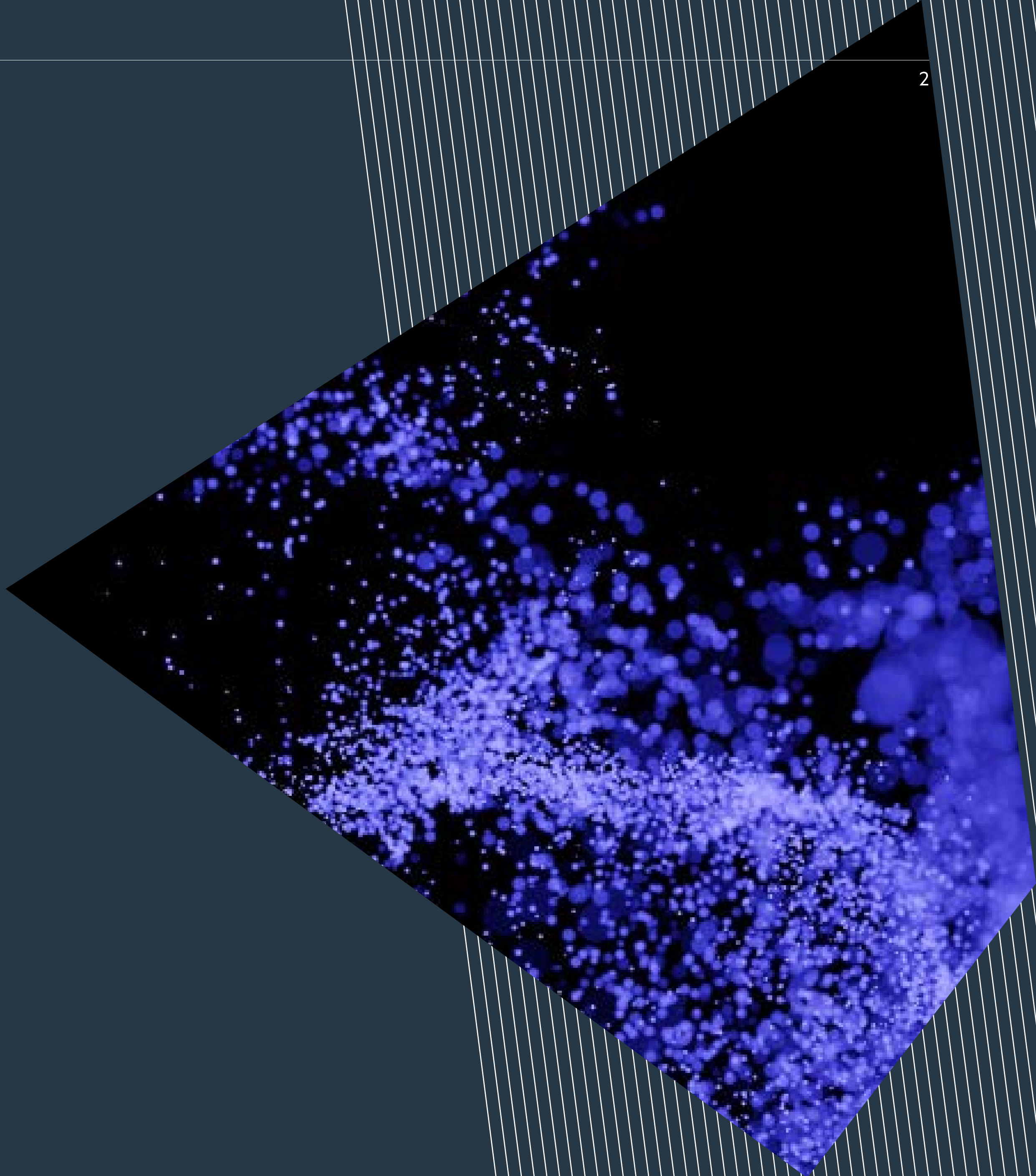

# A practical approach to the cookieless future of marketing effectiveness:

## Embracing privacy and the loss of identity

Ekimetrics.

# Contents





# This paper examines and illustrates how brands can take a step back from the decline of identity-based marketing and measurement, and reframe the challenge of marketing effectiveness in a cookieless world.

Marketers across the world have been facing a rapidly changing digital tracking landscape as leading advertisers and publishers take a stance on privacy matters. Increasingly, access is being blocked to the digital footprints that have driven both our targeting and understanding of digital marketing performance in recent years.

With adtech vendors and publishers vying for opportunities to replace multi-touch attribution with new forms of identification, many marketers continue to grapple with the technical complexities, choices before them and the consequences of the ongoing decline of identity-based marketing and measurement.

The issue remains - what are the right questions to ask to drive actionable value from marketing measurement? How can you use measurement to optimize to deliver the impact of 10-20% gains[1] in marketing efficiency?

[1] BCG, Digital Marketing Maturity Dividends, 2019

# 1

## Stop trying to replace Attribution

Accessibility and granularity over-inflated the importance of attribution and flattered to deceive. Plus missing parts of the picture combined with conflating correlation and causation have conspired to generate significant mis-attribution and marketing plans built on sand. A new approach is needed.

# 2

## Use several methods combined for success

Lead with econometrics and unify measurement in a single holistic approach to reduce the risk of changing results and missing data. You can then add granularity, deep dives and triangulated methods to deliver the richest measurement and apply the right tool to the right job.

# 3

## Define your decision moments

Be sure that you understand the scale and inputs needed for each moment in your commercial calendar. Are you thinking about overall budget splits, campaign direction or campaign management? Know when you should make these decisions and how you are going to make them.

# 4

## Common language is key

Developing a shared language of measurement across the organisation mitigates the risk of mis-interpretation and starts to build a global community working in the same way. Forward-looking leadership and organisational alignment will go a long way to supporting the value of measurement.

# Third-party cookies have been the mainstay of digital advertising, targeting and multi-touch attribution since its inception.

# However, the tech giants are responding to privacy legislation and concerns by removing the ability to track consumers across websites, apps and devices.

Safari ditched third-party cookies in 2017, as did Firefox in 2019. But in 2021, things really started to hot up as Apple implemented its App Tracking Transparency, Mail Privacy Protection and even began using privacy as a selling point in advertising. Facebook deprecated Advanced Mobile Measurement and simply stopped serving certain campaign types to iOS users. Google Chrome was set to ban third-party cookie use in 2022, but in June 2021 announced a stay of execution for a further year.

In July 2022, this was further extended to 2024, with Google having already said they would not replace identifiers.

But even with Google's second delay, this is a juggernaut of a trend that is unlikely to reverse in any meaningful way, as privacy regulations globally take hold and 'walled gardens' hold on to the value of the data they collate.

