Data Driven Organization

Digital Test, Learn and Scale that Drives Business Impact

Roundtable Summary

Following on from the most recent Data-Driven Organization Council Meeting in April, where Phil and Thaer provided an insight into how Haleon and Publicis are partnering to deliver a Global test, learn and scale program that fuels the organization's growth ambitions, the pair will be hosting a roundtable to further explore the topic in the company of their peers. The topic of test and learn has been extensively covered, however we believe whilst launching a program is relatively straightforward, there is still much to unpack when it comes to ensuring that experimentation translates into learning from which business value can be created.

In this session we will discuss and share perspectives around the following questions;

- How do brands judge the thresholds for when a humble finding becomes a mighty marketing belief?
- What value should a successful test and learn program deliver to the business?
- How do I connect the 'long and the short' within my program?
- What mechanisms have become mainstream to socialize program learnings throughout the business?

Background Context

As the number of brands bringing elements of their Digital marketing operations in-house has grown, thus democratizing buying, optimization and measurement within the business, they have never had a greater opportunity to be accountable for their test and learn programs. However, simultaneously the media, creative, privacy, data, technology, etc. landscapes has conspired to become ever more complex, presenting today's marketer with more choices than they've ever had to make before to ensure they are maximizing their respective marketing effectiveness.

The 2022 IPA Marketing Effectiveness Roadmap provides valuable insight into the levers that brands and agencies can track and improve to strengthen their marketing effectiveness culture and deliver greater business value from marketing. Acknowledging the clear challenges associated with 'Data, Tools & Measurement', it should be concerning that a third of respondents from brands perceive 'Process'* to be their key effectiveness challenge in the next 12 months. Equally the disconnect between Marketing and their respective in-house 'Effectiveness SME's' in how they score their company's marketing effectiveness culture, reveals a call-to-action to break down silos in areas such as test and learn and measuring impact.

Both brands and agencies see the majority of their challenges (84% and 61% respectively) in Data, Tools & Measurement and Process
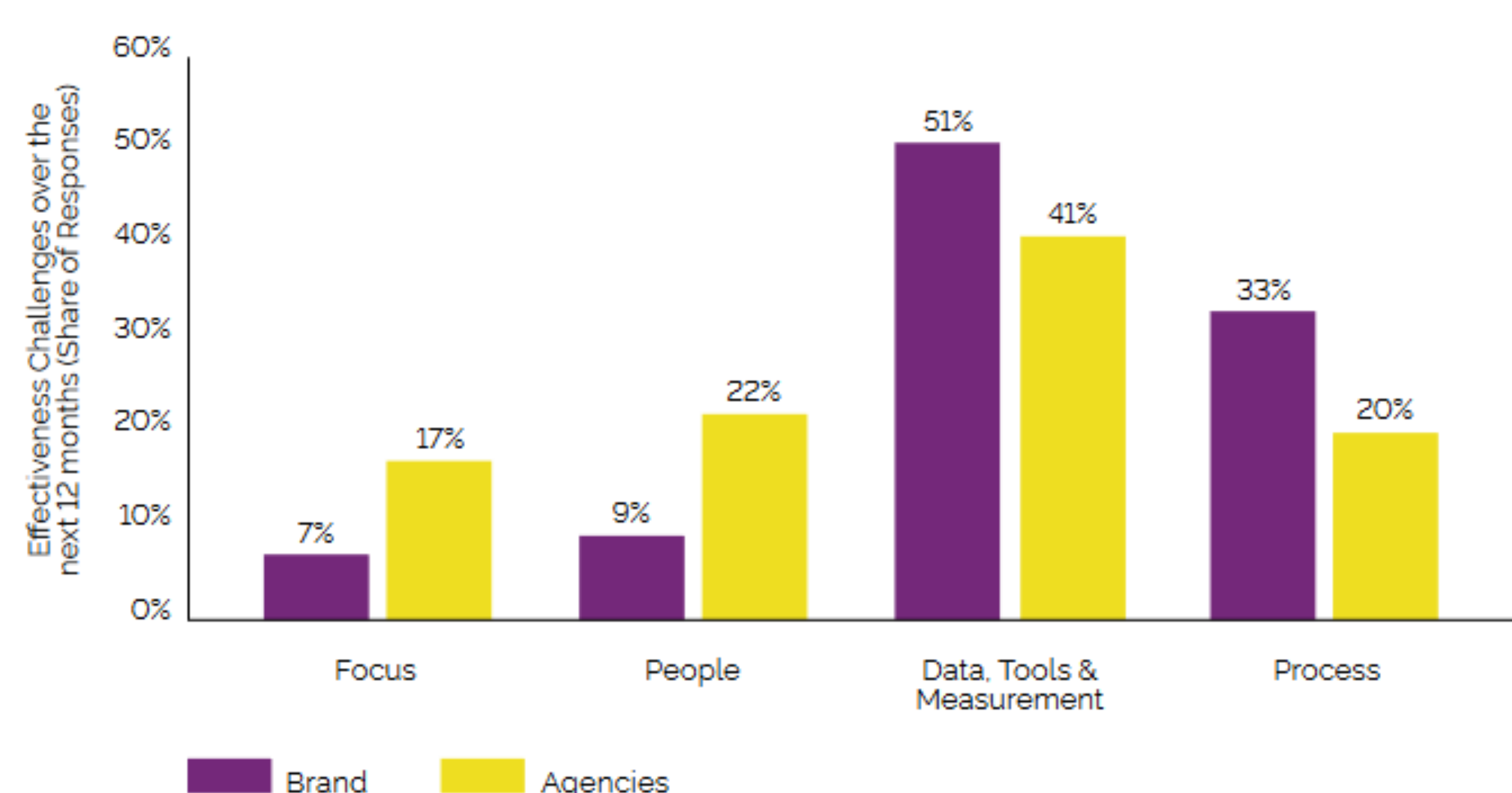
Fig 2: The share of responses for key effectiveness challenges over the next 12 months, for brands and agencies (n= 181)

