



MMA
IMPACT
INDIA

#SHAPETHEFUTURE
OF MODERN MARKETING



2021

Partners



10 YEARS OF THOUGHT LEADERSHIP



As recipients of change, it's up to you to have the right mindset and be in an active learner mode to make the most of it. ”

MONEKA KHURANA

Country Head- MMA India



The IMPACT forum is a part of a global series that MMA hosts across markets, bringing marketers, tech enablers, agencies, and the entire ecosystem under one roof. IMPACT as a platform has a presence in more than 42 countries and has become a signature MMA property.

Each year, MMA has tried to bring to IMPACT a holistic ecosystem view and thought leadership from across the globe. We have curated IMPACT specifically, keeping in mind current times to enable and empower the industry with a body of work that can help pivot in these challenging times.

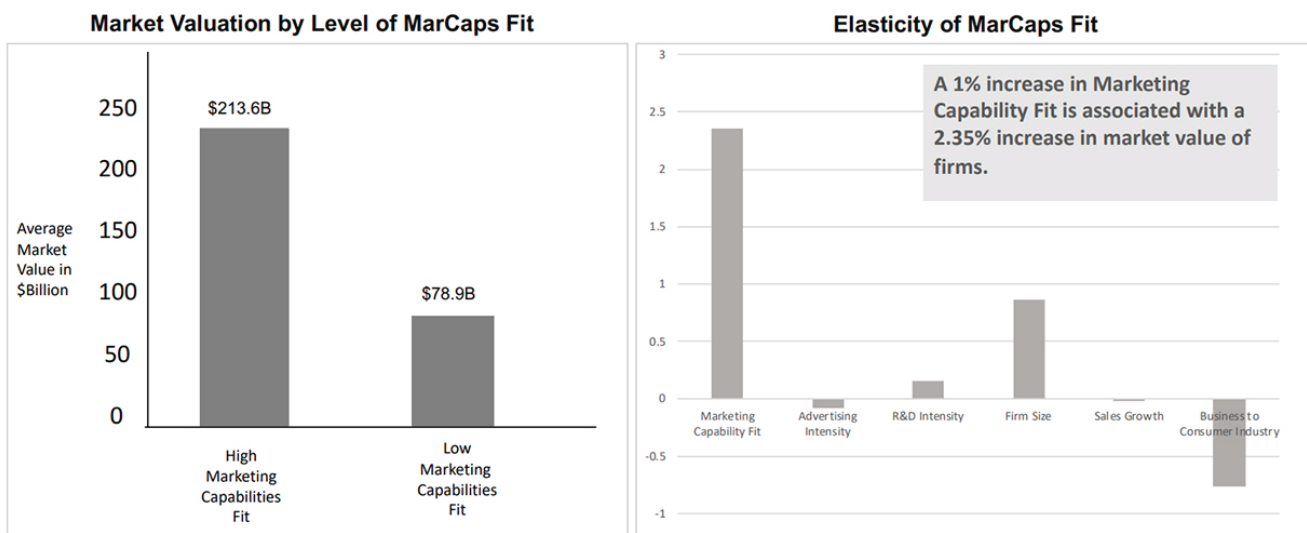
We at IMPACT are keen to own the charter of building winning marketing organizations. As per an extensive study done by MMA globally, winning marketing organizations is primarily a function of three things.

1. Right structure
2. Roles and responsibilities of marketing
3. Marketing capabilities of an organization

Our study suggests, **upping the game in marketing capabilities leads to two and a half times sales growth and a 2.35% increase in market value.**

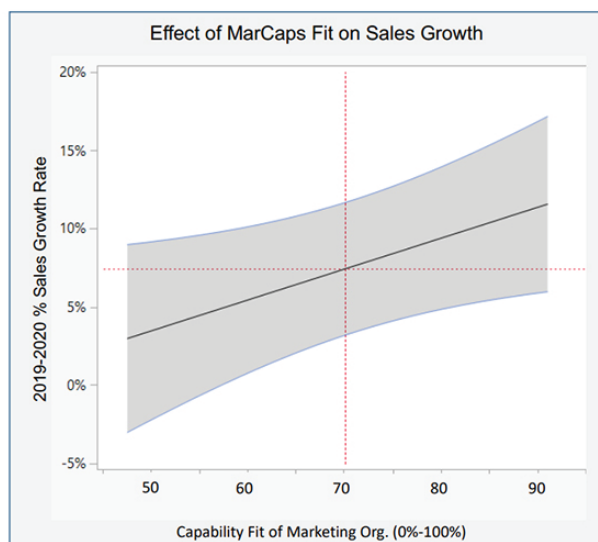
This is based on a MarCap assessment, which factors in seven elements that matter the most of which a score of six or more classify winning marketing organizations.

Market Valuation



Note: Financial data from publicly traded firms available in Compustat.

Fit Drives Sales Revenue Growth in 2019 and 2020



2.5x

A 1% increase in fit leads to 2.5% increase in Sales Growth after accounting for size, age, R&D investments, Advertising investments and intensity of competition.

Note: Financial data from publicly traded firms available in Compustat.

As you can see the study shows capabilities play a big role. At IMPACT, we have attempted to bring to you a gamut of Modern Marketing capabilities, such as E-Commerce, MarTech, Blockchain, Voice, Social Commerce, Outcome-based marketing, Ad Fraud, and several other such topics which play a key part in building winning marketing organizations.

But transformation is never easy and in light of which I'm going to allude to you a very interesting podcast I heard some time back, it spoke about mastering change, which mentioned agents of change, and recipients of change. Amongst us today are both kinds. MMA, along with its speakers and experts are the agents of change, who will empower you with necessary information and learnings which can help you make the change.


As recipients of change, it's up to you to have the right mindset and be in an active learner mode to make the most of it. Keeping in mind that it's a new journey, it will take time to internalize it and implement it, which initially may not be the most efficient way. But will get mastered over time.

However, the first step is to have the learner mindset and embark on the journey to rewrite your narrative and upgrade your story. So be open to experimenting with the insights you take away from this e-book. It's like taking multiple shots at the dartboard to finally hit the bull's eye. Eventually, it would ensure success on the back of persistence and experimentation.

I can assure you that you will take away tangible guidance and loads of insights from the chapters in this book which also includes the MMA industry report launches, on MarTech and E-Commerce, which are MMA proprietary reports for the year. Hope you enjoy reading this year end book as much as we enjoyed compiling it for you. Happy reading.

If you are not a part of our growing community of members, do write to us

 mmaindia@mmaglobal.com

 @mmaglobal

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REMARKS BY MMA INDIA CHAIR EMERITUS



It is imperative that we collectively embrace and harness modern marketing practices to ensure that we stay ahead of the curve.”

PRIYA NAIR

MMA India Chair Emeritus;
Executive Director, Beauty &
Personal Care



Hindustan Unilever Limited

MMA is the only marketing trade association that brings together the entire ecosystem of marketers, tech providers and sellers working collaboratively to shape the future and pioneer modern marketing. MMA is extremely engaged in India and has a local board that is continuously striving to seek ways of serving the marketer community. Annual events such as IMPACT is a forum where thought leaders evangelize and educate the industry. It is a highly curated and premium property in the industry.

MMA India takes great pride in the accelerated modern marketing practices, communities, evangelizes many charters related to MarTech, Creative, Brand Safety, E-Commerce just to name a few.

2020 has certainly been a challenge but it has also thrown open a pleasant surprise with accelerated digital transformation and growth. Consumers have transformed even quicker and we as marketers have to adapt faster and cater to the changing consumer behaviors and patterns. It is imperative that we collectively embrace and harness modern marketing practices to ensure that we stay ahead of the curve in this rapidly evolving ecosystem.



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REMARKS BY MMA INDIA BOARD CHAIR



The World and India are going through a real storm. The COVID-19 crisis has upended traditional ways of working, living, and has impacted every aspect of our society, and economy. ”

AMIT JAIN

MMA India Board Chair,
Managing Director

L'ORÉAL
INDIA

MMA is the only body which brings marketers, tech-enablers, agencies, publishers and the entire ecosystem under one roof to learn and discuss the emerging trends of modern marketing. The theme for the 10th edition of IMPACT India is Shape the Future of Modern Marketing and we will focus on the key pillars of what is influencing this.

The World and India are going through a real storm. The COVID-19 crisis has upended traditional ways of working, living, and has impacted every aspect of our society, and economy. And acceleration towards digital transformation and a data-driven society and business is so obvious to

all of us.

The transformation of consumer behaviour has also given us the opportunity to leverage our contributions to new marketing models. And this crisis has been a moment of huge importance for our data scientists, our analysts and this is of course, being driven by the Indian consumer who's coming online in multiple categories more than ever before.

Online buyers have gone up by more than 25 million in the last year. E-commerce is getting democratized.

For the first time, there were more online shoppers from tier two and smaller cities than the major metros and tier one. New formats of E-commerce such as social commerce, hyperlocal commerce are also emerging.

The second big theme, which COVID-19 is driving for us, is an acceleration towards sustainability. It has been around on the fringes of society's economy for a while, but the last year has really driven it hard. It has been a wake-up call for the world as we all know the massive impact of what a single virus could do on our lives.

There has been heightened global awareness for the protection of our planet. 2020 has acted as a stark reminder that all of us, we need to take steps towards a greener planet. And, of course, very importantly, protect what we have before it's too late. And it is up to us and the marketers and all the digital names are going to play a very big role.

And, finally, an acceleration towards purpose-driven brands. The strength of brands will be based more than ever on their purpose. As more and more generation-Z gets into the consumption class, they expect brands to demonstrate their commitment to a broader set of societal challenges.

Not only must brands have strong ethics, they have to demonstrate that they take action consistent with the ethics and values and this action must be at the front and centre of the brand. Let's explore these three things very briefly, to figure out what the implications are for us.

The Digital transformation is so fast and exponential that I would like to now submit to you that it is a revolution. It took more than 200 years for the world to grow from the first steam engine to electricity, and mass production.

However, we have seen that the first computer and now AI has just taken 60 years to equip 5 billion consumers with smartphones, transform the very foundation of commerce worldwide and disrupt entire industries along the way.

The big digital transformations of India are driven by how many people are coming online; small town India, rural India are all coming on board of the digital bandwagon, fuelled by maybe among the cheapest data in the world, at somewhere around 15 rupees per GB.

And of course, we have one of the best penetrated smartphone markets in the world with more than 400 million smartphones only after China. During the pandemic, there's been a significant adoption of digital activities, even for traditional offline activities like education, fitness, media, consultation, and of course, shopping. Digital has transformed many industries. Wallets and digital payments, for example.

UPI which is the Indian success story, did 22 billion transactions in the year, growth of 78% versus the previous year. Investing has gone through the roof. Apps like Zerodha, Upstox in India are democratizing investing. The number of depository accounts increased by 1.2 crores in the last year and this has been driven a lot by start-ups.

Video is changing the world of entertainment. Education is getting revolutionized; students can't go to the institutions; Coursera, Khan Academy, BYJU'S, Unacademy etc. are making content available even from Ivy League Universities for all of us. The list goes on and on.

There is no one industry which is immune to the impact, positive or negative and we as marketers and leaders of businesses and institutions have no option but to ride the digital revolution to our advantage. It's no longer a good PR Story. It is a question of survival and of course, one of the biggest drivers of success.

In thinking about what lies ahead, it's important never to forget that change is going to be the only constant. The emergence of start-ups is changing the face of marketing in India. It's a level playing field, with start-ups having access to capitals and tools, which in the past was restricted only to the big players. The Moats around the big businesses are not there anymore. Earlier, the big businesses, the big companies had the advantage of big capital, big distribution, large platforms. But that's been now replaced with just share of wallet and mind.

There's never been a nicer time to set up your own business and become an entrepreneur.

India is among the most exciting places in the world, to be a marketer, driven by access to capital, new ideas, innovation, transformation and of course, India is the third largest start-up ecosystem in the

world. Entrepreneurship space, driven by technology, food, beauty, the start-ups are so exciting and they have been driven by the fundamental fact that India on a 60% level, more than one and a half trillion is the consumption economy, which is attracting all the global, big capital and private equity players in the world.

But before we get carried away with the change, I just want to reinforce the obvious that consumer intimacy and consumer insights are still going to be at the heart of marketing. Organizations who get that right, will win the consumers. There's so much noise, clutter and proliferation, the need for building a strong brand is going to be much greater than ever. It will require marketers to re-think how the companies go to the market, engage with customers, leveraging digital, social, and building trusted relationships with their consumers. We can see great examples of consumer insights and intimacy, for example, through crowdsourcing, which is asking consumers to share ideas for new products or of various ways of connecting with them. This has driven some very nice success stories, Lays went with new flavors of snacks through crowdsourcing. Lego for a new collection of toys. In this world of social media, mega influencers are now being supplemented by mini, micro, nano, hyperlocal influences to build intimacy with the consumer, by speaking in their lingo. It is a pivotal time for marketers. We will be talking about some of the very critical themes, which we have to think about for being a great partner to the business or the institution, which we work in.

Coming to the second very significant theme, which is sustainability. Men and women in every corner of the globe are calling out for concrete action around the protection of our planetary boundaries, our skies, our water, and our air. We know that we have maybe 10 years left to prevent irreversible damage to our planet from happening. 10 years is too short, a span of time. But rather than saying it's too late, we must choose action, optimism, and our brands must be a part of the solution. They need to be the evangelists and it's our duty and our responsibility to act before others.

Garnier's one-step report looks at the scale of the shift towards environmentally focused revolutions and suggests that 2020 was a seminal year for change. 90% of the respondents want to be more sustainable in 21. Over three quarters of those surveyed in India cite a reduction of plastic usage as one of their priorities and 9 out of 10 respondents want to be more sustainable.

So we can see some very significant groundswell of opinion behind sustainability. The writing is on the wall. Building sustainability credentials into our brands and brand communication will set us up for competitive advantage. L'Oréal is committed to protecting the beauty of the planet by fighting climate change, respecting bio-diversity and preserving natural resources.

Going ahead, the third and very important theme is around brands with purpose and any number of fantastic examples around us.

Today, consumers expect society to change, and they consider that companies

like the governments have a responsibility to make this change happen. Consumers also feel that they too can make a societal change happen through their choice of brands and companies, that is why, they want products and brands that relate to them and reflect their values. And it is very, very critical that we serve those values of the consumer and defend them in times to come.

The Kantar purpose 2020 study demonstrated that brands with perceived positive impact outperform brands which do not. So, for example, over a 12-year period, the brands with high perceived positive impact and purpose have a brand value of growth, 175% versus 86% for medium positive impact and 70% for low positive impact.

Data-Driven marketing, personalization at scale, Performance marketing, these have now started becoming core to how we are thinking about an organization and capabilities. Understanding and building MarTech stacks, use of voice recognition, AR, VR is coming into the mainstream. Understanding and building the new sub channels that need to be the tools for brand safety, marketing effectiveness, are going to be critical in the future and this is where MMA becomes truly relevant to us. I am delighted to share with you that the MMA Workgroups can help to better understand these dynamic areas. They're creating some great content.

Here's an opportunity for all of us to take advantage of this virtuosity.



[Click here to watch the complete session](#)

1. E-Commerce	12 - 45
» Keynote: Technology-First: Solutions to Power E-Commerce in India at Scale	
» How India Shops Online	
» How Commerce Advertising Powers Brand Momentum	
» State of Mobile 2021 : E-Commerce in India	
» Unveiling the E-Commerce Playbook: Modern Marketers Guide to Connected Consumer Journeys	
» The Impact of Vernacular Video Content On Commerce & Marketing	
2. MarTech	46 - 71
» Future Of Marketing - Transformation from Cost Center to C-Suite Catalyst	
» Rearchitecting MarTech with Blockchain	
» Unveiling Martech Playbook: Modern Marketers Guide to MarTech Maturity	
» AI Today and The Myriad Of Opportunities	
» AI in India with Intel	
3. Brand Safety	72 - 83
» State of Ad Fraud & How to Combat	
4. Voice & Audio	84 - 89
» Keynote: The Rise of Voice AI and Impact on Marketing	
5. Modern Creativity	90 - 95
» Keynote: Unlocking The Potential Of Personalisation Made Right	

6. Modern Media Formats	96 - 108
» Panel Discussion: Why Outcomes are the Metrics that Matter in 2021	
7. Modern Marketer Perspectives	109 - 129
8. MMA Sessions on Modern Marketing	130 - 158
» Keynote: Marketing Growth Frameworks Rethink	
» Keynote Session: Designing A Winning Modern Marketing Organisation	
» Fireside Chat: Business Agility and Antifragility that Drives Future Proofing	
9. Insights from Pandemic Struck Consumer - MMA India Board Views	159 - 166
10. Valedictory Address: The Next Decade Marketer...	167 - 176
11. Remarks by MMA APAC Managing Director	177 - 179
12. About IMPACT India	180 - 183
13. Testimonials	184
14. About MMA	185
15. MMA India Board	186
16. MMA AMMP Community	187 - 189
17. Acknowledgements	190



In future, we will have more than 14 million creators creating content in vernacular languages.

E-Commerce

KEYNOTE SESSION

TECHNOLOGY-FIRST: SOLUTIONS TO POWER E-COMMERCE IN INDIA AT SCALE



Jeyandran Venugopal

Chief Product and Technology Officer

Flipkart 

India's adoption of both the internet and digital commerce has been great so far, but we still have a lot of headroom to grow. Let me augment that with some stats to help all of us understand how early in the journey of E-commerce we are as a country. If you look at the overall general commerce in the country, it's roughly about \$900 billion. A large chunk of it is general merchandise, Staples, FMCG products, which are largely distributed through the general trade or the kirana ecosystem in India, which is a neighbourhood shop ecosystem in India.

If you look at modern retail, which is a large format retailing, big-box, this is a relatively new phenomenon in the country while it's been growing, it still accounts for a fairly small percentage, very, very low single-digit percentage of the overall economy in the country.

India's Booming Internet Adoption



Source: Quartz India, National Herald

Image 1: Quartz India
 Image 2: National Herald

And if you look at E-commerce today, the penetration is only about 3 to 5%, depending on who's doing the survey and what they're counting as in or out. So, if you look at the headroom that we have as a country, to drive digital E-commerce adoption, we can see that it's tremendous. If you look at other economies, which got an earlier start in digital commerce, and where they are today, we can see that there are economies like South Korea, the US and several European markets, where the share of overall commerce that is today done through digital means, digital commerce, is a very highly 20 to 40 percentage.

Across digital commerce, we have about 120 to 240 million annual active customers, if you leave out service transactors, and this is in a country of 600 million monthly active internet users. So, if you look at the daily active internet user base, even that is a very, very healthy 400 million people. You will realize that a large chunk of them would be primarily using social media. This includes content consumption, through video-based platforms, UGC platforms, as

well as premium platforms. And also, a large chunk of this time is also spent on social media apps, messaging apps etc.

Then the next one, in terms of the funnel are the service transactors. These are people who are using digital medium for phone recharges and paying bills, maybe even doing travel transactions, maybe IRCTC bookings or other things.

This is actually at around 200 million people today and people who are doing core digital commerce is only about \$120 and \$140 million people in a country of almost 1.4 billion people, and out of which 600 million people are actually on the internet and their monthly active users.

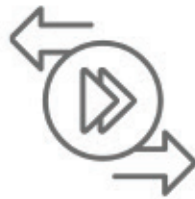
Why are these people who have already adopted the internet who are already on the platform not yet able to adopt digital commerce? What are the barriers that are preventing them from being adopters of digital commerce? So, that is the core of what we are going to talk about and some of the things that we have done and also as an E-commerce industry, what all of us have to actually continue to strive to innovate, to be able to bring this remaining population on to this wave of E-Commerce.

If you move on you can see from the below picture that there is a substantial opportunity for us to actually bring the benefits of digital commerce to a much larger chunk of the population. So even with our current India internet penetration, which is only about 40% of the country at large.



1,000 more mandis to be integrated with e-NAM in 2021-22: Govt

Source: PTI



UPI Jan volume 77% to 2.3bn year on year, value doubles to **Rs 4.3 trn**

Deals up to 30% by both value and volume, over December 2020 figures



Govt moves to set up **open e-commerce platform**

Our Bureau | New Delhi | Updated on November 25, 2020 | Published on November 25, 2020

source: PTI

We still have a large absolute number of internet users, for example, this 40% of the people who are currently already internet users is 2x, that of the entire population of the US. So even though our internet penetration still has some ways to go, you can clearly see that we already have a lot of potential to create impact across the lives of lots of people, by bringing this medium to people who are already adopters.

The scale of impact we can bring is unprecedented. There are very few markets out there today, which provide this sort of greenfield opportunity for emerging sectors like E-commerce to positively touch the lives of hundreds of millions of people.

Now let's talk about a particular cohort of customers that we call the N 200 million

customers. What do we mean when we say N 200 million? Internally, we name it as the N200M cohort. What we mean by that is, the first 100 million to 120-140 million users who are early adopters of E-commerce, have generally been primarily from metros and tier ones and some of the early adopters of digital mediums in tier two and tier three cities and beyond. That is what we call the next 200 million people who we think of as maybe slightly later adopters than the first set of people who came onto the Internet.

Going on to the specifics of these technology levers, we refer to a strategy that we call the V3 strategy. V3 refers to Vernacular, Video and Voice.

So the next set of users that we're talking about have fairly different needs from our current customer base. As all of us know, India is a very, very diverse country. The diversity extends across several dimensions. In different parts of the country, the likes and dislikes and the product assortment, therefore that we have to offer to that part of the country would be very different and similarly, the geographic diversity is immense as well. There are lots of places, some of them fairly remote and even the logistics sector in the country is evolving to be able to provide those last-mile reach with a reasonable level of speed and access to every part of this country.

Another element of diversity, of course, is languages, as we all know India is a country with a few 100 dialects, we are a country with almost two dozen officially constitutionally sanctioned languages as official languages.

The intonations inflexions of voice and speech, even in the same language across various parts of the country are widely different. So, developing interesting technologies around these to be able to address this diversity is the crux of what we are going to talk about.

The first one that we will talk about is **vernacular content**. This particular wave of users that we are talking about has a very strong preference for vernacular content. They may actually be comfortable with English as a language to do transactions, but they feel most comfortable interacting

with a medium that speaks in their own language.

Earlier this year, in fact, India's internet demographic witnessed a very important milestone that largely went unreported.

For the very first time in India, the tier two and tier three internet user base actually surpassed the metro tier-one active internet user base.

In about a year to a year and a half from now, the predictions are that we are going to have almost 400 to 500 million active Indian language internet users in comparison to about 200 million users who would prefer English as a language of their choice. These users who have not adopted E-commerce are already on the internet, many of them as we saw 600 million users are actually our monthly active internet user base.

We saw that many of them are avid users of **video apps** consuming content. They, in fact, spend 30X the amount of time on consuming video content as compared to any other form of content consumption.

Then we need to be where our users are, we need to be where they like spending the time. So thinking about things like how we can use video as a key element of digital commerce strategy is very, very important. It will be critical towards a strategy to acquire and engage these users on our platform.

Then the third one that we'll talk about is **voice**. Natural language-based interactions are very, very key to enable purchase aspiration for these customers. We have seen stats that span even voice search from global hyper-scale giants that are reported, for example, say that the adoption of voice as a medium for interaction, for example, even for simple things like search is actually accelerating at an exponential pace.

Google reported recently that they have consistently seen a 3 times year over year increase in the quantum of voice searches on the platform compared to traditional text searches.

In China, for example, we saw last year during their singles' festival, which is their kind of the marquee shopping festival for the entire country. Alibaba's genie platform received a few million orders during the shopping festival, just using voice as a medium.

Now we'll be going into a little bit more details on each of the three Vs.

1. Vernacular



- Technology based not on the ability to read but **ability to comprehend**
- Familiarity, comfort, and aid in decision making key focus areas

"If it (online shopping) can come with native language, we don't have to depend on others. It will give me satisfaction that I can buy a product after knowing fully about it"

2. Video/Visual



- Cater to **"Video first" internet generation**
- Provide visually rich information for other offline/online channels

"I make spelling mistakes. I can talk properly. I can say 'Accessories' but cannot spell it. Voice really helps in such cases"

3. Voice



- Overcome inability and **frustration of typing the correct spelling** (esp. for non-English speaking population)

Shown it to my daughters, they got blown away! The first thing they said was "Wow, now anyone can order on Flipkart!"

VERNACULAR

We launched several languages through the course of the last 18 to 24 months. We launched our platform in Hindi initially and then we were the first in the market to do so in three more regional languages and then followed by several other languages we have added to this year.

We see that more than 1.5 million unique users visit Flipkart using the vernacular language as a medium every single day. In fact, this number has gone up since even in the recent past to even higher numbers. It's basically a few million unique

users visiting using vernacular languages as the primary medium. If you look at our new user adoption of digital commerce, 70% of all new users that we see on the platform come from tier two and tier three cities. And in those tier two and tier three cities during the onboarding flows, when we present vernacular language as the available option, we see a very high level of adoption of people trying to use a vernacular platform.



Launched Vernacular initiative with Hindi, **First to the market** with 3 regional languages – **Tamil, Telugu, Kannada**

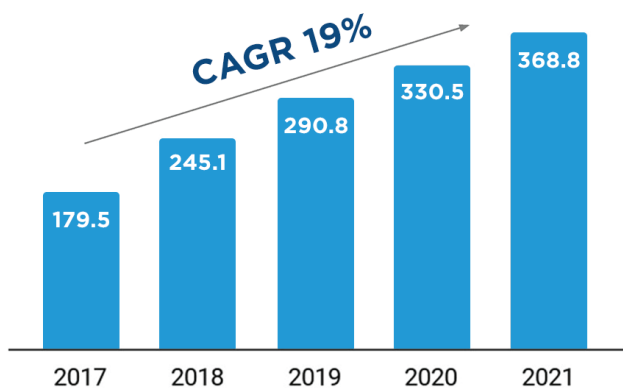
And one of the most encouraging stats for us is that the user stickiness is very, very high, we have 95% user stickiness on the vernacular platforms meaning that they find the experience very carefully crafted, not hampered in any way compared to, for example, the English language experience. And that is what takes time to do.

One of the things we have invested time in is machine translation for user-generated content because a lot of the user-generated content happens to be in English. How do you make it available for the vernacular language platform consumption? One of the very important levers for users to do E-commerce, which is around reading ratings and reviews of other users on the platform, is not something that the vernacular users are deprived of.

We do believe, as more and more tier two and tier three users continue to adopt digital commerce and adopt E-commerce eventually, investments into vernacular technologies and bringing them on par and probably even going beyond the English language platform in terms of capabilities will be very, very important.

VIDEO

We believe that there is huge market potential in making a mobile-first gamified digital video platform. Digital video viewers in India are growing at a CAGR, that is in very healthy two-digit numbers. So the numbers vary from 20% to 30% in terms of the reported CAGR growth of this cohort.



Digital video viewers in India growing at a **CAGR of ~ 19%**.

62% of all internet users expected to be digital video viewers in 2020.

In our media offering, we have built unique content offerings around interactive viewing experiences, and digital game shows with real incentives being added on.

We grew to actually two-digit millions of unique users as monthly active users very quickly and have 90% plus video completion rates on some of these new digital interactive game-show formats that we have launched. And this is an unprecedented level of engagement for any type of video content.

The user retention rates on these have also been top-notch.

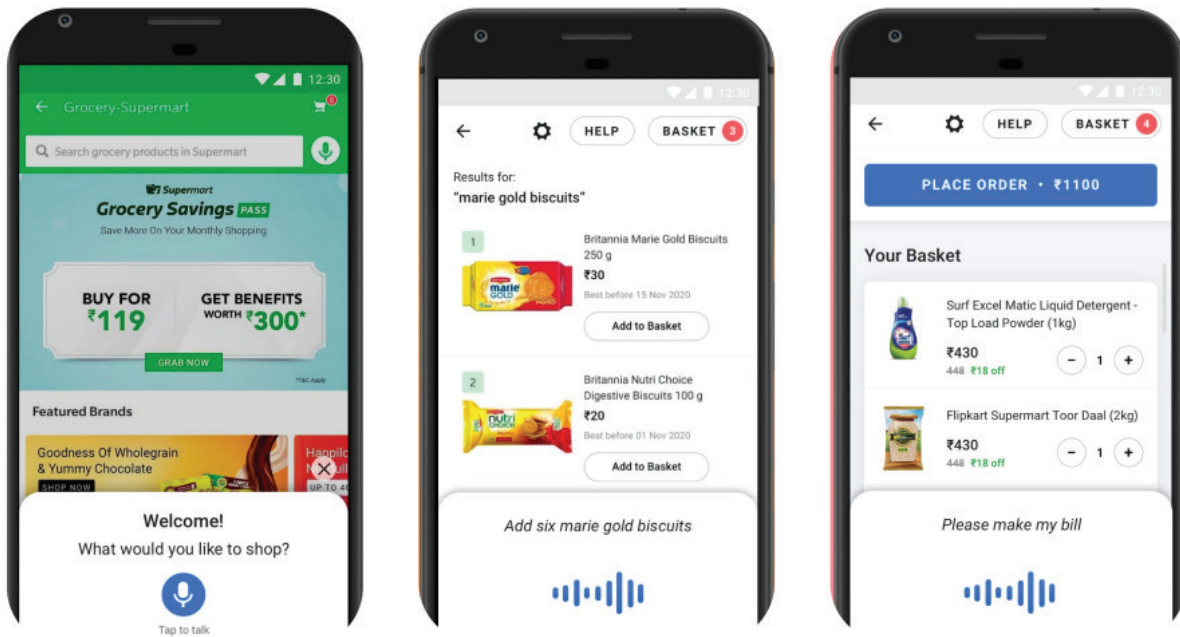
This is one way of engaging these users who are not perhaps ready to do E-commerce but are ready to do content consumption on our platform. When a time comes for them to actually start thinking about E-commerce, we could be top of mind for them. So this is of course one of the goals.

The other goal is also to look at over time, experimenting with content-to-commerce technologies, embedded product explainer videos etc. driving discovery of new products, as well as the adoption of these products.

The third element of video is to figure out how to infuse videos in our core mainstream commerce platform as well. This could be about giving a personal touch to the product pages by actually having embedded videos that talk about how the product was manufactured, maybe the seller's story being available in a video format, so that the buyers can relate to who they are buying it from and also in terms of how we do cataloguing.

VOICE

There are different elements of how we use voice and how we intend to use voice in engaging the users. We see that 1 out of 10 customers across India in order of 4 users from smaller towns in particular use voice search very actively. In fact, that is their primary medium of engaging with internet services like such.



Tap & Talk!

Need multiple items? Say it!

Talk in casual language

We took our first step with voice by launching what we call a grocery shopping assistant. This is actually a shopping assistant that was developed with the ability to be able to understand Natural Language, Mixed-mode speech, meaning that you could speak in Hindi and English in the same sentence, you could use words from both these languages.

Some of the complications, especially in our country, are around the sort of mixed-mode speech, the intonation and inflexions of speech being very different. Building a training corpus that deeply understood the grocery category, and develop a platform that has a very, very high level of automated speech recognition success rates and natural language processing to be able to understand the user intent, and help them use voice as a primary medium for doing most of the things that you will do in building a list.

Basically, it's about how you enable basket building in a way that is engaging for the user, which is the least friction for the user.

CONCLUSION

I encourage everyone across the digital commerce ecosystem to continue to think about some of these specific insights discussed above to increase the level of adoption of both internet and digital commerce as a medium in the country at large.

So that more and more Indian consumers benefit from choice, convenience, accessibility and all the advantages that digital commerce brings to the table.

 [Click here to watch the complete session](#)

HOW INDIA SHOPS ONLINE

IN PARTNERSHIP WITH FLIPKART

**Shyam
Unnikrishnan**

Partner

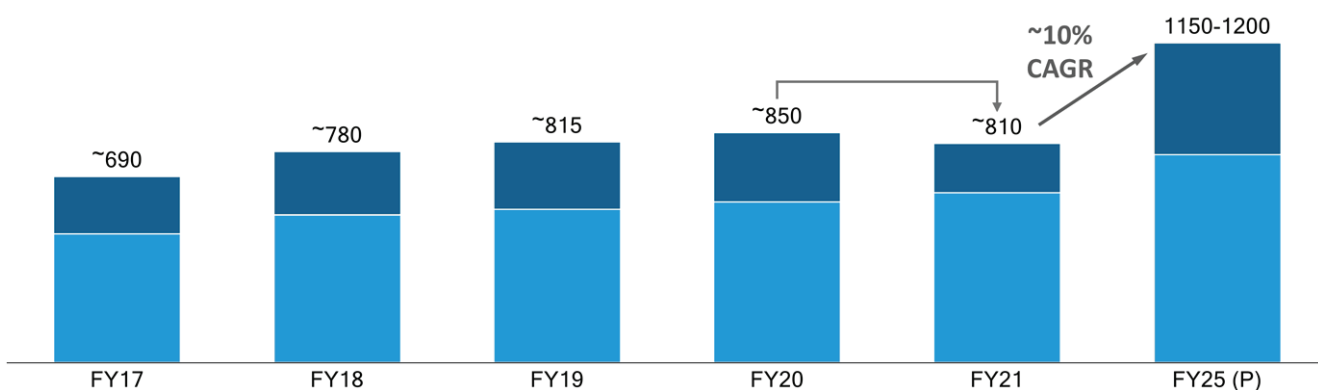


India's retail market was \$850 billion pre-COVID which makes it the fourth largest in the world. Grocery accounts for about 70% of this retail market. In the last financial year, FY21, COVID-19 impacted the growth of many non-grocery categories and the overall retail market in India contracted by about 5%.



SHAPE THE FUTURE OF MODERN MARKETING

India retail market contracted in FY21 but the long-term story is intact



Note: Financial year (FY) from April to March
Source: CRISIL; Forrester; Euromonitor; Bain analysis

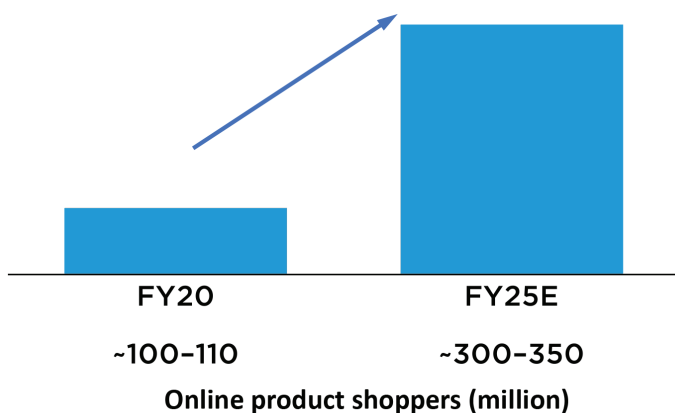
■ Grocery ■ Other categories

The E-Retail market has seen a rather predictable journey or trajectory across countries, and it goes through three phases:

1. The first one is a phase of **cautious adoption**, where the early adopters start shopping online.
2. The second phase is that of **massification**, where there is a significant increase in reach. One of the key drivers being a significant drop in data prices.
3. Phase three is where the **stickiness** grows, and consumers spend a higher share of wallets online .

We expect nearly 1 billion Internet users in India by 2030 and the E-Retail market in India is on the cusp of a transformation, primed to reach nearly 300 to 350 million shoppers over the next five years.

Nearly 30% CAGR expected over the next five years
Indian online retail market (\$billion)



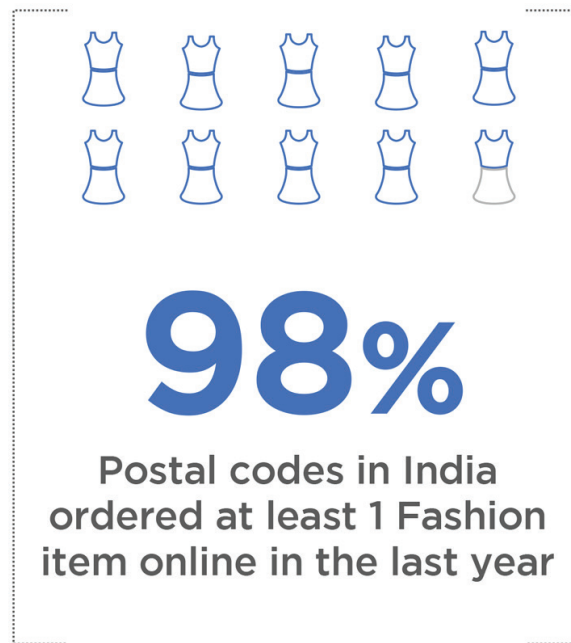
The impact of COVID was very different across various types of categories.

1. Categories like mobiles, electronics and large household appliances saw a significant spurt in growth, almost double than the previous year.
2. Secondly, the demand for groceries and personal care items are continuing to grow in the new normal as more consumers rely on the online channels for these needs.
3. The third archetype of categories is the more discretionary purchases like fashion, which has taken a hit in terms of growth even online. We do expect a rebound in these categories post the pandemic.

E-Retail has already democratized the shopping landscape in India. For the consumers, it provides convenient access to a wide assortment of products across all geographies and income segments. For sellers, it provides an impetus by creating easy access to a large base of customers across the country and keeping their stores running 24x7.

Over the past few years, we have seen a surge in small enterprises and homemakers scaling up their businesses by taking their businesses online. We truly expect India's E-Commerce growth story to be inclusive, one that empowers the sellers and consumers both.

Online shopping in India is a microcosm of the pan Indian retail market. In the last year, at least one fashion item was delivered to 98% of India's pin codes. That's something to take note of. 98% of India's pin codes had at least one fashion item delivered to them.



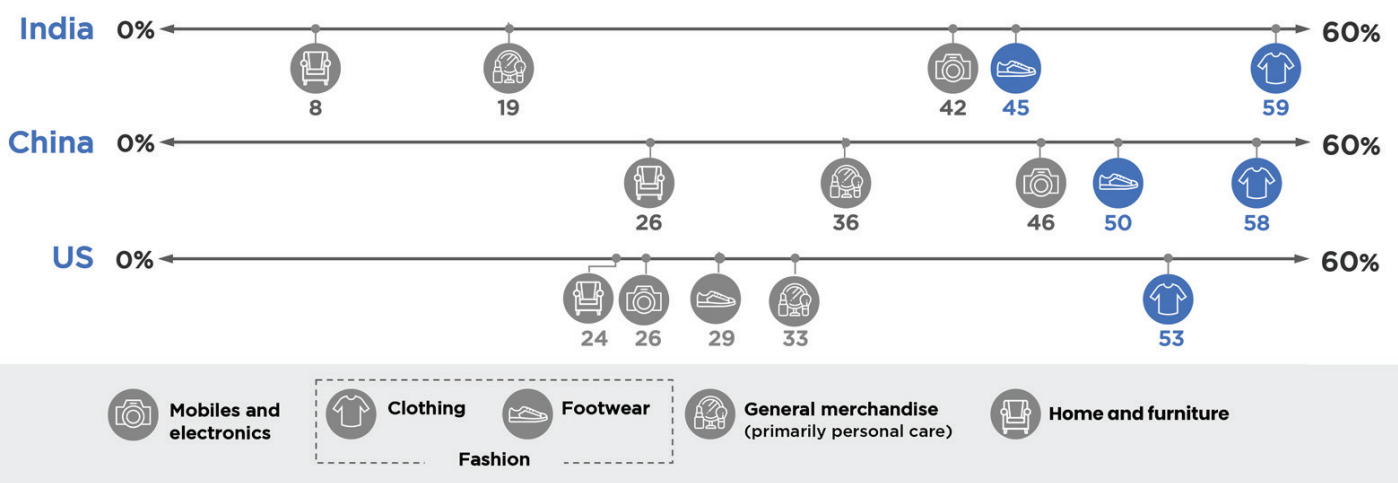
Brand success in E-Retail hinges on a deep understanding of how shoppers discover and decide on products online. Here are a few interesting nuances of the online shopping behaviour of Indian customers:

- The role of fashion in acquiring new customers online is very significant. In addition to fashion, beauty and general merchandise categories play an increasingly important role along with mobiles.



Fashion categories lead in online customer acquisition

% of shoppers by category to all online shoppers (FY2020E)

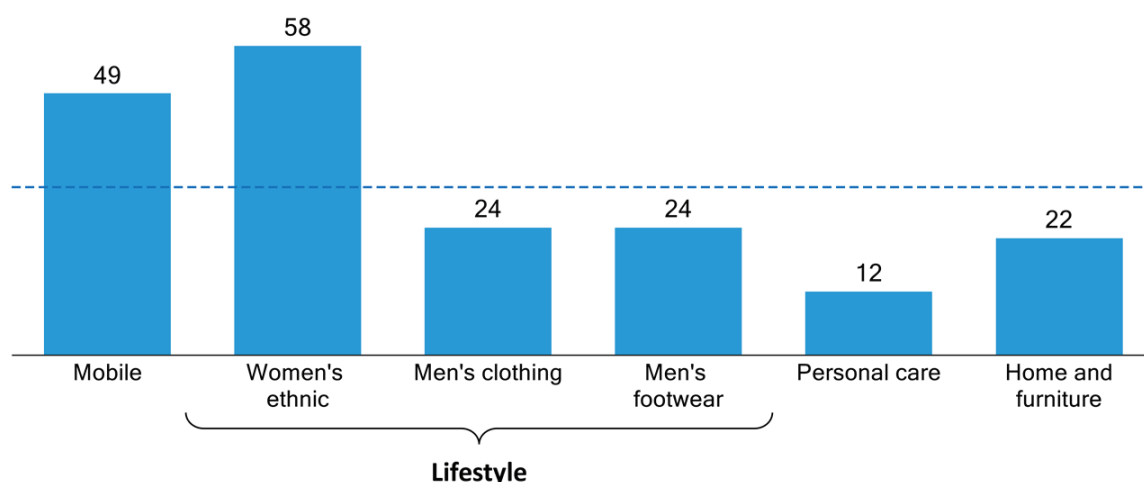


Note: Share of online shoppers by category defined as percentage of online shoppers who purchase a specific category online
Source: Forrester; Bain analysis

- As marketers, we have only 10 minutes to win over the online shopper. On an average a visitor spends less than 10 minutes & one in two of these visitors browse the image gallery. Only one customer out of 20 clicks on the detailed product description. It is critical for sellers to invest in images, videos, and high impact product highlights.
- In terms of search, verticalization of search and vernacular searches have gained importance. Some platforms report that almost one in five of the new customer traffic is coming in via their vernacular platform interface.
- Online shoppers browse more than 20 product pages before making a purchase and for some categories, it goes as high as about 50 to 60 product pages before they purchase one.



Shoppers browse at least 20 product pages for most categories



Source: Industry participant interviews; Bain analysis

- The next wave of shoppers has different needs and will interact differently compared to the current set of online shoppers.

Based on the above-mentioned insights, we can predict the following five key trends:

1. Indian vernacular language internet user base is expected to reach about 500 million users compared to about 200 million English speaking internet user-base in India
2. Videos especially, live streaming sessions, influencer videos etc. will be extremely critical to product discovery

3. Peers and the community will play a much larger role in influencing purchase decisions
4. A lot of brands and retailers will be increasingly investing in Direct-to-Customer and Omnichannel strategies
5. As E-Retail evolves, the platforms are trying to increase the number of consumer touchpoints to gain greater mindshare

We believe that these five trends are something to look out for over the next 3-4 years.

