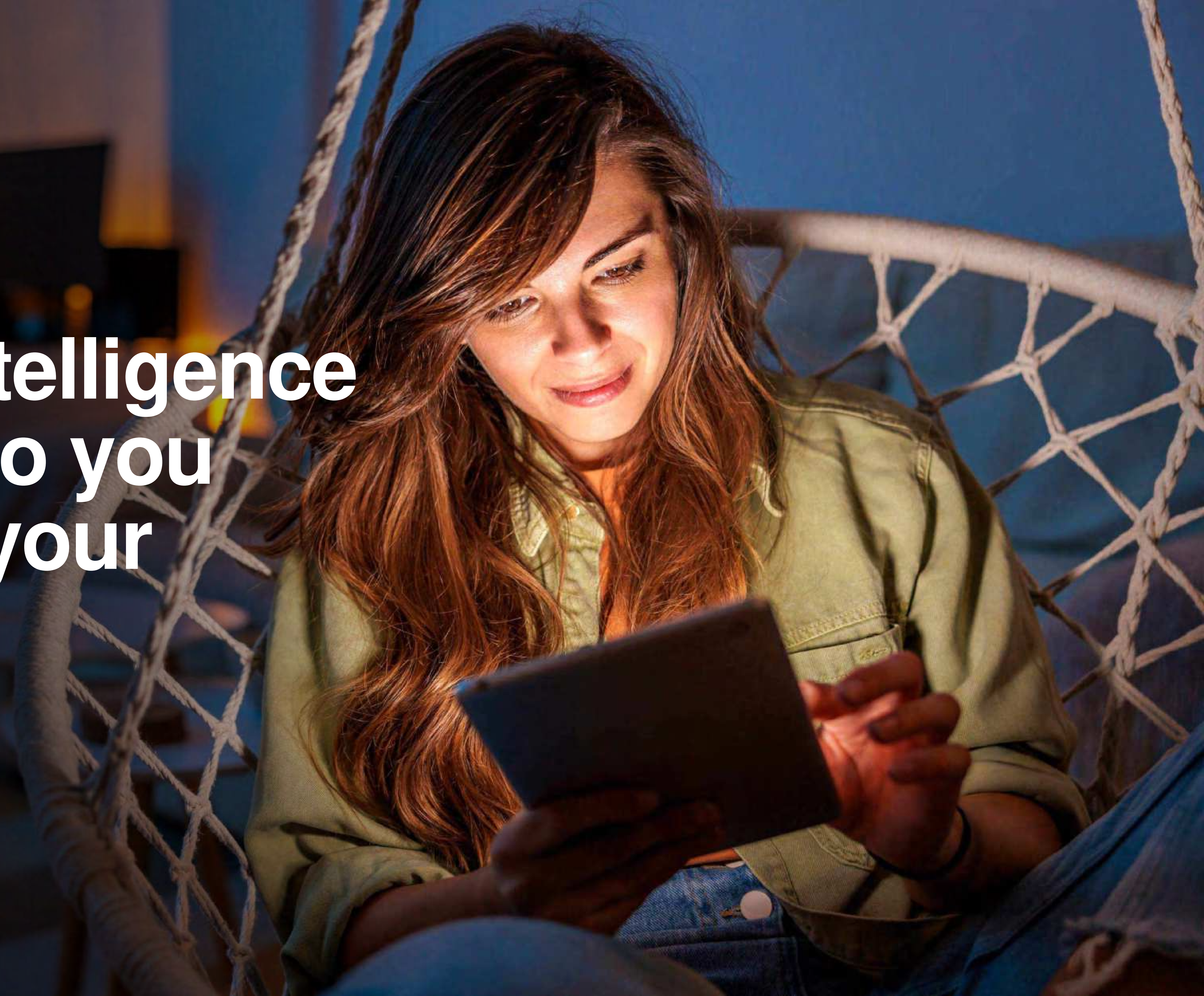


ACX IOM

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**Customer Intelligence**  
**– How well do you**  
**understand your**  
**customers?**





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# Foreword

## How well do you understand your customers?

It sounds like a simple enough question, but in today's increasingly complex and competitive market, the answer could be the difference between success and failure, profit and loss.

The challenges facing brands are momentous. While consumers still have money to spend, rising prices mean brands are competing fiercely for a shrinking number of transactions and are having to work harder to move from conversions into relationships. At the same time customer expectations for personalized, meaningful experiences are skyrocketing. Brands need to enable these experiences across a continually expanding range of online and offline channels, all while navigating a changing privacy and identity landscape.

The stats are clear. Almost 90% of consumers think the experience a company provides is as important as its product or services. And three-quarters expect brands to understand their unique needs.<sup>1</sup>

The only way to meet these high expectations is by gaining in-depth knowledge of the customer – what they want and how they behave – through data-driven Customer Intelligence (CI).

The pressing need for an effective CI strategy won't be news to the majority of brands. Most already know that using data to understand people can help them acquire new prospects, retain existing customers, and grow trusting relationships.

But they also know how hard implementing CI across an organization can be. The ongoing expansion of digital channels provides an exciting opportunity to really get to know their customers, but it also means wrangling a mass of complexity, fragmentation, and siloed data. The data exhaust generated by a customer's digital interactions is massive – and continually growing – so determining which data points really matter and which can be ignored is a difficult task in itself.

A proliferation of technologies designed to make sense of various data types can just add to the challenge if they're not integrated effectively and used to create a single customer view. The journey to CI maturity is a long and complicated one, and it isn't always easy to determine what point a brand has reached. So, we commissioned a study from international strategy and research agency MTM to build a detailed view of the market and uncover how brands across the US and the UK are really making use of data-driven intelligence.

Rather than just exploring their views on CI, we aimed to dig deeper and discover the quality of the data brands are using, as well as what infrastructure is in place to support intelligence. We wanted to find out whether customer insights are actually driving strategic decision making and how they are ultimately translated into action.

This report is the result, and it reveals a fascinatingly nuanced picture of the intelligence landscape. It explores multiple facets of CI maturity and gauges where brands sit in that complex journey.

It also explains what they need to do to move forward to a point where they can engage customers on their own terms through personalized, relevant, and respectful experiences. In short, where they can use CI to differentiate their brands and gain a competitive advantage.

I'll ask the question again. How well do you understand your customers?

It's time to find out.

**Tate Olinghouse**  
Chief Client Officer





# A True Assessment of CI Maturity

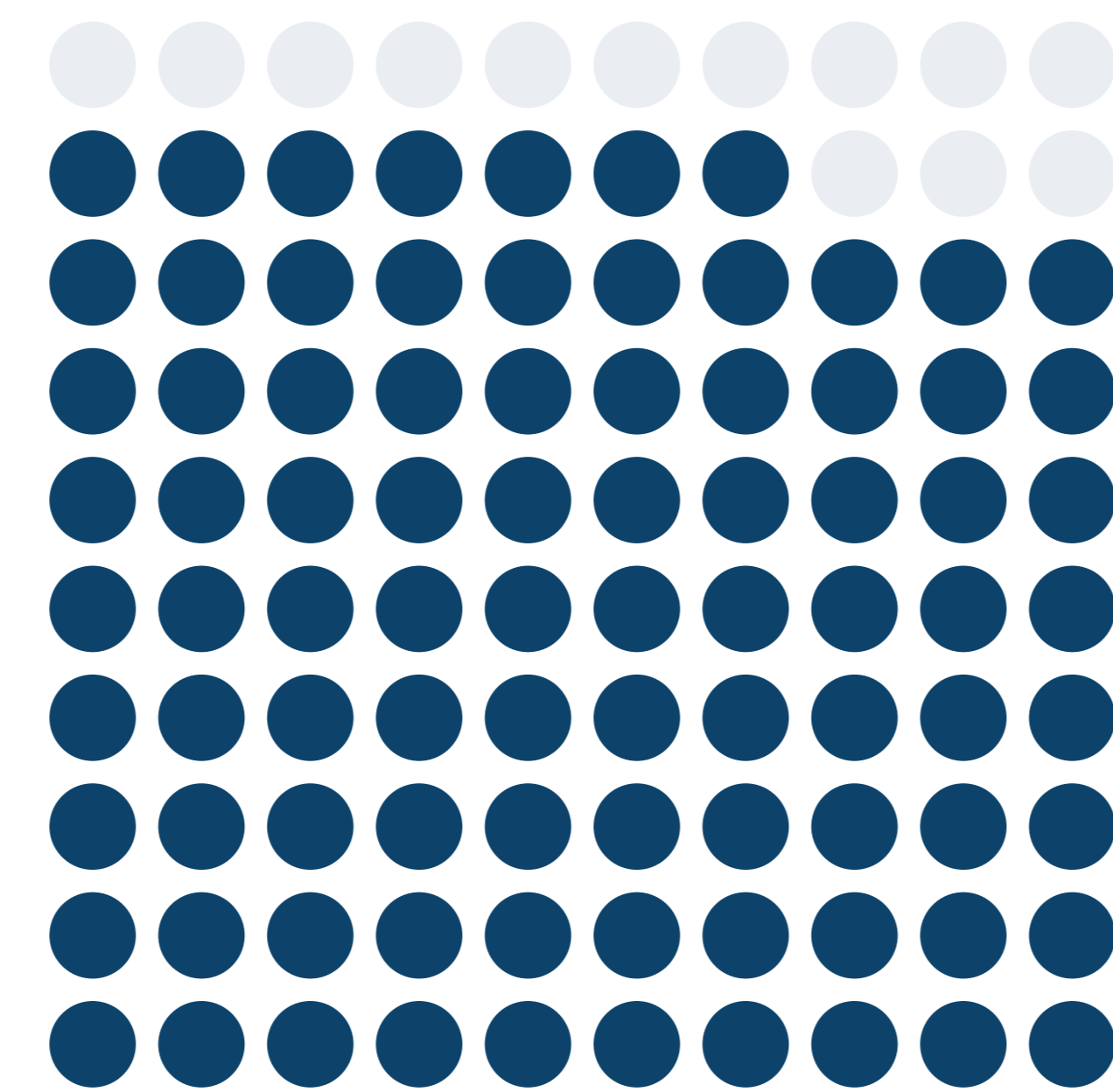
## The customer intelligence gap

Understanding customers is fundamental to a brand's success. After all, when you understand people, the conversations you can have and the experiences you can create for them will always be better. Better conversations and experiences build trust. And people love to buy from brands they trust.

Customer intelligence, or CI, is the key to understanding customers, and most businesses know how vital it can be. But just because businesses realize CI is important, doesn't mean they're making full use of it.

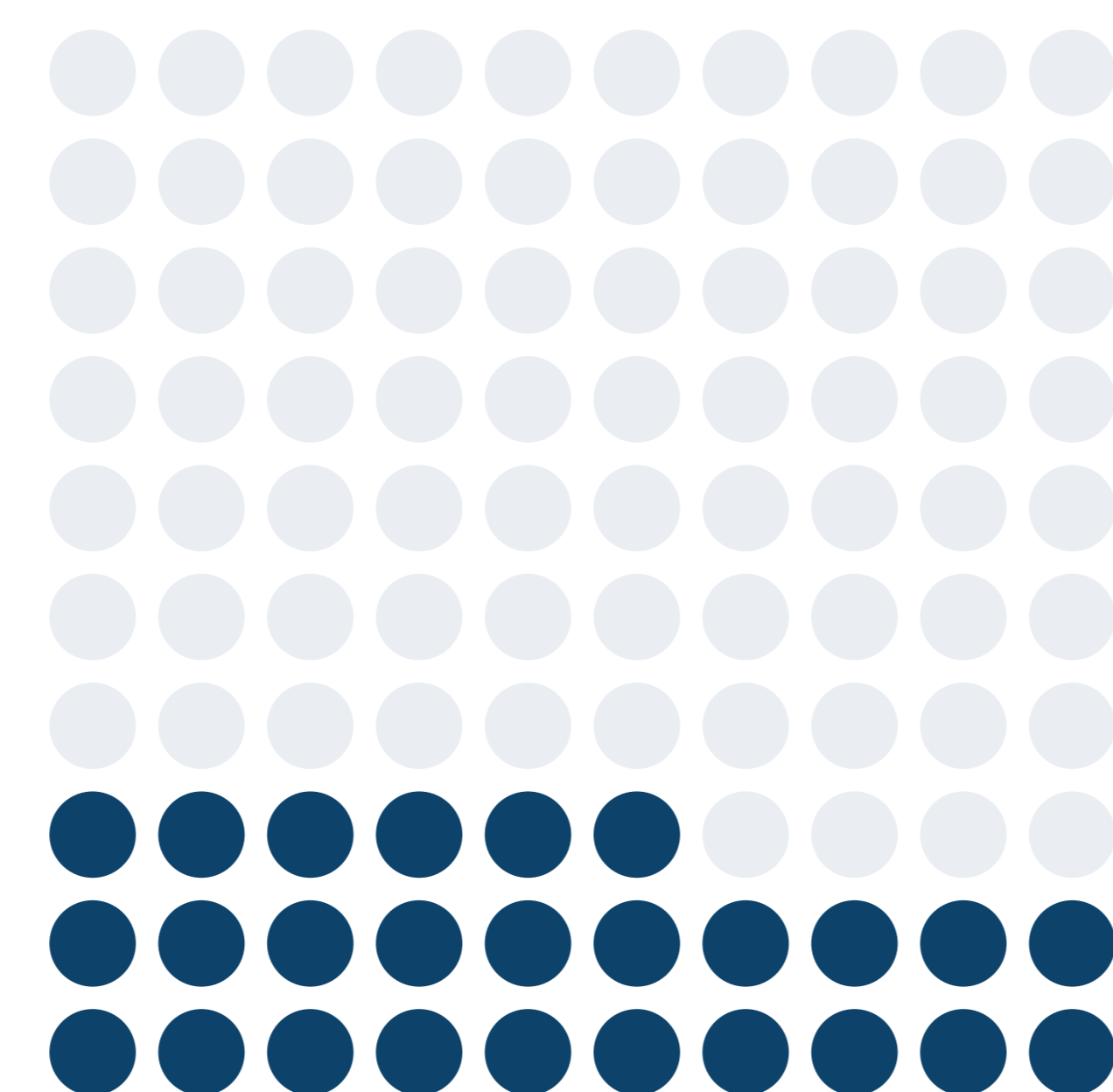
In our recent research focused on [customer experience trends](#), we discovered that although 87% of companies believe using data and predictive analytics to improve customer experience is a key source of competitive advantage, only 26% are currently using analytics to drive product and service innovation.<sup>2</sup>

**Exhibit 1:**  
Companies' perception and use of analytics



**87%**

of companies agree that using data and predictive analytics to improve customer experience will be a key source of customer advantage over the next five years



**26%**

But only 26% describe using **analytics** to drive product and service innovation

This difference highlights a significant gap between what businesses think, and what they are actually doing. **The customer intelligence gap.**

In this Acxiom CI maturity assessment, we take a deep dive into the CI maturity journey and explore where organizations currently sit along that path. We give examples of what best-in-class looks like, and provide recommendations toward achieving it. And there'll be lessons to learn from the real-life experiences of industry experts currently making their own journey.

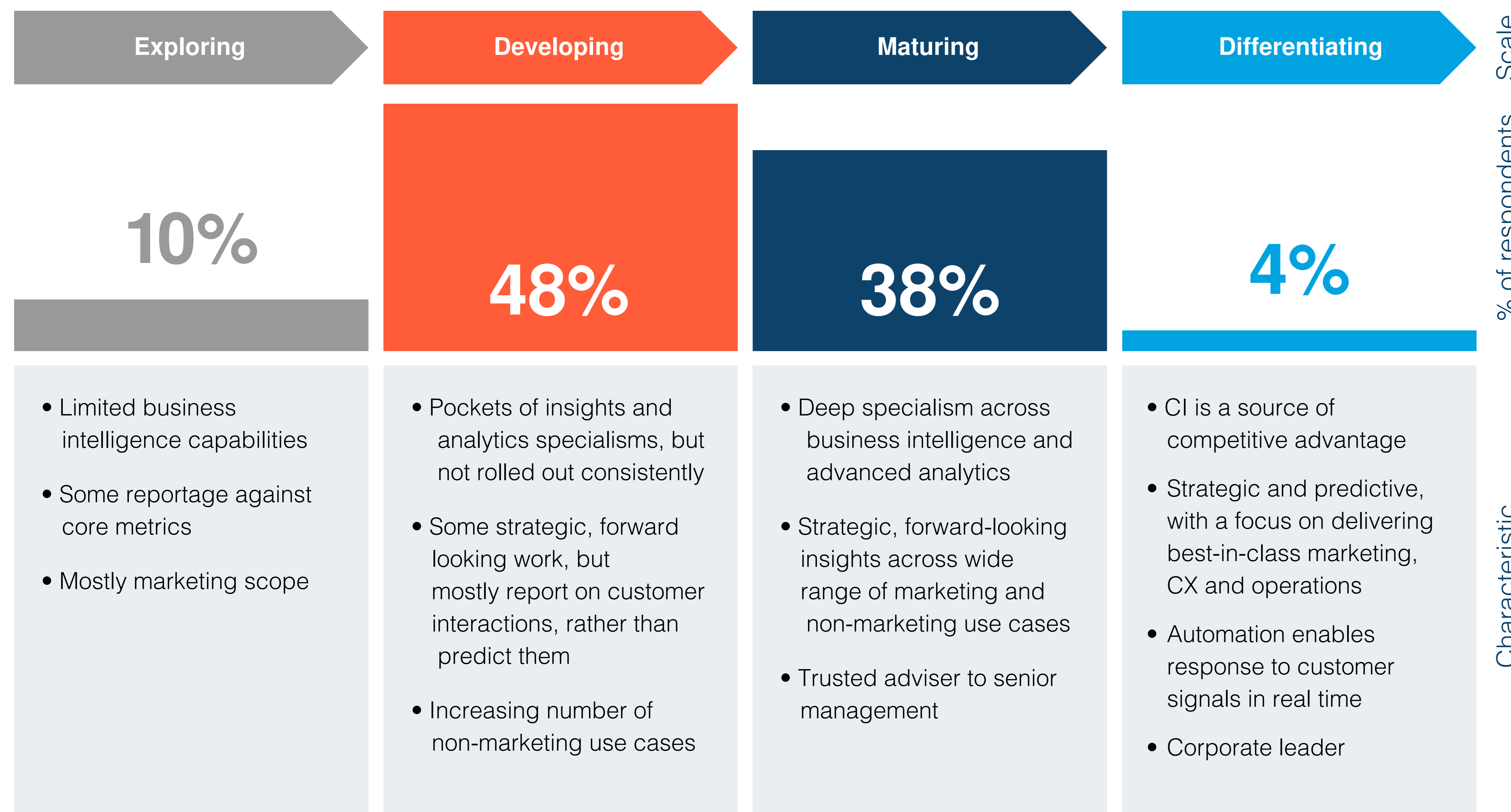
**“To stay relevant and maintain competitive advantage, brands need to combine the power of data, analytics, and artificial intelligence so they can truly understand their customers.”**

**Katia Walsh**, Chief Global Strategy and AI Officer, Levi Strauss & Co.



## A market in transition

To understand CI maturity, we created a framework against which to assess 200 US and UK businesses, using a survey followed up by interviews. The framework has four stages of maturity – exploring, developing, maturing, and differentiating. At a high level, the results look promising, with 86% of organizations sitting within the two middle stages of developing and maturing. But there is still plenty of work to be done for most brands to reach the differentiating stage where they can use CI to drive competitive advantage.