While 2021 saw attribution at an individual level take a dive, the reality is that addressability and tracking has been in gradual decline for a number of years.

And while there are alternative solutions for targeting, such as what's on offer from walled gardens and contextual targeting, measurement is more tricky.

Consequently, in 2022, brands must grasp the nettle if they're to see success in marketing effectiveness.

**"While there are alternative solutions for targeting, measurement is more tricky."**

# The rise of digital: data without understanding

## Digital's measurability, immediacy and relatively low costs made it an attractive proposition for marketers.

The easy availability of incredibly granular digital data generated an industry in analysing it to deliver instant returns. You can see why marketers increasingly focused on digital marketing over the last decade. And how multi-touch attribution became a mainstay of measurement. But often this has come with accompanying (and expensive) large-scale data projects that fail to keep pace as data availability changes.

The result has been an over-emphasis on digital channels, which has come at the expense of the bigger picture, either in attention or value, with an understanding of the genuine influences on customer behaviour de-prioritized.

The focus flipped from outcome to method, and with it, less consideration for quality, repeatable, revenue generation in favour of hyper-personalisation and a fast buck. The tail has been wagging the dog.

The reduction in our ability to measure at an individual level has had not only a lasting impact on measurement, but also on digital marketing costs. Many brands are fishing in the same decreasing pool or hampered by an inability to optimize as they did before.

Plus the media landscape shifts and changes all the time, for example with 'traditional' channels increasingly moving into the digital space, and smart technology generating yet more signals.

The challenge of understanding the impact of marketing and advertising activity has never been greater.

> "The result has been an over-emphasis on digital channels at the expense of the bigger picture."

# Attribution has never been the (only) answer

## Marketing effectiveness fundamentally depends upon your ability to understand how all channels, devices, opportunities to see and interactions work together to deliver outcomes, including those typically regarded as less measurable.

Marketing analytics seeks to understand the actions that drive brand affinity and incremental purchase, in otherwords, a purchase that would not have happened without that action impacting a consumer.

It has long been understood that first and last click attribution are flawed as they take no account of the rest of the journey - though last click has still been the most used, for the most-part as multi-touch attribution (MTA) is so difficult to achieve. MTA works by understanding the touchpoints that consumers have interacted with and, using a mathematical approach, assigning their value or weight in the purchase - there are a number of different algorithms used in the space.

But even multi-touch attribution has never effectively taken account of all channels, especially above the line, such as TV or out of home. This makes it incredibly difficult to be confident in how to compile and spend budget to best effect.

On the one hand, granularity can understand the impact of micro changes to the tiniest of levers in a digital campaign. On the other, brand measures are typically intangible and based on 'gut feel'. The resultant famine or feast in measurement confidence makes for a tough gig when explaining yourself to your CFO.

Plus data comes in and out of availability all the time, so it's important that measurement solutions can take account of that.

**"Marketing analytics seeks to understand the actions that drive brand affinity and incremental purchase."**

## Digital footprints are washing away

**Attribution has been missing a whole eco-system of other drivers of consumer behaviour. Not understanding or not being able to allow for this risk in most models has almost certainly led to mis-attribution.**

Which means that we need to be clear on the role of each data source within an overall framework, because 'in the path' doesn't always mean impacting the path. That doesn't mean the touchpoint is valueless, but it also doesn't mean it is driving ROI. It's critical to understand if an interaction is truly incremental, or whether it is just in the path by default.

Further, some attribution vendors have taken a probabilistic approach to channels that don't have user-level data, modelling them down to the individual level, however, these approaches are rarely transparent and so are almost impossible to verify.

Not only has attribution clouded understanding of where budget is best placed, many businesses are now faced with telling their finance teams that they no longer have the understanding they thought they did – and that it was fundamentally flawed.

The need now to move from an (apparent) detailed understanding of performance and an unknown value associated with brand, to a new model that understands marketing at every stage of the funnel is a good thing, if an awkward about turn.

**"In the path doesn't mean impacting the path"**

# In the path or impacting the path? Search as an example

## There is often a strong correlation between search volume and sales volume, but correlation does not necessarily equal causation.

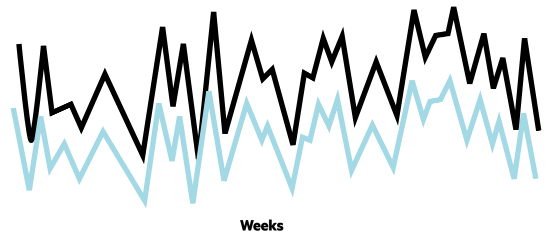
That's not to say that search doesn't perform an important role in the completion of an action, but it may not have contributed incrementally to a decision to purchase. This will very much depend upon the nature of the search and the results of the query, though there is invariably clear intent when a search is initiated, and attribution doesn't capture other non-tracked influences, such as a TV spot driving a search query (see right-hand graph). What's more, it is impossible to build long-term brand measurement into path to purchase measurement.

This kind of blind spot spells trouble when it comes to a true understanding of ROI and the influence of activity, and therefore can result in significant misdirection when it comes to strategy and budget allocation throughout the funnel. It would be relatively easy to miss the importance of upper funnel activity and focus on lower funnel activities, resulting in a drop in effectiveness over time.

**In the path doesn't always mean impacting the path**

Channels can be seen as highly impactful through attribution, but actually are not driving incrementality and are masking other things. Two examples from each:

**Always On & Correlated to Sales**



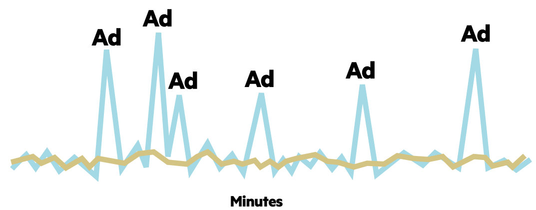

**Search ads are only served on expresion of interest from the consumer – this tends to be highly correlated to sales.**

**With brand terms in particular, incrementality is a question.**

**Search impressions**

**Sales**

**Impacted by other non-tracked media**




**Non-tracked channels can drive significant uplift in search activity, but does the search ad or TV ad get the credit?**

**This is a key challenge of accounting for incrementality of non-tracked activity.**

**Baseline Searches**

**Actual searches, correlated TV advertising**

# Data, data everywhere...

## There is nothing new about data coming in and out of availability. But many marketers have come to rely on certain data in some highly complex (and expensive) measurement systems.

**“This inevitably throws into question the reliability of the analysis and with it the chance to deliver real business benefit.”**

New data arrives every time you add a new system or platform into the mix, but the scale and finality of tracking changes closes the remaining doors to attribution as we know it.

Often, large-scale, lengthy data infrastructure development programs have been built around the data that have been available, without adequate heed to the possibility data may become unavailable. It’s imperative that systems shift as the data does. But this can cause serious issues without the right foundations.

