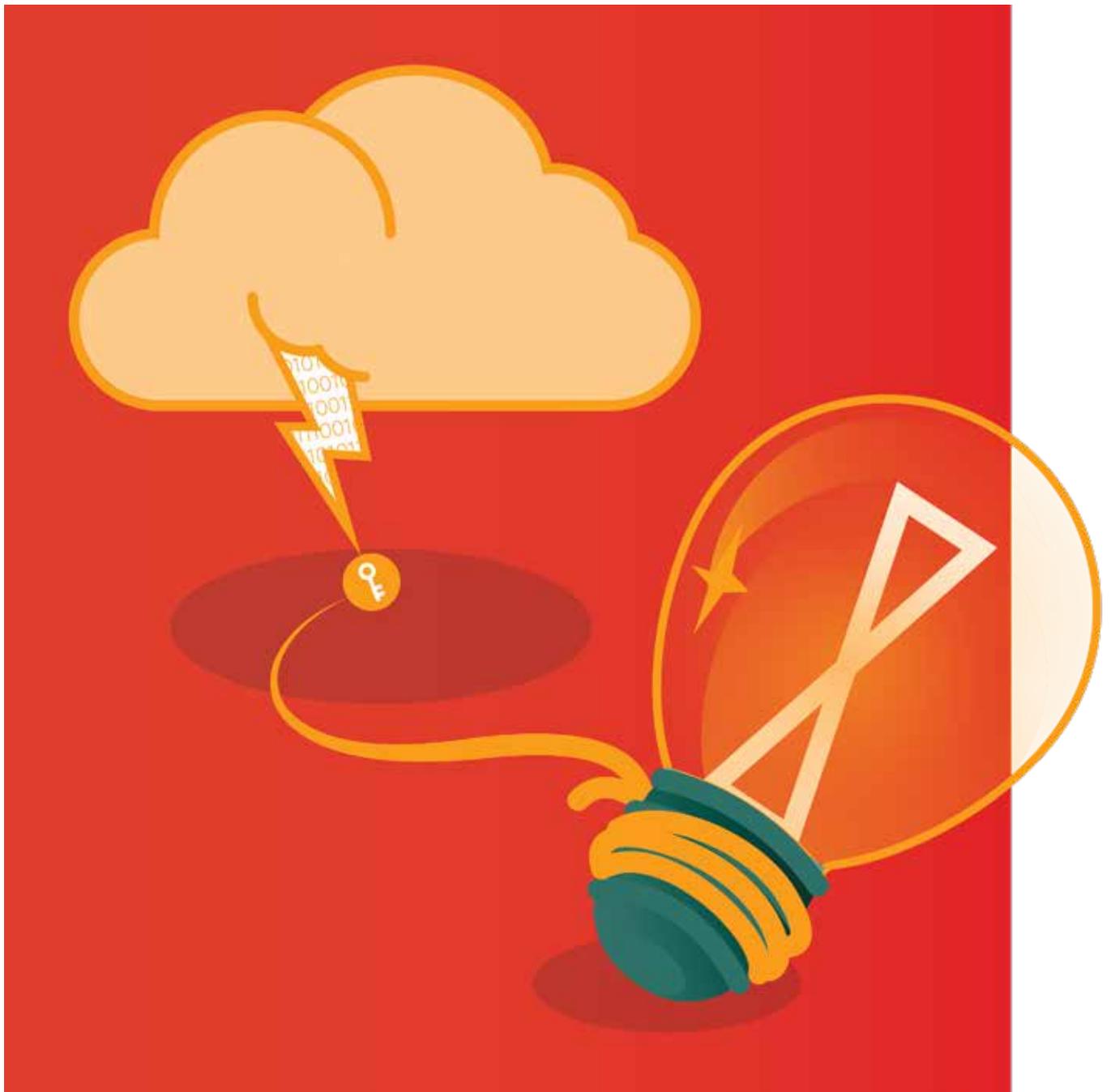APRIL 2023

FROM DATA TO INSIGHT

THE OUTLOOK FOR
MARKETING ANALYTICS

Presented by

wg Winterberry Group

ANA

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ACKNOWLEDGMENTS

This report would not have been possible without the significant contributions of the industry leaders who supported our research and shared their opinions with us. In particular, Winterberry Group is grateful to our project sponsors for their time, efforts and insights:

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This whitepaper's purpose is to better define the present and future state of marketing analytics. In the process of developing this paper, Winterberry Group surveyed more than 200 marketers from both the US and Europe and conducted in-depth interviews with more than two dozen analytics agency and vendor executives.

The result is an evidence-based examination of current and emerging marketing analytics use cases, industry challenges and factors for success as demonstrated by companies that are utilizing analytics most effectively.

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TABLE
OF CONTENTS

TABLES AND CHARTS

EXECUTIVE SUMMARY

The use cases for analytics are expanding across companies and marketing teams, driven by rapid advances in technology, a proliferation of customer touchpoints and a heightened need for faster and better data-driven decision-making. There are significant obstacles to growth, however, as the loss of data identifiers, privacy regulation and entrenched organizational cultures force marketers to innovate in understanding what drives value. These challenges will be overcome as marketing art and science converge, resulting in more widespread use of analytics to innovate how companies identify, understand and engage with prospects and customers.

Analytics maturity among marketing organizations is a work in progress, with 47% of organizations reporting themselves as either Emerging or Progressing, and only 10% having moved to leader status. The research identified maturity levels based on the complexity and type of use cases for which the organization leverages analytics. The results indicate that most marketers have evolved beyond descriptive analytics and are now leveraging predictive and prescriptive analytics to drive decision-making - with European marketers evolving more rapidly as a result of limits on data availability.

The primary analytics use cases focus in five areas: audience intelligence, the customer journey and experience, commerce, creative and content, and media measurement and attribution where marketers utilize analytics to better leverage the vast amount of data to understand, predict and optimize their decision-making

Media measurement and attribution remains a challenge despite being a priority for marketers. Media measurement and attribution is one of the most prevalent areas for marketing analytics, despite the challenges posed by cookie deprecation, the resulting lack of standard identifiers and the growing number of data privacy regulations. The future state solution will most likely involve elements of econometrics-based marketing mix modeling, as well as deterministic and model-based attribution solutions from a range of open and closed sources.

Marketers' sophistication in using analytics to improve creative and content development is growing rapidly and approaching a key inflexion point. Analytics are helping to drive evidence-based creative decisions that are increasing customer engagement and conversion rates. More than one third of Winterberry Group survey respondents said they were either leveraging prescriptive analytics to curate the creative assets driving the most performance or leveraging adaptive and autonomous analytics to analyze data and generate/curate content and creative based on predetermined parameters. This will accelerate very rapidly as generative AI matures into embedded solutions.

Analytics Leaders demonstrate comprehensive strategies across the core organizational components: data, technology, organization, processes and partnerships. The sourcing, collection, accuracy, governance and storage of data is a prime differentiator for brands that effectively use marketing analytics. Among Winterberry Group survey respondents, 45% of companies defined as Leaders said that standardized processes exist for information gathering and sharing across the organization, versus just 20% of companies characterized as Laggards.

The skills gap is still a challenge, but its impact is weakening: As technology adoption spreads, critical challenges inhibiting analytics maturity include the lack of centralization of the analytics function across the organization and the lack of talent availability. Ultimately the difference between the leaders and those who are emerging or lagging is a skills gap, one that will take a concerted investment in the benefits of analytics in driving outcomes to resolve. Meanwhile, nearly 75% of all respondents are leveraging third party provider support to bridge the gap.

Data aggregation, quality and security lead analytics-related spending priorities. Both US and EU marketers have identified data aggregation from multiple sources, data quality and data security as priority investment areas to improve the effectiveness of their analytics efforts. Other spending priorities include investments in data management technology and selecting the right analytics tools.

Spend on marketing analytics and data infrastructure will reach $32BB in 2026: Spending on data and analytics infrastructure is expected to grow at a CAGR of 10% from $22 billion in 2022 to $32 billion in 2026 in the US, UK, and EU. Technological advancements and process improvements have enabled businesses to achieve more with less reliance on people, empowering business analysts and engineers to leverage readily available technology, while reducing reliance on individuals with advanced degrees and offshore talent.

A PERIOD OF RAPID CHANGE AND EVOLUTION

Marketing analytics plays a crucial role in helping marketers understand their target audience, reach them effectively, and evaluate the success of their marketing efforts. The history of marketing analytics has shown a steady evolution and improvement through iteration, but we are now experiencing a revolution driven by multiple factors, such as seismic shifts in privacy, rapid changes in storage and processing power, and access to data infrastructure technologies that allow structured and unstructured data to be integrated. Additionally, analytical techniques have advanced to include more advanced unsupervised analytical techniques at scale and speed, including machine learning, deep learning, and advanced AI. These developments have enabled marketers to harness the full benefits of more advanced analytics to enhance multiple areas of activity.

THE EARLY DAYS AND THE OPTIMIZATION OF DIRECT MARKETING

- Direct marketing in the early days was limited to phone and mail surveys and transactional behavior analysis
- By the 1990s, direct marketers had greater data capabilities and used RFM and alternative classification approaches to build customer segmentations
- Call center, TV schedule, and ratings data were combined to understand how channels interacted and create "brand response" campaigns

THE EXPLOSION OF DATA-DRIVEN MARKETING

- The digital era in the early 2000s saw an explosion in data growth with email and display advertising becoming primary channels
- The appropriation of cookies as a universal identifier revolutionized the measurability of online activity
- Marketing analytics evolved quickly with traceability of behaviors across multiple sites, leading to the emergence of performance marketing
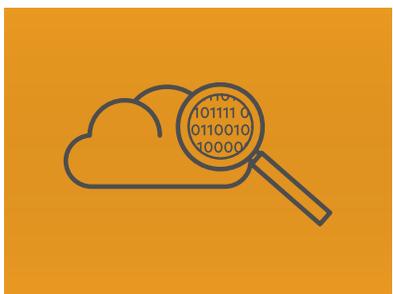
OMNICHANNEL AND THE EXPLOSION OF DATA

- As marketing shifted to performance marketing, an explosion of data occurred, creating a need for innovative methods of storing and processing data.
- Big data storage and cloud computing allowed organizations to store vast amounts of structured and unstructured data.
- The expansion of data and compute power enabled analytic methodologies to derive deeper insight.
- Enter Artificial Intelligence and Machine Learning, which can now be used to analyze the vast amounts of data, uncover patterns, and improve marketing effectiveness.

WHERE ARE WE TODAY?

Analytics is now core to the success of marketers. Technology continues to develop at speed, bringing with it near-real time access to customer data, insights and activation. Several industry trends are serving to amplify the value of analytics within the marketers toolkit, driving its importance in achieving business outcomes:

Consumer choice and data protection: The process of increasing the level of choice and control that consumers have around how data about them is collected and used is becoming universal. It is moving at a different pace across regions and countries, and the end solutions adopted by national, or state level governments will not be entirely harmonious, but there is a clear trajectory. Large brands and leading technological platforms, driven by a fear of external oversight and being mindful of consumer attitudes, have taken privacy steps independently and faster than governmental bodies. From the deprecation of browser-based third-party cookies to the loss of mobile identifiers, the ability to deterministically join and identify marketing audiences has been compromised. As such, marketers will increasingly rely on advanced analytics to surface deeper insights from existing customer data sources.

The restrictions on use or loss of the previously universal identifiers led to a growth of privacy enhancing technologies that aim to preserve individual anonymity whilst enabling meaningful marketing and advertising use cases. These approaches use advanced encryption technologies to deliver marketing solutions. They demonstrate the advancement and commercialization of mathematical techniques that have been enabled by the widespread availability of high performance computing power and cost effective storage.

Speed of technological change: These rapid advances in computing speed and power are also enabling marketers to perform experiments, review results and optimize campaigns faster than ever before. Analytics is the key to enabling on-the-fly, real-time adjustments to campaign tactics and strategies.

Fragmentation of measurement approaches: The reduction of identifiers has led to a greater investment in first-party data. Those entities with high volumes of first-party data (usually walled garden platforms), especially those with fast changing data with high levels of variety, are protecting and controlling their assets assiduously. This is one reason why these types business have traditionally controlled the insights and analysis that advertisers can access. Whilst this has led to some cynicism that such businesses are "marking their own homework" they have evolved their own conversion API approaches and delivered "clean room" solutions that allow advertisers to match their own purchase data back to the walled garden user data in a blinded manner. The best solutions use double blinded analytical environments to ensure that neither party can gain any unfair advantage. We see this approach becoming the accepted standard for sharing first-party data for analytics.

Some discussion is made around the evolution of "black box" technology, such as neural networks, that are inherently difficult to explain or audit. It should be recognized that in many countries the delivery of an offer to an individual or group that confers certain financial benefits (and therefore excludes some other individuals from the benefits) needs to be auditable and explainable under data protection or financial regulations. This means that some of these techniques are not applicable in these use cases.

> " What brings [brands] to us is that they've been optimizing the performance marketing, but cannot yield more growth. So they move to the upper funnel and want to optimize those efforts. "

– Chief Data Strategy Officer, Global Marketing Analytics Solutions Provider

For the purposes of this whitepaper, Winterberry Group uses the following definitions:

Marketing Analytics: A combination of technology, talent and processes to understand first, second and third-party data to derive insight, predict marketing outcomes and optimize marketing decision-making.

Machine Learning (ML): A series of methods, tools, models and algorithms to enable data-driven decision making on vast amounts of data.

