

FUTURE SIGHT PODCAST

Ep. 31: Data-driven Marketing





Future Sight Podcast by Capgemini Invent

As business and technology move forward at a rapid rate, it has become increasingly important to explore new ways to adapt and grow for the future. This podcast is your guide to that future journey.

Join us as we explore a new topic in business, technology, and transformation. Find out more about the challenges businesses are facing today and what they can expect in the future. Listen to leading industry experts as they break down need-to-know, actionable approaches with strategic insights and provide tangible takeaways.

Listen to more Future Sight episodes here: <https://www.capgemini.com/podcasts/future-sight-podcast/>



Episode Transcript

Liz Lugnier: This is Future Sight, a show from Capgemini Invent. I'm Liz Lugnier. On this show, we explore new ways for you to adapt and grow for the future in business. On this week's episode, we're discussing the future of data-driven marketing.

With consumer demands constantly shifting and marketing technology rapidly changing, how can brands stay ahead of the curve in delivering their high-quality services directly to their customers? And what does this mean for the future of data-driven marketing? Joining me today to explore this are experts from here at Capgemini.

Jordan Fisher: I am [Jordan Fisher](#), a Senior Manager at frog, which is part of the Capgemini Invent.

Liz Lugnier: and...

Bhavesh Unadkat: Hi, I'm [Bhavesh Unadkat](#), Head of Brand and Marketing at frog UK, part of Capgemini Invent.

Liz Lugnier: and from Unilever...

Michael Brooks: Hi, everybody. I'm [Michael Brooks](#) and I'm a Senior Audience Development Manager at Unilever.

Liz Lugnier: Let's get right into it. It's true that now more than ever, we have access to so much information about consumers. And traditionally, we've been told that the more we know about our customers, the better. But how much is too much? Bhavesh, do you want to start this off?

Bhavesh Unadkat: Yes, sure. So, I think we've been through a few phases of brands wanting to just collect everything they can or everything that they think will be useful to them. I think the scrutiny that brands are now facing is that, are they able to use that data in a meaningful way to make decisions? Can they process it quickly enough? And I think that's brought new and fresh challenges around being really focused on what you need to know and why, and then [build data strategies around that](#).

Liz Lugnier: In today's world, there's a lot of data out there and we know so much more about our customers than we ever did before, but how much is too much? Do you see, Michael, that you have too much data on your hands these days?

Michael Brooks: So, I think the answer is yes, and no, to that. So, definitely the digitalization, the explosion of data that we now get from connected devices, our mobile phones, and the multiple digital touch that our brands have on and interact with our consumers on a daily basis have given a whole load of data for our marketers to try and get their heads around.

Whether that be individual data personally on a consumer or the aggregated data that we're now seeing in huge data sets. And to Bhavesh's point, I do think that we've gone through those phases of where we've tried to collect lots of data to try and understand what we could do with it. And I actually think now's the time where we actually need to really focus on what is the high-quality data, and particularly be really clear on what's the objective and the purpose behind the data that we're trying to collect.

Liz Lugnier: So, when you say that, how are we able to make sense of this messy marketing middle for the data?

Michael Brooks: So, I think it's a really good question. So, I always like to start with that object and purpose for which we're using the data. It's something that's sometimes called as "purpose limitation." And I always like to ask myself: am I clear on my business objective? Am I clear on who the consumer is, that I'm trying to understand more information about? Or trying to get them to take action or exert a certain behavior?

I also like to say: is the data that I'm collecting or looking to use, or the insights I'm looking to gain, can I act on it? If not, is there any point in actually collecting that in the first place? I think if we start to ask those questions, we can then start to understand actually, do I have the right data? And actually, if I don't, it should help me to be clearer about what the data is that I need to go after.

Liz Lugnier: Jordan. How do you feel about all this? How do you think that we should be making sense of this marketing messy middle and what Michael just mentioned?

Jordan Fisher: I think Michael's points are right. And I think that the messy middle is Google's definition of the end of the purchasing funnel, no longer being linear and actually the consumers pop in and move in and out, turn around. And I think, yeah, the reality is that the consumers do that for all products now, across all values,



whether you're buying a packet of biscuits or buying a car; the journey is not the top of the funnel going down and being able to move around and target people at the right points, at the right times, at moments that matter to them, it is what's important. And the way to do that is exactly as Michael said, through having the right campaign set up, having the right objectives for those campaigns, being clear on who you want to target, what kind of messaging you want to get across to them, et cetera, et cetera.

