

The State of Consumer Data Readiness in Marketing

Results from a CMO Survey

June 2021



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Introduction to the research



“For more than a decade, organizations have been in a race to acquire consumer data that would empower efficient marketing and give them an edge over competitors. However, most marketers didn’t have the skillset or knowledge to capitalize on that data once it was available. With rapid changes across the entire marketing landscape, simply having data will no longer be enough.

The MMA’s core mission is to guide the industry through challenges like the ones we face today, and we produced the Data Maturity Framework to ensure every marketer has a clear understanding of where their data capabilities stand in relation to their peers.

The future of marketing has arrived and it’s imperative marketers quickly improve their data maturity if they want to drive growth in this new era.”

Greg Stuart,
CEO and President of MMA Global

We are at a tipping point around customer data

As marketers attempt to maximize the value of their data in the face of drastic changes across the entire industry, MMA conducted this research to inform a Data Maturity Framework that serves as a roadmap for the future of marketing data.

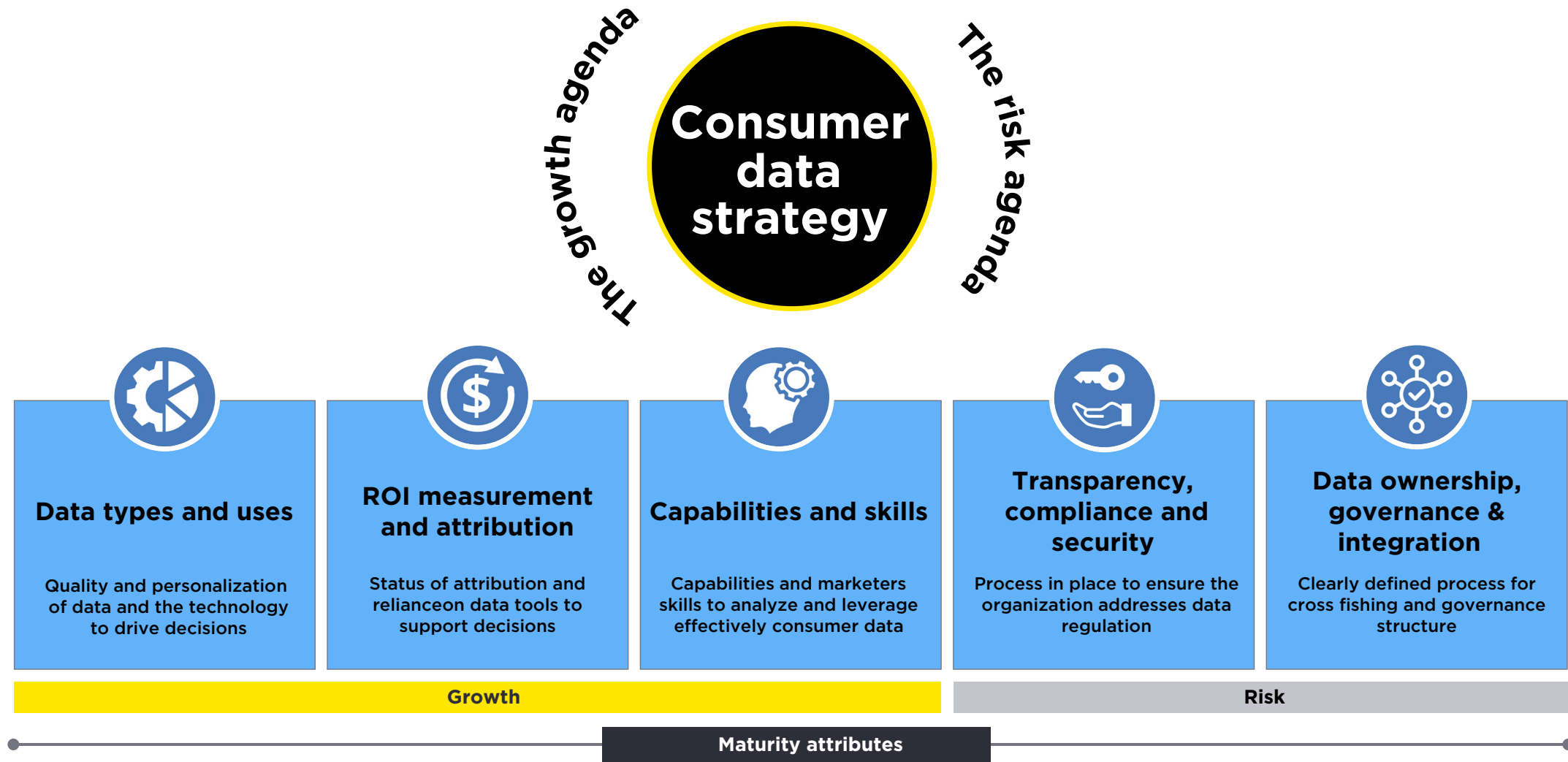
The framework provides marketers with benchmarks for key areas of the industry's evolution, including data and privacy law compliance, cookie-less advertising and meaningful cross-platform consumer engagements.



We collected input from 100 CMOs and heads of Media to answer the following questions:

1. How are companies responding to these forces?
2. What are the key building blocks of data maturity?
3. What key challenges and roadblocks hinder progress?
4. What can we learn from the leaders in data?

We evaluated five dimensions of consumer data maturity



KEY INSIGHTS

Data Strategy has become a C-Level priority, but progress is not homogeneous across all areas

Data Strategy has become a C-Level priority

78%

have a **CTO**,
40% have a
Chief Data Officer

72%

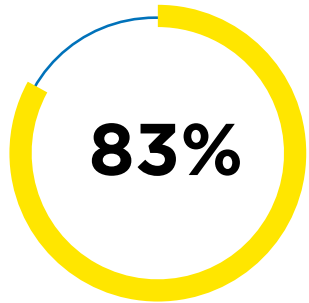
leadership makes a
dedicated effort
in data

56%

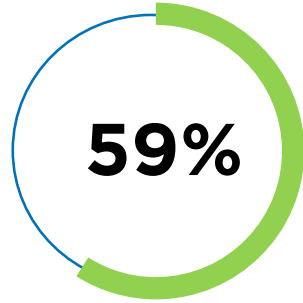
of **CMOs very**
familiar and
involved

Data maturity is multifaceted - not homogeneous

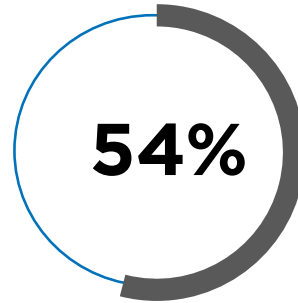
% of companies who are mature



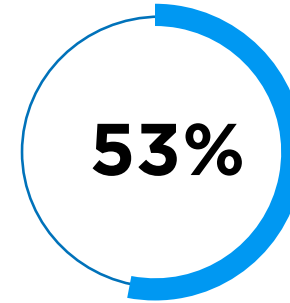
Compliance first:
GDPR and recent CCPA have driven momentum so most marketers are mature but need to stay ahead of future regulation



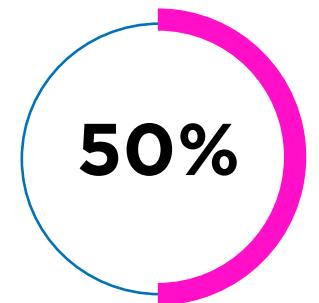
Proving ROI:
6 out of 10 are mature when it comes to ROI, but more effort is needed in measurement and attribution



Activating data:
Most marketers focus on sales and ad exposure data, but more effort is needed to increase data breadth, depth and quality.

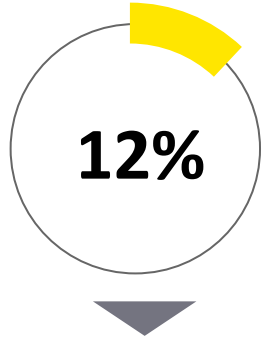


Breaking down silos:
Efforts are being made to centralize governance, but silos still exist, data systems are lagging and more support is needed from the top



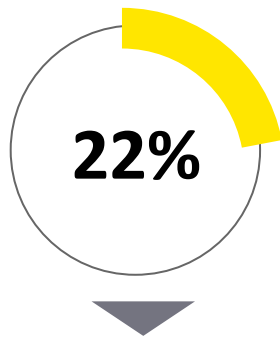
Building data skills:
Leadership is making an effort to invest in training, data science resources and martech but most organizations have big gaps.

There are five archetypes for data maturity



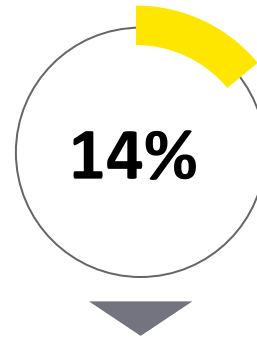
Left Behinds

Companies that are **“under water”** when it comes to data with gaps across the board and minimum transparency and compliance met



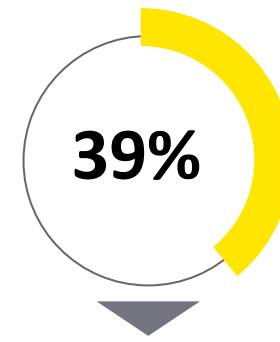
Compliance Oriented

Companies that have increased focus on data ownership and governance, but they are **still immature in leveraging data for growth**



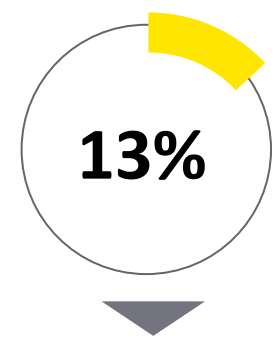
Martech Focused

Companies that are rich on 1P data but **over-investing in martech as a way to accelerate transformation** while underinvesting in data governance, skills and process



Data Committed

Companies that are **Leveraging data consistently** and focused on data governance, operating model and people while still addressing **gaps in data capabilities**



Data Leaders

Companies that have made good progress and **consistent use of data across the board**, but are still making efforts to maximize the value of their data

Each archetype can be expressed on the critical dimensions of data maturity

	Left Behinds 12%	Compliance Oriented 22%	Martech Focused 14%	Data Committed 39%	Data Leaders 13%
Capabilites					
Skills and people					
ROI measurement and Attribution					
Data types and uses					
Data ownership, governance & integration					
Transparency, compliance and security					

COMPLIANCE, SECURITY, TRANSPARENCY

Marketers are compliant but more commitment is needed to ensure they stay ahead of the curve