## The four pillars of CI strategy

To gain a more detailed understanding of the situation, we went deeper and scored businesses on the four pillars that must support any effective CI strategy, using the same four maturity stages. These pillars are:



### Strategy and mindset

Is CI embedded at leadership level, are analytics and commercial strategy aligned, and is the organization committing sufficient resources?



### Data health

What is the quality in range and depth of data, how it is collected and stored, and how regularly is it updated?



### Analytics and enablement

How sophisticated are the analytics used to drive insights, and are those insights translated into actions?



### Operations and support

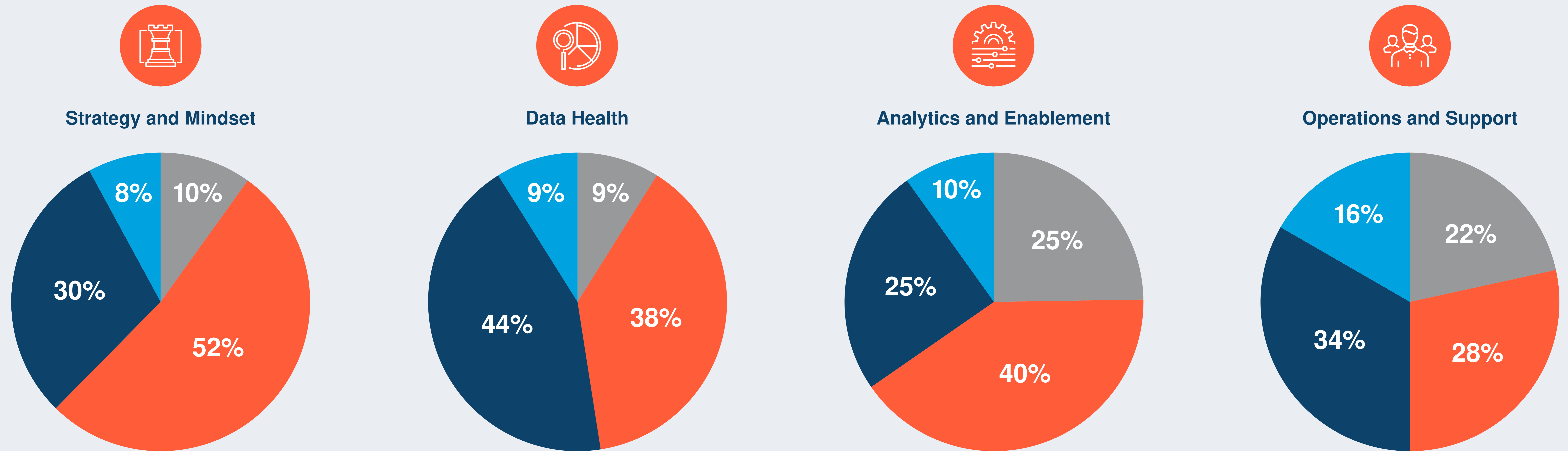
Does the organization have the infrastructure and operational set-up to deliver market-leading CI?

When we examined our results through each of the pillars, we saw a far more nuanced picture.

Higher maturity scores across the **data health** and **operations** pillars suggest many companies know they need to collect data and are taking steps to do this. The lower maturity in the other pillars suggest businesses are less clear about what to do with data once they have it.

**Exhibit 2:** Distribution of Levels of Digital Maturity among survey respondents

● Exploring ● Developing ● Maturing ● Differentiating





## Room for improvement

To achieve an even more granular view of how businesses are progressing on their CI journey, we broke each of the supporting pillars down into multiple categories, and scored each of the brands that took part in our study against those.

In the following chapters, we'll explore these pillars further, and reveal how maturity levels vary across different categories. In the meantime, let's take a look at how CI maturity is impacted by business size.

Here's a snapshot of some of the promising trends and areas of opportunity that emerged within each pillar.

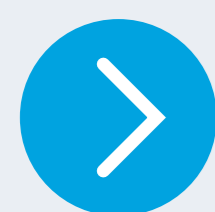
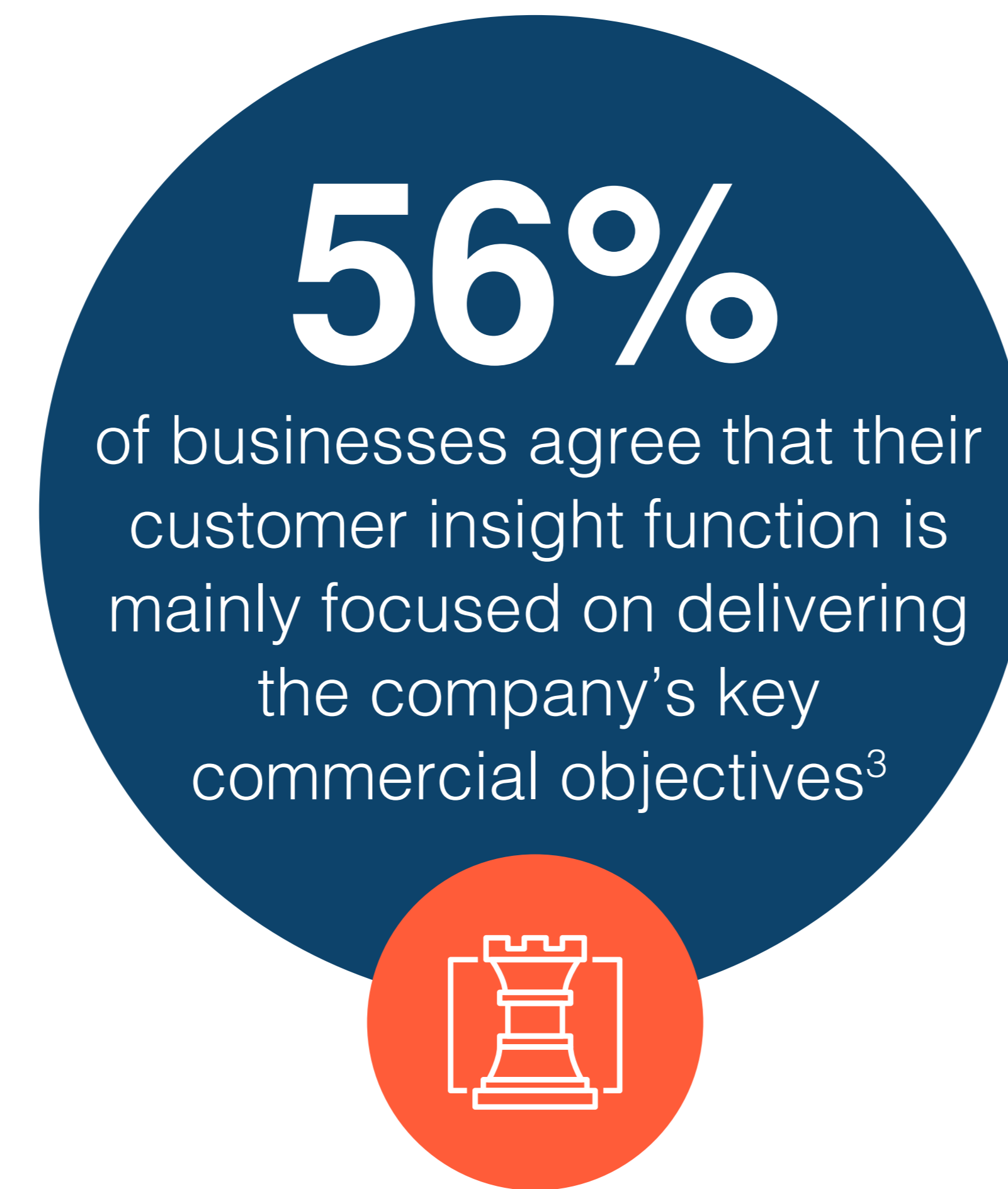


Exhibit 3: Opportunities and areas for concern across our four pillars

### Strategy and Mindset



But only **7%** say that CI is being actively championed by the **CEO or president**<sup>4</sup>

### Data Health



But only **9%** of businesses use identity resolution to unite data signals in a **single customer view**, impacting their ability to deliver meaningful outcomes.<sup>3</sup>

### Analytics & Enablement



But only **23%** use **AI or ML** within their advanced analytics capabilities<sup>6</sup>

### Operations & Support



But only **22%** have **real-time, collaborative** data platforms that can be accessed by all teams<sup>8</sup>





## Variations by business size

In general, larger businesses are a little further along in their CI journey: 86% of the largest businesses (>\$1bn annual revenue) reach the maturing or differentiating stage. That said, only 12% of them classify as differentiating, so there is still plenty of work to be done.<sup>9</sup>

So why are larger organizations more mature in CI? This appears, in part, to be a function of the scale of resources at their disposal, which enables them to invest more heavily in data, as well as specialist technology and skills.

Maturity also appears to relate to the scale and complexity of the organization, with multiple business units, products, and services driving the need for greater complexity in insight and analytics functions. There are also simply higher stakes in terms of revenue, reputation, and profitability.

Finally, greater compliance requirements, particularly in sectors such as finance and healthcare, can be a driver of increased sophistication. Organizations in these sectors have historically had to invest in robust data protection measures and processes to comply with privacy and security regulations.

**Exhibit 4:** Proportion classifying as maturing or differentiating, by revenue



**86%**  
of businesses  
>\$/£1bn revenue



**32%**  
of businesses  
\$/£500-999m revenue



**24%**  
of businesses  
\$/£100-499m revenue



## Playbook: No two companies are the same

While it's both possible and useful to establish overall trends in CI maturity, and to identify general areas where business can improve, it's important to remember that every business is unique. Our interviews demonstrate clearly that each organization has its own individual needs and its own barriers to CI maturity that must be overcome.

For some, it's the level of spend required to transform legacy infrastructure that makes the capital investment too significant, especially in difficult economic circumstances. One Head of Insights at a financial services provider told us:

**"I came from one of the US' leading start-ups. My job is to transform us into the kind of data-driven company they are. There's a desire to make the leap, but also hesitancy, because our legacy CRM is not fit for purpose and there just isn't the money to make such a big investment."**

Elsewhere, we heard that changing mindsets, rather than updating technology, represents the biggest blocker to progress:

**"I am Head of AI/Analytics in a global telecoms business. The biggest challenge has been convincing the senior managers to make decisions using the data and the tools I provide."**

Even within organizations, we heard about barriers differing by market, driven by scale, culture, or business model. We also see variations by sector (especially health and finance) in terms of the volume and sensitivity of customer data available, and the compliance regulations that apply to it.

As such, the picture is not a universal one. CI transformations differ based on companies' starting points, motivations, access to data, barriers to change, and end goals. And this inconsistency becomes abundantly clear as we delve deeper into the four pillars of the CI maturity framework.







**Pillar 1**

---

# **STRATEGY AND MINDSET**





## What is it?

Within the strategy and mindset pillar, we investigate whether an organization has a clear vision and plan for CI. We assess whether CI is embedded into the leadership of the organization, how well the insight and analytics strategy is aligned with commercial strategy, and whether the organization is committing sufficient resources.

Strategy and mindset is the pillar where organizations show the second lowest maturity, with only 38% scoring as differentiating or maturing.

And it is a strong indicator for overall outcomes, with 86% of those who are at the exploring or developing stage of the overall framework also exploring or developing in the strategy and mindset pillar.

To understand the stage a business has reached in the strategy and mindset pillar, we broke it down into four key categories: strategic alignment, executive sponsorship, decision making, and investment priority.

**Exhibit 5:** Distribution of scores in the Strategy and Mindset Pillar



## What does good look like?

The following will be true for the 8% of businesses that are at the differentiating stage of the strategy and mindset pillar:



### Strategic alignment

There is a clear vision and plan for how CI can deliver the company's key commercial objectives.



### Executive sponsorship

CI is actively championed at CEO or president level.



### Decision making

CI and analytics informs the most strategic, organization-wide decisions.



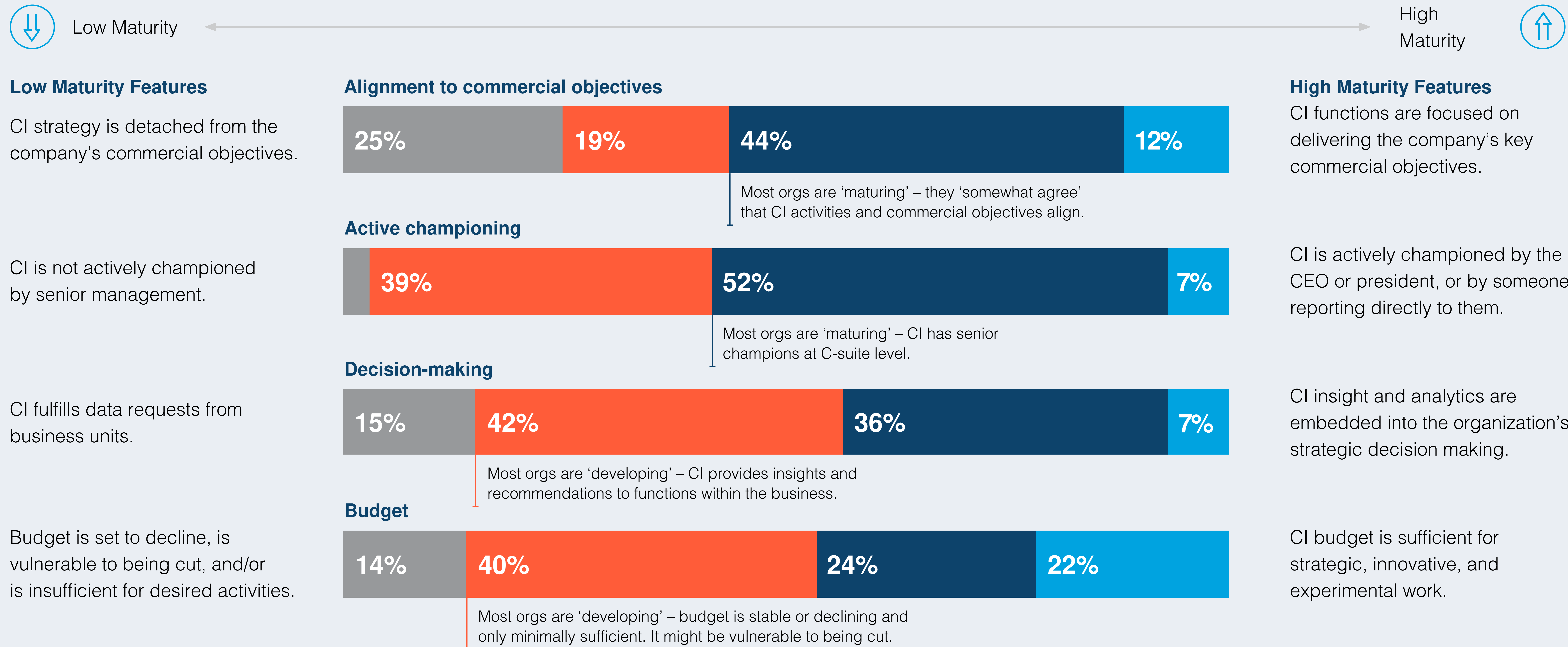
### Investment priority

CI budget and resources are large enough to enable strategic, innovative, and experimental work.



