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INDIA MARTECH
REPORT 2021

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FOREWORD



Arundhati Bhattacharya

CEO & Chairperson,
Salesforce India



As the world transformed, so has marketing. Digital transformation isn't just a buzzworthy phrase — it has quickly become the reality for marketing organizations around the world. In this digital-first world, companies need to deliver moments that are connected, relevant, and human in order to develop trusted relationships that build loyalty and grow revenue.

For marketers, changing customer expectations and behaviors mean that they need to rethink everything from the channels they use, how they define success, and embrace a work-from-anywhere mentality. The evolving nature of customer engagement also means that the most well-rounded marketers are also technologists.

The report has two very interesting categories of organizations emerging (MarTech Heroes and MarTech Stagnants) when we cross reference current usage and future spends. MarTech Heroes are critical to building customer relationships for life with a data-first digital marketing mindset. The rapid shift to digital engagement has prompted marketers to

reevaluate which channels warrant increased investment. For instance, the value of video content, social media and digital advertisements especially has surged, and virtual and hybrid event formats will become permanent fixtures. As customers' digital expectations rise, reaching the right audience, at the right time, on the right channel is becoming ever more challenging. As a result, marketers are turning to a number of data sources and associated technologies to inform or automate their processes. Following a year of experimenting with the strategies, tactics, and methods with which they engage with customers and prospects, the marketing profession has become more KPI-oriented as teams seek to understand what works in a radically changed world.

Whatever the future holds, customer experience will remain marketers' north star. If digital customer engagement didn't define marketing prior to 2020, it does now.

FOREWORD



CVL Srinivas

Country Manager, India
WPP



In marketing related conversations today, we often find a dichotomy being presented – about Tech and Creative being at odds with each other. Upon deeper study – such as the report you hold in your hands (or screens) – we realize that this is a false dichotomy.

Take for example, the cohort called MarTech Heroes – a group of organizations that are the most Tech forward (looking at both current and future investments in MarTech). Half the respondents in this group say that 'Creative' is what is driving their Marketing Strategy. What these means is that the most tech forward cohort also values Creative the most. Technology is something which is acting as an enabler for Creative!

When queried about key Opportunity Areas over the coming three years, this same cohort identified 'Creating compelling content for digital experiences' as the number one opportunity (so identified by over half of the MarTech Heroes)!

Another narrative that this report puts paid to, is around clients building in house capabilities at the

expense of collaborating with services providers such as agencies. Close to 3/4th of MarTech Heroes outsource part or all their Marketing Campaigns to external agencies.

The Mirum India MarTech Report 2021 unearths these and many more insights. I am sure it will create a lot of value for readers who are interested in understanding the state of MarTech in India in 2021!

FOREWORD



Hareesh Tibrewala

Joint CEO,
Mirum India

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“Nothing happens for decades. And then decades happen in weeks.”

These words by Vladimir Lenin came true during the pandemic. The single most enduring impact of the pandemic was to act as an accelerant. It basically accelerated dynamics already present in society. Overnight we got used to video calls, consulting the doctor remotely, and shopping online. What would have perhaps taken a few years to happen now happened overnight!

And this accelerating change in consumer behaviour is aptly reflected in the 'Mirum India MarTech Report 2021' findings. In the last report (published in March 2020), we were trying to evaluate the market penetration of MarTech. In this report, in just 18 months, we already see the emergence of MarTech Heroes, a breed of organizations who have embraced MarTech wholeheartedly; see huge ROIs on account of their investments and firmly believe that MarTech is the future of business growth.

Personalization and CRM seem to be the driving force behind MarTech adoption. And both of these need

access to customer data. Interestingly, our section around data exposes the corporate faultline in terms of the data maturity of organizations.

Any crisis is an opportunity. The more disruptive the crises, the greater are the opportunities. Every business, big or small, B2B or B2C, services or products, needs to reorganize its thinking around how to leverage MarTech for market expansion, online revenue generation and more effective and personalized customer experience.

Happy Reading 'Mirum India MarTech Report 2021.'

RESEARCH BACKGROUND

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Research Background



Objective

To understand the current Indian landscape and how brands are adopting 'Marketing Technology', and what are some of the challenges and opportunities in this adoption journey.

Research administered by

KANTAR



Methodology

Quantitative Survey: (using a structured questionnaire)

- Online Survey (self-administered) using panel
- Coverage: Sample spread across PAN India
- Duration of the Interview: 15 mins
- Respondent Selection (Purposive): B2B, B2C and Mix of B2B and B2C Business Type
 - Organizational Strength: 100 and above employees
 - Designation: Top management (Founder, Co-founder, Managing Director, CEO) and Marketing team (CMO, Marketing Head, EVP/ SVP/ AVP)
 - Sampling Methodology: Purposive



Sample size

Planned: 250 | Actual: 279

Industry/Sector covered in the study:

- BFSI
- Education/Ed-tech
- Retail
- E-commerce
- Consumer Durables
- FMCG
- Food & Beverage/Food-Tech
- Media & Technology
- Automobile

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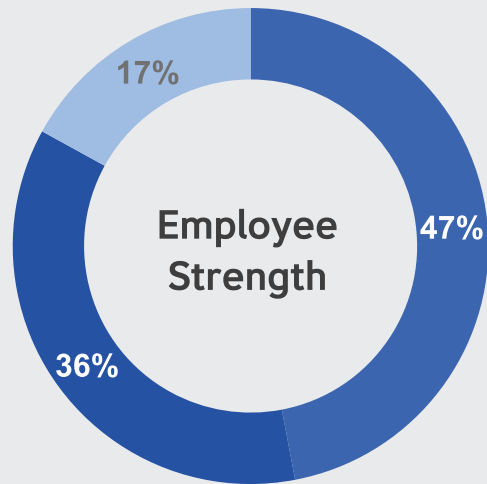
Contents

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- 2 Current Awareness and Usage of MarTech
- 3 Understanding Current Usage and Future Spends
- 4 Impact of Measuring Effectiveness or ROI
- 5 Campaign Operations – Challenges, Strategy & Execution
- 6 Scaling Up Investments in MarTech in the Next 12 Months
- 7 Key Business Objectives to be Focused in Next 3 Years
- 8 Key Opportunities to be Focused in Next 3 Years
- 9 MarTech Ecosystem - Some Key Insights

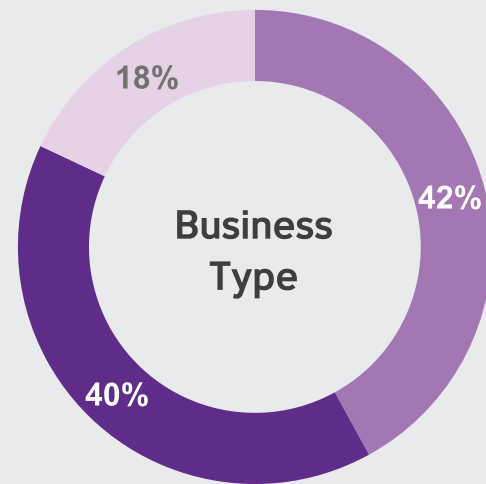


WHO DID WE TALK TO?

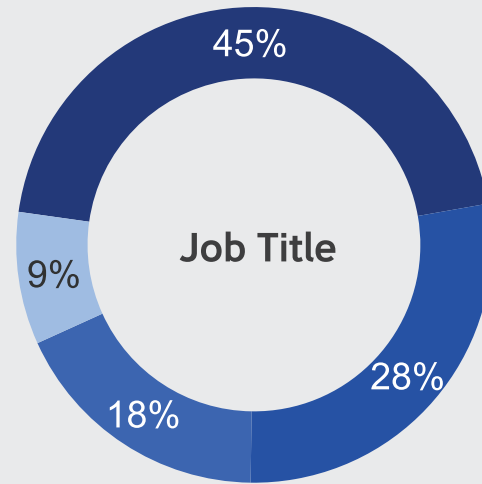
Profile – Who did we talk to?



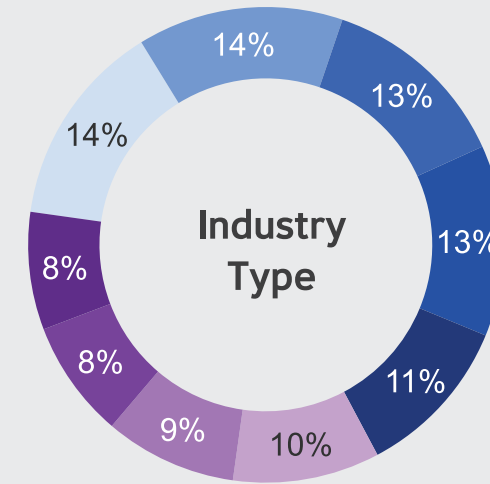
- 100-1000 Employees
- 1001 - 5000 Employees
- 5000 & above Employees



- Business to Business
- Business to Customers
- A Mix of B2B and B2C



- CEO/ Managing Director
- Owner/ Partner/ Founder/ Co-founder
- Marketing CMO/ Marketing Head
- EVP/ SVP/ AVP



- Media & Technology
- Automobile
- Retail
- Consumer Durables
- BFSI
- Education / EdTech
- E-commerce
- FMCG
- Food & Beverage/ Food Tech

CURRENT AWARENESS AND USAGE OF MARTECH

We asked our audience – How aware are you of Marketing Technology (MarTech) tools?

We split the responses by Industry and Organization size. The following observations emerged:

Industry Vertical						
Awareness of MarTech	Total	BFSI	Retail	Consumer Durables	Media & Technology	Automobile
Base	279	32	37	35	38	39
Somewhat Aware	34%	28%	43%	23%	32%	23%
Very Aware	66%	72%	57%	77%	68%	77%

In the case of Industry verticals like Consumer Durables, Automobiles & BFSI, three-fourth of respondents are 'Very Aware' of MarTech.

Revenue					
Awareness of MarTech	Total	< 500 Crore	501 to 1000 Crore	1001 to 2000 Crore	>2000 Crore
Base	279	50	94	102	29*
Somewhat Aware	34%	54%	34%	27%	6%
Very Aware	66%	46%	66%	73%	13%

The larger the organization, the more likely the respondents are to be 'Very Aware' of MarTech – with organizations having revenue of 1001-2000 crore topping the list with close to three-fourths being 'Very Aware'.

Q: How aware are you of marketing technology (MarTech) tools?



