID-19 vaccines. About elections. About the things that impact so many of us. To achieve that high standard, Twitter is always reviewing its **policies against misinformation** and has started labelling Tweets that we consider problematic in an effort to encourage the right behavior on the platform. And by having these policies in place — focusing on people and their conversations first — we're creating an environment that helps keep brands safe from supporting. misinformation with their ad dollars.

Delivering products that protect

As a platform that encourages conversation, how can we enable them to feel safe for all? By continuing to experiment with innovative features like **Safety Mode**, which temporarily blocks accounts for using potentially harmful language or flooding your Tweet with unwanted replies. So people feel more comfortable and in control of their experience.

Through products such as **Twitter Amplify**, we give brands more control over what content they associate with via an **Amplify Pre-roll publisher criteria**, third-party audits of content safety, and the option for blocking or selecting certain publishers or categories. In fact, in recent OpenSlate research, 100% of Amplify videos examined met the Global Alliance For Responsible Media (GARM) brand safety standards.

These products not only keep brands safe — they ensure people on Twitter see safer sponsored content, too. And that makes Twitter a safer platform for all.

Partnering with organizations to drive industry-wide change.

Twitter is driving change when it comes to brand safety with key partnerships in the advertising industry, such as IAB and 4A's and with watchgroup organizations like Digital Trust and Safety Partnership and the Global Internet Forum to Counter Terrorism. Through our partnership with the GARM, for example, we have been able to contribute to the creation of the industry-standard **Brand Safety Floor and Suitability Framework.** And with many more valued partners, we're learning, collaborating, and taking action that not only makes Twitter more brand-safe but creates a standard for keeping content safe for people, too.

Partnerships that drive industry - wide change

Putting people first can help your brand too.

The right tools and partnerships are super important when creating a safe environment, but brands can also increase consumer confidence when they get out there, engage the community directly, and recognize their voices.

More than just generating goodwill, it creates a community-wide 'oh, they get me"-

moment. When it comes to interactions on Twitter, those are invaluable.

Preetha Athrey, Head - Marketing, Twitter India, lists key takeaways on how brands can build trust with consumers during these trying times.

https://twitter.com/TwitterMktgIN/status/1463034447012319232

Make people comfortable by listening.

Listen closely. Can you hear it? There's a conversation happening around your brand. Now it's your turn to acknowledge it and contribute to it. And when you nurture the relationship you have with people on Twitter and give them the space for telling you what's important to them, it can benefit your brand. That's the power of engagement. Now, join the conversation.

Build and encourage a confident community.

The superfan. The advocates. The ALL CAPS diehards. There's a community out there that will support and celebrate your brand when you're actively helping others feel confident in being themselves. Just as long as those expressions are sincere and authentic, your community will support you as you show up during both bright moments and challenging times. Sure, there may be times in which naysayers and detractors will try to throw you off balance, but the community that loves your brand will have your back and protect you against the toxicity.

Celebrate inclusive voices.

Authenticity is everything. A mantra so important that brand managers should practically tattoo this on themselves to never forget it. But just as important is inclusivity — bringing diverse communities in and giving them a share of the mic makes us safer and stronger collectively.

Let's keep moving forward together.

This won't be easy. It may even seem challenging. It's our goal as an industry to create the safest possible environment for the people that use our platforms, engage with our media, and connect with our brands, to contribute to a longer lasting and more profound impact on brand safety.

Because ultimately, behind every Tweet is a breathing, thinking, and feeling individual who wrote it. A passionate individual with a voice. And it's our job to empower them, protect them, and encourage them so they can share that voice freely.

Learn even more about brand safety **here** and how improving the health of the public conversation is a top priority for Twitter, globally.

Tackling Ad Fraud and Ensuring Brand Safety in Digital Advertising

Arvind RP
Director, Marketing and Communications, McDonald's India and MMA India Board Member

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Given the fast pace of digital adoption by consumers, brands have been upping their digital spends and are also evolving their digital advertising strategies. While mass brands are evolving their media strategies with a TV+Digital approach, niche brands have been evolving their media playbook with a digital-forward approach.

But an oft-ignored aspect in the digital marketing strategy is the topic of ad fraud and brand safety. Be it digital ads showing up next to brand-inappropriate content or fraudulent app installs, two of the simplest examples, arguably about 25-30% of digital spends are vulnerable to this menace. This poses an issue not only to advertisers, but also to digital publishers.

Ad fraud is typically carried out by creating fake ad traffic, getting bots to click on the ads or creating other fictitious mechanisms to deliver ads to consumers. The current digital supply chain structure, which remains highly fragmented, makes it easy and attractive to commit ad fraud.

A study by mFilterIt, a digital brand safety and prevention platform, says that ad fraud globally will increase from the current average of 25-35 per cent to 45-55 per cent by 2022, as firms shift their advertising budgets from traditional to digital. This will mean that an estimated $44 billion will be lost to fraudulent activities by next year. From an Indian lens, invalid traffic, which is the official name for ad fraud, is almost six per cent for display and four per cent for video advertising. So, advertisers, who are not utilizing a measurement provider could be wasting at least four per cent of their video advertising budgets to ad fraud.

What's more, India is also a significant contributor to ad fraud in the world. A report by TechArc says that India accounts for one in ten digital ad frauds globally, with bots and fake users, inflating the impact of a campaign and robbing advertisers of precious advertising money.

The most common types of ad fraud, according to Interceptd, an ad fraud prevention tool, includes the use of bots, device farms, spoofing, click spamming and injection and incent abuse. The following chart gives a sense of the global fraud distribution by type:

Source: Interceptd

The most affected categories due to ad fraud include shopping, gaming, finance, and travel, where engagement and retention of customers are frequently faked, leading advertisers to believe that they have acquired more consumers than actual. It therefore becomes imperative for advertisers to take control of the situation and carefully target their ads to the right audience, use trusted networks and ensure they pay for performance, not just clicks.

Mitigating ad fraud and improving brand safety on digital requires commitment and a willingness to invest in tools that could go a long way to not only help mitigate this but also help in maximizing the returns on digital investments.

At McDonald's India for instance, a 5-8 per cent investment behind ad fraud has helped us bring in 50-60 per cent improvement in digital advertising's effectiveness, across all our key performance indicators. We've done this across both our branding and performance-led campaigns on digital. This encompasses continuous monitoring for brand safety ~ sensitive content, and restricted categories at a programmatic platform level. For in-target reach, we deploy various tools like Nielsen Digital Advertising Ratings or DAR pixels for all campaigns to measure if ads have been served in the age group and gender we wish to target. On performance campaigns, we work with tier 1 partners such as Google and Facebook that have in-built algorithms to mitigate ad fraud. To tackle ad fraud emanating from affiliate partners on performance campaigns, we use advanced tools such as mFitlerIt and P360 to validate the leads and conversions.

Source: Interceptd

Good-to-do v/s Necessary-to-do

In times when brand trust has become pivotal, ad frauds pose a big threat to brand safety jeopardizing the hard-earned equity. This issue goes beyond the diminishing returns on advertising spends. In other words, ad frauds can be highly damaging for brands that have spent decades building relationships with their consumers.

And therefore investing in mitigating ad fraud is not only good-to-do, but also necessary-

to-do for marketeers because more the ad fraud, greater will be the impact on brand safety. Whats more, it also improved RoI from digital advertising.

Digital-forward marketers must be empowered with ways to assess, track and combat ad fraud, since it not only ensures return on investment, but also protects brands from the risks of appearing in an unsafe manner on digital platforms.

MMA India unveiled, 'The Modern Marketers Guide to Martech Maturity", a report backed by the MMA Martech council in 2021.

The Modern Marketers Guide to Marketing Maturity not only highlights the framework required to evaluate the role of tools at different stages of evolution but also emphasises on the need to get the business strategy and organisational alignment right for success. The report also suggests governance mechanisms that need to be put in place to ensure continued success. Some of the best minds at the MMA MarTech Council and Hansa Cequity have actively contributed to put this playbook together.

MMA study suggests upping the game in marketing capabilities leads to 2.5 times sales growth and 2.35 percent increase in market value. This is based on a MarCaps Readiness Assessment which factors in seven elements that matter the most of which a score of six or more classify winning marketing organisations.

Even before the pandemic, technology had begun to play a transformational role in marketing programs of brands across segments. With the rise of digitisation, marketing and technology have fused together to create MarTech – the newest kid on the marketing strategies block, and it has become quite the favourite.

So, whilst MarTech is becoming very powerful, organisations are far from ready and are at varying stages of MarTech maturity.

As per the survey we conducted to understand MarTech adoption.

Today over
40%
of the organisations are at a nascent stage in the MarTech capabilities, while
30%
are at an emerging level where enterprise level coordination is happening, and standards are being put in place.

Categories like BFSI and E-Commerce show signs of an emerging level.

The silver lining being
87 %
expect their spending on MarTech to increase over the next 5 years.

The silver lining being
87 %
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5 years.
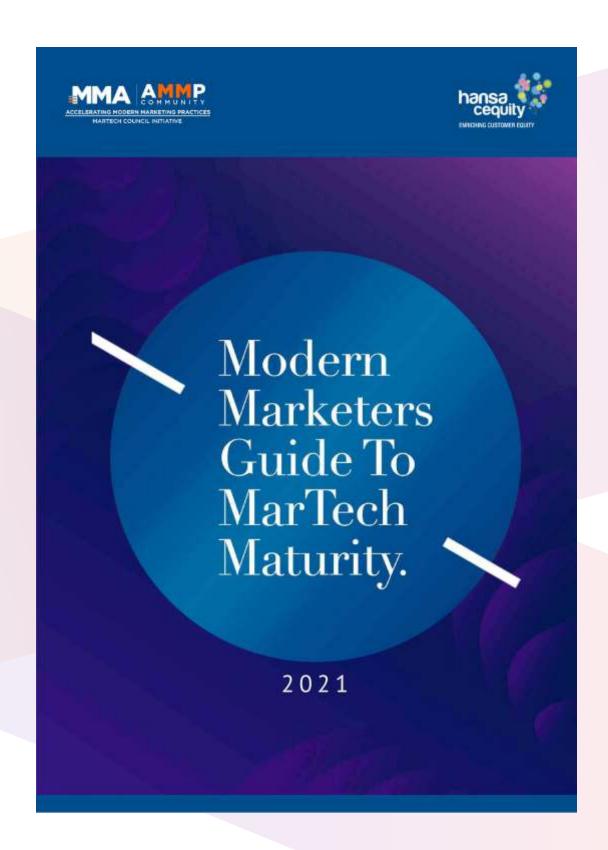
32 %
said that they measure revenue/profitability using MarTech stacks.