# CI functions have senior sponsorship, but are not yet as successfully embedded into organizations' strategic decision making

**Exhibit 6:** Proportion of businesses exhibiting strategic alignment, executive sponsorship, CI-informed decision-making and prioritized CI budgets





## Strategic alignment

The pandemic compressed five years of growth in digital channels and ecommerce into a few months.<sup>10</sup> At the same time, third-party cookie deprecation, evolving privacy regulations, and rising customer expectations are combining to cause a step change in what is needed from CI, and in the demand for a first-party data strategy.

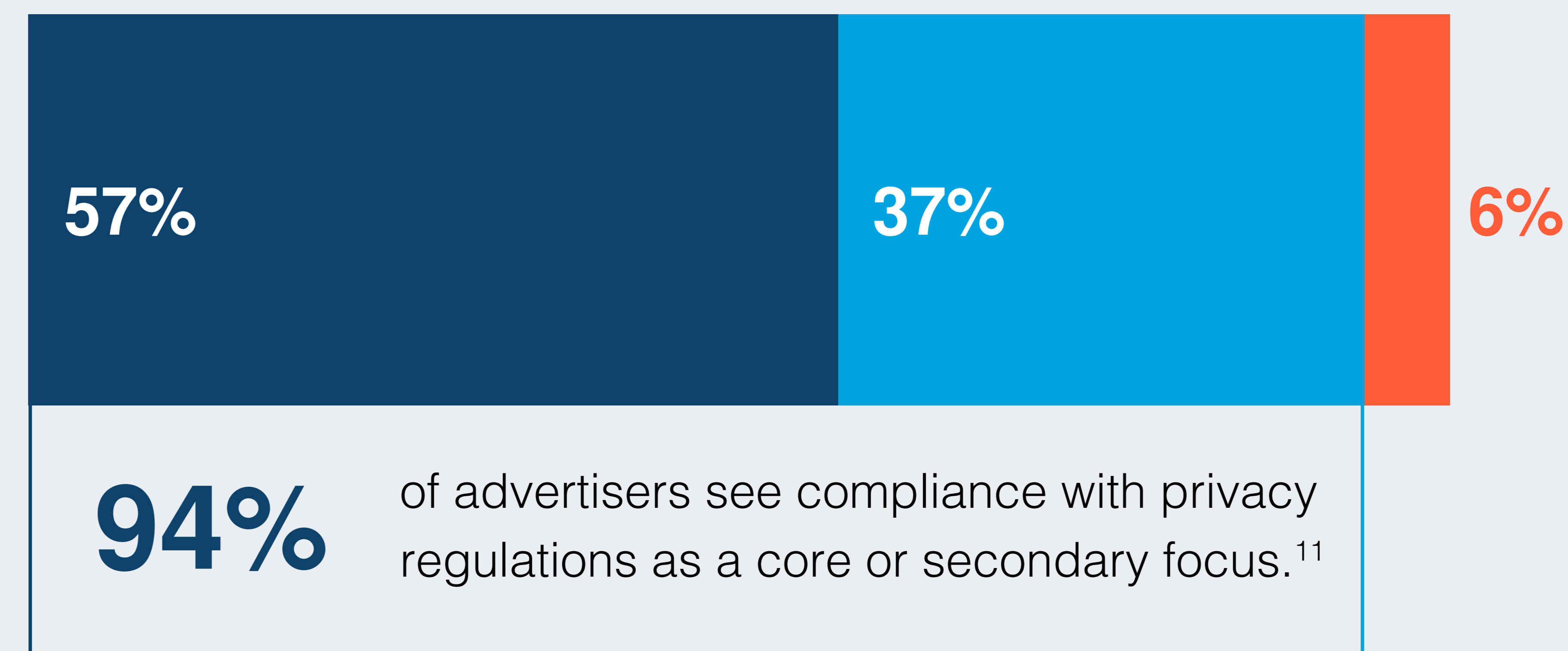
Businesses understand the significance of these changes. In fact, almost all the companies we interviewed talk about understanding and meeting customer needs in their mission statements.

Despite this, only 12% of these companies strongly agree that their CI function is focused on delivering the company's key commercial objectives. Even though a further 44% did somewhat agree, this indicates that, for the remaining 44%, CI strategy is largely detached from commercial objectives.<sup>3</sup>

Exhibit 7: Key trends impacting insights and analytics strategy

### Privacy regulation

● Core focus ● Secondary focus ● Not a focus



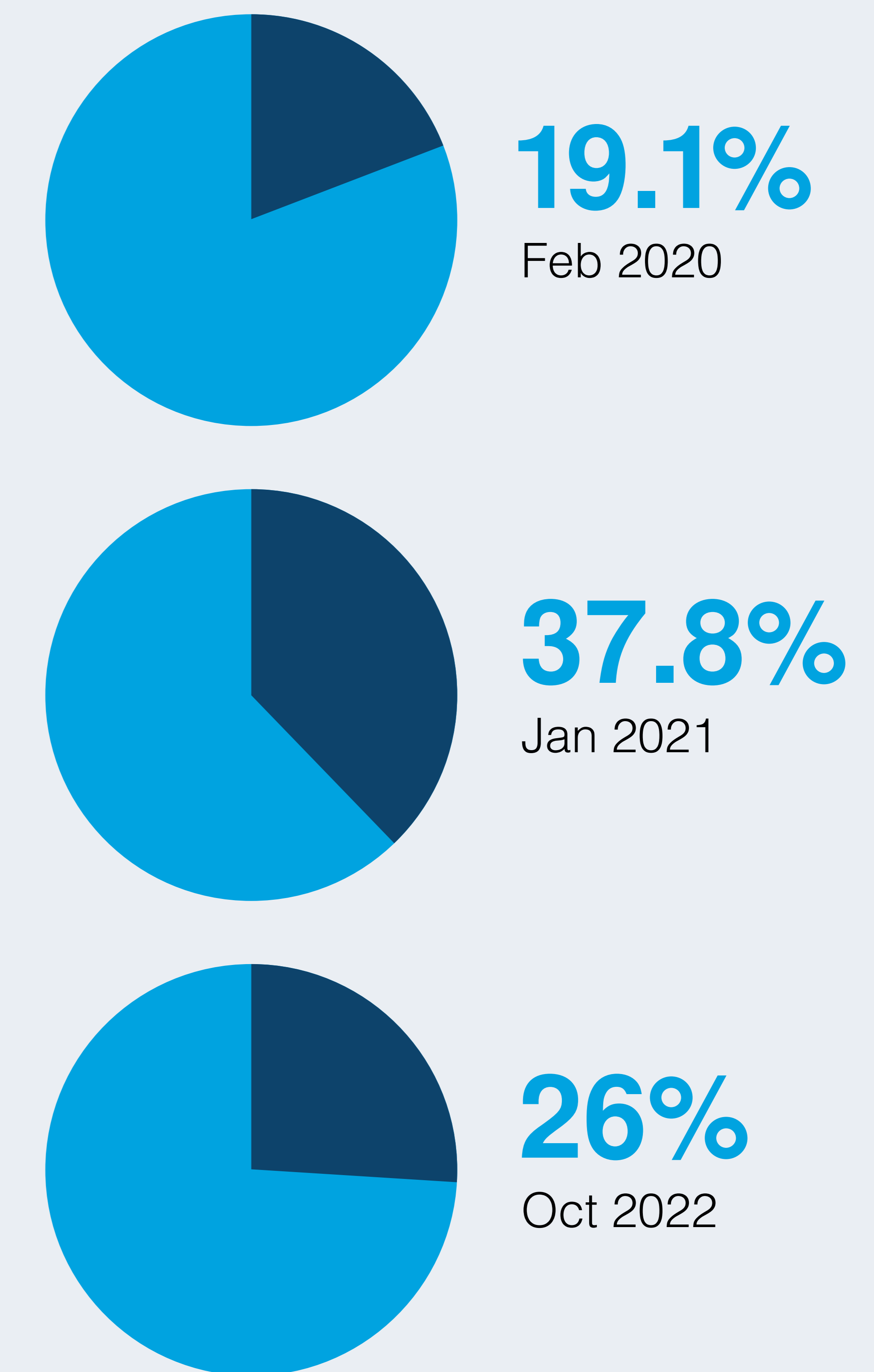
### Personalization



of consumers are more likely to buy from a brand that treats them as an individual.<sup>13</sup>

### Pandemic accelerates digital

Internet sales as a % of retail sales have settled at a 'new normal' post-pandemic.<sup>12</sup>





## So what's going on?

The key challenge for these businesses appears to be the required shift to using first-party data, as many lack the people, skills, and processes to make this change. Moving forward, these businesses can learn from those that are more advanced in the strategy and mindset pillar.

The more mature organizations demonstrate collaboration between analytics, engineering, and marketing teams to develop a clear view of what data and insight is needed to reach certain goals and resolve specific problems. They establish test-and-learn processes, so they can pilot activities and continuously improve their strategy.

As one CMO in an ecommerce business explained:

“When Apple made their [ATT] change...we reorientated to having a 1-2-1 direct relationship with the customer. Now our loyalty sales penetration is about 70% of our sales.”

## Executive sponsorship

The presence of executive sponsorship, and the level of engagement between this sponsor and the insight function, are two critical drivers of a successful CI strategy.

The executive sponsor's role is to embed a culture of objective, data-driven decision making at senior levels across the organization. They need to build coalitions across a business, perhaps pushing for greater integration across teams or driving investment. And they're also there to raise the bar for insight teams, ensuring their work yields high impact for the business.

The businesses that took part in this research display a variety of approaches to executive sponsorship. Some are establishing new, dedicated executive positions such as a chief data officer (CDO) to embed sponsorship in the board. Others are locating insight and analytics teams under central strategy teams or under the CMO.

Our survey results reveal a mixed picture of executive sponsorship. Only 7% of businesses describe CI as being actively championed at the CEO or president level. However, a more reassuring 52% describe it as being actively championed by someone reporting into this level.<sup>4</sup>

In general, ensuring CI is actively championed by senior management is an area for development. When a BCG study into best practices for CI asked whether consumer insight teams “consistently answer the question ‘so what?’ about the data they provide,” 73% of consumer insight staff said yes. But only 34% of their line managers agreed.<sup>14</sup>

**“People who have championed my team [the Customer Intelligence team] include the COO, the CFO, and the CEO. This is a Board-level conversation these days.”**

**Head of Insight**, Insurance Provider



## Decision making

CI insights and analytics should be embedded into an organization's strategic decision making. But the majority of the businesses interviewed have some way to go to achieve this goal. Most currently use CI to fulfill data requests from other areas of the organization and provide insights to specific functions within the business rather than to drive core decision making.

Our interviews highlight multiple examples where, even though data and insights are available, they are excluded from business decision making.



## Investment priority

The insight teams that took part in the study are relatively positive about the budget made available to them. In fact, a strong 22% of businesses scored within the differentiating category for investment priority.

Just over 50% see their budget as stable, and 41% describe it as growing – indicating CI remains a strategic priority despite the challenging economic circumstances.<sup>15</sup> Only 17% describe their budget as insufficient, and a further 45% describe it as minimally sufficient.<sup>16</sup>

But there are important caveats to this positive story. Only 38% describe their budgets as sufficient to enable strategic and experimental work.<sup>16</sup> And interviewees suggest budget alone is not an indication of maturity.

Many focus instead on the importance of tracking ROI for CI initiatives, with CI functions often performing well on observable metrics such as customer loyalty and growth rates. Several heads of analytics and AI told us budgetary pressures exist across the whole business, but they see themselves as value drivers rather than cost centers. Tracking these metrics will help shift overall business mindset so CI is seen as a revenue driver.

Although the data suggests most budgets are stable or rising, we did talk to several leaders, especially heads of traditional customer insight functions, who are contending with reduced budgets in light of economic headwinds. Even where budgets are seen as sufficient, there is increased focus on delivering “more for less” in the face of economic uncertainty.

One exec told us:

**“Our focus now is on the projects that have the most impact, where we can prove we deliver value via cost savings or enhanced sales. Some of the longer-term projects might have to wait.”**



## Playbook: More for less

The Senior Director of Customer Insight at a leading payments solution provider told us: “One of the biggest issues to manage over the next year is how I internalize a reduction in my budget while still providing the same or an even better level of insight – more for less.” Their company is applying a two-pronged approach to deal with these demands:



### 1. Reviewing spend on platforms and tools

In an effort to cut spending, they are reviewing the value-add of outsourced customer data infrastructure and developing guidelines for approaching vendor relationships.

**“I need to review all the spend on any platform resources, be it secondary research portals, infrastructure ... We’re building preferred supplier lists, negotiating general approaches to contracting outside partners.”**



### 2. Exploring DIY solutions

The team is bringing as much work as possible in-house, using DIY platforms and internal analytics teams where they know what questions they want to ask.

**“That way we don’t need anyone outside to write a questionnaire or do the analysis. We’re using the platform ourselves, to code, field, and analyze now. If you think about it, when we already know what we want to ask, why hire an outside agency to do all of that? We know the questions, we know what we want to get out of it, we can just put it in ourselves and get it done and it’s very efficient.”**



## Cloud – the great equalizer

Both of these approaches are enabled by the availability of cloud-based, plug-and-play tools for data and analytics. The speed, scalability, and flexibility of the cloud makes understanding the customer simpler and cheaper, and this low barrier to entry encourages exploration and innovation, particularly around artificial intelligence (AI) and machine learning (ML). The democratization of CI toolsets in the cloud means businesses can test out familiar solutions, with pre-built integrations, to gain access to data, generate insight, and take action.

**“Our analytics and data science team is thinking a lot about automation [as we reduce budgets]. It’s about standardizing how we do things from taking data in to producing output. It’s complexity reduction.”**

**Senior Director of Customer Insight,**  
leading payments solution provider



# Key take-outs

1

## Strategic alignment

Align CI activities with the company's **key commercial objectives** and track ROI against these objectives.

- Focus on use cases with the potential to unlock value.
- Track ROI against these use cases, using indicators that relate to revenue and company performance, which also shift CI from being seen merely as a cost center.

2

## Executive sponsorship

**Embed executive sponsorship** at board level, to instill a culture of trust in the data and ensure the analytics team remains close to commercial priorities.

3

## Decision making

Ensure CI is an integral **part of strategic decision making**, not just fulfilling requests from individual business units.

- Build a roadmap with quarter-by-quarter strategic activities.
- For companies in their maturity journey, this will involve understanding what data they have and what data is needed to deliver against specific use cases.

4

## Investment priority

Allocate sufficient CI budgets to support a **culture of innovation** and experimentation.





## Pillar 2

# DATA HEALTH





## What is it?

Within the data health pillar, we determine how accurate and reliable customer data is. We assess the quality in range and depth of data, but also how it is collected and stored, and how regularly it is updated.

Organizations that took part in our research perform most strongly against this pillar. It has the lowest incidence of exploring responses (9%) and the highest combined maturing or differentiating count (53%).

This may reflect how regulatory change is forcing businesses to re-assess their data strategies.

To understand the stage a business has reached in the data health pillar, we broke it down into four key categories: access to data, single customer view, value exchange, and data partnerships.

**Exhibit 8:** Distribution of Scores in the Data Health pillar



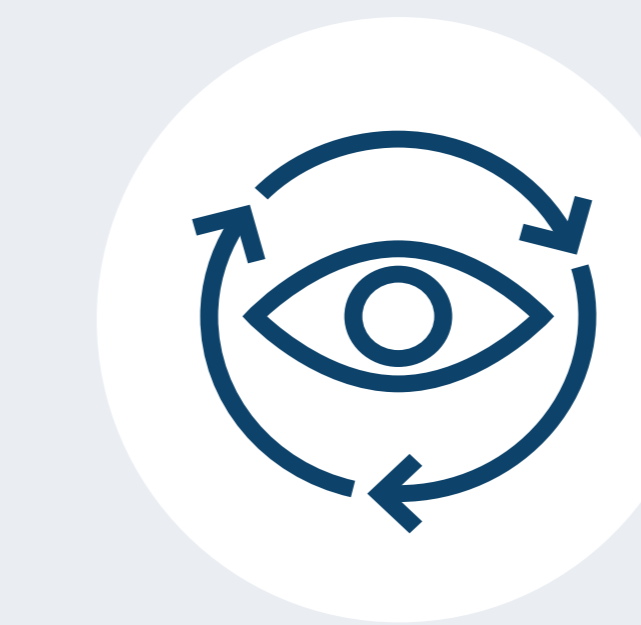
## What does good look like?

The following will be true for the 9% of businesses that are at the differentiating stage of the data health pillar:



### Access to data

Collects data from a wide range of first-, second-, and third-party sources, updates that data frequently, and has a clear plan to derive value from it.



### Single customer view

Integrates this data and uses advanced identity resolution to provide a coherent view of its customers that is accessible across the business.



### Value exchange

Delivers value to its customers in return for the first-party data collected.

