

Leveraging consumer data for marketing

Survey findings: India 2021



Building a better
working world

Foreword



Sanjay Gupta

*Chairman, FICCI Media and
Entertainment Committee*

In today's world, it is imperative for businesses and brands to understand opportunities and imperatives in the area of consumer data.

As we all know, globally and in India, COVID-19 has been a catalyst for massive changes, both in consumer behaviors and in pivoting businesses across industries to digitize. As internet adoption further reshapes how people work, shop, and live, businesses too have adapted to be where their customers are: online.

Today, there are more moments to connect and earn people's trust than ever before. As users engage with brands and provide information for more personalized and helpful experiences, brands need to respond to growing user expectations on privacy, safety and security. Businesses that invest in building customer relationships on the foundation of trust while delivering great online experiences will thrive in the long run.

In this period of immense transformation, advances in martech are shaping how brands find, engage and build user relationships. From personalisation at scale, to optimising for lower cost of acquisition, to marrying insights with creatives, we are seeing marketers embrace Machine Learning & automation to engage their customers more meaningfully, and get more out of their spends. Owing to these technologies, marketers now also enjoy a greater ability to action first-party, user consented data in marketing campaigns. It's heartening to note that many of the businesses surveyed are also placing an emphasis on investing in these capabilities.

The journey towards durable marketing technologies is necessary in order to create a trusted ecosystem and a thriving digital economy. This presents an opportunity for us to come together as an industry and shape a privacy-first future based on first party, consented, and modelled data that protects user interests while delivering business results, today, tomorrow and in the years ahead.

Foreword

With online reach crossing **700 million** and digital advertising at **INR280 billion** in **CY2020**, consumer data strategy is at the heart of both the growth and risk agendas for marketers across India.

To understand the maturity of consumer data strategy across the marketing landscape in India, EY jointly with MMA surveyed more than 150 CEOs and CMOs across various sectors. We attempted to understand their initiatives around consumer data types and uses, how they measured ROI and attribution, their investments in martech capabilities as well as data ownership, governance and integration.

Our research showed that just half the respondents had made the required level of investments in consumer data, but gaps existed in data strategy and attribution. Consequently, just a third were seeing tangible benefits when using data for marketing. Another 40% of survey respondents were in the nascent stages of their data journey.

This report is an extension of a similar survey conducted for the US market and wherever possible, we have compared the two. We hope you find this report useful and insightful.

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Foreword

Data is focal to business hence its key for marketers to understand the evolving **data landscape**, **winning data** strategies to drive better business outcomes and customer experiences.

Growing personalization and the ever-changing motivations of customers have pushed CMOs to not only take the help of data sciences but also tap behavioral sciences to better understand customer psyche - with the former helping to curate information about buying patterns and favorite platforms, while the latter will answer the questions of 'Why' customers are making these purchases on these platforms. Data is the one constant in this equation.

Marketers and brands, on the other hand, must be mindful about how they extract and use data. They must prepare for the changing data and privacy laws and be compliant with industry standards while also maximising data ROI. MMA as an industry body is seeing data become the focal point and nucleus to all kinds of marketing and business objectives. As a result, we are actively leading the data marketing narrative through industry deep dives, reports and thought leadership.

MMA India has collaborated with EY in an industry-first report to reveal the state of consumer data usage and ways to leverage it ethically for marketing, with inputs from over 150 marketers across sectors such as retail, finance, automobile, media, healthcare, education and several others in the Indian market. It also draws parallels with US through a similar study done by MMA to understand use of consumer data. Along with demystifying the emerging data maturity framework, trends, the report provides a perspective on the most pressing challenges marketers have been facing around consumer data and hence leading practices to follow.

We hope that you find the insights useful and see it as a valuable go to resource to learn how marketers use consumer data, measure ROI, ensure governance and build data capabilities.

Moneka Khurana

MMA India Board Member; Country Head - India, MMA

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Executive summary

Data types and uses

A majority of Indian organizations used a blend of 1P and 3P data for marketing and most marketers were increasing efforts to build 1P data.

However, a majority believed that gaps in data breadth, depth and quality needed to be addressed to enable optimal use of data for decision making.

30%

Of survey respondents believed they used and activated personal level consumer data optimally

71%

relied on a blend of 1P and 3P data for marketing activities

Most relied on data points for decision making

58%

Felt their organizations had gaps in consumer data leading to difficulties in data-driven decision making

Most popular data use cases

1. Analytics
2. Conversion tracking
3. Retargeting

1. Sales and conversion data
2. Engagement data

2

ROI measurement and attribution

Most Indian marketers saw the benefit of leveraging consumer data for marketing, but they struggled with robust attribution models

82%

leveraged consumer data for marketing activities

68%

saw a lift in marketing efficiency due to leveraging consumer data

29%

had extensively used data attribution

12%

had robust attribution models

Most relied on to support media decisions

1. Brand trackers
2. A/B testing

Highest usage of marketing budgets

1. Performance & growth
2. Brand building

3

Capabilities and skills

A majority of respondents had built martech capabilities or were working towards that goal. Automation, identity management, and next best action are the biggest gaps in martech capabilities.

72%

had built best in class martech capabilities or were working towards that goal

Least developed martech capabilities

35%

had adequate access to advanced analytics and data science resources

1. Automation & AI
2. Identity management
3. Next best action

4

Data ownership, governance, and integration

Indian marketers had defined ownership & management strategies for 1P consumer data. However, there was little integration of first party (1P) and third party (3P) data, limited employee access to data, and absence of cross-fishing rules.

58%

had defined ownership & management strategies for 1P consumer data

60%

had little / no integration of their 1P and 3P data with limited employee access

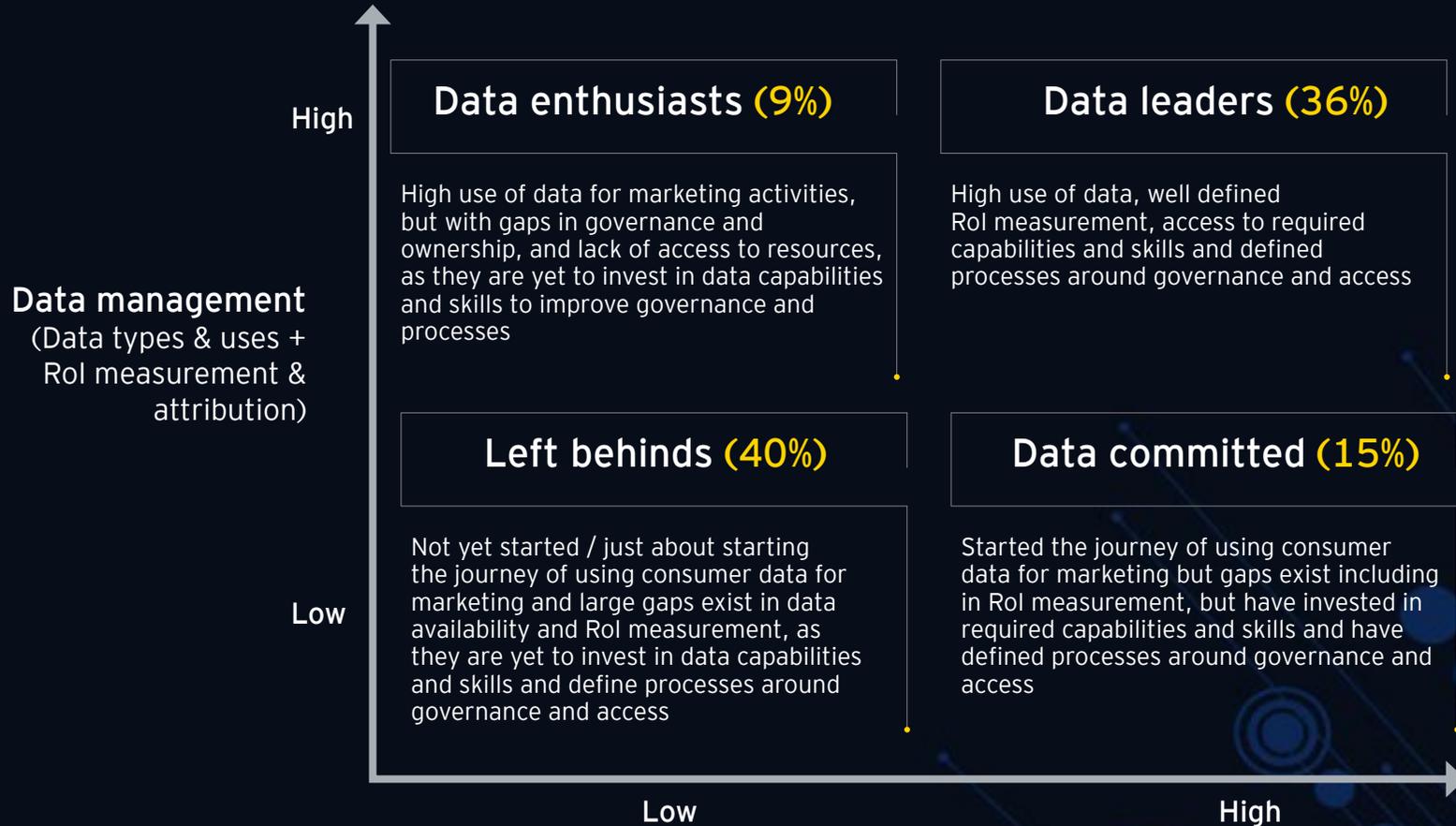
24%

had cross-fishing rules defined for sharing of consumer data between brands

89%

believed they had adequate policies and processes in place to safeguard consumer data

Data maturity archetypes



While respondents believed that consumer data was critical for marketing effectiveness, our survey indicated two distinct data maturity archetypes: the Data leaders (36% of respondents) who had made investments in consumer data and were reaping the benefits, and the Left behinds (40% of respondents) who were just about starting on their consumer data journey.

