The Data-Centric Organization 2020

A Winterberry Group Research Report | January 2020

IN PARTNERSHIP WITH

iab. DATA CENTER OF EXCELLENCE

Foreword: Trust and the Move to a *People*-Centric Organization

Welcome to the third installation of* The Data-Centric Organization*.

Originated in 2016, this research series (along with others like it conducted in partnership between Winterberry Group and IAB's Data Center of Excellence) has long been grounded in a simple hypothesis: marketers, publishers and other consumer-facing and B2B enterprises are rapidly evolving their business practices with the goal of deriving greater value from data.

Three successive research cycles now bear that out. Panelists tell us in increasing numbers that their organizations are spending more and focusing greater intensity on efforts geared not just to better data use—but also to the deployment of strategies that dictate *how* that data is best and most wisely deployed. (And managed, and parsed, and shared, and safeguarded.)

In a real sense, that development has little to do with the functional requirements of cookies, device identifiers, postal lists, CRM databases, identity graphs or any of the other assets we collectively associate with "audience data." **Instead, it reflects a real priority among reputable enterprises to put their customers at the center of advertising, marketing and commerce interactions that are growing ever more fragmented.**

As data continues to proliferate (and as consumers grow aware of the implications—both positive and negative—of data-centric business practices), that's a particularly important theme for enterprises to champion as they consider their future investments and business priorities. **At the end of the day, "data-centric" marketing and advertising can and should be all about *building trust*—by honoring the preferences, needs and welfare of people (whether they're customers, prospects, anonymous visitors, employees or business partners).** Keeping a laser focus on the interest of these stakeholders will help ensure that data remains a force for performance, innovation—and the greater good.

Jonathan Margulies
Managing Partner
Winterberry Group

In Brief: The Evolving Data-Centric Organization

This third installation of *The Data-Centric Organization* explores how U.S. companies are **evolving their business practices and functional priorities so as to better leverage data** across their advertising, marketing and other audience engagement efforts.

As in 2016 and 2017*, it applies the results of a thought leader survey to show how organizations are evolving with respect to four key operational pillars that collectively reflect **how those companies use data—and enable true "data-centricity"—in everyday practice.**

This year, **the study also focuses attention on a "fifth P" organizational priority,** reflecting the critical role that security and governance concerns are playing in setting the parameters of permissible (and advisable) data utilization:

In Focus for 2019

PEOPLE

- How do **talent, training, compensation plans and team tenure** impact how the organization uses and derives value from data?

PLATFORMS

- Does the organization leverage the right tools to support **audience building, insight development, analytics and measurement?**
- How **well integrated** are these technologies with each other? Other organizational processes?

PARTNERS

- To what extent are **agencies, data suppliers and other service providers** integrated in the organization's supply chain?
- Does the organization have protocols in place to **encourage appropriate cooperation among these partners?**

PROCESSES

- Is the organization's overarching organizational structure engineered to support **data compilation, management, sharing and good governance**?

PRIVACY

- What practices are in place to ensure **proper management, anonymization and security** of data, particularly including personally identifiable information (PII)?
- How is the organization **handling consumer privacy and communication preferences**?

Survey data collected in late 2017 was published in The Data-Centric Organization 2018

Summary Learnings: Orgs Remain Focused on Elevating the Role of Data; See Enhanced Trust as Key Prerequisite—and Benefit of Their Efforts

WHAT WE LEARNED IN 2019:

WHAT IT MEANS FOR 2020:

(Unmet) Great Expectations: Data centricity continues to represent a centerpiece goal for a broad array of consumer-facing and B2B organizations, but practitioners are struggling with a disconnect: they're **highly optimistic** about the likely future benefits of their data-oriented initiatives, but report achieving only **modest progress to date** in optimizing their organizations' use of data across advertising and marketing functions

▷ *An organization-wide effort to leverage data strategically will typically represent a complex undertaking. To succeed, stakeholders must* ***calibrate their expectations and set realistic goals.*** *Becoming a true data-centric organization is a multi-year effort that requires alignment and collaboration across the enterprise*

Whose House? In-House: Organizations are increasingly **leaning into the internal management of their data-oriented advertising and marketing efforts**, reflecting a deepening understanding of the value that data can deliver in support of *enterprise* business objectives (but potentially marginalizing the impact of certain third-party partners)

▷ *Organizations need to bolster their* ***data management, first-party analytics and in-house KPIs*** *in order to drive data centricity. But practitioners will always require external support across various disciplines (particularly in the areas of measurement and automation) so as to optimize for speed, agility and innovation*

It's All About Trust: Data privacy, security and regulatory compliance are foremost on the minds of brand leaders—but so too is the need to deliver better promotional and commerce experiences, grounded in a richer understanding of customer wants, needs and preferences. What binds these aims together (and is increasingly unifying the efforts of practitioners across industries): the need to **build and reinforce long-lasting consumer trust**

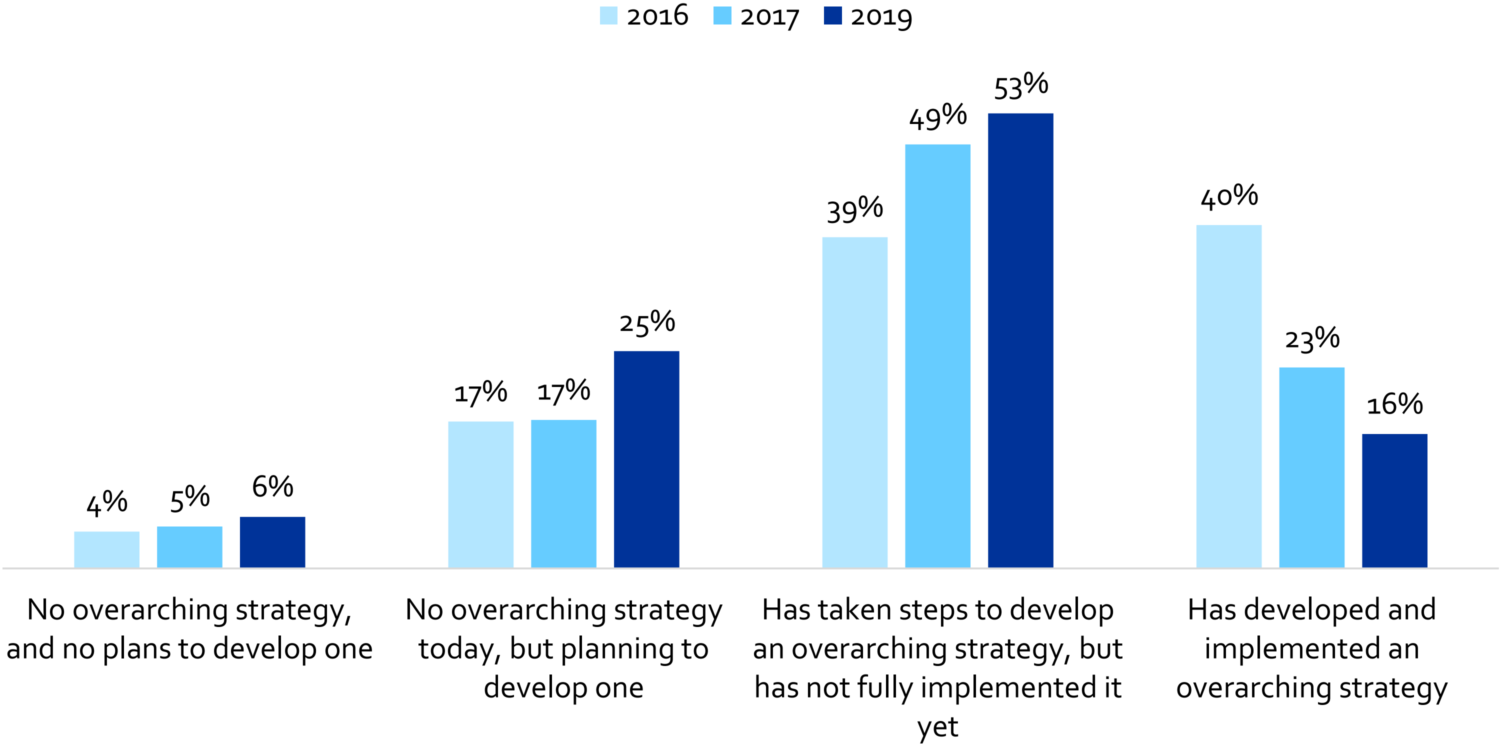
▷ *As privacy legislation in California and elsewhere takes effect in 2020, most organizations are likely to remain laser-focused on legal compliance. But to differentiate from competitors, firms should align this effort with their customer initiatives that extend beyond mere compliance so as to build trust through behaviors, disclosures and experiences* ***oriented towards the consumer***

U.S. Enterprises Remain Highly Focused on Building Strategies to Govern Use of Audience Data for Advertising, Marketing Purposes…

- A significant majority of data users **(69%)** continue to report that their organizations have taken steps to build and/or implement strategies to govern their use of audience data
- Anecdotally, practitioners report a wide range of drivers behind this focus, including:
  - A desire to **deliver better customer experiences** via personalized messaging and seamless cross-channel interaction
  - Heightened **regulatory compliance requirements** and industry best practices with respect to **honoring consumer preferences,** requiring the ability to opt-in/out and manage both channel selection and cadence of communications; and
  - Demands from marketing and C-suite leaders to **better leverage proprietary and externally licensed data assets**

"To what extent would you say your organization has an overarching strategy to govern how it collects, manages, shares and uses audience data?"

2016 vs. 2017 vs. 2019



Notes: 2019 N=83; responses may not add up to 100% as not all answer choices are shown (including "Don't Know" and "N/A" options)

… and Building Cultures of "Data-Centricity" to Support a Wide Range of Complementary Business Functions

In aggregate, panelists characterized their organizations as **slightly more "data-centric" this year than when asked in 2017**—though on the whole, industry data centricity has dipped slightly from the level reported in 2016 (and the proportion of panelists describing their organization as "extremely" data-centric has dropped to a new low)

Average Response:

