This research would not have been possible without the significant contributions of dozens of U.S. advertising, marketing, media, information and technology industry leaders who generously offered their time, insights and feedback in support of this effort. In particular, we would like to recognize our partners, the Data & Marketing Association and Interactive Advertising Bureau’s Data Center of Excellence, as well as our project sponsors:

Additionally, we extend our deepest appreciation to the more than 110 panelists who contributed thoughtful insights on their organization’s use of data through our online survey. Though their individual names are not recognized in this report, they represent some of the most respected and innovative brands and service providers in marketing and their respective industries.

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Executive Summary: U.S. Firms Remain Intensely Focused on Leveraging Data Across Marketing, Media and Commerce Functions—But See Obstacles to Achieving True “Data Centricity”

Marketers and publishers remain intensely focused on achieving “data centricity” across their organizations, with 90.1% of survey respondents saying they either have or are planning to develop an enterprise strategy to support the use of audience data.

The same respondents said they expect those strategies will drive significant near-term advances in how their organizations engage with data as an input to their advertising and marketing efforts. While only 9.8% of respondents described their organizations as “extremely” data-driven today, more than 44% said they expect to achieve that level of sophistication by 2019.

Amidst that optimism, though, the same data users appear to be growing less confident that their efforts to date constitute real maturity given the growing complexity associated with deploying data across all addressable advertising and marketing efforts. Fewer survey respondents described their organizations as at least “fairly data-centric” in 2017 (40.3%) than did the previous year (54.3%).

The most significant obstacle associated with achieving data centricity appears to be an industry-wide talent gap, particularly with respect to the analytics skills associated with data modeling, segmentation and attribution. Just 1.3% of panelists said they were “extremely confident” their organizations have the right expertise, skills and experience needed to derive value from data (down from 5.2% in 2016)—and more than 87% of panelists said that data analytics is the competency their organization needs most to advance their use of data.


This research is aimed at showing how those organizations are applying those investments to capitalize on the value inherent in data as a potential driver of decisioning, messaging and superior customer experiences across all advertising and marketing functions. Among other conclusions, it will show:
The Data-Centric Organization:
How U.S. Companies Are Evolving to Support Audience Data Usage Across Their Advertising, Marketing and Audience Engagement Efforts
In 2016, Winterberry Group—in partnership with DMA and IAB’s Data Center of Excellence—published an inaugural research report on “data-centric” organizations, exploring the ways U.S. companies are evolving their business processes and organizational structures to better leverage data across their advertising, marketing and other audience engagement efforts.

This effort refreshes that research in order to:

- Enhance understanding of how data and data-driven solutions are transforming the way advertising and marketing is practiced
- Update our perspective on the roles that people, technology platforms, supply chain partners and organizational processes play in supporting “data-centric” business transformation; and
- Provide industry intelligence so that business leaders may build and/or enhance their own frameworks to better utilize their audience data assets in support of their marketing, advertising and/or media sales efforts.

*Background: The Evolving Data-Centric Organization*
Conclusions in this report are based on an online survey completed by 113 advertisers, marketers, publishers, technology developers and marketing service providers primarily based in North America.

The survey was fielded to special interest panels consisting of DMA and IAB members between September and November 2017.

How many years of experience do you have working in a marketing, advertising or media role?

<table>
<thead>
<tr>
<th>Years of Experience</th>
<th>Percent of Panel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>5.4%</td>
</tr>
<tr>
<td>1 to 5 years</td>
<td>11.6%</td>
</tr>
<tr>
<td>6 to 10 years</td>
<td>17.0%</td>
</tr>
<tr>
<td>11 to 15 years</td>
<td>19.8%</td>
</tr>
<tr>
<td>16 to 25 years</td>
<td>22.3%</td>
</tr>
<tr>
<td>25 years or more</td>
<td>21.4%</td>
</tr>
</tbody>
</table>

How knowledgeable are you with respect to data and its various marketing, advertising and/or media applications?

- Not at all knowledgeable: 1.8%
- Somewhat knowledgeable: 17.0%
- Extremely knowledgeable: 42.0%
What is “Data Centricity”? How Is It Evaluated?

For the purposes of this report, “data centricity” will reflect the extent to which an organization is **culturally and operational prepared to apply audience data as a source of actionable insight** in support of advertising, marketing and audience engagement.