Liz Lugnier: You also feel that in today's society, that [a lot of the consumers actually have higher standards](#) of what they expect from a personalized marketing campaign. Do they expect more personal marketing? What do you think, Bhavesh?

Bhavesh Unadkat: I think so. I think the most frustrating thing is when a brand asks you so many questions or wants to know so much about you and in the modern day, we know that they know stuff about us. So, then to send you information that's irrelevant is pretty frustrating. I think the days where it was accepted, I think is no longer accepted because you've got so much choice.

So, a classic personal example I can share is: we've been shopping with our online grocer now for about five years. They know we've never ordered any meat because we're all vegetarian. Yet, I might still get a meat offer through my comms which is pretty frustrating.

And I think furthermore slightly linked to that is then the ability to communicate back with a brand. It is not always easy. So, when they can email you about something but you replied back and it's an email that's automated and you can't communicate to them, I don't think they have the right to send you one-way messages. I think that's also unacceptable.

And I think the third point is which again was maybe accepted a while ago but won't be now is [where brands have functionality limitations across their channels](#). So, you can do something face-to-face, but you can't do it online. You can do something on the website, but you can't do it on the mobile app.

Again, I think those areas of experience need to improve. And the big challenge with brands is that as consumers, we have a very complicated journey. We might be triggered by something somebody says, and we might go to our social media. Then we might go to TV. Then we go to a website, then we go somewhere else.

And brand's ability to track that, to make use of that with the thousands and thousands of customers that they're dealing with, in the moment, is very difficult; because if you're emotionally engaged as a consumer, that's the moment for the brand to act. If you wait an hour, you've made a decision, you've made a purchase or you've moved away from that moment.

Liz Lugnier: That's a very good point and it's important to find those moments that matter with those clients and to act on them. So, do you think perhaps that maybe we're too focused on the outcomes and not on the customer journey, such as in the case here? What do you think Michael?

Michael Brooks: I think they go hand in hand. Customer experience, or whenever you're thinking about a customer outcome or marketing objective, really, you need to also be thinking about that consumer and customer experience. So yes, in certain ways, we have been too focused on the objective, not understanding enough the experience and what the consumer goes for in order to reach that objective or those be that a product or a service. I'd also like to raise the question actually to everyone in this room, as we were talking about the marketing middle mix that actually. Is there actually an argument to say that it is more important for some brands than others?

So, for example, does the automobile industry actually, should that care more about the consumer journey and what's happening within that messy marketing middle, as opposed to something like the consumer goods industry, where things like awareness and making sure the brand is front of mind and in front of them, when they come to the shelf? Are those perhaps the more important parts of the consumer experience to focus on?

Liz Lugnier: There's also the risk of also offending certain clients too. Like as a woman, I've had some interesting things marketed me at different points. I've had larger size clothing marketed at me. I'm not a larger sized woman, but I've had larger size clothing marketed at me at different times where I've been quite offended in my shopping cycle.



I've also had certain anti-aging products get end up in my mix at different points as well. And it's been very interesting to see how this has affected my personal opinion of some of those brands. But how do we currently understand how performance marketing is being used and what really is that? Jordan, can you give us some clarity here?

Jordan Fisher: Yeah. So, I think you need to start off by the definition of performance marketing in this context. I think we're talking about driving action and driving conversion. Here, to talk about a couple of examples that Michael has touched on the automotive industry. And I used to work in the automotive industry, and I think the summation of the messy middle being long and drawn out and all over the place is very true.

And obsessing over certain metrics, definitely, it doesn't enhance consumer experience. Metrics that were always focused on like test drive requests, for instance, and optimizing only towards test drive requests; and spending hundreds and hundreds of pounds of media against those, when a small proportion of consumers actually take out those test drive requests; and then an even smaller proportion of those test drive requests actually convert into a sale. I think, understanding the best use of performance marketing, is it being appropriate and proportionate to one, the purchase, two the point in which the journey of the consumer is, and serve people later down here. We've just said that the funnel isn't linear, but obviously if people, as they consume more information, as they interact with brands more and more, like Bhavesh said, this could be across multiple channels and touch points.