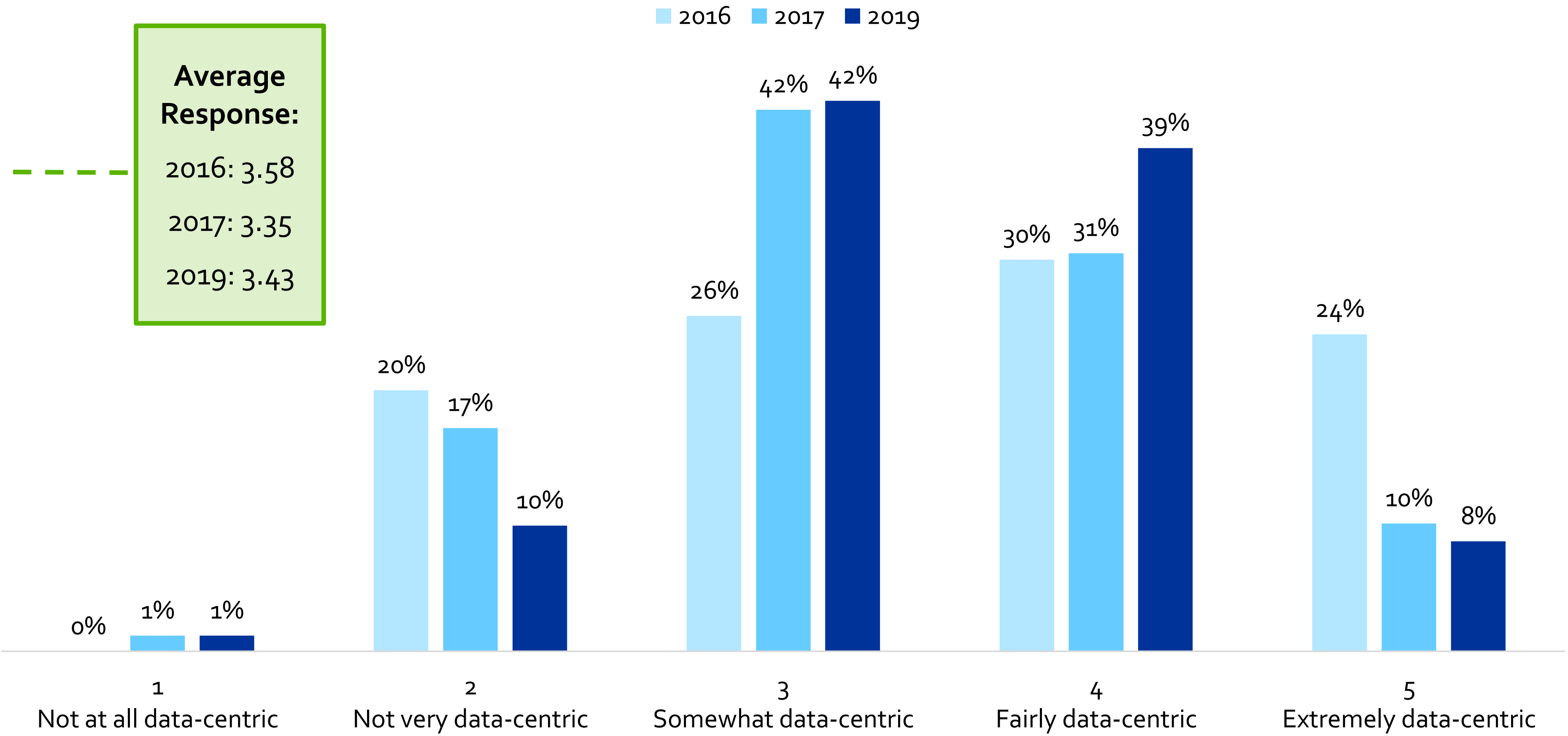
2016: 3.58

2017: 3.35

2019: 3.43

"To what extent is your organization 'data-centric' today?"

2016 vs. 2017 vs. 2019



Note: 2019 N=83

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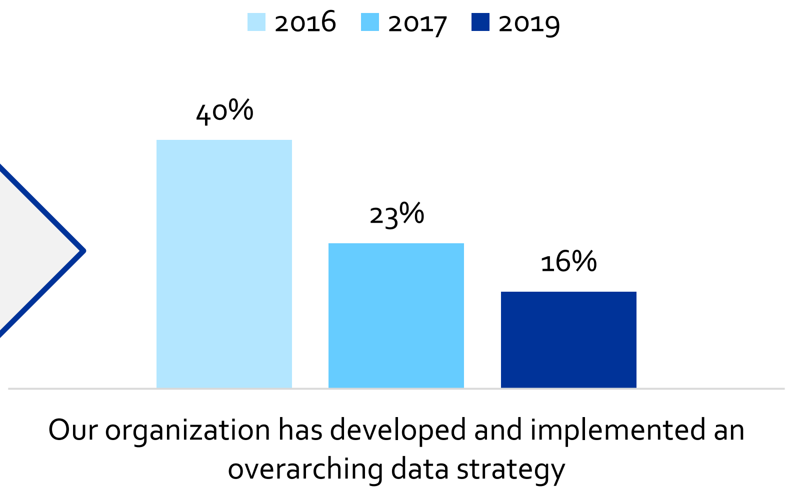
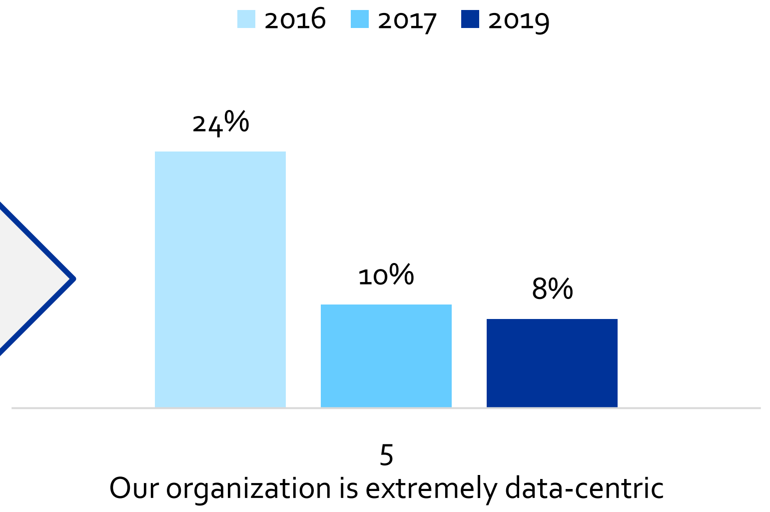
But Fewer Organizations Than Ever Report Success in *Implementing* Such Strategies, Likely Owing to a Confluence of Factors

Share of organizations who say they have successfully *implemented* a data strategy down significantly since 2016



Fewer also characterize their organizations as "extremely" data-centric



Although more organizations are working to build cultures of data centricity (and the overarching strategies and infrastructure needed to support them), **fewer practitioners say that these strategies have been implemented in observable ways.**

What may be to blame for the diminished action?

- Growing recognition that **true enterprise-wide data strategy implementation is a complex undertaking,** requiring the collaboration of marketing, product, legal, technology and corporate stakeholders
- The **proliferation of addressable datasets** and an expanding range of advertising and marketing use cases that are considered addressable to data
- **Heightened regulatory guidelines that are refocusing priorities toward "compliance,"** and fostering anxieties about the ultimate role and impact of certain data-dependent initiatives; and
- **Ever-intensifying industry competition,** manifested in a general sense that the requirements of "sophisticated" data utilization are perpetually growing more varied and complex

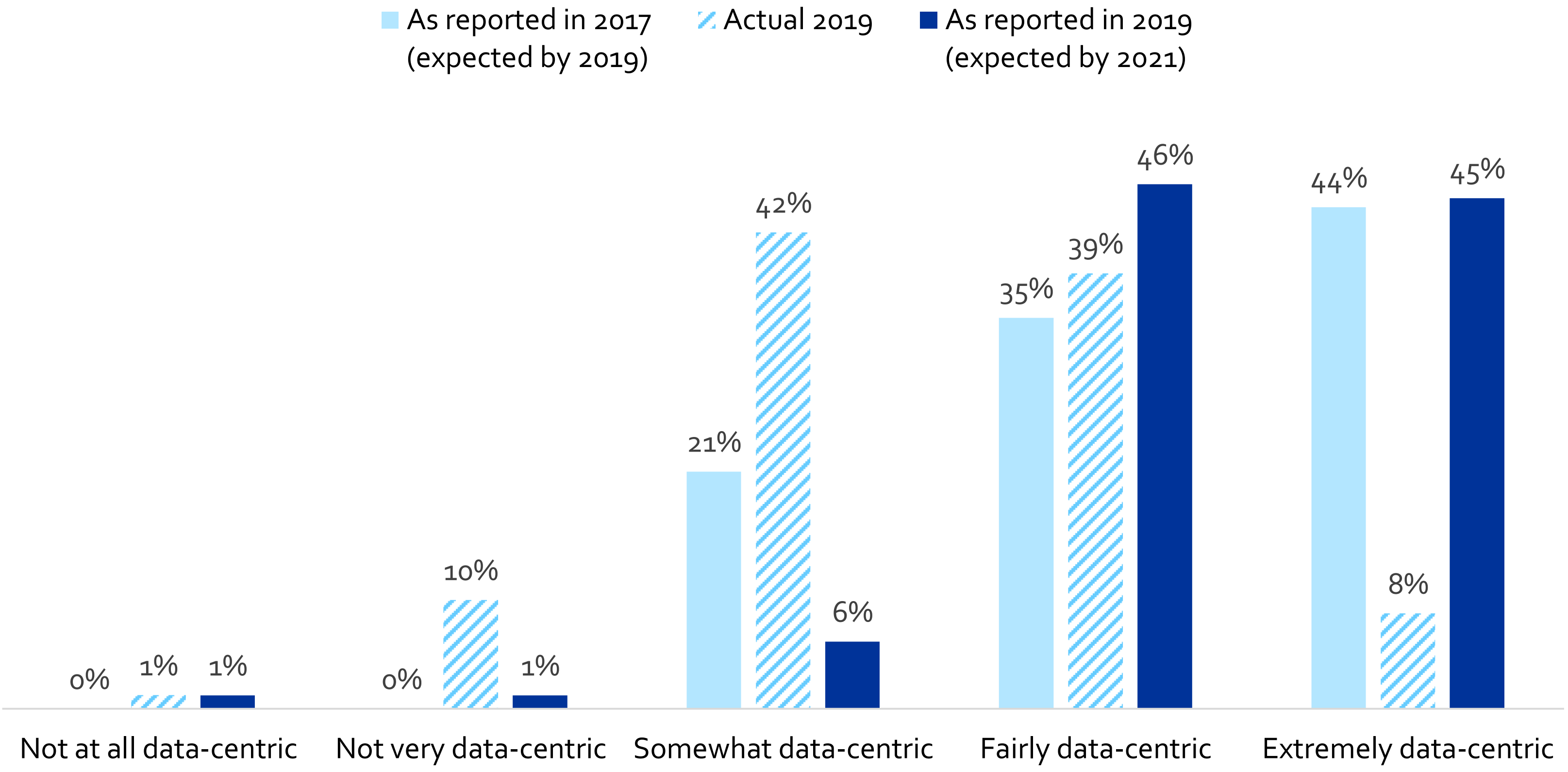
Data Users Remain Bullish About Their Prospects for Growth, But Previous Response Suggests a Likely Touch of Irrational Exuberance

- As in previous years, panelists remain **extremely optimistic about the progress their organizations are making toward data centricity**, with 97% reporting that they expect their organization will be "somewhat" data-centric or better by 2021

- Nevertheless, similar sentiment reported two years ago—juxtaposed against current-state assessments—suggests **such bullishness may suffer from at least a touch of irrational exuberance.** In 2017, 44% of panelists said they expected their companies would be "extremely" data-centric by 2019; this year, however, only 8% of panelists chose to self-identify their organizations that way

- No doubt, interpretations of "data centricity" vary widely across the industry—and **reflect continually heightened requirements with respect to technological and process sophistication**

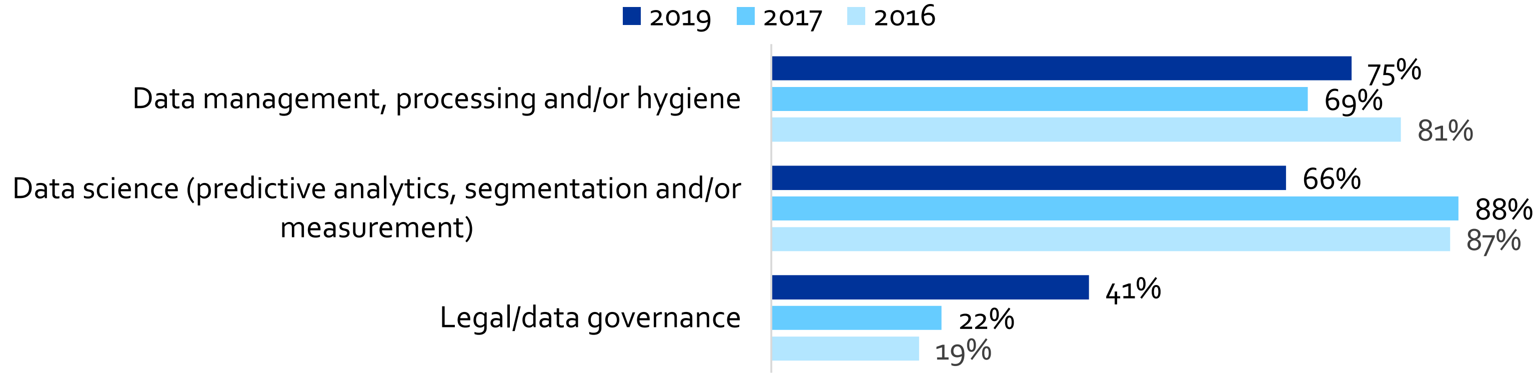
Expectation vs. Reality:
"How data-centric do you expect your organization will be in two years?"
2017 and 2019 respondents



