Speaker 1 (00:02):

All right. Thanks Jennifer. And welcome to the group. It's great to be here on brave new worlds. Um, let's get started with the questions. Uh, so at brave new worlds currently, there's been a lot of discussion about the concept of agile marketing, and that can be a lot of different things to different folks. So what does agile marketing mean to you? Let's start off with Shane.

Speaker 2 (00:27):

Yeah. Jeez, thanks for the question. Agile, agile marketing. Um, to us at Mindshare, to me, it really means, uh, the use of data technology and analytics to shorten what I call the insight to action loop and to do that iteratively and consistently at scale. Right. And in doing that, um, what we're really trying to do is better align the company's resources or investments, um, with the customer opportunity to drive better outcomes for both right, better experiences for our clients, consumers, or our clients, uh, and better investment profiles and returns

Speaker 1 (00:57):

As well. If that makes sense, uh, expediting the whole process, understanding how to use that data, um, in terms of decision-making in driving. Decision-making how, what role does marketing analytics play in that aspect and how do you use the data to ensure driving growth for the business and reaching your intended audiences? Um, Eddie,

Speaker 3 (01:22):

Yeah. Thanks so much for the question, Joseph, and thanks everyone for coming out today. Pleasure to be here. And marketing analytics is, has really seen a tremendous boon, uh, of, of interest and certainly application, uh, in our industry at large and, and certainly within practice for us here at the bank, you know, very, very significantly though. We've, we've seen a lot of that come hand in hand with this idea and concept of agile transformation that many of us, uh, are, are on a journey to find and realize this embracing this idea of a more consumer centric culture has really been enabled by bringing together in close partnership. Uh, the richness of a holistic marketing data strategy along with, you know, the analytics. And I think historically it was enough for us to really see the benefit and the power, especially on a smaller scale where, uh, the right talent model, uh, the right application of insights could help, uh, find small and meaningful changes, you know, to, to, to an outcome, to a strategy, uh, but largely confined to a certain product, a certain service, a certain way that we think about, you know, one of the angles and lenses of a business.

Speaker 3 (02:37):

And I think this idea of centricity has really helped not only a, a more holistic rally, but has certainly give, given a shared aspiration and target, uh, for capabilities like a data strategy and like an analytic practice to come together. And, you know, I think there's a couple of places where we see this prominently and certainly we'll see this, this continue to, uh, in the coming years, you know, marketing has for a long time been regarded a, a cost center, uh, one that realizes and expense, uh, to, to in turn drive other areas of the business in, in growth, as you put Joe's and the things that we're able to do with our data now, and looking at it more holistically have actually groomed the way that we do performance measurement, uh, to, to bring marketing into the view of a profit or a revenue center.

Speaker 3 (03:26):

And I think that that parody with the other investment decisions that we have at our disposal has really entrenched marketing, uh, as, as a prominent decision-maker in, in a lot of the strategic decisions we make, you know, at the top of the house, uh, likewise I see the importance of data strategy really beginning to come through prominently, as we think about the more granular ways that we, uh, apply and deploy an analytic practice and heavily democratized high scale decision-making, um, you know, the idea that we not only look for opportunities of performance here, but really see and feel the burdens of consumer need consumer preference and the opportunities, you know, that are in front of consumers. Um, you know, really frankly, the more that we start to think of how analytics is a practice and the data strategy that enables, uh, um, really channels us as consumers, we've, we've really started to see a lot of opportunity to equip, uh, and really empower those who are making the smaller decisions, uh, on a day-to-day basis to help influence and change all the minutia and smaller aspects of the experience.

Speaker 4 (04:35):

And I'd like to add onto that because, um, what's really interesting is as we have a lot more data at our fingertips, and I think right now we're in the arena of having a huge amount of data. A lot of those decisions have to do with the metric that you choose to measure. So, so much of this process and your capabilities have to do with actually defining the right measure, but also having a common source of truth. And those are two fundamental pieces that you really need to put in place, as you think about data-driven decision-making are you measuring the right thing? Is that the right measure? Or if it's not the right measure, is it as close to the right measure as it possibly can be? And are you all speaking the same language and have the same set of data? Because if different people are measuring things differently, you can obviously come to the wrong conclusion or a different conclusion.

Speaker 1 (05:26):

Yeah. Thanks for that, Laura. And thanks Betty. I mean this whole concept of customer centricity that you brought up, Eddie, I think it it's changed the whole philosophy or mentality of what you should be measuring or what key KPIs you should be measuring. Should it be sales? Is it new acquisition? Um, I'm going to go to Joe here and tell me, talk to me about some of the typical KPIs that are measured today. Have you seen any type of transformation in terms of what customers are, what brands really want to in terms of marketing analytics, in terms of really getting the most benefit from the, all the data that's available currently and in the future.

