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# Marketing measurement for a privacy-first world

A look into the cookie-less future

# "How did you hear about us?"

asked John, the business owner who had rented me a Foosball table for my son's 18th birthday party. "I did a Google search, but I got the idea from a friend of mine," I replied.

It made me think: If only I, too, could ask how a person learned of a product or service when I have to write papers about marketing performance and effectiveness!

As this paper highlights, measuring the impact of marketing is not easy and is only becoming more challenging. Meanwhile, the need to choose from an expanding range of options and optimise those decisions is accelerating.

At the heart of this complexity is the fact that customer conversions often involve digital activity, as was the case with my Foosball rental. Teasing out the unique incremental impact of digital, non-digital and customer experience components is the task we struggle with when trying to

decide where to invest money and how to execute campaigns.

I believe that sensible answers on this topic tend to emerge from the synthesis of a range of sources and methods. It's important to examine your results to ensure consistency with other indicators and (if possible) to conduct experiments to validate assumptions.

This perspective will help marketers gain a firm grasp of the issues and methods associated with measuring marketing effectiveness. Empowered with the guidance provided here, they will understand how to gather intelligence to optimize decisions and achieve the greatest impact.

**Simon Edwards**
Lead, Research &
Insights COE at ANZ Bank

Abstract

# We're all in this together

We've built an entire ecosystem around online tracking mechanisms like third-party cookies, and no one has the definitive solution for how to replace it. To help Australian and New Zealand businesses of all sizes continue to measure marketing effectiveness, Facebook has commissioned Accenture to research the following questions:

- What will new consumer privacy changes mean to current measurement methodologies?

- How are advanced marketers evolving the way they measure digital, direct response marketing effectiveness?

- What adjacent data strategies or cultural changes are required?

- Where are they applying their efforts to overcome these changes?

This paper explores how dozens of marketing, digital and analytics experts from across the globe are thinking about the future of measurement. It offers a roadmap for how you can evolve your measurement methodologies, data strategies, and measurement culture to lead your organisation towards effective measurement in a privacy-first world.

The paper's recommendations will generally involve greater effort than the "set and forget" options available today. Nevertheless, while how we measure marketing effectiveness might be changing, its importance is not.

The most important message to take away from this paper is to care about accurate measurement.

Measurement deciphers the difference between the actual performance needed for growth and the perceived performance on which decisions are made. It tells your business what is and isn't working and sets the direction for your entire marketing strategy. Get measurement right, and business stakeholders will act on your recommendations and buy into the value marketing is driving for performance and growth.

**Andy Ford**
Head of Marketing Science, Australia & New Zealand at Facebook

# In this paper

**Marketing measurement for a privacy-first world**
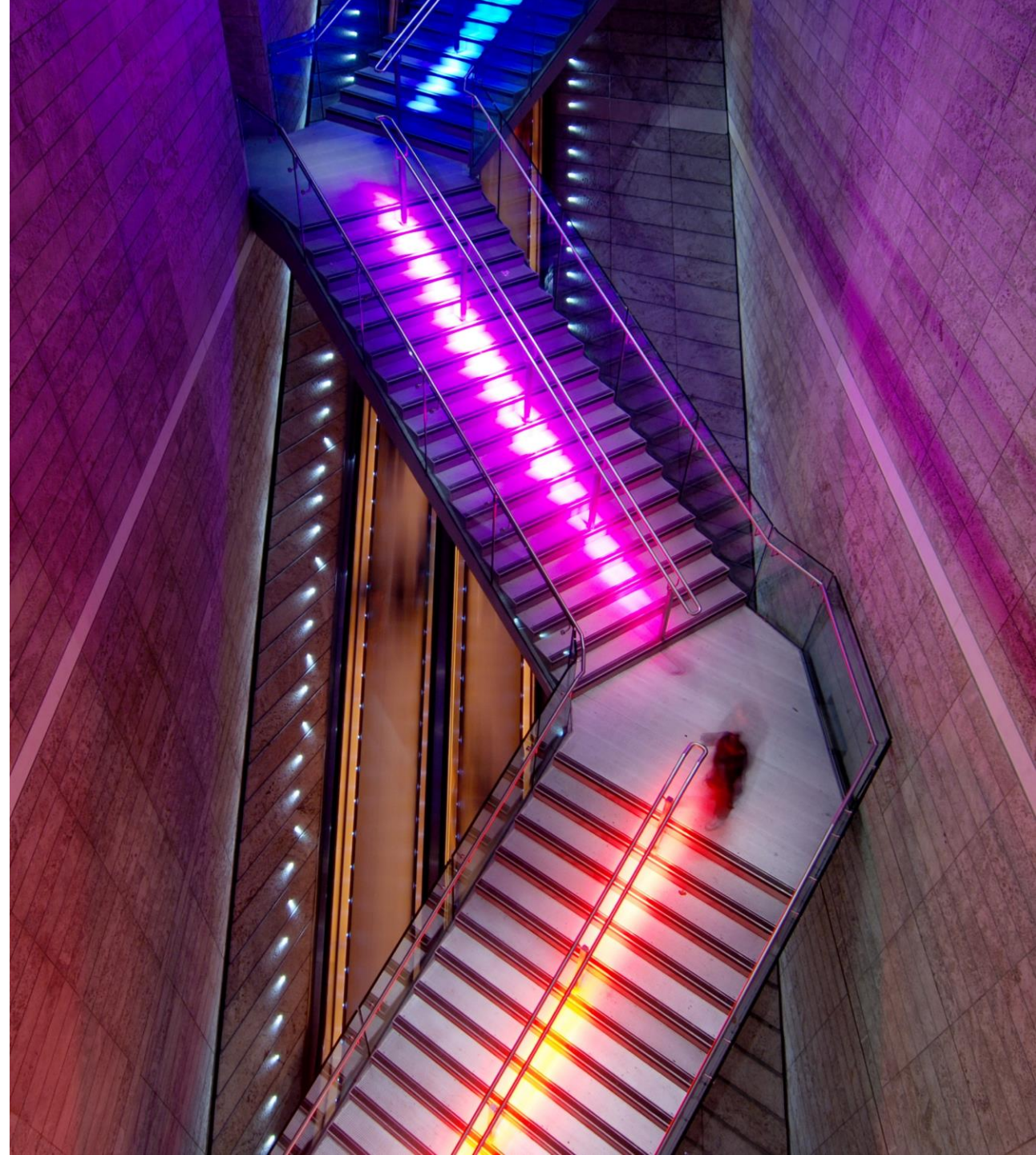
# Executive Summary

As marketers, our industry is at a crossroads. Measuring marketing outcomes is fundamental for data-backed decision making, and most current solutions are built around third-party cookies and other tracking mechanisms. Increased consumer privacy protection laws and regulations are disrupting this entire ecosystem, forcing change in how we measure marketing effectiveness.

These changes are coming at a time when, in the wake of the pandemic, more companies are relying on effective digital marketing. Now, with third-party cookies and other critical tracking enablers (such as Apple's IDFA) disappearing, companies need to adapt their measurement methodologies, data strategies and company cultures.