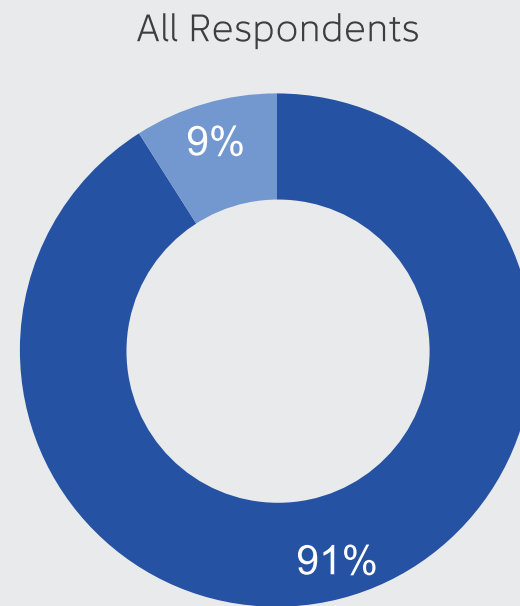
Total Respondents: 279
*Disclaimer - The sample size for organizations with revenue >2000 Cr is below 30 – the observations are not conclusive and only based on the responses'

Higher/ Lower @ 95% confidence level than Total



We then asked them – Do you use Marketing Technology (MarTech) tools in your current organization?

We found that while 9 out of 10 respondents responded in the affirmative, Consumer Durables and Automobile are the top 2 industries who use marketing technology tools currently in their organisation



Yes No

By Industry

Yes	No	Industry
84%	16%	BFSI
89%	11%	Retail
97%	3%	Consumer Durables
92%	8%	Media & Technology
97%	3%	Automobile

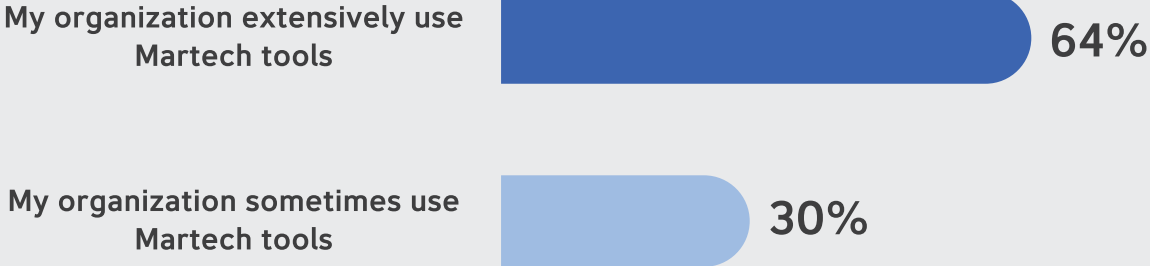
Q: Do you use marketing technology (Martech) tools in your current organization?
Q: Please tell us which industry best describes the nature of your business?

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Total Respondents: 279 | Industry with a minimum sample size of 30 or above is considered here

We further asked the respondents to describe the extent of usage of MarTech tools.

Utilization of MarTech Tools



Q: Which of the statements best describe your organization's usage of marketing technology (Martech) tools?

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Total Respondents: 279

Let us try to understand - who these extensive users are?

To do this, let's look at their split by Industry Vertical and Organization Size.

Industry Vertical							
Usage of MarTech	Total	BFSI	Retail	Consumer Durables	Media & Technology	Auto	Others
Extensive Users	64%	66%	59%	60%	68%	74%	60%

While 64% of all firms use MarTech extensively, Automobile, Media and Technology and BFSI industries score higher than average with scores of 74%, 68% and 66% respectively.

Employee Size				
Usage of MarTech	Total	100-1000	1001 - 5000	> 5000
Extensive Users	64%	59%	62%	83%

Whether measured by Employee Size or by Revenue, the chances that an organization is an extensive user of MarTech increases as the size of the organization increases.

Revenue					
Usage of MarTech	Total	< 500 Crore	501 to 1000 Cr	1001 to 2000 Cr	>2000 Cr
Extensive Users	64%	52%	57%	70%	15%

Q: Please tell us which industry best describes the nature of your business?

Q: Which of the statements best describe your organization's usage of marketing technology (Martech) tools?

Q: Across all the offices put together in India (including all branches) approximately how many numbers of employees do you have in your organization?

Q: What was the turnover of your business in the previous financial year? (In INR)

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Base: All respondents (279) | Extensive MarTech Users (173),
*Disclaimer - The sample size for organizations with revenue >2000 Cr is below 30 – the observations are not conclusive and only based on the responses'

Higher/ Lower @ 95% confidence level than Total

UNDERSTANDING CURRENT USAGE AND FUTURE SPENDS

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We also asked the respondents about how they expect spends on MarTech in their organization would change over the next three years.

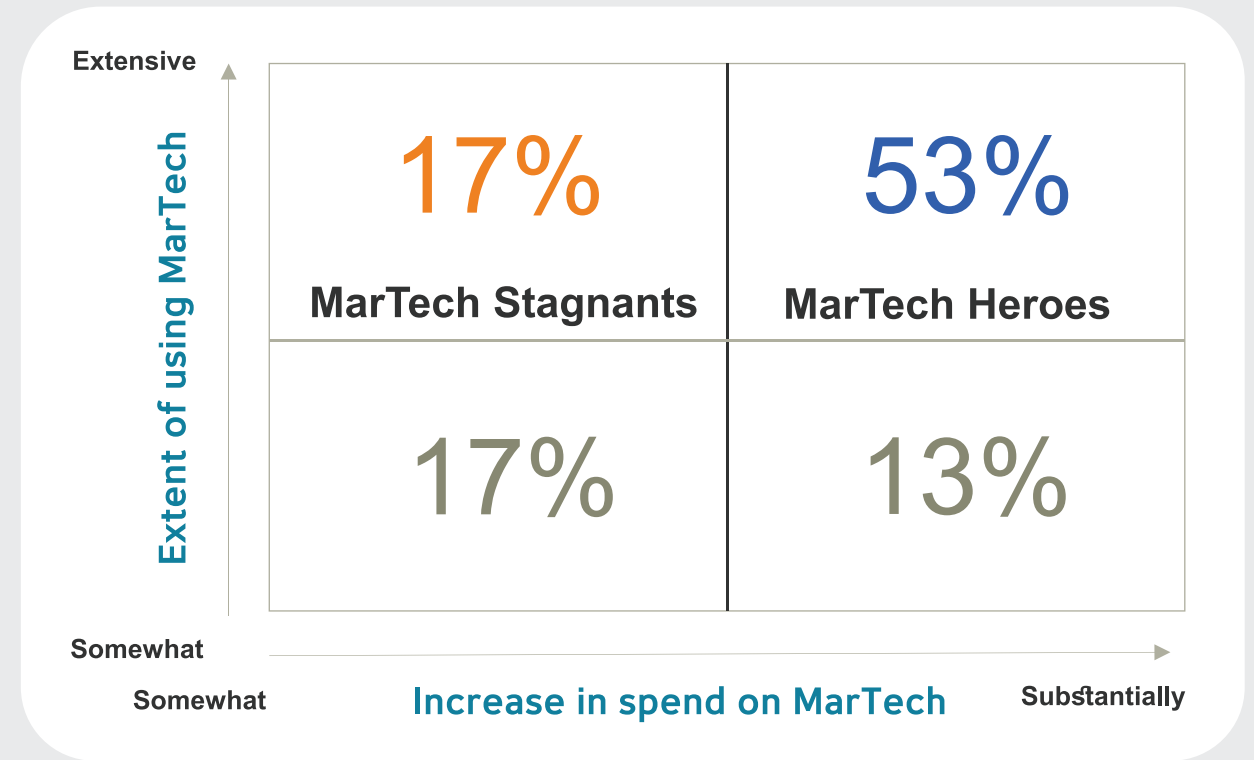
Two very interesting cohorts of organizations emerge when we cross reference current usage and future spend:

MarTech Heroes - These are Extensive users of MarTech currently and will increase their spending substantially in the next three years

MarTech Stagnants - These are Extensive users of MarTech currently, but their spends will only increase somewhat in the next three years

53% of firms are MarTech Heroes and only 17% are MarTech Stagnants

Let us study the MarTech Heroes cohort in more detail. At times, we will use the MarTech Stagnant cohort as a Control Group



Q: How do you expect spends on MarTech in your organization to change between 2021 to 2023 (over the course of the next 3 years)

Q: Which of the statements best describe your organization's usage of marketing technology (Martech) tools?

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Total Respondents: 279



Tushar Vyas

President
GroupM - South Asia

group^m



The last 18 months were significantly challenging, yet it taught us that change begins at the end of the comfort zone. People and organizations can adapt when they need to. Today, more and more consumers are getting connected, and the width & depth of the activities in connected mode are getting multiplied every passing day. Science fiction of the last decade is becoming the mainstream activity of this decade. Consumers and the broader marketing ecosystem have changed, and the rate of change is further accelerating.

It can feel overwhelming as a marketing professional. In this context, I would like to bring back a discussion with renowned filmmaker Shekhar Kapoor at WPP Stream India, where he metaphorically referred to marketing in the digital world as 'Shiv Tandava'. I wholeheartedly agree with Shekhar Kapur's viewpoint. Earlier, marketers' brand conversations with consumers were like a slow waltz- the brands would lead, and consumers would follow. Now the tempo has changed. The exponential times we live in have seen 'Slow Dance' marketing make way for the fast-paced

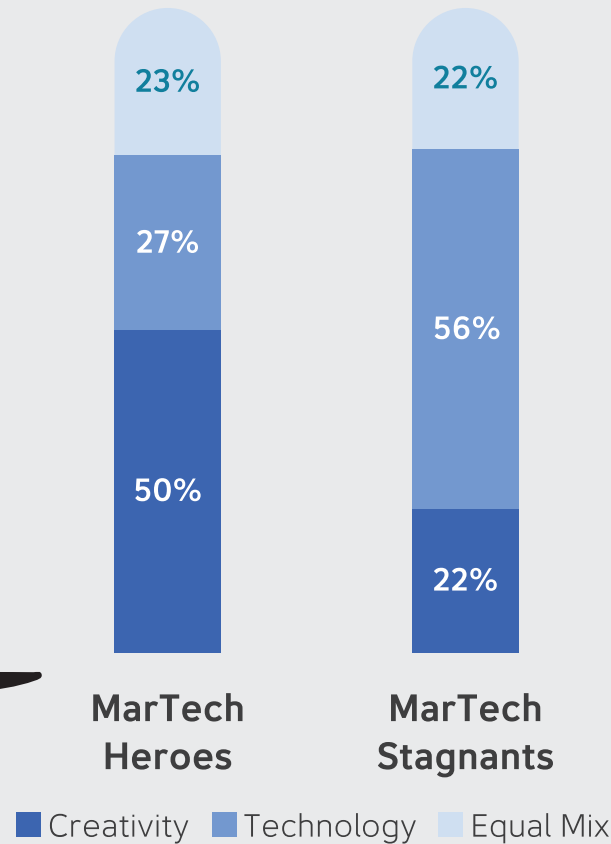
'Shiv Tandava' marketing. Shiva's Tandava is a vigorous dance that is the source of the cycle of creation, preservation, and dissolution. It has vigorous, brisk movements - much like how consumers live in the whirlwind connected world. Successful brands will be those that can adapt to leverage technology to manage the unrelenting pace of innovation and maintain the rhythm across various marketing activities. Speed is critical, but even more crucial is rhythm.