Our evaluation focuses on the extent to which industry participants are managing data and associated resources across each of four operational pillars:

<table>
<thead>
<tr>
<th>People</th>
<th>• How do talent, training, compensation plans and team tenure impact how the organization uses and derives value from data?</th>
</tr>
</thead>
</table>
| Platforms | • Does the organization leverage the right tools to support audience building, insight development, analytics and measurement?  
• How well integrated are these systems with each other? Other organizational processes? |
| Partners | • To what extent are agencies, data suppliers and other service providers integrated in the organization’s supply chain?  
• Does the organization have protocols in place to encourage cooperation among these partners? |
| Processes | • Is the organization’s overarching organizational structure engineered to support data compilation, management, sharing and good governance? |
Data-Driven Transformation Remains a Common Organizational Priority, Though Practitioners Often Struggle to Realize Tangible Results

To what extent would you say your organization has an overarching strategy to govern its use of audience data for advertising and/or marketing purposes?

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not sure</td>
<td>4.9%</td>
<td>4.3%</td>
</tr>
<tr>
<td>No strategy and no plan to develop</td>
<td>4.9%</td>
<td>4.3%</td>
</tr>
<tr>
<td>No strategy today but planning to develop</td>
<td>17.1%</td>
<td>17.3%</td>
</tr>
<tr>
<td>Strategy is being developed but not yet implemented</td>
<td>49.4%</td>
<td>38.6%</td>
</tr>
<tr>
<td>Strategy has been developed and implemented but is not yet delivering results</td>
<td>11.4%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Strategy has been developed, implemented and is delivering results</td>
<td>12.3%</td>
<td>28.6%</td>
</tr>
</tbody>
</table>

...but relatively few say they’ve generated results

Majority of marketers are rolling out strategies to support data-centricity...
As Data Grows in Volume and Velocity—Adding Complexity to an Already Complicated Endeavor—Data Users Say They’re Growing Less Confident in Their Own “Data Centrism”…

To what extent is your organization “data-centric” today?

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all data-centric</td>
<td>0.0%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Not very data-centric</td>
<td>20.0%</td>
<td>17.1%</td>
</tr>
<tr>
<td>Somewhat data-centric</td>
<td>25.7%</td>
<td>41.5%</td>
</tr>
<tr>
<td>Fairly data-centric</td>
<td>30.0%</td>
<td>30.5%</td>
</tr>
<tr>
<td>Extremely data-centric</td>
<td>24.3%</td>
<td>9.8%</td>
</tr>
</tbody>
</table>
... But Looking Into the Future, Most Expect Their Organization Will Make Significant Advances in Sophistication In the Months to Come

How data-centric do you expect your organization will be two years from now?

- 44.4% Extremely data-centric
- 34.6% Fairly data-centric
- 21.0% Somewhat data-centric
- 0.0% Not very data-centric
- 0.0% Not at all data-centric

Expected by 2019
Deep Dive: A More Nuanced Take on the Survey Data

- Fewer survey respondents (just 12.3%) reported in 2017 that their organizations have developed and implemented data strategies that are delivering positive results than said the same in 2016 (28.6%)

- And fewer described their organizations as at least “fairly data-centric” in 2017 than did so in 2016 (40.3% versus 54.3%)

These results may seem counterintuitive given the significant investments many organizations are making in data and associated activation solutions. But thought leader feedback suggests there are potential explanations...

- **Experience=Awareness:** Through success (as well as trial and error), practitioners are growing increasingly aware of the rigors associated with cross-channel data integration, management and activation—especially within complex enterprises that may be otherwise slow to innovate. Less likely to see previous successes as indicative of “data centricity” within an enterprise otherwise advancing at a rapid pace

- **Threat of Regulation Looming Larger:** Imminent new regulatory guidelines—such as the EU’s General Data Protection Regulation (GDPR)—posing a significant near-term concern for organizations that maintain a significant consumer-facing digital presence, redirecting resources from data-centric organizational transformation in some cases (and de-emphasizing the role of data among organizational priorities, at least for the short term, in others)
How do talent, training, compensation plans and team tenure impact how the organization uses and derives value from data?

- One year since we last benchmarked data users’ access to the right talent and expertise, it appears they **have not made significant progress towards acquiring the resources they need** to drive their efforts around data centricity.

