

EMERGING BEYOND



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ACXIOM FINANCIAL
SERVICES REVIEW

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ABOUT ACXIOM

Acxiom is a customer intelligence company that provides data-driven solutions to create business growth by enabling better customer experiences for brands and for people. A leader in customer data management, identity, and the ethical use of data for more than 50 years, Acxiom now helps thousands of clients and partners around the globe work together to create millions of better customer experiences, every day. Acxiom is a registered trademark of Acxiom LLC and is part of The Interpublic Group of Companies (IPG).

Our clients include many of the world's largest, most forward thinking and fastest growing Financial Services companies. We believe we can help. To continue the conversation, let's get in touch.

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2021

ACXIOM FINANCIAL SERVICES REVIEW

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FOREWARD

DON GRAUMANN

Managing Director, Financial
Services Industry
Acxiom

CLARK WOOTEN

Managing Director, Insurance &
Healthcare Industries
Acxiom

The last 18 months have been like no other. COVID-19, social unrest, politics everywhere, climate concerns, and working remotely. While the pandemic has begun to rage again, it's still time for marketers to take stock of what they've learned.

Yes, we crave a return to "normal." Our strong reflex is to wish everything would be just like it was before COVID-19 changed everything in March 2020. But we also know that is not possible, because the world is different now.

Returning to the previous "normal" would be a mistake. It would waste the learnings from our trying last 18 months. Instead, we must **emerge beyond**.

The last year and a half has shown us many things including:

- Many of us are at least as productive working remotely as when we were in the office
- More of us more objectively see our coworkers who do not look like us as valuable sources of ideas and perspectives
- Some of us see the world more as an interconnected system rather than a collection of separate nations
- All of us learned how so much in our lives can be facilitated digitally

The impacts to financial services are clear:

- Banking is something you do and is no longer tied to a location
- Insurance is critical to preparing for the "rainy days" that they are a "when," not an "if"
- Payments options have increased multiple fold beyond cash and credit card and can deliver anything to you
- Insurance can be customized at the personal level

In the 2021 book, we discuss three themes in intelligence-driven marketing that are critical in this ever-changing world that allow you to at least keep up:

IDENTITY: Customer expectations to be recognized have never been higher. Changes in digital identity are disrupting legacy approaches.

PLATFORM: Your understanding of your customers must be continuous. Things change fast. Being always connected to where your customer is interacting is now table stakes.

PERSONALIZATION: Identity and marketing programs manifest themselves as personalization. It is the message that drives action in the moment of truth. Coming through in a moment of truth is the basis for creating lifelong customer loyalty.

We also discuss the key guardrails and some inspiration:

PRIVACY & BRAND TRUST: If you do not take privacy seriously, the minimum damage is legal trouble. The likely damage is an injured reputation that threatens your business. Doing the right thing is expected.

TRENDS AND INSIGHTS: The financial services and insurance industries are going to continue to change. Are we prepared to adapt to the changes? Even further, will we be ready to capitalize on the opportunities?

We hope you find our points of view educational and thought provoking. Thank you for reading our 2021 report.

ACXIOM FINANCIAL SERVICES



P. TATE OLINGHOUSE

Chief Client Officer
Acxiom

Tate Olinghouse serves as Chief Client Officer for financial services, insurance, healthcare and government industries at Acxiom.

As a key member of the executive team, Tate manages relationships with a portfolio of globally recognizable brands and drives customer satisfaction by leveraging Acxiom's solutions and capabilities to solve clients' major problems. Additionally, he oversees the creation and execution of global go-to-market strategies for the industries he serves.

The hallmark of Tate's client-centric teams is engaging with clients in strategic and creative ways to fuel their business and marketing operations. As a result of this approach, throughout his time at Acxiom Tate and his teams have consistently met or exceeded their annual business plans.

Tate previously served as President of Financial Services at Acxiom. Before assuming direct client management responsibilities, he worked on several strategic projects for Acxiom, including solution design concepts for unifying digital and offline data, a foundational element powering Acxiom's financial services solution portfolio, and program management for some of Acxiom's most complex client projects.

Before joining Acxiom in 2004, Tate was a manager for Accenture's Financial Services practice, where he worked on some of the largest and most complex industry mergers, as well as strategic projects for the Federal Reserve Bank.

Tate holds a bachelor's degree in financial management from the University of Arkansas. He and his wife Aimee and their children reside in Little Rock, AR.



DANA GOFF

Head of Financial Services Strategy Practice
Acxiom

Dana Goff leads the Financial Services Strategy Team. During her 24 years at Acxiom, she has consistently and enthusiastically been drawn to the front lines of emerging technology and solutions. Combining that with her expertise in data and identity, Dana has delivered complex solutions to help many of Acxiom's largest clients overcome business challenges.

Throughout her career, Dana has developed, implemented, and consulted on data-driven solutions across a wide range of industries, and for the last eight years she has focused on financial services. She is a thought leader with a strong reputation within Acxiom, with industry partners, and most notably with clients.

"As part of the Financial Services leadership team, I am passionate about growing customer engagement and driving revenue for our clients and Acxiom," Dana says. "Our team is joined at the hip with our sales and delivery teams to ensure we constantly create a flow of value to our clients and shareholders. We share the voice of the industry to help our product organization better understand and innovate solutions that matter to our clients. Partnering with our marketing team, we wrap a relevant financial services perspective around our solutions to instill trust and confidence that we can solve real problems that our customers are facing."



DON GRAUMANN

Managing Director, Financial Services Industry
Acxiom

Don Graumann serves as Industry Managing Director for the Financial Services industry at Acxiom. He is responsible for client relationship management, service delivery, strategy, and growth of Acxiom's credit card, retail banking, personal lending, payments, investment services, and fintech clients.

Don has worked in insight-driven marketing for almost 30 years. His experience spans from the trenches (programming, architecture) to the command post (project and account management, and division leadership). He is passionate about leadership and helping individuals and teams fulfill their potential. He published a book on leadership, "Strategic Pause: Stop. Think. Lead," in 2020.

Don has a bachelor's of science in mathematics from Bates College and an MBA from Boston College. He lives in Massachusetts with his wife, twin daughters, and two dogs.



CLARK WOOTEN

Managing Director, Insurance & Healthcare Industries
Acxiom

Clark Wooten serves as Industry Managing Director for the insurance and healthcare industries at Acxiom. He is responsible for client relationship management and service delivery for Acxiom's insurance clients. Since joining Acxiom in 1999, Clark has been focused on Acxiom's insurance practice, specifically on supporting and growing this strategic industry for the company.

Clark draws from his 15 years of experience in the insurance industry, most notably with Nationwide Insurance, in the areas of claims, underwriting and management to lead the delivery of the many solutions and services Acxiom provides to insurance clients.

Clark holds a bachelor's degree in business administration and insurance from Baylor University. He also holds his Chartered Property and Casualty Underwriter (CPCU) designation and is a member of the CPCU Society. Clark and his wife Donna live in Conway, AR, and enjoy travel, tennis and being involved with their community and church.

BE DATA-DRIVEN OR BE DISPLACED

Three Principles for Being Data-Driven

CHAD ENGELGAU

Chief Executive Officer
Acxiom

BEING DATA-DRIVEN

Companies that believe they are what they sell are quickly being displaced by those that see themselves not just as a provider of products, services or solutions but as data-driven customer problem solvers. While what you sell may define your goals, objectives and competitors, it will be the innovative use of data and technology that defines your future or undoing.

Data and technology underpin everything we do, and they are the driving forces behind almost every major global business transformation. Businesses are being challenged and transforming all around us, and it's happening at unbelievable speeds.

Just 10 years ago, who could have guessed that the world's largest hotelier would own no real estate? After Airbnb's recent IPO, the company was worth more than the three largest hotel chains combined.¹ And Uber, one of the world's largest transportation companies, owns few vehicles. The company started off delivering people to places and expanded to deliver things to people. And consider what it means for both these companies to expand locally and globally. They don't have to build more hotels or buy more vehicles; they completely shifted the paradigm.

Airbnb and Uber looked at customer problems through a different lens – they used data and technology to solve real-world needs in new ways. So how do you win? You master the use of data and leverage technology in ways your competitors are not. And that means thinking of yourself beyond the traditional categories, like retail and financial services and realizing you are in the data and technology game. What's at stake? Your future. Chances are, if you don't make the shift, you will likely be unseated by a competitor that does.

IS YOUR BRAND TRULY DATA-DRIVEN?

Companies that are data-driven see themselves differently. They see themselves as capable of disrupting any product or industry by using data ethically to their advantage. Upstarts are making huge waves in categories long thought to be completely commoditized. Look no further than the re-invention of shaving with companies like the Dollar Shave Club that Unilever purchased for \$1 billion. And even more recently, shaving newbie Harry's has enjoyed growth that is three times faster than the industry average, making the company the third-largest shaving brand in the U.S.² The market is filled with similar stories of disruptors changing the game in every industry.

These companies have all been out in front because they saw a market opportunity or a differentiated approach and used data and technology to disrupt the market. And while it takes a combination of data and technology, the real star of the show is your data. I know what you're thinking – the technology is critical. That's true, but it's about leveraging, not inventing.

Historically, technology required significant capital investments in datacenters, servers and storage backed by armies of developers to invent new and differentiated products and services. But the cloud has been the great equalizer. Most of what you need is readily available inside the major cloud platforms, like AWS, GCP or Azure. Even highly complex and sophisticated technologies like machine learning and AI are available, usually as basic plug-ins, at little to no cost. You can even get something as advanced as facial recognition as a plug-in. And for those of us who've been in the tech business for years and know the cost and the pain of moving service uptimes just a fraction of a percent, well that comes standard, too – 99.9% is now the minimum default for every major cloud provider. All the companies I've mentioned above made a strategic decision to focus on direct relationships with people to learn about their needs and buying habits at a faster rate than their competitors. That allowed them to consistently optimize against their customers' needs and grow their business.

So then the question really is – how do you use your data to transform your business, disrupt your own category and start to see your brand beyond what it sells?



Allbirds – This seven-year-old company is changing the way we think about shoes. Understanding the value that people place on sustainability and the positive impact it can make on our planet, it disrupted the sneaker market with a sustainable wool shoe. A recent launch of its new mobile app was downloaded more than 17,000 times in the first day, and with series E funding secured, Allbirds is now valued at \$1.7 billion.³



Chime – This eight-year-old privately owned neobank made it their business to understand the banking needs of the middle- and lower-income market better than anybody else. With meaningful offerings like providing advances on stimulus checks and secured credit cards, Chime has more than doubled its market value from \$6 billion to \$15 billion in 2020.⁴



DoorDash – This home-delivery service describes itself as connecting people with the best their cities have to offer, citing that while it is starting with food service, its true goal is to help build stronger communities. DoorDash is changing when, where and how often we interact with our favorite restaurants to the tune of \$72 billion at its December IPO.⁵

THREE PRINCIPLES OF BEING DATA-DRIVEN:

PRINCIPLE #1

CREATE

- **Create an enterprise data strategy.** Creating your data strategy is the first step. It is impossible to transform your organization into a data-driven business without a strategy, plan and roadmap. The best companies in the world ask people for their data, but they don't do it all at once. Creating a value exchange between people and your brand will give you direct, consent-based insights and is fundamental to your success.
- **Create a data-driven organization.** A mindset shift is key. I have heard directly from Billy Beane, the GM of the Oakland A's and the inspiration behind Michael Lewis' book "Moneyball: The Art of Winning an Unfair Game," that, "You can't choose to listen to the data only when it supports your argument." Cultural shifts regarding the use of data must occur.
- **Create your identity graph.** Connecting your customer data in an identity graph that is unique to your brand is paramount. Synchronize identity data that is used across your enterprise and synthesize and analyze every customer transaction no matter where it happens. To understand people, you must first recognize them.