Artificial Intelligence (AI): The simulation of human intelligence processes by machines, especially computer systems. The ultimate objective of AI is to emulate human behavior through processing information (leveraging techniques such as ML, making ML a subset of AI) and acting upon this information. An example subset of AI is "Conversational AI", referring to the use of AI technologies to enable machines to communicate with humans in natural language through text or voice-based interface.

In addition, we've acknowledge three classifications of analytic approaches currently used for marketing:

Descriptive: Analytics that describe what has happened.

Predictive: Analytics that predict what will happen in the future leveraging data from the past.

Prescriptive: Analytics that recommend the next-best action to drive specified objectives.

FIGURE 1 – DISTRIBUTION OF RESPONDENTS ACROSS THE MATURITY CURVE

2023 (% of respondents)

Laggards	Emerging	Progressing	Established	Leaders
5%	10%	37%	38%	10%
leverage descriptive analytics to describe, summarize and analyze historical data across marketing analytics use cases	leverage a combination of descriptive analytics with diagnostic analytics to identify causes and trends across marketing analytics use cases	leverage a combination of descriptive analytics with prescriptive analytics across marketing analytics use cases with deficiencies in certain areas and highly adequate strategy in others	leverage prescriptive analytics to recommend the right or optimal decision across marketing analytics use cases	leverage adaptive and autonomous analytics (including Artificial Intelligence) to monitor, decide and act in an automated or semi-automated manner across marketing analytics use cases

Source: Winterberry Group Survey (2023)

THE SPECTRUM OF ANALYTICS MATURITY

To gain greater insight into the current state of the analytics market, Winterberry Group conducted a survey of over 200 marketers in the US, UK, France and Germany. The goal was to derive insight into organizational structures, utilization of marketing analytics and the level of complexity in the use cases they address. Accordingly, we categorized respondents' organizations into five maturity levels, based on the complexity and type of use cases for which they leverage marketing analytics:

Laggards: primarily leverage basic descriptive analytics across use cases and domains to understand what has happened in the past.

Emerging: Rely on descriptive and diagnostic analytics across use cases and domains to understand historical data and identify causes and trends.

Progressing: Combine descriptive and predictive analytics across use cases and domains to forecast and predict future outcomes as a guide to decision-making.

Established: Combine descriptive, predictive and prescriptive analytics to understand data, forecast/predict future outcomes, and assess optimal course of action.

Leaders: Combine analytics with artificial intelligence and machine learning for intelligence and to automate the delivery and activation of marketing analytics.

Only 10% of companies are truly leveraging marketing analytics to derive insight and automating the optimization of business decisions. Indicating the difficulty brands face to transform to data-driven analytical organizations.

15% of organizations are early in their transformation with some demonstrating little to no interest in truly being analytically driven.

The vast majority of organizations (75%) have made progress in evolving their application of marketing analytics, but have a substantial way to go to garner the true power of marketing analytics.

European marketers have been forced to adopt innovative analytics capabilities faster than their US counterparts due to the EU's more restrictive data privacy and identity environment

Marketers in the North America and the EU prioritized Creative and Content, Commerce and Measurement and Attribution as their most sophisticated use cases. Customer Journey Management emerged as the use case with the greatest need to evolve in sophistication.

> " [Europe has experienced a higher level of interest and passion for analytics than the US] due to the implementation of GDPR, which forced businesses to explore alternative data options. This led to increased testing and experimentation in smaller markets, which created momentum. Furthermore, there are specific data needs in Europe that cannot be fulfilled by the larger and more accessible data solutions found in the US. Although there are advanced markets and laggards, talent challenges in Europe are relatively less compared to the US. "

– Chief Executive Officer, Global Marketing Analytics Solutions Provider

FIGURE 2 – DISTRIBUTION OF RESPONDENTS ACROSS THE MATURITY CURVE, BY GEOGRAPHY

2023 (% of respondents)
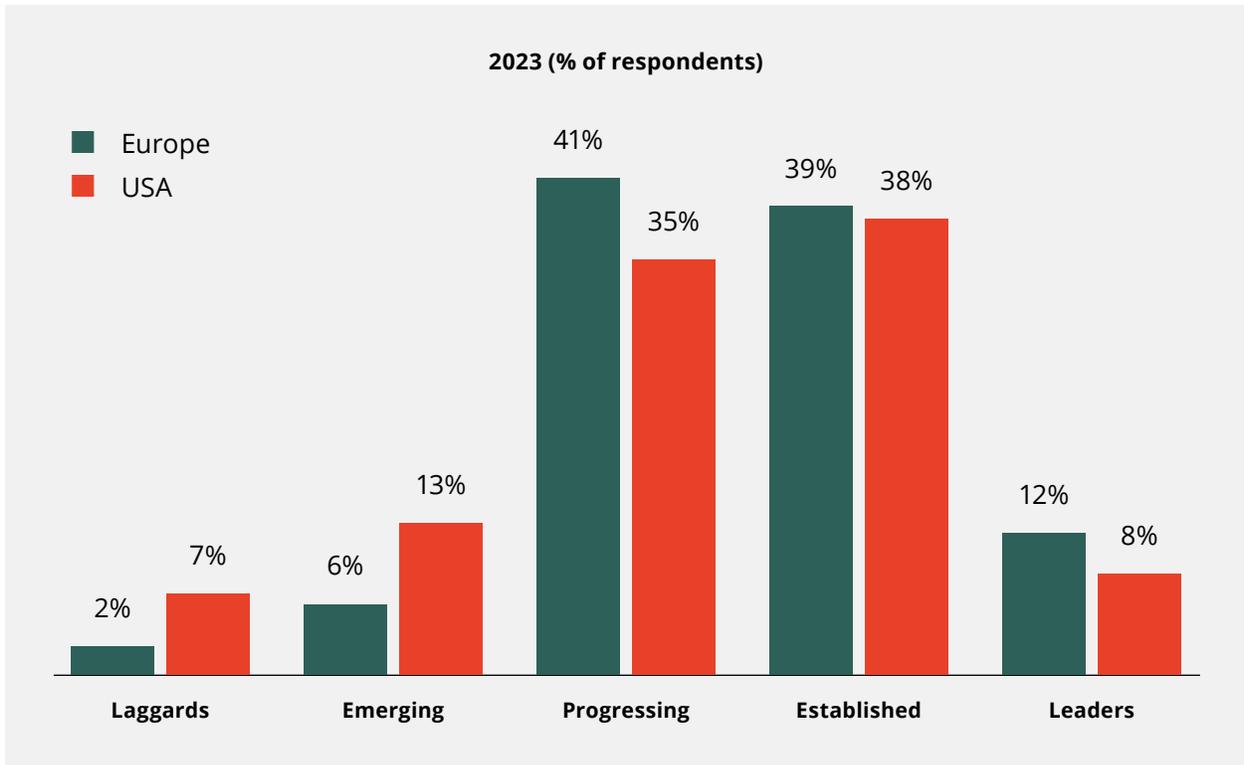
Source: Winterberry Group Survey (2023)

MARKETING ANALYTICS AREAS AND USE CASES

Descriptive, predictive or prescriptive analytics? These are the questions that marketers are asking themselves when it comes to what kind of analytics to use to leverage the vast amounts of data at their fingertips and optimize their decision making. The number of use cases for analytics is accelerating quickly. Our research identified five primary marketing areas where analytics are helping marketers achieve their goals.

Audience and Customer Intelligence: Segmenting, understanding and targeting customers.

Customer Journey and Experience: Designing customer journeys and experiences to define how brands engage with consumers.

Commerce: Promoting and selling products and services, both in-store as well as online.

Creative and Content: Creating, developing, versioning and optimizing assets.

Media Measurement and Attribution: Tracking, analyzing and evaluating the impact of various media activities.

	Audience and Customer Intelligence	Customer Journey and Experience	Commerce	Creative and Content	Media Measurement and Attribution
Descriptive	Segment customers into distinct audiences	Understand with which touchpoints a customer segment interacted	Understand how sales of a specific product are performing	Understand how the creative asset is performing in a campaign	Understand how campaigns performed
Predictive	Predict how distinct segments will react to different treatments	Predict how a customer segment will react when exposed to a sequence of touchpoints	Predict how sales of a specific product will perform if a promotion is activated	Predict how a new creative asset will perform in a campaign	Forecast how campaigns will perform
Prescriptive	Decide which segments to target with which treatments	Decide which journeys to enable for a customer segment	Decide whether to activate promotions or not	Decide which creative asset to use	Decide in which campaigns to invest

AUDIENCE AND CUSTOMER INTELLIGENCE

With an abundance of data available, audience segmentation techniques have become more granular, enabling marketers to more accurately define groups of customers based on similar interests and behaviors.

Modeling capabilities continue to expand, moving from single acquisition models to holistic modeling systems that optimize segments across next-best experiences to grow customer lifetime value (CLV), better understand likelihood to churn and enhance decision making to increase customer engagement and retention. Marketing analytics are allowing brands to utilize unstructured data to segment customers, including conducting sentiment analysis of social media content.
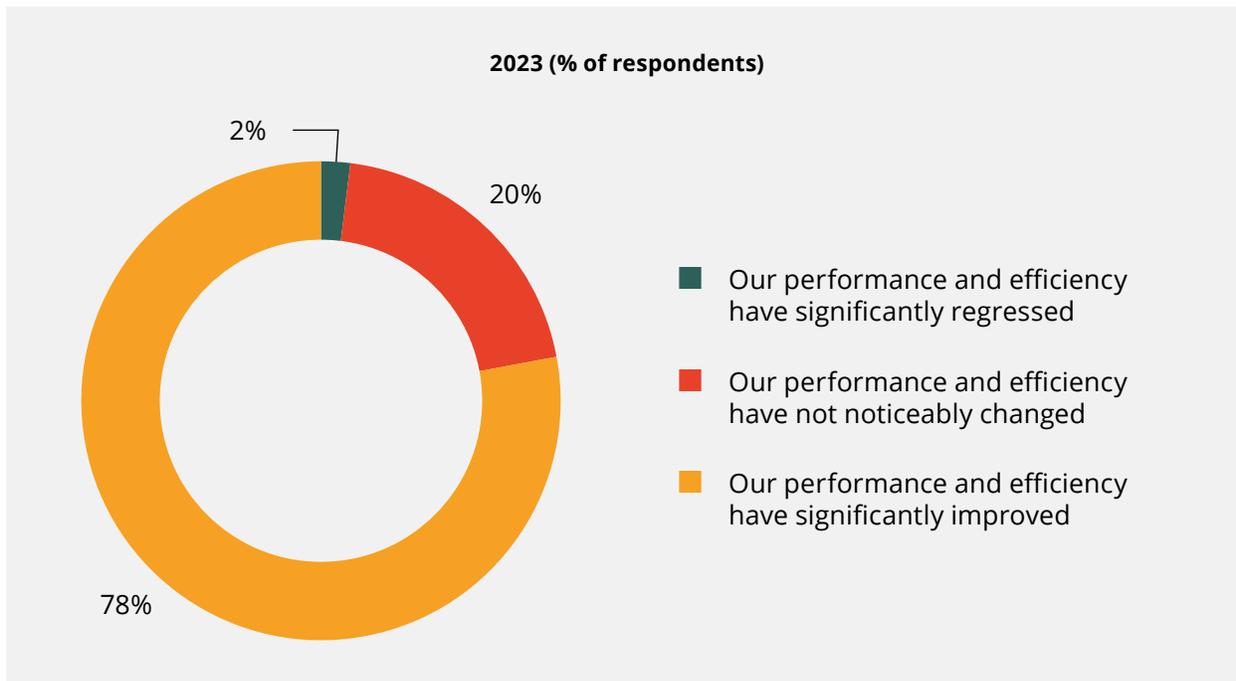
Nearly 80% of marketers see performance and efficiency significantly improve when marketing analytics is implemented.

> " Brands want to personalize their offerings and marketing to different groups of consumers, which requires a deeper understanding of their market. Marketing analytics is about defining those potential marketing segments. "

– Chief Data Strategy Officer, AdTech Provider

GRAPH 1 – HOW WOULD YOU DESCRIBE THE IMPACT OF USING ANALYTICS ON YOUR AUDIENCE TARGETING AND SEGMENTATION EFFORTS IN TERMS OF PERFORMANCE AND EFFICIENCY?

2023 (% of respondents)

- **Our performance and efficiency have significantly regressed**
- **Our performance and efficiency have not noticeably changed**
- **Our performance and efficiency have significantly improved**

2% · 20% · 78%

Source: Winterberry Group Survey (2023)

> "There is no doubt in my mind that A/B testing is something we need to have in the toolbox, as opposed to the old days of someone putting their finger in the air and deciding what is right. It's something we are going to keep looking into building."
>
> *– Chief Product Officer, Commerce Agency*

> "CMOs should look at every tool they have and treat it from the ROI perspective, especially given the ease of creating content with AI – the disruption is incredible."
>
> *– Chief Executive Officer, Privacy-Centric Measurement Provider*

CUSTOMER JOURNEY AND EXPERIENCE

Brand experience is now a key deciding factor for consumers when it comes to choosing the companies they do business with.

Customer expectations for personalized, omnichannel and cohesive experiences have never been higher. Nearly three quarters of customers expect companies to understand their unique needs and expectations, according to *State of the Connected Customer* published by Salesforce. Perhaps more importantly, more than half of customers expect brand offers to *always* be personalized. Use cases for analytics on the customer journey include anticipating where, when and how a customer wants to interact with a brand. The depth and breadth of data available is allowing marketers to understand each customer at a granular level, enabling them to personalize their experiences and decide on the purchase paths that are most likely to increase engagement, ultimately leading to an increased lifetime value.