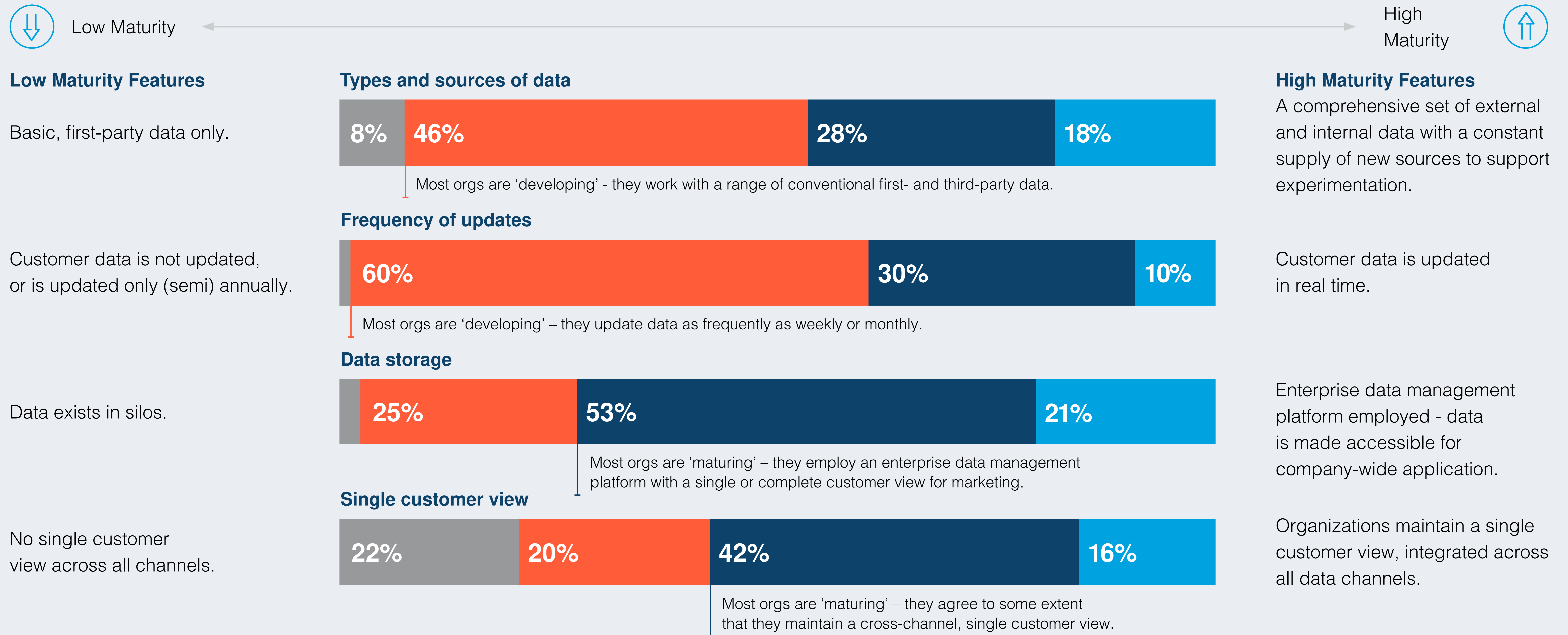


### Data partnerships

Maintains a range of partnerships with other participants in the data economy to harness the power of second-party data.



# The majority of organizations have their enterprise data platform and single customer view in place – although there is still work to do to ensure breadth, depth, and currency of their data



**Exhibit 9:** Proportion of businesses using a sufficient range of data types and sources ● Exploring ● Developing ● Maturing ● Differentiating



## Capturing data without a clear strategy for how to use it

At first sight, businesses appear advanced in the range and depth of data they collect. An impressive



claim to have built a comprehensive set of first-, second-, and third-party data, and 18% describe a constant supply of new sources as teams experiment with data types and techniques.<sup>5</sup>

However, interviews suggest brands often capture a wide range of data in the belief that collection itself translates to value – but without a clear strategy for what to do with it. Unnecessary data collection burdens both the business and the customer. It increases the costs of technology, personnel, and management, and raises data management and compliance risks.

And this burden is pointless if businesses lack a basic understanding of how to use that data to generate value.

What's more, the people data businesses have is often out of date. 40% told us they update customer data daily to ensure it is accurate and current, while 61% say they only do so weekly or even less frequently. This problem is more pronounced among smaller companies, where only 29% update daily.<sup>17</sup>

**“Too many businesses in the healthcare sector are collecting consumer data without a clear plan for how they will use it. This is a major privacy and security concern for consumers.”**

**CDO**, major healthcare company





## No single customer view

In addition to the challenges of wasteful data collection,



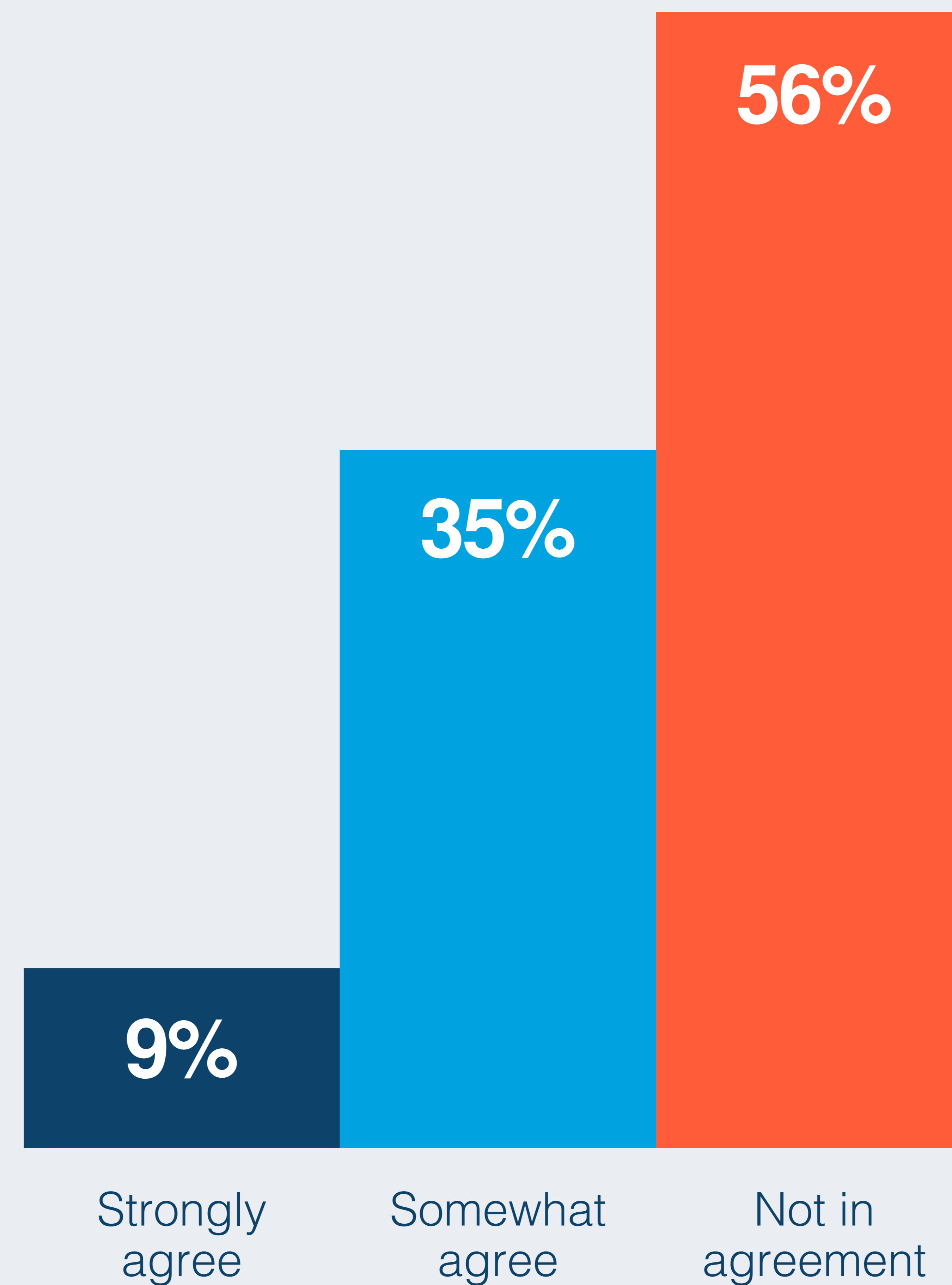
of businesses describe their data as existing mainly or completely in silos across the company.<sup>18</sup>

While the remainder claim to have an enterprise data management platform, these platforms often contain multiple personas for each customer because they don't have the ability to link identifiers such as email addresses, cookies, device IDs, mailing addresses, social media handles, and more. Only



of respondents strongly agree their company performs [identity resolution](#), tying together these user IDs to build a single master portrait, enabling marketers to get a single customer view across all channels.<sup>3</sup>

**Exhibit 10:** Businesses carrying out identity resolution and maintaining a clear view of customer journey. "We carry out identity resolution"<sup>3</sup>



## What is identity?

To understand people better and reach the differentiating stage of the data health pillar, businesses must be able to identify customers in the moment, no matter where they are connecting, and learn from every interaction. This requires a robust enterprise identity solution, including a first-party identity graph supported by third-party referential graphs, to gain a single, consistent customer view that can be used across the organization.

### Enterprise identity

A single, connected identity solution across a business's entire enterprise, available to any department (e.g. marketing, operations) in order to enable a complete and consistent customer view and understanding.

### First-party identity graph

A private graph, unique to a business, linking first-party data and third-party insights with customer identifiers to enable consistent cross-channel experiences.

### Referential identity graph

A third-party reference graph providing non-intuitive connections that aren't evident in a business's first-party data.



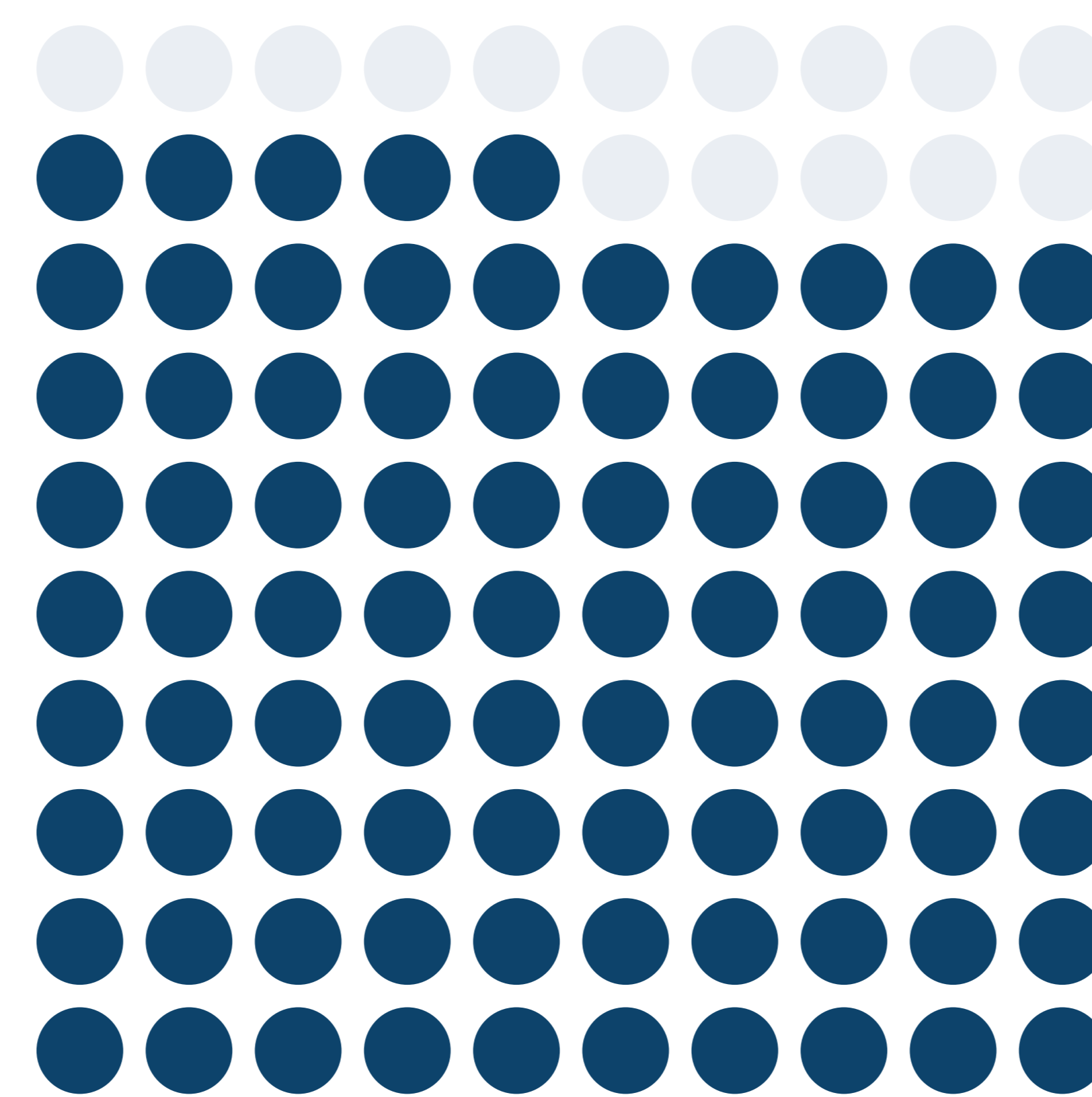
## Value exchange

First-party customer data sits at the heart of any data strategy. This should be the case regardless of the third-party cookie situation, but cookie deprecation is accentuating the need for first-party insights. And any first-party data strategy should be supported by a clear value exchange between customer and business.

At its simplest, this value exchange is underpinned by a brand being ethical with customer data and respecting the customer's preferences around how that data is used. Beyond that, businesses should use customer data to add value by offering more relevant, meaningful experiences. The goal should be to create experiences that are so relevant and respectful, customers feel like everything is happening on their terms.

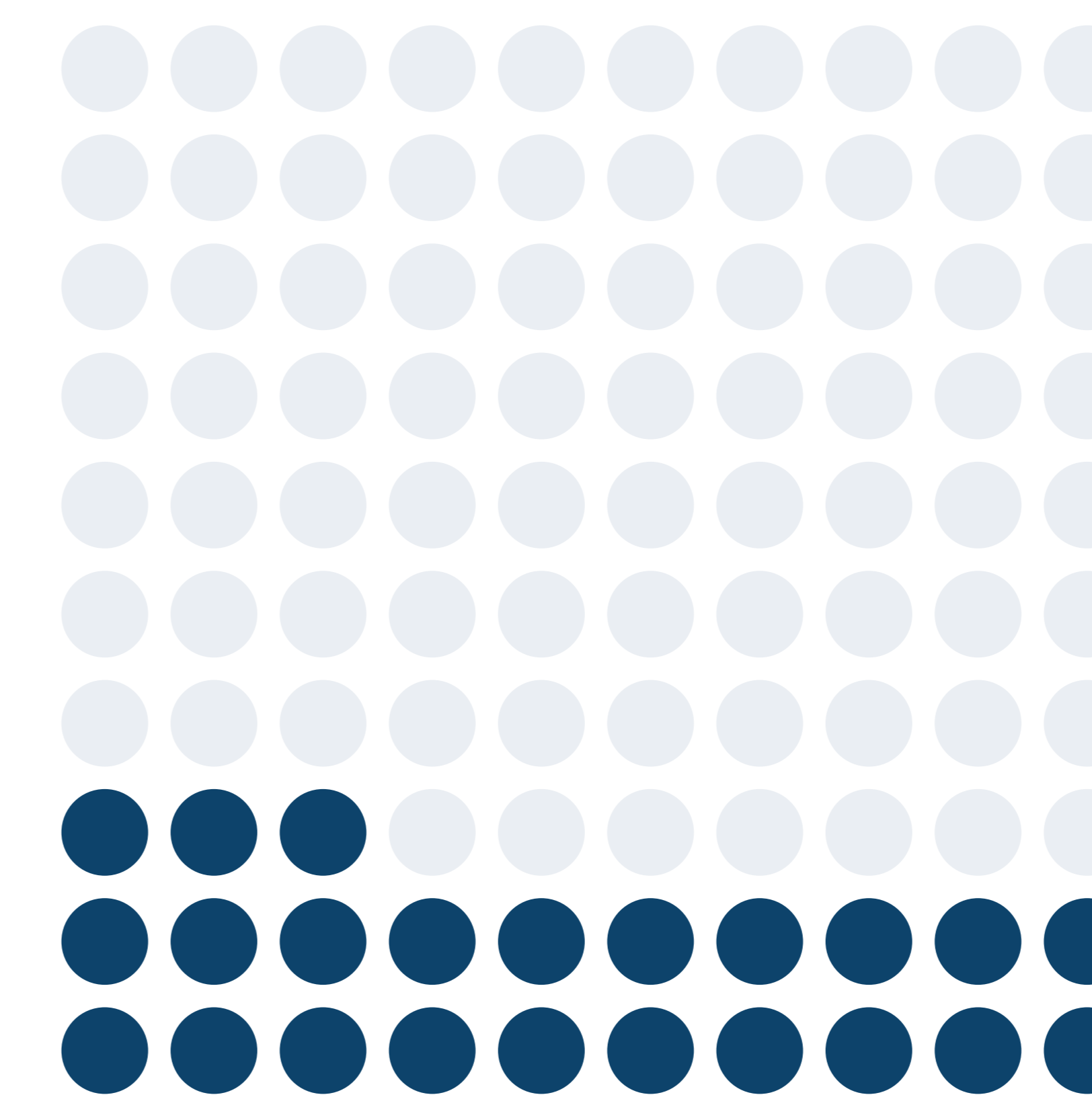
But although almost all businesses acknowledge the importance of personalization, less than a quarter strongly agree they use customer data to create personalized experiences, and less than 10% strongly agree they tailor marketing content based on the point in the customer journey.<sup>3</sup>

**Exhibit 11:** Businesses agree they need to do better than the bare minimum but are still in the early stages of developing the value exchange