To summarise, the E-Retail market in India is poised for inflexion and growth. To win, brands should evaluate their readiness to scale online and build capabilities across the six-key levers.

1. Optimal online merchandising
2. E-Retail ready supply chain
3. Step change digital marketing
4. Improved conversion on 3P platforms
5. Enhanced CX and conversion on D2C
6. E-Retail capability and enablers

 [Click here to watch the complete session](#)

HOW COMMERCE ADVERTISING POWERS BRAND MOMENTUM



Sankalp Mehrotra

MMA India Board Member; Vice President of Monetization



We all know that digital is the future. There are multiple numbers reported for digital in India, but most estimates peg the market to be anywhere between 2 to \$2.5 billion, which is approximately 20% of the total AdEx. Developed geographies invest anywhere between 1.1 to 1.3% of their GDP in advertising.



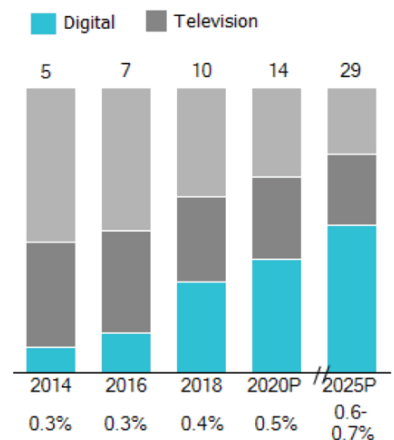
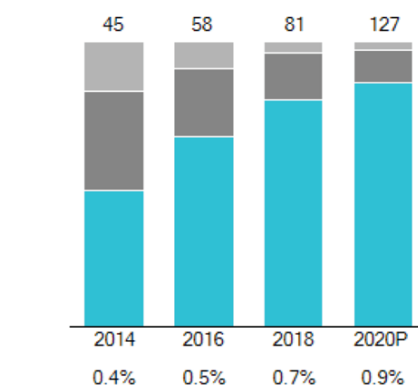
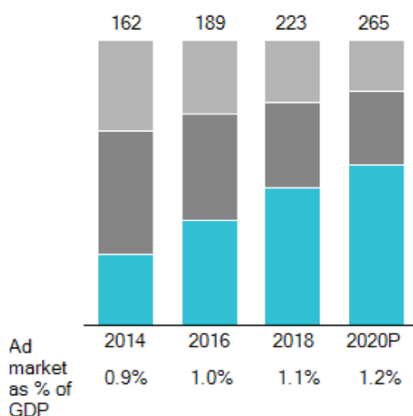
India Ads market underpenetrated with significant headroom for growth. Digital will be a key driver

USA: 56% digital ad penetration in 2020

China: 86% digital ad penetration in 2020

India: 40% digital ad penetration in 2020; Expected to increase to 50%+ in 2025

Advertising spend split by format (\$B)



In India, that number stood at only 5% last year. The headroom to grow, therefore, is tremendous. Let us now see what is happening with commerce advertising within digital. The last exchange for media reports pegs the Indian commerce advertising market to be close to 4500 crores already.

Commerce advertising is here, and it is large enough to be building your brands at scale. Let's have a look at the reasons:

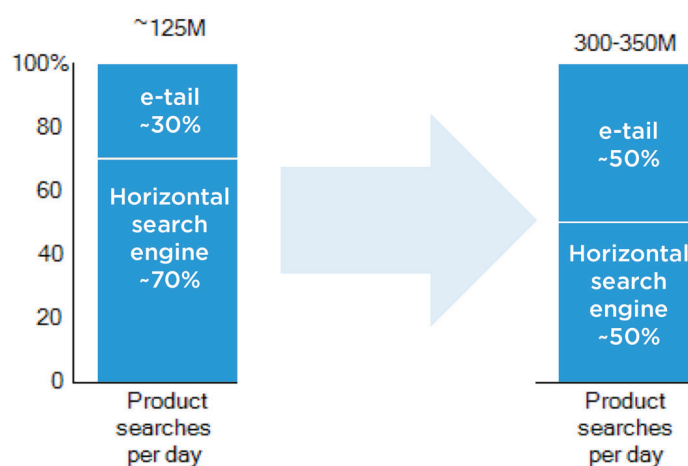
1. Verticalization of search

Our behaviours, as users are changing fundamentally. Today, our searches are getting more and more fragmented. We look for food on Zomato or Swiggy, music on Spotify or Gaana and when it comes to product searches, we go to a destination such as Flipkart. And this behaviour change is manifesting in very large numbers now.



Verticalization of search is here

Indian Search Ad market



2. Rising incomes

The increase in incomes gives way to more shoppers, and thus a ready base of a very large number of customers. Flipkart now has over 300 million users making it equivalent in size to nearly any other scaled platform.

3. Customer intent

The ability to understand customer intent is built by churning multiple user actions into insights that ensure that messaging at every user level is highly contextualized.

4. ROI

Users can begin their journeys via search or any other means on the platform and also conclude them on the same platform. Given that most are already predisposed to shopping, the ROI that brands tend to get is far higher than traditional digital platforms.

So, what kind of brands are using commerce advertising? Well, we can break them up into four archetypes depending on the share of e-commerce sales.

1. Brands that are still predominantly offline
2. Brands that are starting to emerge as serious contenders online
3. Brands that are already significant online
4. Digital-first brands

Across all these archetypes, the share of e-commerce sales is growing, increasing digital spends and thus, commerce advertising is growing exponentially. Digital-first brands would be spending close to 50% of their marketing dollars on commerce platforms.

Commerce advertising also works wonderfully for the sellers and SMEs who can surface their selection to millions of customers and grow their business.

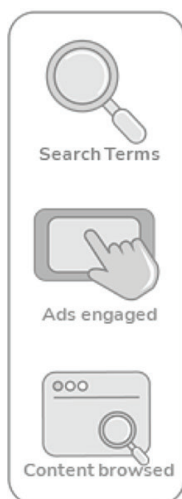
Let us now move to the last part on how brands can really harness the power of commerce advertising.

Users take a lot of actions on Flipkart. They search, they browse through multiple product categories, add goods to cart, use multiple payment methods and take many such actions. We turn all these actions into insights allowing advertisers to connect better with their customers. Some of these insights are building anonymized cohorts of users based on their browsing and purchasing and the kind of payment instruments they use, the life stage they might be at and the recency, frequency and price affinity they exhibit. The engine we use to create this one-to-one connect is the engine that we use to drive our advertising too. Brands have the ability to hyper-personalize their communication using very deterministic signals versus probabilistic signals that you get everywhere else.

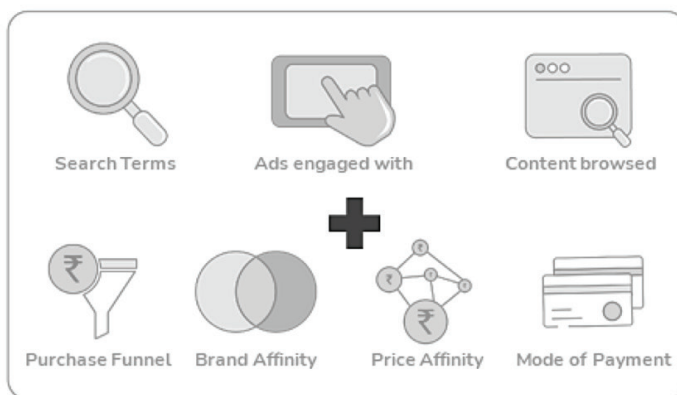


Hyper personalization for actionable marketing

Other platforms: Probabilistic



Transacting audience segments: Deterministic



But how do you deploy these insights?

- There are display and video ads for users who are just starting their journeys.
- Search ads for users who are deeper in the funnel.
- And we also have a coin construct for brands to engage with the customer even post purchase.

Not just this, brands and sellers can utilize these insights off platform too on any supply available in the country using our DSP.

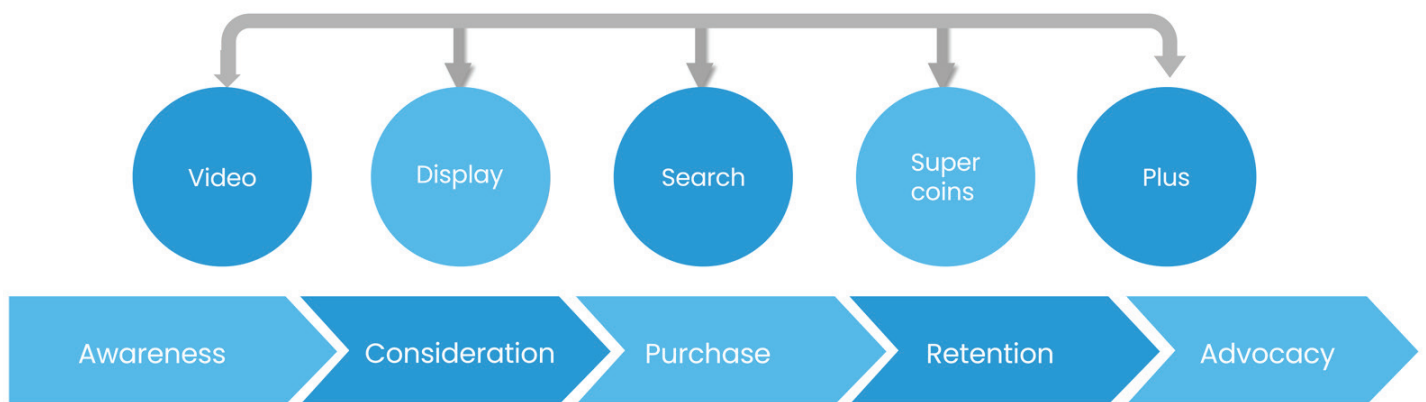
It has been our constant endeavour to seed more and more control to brands and sellers.

Brands wish to understand how their consideration is moving. There are multiple proxies available on our platform for awareness and those proxies are users searching for your brand, users clicking on your ads, users going to your product page, and other such actions. We churn all of these actions into an awareness score, which is available for your brand on a week-on-week basis. You can map the score with respect to the category that you're in and with respect to your competition.

After the user has reached a product page, they can take up to 20 actions. All of these are also churned into a consideration score that allows you to understand how your funnel movement is.



Shopping funnels are not linear anymore



Commerce advertising is already large enough to be building your brand to scale. It does not matter what kind of brand you are, whether you sell on Flipkart today or not. There are things that we can do, which will work harder to deliver great ROI for brands.

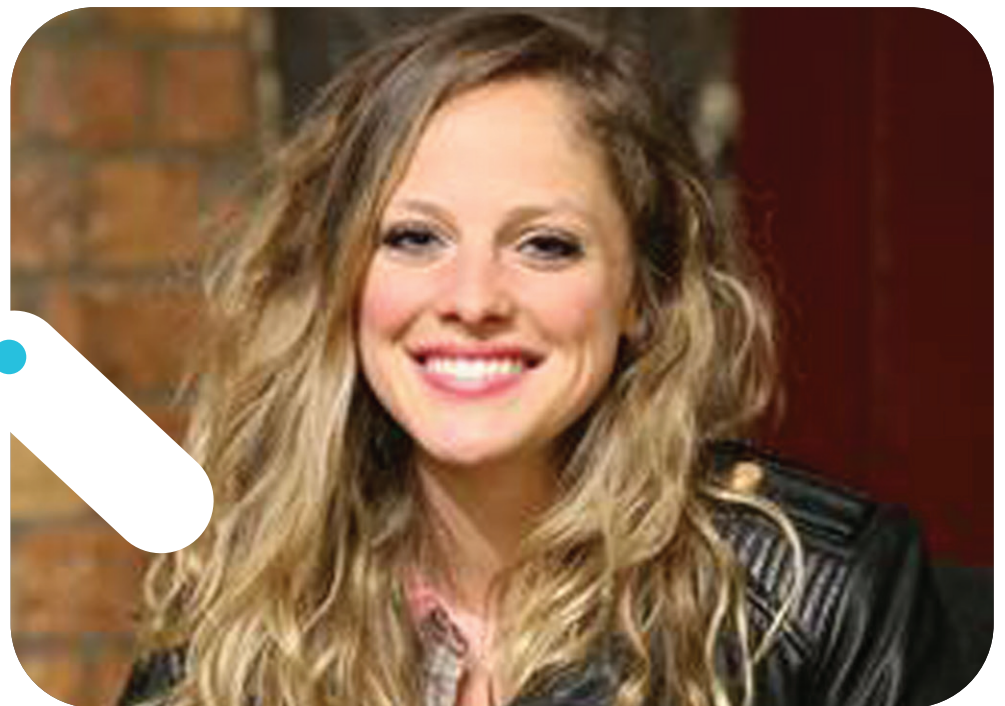
Secondly, you have multiple controls available to deliver better results. And last but not the least, is the kind of insights that you can get that allow you to build a virtuous cycle that makes your money work even harder.

[Click here to watch the complete session](#)

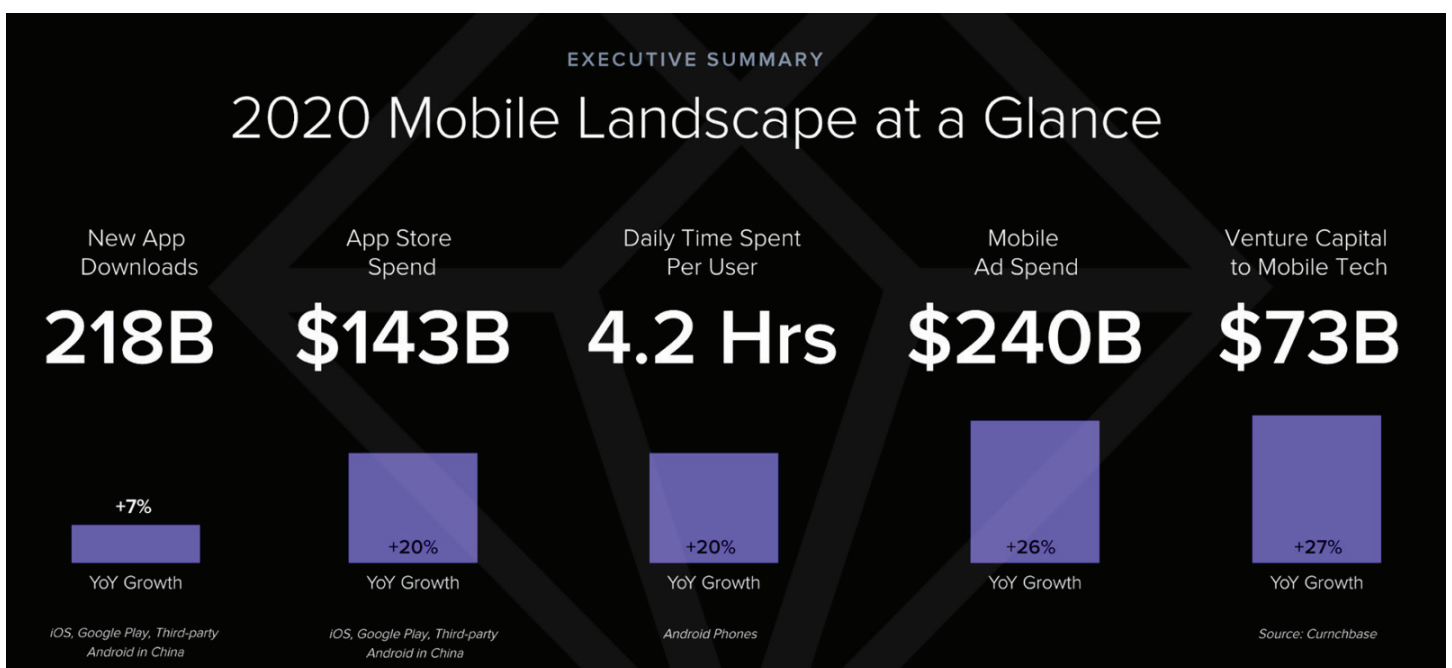
STATE OF MOBILE 2021: E-COMMERCE IN INDIA

Lexi Sydow

Head of Marketing
Insights

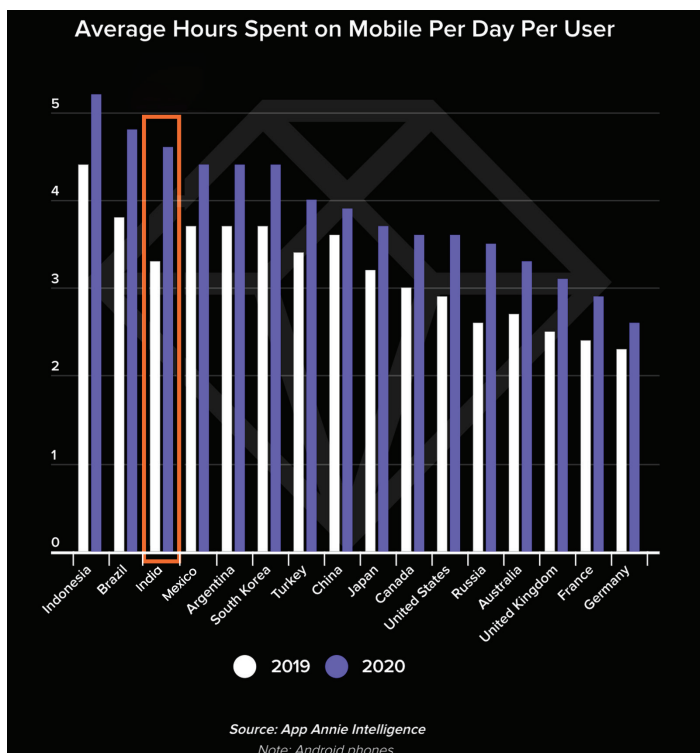


As we entered 2021, we saw 218 billion new downloads of apps excluding reinstalls, or app updates- a very impressive figure! We saw app store consumers spend over \$143 billion across iOS, Google Play and third-party Android in China. Globally, 4.2 hours per day is spent on mobile and \$240 billion spent per year on mobile advertising.



In Q1 of 2021, we saw consumer spending going up to 40%. India saw 4.6 hours spent on mobile per day on average. It's over 25% of our waking hours!

Amazon and Flipkart are dominating the top two places for both downloads and MAU. OLX is a major peer-to-peer marketplace. Peer-to-peer marketplaces do very well on mobile since, you can take photos with your phone, you can message directly and there are geolocation capabilities. It's a very mobile-native technology to leverage.

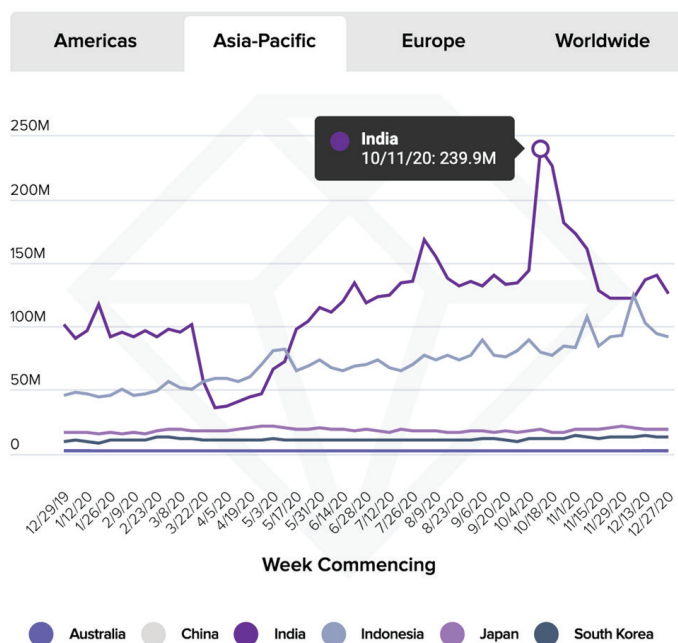


Mobile Shopping

Across the world, we saw that the time spent on mobile shopping grew phenomenally. In India, we saw a time spent growth of 40%, which is huge. That also set us up nicely for the major shopping trends like 11/11, Singles' Day or Black Friday. But the global shopping day is still Amazon Prime Day when the numbers go really high. The growth in time spent on this day is phenomenal to see.

Another trend that we saw across the board in almost every market is grocery retail. With the rising relevance of social distancing and contactless payments, grocery delivery apps have seen a huge surge in demand. Big basket was number four in the list of apps with the highest time spent in shopping in India in 2020.

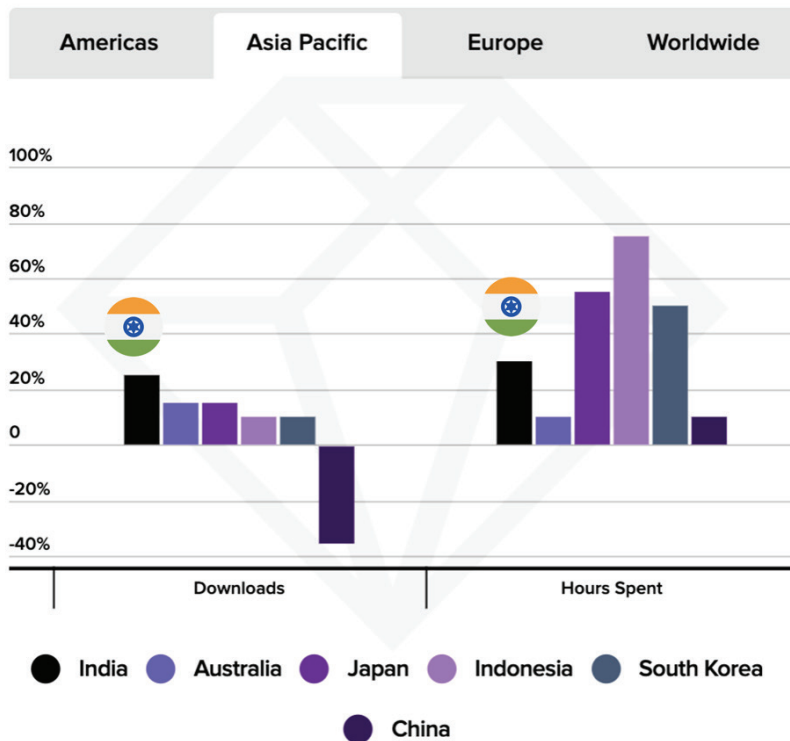
Weekly Hours Spent in Shopping Apps in 2020



Finance

In India, we saw around 25% growth in downloads and around 30% growth in actual time spent in finance apps. Mobile is really the key to fuelling the financial decisions which extend to retail and shopping. In 2020, trading and investment apps had a big year. Furthermore, payment apps, facilitating peer-to-peer payments or payments with providers, allowing for frictionless contactless payment, was another big theme.

Year-Over-Year Growth in Downloads & Hours Spent in Finance Apps in 2020



Source: App Annie Intelligence Note: Downloads and Consumer Spend are across iOS, Google Play, China is iOS only; Hours Spent is on Android phones

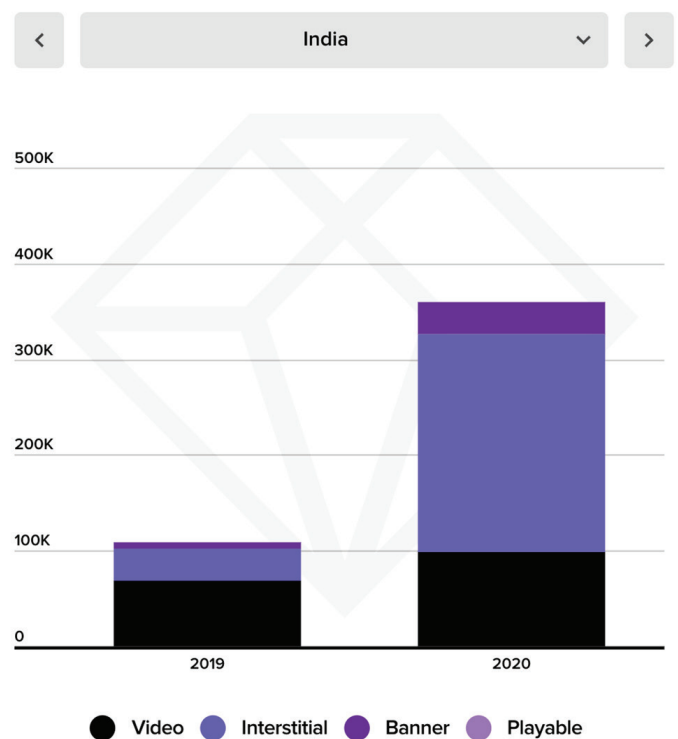
Marketing and Advertising

In terms of mobile ad placements, we saw really strong growth in 2020, which countered a lot of people's expectations given that marketing budgets shrank.

But we saw that across the board in every market, there was strong growth in mobile advertising. The real key to that growth was interstitial ads growing much faster than other segments.

In India, there was a 235% growth in total ad placements in 2020.

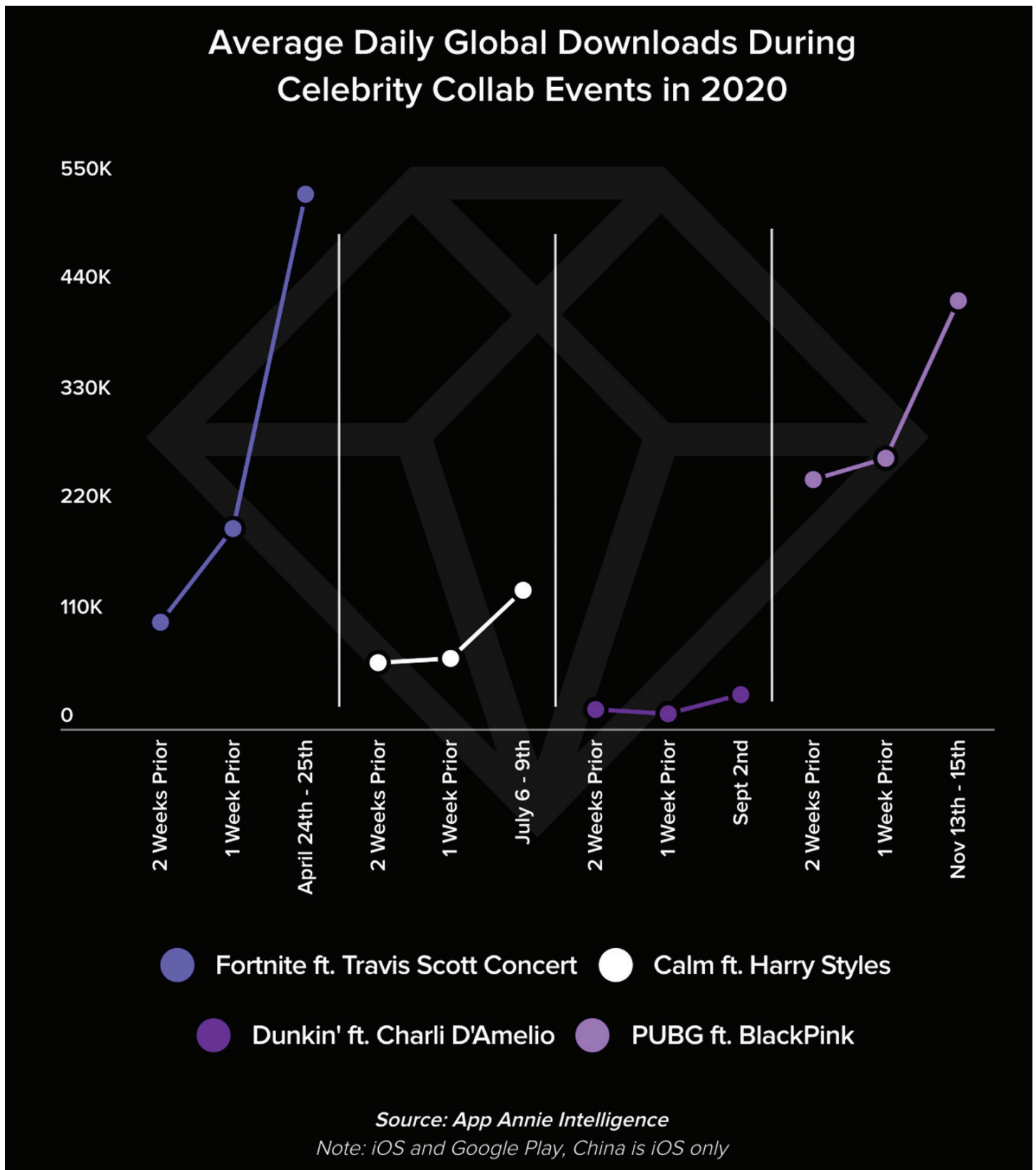
Mobile Ads By Format, Prominent Ad Network



Source: App Annie Intelligence Note: iPhones and Android phones

Strategic Collaborations

Partnering with a celebrity or another influencer to drive organic downloads really helped the mobile apps cut through the noise. This is a great technique that could be leveraged to drive organic growth.



[Click here to watch the complete session](#)

MODERN MARKETERS GUIDE TO CONNECTED CONSUMER JOURNEYS: A CONVERSATION



Prasanth Kumar

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



Moneka Khurana

MMA India Board Member; Country Head - India



Moneka Khurana: MMA has always been at the forefront of enabling and empowering the industry with modern marketing capabilities and growth frameworks. With the pandemic, accelerating the adoption of online channels for commerce, it was imperative that MMA takes the lead in better understanding the evolving digital commerce ecosystem, and provides resources, information and principles which can help organizations make better investments.

With that in mind, MMA formed the E-commerce Council to accelerate e-commerce practices under the AMMP umbrella, which as a community focuses on accelerating modern marketing practices.

I'm extremely excited and happy to announce the council's first initiative - Modern Marketers Guide to Connected Consumer Journeys.

This would not have been possible without support from our council members who have worked tirelessly. A special mention to GroupM, Flipkart, Facebook, Google, ITC, Trell and L'Oréal. This Playbook has been conceptualized to better understand the accelerated adoption of online channels, such as:

1. Shift in consumer behaviour
2. Purchase patterns
3. Role of vernacular, voice and video and adoption of immersive technology which provides seamless experiences to customers

The report is also backed with insights and POVs from industry leaders and subject-matter experts from across the ecosystem, making it an absolute must download.

Here's an interview between MMA India Co-Chair & CEO, GroupM, Prasanth Kumar & MMA India Country Manager, Moneka Khurana which delves deeper into the playbook.

So PK, let's dive straight into our discussion. Today, one thing that's on everyone's mind is that if there is a shift in the channel choice towards online commerce, is it here to stay? What are your views on it?

Prasanth Kumar: We have been witnessing now for more than a year how lifestyle changes are emerging. And if we look at some of the basic trends, for instance, if you look at last year, even though we have seen a dip, search volume and product consideration on platforms are still double that of last year.

We are seeing where consumers are now experiencing benefits of the online channel like limitless assortment, convenience and most importantly, safety. We're also gradually seeing new habits getting formed.

Similarly, the infrastructural and operational adequacy platforms are focusing on reach, availability, affordability as well as post-purchase delight. These developments indicate that the shift would be here to stay.

Moneka Khurana: This brings me to my next question. We are witnessing the evolution of a consumer's journey being very nonlinear, fragmented, but connected. What do your brands do to navigate through these complexities of evolving consumer journeys, to ensure that they deliver the most effective pre-purchase and purchase experience to their customers?

Prasanth Kumar: The consumer journey has become far more layered and complex than ever before. The number of touch points and opportunities for consumers to discover and buy the products have only increased. Every single touch point, comes as an opportunity to excite, engage and create a favourable disposition to the brand.

Brands should find ways to create the right kind of experiences. It's also very critical to look at both recruitment and retention. A good retention strategy can increase the lifetime value of the customer, and increase the profitability to a great extent.

Personalised journeys give us more agility, and through inducing, adaptive technology platform, they can add in more insights on being in-touch with the customers.

There is a rising consumption of content and a thriving supply ecosystem. This also increases the influence on discovering purchase journey for the customer. Brands need to see creators as an extension of the brand and build trust in consumers by investing.

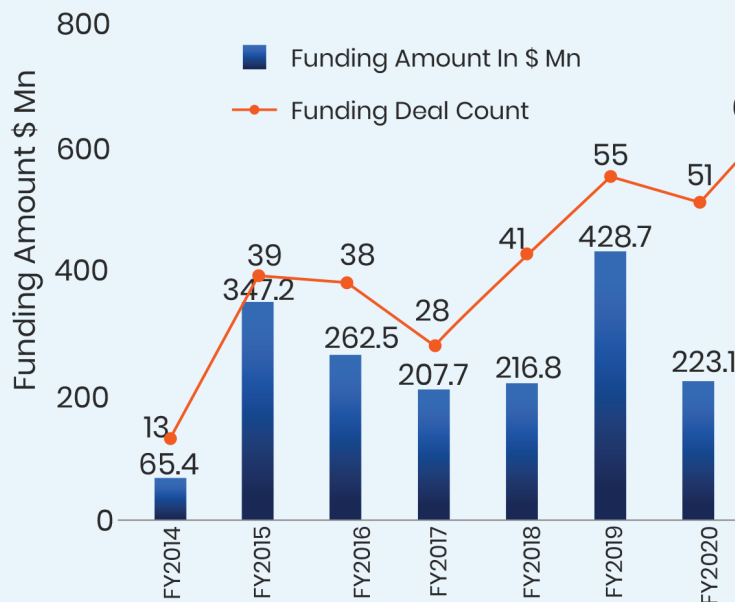
As you see, digital now plays a role in the bulk of these journeys, with a number of consumers banking on online. This was to make information & search easy, but I also look at creating the best offline experience online through use of technology and data.

In fact, it is a process of evolution, and each brand should find their own sauce, which works for them. And analytics and data will play a very critical role in this.

Moneka Khurana: That's so true. In fact, you mentioned that brands need to find their own sauce and I think brands are trying to whip up the D2C sauce, right? What according to you are some of the important areas to be considered to build a successful and a sustainable D2C business?

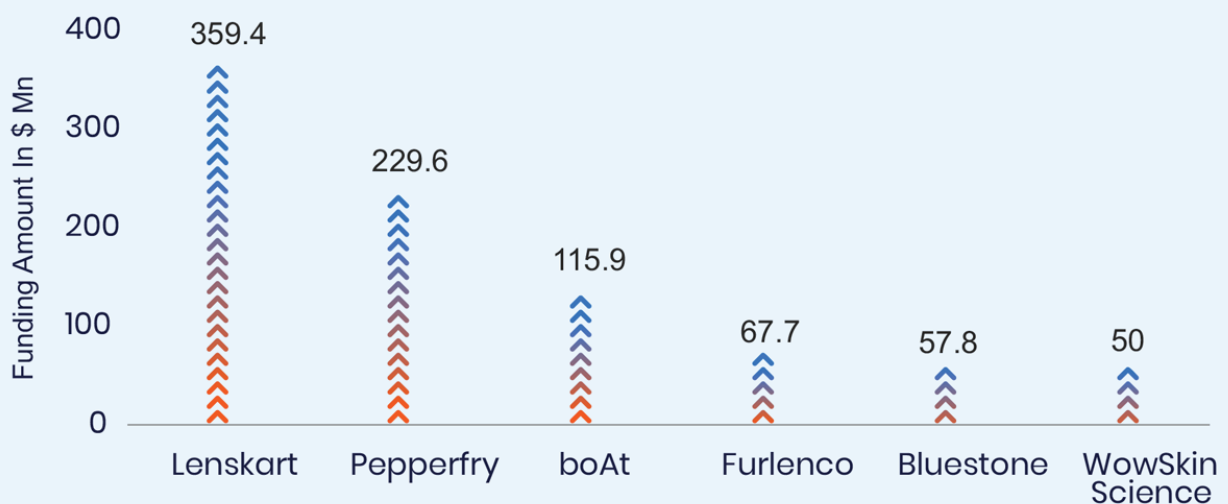
Prasanth Kumar: If you look at it, the D2C industry is one of the fastest growing industries in our country. If you go by the vendors research report, it is stated that they are expecting it to be \$100 billion by 2025. Studies also show that time taken for D2C brands to hit close to 100 crores is just about three years, while some of the other legacy brands may take even seven or even 10 years.

Fastest-Growing D2C Brands



Most Funded D2C Startups In India

Lenskart is the most funded Indian D2C startup, with \$359.4 Mn funding raised



Note: Funding data till April 16, 2021

With a D2C or hybrid model, brands can get an exciting opportunity to drive content, conversational commerce and demonstrate specific and personalized brand experiences.

D2C channels must coexist with other channels rather than competing with them. In fact, you can also look at it from the context of the two mantras which are paramount, which is staying relevant that is innovative value proposition and providing novel customer experiences.

Going D2C is great but it's also important to look at the merit to see how thinking can be altered to make it far more agile, and look into multiple aspects.

Moneka Khurana: We've seen a lot of immersive technology, like AR, VR being used for a lot of e-commerce engagement and customer experiences. We've also seen voice, vernacular and video play a bigger role in online commerce.

What kind of role do you think these solutions are playing in addressing the inherent challenge of online commerce and how do you think it is going to stack up going forward?

Prasanth Kumar: We're seeing examples of organizations increasingly relying on AR to build an experience similar to offline retail. On the platform side, we have also seen retailers such as Amazon, Nykaa, Sephora and IKEA, adopting AR into the shopping experiences. The increasing relevance of voice and vernacular is primarily due to the penetration driven by consumers who have a regional language as the preferred online language. Vernacular searches are giving the platforms accessibility and improving consumer experiences.

Advertisers are using voice across the funnel from engagement to consideration. And when coupled with information on individual preferences, voice can create powerful, engaging and personalized shopping experiences.

Moneka Khurana: Interesting. Now, I'm going to get to the new shiny object, being dabbled with quite a bit currently- social commerce. It is forecasted to become a \$70 billion industry by 2030. What do you think is the kind of impact it is likely to have, especially the influencer-led discovery commerce?

Prasanth Kumar: Let's discuss the possible impact in three major parts of the ecosystem.

Firstly, for brands, the main challenge, even today is customer acquisition. By communicating with potential customers through regional content creators, vernacular videos and shoppable content more than 3000 brands will be able to reach the previously untouched markets.

Secondly, being a heterogeneous country, marketplaces will allow content creators to make content in their own regional language, further democratizing the economy and opening loads of opportunities.

Lastly, we look at consumers. India is estimated to have over 250 million shoppers by the end of 2022. And since social commerce is now a reality, consumers have the ability to make informed choices with no language barriers holding them back.

To sum up, the growth of vernacular video consumption in the next four to five years will help fuel the nation's economy. Create over 15 million self-sustainable, micro entrepreneurs, and be a platform for multiple local businesses and opportunities. I think that's the belief and that's the trend, which we want to look at and watch out for.

Moneka Khurana: Fantastic! This was insightful, PK. In this current wave of uncertainty and ambiguity, it is becoming very critical that marketers understand these changes, and invest into solutions ahead of time.

A big thank you for being the guiding force for MMA to launch the E-Commerce Charter way ahead of time. I also want to thank your team. GroupM has been working very closely with MMA to bring this narrative to life and to bring this playbook to the industry.

Last but not the least, our council members without whose participation and contribution, we would not have had the opportunity to craft an industry-first playbook.

 [Download the E-Commerce playbook](#)

 [Click here to watch the complete session](#)

THE IMPACT OF VERNACULAR VIDEO CONTENT ON COMMERCE & MARKETING

IN PARTNERSHIP WITH TRELL

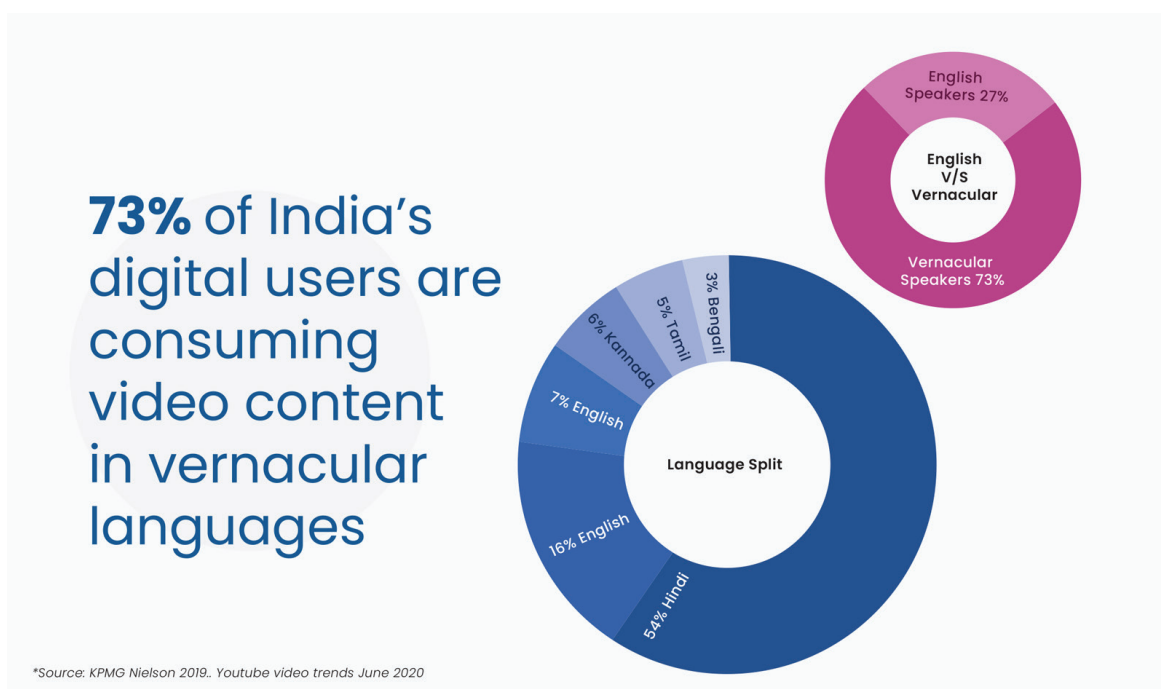


**Bimal Kartheek
Rebba**

Co-founder



Today, we have close to 730 million internet users. 73% of India's digital users are consuming content in their own languages.

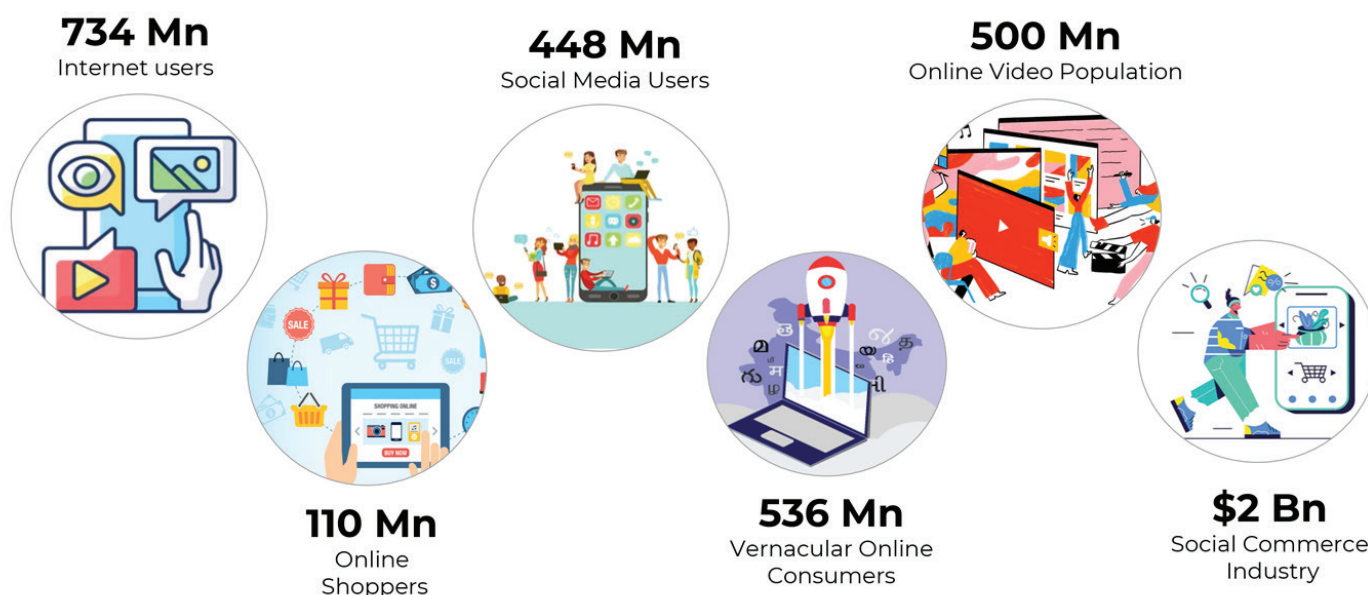


With 2X more spending power, this is the segment where emerging businesses or social commerce or brands should be focusing their energies upon. The market is twice what we have today for only English-speaking users, and obviously an equitable distribution.

