THE STATE OF MARKETING PLANNING

GETTING READY FOR 2022

YARD
MADE TO MEASURE

CUBED.

- Marketing planning and execution management are business practices and processes that are foundational to achieving marketing results, whether your desired outcomes are revenue, ROI, or as specific as channel performance.

- There are established best-practices that are widely acknowledged to support the achievement of better outcomes like using data insights to inform decisions and agile execution.

- How widely used are practices like these? How are marketing teams planning and executing those plans? What are the challenges and issues being faced in 2021 against a backdrop of the COVID pandemic? We wanted to know.

- YouGov was commissioned jointly by marketing agency Yard and attribution software Cubed to survey marketing leaders about how they approach marketing planning and execution.

- This is the first of what is intended to be an annual state of marketing planning report.

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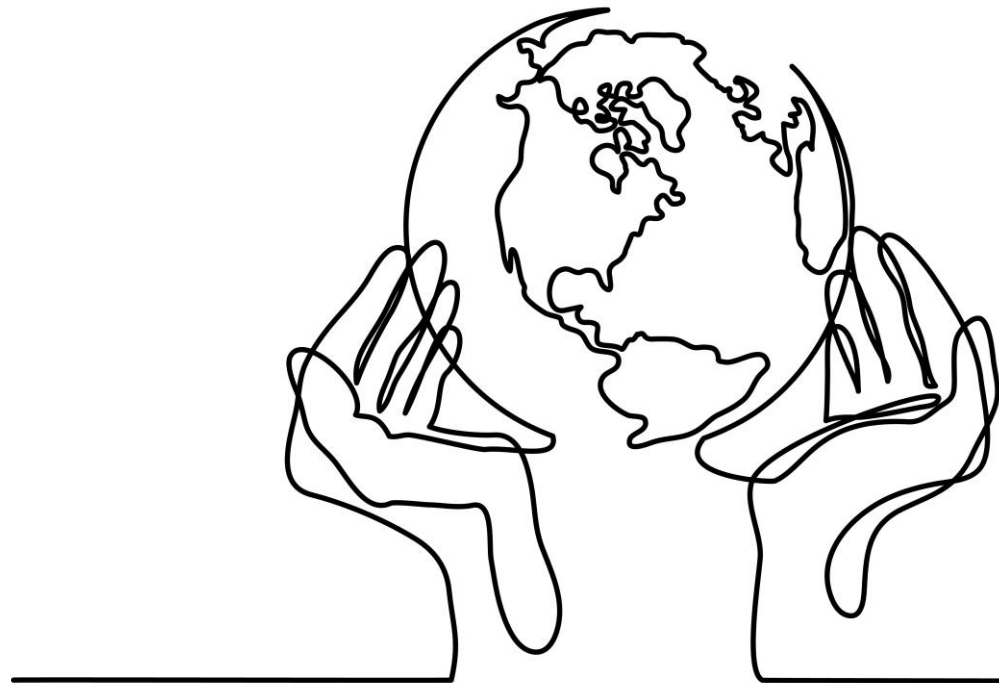
YouGov®

Yard and Cubed commissioned YouGov to conduct an online survey of 1,000 marketing decision makers in the UK. The sample was derived of respondents from 800,000+ individuals who have agreed to take part in YouGov surveys. Emails were sent to panellists selected at random from the base sample.
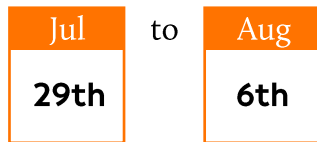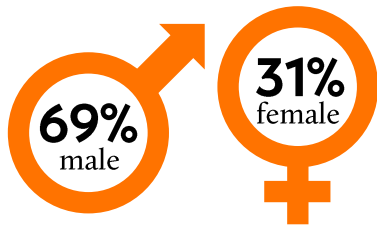
Sample:

WHERE IN THE UK DO YOU MAINLY WORK?

