



Teradata 2015 Global Data-Driven Marketing Survey:
Progressing Toward True Individualization



TERADATA

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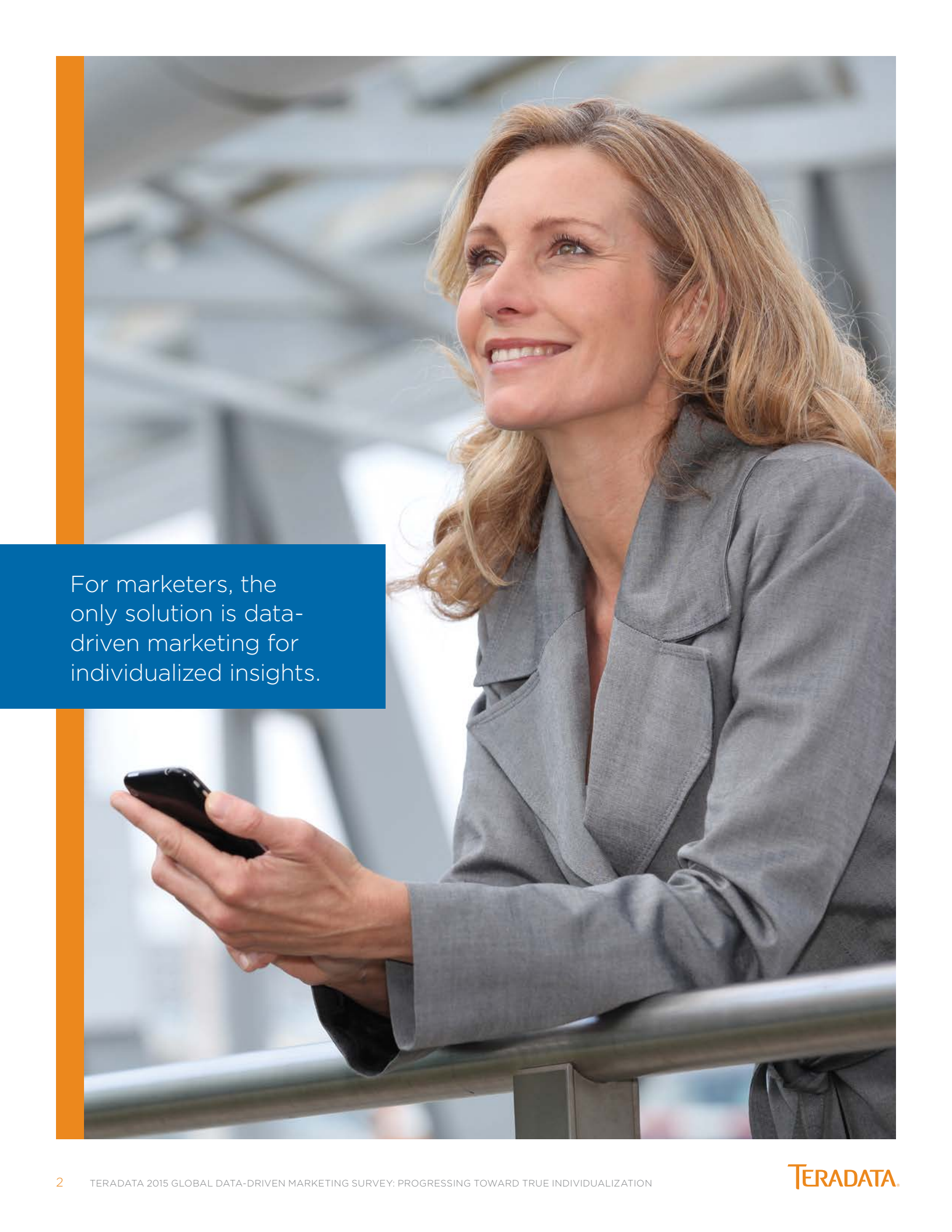
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A woman with long, wavy blonde hair, wearing a grey blazer, is standing on a balcony with a metal railing. She is holding a black smartphone in her right hand and looking off to the side with a slight smile. The background is a blurred view of a building's structural elements.

For marketers, the only solution is data-driven marketing for individualized insights.

EXECUTIVE SUMMARY

Customers today expect—and demand—a seamless and relevant experience. They have grown accustomed to marketers' knowledge of their preferences and anticipation of their needs. Fractured or conflicting messages from a brand make marketers seem unorganized and annoy customers, sometimes even driving them away.

For marketers, the only solution is data-driven marketing for individualized insights. Teradata defines data-driven marketing as the process of collecting and connecting large amounts of online data with traditional offline data, rapidly analyzing and gaining cross-channel insights about customers, and then bringing that insight to market via a highly personalized marketing campaign tailored to the customer at his/her point of need. Data-driven marketing is the means that leads to the end of individualized insights: moving beyond segmentation to true one-to-one personalization in a real-time context—achieving the capability to distill insights at the individual level, and the ability to target known customers in a digital marketing ecosystem that often settles for “close enough.” A well-integrated data-driven marketing program that provides a single view of the customer is the path to such individualization, and can result in business benefits that are just waiting to be tapped. The data in this report is based on a survey of 1,506 marketing and communications executives worldwide, representing all major industries. The survey was conducted in the fall of 2014, and follows a similar survey conducted in 2013.

CHALLENGES, BENEFITS, AND GOALS

Decision Making: Agile, Faster and More Accurate, but...

Marketers have made significant strides in the status of their data-driven marketing over the past year. The most pronounced and impressive achievement is that today data-driven marketing is either embedded or strategic for 78% of marketers, according to our survey. Both of these states are more desirable than an ad hoc approach, which prevailed just a year ago.



59% of marketers cite faster decisions as a benefit of using data.

In contrast, in 2013 only 34% of survey respondents said their data-driven marketing was embedded or strategic. While in 2013 most of the pieces of the data-driven puzzle were scattered on the table, today many more are strategically connecting with other pieces.

A more strategic approach to data-driven marketing has already had a positive impact in decision making, especially in the speed with which decisions are being made. Speed was cited as a benefit of using data in making decisions by 59% of respondents versus only 31%

in 2013. Speed is now the second most cited benefit, after accuracy, cited by 67%.

One area that stands out as showing no progress is the use of data-driven decision making to enhance competitive advantage. It is a tougher task than “simple” speed, accuracy, or efficiency, as it demands connecting the dots from the results of data analysis to applications both within the marketing department and within the whole enterprise.

More Processes in Place, yet Challenges Remain

In 2013 almost 80% of marketers told us that they would implement or begin projects that automate data quality, performance management, or marketing work-flow processes within the next two years. This has clearly happened, as “lack of process,” which was the top obstacle in 2013, did not even make it to the top five in 2014.

New challenges have emerged, however. Cyber security is now among the top risk management concerns for enterprises. This puts marketers in a tough spot, as they are the most active function in terms of collecting customer data.



Just 39% of organizations are capturing business benefits from customer data.



Achieving consistency in omni-channel marketing is a problem for 44% of marketers.

The ultimate goal of data-driven marketing, of course, is to improve business. Yet as of today, just 39% of organizations are capturing significant business benefits—such as improved ROI, increased customer loyalty, or more sales conversions—from acting on customer data.

DIGGING INTO DATA

Types of Data Collected

The types of insights from data that companies collect, as well as their top priorities, are centered around the customer. “How can we better acquire and retain customers?” is the most challenging question selected by the largest percentage of marketing executives (38%).

Several types of data are at the forefront in terms of what companies collect, use, and find valuable, including customer satisfaction data, customer service data, and data usage and behavior.

Customer-Centric Experience: Individualized and Omni-Channel

Today’s marketing needs to be not only individualized but also consistent. To this end, marketers need to develop a single and continuous view of their customer.