PRINCIPLE #2

CONNECT

- **Connect across the company to drive insights and accountability.** Get data in the hands of the people who can use it to transform your business: the product teams, the support teams, the delivery teams, and yes, the executives, so that they, too, can become data-driven. Business management thought leader Peter Drucker said, "Culture eats strategy for breakfast." In today's business environment, a data-driven culture eats a technology strategy any day.
- **Connect rich third-party and second-party data to your first-party data.** There is a significant amount of data available for purchase or trade that helps create insights about your customers. Start at the core with demographics and psychographics, then layer in behavioral, preference and consumption insights. Connecting your data with strategic partners to maximize the outcomes of your business will be a key competitive differentiator going forward.
- **Connect your martech and adtech.** The best companies in the world have invested millions in their marketing technology stacks and have spent as much or more in the advertising ecosystem each year. Connecting the two puts more data in your hands and provides greater control of how and where your media dollars are spent. One of the biggest cost savings from being data-driven is connecting all your addressable marketing audiences and insights.

PRINCIPLE #3

ACTIVATE

- **Activate data at every consumer touchpoint to enhance customer experience.** Forming relationships and meaningful value exchanges with people requires data. Any permissible data you can use to help people save time, money or delight them with new insights or suggest new content/products/services is almost always looked on favorably by your customers.
- **Activate your data across all paid media to optimize spend and increase performance.** Some of the biggest ROI you can achieve is applying your first-party data to your paid media activities. You can expect to see improvements of as much as 20-30% in your marketing efficiency and cost management when taking a people-based marketing approach. This minimizes your need to buy anonymous audiences that are reliant on cookie pools and are often a hotbed of bots.
- **Activate insights collected via owned, earned and paid back into your audience models.** Most of the insights gained by the interactions your brand has with people are tied up in data and technology silos or your agency's systems. Bringing your insights back into your owned platforms provides a rich set of data that historically was not available to your brand.

Being data-driven ensures your business can achieve sustainable growth and competitively differentiate itself in an increasingly competitive world. Focusing on these three principles can help you get there.

WHAT ABOUT DATA PRIVACY AND REGULATION?

It goes without saying that you should ensure whatever you do with data is ethical. There are FAIR data⁶ standards and regulations – FCRA, HIPAA, COPPA, GDPR, CPRA, etc. – that exist to ensure there is a balanced use of data and an equitable exchange between your business and the people you serve. The bottom line is you should be responsible, fair and transparent, not just because you have to but because it is the right thing to do.

- Make the ethical use of data part of your core values. Data comes with responsibilities. Make sure that if you are collecting data, it is data that will be valuable to your business and the people you serve.

- Provide customers with transparency and choice. You are building relationships with your customers, and that relationship must start with a foundation of trust. Be clear and upfront about what data you are collecting and how you will use it.
- Remember the value exchange – both for people and your brand. People are willing to share their data if in return they get things like convenience, time savings, money savings and entertainment – in other words, if they see value. If you're listening to and guided by people, your business will grow.

FIND PARTNERS THAT CAN HELP MAKE YOUR DATA-DRIVEN DREAMS A REALITY

Being data-driven ensures your business can achieve sustainable growth and competitively differentiate itself. Focusing on these three principles will help you get there.

At Acxiom, we are actively using these principles to help some of the largest companies in the world transform their businesses and their marketing practices. We are partnering across their organizations – executive teams, IT teams, product teams, marketing teams – to create, connect and activate data-driven solutions.

I often get asked, “Does this strategy still apply if you don’t have direct-to-consumer relationships?” Absolutely. Every company must be data-driven to survive. This is hard stuff, and no one gets a pass because your new competitors are not your old ones, and make no mistake, your new competitors are data-driven.

While solving the technology aspects of these solutions is no small task, becoming data-driven is where your company will need to dig deep in new ways. Data lakes (and puddles) exist everywhere, and bringing them together to generate and maximize insights requires a team of experts, both inside and outside your company. Becoming a data-driven company before your competitors do is truly the next innovator’s dilemma.⁷



CHAD ENGELGAU

Chief Executive Officer
Acxiom

Chad Engelgau serves as Acxiom’s President and Chief Executive Officer, providing strategic leadership to the organization, which focuses on helping brands better use data, identity and technology solutions to understand people and create growth for their businesses. Chad is also a founding member of Acxiom’s IDEA (Inclusion, Diversity, Equity and Awareness) Council and the executive sponsor for two of Acxiom’s business resource groups, Acxiom Women LEAD and Acxiom Black Employee Network. He also serves on the board of directors for the Ad Council and is a member of the Ad Council Audit Committee.

Previously, Chad served as Global Chief Data Strategist at Kinesso, the marketing intelligence unit of the Interpublic Group of Companies, Inc. (IPG), Acxiom’s parent company. Chad joined Kinesso after spending 13 years at Acxiom, where he held a variety of key leadership roles, including Chief Marketing Officer and Head of Strategy. During his first engagement at Acxiom he was responsible for leading data and identity product management and strategy as well as product marketing.

Before joining Acxiom, Chad spent nine years at Dell Inc., rising from product engineering manager to corporate strategist for the Texas-based technology companies.

SOURCES

¹ Airbnb is worth more than the 3 largest hotel chains combined after its stock popped 143% on its first day of trading | Business Insider | Tyle Sonnemaker | December 10, 2020

² Harry’s Growth Is a Cut Above Their Manual Shaving Competitors| Rakuten Intelligence | Taylor Stanton | February 23, 2019

³ Sustainable Footwear Maker Allbirds Lands \$100 Million in Funding | Wall Street Journal | John D. Stoll | September 27, 2020

⁴ Forbes Fintech Awards 2020: Jack Dorsey Gives Banks a Wake-up Call | Forbes | Jeff Kauffman, Eliza Haverstock | January 4, 2021

⁵ DoorDash Soars in First Day of Trading | The New York Times | Erin Griffith | December 9, 2020

⁶ FAIR data | Wikipedia

⁷ The Innovator’s Dilemma – When New Technologies Cause Great Firms to Fail | Clayton M. Christensen | Wikipedia

TATE'S TAKE: IDENTITY

Acxiom's heritage is identity. We were the first in the identity resolution business, building industry leading algorithms in the 70's and 80's and evolving to referential knowledge bases in the 90's and 2000's. But identity is no longer a linear process focused on just resolving disparate data sources. The new identity solution starts with building private brand owned identity graphs that understand the person behind the ever-changing screen of choice. Our solution synchronizes real time signals with rich offline data - cross-device, cross-channel, and cross-platform.

Over the next four articles in the review book, we will discuss the tectonic changes happening in the media landscape, and why brands need to lean into their first party data. We will walk you through those changes and their impacts to key use cases like measurement, activation, and personalization. We follow that with a view through the lens of insurance marketing, sharing our perspective on what's ahead. We also share some recent team takes on banks and the opportunity personalization offers them, and how emerging technology like UID2.0 fits into the picture.

We put some extra focus on identity this year because we view it as foundational to the modern marketing platform. With a strong first party identity solution in place, brands regain control of their marketing, reducing dependencies on Walled Gardens and big tech.

2

REMEMBER THE OLD "TELEPHONE GAME"?

DANA GOFF

Head of Financial Services Strategy Practice
Acxiom

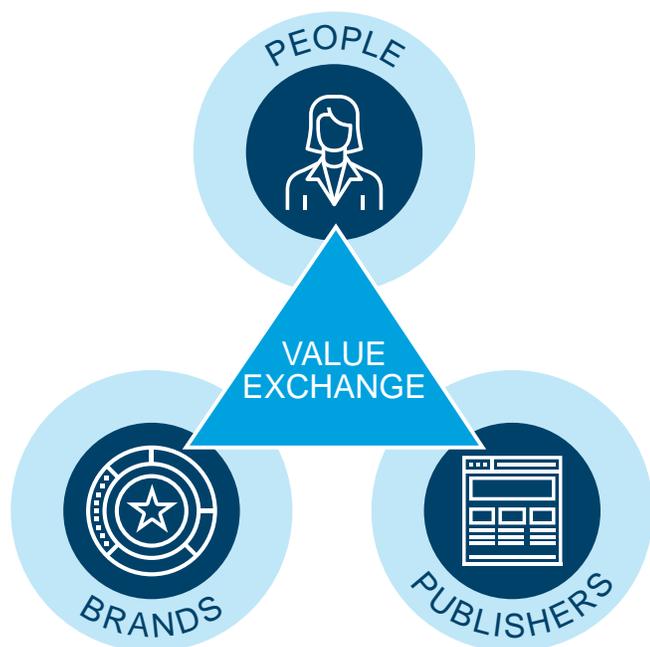
I played it at camp as a child. A bunch of kids sit in a circle. One person starts by whispering a sentence in the next person's ear, and that person passes what he or she heard to the next person, and on and on until it gets back to the original person. It's always comical because somewhere in that process the message loses most, if not all, of its meaning. It gets "lost in translation." In this game, no one wins or loses, but the

fun is in the silly humor found between the original message and the final message.

But when that same issue occurs in an industry where the spend is expected to reach \$90 billion, no one is laughing.

According to the Interactive Advertising Bureau, programmatic ad spend is expected to reach **\$90 BILLION in 2021.**

Advertising works because there is an even value exchange between people, brands, and publishers. That is the case whether you are talking about newspaper, TV, or display advertising.



- People have access to mostly free content, websites, and social platforms
- Advertisers can reach their desired audiences
- Publishers monetize their content

Within digital advertising, disruptions to that value exchange are occurring. Whether it's Safari and Firefox blocking cookies, Apple's intelligent tracking prevention, Google's changes to third-party cookies, or Google's changes to ad serving technology, these disruptions are changing the media landscape as many of us know it.

Change can be hard, but with change comes innovation, and we believe the change is long overdue.

Reliance on third-party cookies and the multiple cookie syncing processes required to support the mechanics of

programmatic media are like the telephone game and the message gets "lost in translation." ([See Programmatic at a Glance](#))

Third-party cookies have always been messy from a targeting and measurement perspective. They are set on the browser of a device and are *not individual* identifiers.

The cookie syncing processes that make it work today are *not transparent*. Ask anyone who has tried to solve an issue during a campaign.

When the cookie was created in 1994, Lou Montuliyi's intention was "to create websites that had 'memory' for individual users." Cookies were not intended to be a mechanism for cross-site tracking. Ad tracking via cookies has been a hot topic since 1996, so we shouldn't be surprised that 25 years later it's finally coming to an end.¹

It's also important to note that although Chrome has more than half the share of the desktop user market, Safari has more than 60% of the mobile browser share. Safari has been out of the third-party cookie business for years as 60% of mobile users are not reachable using third-party cookies.

While we could hear a collective sigh of relief across the industry when Google delayed the deprecation of third-party cookies, it creates a false sense of security as marketing and advertising solutions have already been impacted for several years. Relevant personalization, accurate measurement, and great customer experience are getting harder to execute effectively.

As we look across the capabilities that are emerging to support the next generation of advertising, the common denominator is that a brand's first-party, consented data will become the language we all speak. First-party data will be the new currency that runs the emerging media landscape.

2021 and 2022 will be test and learn years, but I would warn marketers to avoid creating new third-party dependencies rather than focusing on a first-party solution that benefits from interoperability and scale across partners. Many third-party solutions may not survive in a more consent-based ecosystem, and first-party solutions put marketers in control. It's your data, one of the most important assets for your business.

Brands that invest now in a robust first-party identity solution will be more resilient and ready to deliver the consented, personalized experiences people expect. Brands must:

- Ensure an excellent experience across all channels to minimize opt-outs and unsubscribes.
- Ensure no data leakage across all interactions with customers and prospects.
- Honor people's desire to be in better control of their privacy.
- Focus on compelling offers and interesting content that create incentives for people to make them want to interact, engage and share their personally identifiable information (PII). It's critical to create a value exchange with customers and prospects.

Acxiom Real Identity™ is the foundation for your martech and adtech use cases across measurement, personalization, and activation. No more “lost in translation.”

“First-party (private) graphs are critical assets for brands and media owners who seek to compete in an increasingly D2C, privacy-centric, post-cookie landscape. The scale of each graph needs to be appropriate in terms of the coverage and the depth of attributes of each geographic market. Accuracy, however, should be placed at a premium in constructing the graph.”