**Transparency,
compliance &
security**

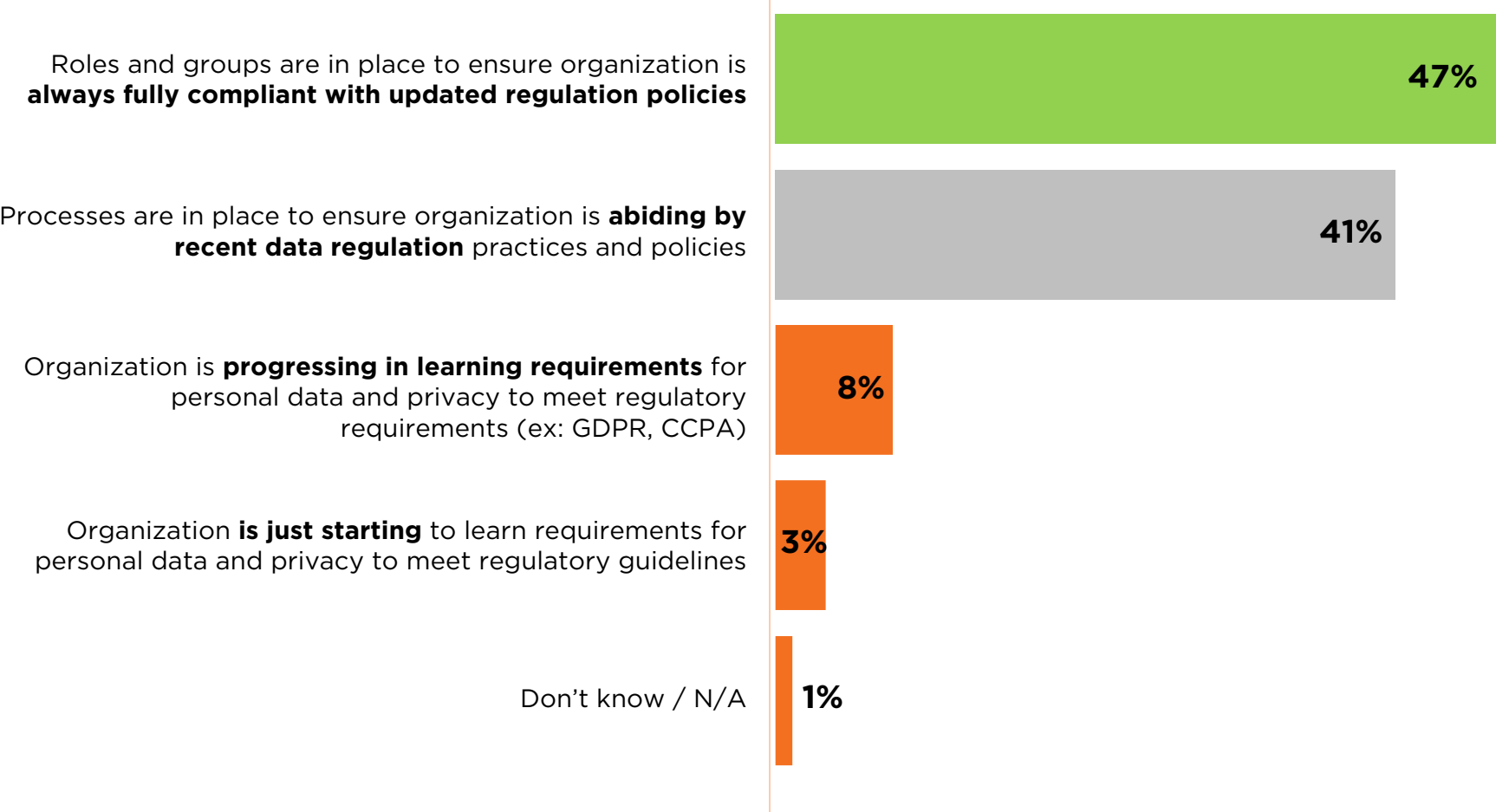
Process in place to ensure
the organization addresses
data regulation



Compliance is “dynamic” for only one out of two marketers



COMPLIANCE: Which of the following describes the processes and procedures in place to insure your organization addresses periodic regulation?

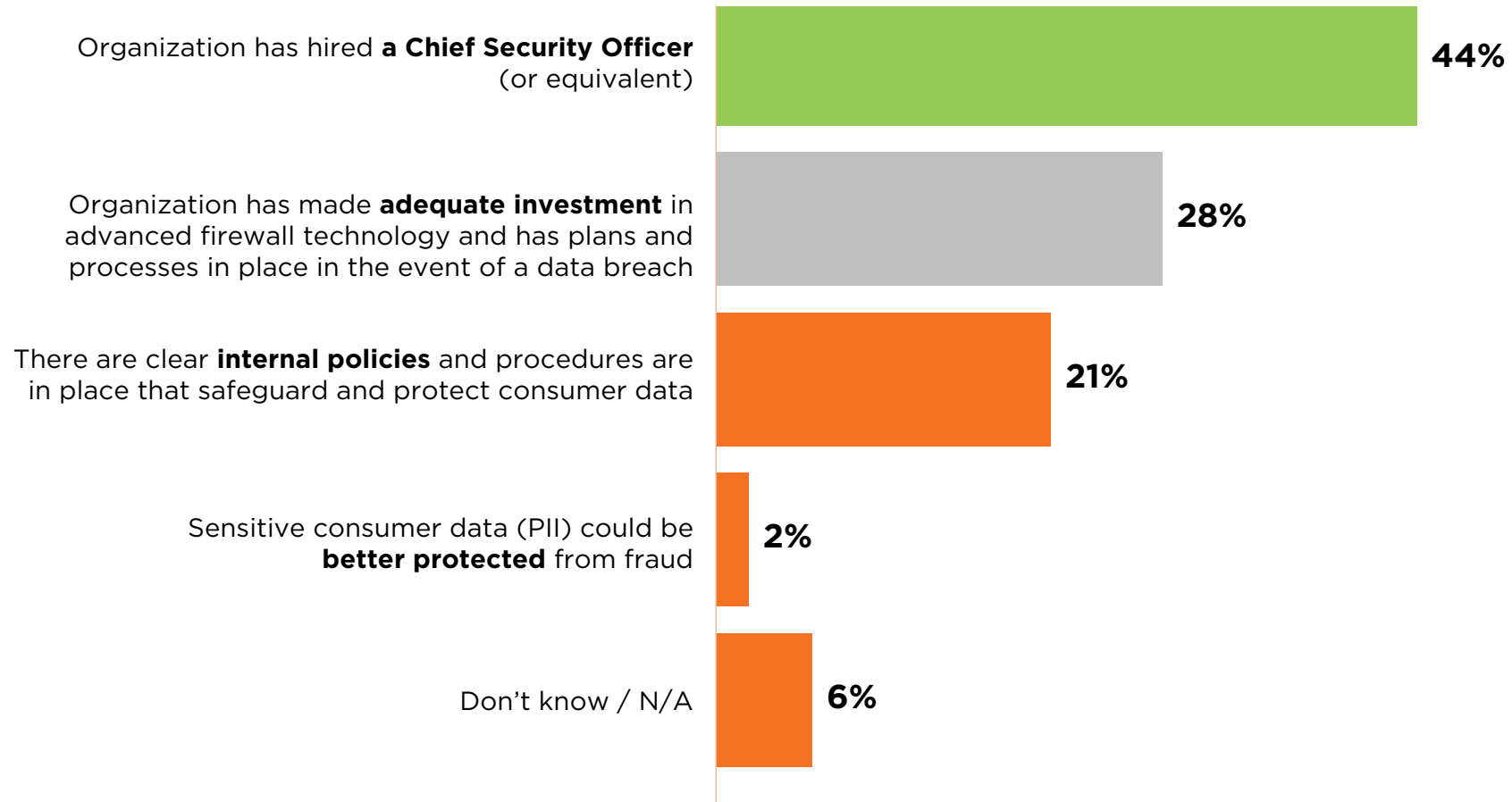


N=91

Security is a C-Level concern for less than 50% of marketers



SECURITY: Which of the following describes the processes and procedures in place to ensure your organization to ensure consumer data is protected and secure from fraud?

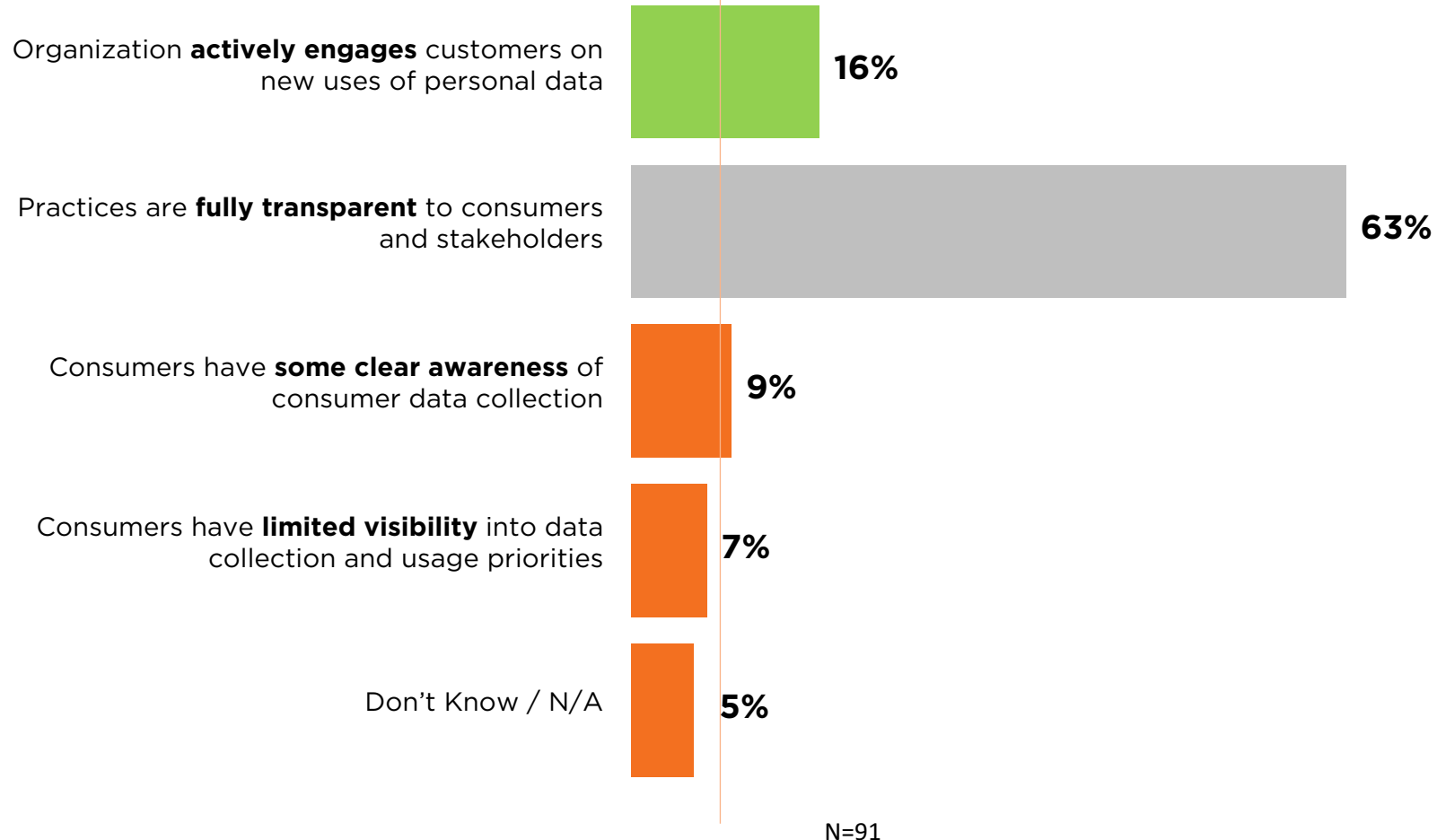


N=119

Most marketers use transparent practices, but few actively engage customers on the use of their data



TRANSPARENCY: Which of the following best describes how transparent your organization is to customers on how their personal data is being used?