There has been progress since 2013, when just 18% of marketers were satisfied that they had such a single, integrated view of the customer. In the latest survey 43% of executives say that they have achieved fully integrated data across teams. And a vast majority of executives (92%) agree that integrated data across teams can enable delivery of relevant offers and interactions to drive improved customer service.

These individualized messages need to be delivered across multiple channels, according to 83% of executives. However, achieving consistency in omni-channel marketing is a problem for 44% of executives.

Moreover, only 50% of marketers routinely apply data-driven marketing to individualize marketing messages and offers to enhance the customer experience. Yet individualized marketing is a priority for 92% of executives. Furthermore, internal silos prevent 42% of marketers from having such a full and consistent view of their customers.

DRIVING INDIVIDUALIZED INSIGHTS WITH COLLABORATION

Cooperation Between Marketing and IT for Data Ownership

Marketers now control more data than they did a year ago (43% versus 32%). And marketers with direct access to their data tend to be further along in embedding a complete data-driven marketing solution into their regular processes than marketers who have to go through internal IT or an external vendor.



More than 80% of marketers say silos within marketing obscure a seamless view of campaigns and customers.

IT is the perfect partner for marketing, necessary for connecting the various touchpoints throughout the enterprise, both for data collection and integration, and for communication back to the customer. Turning marketing and IT into strategic partners is a priority that 84% of companies surveyed are actively pursuing. Yet continuing to improve cooperation remains an imperative.

Eliminate Silos Within Marketing

Making sure that data is integrated across teams is crucial. Yet more than 80% of marketers report that silos within marketing prevent them from having a seamless view of the campaign and of the customer across channels.

MAKING THE BUSINESS CASE FOR INDIVIDUALIZED INSIGHTS

Fitting into Corporate Objectives

Marketers have neglected to use data to make their business case. “How are current marketing activities helping achieve our corporate objectives?” is the most challenging question for the second-largest percentage of marketing executives (29%).

Marketers Need to Use Data to Their Own Benefit

Just 3% of executives consider proving the effectiveness of marketing to be their priority. That’s despite the fact that 45% of executives fully leverage data to measure ROI and that the biggest group (41%) believe that the use of data-driven insights would have the most benefit in better allocating budgets for marketing activities.

The best way to make a business case for data-driven marketing may be in applying data to this argument. Marketers seem to be lagging in this respect.



Just 3% of marketers consider proving the effectiveness of marketing to be their priority.



More marketers today (87%) than in 2013 (46%) consider data the most underutilized asset in marketing organizations.



THE STATE OF PLAY

Progress

The market feels the pressure from the customer—all are moving to meet the customer's expectations in an increasingly always-on paradigm. Real-time relevance is moving to become table stakes, and the quickest to move will win.

In recognition of the urgency and promise of data-driven marketing, marketers have made significant strides in the status of their data-driven marketing over the previous year. The most pronounced and impressive achievement is how many of them have moved from applying data-driven marketing on an ad hoc basis to a strategic approach.

The survey shows that, as of today, for 78% of marketers data-driven marketing is either embedded or strategic, both more desirable states than an ad hoc approach, which was prevalent in 2013. It seems that while a year ago most of the pieces of the data-driven puzzle were scattered on the table ad hoc, today many more are strategically connecting with other pieces—beginning to show, or at least hint at, the outline of the final image.

What's Next?

Despite this progress, this is no time for marketers to rest on their laurels. Just the opposite, in fact. Executives are under pressure to become more data-driven in their marketing efforts, with almost half (49%) reporting significant pressure. The more advanced status of data-driven marketing has revealed how much more potential there is in data. As a result, more marketers today (87%) than in 2013 (46%) consider data the most underutilized asset in marketing organizations.

But are they going to follow up with actions?



Achieving individualized insights involves breaking down silos and enhancing enterprise-wide cooperation.

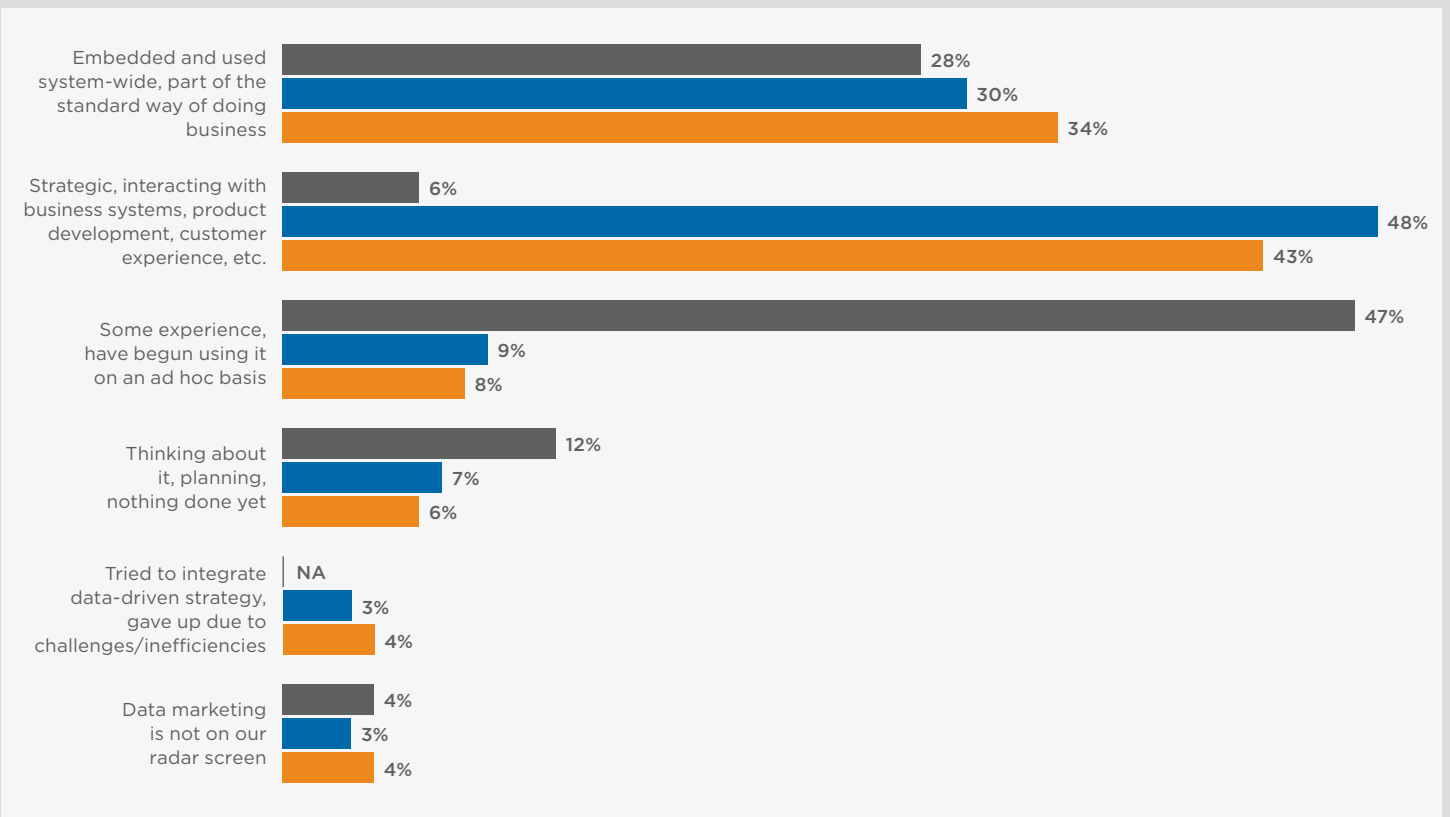
Constraints and Disconnects

What's somewhat troubling is that the vision for the state of data-driven marketing for the year ahead is virtually unchanged (Figure 1). This vision of slow progress may stem from a recognition of the complexity of the task ahead or lack of knowledge about how to move forward. It may also derive from the fact that taking companies to the next stage requires the implementation and integration of complex and sometimes risky technologies and developing new skills, which is time consuming, difficult, and costly to develop in a year. On top of that, achieving success with data-driven marketing involves breaking down silos and enhancing enterprise-wide cooperation.