The social platforms as of today are contributing close to \$1.5 billion. The new and emerging social commerce platforms are contributing close to \$500 million. The reason is, even as of today, there are not many platforms that are able to build an end-to-end experience when it comes to discovering products and purchasing that product within single platforms.

Social commerce, interestingly, would be touching \$25 billion by the end of 2025.

Media & Commerce ecosystem

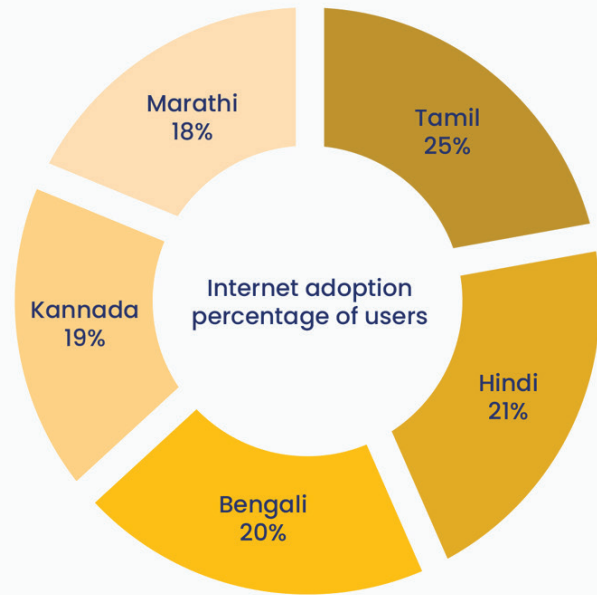


*Sources: KPMG, Statista reports, Livemint.com, Thehindubusinessline.com, Inc42.com

One of the most important aspects is to make the vernacular language available to these users to ensure that they can discover products and services in their own language. And most importantly, ensure that they are collaborating with trust pockets so that the users understand and trust the source through which they're discovering this product.

So, building the right trust pockets and collaborating with them is a go-to strategy for any online business today. The two pillars of trust influencing purchase decisions are friends and social media influencers. The platforms must invest in creating the KOL ecosystem, because only 4% of lifestyle online content creators are creating content in regional languages. 96% of them are still learning English.

Top 5 Indian languages with the highest internet adoption



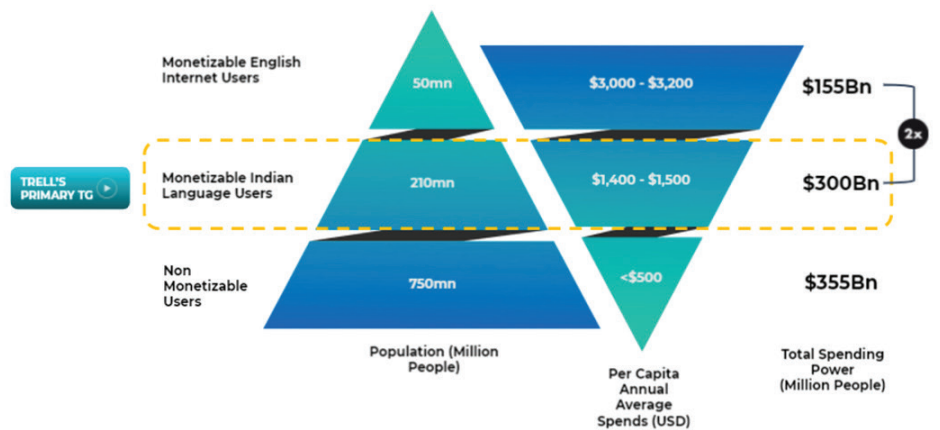
*Sources: KPMG India's analysis, April 2017

So, to ensure that there is an equal amount of supply when it comes to content, you need to invest in building this KOL ecosystem. That's what Trell does.

Commerce is going to go close to \$25 billion by 2030 and the increase of vernacular content creators will play a major role to do or to short circuit this growth through \$25 billion by 2025.

Vernacular content opportunity

Indian language internet users are highly monetizable and have **2X** the spending power when compared to English audience



SEGMENT WISE TOTAL ANNUAL CONSUMPTION

*Sources: Internal Data from Google India & Estimations from SocialBlade, IBEF Report

This is an opportunity for brands to transact and engage with the users. To do this, they need to adopt vernacular video content strategy. The brands who are going to adopt this sooner are the brands that are going to build or expand the markets to tier-two, tier-three, and tier-four pockets in India.

Today, we do not have a dearth of creators. **Interestingly, 32% of 18- to 24-year-olds said that they want to be content creators and make it a primary profession.**

So, in future, we will have more than 14 million creators creating content in vernacular languages.

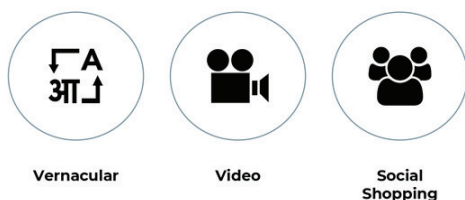
There is enough scope of growth for content creators with the brands having to identify these creators and collaborate with them.

Also, brands must collaborate with platforms that are giving access to these vernacular content consumers.

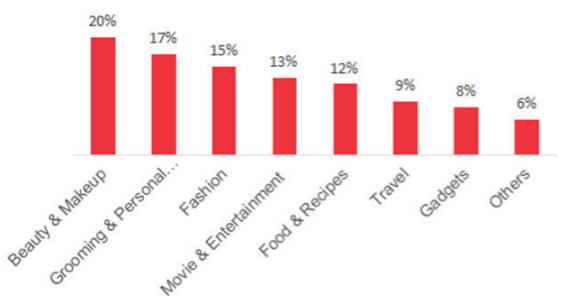
So, the consumers can follow their favourite interests, and consume content in their own languages. And the creators can collaborate with brands, help the brands create content and reach out to their audience base.

Content & Language Trends On Trell

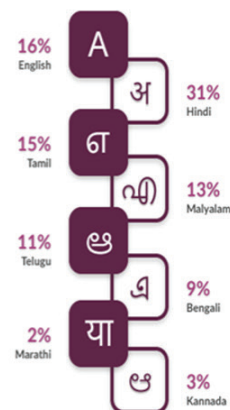
Content and User Interface



Content Genres - Consumption



Languages



*Sources: Internal Dashboard

Let's see a few cases where the brands were able to successfully use our offerings and drive results. The Bombay Shaving Company wanted to promote their de-tan kit during summers. They wanted to show that the product is unisex. They also wanted to focus on Hindi and English-speaking audience.


So, they collaborated with some influencers on the platform and made shoppable content live. Within 14 days, they got close to 9 million video views, and an impressive CTR of 2.5%.

Similarly, Upstox wanted to promote investment into digital gold. It understood that the 25+ years audience is the key target segment that they wanted to address. And they wanted to specifically target markets in English, Hindi, Marathi and Tamil.

So they created content with the influencers talking about the ease of registration, how can you quickly sign up and buy digital gold with a click of a button. And they reached millions of users within a week.

But that's about why brands should leverage vernacular content when it comes to both commerce and marketing.

 [Click here to watch the complete session](#)

A man with a beard and short dark hair, wearing a dark blue button-down shirt, is looking down at a tablet computer he is holding. The tablet screen displays various data visualizations, including bar charts, line graphs, and circular progress indicators. The background is a blurred office environment with windows and ceiling lights. On the left side of the image, there is a large orange graphic element with three white upward-pointing chevrons.

Marketers who leverage
the power of analytics in
real-time decisioning
have that clear edge
for the customers.

MarTech

FUTURE OF MARKETING - TRANSFORMATION FROM COST CENTER TO C-SUITE CATALYST IN PARTNERSHIP WITH SAS

Nirav Bhatia

Customer Intelligence
Practice Head



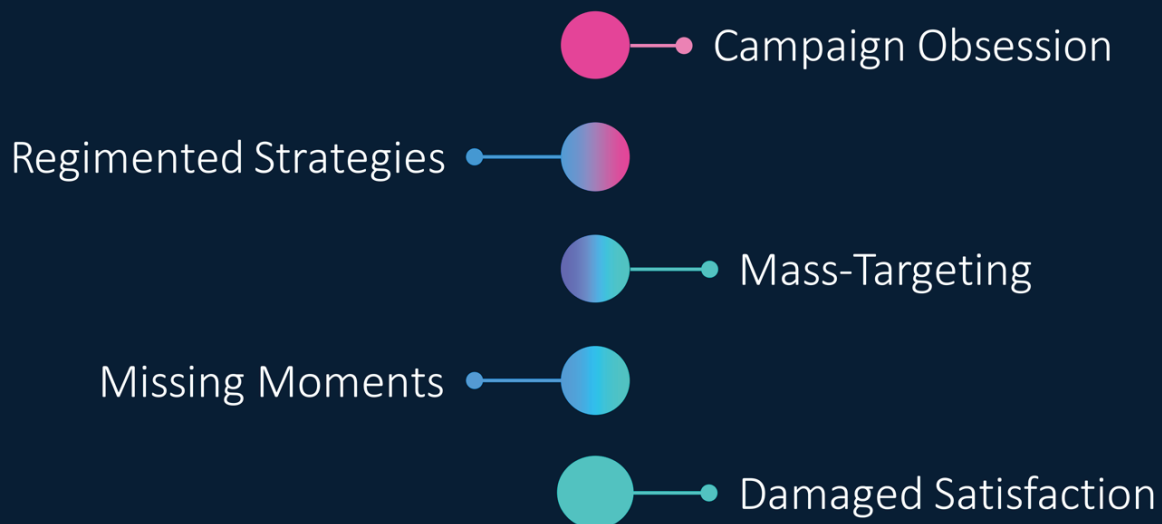
Marketing is very intimately tied with what you do, what you sell, and most importantly, who your customers are and what they buy. Thinking of marketing exclusively in terms of cost seems dangerously misguided. This is what happens when marketing departments aren't geared enough to deliver measurable result.

A famous scholar once said, right inside an organization that has only cost centres, the only profit centre is a customer whose cheque has not bounced. So, on one hand, the marketers need to reach out to customers, run campaigns and execute strategies and on the other hand, they are

always judged on how much budgets they are consuming. There are many reasons why organizations fail in becoming revenue generation centres.

Marketing in many organizations is campaign obsessed. For many organizations, campaigns still largely mean outbound communications, or push communications when the organization decides that the time is right, not when the customer's need is the greatest. This is where marketing needs to transform drastically.

Why Marketing Organizations Struggle



Source: SAS Institute Inc.

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Moments matter the most, not just next best offers or a product recommendation . It's always about how intimate you can get with your customer and how you build that critical relationship with your customer. Let's look at some of the latest services in our research data on how people perceive our customer experience. Many organizations who are in the pursuit of attaining nirvana primarily focus on these four aspects of data collection:

- Segmentation
- Identity resolution
- Unification
- Activation of these journeys across different touchpoints

But the research says hardly around 60% are satisfied with the kind of MarTech they have invested in to deliver the true-blue CDP experience.

We need to completely transform our strategy from a campaign-driven approach to a journey-driven approach, which will eventually have an outsized impact on the brand image, and a lot of impact on the customer experience. For more than half of the population we feel this is going to be a game-changer. It is high time marketers move away from a typical traditional way of engaging with the customer and adopt more end-customer focused journeys across different touchpoints.

Key Strategies to Adopt

Significant contribution towards transforming Marketing into a Value Center

Improve Agility

Expertise from global projects across industries

Modular approach to expand as you mature

Single Provider to Engage

Monolithic ecosystem for true omnichannel marketing strategies

One stop shop for all Marketing needs

Optimized Infrastructure

SaaS based offerings with Hybrid Architecture

Scalable, Managed, Resilient & Metered

Speed to Value

Get up and execute quickly tuned to your requirements

Avail latest & greatest versions of software to innovate & remain relevant

Independent & Secure

E2E Automation & Minimum IT & Tech dependency

Move Customer experiences without moving customer data

Source: SAS Institute Inc.

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Marketers must embrace a new mindset. Real-time capabilities make a big difference, you have to integrate real-time capabilities into all your marketing practices. Marketers who leverage the power of analytics in real-time decisioning are far ahead of their customer-experience game and have that clear edge for the customers.

Also, it is important to be flexible to have that modular approach. Buying a full MarTech stack without even using half of it doesn't make sense.

Secondly, we have seen marketers trying to juggle with different products, eventually missing out on that holistic view of marketing. Investing in different marketing technology with a very channel-specific approach is not going to help. The best option is to declutter and amalgamate all these capabilities from one single place.

Thirdly, managing infrastructure is one big headache. Look for Software-as-a-Service-based offering, which gives you all that

freedom, and the choice to go and pay as per your use.

In today's world, again, we want everything at a click of a button. When we interact with our customers, we don't need those lethargic systems in place, which can create that friction and delays the whole value delivery in your marketing and function.

Look for best in class latest offerings, which can keep you up the pace with the marketing vision that your company may know, have perceived. Automation is the key.

Data management allows organizations to seamlessly enhance and extend the customer data beyond the typical traditional customer data platform capabilities and which kind of includes capabilities around:

- Data quality
- Real-time identity stitching
- Resolution
- Advanced segmentation

Furthermore, marketing planning capabilities enables brands to Accelerate, Automate, and Streamline all their marketing activities from one single place. Budgeting and expense management bring optimal accountability when it comes to finding a profitable campaign or a strategy. Look for a hybrid architecture which can give you real-time hyper-personalized based use cases. Personalised customer journeys boost revenue rates and generate profitable leads for you. We need to build a robust and well-rounded omnichannel customer experience.

We live in an API era and technology should offer you to connect to pretty much every other information system that is out there and kind of flow this information seamlessly through different API's and integrate with third-party systems.

Marketers have to take benefit of a true omnichannel customer experience strategy. Modern-day marketers need sophisticated marketing platforms to join these capabilities and build it like DNA into the systems where you can run the show from a monolithic fabric and have one single tweet of MarTech who can allow you all these capabilities and still kind of orchestrate this entire museum of technologies together from one place and with a peace of mind.



So to summarize, there are still organizations that see marketing as a Cost Centre, rather than a Revenue Centre. However, this perception must change. With the right people and technology in place, marketing needs to see itself as a revenue centre.

[!\[\]\(e3f8612927870f2e0f9f5989e6dd3064_img.jpg\) Click here to watch the complete session](#)

REARCHITECTING MARTECH WITH BLOCKCHAIN

IN PARTNERSHIP WITH AQILLIZ



Gowthaman Ragothaman

Co-founder and CEO



Lloyd Mathias

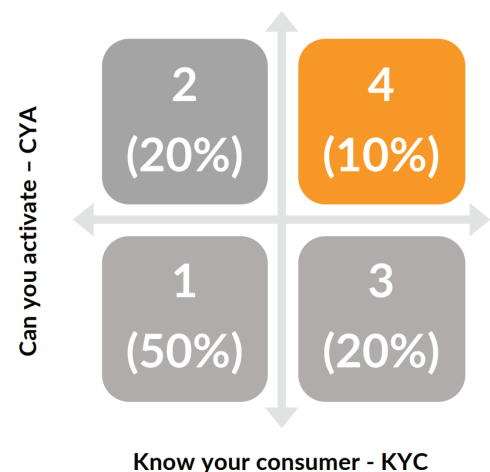
Angel Investor, Business Strategist

Across the world, industries keep using the word 're-architect' and we really don't know what actually they're going to re-architect in the industry. By the end of the year, all digital engagement systems will be removed of all third-party cookies

and identifiers - a very big opportunity for marketers to go back to the first principles and see what it does and how it affects our business . Both brands and publishers will struggle to discover the consumers and engage with them online.

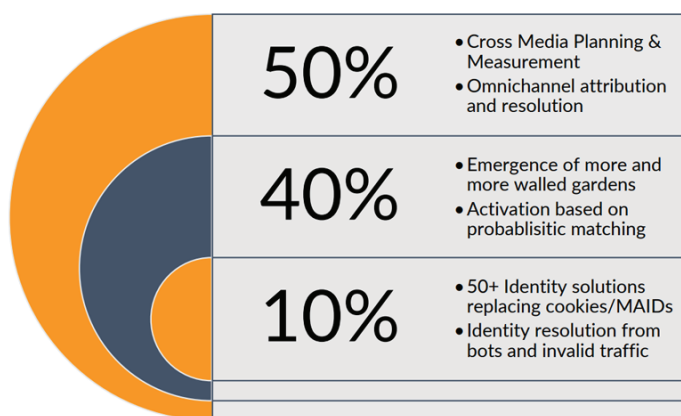
Do you know your consumer/KYC?

Can you activate it in the marketplace?



If you tick both the boxes, you belong to the 10% of the industry today because many brands and publishers do not have their own system to manage the consumers. So the world as we see is trying to be boxed into these four quadrants.

- Those who don't know the consumers.
- Those who cannot activate, which we believe is going to be 50% of the industry.
- At the other side of the spectrum are those who know the consumers very well who can activate 10% of the industry. We believe the market is going to be reconstructed in any one of these four quadrants. Let me just bring it to life on how each of these quadrants is going to play out in the future when the cookies deprecate.



50% of the industry, which do not have any identifiers to track, we'll be moving towards some kind of cohort-based targeting, which Google recently announced through their federated learning of cohorts, or similar such archetypes from any of the other platforms. This segment will be heavily dependent on some kind of cross-media measurement to really evaluate how the monies are going to be productive for the

marketing expenses and investments.

But in my view, the other 40% of the business is where the maximum amount of innovation is going to happen today, where different kinds of configurations are being evolved. Where cookies are being replaced with some kind of a probabilistic matching, where consumers are being clustered to some kind of group to activate, and only in the 10% industry today where identities are being used, which replaces cookies with some form of technology that is used to track consumers to activate. We believe all of them need some kind of a new architecture to manage the campaigns or marketing investments.

That's where Blockchain technology comes in and enables this in a very different manner. Any cookie replacing technology will now need to carry some very unique capabilities or responsibilities and liabilities. Cookies were free, and didn't carry any liabilities, but if there's anything that's going to replace cookies, it will need to have some unique features:

- Every technology that's going to replace a cookie needs to be some kind of encrypted technology, also called salting. Salting essentially means that consumers need not be traced back to their original identities.
- Any technology that is going to be used needs to be decentralized in its design because it needs to be owned and managed by many players in their supply chain.

- Whatever happens to this consumer tracking technology needs to be captured and conveyed across the entire digital supply chain.
- It needs to be managed in a transparent manner and a consent management portal needs to be maintained by the brands and the publishers.
- This technology needs to be independent.
- It should be able to detect fraud
- There is a need for an auditable, unbiased, decentralized and consistent taxonomy that manages the entire digital marketing ecosystem and Blockchain or distributed ledger technology helps the industry provide these capabilities.

It means, today the many stakeholders in the ecosystem talk to each other in a slightly more chaotic manner. This system of a distributed ledger ensures that all of them talk to each other in the same way in a consistent manner, the same level of encryption, the same level of control and taxonomy and ability to manage data sets. There are three principles that fall into this.

1. One is differential privacy, which is all about how an audience needs to be and the data needs to be encrypted and made non-traceable,
2. Federated learning where two or three enterprises in the supply chain can safely and securely share that data with each other and,
3. Whatever sharing is being done, is maintained in a distributed ledger or a common record, so that there is trust that can be built amongst the interfaces to share safely and securely.



differential privacy



federated learning



distributed ledger

Currently, we are working with a few corporations across the region.

It needs to be trusted and it needs to be transparent. So this technology of differential privacy under federated learning and distributed ledger together ensures that multiple platforms can share the data safely and securely for the industry to measure and evaluate.

Equally, in the second case, where different industries or publishers or participants come together to solve this problem of scalability, we see trends like a beauty marketplace being created, publisher consortiums being created, or even a sports fan marketplace, and we are working on some of them already today.

Last but not the least is where the maximum noise is going on today in the industry, where it is all about new identity solutions like Unified ID or Bribe Pool ID or Live Ramp ID, Verizon ID, many ID solutions are coming to the system. In this new alternative, there are five things that the industry is trying to address.

The provenance of impressions, which means whether the impressions were seen or not.

Now the provenance of identities, where we want to know whether this consumer has been given consent, and have they been activated properly or not. Is this consumer, a human or a bot and how can we use this information to manage campaigns in real-time, and eventually can make payments as well?

Eventually, it boils down to two broad things. One is from a marketer's point of view, the need of the hour is to have a system that provides provenance of impressions, identities, unable to attribute it very well.

From the industry's point of view is to create a new collaborating platform where more than two enterprises can safely securely and in a compliant manner, share data with each other. I'm glad to inform you and let you know that we are partnering with MMA in this initiative by providing two programs.

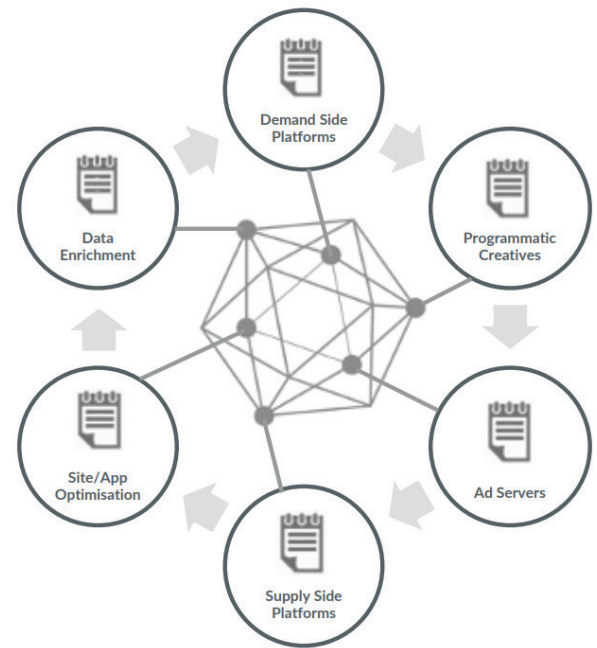
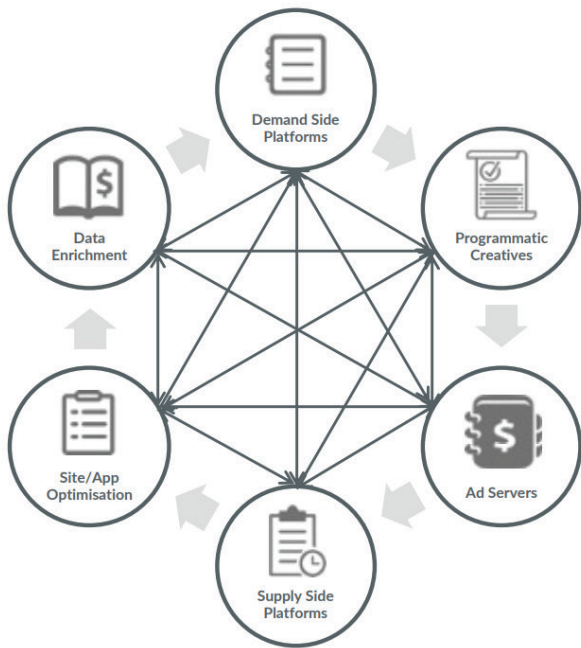
One is we are working with many enterprises in identifying invalid traffic on a shared basis. Multiple interfaces can share their understanding and list of traffic that is invalid and we create a universe of invalid traffic identifiers that can be given back to the market for blocking our campaign management purposes. And we're inviting founder clients in India to join us in this initiative. We're also very happy to announce through this platform, we are going to help create a new privacy playbook for the marketers particularly on

those eight qualifications and how to make the organization get ready for encryption, salting, consent management, auditability, and so on and so forth.

And a step-by-step guide, we want to announce it and launch it soon. So that's a gist of what I wanted to share with you today on this short notice, but more importantly, I'm very happy to have Lloyd, a good friend of mine who has been a keen observer of the industry and the way the industry has transformed from pre-digital to digital to this new addressable way of marketing.

I want to have your views and thoughts on this, Lloyd because it's a very heavy topic, isn't it? I want your help to see if we can demystify this and share your views and thoughts on this.

Lloyd Mathias: Thanks GMan, that was interesting. I have a couple of reactions. The first thing I want to say is that the next seven odd months is going to be very challenging for businesses and marketers in general even outside of the impact of the pandemic. We're talking about two big developments, the one that you talked about is Google discarding the third-party cookie access. The second and most specific to the Indian context, is the fact that the impending personal data protection bill is about to be passed. And that's India's equivalent of the GDPR but in some ways, in a sense, a little bit more stringent.



What this will mean for marketers, to my mind is that the things that they took for granted, in terms of how they were planning their digital campaigns. Now, a lot of this is going to come into question. I see this having two significant implications. One is what we've seen, let's say in the last three to four years, but accelerated in the last 14 months in India, is that the percentage of marketers spend on digital has gone up dramatically.

If you saw my report, for most marketers, digital has already crossed the threshold of being possibly the highest media block, even overshooting television. And for a lot of the new digital age companies. Today it's the first block that 60-70% of their spending goes to digital, that's one reality.

The second is some of the big strengths of digital was its sharp targeting abilities, as long as television went through TRPs and print went through NRS. There was a little bit of a spray and pray. The context of digital is that I can target a consumer precisely at that moment when he needs to be targeted, I have a lot more than his demographics and psychographics. I specifically know what he searched for, which is the last he browsed, I had his browsing history.

Now with the cookies going, businesses have to develop their view of the consumer.

What I want to understand the depth of is therefore how your company, Aqilliz plays a role. You talked about the two vectors of knowing your consumer and can you activate him. So are you going to be helping, in a sense the activation process or are you going to be helping businesses build a better knowledge of knowing their consumer better?

Gowthaman: Good question, personal data protection bill is an important reference point. Most of the clients think that it is only GDPR. So no need to worry about it in India, but here it is going to come. So, from Aqilliz point of view, what we are bringing to the table is a distributed ledger technology. I don't want to use the word Blockchain because people jump into cryptocurrencies and Bitcoin and others, but a distributed ledger technology. What it provides is to help the enterprise safely, securely share the data with another enterprise, which is not possible today. How do I share my data or collaborate with another enterprise in a safe and secure manner? That's the first principle which we are trying to help and our technology helps provide these encryption techniques and how do we do it without sending the files in some other form, it is the only server-to-server base.

Lloyd Mathias: GMan, what you're saying is that as a marketer, since I don't have access to consumers' browsing history, I will need to find collaborative sources or consumer cohorts of people who are likely to be in the market and through a forum like Aqilliz I will be able to share my data but without compromising any of my data. So I'm not going to be worried about compromising access to it or any other marketer getting access to it.

Gowthaman: Absolutely. Let's say, a brand like Pepsi can safely and securely share data with their core partners, let's say, Pizza Hut or any other allied industries, sectors, together they can enrich their understanding of consumers a lot better because otherwise there is nothing in the web system today.

Today, they are using cookies in some form or the other and they can also share that information with the sponsors on the other side of the supply chain. It helps in enriching one's understanding of consumers safely and securely without compromising your existing consent management or whatever terms and conditions you're supposed to honour with your consumer.

But it doesn't stop there, Lloyd. Some options have such solutions already existing. Where we bring in a new dimension to the whole thing is that insight is not necessary and sufficient enough if it is not activated. When it is activated, it is when the loop is closed.

In the new regulations of PDPB or PDPA or GDPR, they mandate that whatever has been recorded or acted on by the consumer needs to be kept and updated in your records. So, the activation record needs to be updated on the consent management, that's the crux of the problem today. Because you're not living on an anonymous cookie. So to close the loop is to record your activation and update actions done on your own consumers.

Lloyd Mathias: So for a lot of our marketing colleagues who are tuned in to the session, therefore, the key takeaway will be two parts. The first part is the need to actively build in-house data sources, you will need to build your consumer cohorts. You will therefore go back into researching and getting mining insights from your existing data sources to understand that.

In the second part, given the context or the tightening of privacy, and the fact that most responsible marketers are very conscious, I think you need to be ultra-careful about how you're going to be targeting them without giving away any cues. So, you're not going to be able to get an anonymous consumer. At the same time, you want to make sure that the consumer you're targeting has little relevance to your brand and is unlikely to be a purchaser. And you're setting somewhere this process of an industry coming together and sharing data will make the process easier, and therefore will not be determinant on the big players who kind of control the ecosystem.

 [Click here to watch the complete session](#)

MODERN MARKETERS GUIDE TO MARTECH MATURITY: A CONVERSATION



Moneka Khurana

MMA India Board Member;
Country Head - India



Namrata Balwani

MMA India MarTech Advisor;
Digital Customer Experience
Consultant



**Neeraj Pratap
Sangani**

COO



Moneka Khanna: Technology has transformed marketing. It is beginning to play a huge role in aiding marketers interact with customers, understand their purchase preferences, and engage with them one-on-one.

We had rolled out an industry wide survey to understand MarTech Maturity across organizations and found:

- 40% of organizations are at a nascent stage in MarTech capabilities. Whilst 30% are at an emerging level, and are even enabling enterprise level coordination to set standards and best practices in MarTech.
- 80% of businesses in e-commerce and 50% in BFSI are already at an emerging level of MarTech capabilities and are now setting benchmarks as early adopters versus those at a nascent stage.

- 87% expect spending on MarTech to increase in the next five years.
- 44% said they have a strong digital business culture cultivated amongst employees
- 32% said that they have begun to use MarTech to measure revenue and profitability.

These are great indicators to see that many organizations in India have kickstarted the MarTech journey.

A MarTech stack is a reflection of the robustness of the organization vision, the organization strategy, and the alignment of the management to that vision. The MarTech Playbook attempts to decode the transformation of marketing today and the increasing role technology plays.

Namrata Balwani: Let's look at what's marketing going to be like in 2030.

Of course, it's still going to be about understanding consumer behaviour, insights and relevance. But Data is going to be at the heart of it. You would need technology like artificial intelligence and machine learning to make sense of all this tsunami of data. So, let's look at some emerging trends and MarTech adoption. So Neeraj, what's your point of view on that?

Neeraj Sangani: Data is going to drive marketing. And it has to be a combination of behavioural sciences and data sciences. The left brain and the right brain of a marketer has to really work in good sync to ensure that we really crack this marketing code, and hence the MarTech going forward.

We've done an extensive study as part of this Playbook going forward in the context of what are the emerging trends. The key focus of this survey and the study was India. I will share some of the data points that have come up and which are pretty encouraging from an India point of view.

1. 70% of the marketers believe that the biggest impediment in achieving business goals is the integration between technology and marketing. More and more organizations today realize the need for a much more collaborative effort.
2. Marketers need not be coders. But they need to understand the tools that they are going to be using. They need to understand how well a program can be executed with the use of that tool. They need to have people in their team who understand that perspective.
3. More than 60% of the people are saying this is the biggest impediment or area of improvement that they are looking at. And how do you get them to come up with a more collaborative and meaningful approach.
4. People are getting more and more conscious. The level to which personalization can be done is becoming an issue as far as the Indian market is concerned.
5. More than 40% of the people in India are saying they find it very difficult to identify marketing technologies that they need to use to meet their business goals.

Namrata Balwani: Let's look at how you can assess what your MarTech maturity is as an organization? And once you assess that, how can you decide or select the right tool that's going to fit within your organization and also be effective?

When you assess MarTech Maturity, you have to look at where you are currently and that comes from the standpoint of customer, of data, of analytics, of your digital setup, what's your technology maturity? How do you implement campaigns? These are all the ways in which you would first start by doing an assessment.

There's a whole bunch of questions that you would need to answer. Based on which you could say, this is where I am today as a marketing organization and based on my business goal, this is where I want to go. The most crucial part of all of this is your business goal, it is not important to start thinking of tools, or to start thinking I want to send emails, or I want to do personalization. Those are coming much later in your assessment, the first thing you have to understand is what is your business goal? What's the objective that you want to achieve?

I'm going to hand it back to Neeraj now to talk about the fact that after doing all this assessment, you're going to have what all of us are faced with the paradox of choice and what do you do about that?

Neeraj Sangani: It's a genuine problem out in the market at this point of time. And the basic difference and the fundamental difference in my mind and this is over the years that organizations were built around products and around services and the customer came in later into this whole scheme of things.

But in technology-first companies today, and the E-commerce companies today, which are driving the entire customer experience piece single-handedly, the biggest change is that the founders who are coming up with these new ideas, are very good technologists themselves.

So then how do large organizations and senior marketing folks with teams of 50+ people - some doing digital, some doing media buying, some doing content creation - bring it all together? And that's the big challenge that a lot of these organizations are facing.

We are living in different times, and everybody wants to really move fast. Different organizations operate at a very different level of maturity. And they are at very different stages in their marketing journey.

And businesses in the same industry have a chalk and cheese difference in their structures. Today, ecommerce has evolved into micro moment marketing. Now automation allows you to do micro moment marketing.

A common mistake I see being made all the time, is buying individually silo tools that really do not talk to each other, do not integrate and do not collaborate. And in the garb of innovation, a lot of collaboration and customer experience are lost.

So the key parameters which you can put together right at the beginning are:

1. Start with a strategy
2. Start with a customer
3. A Business strategy
4. A Leadership alignment
5. Assess the current MarTech maturity

And then when you're specifically picking up a tool, what is it that you need to be aware of? And this is also the part of the Playbook that we are talking about, which really highlights what is happening in the marketplace at this point of time.

THE PARADOX OF CHOICE:



Align MarTech purchase to a mandate

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

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

A lot of organizations keep buying tools without knowing what they have already bought in the past and then trying to align their strategy in that context.

So you need to figure out which tool is essential for you. Surely you can take feedback from other organizations, service partners and colleagues. But ultimately, before you sign that cheque, you really need to be very certain about what you're going to buy.

1. Which teams will be using it?
2. Do you have competency within the organization?
3. Are you going to outsource it?
4. What is the cost of outsourcing?

As a norm it is 3x of the cost of the tool that's not been already accounted for or budgeted for.

How do you make all these decisions, put it together, pick the right tools, distil your approach from a customer journey funnel and ensure that you buy the right set of tools?

It's a journey most people will understand with experience. But the starting step is customer-first, business objective-first, your own understanding of your business and your own team's capabilities of making those choices and ability to make a success out of the tools that you purchase.

Namrata Balwani: It's absolutely essential to get it right and not chase the latest technology. But what next after investing in the technology?

It's crucial to have collaboration across departments because the vision has to be co-opted through the entire organization.

Technology ultimately can contribute to 20% of change. 80% of change has to come from people actively understanding why they need to do something, and then actually doing it.

And the other thing that I've also noticed is you need to have an active level of retraining because people get trained initially, but they may not be using all the features. After six months, you might find that the features that are actively being used are probably 20% of what the tool can actually do for you. Do regular audits to understand what are the things that people are missing out.

I hope you're excited about what the Playbook is going to bring for you. It's a very, very unique product. A lot of the information in the Playbook has not been seen before in this kind of format in the market.



And you will find that it's very, very practical. It's not only about theory, it gives you a very clear idea of how marketers assess the majority today in India, and how can you use this to effectively create a Playbook for yourself for your own organization, whether it's in terms of technology, in terms of people, in terms of data, it's rich with insight.

Neeraj Sangani: The Modern Marketers Guide to MarTech Maturity is an insight-based Playbook.

It not only highlights the frameworks which are required to evaluate the role of different tools at different stages of evolution, but it also emphasizes the need to get the business strategy right, get the basics, the customer success, the customer-first attitude before you really jump into taking a MarTech solution decision.

It's been a collaborative effort with the MMA MarTech council contributing across the world to bring intelligence into this Playbook.

I hope that the Playbook will help a lot of marketers who are in the initial phases, the nascent phases, and people who are, I think 50% of India is somewhere in between at this point of time.

-  Download the MarTech playbook
-  Click here to watch the complete session

AI TODAY AND THE MYRIAD OF OPPORTUNITIES



Deep Thomas

Ex-President



ADITYA BIRLA GROUP

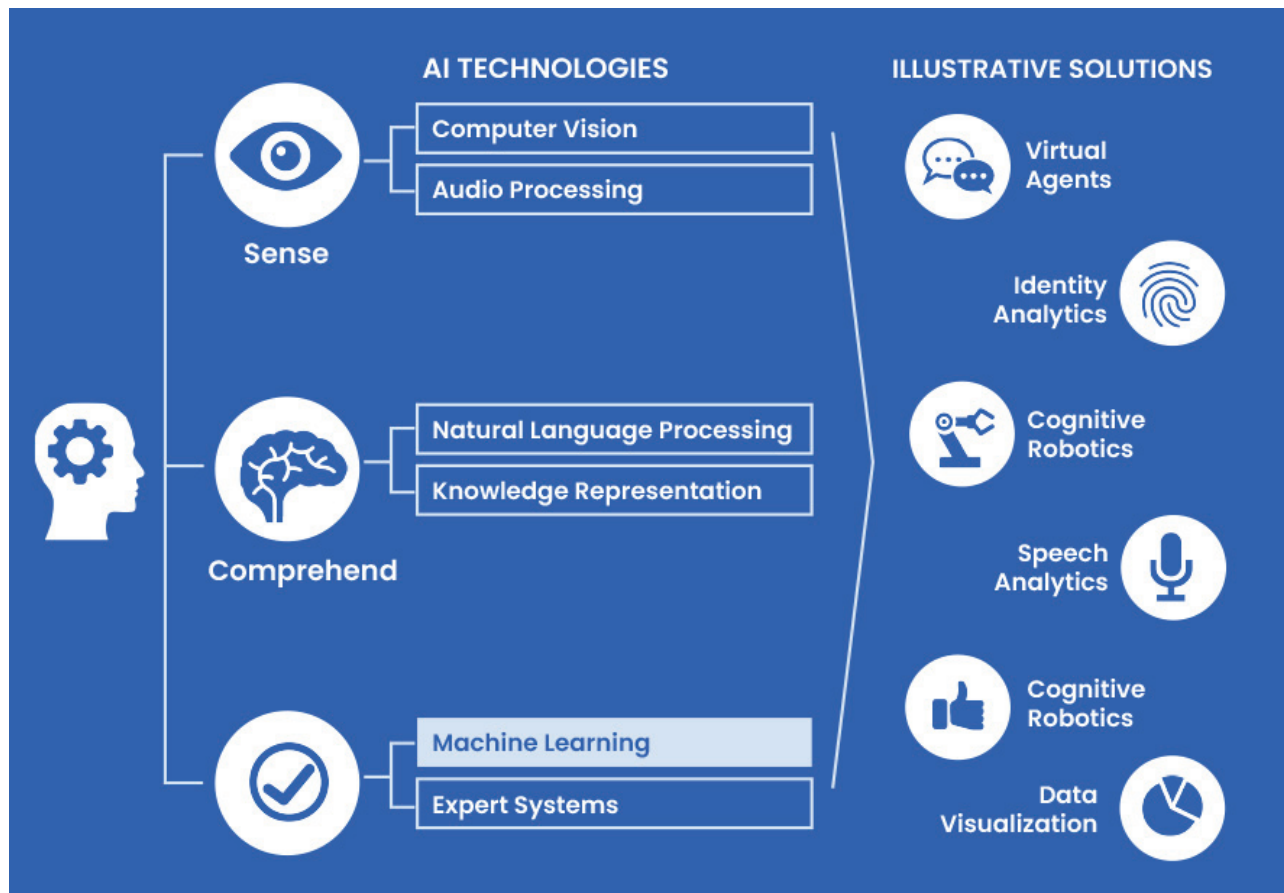
It is rather melancholic that we are in this situation. But for a marketer and a technologist, we're witnessing a fascinating, and meteoric rise of AI all around us. Even in fundamental things such as masks, we've seen innovations, powered through AI. For e.g. in Japan, a technology-enabled mask not only amplifies the voice for a person when he or she speaks, but also transcribes and transliterates the language and converts into eight different languages.

Another example is of DeepBeat, a startup that's into music, creates freestyle rap on the go.

Professional Soccer clubs that cannot afford a high-priced coach can now actually use AI that can scout to millions and millions of data points in players, styles, opponents, and provide recommendations on what will be the right formation and strategies in terms of their game plan.

China launched its first AI News anchor, this is a real anchor Xin Xiao who actually speaks real time where the news is getting curated from millions of digital sound bites that are coming around it.

So, the world around us is seeing rapid innovation through the power of AI. In the early 1950s Alan Turing came up with the idea of machines that could think almost like humans. And over the course of the last 60 years, today we see that AI technologies can not only sense, they can comprehend, and even decide.



Digital agents, virtual agents, or identity analytics, through biometrics, or cognitive robotics, or speech analytics, or the recommendation systems in the Netflix of the world; all these are the applications and the use-cases that AI is bringing to our world. Fast forward 60 years, and you will see AI in every single aspect of our lives, whether it is autonomous vehicles, or drones that are using a combination of image and deep-learning-modules to provide real time alerts and recommendations.

Today, AI is almost matching or augmenting human intelligence. And the secret sauce behind this is the nexus of forces around us.

- Software availability
- Cheaper hardware costs

- Cloud and the computing which allows us to scout, mine and process millions and millions of data points in milliseconds.

One case that comes to mind is the first AI generated commercial or trailer that was being created for the title Morgan by IBM Watson.

We've seen CCTV cameras with augmented intelligence to observe emotions, gestures, behaviours, quality, footfall etc. We are also seeing smart mirrors that can interact with individuals and provide recommendations and ads based on the profile and the demographic of the individual that is

interacting with the mirrors.

The world of AI is essentially touching every single aspect of our lives. Sensors enabling customized sleep with the pods powered by AI seamlessly connected with the biometrics and adjusting the temperatures in the firmness of the mattress to ensure comfort in your sleep.

The world around us, especially post COVID, sees a change in human behaviour spurring a number of new technologies. We are witnessing a large influx of indirect human interactive societies. People will interact more through gadgets and digital devices, than in person.

