



# Big Data and Analytics Survey Report

# Background and Methodology

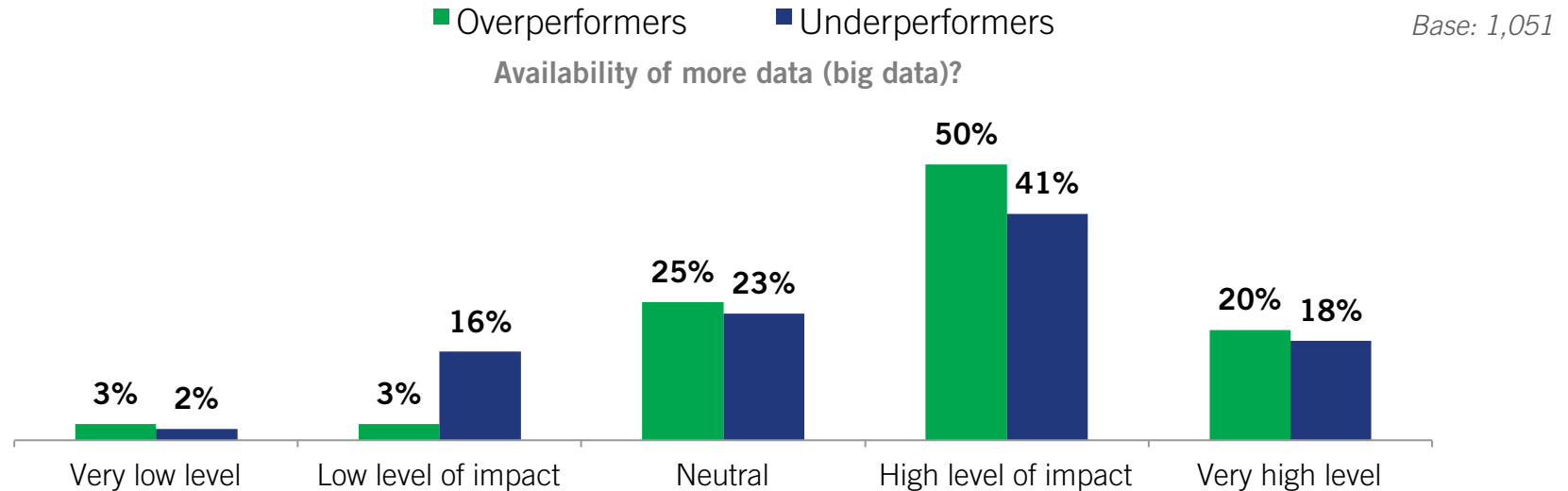
- Marketing2020 — *Organizing for Growth* is the most comprehensive global marketing leadership initiative ever undertaken.
- Focused on identifying how business leaders can best align their strategy, structure, and capabilities to generate business growth, Marketing2020 is designed to benchmark and share best practices among the more than 10,000 participants, from 92 countries.
- This report comprises responses from 1,051 U.S.-based marketers and more than 125 one-on-one interviews with U.S. CMOs.
- Overperforming firms in this report are those whose overall revenue growth the past three years exceeded their competitors'; underperforming firms are those whose overall revenue growth fell below their competitors'.

# Executive Summary

- The vast majority of over- and underperforming companies expect the availability of more data (big data) to have a “high” or “very high” level of impact on their business in the coming years.
- Both over- and underperforming companies cite big data analytics as having the greatest impact on consumer/customer understanding and engagement.
- Marketing and IT “always” work closely in approximately one-third of overperforming companies versus in one-fifth of underperformers. A stunning 38 percent of marketing departments in underperforming companies “rarely” work closely with IT on CRM/big data strategy.
- Only about half of overperformers and one-quarter of underperformers score themselves above average when it comes to big data mining and analytics.
- Overperformers have the right data and analytics, and more importantly, are able to leverage all the data to improve marketing efficiency and effectiveness.