ROI, MEASUREMENT, ATTRIBUTION, VALIDATION

Most marketers are seeing some lift in marketing productivity but measurement is not always continuous, validated or aligned.



ROI measurement & attribution

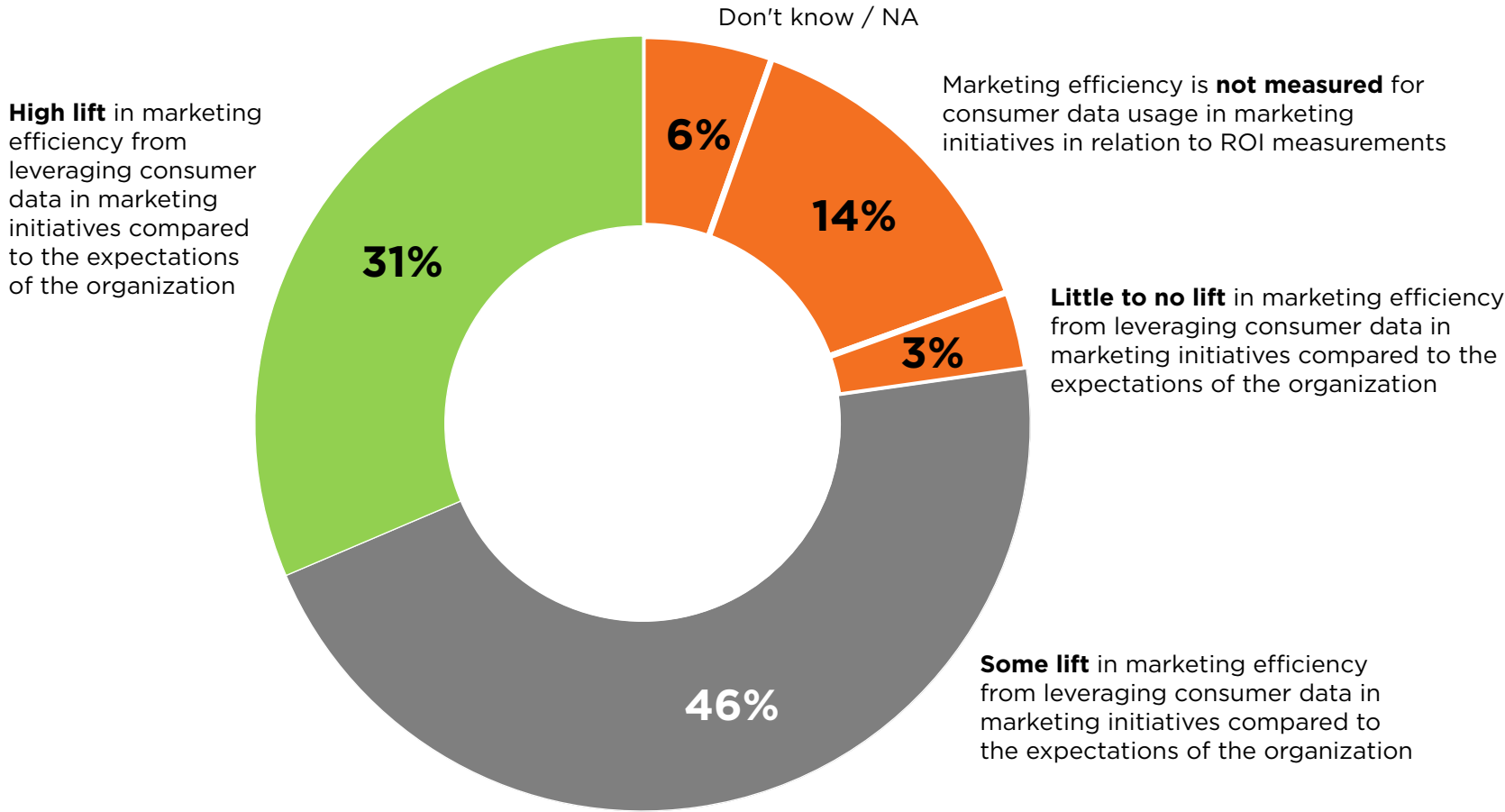
Status of attribution and
reliance on data tools to
support decisions



Most organizations are seeing some lift in marketing productivity due to data

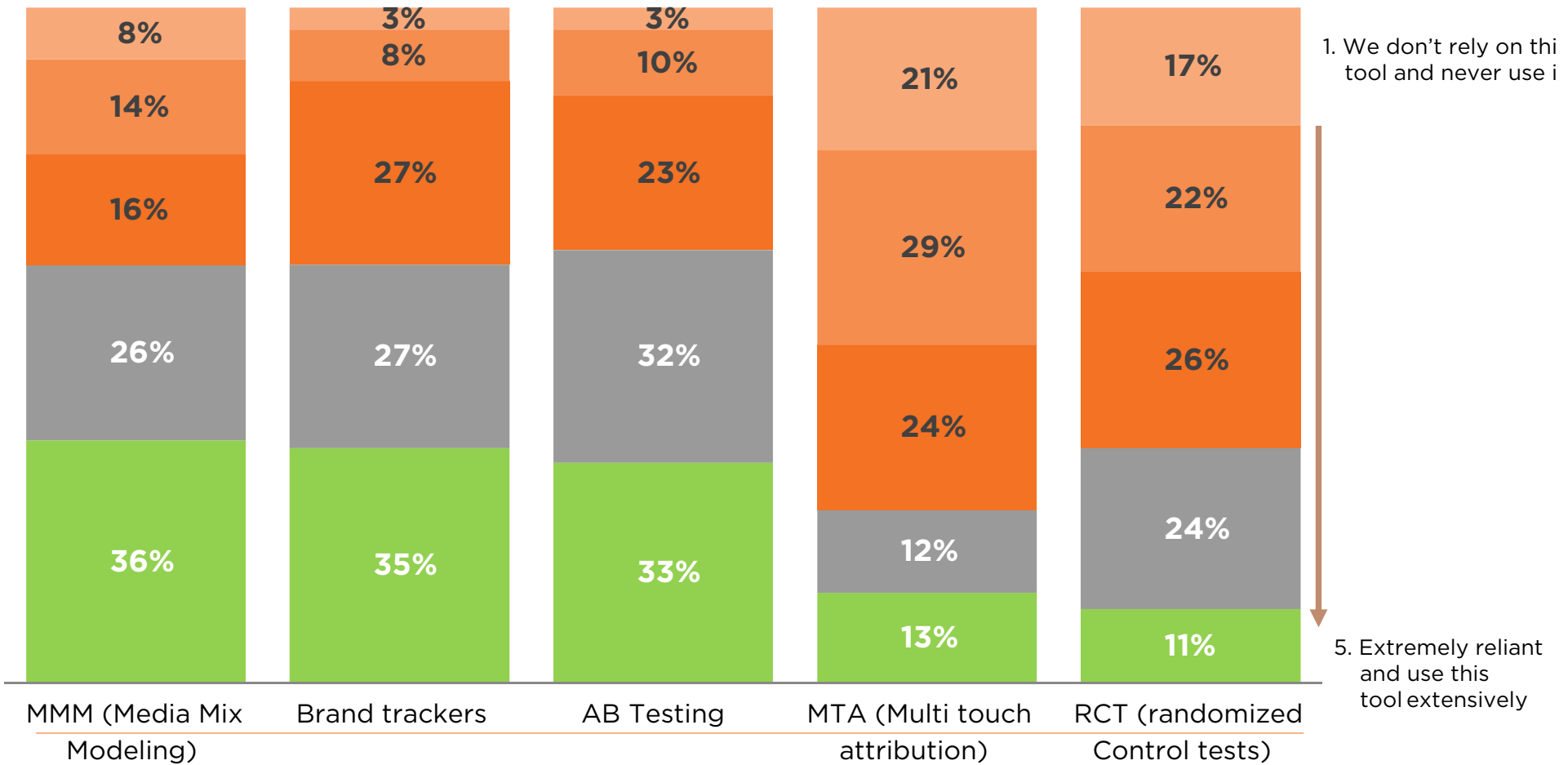


DATA ROI: Based on your organization's ROI measurements, what is the lift in marketing efficiency (e.g. higher incremental ROI, lower cost per acquisition) observed from marketing initiatives that leverage consumer data?



MTA and RCT are still not used as widely as traditional approaches

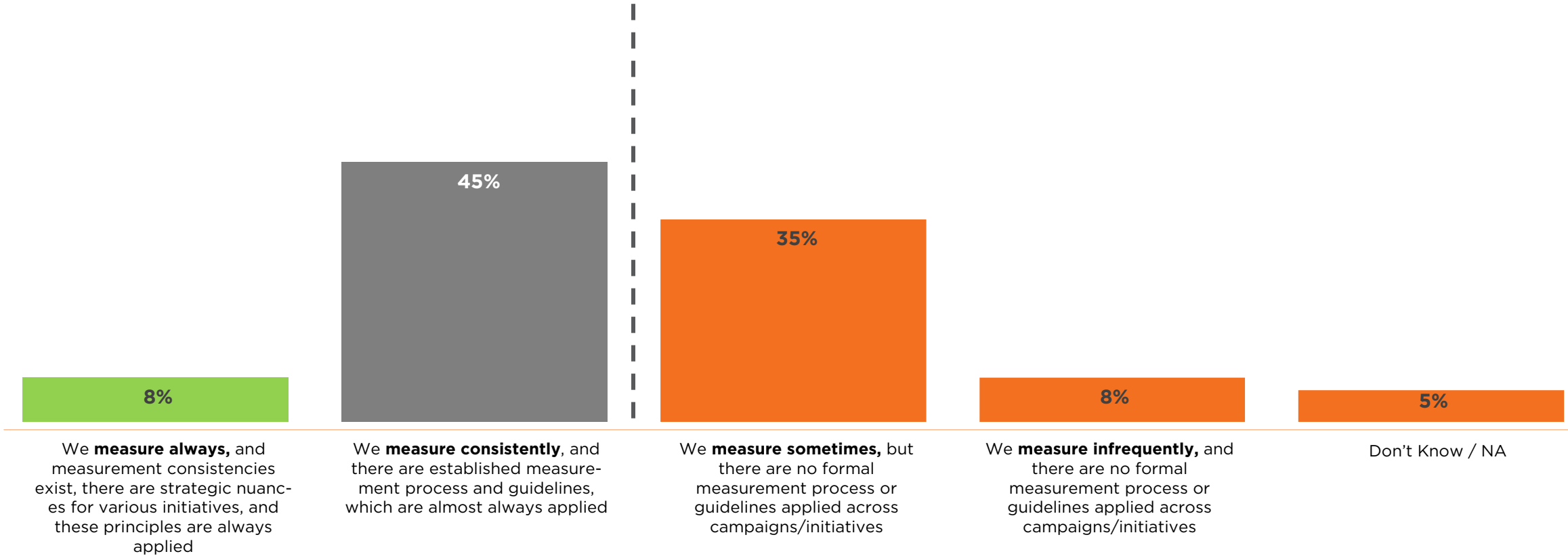
On a scale from 1-5, please rate how much you rely on using the below tools to support media decisions?