First, how data are structured for analysis may make this fluidity difficult, with what we thought we knew in past results changing as data comes in and out.

Second, in hampering the speed of insight, which is often critical to making campaign refinements, or even important bigger decisions.

And third it can render a data architecture program obsolete before it’s had a chance to get going, sinking the cost along with the opportunity.

Marketers have become trapped in an ever-decreasing world of hyper-measurable digital marketing that has narrowed opportunities. A different approach is needed.

While the deprecation of ad tracking undoubtedly brings some challenges, it also provides brands with a real opportunity to embrace consumer privacy and get back to brand basics and the building blocks of effective communication.

# Should we be looking for identity alternatives?

## Data owners and attribution vendors are trying to address the issue of identity, with many competing approaches across regions. The trouble is, there is no new standard.

Meaning marketers are faced with a confusing array of options, each with their own sophisticated, privacy-conscious but incomplete solution that lacks interoperability across platforms. Moreover, some solutions have lost high-profile legal cases in recent times, with more legal wrangling to come.[2]

Fundamentally, there is no magic solution to replacing identifiers and chasing it is not the way forward.

Far more important is ensuring the overall strategy and approach to measurement is right, which will then lead the way to the data solutions uniquely employed by each business.

[2]IAB European ruling, Forbes February 2022

Consented first party data is the holy grail for any marketer – it's deterministic, such as an email address or even good old-fashioned names and addresses, and allows for laser sharp targeting and granular measurement and analysis within owned platforms. But it's not relevant or necessary for everyone.

**"There is no magic solution to replacing identifiers and chasing it is not the way forward"**

## Digital footprints are washing away

**Even if first party data is an option, its use is far from ubiquitous and gaining consent is a bit of a dating game, where the provider of the data expects something in return – both a benefit and the respect for their information.**

They are placing their trust in the brands they give this to and don't expect that trust to be abused or they will rescind permission to use the data and potentially be lost forever. Which means a first party data strategy must also have the foundations to use it well.

We have seen that the likes of Facebook, Apple and Google are in effect realizing the value of their own data via their walled gardens. Many other publishers are also creating similar environments in data clean rooms, with some working together in publisher networks to make their valuable first party data available to advertisers in an anonymous format that offers targeting and measurement opportunities.

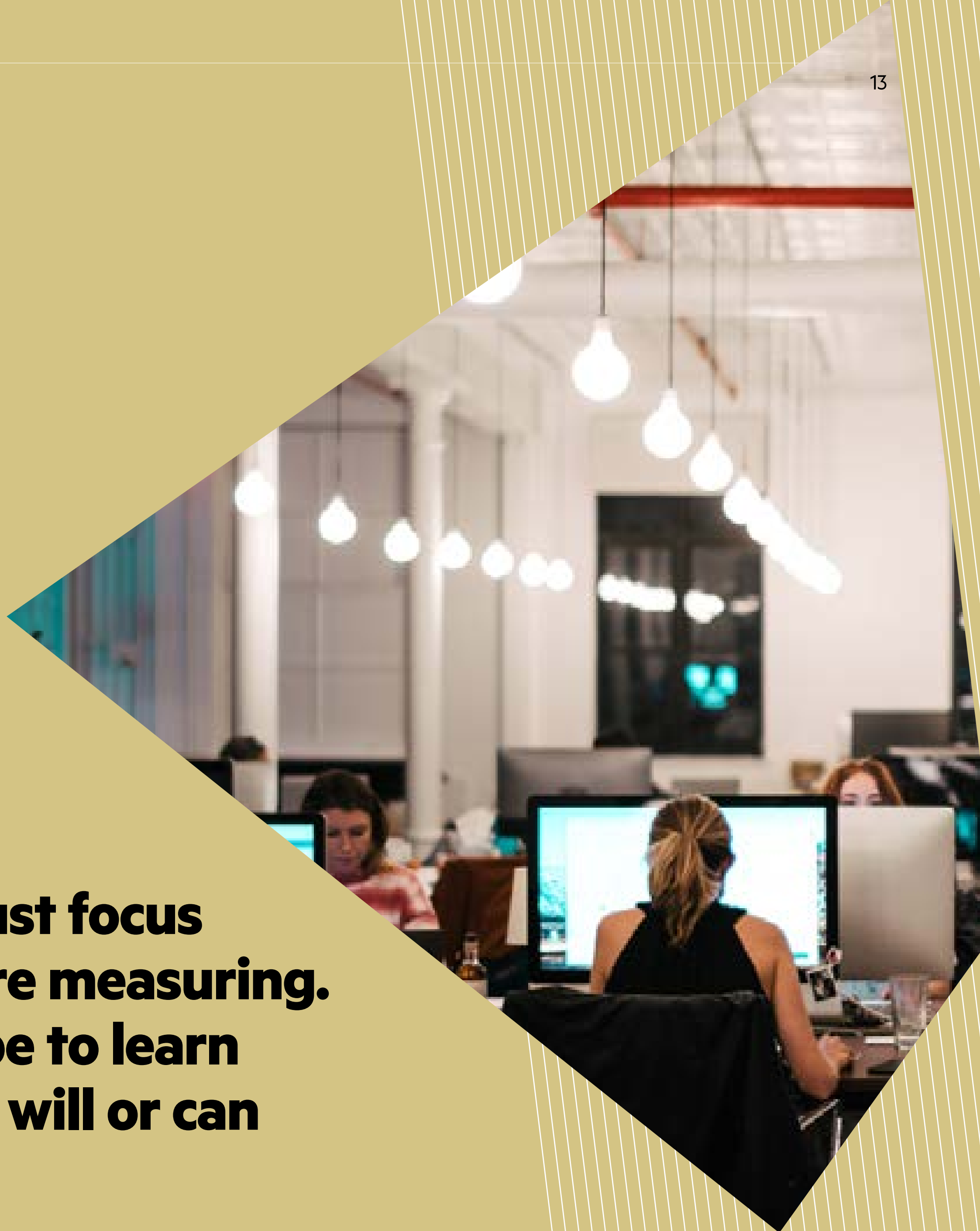
Better identity solutions that uphold the intention of privacy behind the changes to identifiers will undoubtedly emerge over time, but it is likely to be messy for the foreseeable future.

Finally, it's important to remember that identity is not the only game in town. Effective targeting and measurement can come from other quarters, such as contextual targeting and econometrics.

So it also falls to marketers to demand more of data science, not only to plug these identity gaps, but to take a fresh look at measurement.

**"Identity is not the only game in town. Effective targeting and measurement can come from other quarters, such as contextual targeting and econometrics."**

# Understanding the role and value of measurement is critically linked to what we do with the information.



What impact can I have? Is what I am doing enough to influence a return? Can I create lasting competitive advantage?