These are good indicators reflecting that many organisations in India have kick started their MarTech journey.

According to a NASSCOM report, brands are investing large percentage of marketing budgets to technology, and 52% of enterprises plan to continue increasing their MarTech expenditure in 2021.

Modern Marketing Reckoner

MMA | groupm

To download the report, click here:

https://bit.ly/38DYv7C

In this India's first Brand Safety Report, MMA and MFilterIT jointly made efforts to demystify the understanding and perceptions of the industry about Brand Safety and how the custodians of some of the leading brands across all major industry verticals are implementing the best strategies and practices to protect their brands from the rising evils over the digital landscape.

Brand safety is in a nascent stage in India. There is limited awareness with different gradients of maturity about the issue which is influenced by several factors. Very few brand custodians are taking brand safety seriously.

The report advocates the need to create digital-first or digitally driven guidelines for brand safety as they intensify their digital transformation initiatives.

Brands, including their partners who are responsible for their digital presence, need to take a proactive stance and create a trustworthy and safe environment by ensuring they are not put on the wrong side and associated with something that harms their integrity.

Brand Safety is at an inflection point as the world opens for transparency and trustworthiness in the digital world. The

ecosystem has already started debating about Internet 3.0 which will be fundamentally empowering the consumers of digital content, services, and products about what's happening with their presence, data, and other digital footprints and how is the ecosystem leveraging that. The industry needs to put together efforts in creating and defining a standardised approach towards brand safety. It should include the broader perspectives that include ad fraud, brand infringement, and other adjacencies that have a direct bearing on brand safety.

To download the report, click here:

https://bit.ly/3JyP5qZ

MMR 2022
Feedback Survey

>>>>>>>>>>>>>

Please spend a few minutes sharing your thoughts with us.

Click here to fill out MMR 2022 Feedback Survey
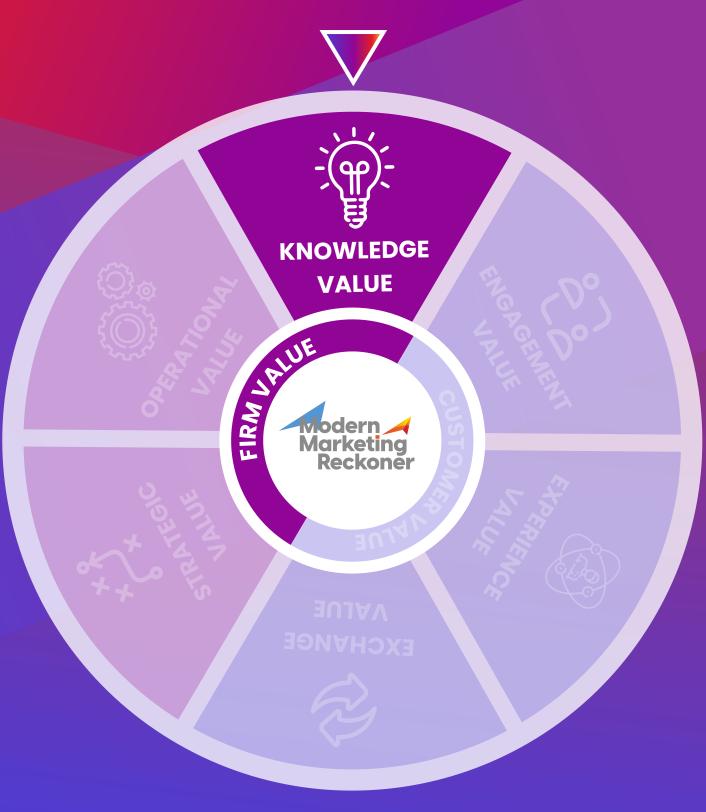
MMR 2022 Feedback Survey

FIRM VALUE

KNOWLWDGE VALUE

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The Modern Marketing Value Proposition

KNOWLEDGE VALUE

OPERATIONAL VALUE

ENGAGEMENT VALUE

FIRM VALUE

STRATEGIC VALUE

CUSTOMER VALUE

EXPERIENCE VALUE

EXCHANGE VALUE

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Change – The Only Constant
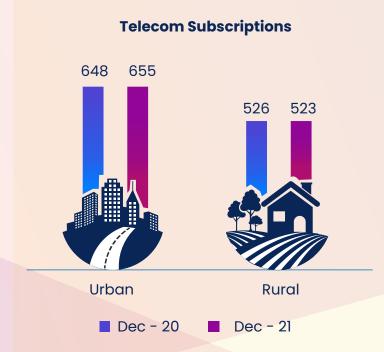
Upali Nag
Chief Strategy Officer
Motivator, GroupM

The last two years have seen, and continues to see, a change so transformative and dynamic that it surpasses everything that happened in the five years before that, both in velocity and nature. Digital is no longer a medium – it is a way we live our lives, be it in the realm of social connections, a source of information about every conceivable thing, shopping, payments, creation, entertainment and more. The physical and digital worlds are rapidly merging with emerging technologies and the boundaries between the real and the virtual no longer exist. The powerhouse of data has taken on a different meaning altogether and it has become imperatzive for marketers to not only keep pace with but have the foresight to plan for an environment where new paradigms are being set faster than one can comprehend.

If we were to look at the numbers, Telecom subscriptions remained stable at 1.18 billion in 2021, an increase of 4 million over 2020

Telecom Subscriptions

	Urban	Rural
Dec - 20	648	526
Dec - 21	655	523
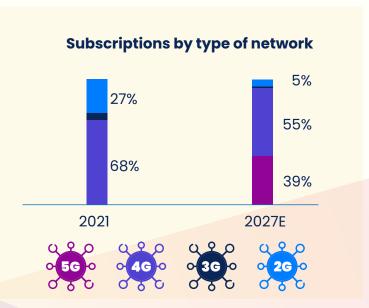
TRAI | Subscriptions in million

4G dominated Indian subscriptions, accounting for 68% of all subscriptions. This is expected to change significantly by 2027, where 5G is estimated to reach 39% of subscriptions, but 4G will remain the dominant technology

Subscriptions by type of network

2021
- 27%
- 68%

2027E
- 5%
- 55%
- 39%

5G 4G 3G 2G

Ericsson Mobility report, November 2021
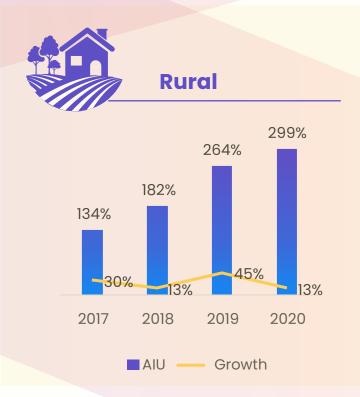
As per ICUBE 2020 report as per IAMAI and Kantar, the number of active internet users are projected to reach 900 million + in 2025

AIU
- 2017: 384
- 2018: 462
- 2019: 574
- 2020: 622
- 2025(Est): 900+

■ AIU — Growth

The internet penetration in urban India is 67% and in rural is 31%. However, rural is witnessing a faster growth rate and still has a lot of headroom to grow.

Urban

- 2017: 55% (Growth 15%)
- 2018: 61% (Growth 12%)
- 2019: 66% (Growth 10%)
- 2020: 67% (Growth 4%)

■ AIU — Growth

Rural

- 2017: 134% (Growth 30%)
- 2018: 182% (Growth 13%)
- 2019: 264% (Growth 45%)
- 2020: 299% (Growth 13%)

■ AIU — Growth

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183

MMA | groupm
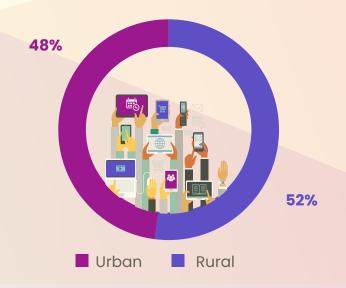
The democratization of the internet in the last two years has resulted in it being no longer just an urban metro centric medium. Top metros account for only 33% of urban active internet users while in rural India, 85% of AIU are from villages with more than 1000 population

Rural
Profile of Active Internet

15%   85%

- ■ Villages with population > 1000
- ■ Villages with population < 1000

Base: Kantar ICUBE 2020, Active Internet Users, All India 622 Million, Urban India 323 Million, Rural India 299 Million
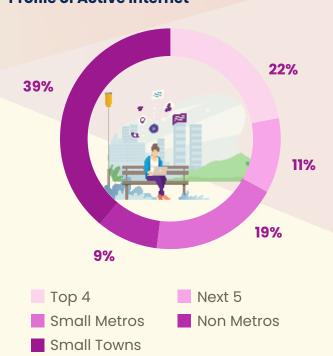
ALL INDIA
Profile of Active Internet : Urbanization

48%   52%

- ■ Urban   ■ Rural

The gender dispersion is fairly universal across urban and rural with around 57-58% users being male.
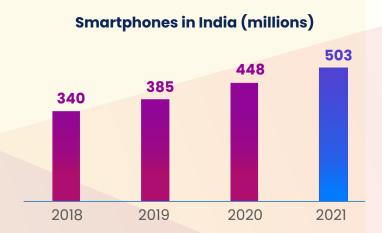
94% or urban and 90% of rural active internet users access the internet on a daily basis. However, the time spent is marginally higher in urban than in rural India

Urban
Profile of Active Internet

39%   22%

11%

19%

9%

- ■ Top 4
- ■ Small Metros
- ■ Small Towns
- ■ Next 5
- ■ Non Metros

All India
107Mins

URBAN
115Mins

RURAL
99Mins

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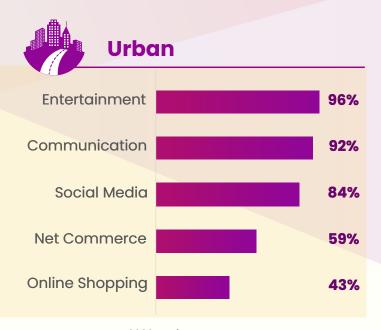
Smartphone users reached 503 million in 2021. Smartphone telecom subscriptions are expected to reach 810 million in 2021 from 760 million in 2020 at an average of 1.6 subscriptions per smartphone

Smartphones in India (millions)

Year	Value
2018	340
2019	385
2020	448
2021	503
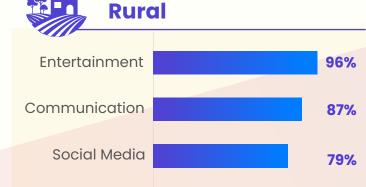
Ericsson Mobility Report, Comscore, eMarketer, EY analysis

What do active internet users use the internet for?

