How to Win With People-Based Measurement

MARCH 2018
Executive Summary

CMOs are consistently in search of more precise ways to show where and how marketing investments are driving business and contributing to the bottom line. In addition, technological developments over the past two decades have resulted in a shift in customer shopping behavior. This change in behavior represents a challenge to data-driven marketers to find better ways to measure the impact of marketing investments on business outcomes. With the advent of digital marketing in the mid-90s, excitement amongst marketers grew as metrics such as click-through rates, impressions-served, and email open rates offered more ways to measure marketing effectiveness. However, until recently, the view of the customer was fragmented across devices and channels resulting in a continued search for measurement methods providing a complete picture of the customer journey. People-based measurement based on persistent IDs presents the opportunity for marketers to observe the customer across devices and platforms, opening up more data and metrics to complete the entire view of the customer. These new metrics can offer increased precision and the ability to align with business outcomes.

With people-based measurement, marketers now have the opportunity to measure behavior throughout the entire customer journey, as it spans multiple devices, ads on different platforms, or in-store actions. Persistent IDs and integrated data sources create a more complete picture of what led someone to make a purchase, download an app, or sign up for a newsletter. People-based measurement also can provide insight into why a customer did or did not buy, selected one product over another, or even changed their mind in the middle of the process.

People-based measurement enhances marketing metrics already in place by allowing marketers to measure incrementality, comparability, and return on investment more precisely. In addition, marketers are able to glean information about which messages are resonating with which audiences along with understanding which channels are most effective. With some people-based measurement solutions, analysis of outcomes can happen much sooner, often in real-time, so messaging can be pivoted and channels optimized for better performance.

Convincing an organization to change how marketing is conducted and measured can be a challenge, but many businesses are finding it is worth the effort. The best way to help ensure a successful implementation of this strategy is to start by proving the business case by defining how

People-Based Measurement

describes the ability to connect incremental business outcomes to delivered campaigns by accurately measuring the actions of real people across devices, channels, platforms and publishers.

Incrementality describes an increase in a desired audience, brand or sales outcome as the proven result of a business optimization.

Comparability is the concept of evaluating performance across channels, platforms,
people-based measurement can meet the organization’s desired business outcomes. This important task is typically championed by a marketing practitioner (with support from the C-suite), considering the steps below:

1. Identify key stakeholders in the marketing ecosystem
2. Speak the language of the C-suite to show the benefits of people-based measurement
3. Establish channels, touchpoints, business goals and benchmarks
4. Define the audience based on desired outcomes
5. Leverage partners that will supply the necessary data to determine success
6. Execute and measure people-based marketing campaign, in-house or with partners
7. Evaluate business outcomes and benchmarks to assess elements of the campaign that effectively produced desired business outcomes
8. Adjust and optimize future marketing based on measurement results

Anonymized persistent IDs are able to fulfill measurement needs that cannot be met through the use of cookie-based measurement alone. Persistent IDs create the possibility of viewing customer response throughout the customer journey. This visibility enables marketers to have more precision in measuring the impact on delivery, engagement, and sales, and determine optimal media and creative investments in future campaigns.

Marketing measurement will continue to grow as new technologies are developed and customer behavior evolves. Cookie- and proxy-based marketing is likely to become increasingly outdated and a people-based measurement approach is likely to become be a critical component for marketers to create more effective marketing campaigns and measure impact on business outcomes. Customers will continue to crave more personalized, relevant messaging as technology advances – and with people-based measurement, marketers are better equipped to provide those experiences.
The evolution of marketing

Today's marketers are increasingly challenged by an evolving customer journey. The idea of the traditional, linear purchase funnel has been complicated by the introduction of a more connected consumer with access to more technology than ever before. Consumers now spend an average of five hours per day on mobile devices alone and have an average of 5.2 devices per household through which they can connect.

The proliferation of devices and messages that people are bombarded with every day is pushing marketers to become better at providing the right information at the right time. Sonya Rhee, Senior Manager with Deloitte Digital, Deloitte Consulting LLP, with vast expertise in digital and social marketing makes the case for the purchase funnel to be based around identity, specifically social identity.