Measurement is not always continuous or consistent

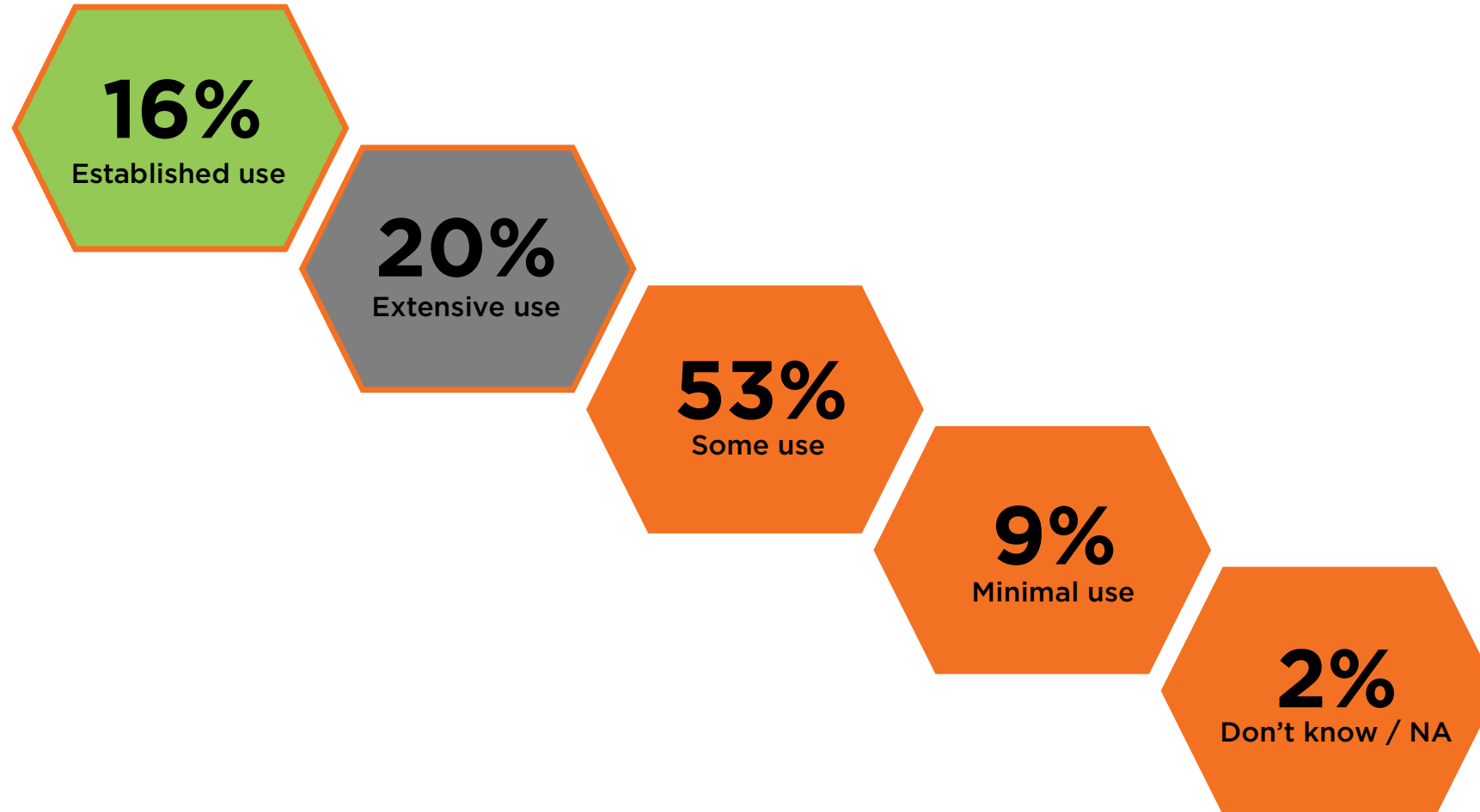


MEASUREMENT PROCESS: Which of the following best describes how you measure the value of consumer data and how it's being leveraged for marketing campaigns and initiatives?



Only one out of three marketers use attribution extensively

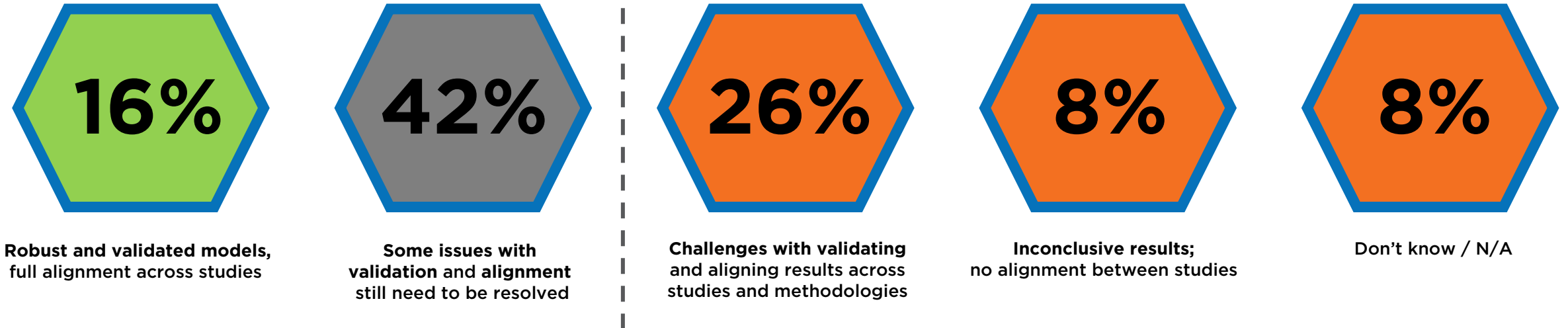
Which of the following describe the status of attribution in your organization?



N=92

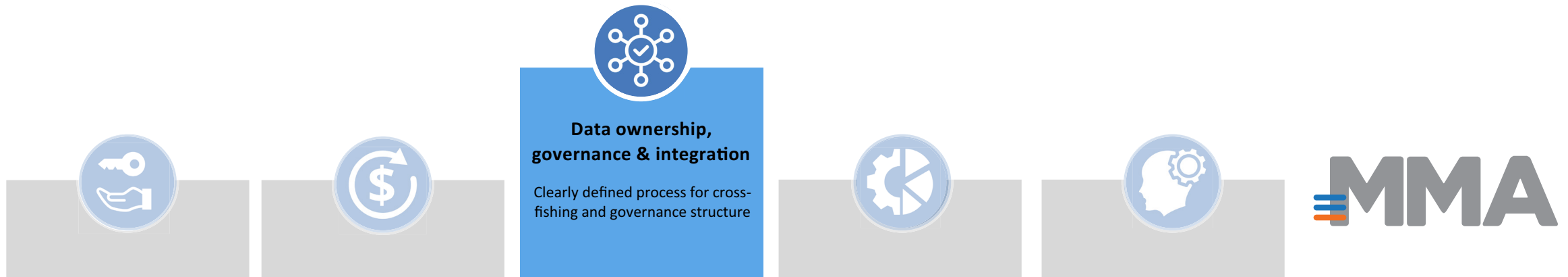
Measurement is not always continuous or consistent

VALIDATION: Which of the following describe the status of measurement and attribution validation in your organization?



GOVERNANCE, 1P DATA OWNERSHIP, AND INTEGRATION

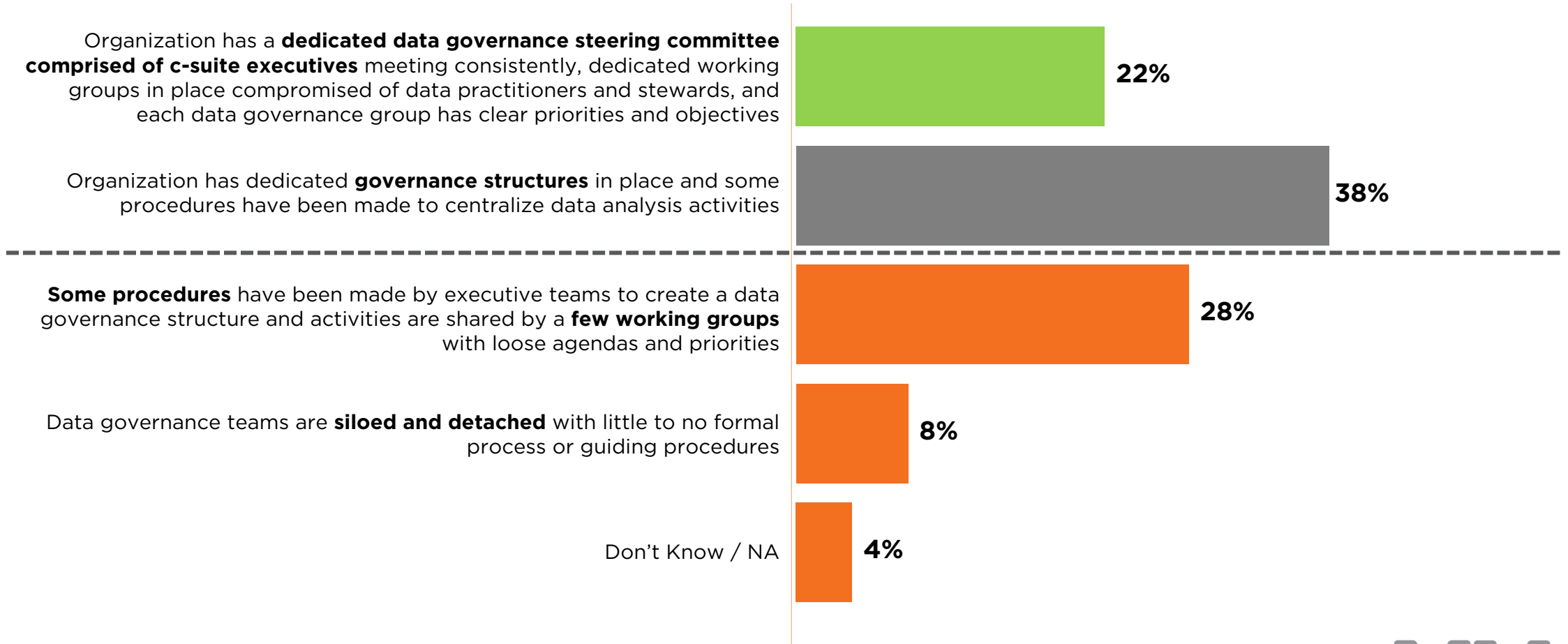
Efforts are being made to centralize governance, but silos still exist, data systems are lagging and more support is needed from the top



Most organizations have established governance structures but leadership is usually not regularly involved



GOVERNANCE: Which of the following best describes how your organization defines and structures formal consumer data governance and activities?

