



The march of Martech
shows **no signs of
slowing down**

Marketing leaders give their insights
on the use of marketing technology

MARTECH 2019

Where marketing and technology meets for an improved customer experience

The implementation of Marketing Technology, or Martech, shows no sign of slowing down in Northern Europe. The CMO seems to have full support from the CEO to continue the Martech investments, thanks to its proven value of meeting the consumers' changed behaviours, in combination with the opportunities it provides for automating and personalising customer interactions throughout the customer journey.

But in order to get the full effect and avoid costly mistakes, you need to keep a close eye on competence, processes, management commitment, managing of data, and not least, the new privacy policies.

A successful implementation of Martech requires attention and changed ways of working throughout the entire company – not only in the marketing department.

Please note: 2018 has for many CMO's been the year of GDPR, why we have included a special section on this in

the report. Filled with recommendations and checklists for a successful way forward in a more regulated world.

This exploratory report is made by Odyssey, Wiraya, CMO goes TECH and Swedma, all representing different parts of the growing Martech community.

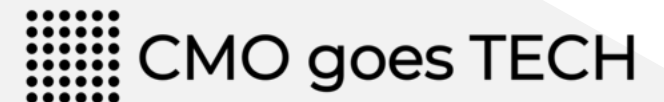
We hope it will give you an increased knowledge, new insights and valuable tools in this exciting area.

Executive summary.

Finally, we would like to THANK everyone participating in our survey or interviews for sharing their knowledge, challenges, successes and insights.

ODYSSEY

WIRAYA



The march of Martech shows no signs of slowing down.

96%

96% of the respondents say they believe Martech is necessary for achieving future goals in terms of customer satisfaction, marketing impact and sales.

82%

82% of the respondents say that Martech has changed how they interact with their customers.

91%

91% are planning to increase automated customer interactions by using Martech in the years to come.

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The most famous definition of Martech:
“A Martech stack, is a number of different technologies from a number of different companies that’s meant to attract and retain customers in the most efficient way possible.”

Scott Brinker, editor ChiefMartec.com

Our definition of Martech:
Business strategies combined with technology in order to be more customer focused.

Martech. Not a buzzword anymore.

Like all other industries, the tech world is full of buzzwords. With Martech being one of them in previous years. In last year’s Martech report, more than 50% of the CMO’s we interviewed did not know the definition of Martech. Many had invested in new technology, but they did not define it as Martech. This year – it is clear that Martech as a concept is well established.

Today’s marketing is completely technology-based. Compared to just a few years ago, both planning and processes look completely different. And for us, being players in Marketing technology, it is obvious that Martech has become a subject that affects the WHOLE company, not just the marketing department, although the marketing manager is often in charge. In order to put Martech in the right context, we have defined Martech rather as a business strategy combined with technology in order be more customer focused, than only as the technology itself.

4 common challenges.

1. Searching for actionable data

The challenge is not so much that CMOs don't have data, rather being able to access, integrate and act on it. Many systems are not integrated, it's too much manual work, they lack someone responsible for the quality of data or analysts helping them extract and execute.

2. Searching for the right competence

Many companies still lack the competence to fully succeed with the possibilities Martech gives. They either lack analysts or Martech specialists in SEO/SEM, marketing automation, content etc. There is a clear trend marketing departments are trying to bring back competence inhouse.

3. Searching for customer ownership

After almost a year with GDPR, companies seem to have become more cautious when it comes to communicating with customers, in order to prevent spam and to be compliant. But still, the CMO feel unsecure whether it has been carried out correctly and sees a challenge in staying compliant with the continuous development of the IT infrastructure.

4. Searching for internal clarity

To support the customers' digital behaviour and deliver a good customer experience throughout the customer journey, CMO's need support from many departments and commitment from the management. Companies with cross-functional virtual teams seem to succeed the best.

Our respondents say:

Get the basics in place.

Strongest key success factors found in competence, organisation and access to data.

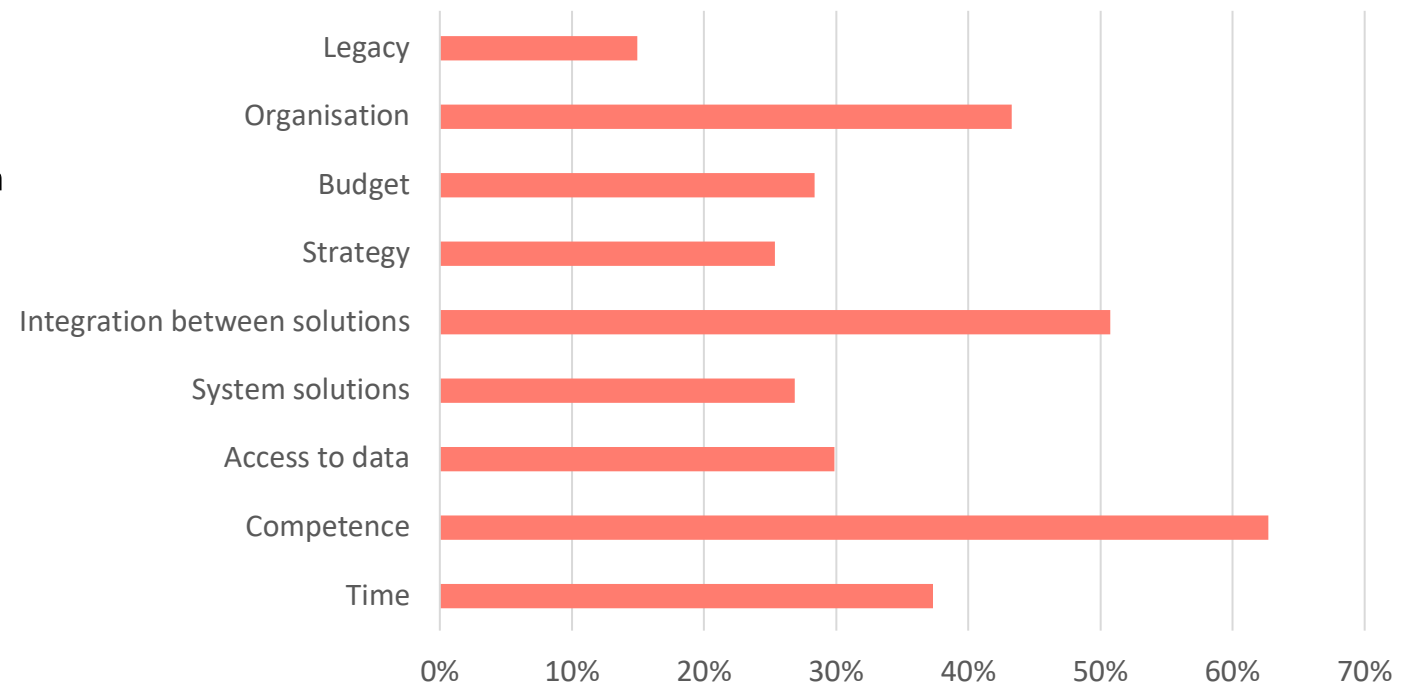
The respondents were asked to choose the three biggest challenges to become a successful user of Martech.