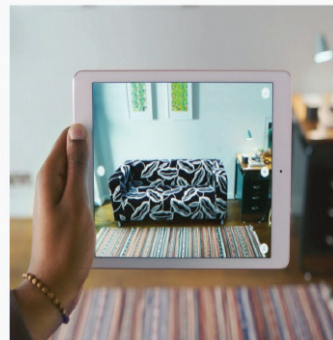
New technologies to emerge post-Covid



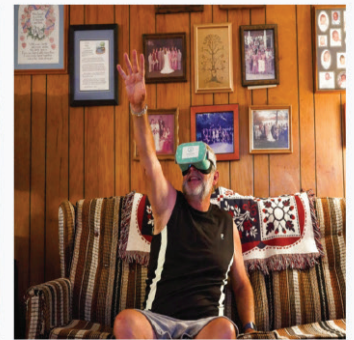
Indirect human interactive society



Completely Digital & Contactless



'Virtual Showroom' expanding to newer areas

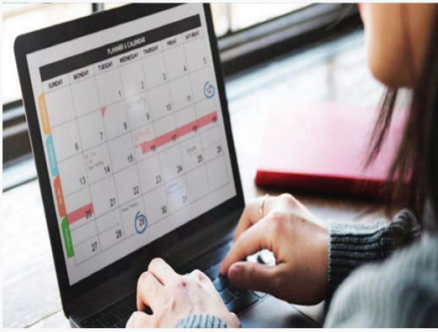


Personalization & Experience

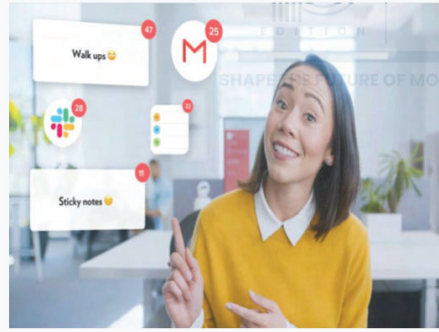
We are seeing various interactions happening digitally. We are seeing examples of experiences being created through virtual showroaming. Now, whether it is the furniture that you buy, or a room that you want to rent, and even the experiences that you're looking at, everything is done through a combination of AR/VR hyper-personalization and contextualization through AI. What we are seeing is an experience economy around us.

The organizations that can create the best of the experience, are the organizations that are going to be succeeding tomorrow and the way to do that is through AI.

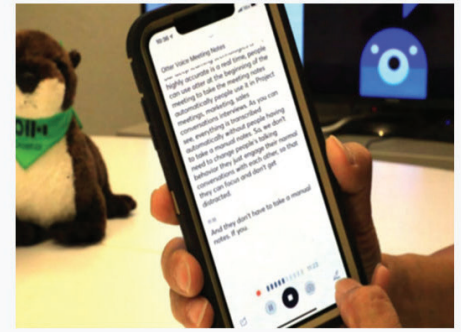
AI will eliminate repetitive tasks!



#Automatic Meeting Transcription



#Prompt Employee Support



#Effective Meeting Scheduling

AI offers you precision, scale, and speed. The world around us will see every single sector get disrupted through AI.

Healthcare, retail, banking and financial services, media and entertainment, telecom and agriculture are the sectors that have seen immense AI-driven disruption.

Sectors that will witness faster AI adoption!



Healthcare



Retail



Banking & Financial Service



Media & Entertainment



Telecommunication



Agriculture

What's next in AI?

There are a few things that marketers should be really on top of.

1. Personalization

You have the ability to create hyper-personalized, accurate predictions on the various investment types that you would be interested in. And hyper personalization can only happen with the scale, speed and precision offered by AI.

2. Digital immersion

Imagine the possibilities for marketers if you create a digital immersion of a person. Imagine an experience layer that interacts with the different types of IoT devices at home, whether it is your coffeemaker, your microwave, your smartwatch or your shoes.

3. Digital Avatars

Not everybody could afford a Manish Malhotra, but you could have your personal fashion stylist! Not everybody could afford a relationship manager, but everyone could have a personal digital avatar. Even the departed, would be immortalized with a digitized version of that person and the voice data of that individual. So the possibilities are limitless.

4. Emotional intelligence & empathy

AI will be able to assess your mood and provide you recommendations. AI will now recognize emotions, gestures and behaviours to provide you with the right set of recommendations.

In many cases, AI is just advising but there would be a time in the next 5-10 years that you would actually have decisions that will be made. AI will reach the same level of human level thinking or even more, which is what we call the world of singularity.

Here are some facts that will accelerate the power of AI:

- Over the next 10 years, AI is expected to create 15 and a half trillion dollars of value of which 1.5 to \$2.5 trillion is the value that will be available for the marketers to capitalize and monetize.
- We have 50 billion IoT devices around us. Imagine the power of the connectivity and the interaction that you can have through them.
- The use of AI is expected to grow more. Today, 84% of the marketers are using AI.
- The number of 5G connections in Asia would be almost half the total connections.
- And the five technologies absolutely critical for a marketing professional are AI and ML, marketing & advertising technologies, use of digital assistants and experience layer enabled through mobile tech & app.

AI is ready and it is just up to us to reach out and leverage it to its fullest potential.

 [Click here to watch the complete session](#)

AI IN INDIA WITH INTEL

**Milind
Hanchinmani**

Director, AI Accelerant

intel®



The COVID crisis has hampered many lives and organizations. But at the same time, it has inspired many innovations that are helping people in these testing times.

Early in the pandemic Intel joined hands with Wipro and our partner Wesense.ai for an efficient solution to ensure social distancing at workplace. It is a device with a sensor to check body temperature, automatically dispense sanitizer, facial recognition for the mask compliance etc. This solution can be deployed in offices, warehouse and airports.

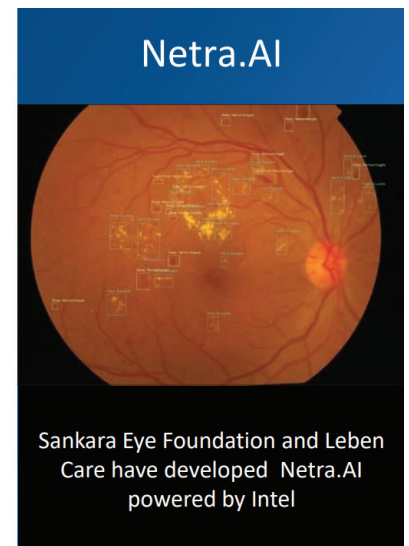
Furthermore, Intel is working with Intel India CSIR and IIT Hyderabad to deploy Intel client and server solutions to help achieve faster, less expensive COVID-19 testing and genome sequencing, which

helps us to understand epidemiology and AI-based risk classification for patients with comorbidities.

Intel India is developing an end-to-end system that consists of multiple applications, testing devices, data collection and aggregation database, antigen detection SDK. This enables diagnostics, drug vaccine discovery with a higher predictability, speed and accuracy. What a great example of the power of collaboration.

Another innovation is a result of collaboration with AWS and then other partners to create netra.ai. India is one of the largest diabetic populations in the world. According to the current estimate, the total number of cases might increase to 98 million by 2030, which makes diabetic retinopathy a leading cause of vision loss and blindness in adults. Intel collaborated with Leben Care in AWS to enable Sankara Eye Foundation, a pan-India non-profit organization to leverage AI-based solutions for eliminating preventable and curable blindness.

This collaboration has led to the development of netra.ai, a cloud-based AI software platform that can help identify the retinal conditions in the patient in a very short span of time with an accuracy level of human doctors including deep learning. With netra.ai, the Sankara eye foundation has already seen thousands of patients and identified many at-risk patients. Innovations like this are very critical to help make someone's life better.



Data is increasingly created at a rapid pace more than anyone has ever anticipated. AI will continue to be integral in every product and solution. At Intel, we are enabling AI everywhere through three things: Simplicity, Productivity and Performance.

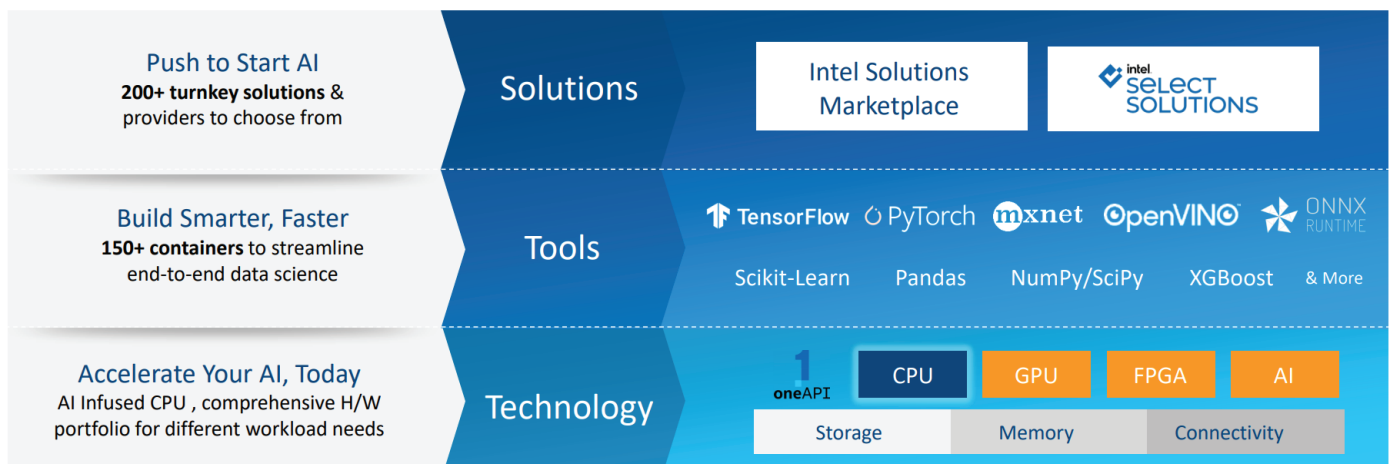
Let's look at simplicity first. We have worked with many of our industry partners and ISVs to develop over 200 turnkey solutions that will help you to accelerate, deploy, and then simplify your deployments.

Next up is productivity. Intel has several software products and tools, which are optimized for the Intel architecture and help to build and deploy an AI solution from edge to cloud, smarter and faster. Data production quality docker containers designed to meet your specific needs for HPC, AI, machine learning, IoT, media, rendering, and many more. The

one container portal also contains the Kubernetes package, Helm charts, and AI models and pipelines.

And finally, Performance- we are re-infusing AI capabilities into our CPU.


AI Everywhere: Simplicity, Productivity & Performance



But one size doesn't fit different AI workloads, these different architectures based on the performance, power and cost. At Intel, we have different architecture, what we call the scalar, vector, matrix and spatial for different workload needs.

We have a unified cross architecture programming model that we call as oneAPI, which assists and aids the programmer in productivity, and getting the performance of their application.

[Click here to watch the complete session](#)



Ad-tech companies will obviously say programmatic is clean and transparent. Just like a snake oil salesman will tell you, it's going to heal you.

Brand Safety

A CONVERSATION

STATE OF AD FRAUD & HOW TO COMBAT



Dr. Augustine Fou

Independent Ad Fraud
Investigator

FOU
ANALYTICS



Dhiraj Gupta

CTO - Founder



Ad fraud in the digital space is basically bots, loading web pages instead of humans. Normally, you would expect as a human visiting a website to see the ads. When they load the page, the ads are loaded.

The number of websites has grown dramatically. And the number of users have also grown dramatically. But some of those users are actually bots, loading the web pages to cause the ads to load.

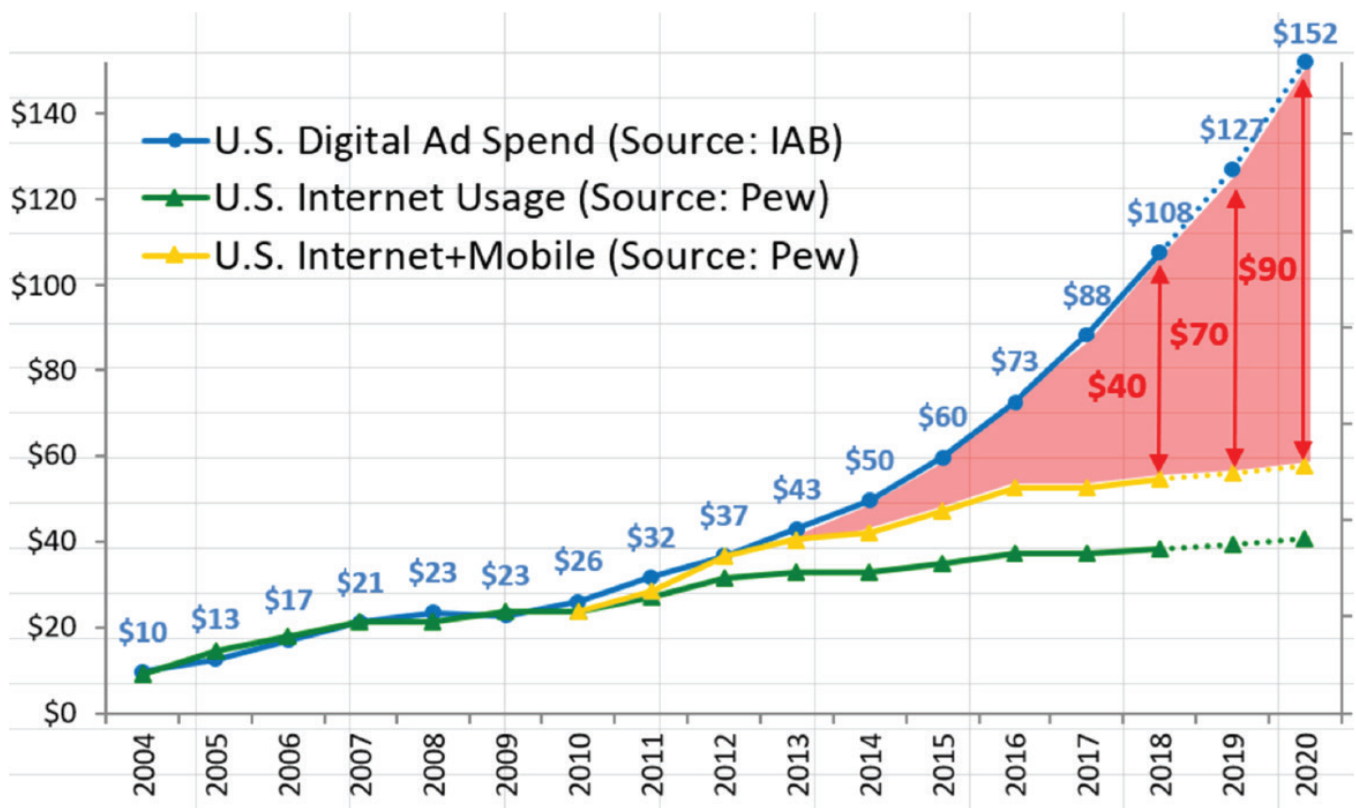
Because the ads are not shown to humans, we consider that a fraud because that is not what the advertisers paid for. And the problem really came about when programmatic started, because in the physical space, there's only so much space that we can use to put billboards. If you look at the picture, on the left-hand side, you'll see that there's a finite amount of space, and there's only so many billboards you can put by the roadside.



However, when we move into digital, you can create unlimited websites and generate unlimited ad impressions.

When we moved into the digital space, and we removed the constraints of the physical world, we have a way to generate a lot of impressions. Unfortunately, the fraudsters are taking advantage in generating many fraudulent impressions to be sold through programmatic channels.

If we look at the usage of the internet, social and mobile, we see that both the figures have plateaued. The number of humans getting online, the number of humans using social and mobile have been maximized already.



However, there's an increasing gap between the amount of digital spend, and the amount of time that humans use digital, internet, social and mobile. If those ad impressions are not being generated by humans, the question is who's generating them? And you can guess it's going to be bots, and automated software programs that are repeatedly loading web pages, using mobile apps in order to generate a lot of fraudulent ad impressions. The process is actually very straightforward.

These sites go out and buy all their traffic. Step one is to set up the fake site. Step two is to buy fake traffic. And the fake traffic is obviously from bots, because you cannot compel millions of humans to go to specific websites that they've never heard of before. The most reliable way to do that is to use botnets. So when you have very large botnets, you can actually issue one command to tell them to visit this website 10 million times, because they paid for 10 million pageviews. That's what buying traffic means.

1. set up FAKE SITES

2. buy FAKE TRAFFIC

3. sell FAKE ADS

See my emails with one of their sales reps: First I get accounts for various sources of traffic, then I get accounts from a fraudulent traffic detection vendor, along with...

Shalin Dhar <adscheexpert@gmail.com>
to: [redacted]
Awesome. Thanks [redacted]
I wont be ready to run traffic until early next week.
Can you help me with the bid landscapes for each filter?

AS - \$0.007-0.012
Forensiq - \$0.006-0.012
Pixalate - \$0.004-0.012
Double Verify - \$0.007-0.012
MOAT - \$0.007-\$0.012

Source	Daily Impressions
yahoo.com	1,573,220,000
ebay.com	1,418,190,700
mail.yahoo.com	946,783,800
App: [redacted]	898,917,300
App: [redacted]	890,426,300
App: [redacted]	815,993,800
App: [redacted]	604,394,900
App: [redacted]	521,436,100
dply.com	516,134,000
App: [redacted]	479,199,500
App: [redacted]	471,349,300
App: [redacted]	471,194,100
App: [redacted]	462,230,600
ebay.co.uk	457,168,400
drugreport.com	454,679,100
App: The Weather Channel: Forecast, Radar & Alerts (iOS)	447,622,700
App: [redacted]	395,372,400
App: [redacted]	390,852,000
App: [redacted]	373,749,000
thesaurus.com	348,222,600
App: [redacted]	341,057,600

When you combine the fake site with the fake traffic, you have a lot of fake ads to sell through the ad exchanges.

These bots are smart. They can avoid detection. There are some technologies that are designed to detect bots. However, the bots are blocking those tags to evade detection.

Ad fraud is a very large phenomenon and there are many people benefiting from it and making money off it. So obviously, the next question is, how big is Ad Fraud? Let

me show you some evidence. Every year, since 2016, there have been discoveries of the largest ever botnets. In 2016, they called it Methbot. In 2017, they called it Hephbot. In 2018, they called it -3ve. In 2019, we saw a mobile app maker cheat by using the many, many billions of apps installed on people's phones, to just load ads in the background and generate ad fraud that way. And then in 2020, we have an Icebucket and this is an example of a new form of fraud in connected TV. Since 2020, there've been nine examples of cases of CTV Fraud.

2016
"Methbot, steals \$2 billion annualized; and it avoided detection for years."

- Targeted video ad inventory \$13 average CPM, 10X higher than display ads
- Disguised as residential bots pretended to be from residential IP addresses

Source: Dec 2016 WhiteOps, Decision Matrix Research

2017
"Hyphbot, targeted video ad inventory avoided detection."

- active through at least 14 different exchanges and SSPs
- generating up to **1.5 billion requests per day**
- generated fake traffic on more than **34,000 different domains, 600k IP addresses**

Source: Adform, Nov 2017

2018
"3ve, 3+ billion daily ad bid requests made 3ve an extremely large ad fraud operation."


- controlled over 1 million IPs from both residential malware infections and corporate IP spaces

Operation summary		
3b+ Daily bid requests	1m Compromised IPs	700k Active infections at a time
60k+ Automated selling of inventory	10k+ Websites counterfeited	1k+ Data server routes

Source: WhiteOps, Nov 2018

2019

- 8 apps, more than 2 billion downloads
- Ad fraud in background, click flooding, stealing info



Source: BuzzFeed News

2020
"IceBucket, the Largest Ever Connected TV Bot Attack"

"the bot operation impersonated more than 2 million people in over 30 countries, generating 2 billion impressions, targeting high value CTV inventory (\$20-\$30 CPM)"

- More than 1,000 different user-agents
- More than 300 different appIDs
- At least 2 million spoofed IP addresses
- About 1,700 SSAI server IPs located in 9 countries

Source: WhiteOps, April 2020

The only thing that those apps are doing is loading more ads in the background. You can also get a sense of these other forms of Fraud and how large they are. There are also somethings called forced redirects, they are redirected to some other sites, and they're redirected over and over again to other pages. The human is actually not causing those actions but this is a way for fraudsters to generate enormous quantities of traffic.

If the fraud detection companies are looking for fake traffic, they're going to see about 1%. Ad fraud that you read in the news is always severely underreported. Some advertisers are concerned that their ads are showing up next to inappropriate content. They're paying for brand safety technology. Brand safety technology works poorly because they are primarily using keyword matching.

So while they're blocking the ads on the front page of mainstream news outlets, they're not blocking the ads from going to fake news sites. They're harming the real sites, but they're allowing the fake sites to get funding.

Some advertisers are concerned that their ads are showing up next to inappropriate content. So, they're paying for brand safety technology. But again, the detection technology is actually working very poorly. In doing so, they're essentially blocking it based on keywords. The reason I said brand safety technology works poorly, is that they're primarily using keyword matching to do that.

Dhiraj Gupta: India is now growing in the programmatic campaign space as more and more advertisers are considering more budgets on digital marketing in general compared to offline media, which means that India is trying to make sure it's not making the same mistakes.

Fraudsters are not geeks sitting in some corner in a garage. Anyone like you and me can run your own bot, generate traffic on any website. So we're going to give you a sense of this one bot, which we have investigated in particular, this is called the supreme traffic board. We've been tracking this bot for almost five years now. And this bot has a complete YouTube channel, you will get all sorts of help and support on it.

**Demo link is provided at the end of the section*

I'm sure everyone in the audience is now clear that ad fraud is prevalent, it's something which is widespread, and to be honest, pretty easy to do. And from the presentation, which Dr. Fou shared earlier, I think it's very interesting to note that even in the western world, in developed markets, not only is this menace prevailing, but it's actually growing as we speak,

which means that in our part of the world, I'm sure this is a big problem and all advertisers, agencies, etc, should be careful about. I remember, one of the largest platforms came out globally and said we identified 2% fraud, and we actually refunded advertisers the money for 2% fraud.

But a lot of statistics, which you showed are clearly pointing out that the Fraud is much, much higher than 2%. So there's a fallacy here. What's your opinion about this?

Dr. Augustine Fou: I think that the fraud detection companies are under reporting on the fraud, because their technologies are tending to be tuned for looking for bots only.

Let me give you an example. It's called domain spoofing - a form of fraud, where fake sites are going to be pretending to be mainstream sites. Because if you think about it, if it's a fake site, 123.com, if someone sees that domain, nobody's going to bid on that, because they know it's clearly a fake site. But if those fake sites pretend to be New York Times, they can get away with the fraud. So it's nice to think that the Fraud is low, but you really shouldn't assume that. It's worth putting in the extra effort to keep an eye on it.

Dhiraj Gupta: So what you're basically explaining is the problem which programmers have been facing for some time, where basically I can say, I'm New York Times, and everyone will just assume that I'm telling the truth. It seems to be an honour-based system. And obviously, Fraudsters don't respect the honour code.

I understand that the new technology allows for ads.txt and ads.txt allows you to detect spoofing like this. But I think the point you're trying to explain is that a lot of the publishers don't support ads.txt. and if they do, then a lot of fraud detection companies or programmatic platforms are not actually using that effectively, to make sure that advertiser's bid requests are not going to bad traffic.

Dr. Augustine Fou: There's one more thing. It's basically publishers that lie about it. They're relying on the publisher to be honest and put the accurate information in there.

The ads.txt files, don't work that well in the real world. So good publishers are going to be honest about it. The fake ones and the fraudulent ones are going to lie about it.

We have the difference between direct sellers and resellers. So direct means they have a direct relationship with the ad exchange. Reseller means they're reselling someone else's inventory.

So here in the US, as marketers become more mature, they say we want to buy direct. So what do you think the bad guys are going to do? They're going to just alter their ads.txt files, to say they are reseller, because they're a reseller, they're just going to lie and change that label to direct. And so now they can tap into all the direct buys.

That's why, ads.txt doesn't work that well, it's because it relies on people to be honest.

Dhiraj Gupta: From an India context, and I know, because we've been talking with a lot of advertisers and agencies, and ads.txt in itself is something which a lot of advertising agencies are unaware about. So step one is that you need to make sure that you're bidding and running ads only on ads.txt inventory.

Step two should be that you should try and focus on direct publishers

So going back to the original question, Dr. Fou, I think what you were saying is that platforms, have been, throwing up this flag saying, Fraud is just 1-2% and everything is fine.

But we've all been told that programmatic traffic is clean and transparent. You have logs, you can actually check where my ad was served at an impression level. And it obviously allows you a lot of levers of blacklisting, Controlling traffic. What's your opinion about that?

Should you basically take all your budget and run on programmatic? Is programmatic actually as clean as how it's been sold as?

Dr. Augustine Fou: Well, ad-tech companies will obviously say programmatic is clean and transparent. Just like a snake oil salesman will tell you, it's going to heal you, all your diseases. So what do you think is the truth?

Uber was paying mobile exchanges to help it get app installs. It wanted more people to install the Uber app. But as it turns out, the mobile exchanges were not only falsifying the place reports, they're editing those place reports to make it appear that the ads ran on good sites when they actually didn't.

Some of them were fabricating the place reports when they didn't even run any ads.

So they were outright ripping off Uber. So the philosophy in buying programmatic is don't trust, always verify.

Dhiraj Gupta: I think, that should be the punch line for this session.

You really can't assume that what you're seeing is correct, you need an independent verification and that verification needs to make sure that it's covering you across the wide range of fraud, which is possible. I think that's the message Dr. Fou is trying to convey. And I do want to re-emphasize that

programmatic is something which is very nascent in India, it's something which is increasing consistently.

And when we talked to advertisers, we heard a common theme saying, I'm running on programmatic, that's transparent, that should be clean. But unfortunately, that's not the case.

And that means that as advertising agencies, if you are not conscious about this, and you're not independently validating it, then you're probably looking at trouble.

Dr. Augustine Fou: Just make sure you understand that independent verification from the existing fraud verification companies, the ones that are reporting the 1 to 2%, that's not good enough. They will say that they're independent verification, but if they cannot explain to you how they measured it, that's not good enough.

Basically, they could have made it up themselves.

For example, the vendors like MfilterIt, show you the supporting data, that's going to be very important.

Dhiraj Gupta: Some of the largest fraud detection players and some of the largest platforms have actually kind of created everything for about 2%.

So I would recommend all advertising agencies to make sure you are validating every visit impression and know why it is getting marked as fraud.

Some of the interesting frauds we've seen in recent times have been in the space of performance marketing, where things like cookie stuffing and click spamming, whether you're on web and app accordingly, has been the way by which publishers, fraudsters have been able to show performance as well.

I just want to point out that just because you're getting performance, doesn't mean that you don't have Ad Fraud. Of course, if you are getting performance, at least the basic fraud is covered for you, because you're getting something out of it. But what you need to be careful about is how the performance is being measured. And things like cookie stuffing and click spamming are easy ways by which fraudsters can steal your own traffic, your own organic traffic, and give it back to you as if it came from them.

Dr. Augustine Fou: Let me give more details on that topic of organic stealing. So the purchases are organic in the sense that they happened. But the fraudsters are basically tricking the reporting to make it appear that they drove those sales.

So essentially, the fraudsters simply trick the reporting to make it appear that they had caused it right. They will get credit and earn the CPI.

There's another example to make this very concrete. Due to a vulnerability in Google Analytics, prior to version four, which just launched at the end of last year. There's an ability for remarketing vendors to insert false data into Google analytics.

What the vendors are doing is they're inserting one page view or click at the beginning of that session. So that purchase was an organic purchase, that happened anyway. These fraudsters are falsely claiming credit for that purchase. So in that case, they're making the performance reports appear to be so much better than reality, because they're essentially claiming sales that had already happened.

Dhiraj Gupta: We've repeatedly seen this kind of behaviour across many of the advertisers we're working with, where someone says, don't pay me on clicks, don't pay me on impressions, pay me only on conversions, which is an actual sale. And that sounds too good to be true. If I get a sale, I am paying otherwise I don't have any cost. Unfortunately, with behaviour like this, it's very easy to spoof this out. Advertisers need to be aware about it and that's something which is important.

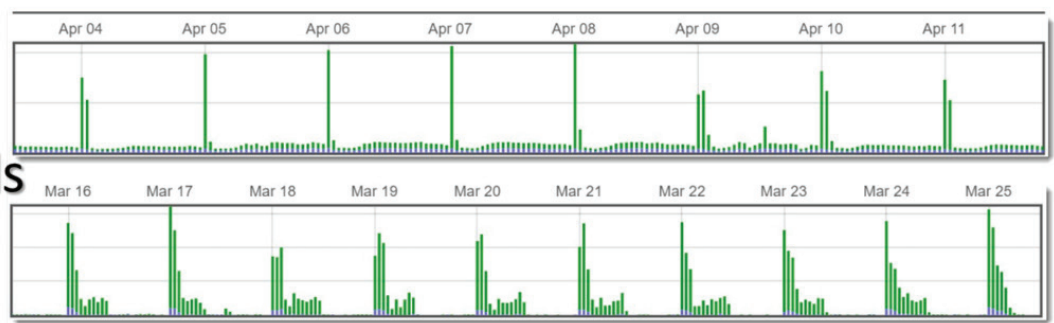
If you're running performance link campaigns, please be on the lookout for these kinds of fraudulent traffic, because you will actually be cannibalizing your own traffic and paying for your own traffic with zero incrementality.

We've talked about a couple of tips in this conversation and we've of course, talked a lot about the problem. What are your thoughts on what an advertiser or an agency should do to solve this mess? So it's obviously serious enough, what should they do?

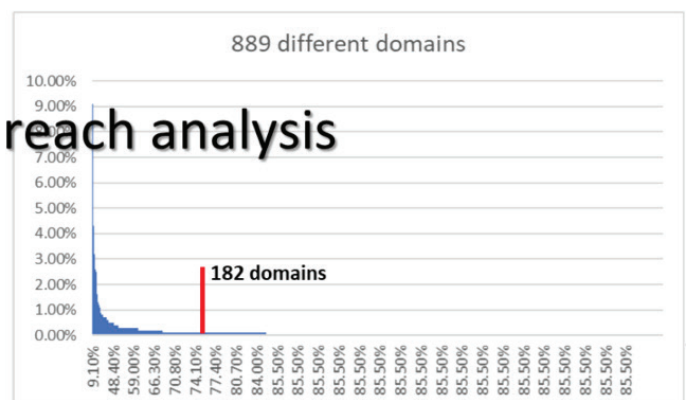
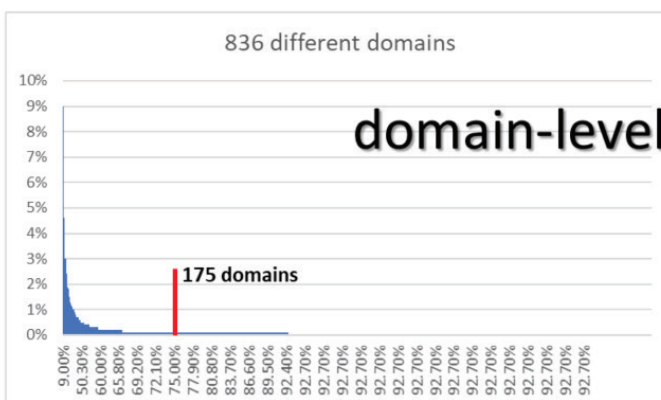
Dr. Augustine Fou: They need to get more detailed analytics. So, get hourly reports, for example, because there's certain things that may not necessarily be fraud, but it's sub optimal.

So for example, when you're buying large quantities of ads, if all the ads are shown between midnight and 4 am, then there's no ads left for when humans are actually awake and going online. So something like that is not necessarily fraud, it's just you won't see that if you get averages and totals. You have to get hourly reports to see when your ads actually ran.

hourly details



domain-level reach analysis



And you also want to know where your ads actually ran. Have Analytics in place so that you can monitor it.

So that you don't have to just trust or take the word of these vendors or the fraudsters. Just know that programmatic, the technologies are great, they help automate the buying and selling of ads. But because it's automated, it's also allowed more fraudsters to commit more fraud.

Dhiraj Gupta: In fact, I'll take Indian example very quickly, on something which recently happened last year. Badshah- a pop singer, was caught by the Mumbai police buying views and impressions on his YouTube video. He basically spent about 72 lakhs and got 72 million paid 10 paisa a view, I think pretty, pretty good price for a bot visit, by the way.

The problem is that there are enough reasons for people to have more views, more likes, more comments, and all of those bots can do. And when they do that, they actually trigger advertising.

I think as Dr. Fou said, be on the lookout for your own data. In fact, in my opinion, digital advertising is no longer about creativity, it's equally about data sciences, it's equally about you being able to pass through millions and millions of records and being able to come up with conclusions.

So in fact, my recommendation to every advertiser is to have a data science person in your team, I think it's more important now than just having a creative team.

Dr. Augustine Fou: No, I think hopefully this gives them a glimpse of the state of Ad Fraud, both globally and in the US. And there's many lessons that we can learn from the experience that we've seen over here in the US.

So emerging markets start to use more programmatic, they can avoid making the mistakes that have been made by big advertisers here in the US and basically wasted billions of dollars on their side.

So hopefully, emerging markets like India will make sure that they don't waste the kind of dollars in programmatic.

Dhiraj Gupta: It's about making sure you're getting more bang for your buck and as long as you're, you're able to put in those checks and balances and looking at data, I think that this is something which would make sense for you. And your ROI should actually get driven from the fraud detection itself. The fraud detection can actually generate more ROI for you from the savings of the fraud, that's the level of fraud which is there in the market. If someone tells you a 2% then you know from this conversation that that doesn't mean anything.

 [Click here to watch the complete session](#)



In 2019–2021, about two-thirds of marketers are really excited about voice product search.

Voice & Audio

10TH
EDITION

MMA
IMPACT
INDIA

KEYNOTE SESSION

THE RISE OF VOICE AI AND IMPACT ON MARKETING



Bret Kinsella

CEO and Founder



Three important trends that you need to consider as a marketer are:

- Microphones are everywhere.
- Speakers are everywhere. We can hear things through our streaming earbuds, our smart speakers, our headphones and our laptops.
- Thirdly, assistants are everywhere leveraging the voice AI technology in a conversational way.

There are about a billion-plus monthly active users of voice assistants worldwide, and over 3 billion devices.

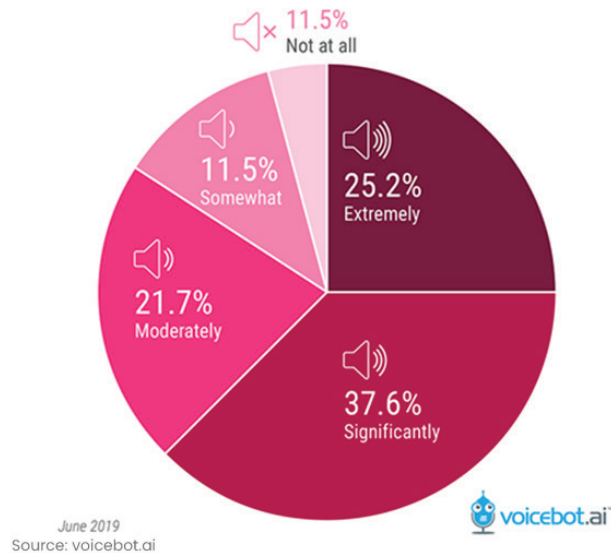
I've been through many tech cycles, one of the things I always have to look at is what is the consumer uptake and what is the

consumer access to these technologies? Because billions of consumers already have access to voice assistants and voice technologies. From a marketer's standpoint, what are you doing to take advantage of that?

When we think about voice assistants, it's very easy to think about those big organizations that provide general-purpose assistants - they can do lots of things and that's, that's their idea.

Now, as a marketer, how do I think about that? So first of all, with these assistants they provide a really broad-feature scope. But their platform controls and their policies allow you to do a little bit.

Voice Assistant Importance as a Market Channel



You can build your own assistant from the ground up; there are tools out there. Also, we have the niche assistants, for example, Josh AI or Aider. These are organizations that are using voice assistants, with a narrow feature scope, because they are domain-specific.

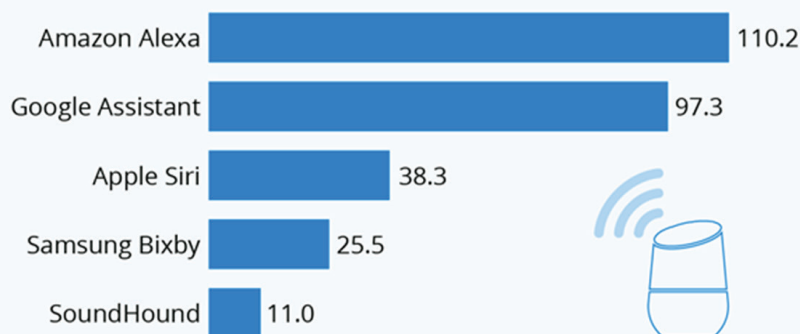
And then, there are also these White-Label platforms that allow you to essentially configure an assistant and get these capabilities much faster, like Slang Labs, or Haptic or Speechly, or Rasa that give you

the framework and the complete toolset so that you can actually get to market faster. All of these are the types of things that consumers are enjoying because they're becoming accustomed to this experience be it a banking app, or a navigation app for mapping.

These technologies are now very mature, and they're providing benefits today. What are you doing about this?

The Most Important Voice platforms in 2020

Leading voice platforms worldwide based on Voicebot's Voice Platform Impact Rating*



Source: statista.com

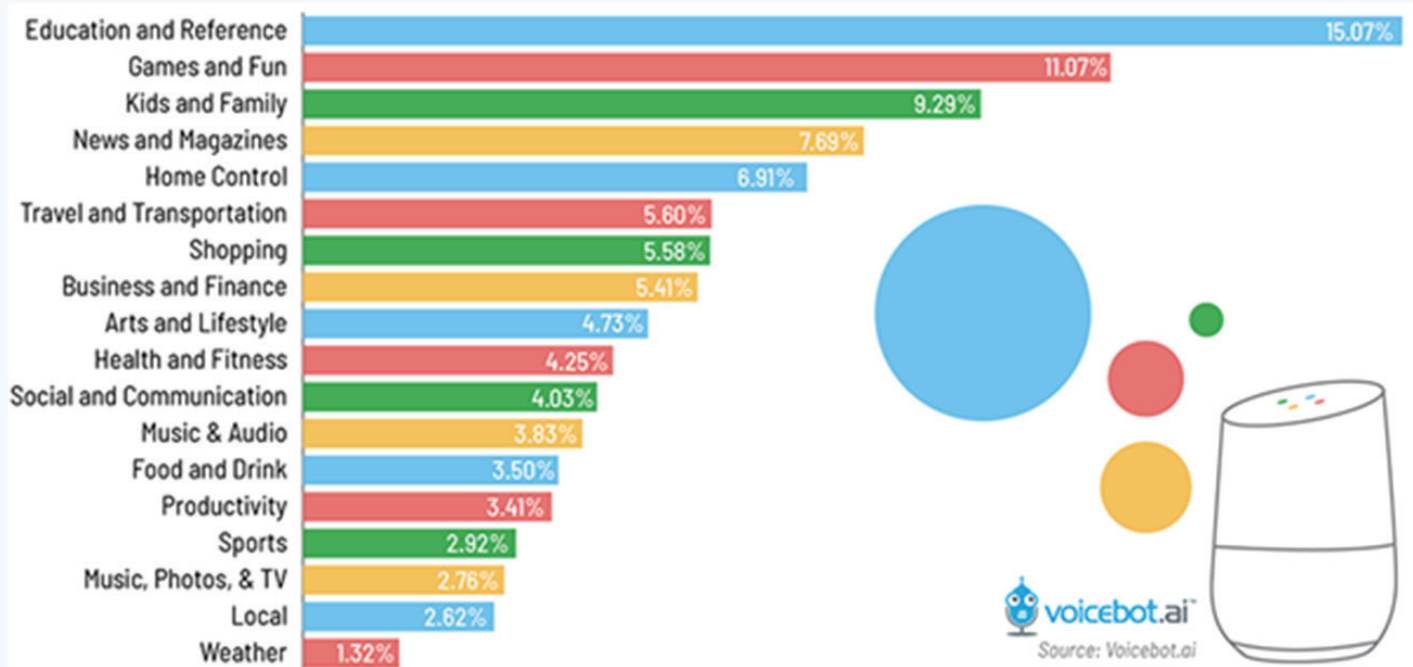
Let's go back to the idea of the channel. Alexa is one of the more advanced voice apps which allows you as a brand or as a third party to engage with consumers. And they've created a new solution, currently in beta, called the Alexa shopping cart. A specific example here that's being used by buyers called for their Berocca boost product (a nutritional supplement). They're running ads on the radio which is prompting people to ask for Berocca boost. Berocca boost will come up and they'll essentially provide some informational product and they can go right into a shopping cart and convert and purchase the item.

These are really interesting new capabilities that marketers can take advantage of to reach consumers. Here's another example of the Alexa shopping cart. And that's

Sanjeev Kapoor recipes in India. It's the most popular recipe skill in India by a wide margin with over a million users. It also happens to be the first party solution that Amazon uses to answer most recipe questions. They're also using the Alexa shopping cart by integrating sales or product promotions into the recipe process. They're getting six times higher conversion rates for sales than they get through other digital channels.

Now, let's take up mobile devices. Google assistant has reached across more than a billion devices and 500 million monthly active users. Think of this as deep linking. But again, you're using a channel that's easy, has top-level capability provided on a smartphone so that consumers can be more engaged.

Google Assistant Apps by Category - January 2019



voicebot.ai
Source: Voicebot.ai

Source: voicebot.ai

Another example in the mobile device space is Slang Labs, who have done a project for Big Basket. They've trained their NLU or Natural Language Understanding unit over 40,000 groceries key skews. So no longer do you have to go through many menus and try to find something or type it in.

Another example of a custom-owned assistant is Bank of America's Erica. This was one of the first custom assistants embedded into a mobile app. Back in Q1 2019, they had 6.3 million users and 16.5 million interactions. By Q1 2020, it was 12.2 million users and 27.8 million interactions. And then in Q1 of 2021, we're up to almost 20 million users, and 105 million interactions. It's much better for the user experience because the user doesn't have to leave their home, they can be walking down the street, they can be in their homes, and it is something that enhances the user experience.

Another example is that of a digital web development agency in Australia. They have a conversation box in their website; you can press the microphone to speak and interact with the website. They're 100% focused on giving their users a conversational experience.

Anybody who's quick to grow and embrace such innovation has a significant advantage because these conversational interactions have much higher engagement rates. In 2019-2021, about two-thirds of marketers are really excited about voice product search.

A lot of this is based on voice only but one of the biggest movements in this space right now is the screen-based conversation. Smart displays are screens with billboards. They are voice-first devices that use the screen to tell you how to use the device better. There are a lot of consumers that already have access to voice interactive channels, and are starting to expect voice interactivity in their apps and in their mobile devices.

So what should you do as a marketer? Firstly, use the channels of the tech giants, have some sort of voice app, that when things come up about your brand, you can ask it, you can try to set the context for how we would respond, and then you can actually switch those consumers to one of your other channels, the ones that you own. And that gets into building a capability.

We like to talk about this idea of creating cognitive trust, which means that when you have this voice AI solution, make sure that users can use it easily, so that they're going to be using your voice assistant repeatedly. That is precisely the experience Bank of America has had with Erica and you saw their really rapid growth and users as well as the number of interactions they have per year.

Finally, we believe that today, not having the ability to have voice interaction, or chatbots is the equivalent of being analogue in 1999. Today, the expectations trajectory is moving into the conversational world, augmenting your digital interactions with conversational interactions.