There are also financial constraints and technology issues, and a disconnect emerges in terms of the talent available. While building or acquiring skills for data analysis is among the top priorities, it is conspicuously missing among the top obstacles. It may behoove marketers to take another look at their current—and needed—data analytics skills.



Figure 1. Status of Data-Driven Marketing Today and Vision for the Future



■ Status of Data-Driven Marketing in Your Company (2013)
 ■ Status of Data-Driven Marketing in Your Company Today (2014)
 ■ Vision for the Role of Data-Driven Marketing One Year from Now



The digitally savvy and impatient customer demands speed from marketers. If they are too slow, she will leave.



CHALLENGES, BENEFITS, AND GOALS

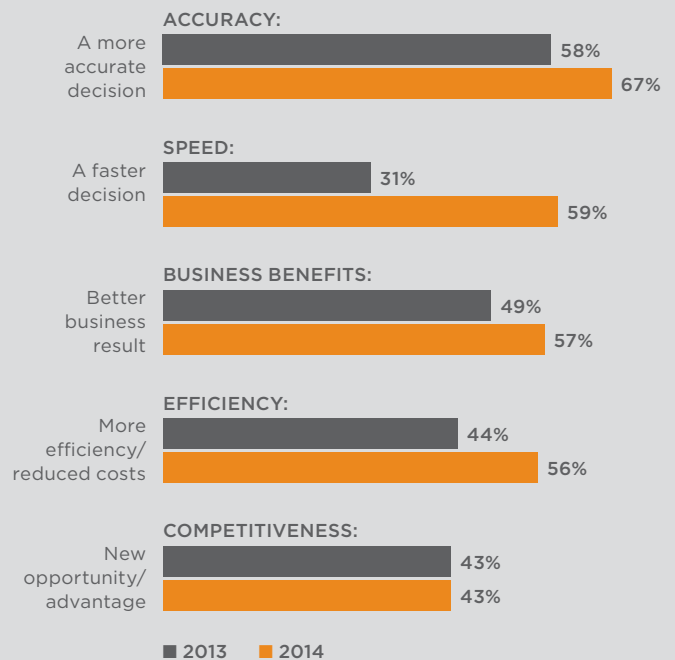
Decision Making: Agile, Faster and More Accurate, but...

A more strategic approach to data-driven marketing has already had a positive impact in almost all areas of data-driven decision making. The speed with which decisions are being made is the most visible improvement. Sharing data more smoothly among different teams both inside and outside marketing, as well as tying data to specific actions, has clearly cut a lot of dead time. The fact that speed was so low in the ranking also shows to what degree the lack of process and strategic approach caused gridlocks and delays. The digitally savvy and impatient customer demands speed from marketers. If they are too slow, she will leave. Marketers were thus wise to harness data-driven marketing for faster decision making.

One area that stands out as showing no progress is the use of data-driven decision making to enhance competitive advantage. This is the ultimate goal, as it employs data to transform the way the organization does business, by finding new opportunities, channels, or markets and by using different business models. It is a tougher task than “simple” speed, accuracy, or efficiency, as it demands connecting the dots from the results of data analysis to applications both within the marketing department and within the whole enterprise. The next step is using these insights to inform a new business model or strategy. That’s a tall task for marketers, considering that they don’t always have a seat in the C-suite, and in order to spearhead

enterprise-wide transformation, they have to influence areas over which they may not have responsibility.

Figure 2. Benefits of Using Data in Making Decisions



More Processes in Place, yet Challenges Remain

Teradata's 2013 report noted that process is the "new black" and that operationalizing insights is crucial to create a sustainable competitive advantage. We did note that the idea of process runs counter to the mindset of creative and traditionally free-spirited marketers. Historically, many marketers have wanted to implement processes about as eagerly as they welcomed a budget cut.

But that's history. Today's digital era requires data-driven creativity that leads to predictable results. To create a sustainable competitive advantage—the kind that drives revenue opportunities—it's imperative that marketers put processes in place so insights can be brought to bear on the market as quickly as possible. Automation is a way for marketers to increase speed and agility. In 2013 almost 80% of marketers told us that they would implement or begin projects that automate data quality, performance management, or marketing work-flow processes within the next two years. This has clearly happened, as "lack of process," which was the top obstacle in 2013, did not even make it to the top five in 2014. These processes must be to a large degree behind the more strategic and embedded state of play in data-driven marketing, as they helped connect the dots and process replaced the ad hoc orientation.

New challenges have emerged in the meantime, however, to which marketers must pay close attention in order to further data-driven marketing. The top challenge is the heightened awareness about data security. With the rise of new technologies and some very well publicized data security breaches, cyber security is among the top risk management concerns for enterprises. Because there is so much fear and misinformation about the risks of different technologies, marketers must keep abreast of this area. Close collaboration with IT is absolutely crucial. They also need to work closely with their risk departments.

One reason for concern is that more marketers today than in 2013 say that they face lack of commitment to data-driven marketing and lack of consensus that it is important. While to marketers the need for data-driven marketing may be obvious, they are at the forefront in data analytics. Other executives outside marketing, who may have authority over budgets or technology, may not fully grasp the importance of data-driven marketing. The onus is on marketers to be more vocal and proactive and to communicate the business results of data-driven marketing.

Figure 3. Obstacles Preventing Marketing from Becoming More Data-Driven

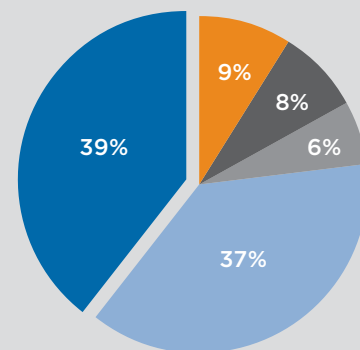
| 2013 | | 2014 | |
|---|-----|--|-----|
| Lack of process to bring insights into decision making | 42% | Data security challenges | 46% |
| Technology inadequate/outdated | 39% | Not a funding priority | 44% |
| Not a funding priority | 35% | Commitment—lack of consensus that data-driven marketing is important | 36% |
| Teams/skills/talent | 31% | Lack of appropriate CRM database | 34% |
| Lack of knowledge/consensus that data-driven marketing is important | 27% | Lack of needed data within the department | 29% |