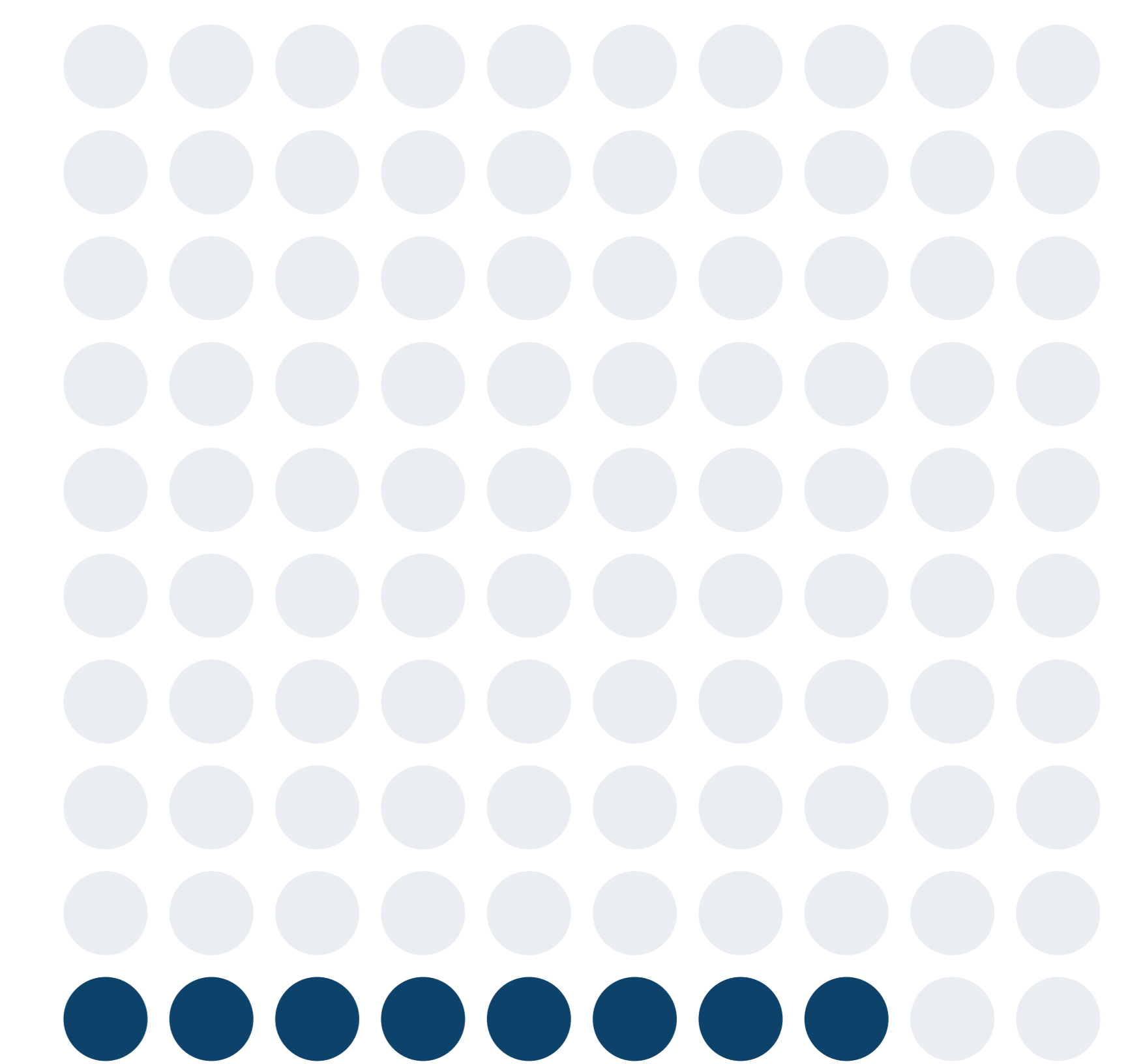
**85%**

Agree the ad industry needs to do better than the bare minimum to embrace a privacy-first age.<sup>19</sup>



**23%**

Use customer data to create personalized experiences for their customers.<sup>3</sup>



**8%**

Maintain a clear view of where individual customers are in their 'journey' with the company and are able to tailor marketing based on this view.<sup>3</sup>



## Playbook: Value exchange for Gen Z

The CMO of a leading American clothing company explains how getting the first-party data value exchange right is particularly important for engaging younger audiences.

**“Younger customer bases, they’re not put off by us sending the most relevant message in the most relevant channel at the right times. If we get any [of this] wrong, our customers will flick by us.”**

The company’s sophisticated consumer insight model uses real-time data from online and offline channels to keep up with the changing demands of a young audience.

**“Our best customers are toggling between in-person stores and digital channels all the time. We have to be increasingly sophisticated from a customer marketing standpoint, trying to get the next best, personalized offer. That’s a ground change in my industry, and Gen Z expect it more than anyone else.”**

Data from the company’s loyalty program is also a key input now that privacy changes make customer data harder to gather:

**“Trying to work with the best data and also holding up your end of the bargain with the customer in terms of his or her privacy, that’s what we’ve been focused on.”**

**“We’re trying to create experiences that help our customers to make the best apparel decisions for their needs. It’s not a grab for evil, or a one-sided ‘we win, the customer doesn’t.’ We want the customer to win, and we do that by serving them the most relevant products and experiences always. That is how we develop our app, our email program, our SMS program, our paid media strategy. It’s all about how we help them.”**



And customers are receiving this approach well.

**“ People are excited by us anticipating their needs, that we’re not sending a spray-and-pray message, we’re sending a more bespoke message to you. When we lean into personalized offers, we see incremental results.”**

CMO, leading American clothing company



## Data partnerships

In addition to first-party data, gained through a transparent and fair value exchange, businesses can use data from other sources to get to know their customers better.

Nearly half (46%) of businesses describe maintaining partnerships in the data economy for a range of purposes, from predictive analytics and personalization of marketing to generating revenue through data collaboration. Just under one-fifth (18%) describe experimenting with new data types and techniques such as real-time, unstructured data.<sup>5</sup>

External data is critical to harnessing the power of AI and predictive analytics, as it enables companies to bring together a variety of data sets, search for patterns, then use the insights they find to drive their predictive models. As one exec told us:

“We have enriched our internal data repository with a great deal of external data – anything from weather to social media trends, epidemiological models to oil prices. When you marry data sources that have never met in the past, it’s incredible what you can find. Then we apply ML to come up with recommendations for optimal pricing, promotions, inventory management.”

As cookie deprecation and regulatory changes impact data accessibility, marketers are turning to second-party data, gained through data partnerships, to help with market research, audience segmentation, and the personalization of marketing.

Data clean rooms are increasingly popular as a means for two or more parties to share data in a safe and privacy-complaint space. They can be used to:

- **Enhance relevance** by creating custom audiences from first-party data and partner data to enable engaging messaging.
- **Build closed-loop measurement** by bringing together first-party data and one-to-many publisher’s exposure data for true omnichannel attribution.
- **Conduct a gap analysis** with a partner that has a similar customer base to understand the potential to collaborate, driving greater engagement and revenue for both parties.
- **Support loyalty programs** and make them more meaningful by working with adjacent partners, resulting in greater customer retention and more revenue.

Finally, many companies are using data partnerships as a revenue-generating opportunity. By working with data-marketplace and aggregation platforms that specialize in building relationships with hundreds of data sources –

for example, consumer, real-estate, or company data – a company can ethically share, trade, and supplement their own data.

“**We work with vendors who have broader data-sets, because our first-party data isn’t enough to target our marketing.**”

**Director of Customer Insight**, leading US Financial Services provider

### What is a data clean room?

“Data clean rooms are privacy-conscious, data collaboration spaces. In a data clean room, brands and their trusted partners can share and combine data to create new insights that benefit all parties – more relevant advertising for people, better growth for brands and their partners. They open up opportunities in co-marketing, audience building, monetization, and marketing measurement without asking brands to actually share their customers’ personally identifiable information.”

**Read more** about Data Clean Rooms [here](#)



# Key take-outs

1

## Data partnerships

(including first-, second-, and third-party data sources):

- Consider all types and sources, but make sure there is a clear use case for whatever you collect
- Update regularly
- Supplement external data with partnerships where necessary

2

## Value exchange

Ensure you have a clear value exchange with your customers for the data you collect from them:

- Offer customers choice over opting in or out of communications
- Use the data to tailor your communications and improve customer experience (e.g., via personalized content)

3

## Access to data and single customer view

Consolidate your data on an enterprise data management platform, and make it accessible to all teams who need it:

- Conduct identity resolution to ensure you find, clean, match, merge, and relate all the disparate signals





## Pillar 3

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# ANALYTICS AND ENABLEMENT





## What is it?

Within the analytics and enablement pillar, we assess the sophistication of the analytics used to drive insights and the degree to which those insights are then translated into actions across the business.

It is the weakest performing of the four pillars, with two-thirds of businesses falling into the exploring or developing stages.

In general, the picture that emerges is of businesses that are capturing data but not yet driving insights from it, or actioning insights to make decisions in marketing, product, supply chain, or other functions.

To understand the stage a business has reached in the analytics and enablement pillar, we broke it down into four key categories: business intelligence, advanced analytics, customer journey view, and activation.

**Exhibit 12:** Distribution of scores in the Analytics and Enablement pillar



## What does good look like?

The following will be true for the 10% of businesses that are at the differentiating stage of the analytics and enablement pillar:



### Business intelligence

Using conventional analytics to deliver insights that inform marketing and broader decision making.



### Advanced analytics

Using advanced analytics techniques to drive strategic planning across the business. This includes personalization at scale as well as optimization of offers, messaging, and media mix.



### Customer journey view

Has a clear view of where individual customers are in their journey that is used to inform personalized marketing.



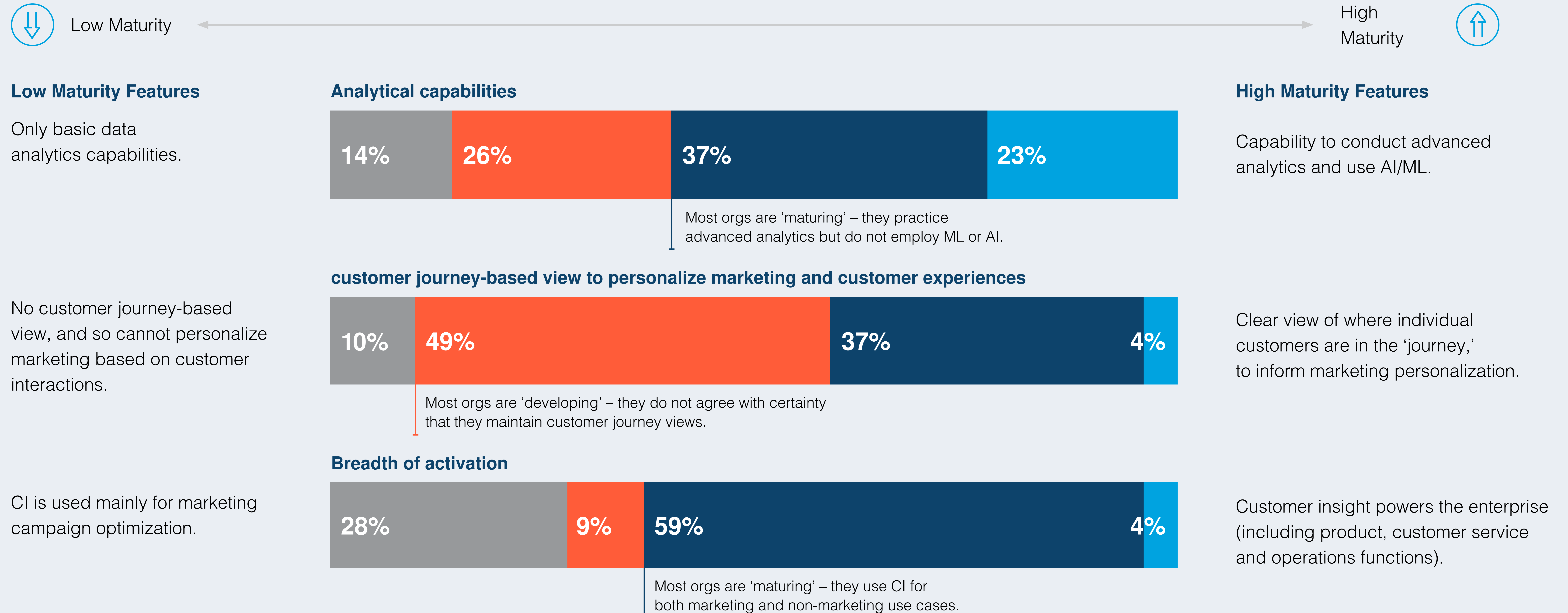
### Activation

Using insights to drive a wide range of strategic and forward-looking use cases, not just in marketing but across all aspects of the enterprise, from product development and supply chain operation to customer service.



# Over 2/3 of organizations do not maintain a reliable customer journey based view to inform their marketing, and less than a third use AI in their advanced analytics

**Exhibit 13:** Proportion of businesses exhibiting mature data analytics and activation capabilities





## Business intelligence



of businesses describe their capabilities as being focused on basic or enhanced conventional analytics – sometimes referred to as business intelligence.<sup>6</sup>

These business intelligence capabilities are mostly centered around analyzing and reporting against what has happened, rather than predicting what will happen.<sup>20</sup> This includes the ability to plan, measure, and optimize marketing campaigns, and the generation and analysis of classic business metrics such as NPS and customer lifetime value.



mainly use this business intelligence for reporting performance and marketing campaign optimization. Two-thirds use it mainly for strategic purposes.<sup>21</sup>

For more information about marketing analytics and enablement, please see the Acxiom-sponsored Winterberry Group report, [From Data to Insight: The Outlook for Marketing Analytics](#). This report provides insights into how businesses are using marketing analytics today, and how they are maturing in their use of analytics.





## Advanced analytics

The research reveals a growing focus on advanced analytics techniques, such as using ML to generate insights and make predictions by spotting patterns in data sets. These techniques are growing in importance due to (among other things) the increasing volume of data available, enhanced processing power, and the capacity to reveal trends in data to inform marketing and other business decisions (including personalization at scale).

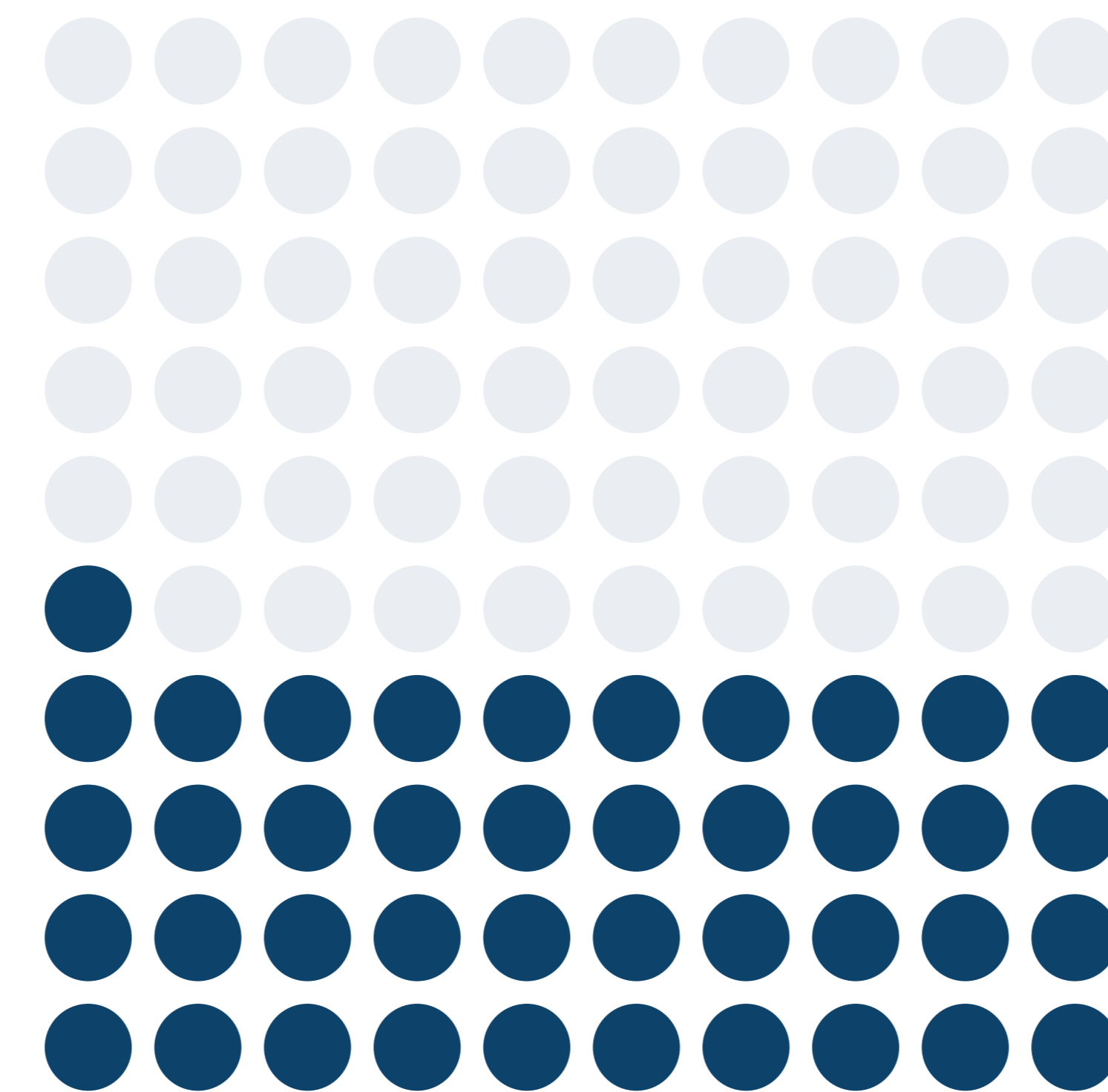
Predictive models help companies gauge the probable value of the different occasions when a customer or potential customer comes into contact with their brand and its messages, which in turn enables ROI optimization.