 [Click here to watch the complete session](#)



The way to build better personalization is putting those audience segments upfront.

Modern Creativity

KEYNOTE SESSION

UNLOCKING THE POTENTIAL OF PERSONALISATION MADE RIGHT

Jon Halvorson

VP, Consumer Experience



One of the greatest levers of growth over the next 5-10 years will be personalization. Our journey with Mondelēz started back in 2017. Mobile applications and finance were eating the big guys' lunch because they were just being more agile and smarter about how they tailored messages to distinct audiences.

Inspired by that, we launched our vision for personalization at Mondelēz, which we collectively coined 'Personalization at Scale' which was all about how we could take the ability to combine technology and data to uniquely connect with consumers at a heroic volume. It was our first step into space and ultimately, it was a big step for us because many CPG companies

at the time still believed that ultimately, mass communication was going to be the most effective. By taking one message and producing it as efficiently with as many people as possible, you could create growth.

AND WE WERE ONTO SOMETHING...

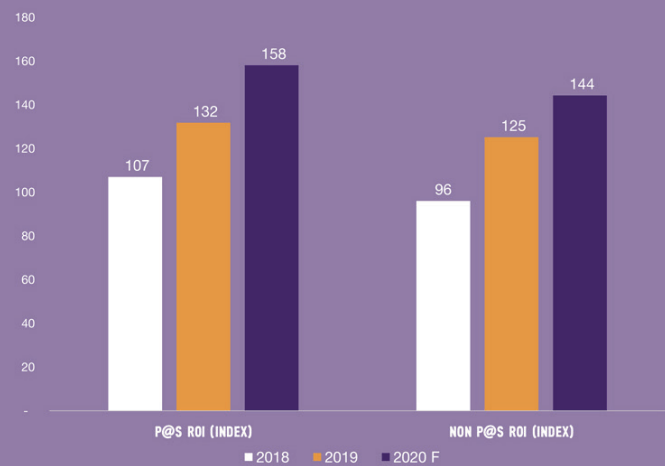
Award Winning Work Across All 14 MDLZ BUs



Source: Mondelez International

Marketing ROI Acceleration

ROI INDEX FROM P@S CAMPAIGNS VS. NON-P@S CAMPAIGNS (INDEX VS. 2018 AVG DIGITAL ROI)



We've done award-winning work across our wide portfolio of brands. Our data showed that personalized communications were consistently outperforming non-personalized communications and while we were improving over time, we knew that we still had some other gears to tap into.

The first one is, it's important to put people ahead of personas. When you start in personalization, it's very easy to get caught up in personas.

The second lesson that we learned is that you can't personalize brands very early in the journey. Mindless personalization can dilute the brand and somehow you forget what the equity is as you do it.

Thirdly, quality is more important than volume, a large variety of tactics can drive efficiencies but ultimately, what matters is the quality of that personalization. How

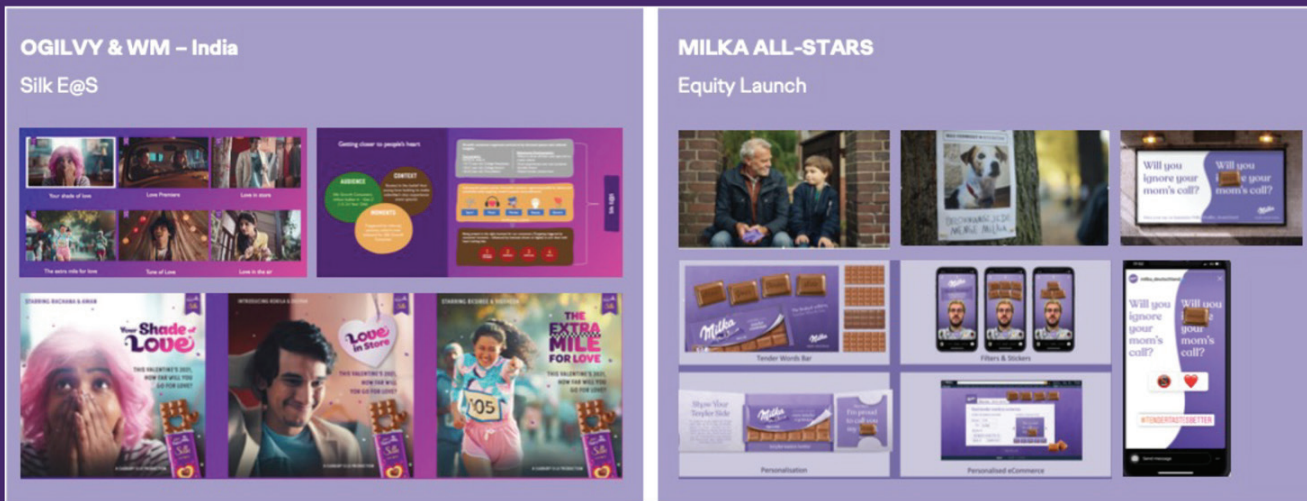
closely are you aligned to their empathy patterns, not simply the volume of it.

Then the last lesson is that you have to have true open collaboration. We weren't necessarily briefing everyone at once and we understood that everyone needs to be at the table. It's not enough to appoint a lead agency. Rather, everyone needs to be involved, from production to media to creative.

Our version 2.0 of how we do personalization at Mondelez into our brand building is what we call Empathy at Scale. This is about creating the right connection between you and a brand that is right for you, the right moment for you.

Let's talk a little bit more specific about what Empathy at Scale is. Empathy at Scale is about how we get closer to people's hearts.

EXAMPLES OF EMPATHY @ SCALE



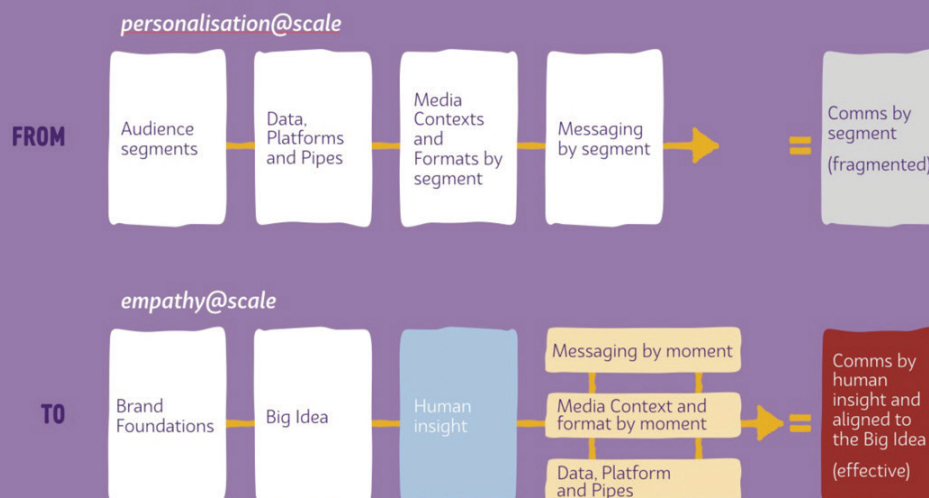
Source: Mondelez International

From 2012 to 2017 we had mass communication, which was focused on having a big idea where we're targeting all with a broad message. We evolved to Personalization at Scale, which was all about how we engage with people and admittedly our idea was a little fragmented because we were serving specific clusters or groups of people with a customized message. And that was focused on paid media.

Now, what we've evolved to with Empathy at Scale is focused on how we connect and convert with our consumers. How do we make sure we deliver them the right idea? And how do we ultimately make sure that how we target people is more than just basic demographics?

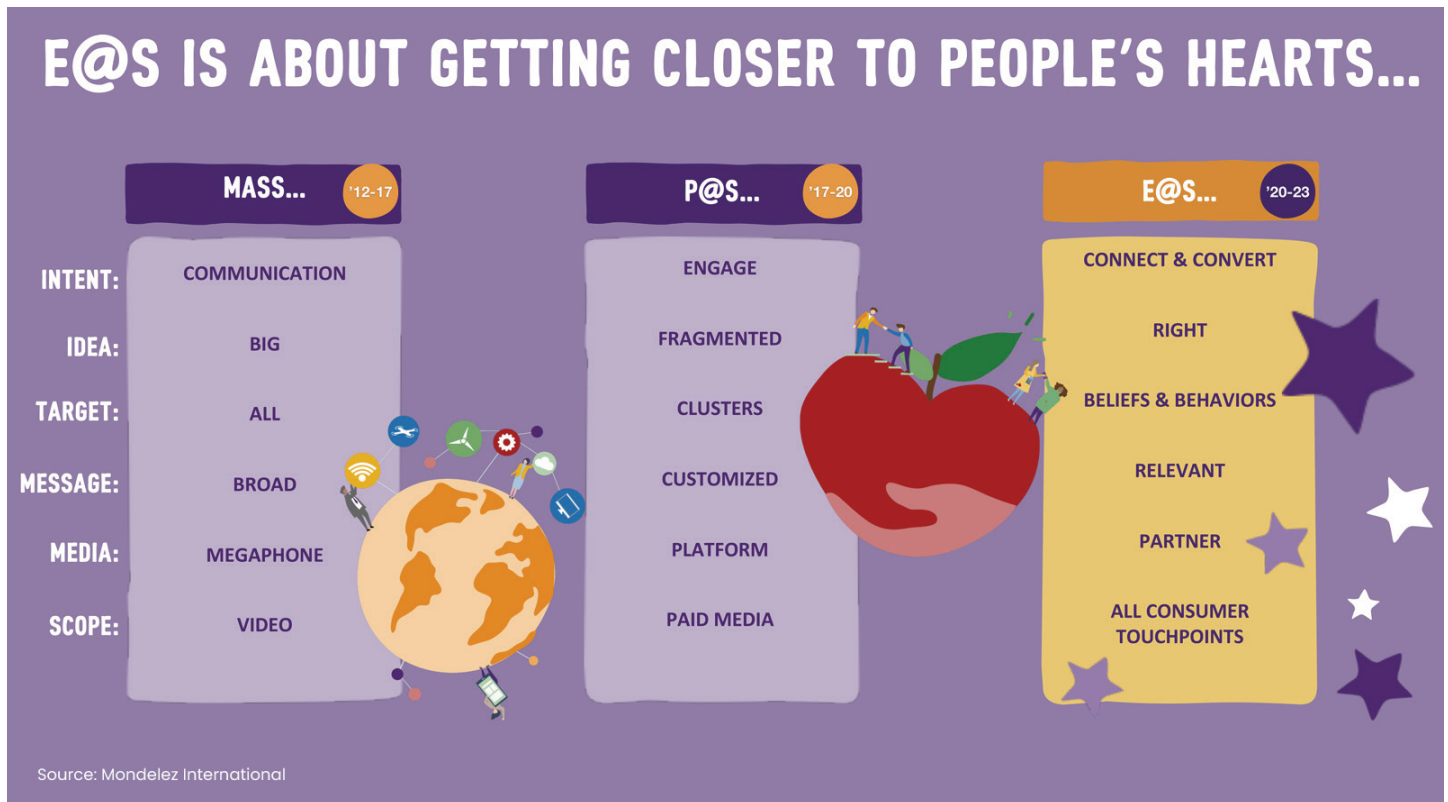
E@S IS A CRITICAL EVOLUTION

To achieve a shift from Personalisation@Scale to Empathy@Scale we need to establish connections between 'you' and a brand that is right for 'you' at the right moment for 'you'.



Source: Mondelez International

When I get asked, often, what's the real kind of difference between E@S versus Personalization at Scale, I come back to this simple chart.



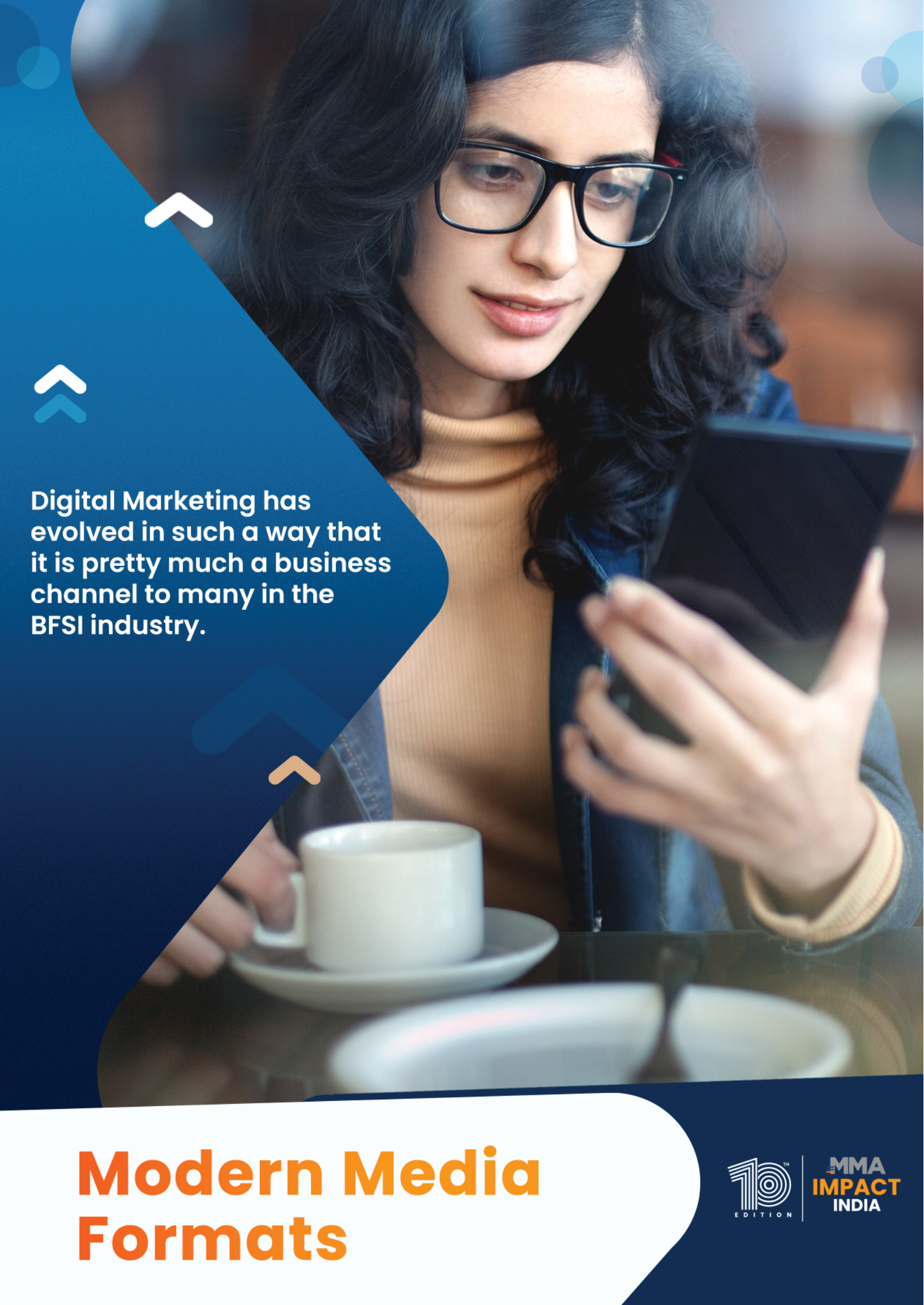
The way to build better personalization is putting those audience segments upfront. And once we figure out all those segments, they'll then lead to creative messaging produced by the creative agency that serves each of these targets.

We found was that yes, putting consumer segments upfront, can create some ROI Value because you're thinking about consumers & the segments, but it's quite limiting in terms of what you're going to produce creatively. It was getting us to think more about consumers but it wasn't getting us to a big idea first. So when we reworked empathy at scale, we started with the brand foundations which could start with thinking about who the consumer is. But we don't think about the segments upfront, we first get to a big creative idea.

By putting the segmentation more downstream in the process, we get to bigger, better ideas, ultimately unlocking empathy through personalization. That seems like a small shift, but it's made a huge difference in terms of the quality of the creative work that we're able to produce in a big way.

- **First, I hope that you're really excited about the potential personalization which as platform for growth I think almost any single business can benefit from.**
- **Two I hope that I've inspired you with a different way to do personalization, that it doesn't need to be just rudimentary mirroring, but rather, by tapping into how people's true empathy patterns, you can unlock just better creative ideas.**
- **Third, I just hope that collectively, we've shown you why digital and how data and technology can come together in the right order to create bigger ideas that can truly shape culture.**

 [Click here to watch the complete session](#)



Digital Marketing has evolved in such a way that it is pretty much a business channel to many in the BFSI industry.

Modern Media Formats

PANEL DISCUSSION

WHY OUTCOMES ARE THE METRICS THAT MATTER IN 2021

IN PARTNERSHIP WITH HTTPool



Amit Gupta

Managing Director



Rajnish Kumar

Head of Digital Strategy



Jahid Ahmed

Vice President & Head - Content
and Social Media Marketing



Pete O'Mara Kane

GM, APAC



Amit Gupta: 11 years ago when we started Httpool, our conversations with clients were limited to a few metrics like CTR, page views, and time spent. Eventually, we saw technology and research companies helping brands with more quantitative as well as qualitative data points for media planning, parameters like brand lift, brand safety, engagement and attribution.

And now what we see is technology helping campaigns to artificial intelligence-based optimization for very effective and desired outcomes. While the majority of marketers leverage data to plan their future advertising campaigns, only one out of three optimize their ads in-flight for outcomes.

Rajnish Kumar: No matter how big your organization, or how big the brand is, money for marketing campaigns is always limited, and you want the best return on your investment. With brands maturing on the digital front and doing campaigns for a long time, there is a push from everybody to put some measures and KPIs in place, which can help decide whether the money is actually being spent in the best manner possible.

The first fathers of marketing said, 'I know 50% of my ad money is going waste, but I do not know which 50%'. So that experimentation will always remain and you will have to take your bets.

Having said that, for me as a personal experience, what I have been driving is not so much the media KPIs, but the brand and the business KPIs. The one matrix that I am driving is the cost of acquisition per customer and the return on my ad spends.

Now within that, awareness is important, within that the virality of the campaigns that we are doing and people sharing the content and creative it is important. People commenting on our content is important. But those are media metrics. Those are metrics which I mean, some people call even the likes and all vanity metrics, which are okay. But finally, you have to decide as a business what exactly affects your business.

Amit Gupta: Do you practice dynamic optimizations of ads in-flight for your current media consumption and if yes, do you find them beneficial for your marketing trends?

Rajnish Kumar: We do follow that, because we are almost having 20-25 brands and a lot of campaigns are going on. I would say that not for all campaigns but for relevant campaigns, we follow, dynamic optimization.

We already do it more for some of the Facebook campaigns and mostly for YouTube campaigns, where we are showing different six-second bumpers typically different for each set of audience. If it's a young audience, then there's a different set of creatives versus the creative shown for somebody who's much older. So depending on the psychographics and demographics the content is dynamically optimized.

Amit Gupta: Do you find benefits as compared to those who are doing it under standard way?

Rajnish Kumar: Certainly, personalization of content is something that we are doing in many different ways. So, let me tell you how our own perception of this whole audience set has evolved, and that, we have a very large (almost 350 million) database of Indian consumers that we've got as our third party as well as the first party. And the whole idea is to grow from cohorts to segments to personas.

You have to map the persona and then see what appears. For example, let's say Bingo. When we understand that somebody is a cricket lover, then the ad that will be shown to them will be something to do with cricket.

Obviously, the results are manyfold better.

Amit Gupta: I'm sure the customer behaviour is very dynamic. Jahid, I would want to understand your point of view on the topic today.

Jahid Ahmed: I think digital marketing is seeing a huge paradigm shift that's happening in terms of spending from the ATLS to the digital software world.

I believe, that the advantage of digital is also a disadvantage. Now, why is it also a disadvantage because then the next question comes, how business is coming up? What is happening to each of these geographies? Everything is being questioned.

I think, this is where digital as a business or marketing channel is really stepping up. In HDFC Bank, many products of digital marketing have been stepped up; it is the second-largest channel in terms of business. When we started our digital journey 10 years ago, we used to fight for Facebook Likes. At that point in time, a CTR, or a CPL used to be our benchmark, go-to metrics and we were so happy with it. But if today, anybody is tracking those, they are very naive, they're naive.

Digital Marketing has evolved in such a way that it is pretty much a business channel to many in the BFSI industry.

Amit Gupta: Do you feel the need for real-time AI optimization within the BFSI sector because I think, you're spearheading with HDFC, one of the early starters in BFSI. Have you started using AI optimization within the campaigns?

Jahid Ahmed: Absolutely, it's not an option anymore. It's so much data, it's like data-data everywhere. You maybe falling short of oxygen nowadays, but you will never fall short of data.

How do we make sense of this data? For e.g Google Search always used to do the best in terms of performance marketing. Google has come up with AI-led optimization called TCPA - way better. But we never came to a conclusion on how much branding is the right fit for your brand queries to go up. That's always an experiment that needs to go on.

The new steps that are coming up are AI-led, wherein you put in your assets, the ads will get automatically served once it understands the customer, who is he and how is he? First, identifying my data sets that who are the best customers to me, and then doing a look-alike on an automated real-time basis with an optimization matrix of business as the end goal. I think that's the way it's being set up to have less manual intervention, more of automated intervention.

Amit Gupta: When did you start AI optimization and what kind of delta change did you experience?

Jahid Ahmed: I think, that it's two years now that we have started AI-led optimization. We had started initially with Facebook, we served around 65,000 creatives on the fly. Starting from serving the creatives, based on almost around 30 to 40 plus parameters, we started on-the-fly to the end optimization.

Now, just imagine when you're serving 65,000, dynamic creatives on-the-fly, no man can actually sit and understand those 30-40 parameters to understand which particular set is doing good. Manually it's impossible. Hence, you have to bank upon an optimization tool. That's where we started AI. We got a 45% spike in business at around 25% lesser cost. That was the kind of matrix that we got. In fact, it has won lots of awards in the industry. MMA itself being one of the coveted awards we always look forward to and we did achieve that.

Amit Gupta: Pete as a global publisher, your point of view on the topic today.

Pete O'Mara Kane: I think, broadly the topic we all agree on is that Rajnish made about 50% of our marketing waste. That's an age-old story and the great thing about digital, it allows us to be more targeted and more localized and I think Jahid has explained brilliantly how by becoming more targeted with your ads, you can get much more efficiency, incredible levels of both savings and effectiveness.

If we go back to the crisis that the world had in 2008, the whole of marketing moved into performance and then the money flooded into digital.

At that point in time, it was about likes, views, and getting people onto my site, it was just volume and as time has developed, we've had one of the shortest ever recessions, the biggest increase ever on e-commerce. So we've had this additional increase in activity towards digital and towards our platforms. However, I think one area that sometimes we forget about is longevity.

If the average CMO is lasting 18 months at the moment, it's because they only need to hit targets for that one or two-year period. They're really focused on the next quarter's earnings, they're focused on the next 90 days when it comes to marketing goals. Actually, the goal of longevity and consistency is about building a brand. But the problem with that is everyone is doing the same thing. So everybody starts using AI and everybody has the same competitive advantage. So, it's just an arms race to see who can buy the cheapest and who has the best tech.

If I can spike brand relevance by 10%, if I can increase purchase intent or consideration by 10%; what does that do to the bottom line on top of all the great optimization technology that exists? It just adds balance. We shouldn't forget about the top of the funnel, and we should never forget about the emotional connection that we want to make with our customers.

Amit Gupta: Do you think the industry is moving towards having more over-dependency on the media metrics for the outcomes?

Pete O'Mara Kane: I think, it's a tough one because as an example, we've moved heavily to programmatic as an industry. And also let's be really honest about how the industry works. We've got very experienced marketers working inside businesses that understand all the theories of marketing, and as it cascades through to an agency that is under severe pressures from an economic perspective. They're bringing in very junior individuals, and they have huge budgets, and they've really been tasked with driving efficiency.

How do you drive the efficiency of everything in the short term? Well, you can look at the cost of a CPM, you can look at the cost per click, you can look at the cost per view, you can look at any of these efficiency metrics, but the challenge you're left with is you're always looking at the short term. And perhaps they don't have the time, they haven't had the training, but certainly, they don't have the experience at 25 and working in a programmatic team. I don't have the experience to know that just driving down cost has a long-term detrimental effect on my business.

If we all have a race to the bottom, we can always get something deeper. Quality doesn't come at the cheapest price. Quality is a combination of time spent, of understanding and paying for value. And I think, the value exchange is lost if everything just races to the bottom.

So, from my perspective, I would love to be in a situation where we still had access to that real-time ability to look at a campaign. As we mentioned earlier, sometimes the metric is the cost per user, return on ad spent or what's the timeline, where's the longevity and what's going to bring consumers back.

We know that it's easy to spike performance so it's about making sure that we're not just solely looking at what's happening today but what does the current campaign mean for the next three days, three months, three years and so forth.

Amit Gupta: As a marketer for an FMCG brand, what are the outcomes, one would want to focus on?

Rajnish Kumar: When you look at the evolution of each of the brands, for example, Aashirvaad is a well-known brand amongst the Indian consumers. So, their awareness is not an issue. What you want to drive is brand love, the stickiness and then when new players are trying to enter into space, how do you create that barrier? The consumer already has so much trust built into the brand that they do not want to change to another brand. As you try to expand the portfolio of an existing brand that is already well established or entrenched within the consumer mindscape, then the target there is to make sure that the brand love is a barrier to entry for any other brand.

Now let us look at another brand in the portfolio, Fabelle chocolates. Fabelle chocolates is just two to three years old; there are a lot of very old players like Cadbury's, Nestle etc. The main task for Fabelle is awareness versus Ashirvaad's brand love.

Each brand has a different journey. The brand teams will all have to come together and see what are the relevant tasks and objectives to be achieved for that brand. So the point I'm basically trying to drive is that first of all, you look at your brand and define what are the KPIs which are important for you. Whether the upper funnel is important or lower funnel is important, or you want to focus on the middle funnel.

Amit Gupta: How to shift the focus to deliver outcomes that advertisers truly value, like brand lift, traffic or online and offline sales.

Rajnish Kumar: My advice is, first of all, the agency comes in and the brand team is there, but six months down the line, they just go for an evaluation, and nobody's clear that what we were trying to achieve in the last six months.

You have to look at what you are trying to achieve. Let's say, I'm launching a new gourmet coffee brand, I could cultivate the audience of 1000s of people in the relevant setting in the urban centres, on Instagram; they do almost 30 to 35% organic distribution. So that's a great place to grow a brand organically in the beginning.

Once the number of followers grows, then obviously you have to advertise. And then when they advertise, the distribution also is suppressed by Instagram. So you have to see what it is that you're trying to achieve.

When you are sitting with an agency and your partners and the brand team decides to set up your objectives, what is it that you want to achieve quarter by quarter? And then within that, keep measuring it and decide what is important for you.

Amit Gupta: What are the possible ways to measure ad effectiveness that drives outcomes with in-flight AI optimization?

Pete O'Mara Kane: I'll use some of Rajnish's examples don't try and market to everyone. Be specific about who your target audience is, and then measure what matters.

But if you think about the branding space, how can I be adaptive to what's going on today?

We said, we know that surveys and scores and measurement are incredibly important, but it's too slow, it hasn't kept speed with the rest of the industry. So, we wanted to use AI and also measurement.

And then, we can forget about asking the trader to optimize everything to CPM. He can optimize to brand loyalty, brand affinity, consideration or purchase intent. And when you do that, you see that the performance metrics absolutely rocket. If you can identify the consumers that you're really converting, you're really changing their beliefs about your brand, or you're bringing a new brand direct to them, then being able to measure directly what the metric, the brand outcomes are, is a really powerful way to not only increase loyalty but drive that bottom line, which we all know when it comes to an outcome.

Amit Gupta: How real-time is the qualitative data which you analyse?

Pete O'Mara Kane: I think probably something that a lot of us have done, we've used a YouTube brand lift study; they show you the question at the end of different ads, but you see it very quickly.



Which of these wellness brands have you seen online video advertising for recently?

Select all that apply

Gleam	<input type="checkbox"/>
c'Balm	<input checked="" type="checkbox"/>
Bon Organics	<input checked="" type="checkbox"/>
Hera	<input type="checkbox"/>
None of the above	<input type="checkbox"/>

SUBMIT ANSWERS

SKIP SURVEY

Source: socialsamosa.com

There's no link to the AI, there's no link to the DMP and there's no reporting, what we realized is you needed immediately. We're serving thousands and thousands of surveys every single day and the results are in the platform immediately. So, we can see the favourability immediately. Every single day, we have a snapshot of what's going on for us, for our competitors and for the clients' competitors, then the AI layer, exactly, as Jahid mentioned, is optimizing to those goals. Before you get to that point where someone is buying, you have to have all the touchpoints and bring them on the journey with you.

We believe in the ability to optimize brands in real-time. Once you get a response, the system that we've built is being optimized every 10 minutes. So it's like having your best programmatic trader but focused on brand metrics, only looking at your campaign and making changes every 10 minutes.

What we see there is just across the suite, the improvement on favourability, intent, and actual sales can be 3-4-5 times versus when you're not using the technology.

Amit Gupta: Most of the distribution of media in digital is dominated by OTT top players and they have their own metrics which we have to kind of work with. So how will independent players can bring additional transparency while the market is dominated by these Biggies?

Pete O'Mara Kane: If you go back five years, the travel industry was the biggest spender on Google. Companies like Booking.com, Skyscanner etc. Booking.com alone spent a billion dollars a year on Google. But then, Google decided to enter the travel industry. And all of a sudden, Google is one of the top players in the industry. All that data that they achieved, all that learning that they got, they're using that directly against you.

So, on the simplest basis of protecting your brand and protecting your business, it's important that you have diversification. So we're working with a big insurance client, they are very big and have always been a big advocate of Google, no matter what we do, we can never get anywhere near to the scores that Google achieves when it comes to cost per quote, it was just impossible. The tracking that we're using is all of Google's tracking.

So let's just give them the benefit of doubt and say that they've got a much better understanding of how to run their systems. But what actually happened was this client brought in an independent measurement company to track all of their media simultaneously. What happened instantly, Google's performance dropped by 70%. And everyone else has increased significantly.

In our case, we became one of their best performers. Now, that just shows you the importance of independence. We have independent companies for viewability and brand safety, yet many clients have got the entire Google suite from start to finish, or they trust all of the Facebook metrics.

So work with a range of partners and make sure there's independence there.

Amit Gupta: Moving to Jahid, as a custodian of a BFSI brand where performance outcomes are one of the key factors for you, what are the best practices you follow today with the right ROI?

Jahid Ahmed: I will try to cover this in two parts, one is performance and though we are BFSI and we are performance-heavy, we are doing significant enough work in the branding space.

Coming to the performance side. I told you digital is now evolving as a channel for business. If you see the age-old, offline sales how have they succeeded? If you remember the age-old sales days, we used to always be questioned on the numbers we would make in this month and what is the pipeline for the next month.

Now just replicate the same thought processes digitally. People who are searching for your brand, let's say HDFC Bank savings account, HDFC Bank personal loan, that means, they are very high intent for my conversion for this month. How do I build my pipeline in digital? Now, that is where people, the digital marketers, lose their value. People don't know how to treat them. Should they be treated as mid-funnel? If they are mid-funnel, what should be done with them?

Generally, people end up treating them also like performance. And the metrics that we are optimizing for in these kinds of mid-funnel is very different from the metrics that you're optimizing for the bottom funnel.

We did an experiment where we removed 70% of the keywords. The initial thought was my performance will fall, right? The performance actually increased, the total number of conversions increased by 12%. My cost per acquisition from that particular segment decreased by some 8-10%.

The reason is, I had a list of 100 keywords, but only 20 were performing, a typical Pareto's principle performing over here. The rest 70-80 odd keywords were actually just consuming my budget and the traffic was the bounce rate. That's why, we have removed these keywords and treated them differently. This is how we are trying to evolve in the performance game.

Now coming to the brand side of us, we do a lot of social media activities. Every platform has its own essence: So we are trying to play as natively as possible to each of these now, but why are we doing it?

We are exactly trying to understand and are trying to disseminate the brand values because digital is one of the front liners in terms of disseminating the brand values to customers.

We are also measuring brand campaigns against a lot of other parameters. Is there growth in your SEO? Is there growth in your direct traffic? Is there a growth in your brand search query terms? Has the baseline of your search query increased? So every brand campaign, at this point of time is measured by all these parameters to ensure that it is a successful campaign for us.

Jahid Ahmed: The art is not about how you're spending the money. The art is about how you are benefiting the organization that you're working for, with the money that you're spending.

Pete O'Mara Kane: It's all about transparency and conversation. People have really been open about what the brand should achieve, working together, and actually having a one-minded goal to get to that point of view. I strongly believe that working together in a truthful way can be very powerful for all of us.

 [Click here to watch the complete session](#)



I don't think, I will look at any modern way of communicating. I will look at a relevant way of communicating to relevant customers.

Modern Marketer Perspectives



**Prachi
Mohapatra**

Marketing Head, OTC,
Emerging Markets

Dr.Reddy's 

My conversation with you will be the basis of my experience in the past year, specifically over the past two decades of my experience. And I say so primarily because the past year specifically as a community to all of us has given a very different view to what we were doing earlier.

All of us were forward-looking people. What we have realized in the past year is that everything is so fluid from a business perspective. Every day is a new challenge, every day is a discovery.

I don't say COVID situation is a negative situation or a positive situation. It is a phase and it's going to pass. I think people and the businesses who hold forth are the ones who have a very forward-looking approach. Now, what do I mean when I say forward-looking approach? What is it that has truly brought forth an organization's soul forward during this time? From a brand perspective, since I work on brands very categorically, and people think that it's the most glamorous domain of the business.

Well, I don't disagree, it is the most glamorous part of it. What has been the primary change, which I've seen? I have seen one thing for sure is the roles becoming far more transient. I mean, holding on to a domain saying that I am a salesperson, I'm a marketer, I'm an IT person, I am an operations person does not hold anymore.

Businesses are no more unidirectional. A marketing plan is no more unidirectional. People have stepped out of their comfort zone, from a perspective of learning new things to make an impact. Knowing exactly that what I'm doing today might not have an impact five months down the line; forget about five months, five days down the line. Let's take an example of conversations in the past five years, this has been an active conversation of the role of a CTO, CMO, CDO and CIO, that sooner or later is going to merge and very soon marketers will be out of a job. I would not like that to happen, for sure but is it true that these roles are merging and these roles are no more unidirectional.

A marketer is a person who understands how to reach a consumer at the end of the day, every person who is associated with a brand should know exactly how to reach their end consumer and to make that click or the buy or that purchase. The person knows the entire consumer journey and is ready to invest in his or her brand.

Let's take an example of how I see the role of a CDO, or CMO, or a CIO, or a CTO merge very fast. I mean, unless a marketer surely knows, very nitty-gritty's of how to reach the N is equal to 1 customer voice, it's

never going to be a successful consumer journey to the buying or aftersale or the top end of the funnel, the bottom end of the funnel, which is the loyalty partner.

You are never going to reach there, unless and until you understand how you're going to reach there, unless you are going to understand the analytics part of it. The marketers' job is not to create only beautiful campaigns, it is going to be making sure that the sale happens and the final advocacy and the loyalty thing happens. The same goes for an IT person or a CIO or a CTO for that matter. At this point, most businesses, when most of the businesses have seen such a mammoth change in their entire spine, the backbone of a business is no more the same.

Look at how retail is changing. Look at how the pharma industry is changing, look at how FMCG are doing business speaking about consumers. So, at the end of the day, if the tech guy is not the one who's going to create the entire framework of a changing business, how is the mantle being run by the sales or the operations or the marketing person.

There is a lot more business perspective to every person who's involved in the brand. Let's also go back a step, I always say this before marketers all of you are consumers. I mean, we would like to be treated in a certain way by the brands that we interact with. When we say, as a consumer, what am I looking for from a brand? I'm looking for two things -sensitivity and a humanized brand.

Let's take an example of the pharma industry at this point, Five years down the line, the pharma industry will not be only acting as a solution to people who are seeking a solution when they are sick. Pharma companies who interact with you, at the consumer level, people who would like to sell their products before you get sick and interact with the brand. That's exactly how brand footprints are created. And that's exactly how most of us are going to build our brand. So it's not going to be the job of an FMCG company to create that heart tug and be able to create a human brand. It's the job of that company who is going to produce the vaccine also.

Let's look at the roles that people have been working on and also let's look at how people are going to interact in creating a brand. Think about all of us here, we are all logging in from remote locations, some of us actually have joined new companies and aren't even aware of the surroundings we'll be working on or the people we work with, I think our induction would have shown us a face or two. But apparently, that's about it. Let's look at how people create magic also when they go and create brands, which create magic, at the end of the day.

There are five groups of five people. For example, look at how a Startup is being created. There are a group of five people all logging in from different locations, all having that one single mission of creating a brand that:

1. Means something to them.
2. Creating a brand that means something to the consumer.
3. Also being able to connect and create a common soul amongst all the five people to be able to create the brand.

People logging in from various locations, people trying to hold each other in creating the brand and the story which brings forth any kind of sales or numbers as every business talks about, that's going to be very, very important and it's not going to change. I mean, COVID is not going to go away tomorrow, when all of us get vaccinated, this situation of a balance of work from home and remote locations or offices is going to come to a phase wherein all of us will want to find a balance.

How is it important for organizations to go forth and create the same kind of magic when you had 1500 people coming together and creating that kind of noise saying that this is the brand we're trying to build, how to create that kind of magic? This is the time when I've seen organizations step up and hold hands of experienced business people saying that we're not letting go of experienced business people, we are going to train them to do the business in a completely new avatar. And we're going to get them geared up to leapfrog to the next level so that we leapfrog as an organization, rather than just finding new solutions.

Of course, there are new entrants, there are new people who are coming into the system to strengthen the entire spine of the organization. But what has happened to organizations who have actually held together people and use the experience of people and then made the changes with them along with them. Those are the ones who have moved forward.

When I say the business is going to be dynamic, and the roles are not going to stay in black and white anymore, what I mean is the people who are going to stay successful and the organizations who are going to go the longer way are the ones who don't see any situation or any challenge as continuing or enduring work and are ready to change themselves. More so than ever, at this point.

Every role is going to be transient, every role is going to merge into each other, and the ones that are going to stay true to the grey part of the business are the ones who are going to succeed.

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Roshni Das

MMA India Board
Member, Director,
Marketing

intel®



The topic today is Modern Marketing at scale. I'll focus first on the key trends that marketers will see over the next 12 to 18 months. One of the most important lessons that we have learned in the pandemic is that technology is essential rather than an option. Whether it's for delivery of healthcare, services and products, or just infrastructure for us to stay connected and to communicate.

Over the last 18 months or so, technology has also played a foundational role in how brands communicate to customers. Companies that are under-invested will have to make quick organizational changes to stay relevant and to be in service to the customer during these times. We will now focus on the four key trends outlined here.

1. The first one is purpose-led marketing.

This is a very important time for marketers to focus on responsible marketing.

According to a recent Accenture survey,

81% of consumers want companies to take a stance on social, cultural, and environmental issues.

Many brands have risen to serve the customer on issues that are close to their heart.

Taking an example closer home, Intel has launched the pandemic response technology initiative, a commitment to use technology to combat the effects of COVID-19. Today we have 230 projects across 170 organizations. Many brands have also pivoted to serving customers to product innovations and services and educating campaigns have been launched, which are the need of the hour.

Intel launches PC Paathshala to help navigate online learning and we also as an example customized our IoT products to create contactless healthcare solutions. The other big focus area is sustainability. Enterprises are evaluating sustainability goals. The pandemic has taught us how fragile our communities and the planet we live in are. Intel announced its corporate responsibility goals rise, which is responsible, inclusive, sustainable goals enabled through technology, focusing on key issues like reducing the digital divide, climate change, online learning and more importantly, the challenges of the pandemic.

2. Co-creation and partnerships.

While co-creation and user generated content has been there. Over the last 12

months, we have also seen a huge increase in cross alliances on product innovation and research, for instance, pollination of ideas for reach, co-creation through our influencers and opinion leaders, and more importantly citizen contribution. We have seen a huge wave of citizens and consumers solving for larger causes as seen during the pandemic. Intel has always put a premium on co-marketing and co-engineering and co-working with our industry and ecosystem partners. Some examples are the work we've done with EdTech and educators around education. Working with our influencers and reviewers in the gaming segment, telling the stories of digital transformation for our enterprises through customer success stories or co-engineering products with our customers and OEMs as we have done recently on the Intel evo platform. Social has also democratized content, where your advocates are telling the stories of the brand on your behalf.

3. Reimagining customer experiences virtually.

With people still being weary of personal interaction, engaging them in digital formats is going to remain a challenge. Responsive conversational marketing is going through the use of technology is going to become pivotal. Retraining our customer service executives will be essential because we no longer have physical and social cues. Allowing our customers to reach us when they're ready is another focus brands will have to pivot to.

4. Personalization At Scale.

More than ever many companies use analytics and listening not only to determine the communication, timing and efficiency but also to inform critical decisions for the company. Social listening, consumer and customer conversations have provided a lot of valuable inputs today to make very informed decisions in service of the customer, as well as to drive company growth. Investing in Marketing Technologies and reassessing tools for marketing is becoming very, very important. Rather than looking at many technologies and expanding your tech stack, customers must look at Tech Stacks to be smarter, to be more streamlined and to be more connected.



**Purpose-led
Marketing**



Personalization at Scale



**Customer-first
vExperience**



**Co-creation and
Partnerships**

At Intel, we have adopted a customized propriety self-service dashboard, connecting various tools and capabilities that present the entire customer lifecycle through our segments. I will now pivot to a customer experience example in the virtual environment. I picked two different examples so that you get a flavour of the different approaches when we look at virtual marketing through events.

Intel launched recently, in September 2020, the 11th Gen Intel core processor, it was by far the company's largest virtual event, given the fact that we had to implement so many social distancing measures. It was the industry's first to be produced on a sophisticated extended reality stage or XR.

Today, everyone's working at events to be more engaging and more interactive to have a very interesting story arc almost like a mini-movie and it's going to challenge the traditional ways that we go into production.

For this event, we partnered with Intrepid Studios, it was produced at Intrepid Studios, where the executive stood on a large LED stage. Alongside our display tables, our products were showcased and blended seamlessly into the virtual environment. This was rendered real-time on the unreal content engine.

Disney has used similar XR tech recently to produce the Mandalorian and many singers like Katy Perry, and Alicia Keys have also used extended reality to make their connection to the consumers more real. To give you a sense of the numbers in less than a week, we had about 20,000 people that we had reached, press, analytics, our customers and employees and costs of the event was roughly on par with an in-person event, except that it has longevity and it had extended reach.

Mark Paddison, the CEO of Intrepid Studios, calls XR the future of digital storytelling, and I agree with him. Today's events are going to force you to think, plan, to test and we'll give you the flexibility to place your executives in various realistic scenes and like I said, you can create very interesting story arcs through technology being the backbone and of course, last-minute diving catches on are not going to be an option.

The second example that I'd like to focus on is the recent data-centric launch of the Icelake third-generation Xeon processor. Here we did use technology as a background to drive engaging, immersive experiences. But we also hosted this event on an open platform, which is intel.com. The open platform has the advantage of allowing our customers and our consumers to engage not only the keynote, but a lot of vertical-specific sessions, as well as engaging with demos that were gamified for this experience.