Entertainment, communication, social media, ecommerce, and online payments are the key activities active internet users spend time on. However, the degree of usage of each differs across urban and rural India

Urban

| Activity	Percentage
Entertainment	96%
Communication	92%
Social Media	84%
Net Commerce	59%
Online Shopping	43%

Base: Kantar ICUBE 2020, Active Internet Users, Urban India 323 Million

Rural

Activity	Percentage
Entertainment	96%
Communication	87%
Social Media	79%
Net Commerce	30%
Online Shopping	13%

Base: Kantar ICUBE 2020, Active Internet Users, Urban India 299 Million
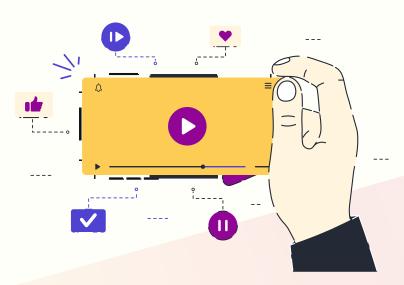
While these were the broad numbers, what is more interesting are certain key trends which have seen growth both in terms of numbers, as well as laterally in terms of newer formats, uses and technology.
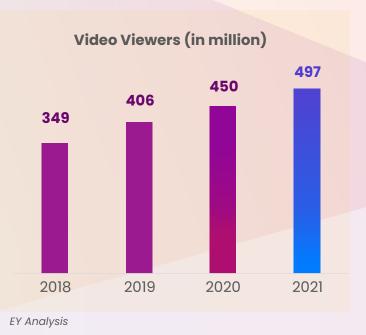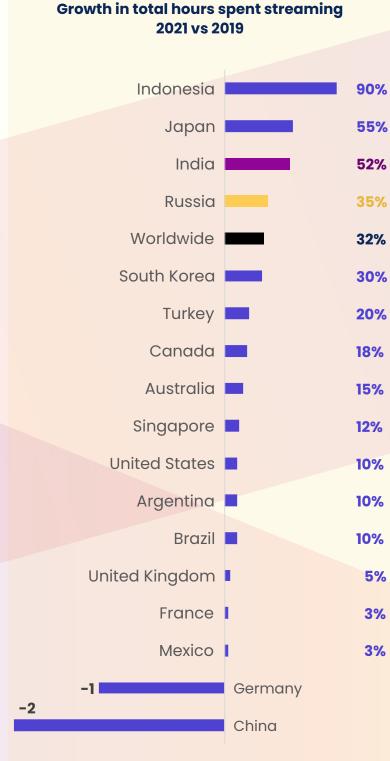
ONLINE VIDEO

As per the FICCI report and E&Y estimates, video viewers continued to grow.

Video Viewers (in million)

2018	2019	2020	2021
349	406	450	497

EY Analysis

The above data excludes YouTube
This number is expected to cross 600 million by 2024.
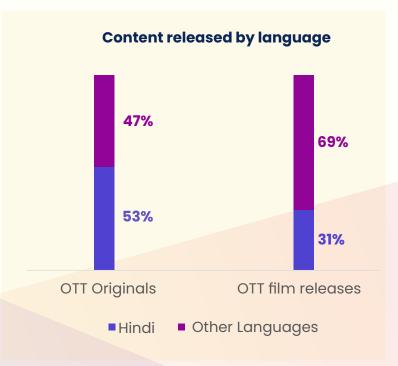
Hours spent on entertainment apps grew up 52% since pre pandemic levels. This growth was third highest in the world

Growth in total hours spent streaming 2021 vs 2019

Country	Growth
Indonesia	90%
Japan	55%
India	52%
Russia	35%
Worldwide	32%
South Korea	30%
Turkey	20%
Canada	18%
Australia	15%
Singapore	12%
United States	10%
Argentina	10%
Brazil	10%
United Kingdom	5%
France	3%
Mexico	3%
Germany	-1
China	-2

The growth of regional and local languages continues, with a large proportion of OTT releases being in Indian languages other than Hindi

Content released by language

- OTT Originals: Hindi 53%, Other Languages 47%
- OTT film releases: Hindi 31%, Other Languages 69%

■ Hindi ■ Other Languages
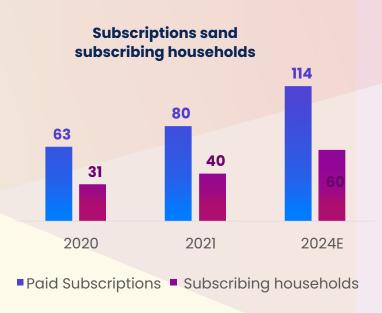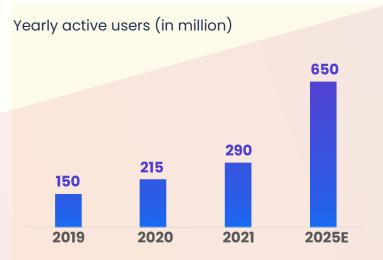
EY production audit team estimates | Based on available information

40 million households paid for 80 million video OTT subscriptions

Subscriptions sand subscribing households

- 2020: Paid Subscriptions 63, Subscribing households 31
- 2021: Paid Subscriptions 80, Subscribing households 40
- 2024E: Paid Subscriptions 114, Subscribing households 60

■ Paid Subscriptions ■ Subscribing households

The growth and popularity of short format videos has been a game changer, especially in tier 2 and tier 3 cities and towns.

The popularity of short video platforms is increasing

Yearly active users (in million)

- 2019: 150
- 2020: 215
- 2021: 290
- 2025E: 650

65% of short-form users were from tier 2 cities

5 of the 10 top cities driving maximum traffic on josh were from non-metro India - Lucknow, Patna, Varanasi, Surat and Ranchi

Short format video platforms have also been a key contributor to the increase in regional language consumption

95% of consumption was in Hindi and other languages

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	2019	2020	2021
Other Languages	51%	56%	58%
Hindi	39%	35%	37%
English	10%	9%	5%

■ English ■ Hindi ■ Other Languages

What is interesting is that a large part of these spends come from non-celebrities.

Influencer marketing spends
Celebrities vs influencer

27% Celebrities

73% Influencers

Source: GroupM India 2021

RISE OF INFLUENCERS AND THE CREATOR ECONOMY

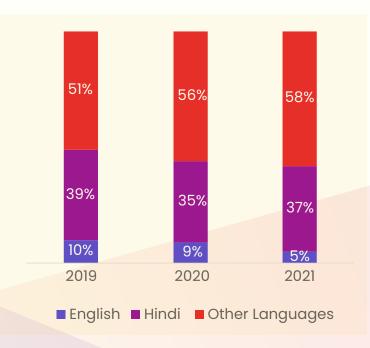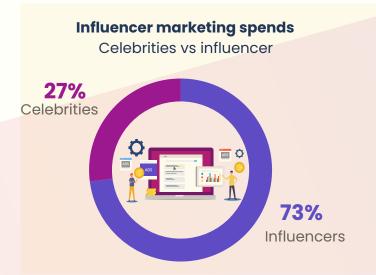The influencer marketing industry is one which has undergone and explosion and rapid transformation in the last couple of years. Be it in terms of scale or depth, the growth and the opportunities presented therein, are multi-faceted.

This is largely driven by the huge growth that social media has seen in the last two years. It has become easy for people to create ad publish content, form communities, and build a brand for themselves. As a result, Indian consumers also seek out content from a variety of influencers, ranging from macro to nano, niche, expert, and others.

Estimated influencer marketing growth trajectory (2021 – 2025)

25% CAGR

- 2021: 900Cr INR
- 2022: 1250Cr INR
- 2023: 1600Cr INR
- 2024: 1900Cr INR
- 2025: 2200Cr INR

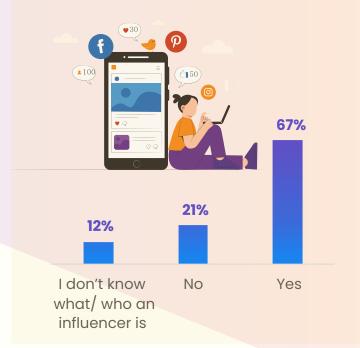*Source: GroupM India 2021*

The above covers talent and production costs only. It does not include media deployment costs as well as brand ambassador costs

Share of people that follow at least one social media influencer in India in October 2020

- I don't know what/ who an influencer is: 12%
- No: 21%
- Yes: 67%

Source: Rakuten Insight © Statista 2021

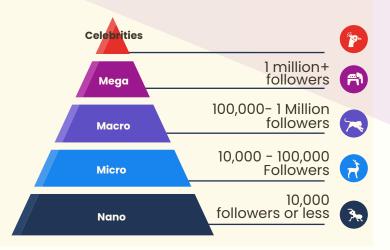Modern Marketing Reckoner

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While the use of influencer marketing is largely to drive "influence" or "consideration" for brands, the effect can perhaps be seen most in social commerce.

Reasons for purchasing products that were endorsed by an influencer in India in October 2020

Others	3%
I like and trust the influencer and would purchase whatever he/she promotes	19%
I want to buy it anyway regardless of who was promoting it	38%
I was convinced by the promotion from the influencer	41%

Source: Rakuten Insight © Statista 2021

All creators and influencers are not the same. There are many kinds of influencers. Each have its own advantages and disadvantages, and more importantly, when, and how a brand should engage with each, are different and distinct.

As per the e4m INCA India Influencer Marketing Report 2021 published by GroupM and e4m, there are five kinds of influencers.

Celebrities

Mega — 1 million+ followers

Macro — 100,000– 1 Million followers

Micro — 10,000 – 100,000 Followers

Nano — 10,000 followers or less

Nano

Everyday people who are incredibly relatable and largely focused on one topic. They have the lowest following but the highest engagement.

Micro

Similar to nano, howerver they have a larger following and will provide a great engagement rate. They are deemed affordable, authentic and will provide credible recommendation.