It is often the case that marketing teams use micro measurements to manage the day to day, such as for tweaking digital campaign performance. Big measurement programs are often conducted every year or two to look back holistically across activity. But what are these retrospective analyses telling us? That what we did two years ago was a good idea? Or what we're doing now is the way forward?

It's often the former and rarely the latter. So, what should we measure, and how should we measure it?

> **"Companies must focus on why they are measuring. What they hope to learn and what they will or can do about it."**

**Thibault Labarre, Partner & MMO Lead, Ekimetrics**

# What to measure

## Optimizing the whole budget means using a holistic measurement solution, where the complete view underpins the more granular view.

"This top-down approach ensures you have a credible starting point when it comes to individual campaign efficiency"

Very granular measurement facilitates very granular decisions, but can take away from the broader strategic decisions.

For example, figuring out where to place a particular creative execution in a digital campaign can support optimization within that campaign, but if the budget allocation as a whole isn't optimal, campaign or ad level optimizations will have limited impact on effectiveness overall.

What's more, using a top-down approach ensures you have a credible starting point when it comes to individual campaign efficiency, making the measured impacts of specialist channels and campaign elements both more usable and more stable, especially when new data sources are introduced.

Then you can use granularity to make sure that every last penny is efficient, having made sure you're not wasting large pots of budget that can be used to better effect elsewhere.

## Where is the value in measurement



**Ultimately, the more you can measure, the better, with myriad data sources feeding into your measurement solution. However, when it comes to interpretation of the data, it's imperative to understand that a) not all data are equal, and b) where the risks lie within the data.**

Further, it's important to look beyond advertising activity at what is driving business. Marketing is likely to account for driving business 5-40% of the time, which means 60-95% of the time, sales aren't driven by advertising.

For example, in FMCG we see distribution increases for smaller brands being much more impactful than increases in advertising, especially from a smaller budget; this can lead to stronger investment behind customer insights, NPD development, and the materials to engage buyers, rather than increasing advertising spend. Being able to quantify and act on this is critical.

Finally, it's essential that measurement can be translated to decision-making. Having robust and stable predictive models is critical to turning that into prescriptive and quantified recommendations. Understanding the structure of your business' market place, its place in that market, and your customer, allows you to be more reactive as you can see the fundamental shifts in the things that impact your business and react to them as they change and evolve.

Marketers are not just expected to use multiple measurement techniques and metric tracking to understand the value they are adding to the budget spent, competition and market forces mean it's essential. And it's a specialist job.

**"It's essential that measurement can be translated to decision-making."**

# Using the right measures of success

## ROI is a key measure for marketers. It is often imbued with a singularity of meaning, primarily because reducing marketing performance to a single measure makes it easy for others to judge. When in fact, ROI can mean many things and it's complex.

As advertisers embraced digital marketing to drive more immediate measurability that delivered immediate results, longer term measures of sustainable business were forgotten. From cost per click (CPC) or cost per thousand impressions (CPM) to cost per acquisition (CPA) and more recently Share of Search, digital marketing spawned myriad levers and measures. ROI and ROAS has often overtaken measures of lifetime value (LTV) and margin.

Understanding how ROI is being calculated - what "return" is being measured - is critically important in its interpretation. It can be used with any metric, meaning ROI is not necessarily a monetary value. The return could be numbers of leads, sales, website traffic or more, and that can also mean there is no break-even point.

ROIs that use different metrics are not comparable, nor are they anything more than a measure of that specific activity or lever. Loose use of the same language to mean different things means ROI measures are often conflated.

The context of ROI is everything. Big decisions may rest on calculated ROI and this reductive approach to a single measure may mean those decisions don't have the expected effect. Plus ROI looks backwards, rather than forwards.

This forced change in how we measure effectiveness provides businesses with the opportunity to take a breath and reconsider what they are measuring, what they hope to learn and why it's important.

**"The result has been an over-emphasis on digital channels at the expense of the bigger picture."**

# Calculating ROI

## The financial calculation of ROI for any business will depend upon how value is delivered.

For example, a very simple purchase of an item off a shelf will deliver a particular amount of revenue. However, calculating the profit of that specific item may have many inputs and routes to purchase that layer in complexity and are unique to that industry or business. Looking at the insurance industry for instance, new and retained policies are a key metric for ROI, and translating them into a financial return is highly complex, with varying expected customer lifetimes and profitability ratios dependent on the risk in the field.

Complexity is increased further if the revenue return is delivered over time, or is variable. There are numerous potential inputs pre-purchase and while some marketing effects are seen immediately, often they are incremental over-time.

For example for certain Financial Services or Telcos products, the headline figure of the number of new customers is important but many other factors, such as usage, affect lifetime value. And of course, it's this kind of complexity that multi-touch attribution sought to address, albeit solely in digital and often not beyond the point of purchase.

These are all important issues when it comes to ROI, so an overly simplistic approach to measurement and ROI is likely to result in a skewed view of reality. A shared understanding of exactly what is being measured and what success looks like is critically important.

$$\textbf{ROI (any metric)} = \frac{\text{Incremental units of metric}}{\text{Investment in the activity}}$$

$$\textbf{ROI (monetary metric)} = \frac{\text{Incremental units of metric} - \text{Investment}}{\text{Investment}}$$