# Big Data Is Expected to Have a High Impact on Businesses in the Coming Years.

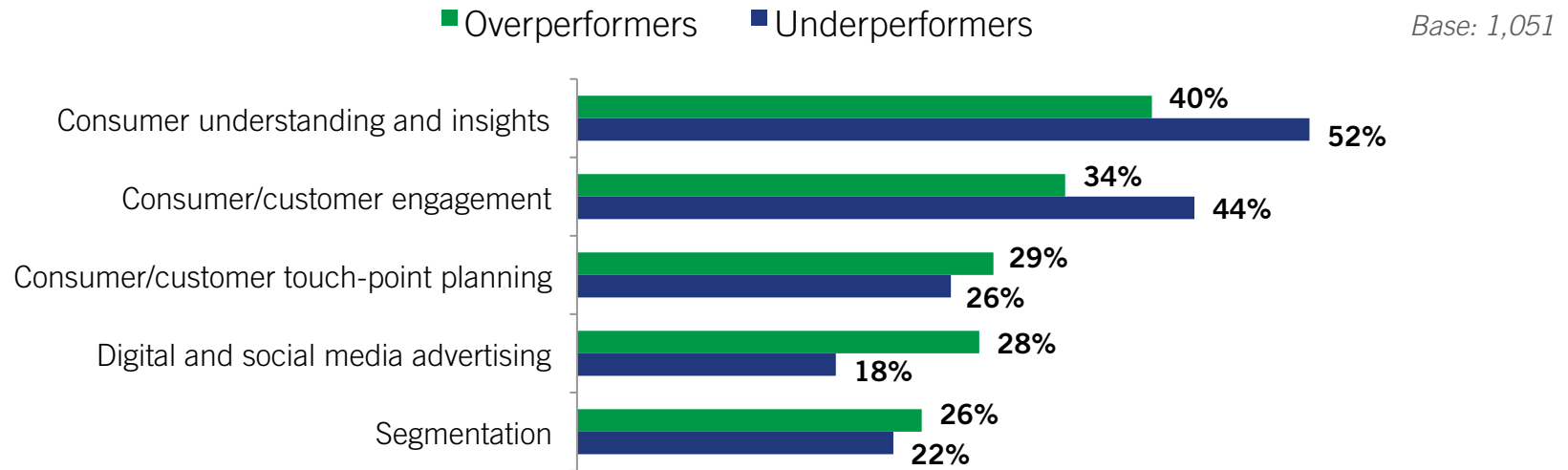
The majority of both over- and underperforming companies expect the availability of more data (big data) to have a “high” or “very high” level of impact on their business in the coming years.



*Q: Please score the following trends on their expected impact on your business for the coming years. What do you think will have a high, medium, or low level of impact?*

# Big Data Analytics Will Have the Biggest Impact on Consumer/ Customer Understanding and Engagement.

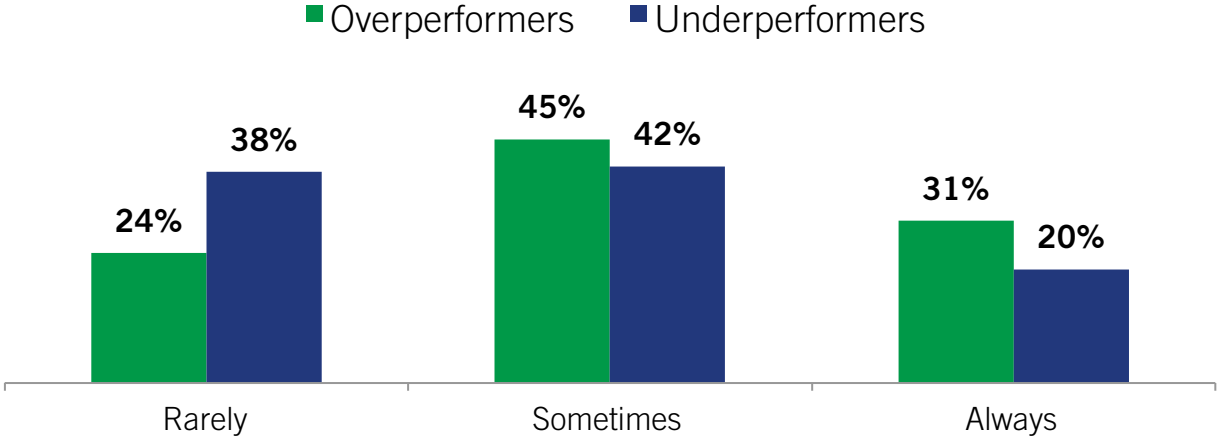
Both over- and underperforming companies cite big data analytics as having the greatest impact on consumer/customer understanding and engagement versus other areas.



*Q. Which of these areas will big data analytics have the biggest impact on in the next five years?*

# Overperformers Show Higher Collaboration Between Marketing and IT on CRM/Big Data Strategy Relative to Underperformers.

Marketing and IT “always” work closely in approximately one-third of overperforming companies versus in only one-fifth of underperformers. A stunning 38 percent of marketing departments in underperforming companies “rarely” work closely with IT on CRM/big data strategy.