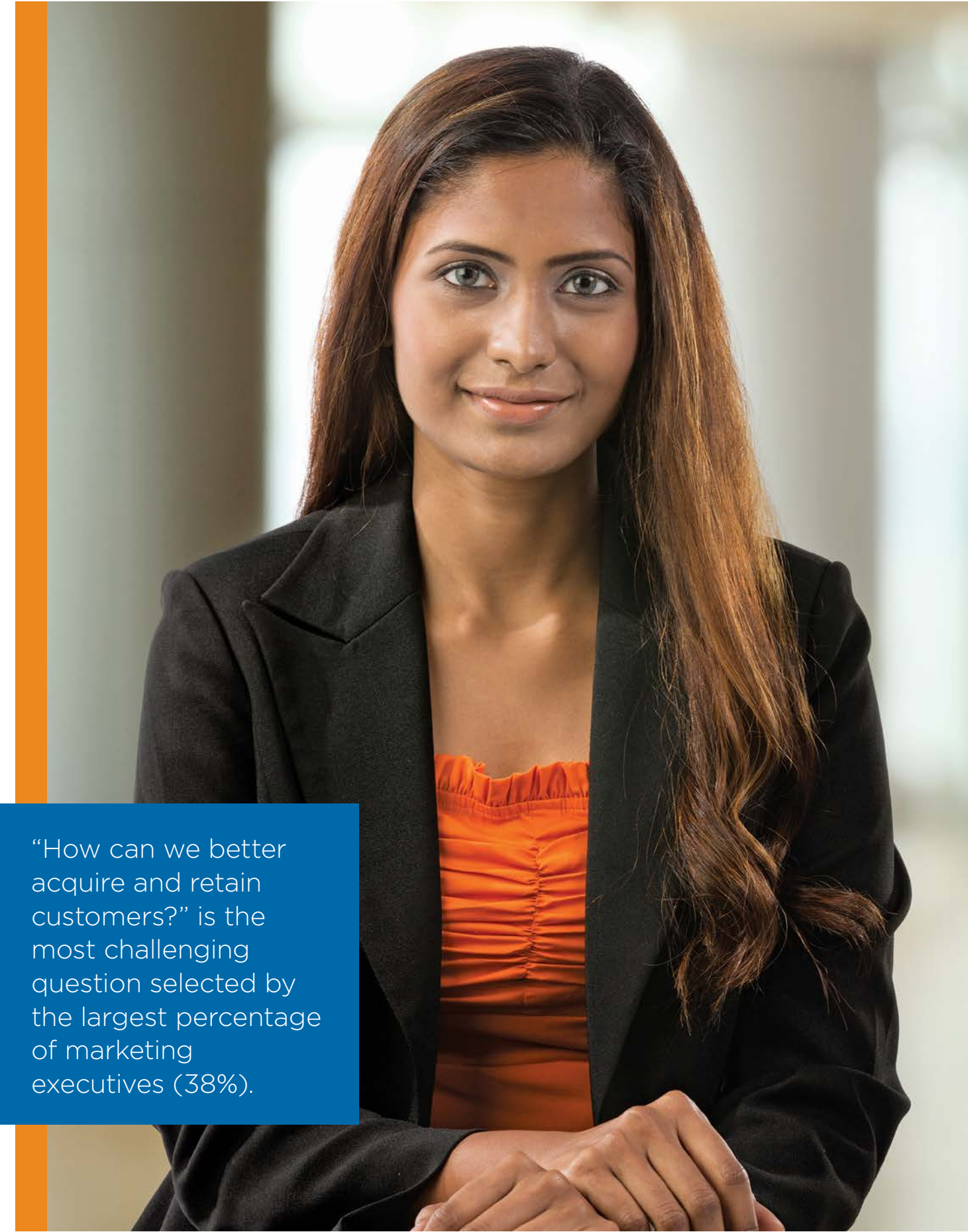
Goal

The ultimate goal of data-driven marketing is to improve business. As of today, just 39% of organizations are capturing significant business benefits from acting on customer data. This group will hopefully grow, as a vast majority (83%) of companies are able to take explicit action based on what they learn from gathered data. Translating these actions into benefits will be key.

Figure 4. Orientation Toward Gathering and Analyzing Customer Data



- Inactive by choice:** Not appropriate for our customers and markets
- Inactive by prioritization:** We have yet to take steps
- Nascent to middle of the road:** Just starting out
- Active:** Taking significant steps to gather and analyze customer data
- Very active:** Generating significant business benefit from acting on customer data



“How can we better acquire and retain customers?” is the most challenging question selected by the largest percentage of marketing executives (38%).



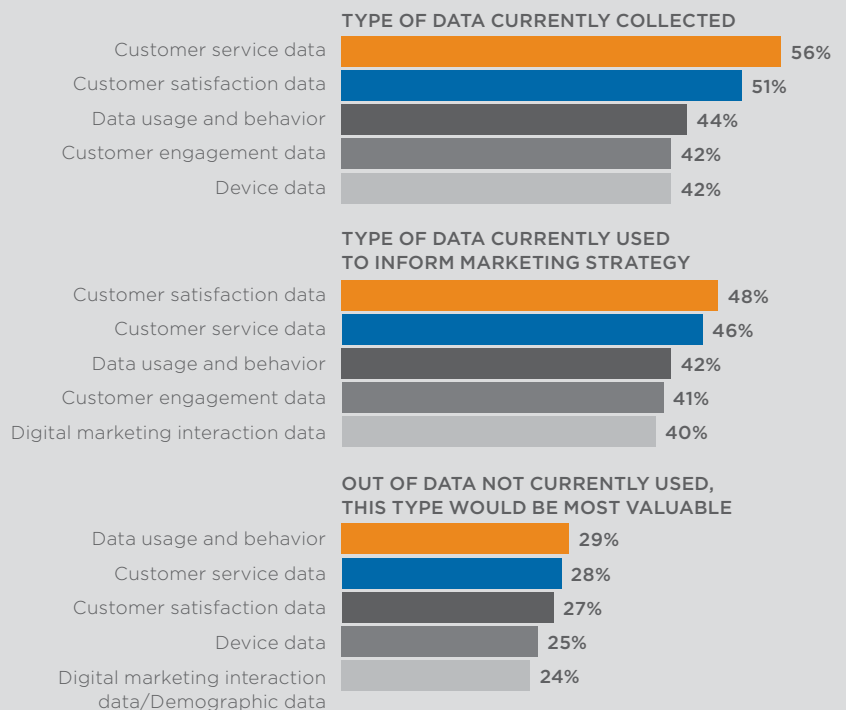
DIGGING INTO DATA

Types of Data Collected

“How can we better acquire and retain customers?” is the most challenging question selected by the largest percentage of marketing executives (38%). It should not come as a surprise then that the types of insights from data that companies collect, as well as their top priorities, are centered around the customer. The focus on the customer has sharpened, thanks to individualized insights, compared with 2013, when the two top challenging questions related to determining which marketing campaigns are effective and how marketing fits into overall corporate objectives.

Digging into specifics about the types of data that companies collect, use, and find valuable, it becomes clear that there are several types of data that are at the forefront in all three categories, mostly related to usage and satisfaction (Figure 5).

Figure 5. Types of Data



Marketers are largely in sync on the areas for which they leverage insights from data and the areas that are their top priorities. The top three priorities, which include customized messaging and customer acquisition, are all among the top areas for which companies leverage insights from data. However, there are still gaps between what's collected and what's used to inform marketing strategies.

Customer-Centric Experience Is Individualized

Today's marketing needs to be geared toward *the* customer and not *a* customer. For marketers, personalization means deriving individualized insights about the customer. Marketers have to supply their customers with information they are looking for and become their trusted advisers. One promising approach is for marketers to engage in or join a conversation the customer may already be having online, across different channels.