62% chose competence, 51% chose integration between solutions and 43% chose organisation.

But when we took a closer look at the underlying patterns, we actually found that access to data correlates highly with competence and organisation, supporting our finding that you need to create a common base of data and competence before shifting focus to integration between solutions. As one of the CMO's said: *"You can talk about AI and 360 customer view, but if you don't have the basics in place you'll never be a successful user of Martech. You need to do your homework. And for Martech, that is control of your data and getting the people around you onboard"*.

We also found that many of the more successful users of Martech have invested in dashboards that help them understand and take action on the data created by their tech stacks.

In your opinion what is your biggest challenge to become a successful user of Martech?



The main findings are that access to data, organisational readiness and core competences among employees are the most important factors to become successful with Martech in the years to come.

Make sure **management team is on board**

For a company to truly become customer-facing, it needs Martech, and Martech needs a customer-facing strategy supported by the management. Otherwise it is reduced to a tool for sales and marketing automation. A complete buy-in from the management is therefore a condition more important than anything else.

Or – the journey will be over before it starts.

Two of the key factors to succeed with Martech are organisation and competence. These factors have been known to management consultants for decades: When Martech solutions started to be implemented in companies, the main recommendation was to have the entire company involved, and for management to support it. To understand the reason why implementing Martech was key to succeed. However, in early days, the specialists in Martech still had too little work experience and it ended up being a tool for sales support or marketing automation, rather than a driver of strategic work. The result: C-suite simply was not convinced.

Almost one and a half decade later, it is therefore pleasing to see that the will of the companies to invest time in our survey is strong. At the same time, the market is getting even more tech-driven, with customers longing for transformative experiences and brands that start delivering on the promise of 1:1 personalisation. In short, management buy-in finally seems to be there, and we can truly let the customer needs continue to be in focus.



78%

78% of the respondents say their management team agree Martech is necessary for achieving future goals in terms of customer satisfaction, marketing impact and sales.

... and bring the customer into the management

Who has the ownership of customers in your company? Is there a seat for your customer in the boardroom? A famous example is Amazon's empty chair. When Jeff Bezos first started as CEO he thought the customer's perspective was missing so he placed a red empty chair in the boardroom as a constant reminder of the customer's voice. Well, the rest is history.

It is clear to us that the CMO's in this study believe no C-suit in the world will manage to bring the brand into the future, unless there is complete buy-in from the management regarding what Martech will be able to achieve in excelling the offering. For now, many can still allow incremental development of the technology. However, as 5G sets in, data will multiply by millions, demanding faster, more accurate analysis and organisations need to be prepared for that shift. And customers will continue to demand excellent experiences and convenience, paired with relevant services and products. That is why the red chair in the boardroom need to be occupied by the customer itself.



"Spend 20% of your budget on solutions. Invest the rest in getting your organisation customer focused!"

HEAD OF CUSTOMER EXPERIENCE,
TRAVEL INDUSTRY

The solution? One way to go about it is to combine sound customer insight with the metrics that demonstrate business impact. Every company that is truly willing to be customer-focused will allow the insight team to push boundaries, dig down in the consumer culture and be on top of how to identify what lies ahead regarding customer needs and wants in the future. **We believe that great consumer insight paired with a curious and customer empathetic management team will create miracles for the company.**

How to get buy-in from the management team

Michael Jäderlind is the CEO of a Martech agency based in Stockholm.

There's little he doesn't know about becoming a successful user of Martech.

Follow his nine recommendations and you will be well on your way.

1. **Get to know your customers.** Use your existing data for strategic and tactical segmentation.
Get your customer journey's in order.
2. **Identify how and when you communicate with your customers** throughout the customer journeys in digital as well as physical touchpoints.
3. **Make sure you have access to your data** and make it actionable.
4. **Take full advantage of your existing investments** in Martech through integration of systems and data.
5. **Add new Martech software** if you can't support communication with your customers in all touchpoints.
6. Get the **organization and processes right**.
7. **Think agile** and have the majority of your competences inhouse.
8. The future is **collaboration amongst disciplines**.
9. **Mix creatives**, tech people with analysts and marketers.