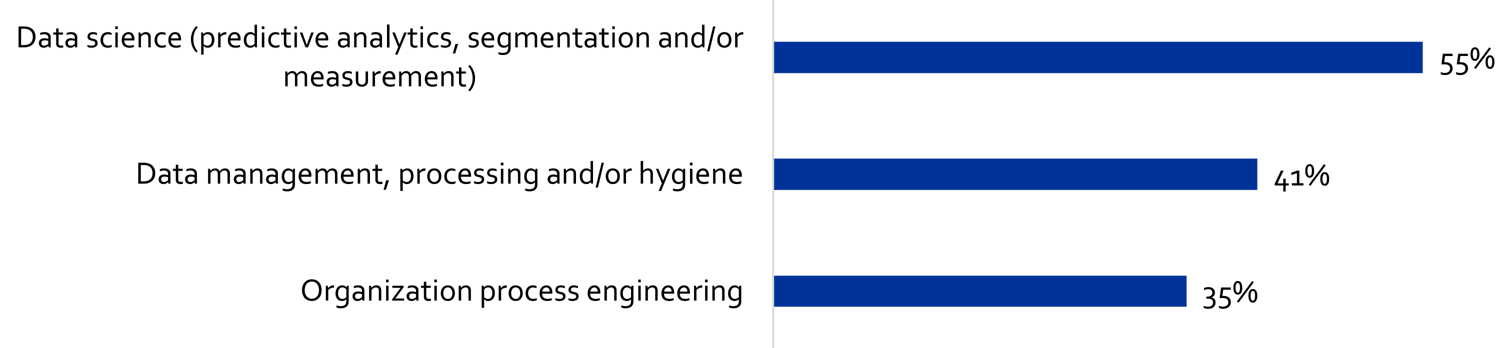
Notes: 2019 N=84; responses may not add up to 100% due to rounding

Data Management and Analytics Remain Top Skill Needs, Potentially Reflecting Greater Emphasis on "Inhouse" Data Infrastructure

"What specific skillsets or functional competencies do you think will be the most important for your organization to possess in support of its future data-driven marketing, advertising and/or media efforts?"



"Which skillsets do you believe your organization represent particular weaknesses in your organization, thinking about its current and future needs?"



While practitioners have long complained about a pervasive talent gap with respect to analytics and other marketing science disciplines—and extoled the urgency of filling that gap as a means of staying competitive in a digital-centric marketing environment—expanded focus on data *management* as an internal competency likely **reflects a growing inclination among enterprises to leverage cloud technology in support of *in-house* data management**, reversing a decades-long trend that favored outsourced data management solutions

Notes: 2019 N=71; multiple responses allowed and not all answer options are shown; see slide 14 for additional information

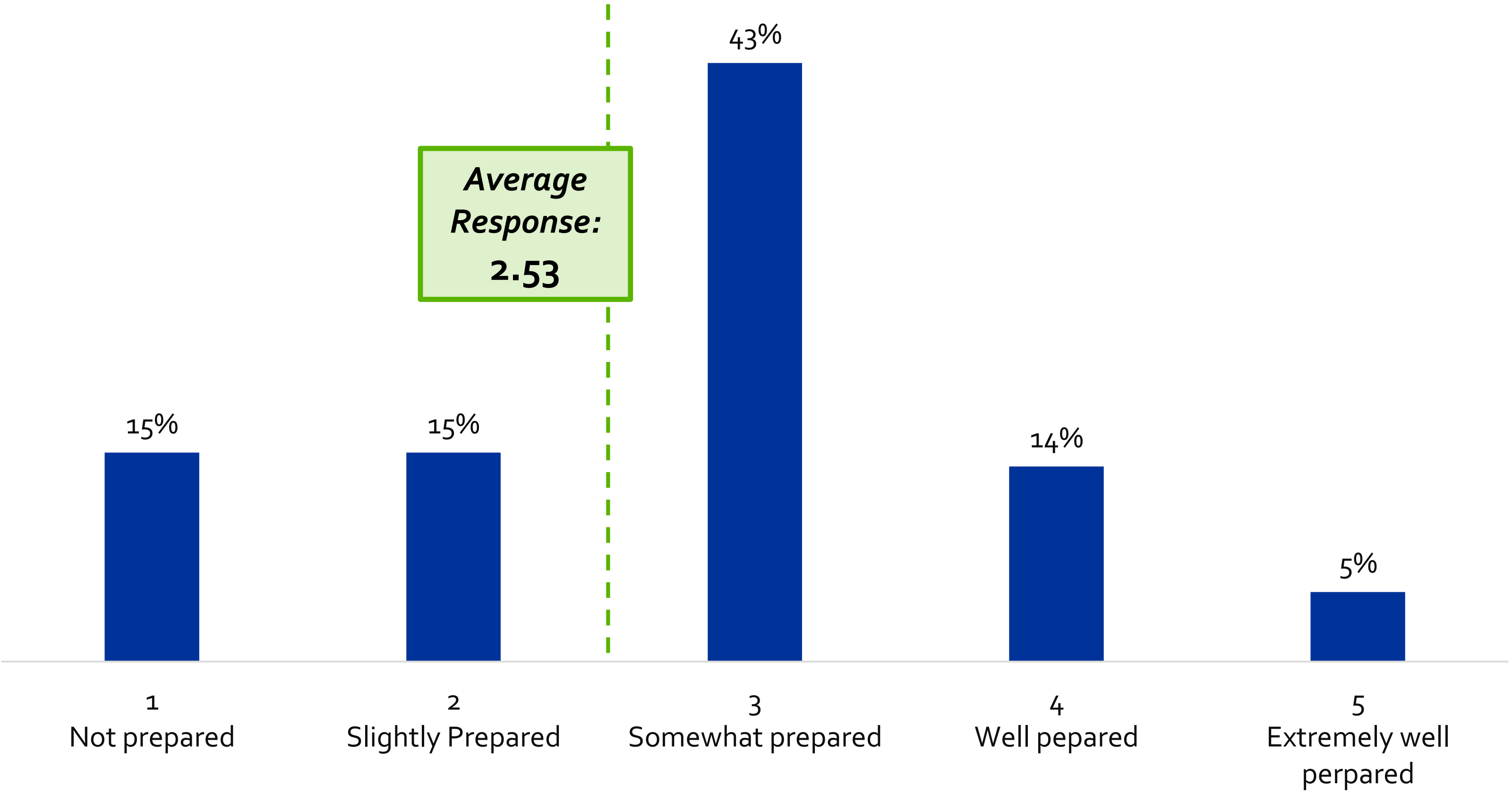
Regulatory Compliance Has Commanded Industry Attention for 18+ Months, Though Many Still Concerned About Readiness for CCPA

Privacy has been top-of-mind for both European and global brands since well before implementation of the EU's General Data Privacy Regulation (GDPR) in May 2018. With the recent implementation of the California Consumer Privacy Act (CCPA), **privacy is now commanding similar attention in the U.S.**—as marketing, legal and IT teams gear up for compliance (and address a slew of uncertainties concerning the implications of the legislation).

But while they cite privacy as a top priority, **most data users feel they aren't yet well prepared for the task ahead.** While this could be a function of CCPA's short implementation window, it may also be a **result of gaps in existing infrastructure and strategy geared to support data governance.** Anecdotally, panelists report they're responding through:

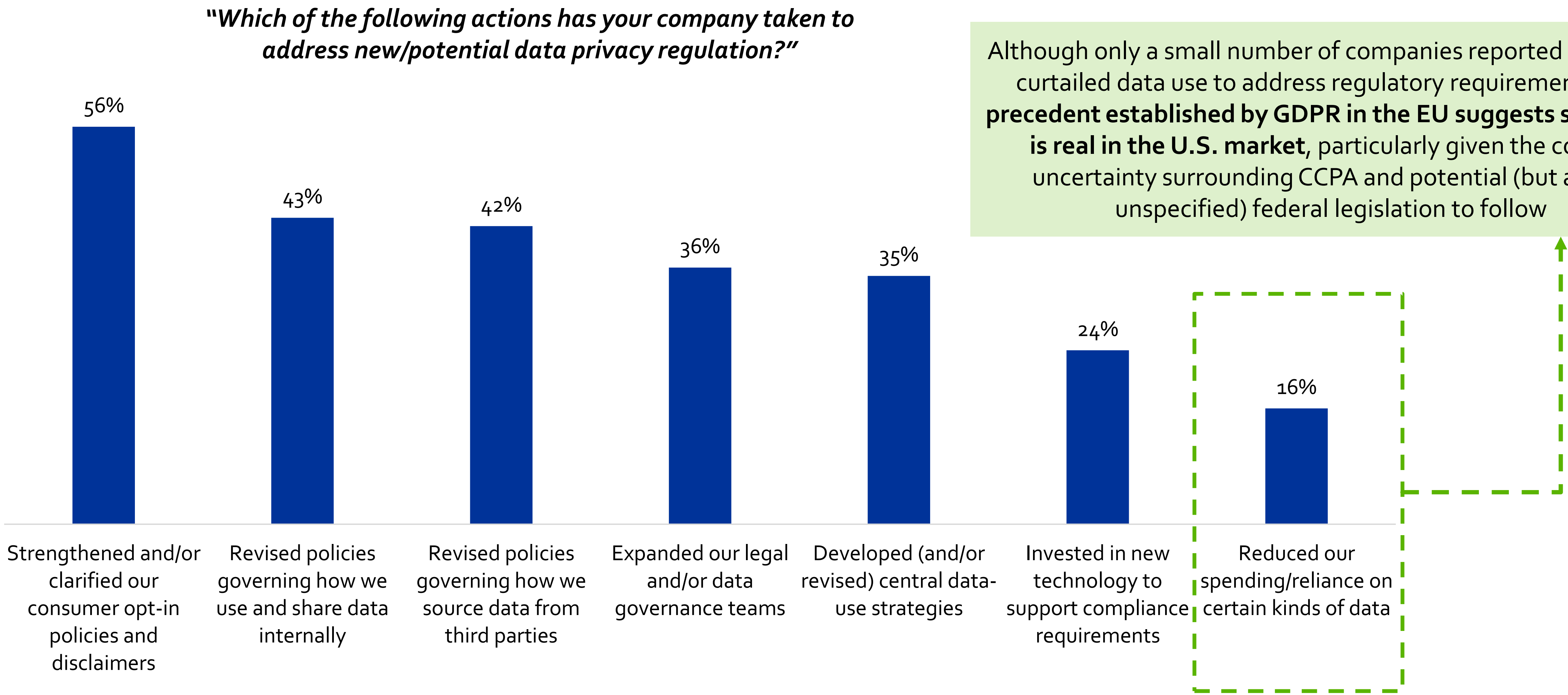
- **Staff training** on data governance best practices
- Strengthening **consumer opt-in/out policies** and disclaimer language; and
- Revising **policies for data sourcing and use**

"How prepared is your organization to deal with recently passed and/or enacted regulation relating to individual consumers' personal data (such as the California Consumer Privacy Act and the EU's General Data Protection Regulation)?"