MarTech Heroes are those who are willing to lean into these changes, leading the new era of incredible innovation and acting as a pioneer in this new technology-driven marketing world.

MarTech Heroes lead the way when it comes to their Marketing Strategy being driven by Creativity.

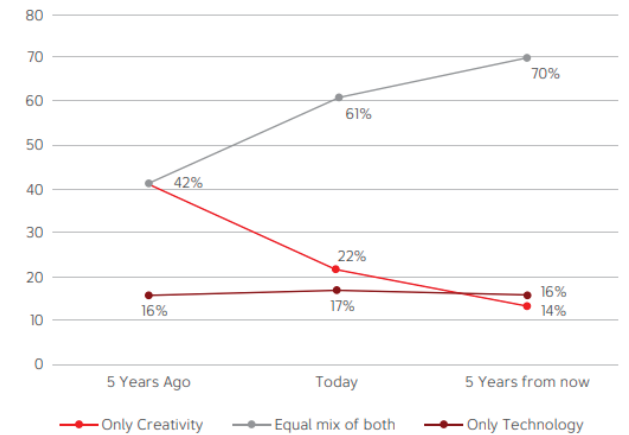
Interestingly, 50% of MarTech Heroes say that 'Creativity' is driving their Marketing Strategy. This is compared to only 22% of MarTech Stagnants who say the same.

MarTech clearly emerges as a strong enabler for a 'Creativity-driven' Marketing Strategy.



Look Back: We had asked a similar question in 'Mirum India MarTech Survey 2020' – let us see what respondents had to say then

Change in perception of respondents around key driver of their marketing strategy over time



Q: Has your marketing strategy been driven more by creativity or technology?

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Base: All respondents: 279
Base Considered: MarTech Heroes: 131, MarTech Stagnants: 41

Higher / Lower @ 95% confidence level than Substantial Spenders



Naila Patel

Executive Creative Director
Mirum India

mirum



Much like the popular sentiment when it comes to genders, creative and technology could be very easily slotted as 'Tech is from Mars, Creativity is from Venus'. And till about a decade ago they preferred to stay on their own planets. But all of us know when the twain meet, it's fireworks!

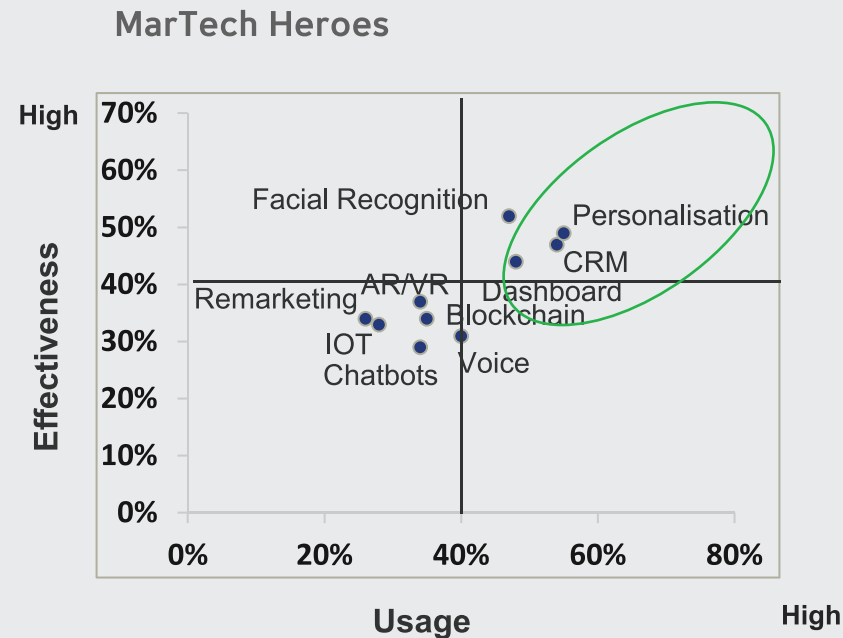
A report from Cannes Lions, claims that Tech has become creativity's invisible enabler. Some of the most loved and awarded campaigns have cleverly used tech to deliver the creative impact. Let us look at reasons why they share such great chemistry when it comes to digital.

- Technology can take a conversation, an emotion and a call to action in a unique customized way to a large set of audience and yet make it look personal and unique to each of them
- Tech can amplify experiences and enhance messaging and impact
- Behavioral science, neuroscience, technology and effectiveness are now part of the creativity word cloud, when it comes to campaigns that win awards and build business

- In a content surplus world, it's challenging for any brand to converse, engage and build a connect with the audience. Technology makes it possible to sustain a conversation and build advocacy

In a nutshell, Technology is the perfect partner for creative be it surprising or delighting the audience with an idea, sustaining a conversation over multiple touchpoints or creating impact.

From a digital marketing POV, technologies like - Personalization, CRM and Dashboards are driving success for MarTech heroes.



MarTech Heroes identified Personalization, CRM and Dashboarding as the three technologies which are both 'Currently in Use' and 'Very Effective'. This is very consistent with the findings of last year's reports – which again found the same three technologies ranked as 'Very Effective'.

The fact that these technologies are not only Very Effective, but also Currently in Use indicates that MarTech Heroes have taken action and invested in using the effective technologies as well.

Look Back: We had asked a similar question in 'Mirum India MarTech Survey 2020' – let us see what respondents had to say then

Technologies that marketers feel can make a lot of difference from a digital marketing effectiveness point of view



Q: Which of the technologies do you currently use in your organization from a digital marketing point of view?

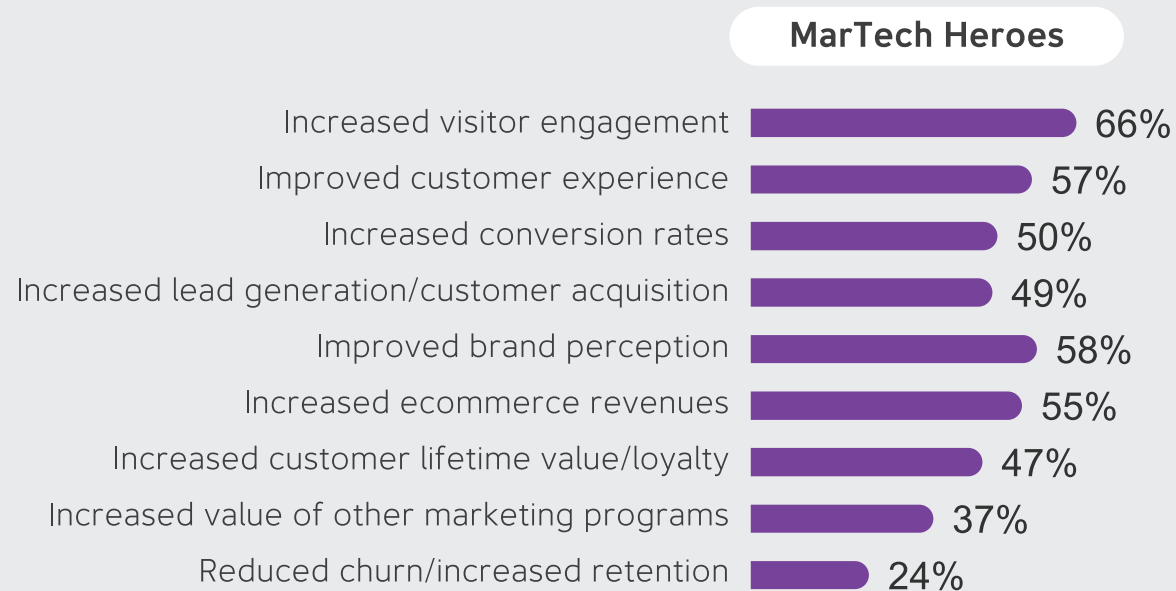
Q: Which of the technologies do you feel are very effective and can make a difference in your organization from a digital marketing point of view?



Base: All respondents: 279,
MarTech Heroes: 131,

The Marketing Technology that emerges at the very top of the 'Very Effective' x 'Currently In Use' matrix is Personalization.

But what exactly do MarTech Heroes use Personalization for?
Here is what the respondents have to say -



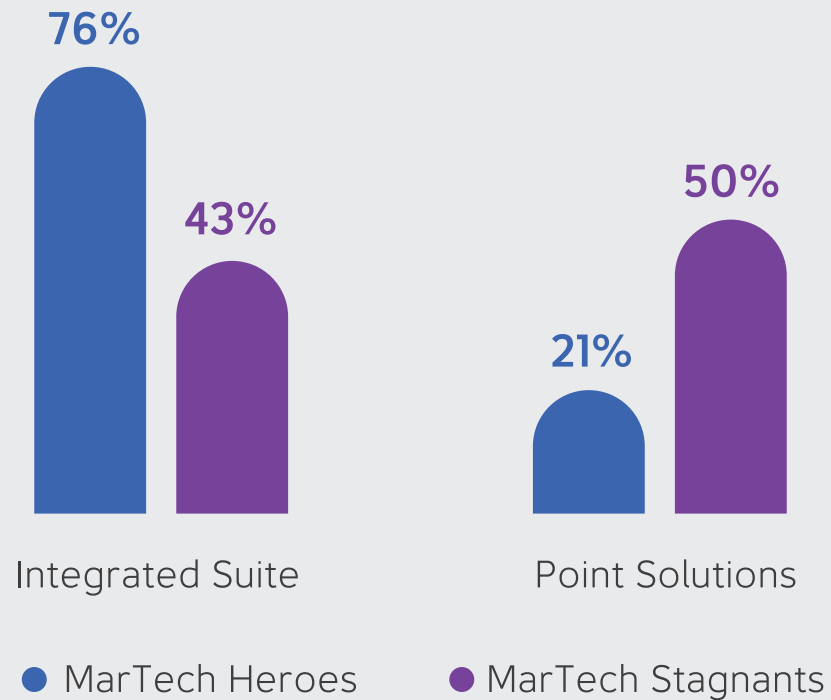
Among MarTech heroes, Real time personalization usage is high for objectives like 'Increased Visitor Engagement' with two thirds (66%) of respondents using it for this.

On the lower end, we have the objective of Reduced Churn, with only less than one fourth (24%) of respondents using it.

Between these two numbers, we see a wide distribution for other use cases.

Q: Does your organization use any real time personalization platform?
Q: For which of the core objectives your organization use the real time personalization platform?

MarTech Heroes prefer Integrated Suite Solutions over Point Solutions.



More than three-fourths (76%) of MarTech heroes prefer to choose a Marketing Technology which is part of an integrated suite, vs 21% who would prefer a Point Solution.

Even in MarTech Stagnants, 43% prefer an Integrated Suite approach.

Q: As a marketer, what will be your preferred approach for selecting any marketing technology?