One retail executive for an American apparel company describes its impact on their campaign optimization: “We are turning more and more of our media strategy over to the machines. Attributions based on predictive models help us optimize ROI in our campaigns and product offers. We can serve the right creative to the right person at the right time and win in terms of incremental revenue and margins.”

Over half (60%) of businesses claim to use these advanced analytics techniques, although it may be that respondents are using a broad definition of the term, to include basic modeling and reporting, as only a quarter list ML in their capabilities.<sup>6</sup>

Exhibit 14: Levels of business analytics capabilities<sup>6</sup>

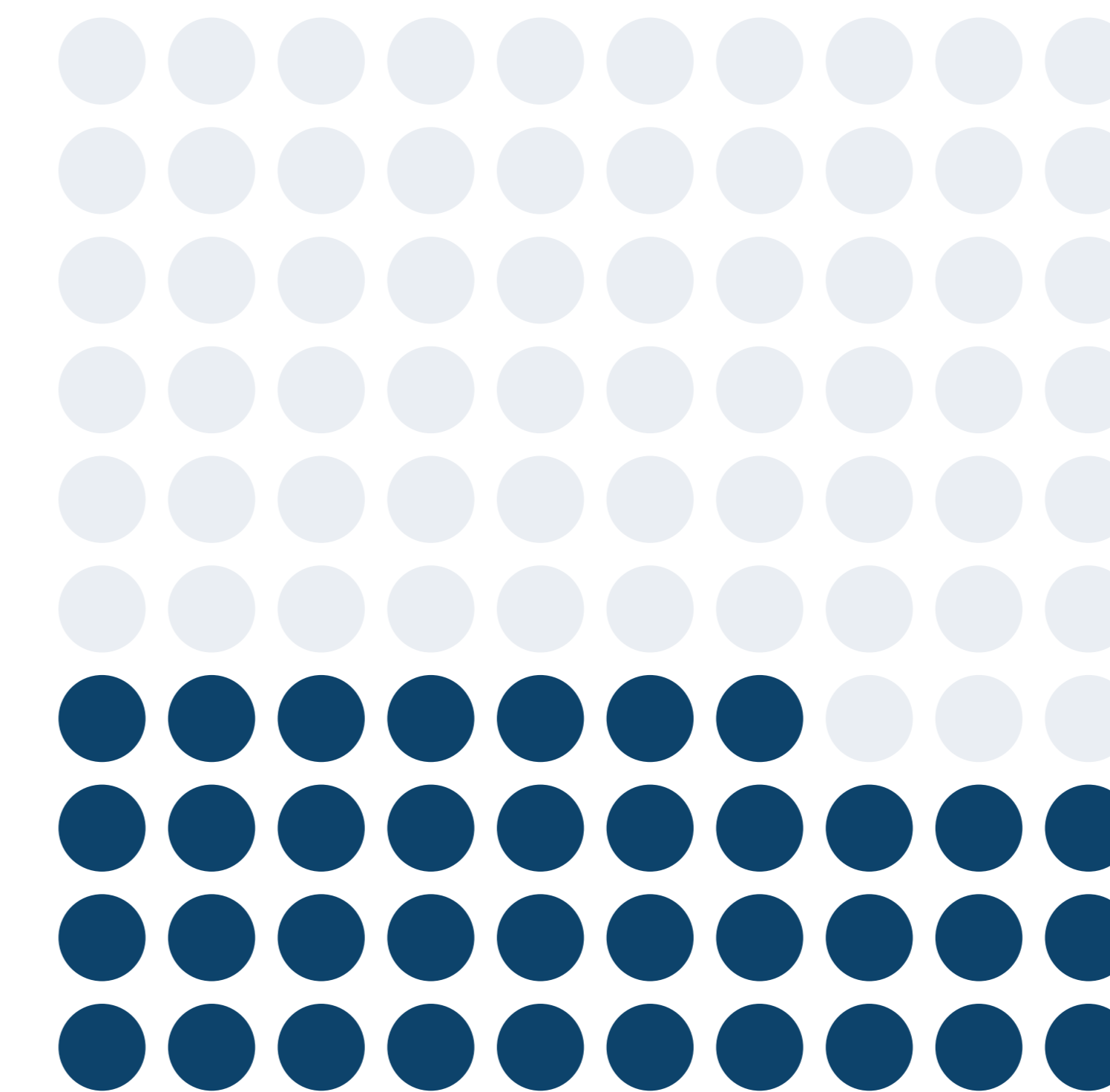
### Conventional analytics



40%

Use only basic or enhanced conventional analytics

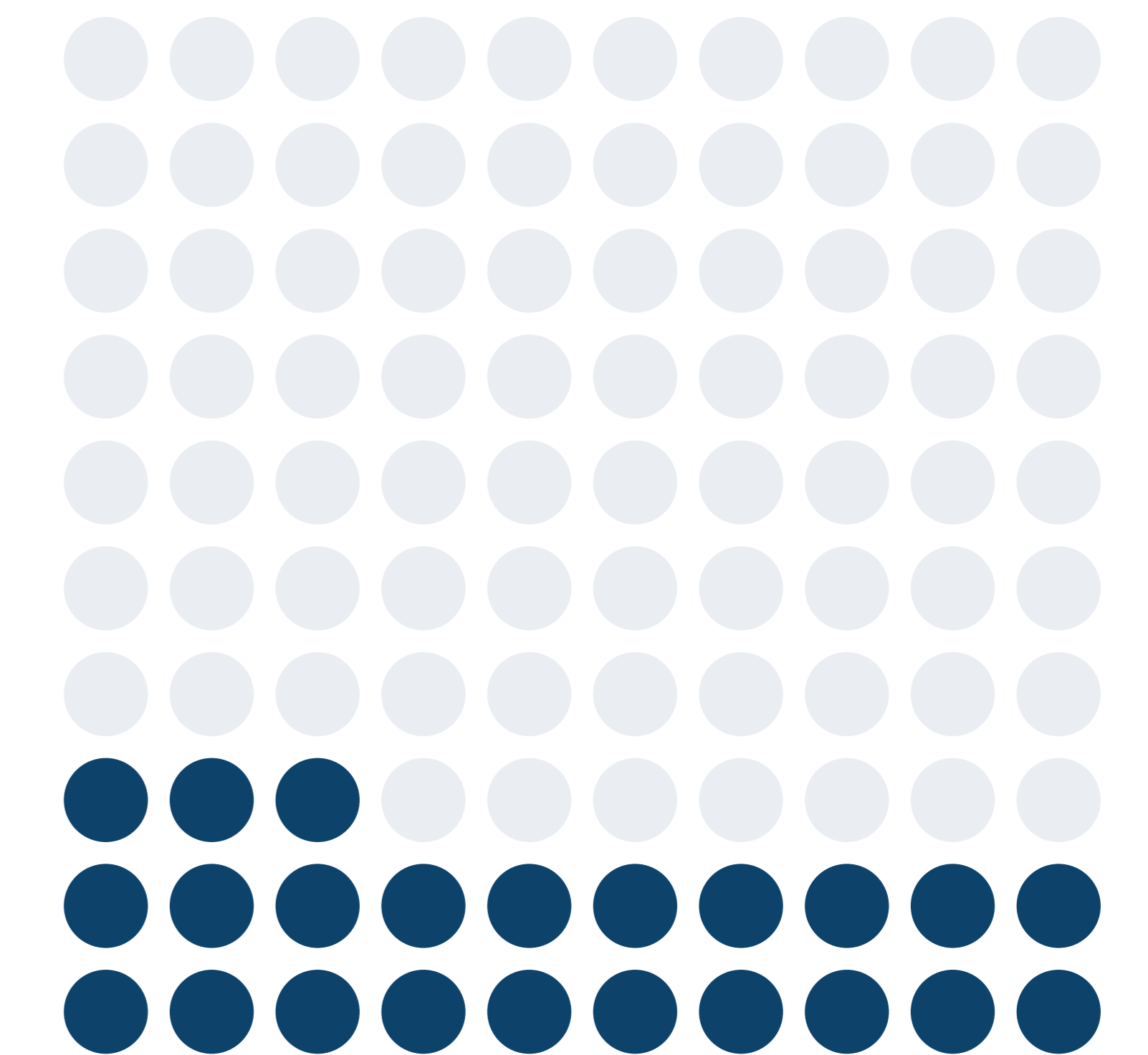
### Advanced analytics with no AI/ML



37%

Have advanced analytics capabilities, with no AI/ML

### Advanced analytics with AI/ML



23%

Have advanced analytics capabilities, including the use of AI/ML



## Customer journey view

Customer journey view is a weak area of the analytics and enablement pillar. The majority of businesses do not have this view, and therefore cannot target marketing based on customer interactions.

Achieving a customer journey view is a problem at even the largest businesses.

We spoke to the Head of Insight at a technology business that generates >\$200bn in revenue annually, who told us that this process was just beginning.

“I’m working on customer journey mapping in one market, pulling together all the different data points we have. Hopefully we can roll it out elsewhere once we’ve done that. People are excited about it – I’ve dedicated a quarter of my workload at the moment to this.”

## Activation

Businesses with mature CI functions are increasingly using their insight and analytics capabilities to drive decision making across the whole enterprise – including product design, supply chain management, and logistics. A positive 59% of companies score within the maturing category for business-wide application, indicating they are using CI for both marketing and non-marketing use cases.<sup>22</sup>

We found one example of a retail business developing algorithms to determine where it would be most efficient to ship products from, based on their customer distribution and purchase patterns. These insights give the business a better handle on store inventory, reduce shipping costs, and maximize efficiency to improve customer experience.

The Customer Support department of another business analyzes call length, resolution, and customer satisfaction data to assess team productivity and pinpoint problems. They then deploy training solutions and hiring strategies to address them.

**Exhibit 15:** Proportion of respondents with a clear customer journey view. “We maintain a clear view of where individual customers are in the ‘journey’ with us, and are able to target their marketing based on this view.”<sup>3</sup>

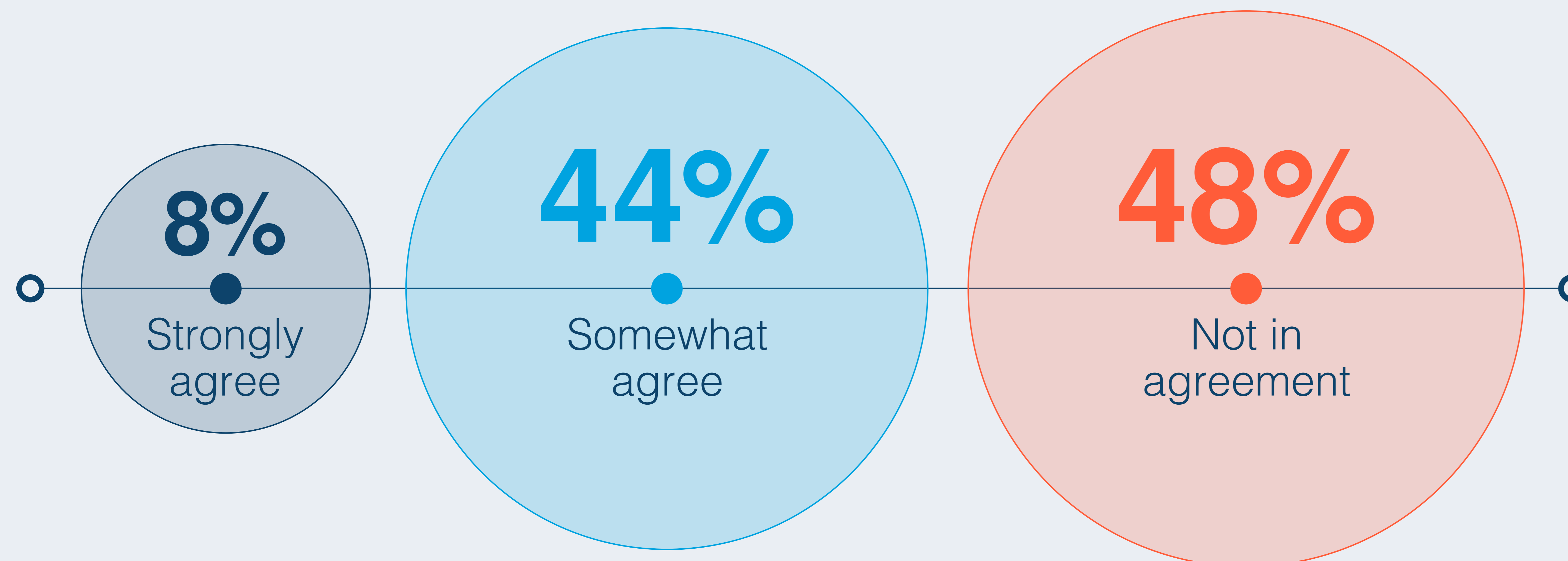




Exhibit 16: Activation of CI across the business

## Activation of CI data can happen at all stages of the customer journey and product lifecycle, as well as at operational level



### Personalized marketing

- Identify untapped ideal markets
- Develop journey-based individual marketing strategies, segmented by goals (reaching new customers and retaining existing ones)



### Pricing strategy

- Test price elasticity of demand for product/service offerings, and tailor pricing offerings based on segmentation of customers
- Maximize conversion and reduce churn



### Supply chain

- Strive for real-time, demand-responsive procurement of supplies
- Assess supplier performance using customer feedback



### Inventory

- Identify patterns in demand which inform decisions made regarding inventory (e.g. product depreciation, or when in the year products are released)



### Product development and design

- Test or predict demand for new product/service designs or features prior to production



### Logistics and distribution

- Maximize efficiency of shipping and storage based on customer location and demand data



### Customer experience

- Tailor customer service offerings
- Improve efficiency of interaction (reduce wait times, solve issues more quickly e.g. via chatbots)



### Internal operations

- Detect talent shortages and implement hiring or development programs



## Playbook: The Four Ps, a retail POV

The retail industry is increasingly integrating AI and predictive analytics into business strategies and ways of working. Katia Walsh, Chief Global Strategy and AI Officer at Levi Strauss and Co., is at the forefront of these changes. Katia has been with Levi's since 2019, with a focus on blending Levi's values with innovative technological capabilities to drive change and increase revenue. She describes the vision against which they are seeking to deliver as 'the four Ps'— prediction, precision, personalization, and proactivity.

### #1

#### Prediction:

The ability to predict how impactful metrics, such as levels of consumer demand for key products, and propensity to pay, will evolve. For example, post-lockdown, when stores reopened, most clothing retailers rolled out mass discounts to clear stock. But predictive models allowed Katia and her team to see this differently:

**“Because we knew that [customers after COVID showed pent-up demand], we did not discount.”**

### #2

#### Precision:

The ability to maximize performance against profit, sustainability, and creativity by pinpointing optimal objectives. This might apply when setting prices or managing inventory levels. Katia explains:

**“In the apparel retail industry, companies like Nike, Levi's, PVH, VF, and Abercrombie & Fitch combine manufacturing and retail. There is a desperate need for precision for that industry. But that's not unique to an industry. There is also precision medicine, precision agriculture, and more.”**

### #3

#### Personalization:

Tailoring your offering (product, service, or interaction) to consumers based on their identity and behaviors, and any relevant context. Katia describes how benefits, including special offers, might work for shoppers and fans who subscribe to exclusive services:

**“A music fan would get concert tickets, someone into fashion would get early access to a new collection, someone into sustainability would be offered sessions in a tailor shop to repair items that they already have.”**

### #4

#### Proactivity:

Anticipating changes in (and opportunities for stimulating) demand – and then using this knowledge to retain or attract customers and spend. This includes driving sales by preemptively stimulating interest and engagement via targeted communications with potential consumer groups.



# Key take-outs

1

## Business intelligence

Look for opportunities to shift from retrospective reporting on what has happened to **predictive analytics** where value-add can be driven.

2

## Advanced analytics

Bring customer intelligence to the **forefront of your strategic conversations:**

- Reorientate the conversations so reports on customer behavior are delivered ahead of financials.
- Develop a feedback loop to demonstrate what was learned from customer data, how it might impact business outcomes, and how to act on it.

3

## Customer journey view

Adopt a **customer journey view** that enables your business to tailor customer interactions based on their position on the path to purchase.

4

## Activation

Explore CI use cases **beyond the marketing** function, perhaps in product, logistics, or internal operations.

- Integrate these teams so that where CI contributes it can inform forward thinking (e.g. “What is the product that our customers want?”)





## Pillar 4

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# OPERATIONS AND SUPPORT



## What is it?

Within the operations and support pillar, we determine whether organizations have the infrastructure and operational setup for market-leading CI.

Organizations show similar levels of maturity in operations and support as they do in data health, with half scoring as differentiating or maturing.

Responses were most varied in this pillar, with relatively high proportions of exploring (22%) responses, but also more maturing responses (34%) than most other pillars.