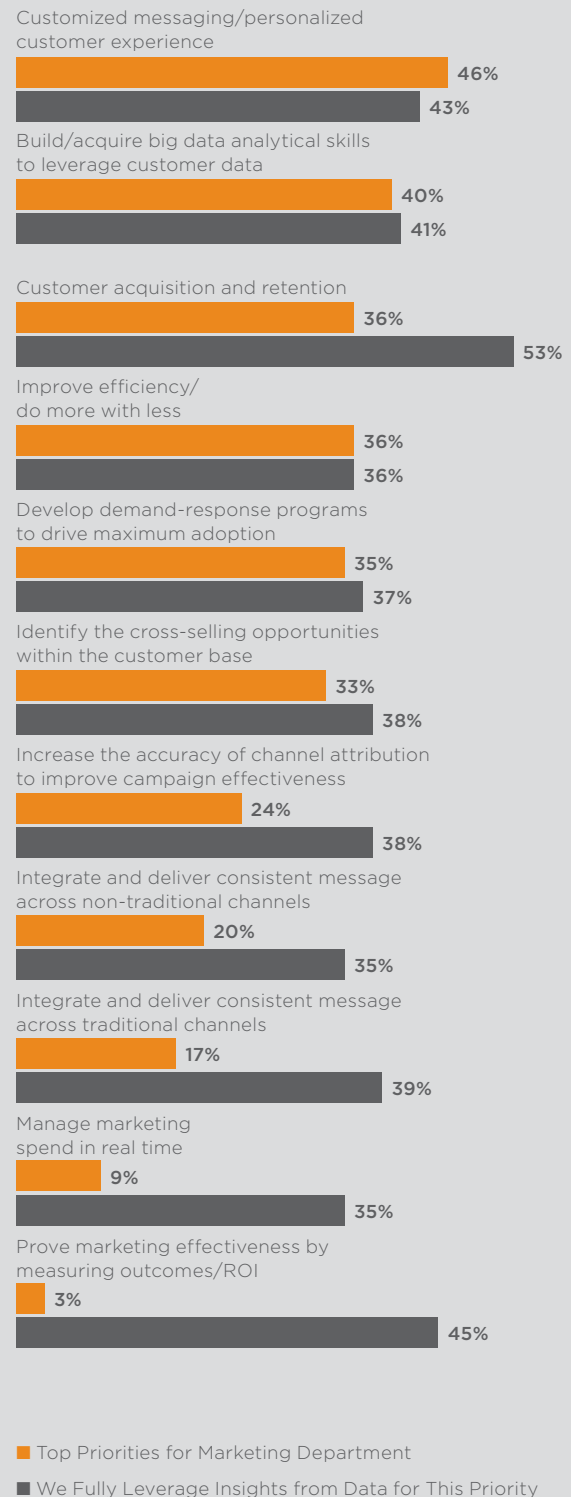
The message needs to be not only personal but also consistent. To this end, marketers need to develop a single and continuous view of their customer, based on integrating all the data that they have about the customer in-house, both structured and unstructured, as well as data from third parties.

There has been progress since 2013, when just 18% of marketers were satisfied that they had such a single, integrated view of the customer. In the latest survey 43% of executives say that they have achieved fully integrated data across teams.

An individualized approach is so important that it has even trumped the ultimate goal of acquiring and keeping the customer.

A vast majority of executives believe in developing a fuller understanding of their customers. A full 83% say it is a priority to gain additional understanding of customer behavior beyond purchasing patterns, and in fact, 85% use such additional data to drive marketing. More than half of companies frequently conduct demographic, behavioral, attitudinal, and lifestyle segmentation studies.

Figure 6. Marketing Priorities and Insights from Data



Companies also take steps to correlate data obtained from third parties to further enhance their understanding of each customer (88%), and put extensive efforts into their work with third parties to enhance customer understanding (90%).

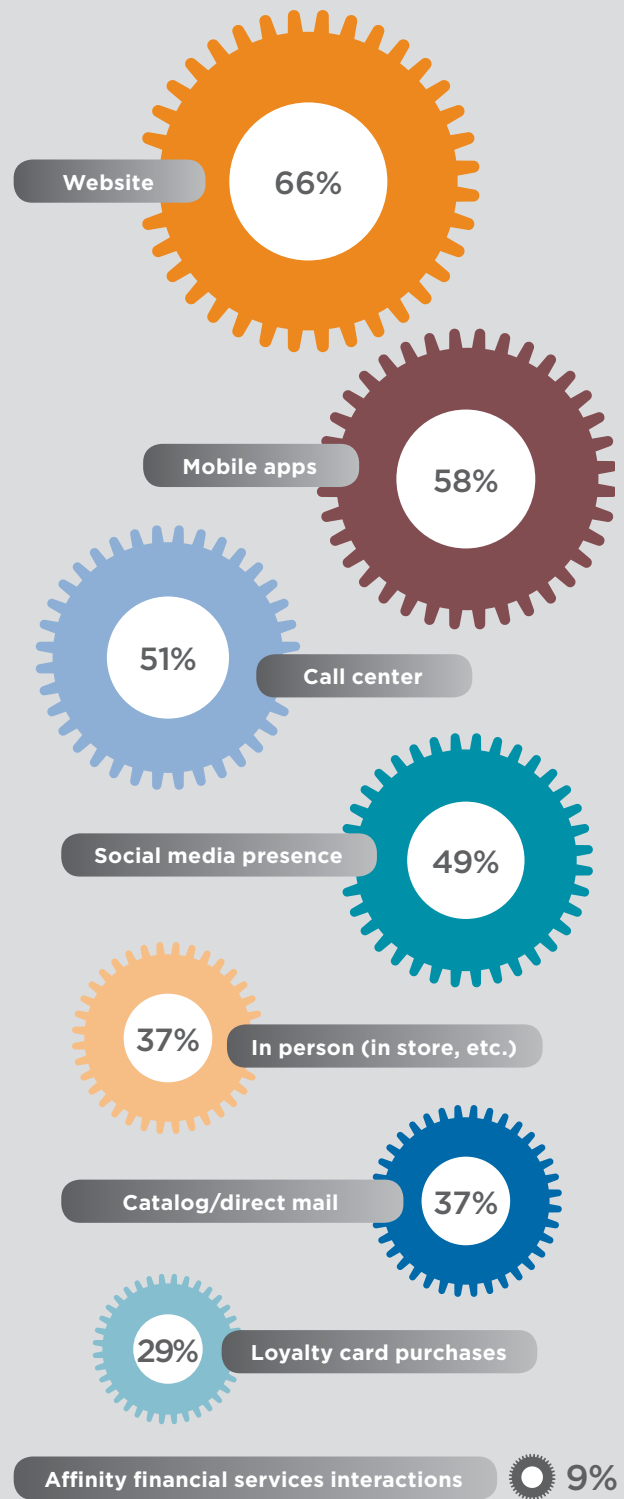
Individualized and Omni-Channel Customer Experience

These individualized messages need to be delivered across multiple channels, according to 83% of executives, who take a truly omni-channel approach to reaching customers (Figure 7), with the company website and mobile apps currently the top channels used by marketers for outreach. However, ensuring the consistency and relevance of the individualized message across channels, both traditional and non-traditional, is not as high a priority as it should be. It's an area to which marketers should pay more attention, considering that achieving consistency in omni-channel marketing is a problem for 44% of executives.

