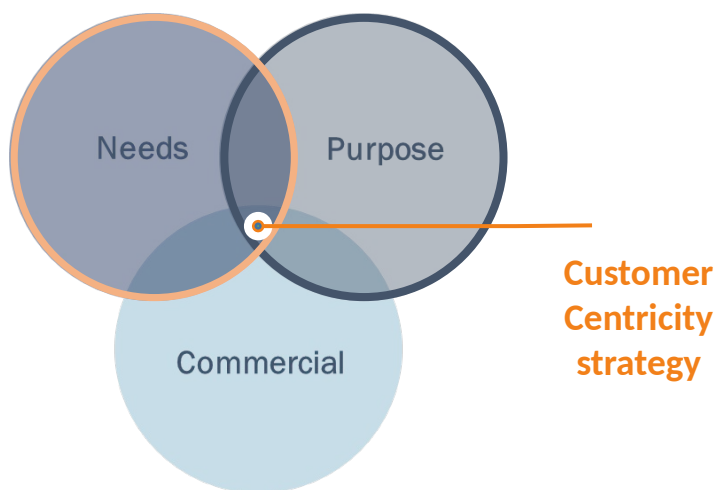


GLOBAL RESULTS SUMMARY

STUDY FINDINGS
PRESENTATIONS AND WORKSHOPS
BENCHMARKING TOOL



Insights2020 is a global initiative, focused on uncovering the drivers of *customer-centric growth*. It aims to align strategy, structure, capability and the role of Insights & Analytics to drive business growth. Insights2020 builds on the findings of Marketing2020, which was featured in the July-August 2014 cover story of Harvard Business Review.



WHAT
do we mean by
Customer Centricity?
HOW
do we achieve
Customer Centricity?

INSIGHTS2020: A DRILLDOWN OF

Marketing2020 leveraged the insights and experience of more than 250 CMO and peer interviews from a broad range of marketing organizations, to answer the following question:

How to focus and organize marketing?



WHAT DID MARKETING2020 UNCOVER?



We identified three characteristics of winning future brands: Identifying relevant **Big Insights**, establishing a clear and engaging **Purposeful Positioning** and creating brand value through a personalized, consistent and engaging **Total Experience**.

To build a future-proof marketing organization and unleash its full potential, five effectiveness drivers are critical: connecting with other functions, inspiring all employees with the brand purpose, focusing marketing efforts on key strategies and KPIs, organizing efficient processes and building their marketing excellence.



Founding Partners



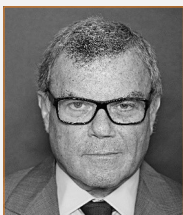
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"One thing that kept coming out clearly from Marketing2020 was that the world is changing rapidly. One of the areas that struck all of us was in the area of data. When I was a brand manager, we were dealing with third-party data from retailers that was 12 weeks old. With mobile, you have first party data from consumers in real time. That huge change must have an impact on how we think about insights."

Keith Weed
CMO, Unilever

Study Scope

Insights2020 is the largest global study of its kind, based on 337 vision interviews with business, marketing and Insights & Analytics leaders; as well as a quantitative survey with 10,000+ respondents from 60 countries