# How to measure

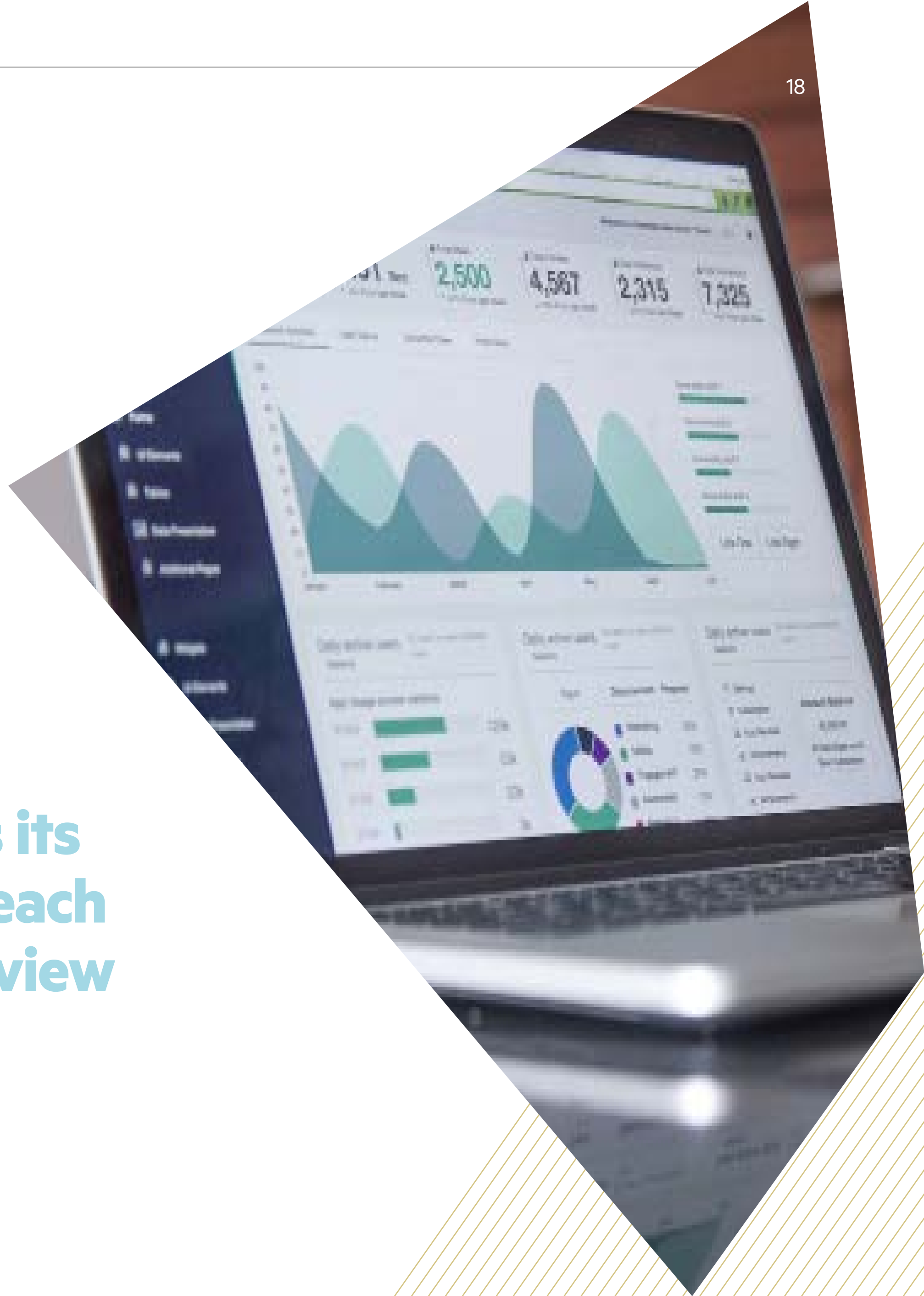
## How you structure measurement systems is critical to the application of measurement techniques.

Each method has its own merits, and each gives a different view on performance across different timelines and different levers. This can often mean mixed messaging from measurement in answer to the same ROI question.

Measurement of one type of activity without reference to others can never deliver an optimized budget and is more likely to result in competition for budget between specialist areas, without a view on how each contributes to ROI, profit or LTV.

So how do you set yourself up for success?

"Each method has its own merits, and each gives a different view on performance"



# Triangulation of methods and unification of measurement

## A combination of measurement methods can be used to excellent effect in an effectiveness eco-system, with each suited to specific circumstances.

There is no 'one-size fits all' approach to measurement. Each business has its own peculiarities that need to be addressed.

However, there is a common approach that can sensibly be applied anywhere; corralling different methods into a single framework can help to draw out the inconsistencies while delivering the benefits of each.

Econometrics is a time-series based approach that has been around for decades. In its simplest form it relies on correlations to isolate the impact of different levers on business KPIs. Holistic media measurement, such as Marketing Mix Modelling (MMM), can be time-intensive, requires data from many sources and only delivers a certain level of depth of understanding. It had, for many, fallen out of favour due to the time it takes to realise results compared with the apparent immediacy of digital analytics.

Fortunately, these branches of marketing science have moved on considerably with modern approaches to MMM providing an holistic, and increasingly, granular and timely approach to measurement. This brings considerable value in the face of the focus on privacy, helping marketers to use data in a compliant manner to plan and direct budget for best effect.

Multi-touch attribution relies on digital signals to track the direct path a consumer takes to purchase. And while it can never encompass all marketing, a version of attribution has its place in the use of those digital signals and the ongoing optimization during digital campaigns. However, it cannot exist alone or in a silo if it's to deliver true value.

> **"Corralling different methods into a single framework can help to draw out the inconsistencies while delivering the benefits of each."**

**In addition, test and control experimental methods can be used, often available through large publisher platforms, where they can easily control who sees which ads in order to isolate the impact of specific activity.**

These experiments help to understand the drivers of incrementality. For example, you could look at users and user characteristics to understand uplift. Or you could use Google's geo-experimentation, which splits geographical areas into discrete locations, or General Marketing Areas, with boundaries drawn to avoid highly populated areas and reduce geographical contamination while increasing confidence in where ads have been served.

For many firms, there may be a skills gap in delivering all three, with Google reporting that while 70% of advertisers use attribution models to influence budget decisions, less than 20% run incrementality experiments[3]. However, large publishers like Google often fund studies via partners, such as Ekimetrics.

**"For many firms, there may be a skills gap in delivering all three."**

[3]Source: Google internal study Q2 2019 (111 advertisers in the US & CA)