**Winterberry Group, Identity Outlook 2020,
June 2020**

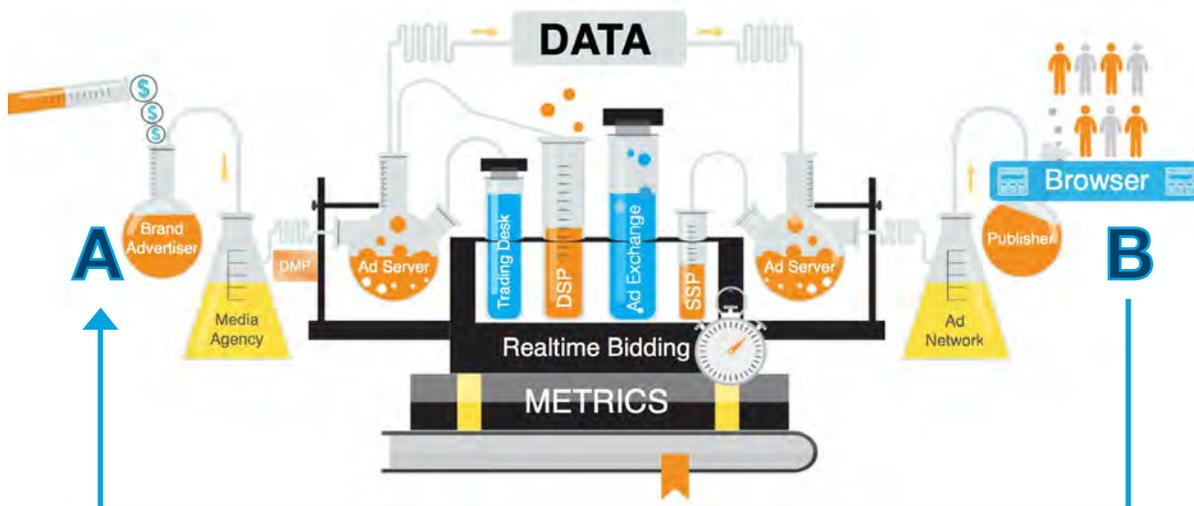
CONCLUSION

Acxiom has been helping brands build and manage privacy-compliant, first-party identity solutions for decades. Our financial services clients spend years perfecting their matching rules for offline marketing. As the new media landscape emerges, we have expanded our solution to ensure a future-proof approach that delivers an enterprise-wide offline and online view of customers and prospects without third-party cookies. Our clients can now connect their complex individual, household, account, and line-of-business relationships with all the rich digital signals across owned and paid media.

PROGRAMMATIC MEDIA AT A GLANCE

- 1 Brands and their agency create an audience by either onboarding their data or by selecting specific audience attributes in their adtech platform.
- 2 Once activated, the desired audience data traverses across the adtech ecosystem.
- 3 When people who meet the audience criteria visit a site or app, they are potentially shown the brand's ad.

Today, this ecosystem works because **third-party cookies (the current programmatic currency) are shared, via cookie syncing, from platform to platform.**



- 4 Additionally, ad servers capture impression level exposure data so brands can measure campaign performance.

$$\text{Target Audience} + \text{Ad Exposure} + \text{Brand Conversion} = \text{Campaign Performance}$$

SO WHAT'S CHANGING?

A Effective in early 2022, Google will no longer share individual-level log data, so the ability to tie ad exposure to the target audience and to the brand conversion data will no longer be available, thus breaking the ability to measure campaign performance using ad serving data.

B Effective Q3 2023, Google Chrome will block third-party cookies, so the programmatic data portability based on third-party cookies also “breaks”.

DEFINITIONS

COOKIE - A small text file (up to 4KB) created by a website that is stored in the user's computer either temporarily for that session only or permanently on the hard drive (persistent cookie). Cookies provide a way for the website to recognize you and keep track of your preferences.²

FIRST-PARTY COOKIE - A small amount of text stored in the user's computer that is created by the website the user is visiting. By default, first-party cookies are allowed in every web browser, although the site may also allow third-party cookies. If first-party cookies were disabled, a merchant would not be able to identify customers when they return.

A website could not track users' activities as they move from page to page. It would inhibit purchasing multiple products in the same session, because each time another item was added, the cart would treat it as a new order.³

THIRD-PARTY COOKIE - A small amount of text stored in the user's computer that is created by a website with a domain name other than the one the user is currently visiting. By default, third-party cookies are often allowed by a Web browser; however, they may be blocked, as they are widely used by advertisers to track browsing history.⁴

COOKIE SYNCING - A process that attempts to match an identifier or cookie set by one adtech platform to an identifier or cookie set by another adtech platform.

SOURCES

1 <https://montulli.blogspot.com/2013/05/the-reasoning-behind-web-cookies.html>

2-4 <https://www.pcmag.com/encyclopedia>

INSURANCE SPOTLIGHT ON IDENTITY

KAREN IMBROGNO

Director Industry Strategy, Insurance
Acxiom

Acxiom partnered with Arizent to poll senior insurance executives about their reliance on third-party cookies and their preparation for a disruptive change in digital marketing. The results of the study point to the reliance on third-party cookies, varying strategies to adapt to change, and some misconceptions and confusion about technology that may bridge the gap. The big void they see is their ability to manage data, acquire new customers, measure media performance, and accurately deliver on personalization. Respondents said that without using third-party cookies they will not be able to execute key brand strategies like customer acquisition/retargeting, measurement/analytics, behavioral analysis, personalization, data management,

customer service and optimizing the customer experience. Both sales and marketing and IT/data professionals agree on these points – and the survey results were remarkably similar from both the sales and data executives' perspectives.

Better customer experience starts with brands knowing their customers better. Before – and long after – people pick a brand they follow a path marketers need to see, model, and refine to achieve growth goals. And the brand needs insights into that experience to continue to deliver on the brand promise.

Personalization, customer acquisition, and data management are the top-of-mind fears for the loss of third-party cookies.

2/3

Say the loss will impact their business.

2/3 also expect Omni-Channel Reach and Frequency tracking to continue next year.

It's abundantly clear that there is confusion.

KEY FINDINGS Third-party cookies are important to most organizations' digital processes

76%

Customer Acquisition

71%

Measurement/Analytics

71%

Customer Service/ Customer Experience

Organizations are turning to Customer Data Platforms and digital agencies to mitigate the loss of third-party cookies. **3/4** expect a CDP to be able to solve this gap for them.

SUGGESTIONS BASED ON KEY FINDINGS

The brand has the direct relationship with the customer, so a first-party identity graph is core to the best possible solution. With the move to authenticated solutions based on personally identifiable information (PII), reach will be significantly limited and will necessitate multiple partners. It will be important to synchronize and optimize the linkages by implementing a first-party identity graph.

MANAGING IDENTITY – The loss of third-party cookies (and IP addresses) along with the proliferation of new person-based IDs across the adtech ecosystem will require brands to manage identity across multiple vendors (for accuracy and reach). Capturing all these signals from owned and paid media into the first-party private identity graph allows brands to make full use of the data to drive customer intelligence. Identity synchronization across all these partners helps them understand what's really working while also ensuring they're maintaining all the adtech keys necessary to engage with customers without third-party cookie syncs.

SHARING DATA – With appropriate consumer disclosure and consent, brands will be able to share their first-party data in a digital co-op. However, the available identity match keys will be limited, and more coverage will be challenging over time. Cross-domain identity services will continue to provide some value in the adtech ecosystem as they've built common currency that is "biddable" across many DSPs/SSPs. However, with third-party cookies on their way out, the notion of cookie syncing is in question. Brands will need to rely on authenticated traffic across both advertiser and publisher sites (early reports indicated a drop of more than 80% in reach).

CONTEXTUAL ADVERTISING – Also, with only 20% of internet traffic accessible through these authenticated cross-domain IDs, the cost per thousand (CPM) for that traffic will be significantly higher as they will be in high demand.

We'll start seeing more brands shift to contextual advertising for lower CPM on a larger but less understood audience. Also, we'll start seeing more brands leveraging hashed email solutions like UID2.0 and ID5/etc. Trusted identity and data services providers, like Acxiom, will subsidize first-party graphs with third-party sourced hashed emails translated to UIDs for targeting efforts.

AFFILIATE MARKETING – The ability to recognize and message people on third-party sites will be significantly limited. Affiliate marketing will be severely impacted by third-party cookie deprecation. As this is the way bloggers/influencers/affiliates have proven the person who converted on the brand's website was referred to the site by the affiliate. While somewhat cumbersome, first-party tags can be deployed on partner sites (with the partner's approval) for establishing proof of impression or view between partner sites.

ACXIOM'S REAL IDENTITY – Existing tools and solutions will have to be modified (or scrapped altogether). Acxiom's Real Identity can help insurance brands implement alternative media measurement strategies. Changes made by big tech will force brands to settle for summarized views of attribution or look for alternative measurement solutions. We believe marketers should take control of their owned and paid media by placing their own tag (rTAG from Acxiom) on all media. This has proven effective to circumvent the limitations imposed by browsers while also complying with privacy regulations.

CONCLUSION

Based on this study, brands are not yet fully prepared to execute their marketing initiatives after Google eliminates third-party cookies. More time to prepare is good, but action is essential. Acxiom believes a focus on first-party data will enhance insurance brands' strategy, and they won't be able to effectively resolve or activate without a first-party identity graph.

FIRST-PARTY IDENTITY SOLUTIONS HELP BANKS RECONNECT WITH CONSUMERS POST-PANDEMIC

Wendy Coburn

Director Industry Strategy, Financial Services
Acxiom

ACXIOM BLOG - JUNE 2021

As we accelerate out of the COVID-19 pandemic, certain realities are emerging that will affect how financial services companies get back in the credit game. With bank lobbies closed or on limited hours, people learned to rely on digital banking tools for day-to-day tasks. But even as people get back to pre-pandemic normalcy, it's unlikely they will abandon their preference for digital engagement.

For lenders, this means direct mail, the traditional customer acquisition workhorse, needs to be amplified and enhanced with email and digital tactics to ensure the lending offer is seen in as many places as possible. But more importantly, lenders need to think beyond these "push" tactics and take action on customer and prospect signals when they're interacting with their brand.

The goal of being able to offer the best and most appropriate product to a customer or prospect, at a time when they're thinking about banking and visiting the bank's website, has been a significant technical challenge for most banks. Whether they're constrained by their marketing stack or their internal resources, getting to this level of personalization is difficult.

WHAT DOES IT TAKE TO BE ABLE TO DO IT?

Ability to identify the site visitor at the individual level. Third-party cookies aren't individualized and cannot be the mechanism to make a prescreened offer. Identification using a first-party graph that brings personally identifiable information (PII) and other digital identifiers together is the key to true individualized personalization.

Ability to activate an offer in real time. The connection of the identified visitor to an offer meant specifically for them is a use case that touches three critical pieces of technology: the customer data platform, the first-party identity solution, and a real-time offer repository or data store.

Ability to integrate and unify many data sources, from CRM data to third-party data, to transactional data.

Ability to measure the effectiveness of the personalization strategy. For this, an environment that compliantly brings on- and off-line data signals and events together is critical.

Bank marketers are examining their investments in the tech stack and evaluating which additional pieces are needed to enable personalized strategies. When considering first-party identity solutions, they are finding that the benefits extend beyond simply delivering better personalized marketing experiences.

First-party identity solutions enable enterprise identity resolution. This breaks down the silos between product lines, delivering a true 360-degree view of the customer. The solution treats each product view of the customer as a key, with the first-party identity graph as the master key ring. And it's not limited to customers; it can and should include prospects who are being targeted in acquisition marketing.

Acxiom can help bank marketers prioritize use cases and build a roadmap to unlock personalization strategies that will help drive growth. By leveraging first-party identity solutions, marketers will have future-resilient tools that are impervious to the changes being driven by "big tech" in the marketing ecosystem.

WITH UID2, THE LOSS OF THIRD-PARTY COOKIES WON'T BE SO PAINFUL

Ryan Peters

Director Identity Strategy, Financial Services
Acxiom

ACXIOM BLOG - AUGUST 2021



Acxiom recently announced our participation in Unified ID 2.0 (UID2), an open-source framework that publishers, advertisers, and digital advertising platforms can use to establish identity without third-party cookies. More specifically, Acxiom will be the first closed operator in the initiative, meaning our clients soon will be able to generate UID2 identifiers without an external PII sync while staying connected to an industry-leading framework for cookie replacement. This is great news for Financial Services brands focused on privacy, risk, security, and audience accuracy.

REDUCING RISK

Creating UID2 identifiers within Acxiom's Real Identity solution reduces non-essential transit of first-party PII and the associated risks. It also accelerates our ability to safely distribute audiences directly to publishers and adtech partners. As client data strategies continue to focus on risk mitigation and growing first-party data repositories, we believe containing PII is critically important, as is having a secure way of connecting with customers.