Macro

These are highly sought by brands to drive awareness and visibility. Whilst well known, their engagement will be lower to nano and micro influencers.

Mega

Highest-ranking category of social media influencers. Mega influencers are not neceesarily celebrities but have online personalities that have developede signficantly in the last few years.

Celebrities

Famous and well-known people who are from the field of entertainment and sports and would also include other famous and prominent personalities like doctors, authors, activists, educationists, etc.

To summarize, the e4m INCA India Influencer Marketing Report 2021 looks at 5 key drivers for the growth of influencer marketing, in the years to come

1) The rise and rise of Direct-to-Consumer brands

2) Measurement and accountability will make influencer marketing mainstream

3) Influencer commerce will become integral to a brand's sales channel mix

4) The influencer universe will expand both in depth and width

5) Influencers vs their audiences

SOCIAL COMMERCE

While the growth of ecommerce and digital payments is no longer new news, an interesting trend is in the rise of social commerce

With the rise of multiple platforms in this space as well as the increasing penetration of ecommerce deeper into India, social commerce is poised to grow significantly in the coming years.

While this article has attempted to capture the topline numbers in the digital ecosystem and certain key and interesting trends, this is just the tip of the iceberg. The scale and manner in which digital consumption is transforming and evolving is mind boggling to say the least. And it is critical for marketers to keep pace, identify opportunities and talk the same language as their consumers do

Time spent on shopping apps in India (billion hours)

2018	2019	2020	2021
4.2	5.5	6.5	7.5

Source: data.ai

The Evolution Of The Non-urban Connected Consumer

Rajesh Pantina
Director, Marketing, Asia Pacific, InMobi

With 810 million internet users, India is home to the second-largest internet user base in the world, preceded only by **China**. Even though the Internet penetration in urban areas is more than 2X that of non-urban India, users outside of urban parts have been growing at a faster pace on a year-on-year basis1. From a 15% internet penetration in 2015 to 32% in 2020, non-urban Indians are coming to the digital frontlines fast. While internet users grew by only 4% in urban India, reaching 323 million users in 2020, digital adoption continues to be propelled by non-urban India – which registered a 13% growth in internet users over the past year2. With a sizable population not accessing the internet actively in non-urban India, there is huge headroom for growth in the next few years.

The growth in digital adoption is spurred by the country's top telcos, who are expanding their mobile user bases outside urban regions in recent months. Together they added 4.3 million rural subscribers between June and August 2020. Post-lockdowns, rural mobile data usage for the Big 3 telcos grew by 30-35% sequentially in the June quarter, which was much sharper than the estimated 15-20% rise in urban data usage.

The Rise of the Non-urban Connected Consumer

2016

▶ **115.06 million**
rural internet users[1]

▶ **17%**
rural internet penetration

▶ **48%**
access the internet daily[2]

▶ **25%** male / **75%** female
gender ratio of daily rural internet users[2]

The purpose of internet access in rural India was very limited in 2016[2]

▶ **4 in 10**
for entertainment

▶ **3.5 in 10**
for social networking

▶ **3 in 10**
for communication

▶ **0.4 in 10**
for online shopping

▶ **20%**
alone have an awareness of benefits of the internet[2]

2020/2021

▶ **327 million**
rural internet users[1]

▶ **32%**
rural internet penetration

▶ **90%**
access the internet daily[2]

▶ **58%** male / **42%** female
gender ratio of daily rural internet users

By 2020, drivers for internet access are nuanced and growing[2]

▶ **9.5 in 10**
for entertainment

▶ **8 in 10**
for social networking

▶ **8.7 in 10**
for communication

▶ **1.3 in 10**
for online shopping

▶ **5.7 in 10**
for voice and video

▶ **3 in 10**
for online gaming in rural

▶ **80%**
are aware of the benefits of the internet[2]

Rural Digitalization is The Priority Now

Multiple initiatives – private and public – are leading to digitizing Rural India and solving the last-mile challenges. The first amongst these is the Government of India initiated - 'Digital India Program' in 2015 to bridge the gap between urban and rural internet users. The aim was to ensure that government services were made available to citizens electronically by improving online infrastructure and increasing internet connectivity. Through initiatives such as BHIM UPI, Digi Locker, Smart Cities, and Government e-Marketplace, the government is encouraging faceless, cashless, and paperless governance. The Bharat Net program undertook the task of connecting 2.5 lakh gram panchayats by fiber-optic network and has achieved around 1,40,000 connections thus far.

In 2020, Google announced the $10 billion **Google for India Digitization Fund** to invest in the country's digital momentum and support local efforts that expand the opportunity of connectivity to more users. Google has also tied up with Reliance Jio to introduce the **Made-for-India smartphone,** JioNext, which is a first-of-its-kind smartphone based on an optimized version of Android called Pragati OS, customized to deliver a great smartphone and internet experience to users in India. Launched in India during Diwali 2021, it will also enable access to millions of apps available on the Play Store and comes with over-the-air updates support for new features, customization, security updates, and more, which will continue to enhance the experience over time.

Google has also forged several other exciting alliances with startups such as **Glance** in areas that have the potential to solve the opportunities and challenges of the country's diverse internet base. From fostering the local language content ecosystem, reimagining the way rural India shops online, or transforming the way small businesses digitize, such partnerships aim to address issues to enhance the digital experience for users across India.

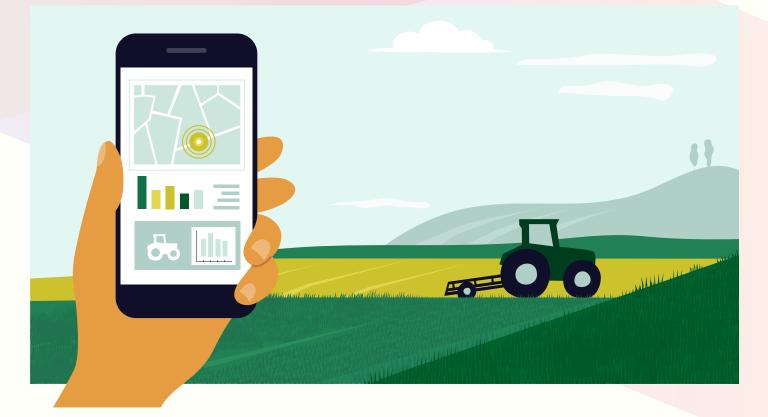# All Roads Lead to the Non-urban E-commerce Users

On the e-commerce front, exploring tier 2 & tier 3 cities and other rural areas have always been on every e-commerce company's to-do list. But last-mile delivery and other logistics issues stood in the way. To combat that, e-commerce biggies Amazon and Flipkart have floated pilot projects helping them deliver their products in rural areas. **Amazon** is roping in local men from villages to deliver orders in and around remote districts. **Flipkart** too initiated a similar plan last year when they got native entrepreneurs to sell Motorola phones to rural consumers. This unique model reduces delivery times and enables a higher volume of deliveries than previously possible. E-commerce companies are also involving rural folks in the e-commerce growth cycle by employing them, starting training programs, and promoting sellers from small cities, and outsourcing miscellaneous businesses such as packing & cataloging to rural sellers.

The mobile-led penetration and adoption of the internet in rural areas will blur the divide between urban and non-urban areas in almost all aspects. And as this ever-growing Indian digitalization story unfolds, all eyes will be on the non-urban connected consumer.

Sources:

1. *Indian Telecom Services Performance Indicators, TRAI, Q2 2021; Q2 2020 Report*
2. *IAMAI-Kantar ICUBE 2020 Report, 2021*
3. *Rural India beats urban in mobile data usage, Economic Times, Nov 2020*
4. *5 Years of Digital India, DQIndia, July 2020*
5. *Google for India 2021, Google Blog, Nov 2021*

As the Markets Evolve so Must Marketers

Sapna Chadha

Vice President, Marketing- India, Southeast Asia and South Asia, Google Asia Pacific and MMA India Board Member

The events of 2020 set in motion a tremendous amount of change — from shifts in our daily routines to our relationship with technology. In India, the internet evolved from a platform for communication and engagement to a lifeline — making it more important than ever.

While making their desire for personalized solutions clear, Indians showed an increased willingness to adapt to change. What we have seen over the last two years shows the ambition, flexibility, pride and extreme innovation-driven momentum toward India's pursuit of progress. It's a call to all of us as businesses to reexamine our priorities and evolve at the pace of our consumers while finding meaningful ways to contribute to India's growth.

Through all the ebb and flow marketers have witnessed in the last 24 months, what stood out to me was how consumer expectations changed just as quickly as their habits - as did their demands from brands. Today, simply being online no longer paves brands' paths to success. Carefully connecting the dots and giving customers an experience that feels both familiar and new at the same time does.

In India, as with many other places around the world, shoppers are moving between the online and offline realms. They go from researching items online to buying them in-store, and they expect retailers to provide a seamless online-to-offline customer experience. According to creative consultancy **Wunderman Thompson's 2021 Future Shopper Report**, 59% of consumers wished brands would communicate with them seamlessly across all channels.

The onset of the pandemic added urgency to this need, particularly amongst businesses that were dependent on a primarily touch 'n' feel experience it is not always easy to simplify purchase journeys and therefore communication. A key challenge for some large brands is implementing change across a complex network of independent, brand-owned, and trader-operated stores. These brands have to replace legacy systems, align people and processes, and set aside a budget for these aspects. Adding to the challenge is the responsibility of getting dealerships and store owners who may be less tech-savvy, or who lack the resources, to digitize their businesses.

Daunting? Yes. Impossible? No.

Let's take the example of the automotive sector. A traditionally offline industry, it was among the worst hit by COVID-19 in 2020. Amid the challenges of the pandemic, the need for digitalization in the automotive industry became pressing. Even pre-pandemic, the industry was witnessing a significant decline in dealer visits. COVID-19 exacerbated the situation, intensifying consumers' preference for at-home offerings from online shopping to virtual test drives. So car dealerships needed to bring the store experience to people online.

Having started digitalizing pre-pandemic, Maruti Suzuki India was acutely aware that the rest of the auto industry needed to do the

same, and quickly, to survive the pandemic. With a hyperlocal marketing program, Maruti Suzuki partnered with Google to build the infrastructure to help dealerships digitalize. Creating a consistent infrastructure laid the foundation for dealers to adopt new tools, and this played an important role in transforming the car buying journey in India. By owning their digital real estate, offering customers personalized solutions at scale and building a great customer experience for all their auto retail needs, Maruti Suzuki brought almost 1500 outlets online between 2020 and 2021. The successful digitalization of India's automotive industry is proof that even traditional industries can, and should, pivot to an online model if that's what their consumers need.