Speaker 5 (06:06):

Thank you, Joseph. That's a really great question. It's great to be here with all of you. Um, with respect to KPIs, I'd say, you know, first and foremost, the marketing KPIs really need to align to the brand's goals. Um, and so while metrics like reach and frequency are important, they don't necessarily do that. Um, and I would say typically across the brands that we work with, the goals could be broken out really into two categories, short term and longterm. And in a lot of cases, we actually see brands trying to optimize for the short term. Um, but they end up neglecting their brand and building the equity required to drive long-term growth. Um, and so I really believe as a part of a marketing strategy. Um, it's important to understand how marketing is driving awareness and consideration and other brand health metrics, uh, and within measurement specifically, um, it's very important to measure how these brand health metrics then impact business KPIs in the longterm and, you know, related to this, and you touched upon this chosen, uh, we know that much of marketing is driving is about driving new customer acquisition. Um, but it's also an increasingly important in driving customer lifetime value. Um, there are two very different approaches that one has to take to, to solve for these, uh, and it puts a really big

emphasis on brands collecting and leveraging their first party data as a way to really better understand their customers and highly curate their messaging and the types of touch points that they have with them. Absolutely.

Speaker 2 (07:48):

I agree with what Joe just said and, you know, kind of representing a media agency and clients in the media world, we struggled for a long time with connecting reach and frequency to meaningful business metrics. And we're constantly identifying new ways to balance short-term and long-term objectives, but what's really exciting, right, as with, with the advent or, you know, the, the, the pervasiveness of identity, um, analytics and attribution, the, the, the, the lines between what was traditionally marketing and media and CRM are thinning. And we're increasingly able to work with a common currency, which allows us to drive this alignment between our marketing objectives, your business objectives, marketing objectives, media objectives, and, and align those KPIs, and actually optimize those KPIs collectively across the organization across divisions. So that's super exciting for a guy coming from the media world, you know, being able to actually kind of move from media metrics to business metrics, um, really, you know, through the advent and the scaling of, of identity.

Speaker 4 (08:44):

I think it's interesting to add as well, that when you think about your different marketing campaigns, of course, uh, it's important to think about those at different parts of the funnel or the customer decision journey of them being, uh, targeted towards reaching frequency to drive that brand awareness, some of it more being driven towards the conversion. Um, and of course, I think part of that is how do you optimize based on what your marketing mix model says. And part of it is really driven by the creative that you choose to put into the marketplace for those different campaigns, and then who you target at each of those levels, because it really needs to be a cohesive campaign to target different parts of that funnel. It's not just data, it's not just the channel, it's not just the audience.

Speaker 1 (09:29):

Like there's a lot of different aspects that go into really considering the best approach to building out some type of analytics platform or analytics practice within your company. So, Laura, if you can just expand a little bit on, and let's talk about how what's the best approach to building out an analytics practice, uh, within say your, your, your company, um, what are the do's and don'ts who needs to be involved? Uh, just expand on that a little bit.

Speaker 4 (10:01):

Absolutely. Well, thank you for the question I have to admit we're at the very beginning of our journey in many regards, um, we are fundamentally a database driven marketing organization, uh, but as far as having an advanced analytics or data science team, we really are at the beginning of that journey. Um, so I don't know that I can fully answer the do's and don'ts and all of the best practices, but I can give a little bit of an, uh, an example of what I did. Uh, and actually my journey started kind of with Neustar. Um, we had aimed for a very long time to get some attribution in place, uh, and finally managed to bring on kind of an unified analytics process with new star. Um, and then through that, I was actually connected to the Cav and Eddie, and, um, we were trying, we were, uh, building out, decide.

Speaker 4 (10:54):

We had decided to build out the analytics team, uh, to help with the unified analytics and all the other analytics questions we had. And I actually just listened at the last cab and identified some industry experts that I could go listen to and learn from, um, and actually learn about their do's and don'ts. And so I called up Eddie and we had a really good conversation. Um, and so I spoke to a couple of other folks around, um, you know, the industry, both within travel and outside of travel and got some ideas about what I thought we needed to do, uh, at Viking. And so that was just kind of my learning road show. After that, I think it's important to engage the right stakeholders internally, and that had to do with getting the buy-in of everybody from, you know, our chairman or CEO, uh, down through the different teams that we had in identifying what their analytical needs were, uh, and making sure that everybody had had a voice in, uh, then of course, it's a question of contacting a recruiter that you believe is trusted and can help you identify the right talent.