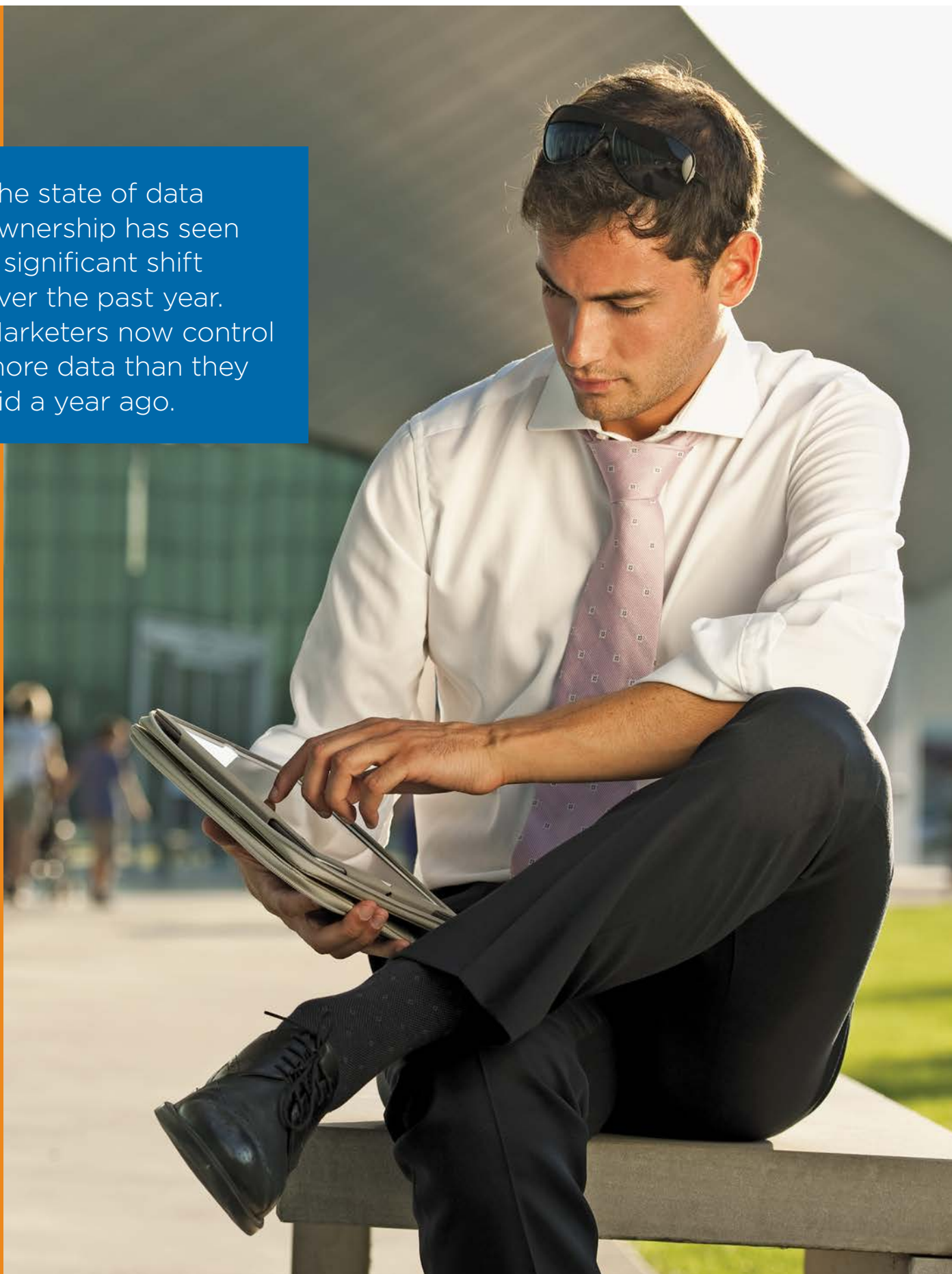
Summing up: marketers agree that it is of utmost importance to reach consumers on an individualized level. Individualized marketing is a priority for 92% of executives. This moves way beyond personalization based on segments to a one-to-one interaction with the customer. Utilization of relevant customer data in customer messaging has a positive impact on the customer experience, according to 87% of executives.

However, while the understanding is there, not enough data-driven action is yet being taken to ensure individualized customer communication. Just 50% of marketers routinely apply data-driven marketing to personalize marketing messages and offers to enhance the customer experience. To make more progress in this area, marketers may have to look internally at how their departments and processes are organized and how they collaborate. At the core of individualized messaging is full understanding of the customer across all channels. Meanwhile, internal silos prevent 42% of marketers from having such a full and consistent view of their customers. The key lies in how marketers collaborate.

Figure 7. Most Popular Communication/Outreach Channels to Engage with Customers



The state of data ownership has seen a significant shift over the past year. Marketers now control more data than they did a year ago.





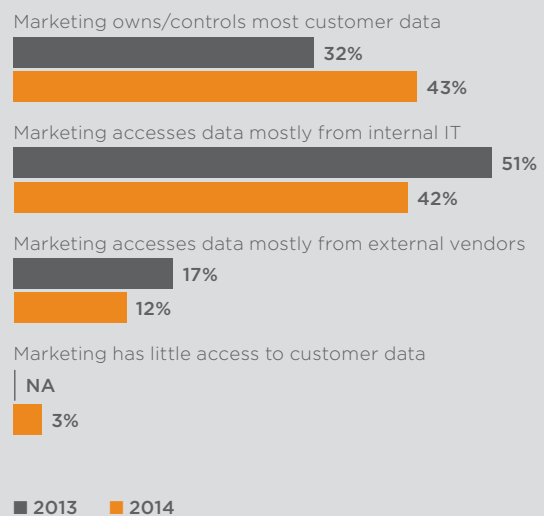
DRIVING INDIVIDUALIZED INSIGHTS WITH COLLABORATION

Data Ownership

The state of data ownership has seen a significant shift over the past year. Marketers now control more data than they did a year ago. As we noted in 2013, the typical organizational structure has perpetuated a status quo in which the majority of marketers access data through IT. We suggested that to become more data driven, marketing will need to cultivate greater cooperation with IT as well as changes in how marketing and IT work together. Today this call is more valid than ever.

As we also noted in 2013, marketers with direct access to their data tend to be further along in embedding a complete data-driven marketing solution into their regular processes than marketers who have to go through internal IT or an external vendor. The access issue seems to slow down the marketers who have to get data through IT. Being in control of data also forces marketers to become more technology savvy and gain information that can be used to promote more use of data.

Figure 8. Control of Customer Data



Change Management: Relationship Between Marketing and IT

The advent of data analytics and especially data-driven marketing has changed the roles and responsibilities of multiple functions, especially in IT and marketing. New technologies may either eliminate jobs or require new skills, mostly in the IT department. With cloud technology especially, many IT departments are moving into a curator role. Marketers must strengthen the relationship with IT, which is necessary to connect the touchpoints throughout the enterprise and communicate with the customer.

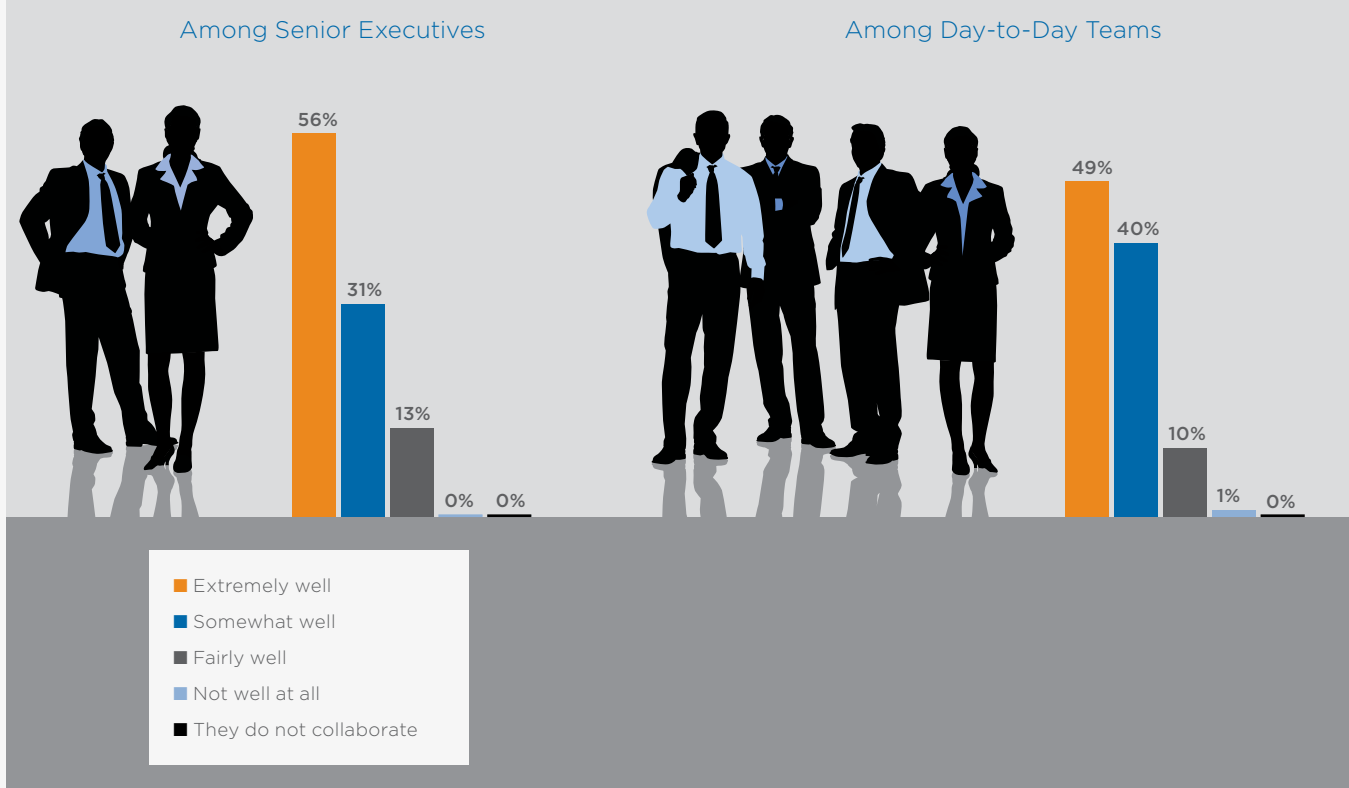
Marketers are aware of the importance of this collaboration. Making marketing and IT into strategic partners is a priority that 84% of companies surveyed are actively pursuing. This is a much needed change in