VALUE EXCHANGE SURVIVES

Our team spends a lot of time thinking about the future of the media landscape. Almost daily there's confounding (and conflicting!) announcements from major players eager to raise their gardens' walls. UID2 by nature is more democratic. It allows the original value exchange of

receiving free content in exchange for allowing relevant advertising to continue. The cookie was broken, but the equation of people participating with brands and publishers was not.

INTEROPERABILITY

Brands thrive when they can connect with their customers safely and accurately on the open internet. As first-party data collection keeps booming in industries that previously didn't invest much in it, financial services has always been rightfully obsessive about it. Regulatory restrictions — and their associated consequences — mean accuracy is a fundamental component. Certain proposed identity solutions are opaque, relying on anonymized and aggregated signals to sort audiences into segments without transparency to the brands relying on them. UID2 offers the ability to reach audiences with clear and definable rules across the open ecosystem. This interoperability means privacy is no longer a hurdle for reach and plays an important role in helping brands drive personalization and measure results.

GETTING THE MOST VALUE FROM YOUR THIRD-PARTY DATA RELATIONSHIPS

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Director Data Strategy,
Financial Services - Acxiom

LARRY BEVENS

Director Analytics Strategy,
Financial Services - Acxiom

WENDY COBURN

Director Industry Strategy,
Financial Services - Acxiom

While third-party data can lead to greater insights and better experiences for prospects and customers, it is imperative that the collection and use of personal information be done in an ethical manner that keeps people at the center of the equation and focuses on what is legal and also what is fair and the right thing to do. In other words, just because you can do something doesn't mean you should.

The best third-party data is set apart by several key characteristics. It is:

- First and foremost, built on a solid data ethics/data governance foundation
- Multi-sourced from hundreds and likely thousands of private and public sources
- Intelligently curated by a partner firm that specializes in compiling and aggregating third-party data
- Complete and without obvious geographic or demographic bias. For example, in the U.S. a quality source for third-party data should maintain deep data insights on virtually every adult

DEFINITION

Third-party data can mean different things to different people. So we'll begin by defining it as data that does not originate from a brand. In this article we will put a finer point on that definition by adding that third-party data is:

- Consumer information but can include insights into a person's work life
- Marketing data that can be used to drive insights and analysis, create personas, drive real-time personalization, inform predictive models and underpin segmentation.
- Generated from sources other than a consumer credit reporting agency or credit bureau.

By this definition, third-party data includes demographics; lifestyle and psychographic data; property and homeownership information; product purchase, usage and propensity in-market behaviors; asset and spend data; and brand and channel preference information.

SITUATION

Marketers and brands use third-party data to enhance their consumer data to build a complete view of their customers and prospects. This enhancement supports best-in-class targeting, modeling, measurement and analysis. In financial services and banking especially, use of any data is highly regulated, requiring strong subject matter expertise for compliant implementation. This combination of compliance and operational excellence will protect your brand and your customers.

ACXIOM INFOBASE® DATA ELEMENTS



RELATIONSHIP

Bank product and service ownership, usage, engagement



DEMOGRAPHICS

A comprehensive view of household composition



ECONOMIC STABILITY

Snapshot of people's income, credit, debt and assets



LIFE STAGE

A deeper understanding of people's lifecycles



PROPENSITY

Models to predict people's response and purchase behaviors



TRIGGERS

Time-sensitive insights into people's life events and activities



CHANNELS

People's use of email, direct mail and purchase behaviors



REAL ESTATE

Property characteristics, like own/rent, dwelling type & value



ZIP+4 CREDIT

Derived from the credit profiles of credit-active people averaged at the zip code level

RISKS OF GETTING IT WRONG:

REGULATORY RISK – misuse, even inadvertently, can lead to significant compliance and reputational exposure

REWORK – incorrect implementation and integration can result in backing out and reimplementing solutions

INEFFICIENCY – optimizing ROI requires attention and an ongoing commitment to care, feeding and iteration or data application

NEW AND NOTABLE



MARKET SIGNALS

Location-based device data to determine people's buying behaviors, interest in products, brands or stores and provide "in-market" consumer insights to marketers.



WORK-LIFE

The combined power of business and consumer insights from D&B and Acxiom.



MOBILE

Persona of a mobile user's likely current needs, interests and affiliations. Built from mobile behavior, self-reported, app usage, Bluetooth connections, WIFI, app installations and location data.



SEMANTIC AUDIENCES

Audiences created from machine learning, significant keywords and phrases extracted from web content.

TOP USE CASES FOR ACXIOM INFOBASE DATA

TARGETING BEYOND CREDIT DATA

While credit data has proven to be a powerful asset in its ability to help predict revenue potential and creditworthiness, it does have limitations. It doesn't provide full insight into the profile of the people who are your most desirable prospects. What do they look like, what is motivating them to respond to your invitation or offer, how and why are they most likely to use your card or loan, and what marketing messages resonate best with them? This is where the various types of third-party data come in: knowing a prospect's life stage, dominant lifestyle, affluence level, brand preferences, disposable income and purchase propensities allows marketers to tailor their creative and messaging to the individual prospect or segment and may even inform offer strategy. Consider, for example, how important it is to know someone has recently moved to a new home. That life event triggers many different buying needs, but one of the most important is the change of a primary banking relationship. Knowing that life event enables a marketer to mail a strong checking account offer, potentially leveraging imagery that evokes the location of the new home and referencing the life event.

REACHING UNDERSERVED PROSPECTS

One advantage of thinking beyond credit data for marketing to particular people is that you will reach new and underserved prospects. For example, people who opt out of credit bureau prescreen offers are excluded from prescreen lists. Estimates of the size of this population range from 30 million to 60 million Americans.

Another underserved segment that can be identified and targeted using third-party data is the "thin file" or new-to-credit universe. As the name implies, this segment is made up of people with few or no credit trades on their credit bureau record. Typically, these people are young and just entering adulthood, or are new to the country. Experience has shown that many people remain loyal to the credit grantor that offers them their first credit card, and it affords the issuer opportunities to up-sell and cross-sell additional financial products and services.

PRECISE SEGMENTATION & TARGETING

- Identify and connect with audiences everywhere
- Segment with thousands of global audience attributes
- Distribute across platforms, publishers and offline

CREATE & DISTRIBUTE TAILOR-MADE AUDIENCES

- Discover new customers who look like your best customers
- Create one-of-a-kind audiences tailored to your specific needs
- Deliver to the destinations of your choice

GEO-TARGET HIGH-VALUE CONSUMERS

- Geo-target audiences for precise delivery of your message
- Increase site and foot traffic
- Improve customer experience and cost effectiveness of campaigns

DELIVER CONSISTENT OMNI-CHANNEL EXPERIENCES

- Find your most valuable audiences
- Deliver consistent customer experiences across all channels
- Increase impact and improve brand interaction
- Deliver personalized, relevant messaging based on data insights

CONCLUSION

Third-party data is a powerful tool for marketers to improve the performance of their first-party data, their models and messaging. It can expand the reach of marketing efforts by unlocking underserved audiences. It's critical the data partner has deep competencies in the areas of privacy and compliance, understands the financial services and insurance regulatory environment and the complexity of its requirements, and has robust offerings. Getting the data wrong can lead to brand reputational risk and negative experiences. Getting it right is when personalization delivers superior experiences for customers and prospects.

MARKETING SPOTLIGHT ON: PAYMENTS AND PERSONAL LOANS

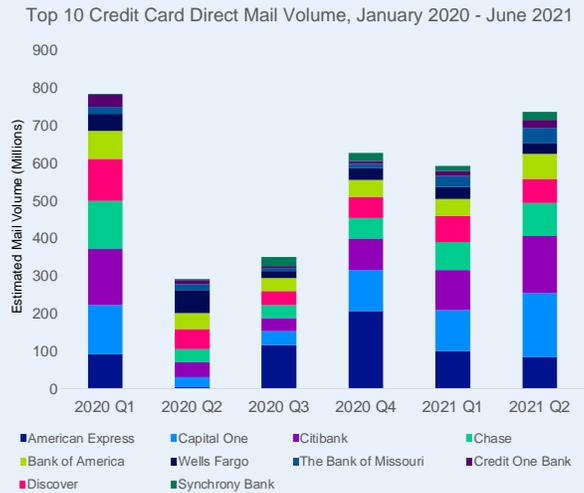
Powered by  **COMPEREMEDIA**
A MINTEL COMPANY

CREDIT CARDS

Acquisition mail dipped at the start of the pandemic, but has grown steadily since, especially in the credit cards space



Capital One, American Express, Citi remain the top credit card acquisition mailers



STUDENTS

Most student credit card issuers had an all-or-nothing approach to their channel mix, either relying entirely on direct mail or entirely on digital media.

Media Spend by Product and Channel, January 2019 – May 2021



*Discover's spend at 99% direct mail, 1% Display
**Digital includes Paid Facebook, Video and Display



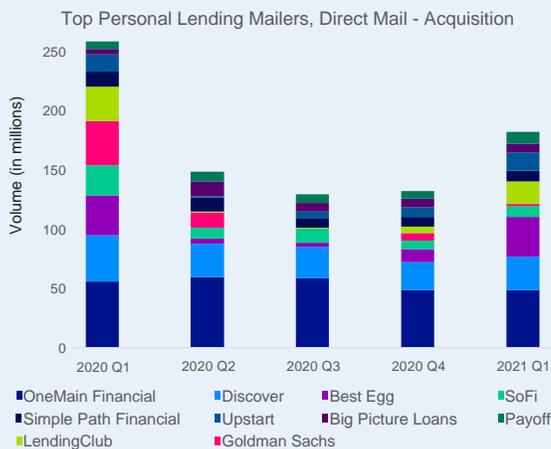
Discover's direct mail piece showed students how "credit is a journey," which starts by applying for the Discover it Student card.



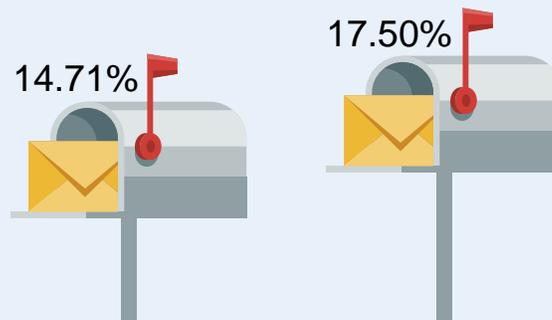
The Chase Freedom Student card's Facebook banner ad highlighted its ability to both build credit and boost cardholders' confidence.

PERSONAL LOANS

Despite being down year over year, personal loans mail volume among top mailers in the US has been trending upwards since Q4 2020. The increase was mainly driven by Lending Club and Best Egg, which increased their volume by 305% and 226%, respectively, from Q4 2020 to Q1 2021.



US subprime lenders have taken a bigger slice of the mailbox in the last year



Source: Subprime share of mailbox, direct mail - acquisition, 2020 Q1 vs 2021 Q1

Note: A lender is considered subprime when its average upper APR is above 36%, while prime lenders have an average upper APR below 36% (with the exception of Mariner Finance, Oportun, and CashCo, which are considered subprime). Lenders that do not disclose their APR range in their communications are excluded from this analysis (with the exception of RISE).

BUY NOW PAYLATER

Never the highest spender in BNPL marketing, Affirm's partnership with Amazon, Walmart and Shopify provides brand visibility and Affirm can increasingly let its partner retailers do the talking and shift marketing from broad, expensive awareness campaigns to targeted social or email messaging to drive out BNPL competitors.

\$10.3m



Klarna.

\$6.4m

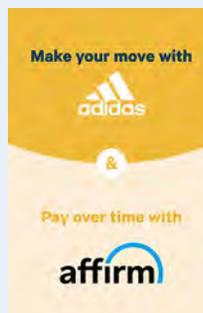


afterpay

\$2.7m



affirm



Source: Omnichannel spend by BNPL competitors by month (9/1/20 to 8/31/21) as of 9/1/21

PLATFORM OVER PRODUCT (POP):

How to get value out of your investments in an acronym-obsessed world

DON GRAUMANN

Managing Director, Financial Services Industry
Acxiom

EXECUTIVE SUMMARY

Acronyms and buzzwords without context create confusion.