Base: 1,051

Q. Does marketing work closely with IT on CRM/big data technology strategy?



# Chief Marketing Officers Speak Out

## — Influence of Big Data —

*“You will see the influence of big data. You need people who can work with it, analyze it, and use it. You will have more left-brain-oriented people in your departments, and processes will be more data-driven.”*

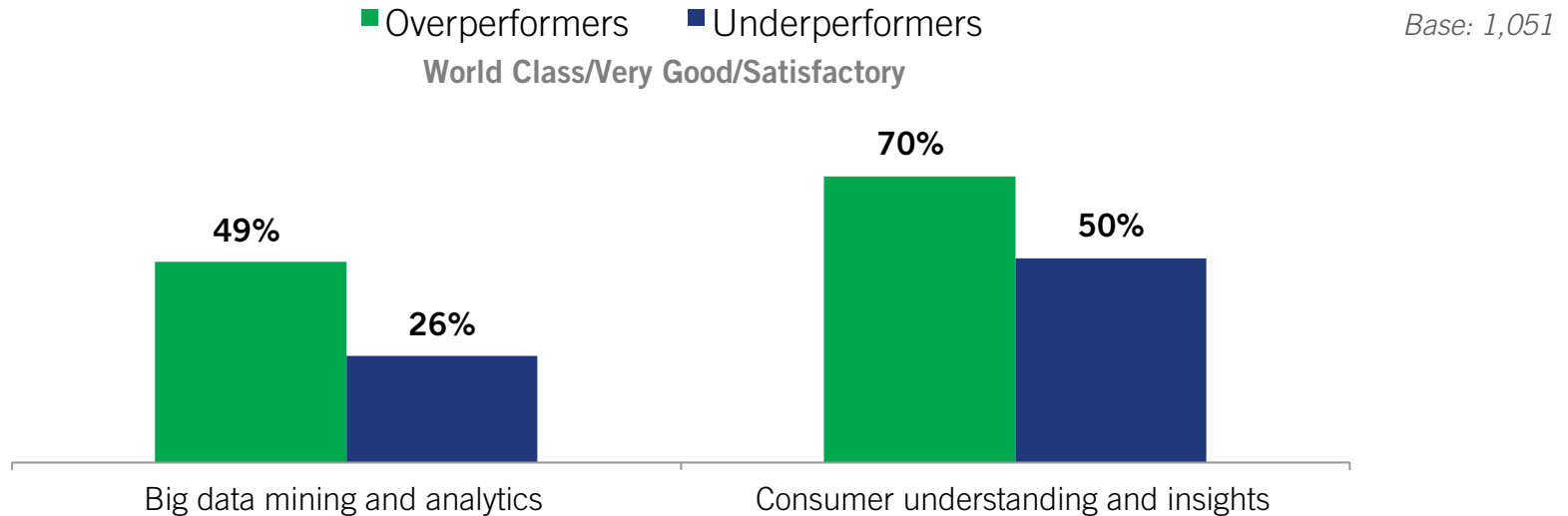
*“The successful marketers are embracing data and understanding that data helps everybody. And you have to begin structuring for it, looking at what you have, where it fits, and how you better organize for it, including CMI/consumer insights. It all has to be intricately linked, and it doesn’t happen overnight.”*

*“Big data is the new ‘oil,’ and managing it is becoming a key success factor, as it allows for more effective communications and lower marketing spend. For example, monitoring social media conversations has reduced our consumer research spend by half.”*

*“Today we need more analytical rigor than ever before. We live in the era of big data and must be able to synthesize huge amounts of data.”*

# Overperformers Score Themselves Significantly Higher on Big Data Mining/Analytics and Consumer Understanding/Insights Relative to Underperformers.

Notably, only about half of overperformers and one-quarter of underperformers score themselves above average when it comes to big data mining and analytics.



*Q. Please score your organization's overall marketing capabilities versus what you think are today's job requirements (1 = extremely poor, 7 = world class).*



# Chief Marketing Officers Speak Out

## — Utilizing Big Data —

*“Probably the most important capability is the ability to integrate and build brands at a level of speed that wasn't required before. Many of our brand-builders have to do this on a worldwide basis, and that requires another level of skill. They've got to work across many consumer groups and countries, and that's a tough job where you need a lot of EQ as well as IQ.”*