Sectors with the highest data maturity included retail, technology, auto, real estate, media & entertainment and BFSI.

Maturity
(Capabilities & skills + Data ownership, governance, and integration)



Data types and uses

Most Indian marketers used a blend of 1P and 3P data for marketing but were increasing efforts to build 1P data

However, a majority believed that gaps in data breadth, depth and quality needed to be addressed to enable optimal use of data for decision making

30% of organizations used and activated personal level consumer data optimally

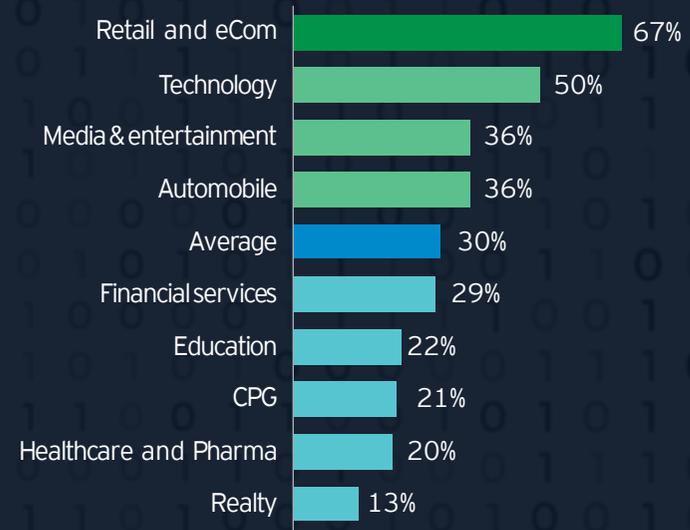
To what extent does your organization **use and activate personal level consumer data**?



For the purposes of this survey we define personal consumer data as any information received about the consumers such as purchase behaviour, product preferences and contact information, which can be collected through first, second, or third-party entities.

Usage and activation of consumer data to a **great extent**

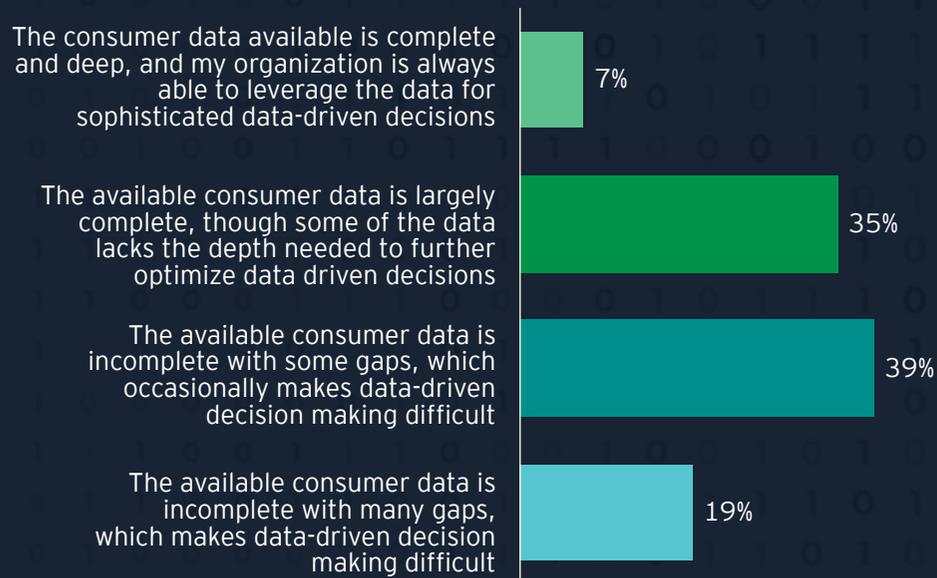
Sectoral comparison



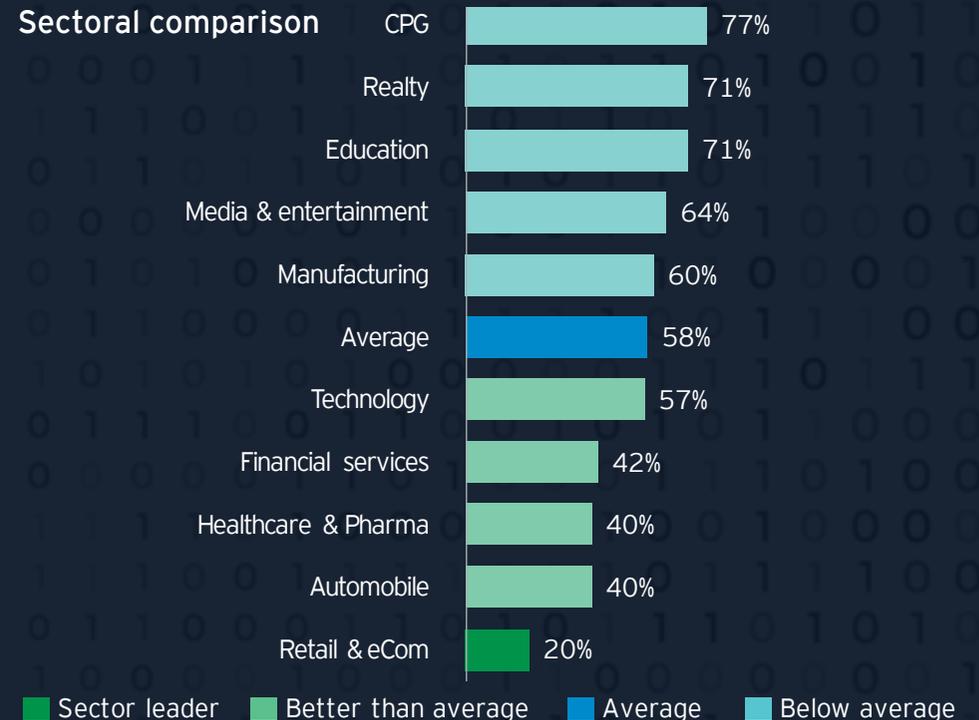
■ Sector leader ■ Better than average ■ Average ■ Below average

However, **58%** Indian marketers had gaps in consumer data leading to difficulties in data-driven decision making

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



Consumer data **with gaps** leading to difficulties in decision making

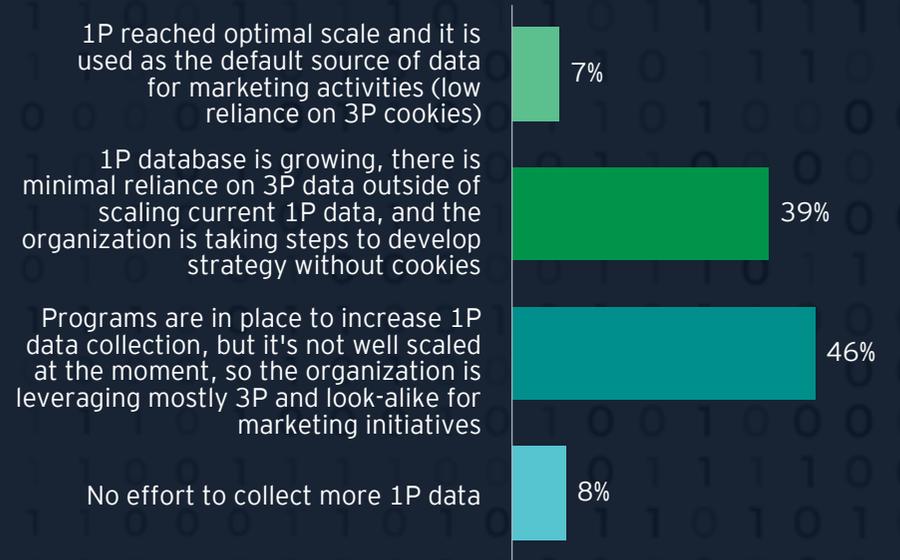


71% of organizations relied on a blend of 1P and 3P data for marketing activities and a majority were working towards increasing 1P data

How would you describe the **blend of first and third party data** that your organization relies on to activate marketing related initiatives (*i.e. CRM activation, media activation, advertising, promotional efforts*)?