Speaker 4 (12:01):

Um, and maybe that's too granular, but that's certainly, that's certainly a step that we took, um, as far as the do's and don'ts, you know, for me co I've led analytics teams in the past. Um, but I think every organization is different. And so identifying where the delineation of responsibilities is for your organization is really important. What it looks like at Viking is going to look different from what it looked like at Edmunds. And what we've been grappling with to a degree is how centralized versus decentralized should our analytics organization be. Because one theory is that you have a center of excellence with a hundred percent centralization, right? You build out a very large analytics team that can service all the different verticals, all the different teams within the organization, from the executives and the management reporting all the way down through digital reporting, web reporting, um, day-to-day executional reporting for your different marketing channels.

Speaker 4 (12:58):

Uh, and I think it really depends. The other side of that spectrum of course, is that you have a very small, very lean analytics team. And then you have a lot of data fluency and embedded analytics within the different teams. And it depends just a little bit on how big a scale your organization has, what the analytics needs are, how quickly you need to turn analysis, how much of it is fundamental and repeatable and scalable. Uh, and so to a degree, we're still figuring that out. Uh, we've hired a new director of advanced analytics. He's actually going to be starting with us in the next couple of weeks. And I kind of gave it to him as a little bit of a challenge, which is define your organization. You know, you're the expert come in here, help us define what analytics needs to look like at Viking. Speak to the different vertical, speak to the different team leads, determine how much you want to build a centralized team, and you think it should be centralized and, you know, define your role, define your responsibility, and then put a proposal together. And, uh, you know, we'll go execute on that. So I don't know if that fully answers the question, but that's at least where we've started. And again, we're pretty early in our journey,

Speaker 2 (14:05):

You know, Laura, that, that's really interesting just, just to add to that. We constantly experiment with organizational design and the way that get the maximum impact from the very hard to find and expensive, to pay analytic resources that we need, right. To push, to push our clients forward. And we've centralized, we've decentralized. And, you know, for what it's worth, where we found value is landing in a hybrid model and putting our, our analysts, um, as close to the point of decision and transaction and our world as possible. So back to the theme of agile marketing, what we found really made it work was

actually moving from practices that were silent in and of themselves to pods of people, a planner, an analyst, and a buyer that are constantly just kind of, and at the heart of it all constant experimentation, constantly driving. So when a media agency and our type of business, we found that to be a really good way to organize ourselves. You do lose a little bit of the expertise that you may get by having a practice at the middle of middle and controlling command at the middle, but what we found an actionability and the connection of the analysts to where the action happens, um, as I weighed it and it's paid out really well. I don't know if anyone else has had experiences with that, but that's kind of where we're landing.

Speaker 4 (15:17):

Well, it's funny because I think where my head is at, you know, apriori is very much a hybrid organization. I mean, whether or not you have dedicated analysts, or you just have Supreme data fluency embedded within your teams, I think for the marketing organization of the future, you need to have that. And of course you have different timeframes to make different decisions, right? A digital decision is going to be a lot different from a website decision. It's going to be a lot different from in our case, a direct mail decision. And so you need different timeframes for those kinds of analysis, and you'd need a little bit of different expertise. Um, right now we have our agency partners playing some of the analytic roles for television broadcast. Um, and we'll be playing that for digital as well, but they're going to be other capabilities that we do need to be centralized.

Speaker 4 (16:02):

So we can't fully do away with the centralized team in certain regards, for example, the operationalizing of Mmm and MTA, there's a layer on top of the actual model that new star delivers that we need to build to be able to operationalize that. Um, there are other things that play into that, like the modeling of lifetime value that we need to do at more of a centralized level that then feeds into it. So it's really interesting to hear that. Um, but again, I also think organization is largely fluid, right? You tend to go back and forth, um, from centralized to hybrid, to decentralized and all along that spectrum,

Speaker 3 (16:37):

You guys hearing, hearing this debate here. I think that there's a lot of merit to both sides of the equation, but think it's, it's safe to say that in this conversation and probably beyond it, this idea of, of centralized versus decentralized, you know, won't, won't weigh out with prominence. And I think a lot of that has to do with the factors that, that complicate, um, why and how and where an organization has matured and evolved, and whether they be talent related, whether they be political, whether they be, you know, where and how a firm makes money. I think the idea here is that there, there is success in a variety of different models, but one theme that I've seen consistent throughout my career and throughout my practice is the idea that the centers of gravity and those that require the support, uh, really the, the perseverance and the focus of, uh, you know, really the, the magnitude of decision-making, uh, are often those that require this idea of centralization and, and likewise, or, or I should say inversely.