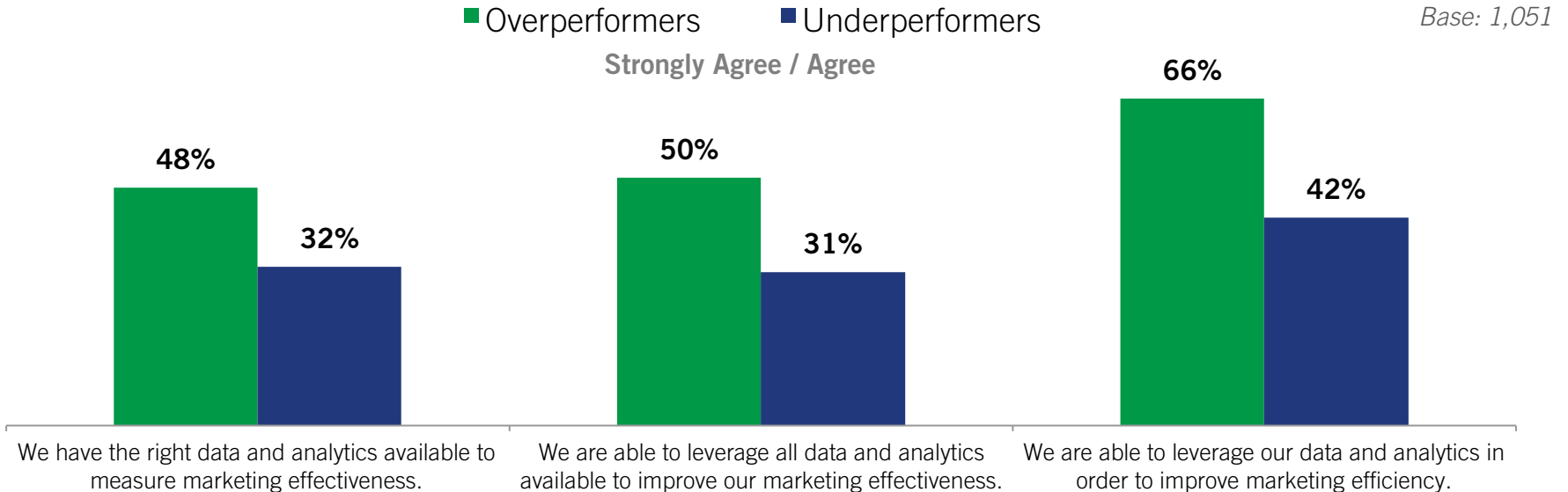
*“Competencies like consumer insights, for example, are not going away and it's getting more important — really having the capability to understand what sits behind certain consumer needs, behaviors, and attitudes and what kind of opportunities that will present us in the future. This is an area that people still struggle with; it's easy to do research but not easy to identify genuine insights.”*

*“I think really understanding analytics and measurement is critical — showing the value that marketing brings and that you as a marketer bring to driving the business, and how we are connecting marketing to the goals and where marketing can help.”*

*“Fact-based decision-making is a key trend. I'm not using the phrase analytics, because we're actually pretty good at the infrastructures and the tools, but not enough people know how to make the right decisions based on what the tools and the information says.”*

# Overperformers Have the Edge in Extracting Big Insights From Big Data Versus Underperformers.

Overperformers have the right data and analytics and, more importantly, they are able to leverage all the data to improve marketing efficiency and effectiveness.



# Conclusions

- Big data will only grow in importance to brands in the coming years, with analytics being critical to driving positive consumer understanding and engagement.
- Forward-looking brands need to address the fact that a majority of marketers currently do not work closely with their IT colleagues.
- In general, data mining and analytics remain a challenge across the board for brands.

# About the ANA

The ANA (Association of National Advertisers) provides leadership that advances marketing excellence and shapes the future of the industry. Founded in 1910, ANA's membership includes more than 600 companies with 10,000 brands that collectively spend over \$250 billion in marketing and advertising. The ANA pursues “collaborative mastery” that advances the interests of marketers and promotes and protects the well-being of the marketing community.

For more information, visit [www.ana.net](http://www.ana.net), follow us on [Twitter](#), or join us on [Facebook](#).

# About Millward Brown Vermeer

EffectiveBrands and Millward Brown Optimor have combined to form Millward Brown Vermeer. As part of WPP and Millward Brown, Millward Brown Vermeer is a member of the world's largest network of advertising and marketing consultancies. Our team combines strategy consulting and marketing practitioner expertise to create a “whole-brain” advisory offer for clients. In addition to our work directly with clients, we're proud of the thought leadership we deliver, including the Marketing2020 study, the most global and comprehensive CMO research program in the market, and the BrandZ™ brand valuation database and annual BrandZ Top 100 Most Valuable Global Brands rankings.

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



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