COMMERCE

Product recommendations are a core part of a personalized customer experience.

Using analytics, marketers are becoming more sophisticated in their efforts to deliver relevant offers to targeted audiences.

Over 50% of marketers state that they are leveraging either predictive or prescriptive analytics to predict future outcomes and recommend the best next action. The result is an improved customer experience and increased conversions. Marketers are leveraging analytics to optimize the commerce experience and reduce the risk of churn.

CREATIVE AND CONTENT

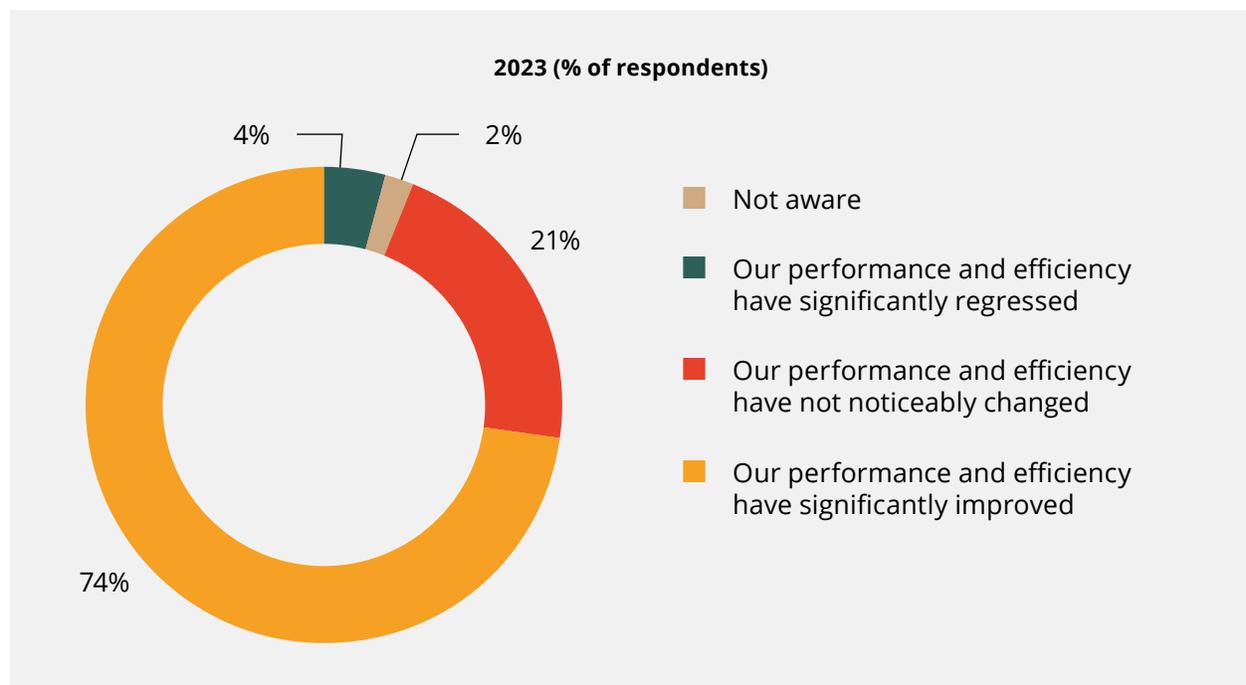Marketers' sophistication in using analytics to improve creative and content development is on the rise.

More than a third of marketers state that they are either leveraging prescriptive analytics to curate the creative assets

driving the most performance or leveraging adaptive and autonomous analytics to analyze data and generate/curate content and creative based on predetermined parameters.

74% marketers have seen their creative performance and efficiency significantly improved as a result of using analytics to create, distribute and optimize assets.

Such trends reflect the way brands are using AI-powered analytics to optimize content, particularly for digital audiences across websites, search engines and social media. Heat maps and other data visualization tools analyze time spent on every inch of a webpage or SERP, as well as examine imagery and attributes by category or geography with the goal to improve efficacy.

GRAPH 2 – CREATIVE ASSETS AND CONTENT USE CASE

2023 (% of respondents)

- 4%
- 2%
- 21%
- 74%

Legend:
- Not aware
- Our performance and efficiency have significantly regressed
- Our performance and efficiency have not noticeably changed
- Our performance and efficiency have significantly improved

Source: Winterberry Group Survey (2023)

MEDIA MEASUREMENT AND ATTRIBUTION

A wide variety of attribution models are available, including first touch (FTA), last touch (LTA), linear and time decay. Multi touch attribution (MTA) uses statistical modeling to distribute credit for a purchase across multiple touchpoints based on their relative impact.

MTA had grown in popularity due to the increasing complexity of the purchase journey across multiple channels. Since MTA models rely on digital interactions they can under represent the impact of non-digital touchpoints, including OOH, direct mail, in-store promotions. MTA models can also be subjective, assigning credit based on incomplete data. Brands need a highly accurate identity spine across the digital ecosystem to derive optimal MTA results, and even then they are severely undermined by a lack of the data linkages provided by third-party cookies The days of MTA being the dominant method of driving media analytics are limited.

Media Mix Modeling (MMM), or econometrics as some practitioners prefer, on the other hand, is a "top-down" statistical approach that analyzes the effectiveness of different marketing

tactics (i.e., advertising, pricing, promotions) to achieve business outcomes. The goal is to quantify the impact of marketing activities on sales and other business metrics, and optimize the media mix by allocating resources to the most effective tactics, channels or campaigns. The primary knocks on MMM are that it takes time, it historically had not been granular enough (i.e., aggregate vs. individual data) and time to insight had been too long to impact digital marketing. However, the universal impact of the advances in computing storage and power have enabled a reduction of these timescales. While data collection is significant as more budget shifts to digital the data collection becomes more automated and time to insight shortens.

The future state solution will most likely involve elements of econometrics-based MMM, as well as both deterministic and model-based attribution solutions including walled gardens, conversion APIs (CAPI), neural networks and similar "black box" technologies.

RETAIL MEDIA NETWORK MEASUREMENT

Retail Media Networks are advertising platforms launched by retailers that can give advertisers access to first-party data and allow them to reach more specialized audiences across all of that retailer's property in a privacy-safe manner. RMNs have recently proliferated, particularly as more ad dollars flow to retailers' digital platforms: retailers are seeking to expand revenue generated from advertising and promise closed-loop reporting.

However, at this stage of the market's maturity, there are drawbacks, particularly around the lack of standardized data points and identifiers, which make it difficult to aggregate results. Advertisers in RMNs have complained about the inability to standardize measurement across different RMNs, as each RMN provides its own measurement tool set and is incentivized to enhance the impact of its advertising (i.e., show a higher impact on sales than advertising actually drove). This has driven brands to rely on independent analytics providers to clarify confusion and develop custom measurements that better fit brand objectives.

In response to the e-commerce boom, a wide variety of retailers have launched Retail Media Networks (RMNs), which combine digital and offline retail media assets to create closed-loop measurement and reporting (see sidebar). Yet RMNs are not a perfect approach, either. In interviews, analytics providers mentioned the opaqueness of RMN black boxes. Given the mistrust of results, many marketers – particularly in the consumer packaged goods (CPG) field – do not have confidence in which RMNs to invest in and what those investments should be.

> " Retail media is a fast-evolving market. It is about the measurement, but it lacks maturity. It will change depending on the business model that emerges – whether advertiser or retailer built. "
>
> *– Client Global Data Lead, Global Advertising and Marketing Holding Company*

> " Google will dictate the next evolution of attribution given the volume of advertising that is done through its platform. It could be a campaign-level attribution of MTA. But, there is this asterisk that goes next to any MTA that is person-based. I think there is something that exists between person-based attribution and MMM. I don't know what it is yet, but I am eagerly waiting on people to make their decisions before I start to attack. "
>
> *– Director of Data Science Strategy & Visualization, Data and Identity Provider*

Marketers are already developing and adopting proprietary approaches to measurement and working with a variety of third-party analytics partners to support their efforts. These approaches include:

First-party data measurement: As many third-party data sources and identifiers become more scarce, most notably third-party cookies, brands are becoming better resourced, and more enterprise focused in their use of first-party data. This has required investment in data architecture and management, such as data lakes, CDPs and data clean rooms. However, data quality and data volumes remain a concern for many brands who have neither the purchase frequency or breadth of data points that are ideally needed.

Walled garden measurement: Data-rich brands and publishers are leveraging a conversion API (CAPI) approach (i.e. Meta's CAPI) to track metrics without exposing proprietary data.

Geolocation measurement: For some specific use cases, brands are measuring ad effectiveness by tracking footfall traffic (i.e., the number of people entering a store) against campaign-exposed users. This approach may have privacy implications in some geographical areas.

> " Media mix modeling is known as top-down while multi-touch attribution is bottom-up. We've been talking about the middle-out concept in order to get from top to bottom. Now we're able to do cloud computing and the cost is going down, which supports doing this middle-out attribution. "

– Chief Executive Officer,
Privacy-Centric Measurement Provider

KEY TAKEAWAYS:

- Marketing performance significantly improves after utilizing marketing analytics to enhance audience targeting and segmentation efforts

- Media measurement and attribution is the most prevalent marketing area for analytics

- Analytics are driving evidence-based creative decisions that increase customer engagement and conversion rates.

- Private Retail Media Networks (RMNs) combine digital and offline retail media assets to create closed-loop measurement and reporting

- Marketers are adopting proprietary measurement approaches – including new value-based currencies – that emphasize advertising outcomes.
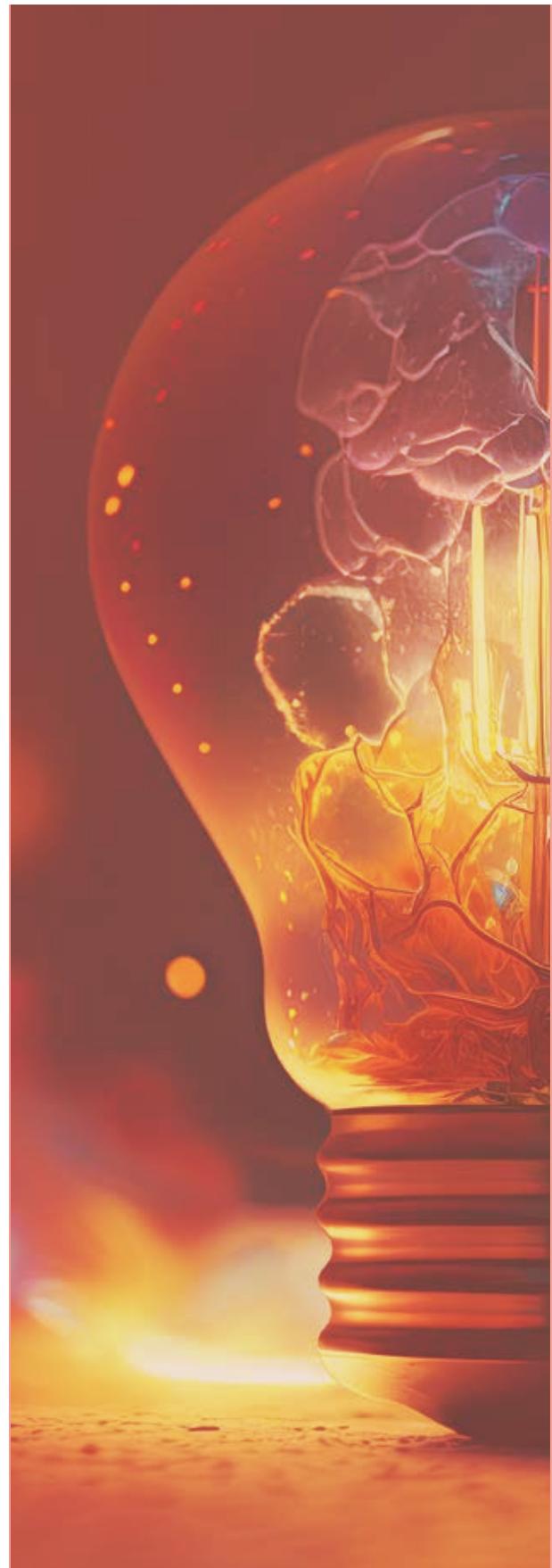
EMERGING TYPES OF MARKETING ANALYTICS

Analytics are rarely, if ever, used in a discrete and compartmentalized manner. Sophisticated marketers know how to tie data and results together across different areas to optimize their decision making and leverage technology to do so. The rising influence of data science in marketing organizations will lead to new and innovative types of analytics that will quickly gain traction for marketing use cases.

GENERATIVE AI

Generative AI is a sophisticated technology that can analyze large amounts of data to generate novel content with context, including text, images, audio and videos, rather than merely process or act on existing data.

OpenAI's ChatGPT is the most well-known example of Generative AI but is far from the finished solution. It provides a glimpse of what is possible from the use of Large Language Models (LLM), a foundational type of ML that uses deep learning algorithms to process and understand natural language. Soon after its release, Microsoft announced plans to integrate ChatGPT into its products, while tech giants Google and Baidu followed suit with Bard and Ernie, respectively. Generative AI relies on all types of analytics as described here and above, but is also tasked with the creation and generation of new content or action (whereas analytics in and of themselves don't take actions, but just analyze data) Marketers envision generative AI use cases for developing highly targeted versions of creative and content based on deep insights into customer behavior, preferences and intent. It can also enable new ways to create custom image templates and presentations, automatically sync video footage to music and translate words in designs.