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In such an environment, digital marketers have the opportunity to add significant value by bringing a variety of functions together to build a seamless journey that not only smoothens communication across touchpoints, but even adds to the bottom line of the company. The role of the modern marketer is closely tied to achieving business objectives - and those who wish to succeed will need to invest in a thorough understanding of what motivates and moves consumers, and how marketing can impact not just immediate sales but even long term profitability.

Click here for more inspirational insights from Think with Google
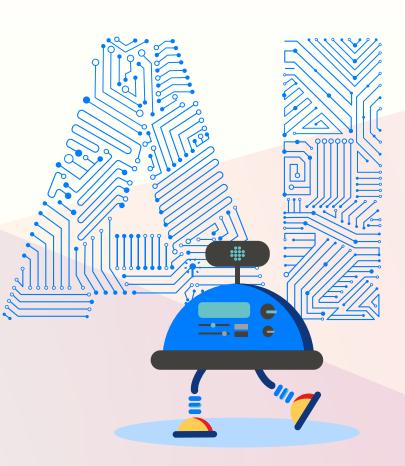**https://mmaglobalmmr.com/google/**

Key Benefits of AI Technologies and Third-Party Data for Marketers

Anindya Datta

Founder, CEO, Chairman, Mobilewalla

Artificial Intelligence (AI) and Third-Party Data for Marketers

AI is a broad term, and it encompasses a range of tools and techniques. Machine learning (ML) and most recently deep learning (a subset of ML) allow businesses to go beyond traditional rule-based software systems by performing tasks intelligently without every rule or hypothesis needing to be coded in.

Unlike traditional algorithms where humans need to manually add each rule, business context and variance, AI algorithms can extract complex patterns from a vast number of data points, and in doing so, are able to self-correct and learn without human intervention.

In a world which had rapidly transitioned to a digital-first landscape, it has become imperative for marketers to stay abreast of the latest technologies to help them achieve their business goals. The use of artificial intelligence (AI) is widely seen as the next generation of technologies which can be explored to reach your target customers with higher efficiency, precision and personalization, especially within the domain of digital advertising.
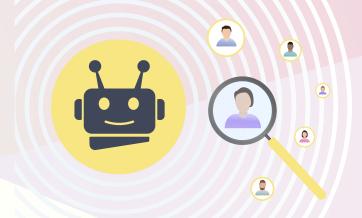
The availability of large and sophisticated data sets, faster compute power and the emergence of new self-learning algorithms allows companies to combine AI and big data to drive efficiency, automation, prediction and even prescribe the next-best action based on data-driven insights and continuous learning.

A **global survey** of early AI adopters by Deloitte showed that three of the top five AI objectives were marketing-oriented. However, **most marketers remain unsure** when it comes to their understanding of its technology and clearly need a helping hand to get started.

Practical applications of AI techniques and uses within marketing

1 Robust Audience Segmentation

As marketers, we all know the benefits of audience segmentation and how it enables your business to have more meaningful interactions with your customers. When audiences are segmented, you can customize your messages to increase relevancy and improve ROI.

Traditional techniques would see humans define these audience segments based on known data points like age, gender, demographics, location, transactions, broad interests etc. Using AI techniques allows us to go above and beyond the cognitive capabilities of humans and subject matter experts to take a much more nuanced approach.

The use of AI techniques allows the algorithms to create audience segments based on undiscovered patterns and removes human bias from the process. AI algorithms can quickly analyze vast amounts of data across omni-channel platforms, thus giving you the insight to learn unique qualifiers about your audience and amplify personalization on a much wider scale.

This enables effective customer targeting and the opportunity to superpower your segments with third-party data so that engagement can be even more personalized and relevant further enhancing the customer experience.

2 An AI-driven 360-Degree View for Improved Customer Experience

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To provide a meaningful experience, we need the ability to recognize and identify customers as they interact with us across channels. While many of these interactions are visible to us, those that are not visible leave us with an incomplete picture of our customer and their behavior.

AI-powered solutions that have developed a single customer view are able to understand individual interactions across channels and create a consistent identity. These interactions can be associated with online and offline behaviors that are used to map the path to purchase.

The ability to pull this data together at the speed and accuracy that AI has, provides marketers the opportunity to offer a hyper-personalized customer experience and deliver the most appropriate and tailored messages that are more likely to convert the lead into a sale, at the best possible times to drive conversions.

3 Predictive Modelling for Strategic Marketing

One of the benefits of AI in marketing is its ability to identify 'intent' in a potential audience. AI technology uses patterns in data and statistical methods so the 'intent' can be gleaned from multiple drivers including geographies, demographics, or past behaviors and characteristics like the kinds of apps they use and how they engage online.

Businesses that are using AI in this way will have the advantage of being able to market to those already inclined towards a product or service, who are most likely to convert and potentially to the highest-value customers.

The benefits of understanding your best customers don't end there. It streamlines your whole marketing approach and helps accelerate ROI with insights that inform brand partnerships, business strategy, customer experience decisions, and more.

Explore the AI Advantage

AI could indeed feel daunting and risky but imagine how it can work to your advantage. Efficiently segmenting your audience at scale, creating a single customer view, and predicting who are most likely to convert are only some of the wide-ranging benefits of using AI and third-party data today.

The ongoing crisis has challenged marketers to innovate but also presented them with a unique opportunity to adopt and scale the use of AI technology. Enterprises are already making changes in the way they run their marketing strategy to emerge stronger this 2022 and beyond.

Marketers Cannot be Caught Napping on Web 3.0 Transformation

Atique Kazi

President - Data, Performance, and Digital Products, GroupM India

In the mid-90s when the internet dawned upon us, the challenges we faced with the speed, connectivity, and security can easily be recalled from memory. Fast forward to three decades – today - we have come a long way to a point that the internet and it's connected technologies play an important role on how individuals and organizations function. We have moved from 'information centric' with Web 1.0 to 'communication centric' with Web 2.0 and now to 'user centric' with the acceleration of Web 3.0.

As a marketer, for me, Web 3.0 is a transparent network, designed to enable individuals to seamlessly interact with one another without fearing the loss of privacy or security. As connected ecosystems start transitioning into their imperial age on Web 3.0, a turbo charged functioning system gradually builds from ground up – a system built of decentralized, blockchain and edge computing, delivering speed, trust, authentication, and agility in the new era.

Re-engineering your business around Web 3.0 is not a 'nice to have, but a must have' strategy for all brands. Although we are still in the early days for Web 3.0 technology, marketers cannot be caught napping on Web 3.0 transformation.

Here are a few ways that organisations and brands should start thinking about Web 3.0 through a marketer's lens:

1. Smart transacting

There are more tangible benefits to Web 3.0 than idealistic ideas about a better internet. Smart transacting, for example, allows businesses to migrate to a system that offers transparency and verifiability across the value chain to your customers and stakeholders. It allows for smart contracts and transactions on every exchange.

What does this mean in practice? Let us take the example of buying ads on open exchange.

As things stand, there is a risk of domain masking, fraud, and other potentially damaging consequences. With smart transacting, this risk is completely minimised thanks to greater transparency and the ability to verify.

2. dAPP upgrade

It's important to start building out your technology so that it's prepared for the arrival of Web 3.0. If you are an organisation with an app, for example, you will need to start considering a blockchain upgrade to a dApp which can make it work within the decentralised ecosystem.

3. Pro-privacy

Currently, know your customer (KYC) is a common mandatory process of identifying and verifying a client's identity when opening an account, and periodically over time. The power of this data needs to start sitting with the customers, and with Web 3.0, that is possible. Eventually, blockchain will be used to create digital identities that can reduce the risk of fraud without compromising a customer's privacy.

4. Ubiquitous Experience

In the very near future, consumers are going to demand a ubiquitous experience from you, whether you are online or offline. AR and the metaverse provides the ability to seamlessly blend offline and online, creating a holistic experience wherever customers choose to engage with your brand. In fact, this future is already here, with brands making leaps and bounds in their experiences, including Tommy Hilfiger with improved 3-D design capabilities, and Ikea offering consumers a better way to imagine their spaces fitted with Ikea products.

5. Tokenisation

The tokenisation benefits of Web 3.0 mean a whole new world of loyalty programs and added value for your customers through NFT technology. During the Australian Open, for example, 6,776 AO Art Ball NFTs were sold, which each linked to a 19cm x 19cm plot of each tennis court surface. If the winning shot from any of the 400+ AO matches landed on that plot, the NFT metadata was updated in real-time.
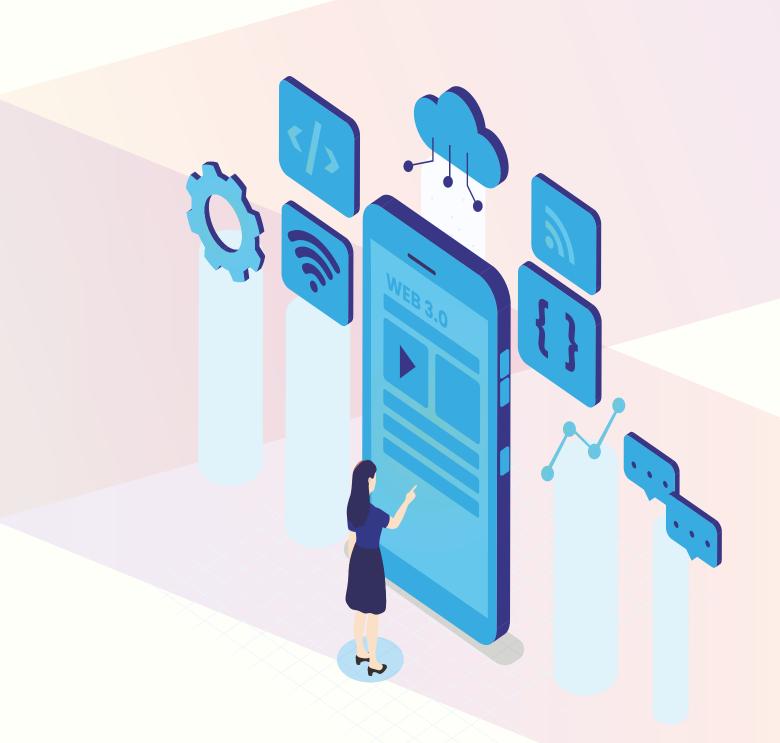
As we move and graduate from Web 2.0, we must adopt progressive technological

innovations that provide users the freedom to interact with the web without paying an entrance fee with their own personal data.