Michael Jäderlind, Founder and CEO of Odyssey

“ The most successful companies are customer obsessed. Focus on figuring out how you attract and retain your customers and form your organization and Martech software's to create great value to them. And loyalty and profitability will be your reward”

Customer focus or a **lost human connection?**

Many companies claim to be customer focused, following the path of the customer throughout a journey but do they really take time to invite and co-create with the customer. Customer journeys and customer focus becomes more of a buzzword than direct actions.

Only 51 % of our respondents confirmed that they co-create the customer experience with their customers. 37 % say they don't. How will they ever become customer focused winners in a world where the customer is King or Queen with very little patience.

The lost human connection is also confirmed in the latest Forrester Customer experience index* stating that the human connection between consumers and brands is not connecting. It becomes a wake-up call for companies to find a better customer experience that bring long term loyalty and as result an emotional bond with an economic uplift.

51 %

Only 51% of the respondents say they co-create customer experience with their customers.

**Keep up or get
lost trying.**

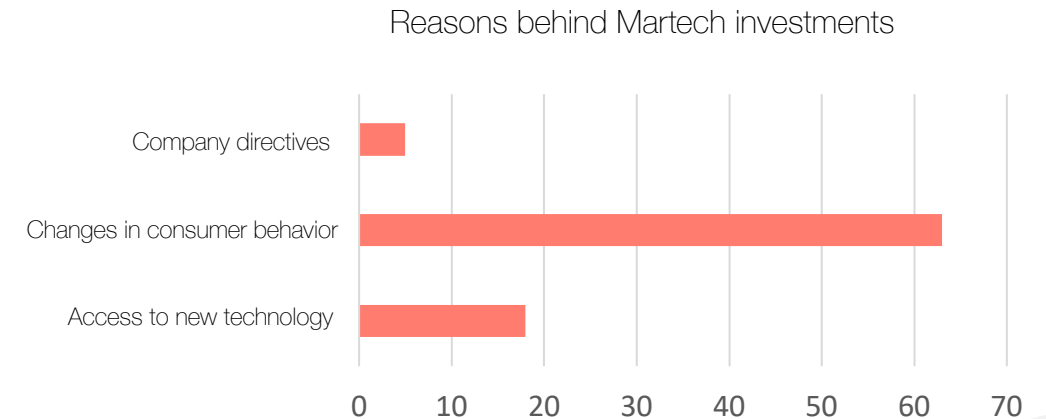
*2018 Forrester Research, Inc.

Marketing technology has accounted for an increasing and significant share of marketing budgets in recent years. According to our study, 93% of the respondents continue to increase their investments in technology in 2019. The main reason being the change in their customers' behaviour.

This march of Martech shows no sign of slowing down. According to Gartner's international report on CMO's spend in 2018, 29% of the marketing budget is spent on technology (17% in 2017), making it the single largest area of investment, and in 2018 it surpassed labour costs. Marketing technology is high on the CEO's investment priority list, as digital business is scaling, but also because the CEOs have become more customer-focused and marketing can demonstrate the financial value it adds to the enterprise.

But companies are not only investing in more or new marketing technology tools. There is a clear trend that marketing departments are bringing home competence they used to buy from agencies, thus building their own inhouse capabilities. This means that costs previously included in agency fees, such as services within Google's Marketing platform, are now moving back inhouse and taken as operational Martech costs. The digitalisation and the changed buying behaviours have also turned traditional sales costs into marketing technology costs.

CMOs continue to invest in Martech.



93% of the respondents said that they will increase their investments in Martech during 2019.

About 50% of the interviewees said marketing technology is on the marketing budget, but in larger organisations, the budget responsibility seem to be shared with either IT or the analytics department.

A common scenario among many of the interviewees was that marketing take the costs for Martech software subscriptions during a test period. Once decided to keep the software (if it generates proven value), the subscription costs are moved to IT.

AT THE TOP OF THE CMO SHOPPING LIST

So what do they invest in? There is a large variety, depending on type of business, size, business model and digital maturity. According to Gartner's international survey, analytics tools, personalisation enablers and lean management tools are at the top of the list.



**Be prepared
to justify your
investments
for the CFO!**

RECOMMENDATIONS | RECOMMENDATIONS | RECOMMENDATIONS | RECOMMENDATIONS | RECOMMENDATIONS | RECOMMENDATIONS | RECOMMENDATIONS |



- With the increased investments in Martech, it is important to check the technology used on a regular bases so that it actually links to a business return. Especially in uncertain times. Be prepared to justify your investments to the CFO!
- Ensure that you can integrate the systems/software, customer data and your marketing activities. If not, it can become very costly and hard to reach the full effect of the investments. Open API's on software should almost be a requirement.
- A lot of resources are spent on personalisation efforts. It is a necessary to cut through the noise and deliver enhanced customer experiences. But personalisation requires customer data and the competence to leverage on that data. Make sure you can measure the success. And that you are compliant to new regulations on privacy.

Time to work **cross-functionally**.

79%

79% of the respondents say they work cross-units today. The ones who already work cross-functionally will continue or even increase it. They have also started to define and work with customer journeys across the organisation.

It is not only about customer insights, data or technology tools – it is also about HOW you work together within the company, across units. How do you cultivate a culture with customer focus throughout the company?

You both need new competencies and to work across different parts of the organisation to get maximal return on investment in marketing technology.

To define and explore customer journeys is a key success factor, as is customer-centric strategic leadership.