Speaker 3 (17:42):

So, um, those on the other end of the spectrum, we're thinking about high volume decisioning. We're thinking about, uh, democratization and cultural embrace of practice, where a capability that can inform and infuse thinking into the organization is, is really most powerful when it's, it's spreading, uh, the ability to fish or the ability for, for one to operationalize it empower on behalf of something bigger than them individually. And I think about this a lot in the equivalency of, of how we could measure marketing,

for example, uh, I would, I tend to believe in support the idea that we need a major set of earth gravity behind the most strategic investments that we're going to support as a business. So if I'm making the next decision on where to put $50 million of paid media, that has to go hand in hand with a, a tried and true, uh, practice that that is well-groomed.

Speaker 3 (18:38):

And well-integrated with all the prevailing considerations of the org though. So it can stand toe to toe, or if you will, on common playing ground with the other currencies that are being evaluated for decisioning, I think on the other side, you know, if you think about, uh, again, as I talked about in the last question, the minutia of the experience or the places where we really need to inform high-scale decisioning and equip those who are on the front lines of our communication and interaction strategies, um, you know, where, and how those can, can take benefit from, uh, capabilities that exist, um, uh, you know, either, uh, outside of their own individual remit or, or made to help equip and enable them on their, their jobs better. Um, you know, this, this idea that one center, uh, needs to, to burden all the accountability, I think, is something that we'll see, uh, begin to, to rein back, uh, again, really focusing that accountability though, on, on the centers where the decisions are being made, uh, and being able to equip others, um, you know, that, that need to take that into how they do their jobs on a day-to-day basis.

Speaker 5 (19:50):

One thing I'll just add to that is at new star, we're working really hard on enabling, uh, effect, essentially you guys, to be able to democratize a lot of the insights and capabilities that you can leverage from unified analytics, by bringing in, building in more transparency, by making the tools simpler, to use more scalable and so on. And so over time, I see that, uh, happening within your organizations, or at least you start playing a role in enabling this to happen within your organizations.

Speaker 2 (20:23):

You know, Joe, that I love that the concept of democratization and Eddie and Laura as well. I'd love your perspective. One of the things we've been experimenting with quite a bit is this concept of creating citizen data scientists. We understand that there's not enough of them in the world. They're not readily available. They're not easy to keep, they're not cheap, all of these wonderful things. So we've been increasingly investing in auto machine learning auto machine learning operations, and really putting capabilities of a data scientist in the hands of those who are actually making the decisions, the planning teams, and the often the activation teams in my world. So we're, we're kind of automating a lot of what an analytics practice used to do. Um, would love to understand that others are kind of experimenting or going in that direction or any successes they've seen or failures

Speaker 4 (21:07):

For us. Again, we're at the very early stages of our advanced analytics and data science journey. We've actually had some data scientists in the organization previously, but our data just wasn't in a place where we can make much headway with the data scientists we had. And my theory, as we start to ramp up this practice internally is to really start with the things that are repeatable, that are huge time sucks. That aren't necessarily the things that you then go act upon immediately. They're not necessarily feeding into orchestration directly, but there's a huge amount of management reporting that we have, uh, that is very, very manual. It's done in Excel. It's fed out in a PowerPoint. It's repeated for the executive team every single week. It's a very, very heavy lift. And those are the things that if you can

free up that sort of time and free up resources by automating repeatable processes, uh, for me, that's where, you know, we are seeking to start, start automating all of that, create reports and visualizations that are dynamic that can be updated. It can be exported, um, that people can interact with. And then from there start to pick up automation around some of the things that'll allow us to do our jobs better, right? Cause that's, that's reporting, that's insight into what we're doing, and there's a, how we do it in execution. And that's a whole nother layer of automation, uh, and that would come later down the road for us. And that comes with, of course, all the risks that Eddie just mentioned.

Speaker 5 (22:40):

And if you think about an end-to-end analytical workflow, um, it requires heavy data processing, data validation, model, building deployment of insights, synthesization of insights like, and like democratizing it within your organization, evangelizing it, getting key stakeholders on board so they can activate and so on. I think all of these areas can be served better with automation. And so we're really focused on building tools across the entire attorney in lifecycle and analytical deployment, um, that, that I think will really change the way brands can, can leverage these solutions. Um, it's a big focus area for us, and there's still a long road ahead. But, uh, with the advent of like a lot of artificial intelligence and machine learning techniques, I think that can help accelerate a lot of that work.