I talked about co-creation and partnerships as very important because the craft of building a B2B brand is about relationship building through sustainable solutions

for your customers. It needs an implicit commitment to be there to help the transformation objectives that our customer wants, through knowledge transfer, and working alongside them to co-engineer and co-enable.

A testimony of the fact of working so closely with our customers for success is the marquee customers that we had been at this event talking about how they would use Intel technologies for their digital transformation objectives.

An equally important piece across launches is not to forget your most important customers, your most important advocates and those are your employees. Especially with our employees working closely, engaging our teams, as part of the big goals that we take is going to be essential. At Intel, we launched watch parties with some fun quizzes and we also engaged with various social platforms, for example, Spotify, to bring together a curated song list around the theme.

Virtual Events are going to be the main stage but what is important is not only to interact with your customers and your audience at that point in time but to continue the journey. If you look at the four vectors on the slide, I talked about the interesting open platforms, I talked about co-creation and partnerships. But most importantly, is that the last two vectors are listening, acting and measuring.



Intel has a state-of-the-art digital hub in Singapore, which uses a whole set of tools and analytics to look at listening signals, through trending externally, as well as their journeys on our web experience. Post that, it is very essential that we continue to stay connected with our customers through personalized content, or sales workshops, or just a nurture strategy to help them reach the objectives in the areas of focus for them. I'd like to reiterate three key messages

1. Digitization is inevitable.
2. Technology is going to be essential rather than an option.
3. This year and the next are going to be pivotal to try the human connection and customer experiences virtually.
4. MarTech is going to help us re-imagine that customer experience, operational efficiency, help co-create content and focus on reshaping our service delivery to present unique opportunities, both in service of the customer and to drive unique business opportunities.

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Ajay Kakar

MMA India Board Member,
Chief Marketing Officer



Have you ever heard of the term new media? Well, I've been hearing it for quite some years now, many years, if you ask me. How can you remain new for so many years? What does new mean? Does it mean there is an old media? Does it mean there's ancient media? I know that whenever we talk about digital media, we call it new media. Why do we call it new? I have no idea.

Similarly, about Modern Marketing, why is 'Modern' important? Does that mean there's an Ancient Marketing? Or is this a changing or evolving phrase, which we'll move from year to year, time to time and then we'll have newer ways of describing the word 'modern'.

Let me take an example.

Rishi Kapoor became an actor and hit the big times with Bobby when he was 18 but from birth to 18 at home, they called him Chintu. When he died at 67, the newspapers talked about Chintu, no longer being with us.

So, imagine a person who was born and called Chintu. As he grew, and became mature and had children, he was called Chintu.

That's what I mean, it's not about Modern Marketing versus ancient marketing versus futuristic marketing. I think it's all about marketing. With the passing of time, marketing has to remain relevant and there are two ways of being relevant.

The first is WIFM - What's In It For Me

That is, what's in it for the consumer and why me, why my brand for my consumer. According to me, there are two very important pegs with which we have to make this important decision of marketing.

1. Who is my customer?
2. For that customer, who is the competition?

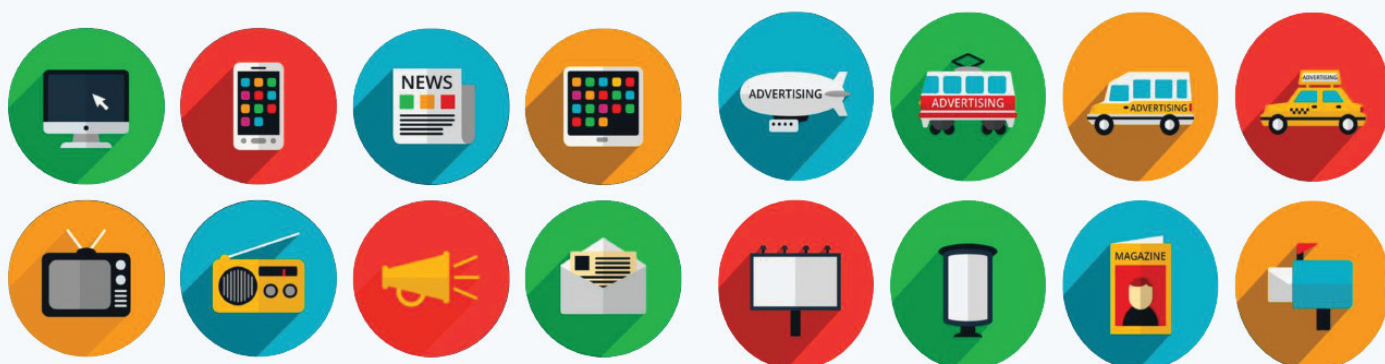
Unless you crack this, and you can't say all people above 21, you can't say all people staying in Bombay, you have to define your customer and you have to define the competition that you face in the minds of that customer.

Let me give you two examples where I think it did not work and one example where it worked. The What's In It For Me, never worked with the Ambassador in these last few decades. The customer kept changing, the competition kept changing, but the Ambassador did not change and you know what happened to that car.

Similarly, I think Yahoo may come in that slot but on the other hand, look at Amazon, it first started by competing with bookstores and today, it competes with just any category for every customer, because it's just a click away. The customer evolved, the competition evolved, and Amazon evolved.

So being relevant with the What's In It For Me is very important within the marketing mix, but the second and equally more important is how to reach out to your customers. Now, this is where I think the times and tides keep changing. So we had print, we had TV, we had the internet, I don't know what will be tomorrow.

HOW TO REACH?



Whatever be the brand's message, whatever be the brand's relevance, the way of reaching out to the customer will, I believe, keep changing and you all know what happens with the British monarchy? When the King dies, they say 'Long live the King', they mean that the King is never dead. The monarchy continues. How long have you heard people talk about Print is dead, it continues. We talk about TV being dead, it continues.

I don't think, I will look at any modern way of communicating. I will look at a relevant way of communicating to relevant customers.

I'll talk about the brand Aditya Birla Capital, which is a one-of-a-kind financial services conglomerate but by doing so, I am representing the Indian financial services industry, through my learnings and through my observations.

I believe that our category is one of the most blessed categories. We represent the category of money. Tell me one person who doesn't want money or doesn't have money. Everyone wants a life, a life that they can enjoy the fullest the way they want to. So money becomes a means to that end, what an enviable category! Everyone wants you, everyone needs you.

But the reality is, we're still a 5% category and I call it 5% more figuratively because all our subcategories are under-penetrated. A mutual fund is 5-6%, life insurance maybe 4-5%, health insurance 3-4%, there are more people who should be in the category than who are in the category.

Imagine a product that's relevant to everyone and yet under penetration. Therefore, I believe marketing in financial services is an evergreen function. Anyone who wants to take a good challenge in marketing comes over to the financial services industry. Yes, times change and our messaging has changed.

In the good old years, we used to talk about Roti, kapda aur makaan - the bare basics of life. So, all of us advertise that come to our brand, come to our category, and you will never be short on roti, kapda and makaan.

In more recent times, it changed, the audience changed, their needs, dreams changed and it became about extravagance, the best car, the best holiday, the best phone, the best everything, because dreams and aspirations became part of a generation.

Look at last year, it became all about protection. The need may change and therefore marketing has to adapt itself to it.

Let me look at what makes financial services marketing extremely unique. Unlike any other category, I believe that what we sell is a product which has no feel, you cannot feel it, you cannot touch it, you cannot experience it. I can't tell you "Memsaab ye saari touch karke dekhiye, bahut accha hai" but on the other hand, what I'm selling you is a promise and a promise to deliver on something with just a paper as proof.

Therefore, the financial services brands have something very unique to create. The offeror becomes very important, the offeror brand and the trust you create with that brand becomes very important. Secondly, to deliver that trust through a unique brand experience.

Now, you'll be surprised with these logos because none of these logos represents the Indian financial services industry today. What I'm saying is think of what I've said so far, and think what I'm saying ahead, you may not necessarily see financial services brands in a financial services category.



Let me share with you my specific learnings. My first and foremost learning over the many decades that I've been associated with this industry is that we do not represent the financial services industry, we do not represent the BFSI industry, we do not or should not represent the life insurance, mutual fund, health insurance industries. We represent the industry, which stands for money, and the role that money plays in the life of our customers. It suddenly expands the relevance of our category.

The second is that we must start with what's in it for the customer. The customer does not wake up in the morning and say I want the car loan but he may wake up in the morning and say I want a car and a loan becomes a necessary evil towards that. So, if we look at his life, we talk about money and give him one view of what money can do for his life, and how his dream life is dependent on money.

The third is how do we take a lifetime perspective of the customer. Our category is normally about sell, sell, sell, how much fresh sales have you done this year. I think with this category you can sell and you can repeat sell but only if you know the customer well. If you know the customer well, you will tell him what's in his interest as opposed to what I call a 'Saridon doctor'. If you come to me with a headache, and I give you a Saridon and you'll be treated, if next you come to me with a heart ailment and I give you a Saridon, you won't be treated. Saridon cannot be the solution for all ailments. Therefore, I have to first ask you what's your problem and you can only do that when you go to the customer with money solutions. You can do that if you go with a life insurance solution or only a mutual fund solution.

A big debate on high touch versus high tech. I believe that debate is useless. You have to give me a high touch. You have to give me high tech, and you have to let each customer decide what he wants, when he wants and why he wants it. I assure you both will be relevant for all times to come hereafter.

Like I said earlier, it's not about sales, it's about customers lifetime value and you can only tap his lifetime value, if you give him the right product through the

1. Right channel
2. Right communications
3. At the right time

You can only do that if you know the customer such that you feel you own the customer. You know the customer's buying

habits, you know his transactional habits, you know his demographics, you know his behaviour and attitude towards other products, other competing products and by that, I don't mean financial services products, but where he competes to spend his share of wallet. Therefore, if you know the customer and you own the customer now, you'll realize why I had those three brands earlier as potential competition.

Next point which I believe is very unique for us, but possibly unique for all marketers is three-in-one. You are a marketer, you will remain a marketer, you will remain to have a finger on the pulse of the customer. But if you don't have the look and feel and a finger on the pulse of the customer, as far as technology is concerned, what is the latest technology, the benefit of which I can give to the customer, you will not be able to be a relevant marketer. So therefore, a CTO and CMO mindset is important.

Lastly, to create a culture of customer-first and not a product-first culture like the Indian financial service industry normally or typically has.

The other uniqueness of our industry is compliance. Whatever you want to do, somebody is going to say you can't do it but I'm sure you can find a way if you and compliance work hand-in-hand.

Now let's look at the entire data privacy laws that are coming that apply to any category. Compliance is important. So let me end it by saying it for all of you Game of Thrones fans, remember having heard the term, 'Winter Is Coming'. Winter Is not coming, Winter has come, Winter will stay with you every single day. You will have to keep re-looking at your customer, re-looking at your competition, re-looking at the way you reach out to your customer with relevant marketing, because every day is a new challenge.



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Meghna Apparao



One of the things which is very, very critical and fundamental to brand and business building, is the consumer centricity. And in this new age, data-oriented culture. I am going to piece together a few thoughts from my experiences on both of these topics coming together, to make us much better marketers.

The very thing that I would like to talk about is Customer Centricity. I really like this term 'Customer Obsession'. Now the word customer is used interchangeably with other words. In the tech world, we call them customers, in FMCG, we typically call them consumers, so treat it as the same term. But what I really like is this word 'Obsession'. It is not just about focus. It is

not just about putting them first. But this entire piece about customer obsession, at least to me, rings very true that every moment you are thinking about them. You are seeing whether the impact of your actions has a positive impact on them.

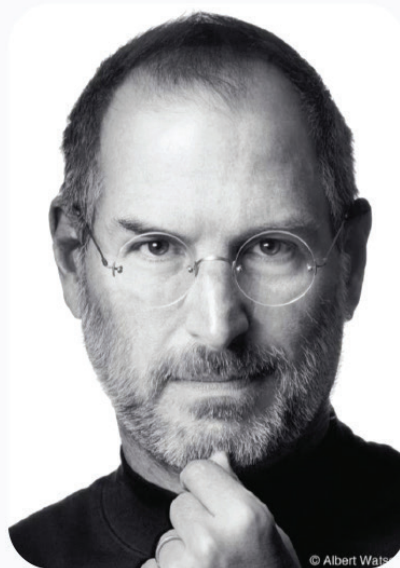
It is about taking people along, across our partner teams. It can also be the folks that we work with in R&D, in supply chain, and sales, because everyone of them is influencing a key touch point for our consumers. And hence, as marketers, holding the pole or bar high, in ensuring that every element of your entire mix comes alive in a perfect manner is your responsibility. But also driving this feeling and philosophy across the organization that this is not the responsibility of one marketing department, but of every single person, is very critical.

Segwaying into that is about the voice of the customer. Now the voice of the customer is your role, my role and our role in ensuring we represent the consumers and the consumer insights, the consumer realities, needs, wants, in the most appropriate manner across all the forums that we operate in, to make sure that we take the right decision. But one of the learnings that I have had is that very

often, we make the mistake of assuming that the few customers that we may have met ourselves or many customers that we have met ourselves and even sometimes ourselves as customers, that our voice is what matters. But that is where I have a very big watch out.

When we walk into the room, we are not the customers ourselves. We have to remove that hat. And I am going to do a little test to check and see how you do on this.

Here are a bunch of really famous people. I want you to score yourself. There are 5 pictures. Give yourself one point for guessing the person right, and zero if you get the person wrong. Take a minute, look at every picture, and score yourself. It can be the name of the person or the name of the character, anything is fine.



GUESS WHO?

Let me reveal the answers.

- Jacinda Arden, PM of New Zealand
- Robert Downey Jr. or Iron Man
- Steve Jobs
- Serena Williams and
- Ariana Grande

Now many of you would have got a 5. Maybe some of you would have got a 4, depending on what genre of music you are listening to or how much you are into politics. But you'd probably think that it is pretty good, you have a good pulse of who the popular culture figures are out there. While you do that, I want you to take one more test.

Look at this set of people and now rate yourself on a scale of 4.



GUESS WHO?

Now that you have rated yourself, I must tell you the statistics. The statistics are, every time I have shared this in a forum, with a very similar genre of pictures, it would be a very big deal even if you got a score of 1. Before you figure where you are, this is what you can look at. So these are,

- Arun Govil who plays the character of Ram in Ramayan,
- Khesari Lal Yadav, who is a very famous Bhojpuri actor
- Mahesh Babu, who is a top Telugu movie star
- Angoori Bhabhi

If you got anything less than 4 out of 4 on this one, it is a moment to pause and think. Why?

As a marketer in India, we are serving a very, very, very heterogeneous mix of people, cutting across prop strata, across cultures, across states, across regions, with very distinct preferences. And creating and building for this wide set of marketers. I have popular culture examples as one reference point.

How clued-in are you with what your customer or consumer is watching? What are their need gaps? And how close are you to understanding that in detail, and then representing that back effectively in the forums where you take these decisions. Moving on from here to another point, about data. Digital has a lot of data. Does this data matter? Of course, it matters. But how we look at that data is very important. To be able to go in depth in data, to cull out the real insights. And how do you make those choices to ensure that you are not making a wrong hypothesis. So going deep into data is very critical.

The second piece is about a random period analysis on data. Don't only look at data on a weekly cycle or a monthly cycle or see those trends in a very linear fashion. You should pick up key themes and go very deep into those, especially in today's COVID-impacted world, when everything is changing. Consumer behavior patterns over the years have taken drastic turns. It is very important to watch out and see whether there are patterns that are emerging, which are new. And all of that is possible only if you do random checks on the data that you are using.

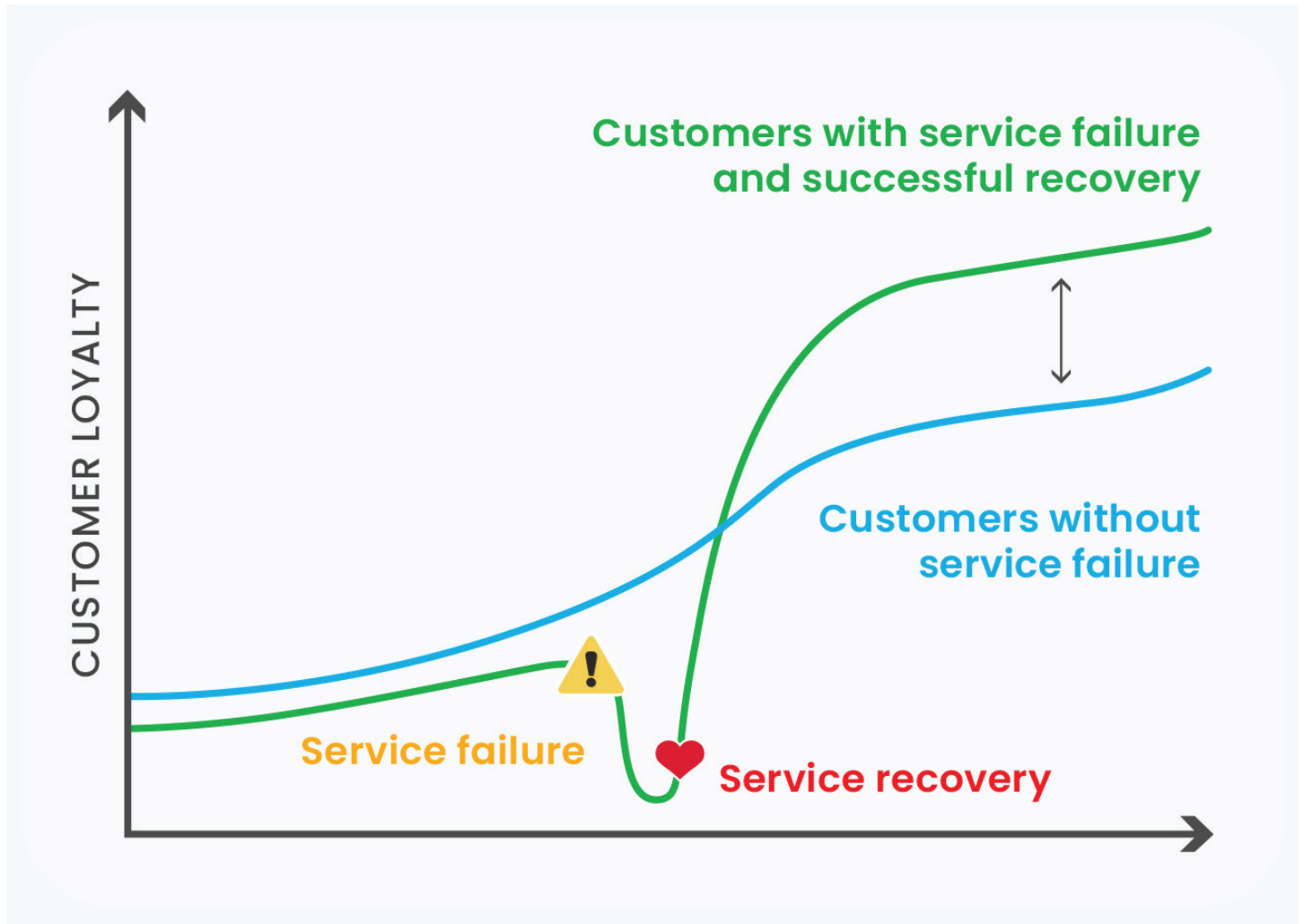
The other very important point that I would like to make is on the anecdotes or the qualitative insights that people look for. The anecdotes also do matter. It is not sufficient

to just look at the quantitative numbers.

It is also very important to have that rich qualitative connection to listen to the voice of your consumers, look for that pattern. And to me, the data part is the logic, the anecdotes part is the magic. So as true-blooded marketers, if you are connected to the qualitative understanding of your consumers, being able to pick up those anecdotes, marry that with data, and that's when we are able to create something spectacular. So, what I would urge you in these times is to keep your ears to the ground. Hear, listen and be a part of all kinds of conversations, so that you are listening and identifying these new nuggets and building on those to be able to create transformational marketing mixes. Now I would like to share 3 learnings from my experience, where we have used a combination of consumer centricity and a lot of data and done something which can make a meaningful difference to the business.

The first one I would like to call is "Trade Up not Trade Off". Now when people make choices, we often refer to things as hard choices. You know, I had to cut my budget, I had to optimize my mix, I had to reduce something. But the reality is, if you dig deeper, and truly understand your consumer, you are able to make these choices in a manner that it may actually be better for the customers.

The second thing that I wanted to share was - saying sorry. I think this is heavily underrated, and which is why I have used this graph as data to show you an example of this is how this pans out over multiple user studies, which have been conducted on this topic.



There will be times when we as marketers and brand builders may make a mistake. It doesn't matter whether you are a product brand or a service brand. Of course, for a service brand, it becomes even more critical. The reality is that customers and consumers appreciate authenticity and transparency. If they have had multiple experiences with you, where they have had a good experience and one experience goes wrong, will they forgive you? The answer is probably yes.

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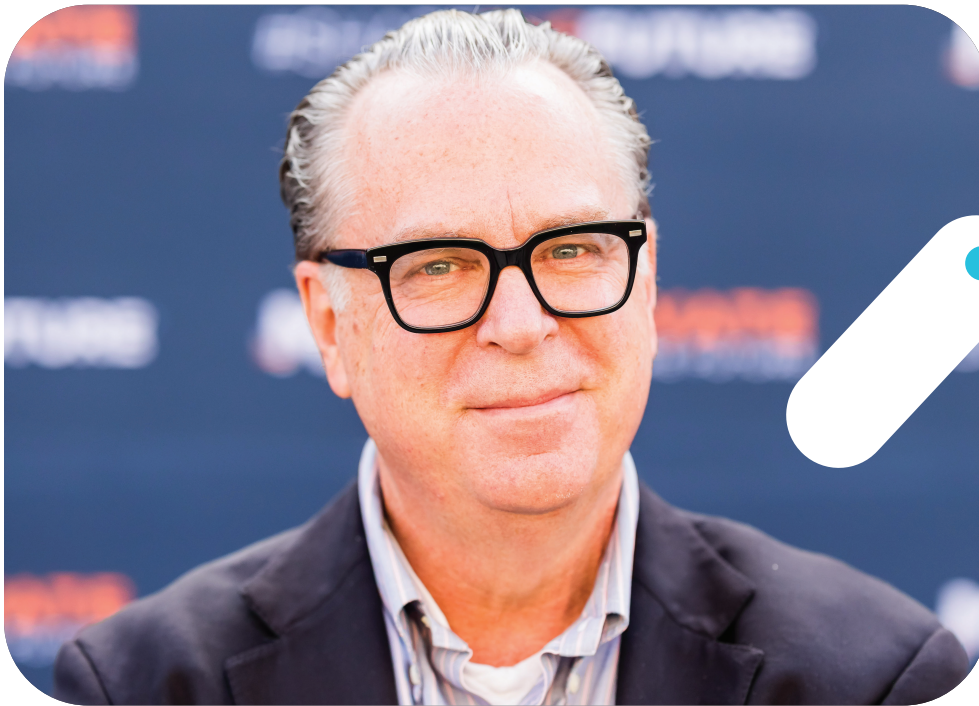


To set lots of new dynamic and evolving expectations, you need to compete on both digital and physical spaces.

MMA Sessions on
Modern Marketing

KEYNOTE SESSION

MARKETING GROWTH FRAMEWORKS RETHINK



Greg Stuart
CEO



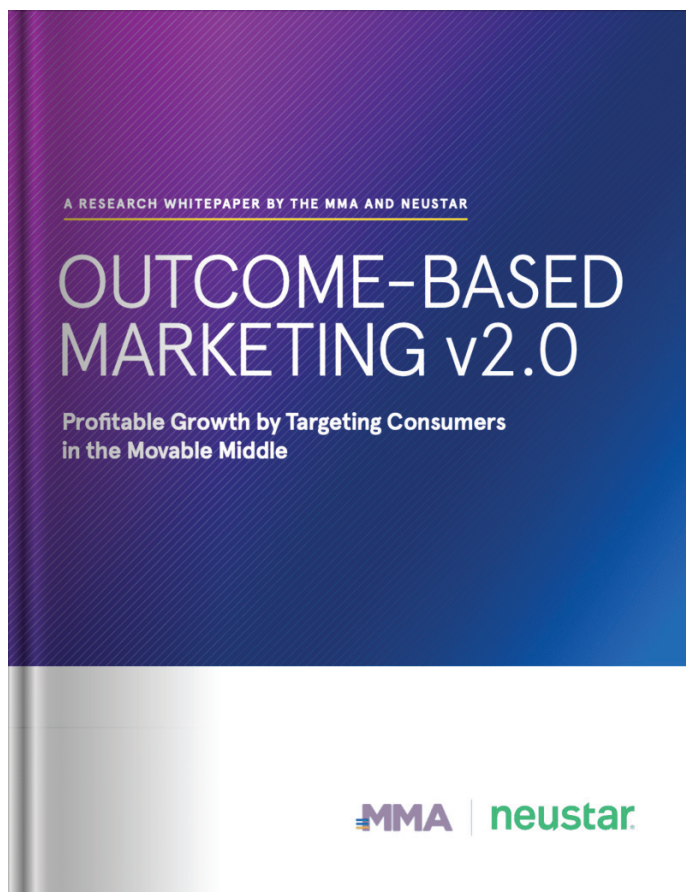
I'm super excited to share a brand-new marketing growth framework. This was just developed literally at the end of 2020. So, it's still pretty brand new. It fundamentally, rethinks growth frameworks, and dare I say, contradicts some of what the marketplace is believed to be true.

So just to put it in context, I think some of you are aware that the MMA has been running this series for the last 9 to 12 months on marketing growth frameworks, examining the most popular mouths from Pete Fader at Wharton School of the University of Pennsylvania to Byron Sharp. Dominic Hanson, who created what became Neustar market share in partnership with Joel Rubinson from ARF and Leslie Wood

and Jared Schrieber are about to write a new book having really rethought growth.

We've been happy to do this work with Joanna O'Connell from Forrester. We thank UI and every other participant in Neustar for the original support and making this happen.

Let's get in. This is New Thinking, as mentioned here on growth frameworks, we call it **Outcomes-based Marketing 2.0**, which differentiates it from 1.0. OBM2, is a framework that has now been mathematically validated, to an inch of its life, to outperform reach-based planning. In fact, it does that by plus 50%.



But can we really validate this for bringing in new users and non-buyers? Most media plans really focus on trying to maximize reach. It's kind of a feel-the-lucky bucket syndrome, how do I identify and be available to somebody to cast a message in there.

How do we make sure that we just hit as many people as possible because there's a constant need to bring in new customers, which is foundationally true for businesses? Now, some of you know that MMA ran a series of cross media studies under a brand called **SMOX**. And that we were really fixated on trying to understand, when we are looking at those campaigns, we were looking at how media plans sort of develop over time.

And we saw that the last few started to use data in new ways. It got her attention because we saw big increases in actual performance.

Again, most marketers start with a reach base, let's get as many people as we can. Now, here's where this also gets a little bit tricky, there is no real standard definition of outcomes-based marketing itself. It's not universally defined, it means different things. Usually, it's a kind of media tactic focus. Usually you're identifying somebody, or a group or cohort of people that you think will be open to the product, and then you iterate against that.

This is a profitable strategy, also for converting non buyers even better than reach, which is really, if those of you who know, is the big reason that most marketers are, there's a big theory out there that marketing reach is really the way to go. So, that's where we're going to end up with these three points. Let me walk through it. As we mentioned, there have been a series of very popular frameworks; Byron sharp, Les Binet, both have spoken on this, and they really say, reach is best for the long-term results. It is part of what we're really challenging here. And part of this, though, we think is that, a lot of that work was done before we lived in the world of data that we do now, before we lived in the world of analytics that we do now. The huge number of options that marketers have ad-tech, media-tech, media companies, the list goes on and on.

But that kind of narrows the media spend, you might have missed opportunities, we believe in this and doing that. And it really relies on inflight optimization, which takes time. So again, that's outcomes, it's focused on some sort of transaction or experience. Maybe it's a car configurator for an automotive brand, either way.

What does outcomes-based planning do well? It's fixated on saying, how do we identify those responsive buyers, those who are going to listen to the message, and then how do we make sure that we convert those new buyers to drive sales, also from existing buyers? Again, this is the key to how it works.

Reach planning, there's outcomes-based planning 1.0 and then there's outcomes-based marketing 2.0, which as it says here:

1. Improves return on ad spend.
2. Brings in new buyers.
3. Is repeatable.

Our job now is to figure out how far into what category it can be applied.

What's unique?

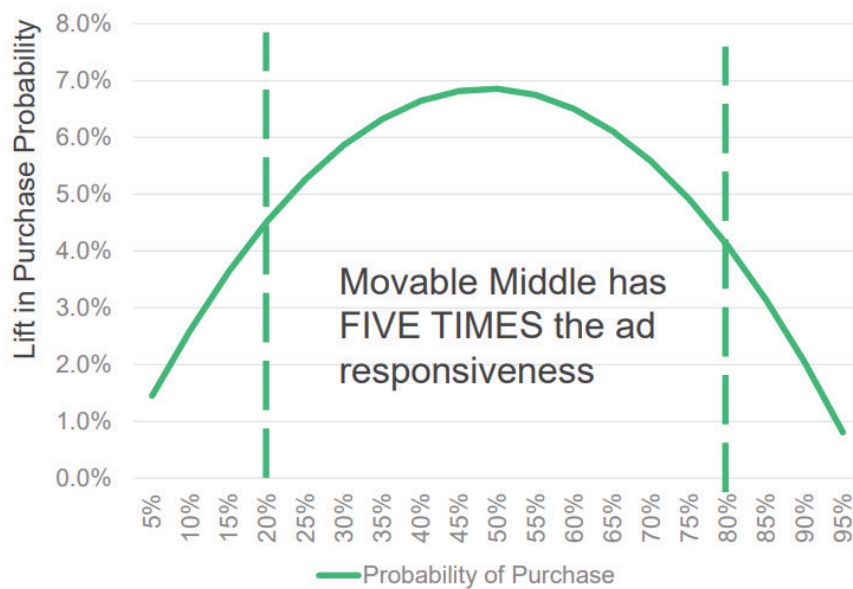
How do you execute this at the very top line?

We're introducing a concept here called the movable middle.

We're using segmentation databases to identify consumers or cohorts of consumers who have a 80% propensity or probability to be open to the message, but not less than 20%. Now, those who have a very high probability, 80-100%, they're going to buy your product anyway, there's no reason to advertise them. That's actually a much smaller group than probably what this visual suggests here by the way. There is a very large group of people typically, and in fact, in every case, that have no interest in buying your product and for a whole host of reasons.

But we actually have a very small group of people who would consider a brand and the fundamental of that moveable middle is that, they're the ones who would be responsive to advertising.

Ad response by starting probability of brand purchase



Source: https://www.mmaglobal.com/files/webinars/the_great_marketing_growth_debate_-_joe_rubinson.pdf

What happens though, is that we concentrate on those moveable middles. And this is where our example here is going to be from Totino's. We see the return on ad spend for these two different groups, and this is an actual example here from the brand.

The return on ad spend, though that moveable middle group is five times what the ends are. Is what gets us to an overall 50% return on ad spend for the campaign itself. I mean, it's kind of obvious what's going on here, right? We basically want to take spending that would have gone to those who are going to buy already, and spending from those who are never going to buy and we're going to concentrate into the movable middles.

One of the assumptions that sort of exists within the outcomes-based marketing framework, is that some brands believe that their heaviest users are really loyal to the

brand, or those who are predisposed a little bit. That's not always the case.

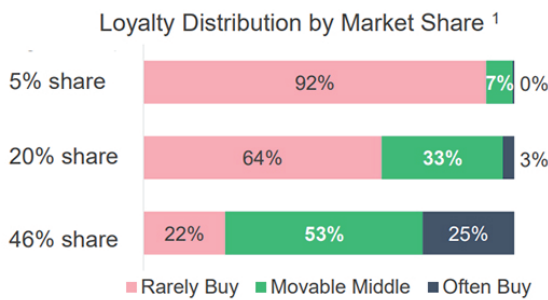
There are people who buy the category a lot, and they switch a lot and in fact, heavy buyers tend to be bigger switchers in some of the data we've seen. This is saying, if we can just focus on those people who might be inclined to buy or at least open to buy, and focus advertising there, we can create more energy and activity advertising works is really what it's saying.

It's important to understand a part of where this thing can come from, is not using standard distribution, but an approach called beta distribution.

The fundamentals of beta distribution, as an analysis not usually applied to advertising, is that it tries to take past behaviour and use it to predict future behaviour or future outcomes, even good.

Science of Targeting: How Smaller Brands Can Have the "Big Brand Advantage"

Bigger brands have a larger Movable Middle whose size can be mathematically determined by a Beta distribution.



¹ Simulated using Beta distribution

Confidential and Proprietary

The same brand is many brands!

Hypothesis: Targeting E1² segments where the brand has a bigger market share and thus a larger Movable Middle will increase ROAS.



² Neustar's Element One (E1) framework assigns consumers to 172 segments based on combinations of demographics and life stage

Source: https://www.mmaglobal.com/files/webinars/the_great_marketing_growth_debate_-_joel_rubinson.pdf

If you remember the book and movie, Moneyball, about American baseball. What Michael Lewis, the author of the book discovered, the use of beta distribution to improve the performance of the baseball team.

Some people have asked me what segmentation do I use?

We're not in an execution phase, but just know that we have mapped this out, and in fact, actually have a whole Outcomes-based Marketing 2.0 kind of an implementation guide that we've actually now documented in addition to the whole report on this approach. To just know a lot of different segmentations are available. You can create your own and we've got a process for you to get into what is your movable middle.

I get this question a lot too - it is sort of insane that this is so good, and nobody's done it before. Well, I don't know if I can explain that. I think the issue is in some regards that this is the first time that math using probability to buying and responsiveness have been connected. And that was first developed in a Paper in 2017 by our own Joel Rubinson and the people at NCS and Viant, there's a paper called 'Persuadable'.

I think also the debate has been largely about non buyers versus existing buyers. And we think that that's a little misleading. I think that captures the wrong sort of orientation to it.

It's not the left or the right. Don't go after non buyers, don't go after existing buyers, but focus on those middles because they're the ones that convert. And we also think that marketing's evolved, we have better tools, better data, better insight, better knowledge, better measurement.

MTA makes this possible. MTA, at least in US marketers, is upwards of 40-45% penetration, they're using multi-touch attribution. It is the measurement technique of the future, albeit hard to do.

Reach planning

Find the **least expensive** way of reaching the most eyeballs (often with frequency targets)

When you do that, what you see happen is that your campaign return on ad spend goes up plus 50% and in fact, in a reach-based plan, and this example is \$2.50 its \$3.27.

If a brand has a billion dollars to spend, probably 200 million of that could be brought on by advertising, which you're really able to do here is to take that 200 million and converted it to \$300 million of sales. So, you're now total sales of \$1.1 billion dollars. That's very powerful. It's hard to get those kinds of gains, as all of you who are in the business would certainly understand and know.

Let's talk about the impact.

Reach Plan obviously provides even distribution, Outcome-based planning doesn't, it focuses activity, it gets that quartile and in the analysis that we did for Totino's, we actually found that we concentrate 56% of spending, it gets our top quartile powerful.

Outcomes Based Planning

Find the consumer segments predicted to have **higher responsiveness** to a brand's advertising and target with greater media weight

The other point about movable middles is that when you do a reach plan, it doesn't focus on moveable middles, it's really when you have to do the segmentation that you end up here.

It concentrates better results and it also does a better job than reach planning.

Source: https://www.mmaglobal.com/files/webinars/the_great_marketing_growth_debate_-_joel_rubinson.pdf

I thank again both the market advisors from PepsiCo, Kroger, Choice, Molson even Bank of America was involved in this, Neustar for the lending of their data science and technologists, our academic advisors, Dominic, Fillippi, Andrew, couldn't thank you enough for the relationship and of course, our friends at Numerator.

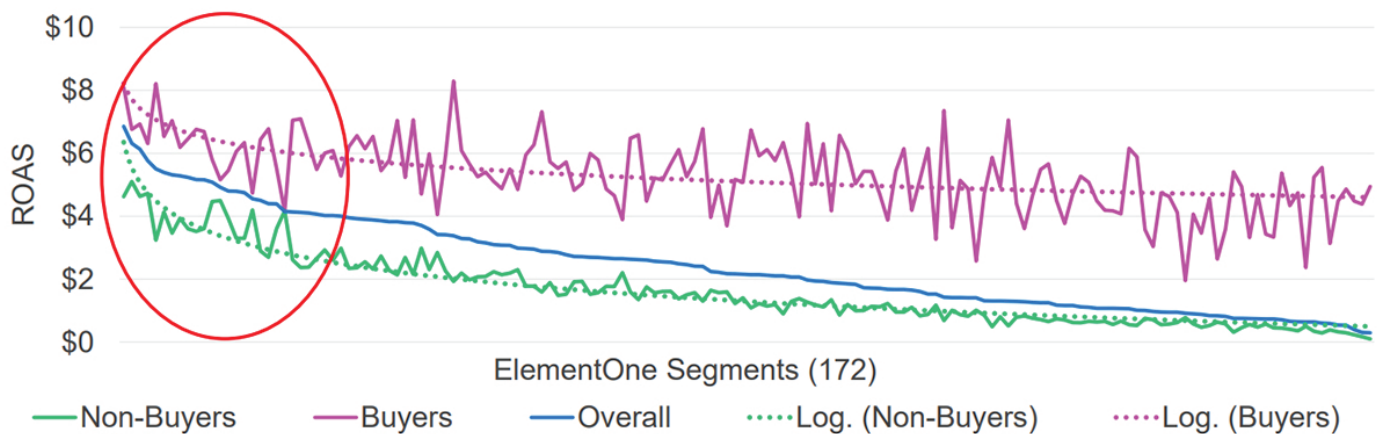
To summarise, the New Growth Framework, just as I said, mathematically validated to outperform reach-based planning, by plus 50%. It's a uniform approach.

Let's standardize this. The whole world can use this so that a publisher, a media broadcast company, could do this, without even the support of the marketer or they can for marketers performance system, that is a powerful idea.

And finally, it's an even more powerful strategy. It's even better than the reach approaches.

Targeting the "Movable Middle" is a More Profitable Approach to Winning Over Non-Buyers

Overall ROA by Segment and for Buyers & Non-Buyers



Source: https://www.mmaglobal.com/files/webinars/the_great_marketing_growth_debate_-_joel_rubinson.pdf

 [Click here to watch the complete session](#)

KEYNOTE SESSION

DESIGNING A WINNING MODERN MARKETING ORGANISATION

Dr. Sundar Bharadwaj

The Coca Cola Company Chair,
Professor of Marketing, The
University of Georgia, The Terry
College of Business



I will talk about designing a winning modern marketing organization and it's based on the research that we've been doing for a while.

Marketing needs to compete both in a traditional brick and mortar space, and the digital space. Data is really enriching marketing. And this data from customers, from competitors, from commercial and non-commercial stakeholders, comes in various forms.

It's numeric data from purchase data of consumers, as well as a text, audio and visual data that comes from various social media and other sources. All of which is available in real-time, and providing tremendous opportunities for companies

to utilize that to help design exciting marketing offerings for customers, and compete in the marketplace.

Along with that the upside comes with enormous challenges.

One, there are evolving customer expectations. Customer expectations are not just formed from experiences in particular industries, but these expectations get formed and transferred from other experiences customers may have in other industries. So, to set lots of new dynamic and evolving expectations, you need to compete on both digital and physical spaces.

Increasingly, customers are also more demanding on social and political dimensions that firms can get involved in. So, brand purpose becomes more and more critical. Lots of new competitors not just from existing players, but also new to the marketplace, digital natives enter the marketplace, and change the nature of businesses.

The collaborative requirements have grown tremendously, you've got marketing departments that vary across from your more foundational and traditional integrated marketing, communication, advertising product groups, performance marketing, and more predictive analytics of groups. So, you have a mix of people who come from varied fields.

Increasingly, for winning marketing organizations, marketing is not just about a single function, but really a coalition of functions, getting ready to compete in the marketplace.

And until the last 10 years, we talked about different types of data that increase this notion of structured and unstructured data and the data avalanche that companies need to manage, utilize, draw insights, capitalize and succeed in the marketplace.

It is the single biggest challenge that asks marketing with the responsibility of delivering growth and profitable growth to customers. Let me explain what that means.

So, what I'm going to explain is a result of some empirical work. This was already published in the November-December issue of the HBR. I am presenting some work

with a bunch of my colleagues on how do we compete in a marketplace? What I present today is an extension of this work, where we bring in a lot of empirical data to substantiate some of the findings.

We compare Winning Marketing Organizations or and Lagging Marketing organizations.

- What is the structure of Winning Marketing Organizations compared to Lagging Market Organizations?
- What are the roles and responsibilities of Winning Marketing Organizations relative to Lagging Marketing Organizations? What's the path to becoming a Winning Marketing Organization?

The data basically is from a benchmark study that we have available at this site called www.marcap.com/research.

The data for this study that I'm going to discuss comes from across the globe. 70% are from the US. 30% from outside the US. 75% are firms that are formed prior to 2000, 25% are younger and newer firms post 2000.

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.



They vary across industry sectors. Firms competing in both B2B and B2C. And significant variation, both in terms of size and number of employees, about 471 odd firms, with 79 of them publicly traded US Firms. And that's useful for some other metrics that we're going to see later.

Let's start off with some terms. How do I distinguish between Winning Marketing Organization & Lagging Marketing Organizations? Look at six different metrics, three of which captured satisfaction and economic growth, three of which capture satisfaction with customer growth.

Economic growth being the ability to achieve revenue and profit goals. The ability to deliver new growth for the organization. The ability to sort of measure and deliver an optimized marketing return on marketing investments.

On the customer growth side, it's about engaging customers and building brand equity, it's about the ability to personalize to customers in delivering convenience and enjoyment across the customer journey.

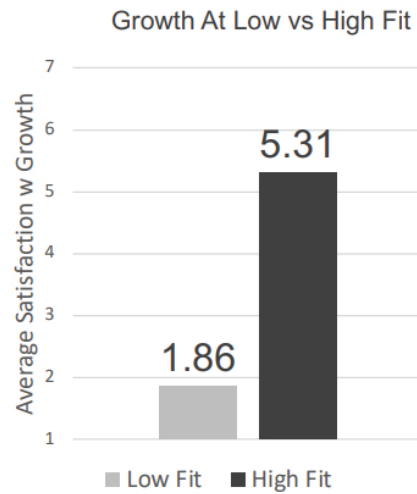
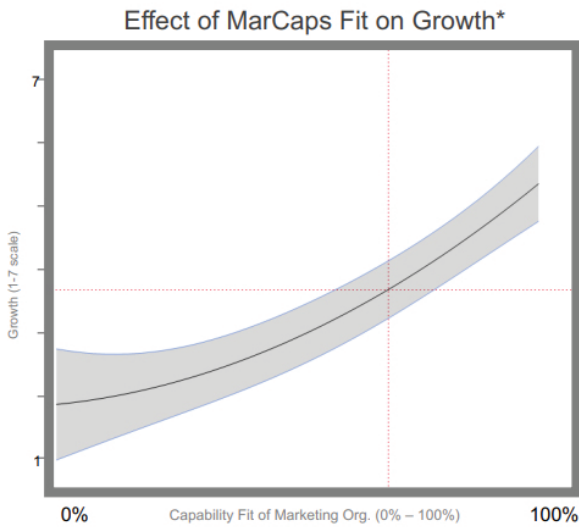
These are measured on a seven-point scale. If a firm scored six or seven on the seven-point scale, satisfaction scale across all these dimensions, then they were treated as a winning marketing organization or a WMO.