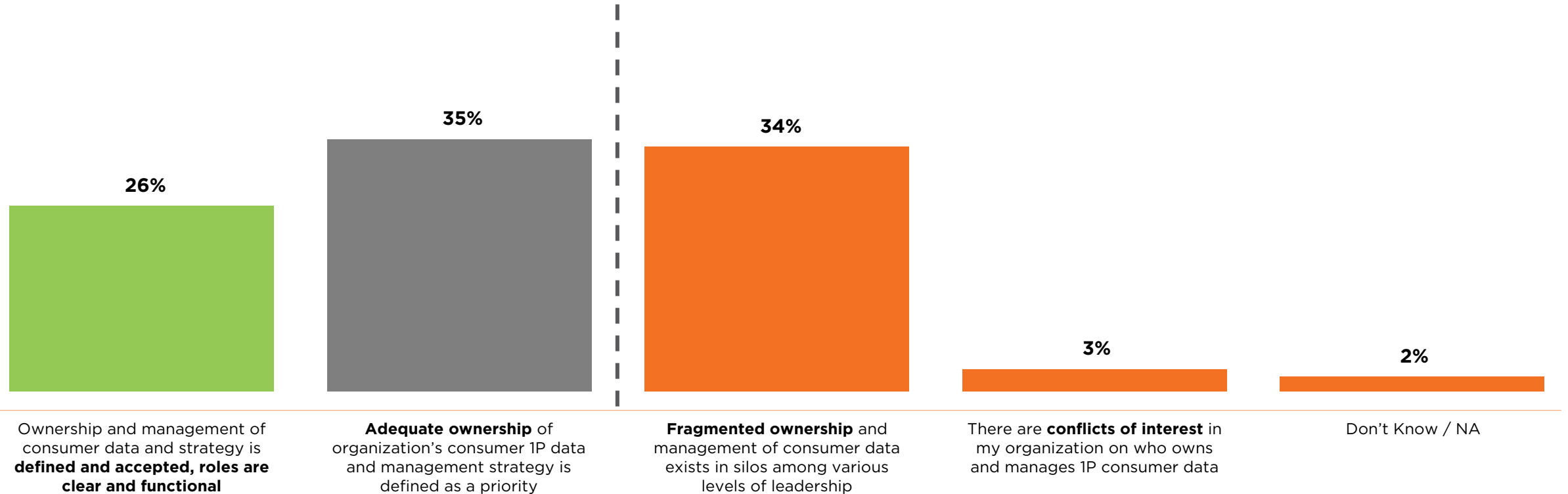


N=97

Although prioritized, 1P data management is often fragmented and roles not clear



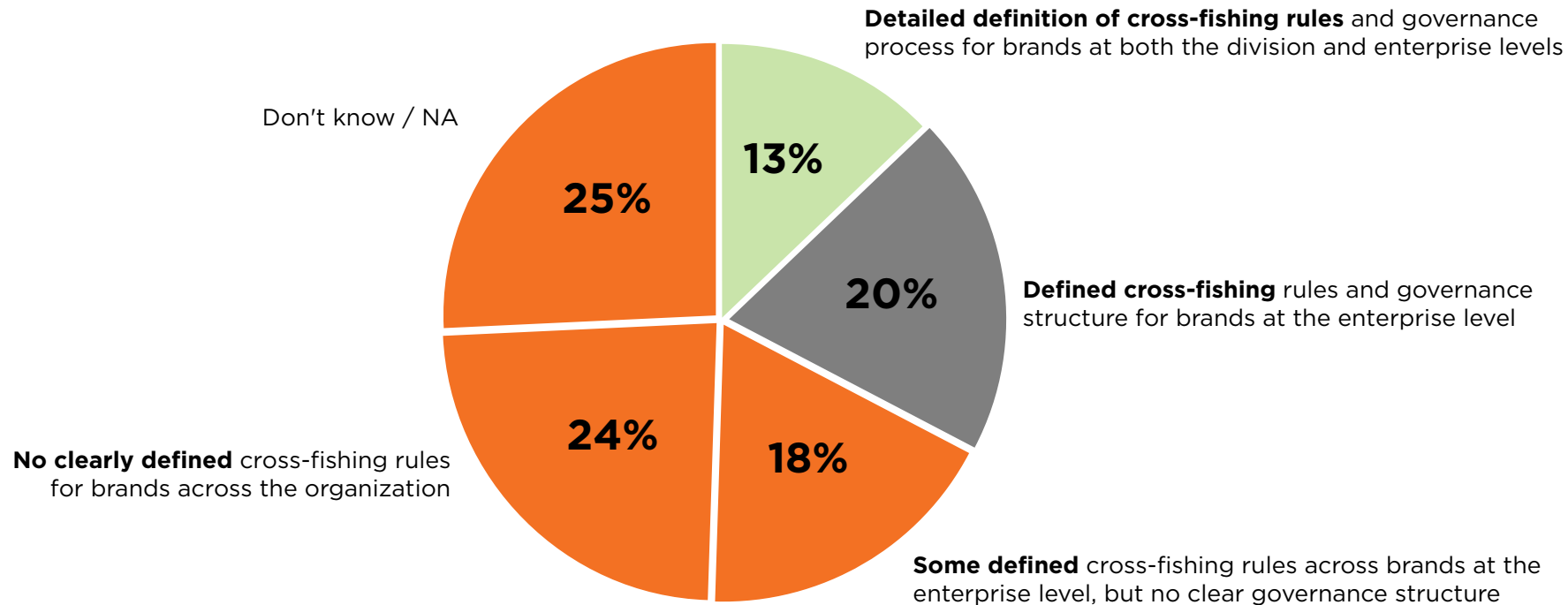
1P DATA OWNERSHIP: Which of the following best describes how first party (1P) consumer data is owned and managed in your organization?



More clarity is needed in terms of cross-fishing across the organization



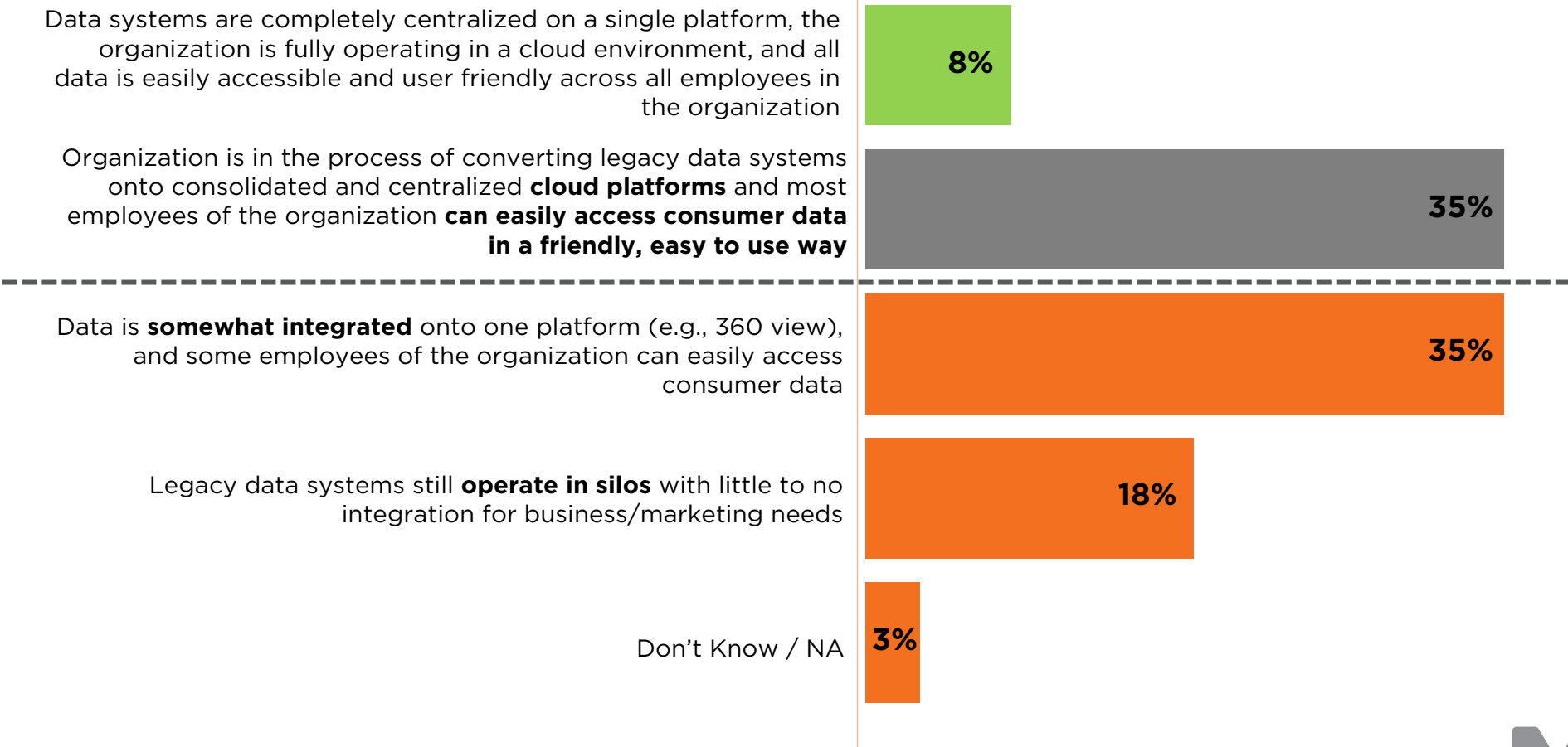
DATA USAGE INTEGRATION: Does your organization have clearly defined cross-fishing rules and governance for brands?