“In our global digital economy, everything is vulnerable to disruption, even our fundamental view of identity. One of the key aspects of this global digitalization is that social data serves as the most stable markers of identity. People will more regularly change addresses, switch jobs, and even upgrade their phones than alter their social handles. This means now more than ever, social is the key driver to digital identity, and the basis of customer-first marketing.”

Marketers should adapt to this new environment, not only by marketing differently to their customers, but also by measuring the outcomes of that marketing differently. Increased fragmentation limits the capabilities of traditional measurement methods to capture the full view of the customer. For example, traditional measurement makes it difficult to connect a customer seeing an ad online to that same customer making an offline in-store purchase. The new marketing landscape requires a new approach: people-based measurement.

People-based marketing enables a brand to market to a specific person, rather than a cluster or group.

Whether it be demonstrating return on investment (ROI) to the C-suite or showing that a campaign increased site engagement, marketers must always provide solid evidence that they are driving desired business outcomes. With the increasing amount of data available from numerous touchpoints, a people-based measurement approach may seem complex at first; however, with the right tools and guidance the journey can be simplified and results can be delivered quickly throughout the run of the campaign.
Example of people-based measurement in practice

In Deloitte Digital's People-Based Marketing Study (see appendix), marketing practitioners and CMOs shared how and why their organizations chose to adopt this approach to measuring the success of their marketing investments. In one case, a retail company’s marketing manager was frustrated with the lack of precision in his current proxy-based measurement methodology. Every month, the marketing manager reported the business impact from marketing investments to the CMO and was unable to show impact of digital marketing efforts on offline sales as well as show how investments across different channels impact achievement of business goals. The manager and CMO instinctively knew their campaigns were leading to sales, but had a difficult time proving the connection to bottom-line results to the CEO and CFO.

With support from his CMO and CEO, the marketing manager set out to find a different strategy that would provide insights to enable more effective marketing campaigns and answer the C-suite’s business questions about return on marketing investment and lift brand awareness as a result of the campaigns. The marketing manager struggled with tying these key business outcomes to marketing messaging across multiple channels and touchpoints that the current solution was not measuring. Since the company already conducted research to understand the online and offline customer journeys, the next step was to find partners that could provide people-based insights and measurement.

The marketing team partnered with their agency as well as a MarTech firm to leverage their data and technology for test and control studies. Together, the organizations quantified lift in brand awareness and conversions by finding the incremental difference between the results of the test and control groups.

These marketing experiments could be conducted relatively quickly and inexpensively to build a business case for the CEO and CMO. The manager could also immediately use the insights from the marketing tests to improve the current campaign and establish current levels of brand awareness and return on investment to compare future marketing efforts. The CMO helped the marketing manager tell a more powerful story and relate how the results contributed to the CEO’s strategy for the company. This leadership support and the more precise view of ROI convinced the CFO to increase the marketing budget to continue a people-based approach for both marketing and measurement.

What started as a small experiment led to significant improvement in marketing execution and measurement for the organization. People-based measurement allowed for a more precise view of how marketing budget was allocated and how customers responded to specific marketing messaging. People-based measurement enabled the ability to see what resonated best with certain audiences and also uncovered new audience segments engaging with the brand. The organization continued to conduct experiments to understand the results and adjust the marketing creative,
messages, and target audiences as needed. Each month, the marketing manager was able to walk the CMO and CFO through the waterfall budget to show where the department was making the biggest impact and where to adjust allocations.

**It is time to think differently about marketing measurement**

From print to radio to television to digital, marketing metrics and measurement strategies adapt with each new medium. Every advancement has resulted in improved capabilities to target customers with relevant information and more precise methods for measuring how marketing affects customer behavior. However, the view provided was siloed by channels and fragmented across devices. As digital marketing has advanced, the need for marketers to have a single point of view on how customers are responding to ads across every media channel in the campaign mix has only increased.

As marketing continues to mature, marketing measurement must also adjust to take advantage of technological advancements. In March of 2017, Deloitte Consulting LLP conducted a survey of seasoned marketing professionals. In the Deloitte People-Based Marketing Study (see appendix), only 35% of respondents were satisfied with their digital measurement approach and 73% of respondents indicated they were open to new measurement strategies. In addition, 30 in-depth interviews with marketers revealed that their organizations are ready for a more precise method of measurement, but are unsure where to start. The following sections suggest steps for a marketer at any level to help their organization adopt a people-based measurement approach to marketing.