Notes: N=86; responses may not add up to 100% as not all answer choices are shown

To Date, Few Organizations Say They Have Curtailed Spending on Data in Response to Regulatory Anxiety



Although only a small number of companies reported they have curtailed data use to address regulatory requirements, **the precedent established by GDPR in the EU suggests such a risk is real in the U.S. market**, particularly given the coming uncertainty surrounding CCPA and potential (but as-yet unspecified) federal legislation to follow

Notes: N = 86; multiple responses allowed and not all answer options are shown

People

How do talent, training, compensation plans and team tenure impact how the organization uses and derives value from data?

- **Practitioners remain uncertain that their internal teams have the skills and other assets needed to fulfill the requirements of data-centric marketing and advertising**—reflecting the same tepid confidence survey respondents reported in 2016 and 2017

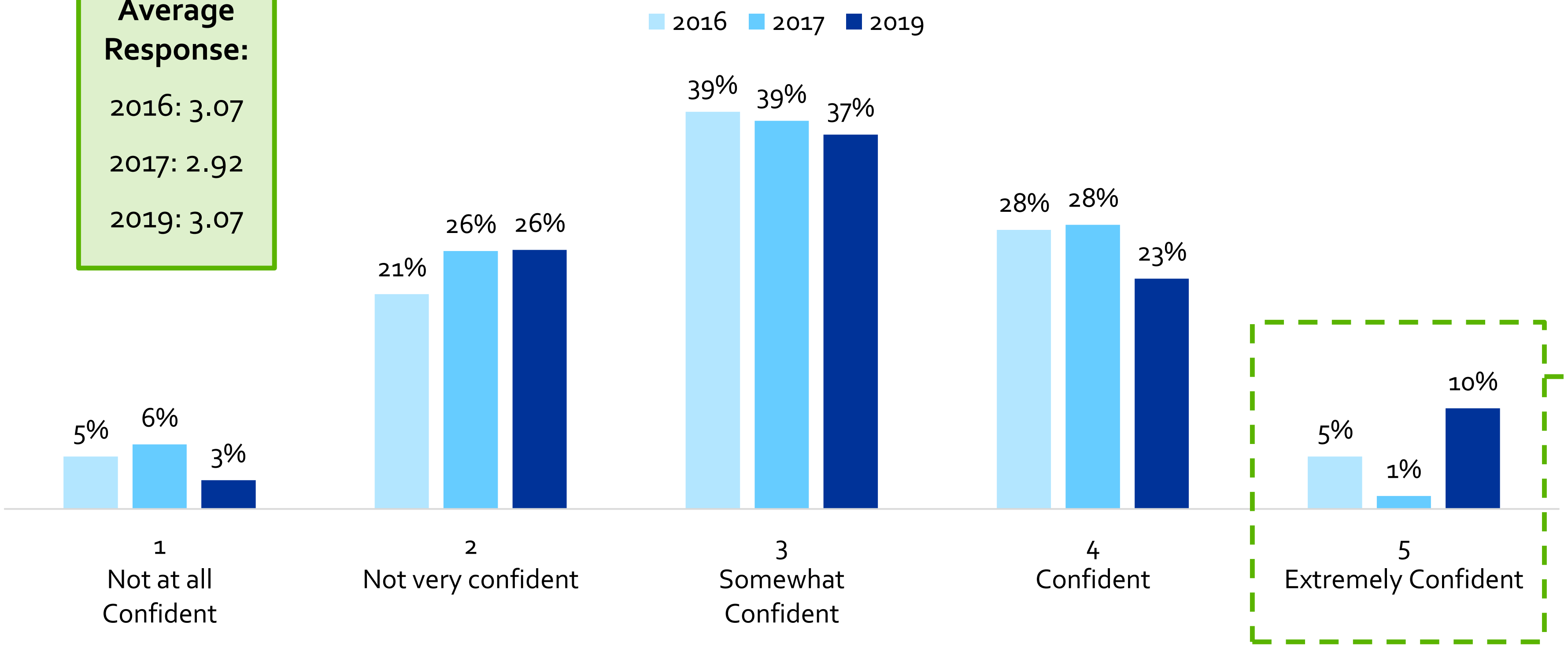
- For the second cycle in a row, practitioners emphasized **data management and data science as the most crucial skillsets their organizations need to support expanded data-driven marketing efforts**; legal/data governance skillsets have likewise grown in importance as U.S. companies face down the requirements of the first far-reaching domestic data privacy regulation

- Relatedly, practitioners are growing their focus on **data governance and privacy training;** by contrast, panelists said they are somewhat less focused on general data-driven culture or in-house data analytics training—both among the top priorities cited by panelists in 2017

Organizations Continue to Report Modest Confidence in Their In-House Skillsets, Expertise

"To what extent are you confident that the people in your organization have the right expertise, skills and experience to support your efforts to derive value from the use of data?"
2016 vs. 2017 vs. 2019

Average Response:
2016: 3.07
2017: 2.92
2019: 3.07



9% jump in respondents saying they are "extremely confident" in their in-house talent and skillsets, perhaps indicating emergence of differentiated class of "leader" companies who have refined hiring, training and staff development protocols

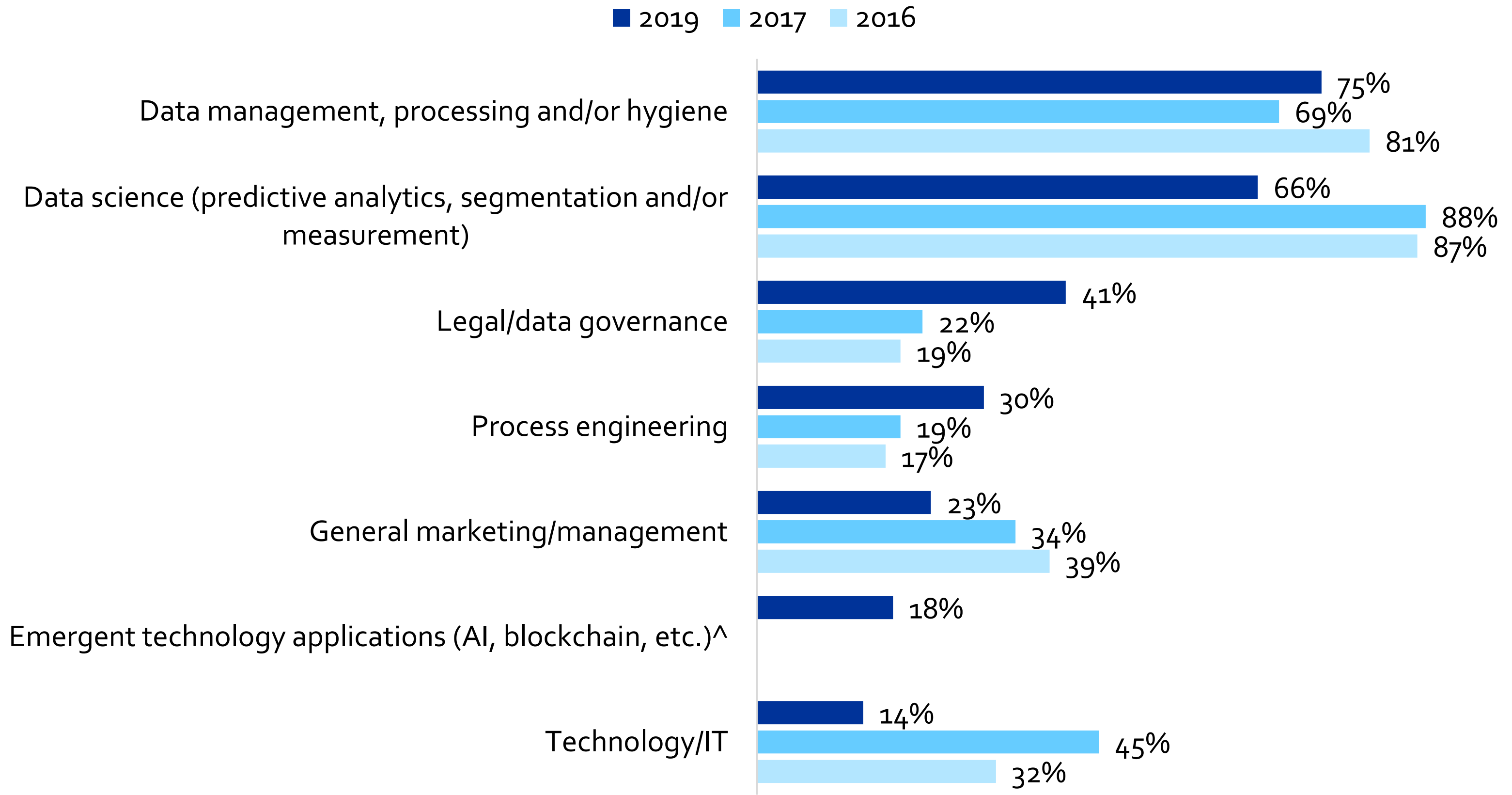
Notes: 2019 N=70; responses may not add up to 100% as not all answer choices are shown

Data Management Replaces Analytics as Most In-Need Skillset; Legal/Data Governance and Process Engineering Also Growing in Importance

Perhaps not surprisingly, **data management and data science were cited as the most in-demand skillsets** of 2019 respondents, as well as those where organizations **suffer from the most significant gaps** with respect to their current resources

"What specific skillsets or functional competencies do you think will be the most important for your organization to possess in support of its future data-driven marketing, advertising and/or media efforts?"