More work is needed to consolidate and modernize legacy data systems and make data accessible to all



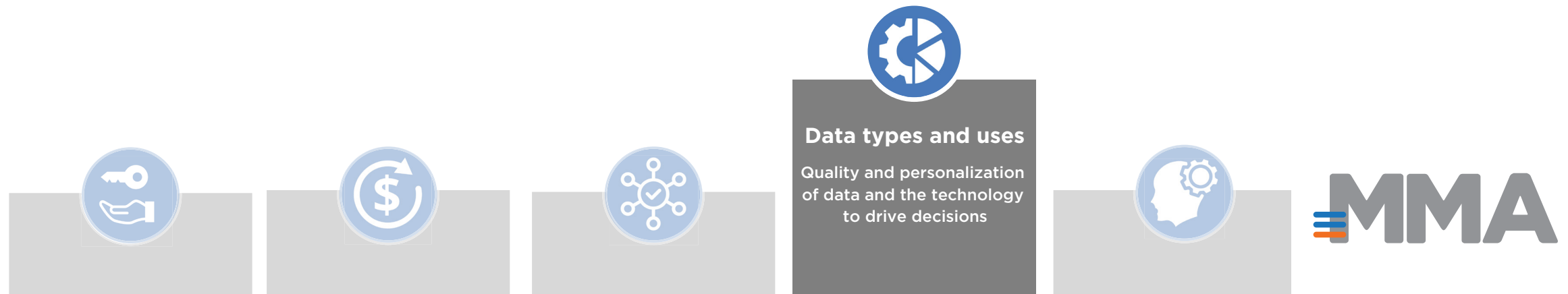
DATA SYSTEM INTEGRATION: Which of the following best describes how effectively your data management systems for first (1P) and third party (3P) consumer data are integrated and accessible at an organizational level?



N=93

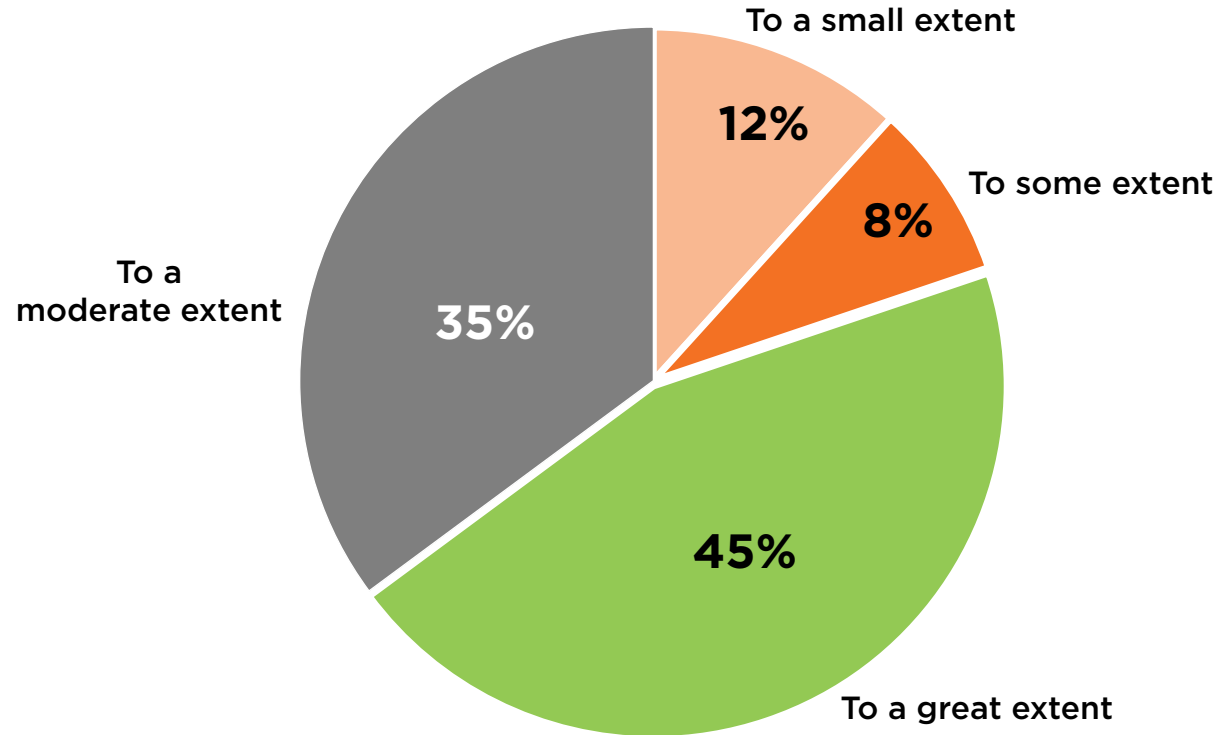
DATA USAGE, TYPES, DATA BREADTH, QUALITY

Most marketers focus on sales and ad exposure data, but more effort is needed to increase data breadth, depth and quality.



One out of two marketers claims to use data to a great extent

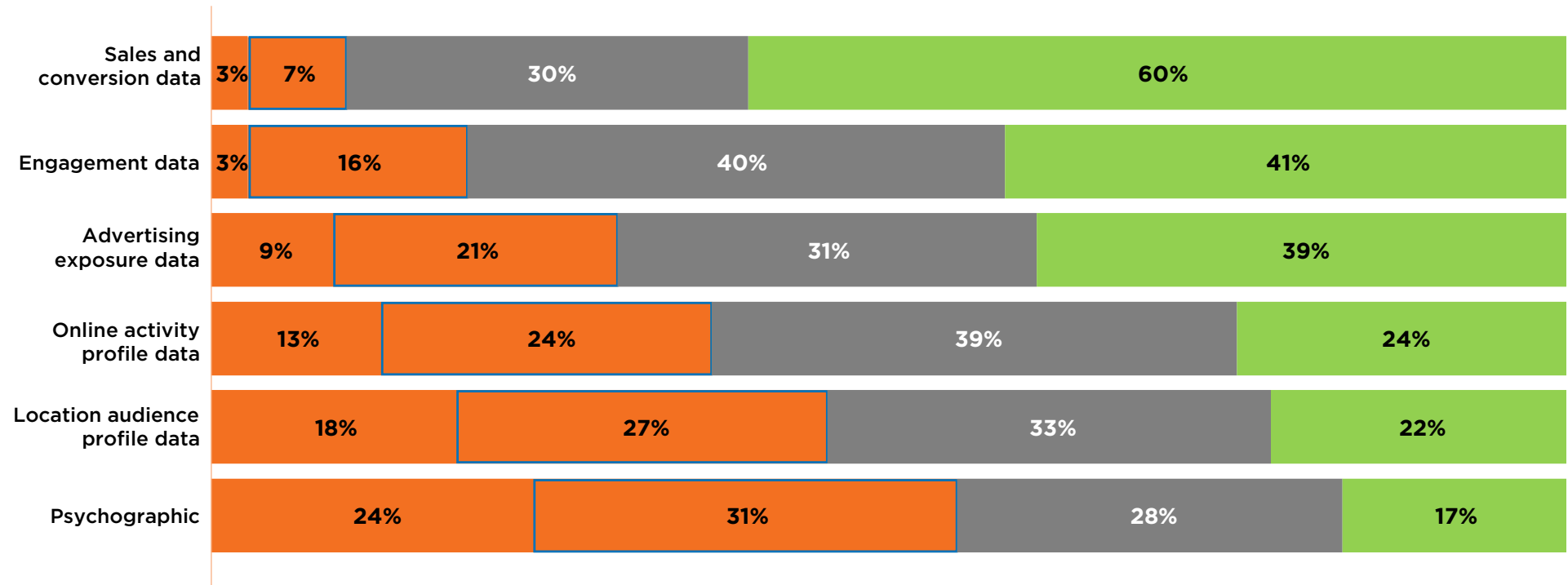
DATA ACTIVATION: To what extent does your organization use and activate personal level consumer data? For the purposes of this survey we define personal consumer data as any information received about the consumers such as purchase behavior, product preferences



N=111

Most marketers focus on sale, ad exposure and engagement data

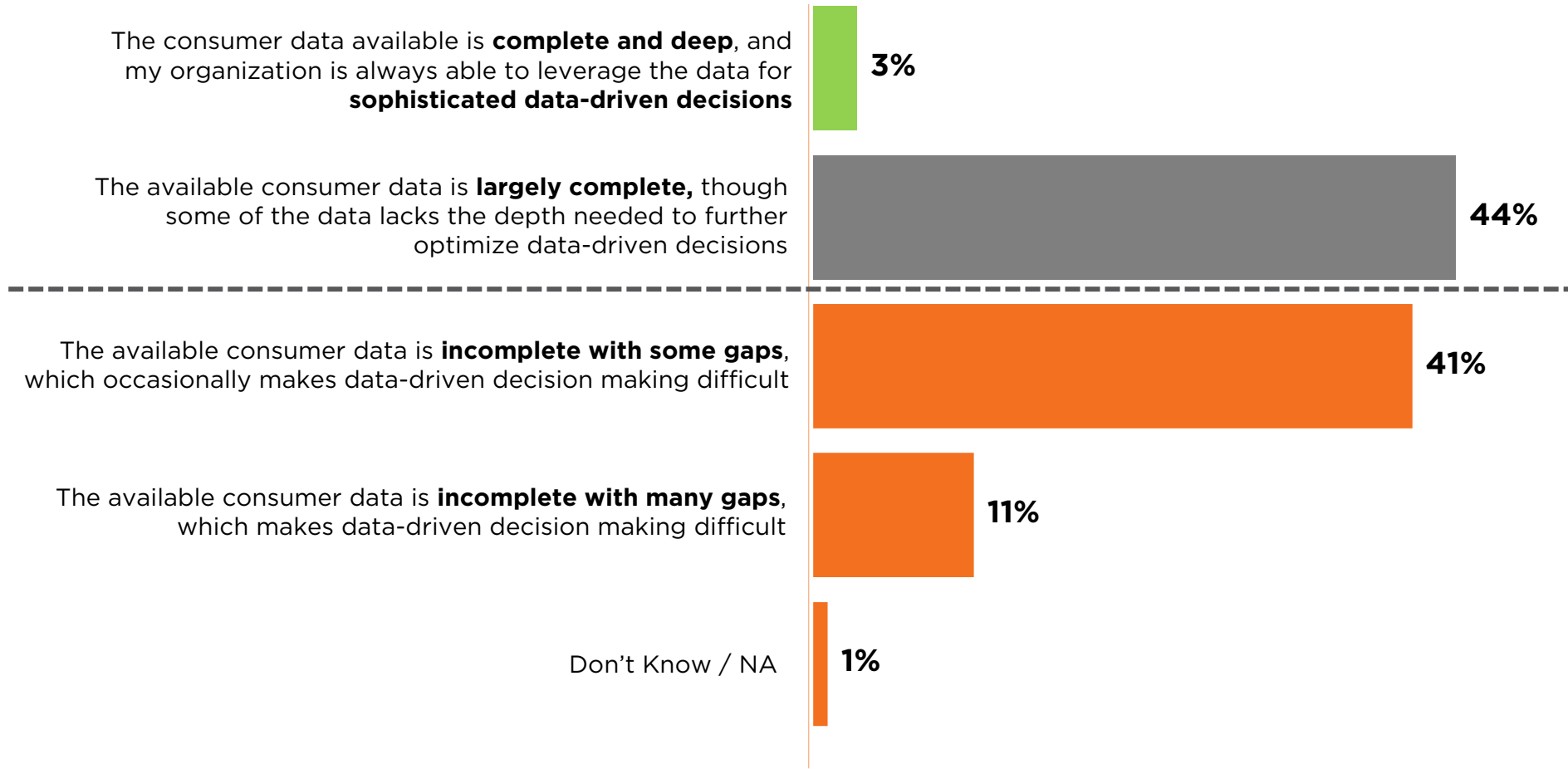
DATA TYPES: How much do you rely on each the following types of data to make decisions?