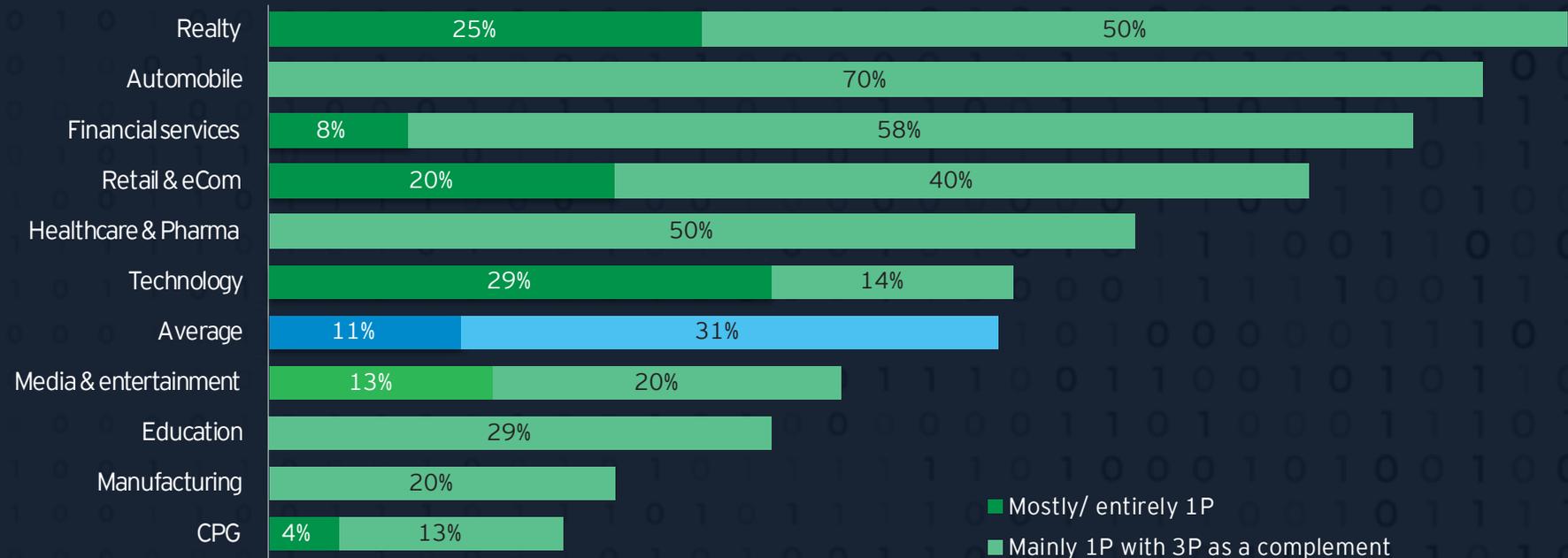
Which of the following best describes where your **organization is heading** when it comes to first party (1P) and third party (3P) data?



Sectoral comparison: Realty, Retail & ecom and Technology sectors had a higher share of 1P data

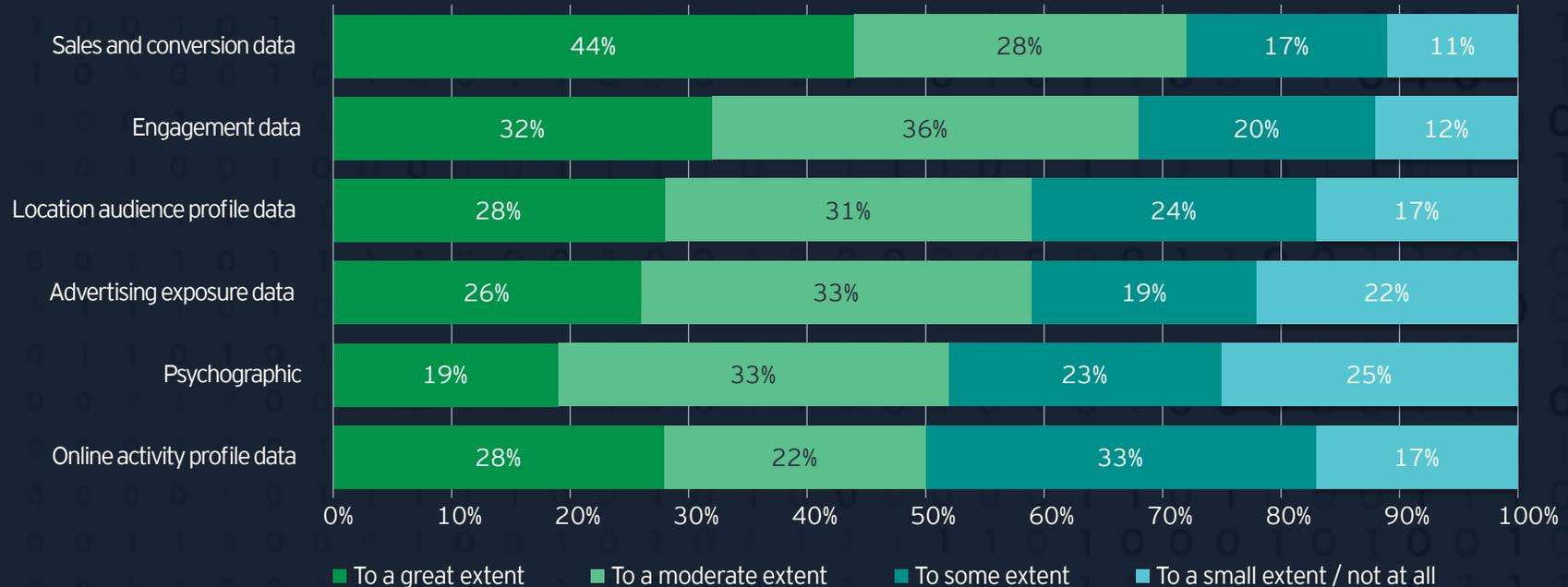
Existing blend of 1P and 3P data used for marketing activities

Sectoral comparison



Sales conversion and engagement data was most relied on for decision making

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



Sectoral comparison: Retail & ecom and M&E were the leaders in higher usage of the data across the spectrum for decision making

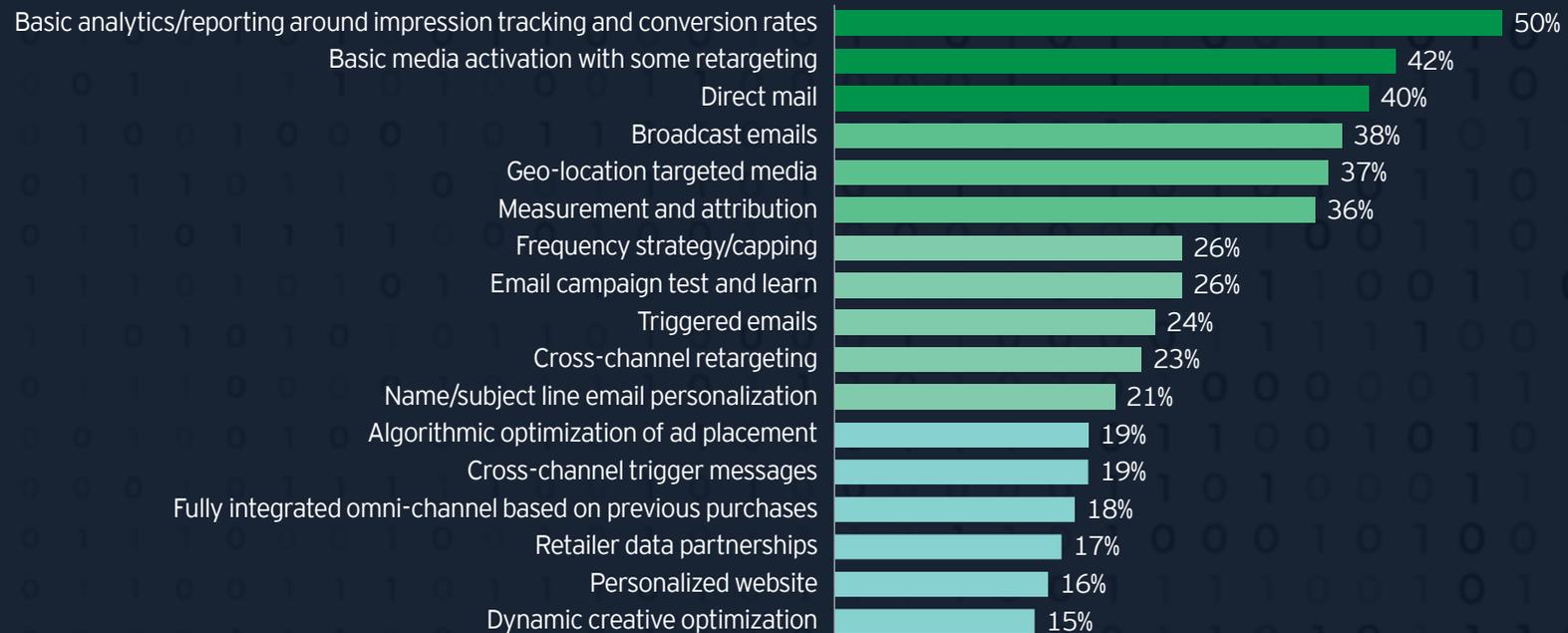
Respondents with usage of data points to a **moderate** or **great extent**