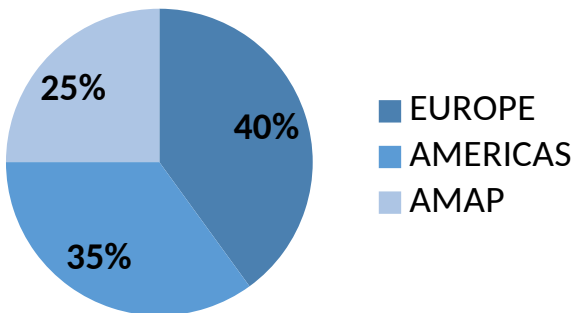


60 Markets
337 Vision Interviews
10,495 Survey Respondents

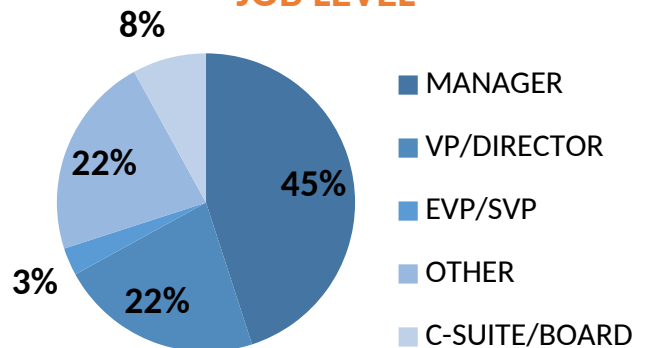
- LinkedIn Behavioral Analysis
- Wharton Crowd Sourcing
- 8 Global research teams
- Cross-industry, Cross-function

Survey Respondents Breakdown

REGION



JOB LEVEL



Study Methodology

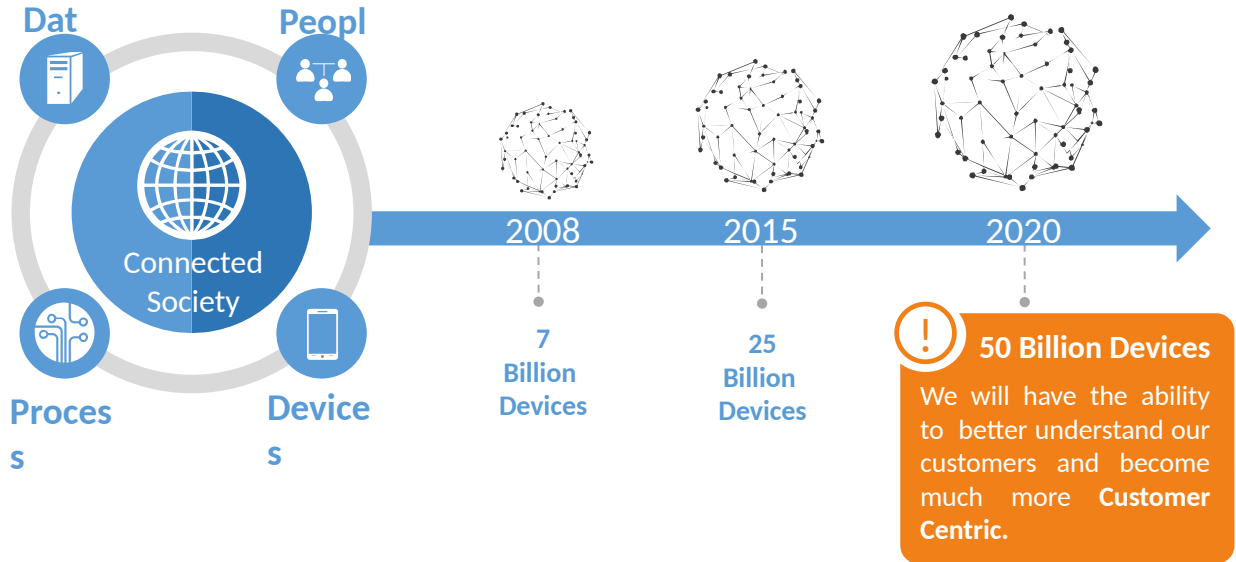


CROWD SOURCING BY
WHARTON

Insights2020 partnered with Wharton School Business and their Future of Advertising Program to gain greater insights on customer centricity and how it will effect the future of marketing.