79% of the companies in the survey believe they work cross-functionally as of today. It is more common in B2C-related companies (84%) than in B2B companies (71%). Most of them had set up either cross-functional teams or processes for working cross-units, but they are still in the starting phase.

The CMO's who work cross-functional are planning to continue and doing it even more. They have started both to define and work with customer journeys across the organisation. One CMO in the media industry says: "The biggest challenge today is to understand the customer and to make the right choices and decisions. Very important that everyone in the whole organisation have customer insights and business understanding". Others tells us they have started to work together with vendors and partners and that means new ways of working and steering.

4 tips when working cross-functionally.

1. Clear direction and sponsor support

Make sure to have a clear direction and sponsor support. What are the expectations, limits and priorities? Do them together with the sponsor and have it signed off by the sponsor/s.

2. Involve team members in the planning

Be collaborative and encourage team participation in the planning process. It builds understanding, commitment, and accountability to the project.

3. Build from customer insights.

Since the outcome of working cross-functionally is to improve customer experience and create smooth interactions throughout the customer journey, base your activities on customer insights and customer data. If you want to outperform invite customers and co-create with them.

4. Start small and grow step wise

One of the most common pitfalls is to implement cross-functional working in a too large scope. Start with a small project with the aim to improve a specific part in the customer journey. Measure the success and optimize. Once that works, scale.



“ The biggest challenge today is to understand the customer and make the right choices and decisions based on that insight.

CMO, THE MEDIA INDUSTRY

**When consumers act different.
We need to think different,
and work different.**




Still a chase after the moments that matters.

Don Pepper's and Martha Roger's statement *"The right person, the right message, the right time, the right channel"* was considered a radical rethinking of marketing basics when their book was first published in early 1990's. Some 30 years later many marketers in our survey are still struggling to get their customer interaction just right.

Even though today's marketing is completely technology-based. True personalisation or 1 to 1 marketing is still a dream for many marketers in our survey. **In a world where over 90% of consumers start a task on one device and finish it on another (according to Google), timing is everything.** Or as one Head of Marketing said: *"Since we know that most consumers are flipping back and forth between many devices, from smartphones to desktops, and from laptops to tablets to TV's, we've started to focusing on creating meaningful dialogue's rather than monologue's"* And this seems to be true for the many of the more successful users of Martech. So, the recipe for creating a successful dialogue seem to be: firstly you must be able to follow and analyse the ongoing communication with customers and prospects throughout your tech stack, and secondly, you must understand your customers needs. Only then will you be able to predict events and quickly respond to them.

A small checklist!

- Show your customer that you know them.
- Show your customer that you understand their situation.
- Show your customer that you get how they're feeling.
- Show your customer that you listen to them as individuals, and adjust your service to their preferences.



96%

96% of the respondents said that they believe Martech enables an improved customer interaction.

Stop pressing the send-all-button.

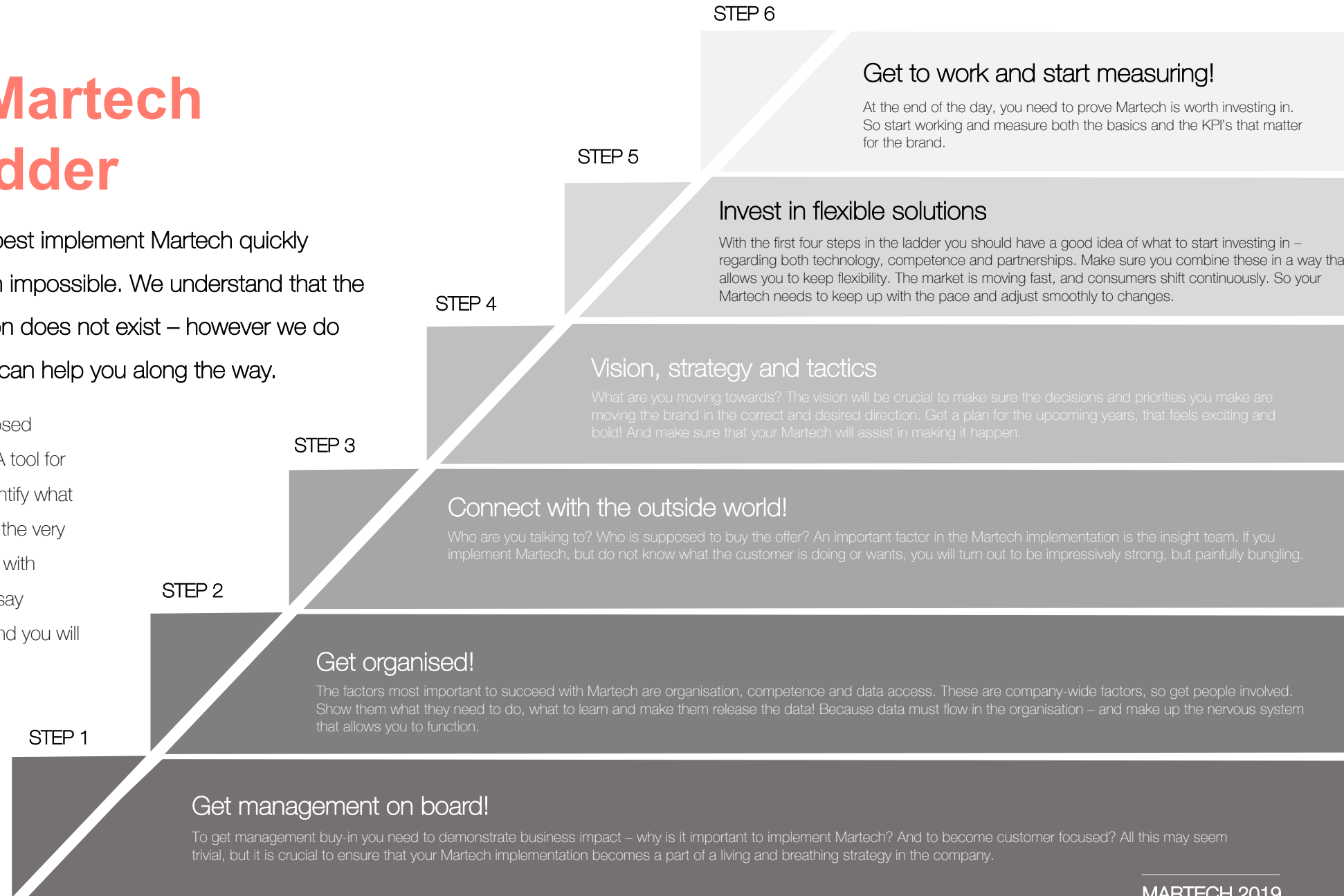
To build trust you must manage customer interactions with sensitivity – in message timing, frequency, tone of voice and channel mix. That sensitivity only comes from data that customer have given you and expect you to protect and use sparingly. This is clear to all marketers in the study but even though no one wants to spam their customer the “Send all button” keeps getting pressed.