At best, the confusion results in wasting 33% of your marketing technology spend. At worst, it results in your marketing being 50% less effective and efficient, which impacts your business at a magnitude greater than your entire marketing technology budget.

It is critical to understand how the proposed acronym or buzzword fits in your conceptual understanding of your marketing solution. It is understanding that the different components of your solution have different values. Some are foundational, while others are ancillary. Some are part of the platform, while others are supporting products.

Acxiom is one of the pioneers of database marketing. We created the space in 1969. Since then, the conceptual platform of intelligence-driven marketing has not changed. However, the supporting products have been disrupted by at least five different generations of technology. If your focus is on the platform, you adapt. If your focus is on a product, you get disrupted.

ACRONYM OVERLOAD

CDP, GCP, DX, ESP, MA, DMP, CDI, EMPP, PDB, AWS, API, CMS, UV, CRM, ASP, SEM, SNS, CX, IOT, SEO, CM, AAS, CLM, AI, CDB, DNS, RSS, DSP, GDD, ML, RPA, SFA, SMO, MAP, UCG, SSP, UX, DM, SMM, GA.

This is just a partial list of the acronyms in the marketing technology world. How many of these can you identify? Of those you know, how important is each to your marketing success? Now add all the buzzwords in the marketing technology space. Then add the product names for each capability from each provider. It makes your head spin.

Unfortunately, there are many providers in the space who take advantage of the confusion. Because they can “talk the talk” it is assumed they are experts. Many of these providers actively strive to add to the confusion to increase dependence on them. They tell you their product is the only answer to cut through the confusion and solve your problems. Too often, you are soon left wondering how to recoup the underperforming expense. It does not have to be this way.

CONCEPTUAL OVER TECHNICAL

The acronyms pull you in. You want to understand. You think they represent important technology. Many of them do. Many of them do not. They also cause you to start with the technology.

Do not start with the technology. Start with your marketing needs. Recognize that you need a marketing solution. Technology is not the solution. It is the means for implementing the solution.

Many will tell you your marketing solution is a “tech stack.” Others will say “marketing environment” or “marketing ecosystem.” All those terms imply technology. The right starting point is the conceptual model of your marketing solution.

THE CONCEPTUAL MARKETING SOLUTION

We opened this article with 40 marketing technology acronyms. If we tried to make it complete and added buzzwords and product names, the number would climb into the hundreds. That is complicated. Thankfully, the conceptual model of your marketing solution is simple. It has only seven areas.



INTERNALIZATION

This is everything related to inbound data. Internalization happens via a batch transmission or a real-time API. It is being able to receive raw data in any form from any channel.

IDENTITY

This is recognizing a person, whether a customer or a prospect. Identity enables the association/linkage of a person's different data. It turns data into information. Identity includes data hygiene and normalization that makes data usable.

DATA OF RECORD

This is your database. Data of record is your complete view of a customer or prospect. It includes first-, second-, and third-party data as well as the results from legacy and ongoing marketing. Data of record is a comprehensive and centralized view that maximizes the probability that you have captured the data elements that influence customer behavior.

ANALYTICS

This transforms information, your data of record, into understanding and intelligence. Analytics isolates data elements and derives attributes that measure value and inform marketing strategy and operations. It runs parallel to marketing with the goal of continuously improving marketing effectiveness and efficiency. Analytics has many parts including segmentation, modeling/scoring, machine learning, artificial intelligence, and measurement/attribution.

MARKETING

This is determining the customer interactions that will meet people's needs and create connections with the brand. Marketing is designed for speed by focusing on decision drivers isolated by analytics versus the entire data of record. It has many parts, including audience creation, suppression, treatment determination, episodic/batch campaign management, real-time business rules and integration, and results/feedback capture.

EXTERNALIZATION

This is outbound channel integration. Externalization is getting in-market. It is transmission to the lettershop as well as digital activation and syndication. Externalization is getting the next interaction in front of the customer or prospect so it can create a connection.

DATA ETHICS

These are the values, policies, and access controls that respect people's privacy and ensure fair treatment. Identity, data of record, analytics, and marketing are all governed by data ethics. This is doing the right thing even if the law does not require it. All marketing technology products fall into one of these seven areas. If you understand the conceptual model of a marketing solution, you can quickly add context when trying to understand and evaluate the latest acronym, buzzword, or product. Going further, it is important to understand that all seven areas are not created equal.

ISOLATING PLATFORM

Three of the marketing solution areas are more important than the others. They are identity, data of record, and data ethics. These three are foundational to the other four.

If you get them right, you get results. If you get them wrong, you miss out on opportunities and increase your risk.

RECOGNITION: Without reliable identity, it is obvious to people that you do not recognize them. It looks like you are not trying. It appears you are throwing offers at them, just hoping one will stick.

UNDERSTANDING: Without a comprehensive data of record, you have limited understanding of your customers and prospects. You are likely to create negative moments of truth such as barreling forward with marketing when the customer is having a service issue. Or you might miss positive moments of truth like understanding your customer is having temporary financial trouble that can be eased by increasing the credit line. Such an experience can be

the basis of lifelong loyalty. Identity and data of record are interdependent. One is not possible without the other.

ETHICAL INTELLIGENCE: Without explicit data ethics, you greatly increase the chance you will misuse people's data. The possible legal issues are not even the worst of it. The real consequences would be the PR hit to your brand. The resulting loss of trust could put your business at risk.

We are not contending that the non-platform areas of your marketing solution are not important. We are saying they must be built on a strong foundation or they will not deliver their promised value.

PRODUCT TURNOVER

Depending on where they sit in your marketing solution, products turn over at different rates. Platform-related products change every 7-15 years, while non-platform products change every 2-5 years. Why the dramatic difference?

Platform products are foundational, more deeply embedded in your marketing operations, and likely more deeply integrated with your non-marketing operations. As a result, they are significantly more difficult to swap out. They are your basis of customer truth. It is critically important to get your platform product mix right.

By contrast, non-platform products reside in spaces that continue to change. In 1995, identity and data of record were just as relevant as today. The non-platform space looked dramatically different. Some examples include:

APIs: The concept of an API was still new and not widely adopted.

MACHINE LEARNING: The concept was well-known in academic spaces but was a long way from having commercial applications in marketing analytics.

CDPs: The digital world in which the customer data platform (CDP) applies real-time rules barely existed in marketing.

DIGITAL ACTIVATION: Online onboarding and syndication were waiting for programmatic advertising and smart phones to be invented.

Those are just four examples. The products in these areas have gone through significant disruption to arrive at where we are today. For example, the CDP came after batch campaigns evolved into marketing automation and then into data management platforms (DMPs).

WHAT'S IN A NAME?

Many products will overpromise, at least based on how we are defining “platform.” For example, many view a CDP as a replacement for the data of record. While the CDP has lots of database functionality, most CDPs would struggle with the industrial data management required to construct a true comprehensive view of the customer or prospect. Further, the “as a service” pricing model would quickly make a CDP platform too expensive. Beware of companies that say their products can do it all, especially if they pose as the entire platform.

All this said, the CDP plays a critical role in the marketing area of your conceptual marketing solution. It is the primary digital real-time engine. Without a CDP, you would likely miss out on some moments of truth, such as customers exploring HELOC rates across multiple digital properties, indicating they are “in market” and open to your offer.

ENTERPRISE AND REGULATED INDUSTRY NEEDS

There is a long history of products not working in the financial services and insurance industries. This is especially true on the tier 1 level. The challenges tend to fall into three categories:

RIGID FUNCTIONALITY: Products strive to automate functionality to gain economies of scale and efficiencies. Financial services and insurance companies tend to have widely varying needs. As a result, the standard functionality rarely covers more than half of the tier 1's needs. In short, workarounds and inefficiency, abound.

PACKAGED SOLUTIONS: For my 15 years working in financial services and insurance, product companies have been trying to sell packaged solutions. This overlaps with the point above. If the base product cannot meet the tier 1 needs, then a packaged solution is even less likely. Tier 1 financial services and insurance providers consider their

modeling and offer assignment to be their “special sauce.” Packaged solutions are trying to sell sauce.

BLACK BOXES: Only healthcare is as regulated as financial services and insurance. As a result, full transparency into business and technical rules is critical to manage and mitigate risk. If a product contains any “black boxes,” it does not clear this regulatory hurdle.

Understanding where your conceptual marketing solution has the flexibility to leverage a product more fully versus where you need full transparency and customization is important. Far too often companies get far down the implementation road only to realize the product does not fit. They bought into the acronyms and buzzwords. Instead of admitting their mistake and changing direction, workarounds are put in place to justify the sunk cost of the product. That only compounds the problem and lengthens the ultimate remediation, which is generally led by someone other than the original decision maker.

CONCLUSION

There is an old marketing saying that goes “half of my advertising spend is wasted. I just do not know which half.” That also applies to your marketing technology spend.

Do not get fooled by the acronyms and buzzwords. Understand and evaluate them in the context of your conceptual marketing solution. Know if you are assessing platform or non-platform products. Do not head down a path just because that is what your competitors are doing. Instead of giving in to the fear of missing out, maybe your understanding of platform can put you in a leapfrog situation. Do you understand your marketing solution on a conceptual level? Is your marketing platform strong? The experts at Acxiom can help you answer those questions – and mitigate situations that need addressing. Reach out to us any time at info@acxiom.com.

ACXIOM MARKET PULSE

WHAT 10,000 PEOPLE TELL YOU IN TWO MINUTES

In the fourth quarter of 2020, Acxiom Market Pulse Consumer Research surveyed 10,000 Americans 18 and older to learn how the COVID-19 pandemic has changed the way people behave and shop across several key industries.



TECH IS THRIVING, YET WE PAY A PRICE



36% BOUGHT A NEW DEVICE



31% SUBSCRIBED TO A VIDEO SERVICE FOR THE FIRST TIME



40% OF 18-24-YEAR-OLDS SEE MORE VALUE IN PAID SUBSCRIPTIONS FOR ENTERTAINMENT



51% SAY SMART PHONES ADD STRESS



SAFETY COMES FIRST



SOLO AND QUICK SHOPPING

EXPERIENCES ARE NOW PREFERRED OVER A FUN SOCIAL EXPERIENCE



83% SAY SAFETY, NOT BUDGET, IS THE NEW PRIORITY FOR TRAVEL



44% ARE NOW THINKING

ABOUT HEALTH RISKS MORE GENERALLY, ESPECIALLY YOUNGER PEOPLE



69% AGREE THAT DATA

MANAGED PROPERLY CAN BE USED TO GREATLY BENEFIT PEOPLE



CUSTOMER SERVICE STILL COUNTS



83% SAY INSURANCE AGENTS ARE STILL VALUABLE



35% THOUGHT AUTO INSURANCE REIMBURSEMENTS WERE A NICE PERK

DRIVING PRIMACY THROUGH PERSONALIZATION

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Director Industry Strategy,
Financial Services - Acxiom

STEVE JONES

VP Strategic Partnerships
& Business Development - Acxiom

PRIMACY:

Customer behavior that indicates loyalty to a bank through adoption and use of several products and services – such as a checking customer who is also a card holder, has direct deposit and uses the mobile tool.

PERSONALIZATION:

Recognition of an individual, determination of the right message and presentation of that message, wherever the individual is.

sometimes (but surprisingly seldom) other data such as product usage, product relationships, etc.

It's not that marketers aren't trying. But whether the barrier is data silos, data movement or lack of confidence in the quality and depth of data, there are challenges to executing fully personalized strategies. Ironically, customers expect their banks to know them better than almost any brand – and yet banks often hardly acknowledge the relationship, let alone speak to their customers as if they understand the full scope of their relationship.

THE JOURNEY IS THE POINT

Marketers use words like “journeys” to explain how people interact with brands. They also talk about the “funnel” and divide tactics by “top of the funnel”/awareness, “mid-funnel”/performance and “bottom of the funnel” conversion. But the explosion of signals and channels has meant buying and shopping and research behaviors are no longer “linear,” with people moving up and down the funnel during the buying process.