And that's the difficult bit working out when and where. But it's as long as it's proportionate to those stages, then I think that's how it should be used effectively [to help brands drive growth](#).

Liz Lugnier: So that's very interesting. How do we know what kind of dominant triggers and nudges that we should be using? And how are these dominant nudges and triggers changing right now?

Michael Brooks: So, I think part of that question relies on and particularly how they're changing, relies on actually understanding what data you've got available to you. So, within different industries and definitely within the consumer goods industry because we don't have that last touch point with the consumer where they're a purchasing a product, typically, purchase data is held by the retailers of the world, the Tesco, Amazon, Walmart, and Carrefour.

It can make it hard, what is that a data point that you would optimize towards? Or finding that trigger point at which you would then look to either round off your engagement with a consumer or actually make sure that their consumer experience was as per expectations?

So, obviously those triggers you can get, again, at all different levels, you can get aggregated ones, you can get ones that individual consumers we're seeing that things like location-based data can be very helpful when starting to decide around what are particular actions you might take to prompt that final purchase or that final action.

But I think actually you have to start at looking what data's available and therefore, what is most useful given your marketing objective to then optimize or work towards.

Liz Lugnier: One thing that's really impacting us these days is that privacy is becoming a bigger challenge within the marketing industry. Bhavesh, how do you think privacy is changing what data we're being able to collect and how can we get the consumers to give us data in?

Bhavesh Unadkat: Yes, it's a good question, Liz. What I still find surprising is how difficult it sometimes is to opt-out as a consumer. You have to go through pages, and you don't even know if it's happened or not. And then you get an email again. So, I think that it isn't good enough. I also know for a fact that there's a number of brands that are not compliant.

So, there are laws around privacy, data collection, preempted opt-ins, and preemptive opt-outs that some brands are not adhering to. And I think that's pretty unacceptable given how wise audiences are around that. I don't think the issue is with the consumer. I think the consumers historically have been very open about giving data, sharing data, sharing information, even when you get all of these cookie things that pop up in terms of "accept cookie" process and policy. People have no idea what they're signing up for when you press "accept cookie" just to continue your journey.

So, all of that doubt data is mounting up, the consumer is giving it. I don't feel enough brands have delivered on the value exchange back to the consumer about what you promise them, the personalization that was going to



be given, the respect of data, the respect of opting out, being able to quickly share what's collected about that consumer requested.

So, I think therefore there's a big gap between consumer trust and confidence and what the brands have delivered. Consumers are getting sharper and wiser to that. And I think [brands need to really step up to make sure that they play the long game around trust, relevancy](#), and not go a step too far with automation and technology, if they haven't got the ability to do, because that's where I feel like brands are failing at the moment. They are maybe going faster using automation without really knowing what content is being delivered to the consumer.

Liz Lugnier: Let's come back to the idea of, how we're going to work with the consumers here. What should we be looking for from data and how should we be using it? Jordan, do you have any suggestions?

Jordan Fisher: Yeah, I think we need to think about the use of data. Oil is useful, but not until it's refined and changed into petrol. Most light, sunlight is useful but not until plants photosynthesize with it, or you use solar panels to harness the power of it.

And I think data's kind of the same in both of those inferences. That it has potential, that needs to be unlocked, that is there, but it's not the data. It doesn't mean anything necessarily. And being able to derive insights from that data, to make decisions and informed decisions so that you can optimize campaigns.

You can optimize channel mix, you can optimize creative. All these things you can do with the data based on the insights you've derived from them is where we should be focusing, not just on collecting loads of data and not being in proportionate to the ask. I think it was mentioned earlier if you're collecting data, it needs to be relevant and legitimate to the interest of the campaign or what you're asking for.

If you're running a campaign to advertise a car and you're asking people, if they have pets, are you going to do anything with that data; if you're going to upsell them, I don't know if the sales product to sell them a boot line there, then fine. If you're just going to store it for four years and then throw it away. And actually to Bhavesh's point, we use it a lot of energy in processing that all that time, that it's not proportionate in my mind and it's not useful.