attitude since 2013's findings, when 74% of marketers said that marketing and IT were not strategic partners in their company.

A vast majority of executives believe that marketing and technology executives cooperate pretty well when it comes to sharing customer data to drive marketing and strategic decisions. Senior executives have a somewhat better collaboration than do day-to-day teams.

Only half of senior executives cooperate extremely well with their day-to-day teams. This means that improving cooperation is imperative. There is no place for halfway measures when dealing with the rapidly changing and demanding customer.

Figure 9. Collaboration Between IT and Marketing When It Comes to Sharing Customer Data



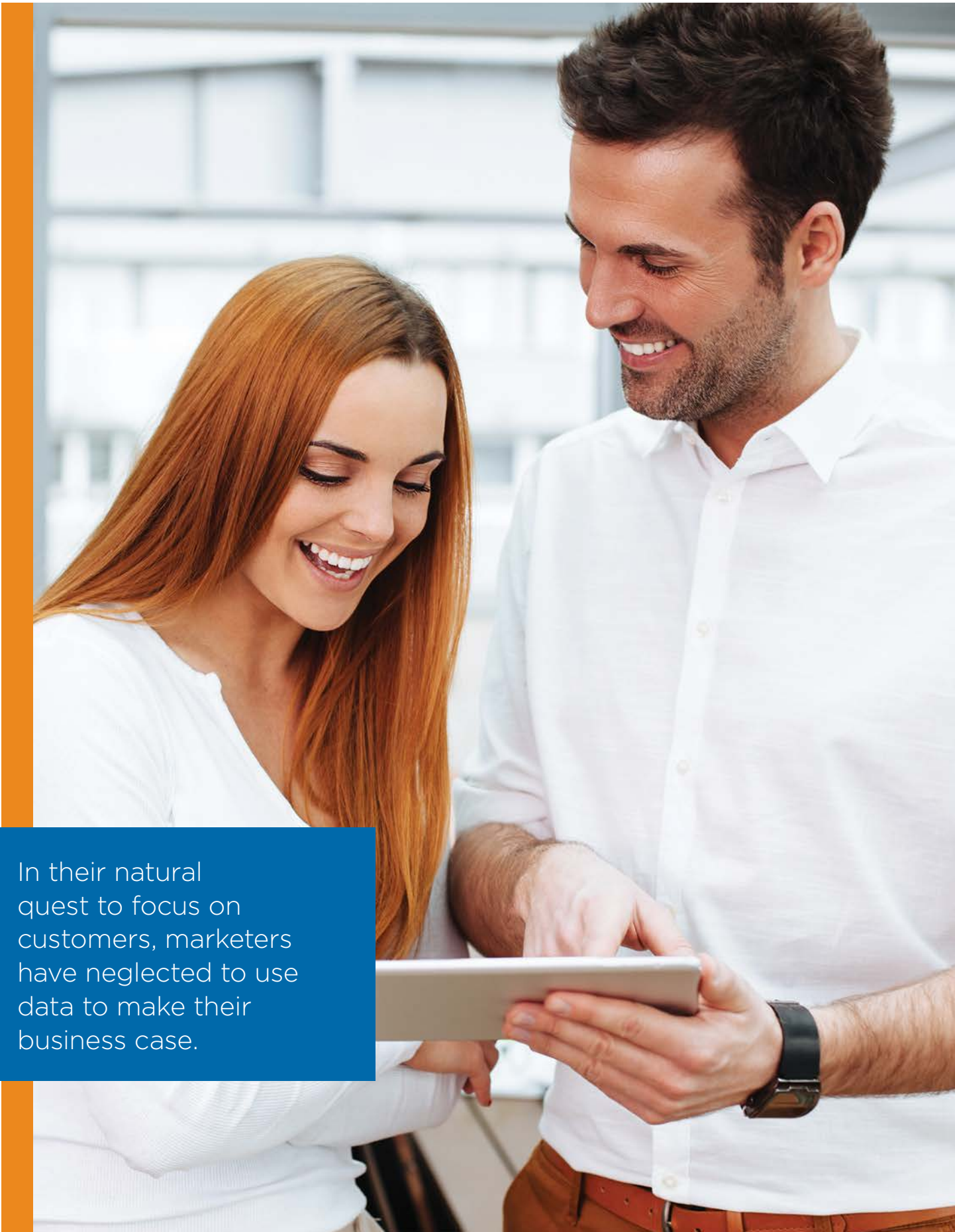


Eliminate Silos Within Marketing

Making sure that data is integrated across teams—both interdepartmental teams and teams within marketing—is crucial, as a vast majority of executives (92%) agree that integrated data across teams can enable delivery of relevant offers and interactions to drive improved customer service.

It's not only the enterprise-wide cooperation that's crucial in order to achieve data-driven results, but also the cooperation among different groups within marketing itself. The state of teamwork across the marketing department is far from ideal. The degree to which such silos hurt data-driven marketing is enormous. More than 80% of marketers report that silos within marketing prevent them from having a seamless view of the campaign and of the customer across channels.

A vast majority of executives (92%) agree that integrated data across teams can enable delivery of relevant offers and interactions to drive improved customer service.



In their natural quest to focus on customers, marketers have neglected to use data to make their business case.

MAKING THE BUSINESS CASE FOR INDIVIDUALIZED INSIGHTS

Fitting into Corporate Objectives

In their natural quest to focus on customers, marketers have neglected to use data to make their business case, or to attempt to toot their own horn when it comes to getting business benefits from data-driven marketing.

That is something they cannot afford to ignore, and they know it. After all, “How are current marketing activities helping achieve our corporate objectives?” is the most challenging question for the second-largest percentage of marketing executives (29%).

Calculating ROI

Despite grasping the importance of fulfilling corporate goals, just 3% of executives consider proving the effectiveness of marketing—by measuring business outcomes or through key performance metrics such as ROI—to be their priority. That’s despite the fact that 45% of executives fully leverage data to measure ROI and that the biggest group (41%) believe that the use of data-driven insights would have the most benefit in better allocating budgets for marketing activities.