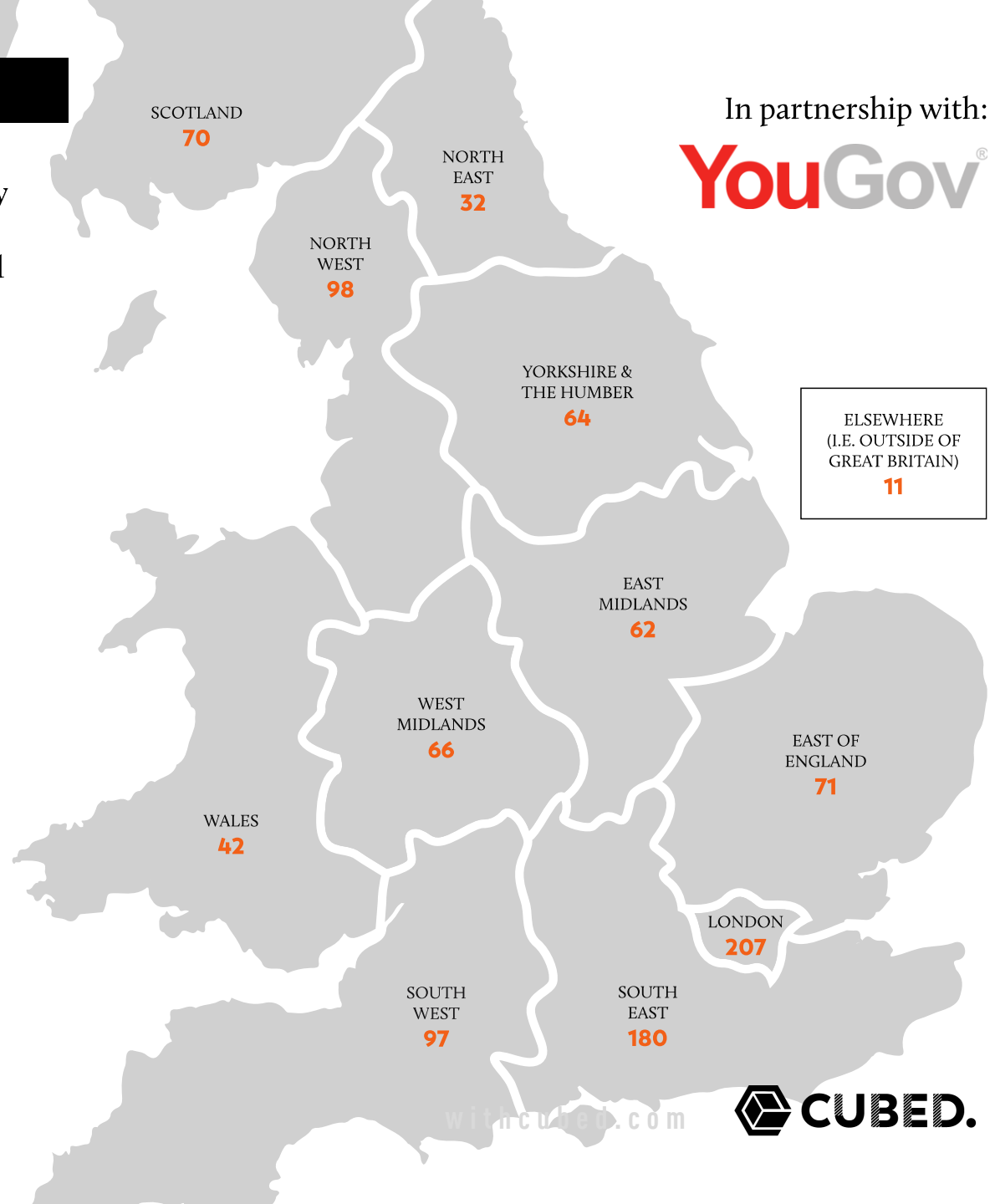# 1,000
Marketing Decision Makers

Research was conducted

Jul	to	Aug
29th		6th

Demographics:

69% male

31% female

Respondents' age:

< 35:	113
35-44:	202
45-54:	270
55 >:	412

Company age:

Less than 10 years: **33%**	10-35 years: **45%**	35 years+: **21%**

SCOTLAND
70

NORTH EAST
32

NORTH WEST
98

YORKSHIRE & THE HUMBER
64

ELSEWHERE (I.E. OUTSIDE OF GREAT BRITAIN)
11

EAST MIDLANDS
62

WEST MIDLANDS
66

EAST OF ENGLAND
71

WALES
42

LONDON
207

SOUTH WEST
97

SOUTH EAST
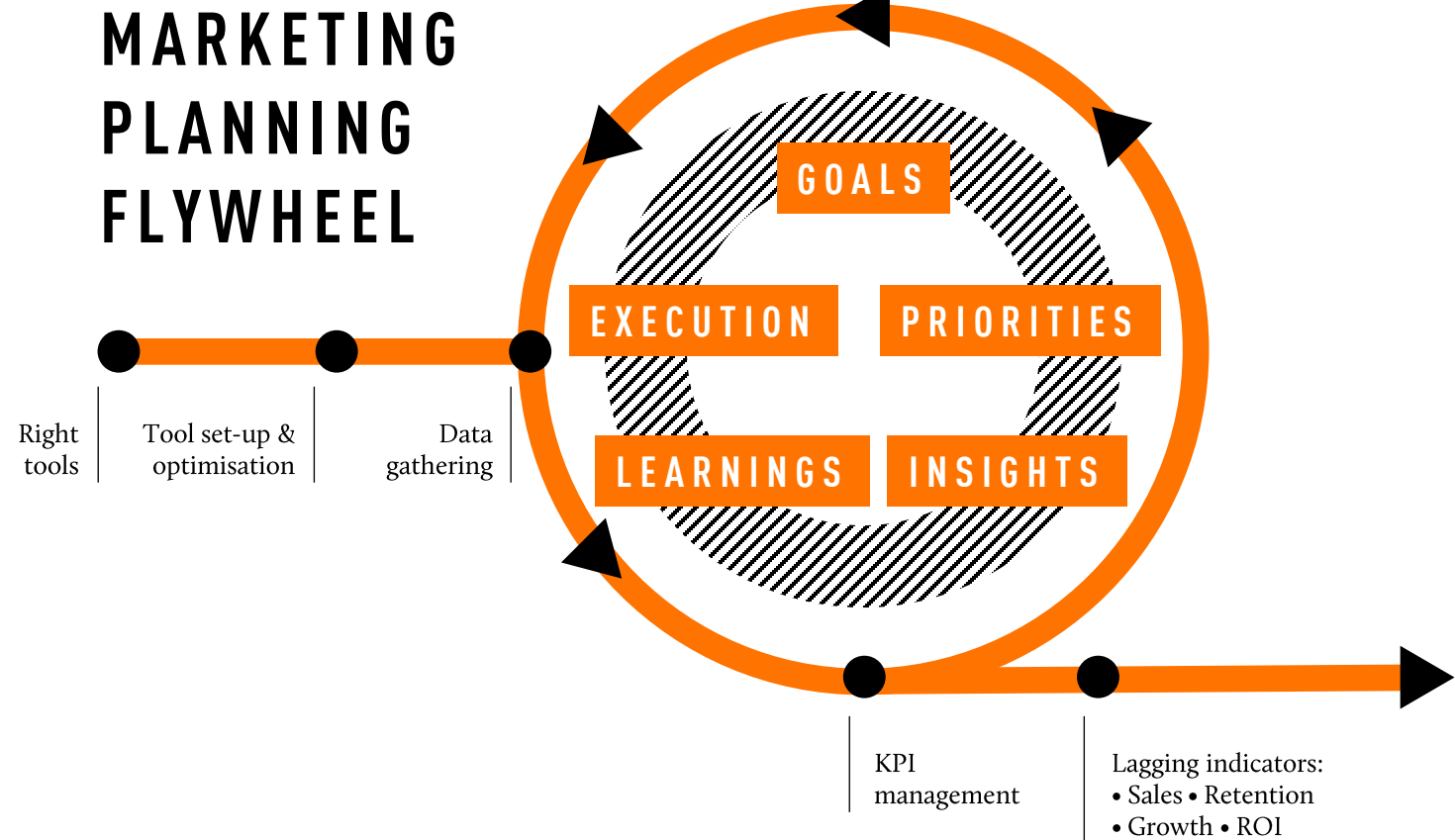**180**

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83%

of marketers are using
gut feel for strategic
decision making

- 71% of marketers plan activity on an annual or Adhoc basis.

- 83% of marketers are using gut feel when it comes to making strategic decisions.

- Only 17% of marketers' go-to for decision making is data or analytics.

- 10 out of 20 of eCommerce Marketing Managers/Directors say they struggle to pinpoint growth opportunities due to lack of analytical insight.

- 92% of those who struggle to pinpoint opportunities for growth say it's because of lack of people, time or tools.