- As reported in 2016, practitioners consider data analytics the most critical skill to support the future of their data-driven marketing efforts; however, **emphasis on data management and processing has increased**, and technology/IT has declined in priority.

- Data users have also **significantly increased their focus on data governance training** over the past year—possibly in response to looming regulatory concerns like GDPR.
To what extent are you confident that the people in your organization have the right expertise, skills and experience to support your efforts to derive value from the use of data?

Talent Gap Continues to Represent a Significant Challenge for Organizations Seeking Data Centricity

Average:
2016: 3.07
2017: 2.92
What specific skillsets or functional competencies do you think will be the most important for your organization to possess in support of its future data-driven marketing, advertising and/or media efforts?
High-Profile Data Breaches and Regulatory Concerns and Changes (Including GDPR), Are Placing Renewed Focus on the Importance of Data Governance

<table>
<thead>
<tr>
<th>Training/Development Initiative</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of a data-driven organizational culture</td>
<td>62.8%</td>
<td>63.9%</td>
</tr>
<tr>
<td>Data analytics/modeling training</td>
<td>59.0%</td>
<td>60.6%</td>
</tr>
<tr>
<td>Cross-organization training on data-driven marketing/media applications</td>
<td>46.2%</td>
<td>49.7%</td>
</tr>
<tr>
<td>Closer collaboration with marketing service and technology providers</td>
<td>38.5%</td>
<td>39.4%</td>
</tr>
<tr>
<td>Training on best practices in data governance</td>
<td>20.0%</td>
<td>33.3%</td>
</tr>
<tr>
<td>Training on use/management of related technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development of career paths focused on the management and use of data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training on internal systems, departments and resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revision of compensation models tied more closely to data management and use</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

What training and staff development initiatives do you think would best support the development of those needed skillsets/functional competencies?
Platforms

Does the organization leverage the right tools to support audience building, insight development, analytics and measurement? How well integrated are these systems with each other? Other organizational processes?

• Overall, practitioners are only moderately confident in their existing marketing technologies—and the level to which those technologies are suited to support optimal use of audience data—representing little change from the sentiment echoed in 2016.

• In terms of functionality, data users are increasingly seeking tools that support marketing measurement and attribution, as well as data processing and hygiene.

• Marketers and publishers plan to leverage third-party agencies, consultancies and others in order to help their organizations optimize use of data technologies.
On the Whole, Confidence in Marketing Technology Remains Unchanged as Users Are “Split Down the Middle” When it Comes to Seeing Value in Their Data Toolsets

To what extent are you confident that your current marketing technologies are well suited to support the optimal use of audience data?

Average:
2016: 2.93
2017: 2.93
## Cross-Channel Measurement and Attribution and Data Processing/Hygiene are Top of Mind Among Features Users Seek in Data Activation Tools

<table>
<thead>
<tr>
<th>Feature</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predictive analytics and modeling</td>
<td>49.3%</td>
<td>49.3%</td>
</tr>
<tr>
<td>Cross-channel measurement and channel attribution</td>
<td>49.3%</td>
<td>40.6%</td>
</tr>
<tr>
<td>Campaign management (segmentation and audience selection)</td>
<td>35.2%</td>
<td>34.8%</td>
</tr>
<tr>
<td>CRM/prospect database management</td>
<td>35.2%</td>
<td>32.6%</td>
</tr>
<tr>
<td>Data management platform (&quot;DMP&quot;)</td>
<td>33.8%</td>
<td>30.4%</td>
</tr>
<tr>
<td>Data processing and hygiene</td>
<td>33.8%</td>
<td>19.6%</td>
</tr>
<tr>
<td>Campaign reporting and measurement</td>
<td>31.0%</td>
<td>29.7%</td>
</tr>
<tr>
<td>Data visualization</td>
<td>23.9%</td>
<td>26.8%</td>
</tr>
<tr>
<td>Marketing automation/rules-driven decisioning and messaging</td>
<td>22.5%</td>
<td>34.1%</td>
</tr>
</tbody>
</table>

What specific technology functions or features do you think will be most important in supporting organizations’ efforts to achieve value from their future use of data?
Formalizing an ongoing technology assessment function to identify and prioritize organizational needs/potential solutions

Developing more clear investment cases to support selection/use of marketing technologies

Leveraging the support of third parties (consultancies, agencies, etc.) to support our use of marketing technology

Centralizing technology management with a department outside of IT (e.g. marketing, operations, etc.)