VOICE ANALYTICS

A critical mass of consumers across the UK and Europe now uses digital voice assistants and smart speakers.

More than 100 million U.S. adults owned smart speakers last year, according to the 2022 *Smart Audio Report* published by NPR and Edison Research. The survey also found that more than half of smart speaker owners who heard an ad on their device said they were likely to respond to those ads. As a result, more brand marketers are exploring the use of voice analytics to understand how customers interact with their brand through voice-enabled devices. This type of "conversation intelligence" uses AI-driven algorithms to analyze voice sentiment, tone and inflection, and can be used by marketers to create more personalized brand experiences for customers.

SENTIMENT ANALYTICS

Brand marketers are exploring how customers feel about their products and services through the use of emotion detection technology.

This includes analyzing facial expressions, voice tone and even biometric data to gain insights into customer emotions and attitudes. These types of sentiment analytics are already widely used by digital marketers to monetize inbound call channels connected to paid search and social media marketing. AI- and ML-based algorithms are applied to analyze and "spot" call keywords, phrases and speech patterns for positive or negative signals of conversion intent.

> "
> What OpenAI and ChatGPT have done is to help drive adoption of AI and ML techniques that existed, but had low penetration because they were too much effort. But right now, the hype is genuinely helping.
> "

– Global Chief Executive Officer, Measurement and Analytics Provider

INDUSTRY PAIN POINTS AND OBSTACLES

Analytics is not the silver bullet for achieving marketing objectives, but it is a critical element of any marketers toolkit.

The analytics industry still faces a number of challenges to its widespread use and acceptance. Some are new, but many are not – including the ability to secure C-level support for analytics investments and find talent with the requisite skills. The top three challenges cited by marketers in both the US and EU are: a lack of reliance on data-driven decisions; resource/talent limitations; and a lack of centralized data and analytics functions across the organization. What follows is a discussion of some of the primary pain points and obstacles to marketing analytics industry expansion.

FIGURE 4 – WHICH OF THE FOLLOWING CHALLENGES DO YOU FACE WHEN IT COMES TO MARKETING ANALYTICS RESOURCING?

2023 (% of respondents)

Challenge	Europe	USA
Lack of reliance on data-driven decisions	22%	29%
Lack of centralized data and analytics function across the organization	31%	27%
Resource/talent limitations	22%	24%
Lack of marketing analytics technology stack	21%	17%
Overreliance on third-party providers for analytics support	3%	4%
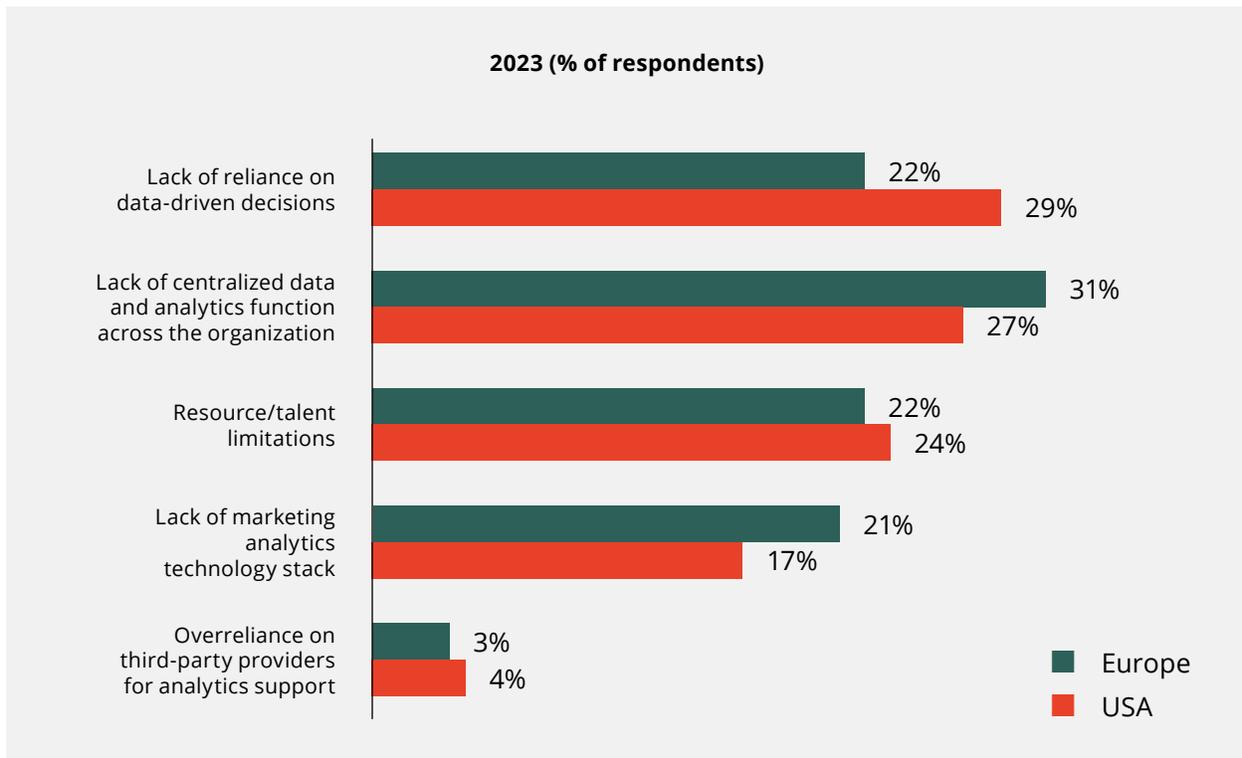
Source: Winterberry Group Survey (2023)

> " Typically, all these organizations operate as silos. One of the hardest things in our industry is all that muscle memory – that marketing and sales have always worked separately. Now we're trying to connect those two and rewire the muscles to make them work together. It's slow going. "
>
> – *Chief Product Officer, Commerce Agency*

> " There is an incredible talent gap that has existed in the industry and has gotten worse. We recognize it from an employee standpoint as we try to scale talent. Customers recognize it as they attempt to upgrade their talent and improve the capability of their team members. "
>
> – *Chief Executive Officer, Global Marketing Analytics Solutions Provider*

SHORTAGE OF TALENT

Marketers have difficulty finding and hiring the talent to drive successful analytics projects.

Marketers have difficulty finding and hiring the talent to drive successful analytics projects. Smaller firms, including agencies and technology providers, struggle more with these issues, as they compete with larger companies that can offer more lucrative compensation and benefits packages. In addition, analytics requires a blend of marketing savvy and data science – not an easy combination to hire or develop.

> " There aren't enough data scientists to handle the amount of data. There are industry dynamics to consider, such as marketing professionals being underpaid compared to professionals in other sectors. There is a lot of competition for skills in other places. Soft skills such as data storytelling and data visualization are lacking. There is a need for more data literacy and commercial understanding. "
>
> *– Director of Strategic Planning, Identity Provider*

FIGURE 5 – DOES YOUR COMPANY HAVE THE NECESSARY SKILLS TO PROFICIENTLY IMPLEMENT AND USE MARKETING ANALYTICS?
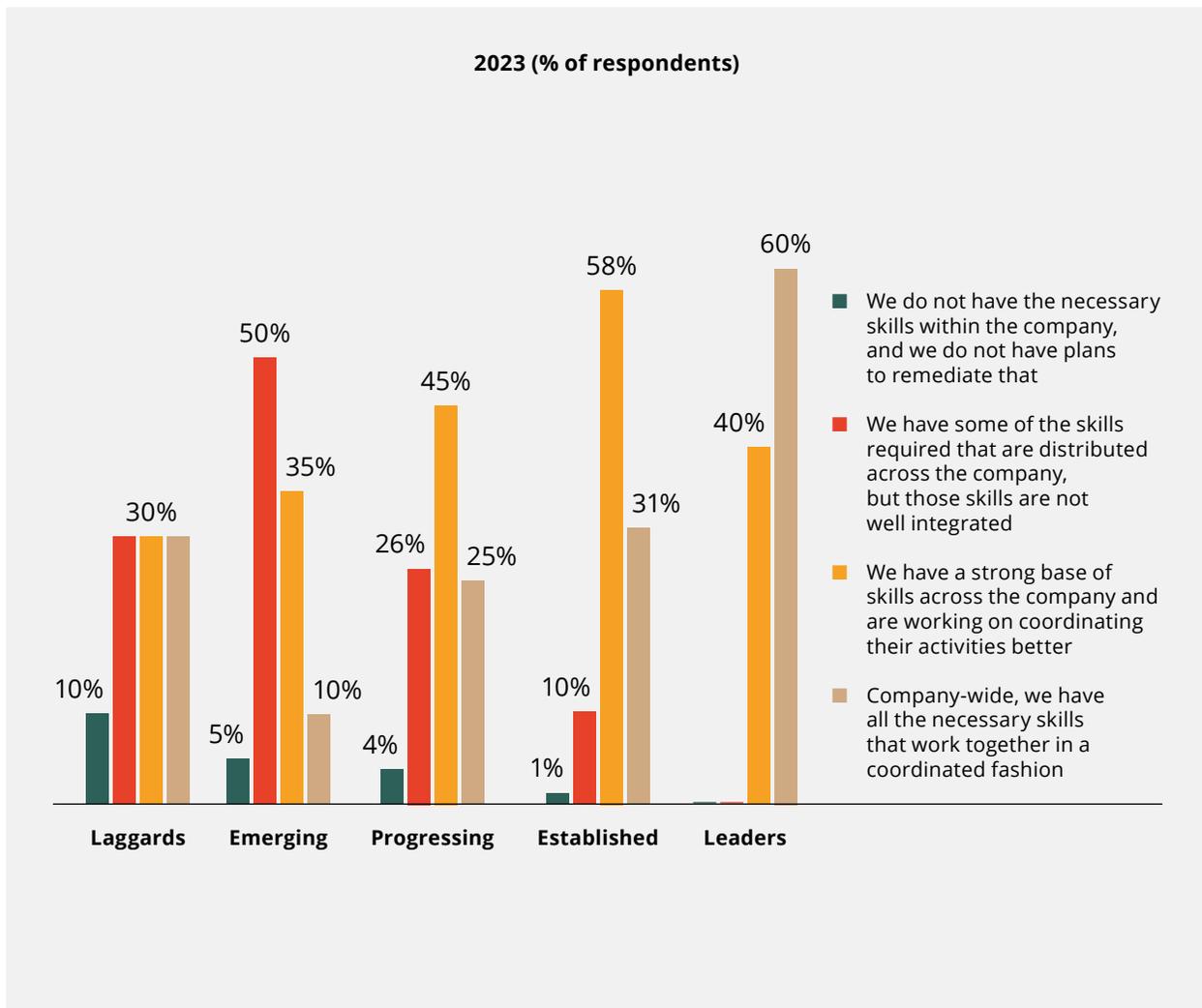
Source: Winterberry Group Survey (2023)

DATA QUALITY, SILOS

Data quality – or the lack thereof – is a longstanding issue in the marketing realm. For many years, the problem was the lack of customer data.

Then, the problem became the overwhelming volume of data being collected. Today, the problem is twofold: dwindling sources of third-party identifiers, as well as too much data that resides in isolated systems that don't communicate with each other. Despite the widespread mantra of "data-driven" marketing, many brands still struggle to collect the right customer data and effectively integrate it among the various business units – sales, marketing, digital, media, customer support – that can work together to activate it. Many of these silos are rooted in organizational structures that are deeply entrenched.

> " One of the biggest pain points in marketing analytics is data quality. Companies need high-quality, accurate data to make informed decisions and drive results. Another challenge is integrating data from disparate sources. Many companies have data silos, making it difficult to get a complete picture of their marketing performance. "
>
> *– Head of Data Science, Decision Sciences Company*

FIGURE 6 – PLEASE SELECT THE OPTION BELOW THAT BEST DESCRIBES WHICH DATA STRUCTURES YOUR COMPANY EMPLOYS FOR THE PURPOSE OF MARKETING ANALYTICS:

2023 (% of respondents)