To understand the stage a business has reached in the operations and support pillar, we broke it down into four key categories: tech stack, automation, skills and capabilities, and center of excellence.

**Exhibit 17:** Distribution of scores in the Operations and Support pillar



## What does good look like?

The following will be true for the 16% of businesses that are at the differentiating stage of the operations and support pillar:



### Tech-stack

Up-to-date stack including cloud-based CRM and CDP to enable real-time, collaborative access to data across the business.



### Automation

Workflow automated, from data gathering and ingestion to analysis and activation, to drive cost effectiveness and enable personalization at scale.



### Skills and capabilities

Multidisciplinary team(s) of data scientists and engineers, developers, analysts, and strategists with a strong commercial and product/service strategy focus.



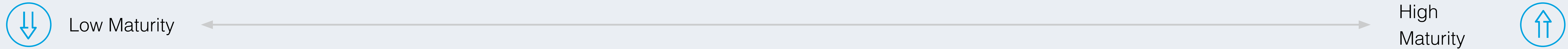
### Center of excellence

Insight and analytics capabilities structured to ensure best practice, standardization, and quality control through all business units.



# Companies are making progress toward cloud migration, and the automation of their customer intelligence workflow

**Exhibit 18:** Proportion of businesses employing sophisticated technology stacks to support customer intelligence functions

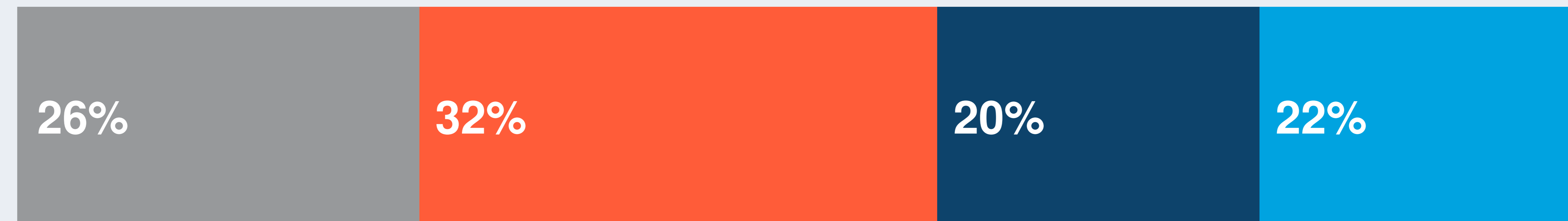


Most orgs (**48%**) somewhat agree that they use a customer data platform to combine and manage customer data

### Low Maturity Features

Manual integration and activation of customer data and analytics

### Automation



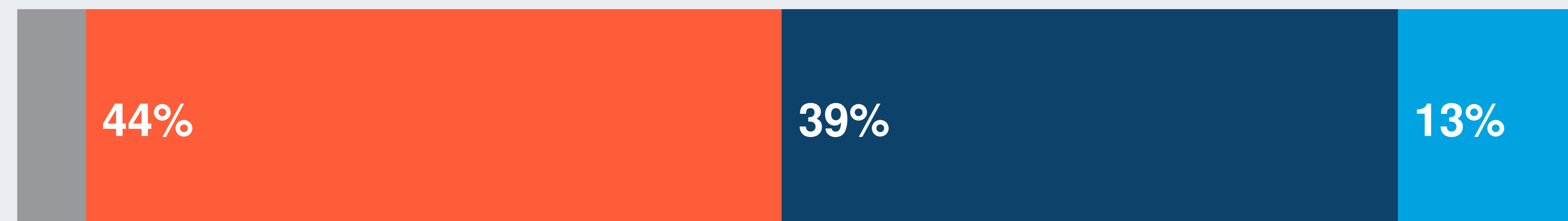
Most orgs are 'developing' – analytical output is largely ad hoc and batch processed

### High Maturity Features

Sophisticated, real-time, collaborative platform(s) that stakeholders across the business can access

### Use of cloud

Everything is stored in internal data center(s) – there is no use of cloud



Most orgs are 'developing' – they have a hybrid model with limited use of cloud

Everything is stored in the cloud

● Exploring ● Developing ● Maturing ● Differentiating



## Tech stack

Businesses are investing heavily to transition from legacy technologies to systems and platforms that are fit for purpose in a world of advanced analytics, personalization, and automation.

But many have a long way to go. A worrying 26% still have solutions that require customer data to be integrated manually (think spreadsheets) and activated through stand-alone systems such as campaign platforms.

A further third (32%) do have a platform to integrate data and analytics as needed, but this is largely ad hoc and batch processed.

Only



describe real-time, collaborative platforms that provide access for teams across the organization, and enable customer data to be captured, stored, analyzed, and acted on in real time.<sup>8</sup>

Similarly, businesses are at various stages of maturity in the shift from on-site to the cloud. Interviewees understand the power of the cloud, and describe cloud adoption as a critical factor in an organization's digital transformation strategy, which can help them innovate faster, scale tech capacity, secure data, and reduce environmental impact. However, half (48%) of businesses describe data as still being stored wholly or mostly in their own data centers, and only 13% have fully transitioned to the cloud.<sup>23</sup>

**“There’s so much heavy lifting to be done with a new technology, to have it fit into our existing systems. That transition period, the cost but also the time and manpower involved is the issue.”**

**Director of Customer Insight,**  
large US department store

## Automation

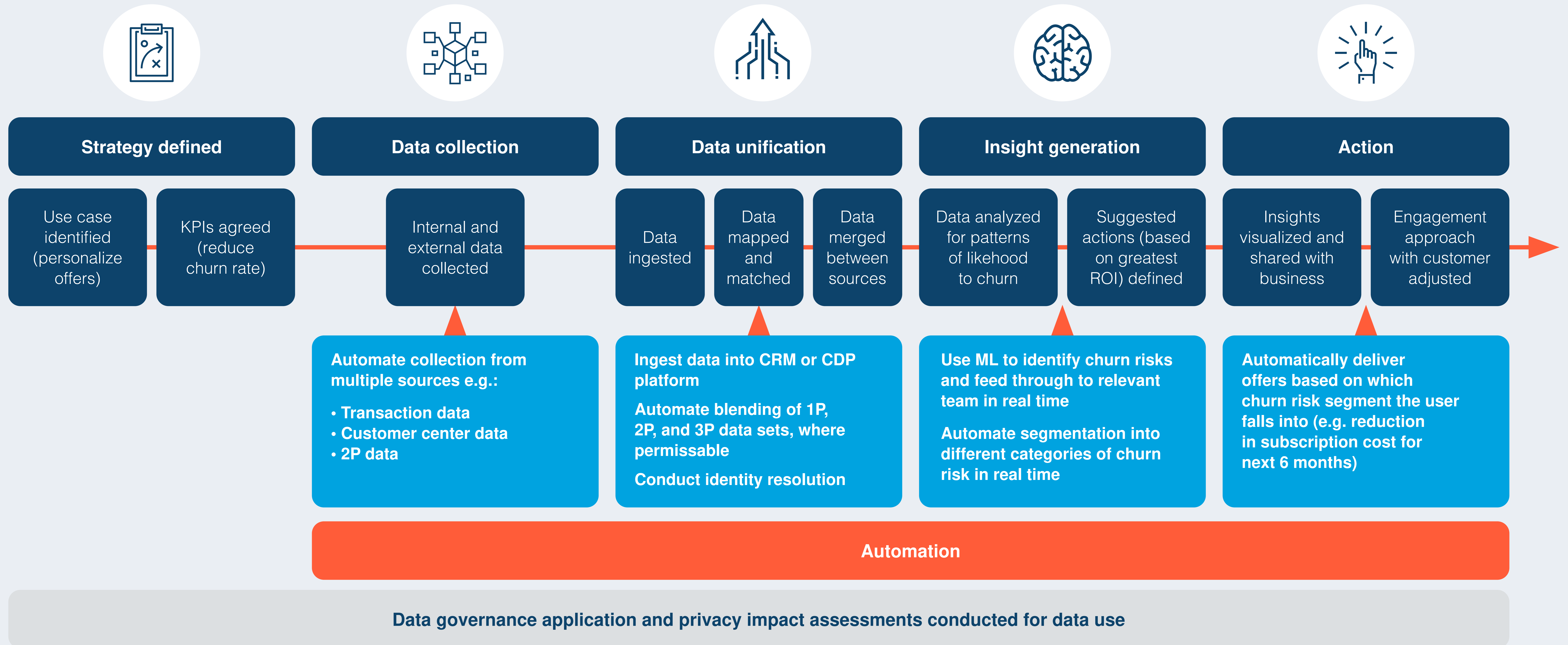
The most sophisticated insight leaders are prioritizing the use of automation and AI across multiple workflows. This might be integrating internal and external systems for billing and reporting, or automating standard, repetitive tasks such as data collection or basic campaign setup. This is often accomplished using the automation solutions already built into platforms, particularly for campaign optimization and audience reach.

Implemented correctly, automation allows businesses to engage customers at scale with relevant, personalized experiences, and to offer seamless omnichannel journeys, as well as responsive customer support around the clock. There is also potential to drive cost-effective delivery of ever more complicated marketing solutions.

Our interview data suggests companies are making more progress in the early stages of the workflow, most notably in the automated collection and ingestion of data, than they are in the later stages of insight generation and action. That said, there is considerable variation by use case. Advertising platforms in particular have sophisticated tools for all stages of the campaign workflow, from set-up and targeting to measurement and reporting.



Exhibit 19: Opportunities for automation across the CI pipeline





## Skills and capabilities

Modern CI requires cross-functional, multi-disciplinary teams. Almost three-quarters



of businesses already employ a team with a diverse set of roles, ranging from data scientists and engineers, to developers, analysts, and strategists.

There is high demand for specialists in predictive analytics and ML, and for insights professionals with a strong commercial focus. Half (49%) of businesses who are maturing or differentiating in the overall maturity framework describe their CI teams as having a strong product and business focus, compared to 4% of those who are exploring or developing.<sup>24</sup>

A chronic shortage of talent in key areas means organizations are reliant on outsourcing, at least until they have built up capabilities internally via (often long-winded) recruitment or talent development processes. In addition, some businesses outsource intentionally. The Head of Insight at one of the world's major payment providers told us they prefer outsourcing, as it provides them with flexibility and access to the best specialist skills.

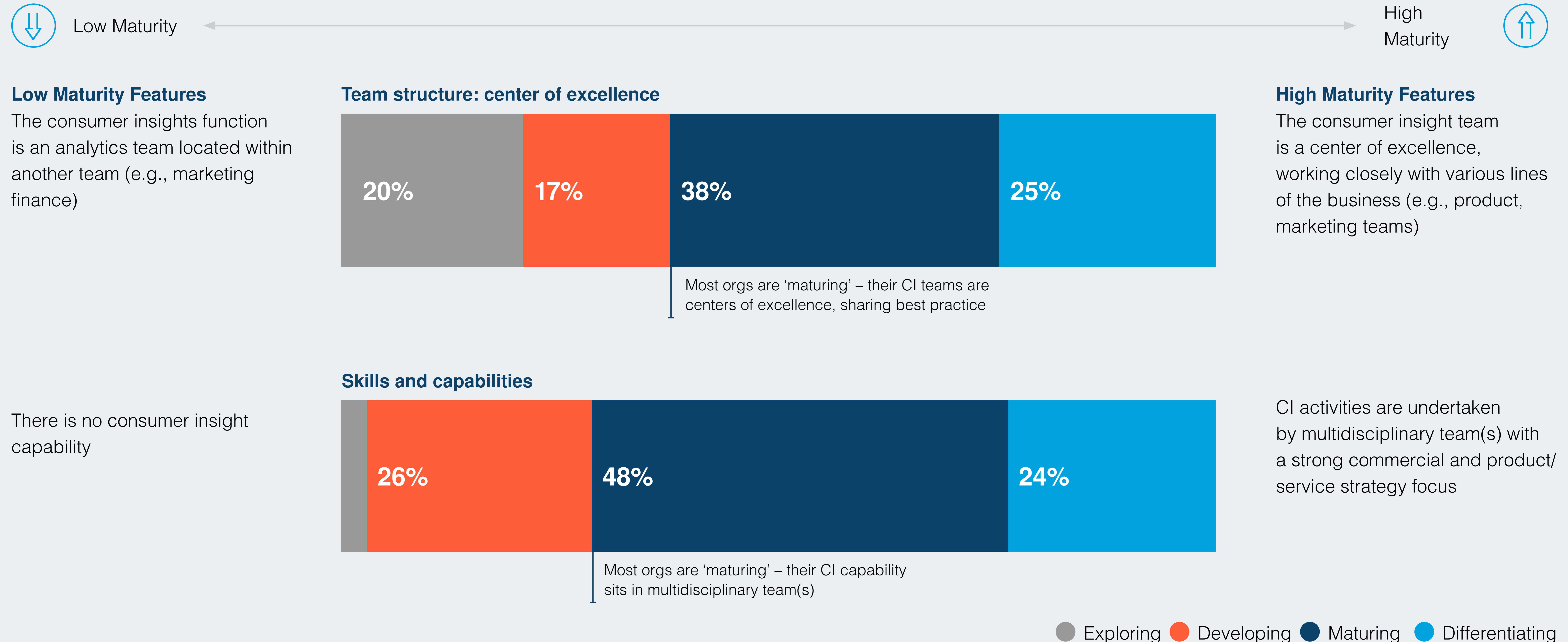
Despite these benefits, most businesses (78%) favor a hybrid approach between inhousing and outsourcing, allowing them to reduce costs and ensure alignment with business units. Many interviewees believe this model makes it easier to align workflows to business units, and guarantee the speed and quality of data analysis, as well as reducing cost.<sup>25</sup>





# The majority of companies employ multi-disciplinary CI teams with a strong commercial and product focus, operating in centers of excellence

**Exhibit 20:** Proportion of businesses with multidisciplinary CI functions, and examination of their structure





## PILLAR 4: OPERATIONS AND SUPPORT

The businesses that took part in our study employ a variety of structural approaches to delivering customer insight and analytics.<sup>7</sup> These include:

**Decentralized models** – 20% of organizations say they operate decentralized insight and analytics teams within other teams or lines of business such as marketing. In many cases these teams grew organically.

**Centralized teams** – 17% say they have a stand-alone CI team, with its own management, and a further 63% have developed centers of excellence, with a remit to share best practice across different areas of the business.

Some companies treat CI and data analytics as separate functions and have different teams – and potentially even a distinct Center of Excellence – for each.

Each model has perceived strengths and weaknesses. Decentralized models often grow organically within business units. On the plus side, they have a tight focus on the needs of that team. On the downside, organic growth in multiple teams can result in inconsistent method and quality, and duplication of effort and spend, for example with multiple technology solutions.

A centralized model can help with standardization and quality control but requires careful management to ensure the team remains focused on the needs of the wider business. Some adopt a ‘hub and spokes’ approach where a lean center of excellence disseminates learning to CI professionals on the ground. This central team might have responsibility for the technology, and own key performance data such as a central tracker, record of NPS, or other performance measurements.



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**“Our customer intelligence lab functions as a Center of Excellence for the rest of the business. Otherwise we operate in silos.”**

**Head of Insight,** Technology Corporation



## Playbook: Building a Center of Excellence

We spoke to two business leaders who are implementing centers of excellence – one for customer insight and one for analytics and AI. Both managers agree that the center of excellence model is hard to get right – but also that it offers the highest rewards if done well.

The Head of Customer Insight at a major fintech firm describes their team:

**“We’ve been bouncing around for the last five years, from the finance team to the product team. Now we are a shared service, reporting to the VP of strategy.”**

This new structure appears to work, in part because the team reports to a person at the commercial heart of the business:

**“Our VP of strategy plays a similar role to that of a chief commercial officer. For the first time, we are focused on whatever the business sees as most strategically important. We are engaged at the start of the product development lifecycle to help the company understand customer needs.”**

They go on to describe how they seek to maintain close links with teams across the business:

**“There are still multiple teams across the business who sit on customer data and insight – from social listening teams inside communications to specialist user experience teams inside the product team. Our role is to build established rhythms for our engagement with these teams – regular meetings and a shared pipeline of work that we can all see and influence. This is our chance to standardize approach and output, reduce complexity, and provide a clear drumbeat of insight across the business.”**

A Chief Data Officer at a major healthcare company also describes being involved in the development of three different data and analytics centers of excellence over the past decade. The first two failed because they were too isolated, and because the time to value was too long. When the center of excellence required money from business units to sustain development beyond the initial 24 months of funding, the units saw it as a cost center and refused to fund. The CDO told us:

**“My focus now is on building capabilities that deliver value for the lines of business from day one. My team is populated by a mix of data scientists (mostly new arrivals) and members of the business units to build the strongest links possible.”**

**“We treat our work like a balanced investment portfolio. Some of it needs to show immediate returns, to prove our value to the business, but we also need longer term projects which behave like the equity markets and return sizable value over time.”**

Head of Data Science



# Key take-outs

1

## Tech-stack

Implement **cloud-based, collaborative platforms** that enable customer insight to be accessed across the organization.

- A data platform should allow real-time, collaborative access to customer data and should sit at the core of the solution.
- Migrate tech stack to the cloud to drive scalability, accessibility, and security.

2

## Automation

**Automate entire workflows**, not just at data collection and ingestion stages but also including insight generation and action.

3

## Skills and capabilities

Build **multidisciplinary teams** including data scientists, developers, analysts, and strategists.