Data-driven marketing is not new, but the means for letting data drive marketing decisions and strategies are now considerably more robust and yield information that can be viewed throughout a campaign and at a much more granular level. This makes a people-based measurement solution both unique and worthy of consideration. People-based measurement gives marketers the opportunity to understand real customer responses to marketing messages across devices and platforms. Marketers can also compare ad performance across channels and attribute weighted credit to ads along the path to purchase. Some brands can show campaign impact by tying ads to incremental results that align with audience, brand reputation, and online/offline sales goals.

Jeff Simpson, Principal, Deloitte Consulting LLP, and co-author of Deloitte's 2016 report on the new digital divide makes a strong case for people-based measurement based on a digitally influenced
environment. “The value of adopting a people-based measurement approach is being driven by the shift to a digital economy where more brand engagement and sales are increasingly influenced by digital. This allows marketers to observe the customer through all of the twists and turns involved in a digitally influenced sale.”

There is much to be gained by organizing marketing measurement activities around desired business outcomes and deploying a people-based measurement strategy. People-based measurement can provide marketers the ability to see, with greater clarity, who is engaging with the marketing content, where they are interacting with it, and how those marketing messages are affecting their behavior. The strategy can lead to better ROI by showing marketers where and how to shift budget for increased impact. People-based measurement can help marketers tie their online ad campaigns to offline sales results for more accurate attribution. With the increase in precision and speed-to-insight, people-based measurement has the potential to change the dialogue in marketing conference rooms from “I think...” to “I know...”

What people-based measurement is and where it came from

People-based measurement is the next evolution in marketing measurement. This solution was born out of a need for marketers to plan marketing and measure marketing effectiveness at every touchpoint across multiple browsers, devices, channels, and platforms. It allows marketers to think beyond traditional measurements of clicks, impressions, and conversions into measurements of engagement, affinity, and actions.

People-based measurement technology

The first paid display ads were placed by Modem Media in 1994 -- 13 years before the launch of the first iPhone, and at a time when only 12% of Americans had internet access. Technology, and the consumers who use it, have undergone massive changes since then, and many marketers have struggled to keep up. Digital experiences and shopping journeys have fractured, with a significant portion using multiple devices within the same shopping trip, sometimes even at the same time. Staying relevant to a modern, hyper-connected customer requires consistent, relevant messaging across multiple channels and devices, and understanding the impact of that messaging requires knowing what was said to the customer, and when. While marketers have historically relied on cookie-based methods of tracking, their inability to effectively observe consumer behavior across multiple devices and on mobile has rendered them insufficient for the modern marketer.

In the face of this, many solutions have cropped up that promise marketers the ability to reconcile identities across devices. Several of these solutions are effective – many marketers have had some success with third-party audience graphs and with cookie-free tracking. But true people-based measurement takes this a step further.
Marketing measurement has long been hindered by an inability to understand how ads delivered on a platform or device influence customer actions in other environments (online or offline). With people-based measurement, marketers have the ability to measure the impact of marketing behavior across devices and platforms throughout the new customer journey, and pivot investments as a result of real customer actions. With a people-based measurement approach, marketers can understand incremental performance, channel comparability, and return on investment at a more precise, actionable level.

In the Deloitte People-Based Marketing Study, marketing professionals indicated that user privacy was the number-one barrier to entry for people-based measurement. The new, non-linear customer journey offers a deeper connection between the brand and the customer. While people-based measurement is based upon individual identities, it is imperative that no sensitive user information be exposed. Whenever possible, analytics should be performed with aggregated data, where there is no risk of exposing individual data. When a need for user-level analysis is identified, it must be performed using anonymized and encrypted identifiers, and within a secure environment.

As the saying goes, “with great power, comes great responsibility.” Marketers and publishers should be responsible for maintaining customer privacy and assure customers regarding the use of their information. Consumers are trusting brands, platforms, and publishers with their private information. If this trust is broken, it can do irrecoverable damage to the brand and potentially result in lost business.