2016 vs. 2017 vs. 2019

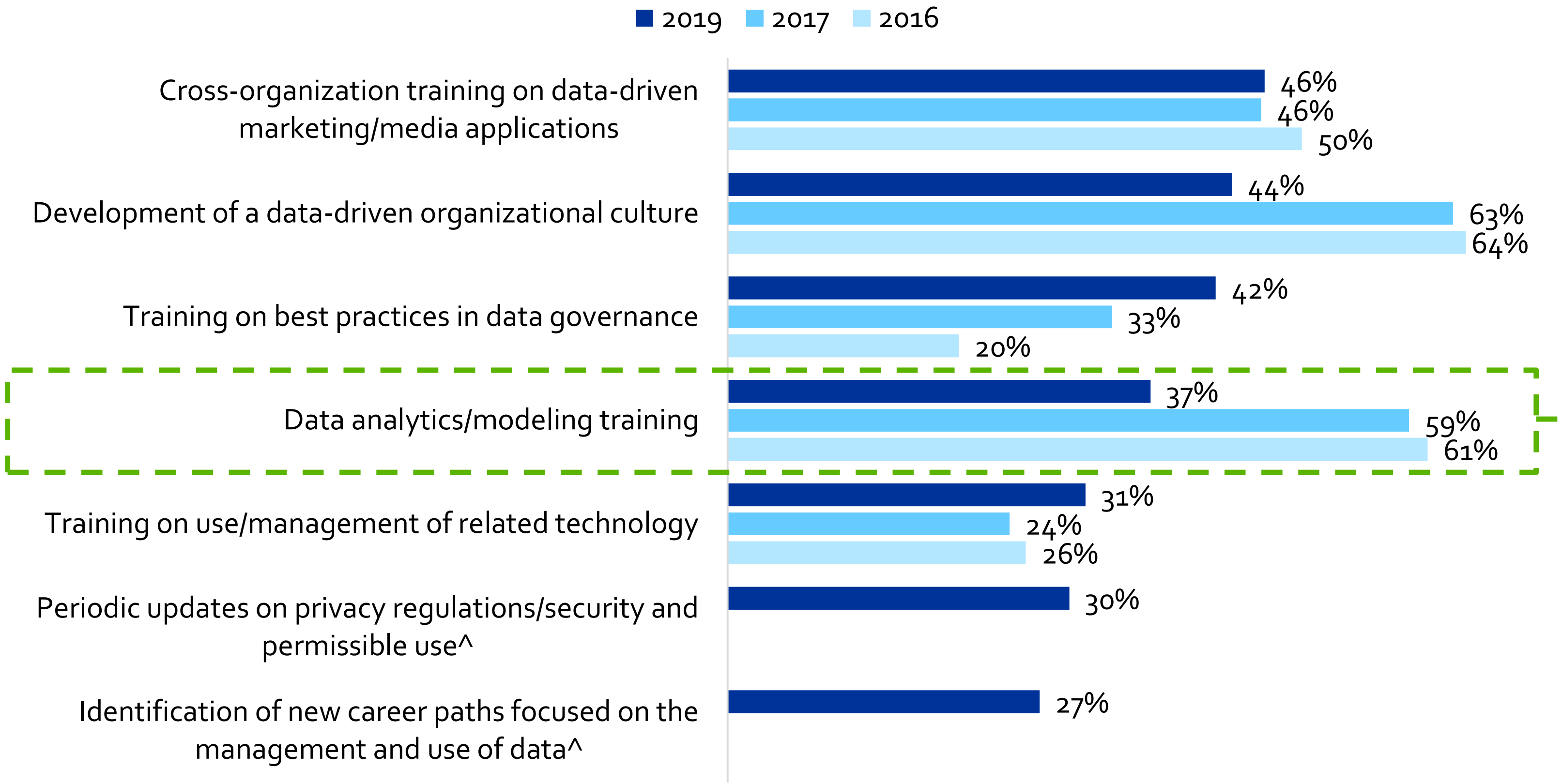


Notes: 2019 N=71; multiple responses allowed and not all answer options are shown ^Indicates option was first asked in 2019

Data and Privacy Governance Training is Top of Mind Given Looming CCPA Implementation; Previous Focus Areas Diminish in Importance

"What training and staff development initiatives do you think would best support the development of those needed skillsets/functional competencies?"

2016 vs. 2017 vs. 2019



Though data science represents a skillset gap for many organizations (and a high priority for investment), **fewer say they are looking to *internal* training and development initiatives as key means of addressing their analytics need**—often in deference to outsourced solutions and expanded hiring efforts

Notes: 2019 N=71; multiple responses allowed and not all answer options are shown
^Indicates option was first asked in 2019

Platforms

Does the organization leverage the right tools to support audience building, insight development, analytics and measurement? How well integrated are these systems with each other? Other organizational processes?

- Panelists said they remained only **modestly confident that their technology platforms were helping support the optimal use of audience data**, echoing identical sentiment reported in previous years
- Many third-party technology solutions no longer generate the level of optimism they once did among data users looking for better approaches to aggregation, management and utilization; in fact, **panelists reported growing interest in only one category of technology, marketing automation,** relative to when last queried in 2017
- Likewise, **firms are increasingly looking to custom technology solutions—assembling their own "stacks" of tools from commercial offerings**—as a key means of leveraging available tools to help unlock the inherent value of available audience data

Overall Confidence in Data-Oriented Technology Remains Modest—and Eerily Consistent with Previous Benchmarks

"To what extent are you confident that your current marketing technologies are well suited to support the optimal use of audience data?"

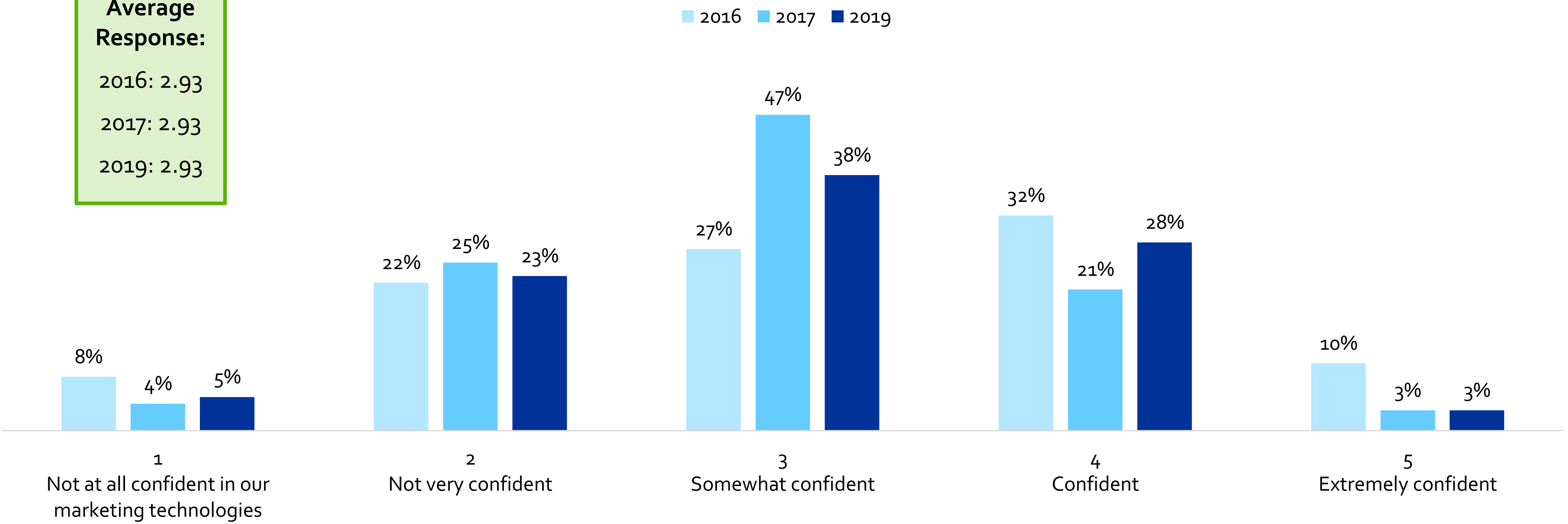
2016 vs. 2017 vs. 2019

Average Response:

2016: 2.93

2017: 2.93

2019: 2.93



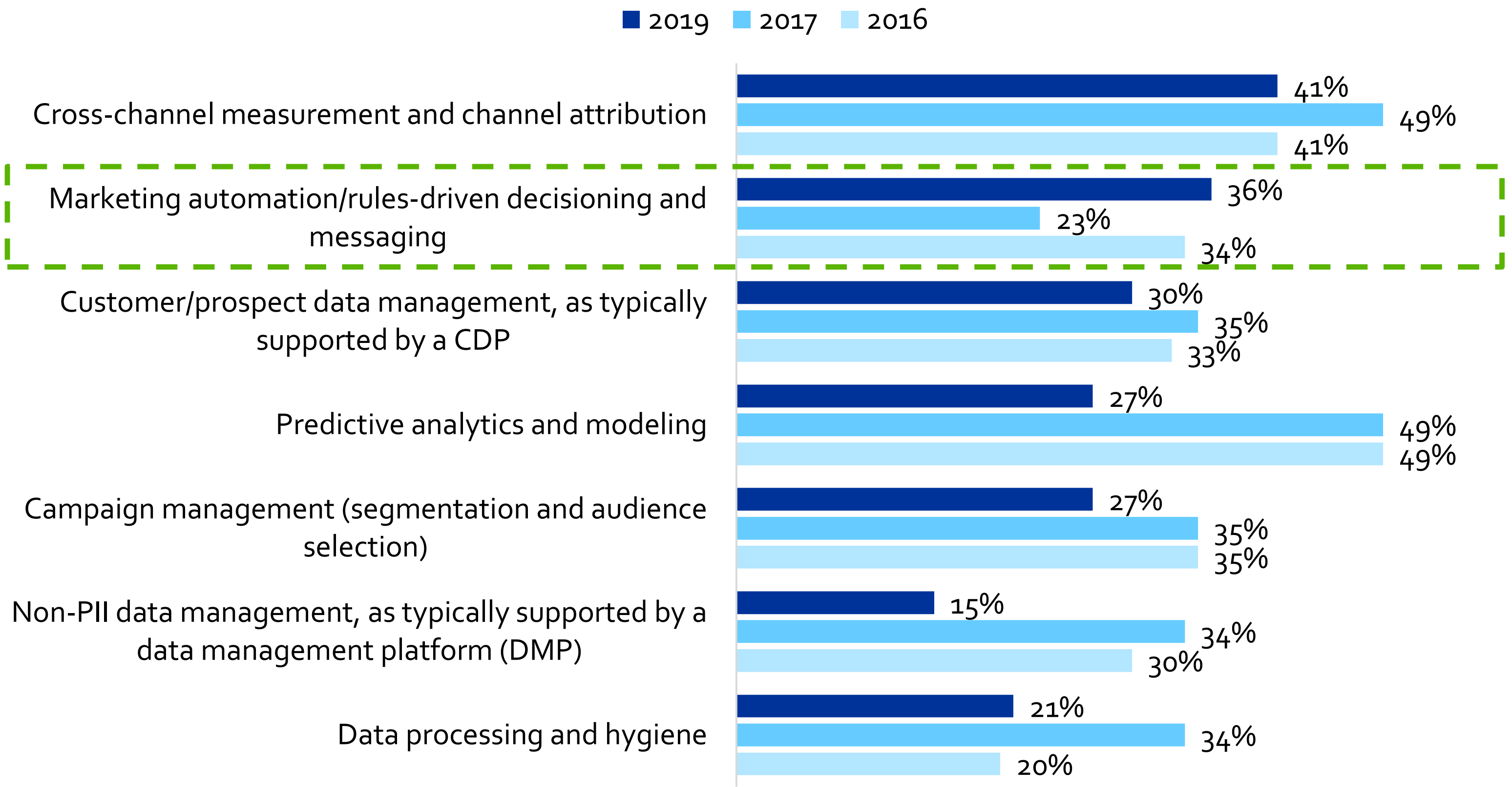
Notes: 2019 N=68; responses may not add up to 100% as not all answer choices are shown

Measurement and Attribution Remain Most In-Demand Features, Though Panelists Report Lesser Interest in Almost All Point Technologies

- In considering the role and potential contribution of various standalone tech features, panelists reported diminished levels of enthusiasm across the board, **with only one—marketing automation, including rules-driven decisioning and messaging—capturing a higher level of interest than when panelists were queried in 2017**
- Also notable: sharply lower levels of interest in predictive analytics tools (potentially recognizing that human data science specialists are ultimately most important in driving analytics performance) and non-PII data management **(perhaps reflecting broader interest in unified data management solutions that address multiple data types)**

"What specific technology functions or features do you think will be most important in supporting your organization's efforts to achieve value from its future use of audience data?"