- Research suggests that the planning flywheel for marketing might not be working optimally for many.

- There is often an issue with software investments not being fully utilised, with organisations needing to invest in optimising their software set-up and use in order to both measure what matters and develop actionable insights.

- A further issue of how marketing teams' approach both planning and execution is apparent with a broad acceptance that agile working is better - but there's a lack of structured agile working practices being implemented. This means insights may not get actioned quickly and learnings fed back to the growth flywheel.

MARKETING PLANNING FLYWHEEL

Right tools

Tool set-up & optimisation

Data gathering

GOALS

EXECUTION   **PRIORITIES**

LEARNINGS   **INSIGHTS**

KPI management

Lagging indicators:
• Sales • Retention
• Growth • ROI

92%

of those who struggle to pinpoint opportunities for growth say it's because of lack of people, time or tools.

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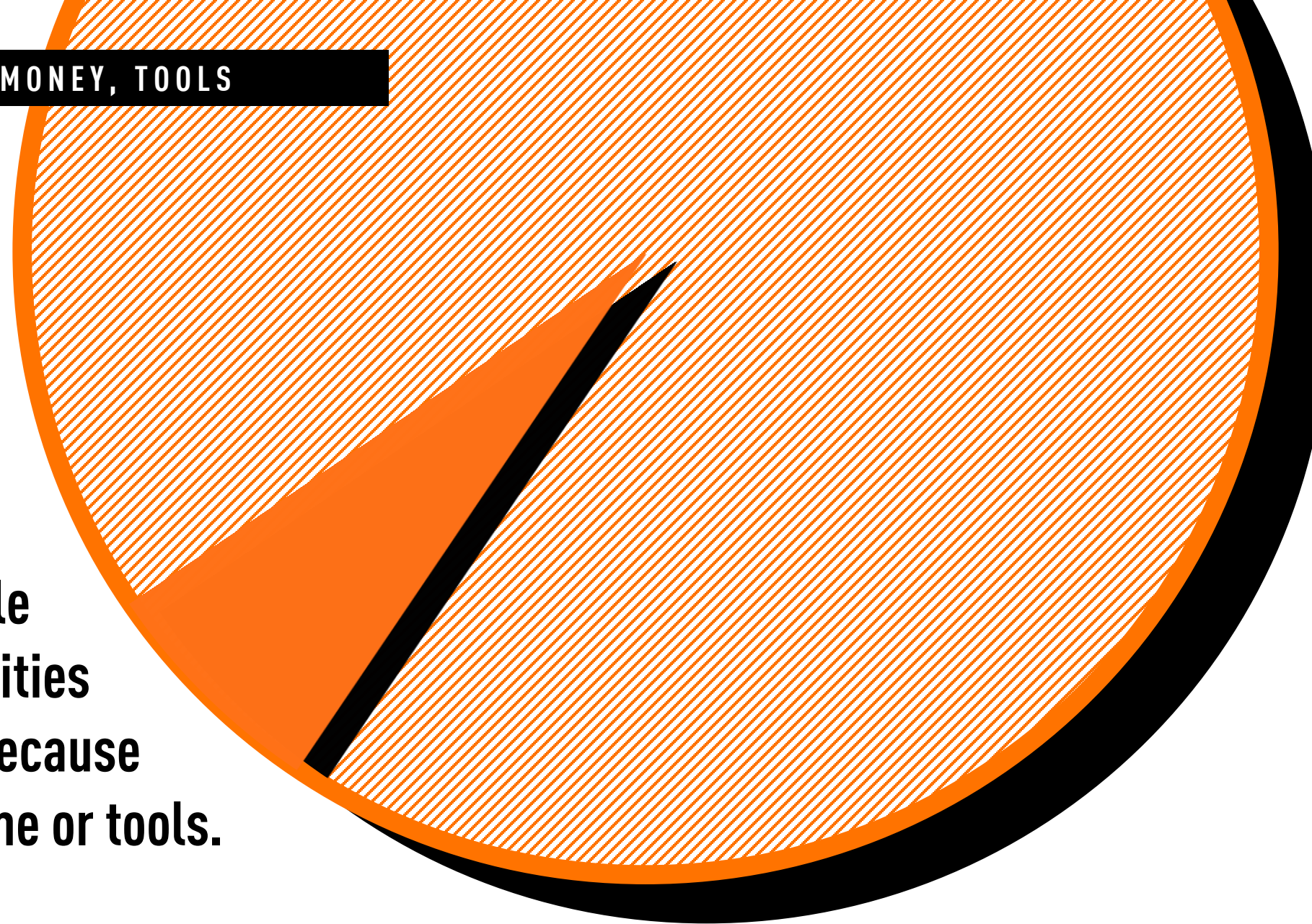
DATA SCIENCE