People today may emit buying signals by clicking on an ad but then spend weeks doing comparison research before visiting the brand's site and filling out an application. They will have interacted via mobile device, desktop, tablet

SITUATION

Banks have had articulated goals around both primacy and personalization for years. It's a well-known fact that a primary customer can be many times more loyal and valuable than a non-primary customer. The banking relationship is much harder to disrupt, the more embedded a customer is with a bank.

However, creating those relationships has been elusive and typically approached through the lens of product acquisition. And those acquisition efforts have been personalized in only the most rudimentary way – using name, address and

and work desktop, clicking ads and visiting sites and social media pages. All these interactions are opportunities for the brand to recognize them, determine a message and present that message.

Each interaction emits a digital signal. But who sees the signals? The answer is nobody unless the signals can be pulled out of the channel or app silo and into a “customer intelligence framework.”

PRIMARY CUSTOMERS WILL BE HAPPIER CUSTOMERS BUT ONLY WHEN YOU KNOW THEM

Imagine a scenario where a bank uses insights about a customer to deliver solutions when the customer needs them, cultivating a sense of trust, loyalty and financial wellness. This translates into more profitability and longer customer tenure for the bank – a classic win-win.

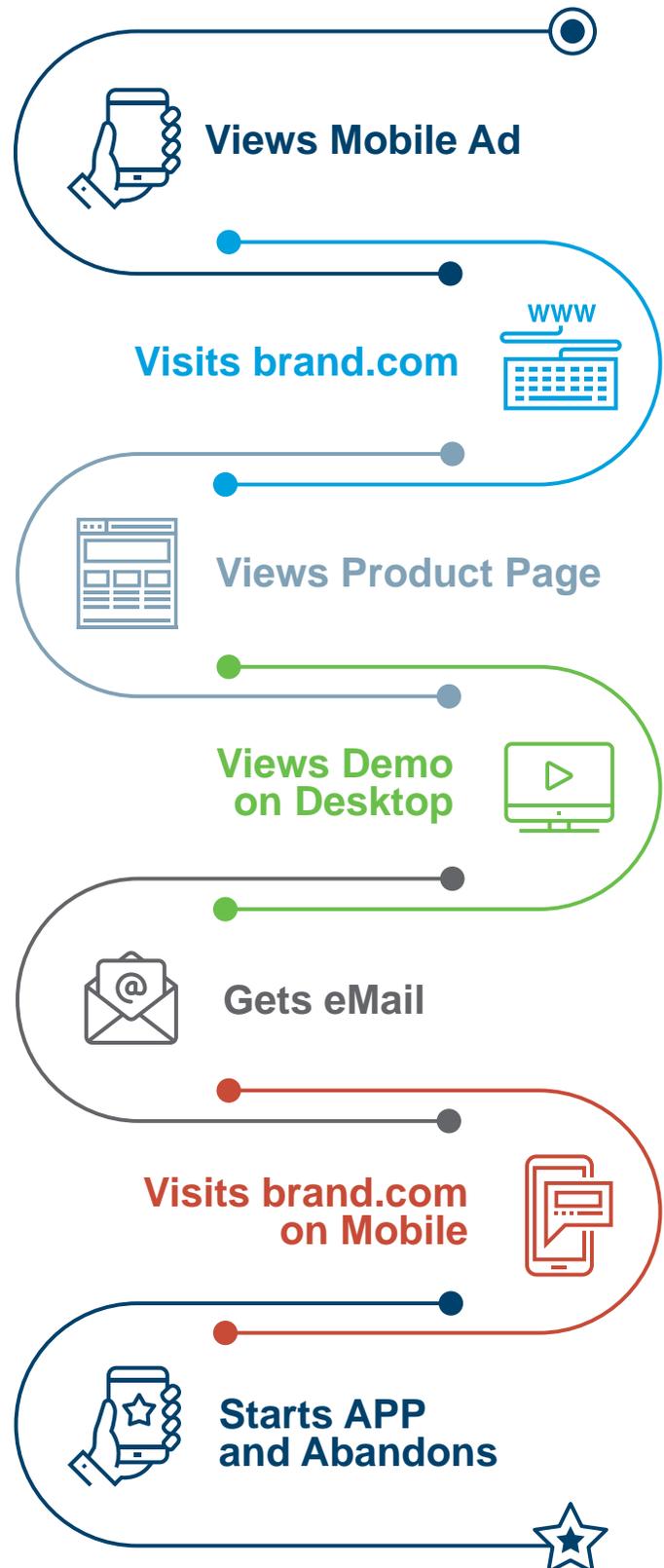
But in truth, converting all the raw data available to banks into insights about customers is the hard part.

Raw data generated by a customer interaction can live in apps, in channels, in product lines, in marketing and enterprise databases. There are often several versions of the customer relationship, none of which are the complete truth. This challenge could be replicated across business lines and channels such as branch, call centers and product lines.

Using this raw data to personalize communications can lead to a disjointed and confusing narrative for customers, who are probably wondering why the bank doesn't seem to know them. The miss is often as simple as an existing credit card holder getting an offer for the same card or a checking customer being offered a home equity line of credit when the customer doesn't own a home. Getting those two scenarios right comes down to having the tools to turn data into insights.

CUSTOMER JOURNEY

Without Personalization Strategies in Place



THE CUSTOMER INTELLIGENCE FRAMEWORK

The customer intelligence framework is made up of technology, data and strategy. To be successful, a bank needs to look at all three elements:

TECHNOLOGY:

Optimized Identity

Identity resolution is a process by which people's signals are collected in a centralized repository at the individual level. Data indicating life changes – moving, getting married or divorced, and other details can be tied together to build a more complete view of a person. Newest thinking on identity is that people's digital profiles should be as robust and vital as their offline profiles and should be stored and managed compliantly within a first-party identity graph.

Clean and complete data when resolving identity gives marketers the best chance of reaching people where they are now. This isn't just a point-in-time solution, it is the backbone of the modern marketing technology stack and critical to orchestrating good, personalized experiences.

Optimized Decisioning

Decisioning is a combination of business strategy and technology. It's choosing the right message for the

individual and activating that message. Most commonly the tools used to execute decisioning are a combination of real-time data stores housing offer databases, and customer data platforms, or CDPs.

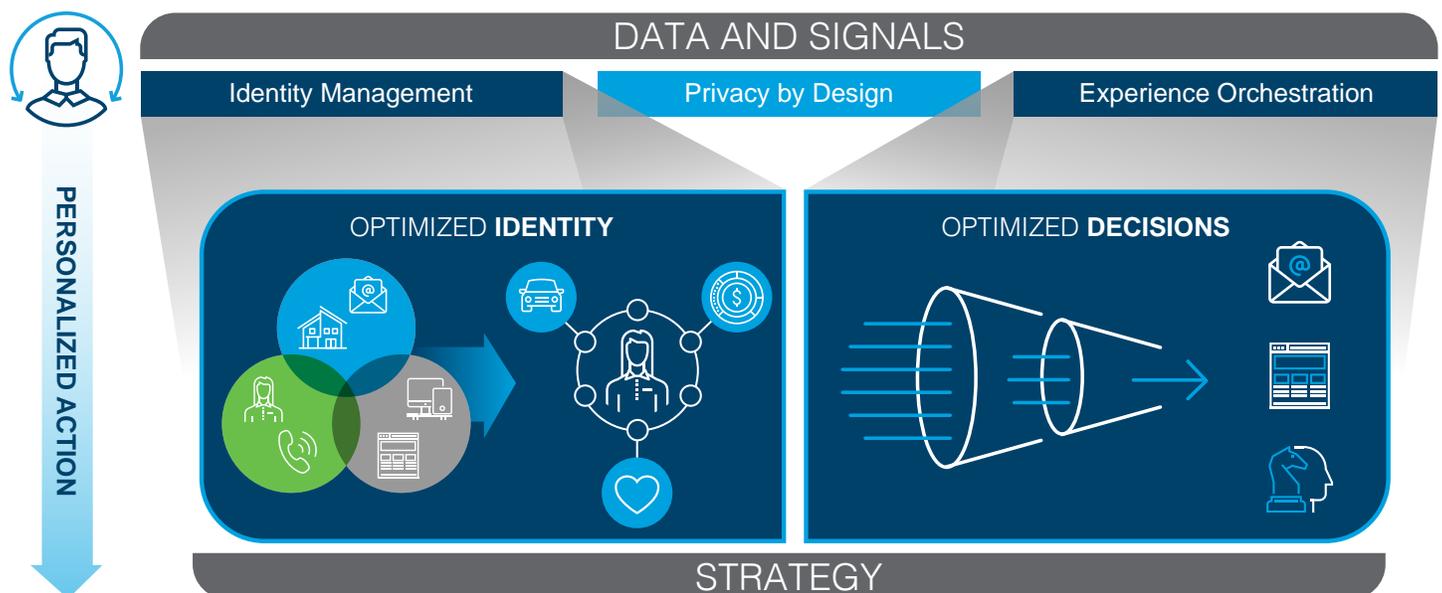
The decisioning tool is fully integrated with the identity graph, ensuring accurate recognition and activation.

DATA:

The identity solution can accommodate offline and online data and can also be informed by third-party marketing data, CRM data and other enterprise data. Ideally these disparate data sources will be integrated and stored in a repository that can be accessed for campaigns.

STRATEGY:

Strategy in this context is the focus on creating personalized, relevant and valuable experiences for the customer and the brand. It starts with developing top use cases, understanding the desired outcomes and behaviors that will deliver business results for the brand, while creating loyal customers. Personalization should be additive to customers' experience with the bank; it should make them feel known, and ideally, understood. Too often banks prioritize product sales over good customer experiences; if they focused on experiences, product sales would naturally occur.



Banks need to ensure their customer intelligence strategy delivers on three key objectives that, when met, will create better customer experiences and more loyal primary relationships:

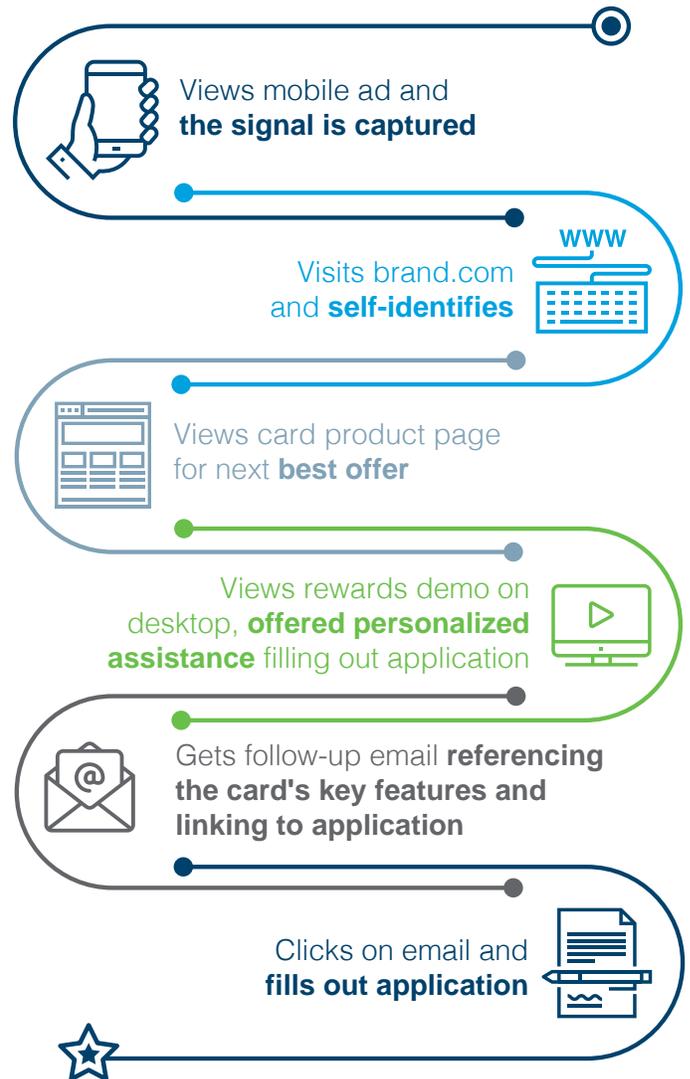
- **Provide a consistently delightful experience in every interaction channel, whether digital, mobile, call center or branch**
 - Deliver personalized and contextual experiences
 - Be preference-driven
- **Focus on Customer Lifetime Value**
 - Understand the unique needs of customers at each stage and message accordingly
 - Show you know them by delivering relevant messages at each interaction
- **Take advantage of every interaction**
 - Be purposeful in servicing messaging
 - Quickly identify site visitors
 - Leverage data and technology to build robust customer profiles

HOW TO GET STARTED

Building a comprehensive customer intelligence framework can seem daunting. In fact, it may make sense to start with a single use case, such as identifying site visitors or enabling bank tellers to make the next best offer to a customer. Even starting small, marketers will need to make sure they've considered the technology, data and strategies involved to make the use case work.