Reasons vary from “no clear ownership over the customer” to “we work in silos and have no insight in what for example sales communicates to our customers”. It seems there are two key success factors here. The first being. Marketers who work closely together with the insight team and has implemented tactical segmentation. The second being. Marketer who can measure the value that their customer interactions brings to the companies revenue. So focus on getting to know your customers needs and wants and start measuring!

Climb the Martech maturity ladder

To set up a model for how to best implement Martech quickly becomes somewhat a mission impossible. We understand that the perfect Martech implementation does not exist – however we do believe in perfect visions, that can help you along the way.

You might find inspiration in our proposed model for a Martech Maturity ladder. A tool for mapping your own firm in order to identify what may be missing. And if you are just in the very beginning of setting up and get going with Martech? Well – we lift our hats and say congratulations! Follow these steps and you will be well on your way.



What the CMO of tomorrow must **understand today.**

Twenty years ago, being a CMO was about coordinating media spend with agencies and creatives, in order to move the brand towards a desired position. Today is completely different. A data-rich, tech-driven and fast-moving market place, inundated with buzzwords and demands on transforming the marketing division and implement new specialist roles that are not yet, or just recently, defined.

But the end user – the customer – does not care if the CMO applies buzzwords in the offer. They care about the experience and value that a brand delivers. What the application of e.g. AI actually contributes with in the everyday life, rather than the coolness of AI itself. **So the CMO of the future does best in truly understanding the value proposition and the customer:** defining what should be delivered in the relationship today and in the future, and then understand how to best deliver on that mission, given all the possibilities that now exist, thus creating loyalty and engagements that last.



The future 5 super-powers of a CMO

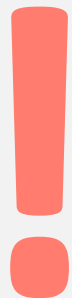
To define the role is imperative! Is it to be a strategic CMO, a growth/sales CMO, innovations CMO or brand CMO.

Or a combination of them?

The CMO needs to truly realise and understand that he or she can have the single most important role to drive digital transformation in the organisation, aligning the internal strategies, innovations, technology, marketing and trends in the marketplace, to fuel a forward-moving organisation. Before it is too late. A CMO who does not embrace the possibilities with marketing technology, creative technology and analytics, will eventually be reduced to merely a marginal marketing manager with a shoe-string budget.

However, we foresee that the CMO's who navigate the new landscape, that is, securing the customer experience, defining their role and applying the right analytics and tech-solutions, will be in pole position the next twenty years, as companies will continue to transform themselves. A transformation that could be headed by the CMO.

- The CMO needs to be a well-informed and technologically initiated buyer, both internally and externally.
- They need to know which competences need to be reintroduce in the organisation to secure that the strategically important knowledge is in the control of the company.
- The CMO needs to understand which agencies have the competence to challenge the brand and deliver value that moves them forward in the digital transformation. Pushing the brand to where it should be.
- The CMO needs to understand how new privacy policies and regulations will affect the company and how to navigate them.
- The CMO of the future understands that he or she have to demand relevant metrics from the CEO to be measured by.



Special focus
2019: The CMO
and GDPR

78 %

78% of the marketing leaders stated that the implementation of GDPR in Europe has led to an increased focus and improved knowledge of their customer data.

90 %

90% of all the data ever created, has been created during the past two years. Read that sentence again, and take a second to try and imagine its implications.

A first year with **GDPR**

2018 was for the many marketers equal to tedious, internal GDPR-projects. Cleaning mail lists, Cookie data, and creating numerous campaigns to get consent from customers are just some examples of work needed to be done before the 25th of May.

90% of all the data ever created, has been created during the past two years. Read that sentence again, and take a second to try and imagine its implications. It's not just the volume of data that's been accelerating, but also the variety. This new treasure trove of data is giving companies new sources for insights, and even allowing for completely data-driven companies to emerge. Martech is of course one of the main reasons why companies are eager to collect personal data, making it possible to create great personalized customer experiences, which the customers demand.