2016 vs. 2017 vs. 2019

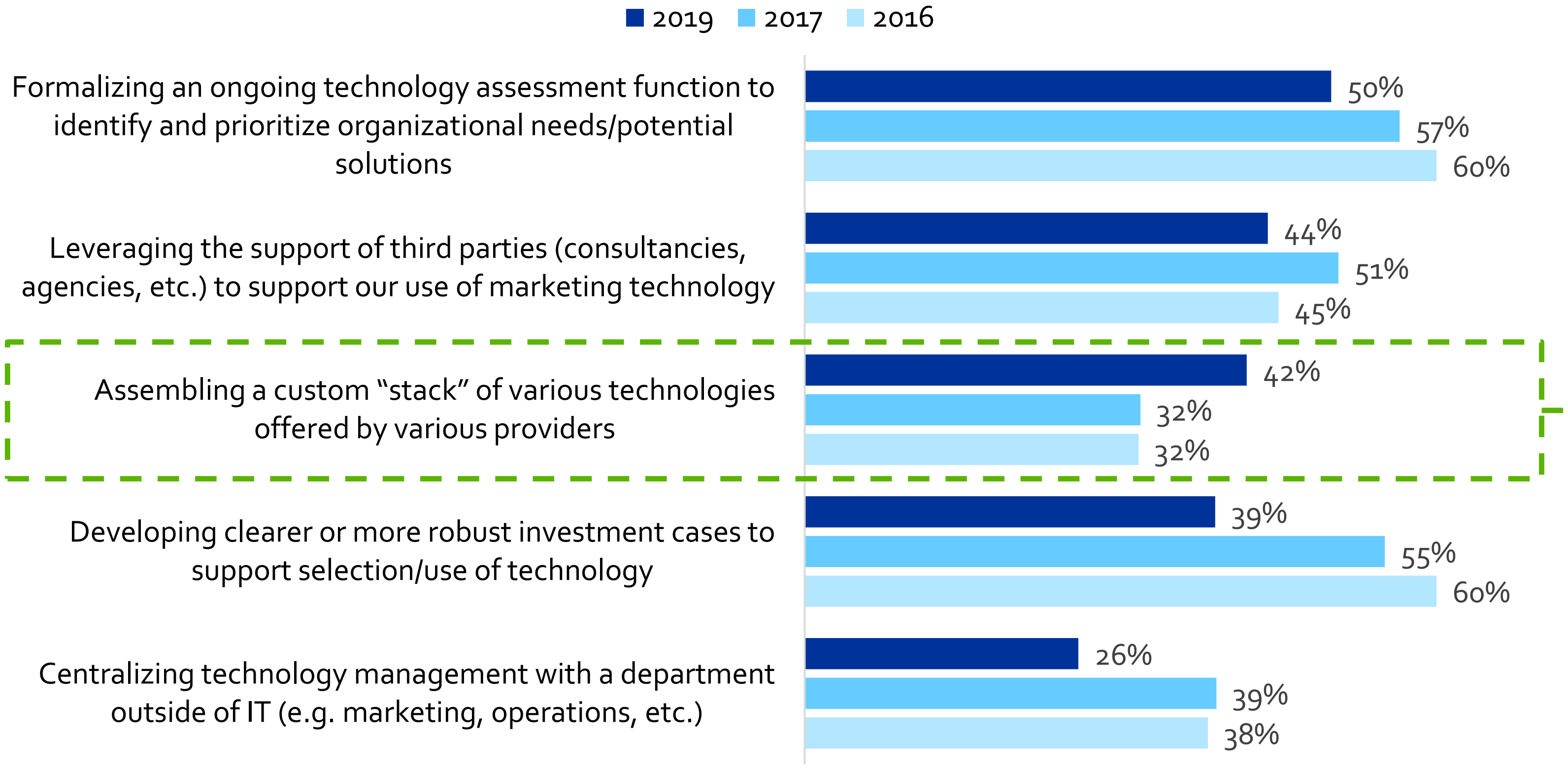


Notes: 2019 N=71; multiple responses allowed and not all answer options are shown

Though Panelists Have Many Views on How to Optimize Value of Tech, Half Say They Would Benefit From a Formal Assessment Function

"In what ways could your organization best leverage marketing technology to optimize the value it generates through the use of audience data?"

2016 vs. 2017 vs. 2019



Interest appears to be growing in **"build-your-own" approaches to marketing technology,** in stark contrast to the value proposition of marketing clouds, suites and other toolsets that advance a broad array of features and capabilities

Notes: 2019 N=66; multiple responses allowed and not all answer options are shown

Partners

To what extent are agencies, data suppliers and other service providers integrated in the organization's supply chain? Does the organization have protocols in place to encourage cooperation among these partners?

- Though data users still rely heavily on agencies, data providers and other supply chain partners to support marketing execution, confidence in the value-add of these third parties has diminished somewhat relative to previous years
- In the aggregate, data users said they intend to expand their reliance upon data management providers and analytics consultancies over the next two years; among several categories that appear vulnerable, media agencies and third-party data managers/brokers were cited as most likely to suffer from further erosion of client confidence (and spending)
- As with other disciplines, analytics represents a centerpiece priority for data users as they contemplate how to best leverage partner resources to drive value over the forthcoming years

Compared to Past Years, Practitioners Are Cooling Slightly on the Impact of Their Supply Chain Partners

"How well are your supply chain partners currently supporting your efforts to derive value from data?"

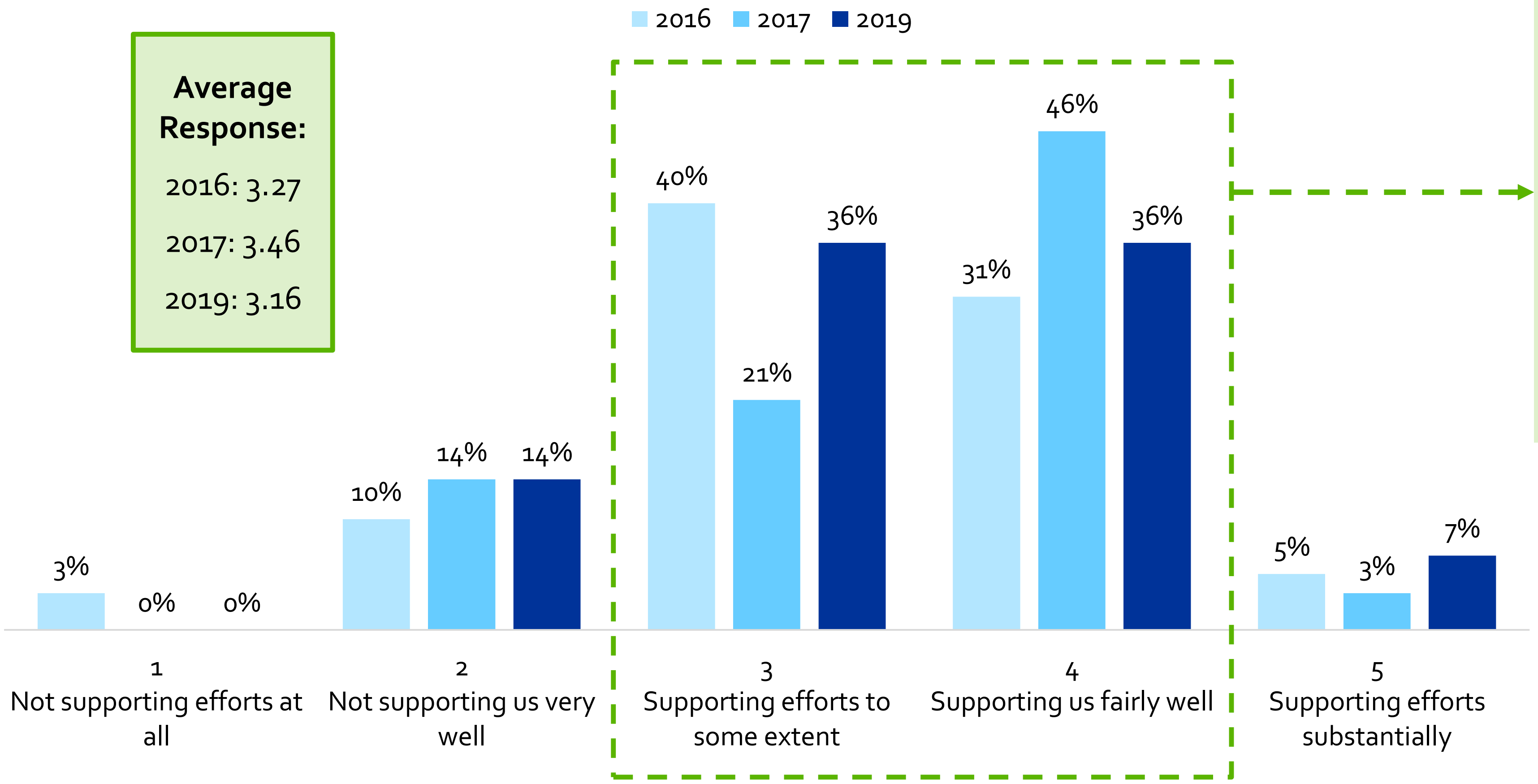
2016 vs. 2017 vs. 2019

Average Response:

2016: 3.27

2017: 3.46

2019: 3.16



One cycle after reporting higher levels of satisfaction with the value delivered by their supply chain partners, data users in 2019 suggested their **partners have lagged somewhat in their overall contribution** (though a significant majority of panelists still say that partners are delivering modest or better levels of overall value)

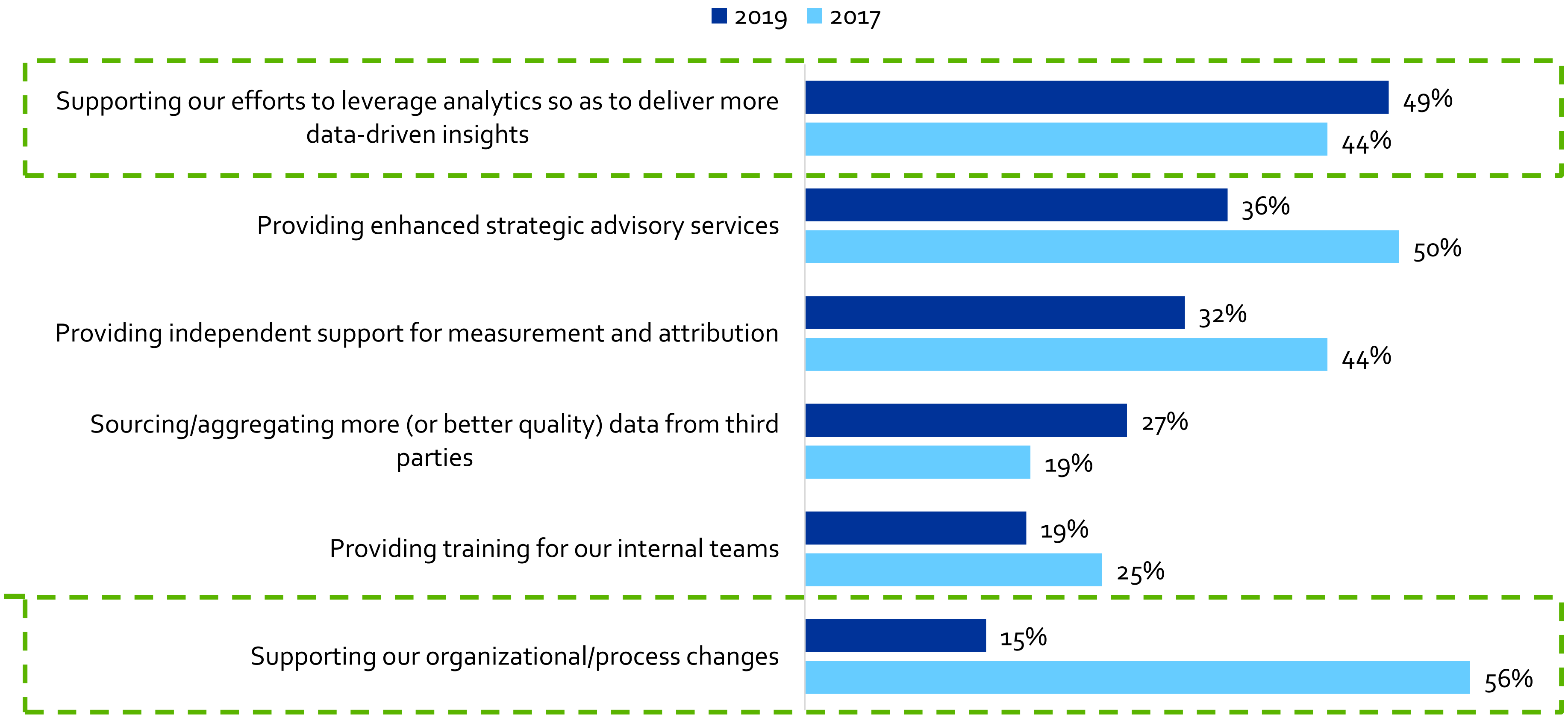
Notes: 2019 N=58; responses may not add up to 100% as not all answer choices shown

Where Partners Most Frequently Add Value Today: Helping to Leverage Analytics in Support of Actionable Insights

While data users once again reported that supply chain partners most commonly offer value in support of analytics (and associated initiatives), **significantly fewer see their suppliers helping to affect organizational/ process change,** potentially reflecting a new focus on managing transformation initiatives internally

"In what ways are your partners offering the most value in support of the use of audience data?"