PERSONALIZED CUSTOMER JOURNEY

With a Customer Intelligence Framework in Place



CONCLUSION

Personalization and primacy are goals and key performance indicators banks track. We know these are top of mind because we see them stated in public earnings materials. With a customer intelligence framework in place, banks can begin to leverage insights to create great personalized experiences for people interacting with their brand. Better experiences drive loyalty and propensity to consider additional products and services. In short, they create primary customers.

“Simply put, personalization drives better financial results.”

- Harvard Business Review, The Age of Personalization

64%

of people expect companies to respond and interact with them in real time



55%

of people worry about how brands use their data, track them and reach them*

Customers who have the best experiences spend **140%** more

Delivering positive customer experiences can reduce your cost to serve by **33%**

500% improvement in MROI

10% to 25% lift in sales

40% higher conversion rates

50% reduction in acquisition cost

MICHELE FITZPATRICK

Senior Director Industry Strategy,
Retail & Consumer
Acxiom

* Edelman Trust Barometer, 2019

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ADVERTISERS NEED TO GO BEYOND WHAT IS LEGAL TO DO WHAT IS RIGHT

JORDAN ABBOTT

Senior Director, Data Privacy
Acxiom

The ad industry is in the crosshairs of accusation, legislation and regulation. Why? Because it hasn't done enough to highlight the value exchange that exists when brands communicate with people with relevance and respect. As a result, people have lost trust in our industry and our ability to regulate ourselves and protect their privacy.

Meanwhile, the race to innovate and connect with people everywhere they are continues. The data and tech-driven imperative for advertising, paired with rapid innovation, has introduced new challenges for the entire ecosystem. For starters, regulation tends to lag behind the innovative uses of data and technology that help fuel our global economy.

It doesn't help that people tend to conflate the negative aspects of the digital ecosystem, like security breaches and hacking, with digital advertising. It's no wonder our industry is in a tough spot.

So, what's the answer? First, being brave enough to do the right thing and going beyond what's required by law and

remembering there are real people behind the site visits, the app usage, the streaming services and the channels.

It is important to take a step back and remember that the fundamental purpose of advertising is to connect brands with people and people with brands in meaningful, valuable ways that create trust. Regulation is still trying to catch up with innovation, but there's plenty brands can do now to earn trust.

WHAT ARE COMPANIES DOING WRONG, AND WHAT'S THE RIGHT THING?

Being brave enough to do the right thing means doing things that might be hard or inconvenient and are almost always more expensive. Everyone is presented with choices, and our choices reflect our values.

Sadly, sometimes we choose the option that is the easiest, the fastest and the cheapest, but when we do that, we sacrifice trust for expediency. The right thing means making the choices that build trust and treating people who interact with your brand the way you want to be treated.

A clear way to do the right thing is by providing more oversight and governance over the collection, use and management of data. This includes understanding where the data is coming from and whether it was properly permissioned. It

can't be stressed enough that companies should credential data before onboarding it, even if the data is only being used for testing.

Make sure you have a clear line of sight into the data collection practices of your data vendors. Otherwise, you might find yourself in a situation where you're dealing with radioactive data.

Oversight and governance are ultimately about being responsible and accountable for your data practices. Advertisers can demonstrate accountability by implementing an ethical data use framework that spans the entire data management lifecycle and that honestly and fairly balances the interests of the business with the interests of the individual. Ideally, this framework would give more weight to the individual. This should include technical controls embedded into the processing code to be automatically enforced, adding scalability and lessening the opportunity for human failure.

The fundamental purpose of advertising is to connect brands with people and people with brands in meaningful, valuable ways that create trust.

LEGAL COMPLIANCE VERSUS ETHICS

Legal compliance is the bare minimum – it's your baseline. To earn trust, you must focus on doing what is ethical, not just what is legally allowable. An ethical

data use program is designed to detect and prevent injustice, bias, discrimination and anything that could harm people or be considered unfair.

While most of the industry has heard of privacy by design, we encourage the concept of people-centered design, which starts with fairness. If you design your data governance practice to align with not only legal compliance but with what a reasonable person thinks is fair, your use of data and technology will almost certainly be ethical.

While regulation will continue to evolve as innovation pushes the bounds of what lawmakers ever imagined, it's imperative for brands to do what is right. By putting ourselves on the correct side of what is right, we not only protect our relationship with people, but we preserve our ability to continue engaging with them seamlessly into the future.

TATE'S TAKE: BRAND TRUST

Trust is the cornerstone of every relationship – it's no different for brands. We as consumers are a demanding lot, we want the brands we interact with to deliver on what they say they will do. This is especially true in financial services and insurance, where people have shared private information and expect value in return.

Jordan put it exactly right when he said that Acxiom encourages our clients to design their data governance practice to align with not only legal compliance but with what a reasonable person thinks is fair. This will naturally create an ethical outcome and generate trust for your brand in your customers.

EMBEDDED FINANCE/FINTECH OPPORTUNITIES IN FINANCIAL SERVICES

RON SHEVLIN

Director of Research
Cornerstone Advisors

Embedded finance has become a popular term in banking and fintech circles over the past few years.

What is it?

“The integration of financial services into non-financial websites, mobile applications, and business processes.”

Across a range of financial services – including payments, lending, and insurance – embedded finance will generate \$230 billion in revenue by 2025, a more than 10x increase from \$22.5 billion in 2020 (Figure 1).

Embedded Finance Forecast (\$ in billions)



Figure 1: Embedded Finance Revenue Forecast

Embedded finance is a threat to incumbent financial institutions, but they don't have to roll over and play dead. Incumbents can:

- 1. Capitalize on the new distribution channels that embedded finance creates for their products and services.**
- 2. Replicate the approach by embedding fintech products into their own digital platforms.**

It's not an either/or choice.

EMBEDDED FINANCE TRANSFORMS FINANCIAL SERVICES MARKETING

Decision (whether it's for a home, car, or retail product) and is transforming the traditional research, shopping, and application process. The emergence of embedded finance will require financial services companies to: 1) enable dynamic product creation; 2) modularize underwriting; and 3) master customer data management.

Dynamic Product Creation

Observers warn banking executives about a “personalization gap” in banking:

“Consumers expect their financial institution to understand their needs and deliver personalized solutions similar to what they receive from fintechs and Big Tech firms. Unfortunately, even with enviable stores of data and advanced analytic capability, most personalization expectations remain unfulfilled. As consumers become increasingly demanding around their expectations for an intelligent personalized experience, significant ‘personalization gaps’ are appearing between what consumers want and what financial firms are delivering.”

This is nonsense. How is throwing more bodies at personalization going to solve anything? And why aren’t the following elements on the list: 1) “Having the right data to drive personalization efforts,” and 2) “Understanding what the customer wants personalized”? It certainly isn’t because banks have them all figured out already.

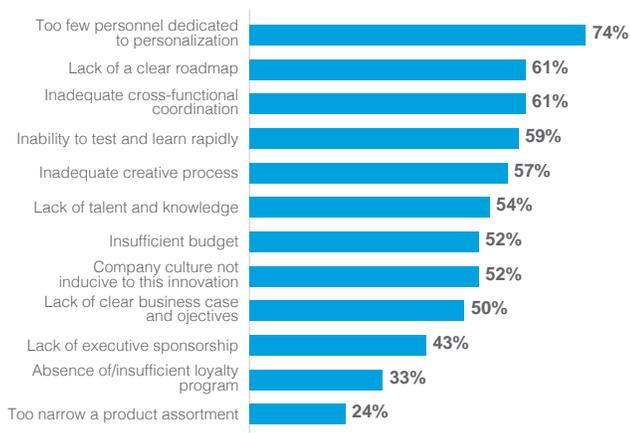
One problem with delivering personalization is that there is no process by which banks can effectively personalize during the research, shopping, and purchase phases of the buying life cycle. Banks are simply unable to bring data to bear—if they even have it—as consumers research, shop, and buy. That’s where activity-based marketing comes in. By creating the customer journey for the research and shopping phases, banks will be able to dynamically personalize the proposed product set or bundle in the purchase phase.

Consider, for example, a consumer who doesn’t save much and has had issues with credit score errors in the past. An activity-based marketing app or platform may present that consumer with options to include services like Digit and Upturn, bundled into the checking account.

Embedded finance raises the stakes on personalization as financial products will need to conform with non-financial providers’ products and services. But financial services executives see barriers to personalization, with too few personnel dedicated to personalization at the top of the list (Figure 2).

WHAT

Organizational Barriers to Personalization



Source: Boston Consulting Group

The imperative for banks will be a more modularized approach to product design and delivery. Today, consumers are already “accessorizing” their checking account with automated savings tools like Digit and Qapital, and accounts from neobanks like Chime and MoneyLion that offer personal financial management features. Dynamic product creation at the point-of-sale will further expand the “featurization” of finance.

MODULARIZED UNDERWRITING

Embedded lending won’t work with a 14- to 21-day loan processing cycle. Financial institutions must respond with:

FLEXIBLE UNDERWRITING Mortgage applicants on the platforms expect—and will be promised—fast

Figure 2: Organizational Barriers to Personalization

turnaround times for approvals or declines. Credit approval codified in legacy systems with 10 million lines of code won't cut it in a platform environment or with point-of-sale financing, where real-time credit for online shopping transactions requires very fast underwriting. Banks won't succeed with one monolithic underwriting process for each platform they plug in to. They'll need to tailor their underwriting to the unique customer base, risks, and available information associated with each platform.

INTEGRATED PROCESSING In addition to more flexible underwriting, banks will need to configure a multifaceted credit decisioning policy quickly and manage it efficiently and in compliance with applicable regulations. The emerging platforms will help. What differentiates a platform from a marketplace is the degree to which there is a “toolkit” enabling producers to plug-and-play into the platform.

ANALYTICS INCORPORATING NEW DATA ELEMENTS Credit files aren't going away. But lending decisions on platforms will be made with new and different data elements provided by the platforms. For example, small business lending platform Kabbage integrates data from sources like QuickBooks, Xero, Etsy, and eBay. Analytical models that today rely solely on credit scores and demographics will need to be retooled.

CUSTOMER DATA MANAGEMENT There's no shortage of pundits telling bank executives that “data is the new oil” and that banks' ability to use data is critical, not just to their future success but to their survival. Few pundits tell the bankers where they're going to get the data they need, and which data elements are more important than others, however.

On one hand, the emergence of embedded finance will be a boon to marketers as these tools help create new data about people's shopping habits and preferences. On the other hand, managing customer data is getting more complicated as:

NEW DATA TYPES AND SOURCES EMERGE

Mobile-location data, for example, is being used to enhance marketing results in a number of ways, including consumer segmentation, marketing campaign management and competitive intelligence. But when asked which types of data they incorporate into their marketing approaches, only about three in 10 marketers say they use mobile-related data (Figure 3).

Q. Which of the following data types do you incorporate into your marketing approach?

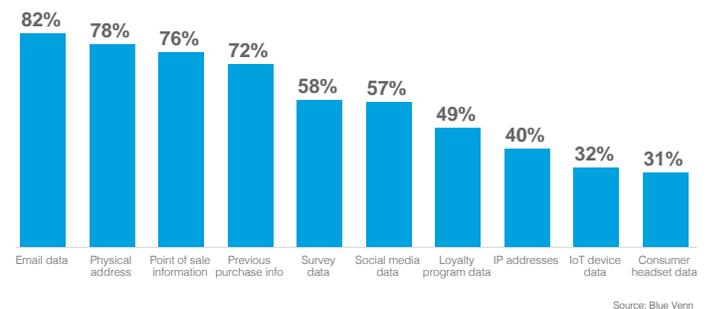


Figure 3: Data Types Used in Marketing

CUSTOMER DATA PLATFORMS EVOLVE

Banks have historically struggled to get a single-view of the customer. A customer data platform (CDP) is a “marketer-managed system that creates a persistent, unified customer database that is accessible to other systems.” A CDP connects all types and sources of customer data, whether internal or external, structured or unstructured, batch or streaming. In addition to building new activity-based marketing capabilities, banks will need to invest in customer data platforms to manage the new data collected.