The General Data Protection Regulation (GDPR) applies throughout the European Union with the purpose is to create a uniform and harmonized level for the protection of personal data so that the free movement of personal data within Europe is not hindered. The implementation of GDPR has been estimated to have cost companies in EU over 200 million Euros. Among those companies aware about the regulation. In May 2018, 98% of all Danish companies claimed to be well-informed about GDPR, in Greece as many as 70% of the companies had not heard about the regulation. *

Sources: <https://omni.se/gdpr-vantas-kosta-eu-foretag-2-000-miljarder/a/a2x8mE>

To some extent a Catch 22 moment - for companies, personal data has become key to deliver a great and relevant customer experience, but still in line with GDPR as well as without stalking the customer. The definition of personal data is extensive – all types of information that can be connected to a physical person's life, that includes e.g. name, address, e-mail, photos, voice recordings, car registration numbers. For marketing purposes, most of the data are classified as object for consent or matter of interest.

Equally important to keep in mind for the marketer is that with increased amounts of stored customer data, is a good level of cyber security to make sure that all personal data that you process is protected, so that no unauthorized person can access it and/or use in a prohibited manner. You must also ensure that the personal data is not lost or destroyed, even accidentally.

Yet, we see no end to the immensely fast development of new customer services and in 2019 voice is foreseen to become one of the new important service areas. We have chosen to put some focus on GDPR and compliance in the 2019 Martech reports since we believe that this area is still a new arena for many marketers, and we hope you will find this chapter useful in your continuous work with exploring the many opportunities with Martech.

Many respondents in the study say they got insights and advice from industry organisations like DMA (in Sweden SWEDMA) with GDPR questions.

Will Europe suffer from a lack of suppliers?

The majority of all Martech-solutions are supplied by US companies. Last year GDPR was sometimes discussed as the end of marketing innovation and third-party data. But by now we learnt that it was actually the opposite –third-party suppliers with doubtful business ethics have been forced either to shut down or pivot their business out of fear of a massive fine. But for suppliers playing by the rules it has been an upside both in US and Europe, positioning them both home and abroad as well as future-proof alternatives. In a global study from July 2018, 80% of the 255 responding marketers claimed that their marketing technology vendors may expose their company to legal risks because they are not GDPR compliant.

Source: <https://www.demandbase.com/press-release/gdpr-marketing-survey/>

CHECKLIST | HOW TO ENSURE YOUR SUPPLIER IS GDPR-COMPLIANT



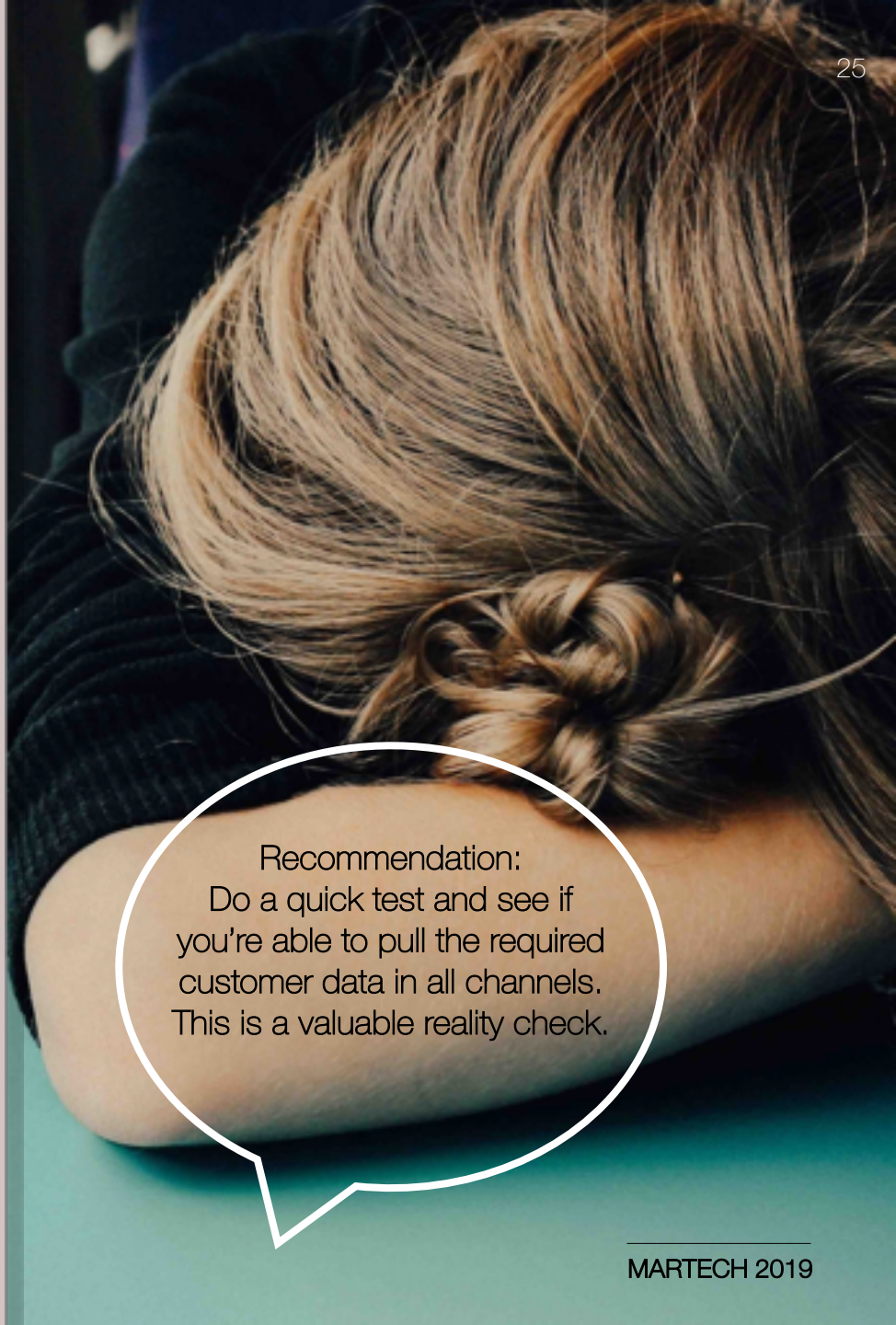
1. Ask the supplier for a detailed description on how the product handles third party data.
 2. Ask the supplier to demonstrate a use case of a customer that wants to be forgotten.
 3. Ask for references from other customers and contact them directly.
1. Contact the regulator and present the description and your overall findings to get their opinion on how compliant the supplier is.
 2. After choosing a vendor, make sure to include an extensive paragraph in the contract.
 3. Make sure who owns the data in all scenarios and whilst using different algorithms.