More effort is needed to increase data breadth and depth



BREADTH & DEPTH: Which of the following best describes the breadth and depth of overall consumer data that is available to drive decision making?

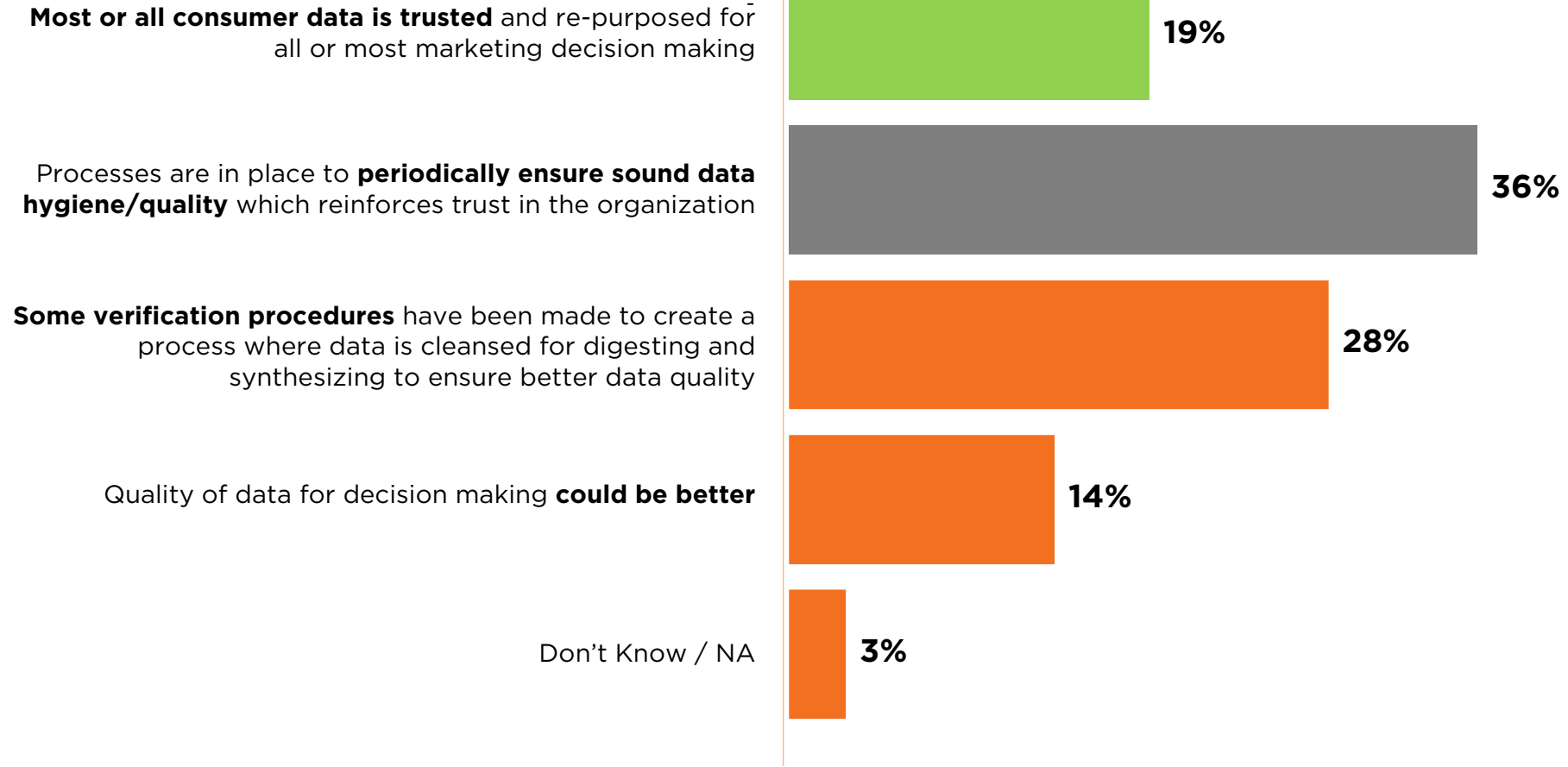


N=102

Although processes are being put in place, more effort is needed to increase trust in data quality



DATA QUALITY: Which of the following best describes how your organization trusts the quality of its consumer data overall to drive decision making?



TRAINING, DATA SCIENCE, MARTECH, ADVANCED ANALYTICS

Leadership is making an effort to invest in training, data science resources and martech but most organizations have big gaps.



Capabilities and skills

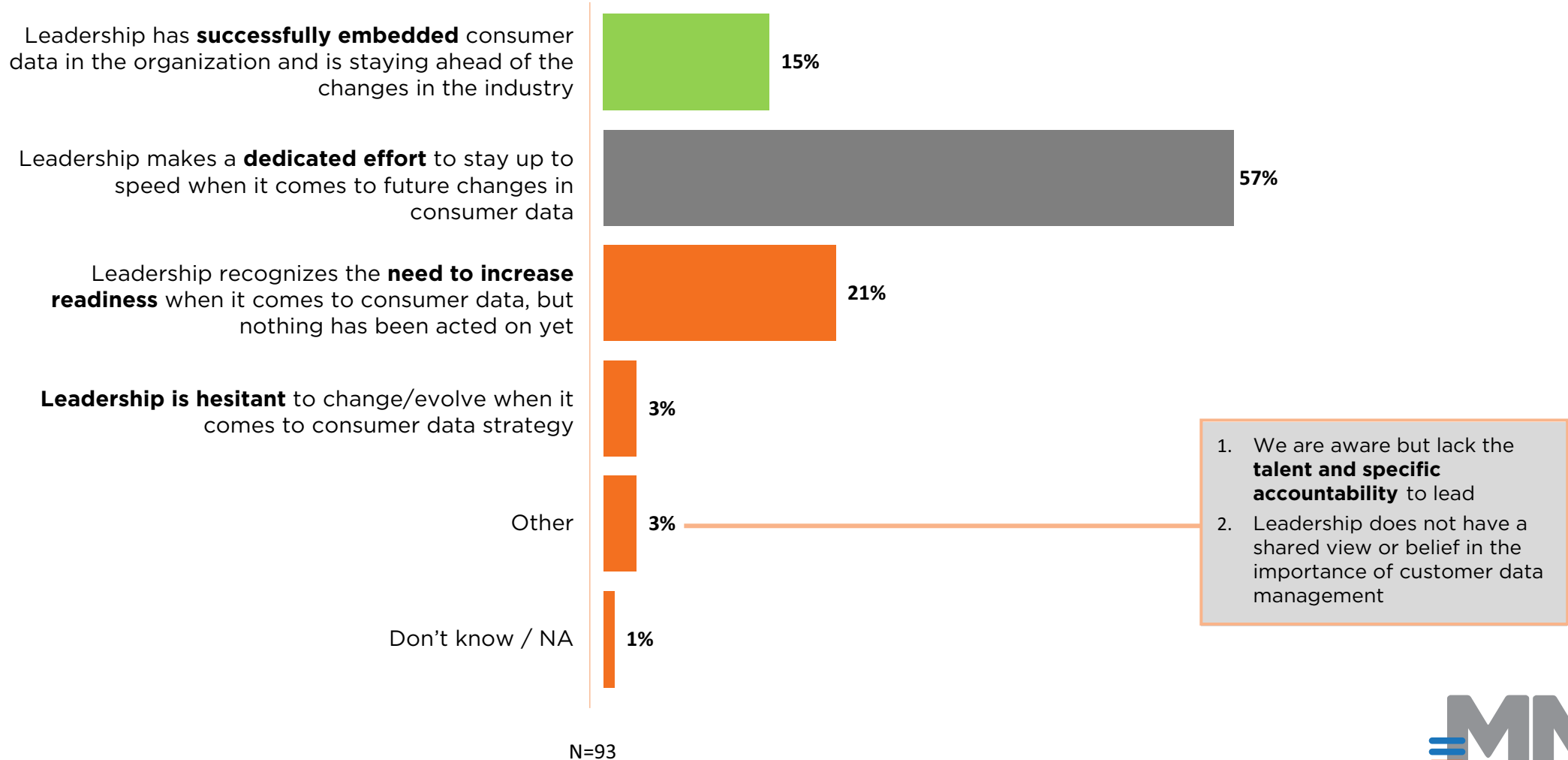
Capabilities and marketers skills to analyze and leverage effectively consumer data



Leadership is making an effort to keep up, but not ready to lead

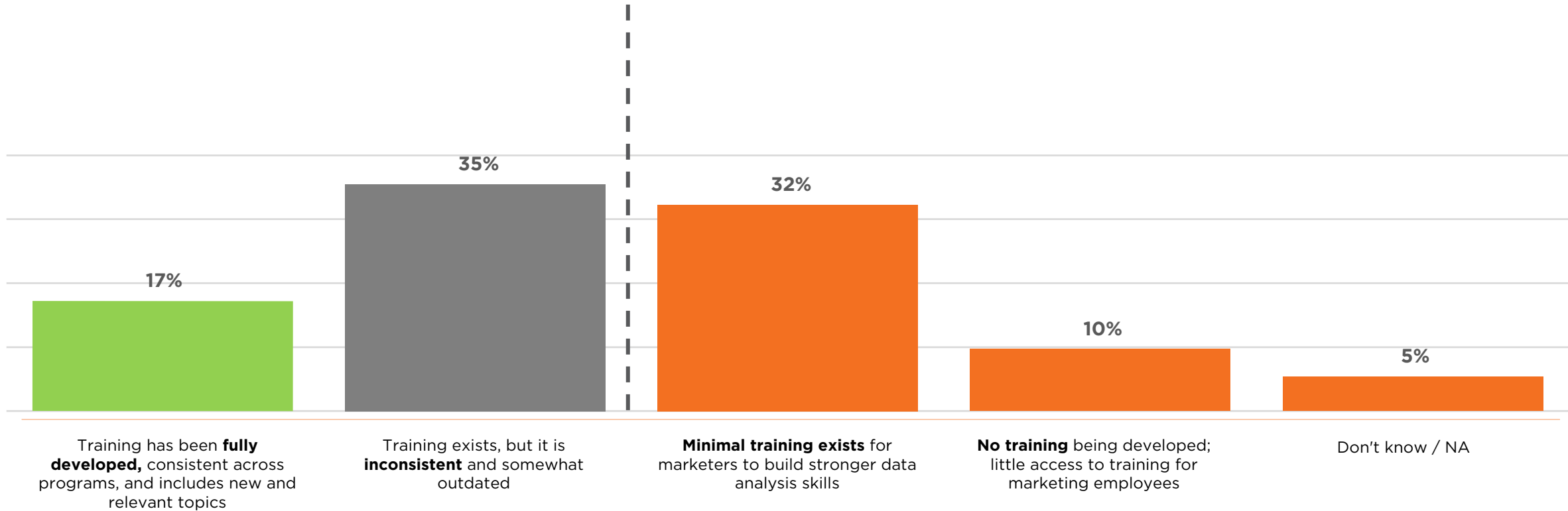


LEADERSHIP VISION: Which of the below represent leadership's attitude and readiness towards future changes in the consumer data and marketing strategy?