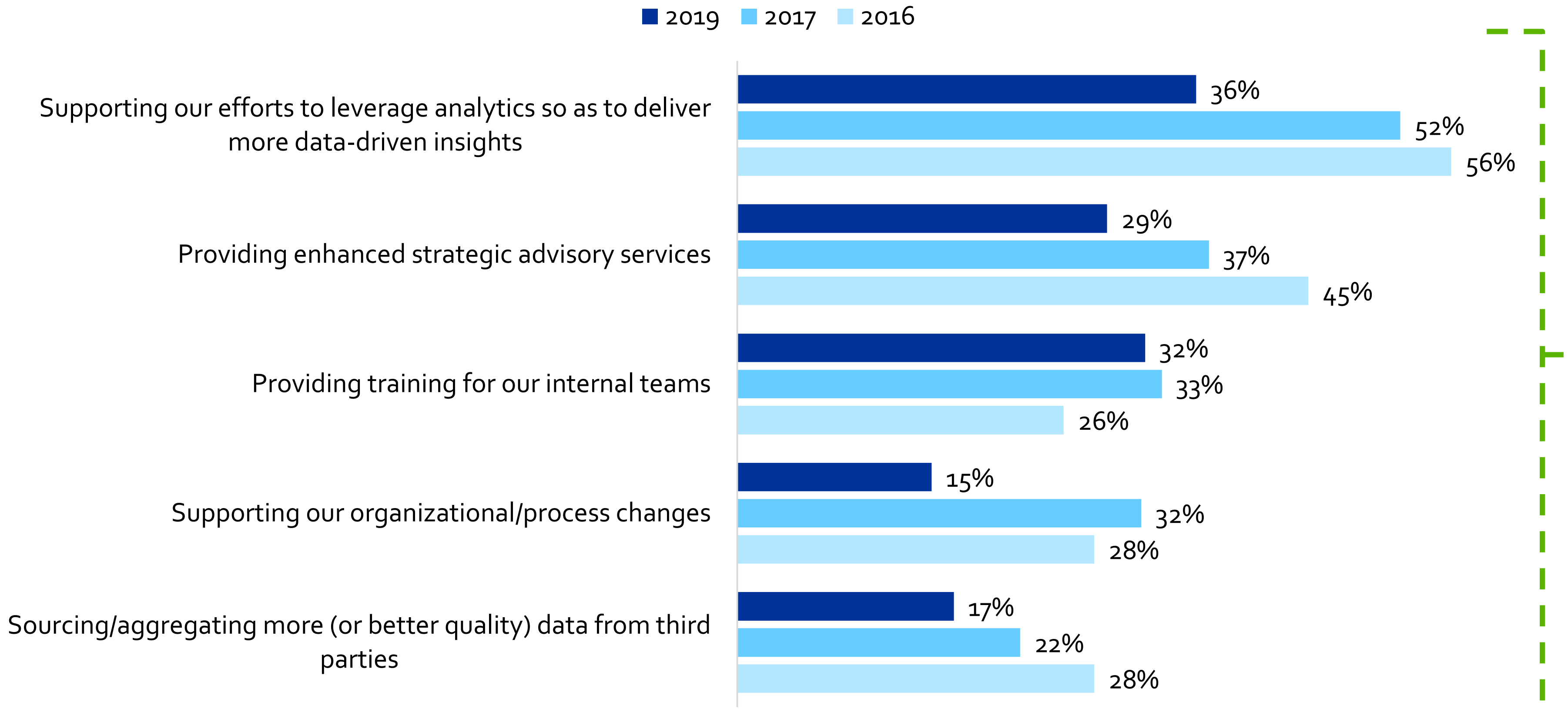
2017 vs. 2019



Notes: 2019 N=59; multiple responses allowed and not all answer options are shown

Looking Ahead, Data Users Less Optimistic About Partners' Potential Contributions Across Virtually All Functional Areas

"In what ways do you think partners could be most supportive of their client organizations' efforts to achieve value from the use of data?"
2016 vs. 2017 vs. 2019



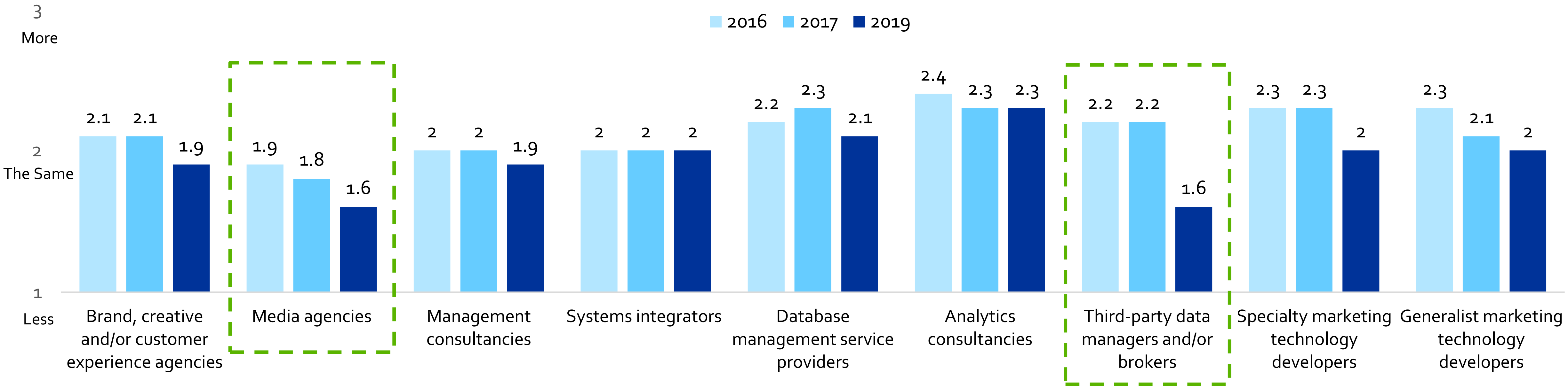
Echoing their sentiments about third-party technology platforms (see slide 18), data users reported **diminished levels of interest in the potential contributions of their suppliers as they relate to a wide range of individual functions**—reflecting a potential lack of satisfaction with earlier partner initiatives and/or a richer understanding of the *in-house* requirements of sophisticated data-centric marketing and advertising

Notes: 2019 N=59; multiple responses allowed and not all answer options are shown

While Several Partner Categories Appear Vulnerable to Diminished Client Engagement, Data Management and Analytics Providers Poised to Grow

"To what extent do you expect that your reliance on each of the following supply chain partners will vary two years from now?"

*2016 vs. 2017 vs. 2019**



Notes: 2019 N=59; multiple responses allowed and not all answer options are shown

- The steady decline in use of external media agencies hints at the **broader trend of companies in-housing their programmatic buying efforts**
- With privacy concerns over **improper data permissioning looming,** organizations could be expecting to rely less on third-party data in the future in order to avoid any potential fines; the reduction in use of data brokers could also be due to **organizations' beliefs that first-party data represents a "secret sauce"** that provides more value than generic third-party data

Processes

Is the organization's overarching organizational structure engineered to support data compilation, management, sharing and good governance?

- Practitioners are channeling their focus on KPI establishment as the primary procedural step towards securing value from data, while decreasing emphasis on the previously top priorities of data centralization and data sharing protocols; this shift in priorities potentially signifies that these earlier areas of focus are being—or have largely been—addressed
- Data users' reported level of confidence remains unchanged from previous years—hovering around an average of 2.8 ("somewhat confident")—signifying room for improvement

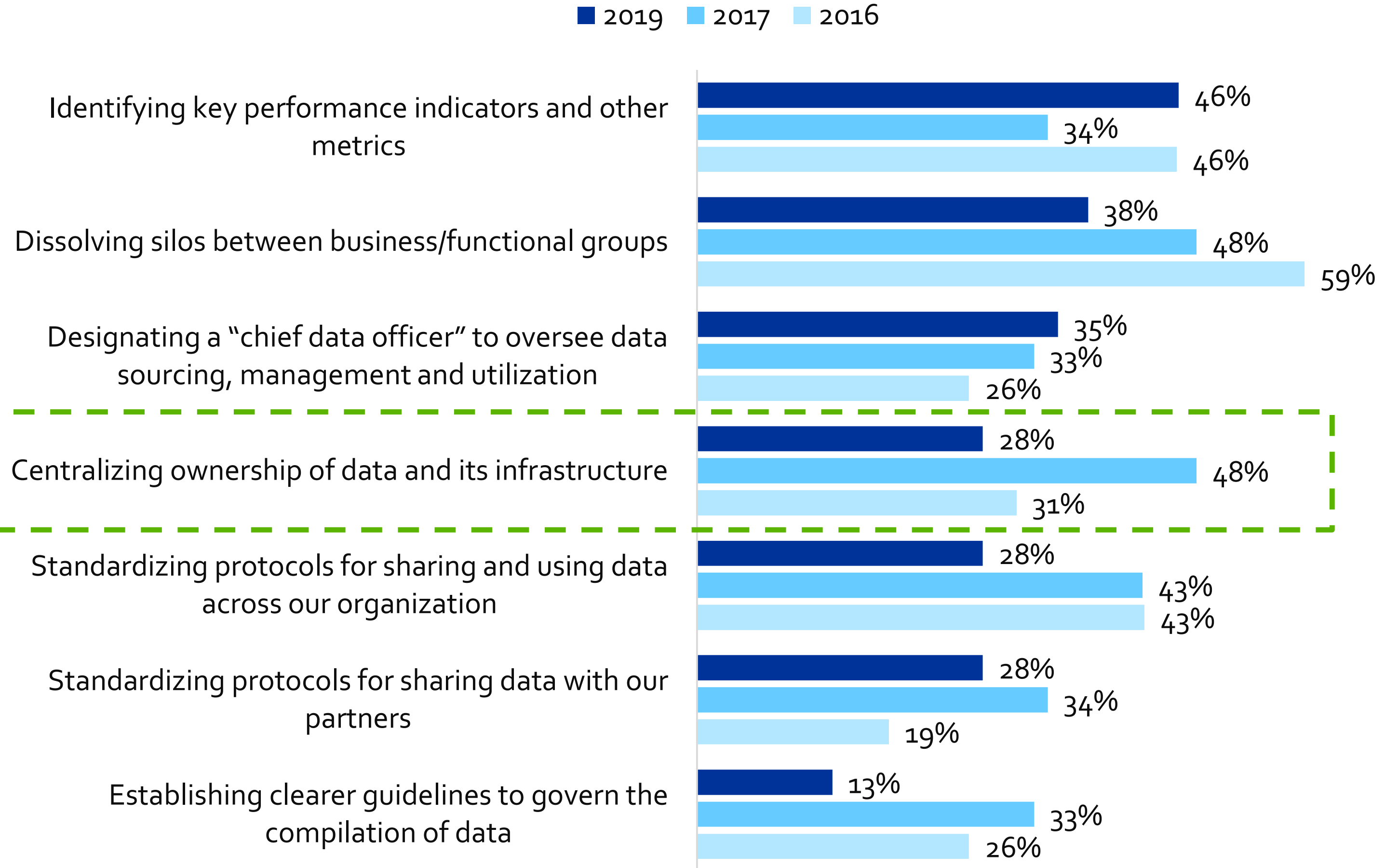
Among Many Organizational Initiatives That Would Help Spur Better Data Use, Panelists Say Better KPIs Would Deliver Most Value