Assembling a custom “stack” of various technologies offered by various providers

2017

2016

In what ways could your organization best leverage marketing technology to optimize the value it generates through the use of audience data?
Partners

To what extent are agencies, data suppliers and other service providers integrated in the organization’s supply chain? Does the organization have protocols in place to encourage cooperation among these partners?

• More than last year, data users credit their supply chain partners with supporting their efforts to derive value from the use of data; similarly, these marketers and publishers say partners are helpful when it comes to optimizing use of marketing technology as well

• Practitioners still cite analytics support and delivery of data-driven insights as their most critical need from their marketing service providers

• While expected reliance on outside media agencies has diminished slightly, marketers and publishers still expect to rely most heavily on analytics consultancies over all other representative partners
How well are your supply chain partners currently supporting your organization’s efforts to derive value from its use of data?

- 0.0% Not Sure
- 14.3% Not supporting efforts at all
- 0.0% 1
- 10.3% Supporting efforts to some extent
- 14.3% 2
- 39.7% 3
- 21.4% 4
- 46.4% 5

Average:
- 2016: 3.27
- 2017: 3.46

Supply Chain Partners—Bringing Experience That Spans Channels, Verticals and Functions—Growing Increasingly Important in Helping to Activate Audience Data
As In Their Own Organizations, Data Users Say Their Most Critical Supply Chain Need Is Associated With Their Ongoing Analytics Talent Gap

<table>
<thead>
<tr>
<th>Support our efforts to leverage analytics to deliver more data-driven insights</th>
<th>52.4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide enhanced strategic advisory services</td>
<td>44.8%</td>
</tr>
<tr>
<td>Support our efforts to measure/attribute the impact of our data investments</td>
<td>39.2%</td>
</tr>
<tr>
<td>Provide training for our internal functional managers</td>
<td>33.3%</td>
</tr>
<tr>
<td>Provide support for our organizational/process changes</td>
<td>31.7%</td>
</tr>
<tr>
<td>Bring more case studies/best practices from across our industry</td>
<td>30.2%</td>
</tr>
<tr>
<td>Better coordinate efforts with other supply chain partners</td>
<td>28.0%</td>
</tr>
<tr>
<td>Source/aggregate more (or better quality) data from third parties</td>
<td>28.0%</td>
</tr>
<tr>
<td>Bring more case studies/best practices from leaders across other industries</td>
<td>22.2%</td>
</tr>
<tr>
<td>Revise pricing and/or service models to provide for expanded flexibility</td>
<td>19.0%</td>
</tr>
</tbody>
</table>

In what ways do you think partners could be most supportive of their client organizations’ efforts to achieve value from the use of data?

- 2017
- 2016
To what extent do you expect that your/your clients’ reliance on each of the following supply chain partners will vary two years from now?

<table>
<thead>
<tr>
<th>Service Type</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand/Creative Agencies</td>
<td>2.07</td>
<td>2.13</td>
</tr>
<tr>
<td>Media Agencies</td>
<td>1.93</td>
<td>1.80</td>
</tr>
<tr>
<td>Marketing Strategy Consultancies</td>
<td>2.00</td>
<td>2.02</td>
</tr>
<tr>
<td>Process and Integration Management Consultancies</td>
<td>2.04</td>
<td>2.02</td>
</tr>
<tr>
<td>Database Manager</td>
<td>2.16</td>
<td>2.31</td>
</tr>
<tr>
<td>Analytics Consultancies</td>
<td>2.36</td>
<td>2.34</td>
</tr>
<tr>
<td>Third-Party Data Managers</td>
<td>2.18</td>
<td>2.22</td>
</tr>
</tbody>
</table>
Processes

Is the organization’s overarching organizational structure engineered to support data compilation, management, sharing and good governance?