**Why should marketers care? Research suggests that, on average, when businesses pick the wrong strategy based on flawed measurement, they miss out on a 64% improvement in cost-per-action.[1]**

It's important to understand how your current measurement is affected to avoid ill-advised investment decisions. Achieving both accurate and practical measurement will require bringing together multiple measurement solutions such as attribution, sales and conversion lift and Marketing Mix Modelling (MMM) into a holistic measurement system.
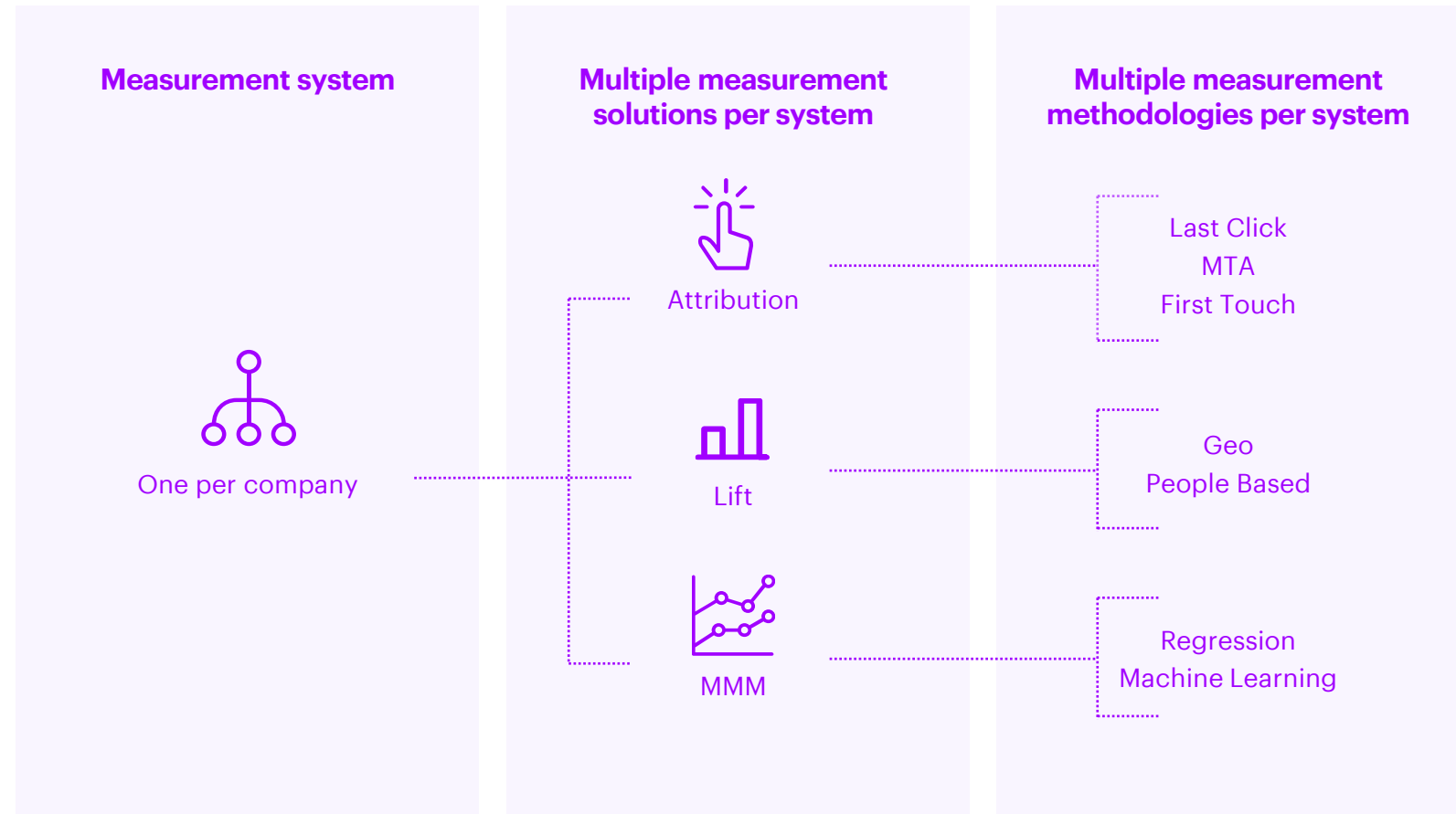
Specifically, you should:

- Assume your attribution model will be highly impacted and validate it against more robust methods.

- Continue to use sales and conversion lift as the gold standard, even if it means accepting noisier and higher-effort approaches for separating test and holdout groups.

- Reconsider MMM as the industry shifts to fit the needs of digital marketing through automation and granular insights.

**Marketing measurement for a privacy-first world**

To improve data reliability, you'll also need to reduce your reliance on browsers. This will be crucial for compatibility with future industry innovations.

However, regardless of technical workarounds, consumer consent will be paramount for compliant, legal targeting and performance measurement. To gain robust, first-party data, you need to talk to your customers transparently about how their data will be handled and, early in their journey, provide them real benefits in exchange for sharing their data.

Generating real value from measurement investments will also require cultural change. Rigid KPIs are seen as upholding accountability, but they won't help you in a privacy-first world. Better measurement leads directly to better business decisions, and marketers need to be granted the flexibility to better align decision-making to true performance and growth.

**Measurement system**

One per company

**Multiple measurement solutions per system**

Attribution

Lift

MMM

**Multiple measurement methodologies per system**

Last Click
MTA
First Touch

Geo
People Based

Regression
Machine Learning

## Evolve Your Methodologies

- Understand the impact on KPIs to avoid making investment cuts based on perceived performance declines; those cuts may not actually be necessary

- Spend less effort searching for the perfect attribution model, and focus more on incorporating MMM and lift for greater accuracy

- Sales and conversion lift remain the gold standard for capturing causality and will still be possible after the changes come into effect

- Give marketing mix models a second look, and consider how they can be reimagined to better fit digital use cases

- Take an iterative approach to marrying accuracy with granularity by starting small and then adding complexity as needed

## Evolve Your Data Strategies

- Understand the industry changes being driven by laws, platforms, Covid-19 and, ultimately, consumer demand for more privacy

- Become browser independent to improve data reliability and prepare for industry innovations

- Improve opt-in rates and first-party data value by articulating value to your customers in exchange for their data

## Evolve Your Measurement Culture

- Take a hard look at your KPIs and enable marketing teams to make better decisions when they don't align to true performance

- Develop a robust framework to repeatedly generate valid and reliable results that reflect business outcomes

- Step out of your comfort zone and prioritise measurement as a flexible, strategic asset that drives organizational growth

**Marketing measurement for a privacy-first world**

# An opportunity to reinvent measurement

# A privacy-first world is forcing fundamental changes



Stringent consumer privacy legislation is reducing advertisers' power to target customers and measure marketing effectiveness. Updates to privacy and data-sharing policies have already impacted data permissions and the configuration of online ads. As COVID-19 drives even more reliance on digital advertising, the underlying efficiencies that make online ads so accessible for businesses of all sizes could be in danger of grinding to a halt.