- Though panelists offered no consensus on a single organizational initiative that would deliver the most incremental value in support their use of data, a plurality endorsed the identification of key performance indicators and other metrics—suggesting that, **within many organizations, data is an asset that commands value that few are able to readily quantify**

- Notably, panelists also suggested that their **focus had migrated away from certain initiatives—such as dissolving organizational silos and centralizing data ownership**—that just a few years ago commanded great interest for their potential contribution to organizational efficiency

"What changes would be most important in helping your organization derive value from its future use of data?"

2016 vs. 2017 vs. 2019

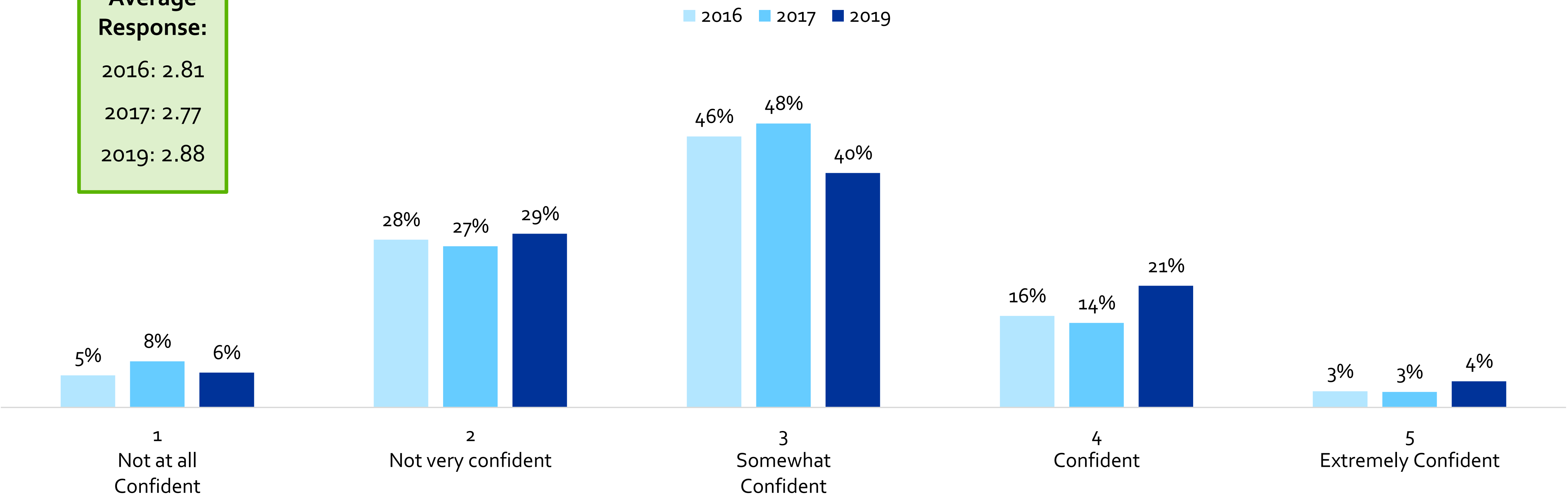


Notes: 2019 N=69; multiple responses allowed and not all answer options are shown

Across the Board, Panelists Said That Org Structures are Adequate—But Not Optimal—For Supporting Enterprise-Wide Data Utilization

"To what extent are you confident that your business processes and organizational structures are geared to support the optimal use of audience data?"
2016 vs. 2017 vs. 2019

Average Response:
2016: 2.81
2017: 2.77
2019: 2.88



 Notes: 2019 N=68; responses may not add up to 100% as not all answer choices are shown

Appendix

Acknowledgements, Methodology & About Us

Acknowledgements & Notice

This research would not have been possible without the significant contributions of dozens of U.S. advertising, marketing, media, information and technology industry leaders who generously offered their time, insights and feedback in support of this effort. In particular, we would like to recognize our partner, the Interactive Advertising Bureau's Data Center of Excellence (IAB).

Additionally, we extend our deepest appreciation to the panelists who contributed thoughtful insights on their organization's use of data through our online survey. Though their individual names are not recognized in this report, they represent some of the most respected and innovative brands and service providers in marketing and their respective industries.

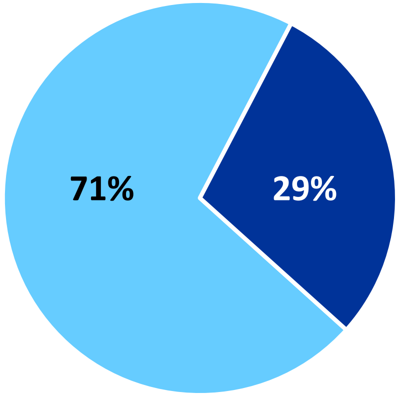
NOTICE

This report contains brief, selected information and analysis pertaining to the advertising, marketing, media, information and technology industries and has been prepared by Winterberry Group in partnership with the Interactive Advertising Bureau's Data Center of Excellence (IAB). It does not purport to be all-inclusive or to contain all of the information that a prospective manager, investor or lender may require. Projections and opinions in this report have been prepared based on information provided by third parties. Neither Winterberry Group, IAB nor their respective sponsors make any representations or assurances that this information is complete or completely accurate, as it relies on self-reported data from industry leaders—including advertisers, marketing service providers, data providers and technology developers. Nor shall any of the forgoing (or their respective officers or controlling persons) have any liability resulting from the use of the information contained herein or otherwise supplied.

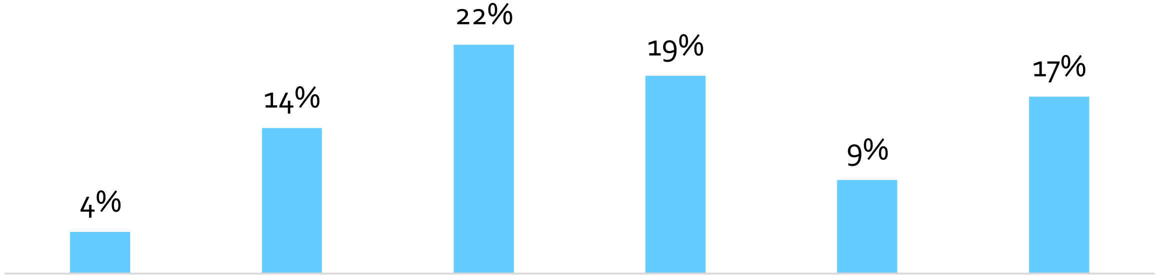
Methodology: Panel Included Experienced Marketers, Publishers and Service Providers

- Conclusions in this report are based principally on an online survey completed by **100 advertisers, marketers, publishers, technology developers and marketing service providers,** with most based in North America
- The survey was fielded to **special interest panels consisting of IAB members and other industry thought leaders** between September and October 2019, and supplemented by telephone interviews conducted with a representative sample of marketers during October and November 2019
- *Where appropriate, supply chain panelists (representing agencies, data providers, technology developers and others) were asked to answer questions as best as possible based on observation of their clients' behaviors, investments and expressed needs. These responses have been aggregated with those of data users (including marketers, advertisers and media providers) unless identified otherwise*

"How Would You Classify Your Organization?"



"What was your company's annual revenue last year?"



"How Many Years of Experience Do You Have Working in a Marketing, Advertising or Media Role?"

Years of Experience	Percent of Panel
Less than 1 year	2.0%
1 to 5 years	10.1%
6 to 10 years	18.2%
11 to 15 years	**22.2%**
16 to 25 years	**22.2%**
25 years or more	**25.3%**

Notes: N=100; respondents were not required to answer every question

About IAB and IAB's Data Center of Excellence

iab. DATA CENTER OF EXCELLENCE

IAB empowers the media and marketing industries to thrive in the digital economy. Its membership is comprised of more than 650 leading media and technology companies that are responsible for selling, delivering and optimizing digital advertising or marketing campaigns. The trade group fields critical research on interactive advertising, while also educating brands, agencies and the wider business community on the importance of digital marketing. In affiliation with the IAB Tech Lab, it develops technical standards and best practices. IAB and the IAB Education Foundation are committed to professional development and elevating the knowledge, skills, expertise, and diversity of the workforce across the industry. Through the work of its public policy office in Washington, D.C., IAB advocates for its members and promotes the value of the interactive advertising industry to legislators and policymakers. There are 43 IABs licensed to operate in nations around the world and one regional IAB, in Europe. Founded in 1996, IAB is headquartered in New York.

The **IAB Data Center of Excellence** is an independently funded and staffed unit within IAB, founded to enhance existing IAB resources and to drive the "data agenda" for the digital media, marketing and advertising industry. IAB Data's mission is to define boundaries, reduce friction and increase value along the data chain, for consumers, marketers and the ecosystem that supports them.

For more information or to get involved, please contact data@iab.com

Data Center of Excellence Board Member Companies Include

- AccuWeather
- acxiom
- ADTHEORENT
- ALC
- Broadsign
- CONVERSANT
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- Google
- LiveRamp
- LOTAME
- MediaMath
- neustar
- nielsen
- ORACLE DATA CLOUD
- ownerIQ
- SRAX
- theTradeDesk
- Valassis
- VERVE
- xandr

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About Winterberry Group

WINTERBERRY GROUP

Winterberry Group is a specialized management consultancy that offers more than two decades of experience and deep industry expertise in the intersecting disciplines of advertising, marketing, data, technology and commerce. Headquartered in New York, Winterberry Group helps brands, publishers, marketing service providers, technology developers and information companies—plus the financial investors who support these organizations—understand emerging opportunities, create actionable strategies and grow their impact and value. Our services include:

CORPORATE STRATEGY

- Business assessment
- Strategic planning and roadmap development
- Buyside M&A target identification and qualification

DATA-DRIVEN MARKETING TRANSFORMATION

- Data and digital business planning and impact assessment
- Data activation strategy
- Marketing process and platform architecture, design and RFP management
- Marketing organization process engineering

M&A TRANSACTION SUPPORT

- Target company assessment/ commercial due diligence
- Sell-side market/opportunity analysis
- Customer outreach/needs assessment
- Market landscaping
- Post-transaction strategic roadmapping, integration planning and support

MARKET INTELLIGENCE

- Custom research
- Thought leadership

For more information, please visit www.winterberrygroup.com