• Marketers have placed more emphasis on centralizing the ownership of data and data infrastructures as a critical prerequisite to deriving value from data; now value centralization of data resources equally with the dissolving of organizational silos that distinguish separate business and functional groups (as well as data assets)

• There has been little change from last year in marketers’ level of confidence that their processes and structures are suited to support the use of audience data—the vast majority are only “somewhat” or “less than fully” confident that their current systems are designed for optimal data use
Practitioners See a Growing Need to Centralize Ownership of Data as a Key Enabler of Downstream Value

<table>
<thead>
<tr>
<th>Change</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissolving silos between business/functional groups</td>
<td>48.1%</td>
<td>58.5%</td>
</tr>
<tr>
<td>Centralizing ownership of data and its infrastructure</td>
<td>30.8%</td>
<td>48.1%</td>
</tr>
<tr>
<td>Standardizing protocols for sharing and using data across our org</td>
<td>42.9%</td>
<td>43.1%</td>
</tr>
<tr>
<td>Standardizing key performance indicators and other metrics</td>
<td>33.8%</td>
<td>46.2%</td>
</tr>
<tr>
<td>Standardizing protocols for sharing data with our partners</td>
<td>18.5%</td>
<td>33.8%</td>
</tr>
<tr>
<td>Establishing clearer guidelines to govern data compilation</td>
<td>23.1%</td>
<td>32.5%</td>
</tr>
<tr>
<td>Designating a “chief data officer” to oversee data sourcing and use</td>
<td>26.2%</td>
<td>32.5%</td>
</tr>
<tr>
<td>Centralizing storage of all data assets</td>
<td>24.7%</td>
<td>24.6%</td>
</tr>
<tr>
<td>Centralizing ownership of related technology</td>
<td>15.6%</td>
<td>21.5%</td>
</tr>
</tbody>
</table>

What changes would be most important in helping your organization derive value from its future use of data?
Organizations Have Made Little Progress Building Processes to Support Use of Audience Data; Very Few Say They are “Extremely” Confident in their Current Practices

To what extent are you confident that your business processes and organizational structures are geared to support the optimal use of audience data?

Average:
2016: 2.81
2017: 2.77
Key Takeaways
Final Conclusions and Considerations

✓ The effort to become “data-centric” continues to represent an pressing organizational priority for U.S. marketers, publishers and other data users

✓ The task of data-centric transformation is complex, driving firms to intensify their reliance on a range of third-party partners to support technology deployment, process management data activation

✓ Perhaps the most significant challenge facing data users in the comparatively mature U.S. marketplace: how to develop and nurture a corps of marketing and media professionals who embed certain fundamental data skillsets—predictive analytics, segmentation and modeling, for example—as part of their essential toolset, rather than as a specialized capability

▪ But despite the ongoing proliferation of audience data and sophisticated tools geared to support its usage, significant obstacles continue to hinder organizations in their effort to derive maximum value from the data at their disposal

▪ As this work continues, though—and as data proliferates across both new and established channels—best-practice benchmarks and target use cases continue to grow more complex and difficult to achieve; even as practitioners grow their awareness of what constitutes “data centricity,” that level of sophistication is effectively growing more difficult to achieve

▪ Predictive and attribution-oriented analytics plays a role vastly more significant than its share of budget (just under 2% of data “services” budgets)¹ would suggest—and years after first suggesting that “talent development” was an issue, organizations continue to wrestle with how to hire, train and compensate team members who bring the right skillsets to the table

¹DMA/IAB/Winterberry Group, State of Data 2017, December 2017
About Us
Our Partners and Sponsors
About Data & Marketing Association

Founded in 1917, and driving the data and marketing agenda for a full century, the Data & Marketing Association (DMA) champions deeper consumer engagement and business value through the innovative and responsible use of data-driven marketing. DMA’s brand-leading membership is made up of over 1,400 organizations that are today’s innovative tech and data firms, marketers, agencies, service providers and media companies. By representing the entire marketing ecosystem—demand side and supply side—and engaging more than 100,000 industry professionals annually, DMA is uniquely positioned to convene and guide the industry to bring win/win solutions to the market, and ensure that innovative and disruptive marketing technology and techniques can be quickly applied for ROI.

DMA advances the data-driven marketing industry and serves its members through four principal pillars of leadership: advocating for marketers’ ability to responsibly gather and refine detailed data to identify and fulfill customer needs and interests; innovating to bring solutions forward to the data & marketing ecosystem’s most vexing challenges; educating today’s members of the data & marketing ecosystem to grow and lead marketing organizations in the ever-increasing omnichannel world; and connecting industry participants to stay current, learn best practices and gain access to emerging solutions through &THEN – the largest global event for data-driven marketing – and DMA’s portfolio of other live events.