22

Base: All respondents: 279

Base Considered: MarTech Heroes: 131, MarTech Stagnants: 41

Higher / Lower @ 95% confidence level than Substantial Spenders



Yashdeep Vaishnav

Vice President & Head, DX Business
Salesforce India



Every organization in this digital age aspires to deliver a connected customer experience across every touch-point. To meet customer expectations in these scenarios, access to relevant data inevitably becomes an essential aspect of the overall business strategy. As Marketers are now tasked to cater to an even larger digital-first base of customers and prospects, their priorities and challenges are also transforming at breakneck speed. Over the past year, marketers have experimented with various strategies, tactics, and methods of engagements.

Going forward the distinction between B2B and B2C marketing will slowly disappear as marketing tactics are similar while B2E (Business to Experience) is becoming the norm. Hyper-personalization is the next step forward, it seeks to hold a one-to-one conversation with each customer, across all channels. Customer data fuels hyper-personalization. Salesforce Marketing Cloud expands the customer data platform to deliver real-time engagement, audience segmentation, and loyalty management.

But it's not enough to simply collect and store customer data. An IT department that isn't aligned with marketing and sales and doesn't share a 360-degree view of the customer, is at risk of making technology choices that are not in the interest of the customer. With that shared data in place, accurate forecasting can be addressed and relevant, timely messaging can form the foundation of successful marketing campaigns. 'Mirum India MarTech Report 2021'

suggests that marketers are increasingly relying on data to understand and reevaluate their campaigns and strategies. While tying marketing activities to business outcomes is essential to gaining line of sight into ROI on those activities. It also empowers teams to make more informed decisions based on data.

Salesforce Commerce Cloud introduces new data integrations; enhances order management and commerce capabilities for companies to innovate fast with clicks, not code. The overarching objective is about combining data to a single source of truth, creating a unified customer profile across all touchpoints.

Marketing leaders can no longer limit their skills to communication and creativity. The new-age marketer is also data-savvy, prioritises innovation, and uses the latest tools and technologies to build customer value and increase brand revenue. Marketers will need to learn how to collate, correlate, and visualise data in meaningful ways, collaborate and create content as an embedded function in the automation and decision-making process. Also, after it all there will be some roles that will still require the human touch.

Preference for Integrated Suite Solution is displayed by all job profiles.

Preferred approach for Selection of Technology

	Overall	Owner	CEO	CMO
Integrated Suite	76%	66%	68%	59%
Point Solution	21%	31%	29%	29%

Whether at an overall level or in each of the job roles mentioned - Technology that is part of an integrated suite is preferred by a large majority of respondents.

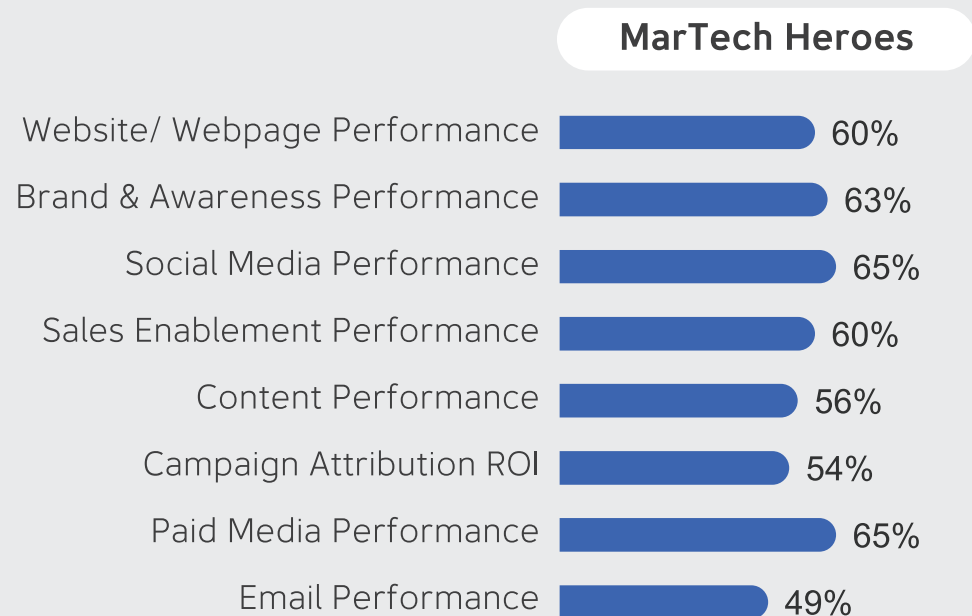
Q: As a marketer, what will be your preferred approach for selecting any marketing technology?

Q: Which of the job roles is closest to your job title?

24

Base: All Respondents: 279
Base Considered - 181

While we saw the usage of various technologies – How well do MarTech Heroes do when it comes to measurement, which is key for understanding ROI.



Whether it is Paid Media performance, Social Media performance or most other parameters, a majority (over 50%) of MarTech Heroes rated themselves 5 on 5 for measurement.

The only parameter where the number fell below majority was Email Performance, but here too, it was 49%. Perhaps this is one place where organizations can evaluate specialist services to improve measurement.

Q: On a scale of 1 to 5, how well do you measure the given parameters in your organization?
(1 = not measured well and 5 = measured very well Select one option only)

25

Base: All respondents: 279,
MarTech Heroes: 131,

Note: Top box score i.e. '5' measured very well
Higher/ Lower @ 95% confidence level than Substantial Spenders

IMPACT OF MEASURING EFFECTIVENESS OR ROI



Overall, 88% of the respondents agree that their organizations are getting ROI on MarTech Investments.

The Industry Vertical with the highest number of 'Strongly Agree' is Automobile, with 7 out of 10 respondents saying they will get the desired ROI from MarTech investments.

ROI Expectations/ Industry Verticals	Overall	BFSI	Retail	Consumer Durables	Media & Technology	Automobile
Base	279	32	37	35	38	39
Strongly agree	54%	59%	46%	54%	53%	69%
Somewhat agree	34%	25%	41%	34%	42%	23%

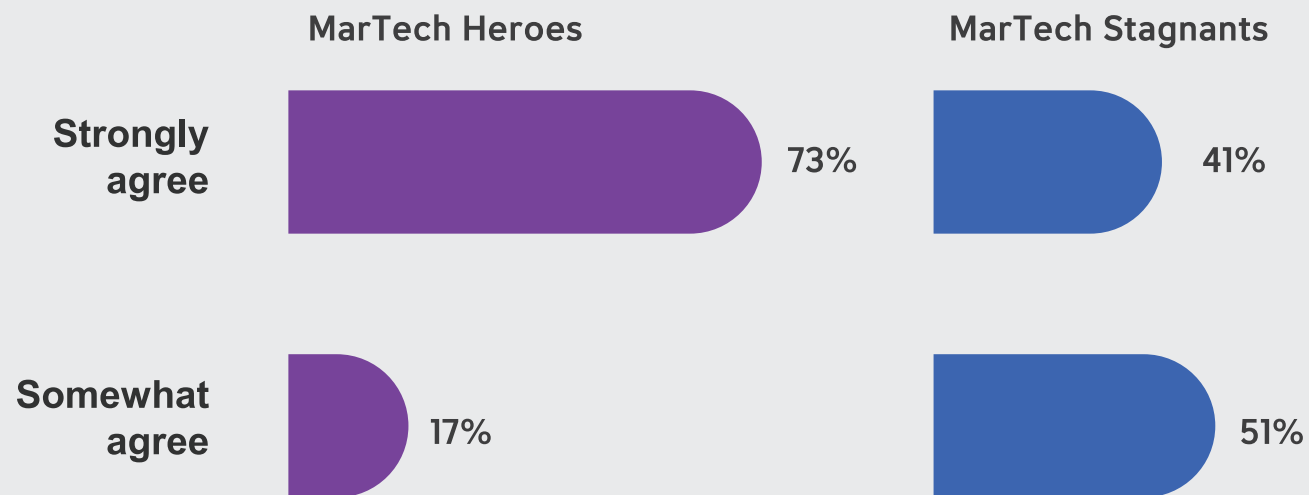
Q: How strongly do you agree or disagree with the following statement? 'Our organization is getting the expected ROI from its MarTech investments'
 Q: Please tell us which industry best describes the nature of your business?

27

Base: All respondents: 279 | MarTech Heroes: 131,

A majority of the MarTech Heroes believe that they are getting the expected ROI from their MarTech Investments.

A whopping 73% of MarTech Heroes Strongly Agree that investment in MarTech are yielding returns. Even in MarTech Stagnants, this number is 41%.

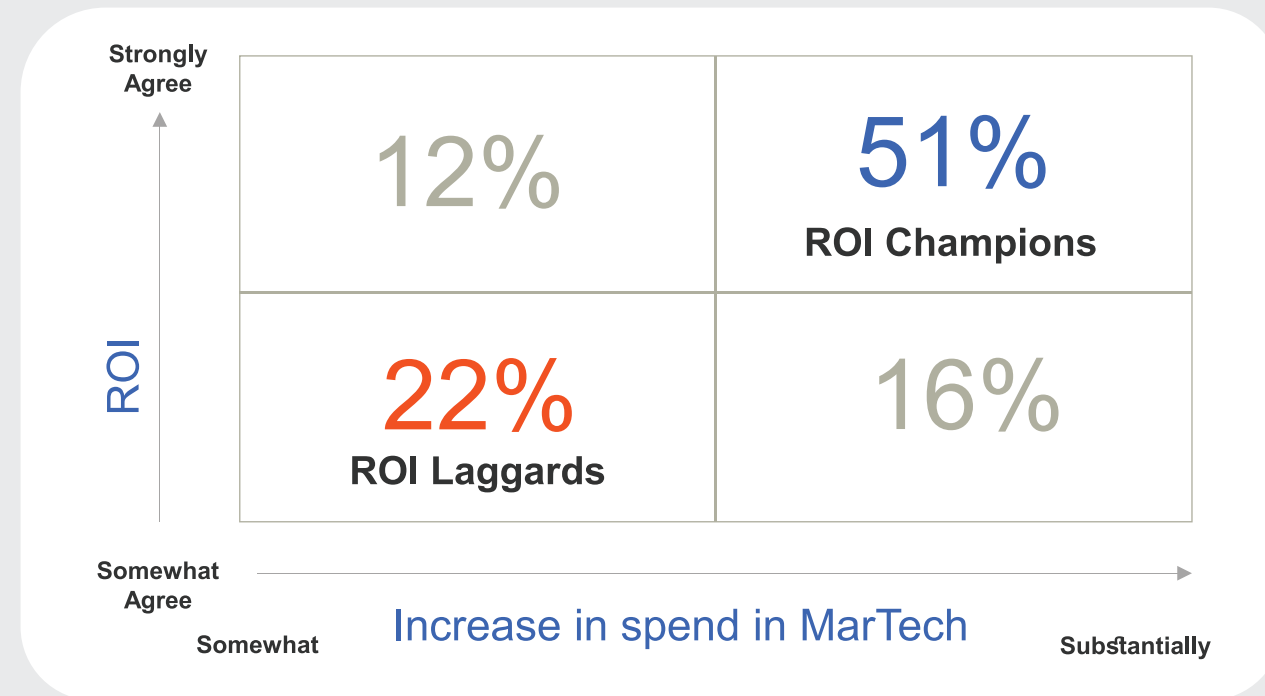


Q: How strongly do you agree or disagree with the following statement? 'Our organization is getting the expected ROI from its MarTech investments'
 Q: How do you expect spends on MarTech in your organization to change between 2021 to 2023 (over the course of the next 3 years)
 Q: Which of the statements best describe your organization's usage of marketing technology (MarTech) tools?