Liz Lugnier: Michael, can you give me some examples of how you had to understand this messy middle when it comes to data-driven marketing?

Michael Brooks: Yes, absolutely. So, one of the big things that we've been thinking around Unilever is actually who are our most important consumers and customers. And collecting data on just everybody I think has been, as has been mentioned is just not proportional to actually some of our marketing objectives and business objectives.

So, one way we thought about that is by being really clear on actually who are the consumer groups that we really want to speak to, go after and help change behaviors with for the good of the environment, the good of society and to help drive a brand. We call them our super segments.

It's a finite list of audiences, but it helps us to focus in. Actually, what is the most important information that we want to know about these people? In order to reach, give the best consumer experience experiences, and ensure that our messages reach them in the right way, at the right time, with the right marketing.

And that's just one way in which we make sure we're really clear on who it is we're going after. We have really clear objectives and purposes for reaching out to those individuals and audience groups. And then everything flows from there. We can then focus our efforts, our resource behind only using the data that is relevant for those people.

Liz Lugnier: And do you think that this has really affected performance marketing? And how has there been a shift maybe even in the demand channel?

Michael Brooks: Yeah, I think it's something that's continuing to evolve. To be honest, the way you get there is a bit of experimentation as well. I don't think there's a magic formula that any single brand or marketer can go and follow to say, "this is the type of data we need to use," or "this is the particular trigger we need to go after within performance marketing." And you can find that in the messy middle as well, but it requires some experimentation, right? It requires you to fail a few times. But I think what's in order to do that, as long as you're clear on the objective and the purpose, and I'll keep coming back to that, if you're clear on the objective and the purpose of what you're trying to do and who you're trying to do that again, you will then be able to then work out actually.



Is it that little extra gift that you're giving in order to tip them over into purchase? Is it actually giving them that weekly reminder, is it allowing them that bit of additional content around your brand and making them feel part of the community, that they are the triggers to then tip them over to then be a low brand advocate.

Liz Lugnier: I think that you're bringing up some interesting points there about those different moments that matter. How can we think differently about customer development in general, perhaps? That shows brand partnerships? Bhavesh, you want to give us some thoughts?

Bhavesh Unadkat: Yeah, of course. I think just following on from what Michael said, actually, which was really good points. I think there is... I find that brands focus too much on first touch. So, we've got an objective. We've done some segmentation work and we're really clear about who we want to target and why we want to target them.

So, there's a lot of energy and effort that goes into first contact, first touch. I don't feel brands do enough work or following through post first touch or first contact, or they don't do it with necessarily more than just those that bit on the first one. So, I think there's definitely more work to be done there.

I think brand partnerships is a really important point, Liz, you make. and I think it goes beyond brand partnerships into just more generic partnerships. If we think about some of the points Michael made earlier, around the future of data and the future of intelligence that brands could have through things like the 5G network, through smart products, connectivity, that in itself will form a whole new range of potential partnerships take.

We've spoken about automobile and consumer goods. If my car is smart and connected, and I've got my fridge connected to my car, then I get a message around kind of products going low on availability; the fulfillment of those products, that delivery of those products, everything is now done through new channels, a new kind of touch points.

So, if my milk did run out and I'm in the car and I'm notified that, I've got options on how to fulfill that. I can pick up a bottle of milk on the way I can have a bottle of milk delivered to me. I can have a bottle of milk delivered to my house. The ability to have partnerships with the car manufacturers, the 5G networks, even the smart product manufacturers, the home furnishing companies; that allows you to have an even more connected data ecosystem that allows you to have even more richer insights, to be able to deliver even richer and better propositions.

The caveat here though, is brands need to fix the basics, get in place the enablement to allow you to do that effectively. Because again, what you don't want to do is add even more data to your systems and processes, which might not be performing or delivering the value propositions that your consumers expect.

Michael Brooks: Yeah. And to build there, Bhavesh, I think we also have to make sure that the consumer has that transparency and that proportionality on how that data is being used. And I think that's a key part of data partnership that we have to consider as well. It is actually: does the consumer know what they're signing up to and are they getting that value from that exchange? And all those partners who are sharing the data, making that transparent and easy for the consumer to either give permission, redact permission, or indeed manage what bits of their information they want then shared between those two?

