



The Data-Centric Organization: Transforming for the Next Generation of Audience Marketing

An Overview

May 2016



About Us

The **Direct Marketing Association** (“DMA”) is a trade organization for data-driven marketers which seeks to advance and protect responsible data-driven marketing. Founded in 1917, DMA represents thousands of companies and nonprofit organizations that use and support data-driven marketing practices and techniques. DMA provides the voice to shape policy and public opinion, the connections to grow members’ businesses and the tools to ensure full compliance with ethical and best practices as well as professional development.

The **Interactive Advertising Bureau** (“IAB”) empowers the media and marketing industries to thrive in the digital economy. It is comprised of more than 650 leading media and technology companies that are responsible for selling, delivering and optimizing digital advertising or marketing programs. The **IAB Data Center of Excellence** (“DCoE”) is a independently-funded unit within IAB, founded to drive the “data agenda” for the digital media, marketing and advertising industries—helping advertisers and marketers operationalize their data assets while maintaining quality, transparency, accountability and consumer protection.

Winterberry Group (“WG”) is a New York-based research and strategic consulting firm that supports the growth of advertising, marketing, media, information and technology organizations. Over the past decade, WG has completed over 250 consulting engagements on behalf of top global marketers, media providers and marketing service/technology providers.

Over the past five years, both DMA and IAB have collaborated with WG on the publication of numerous white papers exploring the ongoing use and integration of data, technology and media—generating *more than 50,000 total reader downloads worldwide*. Recent published white papers include:

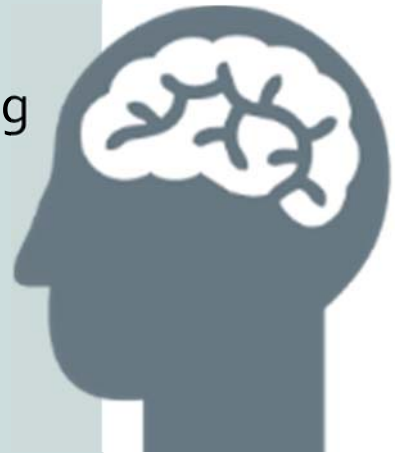


Why “Data”? And Why Now?

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Data continues to transform the way advertising and marketing is practiced—enabling brands to engage with targeted audiences **across screens, devices and physical touchpoints**—and on a virtually “**one-to-one**” basis

The proliferation of new datasets and supporting technologies is driving constant reinvention of the practice—driving the need for **regular, credible industry intelligence into the use cases, business practices and performance benchmarks** that data users may leverage as a foundations of their ongoing investments



Our Response: The “Demystifying Data” Research Series

With these themes in mind, IAB and WG initiated a sweeping research initiative aimed at **clarifying the role, value and actionability of data** as a driver of value in cross-channel marketing and media. Now joined in partnership with DMA, the research highlights sophisticated use cases and practices, with a focus on:

- Providing a credible view on data’s **tangible contribution and value** across use cases
- Presenting a framework for organizations to optimize their **organizational structures and processes** to derive maximum value from data; and
- Offering perspective on how users should ideally be **budgeting for expanded data utilization** over coming years

Findings are grounded in:

- **Online surveys** deployed to engaged DMA and IAB members, as well as contacts referred by DCoE constituents
- Intensive feedback from **one-on-one telephone interviews** with select industry thought leaders (as referred by project stakeholders)

How?

The research is designed to provide:

- **Clarity**—as well as a **credible third-party perspective**—on a dynamic landscape
- An ongoing forum for **continued industry dialogue** and relevant exploration
- **Positioning and visibility** for its key stakeholders as recognized thought leaders on the subject

Why?

What Topics Do Each White Paper Explore?

"Data as Competitive Advantage"

Published: October 2015

- **How** does data add value across various "traditional," "digital" and "omnichannel" use cases?
- **How much** value do different types of data typically contribute? **How** is that contribution typically measured?
- **What** are sophisticated users doing to extract meaningful competitive advantage from their first- and third-party data assets?
- **What** best practices should data users uphold as they seek to elevate data's contribution?



"The Data-Centric Organization"

Anticipated Publication: Fall 2016

- To what extent have **organizational/process issues** inhibited marketers and media companies from taking advantage of "Big Data" opportunities?
- What **challenges** are most common—and what is their cost?
- **What organizational best practices characterize a true "data-centric" culture?** What steps should others take to elevate their structure and operating processes?



"Follow the Money: The Evolution of Big Data Budgets"

Anticipated Publication: Winter 2016

- How are marketers and publishers **building budgets for data** and related applications?
- How has the **size and structure of those budgets** evolved as third-party data (and related technology) have proliferated?
- **What budgetary benchmarks** typify data users across various media and marketing stakeholder groups?
- How should marketers and publishers think **about building sustainable data budgets** over the long term?