In order to delve deeper into notions about ROI and how they impact future spends, we cross referenced the responses about ROI with the responses around increasing MarTech spends in the future.

We observed that over half of surveyed organizations fall in the group that Strongly Agrees that they are getting the ROI from their MarTech spends and will increase their spending substantially on MarTech going forward. This cohort will be referred to as **'ROI Champions'**.

Another cohort consists of a mere 22% of respondents that fall in the group who only Somewhat agrees that they are getting the ROI and will only Somewhat increase spends in the future. They are referred to as **'ROI Laggards'**.



Q: How strongly do you agree or disagree with the following statement? 'Our organization is getting the expected ROI from its MarTech investments'

Q: How do you expect spends on MarTech in your organization to change between 2021 to 2023 (over the course of the next 3 years)

Q: Which of the statements best describe your organization's usage of marketing technology (MarTech) tools?

For ROI Champions – let us understand what are the key drivers of MarTech Adoption.

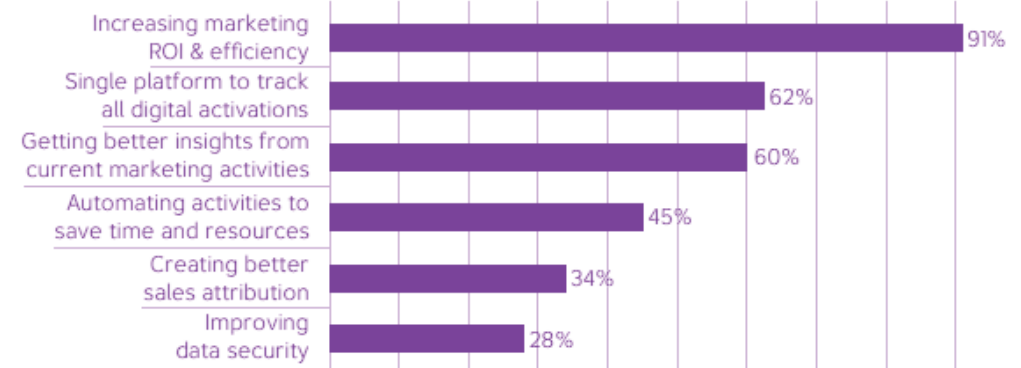
ROI Champions



'Increasing marketing ROI and efficiency' and 'Automating activities to save time and resources' occupy 2 out of the top 3 spaces in both this year's and last year's surveys.

Look Back: We had asked a similar question in 'Mirum India MarTech Survey 2020' – let us see what respondents had to say then

Marketers' motivations to adopt MarTech / automation



Q: What are the key drivers for adopting/using marketing technology?

30

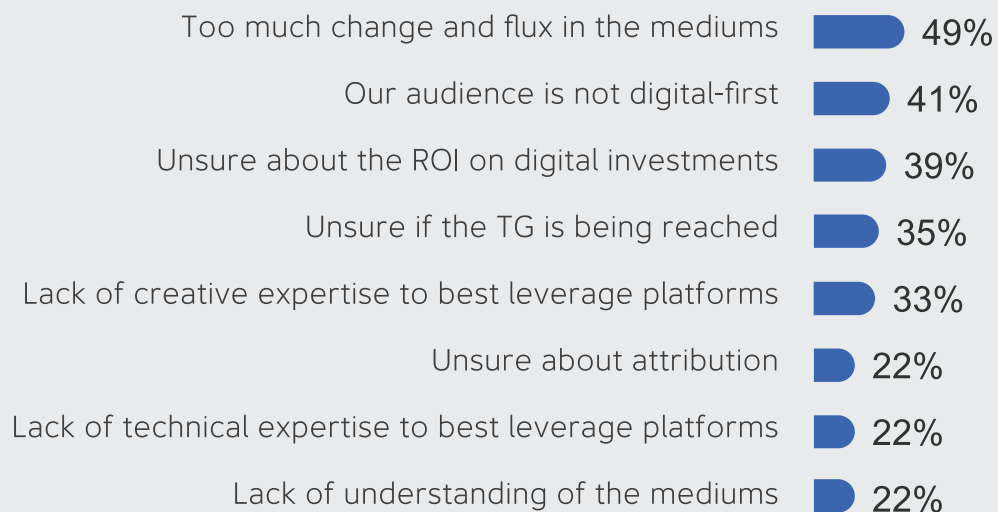
Base: All respondents: 279
Base Considered: Strongly Agree ROI & Substantial Spends- 114

Higher/ Lower @ 95% confidence level than Strongly Agree ROI & Substantial Spends



It is equally important to understand the key hindrances in adopting MarTech. For this, let's understand the challenges faced by ROI Laggards.

ROI Laggards



Look Back: We had asked a similar question in 'Mirum India MarTech Survey 2020' – let us look at the top 3 hindrances from last year

Challenges marketers face using digital medium for marketing



Q: What are your biggest challenges or hindrances you face when it comes to adopting/using marketing technology (MarTech) tools?

31

Base: All respondents: 279

Base Considered: Somewhat Agree ROI & Somewhat Spends : 49

Higher/ Lower @ 95% confidence level than Strongly Agree ROI & Substantial Spends



ROLE OF DATA IN RELATION TO MARTECH - CURRENT STATE, CULTURE AND DATA COMPLIANCE NORMS

We asked respondents if their organization had adopted data compliance related processes. Here is what they had to say -

72% firms abide by data compliance across campaigns they run using MarTech tools.

Let us see how this number looks when we break it up by Extensive Users and Somewhat Users.

	Extensive Users	Somewhat Users
Data compliance is widely understood and adopted across our campaigns via Martech platforms	87%	47%
The campaign team is aware of data compliance however it is not part of our campaign planning	12%	46%

Extensive Users perform significantly better on both parameters

Understanding of data compliance within their organizations, and

Data compliance being a part of campaign planning (in the lower row, the lower number indicates better performance)

Q: Which of the following statements describe your organization's usage of marketing technology (Martech) tools?

Q: How has your organization adopted processes in response to data compliance, such as GDPR?

33

Base: All respondents: 279
Base Considered: Extensive Users: 179, Somewhat User: 83

Higher/ Lower @ 95% confidence level than Total

Let us now understand this more by looking at how different job profiles and industries answer the same question.

Data compliance is widely understood and adopted across our campaigns via Martech platforms 72%

Owner	CEO	CMO	BFSI	Retail	Consumer Durables	Media & Technology	Automobile
73%	76%	67%	91%	68%	83%	58%	79%

Three fourths of Owners / CEOs believe that Data Compliance is widely understood and adopted across their campaigns.

This number drops to two thirds of CMOs

Significant variance exists between the understanding of data compliance by industry.

BFSI leads with 91% saying that data compliance is widely understood and adopted. Media and technology is a laggard with only 58% who say the same.

Q: How has your organization adopted processes in response to data compliance, such as GDPR?

Q: Which of the job roles is closest to your job title?

Q: Please tell us which industry best describes the nature of your business?

34

Base: All respondents: 279
Base Considered: By Profile: 253, By Industry: 181

Higher/ Lower @ 95% confidence level than Total

How is the organizational culture around data? Are all roles on the same page when it comes to their take on data?

Short answer - No! There is a wide variance of opinions on different statements about the data.

	Total	Owner	CEO	CMO
There is a significant scope of improvement in our understanding of data	55%	61%	54%	47%
Internal teams analyze data to some extent, but we don't make decisions from it	25%	29%	24%	20%
We are trying to drive a data-driven culture	11%	5%	9%	25%
We make all significant decisions based on data analysis and operate in a data driven culture	9%	4%	14%	8%

Only 20% of firms overall are prioritizing data and look forward to having a data-driven culture in organizations (11% respondents overall saying that they are trying to drive a data-driven culture and 9% saying that they make all significant decisions based on data analysis and already operated in a data-driven culture).

On the question related to the scope for improvement in understanding data, 61% of owners say that there is significant scope, whereas only 47% of CMOs agree.

Similarly, only 5% of Owners believe they are trying to drive a data-driven culture, but a fourth of CMOs (25%) believe the same.

Clearly, there is a huge role for internal sync and education!

Q: How would you describe the culture of your organization when it comes to driving insights from data?

Q: Which of the job roles is closest to your job title?

35

Base: All respondents: 279
Base Considered: By Profile: 253

Higher/ Lower @ 95% confidence level than Total

Overall, very few firms prioritize data and currently trying to drive a data-driven culture in organizations.

81% of firms in BFSI feel there is a significant scope to improve understanding customer data. Wide variance is observed among other industries.

	Total	BFSI	Retail	Consumer Durables	Media & Technology	Automobile
There is a significant scope of improvement in our understanding of data	55%	81%	57%	57%	42%	69%
Internal teams analyze data to some extent, but we don't make decisions from it	25%	9%	30%	20%	34%	18%
We are trying to drive a data-driven culture	11%	6%	11%	14%	16%	5%
We make all significant decisions based on data analysis and operate in a data driven culture	9%	3%	3%	9%	8%	8%

One clear trend emerges - for the question 'We make all significant decisions based on data analysis and operate in a data driven culture' no industry even crosses the 10% mark!

Tools for better data integration and management is the need of the day.

Q: How would you describe the culture of your organization when it comes to driving insights from data?

Q: Please tell us which industry best describes the nature of your business?