EMBEDDED FINTECH JUMPSTARTS NEW PRODUCT INNOVATION

Banks can protect and grow their core products—e.g., payments and loans—by finding new distribution opportunities through embedded finance. That might prove a difficult road, however, for mid-size financial

institutions that find themselves shut out of those deals by retail platforms that partner exclusively with large banks.

According to a new report from Cornerstone Advisors, banks can create new revenue streams from new products and services already created by fintech startups—a strategy called embedded fintech.

There is confusion, however, between embedded finance and embedded fintech. The difference is the direction of the service.

Embedded finance is about enabling non-financial services companies to provide banking services. Embedded fintech, on the other hand, is:

“The integration of fintech products and services into financial institutions’ product sets, websites, mobile applications, and business processes.”

What kind of fintech products are we talking about here?

A new study from Cornerstone Advisors identified embedded fintech opportunities for banks that included bill negotiation services, subscription management, data breach and identity protection, wealth transfer management, and cryptocurrency investing.

THE DIGITAL PRODUCTS IMPERATIVE

Mobile banking adoption is approaching ubiquity among Gen Zers and Millennials, with 88% of the two generations saying they access their bank accounts using a mobile device.

For many, a mobile app is the primary way they interact with their checking account (and, in essence, their bank).

So, as far as these consumers are concerned, the app IS the product.

In order to remain competitive, then, banks need a digital product development and deployment capability that goes beyond a digital platform that only enables customers to manage their existing checking accounts.

BANKS’ NEW PRODUCT DEVELOPMENT EFFORTS ARE BROKEN

Historically, launching a new product was a multi-year, bet-the-farm proposition for financial institutions.

The new imperative is to quickly conceptualize, test, launch, and operationalize a series of smaller products and services targeted at specific segments of the market.

Why can’t banks do this?

ECONOMICS The cost of developing, launching, delivering, and marketing new products has forced banks to go for new product “home runs” – products that will bring in millions (if not tens of millions) of dollars in annual revenue. Launching products that only brought in hundreds of thousands of dollars (or less) was simply not economically feasible.

ORGANIZATION Most mid-size financial institutions don’t have new product design and development departments. In effect, their technology providers are their de facto new product developers.

TECHNOLOGY Relying on vendor-developed systems makes launching new financial products and services hard for banks because of the customization and integration required.

BANKS NEED AN EMBEDDED FINTECH FACTORY

The Oxford dictionary defines a factory as a place where “goods are manufactured or assembled chiefly by machine.” Financial institutions don’t think of product design and development in a factory context but they should.

An embedded fintech factory consists of a:

- 1. Digital products organization.** An embedded fintech factory requires a chief digital products officer – with a supporting staff—to: 1) create and install a new product design and development process; 2) identify and prioritize new product opportunities; and 3) be accountable for new digital product revenue and profitability.

For most financial institutions, the existing digital banking department doesn’t do this. It’s typically focused on keeping the online and mobile banking platforms – which support the institutions’ existing products and services – up and running.

- 2. Digital products platform.** An embedded fintech factory requires a digital product platform, a technology platform that enables financial institutions to rapidly and cost-effectively design, create, plug in, and deploy new digital products and services. The digital product platform must be: 1) component-based; 2) API-driven; and 3) cloud native.

Financial institutions could migrate to a new digital core system upon which to build this new platform, but in the short term, few will.

With roughly 60% of all financial institutions yet to deploy APIs or cloud computing, most banks need more than just a new core to build this new platform.

EMBEDDED FINTECH VERSUS EMBEDDED FINANCE

A recent tweet from venture capitalist Merritt Hummer proclaimed “embedded fintech is old news.” In TechCrunch she wrote:

“In 2019, Matt Harris coined the term ‘embedded fintech’ to describe how software-driven companies will embed financial services into their applications, from sending and receiving payments to enabling lending, insurance, and banking services.”

For sure, Bain Capital’s Harris deserves all the credit for being on the forefront of this trend. But a close reading of his 2019 article shows that – at the risk of mincing words – Harris was talking about embedded finance, not embedded fintech.

Embedded finance enables non-financial services companies to provide banking services. Embedded fintech, on the other hand, help financial institutions integrate money management services into their existing offerings.

It’s not clear whether the platforms and brands embedding payments, lending, and insurance are embedding money management services as well.

If they don’t, they leave the window open for financial institutions to find a value proposition to fight back against the embedded finance trend.

If they do, the pressure on banks to come up with a competitive response is even greater. In either case, embedded fintech is far from old news.



YOUR TOP 10 MARKETING ACCOUNTABILITY CHECKLIST

You can't deliver effective marketing and great customer experiences without accountability. In other words, there must be a direct link between marketing dollars, business outcomes and customers experiences. But the persistent martech and adtech fragmentation can make that feel like an impossible task.

SO WHERE DO YOU START?

The first step is changing the way you measure marketing success - judging every cent spent on marketing by outcomes instead of engagement. That's a nuanced process, but here are some big frank questions to get started.

1

Is your marketing **responsible**?

Adtech and martech acceleration have increased access to customers. Truly accountable marketing uses that access responsibly by prioritizing relevance, respect and restraint every time they reach out to people.

2

Is your marketing performance **measured by customer outcomes**?

Truly accountable marketing measures success by real customer outcomes – by being useful, helpful, informative and maybe even fun. And critically, it connects those customer outcomes to their real business significance.

3

Is your marketing **intentional**?

Good personalization looks very different when you start judging marketing by effectiveness rather than impressions. Every personalized touchpoint should exist because it's the best possible interaction at that given moment, not just because it's possible.

4

Is every team aligned with the **same goal**?

Siloed teams easily get myopic on their individual focus and lose sight of marketing's overall job: to deliver great customer experiences that drive desired business outcomes.



Is every functional team **incentivized and empowered** to work toward the same goal?

There's a difference between knowing that everyone is working toward great customer outcomes and actually measuring success by that standard.



Is your marketing **visible** across every functional team?

Even if your teams agree on priorities and incentives, they still need cross-functional transparency to meaningfully work toward that goal with easy, fast and accurate visibility into each other's activities.



Does your marketing manifest as a **singular customer experience**?

Put yourself in your customers' shoes by thinking about the companies you interact with. How often do you feel guided through a logical sequence of relevant, timely touchpoints? How often do you not?



Is your marketing supported by an **evidence mechanism** that determines **causation between spend and outcome**?

Accountable marketing depends on holistic, real-time, people-based transparency, using addressable performance and mapped to desired business outcomes.



Is your marketing **transparent**?

Just like great relationships, great marketing is not only meaningful; it's respectful and inclusive.



Do you have a **partner with a strategic vision** for how to bring it all together?

Solving the marketing accountability conundrum across adtech and martech is no easy task. Look for a single partner who has a wide range of tech, expertise and ecosystem relationships, most importantly one that understands your business goals and can act as your guide, strategist, and chief accountability partner as you navigate the world of customer experience, technology, data management, identity, and compliance.

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TATE'S FINAL THOUGHTS

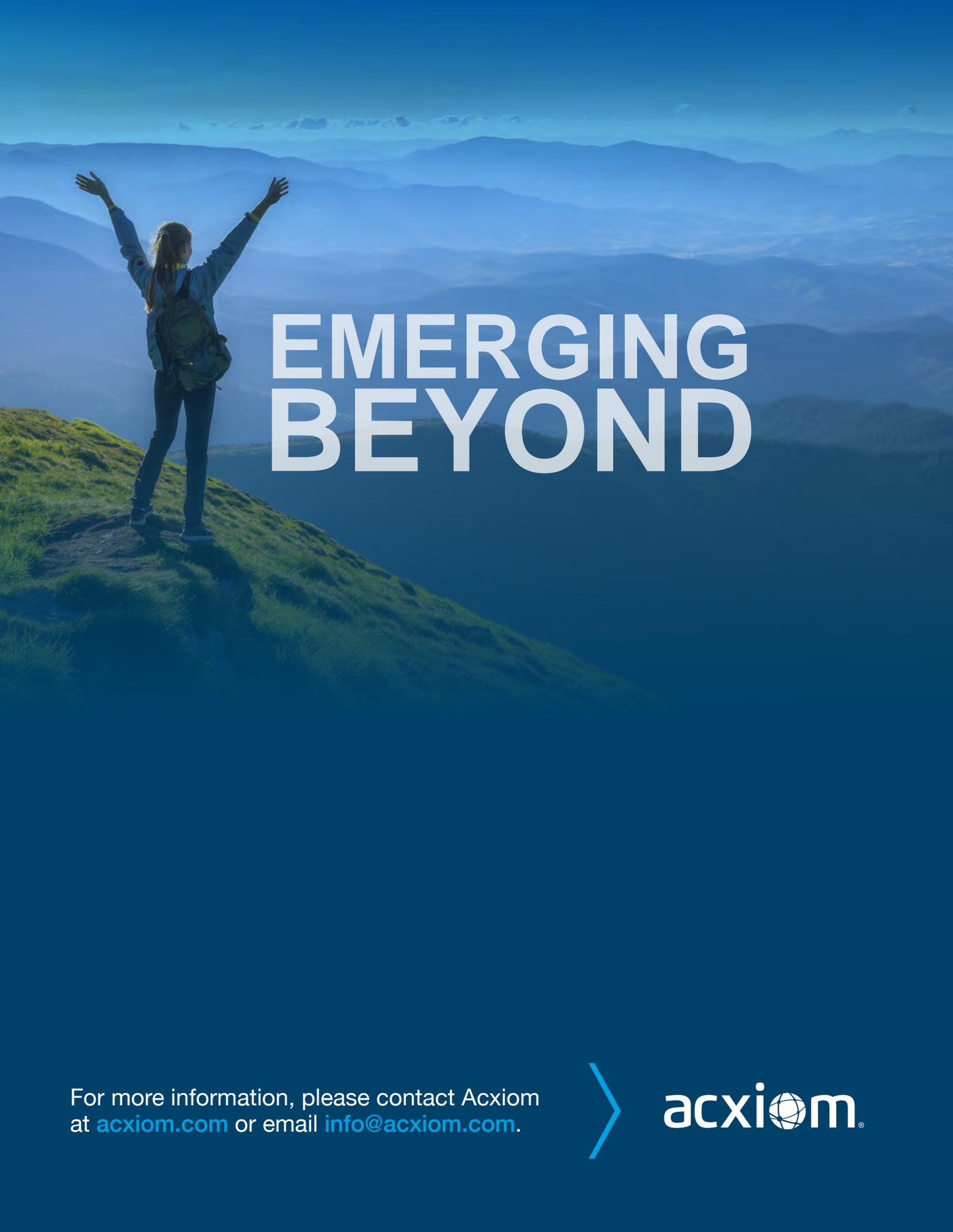
As we “emerge beyond” the chaotic and unsettled last 18 months, financial services companies, especially, need to be braced for more changes. The adage of change being constant has been brought to vivid life in our business and the experience and expectations of consumers.

Our country is changing. The media landscape is changing. People’s expectations of privacy and the way they interact with brands and data are changing. Technology is changing. And it is not that we didn’t expect change, but none of us expected the circumstances of the last year that caused change to accelerate at warp speed.

But the change is not only negative – it has, in fact, uncovered some opportunities. When we think about the pending deprecation of the third-party cookie, for example, we remind ourselves that the third-party cookie was never that great of a tracking mechanism in the first place. A first-party approach to measurement will be inherently more accurate and powerful. And of perhaps greatest importance, a first party strategy puts brands in control of their Identity future, greatly reducing their dependence on Walled Gardens.

We recognize that adjusting to change requires thoughtful planning and flawless execution. It can be hard. And it can take time. To “emerge beyond”, we must continue to invest in the people, processes and platforms required to be successful in a rapidly changing marketplace with ever-increasing consumer expectations.

We trust you found these perspectives interesting, thought provoking and practical. We look forward to being able to share more ideas and perspectives with you in person. We stand ever ready to assist.



EMERGING BEYOND

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