Fortunately, the changes are an opportunity to gain advantage by adapting your measurement methodologies faster than your competitors.

Our interviews with marketing leaders found that, currently, Australian companies lag their global counterparts in understanding what's coming—and are not actively taking measures to prepare—despite being among the world's most highly iOS penetrated markets.

# The perfect storm

## Suspicious consumers

75% of consumers believe most companies handle their sensitive information irresponsibly; 51% of customers regularly clear their cookies; 44% of customers opt out of cookies altogether.[2]

## Stringent, growing privacy legislation

Under the California Consumer Privacy Act, consumers have the right to request a copy of the personal information collected about them in the prior 12 months and request its deletion. Similar GDPR requirements apply to any company collecting data on, or targeting, EU citizens, whether they are within Europe or not. Now, Japan, Singapore and Malaysia are activating similar regulations.

## Vanishing cookies

Third-party tracking cookies are poised to disappear.

Google Chrome, which accounts for 62% of Australian browsers, will phase out third-party cookies by 2022 and limit its future insights to aggregated cohort data only. [3]

Apple, which holds 53% of the Australian mobile vendor market, has similar plans for its device-specific Ad-ID (IDFA). As a result, advertisers will only be able to obtain data from Apple in a much more restricted, aggregated and time-delayed manner.[3]
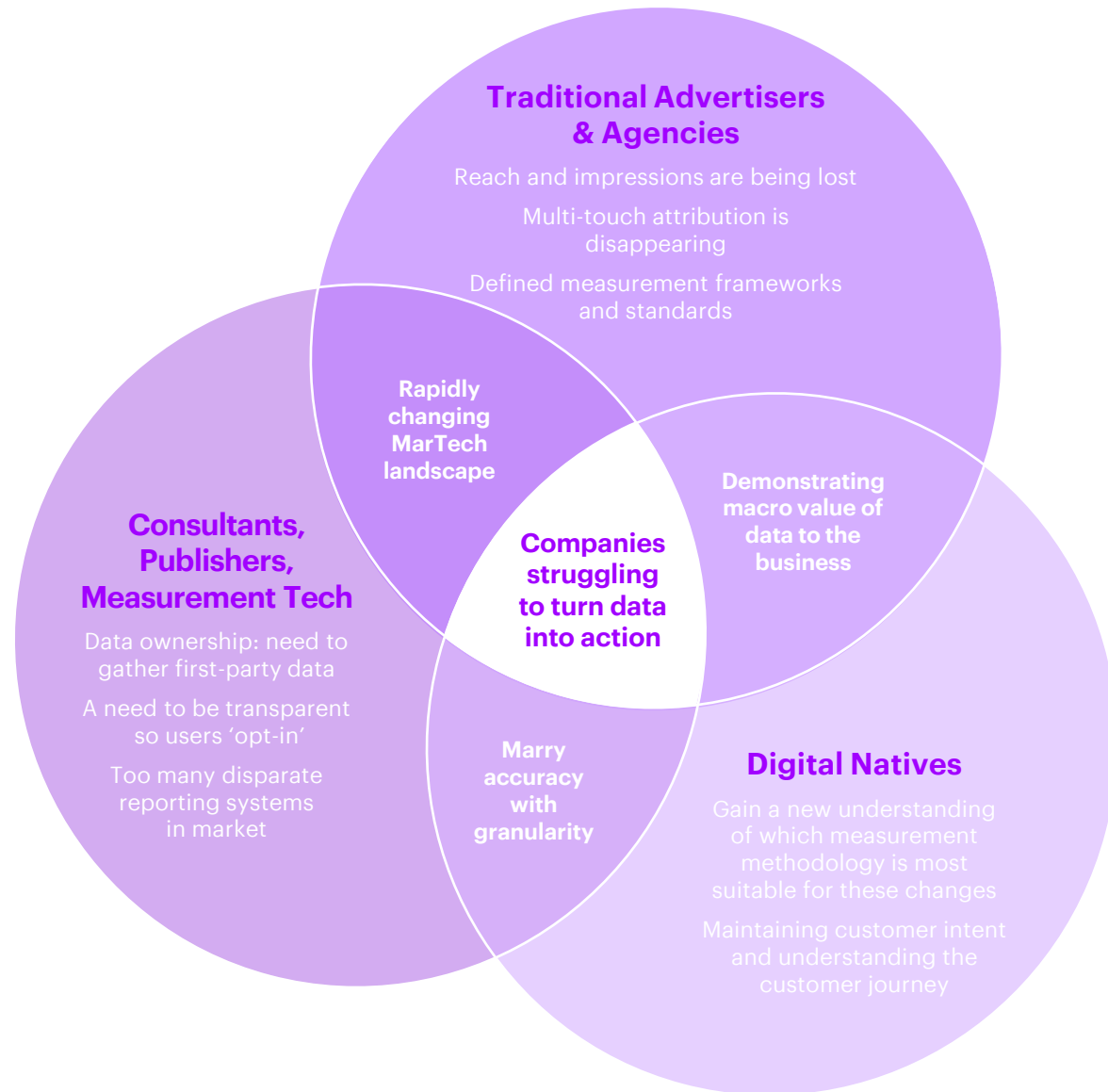
## COVID-19 putting the pedal to the metal

The pandemic has changed the way consumers interact with brands, accelerating shifts towards digital channels and creating shorter purchasing windows.

# State of play

There is no one single solution for the future of measurement, but experts agree on several factors that are helping shape measurement best practices. The most consistent issue that experts observed is that organisations are struggling to get value out of their existing data and accurately measure the effectiveness of their marketing activities. As such, measurement outputs aren't considered trustworthy enough to inform investment decisions.

Meanwhile, measurement teams are spending too much of their time on "style over substance" KPI reports that don't connect to business outcomes. Accenture and industry experts agreed that, while some organisations are doing aspects of measurement well, no one is getting it totally right. Here are some common challenges we identified:

**Traditional Advertisers & Agencies**

Reach and impressions are being lost

Multi-touch attribution is disappearing

Defined measurement frameworks and standards

**Rapidly changing MarTech landscape**

**Companies struggling to turn data into action**

**Demonstrating macro value of data to the business**

**Consultants, Publishers, Measurement Tech**

Data ownership: need to gather first-party data

A need to be transparent so users 'opt-in'

Too many disparate reporting systems in market

**Marry accuracy with granularity**

**Digital Natives**

Gain a new understanding of which measurement methodology is most suitable for these changes

Maintaining customer intent and understanding the customer journey

## Measurement Methodologies

Companies understand there are better methodologies available. However, they are stuck on last-click attribution and don't know how to progress beyond it.

According to Insideinfo, Australian businesses rank as "Laggards" in both the maturity and impact of their data and analytics capabilities. Local companies extract 12% less value from analytics than the rest of the world, while being 14% less mature than their overseas counterparts.[4]

## Data Strategies

Privacy changes are only going to intensify today's highly fragmented ecosystem where data is siloed. With multiple systems telling different stories, you may already be struggling to bridge reporting together in a useful way. Now, with third-party cookies disappearing, you'll no longer be able to link on-site conversion events to media touchpoints across channels and devices, thereby losing your critical feedback loop.