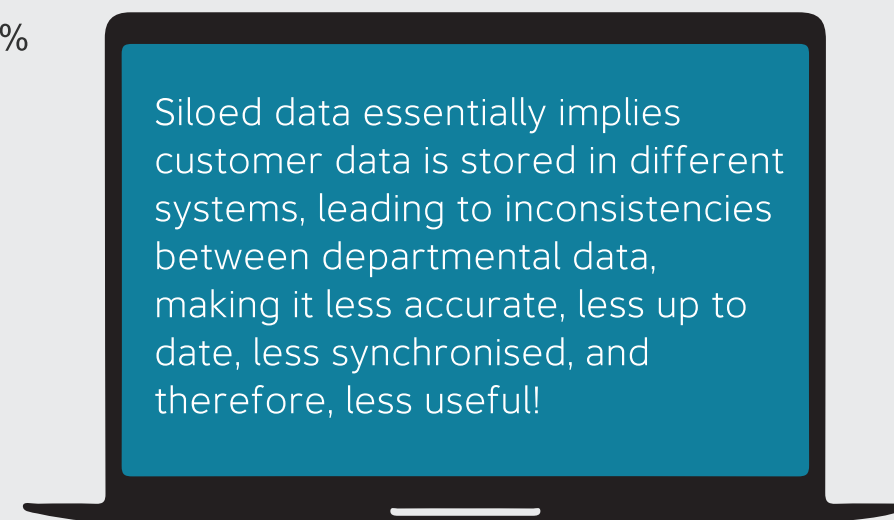
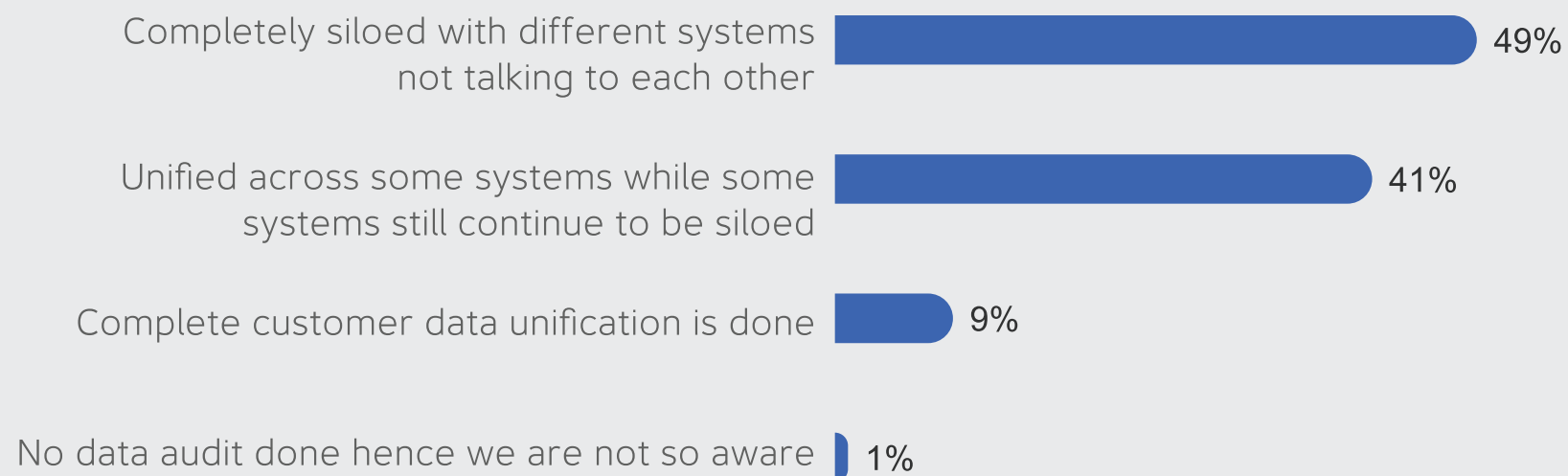
36

Base: All respondents: 279
Base Considered: By Industry: 181

Higher/ Lower @ 95% confidence level than Total

For organizations, one of the key challenges related to data management is that their customer data is completely siloed with different systems not talking to each other. Almost half of the respondents agreed with this statement.

What is the current state of customer data unification in your organization?



Q: What is the current state of customer data unification in your organization?

37

Base: All Respondents (279)

The need for Customer Data Platforms (CDPs) is expected to grow significantly in the immediate future.

State of Customer Data Unification By Profiles

	Total	Owner	CEO	CMO
Completely siloed with different systems not talking to each other	49%	60%	51%	31%
Unified across some systems while some systems still continue to be siloed	41%	27%	42%	53%
Complete customer data unification is done	9%	12%	7%	14%

CMOs perhaps have to deal with a subset of all the data available within the organization, whereas the entire data set impacts owner / CEO roles.

Hence, we see a significant variance in responses about how siloed the data is between these two groups.

State of Customer Data Unification By Industry Vertical

	Total	BFSI	Retail	Consumer Durables	Media & Technology	Automobile
Completely siloed with different systems not talking to each other	49%	50%	51%	60%	50%	62%
Unified across some systems while some systems still continue to be siloed	41%	34%	38%	40%	42%	28%
Complete customer data unification is done	9%	16%	11%	0%	5%	10%

The most interesting observation we see is on the complete unification of customer data. What we see is that these numbers are low across the board (with Consumer Durables having a 0% score).

However, BFSI is the one place where we see the number at 16%. Since this is difficult to achieve, this number is respectable and a beacon for the other industries.

Q: What is the current state of customer data unification in your organization?

Q: Which of the job roles is closest to your job title?

38

Base: All respondents: 279
Base Considered: By Profile: 253, By Industry: 181

CAMPAIGN OPERATIONS – CHALLENGES, STRATEGY & EXECUTION

Mapping the Customer Journey, monitoring the campaign performance, and lack of adequate in-platform skills are the top 3 challenges organizations face while running a multi-channel campaign.



7 out of 10 respondents believe that mapping the customer journey is the biggest challenge they face.

For example, data largely being in silos makes it difficult to track the user's movement from one part of their journey to the next.

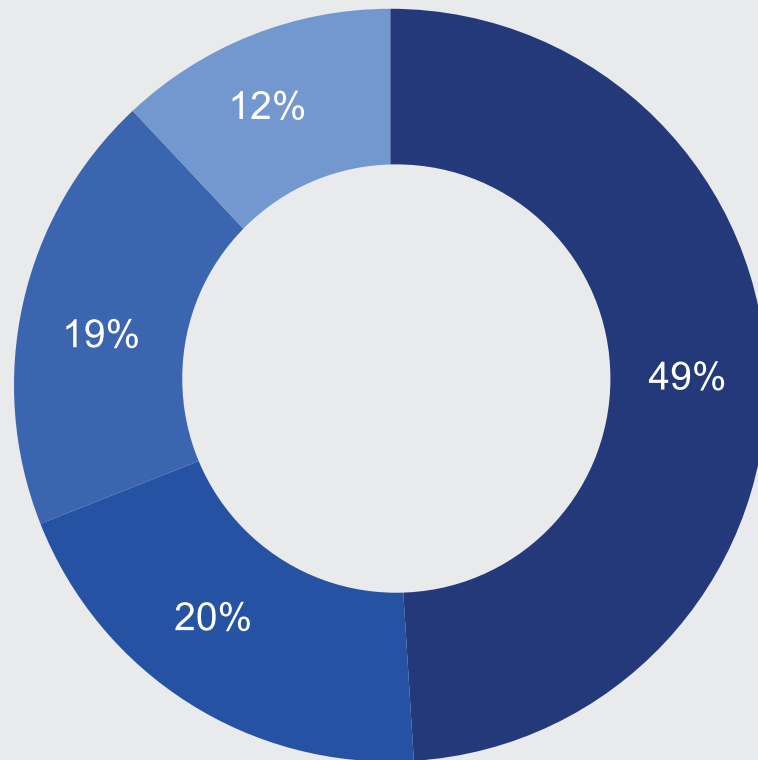
Similarly, we've seen one of the key hindrances respondents face is the flux in various digital mediums themselves. Again, this could be one of the reasons for this challenge.

Q: Rank top 3 challenges you face while running a multi-channel campaign.

40

Base: All Respondents (279)

More than 60% of the firms performs campaign optimization activities, either before or after the execution of campaigns.



- We review campaign performance metrics and look to improve campaigns that are underperforming
- We do not perform any campaign optimization after launch
- Campaign optimization is continuous during a campaign lifecycle. Most campaigns always have variant testing in place
- We A/B test some key assets as a part of the campaign launch

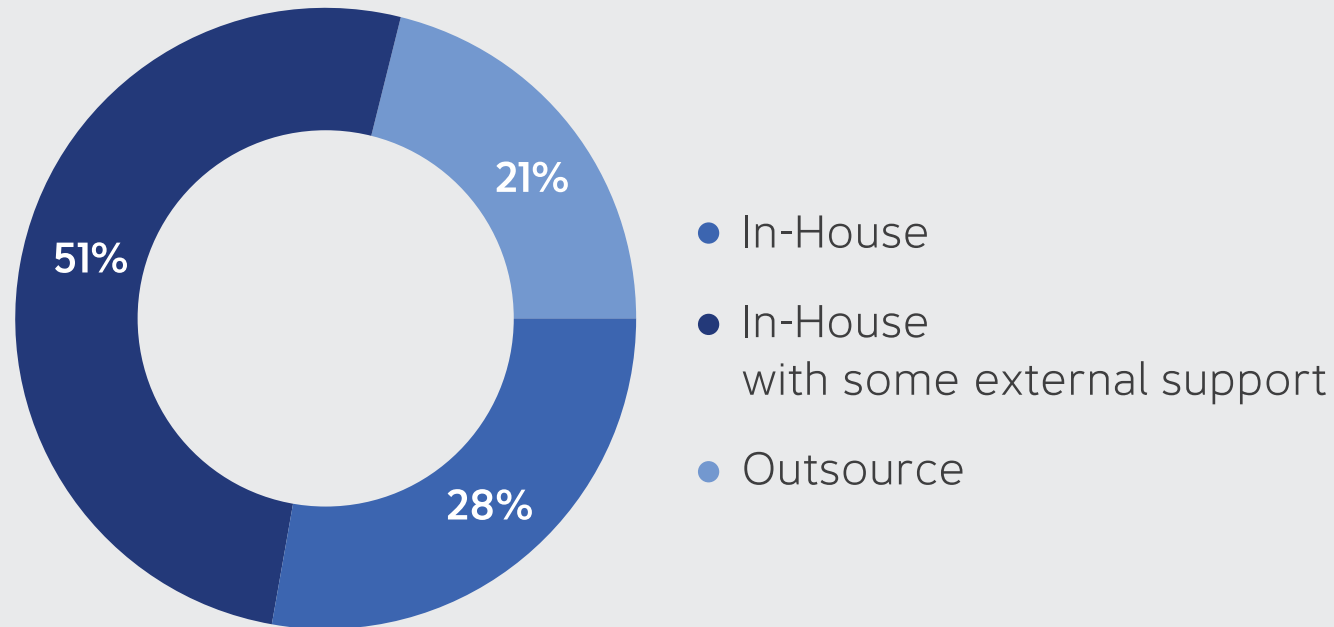
Q: What is your organization's marketing campaign optimization strategy ?

41

Base: All Respondents (279)

MarTech Heroes significantly rely on external support via service providers / outsourcing partners for managing their MarTech investments.

MarTech Heroes



While slightly over a quarter (28%) of MarTech Heroes run their campaigns in-house, the remaining (72%) either wholly or partially outsource their campaigns to agencies and other service providers.

Q: Which of the following best describes your marketing campaign execution?