Web 3.0 will be the way forward as people will have better transparency and control of their data and without the fear of privacy and security breaches. Marketers can no longer take a backseat, or risk losing out in the new era of the internet.

What are the Implications of User Privacy Policies (No-IDFA/Cookies) in Marketing, and How Should Brands Navigate them?

Martje Abeldt
Chief RevX Officer, RevX, Affle

Although Apple's "No-IDFA" initiative is one of the first ones that come to mind when discussing data protection, they are certainly not the first entity to promote user privacy. Other frameworks in place, such as GDPR or CCPA, aim to protect the consumer. The No-IDFA and ATT framework is one more step that impacts privacy and affects marketers' work by disabling specific data transmissions on the iOS platform.

There is no shortage of regulations to comply with, but for marketers, the mechanism is relatively simple. You give the users' the right to privacy by allowing them to ask data controllers and processors for information about themselves and the option to be forgotten. In this sense, the No-IDFA policies are pretty straightforward.

So, what has changed now with iOS' privacy policies? What changed is that marketers can't rely on the same strategies and metrics they relied on in the past to run performance campaigns. These policies are pushing marketers to adapt and re-focus their efforts and advertising budgets.

It is now more complex for marketers to run and measure data-driven performance for mobile campaigns. So how can marketers be empowered to do so?

First, it's good to remember that the IDFA is not dead. Apple only implemented an "opt-in, opt-out" scheme. As we know, many app businesses didn't prepare to promote users' "opt-in" or delayed the ATT prompt because they wanted to see how opt-in rates would evolve. Hence, the first question would be: How can apps prepare for ATT and create a strategy for opt-in?

Having a plan to request permission from

users for opt-in to tracking is a viable option if done correctly. Once a user installs an app, she should be guided through an onboarding flow where she can be informed of the "opt-in" option, its benefits and then be asked permission to manage user details. This will ensure that users make an informed decision and have the option to still see relevant advertising. This strategy seems to work better than initially expected as opt-in rates are encouraging.

Still, marketers are now working with different audiences: visible audiences that have opted in and invisible ones that have opted out. In the name of privacy, they can measure less when it comes to these invisible audiences.

Thus, when it comes to measuring mobile marketing campaigns, marketers need to know their options. They can measure performance based on device ID, use SKAdNetwork and to some extent still fingerprinting. And then, there is incrementality measurement, which is a puristic albeit complex form of measurement.

The tricky thing about incrementality measurement is its many methodologies and the fact that marketers aren't generally skilled to use those in their day-to-day. Incrementality measurement takes time to set up and only delivers insights when executed correctly. Marketers need to ensure that the test and control groups are clean; they need to run experiments and achieve statistical significance. It isn't a straightforward process to understand in a timely fashion if the campaign drove real uplift or not. But despite

being more complex, incrementality is perfectly applicable to the iOS world also where users have opted out.

The other aspect of marketers' challenges is targeting. Without device IDs or user history, marketers are left with contextual targeting and the relatively new approach of on-device computing data. Combining this type of contextual data to target a group of users with relevant offerings can be beneficial to circumvent the lack of first-party data available.

Despite the challenges, marketers can be empowered to navigate the new privacy landscape and don't have to do it alone. More than ever, they should rely on expert partners to help them navigate these hurdles and provide fresh ideas. Finding support for technicalities helps to focus on the campaign strategies and the creative side of it.

It's good to remember that the notion of privacy is not static. As users, we may not realize that privacy in a physical sense is undoubtedly different from our privacy in the digital sense. Just think about app usage. People are spending more and more and more time on their devices. So how can people become more private if they spend more time online where everything is about data? It sounds contradictory. Therefore as users, we need to reevaluate privacy expectations based on how we interact with the online environment.

For companies like Apple who continue to access 100% of users' data, privacy moves appear at least in part also a strategic play that allows them to become gatekeepers of their ecosystem and double-down on advertising sales revenue.

As marketers, it's all about staying connected to the users. We need to adapt and come together to build ways to comply with privacy rules while serving users with brands, services, and products hyper-relevant to them.

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https://mmaglobalmmr.com/affle/

5 Things to do Before Sunsets
on Google's Cookies

Rohit Verma
CEO, TorcAI Digital Media Private Limited.

Hate to say but we all know the world is waiting for that very final moment when last of the cookie gets consigned to flames? If we follow Google's calendar its somewhere in 2023. This article is about should we be thinking and acting now than later?

Big Tech led by Apple and now Google is set to cull third party cookies, and then marketers will lose key aspects of AD personalization, retargeting, measurement, attribution and frequency control (PARM). Industry friends at Advertisers and Publishers are a worried lot and none are truly ready for what's coming. But Smart ones are preparing much ahead of time and here's what you should know as Industry makes way for new AD ecosystem structures.

Is imagining a world without Google's 3rd party cookies a good thing?

Well, we have lived in the cookie world for the last 2 decades of Digital Advertising. By any scale, whether Google is forced to rethink or now, I am sure everyone agrees that the time is ripe for a change/rethink. Besides the Darwinian need, every ecosystem builds on a certain level of noise, fraud, inefficiencies, inertia et al. In my view this is a must happen for the good of the industry. This will allow, for instance, the emergence of millions of content publishers out of the shadows of Google and make some more money.

New Data federations (read partnerships) will emerge

A question that races in everyone's mind is what's next. Look, it's a moving wheel after all. But Industry astrotalk tell us that media companies will build walled gardens with their FPD, and as an advertiser, you will make the move to build a one to one or one to many data connections depending on plans.

Emergence of Alternate Ids

As they say, the show must go on. Post-cookies world must have, within consent paradigms, mechanisms to PRAM. In our imagination, every digital company be it

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advertisers or publishers will have their own first party data environments and cookie ID. Now certain platform agnostic ID systems will marry the two sides. Industry looks to head in that direction and there are as many as 50+ such as UID2.0, ATS, IDS, Connect ID, FloC, TurtledDOve, Sparrow or Anchor from TorcAI.

Given the complexity and need of the hour is to act fast, here are very top level what should you be thinking...

1 Build Advertising Focused CDP & Consent Management Platforms:

If you are still shying away from investing in audience tech that scales, it is probably a bad choice. Collecting and nurturing First Party Data is paramount to any digital company now. And trust me this is not a CRM application but a CDP focused on AD TECH. It has shades of ready to use, off the shelf segments for PRAM. It gives you not only omnichannel access but also single view, analytics, reports and most of all ready to activate learnings over the vast audience world out there. Not to mention the audience learnings that you get back from the open web .

2 Fire Internal media mix Decisioning Engines

With numerous Data generators and in the world of multi-channel advertising, having to measure effectiveness of each channel on an individual basis is not such a good idea. Its infiltrated with bad actors and media. The idea here is to let one decisioning system that works across, including the traditional media channels like TV, Print or for that matter our own Digital and allocates budgets, identifies users, builds cross media mix models.

3 Look for cookie alternatives:

There will not be a single replacement of cookies. There will be many approaches that will emerge if not already has. Leading to the emergence of data federations. While internally you will be required to build your own ID system and then figure out mechanisms to take the ID to the open web. Perhaps, a single-use ID is a good option.

4 Build exclusive Data Partnership pipeline:

Have you ever wondered why the ROAS is stressed just as advertising costs keep going up but the returns don't ring the bell. The answers are possibly in Supply path optimizations. It's surprising to many that 75% of the dignities time spent is outside of Google and Facebook? There are premium media players who have built businesses on real audiences. It will benefit if you can engage

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more with them one on one or via data partners. What worries most of us if Data is going out etc, let me assure you that enough and more tech mechanics are in place to manage data partnerships.

5 Chose a tech Partner that specializes:

In the last two decades, one will find many pipeline product providers. Likes of DMP, CDP, DSP, Supply. The problem is if the systems are fragmented but connected somehow, it hurts the outcomes. For example, match rates between advertiser and publisher. Its important that you engage with a tech specialist who provides end to end solutions.

To know more about our offerings click here

https://mmaglobalmmr.com/torcai/

It's Time to Rethink Your Marketing Measurement for 2022

Milva Povo

Head of Sales, Blis India

In June, Google announced a **delay** to the final withdrawal of third-party cookies from its market-leading Chrome browser until the second half of 2022.

This came as welcome news to many digital marketers, particularly those hooked on the granular measurement that third-party cookies enable. However, it is undeniable that the irreversible trend in the marketplace is towards increased respect for consumer privacy. As this trend is here to stay, it would be a mistake for marketers to use this delay as an excuse to kick the issue of 'cookieless' targeting and measurement under the rug.

Several alternative targeting and measurement solutions have been suggested to date, including universal IDs (UIDs), contextual targeting, Google's FLoC and first-party data. However, there isn't one solution that will 'solve' it all, and each of these proposed solutions comes with some challenges, such as providing only a one-dimensional view of the consumer. Solutions that try to imitate current cookie-based offerings vs addressing the real issue of consumer privacy may not pass muster in the longer term.

A problem of scale

Being able to accurately measure the reach and calculate the ROI of digital campaigns is important to CMOs and media agencies, whether personal identifiers are available or not. Measurement provides them with the information they need to optimize the performance of digital spending and arms them with persuasive facts and figures to take to key stakeholders.

Measurement, in this sense, is mostly about attribution, establishing whether X caused Y. An example of how attribution will be affected, is by looking at the recent privacy changes Apple has enforced, which reduce the volume of IDFAs data available.

While CMOs won't have access to the same level of hyper-detailed attribution data they once had, the eventual loss of third-party cookie-based tracking will, ultimately, be a good thing for the marketing industry. With extra time, we, as in industry, now have an opportunity to innovate a more sustainable ecosystem that is also consumer-friendly from a privacy perspective and better for advertisers and the industry as a whole.

However, in considering the various alternative solutions being proposed, a major issue to address is the loss of scale – particularly, when it comes to the use of UIDs and first-party data. Will users really want to share their details on sign-in and, if so, with how many publishers? First-party data is severely limited in scale due to drop off when it's converted to device IDs, as well as being unable to activate outside of the publisher it was collected on.