Sectors	Sales and conversion data	Engagement data	Advertising exposure data	Location audience profile data	Psychographic	Online activity profile data
Average of all sectors	72%	68%	59%	59%	52%	50%
Retail & eCom	84%	100%	84%	84%	67%	83%
Media & entertainment	80%	79%	67%	74%	66%	62%
CPG	84%	75%	75%	58%	59%	50%
Automobile	84%	58%	58%	66%	50%	42%
Realty	63%	38%	38%	75%	63%	50%
Education	54%	63%	45%	63%	45%	54%
Healthcare & Pharma	60%	60%	80%	40%	40%	40%
Financial services	71%	59%	53%	30%	30%	47%
Technology	66%	55%	33%	44%	33%	44%
Manufacturing	34%	33%	50%	17%	33%	17%

■ Sector leader
 ■ Better than average
 ■ Average
 ■ Below average
 ■ Sector laggard

Consumer data was used most for analytics, conversion tracking and retargeting

Which of the following describe **how** and **where** your organization uses data?





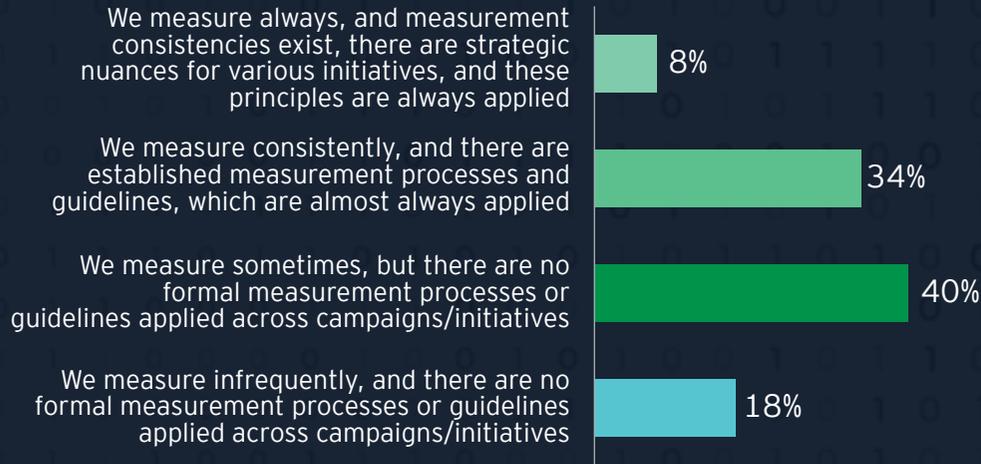
ROI measure and attribution

Most Indian marketers saw the benefit of leveraging consumer data for marketing

but they struggled with robust attribution models

82% of Indian marketers leveraged consumer data for marketing activities

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



88%

82%

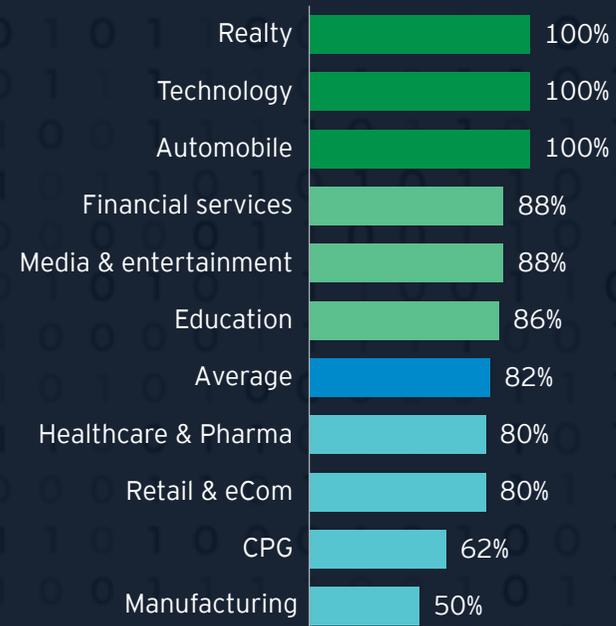


US survey comparison: 88% of US respondents leveraged consumer data for marketing activities

All percentages refer to percentage of respondents, except if mentioned otherwise.

Leveraging consumer data for marketing

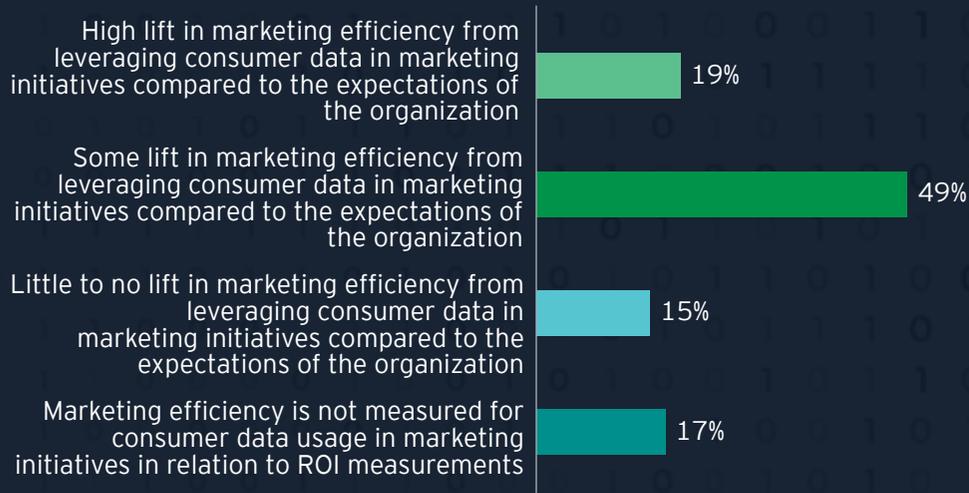
Sectoral comparison



■ Sector leader
 ■ Better than average
 ■ Average
 ■ Below average

68% of Indian marketers saw a lift in marketing efficiency due to leveraging consumer data

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



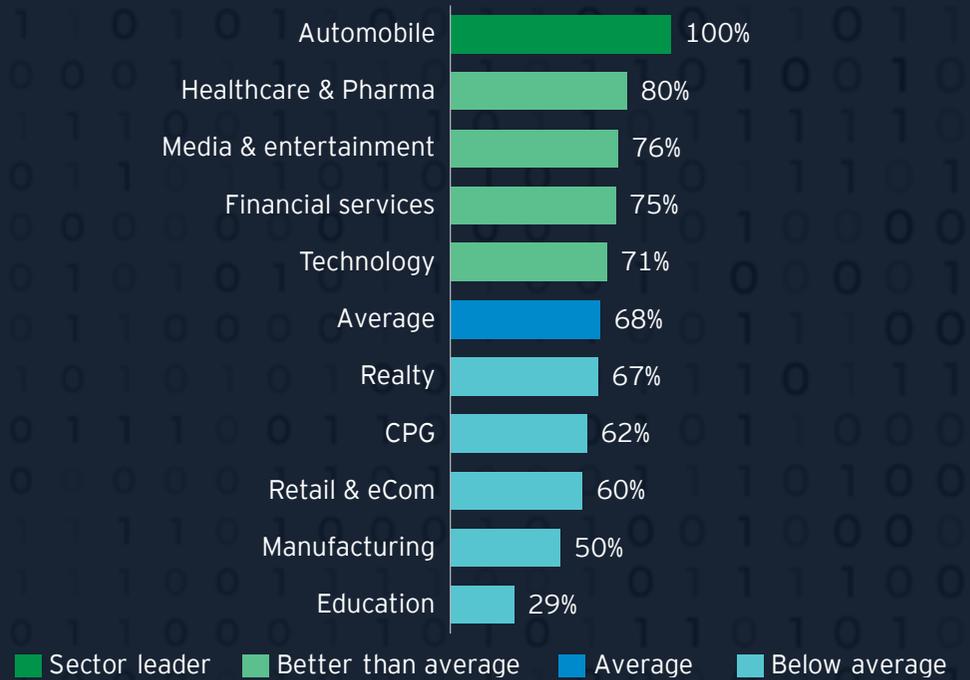
77% 68%



US survey comparison: 77% of US respondents saw a lift in marketing efficiency due to leveraging consumer data