Speaker 4 (23:35):

Joe, I love the point you make about synthesis of data, because to me, that's actually one of the places that I think people can miss. And to me, one of the most important, especially as data scales, there's so much data out there. How do you make sense of it? How do you turn that data into a, so what, and a story and something you can actually act upon, uh, you can get mired in the data. You can go down so many different rabbit holes, uh, and chase the Bramley path, but it's important to actually understand what you're trying to show. What question are you really asking and how does data tell the story and give you an answer? Maybe not the answer, but an answer, uh, and where I've had the most challenge. I think in managing our data and the analysts that we do have is getting them to elevate that story, to synthesize it and to have it make sense. So that executives and others around the organization who are doing the day-to-day execution can actually make decisions off of the back of that data.

Speaker 5 (24:37):

Yeah, totally. And I would say there are two components to that. One is in the upfront design, um, of this analytical system and how you taxonomize and categorize your data and so on. So you effectively know what questions you want to answer before you design the system and build it. And that's obviously very important and I think it's important to spend a lot of time upfront and design these systems, but obviously you can't think of everything. And so on the backend, once you have the measurement and you have the data, and especially when, you know, when we talk about the consumer data that we're measuring today, there's in some cases, billions of records of output that can be analyzed. And, um, how do you build a layer of intelligence on top of that? So you can quickly surface the most important and compelling insights without having to have an analyst go in and really hunt for those. And so, uh, focusing on both ends of the equation, I think is very important because you'd be surprised there's a lot that can be done upfront that can save a lot of time downstream, uh, specifically around, uh, focusing on the text economization of your data and really thinking through the analytical framework and how you're going to construct some of these models.

Speaker 1 (25:53):

This is all amazing, amazing stuff. Um, in terms of data itself, is there any idea or any thought of, is there too much data out there? Um, what, what do we do with all this data? Um, how can we figure out the best use of data for specific use cases, uh, for specific, uh, organizations, um, Shane, do you have an idea in terms of your concept of, of what the best data stack would look like for an organization?

Speaker 2 ([26:28](#)):

Um, jeez, I guess, you know, so it's a points others have made thus far. Um, it really depends on the organization where you are in your journey and what your objectives are, the stack that you're going to choose and the types of data that you're going to want to bring on. One thing I'll say out of the gates, which I think everyone can with this. Um, we see a lot of clients, um, start with data and large sets of data, and then trying to find insights versus starting with questions, identifying high value decisions that can be made, identifying the data sets that can help them make that decision running the analysis, driving the action and getting the outcome rinse, wash repeat. So I think it's incredibly important that you start focused, uh, to find the right data sets and doing that. You know, there are still regardless of the organization, regardless of the journey.

Speaker 2 ([27:13](#)):

I think some core components, um, naturally the cloud is helping us in a lot of different ways, particularly with data volume and processing power. So a cloud storage layer is going to be critically important, you know, as your Google cloud, AWS, uh, data integrity layer is probably the most important, nearest and dearest to my heart. So this is all the hygiene protocols, right? This to prevent the old garbage in garbage out hygiene governance. And increasingly ethics are the three things that sit within that layer is my data clean. Is it making it to the right places for analysts to the points of analysis and decisioning? And is this data ethical? Right? So we do a lot of work to try to turn that subjective question into something objective, just because we can doesn't mean that we should, right. I think that's increasingly important for us.

Speaker 2 ([28:02](#)):

Um, identity comes next in terms of importance for us. We need to create a common currency and resolve the various currencies that we do have, um, from geography to cookie, to device ID, to phone number, to email address, to whatever, you know, it may be back to a single currency resolution, right? Did he duplicate enrichment to drive insight and distribution to make sure that you can drive action? Um, gosh, I guess a clean room, although it's a little buzzy right now is another thing that we're increasingly as we move into this privacy space, including all of our client's tech stacks, particularly as they try to pull insights out of these massive platforms and publishers and connect them back and make them actionable, um, a data lake for all of your analytic applications and data scientists, right. To play, you really want your analytics sandbox. And lastly, I'll bring it up again. Auto ML has been huge for us to remove a lot of the operational work that I had our data scientists doing. They no longer have to do, um, and can replicate their work pretty easy. So that was a lot, um, but these days in most organizations, I think those are some of the core building blocks that you're going to need.

Speaker 1 ([29:07](#)):

Yeah. That makes absolute sense. And thinking about, um, identity, thinking about all these different data sources and thinking about a lot of different systems that you're putting together to, to create your marketing analytics backbone, um, there's going to be some level of data deprecation. Um, you're going to always have to consider privacy and ethics as part of that. Um, just thinking about any type of new

tools that are out there or that you're considering, uh, when, when thinking about all these different aspects of that data and where it's coming from, um, how do you, uh, how do you look at it as the best way to, to really put all this data together in a privacy friendly, ethical, friendly way? Um, Joe, do you have any insight into that?