The implementation effect of GDPR. The unknown territory?

It seemed that every company stressed to be compliant in time for the GDPR to have effect but what happened during the preparation phase? Did the advice from many GDPR-consultants lead to well defined processes for the companies to handle themselves or did most companies handle it internally? Some of the respondents confirmed that they had support by consultants since the GDPR-project became too big to handle internally.

Despite the early confusion how to be compliant, the majority of the respondents believe that the directive of GDPR was clearly defined and easy to implement within their organizations. So perhaps GDPR is easy to apply? When digging deeper we received the response that everyone has interpreted it differently and that they are unsure whether they have done it correctly.

The ambiguity is also revealed when we asked the respondents to comment if the new regulations affects their companies and business. There is an equal amount of response for positive, negative and no affect at all. UK on the other hand is slightly more positive together with companies working with both B2B and B2C are also more positive.



Recommendation:
Do a quick test and see if you're able to pull the required customer data in all channels. This is a valuable reality check.

A positive result thanks to GDPR is that companies seem to have become more cautious when it comes to communicating with customers. Now they need to have a decision before sending to customers. Why? in order to prevent spam and be compliant.

One important and valuable part of the implementation is if the companies have developed and realized processes between departments, systems and communication in order to be compliant and efficient hence giving value to the company.

The majority of companies have processes in place in Sweden whilst UK seems to have some way to go. B2C seems also to be way ahead versus B2B.

SUMMARY

One could ask if it's still too early to talk how the regulations have affected the companies and in what ways? Did the companies have time to review the cost to implement, the required manual work and the effect on the NPS amongst many parameters or has the GDPR standards in all channels become a common approach so customers receive the same "spam" experience everywhere?

“It’s a thin line between better customer experiences and spamming your client”
CEO Communication agency

When GDPR came into effect it required an upgrade regarding handling of data and improvement of processes. Companies have to be able to demonstrate their proper compliance at all times. The European regulation applies not only to all European Union Member States, but also extraterritorially to all companies processing the personal data of a user located in the European Union.

This is why the automated RegTech is a valuable alternative to manual handling of all global personal data. RegTECH has rapidly risen to prominence in 2015, from total obscurity.

RegTECH is not new but it's becoming more and more crucial as levels of regulation rise and focus on data and reporting increases.

So what is RegTECH? To put it simply: it's the use of new technology to facilitate the delivery of regulatory requirements. Deloitte explains it: RegTECH is technology that seeks to provide "nimble, configurable, easy to integrate, reliable, secure and cost-effective" regulatory solutions. RegTech is an opportunity for organizations to create additional value, manage cost, regulatory compliance, reporting and gaining efficiency.

What is **RegTECH** and how can it help companies to be compliant?

25 %

Only 25% state they have implemented, or is planning to implement a tech solution/software for supporting the organization's adaptation to new regulations.

How to design a process for regulatory compliance and the use of **RegTECH** in only 5 steps

1. Define internal compliance risk categories in your organisation, which enables grouping of similar regulatory risks.
2. Identify and determine regulatory risks for each business area, considering both the internal and external factors.
3. Define a standardized compliance risk taxonomy including the inherent regulatory risk, control standard and residual risk, to enable regular monitoring and reporting.
4. Conduct automated monitoring of compliance standards to assist in assessing the regulatory risks, including actions such as activity plan, user accountability, nature of testing required and necessary documentation.
5. Monitor regulatory change by adopting a risk-based approach, define clear processes for feedback and change management processes.



THINK
OUTSIDE
THE BOX

INTERVIEW: BEHIND THE SCENES

It's a sensitive topic since it's difficult for one person to represent a company when often it doesn't seem to be a single owner of data and processes. Hence the decision for our respondent to remain anonymous. Our person is working as Head of Digital for a larger company in Sweden >500 employees. It is a person with a strong, solid background from both tech and marketing side of companies within a broad range of industries.

Who within the company owns different data?

There are data from several different systems and just as many different owners.

How is the level of knowledge within your organization when it comes to handling data?

The knowledge is there but maintenance and processes are missing to some extent due to silos between departments and it's difficult to have the holistic perspective in order to make strategic decisions.

What is the marketing departments responsibility when it comes to GDPR and the understanding of how to handle data?

We are responsible and it's not that difficult to comply. It's more difficult when it comes to communicating with customers and the IT infrastructure to design and maintain.

Is the responsibility of GDPR falling between the "chairs" within larger companies with more than 500 employees?

Yes, but it all depends on the organization, working processes and culture.

The Head of Digital was asked to summarize the result of their work to become GDPR compliant in five words. Responsibility – Consent - File maintenance – Silo - Integration

Responsibility

It is not so clearly defined how large companies with many businesses and departments should distribute responsibility and coordinate on these issues.