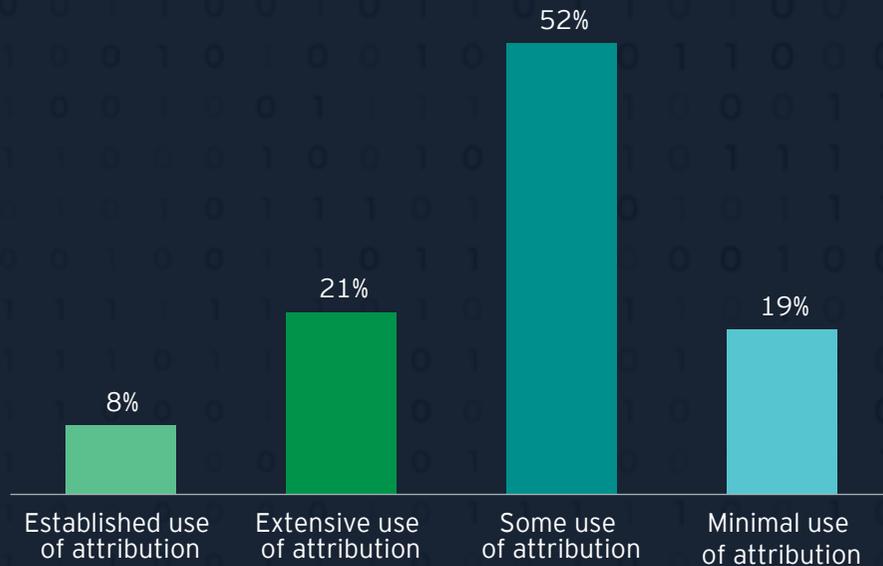
Lift observed in marketing efficiency

Sectoral comparison

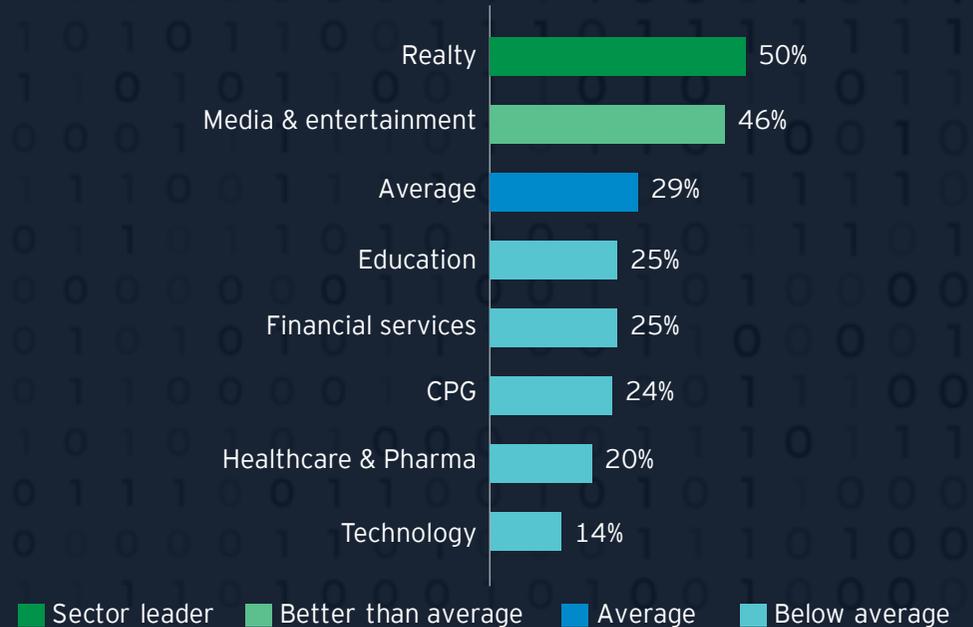


Just **29%** of organizations have extensively used data attribution

Which of the following describes the **status of attribution** in your organization?



Extensive use of attribution in the organization
Sectoral comparison

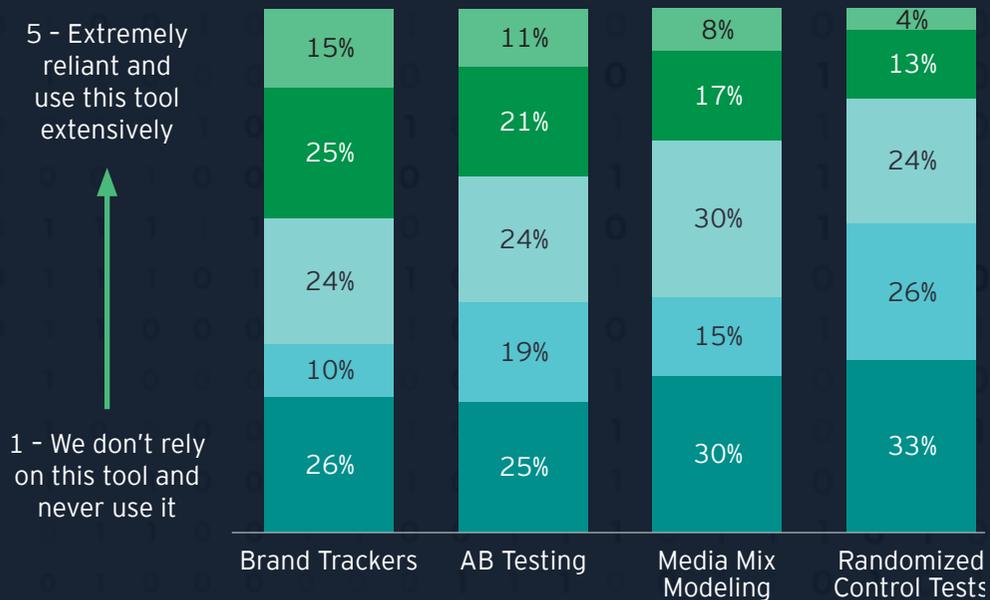


Indian marketers relied more on brand trackers and AB testing to support media decisions

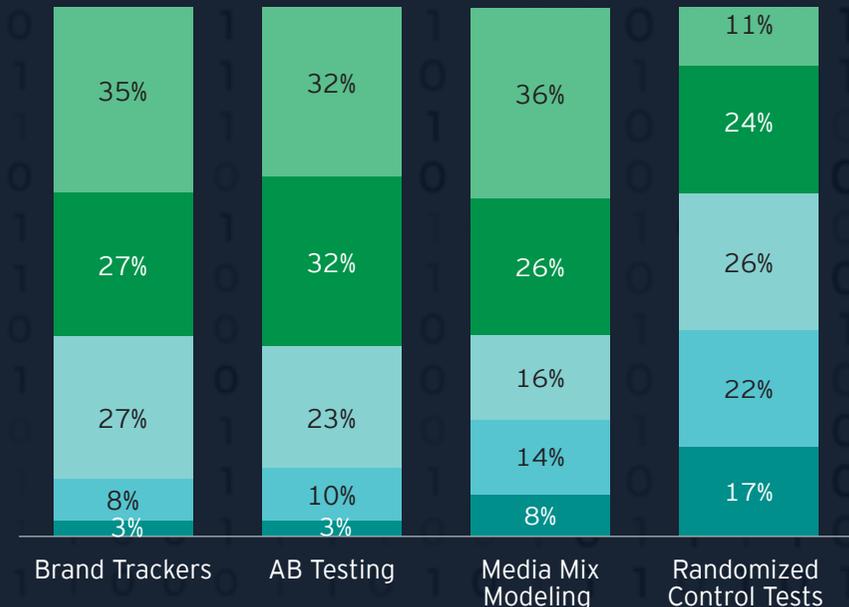
On a scale from 1-5, please rate **how much you rely** on using the below tools **to support media decisions?**

US respondents used MMM the most. Usage of tools by US respondents was 27% higher on an average than Indian respondents

India results

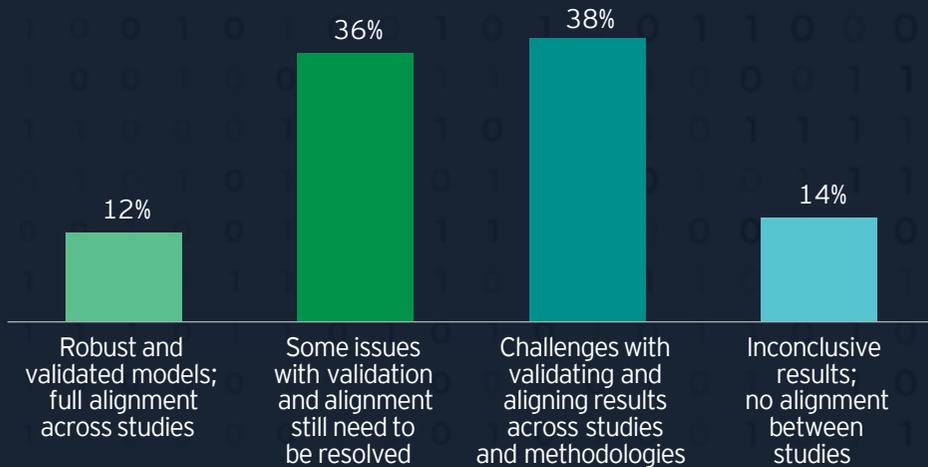


US results



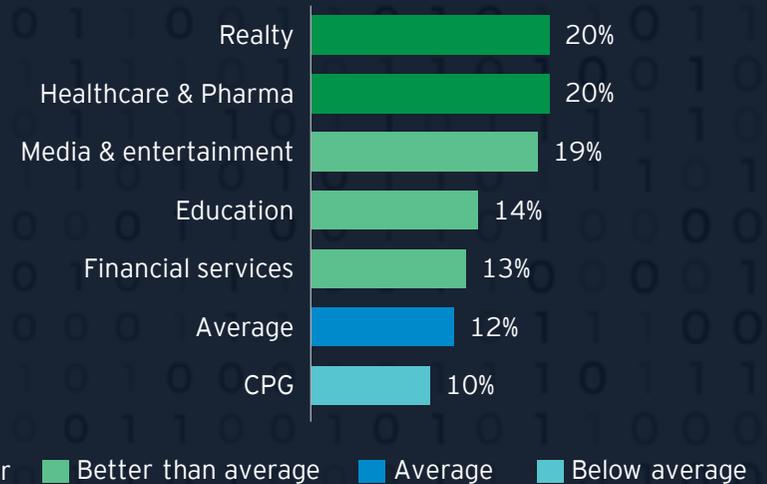
Only **12%** of the respondents had robust attribution models