The Connected Society



Opportunities

Insights into action across all touchpoints



Behavioral Data



Personalization



Brand Purpose



Especially True For Overperformers

Challenges

Internal silos & bureaucracy



Especially True For Underperformers

Legacy of structure & functions



Making sense of data



Especially True For Overperformers

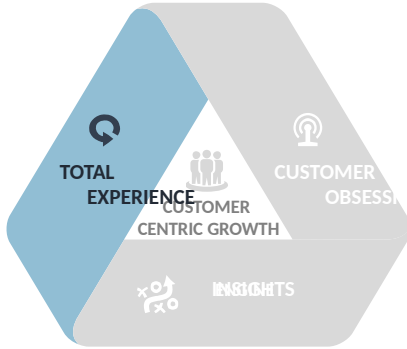
Recruiting wholebrain people



10 Drivers of Customer Centric Growth

OVERPERFORMERS VS UNDERPERFORMERS

1. Purpose-led
2. Data-driven customization
3. Touch point consistency



Link everything to a clear brand purpose

80%
32%

Creating experiences based on data driven insights

73%
31%

I&A to drive consistency across all touch points

64%
29%

4. Embraced by all
4. Leadership priority
4. Collaboration
4. Experimentation



Customer Centricity is fully embraced by all functions

79%
13%

Customer Centricity is a top priority for leaders

91%
48%

Incentives are based on customer related KPIs

45%
24%

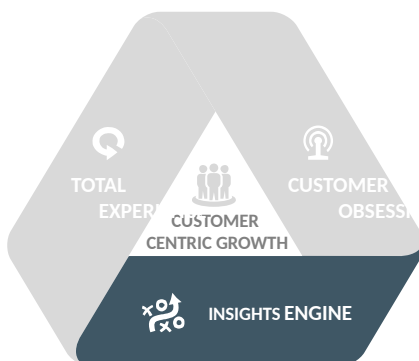
Work closely with customers

72%
45%

Embracing risk and experimentation

40%
13%

8. Leading role of I&A
8. Unlocking the power of data
8. Critical capabilities



I&A leading the business

51%
18%

I&A reports into the CEO

29%
12%

Linking data sources to distil insights

67%
34%

Business Sense

75%
50%

'Wholebrain' thinking

71%
42%

Storytelling

61%
37%

INSIGHTS2020 APPLICATIONS

Insights2020 can provide practical guidelines and case study examples on *HOW* to improve your company's performance per driver. We can work with you to diagnose the current score of your company, identify key growth opportunity areas and develop a pragmatic roadmap to improve.



INSIGHTS2020 SCORECARD

Based on our large respondent base, we can measure the impact of the 10 drivers of business growth. This allows us to model business growth scenarios based on your company's current scores.

Total Experience	GAP vs		
	SCORE	BENCHMARK	AMBITION
- Purpose-led - Data-driven customization - Touch point consistency	73%	+9%	+2%
	49%	-6%	+5%
	53%	-2%	+3%
Customer Obsession	GAP vs		
	SCORE	BENCHMARK	AMBITION
- Embraced by all - Leadership priority - Collaboration - Experimentation	63%	+3%	+5%
	75%	+5%	+3%
	61%	-7%	+4%
	34%	-2%	+6%
Insights Engine	GAP vs		
	SCORE	BENCHMARK	AMBITION
- Leading role of I&A - Unlocking the power of data - Critical Capabilities	45%	-9%	+8%
	53%	-6%	+2%
	61%	-2%	+3%

ILLUSTRATIVE NUMBERS

Revenue Growth Potential

+2.8%

LEVERAGING I2020 FOR YOUR ORGANIZATION

Do you want to know how to drive customer-centric growth in your organization? How your organization scores on the 10 drivers? How to best use the practical roadmap to improve on the drivers of customer-centric growth? Insights2020 can offer you practical tools and guidelines on how to do so. Feel free to get in touch to discuss in more detail.



PulseCheck + Growth Opportunity Workshop

- In-company PulseCheck quantitative survey
- 5 – 10 vision interviews for opportunity identification and company context
- Workshop moderated by MB Vermeer; challenges & growth opportunities identification
- One tailored data cut for additional benchmark
- Quantified scorecard with 3 growth ambition scenarios based on Insights2020 data model
- PulseCheck report and workshop debrief



Self-Assessment & Opportunity Workshop

- 3 – 5 intake interviews (issues, opportunities, expectations)
- Insights2020 presentation
- Workshop moderated by MB Vermeer
- Self-assessment exercises
- Growth opportunity identification



Keynote

- 45 minute keynote speech
- One tailored data cut (e.g. industry or country specific)
- Q&A / panel discussion



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