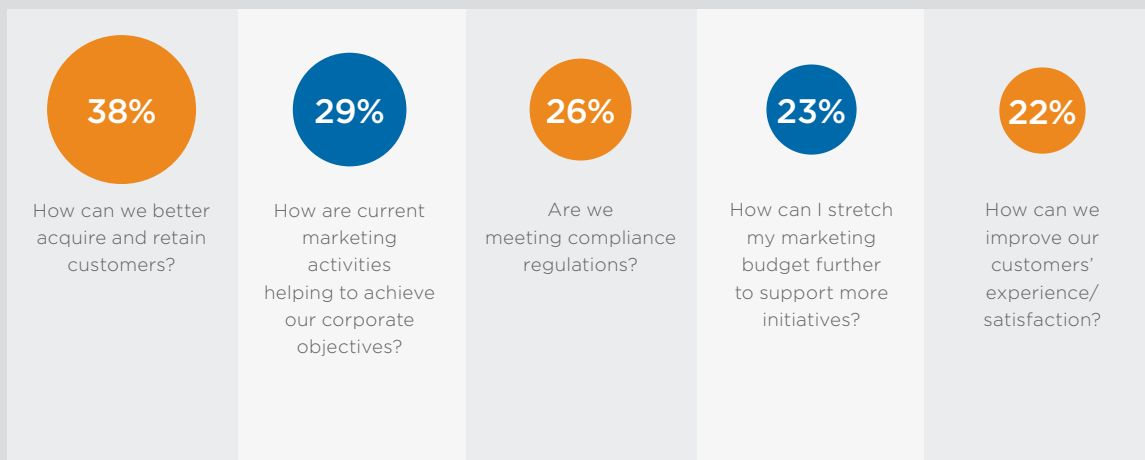
Some marketing executives may be shying away from taking on the ROI and efficiency issues head on, even though they clearly recognize their importance. That may be partly because they are not yet adept at using insights from data analytics. Just a third or so of executives know how to use insights from data to be more efficient (36%) or to manage marketing spend in real time (35%).

Financing and budgetary issues are definitely on executives’ minds. Low priority of funding for data analytics initiatives is among the top obstacles to becoming a data-driven organization. Improving marketing efficiency—doing more with the same or a smaller budget—is among the top priorities (Figure 10).

Summing Up: Marketers Need to Learn How to Use Data to Their Own Benefit

The best way to make a business case for individualized insights may be in applying data to this argument. Marketers seem to be lagging in terms of their approach to efficiency and finance on one hand and making a business case for the effectiveness of marketing on the other.

Figure 10. Top Five Most Challenging Questions for Marketers





CONCLUSION

The Marketing Preparedness Quiz

The past year has witnessed significant progress in data-driven marketing. It has also revealed even more potential in data than previously imagined. Are you one of the companies that has moved ahead in your data-driven marketing? Are you on track to reap rewards from the untapped potential of data in the future? Take the quiz below to test yourself.

You must be able to honestly answer yes to all questions to give yourself a good grade. Data-driven marketing needs to be integrated, or the full business benefits will not be realized. Likewise, you will not ace this test by answering only selected questions positively. Aim to reach a point where you can give a resounding yes to all questions. However you score, you have your work cut out for you.

How does your progress in marketing compare with that of your peers?

Teradata research reveals that marketers have made significant progress in data-driven marketing over the past year. Many have moved away from an ad hoc approach. They have introduced marketing data programs that are either linked strategically to business systems or to product development, for instance, or embedded (used system-wide). They have also eliminated the lack of process as the top obstacle to successful data-driven marketing strategies.

Have you been keeping up? Can you say that your data-driven activities have moved beyond the ad hoc stage? Have you introduced new processes to institutionalize the more evolved approach?

If not, consider introducing a strategic or embedded approach and corresponding processes a high priority. It's a cornerstone for data integration, which leads to a better customer experience and, in turn, translates into business benefits.

Can you see the potential of data-driven marketing, and are you ready to go for it?

The progress in data-driven marketing has made clear the ultimate potential of data. Today more marketers than in 2013 say that data is the most underutilized asset. There is also huge untapped potential to derive business benefits from data-driven marketing.

Have you considered the extra value that data-driven marketing can bring to your organization in the years ahead? Are you planning to realize more business value from data-driven marketing in the near future?

If not, put on your business hat and consider how to translate the success of data-driven marketing (e.g., increased client satisfaction, omni-channel offerings) into tangible business results. This is not the time to rest on your laurels. Make a big push forward.

Is your data-driven marketing geared toward an individualized customer approach?

The focus on the customer has sharpened compared with 2013, and the individualized approach has emerged as the top priority of marketers. This approach requires a single view of the customer and a consistent message delivered across all channels. Teradata research shows that only half of marketers routinely apply data-driven marketing to personalize marketing messages and offers to improve the customer experience. Achieving consistency in omni-channel marketing is a problem for 44% of executives.

Has consistent, individualized messaging become the goal of your data-driven marketing? Have you made changes in your structure and processes to accommodate it? Are you able to use data-driven insights to become a trusted adviser for your customer?

If not, start with the processes necessary to achieve the integration of data that will lead to an individualized approach. Your customer will disappear if you don't show her you know her—and what she wants.

Does your marketing department collaborate well?

We know you get it. Making marketing and IT into strategic partners is a priority that 84% of companies surveyed are actively pursuing. Marketers may have it easier than in 2013 in terms of their reliance on IT, as they now control more data. However, the relationship between marketing and IT needs sophisticated change management. As of today, just around half of marketers say they cooperate extremely well with IT.

Do you control your data? How would you characterize your current relationships with IT and other departments? Are you adept at change management and reaching out both within your department and to other functions?

If not, consider whether you would benefit from control of data, and what needs to be done to achieve that. Even though you may not have authority outside marketing, build consensus and relationships with other departments. Of all functions, you may be the most dependent on cooperation with others.

Do you see marketing clearly?

No man is an island, and neither is the marketing department. To succeed you must understand your role and value in achieving overall corporate objectives. For that, it's important to know the business value and effectiveness of marketing. Today just 3% of marketers consider ROI their priority.

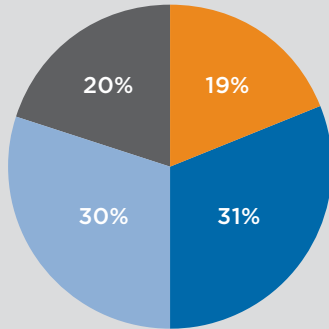
Do you think of marketing as a piece of a bigger puzzle that fits into overall corporate goals? Are any of your metrics tied to overall corporate performance metrics? Are you calculating ROI on your investments?

If not, make sure to enhance the standing of the marketing department by proving its business value. Use data to prove your case. For a marketer, there is no weapon more powerful than data that shows that marketing spend is money well spent.

Methodology and Survey Demographics

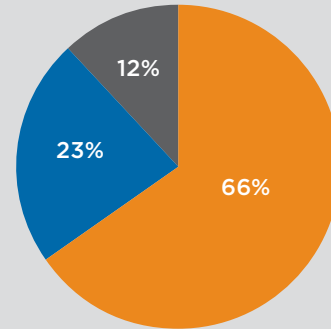
The results are based on an online survey of 1,506 marketing and communications executives worldwide, representing all major industries.

Figure 11. Companies by Size



- \$100 million to \$500 million
- \$501 million to \$2 billion
- \$2.1 billion to \$10 billion
- More than \$10 billion

Figure 12. Executives by Title



- Executive (Head function, C-level, Senior Vice President)
- Vice President
- Director

ABOUT TERADATA

Teradata is a global leader in analytic data platforms, marketing and analytic applications, and consulting services. Teradata helps organizations collect, integrate, and analyze all of their data so they can know more about their customers and business and do more of what's really important. With more than 10,000 professionals in 43 countries, Teradata empowers customers to become data-driven businesses that exploit data for insight and value. More than 2,500 customers worldwide span many industries, including: automotive and industrial; communications; consumer goods; e-commerce; financial services; government; healthcare and life sciences; hospitality and gaming; insurance; manufacturing; media and entertainment; oil and gas; retail; transportation, distribution, and logistics; travel; and utilities.

With thirty-five years of experience driving innovation, Teradata's offers include workload-specific platforms that integrate an organization's data into a unified view of the business. Teradata also offers database

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1.15 EB-8595



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