Bhavesh Unadkat: It's a great point, Michael, around kind of data ownership and further complexifying privacy. And I think even if we take it, Michael, another step further... Think about the metaverse and avatars in the metaverse and advertising in a metaverse, where you've got a many-to-many relationship. Who owns the relationship? Who's in charge of the privacy for that relationship? Where's the ownership lie when there's a data partnership? There is a lot of opportunity ahead of us, but brands need to make sure that they are set up to govern and manage that because it's going to get even more complicated to deliver it well.

Liz Lugnier: And Jordan, how do you feel about this?

Jordan Fisher: Yeah. I agree with everything Bhavesh and Michael said. I think that the summary for me is that you need being transparent and keeping it simple is the key. We spoke earlier about having cookie pop-ups that people want to accept just to continue on their own way. And do they necessarily read them?

I think brands that make a real clear point about what they're doing with the data, how they want to use it and do that in a concise and easily digestible manner are the brands that win in this space. Because the transparency... Customers understand their data better than ever. And they want more from it, more so than ever.

And we talked earlier about the expectations on, if you're accepting personalization cookies, you want something to be done with your experience to personalize it. So, being really clear and transparent on what data is



being collected, why, and what you intend to do with it as a brand, whether it's on your brand website, whether it's for partnerships, like we've just discussed. It's the same across all of them, having a simple and transparent approach.

Liz Lugnier: Michael, do you think marketers now rely on more first-party data or does this present an opportunity for zero-party data to become more common?

Michael Brooks: So, I definitely think the way the industry is moving is towards that first-party data world. And I actually have a point of view on actually: isn't zero-party data just first-party data done well? I look at it and go all the things that zero-party data talks about, about putting data of the consumer back in the consumer's hand, they control who gets their information. They control who can see what parts of the information they want. They can update it when they need to. And they can decide who can use it and in what way.

For me, it is all things that we should be doing with our first-party (data) anyway. And zero-party data is potentially a buzzword that we're just using as an industry to try and rebrand us actually starting to do first-party data really well. And I'd love to hear everyone else's perspective on that. Do they think they are distinct?

Bhavesh Unadkat: I think they're distinct Michael because...And maybe they're not distinct. Maybe it's just our definitions of them. So let me give you my definition of it. So, for me, the key differences are first-party is... The data is the same. I think it's more around the mechanic or kind of the means that it's collected in.

So, if a brand is asking a consumer for data and the data is pretty fixed or locked in terms of question/answer, the consumer can give or not give that information and by giving it, they sign up for something or they expect something. So, the data can be the same.

From a zero-party perspective, it's more a blanker page where the consumer can take the lead and be able to tell the brand what they're willing to share and what they're willing to tell them in return for an exchange. So, I think the key difference is who starts the relationship and who leads on the relationship. The data could be the same.

I think the reality is that the zero-party concept will mean that more data is unstructured, and it might be more conversational versus male/female/age/city. The challenge, then, this is: how do brands translate, consume, digest, unlock the value of lots and lots of unstructured data?

And that's why I feel like as a concept, it is great. But the ability to execute is super hard and super complicated. However, we're aware of a few brands running pilots in this space and they've managed to crack it and start seeing some value through it.

Liz Lugnier: What is the future of targeted advertising then?

Jordan Fisher: I think, the future is going to change depending on which way you look at it. And I think there's definitely a shift towards more first-party data usage. And whether you call that approach first-party, or zero-party. And with both points, actually it almost depends on who's starting the relationship versus who's keeping the relationship. And first-party is brands reaching out or trying to acquire a specific dataset, whereas a zero-party approach is a continued strategy to nurture that.

But I completely see Michael's points around, is it actually just first-party executed, because we talked earlier about retention and the number of touches on data, consumers data. And if you have the right retention strategy and the right kind of engagement model; I think the answer to your question is a really difficult one. And the approach is not clear.

To really win in the area of data-driven marketing or real-time marketing or any of this kind of data marketing topic, you've got to have a bit of agility in your campaigns. You've got to have a bit of dexterity in what you do. And what I mean by that is unit testing and learning isn't a new concept, but it's something that the brands need to do more and more of.