2. Marketing (as a department) view their marketing effectiveness performance more critically than Insight & Analytics and specialist Marketing Effectiveness units (scoring 6.5 versus 8.0 and 7.8).

Within brands, there is a split across Marketing, Insight & Analytics, and specialist Marketing Effectiveness units as to how they view their organisation's marketing effectiveness culture.

— Insight & Analytics scores Effectiveness Culture the highest with 8.0

— Specialist Marketing Effectiveness teams score 7.8

— Marketing scores their organisation a 6.5

Insight & Analytics score the highest for Effectiveness Culture (8.0)
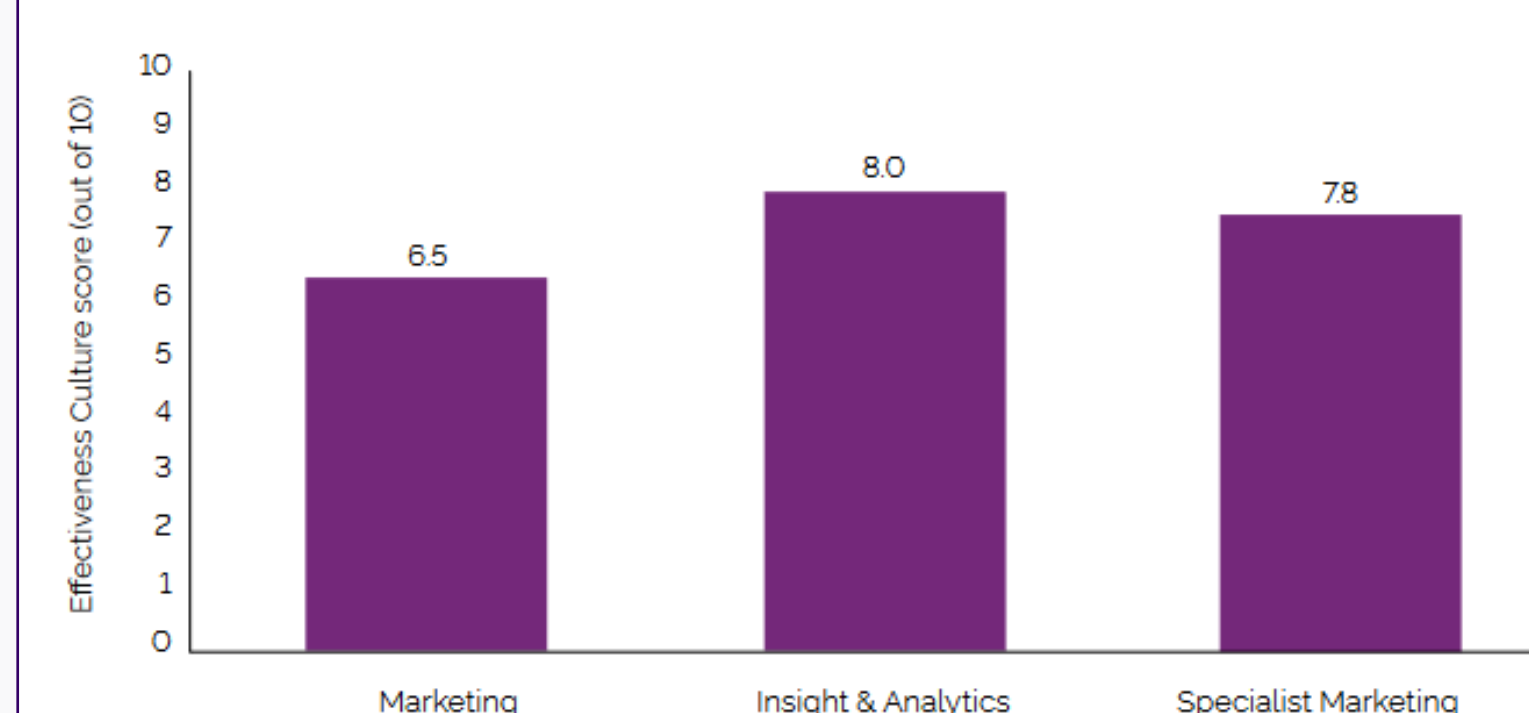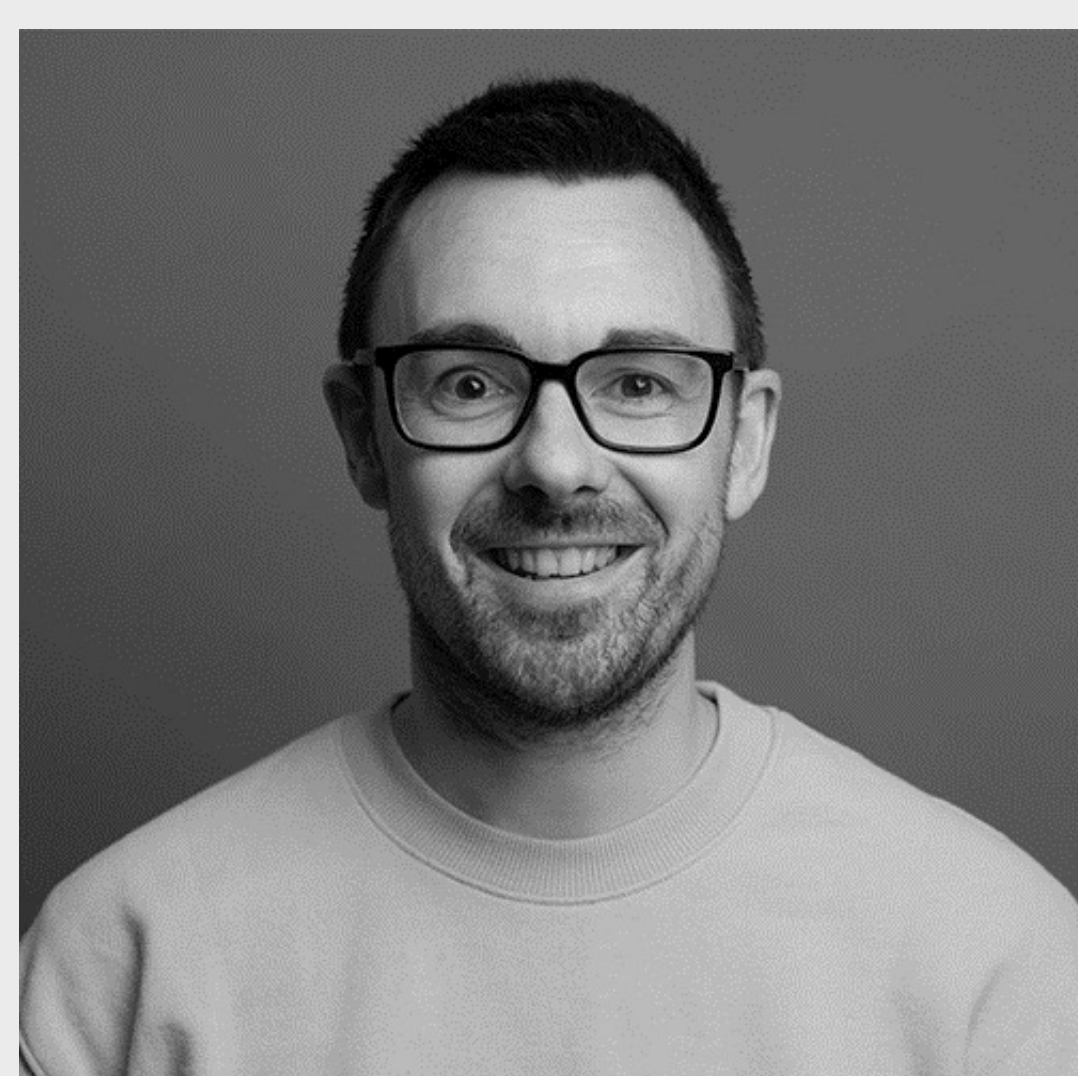
Fig 21: Effectiveness Culture score for brands (overall and by department) (n=57)

* The cycle of applying increased marketing intelligence to decision-making, activation of marketing activities, measurement, and improved business results

Roundtable Chairs

Phil Jackson
Global Digital Marketing Effectiveness Director
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EVP Global Data and Technology
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Phil is a Digital marketing professional with over 10 years' experience in digital media sales, media agency and client-side roles. He is currently responsible for the Global Digital Marketing Effectiveness practice, part of Consumer Business Insights & Analytics, at Haleon. His role is to enable and support Haleon marketers across the world to drive the maximum level of accountability and effectiveness from their Digital marketing investments.

Thaer is a proven data and technology leader with over 30 years experience in marketing analysis and martech. Last 15 years spent building strong teams and developing capability in media and communications agencies. Leadership in data and analytics, marketing science, martech, adtech and data science. Key strength in the ability to simplify the complex helping c-suite build data-led strategies to drive marketing transformation.