# No solution is complete: best practice is a triangulation of methods to triangulate response

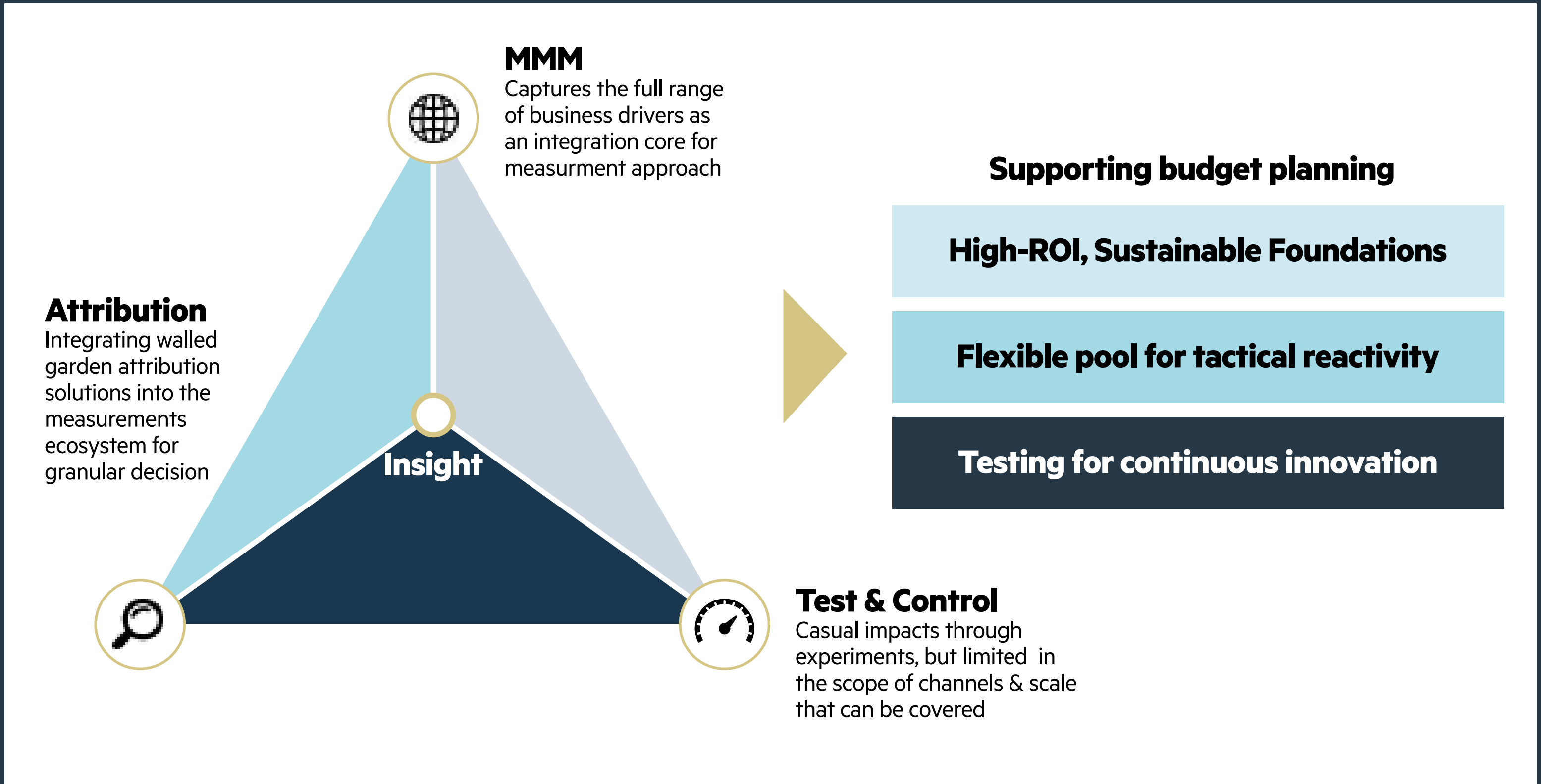
## There are three key pillars to successful measurement in a cookieless world: MMM, Attribution, and Test & Control.

MMM, using econometrics, captures the full range of business drivers as an integration core for the measurement approach.

The integration of walled garden attribution solutions allows for the opportunity to dig deep into the granularity and make granular decisions about campaigns, while bridging the gap between the buying options and econometrics-led measurement.

Using Test & Control means you can identify causal impacts through experiments and really understand true incrementality.

This combination of methods within the common framework allows brands to support decisions from strategy to tactics, budget planning and execution.



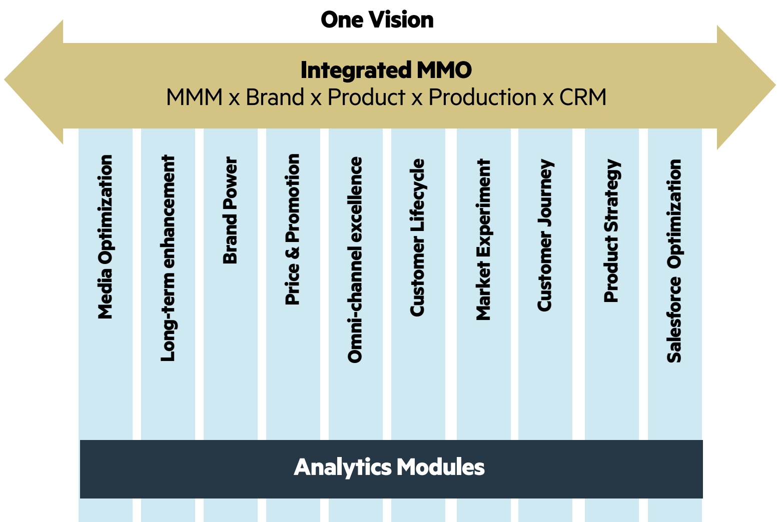
# Developing the framework

## A unified approach to measurement will help marketers to deliver a more considered and sustainable approach to marketing.

The solution is to build a framework with econometrics at the core of measurement, acting as the integration point of other analyses, where methodologies that are appropriate to the task in hand can be deployed with confidence.

Crucially, this approach ensures a shared language of measurement and consistency in the results, regardless of the nature of the activity or level of granularity available. No more explanations of why there are discrepancies or fluidity from activity-to-activity or month-to-month.

### Core measurements through econometrics becomes the integration point of other analyses




Integration of complex analysis through a common MMM layer

**Integrated** – Leverage robust MMM full-business measurements to integrate advanced analyses and deep-dives into a coherent view with maximum breadth and depth

**Strategic** – Measure throughout the business to drive annual budget allocation across countries with the focus on strategic goals

**Complete** – Full ROI system across countries, categories, sales channels, media and non-media marketing and promotions

**Useful, Usable, Used** – An Industrialized solution that combines top-down modelling with bottom-up journeys to provide granular guidance to multiple teams

**Agile** – Built-in deep dives to deliver when it counts, and tackle the newest and most difficult questions (market changes, omnichannel, promotions, etc).

## Where is the value in measurement

**By building a common layer of Marketing Mix Optimisation encompassing MMM, brand, product, promotion and CRM, all other analysis can be integrated into the same framework, from price and promotion to product strategy, salesforce optimization to customer journeys.**

Facebook or Google's attribution system and deterministic data from within their environment, your own customer data or first party partnerships with other publishers are also integrated within the common framework.

Not only does this elevate measurement with strategic imperative, it ensures ROI can be understood across countries, regions, categories, channels and more and provides the platform to initiate deep-dives with a coherent view across the breadth and depth of influence.

**"ROI can be understood across countries, regions, categories, channels and more"**

# Quick Service Restaurant Chain

## A restaurant company wanted to increase digital presence through sustainable growth of digital levers.

Typically media efficiency is easier to maintain when spending less, so the challenge of maintaining a high ROI with investment increases is significant.

Therefore, it was critical to employ a holistic approach to measurement to steer the bigger investment decisions, along with those made at campaign level.

Ekimetrics introduced an approach that allowed for monthly monitoring of ROI by focusing on building a data framework that avoided the lags in time to measurement that are typical in econometrics. This was combined with continued use of readily available attribution data from partner media and impact metrics such as clicks, to drive micro campaign decisions.