- Outsource where needed to fill gaps, particularly in shortage areas such as advanced analytics - while investing in ongoing learning and development to grow and keep internal capabilities fresh.

4

## Center of excellence

Establish a team structure that best suits your business model, with appropriate levels of centralization and standardization to maintain efficiency and quality control.



# Implications

## The world of customer intelligence is in a period of accelerated change

Businesses today are under pressure from all sides to optimize their customer intelligence. Dated customer data strategies don't adequately serve empowered customers' demand for personalized experiences in real time. Tightening privacy regulations are hampering organizations' ability to deliver against these expectations using existing data strategies.

Our study paints a picture of companies on a journey toward addressing these issues – and taking advantage of the opportunities that innovations in analytics and insights present. For those who get it right, customer intelligence can be a source of competitive advantage, helping them to predict key moments, such as what products and services they might or might not buy, or when they might churn off – and build strategies to address this.

## What does this mean for next steps?

Every organization is different, in terms of its objectives and the data available to it. But core principles are true for all. At the heart of any strategy is a clear vision for what business decisions the insights are trying to inform, and what data is needed to provide these insights. Almost everyone will need a data platform to gather this in one place, and the ability to conduct whatever identity resolution and other analysis is required to understand the customer journey and needs.

Most will want to make use of the kinds of advanced analytics that enable them to look forward rather than just report retrospectively.

As a first step, those in the exploring category can start simply, perhaps by determining the data they need to drive immediate value, figuring out how to access it, and implementing a platform to manage it.

Those that are currently in the developing category might consider implementing enterprise identity to link data signals across and gain a single customer view.

And those that are already maturing could look for ways to supplement their advanced analytics with AI or ML, or to share data with carefully chosen partners using a data clean room. Even those at the differentiating stage will need to keep up with new technological and regulatory developments.

**To learn more about how to advance your brand's customer intelligence, contact Acxiom at:**

**[info@acxiom.com](mailto:info@acxiom.com)**



# A Roadmap to Advance Customer Intelligence

Exhibit 21





# Methodology and Sample Breakdown

Acxiom partnered with research and strategy agency MTM to survey 200 business decision-makers from brands across the UK and the US to gain insight into levels of customer intelligence maturity.

Survey participants are senior leaders in customer intelligence, experience, or related roles. Survey data is supplemented by six, 60-minute, in-depth interviews with heads of customer intelligence, CMOs, and equivalent.

## Which country do you work in?

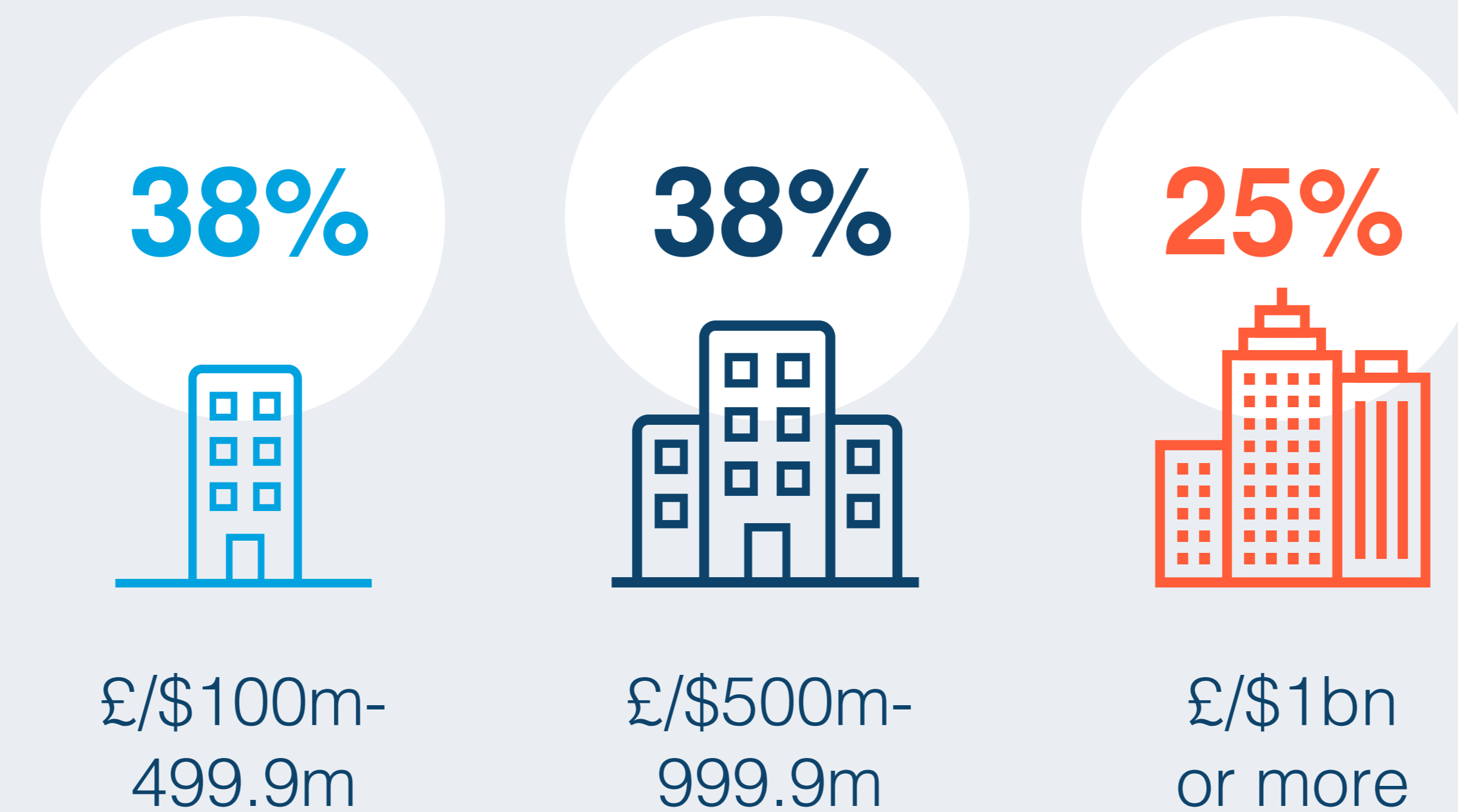


50%

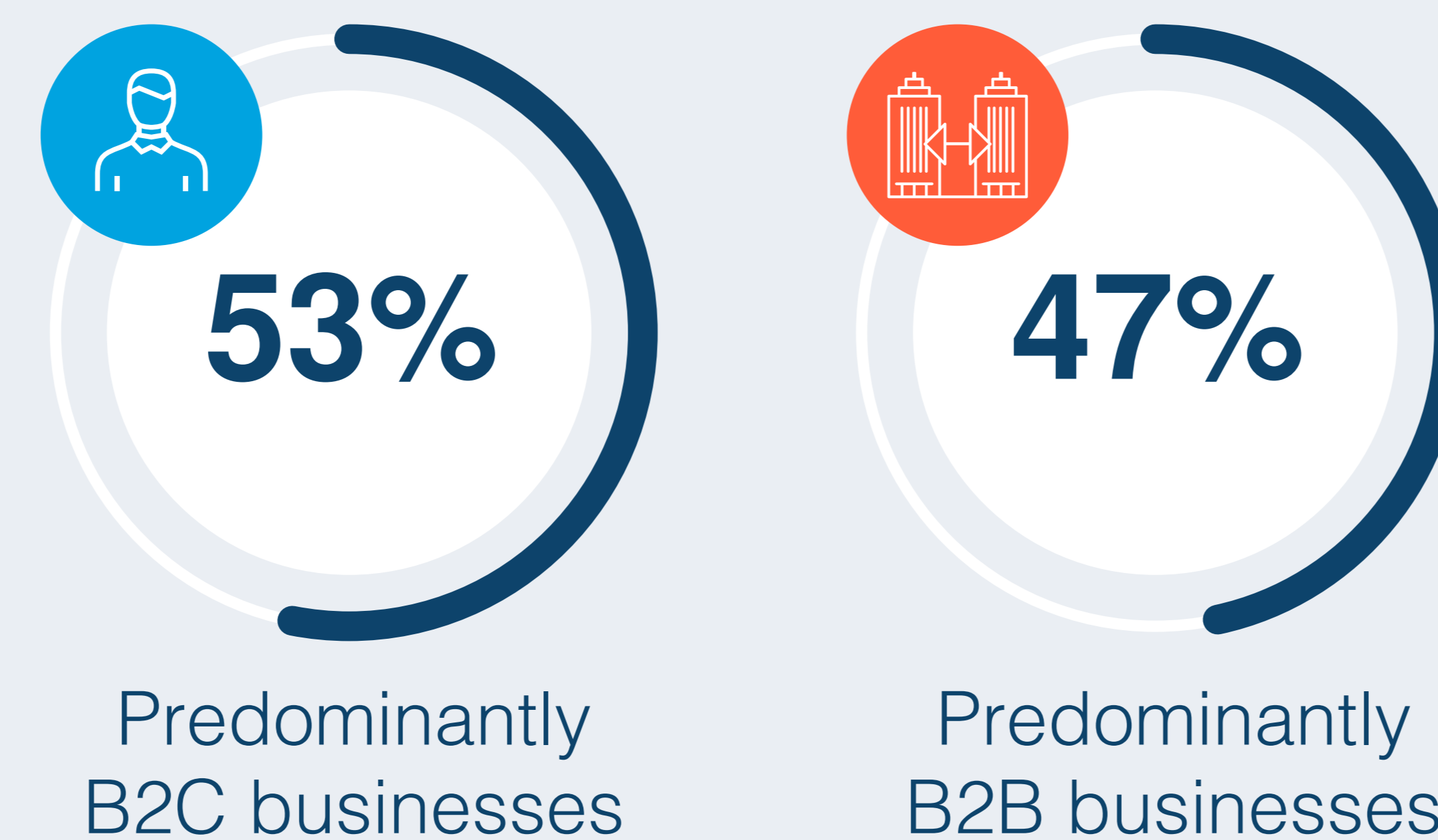


50%

## Approximately, what was the annual revenue of your business in the last full financial year?



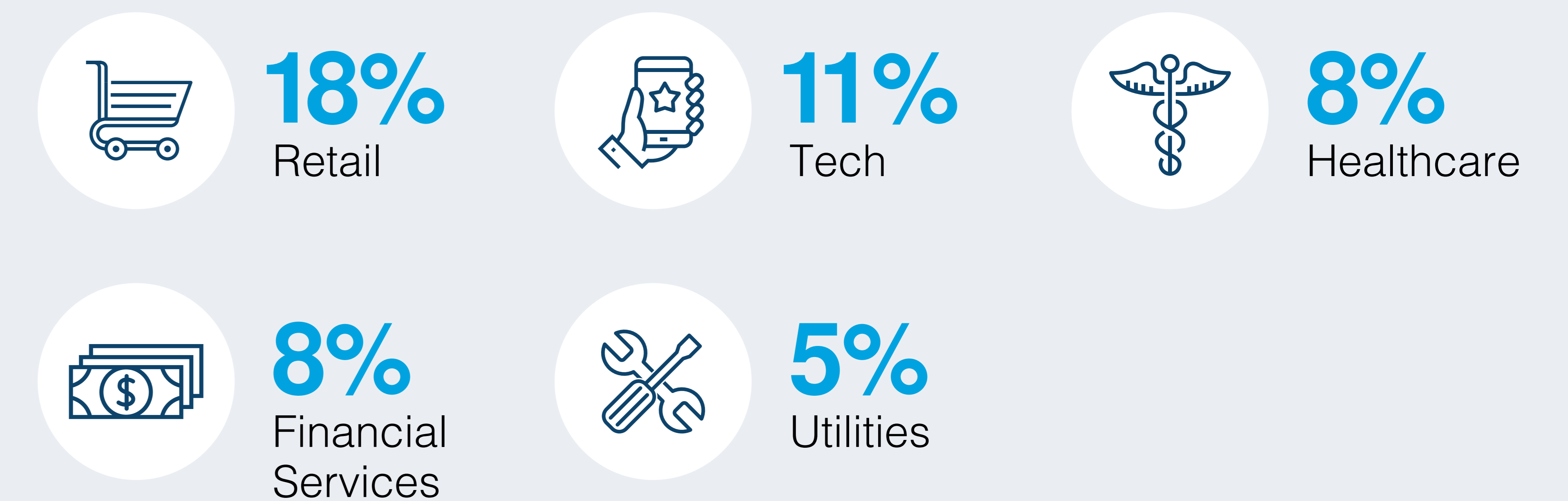
## Which of the following best describes your organization?



## Which best describes your role?



## 21 industries including:





# References

1. Insider intelligence, 2022: Most consumers want brands to personalize their communications. [Link](#).
2. Acxiom, 2022: Beyond the Metaverse: CX Predictions for 2023.
3. B2B Customer Intelligence Maturity Assessment Survey, QG1: “How much do you agree or disagree with the following statements in relation to your company?: Our consumer insight function is mainly focused on delivering the company’s key commercial objectives; We maintain a single customer view across all channels; We maintain a single customer view, across all channels, and it is updated in real time; We carry out identity resolution; We utilise a customer data platform to combine and manage our customer data; We maintain a clear view of where individual customers are in their “journey” with us, and are able to target our marketing based on this view; We use customer data to create personalised experiences for our customers; I am confident that our consumer insight solutions can help us overcome the challenges created by regulatory changes regarding privacy and cookies”
4. B2B Customer Intelligence Maturity Assessment Survey, QB2: “At what level do you feel customer insight (CI) is being actively championed?”
5. B2B Customer Intelligence Maturity Assessment Survey, QD1: “Which of the following best describes the types and sources of data being implemented in the customer insight (CI) function at your company?”
6. B2B Customer Intelligence Maturity Assessment Survey, QD5: “Which of the following would you say best describes the analytics capabilities at your company?”
7. B2B Customer Intelligence Maturity Assessment Survey, QF3: “Which of the following would you say best describes the structure of the consumer insight function(s) across your company?”
8. B2B Customer Intelligence Maturity Assessment Survey, QF4: “Which of the following best describes the technology solution your organisation uses to integrate and activate its customer data and analytical output?”
9. £ and \$ revenues have been combined here for ease – UK orgs were categorized in the survey by >£1bn, £500m-999m and £100m-499m.
10. Mckinsey, 2020: The COVID-19 recovery will be digital: A plan for the first 90 days. [Link](#).
11. Acxiom Responsible Marketing Report, B2B questionnaire, QC1: “To what extent has your organisation focussed on the following when setting policies for how personal data is collected, managed and used?”
12. ONS website (2022): Internet sales as a percentage of total retail sales: [Link](#).



# References

13. B2B CX Trends, QA7:  
“To what extent do you agree with each of the following statements about personalised shopping experiences? I would be more likely to buy from a brand that treated me as an individual”
14. BCG study: [Link](#).
15. B2B Customer Intelligence Maturity Assessment Survey, Q C2:  
“How would you describe the trajectory of your budget for CI?”
16. B2B Customer Intelligence Maturity Assessment Survey, Q C1:  
“Which of the following best describes the budget for customer insight (CI) in your organisation?”
17. B2B Customer Intelligence Maturity Assessment survey, Q D2:  
“How often would you say you are updating your customer data to make sure that it is accurate and up to date?”
18. B2B Customer Intelligence Maturity Assessment survey, Q D3:  
“Which of the following apply to how data is stored and managed within your company?”
19. Kinesso, 2022: A connected approach to the disconnected identity ecosystem. [Link](#).
20. Business intelligence is focused on reporting and querying, advanced analytics is about optimizing, correlating, and predicting the next best action or the next most likely action.
21. B2B Customer Intelligence Maturity Assessment survey, QE1:  
“How would you describe the analysis and insights provided by customer insight data?”
22. B2B Customer Intelligence Maturity Assessment survey, QE2:  
“Which of the following describe the areas within the business that consumer insight analytics are used?”
23. B2B Customer Intelligence Maturity Assessment Survey Q D4:  
“How would you best describe the data storage philosophy of your company?”
24. B2B Customer Intelligence Maturity Assessment Survey, Q F2:  
“Which of the following best describes the consumer insight capability across your company?”
25. B2B Customer Intelligence Maturity Assessment Survey, Q F1:  
“Which of the following best describes the degree to which your teams are in-house or sourced via partners?”



## MTM

MTM is a strategy and insight agency specializing in media, entertainment and technology. We work with many of the biggest names in our sectors to deliver actionable insight, helping them to adapt, stay ahead, and thrive.

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## Acxiom

Acxiom partners with the world's leading brands to create customer intelligence, enabling data-driven marketing experiences that generate value for people and for brands. The experts in identity, the ethical use of data, cloud-first customer data management, and analytics solutions, Acxiom makes the complex marketing ecosystem work, applying customer intelligence wherever brands and customers meet.

Acxiom's Customer Intelligence Cloud (CIC) brings it all together, combining data, technology, and expert services so brands can acquire the customers they'd love to have, grow trusted and valued customer relationships, and retain their best customers for today and tomorrow. CIC is a connected suite that includes identity solutions, data and audience insights, and analytics, integrated with leading marketing platforms and technology partners, and supported by award-winning services.

By helping brands genuinely understand people, Acxiom enables experiences so relevant and respectful, people are willing to explore new brands and stay loyal to those they love. For more than 50 years, Acxiom has turned the complexity of customer data into the simplicity of customer understanding, delivering better experiences for people and growth for brands.

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