42

Base: All respondents: 279
Base Considered: MarTech Heroes: 131



SCALING UP INVESTMENTS IN MARTECH IN THE NEXT 12 MONTHS

43

We now delve into the responses about the respondents' Future State.

The below percentages those respondents who said that investments in the respective technology would 'Increase Substantially' over the next 12 months.

Organization Shifts	Total
Marketing Analytics, Performance, & Attribution	53%
Customer Data Platform (CDP)	47%
Ecommerce Platform	47%
Social Media Tools	46%
Optimization, Testing, & Real time Personalization Tools	46%
Audience Management & Targeting Tools	46%
Sales and Service Enablement Platforms	45%
CMS & Web Experience Management	42%
CRM	38%
Marketing Automation & Campaign/ Lead Management	37%

Implementing Marketing Analytics, Performance and Attribution is the leading area where investments will increase substantially, followed by CDP and eCommerce.

Of these three, the opportunity for data unification and the continuing existence of data silos is perhaps what leads to CDP being in the top three. The others in the top three viz. Marketing Analytics, Performance and Attribution and eCommerce are likely to be present because of the huge emphasis on driving ROI.

Q: Over the next 12 months, what kind of shift in investments do you foresee your organization making for the following platforms?

44

Base: All Respondents (279)



Ritesh Chauhan

Senior Manager, Marketing Cloud
Salesforce India

salesforce



Year 2021 will be seen as a momentous year in the way it has changed the Marketing landscape. If the Year 2020 was about pandemic, 2021 is all about how marketers have adapted to the challenges and opportunities in its aftermath. There are some key areas and trends which have come out from Mirum's India Martech Report 2021 that will clearly pave the way for a new "Digital Imperative" in this hyperconnected world for years to come. Emerging from a time of great upheaval, marketers are now focused on some key challenges as highlighted in the report. Then whether it is the search for an elusive "Single source of Truth" using CDP (Customer Data Platform) or a shift towards E-commerce as more and more consumers turned to mobile and online for their shopping and daily needs.

Marketers have realized that if they want to give a personalized experience to their customers, they need to have a holistic 360 view of the customer. This has led to more and more marketers talking about CDP solutions. Similarly and evident from the

report's findings, pandemic has caused a structural shift of demand toward digital commerce that is likely to continue in years to come. Online sales are no longer an option but a necessity for all the businesses and not just retail.

Finally, the area which has garnered the most attention is Analytics and attribution. And rightly so. During the peak of the Pandemic, as the Revenue lines dipped, and brands tightened their budget, it became of utmost importance for the marketers to hold every marketing dollar accountable. And hence marketers are looking at AI-driven analytics to help them achieve these KPIs whether it means budget optimization, channel attribution, or performance measurement. ROI is a key for every marketer and Analytics helps them improve it.

How do organisational shifts differ for different marketing technologies basis Industry Verticals?

	BFSI	Retail	Consumer Durables	Media & Technology	Auto mobile	FMCG
Marketing Analytics, Performance, & Attribution	72%	49%	66%	42%	72%	45%
Customer Data Platform (CDP)	56%	46%	51%	34%	67%	50%
Ecommerce Platform	63%	41%	57%	37%	59%	55%
Social Media Tools	63%	43%	49%	53%	49%	55%
Optimization, Testing, & Real-time Personalization Tools	56%	51%	49%	29%	54%	59%
Audience Management & Targeting Tools	53%	41%	46%	45%	64%	32%
Sales and Service Enablement Platforms	47%	41%	40%	45%	62%	45%
CMS & Web Experience Management	53%	35%	46%	32%	67%	41%
CRM	50%	38%	34%	32%	59%	50%
Marketing Automation & Campaign/Lead Management	34%	51%	43%	34%	56%	27%

- Amongst all the sectors, we can see a clear trend for the Automobile sector to invest heavily across all platforms.
- FMCG is coming up strongly with significant investments expected on Optimization, Testing, & Real-time Personalization Tools, along with a focus on E-commerce Social & CDP.
- 7 out of 10 firms in the BFSI industry would invest in Marketing Analytics, Performance and Attribution.
- Retail would emphasize automation & real-time optimization tools.
- The media & Technology sector has a lesser investment priority across the board.

Q: Over the next 12 months, what kind of shift in investments do you foresee your organization making for the following platforms?

Q: Please tell us which industry best describes the nature of your business?

46

Base: All Respondents (279)

KEY BUSINESS OBJECTIVES TO BE FOCUSED IN NEXT 3 YEARS

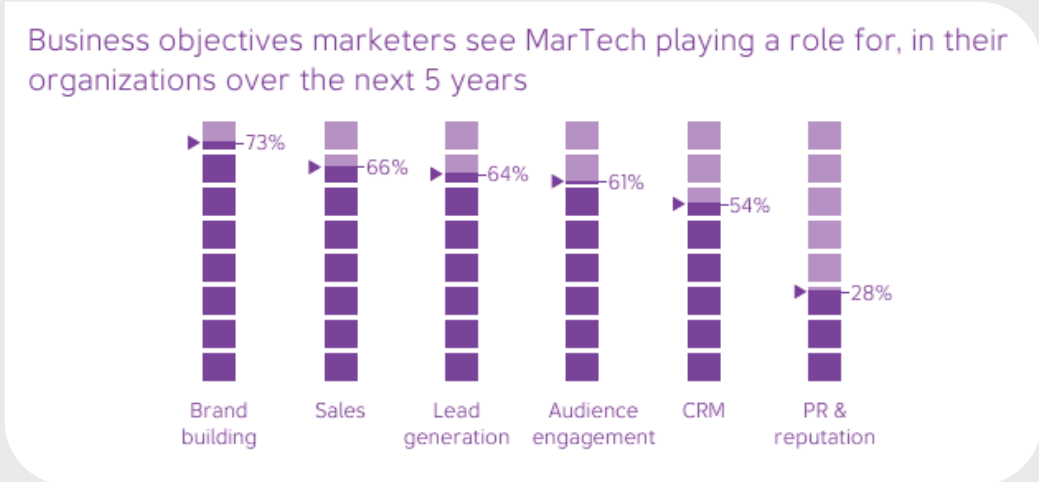


We asked our respondents - Which of the following objectives would they achieve using MarTech over the next three years?



Compared to last year's report, we continue to see MarTech being used to drive Brand Building and Loyalty as the top Objective for respondents.

Look Back: We had asked a similar question in 'Mirum India MarTech Survey 2020' – let us see what respondents had to say then



Q: Which of the following business objectives do you think you achieve using MarTech in your organization over the course of next 3 years?

48

Base: All Respondents (279)

Let's delve deeper by looking at how these Business Objectives change basis Job Roles and Industry verticals.

Business Objectives - By Role

	Total	Owner	CEO	CMO
Brand loyalty	76%	75%	79%	67%
Brand building	72%	77%	71%	67%
Lead generation	63%	71%	55%	69%
Audience/ Customer engagement	62%	65%	66%	55%
Sales	61%	52%	65%	63%
CRM	54%	56%	51%	59%
Customer retention	47%	51%	44%	45%

8 out of 10 owners emphasize 'Brand building' while 8 out of 10 CEOs focus more on 'Brand loyalty'.

The responses of the CMO group is interesting. We see 69% saying 'Lead generation' and 63% saying 'Sales' being the business objectives that MarTech will help drive, emphasizing the keen eye for 'Sales' that CMOs need to have today.

Business Objectives - By Industry Vertical

	Total	BFSI	Retail	Consumer Durables	Media & Technology	Automobile	FMCG
Brand loyalty	76%	69%	78%	91%	84%	77%	59%
Brand building	72%	81%	84%	69%	71%	72%	64%
Lead generation	63%	53%	73%	57%	63%	74%	45%
Audience/Customer engagement	62%	66%	54%	57%	63%	69%	45%
Sales	61%	56%	49%	80%	45%	49%	82%
CRM	54%	72%	57%	49%	50%	51%	68%
Customer retention	47%	34%	49%	43%	55%	51%	45%

The nature of the BFSI sector makes 7 in 10 firms from BFSI focus on building stronger relationships with customers to prevent them from switching to other players in the industry.

91% of firms under 'Consumer Durables' would focus on achieving 'Brand loyalty'.

While traditionally, FMCG is seen as an industry focused on 'Brand building' and 'Brand loyalty', what comes out of this graph is the key objectives for this industry are 'CRM' and 'Sales'.

Q: Which of the following business objectives do you think you achieve using MarTech in your organization over the course of next 3 years?

Q: Which of the job roles is closest to your job title?

49

Base: All respondents: 279
 Base Considered: By Profile:253, By Industry: 181
 Disclaimer - The sample size for FMCG is below 30
 - the observations are not conclusive and only based on the responses'

Higher/ Lower @ 95% confidence level than Total



KEY OPPORTUNITIES TO BE FOCUSED IN NEXT 3 YEARS

50

Our respondents also identified key opportunity areas for the next 3 years.

Opportunity Areas	Overall	MarTech Heroes
Creating compelling content for digital experiences	52%	56%
Data driven marketing that focuses on the individual	51%	65%
Social media marketing	51%	52%
Using marketing automation to increase efficiency	49%	54%
Optimizing customer experience	48%	44%
Consolidating customer data to create a single customer view	44%	40%
Internet of things / connected devices such as wearables	42%	44%
Utilizing AI / bots to drive campaigns and experiences	41%	41%
Engaging audiences through virtual or augmented reality	39%	42%
Application of Blockchain technology	26%	27%

Respondents said that 'Creating compelling content for digital experiences' is the biggest opportunity area, proving once again that content remains king.

'Data driven marketing that focuses on individuals' and 'Social media marketing' occupies the next two slots.

For MarTech Heroes, 'Using marketing automation to increase efficiency' displaces 'Social media marketing' in the Top 3 opportunities.

- Q: Looking forward, which of the following do you think will prove to be an opportunity area for you/ your clients over the course of next 3 years?
- Q: How do you expect spends on MarTech in your organization to change between 2021 to 2023 (over the course of the next 3 years)
- Q: Which of the statements best describe your organization's usage of marketing technology (Martech) tools?

51

Base: All Respondents: 279
Base Considered - MarTech Heroes - 131



Karthik Nagarajan

Chief Content Officer,
Wavemaker



'Brands becoming publishers' is something we have heard for a few years now. What has been interesting in the last few years is how this has manifested among brands that were early adopters. The ability of a brand to influence allegiance among customers through compelling content has become very potent. This is a tool that successful brands are using in different ways to build meaningful connections with customers – from developing consideration to inducing sales to even managing crisis. What can we learn from them?

1. Content as a middle funnel tool to build long term consideration: In the middle of the pandemic in 2020, Mother Dairy – a traditional dairy brand, connected with its young customers through a heartfelt rendition of a poem by the young comic Zakir Khan to his mother. The connection was powerful and instantaneous, and more personal than any TV commercial could ever be. This is an excellent example of advocacy moving from professional 'influencers' to 'creators' with a strong following in niche areas.