Consent

It should be obvious to all companies to always obtain consent. That the customer actively chooses and can easily deregister. But it is not the fact if you think "push" in order to maximize the number of records in the database.

File maintenance

It's also related to the consent. But above all, there is one responsible and that routines are set up to have updated customer information. Companies should ask themselves if there is a clear customer information model that the manager / management can handle?

Silo effect between departments

There have been discussions about integrated communication for a long time, but as long as the company culture allows silos and sub-optimization, they will get the silo-effect in return and customers will not perceive themselves as customers but rather as data.

Integration

Integration is about taking the above-mentioned problems and creating a culture and working method that promotes synchronized and unique communication and service / support.

Innovation and GDPR

Customer data is often imperative in innovation projects. Are the effects of GDPR clear when driving innovation?

Innovation or development comes from different parts of the business that work in different ways. Often enough, innovation is driven as a concept and not based on customer data converted into customer insights. Systems, working methods and culture are often missing. I personally think that that the innovation process is better managed in data-intensive, customer-focused, e-commerce companies.



“The innovation process is better managed in data-intensive companies”
HEAD OF DIGITAL

Behind the **survey.**

ODYSSEY

Odyssey is a Martech management agency, with a highly experienced team. We help our clients capitalise on their investments in Digital Marketing Technologies, manage the strategy implementation and ultimately transforming their business. We take our clients on a journey from ideas to results, creating long-term profitable relationships with the end-customers. Always on brand, always in the relevant channels adopted by our clients' customers, always focusing on long-term profitable relationships.

Marketing & Growth manager

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WIRAYA

Wiraya is a Managed Mobile Customer Activation software that dramatically improves your customer experience KPI's. We use data-driven insights to generate the optimum blend of voice, text and mobile messaging to inspire action from your customers. Whenever you need your customers to do something, know something, update something, start something, stop something, change something or buy something, it's guaranteed to improve the metrics that matter to your business.

VP Marketing

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SWEDMA is the industry association and represents the interests for all Swedish companies and organisations that works within data-driven marketing echo systems. As an industry association we have a unique insight into the conditions given and demands on all companies and organisations working with data-driven marketing. Every member commits to work according to the regulations (business and ethics) developed jointly with others in our business community. Together we maintain and strengthen the credibility of the entire marketing industry.

CEO

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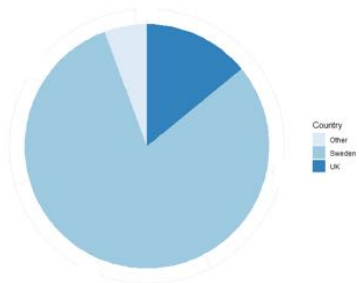
CMO goes TECH - An International network for the CMO's of the future. Our international network is for everyone working as CMO, innovation director or similar. Like-minded people who are interested in exploring trends and technology in order to identify how marketing and technology meets for an improved customer experience. We offer our members trendspotting, presentations from thought leaders and relevant companies, collaborations and the possibility to learn more about Tech in a series of inspiring events where members share their thoughts on how to be successful.

The network was founded in November 2017 and consists today of: + 400 CMO/CDO/ Head of communication from over 10 different countries.

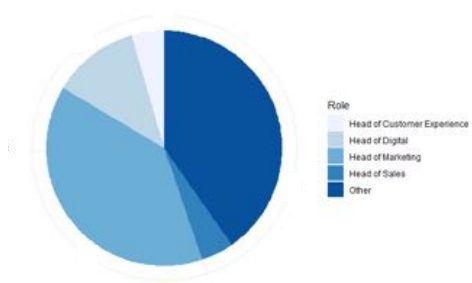
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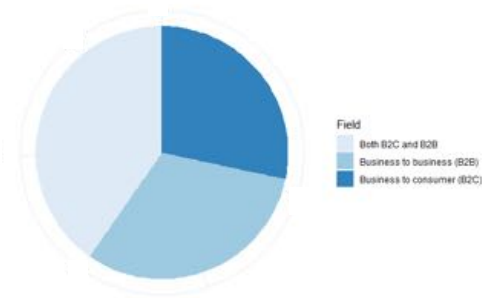
About the **survey**



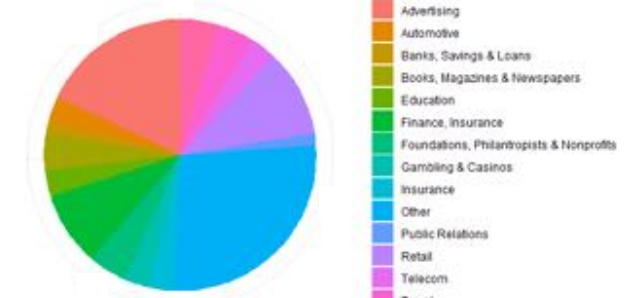
COUNTRY



ROLE



FIELD



INDUSTRY

Martech 2019 Survey: Results presented are based on a Odyssey, Wiraya, Swedma and CMO goes TECH exploratory study to understand how marketers are investing in, deploying and getting value out of Marketing technology. The primary research was conducted using a mixed methodology (online survey/in depth interviews) from October 2018 through January 2019 among 85 respondents in Northern Europe. (Sweden 80%, U.K. 14% and other 6%).

65 percent of the respondents came from organizations with 1 million Euros or more in annual revenue. The respondents came from a variety of industries (both B2C and B2B) and were required to have a primary role in involvement in decisions pertaining to their company's marketing technology strategy.



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