"A potential opt-in rate of less than 5% is a terrible prediction, which would mean your mobile tracking for Apple would basically disappear."

**Ankit Mehta**
Digital Marketing Senior
Manager at Accenture

## Measurement Cultures

Forbes reports that a Forrester survey found that 74% of firms say they want to be data-driven, but only 29% are actually successful at connecting analytics to action.[5] Many of our interviewees pointed to low levels of organisational trust stemming from compromises in measurement quality. They also noted the insidious effect of incentive structures that lead to data being "sugar-coated" before reaching decision-making audiences. Without trust in results or insights, measurement's role is all too often reduced to mere reporting to justify past spend.

# How to evolve your measurement methodologies

# Understand the impact of industry changes

The impact of disappearing third-party cookies and iOS14.5 identifier changes mean you'll be highly limited on how you'll be able to track a person's online behaviour. The fear is that without enough data to optimise conversions, ads will be dramatically less effective, affecting millions of companies that have targeting and measurement as part of their core engagement model.

The changes are affecting all three major categories of direct response marketing measurement: attribution, sales and conversion lift and Marketing Mix Modelling (MMM). To continue to provide effective targeted ads and accurate measurement, your methodologies need to evolve.

It's also important to recognise that the loss of tracking does not necessarily mean an actual loss of performance. If you don't know how different metrics are impacted by the loss of tracking, you run the risk of making adjustments without understanding what the data means. Such a misstep could lead to investment decisions that *do* impair performance.

What makes the situation so challenging is that while measurement won't directly impact performance, the iOS14.5 changes simultaneously impact areas—like account setup, optimisation and channel strategy—that do have a direct performance impact.
Here's where:

1. Identify what's changing for each of your KPIs (opt-in rates, attribution windows, modelled data)

2. Estimate how each KPI will change numerically due to changes in measurement

*"All know change is coming. Very few actually know what it means for measurement."*

**Yongyong Kennedy**
Marketing Science Director from Facebook
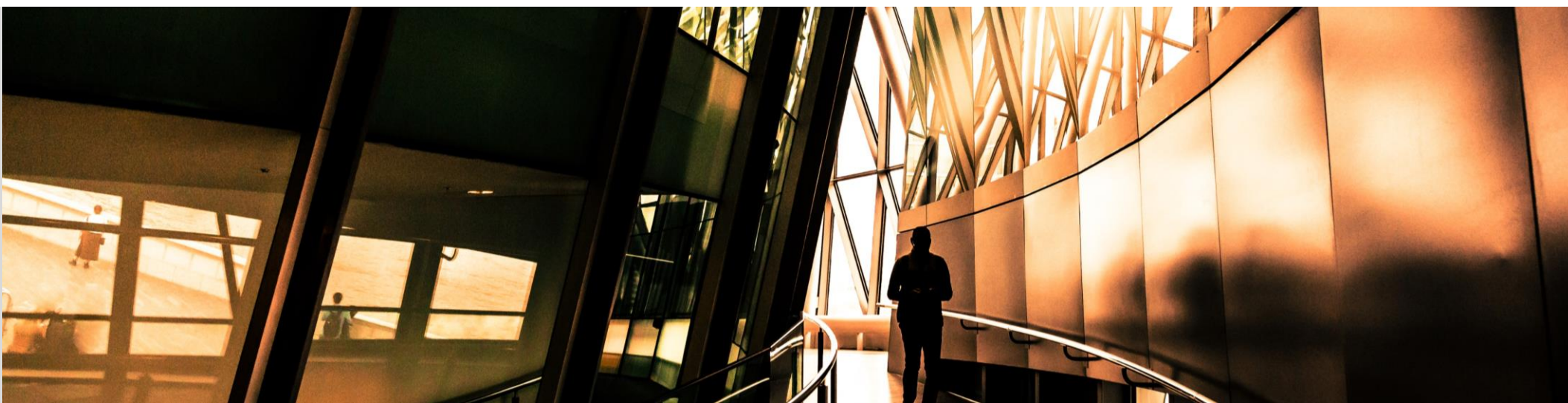
## Measurement versus optimization

Marketers often incorrectly use measurement and optimisation interchangeably.

Optimisation is future-facing, encompassing which audiences to target and which conversion events to pursue.

Measurement is backward-looking, quantifying campaign performance for insights that can be applied to future strategies.

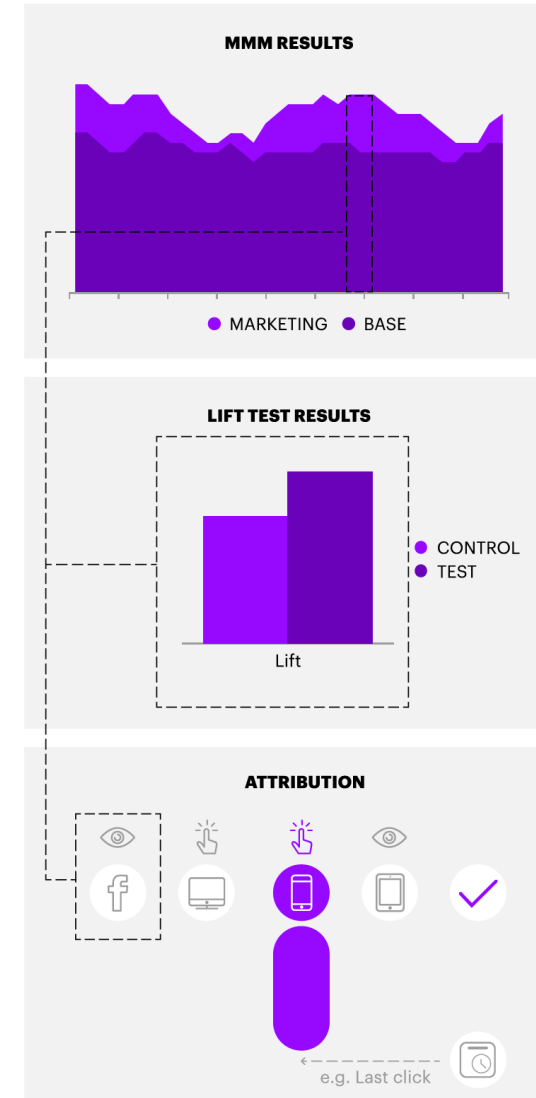## Evolve your measurement techniques

Once you quantify KPI impact, you can work towards a new measurement system, starting with understanding the strengths and shortfalls of current measurement solutions.

The key here is to think about how attribution, lift and MMM should each play different roles, depending on the scope and urgency of the marketing decisions you're making.

It's important not to choose familiarity over quality. Our research confirms that econometric models and click attribution are still widely used in Australia. These methods are already problematic. As privacy changes exacerbate the limitations of each type of measurement, settling for "good enough" today could be potentially disastrous for tomorrow.