Firms that scored between a one and a three, or three and below on all of these dimensions, were treated as Lagging Marketing Organizations. So that's really a separation between Winning and Lagging Market Organizations. And it's across dimensions of economic and customer growth. Together we're going to label it firm growth.

So why do we really care? We care because organizations with strong marketing capabilities achieve high growth.

We compare organizations with low market

capability fit, versus organizations with high market capability fit. The difference in terms of growth, topic defined before is economic and customer growth is a ratio of 2.85x.



3x

Companies with high marketing capability fit reported 3x the level of growth than companies with low marketing capability fit – after controlling for other factors.

*Growth is an aggregate of satisfaction (on a 1-7 scale) with company's ability to 1) Achieve revenue and profit goals, 2) Find new ways to achieving growth and 3) To measure the returns and optimize marketing investments. The graph is based on the results of a model controlling for firm size, age, industry type.

Let's try and understand what this really means.

So to talk about the structure of Winning Marketing Organizations, as I said before.

- Focus first on structure.
- Then focus on roles and responsibilities.
- Then we will talk about anatomy.

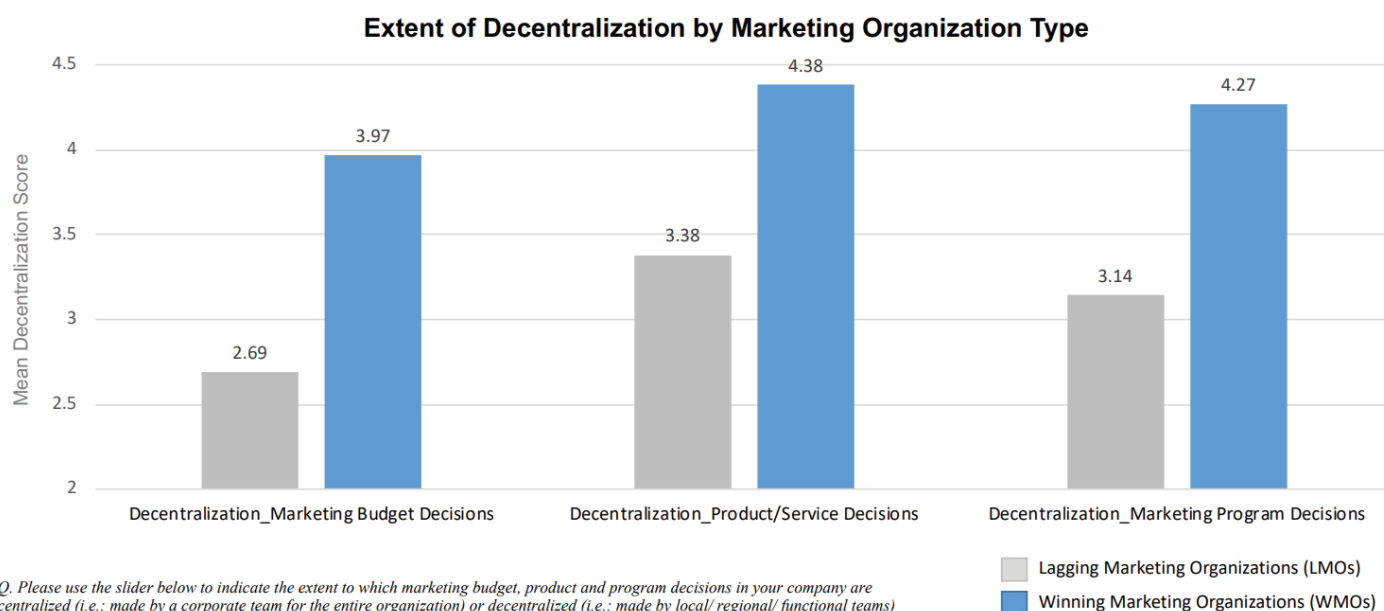
Let me start with the structure of the Winning Marketing Organizations. Fundamentally, Winning Marketing Organizations are more customer centric. They also are a lot more decentralized in their decision-making and we'll elaborate on this as well. And they are a lot more externally connected. They are externally connected in terms of gaining capabilities where and when necessary.

Fundamentally, a Winning Marketing Organization significantly is more customer structured, which means that they're structured around customer segments, and on outcomes that measure customers, which is acquisition and retention of customers compared to Lagging Marketing Organizations.

Lagging Marketing Organisations tend to be more product structured, and expertise structured, which is more internal structure, whereas Winning Marketing Organizations are more externally structured towards customers.

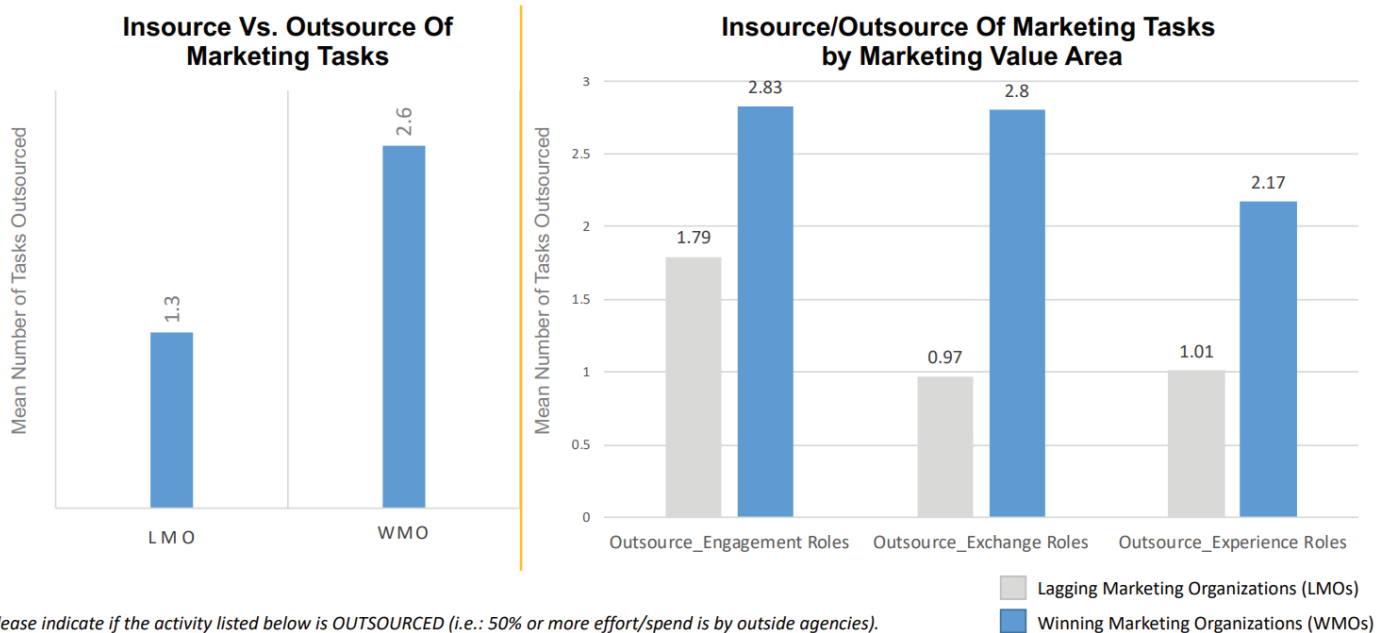
The second thing about Winning Marketing Organizations is that they have multiple structures in the organization, which gives them a matrix-type structure, whereas Lagging Marketing Organizations are less matrix or less-complexly structured.

The second attribute of Winning Marketing Organization that we see in our research is that they tend to be a lot more decentralized. In terms of decisions regarding budgets. In terms of decisions regarding products and services that they offer at the marketplace. And in terms of marketing program decisions, compared to Lagging Marketing Organizations. Lagging Marketing Organisations don't decentralize a lot. They are very centralized in terms of the decisions that they make.



The third thing that we see about Winning Marketing Organizations, as far as structure is concerned, they are a lot more engaged with the outside ecosystem. So, they tend to outsource a bunch of their activities compared to Lagging Marketing Organizations.

If you look at what they outsource, they outsource engagement activities, exchange activities and experience activities. And some of you who have read the HBR, clearly know what this means, but fundamentally in every different way they outsource.



Q. Please indicate if the activity listed below is **OUTSOURCED** (i.e.: 50% or more effort/spend is by outside agencies).

We look at Lagging Market Organizations, the only area where you see some significant outsourcing for Lagging Marketing Organizations is about engagement activities.

But if you look at Winning Marketing Organizations, they tend to outsource across a spectrum through the draw on expertise where and when needed for their organizations.

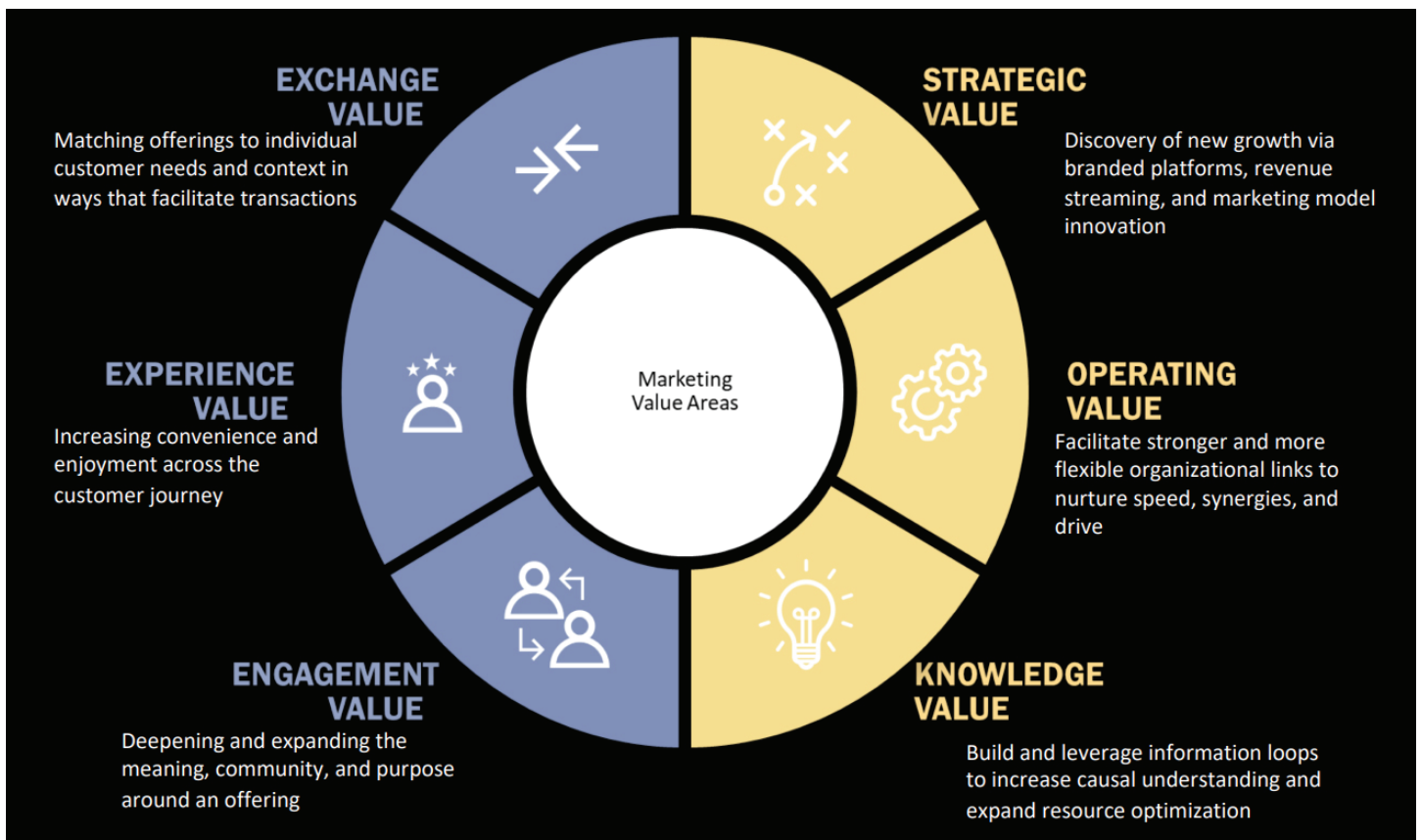
One is by creating value for customers. The other was creating value for the firm.

Fundamentally for the customer value: you can create what we call an exchange value. Exchange value means the ability to match offerings to individual needs, and the context of consumption in ways that facilitate transaction which means your ability to personalize and customize offers to customers, is how you create values by exchanging value.

The other means by which marketing organizations can create value for customers is through experience value, which is by minimizing the pain points and frictions across their journey.

So you're increasing convenience and enjoyment throughout the customer journey interaction with your organization.

The third means by which you can create value for customers is what's called engagement value.



So given these three different aspects, you go back and look at outsourcing activities. Outsourcing in general is lower but winning marketing organizations tend to outsource a lot more. Whereas if we look at Lagging Marketing Organizations, it's very heavily centred around advertising, PR, and sponsorship management, that's fundamentally where their outsourcing activities happen.

If you look at the responsibilities of the Winning Marketing Organisation, the first unit I want to draw here is to destroy the myth. Our Research finds that it's not about digital activities that distinguish Winning and Lagging Marketing Organizations.

In fact, what we do find is that they are fundamentally more involved in customer experience. They tend to deliver a lot more personalization, engagement, which is building the brand, storytelling, PR and

sponsorship. So a little more detail on this, if you go look at the extent to which they're involved in digital activities, both Winning and Lagging Marketing Organizations are about equally involved. So really, that's not what distinguishes Winning Marketing Organizations.

So both sorts of organizations have transitioned their activities to digital space quite well, and are competing in both spaces.

But, Winning Marketing Organisations tend to do a lot more digital activities around engagement and experience, which is, they deliver value through matching offers to specific customer needs, do a better job of personalization, and do a better job of delivering convenience for customers across omnichannel interactions that they have.

Whereas we look at Lagging Marketing Organizations, they fundamentally are about engagement, they manage agencies, PR Agencies, Ad Agencies, Sponsorship Agencies, and so forth. Lagging Marketing Organizations tend to do a lot more activities that don't add as much value. So they basically focus towards more hygiene factors rather than differentiating factors.

And in fact, what you also see is that Winning Marketing Organizations tend to do a lot more customer facing as opposed to non-customer facing activities. But really, both sets of activities tend to do more than Lagging Marketing Organizations.

The other important thing to draw about is that I talked about the fact that they cut across experience, engagement and exchange, and so forth, what you do find is that Winning Marketing Organizations cut across a span of areas.

Whether it's our digital services, about pricing, with our sales team and our product research or product delivery, they span across a whole spectrum of areas as growth drivers, whereas Lagging Marketing Organizations tend to focus more on community or public relations, sort of traditional sort of activities.

And the way to think about these three different activities, exchange, experience and engagement is to think of them in terms of stacks and what you find is that the Winning Marketing Organizations compete on multiple stacks.

Whereas we go look at Lagging Marketing Organizations, they tend to be more

narrowly focused, more heavily focused engagement, and less so on other stacks. So that's a big distinction. If you look at a percentage of firms that are there, you can see that Winning Marketing Organisation are multiples of Lagging Marking Organizations.

The other thing to look at is Winning Market Organizations is that they're very good at converting the data into insights. Insights regarding marketing Investments and making the customer journey more enjoyable.

And so what matters most to Winning Marketing Organizations is delivering experience to customers, delivering the ability to personalize for customers. It's also a balance of foundational and new skills. Foundational skills optimizing our traditional marketing mix decisions and optimizing media decisions.

At the same time, leveraging machine learning and AI to use the data to personalize, deliver convenience, and a whole bunch of activities. They also focus on talent; talent is very critical for them. And these new data and new capabilities are required in a marketplace, their ability to hire, retain and nurture such talent is much better and they compete on multiple areas of value.

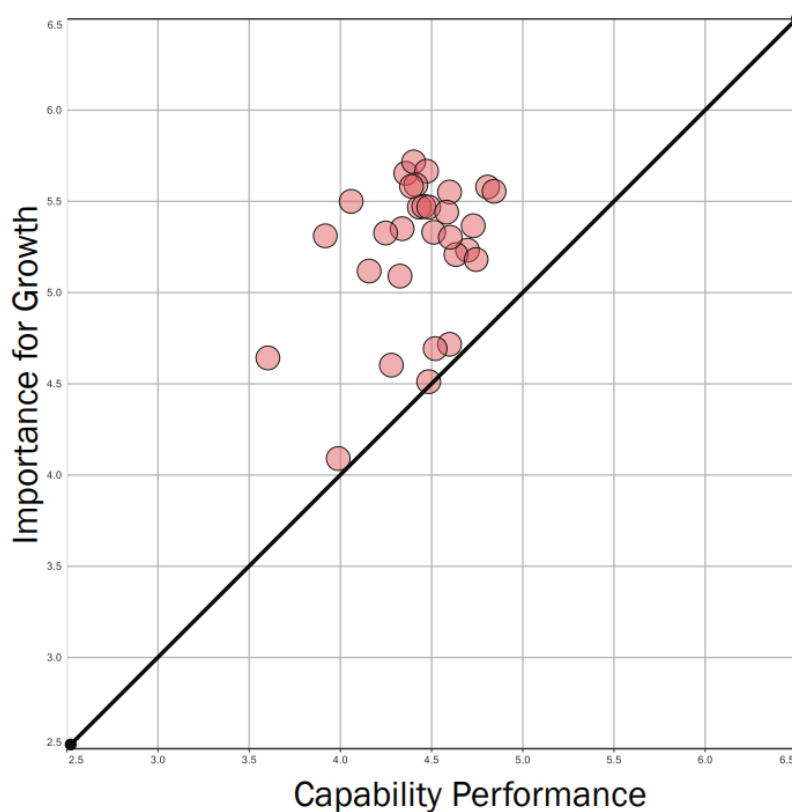
It is different from Lagging Marketing Organizations. There they focus on data, but not converting data to insights. That's the big distinction; external capabilities are prioritized in Lagging Marketing Organizations.

If you're keen on figuring out what it takes to become a Winning Market Organization, let's talk through the pathway to becoming one. First, find out what matters to your organization in the next two to three years, not today, not yesterday, but in the future, the next two to three years. The second thing is go and figure out how well you perform on those attributes today. What are the requirements in the future? How do I perform on those requirements? Do I have the capabilities to meet those requirements for the future?

Focus on strengthening the gap. The lower the gap, the higher the fit. The higher the gap, the higher the lack of fit.

Why is fit important? On average in our database of 470 odd companies, we find the average fit between importance and performance of marketing capabilities is about 72.5%.

The MarCaps Capability Fit Score



Fit Score

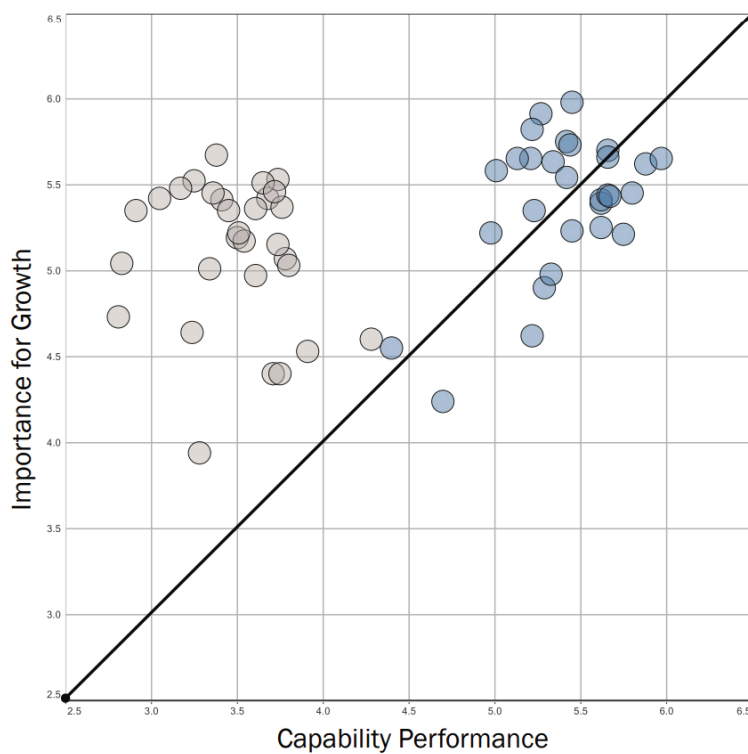
72.5%

So that's the average. So let me give you a little bit of context to it.

We look at Winning Marketing Organizations whose fit levels are significantly higher. It's about 86%. But Lagging Marketing Organizations are statistically significantly lower at 53%.

LMO Fit Score

53%



WMO Fit Score

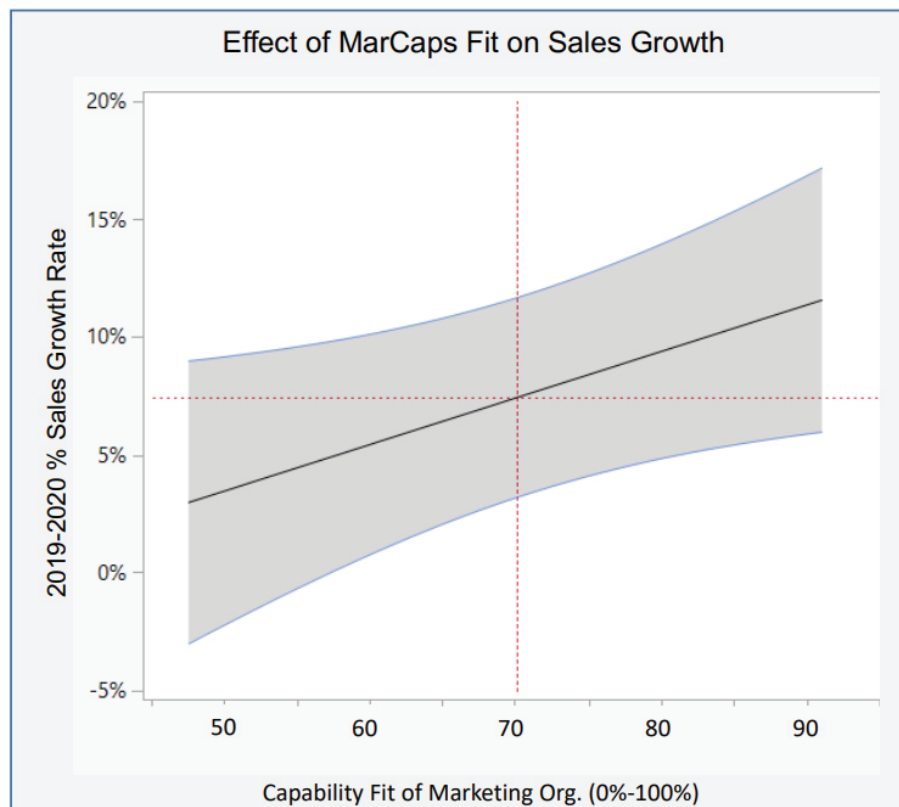
86%

Winning Marketing Organizations are at 86%. So that gives you a little bit of context, in terms of fit between the gap and fit between Winning and Lagging Organizations.

the higher the fit, the higher the revenue growth.

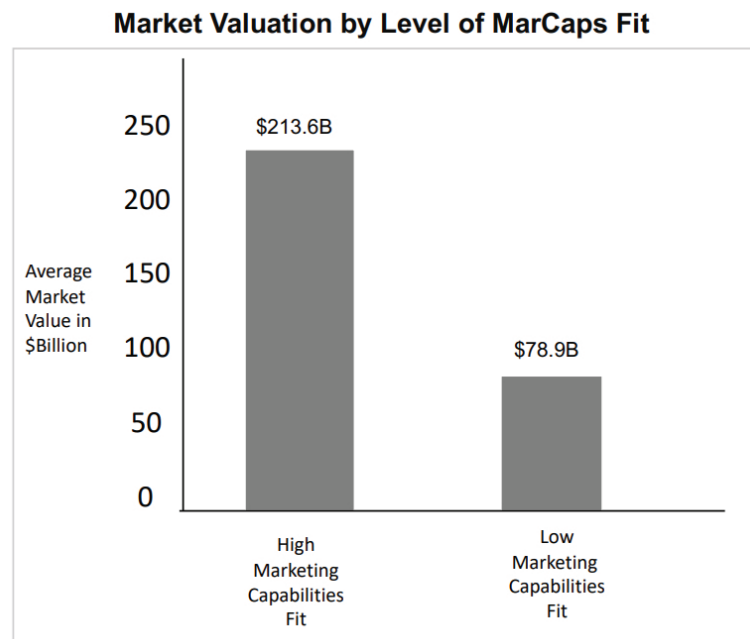
Why does that matter? It matters because

Here, I'm taking data from the publicly traded firms, real data, the change in sales between 2020 and 2019. That's your Y axis, that's your growth rate.

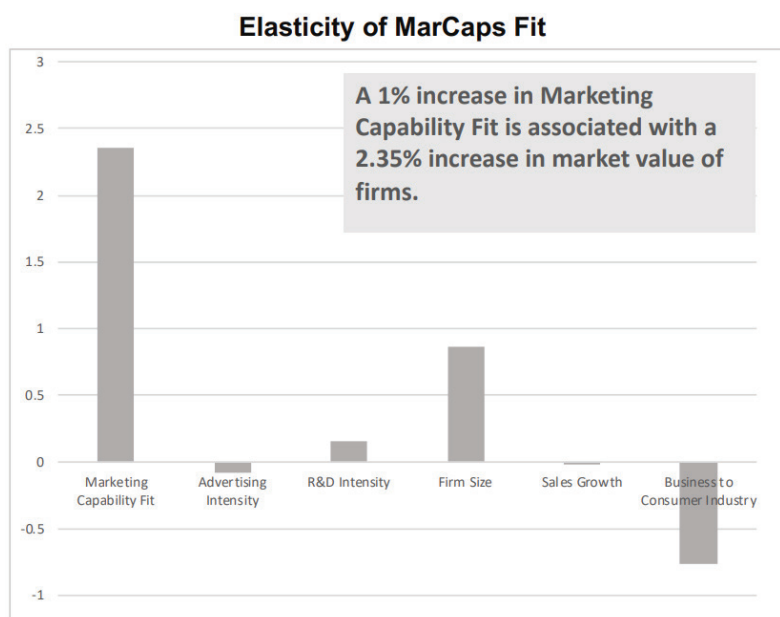


The X axis is the capability and what you do find is a linear fit, basically, after controlling for other factors, this is not just a simple correlation. This is a model where you're controlling for other factors that could drive growth. Things such as size of the firm. Things such as age of the firm. The investments they make in R&D and advertising. The intensity of competition.

The industries to which these firms belong.



After controlling for all those other characteristics, what you find is a 1% improvement in marketing capability leading to a 2.5% increase in sales growth, and this is the sales growth between 2019-2020. Note, this is the pandemic year. Even in a pandemic year, you find that a 1% improvement in marketing capability fit leads to a 2.5% increase in revenue growth fit.



Note: Financial data from publicly traded firms available in Compustat.

So let me take this a little bit further and take it into market value. This is the market value of the firm, and these are metrics that really matter to a CXO. Marketing, usually charged with delivering growth and I'm arguing that marketing can also claim to deliver market value changes and what we do find is firms that have higher fit, after controlling for again, the various activities, investments, R&D and advertising, the size of the firm, the growth of the firm, intensity of competition, and the industry.

Which Industries you belong to capture characteristics that we haven't captured yet? With industry presence, what you do find is a 1% improvement in marketing capability is associated with a 2.35% increase in market value of a firm and that's significant.

So let me summarize the characteristics of Winning Marketing Organizations.

- 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 decentralized in their decisions, product programs and budgets.
- Tendency to draw an external expertise.

They draw a diverse set of marketing capabilities, and basically deliver personalization and convenience, not just limited to traditional foundation activities, advertising and integrated marketing communications.

- They develop a high degree of alignment for the capabilities that matter for future performance. We saw that marketing capabilities led to these outcomes.
- They drive growth, customer, financial market value by leveraging the possibilities of today with the possibilities that's occurring.
- Agility, Technology, Analytics, and Societal value.

 [Click here to watch the complete session](#)

BUSINESS AGILITY AND ANTIFRAGILITY THAT DRIVES FUTURE-PROOFING



Lilliana Caimacan

Head of Innovations & Professor of Marketing & Innovation
Tata Consumer Products; Hult International Business School.



Daniel Rukare

Professor of Practice



Businesses grapple with how they deal with agility and some of these are affected by different trends. These trends allow businesses to be able to deal with what we refer to as the uncertainty within business strategy.

Some of these particular trends include data and digital. I think that data and digital are not only here for us to be able to grapple with, but to be able to ask from a senior level, how we're going to use data and digital to drive not only operational efficiency, but future growth in business.

Now, the ability for businesses to be able to

understand how to deal with what we refer to as high-business agility is fundamental for businesses to be able to transition from what will refer to operational efficiencies to future growth, or what we refer to as future proofing of their businesses in areas of uncertainty.

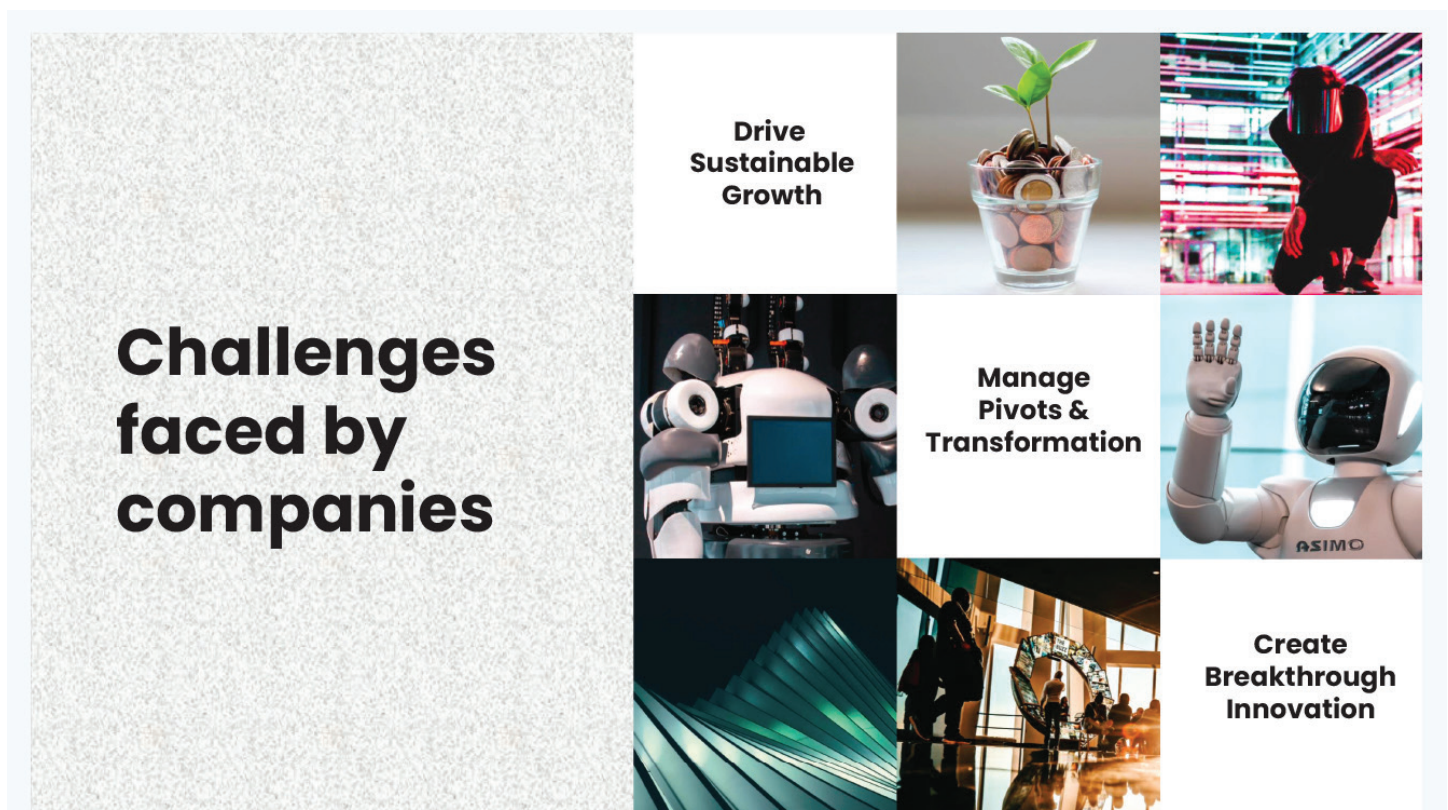
Hyper segmentation is another area that is a concern, it is a trend that allows customers and businesses to interact. Mostly, the jargon these days is most businesses talk about having what we call a consumer-centric approach to business. And that consumer-centric approach varies from business to business.

Now, we've got to be able to understand how those manifest into what we refer to as ecosystems and partnerships. Those partnerships could be through partnerships within your supply chains, within your agencies, but also with other stakeholders that include the consumer.

We have got specific areas of interest within our research and practice that include aspects around crowd innovation and how that feeds into business agility, and how that business agility drives what we refer to as antifragility.

Inequality and social pressures are aspects that continue to inform our business trends. Those inequalities and social pressures have never been more relevant today, especially as we go through the COVID 19 pandemic.

These inequalities are not just about inequalities of purchasing power, but they're also inequalities of processes within businesses to be able to respond to the different uncertain characteristics that have emerged within the business markets.



We obviously know that ensuring that your business models accept and develop what we refer to as environmental and sustainable. These are just some of the trends that we're going to look at. We have recognized that several businesses have faced several challenges, and we have picked a few we do not want to say these are exhaustive challenges that businesses face.

However, the ability for businesses to drive what we refer to as sustainable growth is fundamental. The foundation upon which businesses are able to create a step upon which they can then grow in what we refer to as adjustment markets, or in the future, which is post 3 to 5 years is fundamental. Managing those transitions is where the biggest challenges are.

- It speaks to the challenge of commitment from leaders.
- It speaks to the challenges around short termism versus long termism in terms of strategy.
- It speaks to the culture within the organization and how the organization deals with things like innovation.
- It speaks to the ability or the competence of team members within different organizations, how they manage those pivots and transitions within their different firms.

Obviously, the question now is going to be how do you determine which areas to create breakthroughs of innovation. And this identification is one of the biggest challenges that businesses face.

I know that some businesses prefer to do what we refer to as incremental innovation, whereby they're minimizing and mitigating associated risks. However, that in itself remains very, very, very minimal.

Now, we always try and bring in quotes because it allows us to be able to have context. Alan Kay put it really well, when he said, the best way to predict the future is to create it. That means that there have to be active-proactive strategies, scenarios that you build within your business model that allow you to create the path towards your future.

The ability for businesses to remain stagnant and ways to respond or to exploit opportunities in the market is a far gone scenario. Businesses have got to actively

drive and predict what the future is, and in some cases to create that.

I have seen some emerging trends. For example, the Gig economy was created, and I have now seen the B-Economy being created. The data economy has its own innovation that speaks to some specific businesses.

Now, I would like to share one or two aspects that businesses can take tangible steps that businesses can take.

The ability for businesses to have what we refer to as dextrous structures. Those are ambidextrous structures that manage what I previously said, the operational efficiency of today, while they're moving towards growth in the future.

Ambidextrous business structure

Optimize the existing business



Keep the core healthy



Drive 10x growth for future core

Innovate and transition to future growth



Faster, more agile more competitive



Consumer and customer centricity

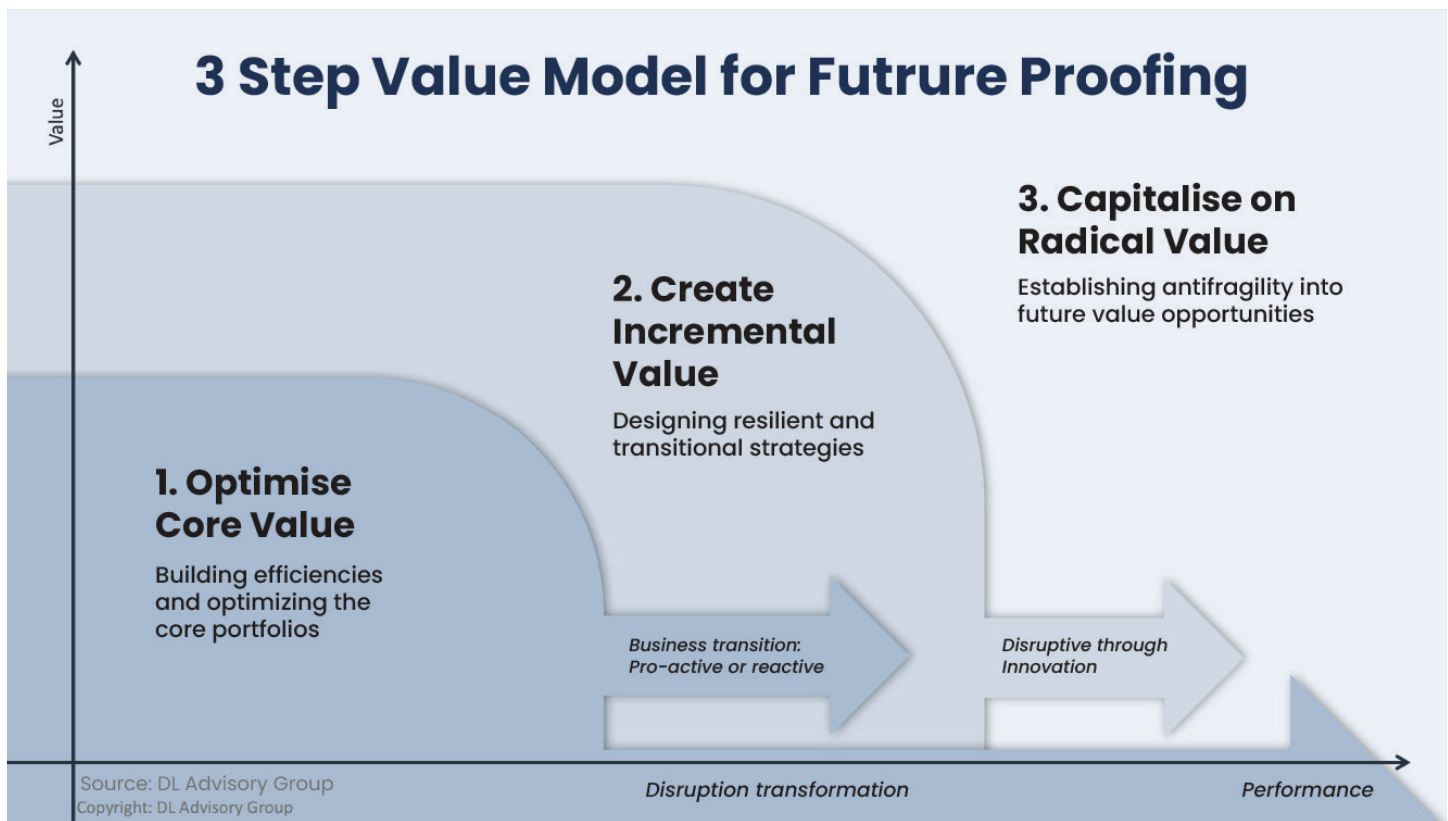
It is easier said than done, most businesses find it extremely complex to adapt and build what we refer to as ambidextrous business models.

That means that you've got to keep your core business. Identifying what your core business is and understanding where your core revenues are, but also other aspects around purpose, brand equity, customer engagement, offering and configuration within your businesses. That is the fundamental pillar that allows you to build what we refer to as a Healthy Core. That gives you the foundation to move into adjacent markets.

Most of you must be saying, how can business leaders implement some of the things that we're talking about?

We have conducted a lot of research. We have looked at businesses that have started since 1610, the Japanese business that has continued to transition through it.

We have developed something called the three-step value model for future proofing. The purpose of this particular model is to allow businesses to respond and proactively deliver business transformation. And we believe that that is the fundamental aspect that you would be as business leaders would want to take from this particular topic.



We're going to show what the objective is to transform businesses and attain sustainable growth through future proofing. And obviously, to manage what we refer to as the ability in terms of the growth path and developing, viable and reliable, what I refer to as OKRS - Objectives and Key Results.

Now, our model is a very simple and yet complex in terms of delivery. It looks at value and how value can be exploited within your business models. You deliver what we refer to as an optimized core, where you build efficiencies and optimize that core portfolio.

That means most executives will look at revenue performance. We look at a multitude of variables that optimize that core value, because we are going to be able to understand what is that value that you are delivering to your consumers that will eventually or is currently delivering on the

overall ultimate goal of increased or better performance.

Now that transition, the move from step one to step two, which is where you create incremental value. We're not talking about brand extension, product portfolios, extension of revenue streams, we're talking about moving into transitional spaces, what we refer to as adjacent markets. Now, that allows for businesses to build some form of resilience and transitional strategies to understand how they can exploit those particular strategies. We now say that at a later stage, you need to be able to move from what we call the incremental aspect and the move from point one, to point two in an incremental manner, is to manage associated risks with business with trends, exploiting innovation gaps etc.

And number three, is where you actually try to capitalize and exploit what we refer to as radical value. That radical value is anchored in what we refer to as antifragility.

Antifragility, by definition, is where your business model is taking advantage of negative forces or uncertainty in markets. And for your business model to be able to do that, you have to be able to drive disruptive innovations that allow for you to make that transition.

Now, we have slightly more take on this. This means that you'll have to be able to manage competitive pressures. You'll have to deal with uncertainty in order to build that resilience. I talked about that resilience that exceeds resilience in your profit, or what we refer to as your revenue models. You've got to be able to utilize your resources in a frugal manner. But also exploit an exact value. You have got to be able to drive that transformation and manage it and sometimes, I talk to businesses when we're doing consulting, and they talk about how to manage the difference between silos within innovation.

Now, as we move from optimizing this core value, we will get to what we refer to as incremental value. Now that incremental value is, as I said, is the adjacent markets. It is fundamental for businesses to recognize that.

It is not optimizing or creating efficiencies in your core business, it is moving to these adjusted markets that offer growth opportunities and drive future core development. So you're thinking about your

business and beyond what it is that you're currently doing.

At this point, just before I bring in Liliana, I want to pause. I know that she does this sort of day-to-day basis at Tata. I would like to bring her in and ask her to explain how her company, for example, recently launched a brand during the Covid 19 pandemic.

Liliana Caimacan: I think that's a good moment to look at an example, a concrete example on how a company can manage this part of core and what means the future core or incremental value part of the business. The example we have of Tata is very relevant. UK-specific Tetley Tea is a big brand existing in the market for more than 180 years. A very strong brand, a mainstream one addressing the needs of consumers, British consumers, delivering them a great tasty tea.

But we had only one brand in the UK portfolio. So that's quite difficult especially when you want to grow a portfolio. Especially when you have pressure from the marketplace and play in a segment which is declining, the black tea is declining, and that's a reality.

We're looking to extend our portfolio within the hot beverages and look to other brands existing within the Tata consumer product portfolio and identify the Good Earth brand, which is an amazing brand existing in the US for almost 50 years, which had been acquired there.