Right time, right location

zFaced with these challenges, it becomes crucial for marketers to work with partners focused on scale and actionable solutions. For example, many agencies are now taking an approach that uses their partners' first-party data as a seed data pool, models it out and then activates against it at scale, without relying on any personal or restricted data.

Another key trend is the increased role of location-based, regional campaigns. It's not uncommon for TV campaigns to run with certain control regions blanked out for measurement purposes, so why not digital, too? And by using modern machine learning and big data techniques, regional or audience control groups can be better automated and more nuanced than before.

Additionally, marketers have been building alliances with partner organizations that offer access to other forms of rich, privacy-compliant, anonymized data (such as shopper and POS data) to better inform and target their campaigns.

The bottom line

Ultimately, when thinking about issues of campaign measurement, we shouldn't forget that many digital marketing channels today are already post-identity, including browsers such as Safari, Firefox and Edge (as they already previously discontinued third-party cookies), as well as emerging channels such as CTV and digital out-of-home. By adopting a privacy-first, identity-resilient strategy for measurement, marketers can potentially measure more of their activity and, at the same time, be more consumer-privacy friendly and future-proof their strategy against further regulatory changes.

To know more about our offerings click here

https://mmaglobalmmr.com/blis/

Data-Driven Marketing:
Act Fast. Act Now!

Dippak Khurana
Co-Founder and CEO, Vserv

how most marketers are increasing efforts to build 1P data as data-driven marketing gets them closer to their aspirational return on ad spends.

Rethinking Strategies in 2021. Why Add Data?

Wouldn't you agree that things around the world have changed significantly? Both from a consumer and a marketer's perspective. Our technology-infused world is nothing but an array of decisions being taken on the basis of some sort of data input and insights. The internet, from a place of large and micro trends, has now evolved into a space of macro trends. Consumers from all segments are seeking more one-to-one experiences and to say the least, creating such experiences would not be possible without the power & precision of data.

An MMA and EY joint report from earlier this year highlights how 71% of Indian organizations use a blend of first-party (1P) and third-party (3P) data for marketing and

Digitally savviness across all walks of life has increased manifold in the last two decades and this fast growth rate can be attributed to demonetization, the rise of UPI, video-on-demand, and more recently the pandemic-

induced habits. According to a report, more than 50% of shoppersresponding to a survey believe that they are more informed about the products than a store/product representative.

Hence, great precedence calls for greater data! Amodern consumer in 2021 practically performs 8 out of 10 tasks online and as a marketer tapping into diverse technology-infused consumer behaviour, adding data to the media strategy only pushes the envelope for better brand engagement, marketing ROIs and conversions.

Shifts being made towards a cookie-less world also makes a marketer increase their efforts in seeking and relying on a curated data pool and experienced technology enablers.

The evolved media mix as we know it today is another reason for marketers to closely look at the data and then make decisions. Statistically speaking, TV and Digital are now the two biggest marketing spend areas and are going to be this way for many years with the TV still consuming major marketing bucks. Radio, Print and OOH, are still very much present in the media plan for the amount of credibility and scale that they can bring to a brand, but still, they get fewer bucks combined than Digital.

Safe to say, with 825 million active Indian internet users the digital-first mindset is the way forward, fuelling niche building, precision marketing and mass personalization.

Precision Marketing is as good as the data you have.

A massive 58% of Indian organizations acknowledge they have gaps in consumer data leading to difficulties in data-driven decisions.

This is because a huge chunk of brands have no sources of reliable data, first-party or otherwise. While brands that have access to first-party data are often met with decent results but for great, ground-breaking results first-party data just doesn't suffice. Just like any knowledge that needs to be constantly updated, brands need to constantly update their data by tapping into new sources. New sources of data help brands enrich their first-party data further and can also enable them with insights that were previously resource-draining blindspots.

The key to successful data-driven marketing is agility. As data doesn't remain stagnant, it

keeps altering one must quickly absorb the data and swiftly act on it in order to make the most out of it. In this constant cycle of 'Absorb and Act' marketers can truly gauge the pulse of their brand's relevant audience. The more precise, insightful and rich the data is, the better would be its impact/result. In data-driven marketing, all the results be it business returns, less spillage or effective optimization of marketing budgets can be linked to the quality of the data used.

business strategies and the nature of the business, the most valuable customers might keep changing but data will always help one each these valuable customers. Hence, it becomes more and more critical for marketers to imbibe a data-driven mindset!

Data and marketing is a match made in heaven and as marketers, it is our duty to ensure that this match is made ethically. One such ethical practice is transparency when it comes to data collection and its usage. It is wise to know the source of the data and to ensure that the data is collected in a way that will not exploit the customers and neither will it unethically manipulate them into making decisions.

To summarize, data-driven marketing is the new normal. Leverage this new normal to give your brand the boost it needs to achieve its marketing goals. Get experts on board who live and breathe data! Partner with tech and data-empowered platforms to add the 'oil' of data to 'drive' and boost your marketing efforts. Carefully corroborated, data is error-free, precise and highly insightful.

Data-Driven Marketer of Today!

Just like all thumbs are fingers but not all fingers are thumbs, all data-driven marketers are digital marketers but it's not necessary that all digital marketers are data-driven. Data helps marketers understand who their most valuable customers are. Depending on

Managing Terabyte Scale Data Chaos

Anand Kalidasan
Partner, Data and Technology,
GroupM Mindshare India

Marketers everywhere are paying attention to the velocity, volume, and variety of data that their campaigns are generating. High velocity data needs to be managed through reliable data infrastructure, efficient business processes and actionable analytics outcomes. All of this is engineered through a talent and vendor pipeline that plugs and plays skillsets and scalability.

Welcome to Tera-byte scale marketing - a world where all traditional assumptions break down. Marketing is run through hypothesis and attribution models which offer a glimpse in-to terabyte scale data-chaos.

Data & Disruption

Back in 2015, most global FMCG companies saw it coming - the steady disruption of marketing decision making from deterministic campaign data pools, across devices and time zones. Forging marketing relationships with the big technology companies became the need of the hour. Market research companies followed through with data relationships with big-tech. Agency networks had started investing in tools, platforms, data, and technology talent, chasing big data's disruptive trail. It is fair to say, the data ecosystem was and is still a heady mix for any marketing leader.

Embracing Disruption, opening up growth

Big Data sure throws lots of googlies. Web portals and mobile app companies are able to track installs and registrations right down to the town/city. And not every conversion event can be attributed to paid media or organic traffic sources. At GroupM Mindshare India, we test several hypotheses where paid media attribution explains boost in conversion events

across media. For example, our TV attribution viscosity model is able to attribute television campaign spot buys to city level app installs. Marketers who signed up had to deal with experimentation and uncertainty but were rewarded with flexible television planning decisions across genres, channels, and daypart selections.

Taking Big Data and Cloud analytics seriously

Marketing, advertising, and market research professionals have learnt to take Big Data and integrated analytics suites seriously. Billions of impressions, millions of clicks, large scale engagement metrics and time-stamped conversion data all make for dizzying possibilities. Only those who dared to dabble, experiment, fail, re-try, tool-up, re-analyze, have the knowledge of what it takes to leverage the hidden insights in big-data. And the time has come, where marketing leadership that encouraged experimentation, allowed failures, and yet continued their marketing experimentation by hypothesis, have fantastic talent pipelines, whilst those who did not invest in Big-Data technology and associated analytics experiments will continue to lag behind smaller astute competitors.

Cloud infrastructure, storage, affordable computation power and integrated analytics is accessible to every marketer. Winning organizations will harness leadership vision,

with talent and vendor pipeline for successfully riding this bigdata driven disruption.

The Strategic bet on Data Velocity and Machine Intelligence

Billions of campaign impressions and related consumer journeys, create the big-data swirl that are increasingly fed into Machine Learning algorithms to make sense of, and extract insights. Machine Intelligence within media planning and buying ecosystems is growing exponentially with the involvement of biddable programmatic buying platforms. And this gives rise to concerns about consumer privacy and potential liability. There is an urgency to invest in privacy marketing programs with big-tech companies like Google (ADH), Facebook (PET) and Amazon. Unless we deploy big data analytics within privacy safe environments, we will not fully unleash the machine intelligence that can tame big-chaotic-data coming in at speed.

Mining marketing big data at terabyte scale using Machine Intelligence, in a privacy compliant manner…now that's what winning organizations invest in. At GroupM India, we are privileged to work with visionary CMOs, who are setting the pace and hiring fantastic talent in their teams to shape the next generation of marketing decision making.

Mobile App Trends – MMA Adjust Report

A closer look at India's mobile market

The Mobile App Trends 2021 report highlights that app usage habits and trends saw a drastic change during 2020 as people all around the world turned towards mobile for entertainment, daily tasks and necessity during Covid19 induced lockdowns in the country. Within the APAC region, it wasn't just the number of sessions and installs that increased drastically - the time users spent in-app, the number of sessions they had per day, and the length of the average session also grew.

The report takes a deep dive into mobile performance in APAC, drawing on data and industry-insights to help marketers and developers understand users' trends in their region.
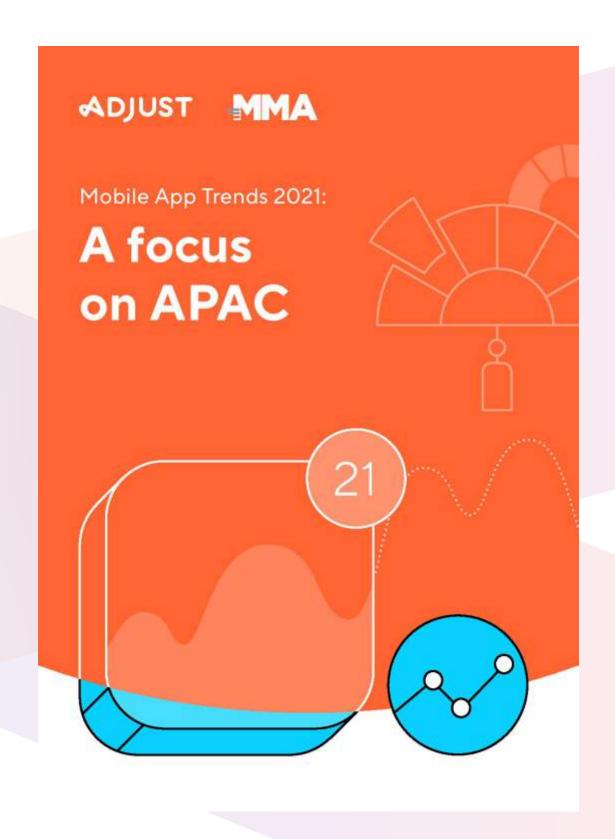
The verticals: It turned a spotlight on fintech, e-commerce and gaming — focusing on everything from installs and sessions to reattributions, eCPI, paid and organic ratios and the number of partners that apps in these verticals are working with. Non-hyper casual and hyper casual gaming was broken down into two distinct verticals, as user behavior and in-app trends are increasingly divergent.