**Marketing measurement for a privacy-first world**

You need a holistic approach, with attribution, lift and MMM working in unison in a measurement system aligned to true performance so you can make better business decisions.

| | Attribution | Lift | MMM |
|---|---|---|---|
| **Accuracy** | | | |
| **Level of granularity** | | | |
| **Real-time** | | | |
| **Standardisation and consistency** | | | |
| **Privacy compliant** | | | |
| **Cross-channel measurement** | | | |

**MMM RESULTS**

● MARKETING ● BASE

**LIFT TEST RESULTS**

● CONTROL
● TEST

Lift

**ATTRIBUTION**

e.g. Last click

# Attribution

Marketers love attribution because it gives us insights on granular performance in close to real time, creating data-driven attribution models that attempt to reflect "true" conversions. In contrast to last-click models, multi-touch attribution (MTA) models assess a longer time period and consider more touchpoints impacting conversions.

Unfortunately, MTA models will take the biggest hit from the coming privacy changes. Without a personal identifier, you won't be able to map conversion paths and attribute value across digital media channels. In iOS-heavy markets like Australia and New Zealand, probabilistic modelling may not be enough to cover the gap.

David O'Rorke, Head of Performance Marketing at the Iconic, breaks the bad news: "Using individual and log level data across channels—which has always been challenging—just isn't realistic anymore."

In short, your MTA results may no longer be viable.

# Attribution

**The ability to create a unified view of a person's touchpoints across channels and devices (data stitching) is integral to MTA. You need to assume your model will be impacted and plan a validation strategy.**

You should be using results from control experiments and MMM to "correct" attribution models, which don't account for offline media, promotions or other exogenous factors.

## Clean rooms

For companies with the necessary technical and analytical resources, physical and/or cloud-based clean rooms allow for custom analyses that may not be available in standard reporting. In these secure analysis environments, publishers and advertisers can share anonymised data without relinquishing control of how it is used. Clean rooms are limited to analysing within a single platform and you still need customer consent. While clean rooms can help you form a more complete data picture, you still need to validate your attribution models.

# Attribution

| | Data Collection | Data Stitching | Model | Analyse | Activate |
|---|---|---|---|---|---|
| **Today** | Cookies and SDK | Deterministic from universal identifiers | Multi-touch | Outputs too often used at face value as "single source of truth" | Key contributors to budget decisions at all levels |
| **Tomorrow** | Brower independent solutions e.g. server side APIs | Probabilistic and/or partial from restricted aggregated and delayed reporting | Limited (last-click, SKAN, etc.) | Validate and adjust based on MMM and Lift results | Limit use to day-to-day decision making |

**Attribution**

Privacy Impact: **High**

Focus on: Validation and adjustments

Most marketers acknowledge that even today's models tend to over-attribute to digital. "CMOs often ask us how to work out which attribution tool provides true attribution," says Accenture Applied Intelligence APAC Lead Amit Bansal.

While it's important to extract value from whatever bottom-up data remains available, you also need to spend less effort searching for the perfect model and focus more on validating and adjusting existing models.

# Sales or conversion lift experiments

While randomised lift or control experiments may not be practical for day-to-day reporting, they are the gold standard for capturing causal impact and will still be possible after the changes take place. However, you may need to adopt different approaches for defining test and holdout groups.

The best digital lift methodologies available today holdout people who would have seen ads and observe their cross-device online and offline conversions through all paid and organic channels. These techniques, though, rely on capturing all of a person's conversion events, which will not be possible for iOS14.5 opt-outs. So, the methodologies' ongoing efficacy depends on iOS penetration and opt-in percent. Given the low cost and effort of these studies, you should still use them for informing lower bounds for causal impact.



**Before iOS14**

Control — Test

50% — 50%

A — B

20% conversions — 40% conversions

**After iOS14**

Control — Test

50% — 50%

A — B

20% conversions — 40% conversions

?

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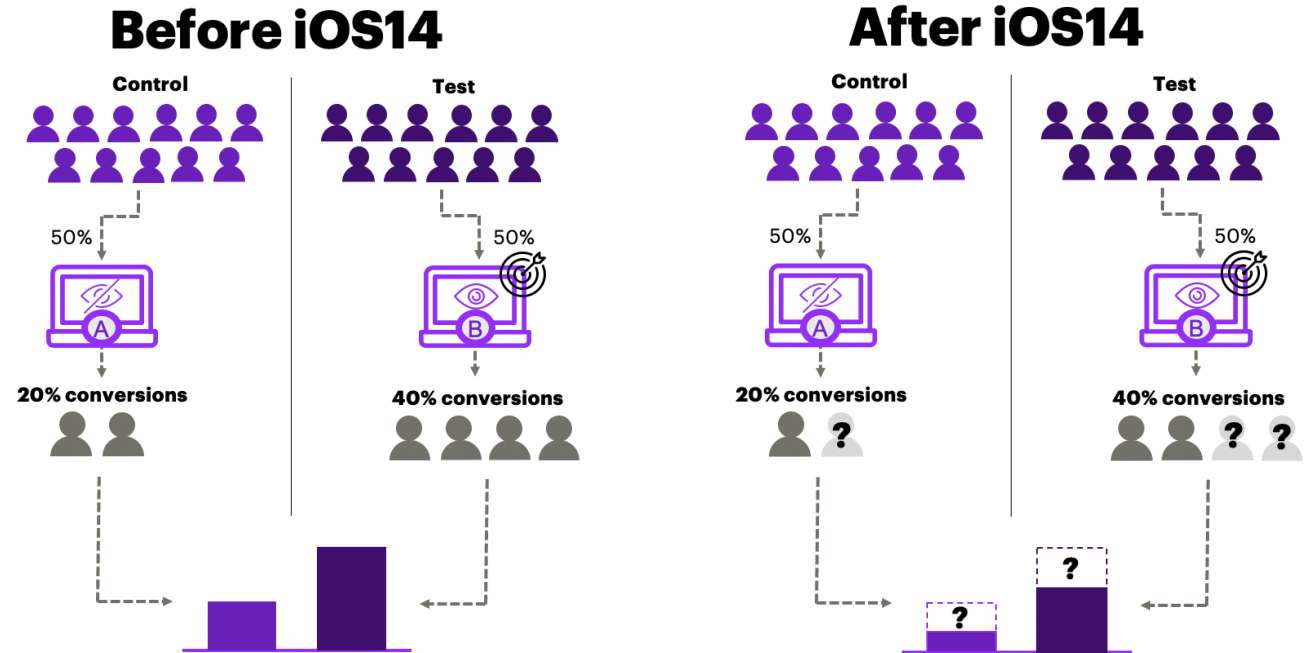
# Sales or conversion lift experiments

If you have accurate converter address data, tests that assign holdouts based on geography won't be as affected. But these tests come with noise and executional complexity. More granular geographic breakdowns will be less susceptible to localised fluctuations. You'll also be able to find open-source processes for matching test and control postcodes with similar demographics and historical trends.