2. Brands creating content as an IP and taking long term positions: GE created a podcast called 'The Message', where it decoded audio signals from space

using its own technology. The show built a legendary brand perception that its audience will never forget for decades to come. The brand owns this window of communication with its audience and will keep inventing in future seasons. This works for brands for whom scale is not as important as precision and the ability to make a cultural intervention in a niche space.

3. The confluence of content and commerce : Social commerce in India is likely to be unique, in line with the media landscape here. It is unlikely to follow the trajectory of China or SE Asia. The platform play is diverse, and hence the possibilities are fascinating. Myntra has created three successful seasons of an exclusive show called 'Masterclass' for its loyal customers on its platform. The show is at the confluence of premium content, driven by some of the most influential voices in fashion and styling and also has a powerful commerce aspect to it. The fact that 50% of the products featured in it overall have been wish-listed is the greatest KPI one could aspire for.

How would these opportunity areas differ by industry?

	BFSI	Retail	Consumer Durables	Media & Technology	Automobile	FMCG
Creating compelling content for digital experiences	44%	51%	63%	55%	49%	55%
Data-driven marketing that focuses on the individual	50%	49%	54%	50%	49%	45%
Social media marketing	50%	35%	54%	50%	44%	50%
Using marketing automation to increase efficiency	31%	51%	46%	61%	59%	41%
Optimizing customer experience	56%	51%	54%	45%	38%	59%
Consolidating customer data to create a single customer view	47%	54%	43%	45%	41%	41%
Internet of things / connected devices such as wearables	25%	43%	46%	34%	46%	32%
Utilizing AI / bots to drive campaigns and experiences	31%	43%	54%	32%	46%	41%
Engaging audiences through virtual or augmented reality	47%	27%	37%	32%	51%	36%
Application of Blockchain technology	28%	30%	11%	34%	41%	14%

- 56% of firms in BFSI focus on optimizing the customer experience, while more than 60% of firms under consumer durables would create compelling content, and 54% will utilize AI to drive campaigns.
- 6 in 10 firms under Media & Tech and Automobiles would focus on using it as just an automation tool
- Optimizing customer experiences will be of prime focus for the Retail and FMCG industries

Q: Looking forward, which of the following do you think will prove to be an opportunity area for you/ your clients over the course of next 3 years?

Q: Please tell us which industry best describes the nature of your business?

53

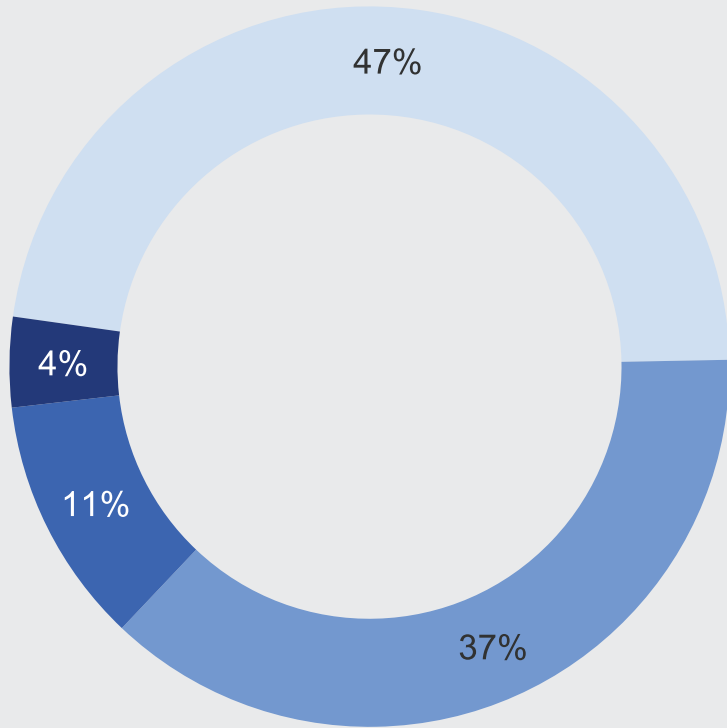
Base: All Respondents: 279
Base Considered - 181

Disclaimer - The sample size for FMCG is below 30 – the observations are not conclusive and only based on the responses'

MARTECH ECOSYSTEM - SOME KEY INSIGHTS

54

Top Management starts the MarTech Conversation for their Organization.



- Top management (Founder, Co-founder, Managing Director, CEO)
- Marketing team (CMO, Marketing Head, EVP/ SVP/ AVP - Marketing)
- Technology team (CTO, Technology Head, EVP/ SVP/ AVP - Technology)
- Mid-management (Manager, GM, AM)

In 5 out of 10 firms, the Top Management, i.e. Founder, Co founder, Managing Director, CEO, followed by Marketing Team, starts the conversation about MarTech in their organisation.

Q: Who starts the conversation about marketing technology (MarTech) in your organization?

55

Base: All Respondents (279)



Sanjay Mehta

Joint CEO,
Mirum India



The Martech conversation often starts from Top Management. Whereas, a lot of other technology or other similar initiatives in organizations are initiated from someone down the line, it has been observed that the Martech conversation in an organization, often starts from Top Management. Let's try and understand why this has been the case.

When it comes to standalone technology adoption, let's say for supply chain management, or customer service, or other similar functions, the team or the head who is responsible for the functional area, identifies the need, understands the direct benefit, takes complete ownership of implementation, etc., and is therefore able to propose such technology initiatives for the organization.

Martech, on the other hand, has a few unique facets. To begin with, it tends to cover the entire consumer journey, across various touchpoints that the customer would have, from being a prospect to going through the entire funnel of purchase, to advocacy, to customer service, to repeat buying, etc. In the traditional organization model, the ownership across these different parts of the journey, sit with multiple heads and teams, within the company. And generally, each of them has their limited view of ownership area. Also due to

organization silos, one head or team, does not typically dabble into areas of responsibility of other teams.

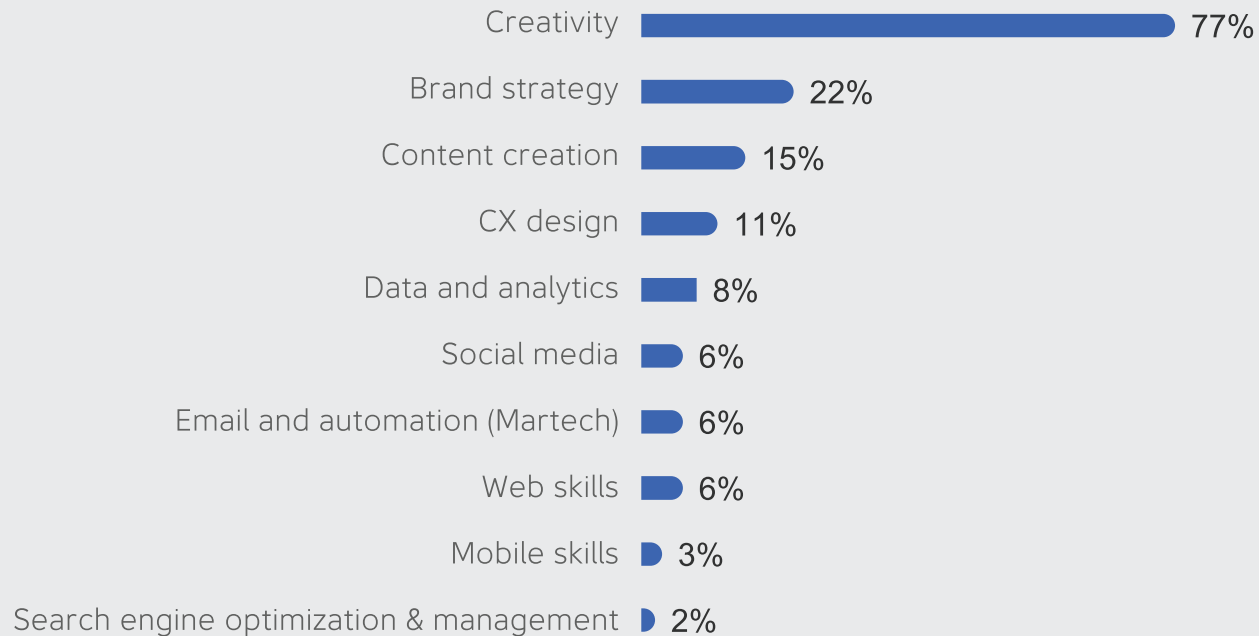
Then there is the other aspect related to customer data. Legacy systems have ensured that different functions (part of the customer journey) have their own databases with the customer, such as say, prospect data, customer record, financial data, purchase records, etc. And these not only don't seamlessly talk to each other but are also built on their own unique database engines. And the respective teams have their sense of possessiveness about their own data!!

This is where the Top Management comes in. They are able to see the strategic value of a martech solution for the company that traverses the entire customer journey, that seeks to create and utilize well, a single view of the customer, and that sees an overall larger and more impactful bang for the buck, for the organization.

And which is why often, we see the Martech conversation getting initiated by Top Management!

Creativity, Strategy, Content, Design, Data & Analytics are the top 5 skills that organizations will be looking to hire for their Organization's MarTech team.

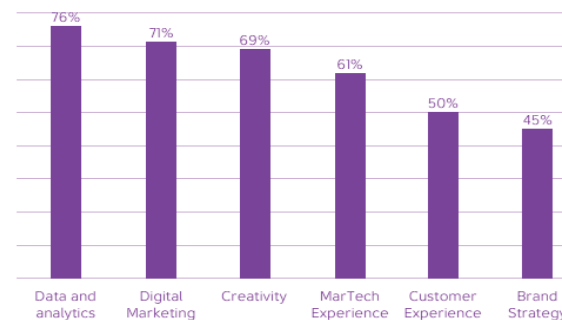
8 out of 10 firms have given 'Creativity' key importance and consideration while recruiting somebody for MarTech team.



Creativity has emerged as a very strong gainer when it comes to top skills that recruiters look for today.

Look Back: We had asked a similar question in 'Mirum India MarTech Survey 2020' – let us see what respondents had to say then

Percentage of respondents who look for specific skills when hiring into the marketing function of their companies



Q: Select the top 5 skills you'd look for in a new hire that joins your organization's MarTech team.

57

Base: All Respondents (279)



Appendix

Definition - Higher/ Lower @ 95% confidence level

A confidence level is an expression of how confident a researcher can be of the data obtained from a sample. The most used confidence level is 95%.

How it works?

Confidence level measure the degree of uncertainty or certainty in a sampling method. They can take any number of probability limits, with the most common being a 95% confidence level.



Mirum India, part of WPP network, is a leading digital agency with a pan-India footprint. We are a team of 300+ professionals and our bouquet of services includes digital media strategy and creative, media tech builds, as well as end-to-end MarTech solutions.

Mirum is a Salesforce Crest Consulting Partner, with over a decade of association with Salesforce and 100+ MarTech projects delivered across the entire Salesforce stack.

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