Speaker 5 (29:53):

Yeah, I th I think that's a good question. Um, I think there, there are a lot of tools out there to manage, um, data governance, um, data security and data scale, obviously lots of big data tools out there to do that, but it's becoming increasingly, um, a challenge for brands and, and privacy is becoming even more and more important. And, um, brands need to start really thinking about how they're going to do the types of measurement that they'd like to do while still preserving user privacy. And, you know, at new star, that's something that we think about all the time. Obviously we work with some of the biggest brands in the world, and we also partner with some of the biggest platforms in the world. And privacy is top of mind, uh, for both. And so we've developed different capabilities that we can use to effectively integrate with both the brands and platforms resolve the data to a common identity, to be able to do analytics and then present back the insights in a way that really preserves consumer privacy.

Speaker 5 (31:05):

Um, and doesn't jeopardize the security of the data on any side of the equation. And so I think from a brand's perspective, thinking through the long-term, uh, what tools you're gonna use to facilitate, uh, these types of integrations, I think it's really important. Um, we're working on building out, um, you know, to echo what Shane said, uh, basically clean room environments where you can have multiple parties submit data into the environment and all parties effectively agree on what code can run in that environment who has access to what data in that environment, um, and really enable what, what I would consider it to be really privacy first and ethical type measurement. And, you know, we really see ourselves as a, um, an enabler of insights in this world. Um, and we hope to be pioneers in building out, you know, the next generation of privacy first measurement in the space.

Speaker 5 (32:05):

Um, you know, I think as, as many of, you know, we've worked closely with big platforms like Facebook to devise, um, new approaches to how we can do measurement while maintaining user privacy. We built this cohort approach with Facebook, and we're going to continue to build on these types of capabilities because without a shadow of a doubt, this is really the future of measurement and analytics, um, uh, specifically within marketing. And I kinda joke that, you know, you start off by being marketing experts than analytics experts. And I think the next for us is to become really experts in cryptography. Um, uh, this is really the direction that the world is headed. And so, um, it's, it's really exciting,

Speaker 3 (32:49):

You know, the, the tech is exciting, but it's, it's just one of, one of the steps along a bigger pathway. Uh, and I think it's, it's easy for me to say. And it's frankly, right, for me to say as a brand here that, uh, the idea of, of privacy and ethics can really only be seen through the eyes of the consumer. Now, granted we need the technology, as I said, to help us get there. Um, but, but the idea has to be bigger than this, or, or if you will met, uh, I couldn't resist, um, you know, the, the idea that, um, there's a spirit here that we all share as contributors to this ecosystem, I think is one that we've talked about in every virtual conference, you know, since the inception of the pandemic, but perhaps rings truer now. So more than,

than ever, uh, given the idea that the 2021 really served as, as an opportunity for us to all talk and hear what each other had to say.

Speaker 3 (33:44):

I think as we start to look ahead and think ahead to 2022, though, um, really the, the opportunity sits in, in whose ever court, uh, really brings together the best of that solution. I think with, with a customer minded approach, uh, it's one that we've been looking at as objectively as we could since, you know, mid to late 2020, where we actually founded a cookie plus task force that has eventually become more broadly and addressability and, and consent taskforce. But the idea here that, that we connect those, those critical elements and in critical modifiers of the data that we collect, I think is something that we're going to start to see here, you know, much more as a prerequisite, if not a requirement to a lot of the solutions you talk about. Uh, I think it's, it's very easy for us to get enamored and caught up in the solutions, uh, in spite of a reality that many of what we see coming into the industry today, uh, is, is still only in concept versus in practice.

Speaker 3 (34:45):

And, and certainly there'll be a lot of importance, uh, as we continue to, to pilot and work our way through the back and forth here. Um, you know, but the idea here is that we need a more fundamental set of commitments that are going to drive and really advocate or push forward a common strategy. And I think no exception here relative to the theme that, that all of the panels have really reflected thus far in brave new worlds. Uh, we, we've got to get back to that perspective and point of view of the consumer, uh, and then work on top to integrate, to implement, to differentiate, uh, to, to really establish, you know, that backbone with the best, uh, ethical and privacy centric footing. Uh, I do think it's going to be a continuing and continuous and constant battle of, of the back and forth of the two steps forward and one step back.

Speaker 3 (35:38):

And I think the last thing though, that I'd say here is, you know, with, with all of the, with all of the announcement, with all the focus, with all the energy, uh, you know, with, within the profit-driven community this year, as well as those that, that represent our trades in the biggest and most prominent ways. I think we, as practitioners are all very confident that we know the three to four categories of solutions that are going to be there. I I'm really most excited to see this, this point of inflection though, as we start to look at the levers that we have to control the experience, um, delivers that we have to, to really drive, uh, that, that influence and adoption, um, as a percentage to, you know, where and how we decide to interact and, and have a relationship, uh, on the perspective of one-to-one, uh, where we dial that back, uh, in a more privacy sensitive way, uh, and where the, the fundamentals and the foundations of, of, uh, personalized and personalized like advertising, uh, kind of come back into prominence here, uh, as a healthy compliment to, to round out, uh, what, what has to be a combination of solutions for the future, uh, as opposed to just, just one tried and true pathway.