**30k+ restaurants**
**7 brands**
**70+ global markets**

**Continuous model improvement to update digital levers and increase granularity resulted in:**

- **300% growth in digital investment**
- **Media diversification with optimal allocation and seasonal strategies that maintained high ROI in spite of the increased investment**
- **The first measurement of the mobile app's impact**

# Cosmetics Brand

## A global cosmetics brand wanted to turn around their brand health with measurement across the purchase funnel.

Critical to this was developing an understanding of the role of brand and upper funnel activity in driving sales and business performance.

Ekimetrics enabled strategic change through measurement, with the delivery of multi-stage modelling and the application of MMM across the whole purchase funnel. This was accompanied by deep-dives and market dynamics analysis to answer the big strategic questions.

**25+ brands**
**150 global markets**
**$16bn+ turnover**

**It resulted in:**

- **Media optimizations that created an incremental value of over $25m USD**
- **30x project ROI**
- **The creation of focused marketing plans to re-engage customers and build brand health**
- **Organizational adoption of the methodology**
- **6+ years of partnership**

# Auto Parts Retailer

## This automotive replacement parts retailer wanted to increase online sales through the accelerated growth of owned channels, and measure the indirect impact of media on sales.

To do this, it is essential to understand the online and offline world as a whole.

Ekimetrics introduced holistic data collection and measurement to accurately identify the impact of all marketing levers with full coverage of the business and channels.

To address the requirement to increase online sales, online-focused econometrics models were created, specifically designed to drive website traffic.

**6.5k+ stores**
**3 countries**
**$14bn+ turnover**

**Using this integrated approach resulted in:**

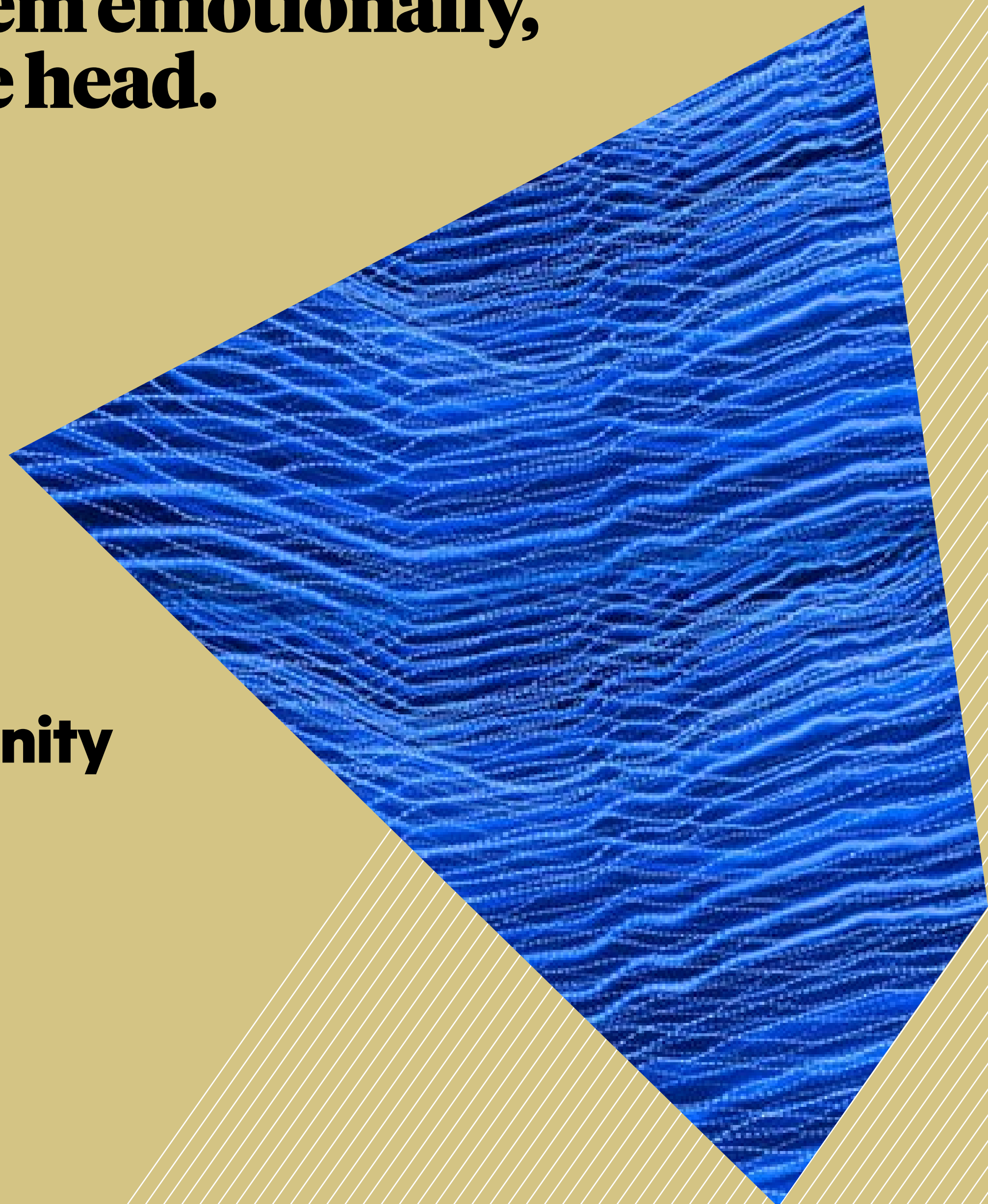
- **The identification of website traffic drivers beyond search to increase site engagement**
- **A measured direct impact of media in sales through the website traffic that boosted ROI by over 20%**

# Consumers won't lose out by seeing less relevant or boring ads - because fundamentally, people engage most in the things that catch them emotionally, not what's hitting them over the head.

The best marketing has never come from attribution and there is now a real opportunity to re-evaluate and put the emphasis back on the craft of marketing.

It is also clear that many companies lack key marketing effectiveness skills, with more than 90% of companies reporting[4] they don't have roles and responsibilities clearly defined enough, aren't able to forecast accurately the impact on ROI of a 10% shift in spend, and inadequate data quality.

With the trend to in-housing marketing effectiveness, data science skills shortage and a 10-20% opportunity to shift the dial, it's more important than ever that brands look at all of their options when it comes to gaining competitive advantage.



**"There is now a real opportunity to re-evaluate and put the emphasis back on the craft of marketing."**

[4] BCG marketing expert survey (n=100); marketing expert interviews

# Follow these 7 key steps to success:

## 1. Assess your data capabilities

Conduct an audit. Are you able to access holistic measurement now? How often? How can you get to the right level of data? What process changes are needed?

## 2. Define decision moments

What is the right level of frequency, data weight and granularity for the decision you are making? Are they the decisions you need to make? And when?