We spoke about deriving insights from data. I think that's really key. And I think Michael's points about talking about the purpose or the objective of campaigns is really important. And making sure that you know, you are learning from what you're doing. Things don't always go, that's okay. But learning from that, creating an insight from that, and then employing that into your next brand campaign or your next channel mix or whatever to use that information to optimize what you're doing going forward is really key to the success of any brands advertising in the future.



Liz Lugnier: Michael, how do you feel about this? Do you think that the targets that we're chasing now are going to be irrelevant in a year or two on how are you using this kind of test and learn mentality?

Michael Brooks: So, to one of Jordan's point, I think yes, the goalposts are moving on this. But I think we will make lots of mistakes in this space whilst we test and learn. But I do truly believe it's only a mistake if we don't learn anything. And if, as a marketer you're learning, perhaps that wasn't the right metric or the right piece of data or the right consumer experience or the right advertising tactic to use, that's no bad thing. That will get you closer towards actually refining your strategy. I definitely think first-party data is going to be a big play for many brand teams and marketers.

One, not because we get closer to our consumers and first-party data. And first-party I say done right, I should say is, I think, here to stay. But I think we see loads of different other marketing tactics come out, be that contextual targeting, cohort-based marketing; and indeed, some of the older marketer marketing strategies making a bit more of a comeback. I think all of these is too hard to call us to what is going to be the right one.

And probably the right answer will be a mix of these. But I think it's down to us as marketers to actually experiment and learn with them, to find out which ones are best for our businesses, for our brands. Because the reality is there isn't probably a "one size fits all" answer to that question.

Liz Lugnier: Earlier in the conversation, we mentioned the automation in marketing and that there's the potential to have too much automation. Bhavesh, how do we bring back a human touch into the marketing?

Bhavesh Unadkat: I think there needs to be almost a maturity that marketing functions need to go through, because if you start automating before you've got the basics in place, then your automation will fail, and we've seen that. So, I think it's going from... You should be clear about your strategy, your objective, the data, therefore you need how that data will come together, how your people will be upskilled to be able to handle that information to drive decision-making and that needs a human touch. It can't all be automated.

There are then definitely components that you can start automating and being really smart about how you manage workflows and processes. But as Michael says, there's no silver bullet. But working through a maturity curve is where I think brands can get to.

I can give you some examples; we have bought the same automobile brand a few times over. They should know what we have. They should know when we buy, how often we replace, how many we have. But still, I know that their head office and their franchises are not connected in terms of me as a customer, because if they were, they would proactively be managing my next vehicle or my replacement vehicle or treating me like a VIP, knowing that we've had seven or eight from them.

That's an example of getting the basics right. And building some pretty basic capability to be able to adhere to that. I think there's then examples of companies that are data-driven. They've got cross-channels, cross segments. They've got it working pretty well. But they may be failing on speed of decision-making, the ability to process quick enough and going beyond first touch.

I think that's where they need to focus on more kind of continuous touchpoint analysis, continuous touch point planning, looking at how they upskill some of those individuals around some of those scenarios.

And then, you've got more at the top end of the tree, brands that are pretty sophisticated in data partnerships, they know how to work with different brands and different partners to drive engagement, and then are looking at how they push the boundaries even further into connectivity or multi-brand partnerships, even new channels to interact and touch point through looking at zero-party data.

But I think there needs to be that level of maturity curve that you need to go through to understand what needs to be in place before you do the next thing. Because otherwise it fails if you try to be super clever without having the data or tech in place.

Jordan Fisher: I think what Bhavesh is describing to me is a journey. And in this case, it's not about the destination. It's about the journey and the destination is constantly evolving because that's the future. That's the new regulations. That's the new consumer expectations, all of those things.

But actually, identifying where you are on the journey and doing something about that this relevant and the right perspective to your business, to your consumers to your products, to the segments you want to go after as a brand is what's important. And recognizing it as a journey, it's not a linear thing that we can just follow along



step-by-step. That's not reality anymore. It's a never-complete journey. But recognizing that you're on the journey of data-driven marketing, I think is key.

Liz Lugnier: And do you think that this is going to be changing marketing fundamentally or it's just yet another innovation that we're facing as marketers?