More people in APAC are turning towards mobile and digital solutions for entertainment and daily tasks than ever before. To truly stand out in this region, developers and marketers need to be more data-driven, focus on perfecting their UX — and prepared to adapt to the ever growing and changing mobile ecosystem. With iOS 14.5+ redefining how we approach UA as an industry, and with Android 12 changes on the horizon, the importance of A/B testing and gaining a deeper user understanding are becoming increasingly important. It's critical to have an expert understanding of UA and to be laser-focused on user behaviors that lead to high lifetime value (LTV).

ADJUST **MMA**

Mobile App Trends 2021:

A focus on APAC

21

To download the report, click here:

https://bit.ly/3KMrGUg

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The Use of Mobile in the Digital Marketing Mix

MMA Report

The report analyses mobile marketing capabilities, growth in m-commerce and social marketing, and impact of technologies such as AI, IoT, ML & voice on improving marketing efficiency.

Over the time that WARC has carried out this survey with the MMA, the role of mobile in the arsenal of marketers has grown significantly. Today, more than two in three marketers are incorporating a mobile-first approach in their marketing. As smartphone technology becomes more and more sophisticated, marketing professionals have needed to increase both investment and focus on improving digital and mobile competences.

Key highlights include:

Two third (69%) marketers have adopted mobile-first approach – a 10% increase since 2020 demonstrating mobile marketing's growing position in the greater modern marketing picture.

55% marketers use engagement metrics followed by business metrics (51%) to measure mobile effectiveness in 2021.

75% marketers are expecting an increase in mobile budgets in 2021 – a 20% increase since 2020 led by social media and m-commerce technologies.

To know about offerings from a member click here

https://mmaglobalmmr.com/icicibank/

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To download the report, click here:

https://bit.ly/3JCSqVP

An MMA initiative: India 2022

>>>>>>>>>>>

MMA India's "Brand Safety Reimagined- A must download kit" report serves as an educational tool for veteran marketers informed by peer best practices and crafted to aid the practitioners create a brand safety framework in India. The report carries some of the fantastic POVs from industry experts and it will surely deepen your knowledge of brand safety and suitability challenges, formulate proactive responses as new threats emerge with the rise in digital transformation in the country.

This report has been tailored to help you do some really important tasks including creating and implementing a brand safety strategy, fine tuning an existing strategy, gathering lessons learned and sharing best practices and actionable insights with your organisation and team(s).

It is noteworthy that Brand Safety has become crucial to define your brand safety, prioritise transparency, choose a reputable programme provider, use insights to monitor campaigns in real-time, assess negative targets and data.

MMA as a neutral trade body has taken the ownership of enabling the industry with industry state of affairs in the space and experts' point of views (POVs) to enable and empower brand safety strategy. MMA is perhaps the only trade body in India which has initiated heightened measures to create awareness around brand safety- a topic which is gaining momentum now.

Brand Safety in today's time is of superlative importance given the spike in digital consumption and subsequent advertising on digital touchpoints. In today's time, it is something that could not have a 'set and

forget' mode; rather it needs ultra-careful diligence and vigilance especially with emerging challenges in new media environments.

The **MMA Brand Safety council** has played a phenomenal role in demystifying what is brand safety and why it is important to India in the current times. Their expertise has helped MMA India to come up with such a report which would serve as an educational tool for senior marketers and digital custodians to help marketers design a brand safety blueprint.

The report was prepared by marketers, for marketers with the strong objective of offering the best of guidance and promulgating best practices for brand safety.

The goal cannot be to "solve" Brand Safety, because the work is never ending, it's really about solving for your readiness to address brand safety issues.

To read the MMA Global report on

"The Brand Safety and Suitability Strategy Guide" click here
https://bit.ly/37OhHiT

MMR 2022
Feedback Survey

>>>>>>>>>>>>

Please spend a few minutes sharing your thoughts with us.

Click here to fill out MMR 2022 Feedback Survey

MMR 2022 Feedback Survey

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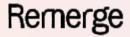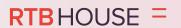
ABOUT MMA GLOBAL

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 optimising 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 Asia Pacific (APAC), Europe/Middle East/Africa (EMEA) and Latin America (LATAM).

For more information see
www.mmaglobal.com

MMA Working Councils

E-commerce Council

The council has prioritised 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

Key Insights:

→ Consumers are now experiencing the benefits of online channels, like limitless assortment, convenience & now most importantly safety

→ Voice as a platform really helps in increasing orders & product searches on E-Commerce platforms

→ Mobile fuels 30% more financial engagement in India

→ 98% of postal codes in India ordered at least 1 Fashion item online in the year 2020

→ Over 60% of consumers made their first purchase online with Buy Online Pay In-Store (BOPIS)

→ 10% increase in the number of orders placed per week per customer

→ 11% of consumers tried online shopping for the first time in 2020

→ 80% of online shoppers shop via mobile device

Source: MMA Industry Reports & Webinars

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E-Commerce Council

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Chairperson & Group CEO -
Grey & Autumn Grey
Grey Group

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Enjoying Value

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E-Commerce Council

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make my trip

VISHAL JACOB

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E-Commerce Council

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Chief General Manager – Consumer & Commercial Marketing, Bridgestone

BRIDGESTONE
Your Journey, Our Passion

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Chief Data & Platforms Officer Head - MAAS India, Affle

affle

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Head of eCommerce, GroupM

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Senior Director, Specialist Businesses, Insights Division, South Asia, Kantar

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Head of Digital Marketing,
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MEGHNA APPARAO

Director, E-Commerce & Retail,
India META

∞ Meta

MARISHA GUPTA

VP & Head - Measurement,
Insights & Analytics,
JioAds

JioAds

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 :

1. Educational assets in terms of a Martech Maturity Guide
2. Webinars for thought leadership/evangelism
3. Industry surveys on State of Martech, Customer data maturity, etc.

Key Insights:

→ 40% of the organisations are at a nascent stage in MarTech capabilities, while 30% are at an emerging level

→ 80% of businesses in E-commerce and over 50% in BFSI have an emerging level of MarTech capabilities, as early adopters

→ 87% expect their spending on MarTech to increase over the next 5 years

→ 44% said that they have a strong digital business culture cultivated in their employees

→ 32% said that they measure revenue/profitability using MarTech stacks

Source: MMA MarTech Maturity Survey

MarTech & Data Council

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Head, Growth & Monetization, Sony Pictures Networks India Pvt. Ltd

KUNAL AMAN

Head – Marketing & Communications, SAS, India & Japan

DAVID RAAB

Founder and CEO, Customer Data Platform Institute

NAMRATA BALWANI

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PREETHA ATHREY

Head Marketing, Twitter

CHRIS HIGGINS

Senior Vice President Marketing, Netcore Cloud

SUJIT GANGULI

Head - Corporate Brand and Communications Group, ICICI Bank Ltd
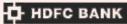
MarTech & Data Council

DEEPAK ORAM

Head - Martech & Automation,
HDFC Bank

HDFC BANK
We understand your world

ANKUR GATTANI

VP - Growth & Marketing,
WebEngage

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GIRISH KALRA

Chief Marketing Officer,
TATA AIA

TATA AIA
LIFE INSURANCE

SWASTIKA JOHOREY

Head IT (E-commerce,
Digital Marketing and Data),
SOA RECKITT

reckitt

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MMA Working Councils

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.

Key Insights:

→ 82% of smartphone users are using voice activated technology as voice tech in playing a pivotal role in fueling aided commerce growth

→ 72% internet users in India will prefer to use a language other than English, with voice driving adoption

→ Voice has become a way of life, especially for information & entertainment:

43%
for entertainment

26%
to control utility apps

38%
to gather information

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Voice & Audio Council

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Vice President, Marketing - India, Southeast Asia and South Asia, Google Asia Pacific

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CEO, Agrahyah Technologies and aawaz.com

Agrahyah Technologies

NIRAJ RUPAREL

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Co-founder, Slang Labs

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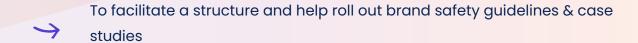
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Brand Safety & Suitability Council

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.

This will be achieved through a Brand Safety Framework which can be used to analyze the spends and formulate strategy aligned with the positioning and reputation of a brand, helping other stakeholders as well to proactively contribute towards common goals of optimizing returns on spends and create a safe ecosystem possessing integrity and respecting privacy of all in the value chain, including audiences.

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

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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.

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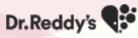
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MMR 2022 Feedback Survey

>>>>>>>>>>>>

Please spend a few minutes sharing your thoughts with us.

Click here to fill out MMR 2022 Feedback Survey

MMR 2022 Feedback Survey

Conclusion

Conclusion

The last two years have heralded change which is transformative and dynamic. The changes have spanned the realm of daily lives, shopping habits, culture, technology, and data, among other things. In view of this, it is critical for marketing organisations, not just to adapt, but to lead this change in a manner which is fundamental, scalable, and visionary. And that is what is going to differentiate "Winning Marketing Organisations" from others.

The Modern Marketing Reckoner 2022 attempts at helping marketing organisations do just that. It is built on two perspectives – "The firm value" and "The customer value."

While one is about the changes an organisation needs to make internally in terms of structure, focus, technological innovations and knowledge, the other talks about the shifting consumer and cultural lens and how marketers need to relook at the way they engage and interact with consumers.

This report is meant to be a comprehensive reckoner for marketers as we step into a world which is complex, dynamic and every changing. We hope you enjoyed reading The Modern Marketing Reckoner 2022 and will keep coming back to it as you navigate your organisational direction and focus.

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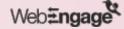
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