By tying user identities through their real, anonymized IDs, people-based measurement allows marketers to understand what ads a user actually saw on the path to purchase — not just what ads their phone saw — with greater accuracy than other solutions which rely on non-ID based signals to assign an identity. The results can then be fed into the marketers’ existing measurement and analytics approaches, helping to more accurately measure delivery, engagement, and sales impact.

With the advancement of programmatic buying, technology has also brought about concerns around both brand safety and fraud. Programmatic buys have made it easy to buy thousands of digital placements quickly. However, it is critical for brands to have strong relationships with their publishers so that they know exactly where those ads will be placed and can verify that the ads will be seen by real people and not fraudulent bots.

Advances in technology created the need for people-based measurement. Technology will continue to advance and impact how marketers reach their customers. It is important for brands, partners, and publishers to remain vigilant in knowing where ads are placed and how customer privacy is maintained.
Metrics that matter

A strong people-based measurement program starts with defining the desired outcomes of a campaign, which is typically focused on audiences, brand reputation, or sales. For example, a marketer may look to increase site engagement through a direct response campaign combining paid search, Facebook, and home page takeovers on selected sites. Marketers who successfully implement people-based measurement can step outside of traditional marketing metrics like clicks, impressions, and conversions into a more robust set of measures centered on the specific business outcome desired for a campaign. By measuring the actions of real people and then determining which campaign tactics and strategies contributed to those results, marketers can demonstrate their impact and make smart media changes that contribute to improved ROI.

Andrew Dinsdale, managing director with Deloitte Digital, Deloitte Consulting LLP, appreciates the potential for attribution that people-based measurement can provide: “With traditional digital metrics, you can optimize for the click, or for reach, and you can begin to tell a story about engagement. But when you begin to use people-based measurement, you can get to the truth behind the data. People-based measurement can show you what's working, what's not, and allow you to run experiments and get to insights that can ultimately drive more value and more loyalty. This helps you ultimately create better marketing to deliver on your key goals; perhaps increase conversion, or lift brand awareness among a key and differentiated target group.”

The process of implementing a people-based measurement approach becomes simpler with a well thought-out plan, the right tools, and the right partners. If the measurement plan is not rooted in business outcomes, or utilizes a flawed methodology, it can result in partial analysis and misattribution of outcomes, which leads to inaccurate allocation of marketing spend. As one CMO in the Deloitte Measurement Study shared, “At the end of the day, I'm happy to have my team change the way we do things if we understand the incremental value gained.” It is important to view this as an experimentation model where measurement insights enable iterative changes to make each ad or campaign more effective at driving the desired business outcome.

People-based measurement enables the flexibility to choose the metrics best aligned with the desired business outcome. The metrics used in a people-based approach are not necessarily new, but are more insightful due to the precision of measuring the actions of real people instead of a proxy. The figure below represents the possible digital metrics for each outcome. Metrics in bold are key drivers of business outcomes in people-based measurement.

Survey says..

73% of marketers were open to new measurement strategies
Socializing brand-new metrics within an organization can be a difficult journey for marketers. Since people-based measurement uses metrics already familiar to the organization, practitioners will likely have an easier time convincing leadership to adjust strategy. The value of people-based measurement is that it lets marketers capture the same metrics at an individual level, rather than fragmented across devices and platforms like traditional digital measurement. Analysis based on fractured metrics can lead to an inaccurate view of marketing effectiveness. People-based measurement provides a more complete picture of the customer.

The road to adoption

Successful adoption of people-based measurement begins with the practitioner. Marketing practitioners are responsible for the execution and measurement of marketing programs, and therefore should become educators and evangelists within the organization. To gain the needed support from the C-suite, practitioners must clearly communicate the benefits of people-based measurement and the need for organizational willingness to experiment with non-traditional solutions. For example, a travel company’s senior marketing director shared in an in-depth interview that in order for his organization to adopt a new measurement approach, they must be able to test competing models, such as last touch attribution and customer lifetime value, to determine ROI.

Marketers must speak business:

“In my organization, there is no other language than business results. The CEO drives this from the top and pushes on marketing to speak his language.”