Jordan Fisher: I think it could be a bit of both. I think fundamental changes things like the death of third-party cookies is fundamentally changing the way advertisers are thinking about doing marketing. And that's forcing people to come up with new strategies, come up with new technologies, look at how they connect data sources, better together, look at how they acquire the data sets, et cetera, et cetera.

But the constant in this industry has changed. And, as many, things are always changing and being able to cope with the change, I think is the key.

Liz Lugnier: What do you think Michael?

Michael Brooks: I'd echo that. I don't think this is the first time the marketing industry is going through change. And I very much doubt it will be the last time either. In recent years, just look up ad-blocking, media fragmentation. I think the important thing and the exciting thing is that there's an opportunity to find innovative ways to address some of the challenges that we're facing and actually work to actually have a marketing industry that supports measures, that support the consumers with greater privacy, greater transparency which I see his own can only be a good thing.

And I actually look quite forward to trying out some of the new technologies and the new concepts that are being worked on at this moment by brands, by advertisers, media partners who, are quite excitedly are coming together to solve some of these challenges. Yeah, I think, it's more of an innovation than a complete change. But I definitely think it's a better that will then operate in for both consumers and us as marketers and brands.

Liz Lugnier: So how do we find the balance between the right amount of data and the right amount of insights, then? What would you say Michael?

Michael Brooks: I don't think there's any one absolute figure one person can give you and it varies based on your particular industry and brand that you're on. But I go back to being really clear on your objective and purpose, having proportionality on the data that you're collecting, making sure that there's a really clear and valuable exchange with the consumer.

And then finally, I'd say transparency. Being really clear with the consumer and your partners on how you're using data and what you're doing with it. It will then help you to establish actually how much data you collect and how much data you need in order to gain those insights. And importantly, then take action off the back.

Liz Lugnier: I think that's great advice for our listeners at home. Bhavesh, how do you think that listeners at home can cut through the noise and get ready for the future of marketing?

Bhavesh Unadkat: I think having a plan, having a clear strategy and direction. I do think, as Michael says, you can't replicate anybody else's, but I think it's fairly logical in terms of the things that need to be in place. I also think brands need to scrutinize their current state in terms of what's working what isn't and be really honest about decisions that might have been made that aren't necessarily the right ones, because it is all new spaces.

So therefore, if they are collecting data that they don't need, or they're not using stop collecting it, if you've got data partnerships that are not working, do something about it, because all of these things add cost and time and effort that needs to be focused on the right things.

I think don't try and do too much at once, these things are complicated and quite onerous across data technology and processing and operations. So do things in the right way, looking at value and impact and logical ordering, because certain things need to be in place before you can do certain other things.

And I think you can't underestimate just the things around data quality and data governance and data cleanliness and all of those things, because the worst thing you can do is handle poor data, incomplete data, or duplicative data, because that's detrimental then to the consumer experience, which can be brand damaging.

Liz Lugnier: I definitely agree to that. Jordan, do you have any additional final thought?



Jordan Fisher: I've actually said that I think thinking of the consumer is really important. I think recognizing that it's a journey, there's no "one size fits all" approach, and making the right technology decisions because all of this data-driven marketing is underpinned by the right marketing technology.

Liz Lugnier: I'd like to take a moment to thank all today's guests, Jordan, Bhavesh and Michael. If you enjoyed this episode, don't forget to subscribe on Apple Podcasts, Spotify, or wherever you get your podcasts. This has been Future Sight, a show from Capgemini Invent. We'll see you soon.

About Capgemini Invent

As the digital innovation, design, and transformation brand of the Capgemini Group, Capgemini Invent enables CxOs to envision and shape the future of their businesses. Located in more than 36 offices and 37 creative studios around the world, it comprises a 10,000+ strong team of strategists, data scientists, product and experience designers, brand experts, and technologists who develop new digital services, products, experiences, and business models for sustainable growth.

Capgemini Invent is an integral part of Capgemini, a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 270,000 team members in nearly 50 countries. With its strong 50-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering, and platforms. The Group reported in 2020 global revenues of €16 billion.

Get the Future You Want | www.capgemini.com/invent



This document contains information that may be privileged or confidential and is the property of the Capgemini Group.

Please choose! © 2021 Capgemini Invent. All rights reserved.