Just Published by IAB/WG: *Data as Competitive Advantage*



WINTERBERRY GROUP

Data as Competitive Advantage

A WINTERBERRY GROUP WHITE PAPER OCTOBER 2015

IN PARTNERSHIP WITH

WITH THE SUPPORT OF

acordant media

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ORACLE MARKETING CLOUD

Marketing Land

Report: The Promise Of Big Data Is Recognized But Rarely Realized

While big data is seen as competitive advantage, the report card is mixed on the ability to fully utilize it to accomplish key business objectives.

Greg Sterling on October 26, 2015 at 2:30 pm

webnesday

DIGITAL MARKETING RESOURCES

VIDEO CONTENT SOCIAL EMAIL AFFILIATE

Give thanks for the biggest from Hard Rock Hotel & Casino

Marketers Need Better Data, Not More Data

November 11, 2015 by addthis — Leave a Comment

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MOST MARKETERS STILL DON'T 'GET' DATA SAYS NEW REPORT

Source: Winterberry Group

iab.

Data as Competitive Advantage

By Michael Austin



October 27, 2015 was the day that the industry's most closely watched report, the Data as Competitive Advantage report, was published. The report, which was published by the Winterberry Group, a leading digital marketing research firm, found that while marketers are hot for data, many still aren't using it in generic ways.

iab.

Oct 29

Big thanks to all the panelists who participated in yesterday's Data as Competitive Advantage event at IAB

You, ZenithOptimedia US, AddThis and 7 others



VentureBeat

Study shows marketers are hot for data, but many still using it in generic ways

MARK SULLIVAN OCTOBER 28, 2015 3:30 PM
TAGS: Q, MARKETING DATA, MARKETING TECH

Looking Ahead: *The Data-Centric Organization*

The second white paper in our series—*The Data-Centric Organization*—will be structured to provide perspective on the following representative themes, among others:



Who is managing data within organizations today?
What are the relationships between line-of-business and staff teams with respect to **data sourcing, technology and other functions**?



How are those operating/organizational structures **supporting (or inhibiting) the use of data** today?



Are there any **universal best practices** or **common structures** that define successful data-driven organizations?



What kinds of **training and staff development initiatives** will be required to support the next generation of data-driven marketing initiatives? Will any new roles be required?



How will **compensation and incentive structures** need to evolve to support the next generation of data-driven marketing initiatives?