– Consumer Products CMO
Often, the tools and expertise needed to execute people-based measurement are not native to the organization. In these cases, brands should enlist partners to help them implement a people-based measurement solution. Partners can take many forms, including AdTech, MarTech, agencies who assist in campaign management and measurement, and consultancies who advise companies on organizational models, business strategy, marketing, and performance optimization.

When evaluating partnerships, it is important to look for a partner focused not only on campaign management and measurement, but holistic marketing science consultation. A good partner in people-based measurement will provide campaign and measurement plans that deliver accurate, trustworthy data illuminating how ads align to business outcomes and insight on how to best improve marketing effectiveness.

In order to build trust with brands, a good partnership should be built around the following:

- **Speed to insight**: ability to provide insights throughout the campaign at the speed of decision making
- **Transparent data collection**: ability to provide clarity on data collection methods and management
- **Easily-explained methodology**: ability to provide clarity on modeled versus unmodeled data; provide methodology for modeled data and be transparent on metric calculations
- **Validation of business outcomes**: ability to provide confirmation on accurate representation of outcomes and calculations to show incrementality, comparability, and attribution

**Leadership’s role in culture change**

While people-based measurement starts with the practitioner, it is accelerated by a supportive C-suite driving both an analytic and experimental culture throughout the organization. Florian Zettelmeyer and Brett Gordon, professors at Kellogg School of Management at Northwestern University, who regularly educate future CMOs and interact with current C-suite executives, stressed the importance of having the C-suite create processes and incentives that allow marketers to test, learn, and iterate starting at the top of the organization. Professor Gordon said, “Leadership has to say it is okay to experiment because we want to know the truth and we might not be doing the right thing.”

CEOs and CMOs are motivated to stay ahead of the competition and “lead from the front” to produce more effective campaigns that connect on a meaningful level with consumers. This can

“**For [people-based measurement] to be successful, it needs buy-in and governance across major stakeholders living in those particular business units. If you just silo it again, it will be just another part of the tool kit.**”

– Technology and Media Senior Manager
open the door for people at the practitioner level to begin steering the conversation toward the adoption of a people-based measurement approach. Proving the contribution to the bottom line can seal the deal.

Adoption of people-based measurement is an ongoing process requiring continuous proof of value across all levels of the organization. Regular reporting on the successes and failures of the people-based marketing solution builds up trust in the organization. Transparency on the achievement of business outcomes is vital to continued support in the organization and truly improving marketing efforts.

How to bring people-based measurement to life

Whether arranging people-based measurement solutions in-house or partnering with a vendor, the path to adoption is about building relationships and changing the organizational culture. Consider the steps below when implementing people-based measurement.

1. **Identify key stakeholders in the marketing ecosystem.** A people-based measurement investment requires buy-in from across the organization, as well as partners to make it happen. It is important to not only identify a champion to tactically execute the measurement plan, but to also have the backing of the CMO who will support the practitioner. It is also important to identify and partner with external organizations who have the necessary technology and expertise to make the vision a reality.

   **Take action:**
   - Identify key players in the organization who control the budget and inspire other team leaders and whose expert opinions are necessary to shape the strategy and receive required approval. These influencers could be the CMO, CFO, CIO, the head of analytics, or management or practitioners holding key relationships in the C-Suite.
   - Map out the existing ecosystem of partners and vendors to determine which current vendors can deliver people-based data. If a new partner is needed, consult industry measurement partners such as MarTech and AdTech companies, agencies, and consultancies, who may have the necessary data and tools to execute the vision.
   - Seek out publications from agencies, universities, MarTech companies, and industry analysts to better understand the benefits and latest advances of people-based measurement.
     - In Deloitte’s People-Based Marketing Study, 60% of respondents cited industry reports as an influence in their marketing measurement approach.

“This is top secret true competitive advantage type of stuff. Everybody wants to know. Nobody wants to share. It’s their secret sauce.”