Important data is stored in disparate systems	Individual business units manage their own data	Organizational data infrastructure exists, but are not consistently leveraged within business units	Organization-wide data infrastructure exists and is consistently implemented and used by business units
11%	30%	25%	34%
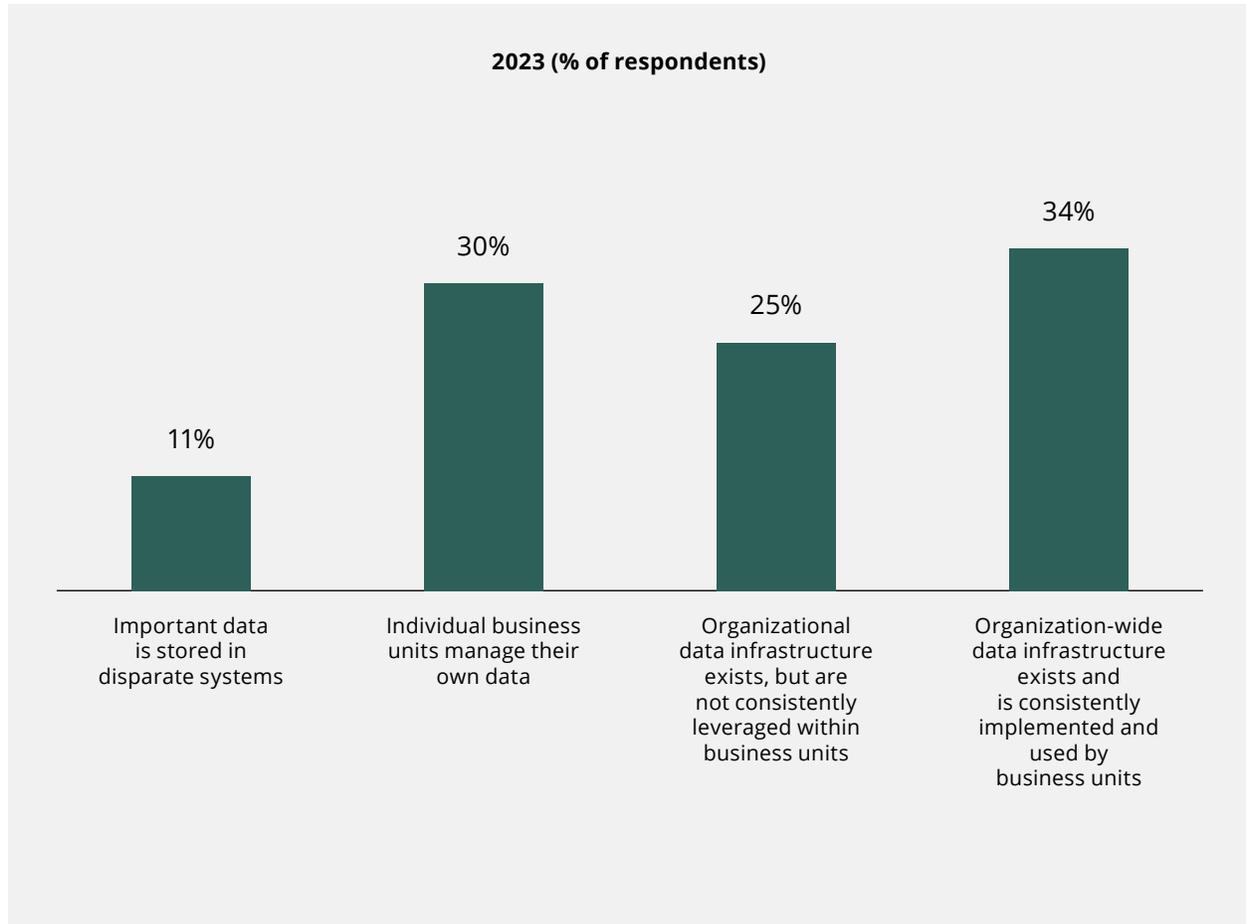
Source: Winterberry Group Survey (2023)

MEASUREMENT "BLACK BOXES"

Marketplace powerhouses such as Amazon, Meta and Google have adopted "black-box" approaches to media measurement in an effort to maintain control over their user data and comply with privacy regulations.

These walled gardens use conversion CAPIs, neural networks and other technologies to allow marketers to model and segment user data within a privacy-safe environment. Given the significant role that Google and Meta play in digital media plans, the approach whilst not ideal is acceptable for many brands. However, a growing number of marketing executives have higher expectations for transparency in analytics technology, including being able to audit walled garden outputs. In the absence of standardization across walled gardens, brands will not be satisfied with the lack of transparency, particularly as marketers will come under increasing scrutiny to justify their investments, and will instead rely on other analytics tools, solutions and providers to decipher the output received from black box measurement providers and better understand how their campaigns are performing across walled gardens.

> "Clients are fearful of "black box" technology. This is why we need to avoid black boxes and bring consumer knowledge, interpretation and explanations to what we do. We use data strategists who are more business-oriented to work with data scientists and help explain the 'why' behind our methodologies."

– Chief Data Strategy Officer, AdTech Provider

> "Data deprecation has caused problems for many brands, challenging established practices given the connectivity of data. We've seen clients with aggregate models that no longer work because data is becoming so sparse."

– Chief Executive Officer, Global Marketing Analytics Solutions Provider

THIRD-PARTY COOKIE DEPRECATION

Marketers continue to lose access to third-party, browser-based cookies.

As discussed earlier in their place, a variety of privacy-first data environments have emerged, offering brands the ability to model anonymized audience segments. The impact on marketing analytics could be significant. Whilst many of the alternatives, such as contextual targeting, are thus far not as effective or precise as cookie-based targeting the overall objective of advertising and marketing is one of gaining a commercial return on investment, and the arguments around lack of precision are easily mitigated by cost efficiency, ease of use, scale of coverage and lower risk of regulatory intervention. Therefore, marketing analytical approaches need to be able to understand the value across a range of executions and the age of relying on wholly deterministic approaches is over.

> "Everybody wants transparency – even if you have machine learning, they want to know how it's working and what is behind it. The EU is also moving in that direction."

– Chief Executive Officer, AdTech Solutions and Services Provider

KEY TAKEAWAYS:

- Gaps in talent are a significant pain point. Only companies that are Established or Leaders on the analytics maturity scale said they have the necessary skills to proficiently implement and use marketing analytics.

- Longstanding issues with data quality remain. Today, the problem is twofold: dwindling sources of third-party identity, as well as too many data silos.

- Marketers will not be satisfied with the lack of transparency offered by black box measurement approaches, particularly as they come under increasing scrutiny to justify their investments.

- Regulation at all levels is evolving, forcing marketers to build and adopt flexible data collection strategies that enable rapid course correction and compliance.

- There is little consensus across the industry on definitions of new measurement methodologies or analytics models. The interoperability of data clean rooms and walled gardens remains an issue, with too many proprietary identifiers that are difficult to match to first-party data sets.

How does a company go from Laggard to Progressing, or from Established to Leader in its use cases for marketing analytics? It's not easy. In fact, it requires a comprehensive strategy that spans five core parts of the enterprise: data, technology, organization, processes and partnerships. The following section explores each of them in greater depth.

DATA

The sourcing, collection, accuracy, governance and storage of data is a prime differentiator for brands that effectively use marketing analytics.

45% of companies defined as Leaders stated that standardized processes exist for information gathering and sharing across the organization, versus just 20% of companies characterized as Laggards. Demonstrating that organizations further along the maturity curve understand the challenges of centralizing data and creating an infrastructure to be analytically driven, such as a consistent data taxonomy and scalable infrastructure.

FIGURE 7 – PLEASE SELECT THE OPTION THAT BEST DESCRIBES YOUR COMPANY'S DATA QUALITY PRACTICES:

2023(% of respondents)

Legend:
- There are limited processes to ensure data quality
- There are informal processes in place, but are not widely used
- Processes are well-defined and implemented across the organization

	Laggards	Emerging	Progressing	Established	Leaders
Limited processes	50%	25%	29%	21%	20%
Informal processes	50%	35%	25%	19%	10%
Well-defined		40%	46%	60%	70%
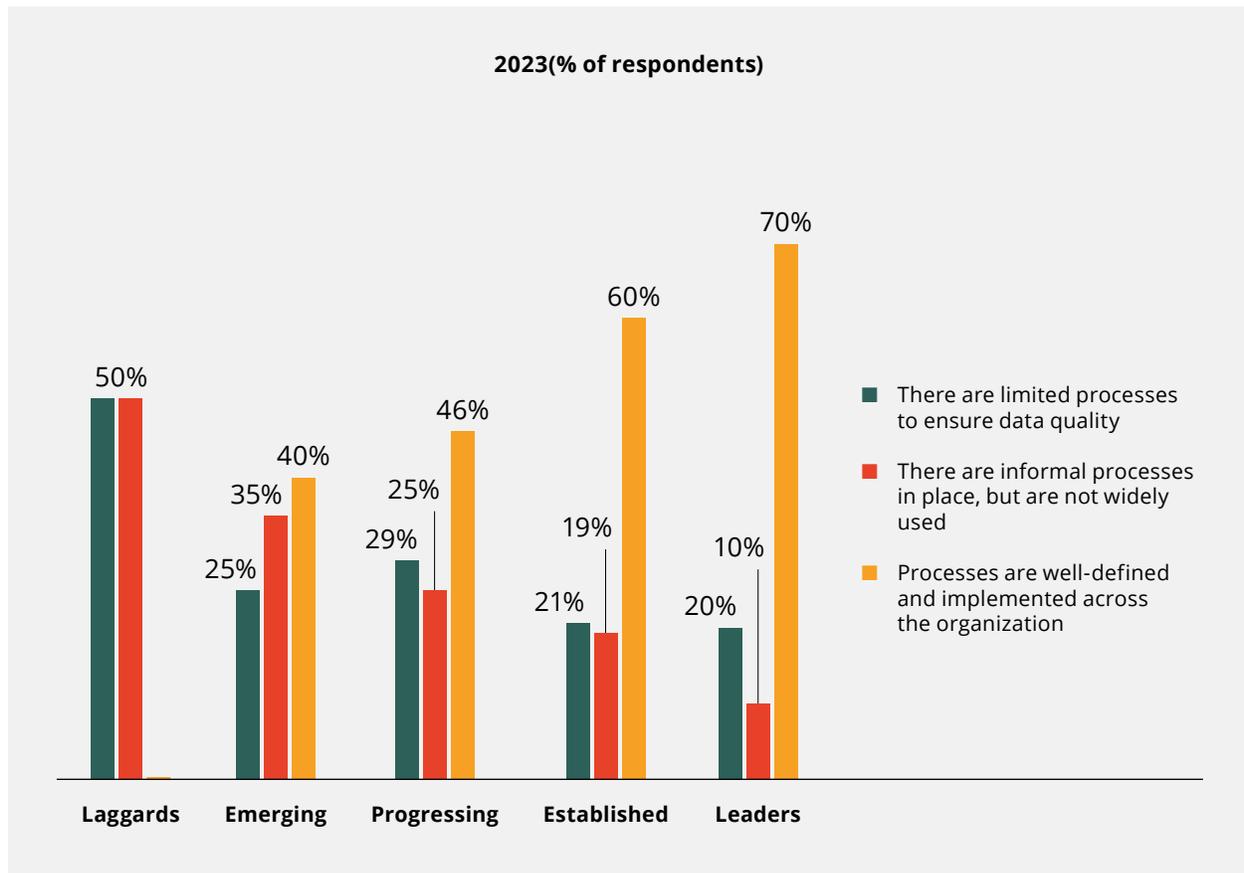
Source: Winterberry Group Survey (2023)

TECHNOLOGY

Technology is changing faster than the market, yet harnessing the power of AI- and ML-driven tools and platforms is an integral pillar of analytics success.

Companies that are leveraging marketing analytics effectively are taking a two-pronged approach. First, they delineate clearly defined working relationships between IT, which is charged with technology implementation and deployment; and marketing, which owns the decision-making. Marketing analysts boast enough technical expertise to be able to communicate with data scientists. Second, they have invested in a robust technology stack that integrates the data, analytics and activation layer.

> " Different organizations have different incentive schemes. But at the end of the day, they all want to incentivize their team members to create value and support growth. The best way to advocate is if leadership can showcase that data will be impactful and successful. "

– Chief Executive Officer, Global Marketing Analytics Solutions Provider

> " There is something impressive when you see what happens when you have data quality behind insights and in the data lake or warehouse. The most important thing is data quality, more than every other factor. "

– Chief Data and Technology Officer, Global Data Company

FIGURE 8 – HOW WELL INTEGRATED IS YOUR ORGANIZATIONS' MARKETING TECHNOLOGY STACK WITH THE NECESSARY DATA PLATFORMS AND APPLICATIONS?

2023(% of respondents)

Legend: Europe, USA

	Europe	USA
Not integrated at all	9%	—
Somewhat integrated	34%	37%
Fully integrated	57%	63%
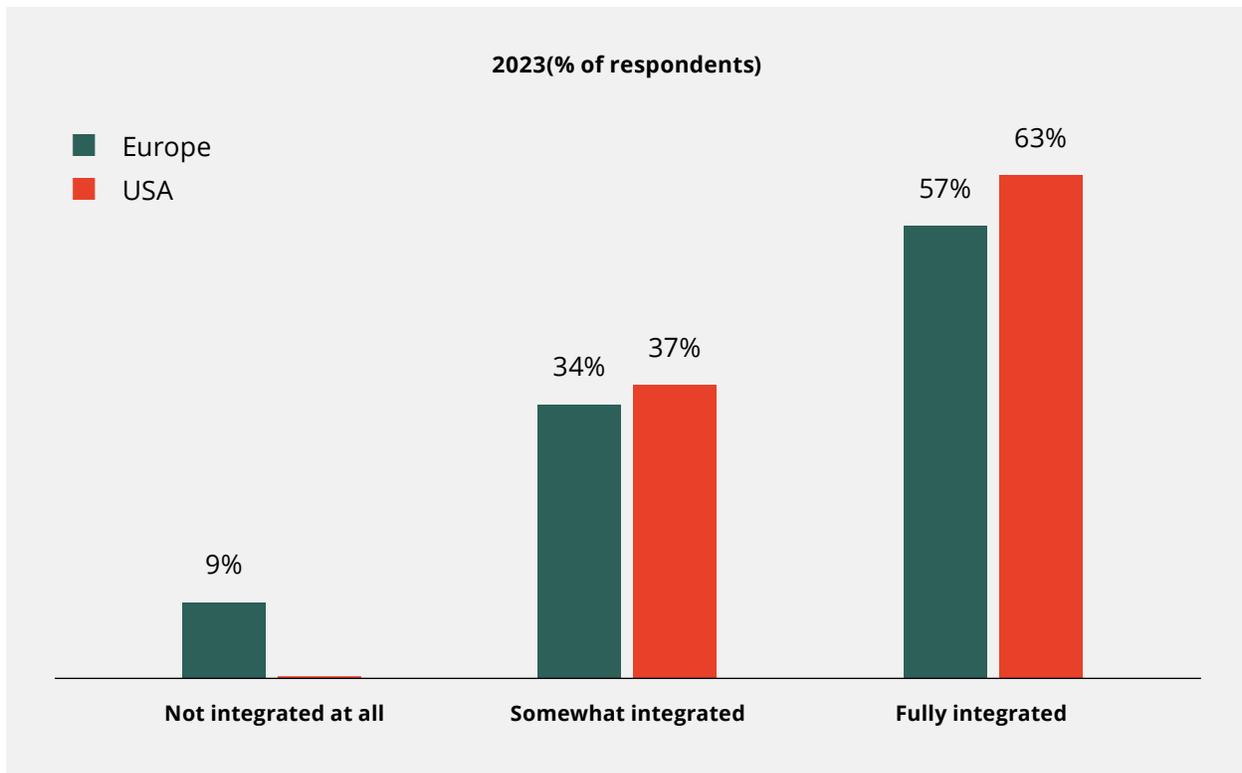
Source: Winterberry Group Survey (2023)

ORGANIZATIONAL CULTURE

An organization's culture is perhaps the single biggest factor for analytics success. In many interviews, marketing analytics experts spoke about the need for a culture that encourages risk-taking and embraces new technology and marketing methodologies.