But it was a great launch, which allowed us to really tackle it and reach out new consumers and extend our presence within the marketplace and start building what we call a portfolio of brands, rather than one single brand.

And we will not stop here, because continuing the conversation and the model you just described Daniel, I would like to spend a little bit of time looking into radical value.

That part, which in most of the companies either do not exist, or it's very small, but which I think is fundamental, and it's very, very important looking to the future and only companies putting a high emphasis on this part of their portfolio are the ones who I think will thrive in the future. Because this capitalizing the radical value will allow them to establish this antifragility business proposition. It will allow them to really capitalize value where it is and disrupt the market through innovation. And I think that's very important, because we see a very fast transition from various categories, growth and we see changes in consumer behaviour, as you rightly said at the beginning.

So it's really important for a company to understand how it can really drive this value? But indeed, the questions are:

- How to identify these opportunities for growth?
- How to identify the opportunity gaps where they can develop relevant innovations?

In our view, that's another model we define together, based on some research or looking at what's going on in the market. We see that innovation gaps are sitting at the intersection of four big important areas.

1. A Company does need to understand the consumer needs, what consumers do expect and how best to satisfy that needs. It is about technological possibilities, what technology can bring us together, how we can embed and bring that technology as part of our business.
2. Business visibility, how business can extend.
3. What exactly can they bring additional to the portfolio?
4. How can they go beyond something which is the core?
5. What would be the adjacent categories, but also the others which will be allowed to go?
6. And last but not least it is about social responsibility. A business today needs to be socially responsible, and really do those kinds of things which will drive profit in a sociable, responsible way and that's the future.

And to do this using a design thinking framework, it's a very interesting but also very relevant way in transforming these innovation gaps into disruptive ideas and disruptive solutions, able to satisfy first of all, in the best way the consumer needs and to really solve their pain points.

Use Design Thinking framework to transform Innovation Gaps into Disruptive innovation



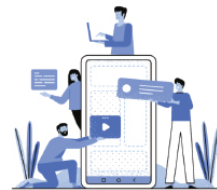
Market Conditions
Behavioural Trends



Demand Spaces
Consumer Segments



Consumer Understanding
Empathy Mapping



Concept Testing & Re-engineering



Solution Development

Theory

Conceptualisation

Test, Learn & Optimise

To bring into the conversation, the market condition and behaviour trends, we know these behaviours, again, are changing quite a lot. It's important to keep up to date with what's going on, but look into your category and your environment and see what are the demand spaces and that segment, which are not covered yet.

This reflected into your business portfolio, having this consumer understanding done very thoroughly will allow us to move to really creating innovative and interesting ideas, answering in the best way possible to those specific needs and tapping into that market segment which can become a great opportunity for the future.

I will continue my series of examples and go beyond the theory, which is good and show you how this element just shared can apply into some interesting examples.

We know that there are two big trends,

which exist in the market and one is engagement and digitalization, the other is sustainability. And Daniel touched upon a little bit about this one and how important is how they impact the businesses.

That's why, it's quite important for the business to identify what kind of product can you bring to the market to tap into and explore these trends and deliver to the consumers, what exactly they're looking for.

About engagement and digitalization, definitely probably the best example in terms of how they can be embedded into a lot of businesses lately, is the adoption of E-commerce, which is like a game changer.

It is now something which allows us as consumers or as companies to interact with each other, allow companies to deliver the products to the consumers, allowed companies to exist and now moving quickly from the real store environment to the online environment and definitely this really revolutionized the way we are shopping and as consumers going in on the other side, but also bringing different experiences getting the product you want, when you want how you want it and also putting pressure on the companies to make sure that they are really redefining their business models and bringing new and creative ideas and products to the consumers, allow them to experiment and engage in a different way with the product.

Another example, which I think is very relevant touching engagement and sustainability is an opportunity for companies to start moving from recyclability to this idea of reusability of the packaging. It can become a brand asset in the future, as long as this is done more thoroughly and has embedded some key characteristics of the brand itself, but also delivered towards a very important consumer need is to reduce the plastic pollution and get something which is much nicer, impactful and attractive.

And here the example I would like to share with you is Loop. It is an organization which basically supports the reusability of the packaging for 100 times why this is so revolutionary, simply because on one hand, it reduces the pollution, so is really driving the sustainability strong way. Second, it also brings assets to the brand through packaging. And third, it basically

brings some economy of scale and an improved profitability of the brand, just simply thinking that you don't need to use 100 packs or packaging material 100 times. You have something done which resists for longer.


Another example is around sustainability and packaging. We know packaging is driving a lot of pollution. So definitely we see a big trend of various companies shifting to various alternative solutions when we talk about packaging materials. And really here the green fiber paper bottle, which I know it's in the testing phase, I think can be something interesting for companies within the beverage industry, for example to consider for the future.

Another interesting example into the space of sustainability is developing products which are vegan and cruelty-free. And I think that's something which consumers do expect from companies to deliver. Products to come and really deliver against various consumer needs. But making sure that they are a sustainable source, that they are natural, they are using recyclable packaging or reusable as we have seen before.

Another important area they are animal cruelty-free. We need to make sure that we really pay attention to the nature we take care to our environment, when creating a product and our impact is very limited.

An example here would be the Paula's choice brand, a great brand within the personal care environment, which delivers brilliant product taking all these requirements coming from mostly the consumers.

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People are embracing these new heroes, they're not celebrities, but they are there to help when you're in distress.

Insights from Pandemic Struck Consumer

10TH
EDITION

MMA
IMPACT
INDIA

YEAR 2021: SURVIVAL OF THE FITTEST

IN PARTNERSHIP WITH KANTAR



● Preeti Reddy

MMA India Board
Member; Chairwoman -
Insights Division, South
Asia

KANTAR

COVID-19 has become a part of our lives now. At the beginning of 2021, Indians thought that the worst was behind them and they entered 2021 very hopeful and very optimistic. But what followed is something quite different, and a situation far worse than last year.

These are circumstances that are way beyond the new normal that we spoke about last year. We have lost lives, many of them unnecessarily and there were many people who welcomed 2021 with optimism and hope, but today, there is a sense of despair, as we battle infrastructure shortages, and we see people around us ill and losing their lives.

I'm going to discuss how consumer sentiments have panned out over the period of the pandemic, and the likely impact of this watershed event on their buying behaviour on their attitudes, and on their outlook in the coming years.

The year began on a sombre note; Indian economy shrank 24% in the second quarter of 2020, much worse than the market forecast of about 18%. When an economy contracts by nearly a fourth, it is bound to affect all our lives one way or the other.

72% Indians were impacted economically by COVID



A drop of ~ Rs 188 Billion monthly in the disposable income in Urban

Extent of drop in income



Source: Kantar New Indian Consumer survey – Dec 2020



The new Indian consumer study that we concluded at the end of 2020 revealed that a staggering 72% of India's urban population claimed to have been impacted economically by the pandemic and one in five households actually reported a drop in their household incomes. Not just consumers, brands have had to craft new strategies. Businesses have had to re-evaluate their strategies and their way of doing business and marketing.

Brands have had to craft new strategies



They've had to battle changing buying patterns, brand preferences, brand changing, brand loyalties, supply chain, trade and distribution setups. And in spite of all this, however, marketers did begin the year on a hopeful note and they believe that we learned from the events of the last year. We were ready to face the new year with new revised plans in place.

And we did have a promising first quarter in most sectors, so they also believed that the worst was behind them. However, the deadly second wave has taken us back in time, our joy has been short-lived. March onwards, we saw some of the worst horrors in mankind unfolding before us, and an event that left us gasping, literally and figuratively.



The otherwise resilient Indians who believe they were immune to most diseases that affected the rest of the world are now shaken up. And their worries now extend beyond financial ones. In the first wave of the pandemic, when we studied them, their concerns were about livelihood, loss of job and loss of income. But now the concerns bordering on paranoia are about health and about life, both for themselves and for their loved ones.

So, in a country that has been ravaged by the pandemic, there is bound to be an impact on the citizens that we are seeing based on consumers that we study all the time. I'm the top 10 trends that we have seen.

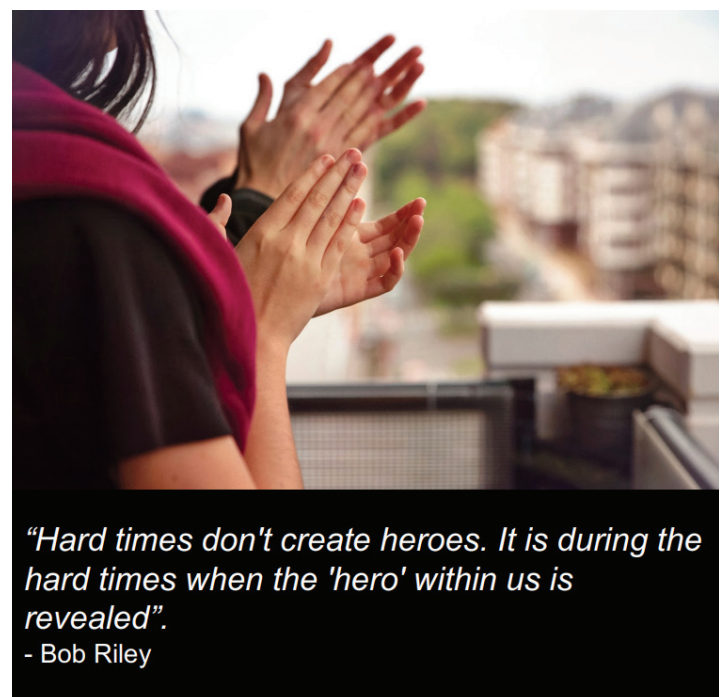
1. The first trend is the consumer is now expecting collective accountability. Today while we battle the pandemic, a wide range of discontent has been thrown up and consumers are really facing this complex dilemma of how they balance their individual impulses and freedoms with what impacts the community and with collective responsibility. **Indians are now less tolerant than they were in 2020 of people endangering their lives.** They're scared three out of four people say that they will strictly adhere to guidelines. As per our COVID barometer study they say that whatever other guidelines, social distancing, masking etc. they will adhere to.

And it also corroborates that they will be intolerant people who flout those rules. And they will actually get angry and blatant flouting and believe that strict fines must be imposed on people who do that. So that is a new sentiment, far less tolerance for irresponsible behaviour.

2. The second trend is that of communities that are coming together in this isolation. Although social distancing has forced people to stay apart, it has brought people together in many different new ways. The green shoots of collectivism are evident as people pulling together in the interest of their community. Cloud kitchens that are set up solely for supplying food to COVID affected households, running errands for other people, shopping, medical assistance for the elderly. All this, it is just the silent decorum when our eyes meet during a stroll in our neighbourhood, we can see it and we can experience it around us. In a way India has come together like it hasn't in a long time without any government support or intervention. In the study, **7 out of 10, consumers believe that these connections will stay intact even after the virus is contained.**



3. The third trend we have found is that, in the coming together of these communities, **new heroes have emerged among us, frontline healthcare workers who've always been our heroes.** They're shy of narcissism. People are embracing these new heroes, they're not celebrities, they don't know the silver screen, but they are there to help when you're in distress. 1000s of Indians are finding ways to help those who are most vulnerable. They're publishing data. They are launching donation drives. They're sewing masks. They're video chatting with senior citizens. They're mobilizing support for migrant workers. They're countering fake news. And, they are making viral memes to remind people to do simple things like washing their hands. These are our new heroes, and they are our everyday neighbours, friends, and the everyday common men.

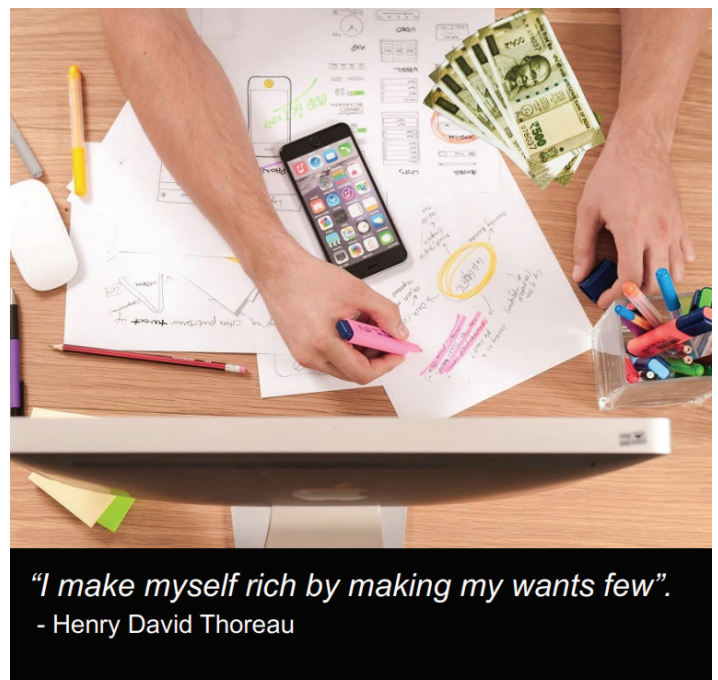


4. The next trend I want to talk about is that we are finally learning to be grateful for what we have, and we are counting our blessings. 2020 was a year of rediscovering family ties, thanks to the sheer fact that we were forced to stay at home. For most it worked well because they bonded with quality time- cooking, new skills, more time with children, etc. But 2021 has made us realize the importance of family and friends beyond immediate circles. Calls are made and messages are sent periodically to check on people's well-being. The unexpected loss of lives has made us realize the importance of staying connected. So I have a quote from a consumer who has suffered a loss during the pandemic, which I think sums up what most of us are thinking today. He says **“I've learned how important family is and how important it is not to take your time with them for granted. I learned that material things don't matter nearly as much as you think they do and it brought a realization that time is very valuable.”**

Again our new Indian consumer study shows that even among the youth **7 out of 10 say that the pandemic has helped them appreciate what they have more than they ever used to.**

5. Next trend is that financial prudence is here to stay. **Consumers have been fearful of the economic impact of COVID-19 during the entire period of the pandemic from the beginning.** The overall sentiment is even more negative and cautious now because of the uncertainties that loom large, and the majority of consumers actually believe that the situation will worsen in time, both in terms of the overall economy and their personal finances. So

as is the general tendency during a crisis, consumers are focusing on purchases of the essentials, and purchases of products and services that are considered this discretionary are being deferred. Large-ticket durable goods, automobiles, homes, appliances etc are being deferred. And in any case, travel, entertainment and eating out is no longer a possibility. Amongst those who are investing during the crisis, we see a change in the way they select investment vehicles. Today, safety and security of the capital seems to be the key decision criteria. And this has obvious implications in our BFSI clients and our BFSI brands and communication plans that they will employ.



6. The next trend is that the pandemic is likely to have a lasting impact on the way people socialize. **So large gatherings, parties of course, are being frowned upon by a population that is eager to come out of the pandemic.** They also realize that they have to endure this pandemic for some time to come. So even as things open up people will restrict themselves to smaller siloed personal circles. There was a hesitation to return to large socio-cultural groups even before the second wave and the sentiments are even stronger today. So we are making small tribes. **And in fact, 70% say that they will continue to practice social distancing, and they will keep avoiding busy places in the future.**

7. Which leads me to the next trend. 2020 was the year of new possibilities within the four walls of our homes. Spaces at home will be redefined with the dining table becoming the office, the bedroom doubled as a gym. Home objects and spaces became multi-purpose. and at that time, retailers also reported an upsurge in office furniture, laptops, etc. Personal zones were being carved and the same physical space was being used for retreat and for work or study. But now the home is a platform that is going beyond the call of duty. Managing the crisis, disseminating information, doing community activities, helping others in times of difficulty all of these are being managed from home. So as marketers, maybe upgradation of technology, digital access and other support systems are even more critical to empower these home warriors to function from their homes.

8. The next trend is really a very new one for Indian consumers, which is the forced

‘Atma Nirbharta’. In a country where we’re used to domestic helpers, we are used to visiting the neighbourhood kirana store every other day, combining our visit to the local market with entertainment is an integral part of your life.

The lockdowns have left them completely on their own to fend for themselves in all ways. But consumers are learning to compromise and improvise when there are constraints. In the process existing habits are being discarded and New Ways to consume are being invented. Convenience and safety are important. Online shopping, we know, has seen an unprecedented surge and all of this has made Indians far more self-reliant. They’re equipping themselves with appliances, gadgets and skills that will make them more self-sufficient and more atma nirbhar. This is really a new trend for Indians.

“In yourself right now is all the place you've got.”

— Flannery O'Connor, *Wise Blood*



9. The next trend is that this heavy sense of togetherness that the first pandemic brought is actually losing its sheen. The pandemic brought families together and made them realize the value of relationships. The confinement to their home has actually got downsides as well. Children are feeling claustrophobic and men are restless. Women of the house are overburdened. Despite the high anxieties **60% of Indians want to get back to their colleges, their workplaces when the pandemic is brought under control.** This is a really high proportion **80% want to be vaccinated at the earliest.** They really just want to get out, and then there's an inherent need to break free. Creating safe working spaces, entertainment centres, equipping consumers to feel safe and reassured without the hassles faced today will be critical in the future.

10. And finally, the most important and the most significant fallouts of the pandemic is that we have realized consumers have realized that it's okay not to be okay. The COVID-19 pandemic has brought the crisis regarding mental health in India to the forefront. But it has also made **people more willing to accept that they have mental health issues and that they need help.** And there are various versions of isolation and insecurities from Indian citizens. One is just staying at home. The other is to worry about the future. All of this has led to the Indian psychiatric society survey has noticed a significant increase in consumers in reported mental illness since the lockdown which is new for us. Because normally in India, mental health is something that you try not to talk about.


Our barometer data shows that **one in two consumers actually believe that the pandemic will have an impact on their mental health and they're coming out to seek professional help and counselling to help them navigate the pandemic which is encouraging.**

One is our mental health care system, but also how we communicate with consumers, because they are referencing any communication, anything we say to them from a completely different mental paradigm. Finally, our message based on what we have seen of consumers in the second pandemic is in the face of all that has happened, consumer expectations from brands have evolved. Today, brands have to solve, not sell. They have to be there for a purpose. They have to help consumers in their everyday lives and care for them.

It's not enough to just offer emotional succour, you have to offer practical help like a friend. And you have to have a purpose to what you're doing. We run an annual study of the BrandZ India rankings and in the 2020 we found that the 15 most purposeful brands grew 11% over the year before. While the 15 least purposeful brands fell in value by 15%.

2021 has revealed our fears, vulnerabilities, and infrastructural inefficiencies. It will be the turning point for rebuilding and emerging stronger. Brands have to be conscious of this. Brands have to understand that the consumer is in a completely different frame of mind. Therefore, what worked last year or even the year before is not going to work any longer.

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The physical chain is under serious threat. And I personally believe that online will flourish in the coming years.

Valedictory Address

10TH
EDITION

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VALEDICTORY ADDRESS: THE NEXT DECADE MARKETER

D Shivakumar

MMA India Ex-Chair Emeritus, Group
Executive President - Corporate Strategy and
Business Development



ADITYA BIRLA GROUP



The middle class has a huge impact on the way brands work. I will discuss internet trends. I'm going to talk about online sales as a percentage of total retail sales. I'm going to give you some thoughts on what I believe future marketers need to do.

The Middle Class globally, will go from current 3.8 billion people in 2020, to about 5.4 billion people in 2030. It was 2.4 billion in 2010 so the middle class is going to grow dramatically. Thanks to the pandemic, close to 500 million people have dropped in their earnings level. But notwithstanding that, I think the next nine years, I think we will see a catch up, as a lot of the economies pick up.

Why is the Middle Class important? The

Middle Class is extremely important because they form the median of all consumption. If you look globally today, there are 500,000 brands globally, and in about 2000 categories. So, a growing middle class actually gives rise to more brands, and more consumption. The share of global consumption, and I've taken just a few countries here, you look at Russia in 2015 and you look at Russia in 2030.

Russia had a 4% contribution to global consumption in 2015, then it dropped to 3%. India on the other hand, will triple, it will go from 5% of global consumption in 2015 to 17% by 2030. Japan will go from 6% to 3%. China will grow from 12% to 22% and the USA will grow from 13% to 7%. Now, here's the catch. This doesn't mean that the absolute consumption level in dollar terms will drop, the absolute consumption levels in Russia, in Japan and USA will actually increase.

Share of Global consumption



%	2015	2030
Russia	4	3
India	5	17
Japan	6	3
China	12	22
USA	13	7

But if you look at 2030, you will actually see that 39% of the global consumption is between two countries, which is China and India and that's very, very significant. All in all, I want to go back and trace the history of how retail buying evolved. If you look at the retail revolution, the number one revolution in retail was what I call the Elizabeth era. What did Elizabeth do at that point of time, they allowed artisans and craftsmen to openly sell their products, goods and services in the open market.

Retail Revolution

1. Elizabeth Era

Artisans and craftsmen were allowed to set up shops and sell, was a limited range.

2. Factory production /Mass production

Retail channels developed, few variants

3. Dropping tariffs, giant factories

Global retail chains and brand, lots of variants

4. Digital Retail

One to one, broad range

A number of artisans and craftsmen opened small shops, be it a shoe shop, be it a bag shop, be it a clothes shop, they opened small shops so that they could sell directly to the public. Before that, the state would buy and then redistribute to the public. But remember, when you are an artisan or a craftsman, you have a very limited range. So you have a few things which are trying to sell to consumers.

The next revolution in retail actually happened with the factory, the modern-day factory, and the new production methods. As the modern-day factory came into being we saw more productivity, mass production happening, etc. More retail channels developed. As a result, the craftsman and the artisans who were there before they had to up their game, they had to become far more innovative, they had to go into a design language, they had to do many more things in order to command a premium, or the mass produced goods.

Then revolution number three was what I call the world becoming far more global. This happened because a number of governments dropped tariffs and there was free movement of goods, people and services between one country and the other. As a result, China became the world's factory and suddenly you saw global retail chains developed. You saw the McDonald's of the world, you saw the Burger Kings of the world, and lots of other brands going across the world and suddenly people saying that's my familiar brand, that's my familiar burger and I can tap into it. Revolution number four in retail is happening right now with digital. With digital, it's a one-to-one game. You have a

platform, you have an aggregator, you have a brand, you're talking to consumers one-to-one. And each of these people, whether it's a platform or a brand, they have a very broad range to offer.

So in between these four revolutions, you will notice that the artisan and the craftsman was a one-to-one situation, limited range but one-to-one. But here, we have a very broad range going one-to-one. That's the fundamental difference.

So why is this happening? It's happening because there are 3.6 billion smartphones today. On an average, the world sells about 1.2 to 1.4 billion smartphones every year, some go out, etc and come back. Now these 3.6 billion smartphones have an average storage capacity of 600 GB per phone. They log on to about 800 million Wi-Fi networks across the world. A lot of it is being used for storing pictures, a lot of it is being used to store videos, etc. On an average, people share 60% of the pictures they take. It's an image-led world, people are conveying stories through pictures, and I will come back to storytelling.

There are 4 million people today on the internet. It's about 50% to 53% of the total population. Today the internet is growing at single digit anything between 6 and 8%. Growth will stay at that level, I believe over the next few years.

If you look at online retail sales as a percentage of total retail sales in that country, if you look at 2015, you look at 2020 and you look at 2024 because this is where the data is available.

China online sales in 2015 was 15%, in 2020 was 40%, in 2024 will be 58%. Britain in 2015 was at the same level as China 15%, in 2020 it became 31%, and in 2024 it will go to about 29%. Online sales were 8% and 15%, about 18% in 2020 and expected to be 21% in 2024. In America, online sales were 8%, in 2015, 15% in 2020, and expected to be 20%.

If you look at the pandemic, many stores have closed down in America, many stores have closed down in Britain, and many global chains have closed down. The physical chain is under serious threat. And I personally believe that online will flourish in the coming years.

If you want to think about innovation in online, new business models in online, China is going to be the market. One can learn a lot from China, because 58% of total retail sales will be online in China by the year 2024.

Not far away. Next, whenever we look online, people have had some misconceptions. Misconception saying that this category will not go online etc. A number of people have said over a number of years that grocery will not go online. Now here's the data for you from the grocery. Just look at grocery sales in China, they were 14% of total grocery sales online in 2017, that's gone to 28% in 2020. In Britain, it was 7% in 2017, that is grocery sales online as a percentage of total grocery sales and it's gone to 12% in 2020. In America, it's gone from 4% to 7.5% so which means it's virtually doubled.

Online Grocery sales



%	2017	2020
China	14	28
Britain	7	12
USA	4	7.5

So, the old notion that the housewife or whoever is buying, the consumer has to go and feel the lady finger, the tomato, check the thing etc. does not work anymore. It basically means that people are far more comfortable shopping online even for things like fruits and vegetables. Once they trust a source, once you have a business model which allows them to return if they are not happy etc, then the online model will take any category that you can think of, not just grocery. So, the old notion that there will be some categories which will go online, some categories which will go offline is completely wrong. I think it goes back to the consumer if the consumer is interested in the change so should you be.

Now, while online is damn good. Consumers are worried and 50% of them are worried about internet privacy.

So they're really worried about their details being leaked out. So Internet privacy is going to be a huge concern for consumers. Is biometrics the future is a question we need to ask for the next 10 years? I think you have so many cameras all over the place. Is the digital brother watching you? I think having cameras everywhere actually helps in reducing crime. It actually helps in reducing petty theft, it helps in actually identifying who the culprits are.

The US strike on capitol hill is a very good example, where the authorities looked at the cameras and said, these are the people and with facial recognition, they were able to pinpoint who actually were the perpetrators of the crime.

Now, so far, it's good but if governments in any society start using facial recognition and tracking You, for reasons other than security of the state, or reasons other than security of society, then I think consumers will be concerned.

Biometrics will happen. But the thinking behind it, and how that society will use it is going to be an important question. I don't think anybody has an answer to it, because each government will have its own set of principles.

For example, when SARS happened many years ago, I think facial recognition and just tracking your temperature in every Airport was a fantastic help. Imagine if you're standing in line, and this digital tracking was not there, it would have taken us hours to get out of an airport.

So there are many good uses of biometric tracking but there will always be some challenges. And I think governments will have to be sensible in the way they look at it. So going on from Governments, I personally believe that regulation will be big this decade.

You already see regulation concerning social media coming up in Australia, you see regulation concerning social media coming up in India, you see regulation concerning our media and online. In France

and Germany, I think almost every country will do that. Because in the past digital, if you are a digital brand, then lines on a map will be mere dotted lines for you. You could just transcend them at the click of a button. In the future, it will no longer be so.

I think every government will look at the source and we look at the origin and ask themselves, how can we regulate this. I would say for all online marketers, for all online brands, for all online people, I think you must get used to regulation. Regulation will be there. I think it's better for you to work with the government. It's better for you to have self-disclosure. It's better for you to have self-regulation, rather than get a bunch of rules thrust down your throat.

The future consumer over the next 10 years to be a combination of the four I's.

He'll be very well **informed**. I think he just has too much information at his at his table or at her table.

The consumer will be very, very **impatient**. I think attention spans are dropping, and they will drop even more.

The consumer will be far more **individualistic**, a me-my situation.

And I think the consumer will be far more **intolerant**.

This is the consumer we need to deal with. How does one reach out to this type of consumer? I believe future brands will follow what I call the six-E approach.

In the past, we went with static models called AIDA, Awareness, Interest, Desire, Action. That will change significantly.

The first E is you need to **excite** consumers. Whether they're buying your product or not. You need to excite them with information, you need to excite them with your concept.

Once you excite them, you need to **enlist** them, based on their emotions.

Then you need to **explain** your stand or philosophy on the product, on the ecosystem, and what you stand for in that society.

Then you need to **engage** continuously with consumers. Engagement is not a one-off exercise where somebody buys your product or service and then you forget him or her. It is continuous, and it's non-Stop, you need to engage with him or her over 365 days.

And you need to **empower** consumers to discover more about you.

And the big difference today is that all consumers want **experiences**. In the past we lived in a physical world, the store was different. As long as the consumer decided to buy your soap, or shampoo, or mobile phone or whatever it is he went to the shop you didn't bother about the shop, how the shop looked. Today the consumer when he or she browses your site wants a great experience, wants a frictionless experience. And then when the delivery happens, he wants it in the best possible manner in the nicest possible way. So I think experience is

becoming very important.

If you can build an experience using time, using delivery, using any of these variables, I think that will add a completely new layer to marketing and that was never our objective about 10-15 years ago.

Price alone can never be exciting. There's always this temptation from marketers that let me go in with a low price. Let me try and attract as many people as possible.

You can get them once, but you need to continuously Enlist, Explain, Engage, Empower, and Experience if you want to keep them. So price can be one approach to exciting people so that they can buy you once, but it cannot always be.

I believe advertising will move to being much more about information, giving much more about information, disclosing a lot more about your product, your stance, every single thing. I think ad blocking will be ramped.

If you look at one of the makers of phones, Apple has already given you the option to block whomever you want on the phone, I think you'll see more and more of it.

And hence, brands need to have permission in order to advertise, in order to communicate information.

Then I go back to the first E which I talked about, which is Excite. If you don't excite consumers, they will block you. Next slide please.

I think visual stories will be at the heart of all communication. I remember, I was on the council of Facebook a few years ago, I still am and I pushed them a lot to get into videos. Instagram is a great example and now if you look at stories from Facebook, stories from WhatsApp, whatever it is, they're huge. People want to communicate a story. If you look at your own LinkedIn posts, you'll notice that every time you put a picture out there, it gets far more traction than just prose.

I think everybody is trying to tell a story. So visual stories will be at the heart of all communication in the future world. One thing which people have forgotten, and I would seriously urge you to consider it, is to add music. I think music brings very different senses, very different reactions. I think a great visual story, well packaged with lovely music is going to be the art of storytelling in the future. I think we'll see hyper personalization. As a result of having a lot of data I think people will tailor things for you.

I think everything which involves some form of customization, will get into hyper personalization, like the Stitch Fix, they have more than 3 million customers globally. I think clothes are stitched only for you. Gaming, the type of games you play on your mobile phone or on your Laptop. Gaming is a very interesting thing. If you look at the full boxes, young, old, men and women, the four boxes split roughly equally in gaming.

I personally see that hyper personalization will be the only route to actually add value. It's what I call differentiation at a degree

of one. I think as a result of digital, you will see different lines of business and different ways of driving revenue. I think you'll build a whole ecosystem.

Today with influencers, there are influencers so talk to people about what kind of healthy food they need to eat. If you are in the Healthy food or snacks business, you need to tap into that. There are influencers who talk to people about what cream to apply, what eye shadow to apply etc. And there are influencers who charge to educate people. There are influencers who charge people in terms of public speaking. How do you make a presentation? How should we be answering questions in an interview, etc.

If you look at the whole value chain, there's going to be a lot of money to be made in the advice business in almost every single product or category. I think looking at the whole pond, you need to ask yourself, what are the different lines of business? What are the different ways that I can drive revenue?

The days of independent growth are over. It is the days of dependent growth. You depend on a few people, they depend on you and that's how you're going to grow.

Digital brands will always beat traditional company brands, because their design thinking is significantly better. They target consumers better. They get feedback faster, and they act on it. And they're significantly better on sensory appeal.

If you look at mainstream brands, they try to appeal to as much of a mass as possible. And I think what digital brands will do is go one step ahead.

What mainstream brands did in the past, they would add a variant, they would say somebody plus, somebody premium, somebody gold, somebody silver, whatever it is.

But it was still the basic product, or the basic brand, I think digital brands have a huge advantage in actually going one peg up. I would say this decade, it's likely that digital brands will not overtake the traditional physical brands in size, but they will definitely be seen as better on design thinking, on engagement and on sensory appeal.

And traditional brands have to wake up to this challenge. Traditional companies can have their own brands, right into the digital channel, but it's your call, it's your challenge. So, when I look at the marketer of 2030, what would I advocate to you, I think you have to target very, very well. You will have all the data. You will have all the insights, and that will help you target very, very sharply.

Second, you have to be a very good user of the visual creative.

Third, everything you do, you need to integrate commerce on the net. Whatever you put out, you need to tell consumers, there are four ways you can buy this product, there are five ways you can buy me, there are six ways you can do this, etc.

And finally, you have to build relevance in every single interaction with the consumer. That's what you need to do. This is the type of marketer I believe will win in 2030.

Excellent at targeting using data and

insight. Somebody who knows how to use visuals very well. Somebody who always is thinking not just about the message, but the sale. You have to combine the message and the sale or the medium, the message and the sale.

And finally, building relevance in every interaction. So in summary, I would say the consuming middle class is going to grow significantly, it's going to go to 5.4 billion people. Today, if you look at the top 750 cities in the world, they account for 57% of the global GDP. Going forward in 2030, they will account for 61%. The middle class is absolutely important for the growth of brands. Today, we have 500,000 brands in 2000 categories. There are 3.6 billion phones available in the hands of people. Each of these phones has 600 GB as storage, people click a lot of pictures, 60% of them are shared.

Online sales is booming. The benchmark for online sales in terms of innovation and what to do will be China, because China by 2024 will have something like 58% of their sales coming online.

In the past, there was a notion that some categories will not go online, like grocery, but that's been disproven, as long as consumers have trust in the brand and the quality of the brand they're happy to go with you.

Think very, very differently about the type of consumer you deal with and the type of experiences that you want to give him. I think digital brands have a natural advantage that they are much better targeted, much better in design thinking, much better in sensory appeal. So the traditional marketer will have to respond to that.

 [Click here to watch the complete session](#)



Rohit Dadwal

MMA India Board Member, Managing Director, MMA APAC



We are in the midst of a historic digital disruption. This disruption is actually helping lead a lot of the digital transformation also for both services and products for the business sector overall. In Asia Pacific, we are witnessing this enormous growth in terms of digital transformation across all sectors. The region is also paving the way forward for the digital core investments. The particular research I was reading through IDC was that Asia Pacific GDP will grow at 65%. 65% of the Asia Pacific GDP will be digitized between 2020 and 2023. With the spending likely to be close to about \$1.2 trillion.

The road to recovery around the world



Source: www.idc.com

Business continuity		
North America	EMEA	APAC
20.0%	23.8%	2.9%
Economic slowdown		
North America	EMEA	APAC
29.0%	31.3%	18.4%
Recession		
North America	EMEA	APAC
16.0%	18.7%	21.2%
Return to growth		
North America	EMEA	APAC
21.0%	18.9%	26.3%
The next normal		
North America	EMEA	APAC
14.0%	7.3%	31.2%

From an MMA perspective, I think what it really means is that we will play an increasingly significant role in helping businesses keep pace with this evolving consumer landscape. And the accelerated digitization seen in the last year alone.

Therefore, the opportunities in the region are huge, especially the digital economy, which is set to grow exponentially in the next five years. To stay ahead in this rapid, fast-moving pace of the industry, the organization, the business leaders, they all need to come together to help reshape the priorities of the business. Make critical adjustments, if you will, and adopt new technologies and data-driven decision making maybe in order to drive this growth, which will ultimately drive the business outcomes of the business.

It is very crucial, more than ever, for marketers to understand the current trends and the vital tools to deliver effective smart content-based advertising and marketing, which can help increase efficiency and also sort of future proof their business in a very volatile world. We at MMA are encouraging a lot of these changes, we are helping build the blocks for these changes, whether it's our programs like multi-touch attribution, whether it's the organization structure, etc.

What is very interesting is bringing the two worlds together from a local perspective, from an India perspective, the great activity that we are doing in India, around voice around content, etc. and taking it to the region and to the global markets. Also bringing all these international best practices to India. That is the role MMA can play and we have charted that path for us

to be able to drive that as we go forward.

If there's ever a time of new thinking, new attitudes, and new approaches, now would be it. Dealing with the kind of crisis, the magnitude, and the scope of COVID-19 the forces that are set ahead of us, and the changes of behaviour and the basic principles of marketing, which are being questioned.

The one key takeaway that we all need to drive out of this is that there is no playbook, guide, or a best practice to learn from. We all need to do it as we learn, build and rebuild. We need to have deep empathy and understanding of each other's situation. As an ecosystem, we all need to come together to understand this situation.

It's also about rediscovering some of the values of the organization and also encouraging a dialogue and a discussion amongst all of us with the right topics for the growth of the business. It is about these new ideas, the new thinking and I guess the new focus which will help chart the pathway for the future. It definitely requires a new look at everything. A zero-based assessment at planning. It means forcing ideation through circumstances and redirecting attention to areas that can help accelerate certain strategic programs, and also to create a certain amount of impact.

At MMA, we are very inclined to help build that. We have been doing this as our charter to help build it for the marketers to help them understand what the growth of this business is going to be as we move forward, but also trying to bring the people and the ideas and solutions together quickly through technology and marketing.

I'm very confident that the immediate future in the digital world will be reshaped and organizations and marketers alike will pursue these new opportunities. Technology-led strategies and opportunities that will define the business Impact, while shaping the future and paving the path for their success.

 [Click here to watch the complete session](#)

ABOUT MMA IMPACT INDIA

MMA Impact India is part of a global series which MMA hosts across markets bringing the ecosystem of publishers, agencies, marketers and tech enablers under one roof to accelerate modern marketing practices, discuss and learn upcoming trends and challenges in modern marketing. It is held across 42 countries and has become a signature property that is poised to shape the future of modern marketing.

The circumstances of 2020 accelerated digital innovation and adoption by several years hence MMA Impact 2021 became the best time for us to showcase growth frameworks, opportunities in the space of digital technology. The event theme to showcase it being 'Simplify. Simplify. Amplify.' where we highlight how modern marketing can simplify marketing endeavours with ease of access to consumer data, better measurement personalization and how with avid simplification marketers will be able to amplify the right narrative to the right user.

This year's Impact will be focused on 5 key pillars of modern marketing which are the key focus areas for our councils- E-Commerce Council, MarTech Council, Voice & Audio Council, Brand Safety Council, Media Effectiveness Council and Creative Council.

MMA IMPACT 2021

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Executive Director, Beauty &
Personal Care



AMIT JAIN



MMA India Board Chair;
Managing Director



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President - Corporate



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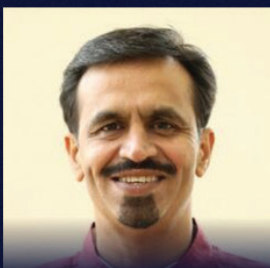
Head of Marketing Insights



MONEKA KHURANA



MMA India Board Member; Country Head - India



ROHIT DADWAL



MMA India Board Member; Managing Director, APAC

TESTIMONIALS



MMA Impact India's charter to facilitate the adoption and success of modern marketing, among today's marketers is truly commendable. The 10-minute format introduced to bring a sector-wise perspective made it very insightful.

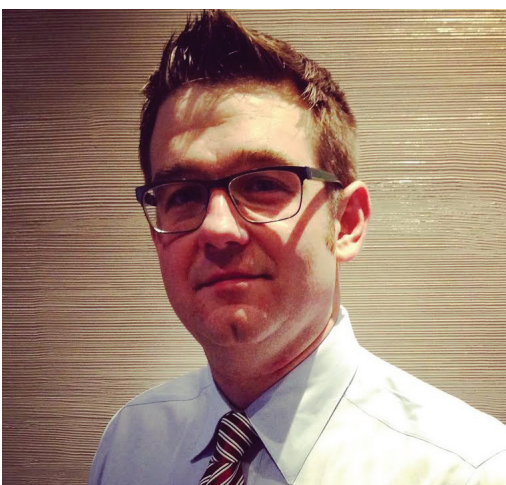
AJAY KAKAR

MMA India Board Member; Chief Marketing Officer, Aditya Birla Capital Limited

MMA Impact is one of the key events in India that covers the length & breadth of Modern Marketing by going in-depth with a wide range of topics. MMA truly carries the mantle of #ShapingTheFuture for marketers by presenting curated sessions & a fantastic line-up of keynotes. I personally enjoyed my panel session on 'Why outcomes are the metrics that matter in 2021'. Not to forget, the virtual environment was great & easy to navigate as well.

Jahid Ahmed

Vice President and Head - Digital, Content and Social Media Marketing, HDFC Bank



Participating in MMA Impact India provided us the chance to share our thesis on how to grow brands through personalization, while simultaneously learning from so many other brilliant members of the advertising community. I'm inspired to do even better and be back soon.

Jon Halvorson

VP, Consumer Experience, Mondelez International

ABOUT MMA

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 and media companies working collaboratively to architect the future of marketing, while relentlessly delivering growth today.

Led by CMOs, the MMA helps marketers lead the imperative for marketing change – in ways that enable future breakthroughs while optimizing current activities. The MMA is committed to science and questioning and believes that creating marketing impact is steeped in constructively challenging the status quo encouraging business leaders to aggressively adopt proven, peer-driven and scientific best practices, without compromise.

The MMA invests millions of dollars in rigorous research to enable marketers with unassailable truth and actionable tools. By enlightening, empowering and enabling marketers, the MMA shapes future success, while also propelling business growth.



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.

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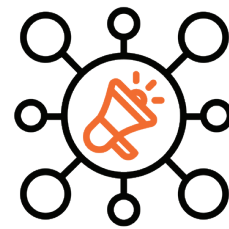
MMA AMMP COMMUNITY

The MMA AMMP Community is a credible industry resource centre for everything one needs to know on modern marketing.

The circumstances of 2020 accelerated digital innovation and adoption by several years hence for MMA it becomes the best time to showcase growth frameworks, opportunities in the space of modern marketing. With this in mind, in 2021, MMA brought together a highpowered ecosystem to 'Accelerate Modern Marketing Practices' (AMMP). The MMA AMMP Community is a specialized taskforce with elite leaders across the below six core councils:



E-Commerce Council



MarTech Council



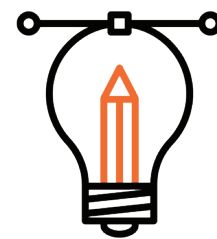
Voice & Audio Council



Brand Safety Council



**Media Effectiveness
Council**



Creative Council

The key objective of the taskforce is to enable resources, tools, evangelism and education to accelerate modern marketing practices in the ecosystem. Below is an overview of our taskforces that enable AMMP:

E-Commerce Council

The E-Commerce Council seeks to build an overall understanding of the ecosystem and address cluster-specific issues, build capability in the Omni Channel Marketing and streamline the ecosystem through building a common vocabulary and enable industry standards.



MarTech Council

The objective is to enable pioneering marketers to understand the dynamically evolving nature of modern marketing. The Council seeks to add value to marketers by helping them to assess & adopt the right MarTech stack, enabling business transformation and optimise marketing KPIs.

Voice & Audio Council

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 Voice & Audio council seeks to create leadership & evangelism for marketers to better understand the dynamically evolving nature of voice marketing and enable guidelines, use cases, expertise to exploit the platform.



Brand Safety Council

Taking a cue from our global think tank, SAVE which is a marketer-led Future of Brand Safety Council created to ensure safeguards for brands in all marketing environments. The Council will develop processes, programs, benchmarks, and measures to protect your brand's reputation and marketing investment. With a strong local council, we are excited to extend our global learnings in India as well as pave a robust foundation going forward. We as a Committee work extensively on enabling best practices, standards and guidelines for brand marketing and performance marketing by driving compliance at various levels in the ecosystem amongst stakeholders to deter adfraud. The aim is to provide guidance and learnings to brands and performance marketers.



Media Effectiveness Council

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

Creative Council

The Creative council works extensively in building guidelines and best practices for effective short-format advertising content.



Learn more about the MMA AMMP Community

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