Speaker 5 (36:54):

And I think that's a great point. And if you look at kind of the trend in the industry and what's happening with the deprecation of different identifiers, I think in the long run, this is actually very good, not only for consumers, but also for brands like yours and for the big publishers that you advertise on, because so much of advertising is going to be based on consent and actual true identity that ultimately I think will lead to a much better consumer experience and then lead to exactly what we talked about, which is

the maximization of shorter term and longer term goals and customer lifetime value, because you could leverage great data to be able to cater messaging to these audiences. And I think, uh, uh, this shift in the industry while it is challenging, obviously for all of us, I think ultimately we'll end up, uh, being great, uh, across the board.

Speaker 1 ([37:51](#)):

And the other piece there is that not all consumers are treated equal, right, are equal. Some of them will, will, are okay to provide, uh, to give up their privacy to get a better type of customer experience as well. Um, I think about minority report. I don't know if you've seen that movie before, but Tom cruise character goes into a store and then you get somebody saying, well, I, uh, we have a couple of, of shirts that would go with the pants you bought last week. Go perfectly. I mean, that is something that I would be okay with. I'm just going to throw it out to the group in terms of how do you see the future of marketing evolving? Is it going to be something like that minority report, or is it going to be something different? I think

Speaker 2 ([38:34](#)):

It's going to be a little bit, and I'm just going to kind of connect that question to what Joe and Eddie were talking about. Cause I'd loved that direction. I think, you know, at mind share our platform is precisely human and we've kind of named it that through constantly remind ourselves that yes, the world of data is massive. There's more addressable data than ever before. Identity is amazing at helping us connect CRM and media and better understand consumers. But all of that data we collect in those formats behavioral data. What people are doing is only one small piece of the puzzle. Like we cannot forget that we aren't ones and zeros. We are humans. And the most important thing that we can use, at least in my opinion, as it relates to creating amazing content and experiences, right, that delight the consumer and drive business value is on, is on the human side.

Speaker 2 ([39:18](#)):

Like really what drives and motivates someone. And it's a different spin on the word identity. And I think that we need to examine both sides of the definition of identity coin, the technical definition of identity and everything it allows us to do, but how do people, right. Humans, tribes identify, and how can we literally leverage the, that the motivations and the drivers of people's behavior? How can we find those and leverage those, you know, to, to unleash an Unbound, our creative, I hope that that's the direction that that marketing goes and does not necessarily go into minority report. So, so Joe slightly chosen a little different opinion from me. I don't want to see it go that way. I'd love to see experiences become much more human and much more predictive, but not based on most of the big data sets that we're using right now. There's we got to work a little harder to get it, uh, but there's better data out there.

Speaker 4 ([40:08](#)):

And I, you know, I agree with that. I also think there's going to be a bit of this fragmentation that's been talked about, you know, right now with privacy, you have to opt out or opt in and that's changing to an opt-in to sharing your data and having more personalized messaging targeted to you. So there's kind of a tale of two worlds. There's the tail of the people who opt into it, or don't opt out who will have probably increasingly personalized messaging, particularly because there's going to be a large group of people increasingly who cannot be targeted too. So there's going to be a very valuable set of people who are willing to opt into that who probably will see some hyper personalization, hyper targeting. Um,

and then there's, you know, more of the mass, you know, how do you Intuit the trends in the marketplace?

Speaker 4 ([40:51](#)):

How do you Intuit what somebody might be doing on this given platform at this given time of day, right? Much more contextual clues as to how you want to go to market, how you want to market to that individual. And then there's going to be this fragmentation between the owned channels and the more public channels. So your website, for example, if people are opting in signing in and giving you information about themselves, for example, on Amazon, right, that's hyper personalized. It has to do with your purchase behavior that probably isn't going to change, but I would imagine more site, more sites, more companies are going to go towards the registration for a more personalized approach. And so you will see this kind of fragmentation of where you can get hyper personalization almost on a basis, um, or even more than one-to-one basis. You know, which, which in my mind means, well, it's one person, but if they're coming to you, mid-morning versus, and it's raining versus if they come to you at night, um, and it's clear, or there's a meteor shower, I don't know. Um, you know, they're, they might be coming for different use cases. So you have this contextual information combined with the personalization and the identity of that individual. Um, and so I foresee this kind of almost division of how personalized you get and what are the clues. And what's the data that you're operating against to target an individual with marketing at a given time.