Every facet of the organization – from C-level sponsorship to collaborative working environments – contributes to a greater return on the analytics investment. To that end, more organizations are employing data analysts, marketing analysts and business intelligence analysts on their marketing analytics teams, ensuring that business goals and values are an integral part of decision-making. The long-held walls between sales and marketing are also coming down, according to our interviews, with members of those teams joining more analytics team meetings, along with staff from media and IT departments.

There is no "one size fits all" for analytics capabilities within organizations. Leaders are utilizing both internal and external analytics teams, while we found laggards tend to rely more on internal teams.
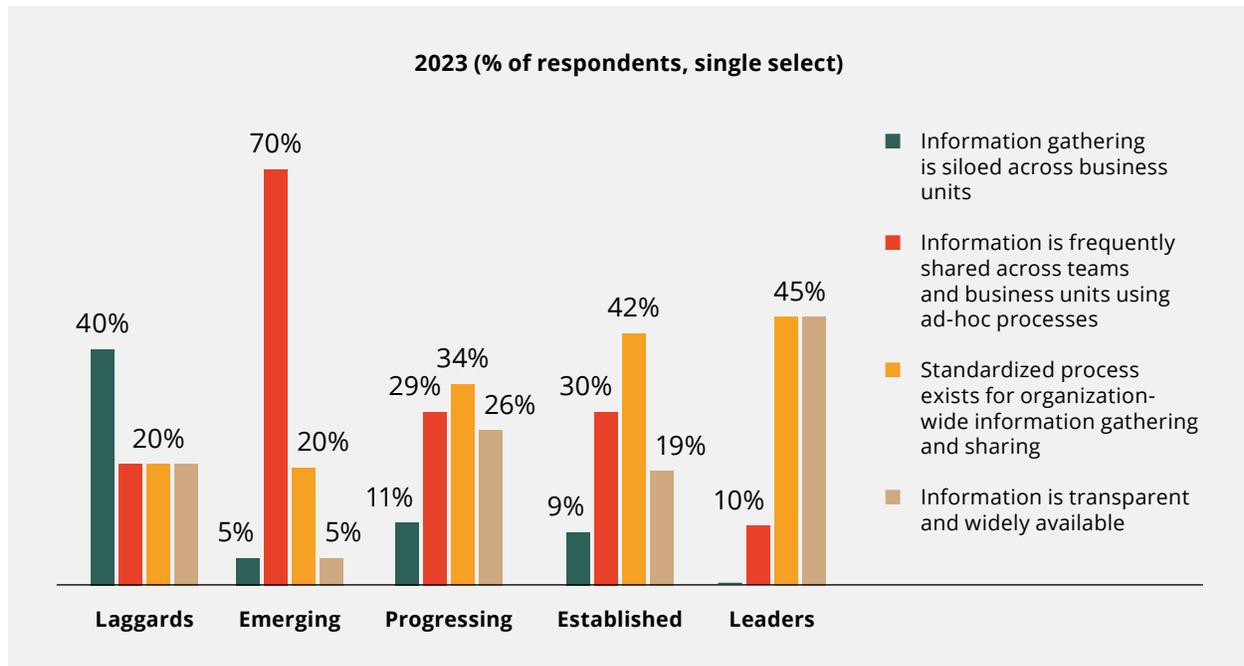
> " Today there's a clear line between the responsibilities of our team and the IT team, and we work well together. Software engineers work on UI/UX and delivery of product; we are responsible for getting the right data, building the algorithm and getting the predictive insights. The goal of the IT team is to help us get to the goals. "

– Head of Data and Analytics, Commerce Agency

> " Firms that are successful in leveraging analytics tend to have a culture of data-driven decision making. They prioritize the collection and analysis of data and use it to inform their marketing strategies. "

– Head of Data Science, Decision Sciences Company

FIGURE 9 – HOW WOULD YOU DESCRIBE YOUR COMPANY'S CULTURE WHEN IT COMES TO GATHERING AND SHARING INFORMATION:

2023 (% of respondents, single select)

Legend:
- Information gathering is siloed across business units
- Information is frequently shared across teams and business units using ad-hoc processes
- Standardized process exists for organization-wide information gathering and sharing
- Information is transparent and widely available

	Laggards	Emerging	Progressing	Established	Leaders
Siloed	40%	5%	11%	9%	10%
Frequently shared (ad-hoc)	20%	70%	29%	30%	—
Standardized process	20%	20%	34%	42%	45%
Transparent	20%	5%	26%	19%	45%

Source: Winterberry Group Survey (2023)

FIGURE 10 – WHICH OF THE FOLLOWING TITLES DOES YOUR ORGANIZATION EMPLOY FOR ITS MARKETING ANALYTICS TEAM?

2023 (% of respondents, select all that apply)

Title	Europe	USA
Marketing Analyst	58%	71%
Data Analyst	74%	69%
Data Scientist	37%	28%
Data Analytics Consultant	32%	27%
Data Engineer	21%	19%
Operations Analyst	22%	18%
Quantative Analyst	13%	7%
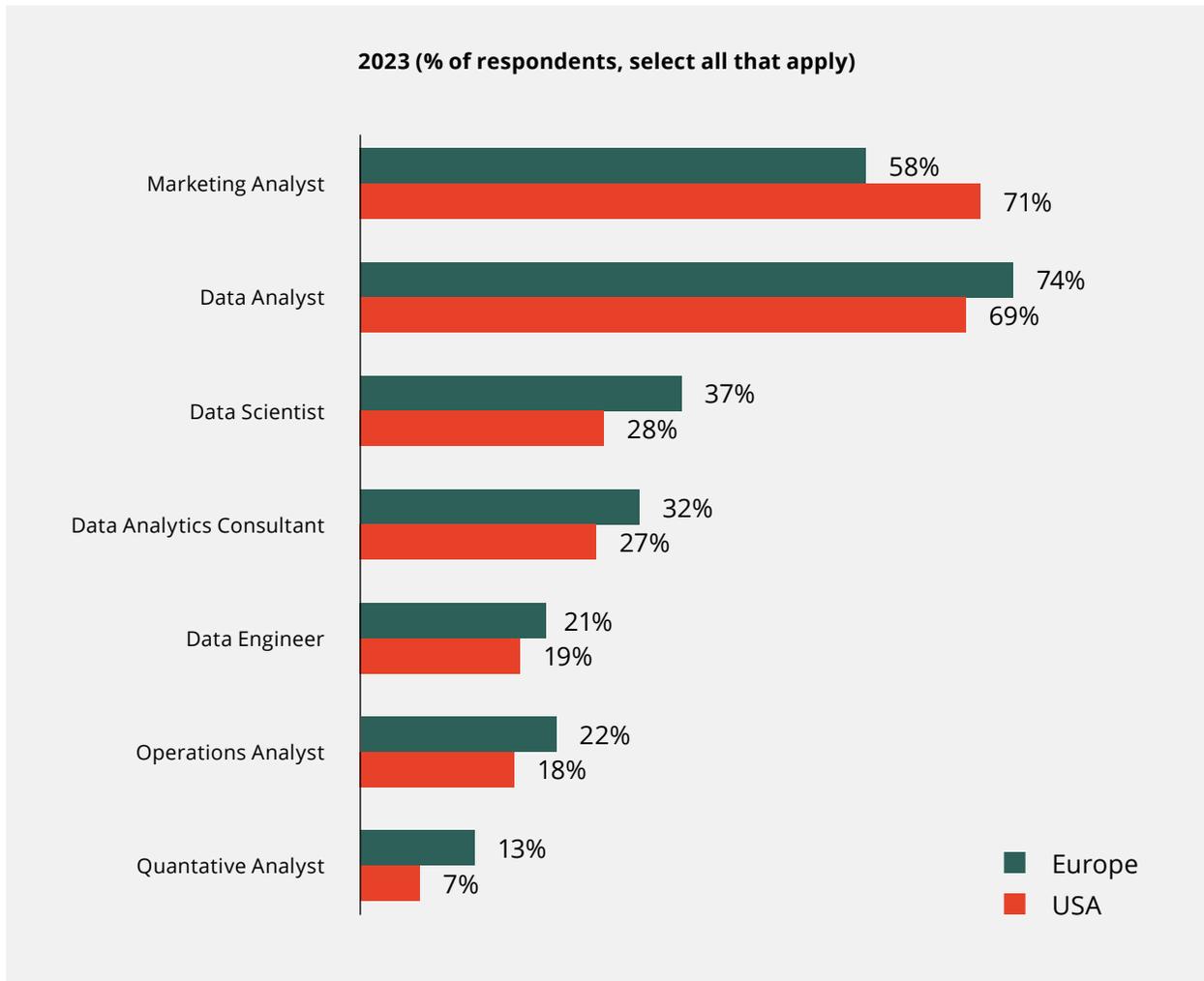
Source: Winterberry Group Survey (2023)

> "Regardless of how much technology you have, especially if you want to go to the transformation application, it still requires domain experts to be deployed and attached to technology, combined with ways to work and enable distributing this broadly in the organization."

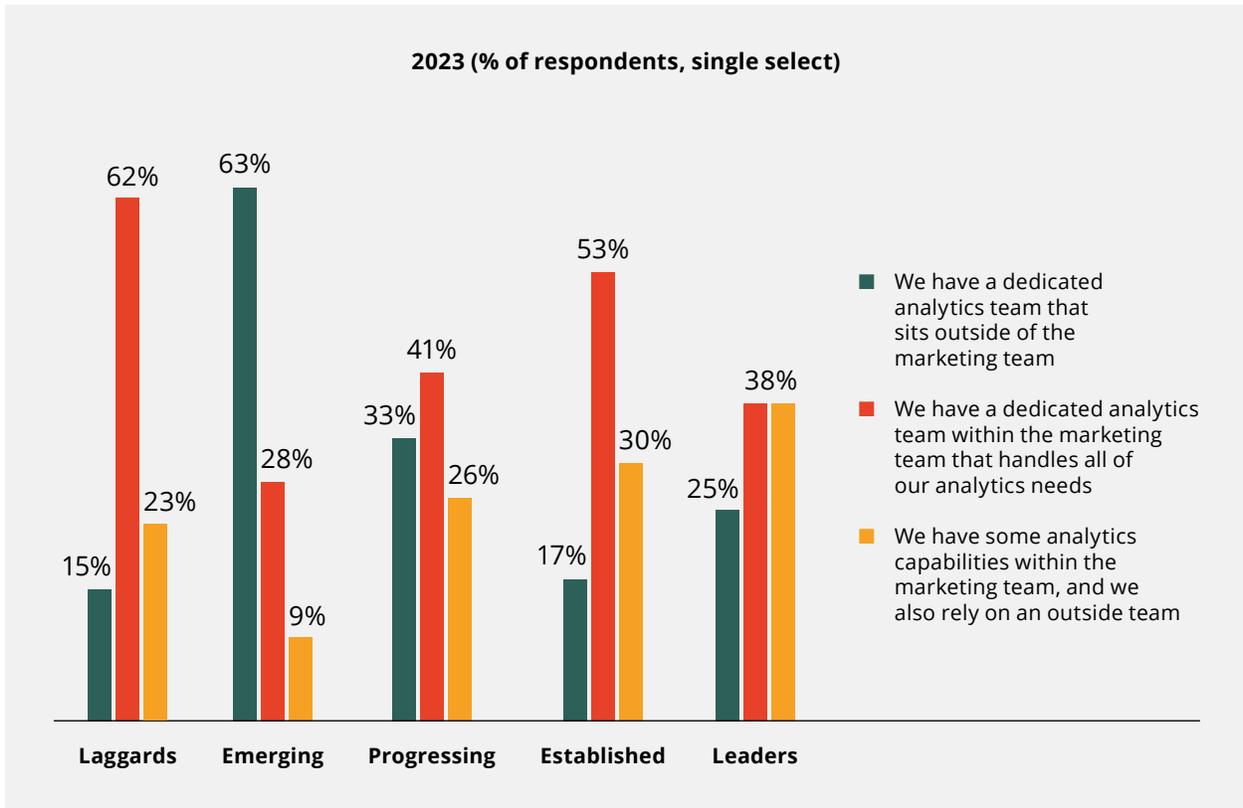*– Global Chief Executive Officer, Measurement and Analytics Provider*

> "We need to avoid black boxes and bring consumer knowledge, interpretation and explanations to what we do. We use data strategists who are more business-oriented to work with data scientists and help explain the 'why' behind our methodologies."