## 3. Cross-functional governance

Does your measurement solution have the backing of those who control budgets? What about finance? How can you get access to the data you need through IT partners or third parties?

## 4. Measure the measurement

Are you able to see that you are creating an impact and return, rather than validating what has gone before? Make sure you understand the value of your measurement program.

## 5. Develop deep dive agility

How easily can you answer new questions? Or take a closer look at the different levers impacting channels or campaigns? Develop the ability to examine complex interactions.

## 6. Build data science squads

Don't hire profiles. The world of data science requires a host of technical skills, from data architects, engineers and wranglers, to analysts and econometricians. Have you got the breadth of skills you need?

## 7. Tech is an enabler, don't overcomplicate it

Are you looking at long time scales before you can make use of data? Can you take a more incremental approach to delivering benefit along the way with complete, if imperfect in granularity, solutions?

# About the authors

**Matt Andrew**
UK MD & Partner

Matt likes to be hands-on, steering clients to new ways of looking at and implementing marketing effectiveness, delivering optimal value and highly predictive models from a combination of methodologies.

He began his career with Colgate Palmolive, giving him unique client-side insight into managing multi-million-pound budgets across media planning and strategy, product strategy and market research. He moved into analytics at former Dunhumby founders' innovative start-up, Starcount, before joining Ekimetrics and building the UK business.

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**Thibault Labarre**
Global Head of MMO & Partner

Thibault has over a decade of experience transforming brands' marketing & sales strategies through data, optimising their marketing and media mix across retail, CPG, automotive, luxury goods, transport, gaming and more.

With Master's degrees in Engineering, Mathematics, Statistics and Marketing, Thibault combines an impressive education with a pragmatic approach to consultancy. He divides his time between clients, strategic partners (such as Meta and Google), and R&D to design and deliver best-in-class solutions and approaches.

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**Neville Irani**
Chief Revenue Officer, Americas

Neville has led Ekimetrics' commercial strategy in the Americas for over three years. His detailed approach to client needs and the evolving market keep him focused on current and future value-driven impact.

With a diverse background across strategy, operations, and always commercially focused, Neville's career has spanned import/export to advising start-ups on raising capital and commercial strategies in diverse sectors, including fashion, retail, luxury and analytics. He is also a New York State bar admitted attorney.

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**Leveraging data effectively is complex and challenging. We're here to get to the crux of how it can help your business.**

**If you're in need of a straightforward conversation about how to take a holistic approach to measurement in the face of identity loss, contact Matt, Thibualt or Neville today.**

**About Ekimetrics**

Global data science leader, Ekimetrics, helps clients optimize their marketing, customer engagement and operational efficiency, as well as advising how to upgrade their products and services. Founded in 2006, Ekimetrics has a presence in more than 50 countries, generating over EUR 1 billion in profits for its clients since 2006.

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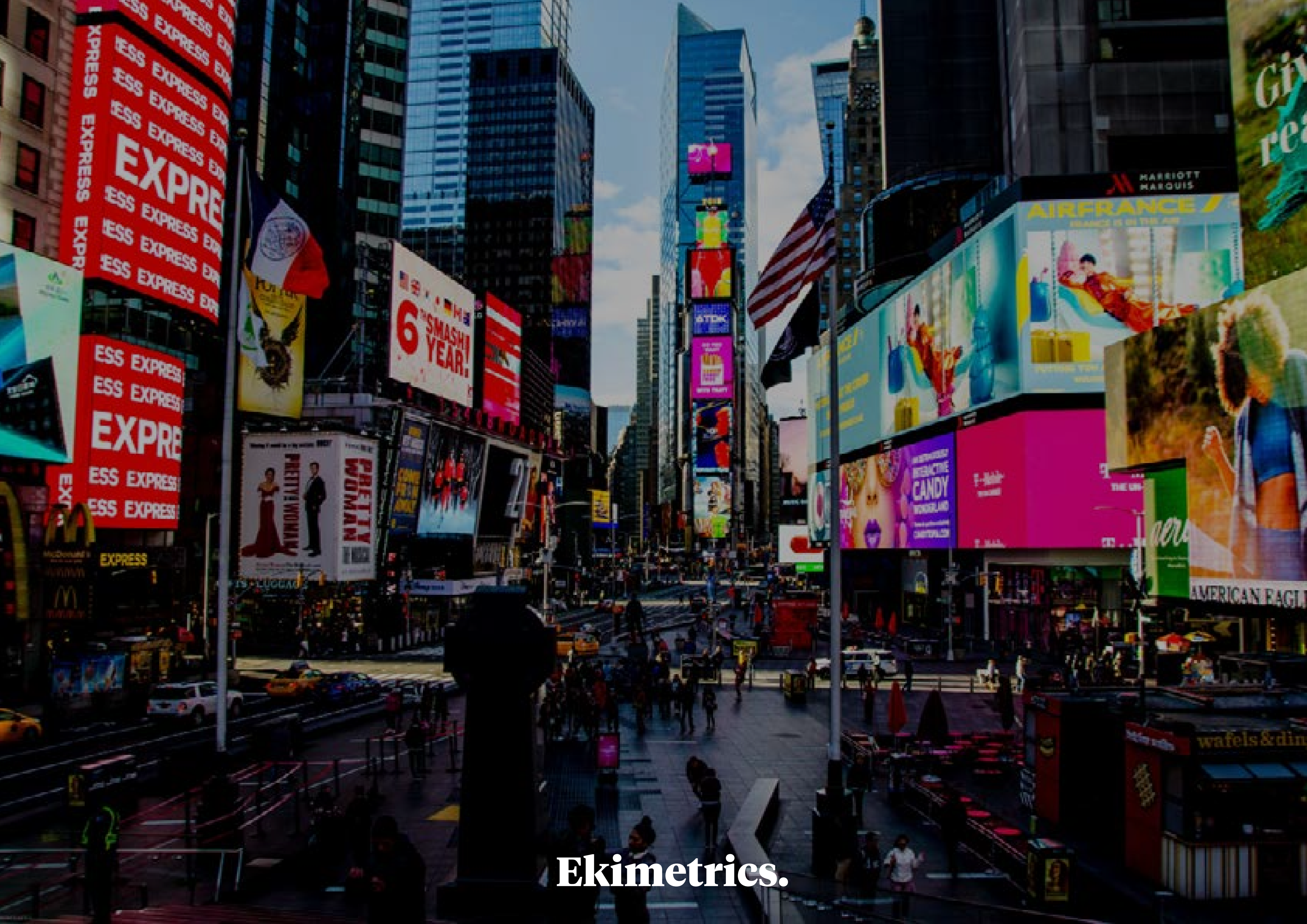
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