Speaker 1 ([42:12](#)):

This is great and really lightening for me. I'm just going to throw it out there in terms of, uh, to the group of any type of predictions you have. We talked a lot about it in terms of the future of marketing, anything you're excited about coming around and next year, I'm just throwing that out to the group.

Speaker 5 ([42:30](#)):

I mean, I'll personally say that I am excited about where the industry is headed and in the new and emerging technologies that we're leveraging, uh, to, as we've just discussed, I think build, um, a better experience for consumers and a better experience for brands and platforms when measuring the impact of their, uh, marketing efforts. And, um, it's going to be a really fun, interesting journey. As I said, we're going to, we're going to have to learn about new technologies, um, get comfortable with them. Um, and, and to me that's always very exciting.

Speaker 3 ([43:08](#)):

Well, I'm going to say this, um, a little bit provocatively, I think 20, 22 is going to be a great year, but I predict that in hindsight, it's going to be a let down to the year that we'll see in 2023, uh, you know, don't get me wrong. I think the environmental disruption, I think the industrial disruption, uh, everything that we've seen really plague us for lack of better term over the course of nearly the last two years, uh, whether it's been announcement or whether it's been, uh, related to our health and wellbeing, uh, has, has yet to be met by a whole onslaught of innovation that we are going to see. And I, I, couldn't be more excited for that, uh, realities that say data doesn't have to be moved. Privacy is an imperative. Uh, there are ways to find meaningful connections to restore and revive and even build relationships, uh, that we aren't thinking about and talking about and brave new worlds this year, and certainly will be next year.

Speaker 3 ([44:09](#)):

I think there's a lot to be excited about, but I am very confident that the 2020 to really be a year of exploration, it'll really be a year of transition. And it is the metaphorical rebuilding year for our industry. Uh, if ever there was one and in the Superbowls will be played in 2023. Um, you know, I, I think again, and I talked about this a few moments ago, we know the key pillars to success in building the stack for the future. We understand in concept and in speech, this idea of a value proposition that needs to play out and be balanced with consumers. Uh, we will start to see that come more and more in the solutions that are brought to bear as we still see some fatigue for, for places where we haven't cleaned up our acts, uh, as an industry at large, well enough, but I am really excited to see in, in effect the springboard that comes in next year, thinking about the major labels and logos that were launched, uh, in, in terms of disruption, uh, the last time around for their verticals, think of what Uber did for transportation.

Speaker 3 (45:17):

Uh, think of what Airbnb did for travel. I am very, very excited to see, uh, what the future is and the fill in the blank for 2022, as it relates to, uh, the evolution of analytics and addressable application.

Speaker 2 (45:33):

Well, I love that idea. I love the relationship Renaissance, and you know, now I'm, now I'm going to go that direction. I think, you know, on a much smaller kind of boxed in way I'm, I couldn't, I can not wait for the cookie to deprecate. I cannot wait, you know, for what we built over the last 20 years in ad tech to be reset, I cannot wait to pull in, you know, the consumers closer and really earn their consent. But more than anything, I cannot wait, you know, for media and marketing and the lines between them and CRM to begin to blur. And for us to really begin to deliver amazing experience, right? Th th that pulls our consumer, the polls people. It turns them into consumers and with us and stop chasing them around. Right. I feel like a big part of this is, you know, um, a big part of the future is going to require us to stop relying on tactics that we have used that do just kind of chase people around, uh, until they submit. So the idea of brand attraction, right, and the creativity that we can unlock with data, that's really exciting to me. And I think that's, we're right on the horizon of that.

Speaker 4 (46:36):

This is a little bit off topic, maybe a little bit tangential to what we're talking about here, because it's not so much data specific, but I am really, uh, intrigued, but also a little bit trepidatious with what happens coming out of what's been going on with Facebook, Facebook being such a behemoth. Of course, it's been one of the places that we use a lot of data to target where we chase those audiences around, as Shane mentioned. And I'm very curious to see the kind of entrepreneurship and the new platforms that emerge potentially out of what's going on with Facebook right now, because I do believe that'll be an added opportunity for data-driven targeting for additional and different types of data and for new marketing channels for us. So it's not specifically around analytics or data itself, but I do think that's going to open up some opportunity, um, maybe not next year, but certainly in the coming years. Thank you

Speaker 1 (47:29):

Everybody. This has been a very insightful conversation. Eddie, Joe, Laura, and Shane, appreciate your time. Um, and, uh, thanks again for everybody who's watching and back to Jennifer.