– Chief Data Strategy Officer, AdTech Provider

> "In marketing analytics, you need to understand the business problem and the solution for it. The companies that get the most out of marketing analytics are the ones that talk about their pain points and aspirations and the data scientists go from there."

– General Manager, Data and Analytics Provider

FIGURE 11 – ON WHICH TEAM WITHIN YOUR ORGANIZATION DO YOU RELY ON FOR YOUR MARKETING ANALYTICS NEEDS?

2023 (% of respondents, single select)

Legend:
- ■ (green) We have a dedicated analytics team that sits outside of the marketing team
- ■ (red) We have a dedicated analytics team within the marketing team that handles all of our analytics needs
- ■ (orange) We have some analytics capabilities within the marketing team, and we also rely on an outside team

|	Laggards	Emerging	Progressing	Established	Leaders
Dedicated (outside)	15%	63%	33%	17%	25%
Dedicated (within)	62%	28%	41%	53%	38%
Some + outside	23%	9%	26%	30%	38%

Source: Winterberry Group Survey (2023)

PROCESSES

Established leaders state they have defined processes and consistent objectives between departments such as IT and marketing, and stronger alignment between sales, marketing and analytics teams.

70% of Leaders said they have implemented well-defined data quality processes compared to virtually none of the companies identified as Laggards.

Marketers are still in the early stages of implementing standardized processes with only 36% marketers describing their culture as using standardized processes for organizational-wide information gathering and sharing.
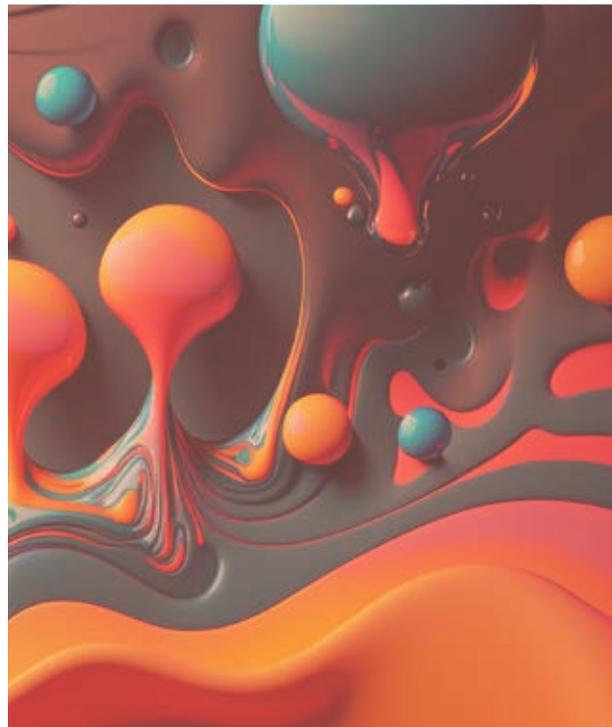
Organizations consistently rely on a wide array of analytics partnerships to improve data quality and storage, audience measurement and attribution, and media planning and reach. Nearly half marketers rely on third-party providers when they have clear gaps in executing analytics strategies.

FIGURE 12 – DO YOU RELY ON 3RD-PARTY PROVIDERS TO SUPPORT YOUR ANALYTICS EFFORTS?

2023 (% of respondents, single select)
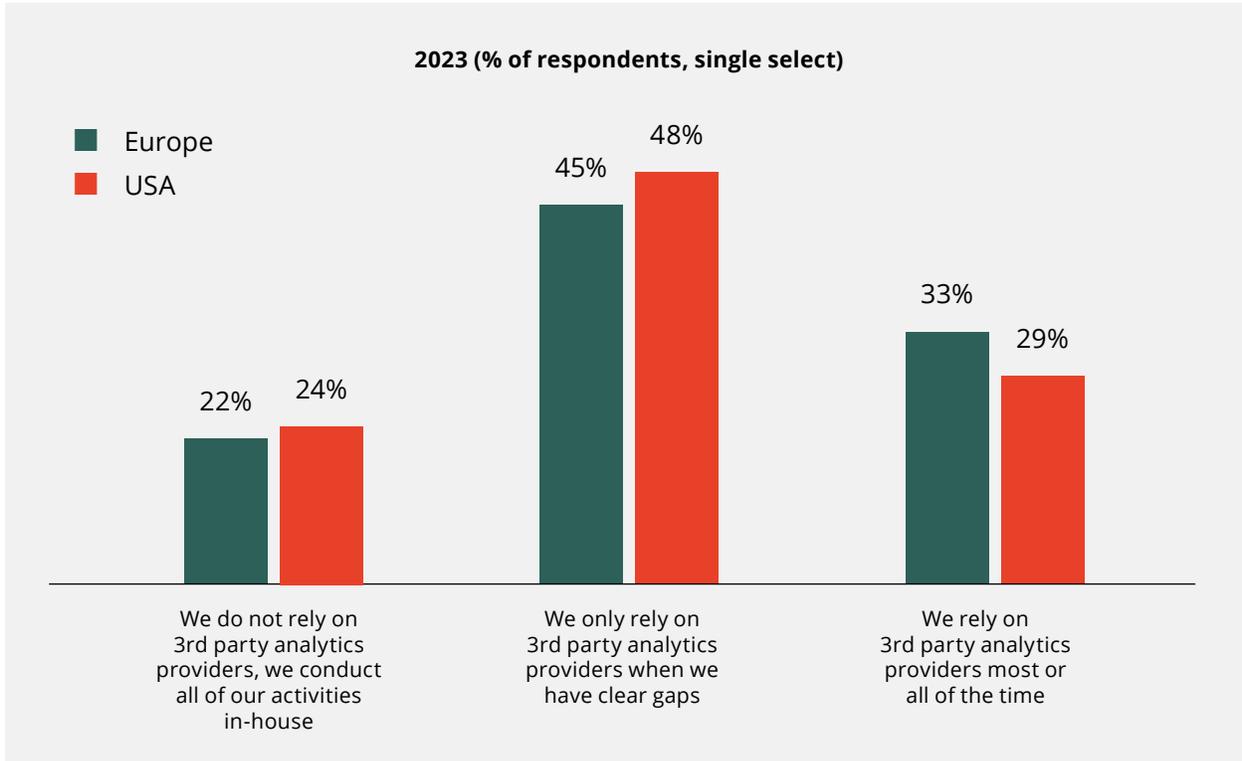
Source: Winterberry Group Survey (2023)

KEY TAKEAWAYS:

- Marketing analytics is a top-down organizational endeavor, where high-level executives endorse a strong data taxonomy, infrastructure and integration to support success

- Analytics Leaders are using data lakes, warehouses and CDPs to centralize data storage, enhance analytics modeling and create seamless integration across platforms

- Organizations are employing data analysts, marketing analysts and business intelligence analysts on their marketing analytics teams to work with a robust MarTech stack that integrates a variety of tools

- Clearly-defined data processes improve collaboration and consistency between departments such as IT and marketing, and stronger alignment between sales, marketing and analytics teams

- Third-party partnerships are educating marketers and improving transparency into analytics black boxes to improve data quality and storage, audience measurement and attribution, and media planning and reach

OUTLOOK FOR MARKETING ANALYTICS

Winterberry Group predicts strong expansion in marketing analytics investments and use cases across industries. Growth drivers will include rapid advances in AI and other emerging technologies that improve analytic modeling techniques, and organizational changes that create more collaborative working environments both within the enterprise and with third-party partnerships. Data privacy will remain a serious concern, as regulation in the US and EU curtail access to data sources, as will the proliferation of black box measurement approaches that limit transparency into analytics methods and outputs.

An organization's culture does make a difference. Data-driven decision making has to be a company culture, and marketing teams that do it well are encouraged to leverage the data that is available and cut through the media noise to effectively connect data to results. Buy-in from one executive with decision-making responsibilities can propel this cultural shift forward, as can incentivizing stakeholders to reward the effective deployment of analytics. Marketers must be flexible and capable enough to link together the disparate metrics offered by publishers and marketplace owners into effective business outcomes.

We will discover new use cases for analytics. The rising influence of data science in marketing organizations will lead to new and innovative types of analytics that will quickly open up new marketing use cases. Sophisticated marketers already know how to tie data and results together across different areas to optimize their decision making and will leverage technology to do so. Creative intelligence and media performance optimization are the two primary areas where we will see tangible benefits emerge from marketing analytics. We look forward to seeing what those use cases are.

AI-driven analytics will play a larger role. The use of generative AI will expand beyond customer service applications and into content and creative development that is highly targeted and personalized for granular audience segments. The industry is still at a nascent stage, however, and there are significant unanswered questions –especially around remuneration models between publishers, advertisers and everyone in between.

Spend on data and analytics to reach $32B.B. in 2026: In the US, UK, and EU, we forecast that the spending on analytics services and technology (including data technology and analytics services) will increase from $22 billion in 2022 to $32 billion in 2026, at a compound annual growth rate (CAGR) of 10%. The growth in spending will b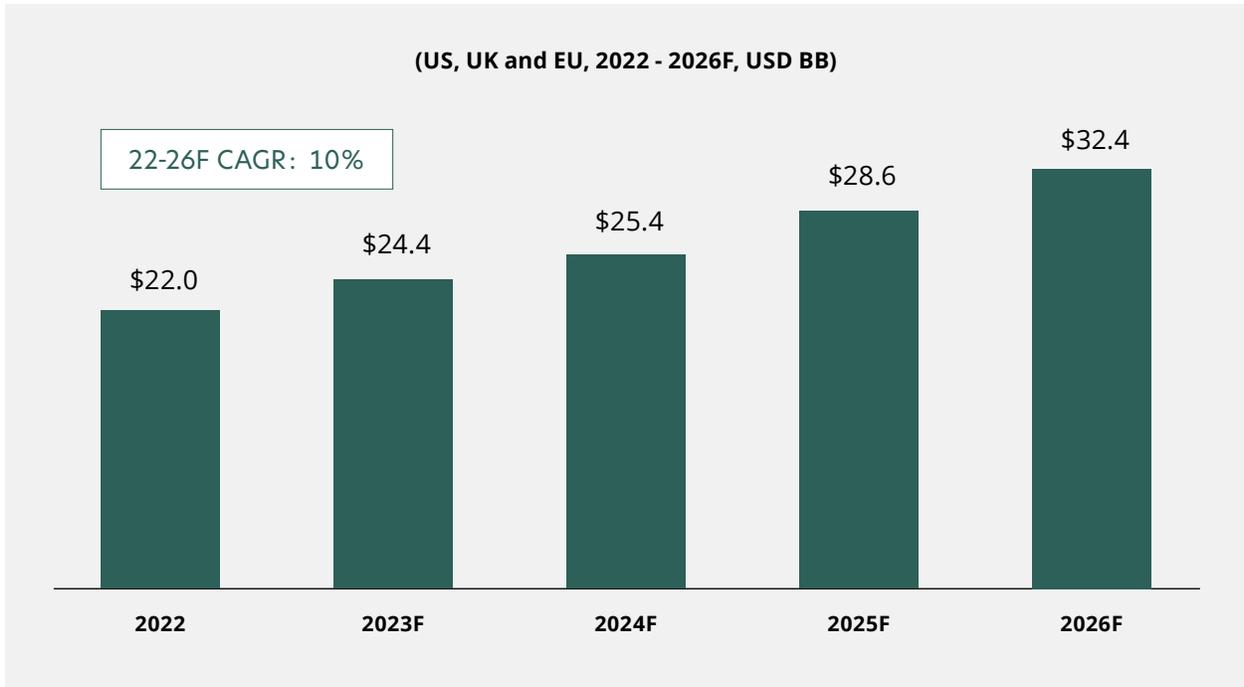e mainly driven by technology and infrastructure, while we anticipate spending on services will grow at a relatively modest pace. This trend can be attributed to several factors, including the advancements in technology and processes that have enabled businesses to achieve more with less, and have empowered business analysts to leverage technology. This technological evolution will reduce the reliance on advanced degrees and enable midmarket businesses, that previously struggled to recruit top-tier talent, to leverage analytics. Moreover, a broader base of talent, with a better understanding of local nuances and marketing analytics, will emerge, leading to a declining need to offshore analytics.

The winners will be…
The companies that have the right company-wide culture and rely on data to drive decision-making and work with the right partners. They will be nimble enough to integrate new data sources and more collaborative work environments and combine speed, flexibility and the art and science of leveraging data to drive business outcomes.

FIGURE 13 – SPEND ON DATA INFRASTRUCTURE AND ANALYTICS

(US, UK and EU, 2022 - 2026F, USD BB)

22-26F CAGR: 10%

$22.0	$24.4	$25.4	$28.6	$32.4
2022	**2023F**	**2024F**	**2025F**	**2026F**

Note: Spend on data infrastructure and analytics includes spend on CDPs, CRMs, DMPs and other data technologies, as well as spend on analytics services and measurement. Source: Winterberry Group (2023)

GLOSSARY

ARTIFICIAL INTELLIGENCE (AI)
The simulation of human intelligence processes by machines, especially computer systems. The ultimate objective of AI is to emulate human behavior through processing information (leveraging techniques such as ML, making ML a subset of AI) and acting upon this information.

BLACK BOX
In data and analytics, a black box refers to a system or process that takes in inputs and produces outputs, but the inner workings of which are not fully understood or transparent to the user.