The good news is that "best of both world" solutions offering robust accuracy without compromising on privacy are closer than you think. These solutions use individual-consented data and aggregate information to provide 100% coverage for lift. However, while these advancements are exciting, they are still in development. Start prioritising browser independence now to prepare but be aware that you'll still need alternate strategies in the short-term.

| | Data Collection | Determining Test & Holdout Groups | Effort | Analyse | Activate |
|---|---|---|---|---|---|
| **Today** | Cookies and SDK | Partial people based coverage | Automated | Account for data partiality when interpreting results | Use as gold standard where viable |
| **Tomorrow** | Aggregated at Geo Level | Determined at postcode or state level | Manual | Account for high levels of noise | |
| **Future** | Browser independent solutions e.g. server side APIsl | Individual consented and aggregated information for 100% data coverage | Standardised | Account for normal level of noise when interpreting results | |

**Lift**

Privacy Impact:
**Medium**

Focus on:
Continue to use where viable

**Marketing measurement for a privacy-first world**

# Marketing Mix Modelling (MMM)

| | Data Collection | Data Stitching | Model | Analyse | Activate | |
|---|---|---|---|---|---|---|
| **Today** | CPG, Banking, Retail | Manual & bespoke | Regression with intellectual priors | Annual reporting of channel level ROI | Backward looking for strategic insights | **MMM**<br><br>Privacy Impact: **Low** |
| **Tomorrow** | Traditional and digital first | Automated and standardised | Machine Learning validated with experiments | Real time view of campaign, objective, or creative performance | Tactical scenario planning | Focus on: Reimagine for better granularity in real time |

Don't discount MMM just because you may have had bad experiences in the past. Yes, there are nightmarish examples of MMM turning into prolonged, largely useless data projects, but generally MMM is a great way to get a high-level view of the outcome of marketing spend.

In fact, MMM could be your new best friend. It only uses high-level aggregated, time-series, non-PII data, so it will probably be the most resilient methodology to privacy changes. Your mission now is to reimagine MMM with better granularity and close to real-time data.

There is one caveat to keep in mind: MMM is greatly impacted by shifts in consumer behaviour stemming from COVID-19. Even if you're already using MMM, chances are you'll need to rethink your model. "You can't look at what you've been doing for the last few years because consumer behaviour has changed dramatically in just the last few months," warned Amit Bansal, Accenture's Applied Intelligence lead for ANZ.

"We see MMM starting to walk back to the scene. The future for MMM is making it more granular and probabilistic, taking in a greater range of customer intent signals, and insights from experiments to build and calibrate models. A lot of our clients used it for decades for top level decisions but are starting to think about using MMM measurement and insights on a more granular level closer to campaign insights."

**Yongyong Kennedy**
Marketing Science Director from Facebook

# Our advice is...

## Start small

You don't need to start with longitudinal research and a large upfront investment. Focus on specific customer behaviour or segments, take one campaign end-to-end, get viable measurement faster—and evolve from there. You can gain sound insights without a large data transformation program.
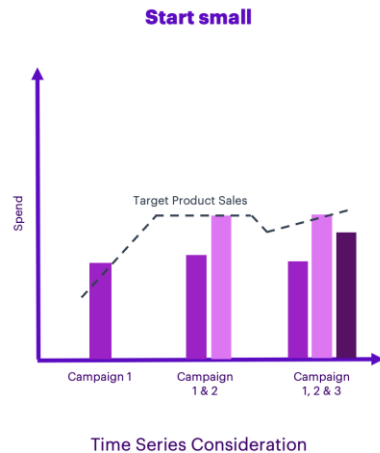
## Prioritise progression over perfection

Rather than diving into the most sophisticated model right away, focus on understanding and defining the different inputs for your model. Then validate the model outputs on an ongoing basis. Remember, MMM has largely been the domain of large advertisers who need complex models. That may not be you.
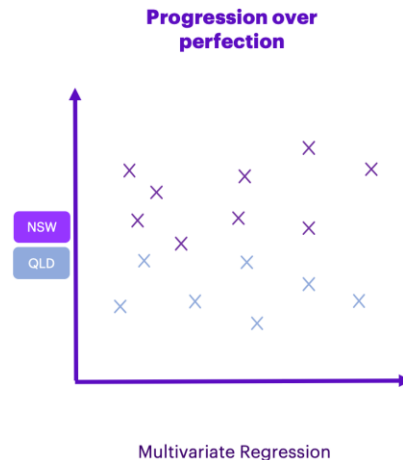
## Invest in automation

To make MMM more granular and probabilistic, you need a high degree of automation, taking in a greater range of customer intent data and insights from experiments to build and calibrate your models. Some companies in Australia and New Zealand are already using advanced machine learning techniques for MMM.



**Start small** — Time Series Consideration

**Progression over perfection** — Multivariate Regression

**Automation** — Machine Learning

# Mythbusting

|  | **Myth** | **Reality** |
|---|---|---|
| **Attribution** | Probabilistic data means my attribution model won't be impacted by privacy changes. | Assume your model will be impacted and understand how increased reliance on probabilistic data is impacting outputs. |
| **Lift** | Sophisticated MMM and MTA models that incorporate incrementality are suitable substitutes for lift. | Randomised control experiments are the "gold standard" for causal measurement. Use them for validating models of all levels of sophistication. |
| **MMM** | MMM requires a prolonged data exercise and is too slow and high-level to be actionable for digital. | You can reimagine MMM for use in near real time, using aggregated digital data to get faster insights at a more granular level. |

## Marry accuracy with granularity

**Measurement is a strategic asset. It's time to find your next-gen solution.**

There is no "silver bullet." To marry accuracy with granularity, you need to account for the strengths and shortcomings of individual measurement solutions. And it isn't a "set and forget" activity because the objective of any model is to accurately represent reality—and our business and environmental realities are constantly changing.



**Start small**

Spend

Single Multipliers

**Progression over perfection**

Decision Tree

**Automation**

Machine Learning
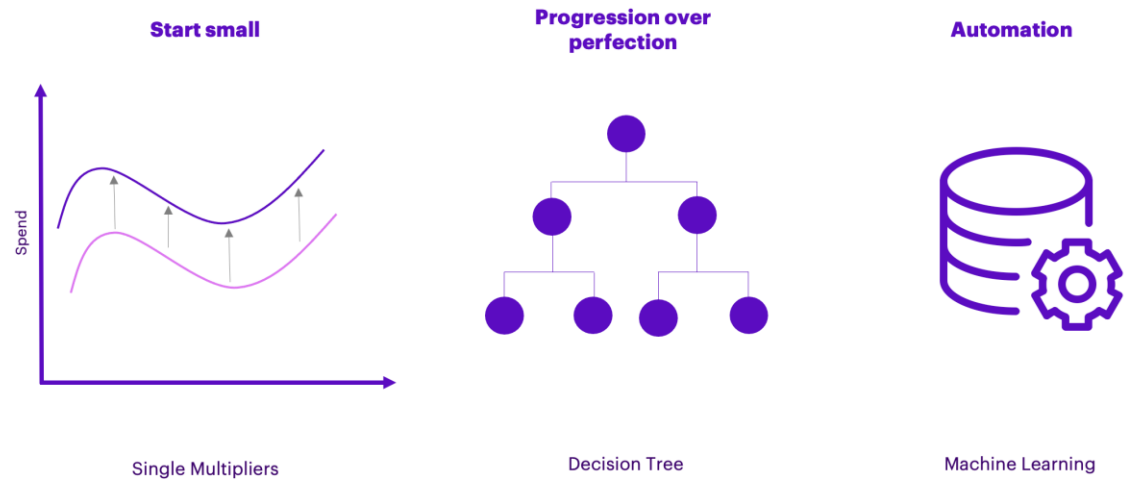
# Our advice is...
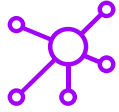
## Start small