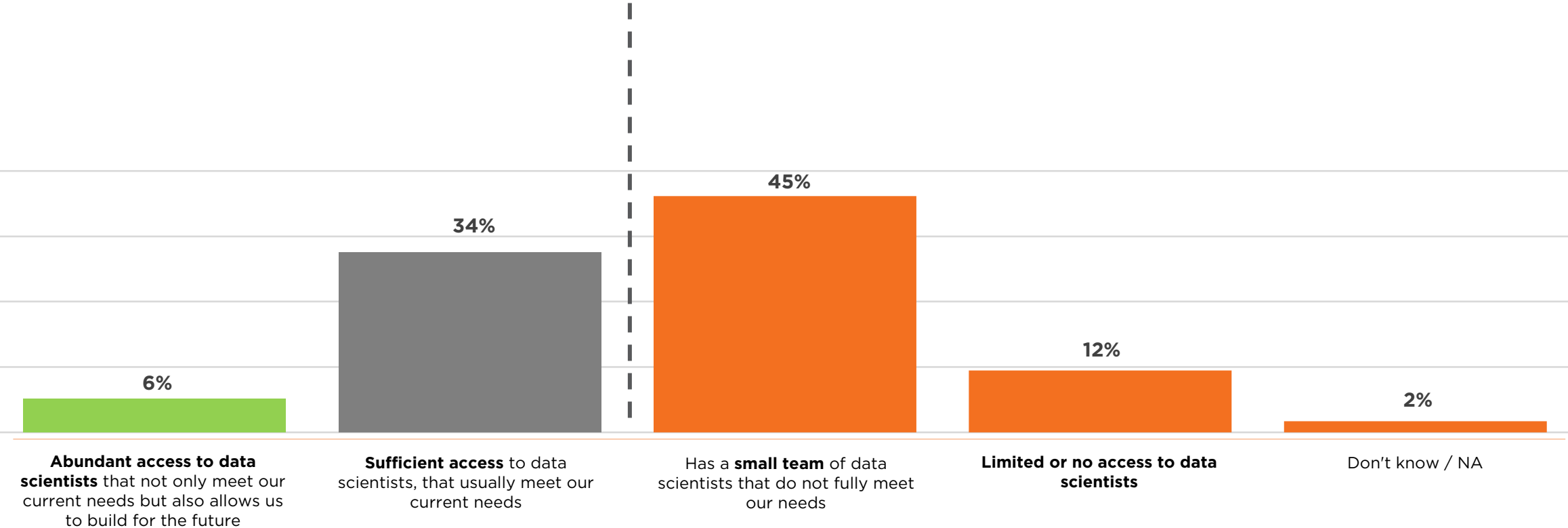
Training exists but it's not always consistent, new or relevant

TRAINING: Which of the following best describes how your marketing organization is being trained to work with and analyze data?



More data science resources are needed to cover increasing needs

DATA SCIENCE RESOURCES: Which of the following describes your marketing organization's access to advanced analytics and data science resources?

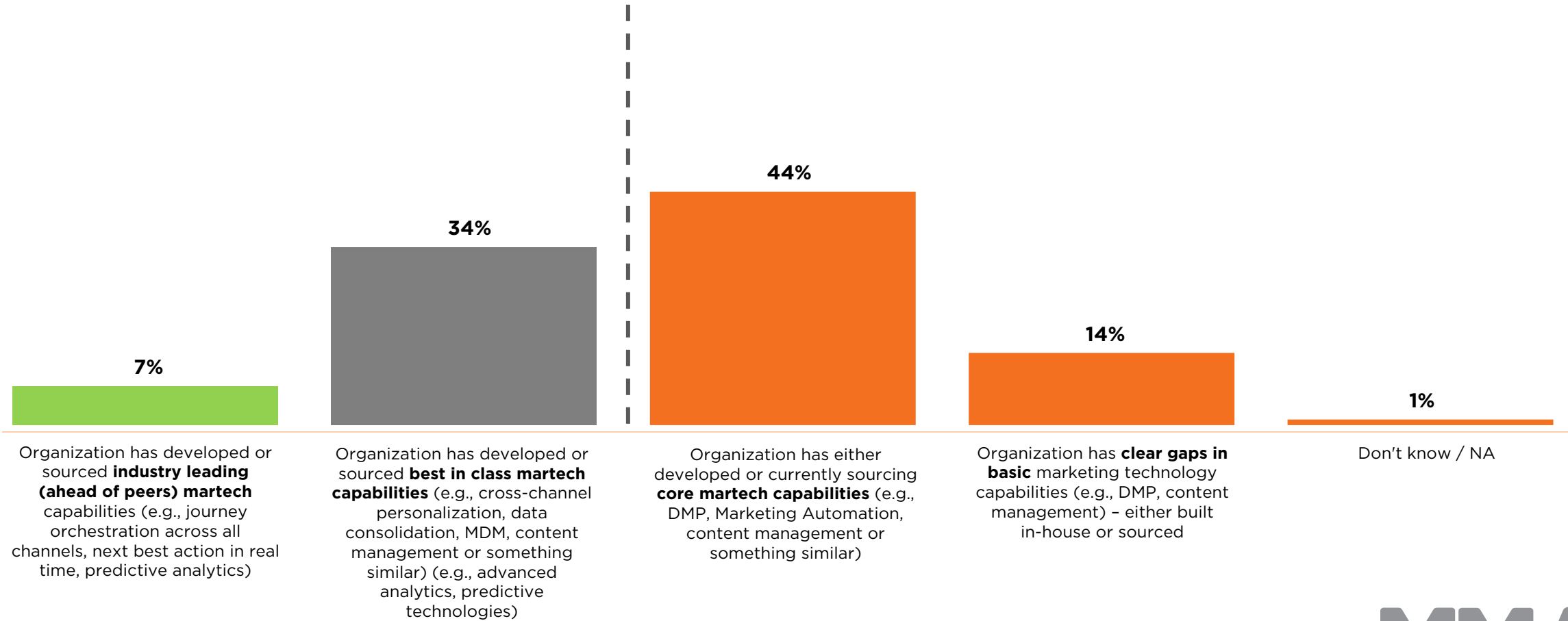


N=93

Most companies are in the process of building their capabilities. Few claim to be best in class or industry leading



MARTECH: Which of the below best describes your organization’s martech capabilities (marketing technology, tools and platforms that support marketing and leverage consumer data)?



Capabilities are not usually in place to take advantage of AI and advanced analytics



ADVANCED ANALYTICS & AI: Which of the below best describes the state of your organization's advanced data analysis capabilities?

Advanced analytical capabilities are **fully realized**
(AI, machine learning, advanced analytics or something similar)

8%

Existing systems fully **have advanced analytical**
capabilities (advanced analytics, predictive technologies etc.)

25%

Existing systems have **some advanced analytical** capabilities

51%

Existing systems **lack advanced analytical capabilities**

15%

Don't know / NA

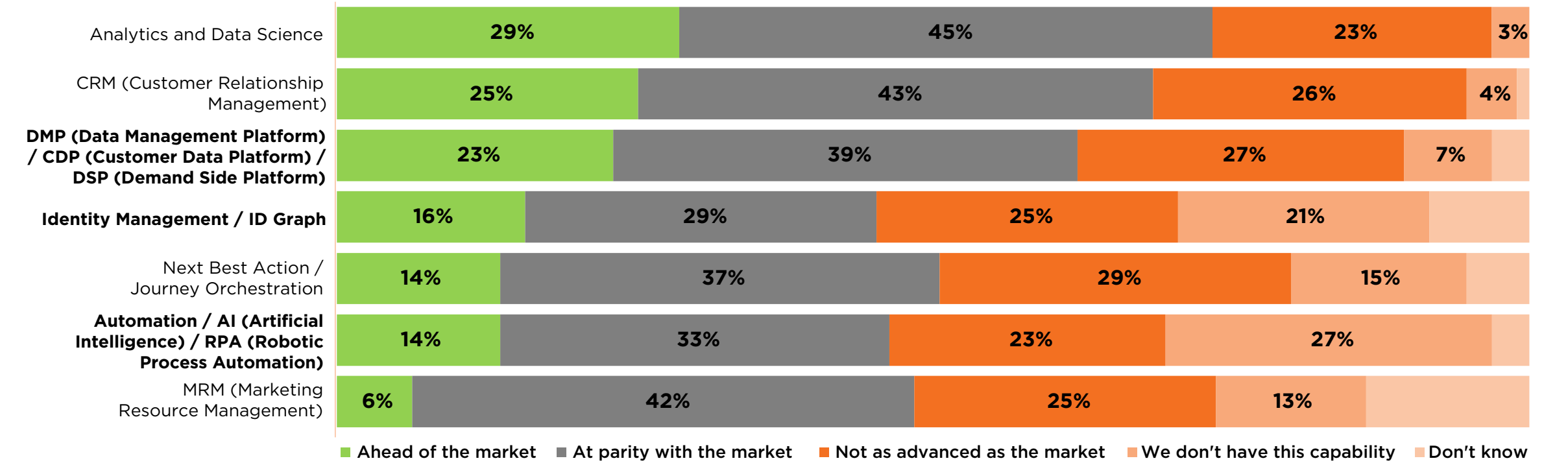
1%

N=95

More than half are making significant investments in Data platforms. Identity management still lagging.



DMP/AI/IDENTITY: Which of the below best describes the state of your organization’s advanced data analysis capabilities?



SUMMARIZING

Data maturity is not homogeneous across all areas, so we classified them in five “archetypes”

Key takeaways: the journey and key obstacles to data maturity

- 1. Overall:** Data Strategy has become a C-Level priority, but progress is not homogeneous across all areas.
- 2. Compliance:** Marketers are compliant but more commitment is needed to ensure they stay ahead of the curve.
- 3. ROI:** Most marketers are seeing some lift in marketing productivity but measurement is not always continuous, validated or aligned.
- 4. Activation:** Most marketers focus on sales and ad exposure data, but more effort is needed to increase data breadth, depth and quality.
- 5. Integration:** Efforts are being made to centralize governance, but silos still exist, data systems are lagging and more support is needed from the top.
- 6. Capabilities:** Leadership is making an effort to invest in training, data science resources and martech but most organizations have big gaps.



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