– Retail Analytics VP
2. **Speak the language of the C-suite to show the potential benefits of people-based measurement**

Marketing practitioners who want to better understand their audience should work with members of the C-suite who can advance the cause. At the Kellogg School of Management, Professor Zettelmeyer argues, “Analytics is not just a data science and technology problem. It is a leadership problem because all the biggest impediments to successfully scaling analytics are ones that leaders have to solve. Once leaders get on board, the change is electric.” A large part of changing the strategy will involve going from first-order metrics, or proxies, to one that is more relevance-based and focused on business outcomes.

**Take action:**
- Understand the mission of the C-Suite and the business goals they are trying to achieve. This typically involves moving beyond the vernacular of click-through rates and impressions towards a strategy that translates those metrics to business outcomes.
- Provide people-based measurement case studies from partners or trusted analyst reports that demonstrate bottom-line results to build a business case to show how this approach provides insights based on real people using lower-risk experiments.
- Work with a partner or execute in-house directly through a platform to conduct a lower-risk experiment. Compare results of existing methodologies with people-based measurement methodology across a variety of campaigns to compare value delivered by each method.

3. **Establish business outcomes, channels, and touchpoints.** Establishing clear and measurable marketing objectives will inform channel selection and help marketers identify the specific touchpoints for engaging with customers. Every campaign should begin with the goal in mind. The campaign goal could be increased sales, increased key buying actions, or simply more site visits. The goal will inform which outcomes, channels, and touchpoints to measure. In the spirit of “test and learn,” as the results are analyzed, the channels and touchpoints may require adjustment to optimize performance. As with any measurement strategy, it is important to establish baselines for these desired outcomes to track progress.

**Take action:**
- Define the goal (brand, engagement, delivery, return or conversion).
- Understand the concepts of incrementality, cross-channel comparability, and attribution, which are key components of the benefits of people-based measurement.
- Identify the channels to utilize (website, social media, in-store, television, etc.).
- Establish the touchpoints to observe (computers, mobile phones, offline, etc.).
- Set benchmarks based on past performance for the most important metrics to measure against.

4. **Define the audience.** Identifying and segmenting target audiences based on demographic, psychographic, and behavioral information is critical. Input from relevant departments outside of marketing should be considered when understanding customers. Measuring actions of real people provides the opportunity to understand customer responses to marketing at a more granular level.

**Take action:**
• Define multiple target personas using demographic, psychographic, and behavioral information, keeping in mind the goal, outcomes, channels, and touchpoints previously defined.
  o Other departments in the organization can be a source for personas. For example, an automotive customer service representative may find audiences that need messaging around service or repairs.
• Gain people-based insights by tracking customer activity to better understand how visitors engage with the brand and its products.
• Use these insights to inform existing personas or build new ones along with identifying which personas engaged with ads or took action based on the messaging received.
• Determine how chosen targeted personas will effect targeting, bidding, and delivery strategy.

5. **Leverage partners that will supply the necessary data to determine success.** The organization may already have trusted partners with people-based measurement capabilities, but some existing partnerships may no longer make sense given the objectives of the campaign. Partners should be chosen based on defined business outcomes and may not need to change with every campaign. The litmus test for determining who stays is how well the partner helps the organization reach intended goals and outcomes.

**Take action:**
• Evaluate existing relationships to determine if they have the data and tools needed to measure against business outcomes and complement current CRM data.
• Identify needed data sources (first party, CRM, third party) and execute any required data integration.
• Uncover the gaps in the data and tools needed and find partners that can provide the necessary support.

6. **Execute people-based marketing in-house or with partners.** People-based marketing can be executed internally using a data management platform (DMP) and demand-side platform (DSP) or directly through a technology platform, like Facebook or Google. Brands looking to execute outside of their organization can work with agency or consulting partners with media buying capabilities. A DMP can help define the audience and aid in targeting campaigns accordingly. Additionally, marketers can quickly see which campaigns are performing in line with expectations.

**Take action:**
• Determine if it is best to work with partner providers or execute in-house directly through a platform.
• Build a goal-driven testing agenda before campaign launch, comprised of smaller, self-serve experiments utilizing reporting tools that allow for post-event analysis (such as major creative tests or cross-publisher reach reporting).
• Serve marketing to target audiences in separate test and control groups.