Take a single use case (or a single campaign) and prove the value of the model and the approach. Yes, this can feel uncomfortable compared with prescribed solutions in the market. But you need to intimately understand how your day-to-day model lines up with MMM and/or lift. An iterative approach reduces the effort needed to refine your model, allowing you to eventually roll out a better solution at scale. Think about it this way: Many of the most advanced solutions in the market originated as simple multipliers with manual adjustments for noise and outliers.

## Prioritise progression over perfection

At the next levels, adding granularity and scope will increase accuracy. Consider the splits where multipliers are likely to be vastly different than the aggregate and build out a decision tree. For example, when you anchor last click to incrementality, upper-funnel campaigns are likely to have much higher multipliers than retargeting activity. Look at differentiating ads that promote high- and low-consideration products—or dream big and incorporate cross-channel synergies and redundancies.

## Invest in automation

As complexity increases, you have to replace manual interpretation with automation. Otherwise, you won't be able to continue improving model accuracy. Consider using internal variables as tuning methods. It should work with most modelling techniques, including Bayesian Belief Networks, Statement Process and regression-based models.

**Start small**

Spend

Single Multipliers

**Progression over perfection**

Decision Tree

**Automation**

Machine Learning

# How to evolve your data strategies
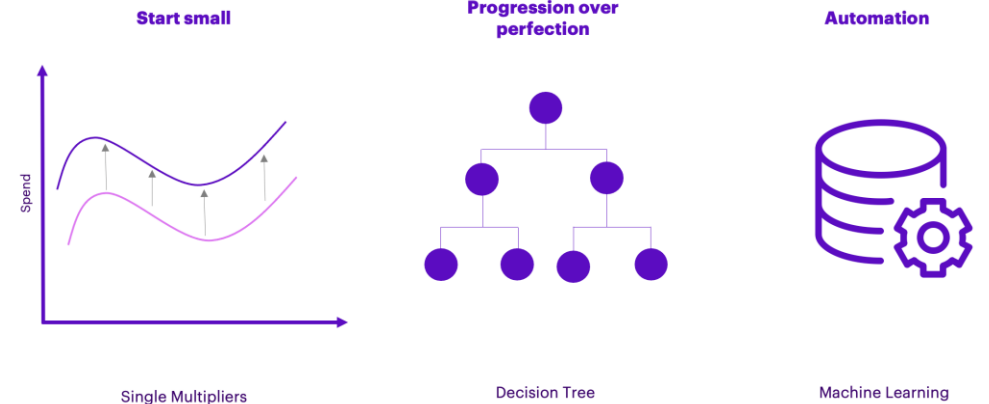
**Our tip**    Get creative! As early as possible in the cycle, demonstrate to consumers how sharing their data results in more personalised experiences tailored to their needs.

## Start moving to browser-independent solutions now to maintain control over your data processes

Measurement techniques only work if they are fed with robust data. Plus, performance and optimisation also require understanding customer intent at each step of the sales funnel. So how can you preserve intent data while meeting consumer privacy expectations?

You need a technical workaround to replace the cookie while still meeting a customer's privacy expectations and rights. But you can't solve the cookie-less problem alone. You'll need to collaborate with customer strategy, legal and IT to adapt your approach to customer data.

## Become browser-independent

Reducing reliance on browsers can help improve the reliability of your data and will be crucial for compatibility with industry innovations as they become available. Publishers are offering private, server-to-server solutions such as Google's Privacy Sandbox solution or Facebook's Conversion API that reduce dependence on browsers. You choose exactly when and which data is shared, allowing you to include important events and add data lost by browsers.[6]

## Compliance is non-negotiable

Technical cookie alternatives should help you preserve customer data and offer more flexibility than browser-prescribed solutions. However, you can't get around customer consent for compliant, legal targeting and performance measurement.

Work closely with your organisation's compliance and legal team to develop a robust policy towards a customer consent process aligned to the customer journey on your digital channels. Ensure the policy is flexible, is consistent with the information management framework and meets local and global regulatory requirements.

## Ask for data in exchange for value

Brands with robust first-party data will be best-positioned to reduce the impact. To ensure that includes you, you need to communicate to your customers about how their data will be handled and offer real customer benefits in exchange.

When Accenture Interactive surveyed 8,000+ consumers globally, 73% of respondents said they are willing to share more personal information if brands are transparent about how it is used. Notably, this is up from 66% in 2018.

The Iconic is leveraging that willingness to massively improving its opt-in rate. David O'Rorke, Head of Performance Marketing, explains: "We have an open relationship with customers on our privacy and data usage policy. I think it's more important to talk to and involve customers when optimising the onboarding and consent flow rather than working on technical workarounds or band aid solutions. We've seen opt-in rates well above industry average as a result."

# How to evolve your measurement culture

# Loosen the grip on KPIs

74% of firms say they want to be "data-driven," but only 29% are actually successful at connecting analytics to action[5]

Generating real value from your measurement investments requires a cultural shift, "... a move away from the old world of measurement," says James Greaney, Chief Data Officer from CHE Proximity. This need was reinforced by a recurring theme in our discussions with digital marketing gurus – the tension between maximising measurement's impact on decision-making and measurement's more traditional role of holding internal and external teams accountable. As Mike Handes, National Manager from Agriweb put it, "most customers are at the stage of justification, not experimentation," which leads to KPIs being prioritised over holistic impact.

Also, 75% of organisations interviewed said the primary purpose of their measurement strategy was to justify marketing spend and run BAU reporting, as opposed to proactively experimenting and driving growth. You need to leave this accountability mindset behind and move towards establishing practices to drive growth.

Don't get stuck in an accountability loop, being incentivised to optimise towards KPIs that are increasingly misaligned to business performance. Putting rigid targets against metrics that are about to undergo massive evolution just doesn't make sense. Take a hard look at your KPIs and be honest about where blindly pursuing them could lead to suboptimal decisions.