For more information, please visit theDMA.org
The Interactive Advertising Bureau’s Data Center of Excellence is an independently funded and staffed unit within IAB. Founded to enhance existing IAB resources and to drive the “data agenda” for the digital media, marketing, and advertising industry, the Data Center’s mission is to define boundaries, reduce friction, and increase value along the data chain, for consumers, marketers, and the ecosystem that supports them.

IAB Data is focused on:

• Gathering industry thought leaders to set and drive the “data agenda”
• Funding industry research to provide benchmarks and actionable insights on data management across platforms including mobile, programmatic, and the internet of things
• Developing industry best practices, guidelines, and standards for privacy, data security, and consumer data protection
• Creating educational materials including certification, infographics, videos, webinars, and seminars to demystify data for marketers and advertisers
• Hosting data focused events that feature industry luminaries to discuss data related topics

For more information, please visit iab.com
Winterberry Group is a unique management consultancy that supports the growth of advertising, marketing, media, information and technology organizations—helping clients create custom strategies, capitalize on emerging opportunities and grow their value. Our services include:

**CORPORATE STRATEGY**
- Business assessment
- Strategic development
- M&A target identification and qualification

**DATA-DRIVEN MARKETING TRANSFORMATION**
- Data activation strategy
- Marketing process and platform architecture, design and RFP management
- Marketing org. process engineering

**M&A TRANSACTION SUPPORT**
- Market landscaping
- Target company assessment/customer due diligence
- Strategic roadmapping

**MARKET INTELLIGENCE**
- Custom research
- Thought leadership

Additionally, Winterberry Group is differentiated through its affiliation with Petsky Prunier LLC, the leading investment bank serving the technology, media, marketing, e-commerce and healthcare industries. Together, the two firms provide one of the largest and most experienced sources of strategic and transactional services in their addressable markets.

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Criteo (NASDAQ: CRTO), a leader in commerce marketing, is building the highest performing and open commerce marketing ecosystem to drive profits and sales for retailers and brands.

More than 2,700 Criteo team members partner with 17,000 customers and thousands of publishers across the globe to deliver performance at scale by connecting shoppers to the things they need and love.

Designed for commerce, Criteo’s Commerce Marketing Ecosystem sees over $550 billion in annual commerce sales data.

For more information, please visit www.criteo.com

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For more information, please visit www.deluxe.com
**About Epsilon**

**Epsilon** is an all-encompassing global marketing innovator. We provide unrivaled data intelligence and customer insights, world-class technology including loyalty, email and CRM platforms and data-driven creative, activation and execution. Epsilon’s digital media arm, Conversant, is a leader in personalized digital advertising and insights through its proprietary technology and trove of consumer marketing data, delivering digital marketing with unprecedented scale, accuracy and reach through personalized media programs and through CJ Affiliate by Conversant, one of the world’s largest affiliate marketing networks.

Together, we bring personalized marketing to consumers across offline and online channels, at moments of interest, that help drive business growth for brands.

Recognized by Ad Age as the #1 World’s Largest CRM/Direct Marketing Agency Network, #1 Largest U.S. Agency from All Disciplines, #1 Largest U.S. CRM/Direct Marketing Agency Network and #1 Largest U.S. Mobile Marketing Agency, Epsilon employs over 8,000 associates in 70 offices worldwide.

Epsilon is an Alliance Data® company.

For more information, please visit [www.epsilon.com](http://www.epsilon.com)

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**About Equifax**

**Equifax** is a global information solutions company that uses trusted unique data, innovative analytics, technology and industry expertise to power organizations and individuals around the world by transforming knowledge into insights that help make more informed business and personal decisions.

Headquartered in Atlanta, Ga., Equifax operates or has investments in 24 countries in North America, Central and South America, Europe and the Asia Pacific region. It is a member of Standard & Poor’s (S&P) 500® Index, and its common stock is traded on the New York Stock Exchange (NYSE) under the symbol EFX.

Equifax employs approximately 10,000 employees worldwide.

For more information, please visit [www.equifax.com](http://www.equifax.com)
About LinkedIn

LinkedIn

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful.

With more than 530 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network on the Internet.

The company has a diversified business model with revenue coming from Talent Solutions, Marketing Solutions, and Premium Subscriptions products.

Headquartered in Silicon Valley, LinkedIn has offices across the globe.

For more information, please visit [www.linkedin.com](http://www.linkedin.com)