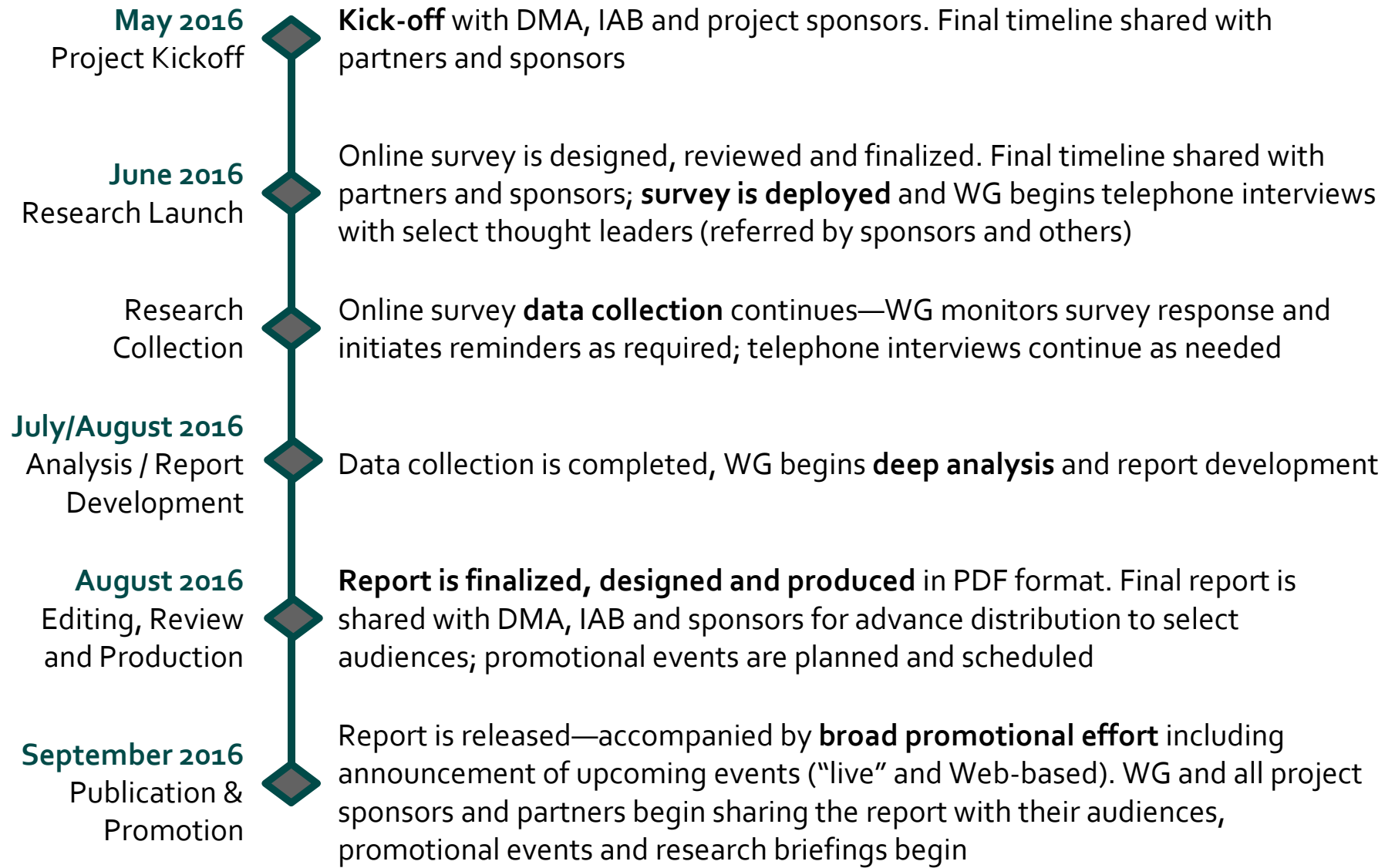


How will **organizational structures and processes** need to evolve to support the next generation of data-driven marketing initiatives?



How might **agencies, technology developers and other third-party suppliers** support marketers and publishers in accomplishing their data-driven goals?

Anticipated Timeline: Launch in April; Publication in Early Autumn



In Support of the Research, the Presenting Partners and Sponsors Will Collaborate on a Robust Industry Education/Advocacy Program

Planned promotional activities include:

- **“Live” presentation briefings** (associated with each published white paper) at IAB’s AdLab in New York City as well as a series of “roadshow” appearances in three or four cities nationwide
- A **DMA/IAB-hosted webinar**—with content produced and delivered by WG researchers—to disseminate key findings to a broad audience of industry constituents
- A DMA/IAB-issued **central press release** and publicity effort to broadly promote the research publication and findings; and
- A **range of hosted events** and activities at which WG analysts will present addressable research findings and perspective—for discretionary audiences



We Anticipate Recruiting A Roster of Sponsors to Provide the Critical Financial and Research Support This Effort Will Require

Supporting Sponsorship:

USD \$15,000.00



- Logo placement on the 'acknowledgements' page of the white paper (shared with other supporting sponsors, DMA, IAB and WG logos); "About Sponsor" content included in the back of the white paper; acknowledgement in promotional materials



- Advance copies of final white paper for review and distribution to private audiences



- Access to WG researchers for one in-person research presentation or briefing session to a private audience worldwide*



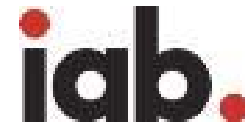
- Perpetual distribution rights—including the right to post the reports on owned properties for download, include research in proprietary content (with appropriate attribution), etc.

Building Our Research Panel:

Both Supporting Sponsors and IAB DCoE members will be asked to nominate a **representative sample of potential research contributors**—from amongst their clients, prospects and knowledgeable business contacts—to support collection of the primary insights that will be so critical to the completion of this analysis. Ideally, these panelists will:

- Represent “demand-side” marketers, advertisers and other users of commercial data
- Be well versed in the strategic and day-to-day use cases that marketing data supports within their organization
- Have a perspective on the potential organizational changes that may be required to elevate their organization’s use of data; and
- Be comfortable candidly sharing their insights, anonymously, for the advancement of their industry

For More Information



Jonathan Margulies

Managing Director, Winterberry Group
jmargulies@winterberrygroup.com
(212) 842-6031 / (516) 428-9559 Mobile
@jcmargulies

Neil O'Keefe

SVP, CRM & Member Engagement, DMA
nokeefe@the-dma.org
(212) 790-1460
@NeilOKeefe

Patrick Dolan

EVP & Chief Operating Officer, IAB
patrick@iab.net
(212) 380-4727
@patrickdolan