Persuade the business to loosen the grip on KPIs so marketers are empowered to choose true performance.[5]
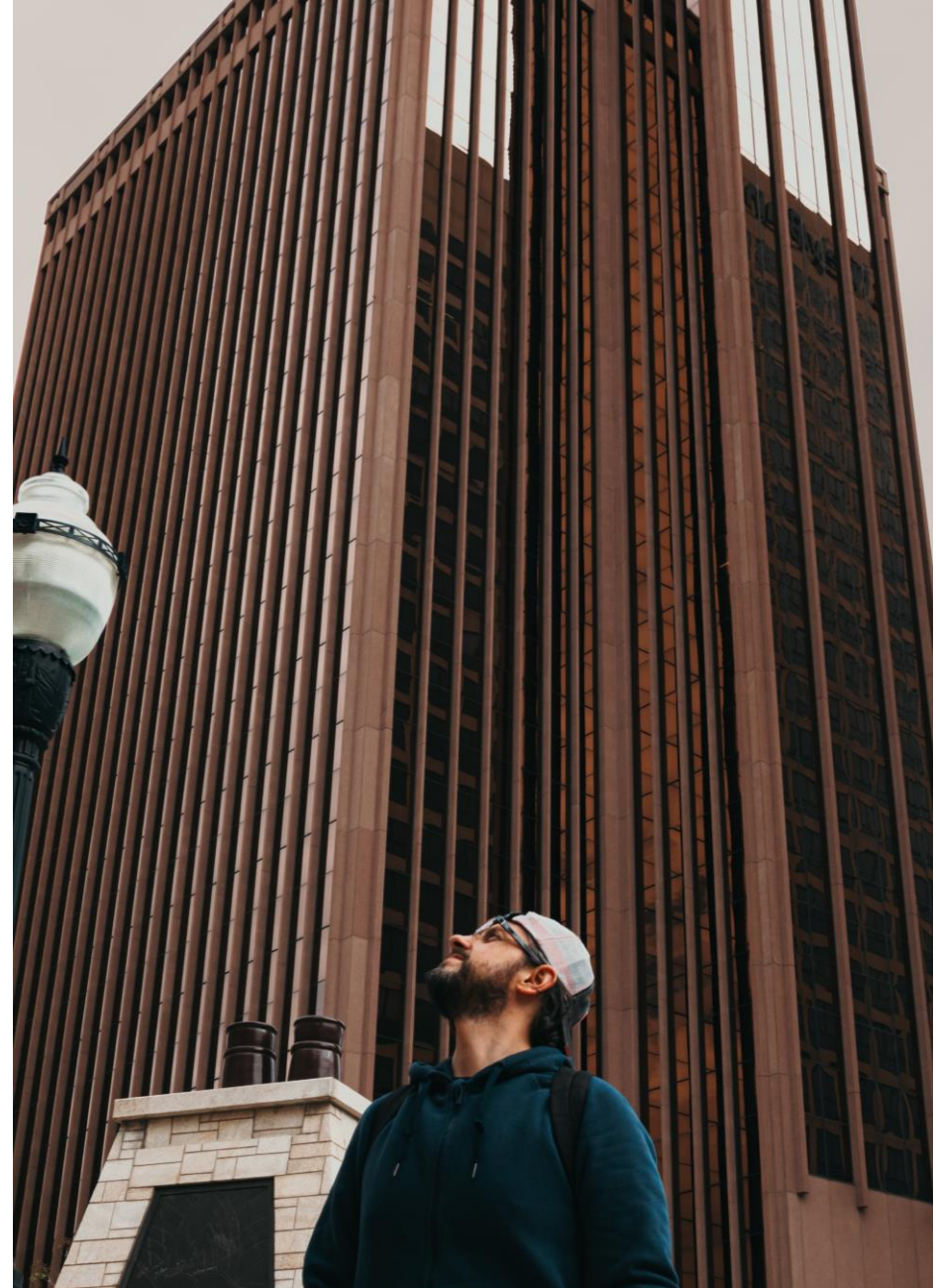
# Develop a robust experimentation framework

You need a robust experimentation framework to repeatedly generate valid and reliable results that can be related back to business outcomes. Commit to ongoing experiments by upskilling your team. Intensive studies may not be possible or warranted for all levels of decisions, but having standards in place prevents results from being sensitised , filtered and mitigated in the name of positivity. Challenge your team to present results using the best, appropriate measurement.

Your framework could define a regular cadence of lift studies to calibrate your MMM and attribution models. Or you could define media budget thresholds for when you think the effort for Geo  lift is warranted. Alternatively, forget a rigid framework and instead establish well-communicated and explained guiding principles.

## Guiding Principles for Any Cross-Channel Measurement

- Use all the resources available—there is no singular "silver bullet" solution

- Understand how modelled results are validated

- Value accuracy over simplicity

- Turn your predictions into tests rather than focusing on incomplete historical data

- Consider true business value (or as close as possible) for all data decisions

- Make incremental changes to isolate what works

# Prioritise measurement

Measurement is the difference between actual performance and the perceived performance against which the business makes decisions. If your business stakeholders don't buy into marketing measurement, they won't act on your recommendations—and may even question whether marketing adds value at all.

Measurement tells your business what is and isn't working. Do it wrong and your entire marketing strategy ends up misaligned. Do it right and you develop organisational confidence in the value of marketing and its role in driving growth.

It's time to step out of your comfort zone and invest in measurement as a flexible, strategic asset that drives organisational growth.
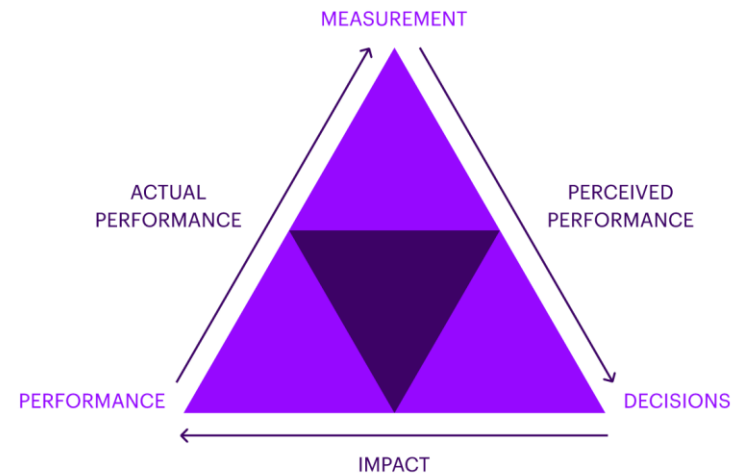
# Contributors

Accenture research included interviewing Accenture, Platform & Agencies and Industry leaders who are experts in Marketing or Analytics. The interviewees are from several different industries, from different sized companies and diverse backgrounds, bringing with them an understanding of the different experiences and challenges surrounding marketing data, platforms, measurement challenges, cookies and COVID-19.

**Melanie Angerer**
Digital Strategy Manager
Accenture

**Tim Higgins**
Customer Insights & Growth Lead
ANZ Applied Intelligence
Accenture

**Lara Schneider**
Consulting Development Analyst
Accenture

**Kiran Patil**
Senior Principal Data Scientist
Accenture

**Vinay Kumar Singh**
Analytics Manager - Data Scientist
Accenture

**Maximilian Cooper**
Digital Marketing Consultant
Accenture

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## About Facebook

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