BUSINESS INTELLIGENCE (BI)
A set of technologies that analyze and transform company information into actionable insights that inform strategic and tactical business decisions.

CONVERSION API (CAPI)
A server-to-server, privacy-centric integration designed to create a direct (and more reliable) connection between marketing data and the walled garden owner, i.e., Meta and Snap.

CONNECTED TV (CTV)
Content accessed by apps and streamed over smart TVs, mobile or Over-The-Top (OTT) devices via an internet connection.

CUSTOMER DATA PLATFORM (CDP)
Platforms that ingest and integrate customer data from multiple sources, offer customer persona management, support "real time" customer segmentation and make customer data accessible to other systems.

DATA CLEAN ROOM
Privacy-safe data environments through which platforms, brands and publishers can aggregate first-party user data to expand audiences, gain insights, conduct measurement and determine ad frequency in a security and privacy-compliant manner.

DATA INFRASTRUCTURE
Technology solutions that enable integrating, storing and processing data for analytics and activation. Include DMPs, CDPs, Customer Relationship Management Platforms (CRMs) and others.

DATA LAKE
A centralized repository that allows marketers to store data in its native format – both structured and unstructured – at any scale.

DATA MANAGEMENT PLATFORM (DMP)
An integrated platform used to collect, organize and activate structured, unknown audience data from both online and offline sources to build anonymous customer personas that drive targeted advertising and personalization initiatives.

DEMAND SIDE PLATFORM (DSP)
Software system that has audience data, allowing advertisers to better target viewers, resulting in automatic and more efficient TV ad buying.

ECONOMETRICS
Econometrics uses statistical techniques to help describe economic relationships. In marketing, econometrics may be used to show the relationship between media spending and growth in sales or other metrics.

IDENTITY GRAPH
Provides a single, unified view of customers and prospects based on their interactions with a product or website across a set of devices and identities.

MACHINE LEARNING (ML)
A series of methods, tools, models and algorithms to enable data-driven decision making on vast amounts of data.

MARKETING MIX MODELING (MMM)
A top-down, statistical approach that analyzes the effectiveness of different marketing tactics (i.e., advertising, pricing, promotions) to achieve business outcomes. The goal is to quantify the impact of marketing activities on sales and other business metrics and optimize the marketing mix by allocating resources to the most effective tactics, channels or campaigns.

MULTI-TOUCH ATTRIBUTION (MTA)
A bottom-up, modeling method that assigns credit for a sale or conversion event to multiple marketing touchpoints with which a customer has interacted before making a purchase. MTA recognizes that a customer's buying journey often involves multiple marketing interactions, and seeks to understand the contribution of each touchpoint to the final outcome or conversion.

WALLED GARDEN
A closed ecosystem that enables the marketplace provider to maintain control of user data. Marketers or advertisers are limited to analyzing, modeling or segmenting data within the confines of the walled garden's "privacy sandbox" to launch new campaigns.

ABOUT ACXIOM

Acxiom partners with the world's leading brands to create customer intelligence, enabling data-driven marketing experiences that generate value for people and for brands. The experts in identity, the ethical use of data, cloud-first customer data management, and analytics solutions, Acxiom makes the complex marketing ecosystem work, applying customer intelligence wherever brands and customers meet. For more than 50 years, Acxiom has improved clients' customer acquisition, growth, and retention. With locations in the US, Europe, and Asia, Acxiom is a registered trademark of Acxiom LLC and is part of The Interpublic Group of Companies, Inc. (IPG). For more information, visit acxiom.com.

ABOUT ADTHEORENT

AdTheorent (Nasdaq: ADTH) uses advanced machine learning technology and privacy-forward solutions to deliver impactful advertising campaigns for marketers. AdTheorent's machine learning-powered Platform A\T powers its predictive targeting, geo-intelligence, audience extension solutions and in-house creative capability, Studio A\T. Leveraging only non-sensitive data and focused on the predictive value of machine learning models, AdTheorent's product suite and flexible transaction models allow advertisers to identify the most qualified potential consumers coupled with the optimal creative experience to deliver superior results, measured by each advertiser's real-world business goals.

AdTheorent is headquartered in New York, with fourteen offices across the United States and Canada. For more information, visit adtheorent.com.

ABOUT ANALYTIC PARTNERS

Analytic Partners is the leader in commercial analytics. Our GPS-Enterprise platform provides adaptive solutions for deeper business understanding, right-time planning and optimization for marketing and beyond. We turn data into expertise so that our customers can create powerful connections with their customers and achieve commercial success. For more information on Analytic Partners, visit analyticpartners.com.

ABOUT THE MARS AGENCY

The Mars Agency is an award-winning, independently owned, global commerce marketing practice. With talent around the world, they connect people, technology and intelligence to make clients' business better today than it was yesterday. Mars' industry-leading MarTech platform, Marilyn®, helps marketers understand the total business impact of their commerce marketing, enabling them to make better decisions, create connected experiences and drive stronger results.
Learn more at themarsagency.com and meetmarilyn.ai.

ABOUT THE ANA

The ANA's (Association of National Advertisers) mission is to drive growth for marketing professionals, brands and businesses, the industry, and humanity. The ANA serves the marketing needs of 20,000 brands by leveraging the 12-point ANA Growth Agenda, which has been endorsed by the Global CMO Growth Council. The ANA's membership consists of U.S. and international companies, including client-side marketers, nonprofits, fundraisers, and marketing solutions providers (data science and technology companies, ad agencies, publishers, media companies, suppliers, and vendors). The ANA creates Marketing Growth Champions by serving, educating, and advocating for more than 50,000 industry members that collectively invest more than $400 billion in marketing and advertising annually. Learn more at ana.net.

ABOUT AQFER

Aqfer's Marketing Data Platform-as-a-Service is designed to be white-labeled and fully interoperable throughout the MarTech and AdTech ecosystem. It empowers marketing solution providers to facilitate identity resolution, secure data sharing, universal tag management, and advanced media analytics while also delivering substantial cloud efficiencies and cost savings across massive Big Data sets. Learn more at aqfer.com.

ABOUT CACI

CACI's mission is to help brands put their customers at the heart of their business, by doing amazing things with data. Our wide range of marketing, technology and data solutions are designed to ensure businesses are driving value at every touchpoint with their customers and prospects. Whether that's through designing innovative customer journeys, creating clean data feeds for their marketing technology, or augmenting customer data with demographics and lifestyle variables to find new insights. With clients such as the RAC, EDF Energy and Legal & General, we have a depth of experience in driving transformation for leading brands. Learn more at caci.co.uk.
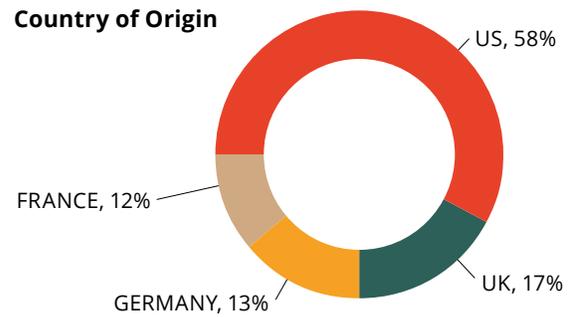
METHODOLOGY

The insights in this report were validated by extensive industry research, including a survey conducted in March 2023 of 204 experienced marketers across the United States, France, Germany, and UK. We are indebted to the 25+ individuals who provided their opinions in interviews conducted between February and March 2023.

SURVEY METHODOLOGY

Country of Origin

- US, 58%
- UK, 17%
- GERMANY, 13%
- FRANCE, 12%

Which of the following best describes your current role / business title?

- EVP / SVP / VP, 50%
- C-LEVEL EXECUTIVE, 27%
- DIRECTOR, 23%

Which of the following best describes your department or current functional role where you work?

- DATA AND ANALYTICS, 26%
- ECOMMERCE, 5%
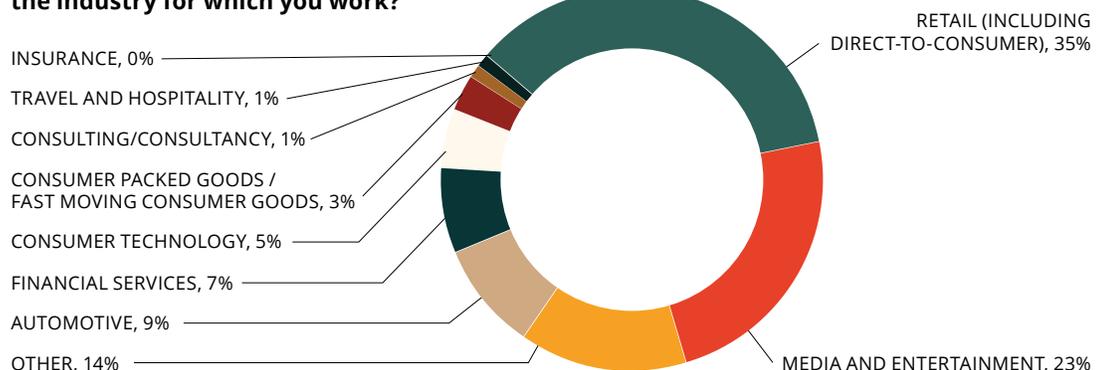- INTELLIGENCE/INSIGHT, 3%
- MARKETING/ADVERTISING, 66%
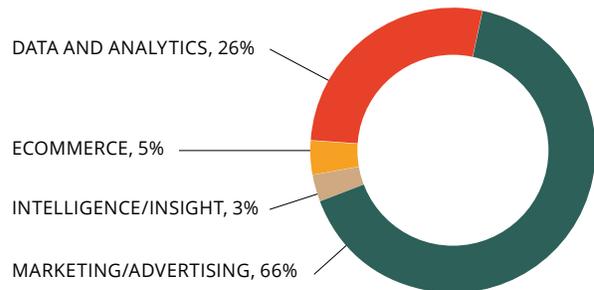
Please select the option below that best describes your role in your Company's current and future use of data analytics within an advertising and marketing context:

- My team and I support our company in planning our marketing analytics projects, 31%
- My team and I leverage analytics regularly on a day-to-day basis for marketing purposes, 69%
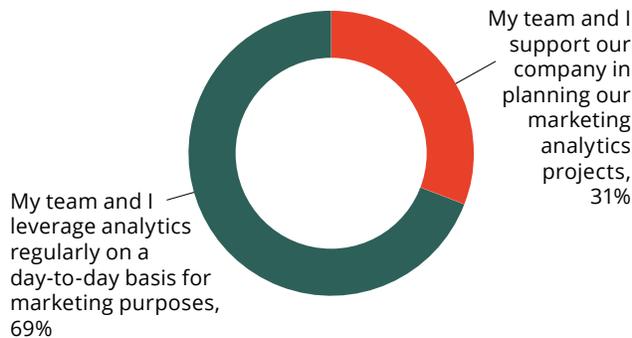
Approximately, what is the annual revenue for the company for which you work?

- $500 MILLION TO $1 BILLION, 48%
- $50 MILLION TO $100 MILLION, 1%
- MORE THAN $2 BILLION, 2%
- $1 BILLION TO $2 BILLION, 16%
- $100 MILLION TO $500 MILLION, 33%
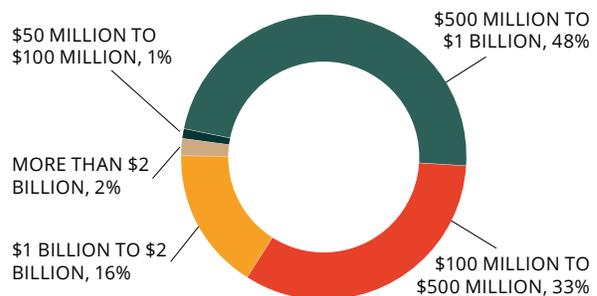
Which of the following best describes the industry for which you work?

- INSURANCE, 0%
- TRAVEL AND HOSPITALITY, 1%
- CONSULTING/CONSULTANCY, 1%
- CONSUMER PACKED GOODS / FAST MOVING CONSUMER GOODS, 3%
- CONSUMER TECHNOLOGY, 5%
- FINANCIAL SERVICES, 7%
- AUTOMOTIVE, 9%
- OTHER, 14%
- RETAIL (INCLUDING DIRECT-TO-CONSUMER), 35%
- MEDIA AND ENTERTAINMENT, 23%

Winterberry Group is a strategic consultancy specializing in the intersecting disciplines of advertising, marketing, data, technology and commerce. We collaborate with stakeholders across the advertising and marketing ecosystem—service providers, technology developers, media companies, brands and investor groups—to identify and activate growth opportunities that drive the creation of real and lasting value.

We bring decades of experience and deep industry, operational and M&A expertise that bridges strategic development and tactical execution—driving unprecedented speed-to-action. And through our highly collaborative approach, we enable knowledge transfer and actionability, giving our clients a competitive edge and powering growth in performance, team engagement and shareholder value.

WINTERBERRY GROUP SERVICES

Growth Strategy
Corporate strategy that drives growth is at the heart of what we do. We work with clients to identify core competencies, evaluate strategic alternatives and build comprehensive, actionable growth plans.

Collaborative Activation
We guide brands and marketing practices through business process planning efforts aimed at helping them achieve lasting competitive advantage.

Mergers & Acquisitions
We leverage our industry knowledge to help financial investors make sound, value-driven investment decisions.

Market Intelligence
We maintain an active research and publishing practice that gives our consultants direct access to insights from senior industry executives and complements our client engagements.

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