7. **Evaluate business outcomes and benchmarks.** Timely reporting is a necessity. Once the analysis parameters have been established, reports should follow a regular cadence so that
changes, if needed, can be made before opportunities are missed. Measure incrementality and comparability where possible to show impact. Be prepared to potentially see different results than proxy metrics offered in the past. Because people-based measurement allows for frequent observation, many companies review dashboards updated in real-time in addition to consolidated.

**Take action:**

- Keep the goal in mind; evaluation of outcomes should be based on the goal, outcomes, and audiences defined at the outset of the campaign.
- Analyze performance across channels, platforms, publishers, and devices to understand the comparability.
- Assess which touchpoints and surfaces deserve the most and least credit for driving business outcomes to understand attribution.
- Compare all performance against pre-established benchmarks.
- Dig into the data to understand why the goal was achieved or not achieved and identify ways to improve the next campaign.

8. **Adjust and optimize the marketing based on results.** Lastly, the true value of people-based measurement is realized when practitioners apply the lessons learned from previous campaigns to better serve the objectives of the next campaign. Do not be afraid to experiment; the relatively low cost of digital marketing enables low-risk testing.

**Take action:**

- Present campaign performance to key stakeholders and show how a people-based approach is providing a more accurate view than traditional methods.
- Make optimization or media-shift recommendations around each outcome for consideration by C-suite, media, and creative teams. For example, if one publisher failed to deliver results around desired goals, but another thrived, it may make sense to shift budget to the more successful publisher for campaigns with similar goals.
- Use people-based measurement to more effectively plan what to test and evaluate in the next campaign. This should include the target audience, type of creative, channels, touchpoints, and measurement objectives.

After the organization has used these steps to execute a people-based measurement approach once and established a foundation with the leadership team, some steps may no longer apply. As people-based measurement becomes more ingrained in the organization and more experiments are conducted, the organization should develop playbooks for each type of campaign and outcome.

**The future of measurement**

As technology continues to advance and the number of customer moments and touchpoints continues to increase, marketing measurement will need to continue to grow and advance. The number of devices and platforms on which to serve up marketing messages will only continue to increase and as a result, cookie- and proxy-based marketing will likely become obsolete.

Measurement will also continue to strengthen the connection between online activity and offline sales, providing a more granular, more unified look at the customer than ever before. This future of
measurement will turn people-based measurement from a nice-to-have solution into a must-have competitive advantage.

As organizations move towards people-based measurement, it can be easy to get caught up in the advanced technology and exponentially growing amount of data. It is important to keep in mind the foundation of marketing: the need to recognize customers, reach them, and provide them with relevant, personalized experiences.

**Conclusion**

People-based measurement matters as digital marketing capabilities expand and become more sophisticated, and people expect and require a more customized experience. This strategic shift requires bringing many people together from inside and outside of the organization. Like any cultural shift, leadership should drive and support the change with processes and incentives to make people-based measurement successful.

The success of implementing a people-based approach is driven by defining and working toward specific business outcomes from the beginning. Marketers should feel encouraged to test new ideas that will enable them to better understand their customers, continually improve the connections they are making with customers and, ultimately, feel confident that they understand exactly how their marketing programs are delivering a return on their marketing investments.

“*If there’s a measurement tool giving our competitors an edge in their marketing spend, we’ll want in on that. Of course, we prefer to have it ourselves first.*”

– Consumer Products CMO
APPENDIX

Survey methodology

The Deloitte People Based Marketing Study was commissioned by Facebook and conducted by Deloitte Digital in March 2017. This research required respondents to have a nuanced experience with people-based marketing and measurement, so the total number of possible respondents was much smaller than the entire pool of marketers in the U.S. The survey polled 154 seasoned marketers ranging from the practitioner to CMO level. The average respondent had 15 years of marketing experience. A 95% confidence level was used to test significance, with a 7% margin of error.

In-depth interview methodology

Marketers from brands, agencies, consultancies, and MarTech companies were interviewed before and after the survey was deployed. The 15 pre-survey interviews were conducted to inform the survey design. In the survey, marketers could express interest in further conversation about people-based measurement. Sixteen people from brands, agency leadership, and MarTech companies were drawn for a follow-up interview.
Thank you.

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