Which of the following describes the **status of measurement** and **attribution validation** in your organization?



Robust attribution models in the organizations

Sectoral comparison



42%

52%



US survey comparison: Over half of Indian marketers faced significant challenges with attribution. A significant number of US respondents also faced similar challenges

Performance & growth and brand building are the two key focus areas for organizations; Focus required on marketing tools & infra

What **percentage of your marketing budget** for FY21-22 is **expected to be allocated** to each of the following

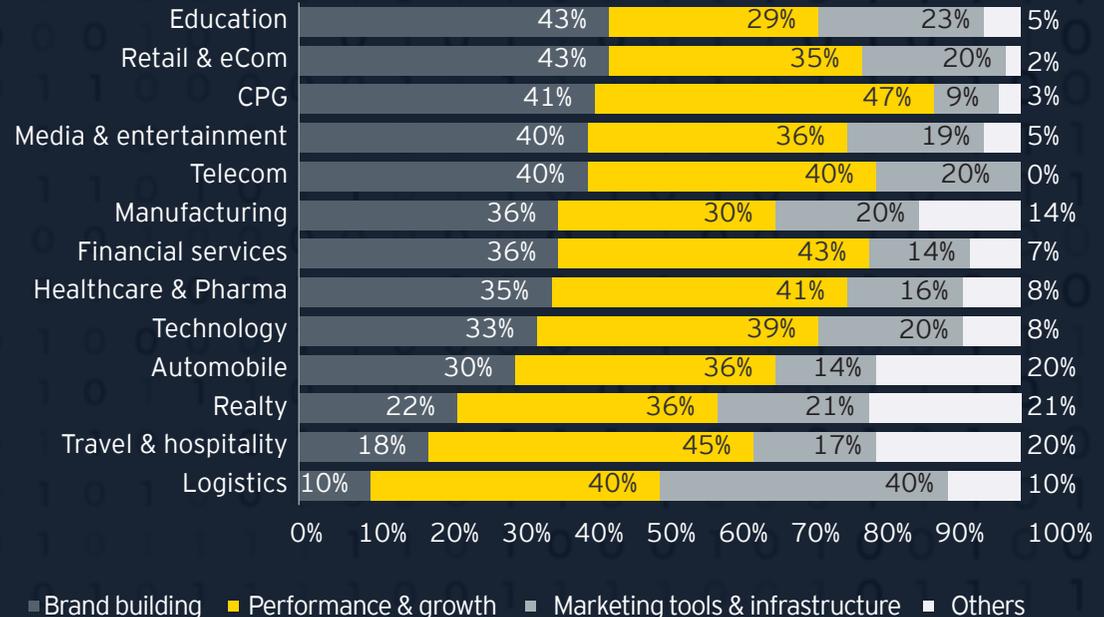
Average across all industries

39% is allocated to **Performance & growth**

36% is allocated to **Brand building**

16% is allocated to **Marketing tools & infra**

9% is allocated to **other activities**



A woman with glasses and a man with glasses are looking at a laptop screen. The background is dark with various data charts and graphs, including bar charts and line graphs, overlaid on a grid. The woman has her hand to her chin in a thoughtful pose. The man is looking at the screen with a focused expression. The overall scene suggests a professional or technical environment.

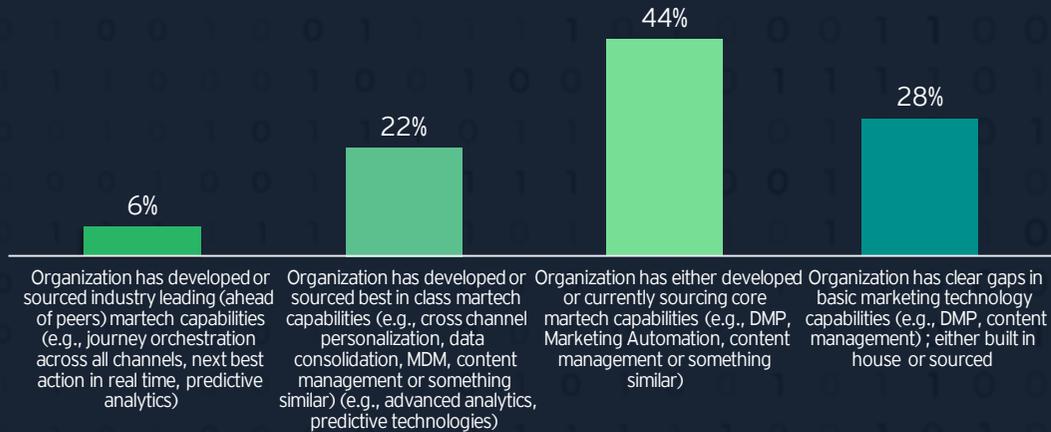
Capabilities and skills

A majority of respondents had built martech capabilities or were working towards that goal

Automation, identity management, and next best action are the biggest gaps in martech capabilities

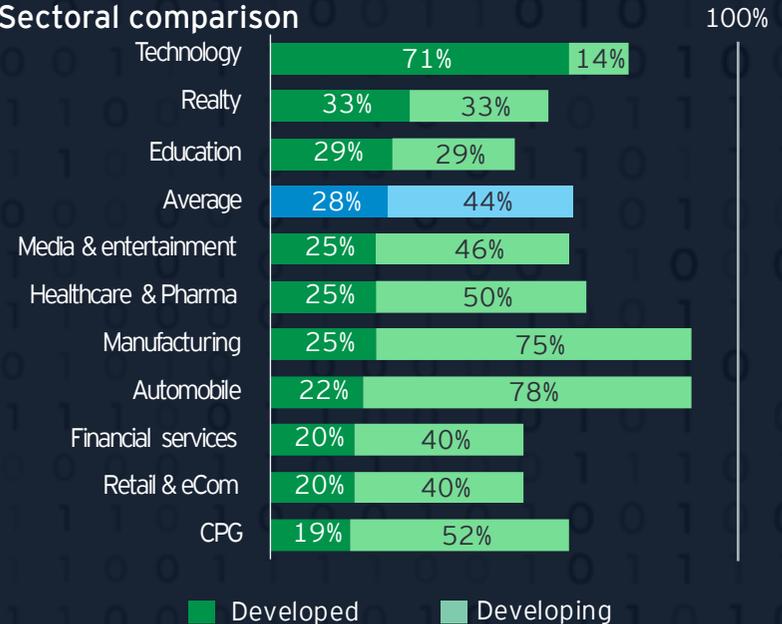
72% of respondents had built best in class martech capabilities or were working towards that goal

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



Developed (industry leading and best in class) and **developing** martech capabilities

Sectoral comparison



85% 72%

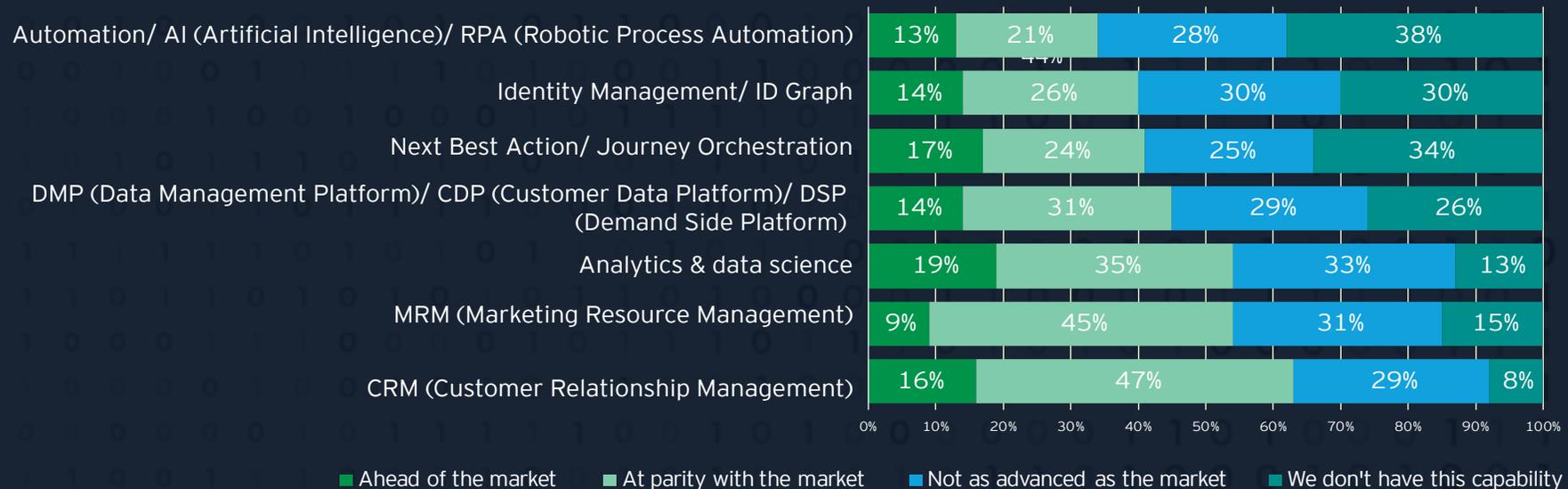


US survey comparison: 85% of US respondents had developed or were developing martech capabilities

All percentages refer to percentage of respondents, except if mentioned otherwise.

Automation & AI, identity management, and next best action were the least developed martech capabilities

How advanced is your organization in each of the below capabilities and systems compared to the rest of your industry?



Sectoral comparison: Retail, Technology and Auto were leading sectors in martech maturity and capabilities

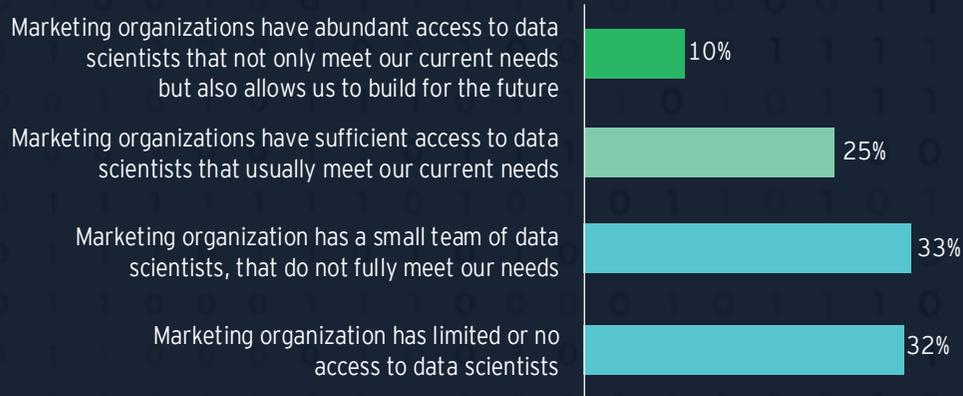
Respondents with capabilities **absent** in their organizations or were **not as advanced** as the market

Sectors	Automation / AI / RPA	Identity Management / ID Graph	Next Best Action / Journey Orchestration	DMP / CDP / DSP	Analytics & data science	MRM	CRM
Average of all sectors	66%	60%	59%	55%	46%	46%	37%
Retail & eCom	40%	60%	40%	40%	20%	20%	20%
Automobile	77%	44%	55%	11%	33%	33%	-
Technology	29%	43%	29%	43%	57%	57%	28%
Manufacturing	50%	50%	50%	50%	50%	25%	25%
Media & entertainment	68%	56%	57%	52%	31%	45%	38%
Financial services	50%	55%	55%	80%	50%	60%	50%
Education	66%	55%	63%	63%	50%	29%	38%
Realty	72%	58%	57%	71%	71%	71%	57%
CPG	86%	75%	85%	57%	50%	43%	46%
Healthcare & Pharma	80%	80%	60%	80%	80%	60%	40%

■ Sector leader
 ■ Better than average
 ■ Average
 ■ Below average
 ■ Sector laggard

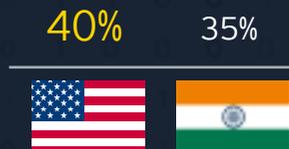
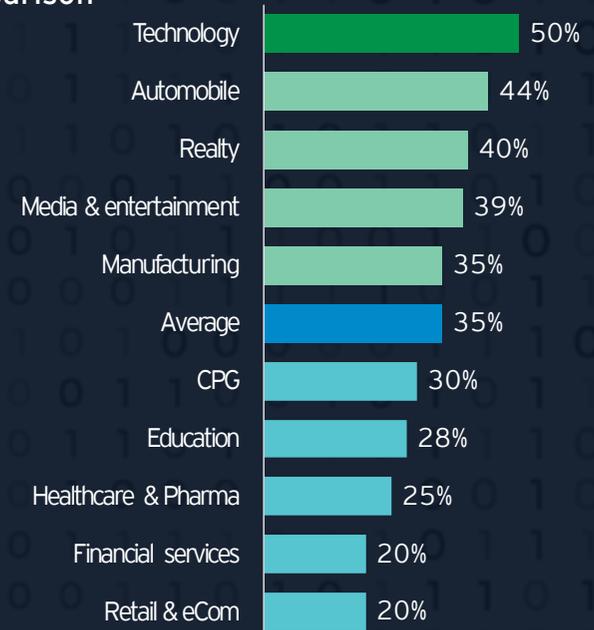
35% of Indian marketers had adequate access to advanced analytics and data science resources

Which of the following describes your marketing organization's **access to** advanced analytics and data science resources?



Adequate **access** to advanced analytics and data science resources to meet their needs

Sectoral comparison



US survey comparison: 40% of US respondents had adequate access to data science resources

■ Sector leader
 ■ Better than average
 ■ Average
 ■ Below average



Data ownership, governance, and integration

Indian marketers had defined ownership & management strategies for 1P consumer data

However there was little / no integration of 1P and 3P data, limited employee access to data, and absence of cross-fishing rules

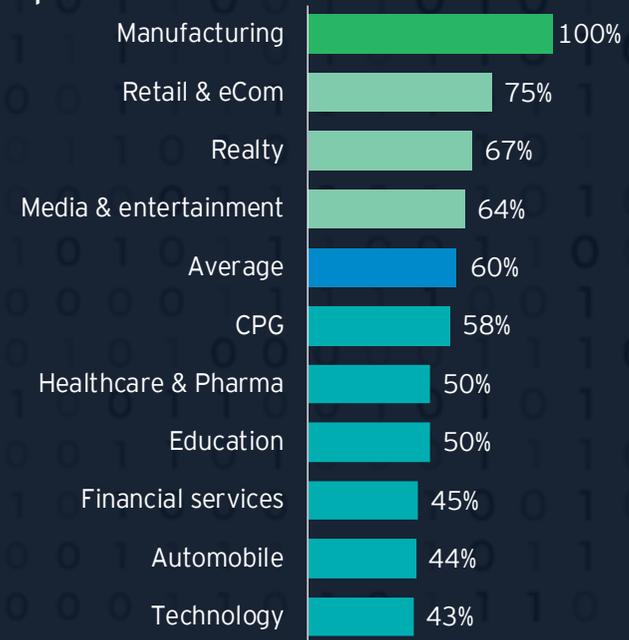
58% of Indian marketers had defined ownership & management strategies for 1P consumer data

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



Defined ownership and management strategies for 1P consumer data

Sectoral comparison

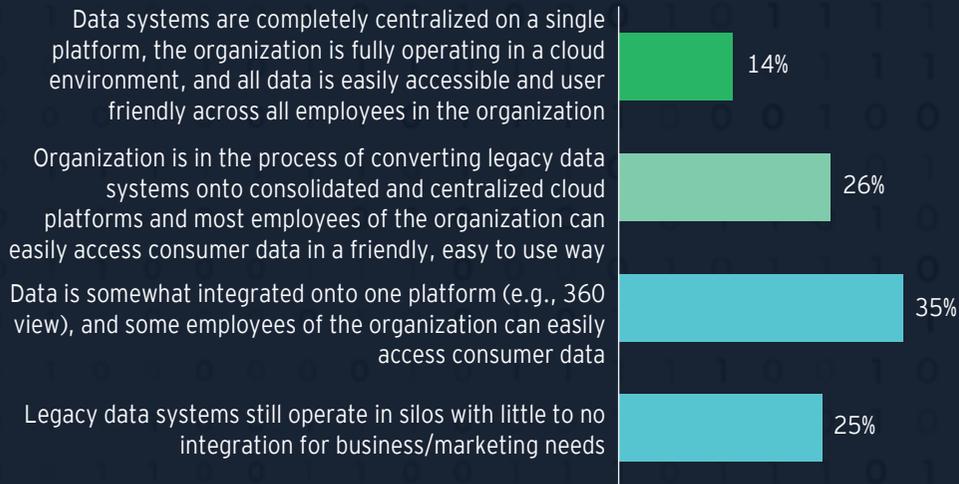


■ Sector leader ■ Better than average ■ Average ■ Below average

All percentages refer to percentage of respondents, except if mentioned otherwise.

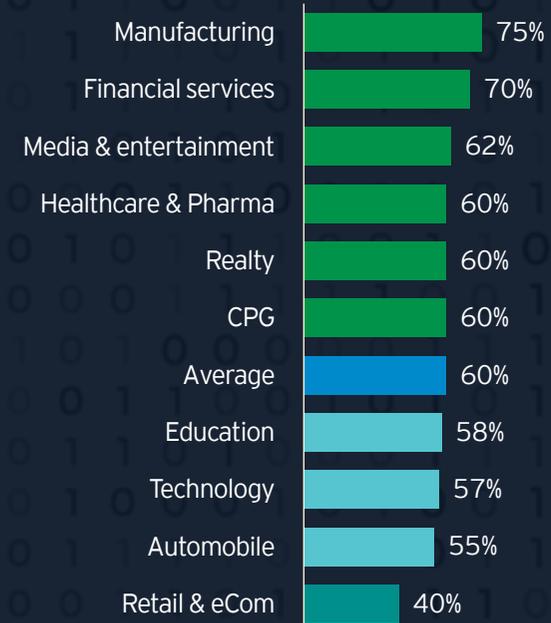
60% of Indian marketers had little / no integration of their first party (1P) and third party (3P) data with limited employee access

Which of the following best describes how effectively your data management systems for **1P** and **3P** consumer data **are integrated and accessible** at an organizational level?



Lack of integration of 1P and 3P data with limited employee access

Sectoral comparison



■ Sector leader
 ■ Better than average
 ■ Average
 ■ Below average

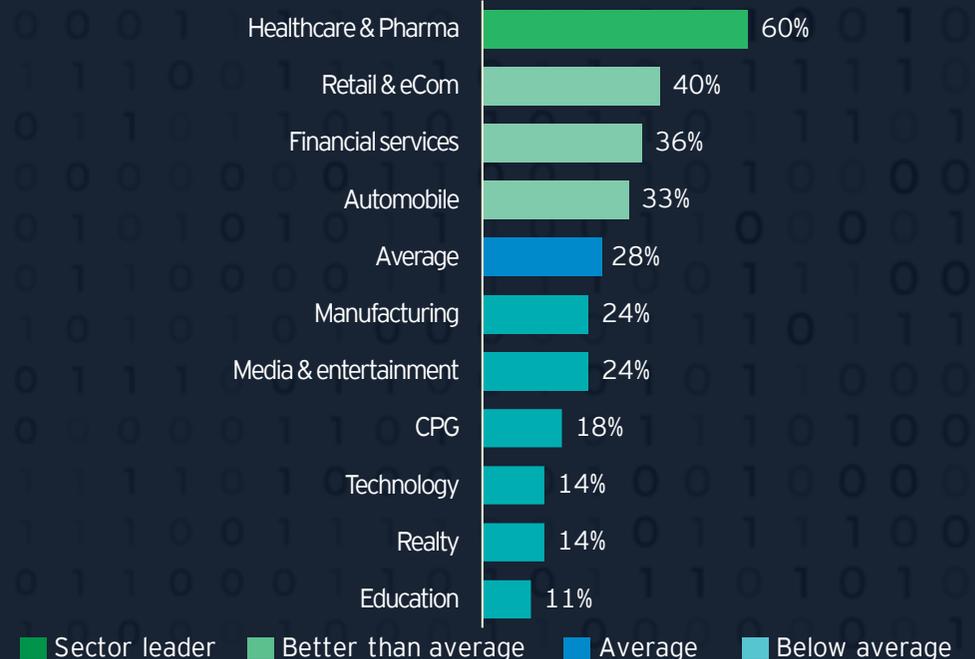
Just **24%** of Indian organizations had cross-fishing rules defined for sharing of consumer data between brands

Does your organization have **clearly defined cross-fishing** (ability to share consumer data across brands within an organization for extended activation) **rules and governance** for brands?



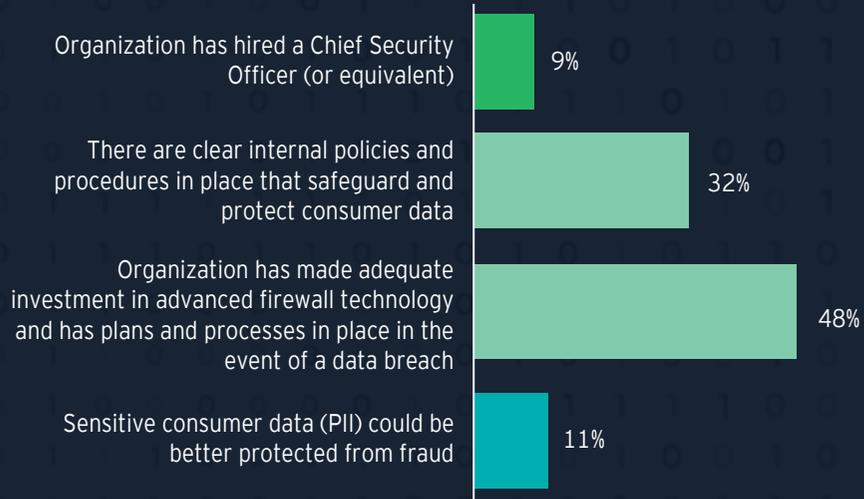
Clearly defined cross-fishing rules and governance for brands

Sectoral comparison



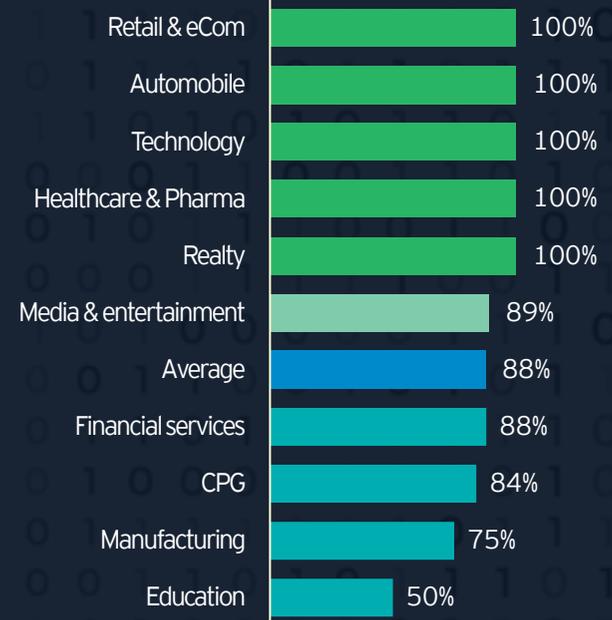
89% of respondents believed they had adequate policies and processes in place to safeguard consumer data

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



Adequate policies and processes to safeguard consumer data

Sectoral comparison



■ Sector leader ■ Better than average ■ Average ■ Below average

Methodology

This report reflects the findings from our survey of CEOs and CMOs. The results of the survey, including sectoral analysis, will therefore be impacted by the type and nature of respondents and their level of maturity.

Responses received from survey respondents have not been verified. They were collated and aggregated (or averaged where required) to provide analysis. Responses of “don’t know” were removed to determine percentages, except where specifically included in graphs. Responses were grouped based on the sector selected by respondents. The survey was administered during May to July 2021 and may be impacted by the coronavirus. US survey comparables have been included to provide context only.

Glossary

1P	First Party
3P	Third Party
AI	Artificial Intelligence
CDP	Customer Data Platform
CPG	Consumer Packaged Goods
CRM	Customer Relationship Management
DMP	Data Management Platform
DSP	Demand Side Platform
eCom	eCommerce
Martech	Marketing Technology
MDM	Master Data Management
MMM	Media Mix Modelling
MRM	Marketing Resource Management
PII	Personally Identifiable Information
RCT	Randomized Control Tests
ROI	Return on Investment
RPA	Robotics Process Automation

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MMA's commitment to the future of marketing

Comprised of over 800-member companies globally and 15 regional offices, the MMA is the only modern marketing trade association that brings together the full ecosystem of marketers, tech providers and sellers 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 optimising current activities.

Anchoring the MMA's mission are four core pillars; to cultivate inspiration by driving innovation for the Chief Marketing Officer; to build marketing capabilities for marketing organizations through fostering know-how and confidence; to champion the effectiveness and impact through research providing tangible ROI measurement; and advocacy.

The MMA's global headquarters is located in New York with regional operations in Asia Pacific (APAC), Europe/Middle East/Africa (EMEA) and Latin America (LATAM).

For more information see www.mmaglobal.com

India advisory board and member companies
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