AGILITY

ATTRIBUTION

ANALYTICS

SKILLS

PROCESSES

MATURITY

Dedicated inhouse team

Outsourced to agency

CAPABILITY

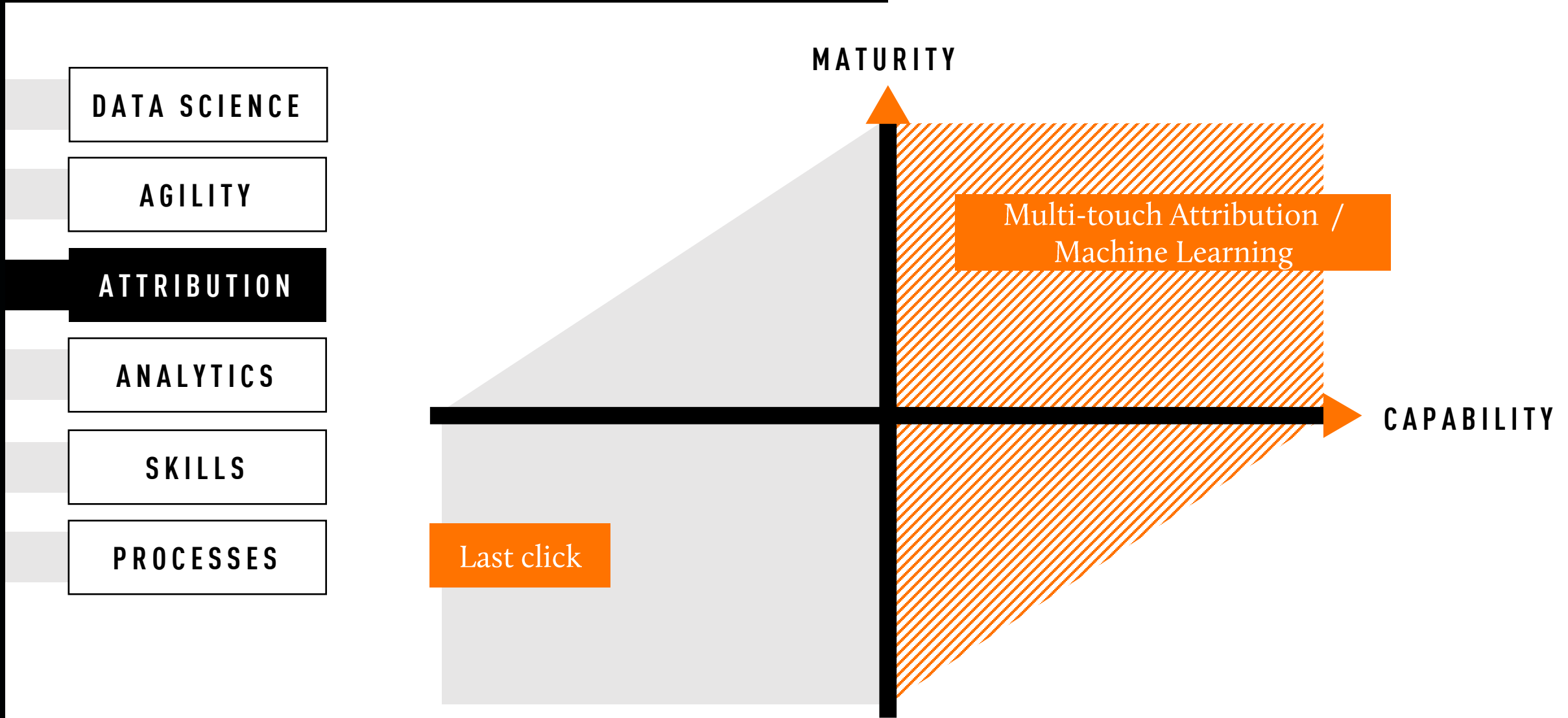None
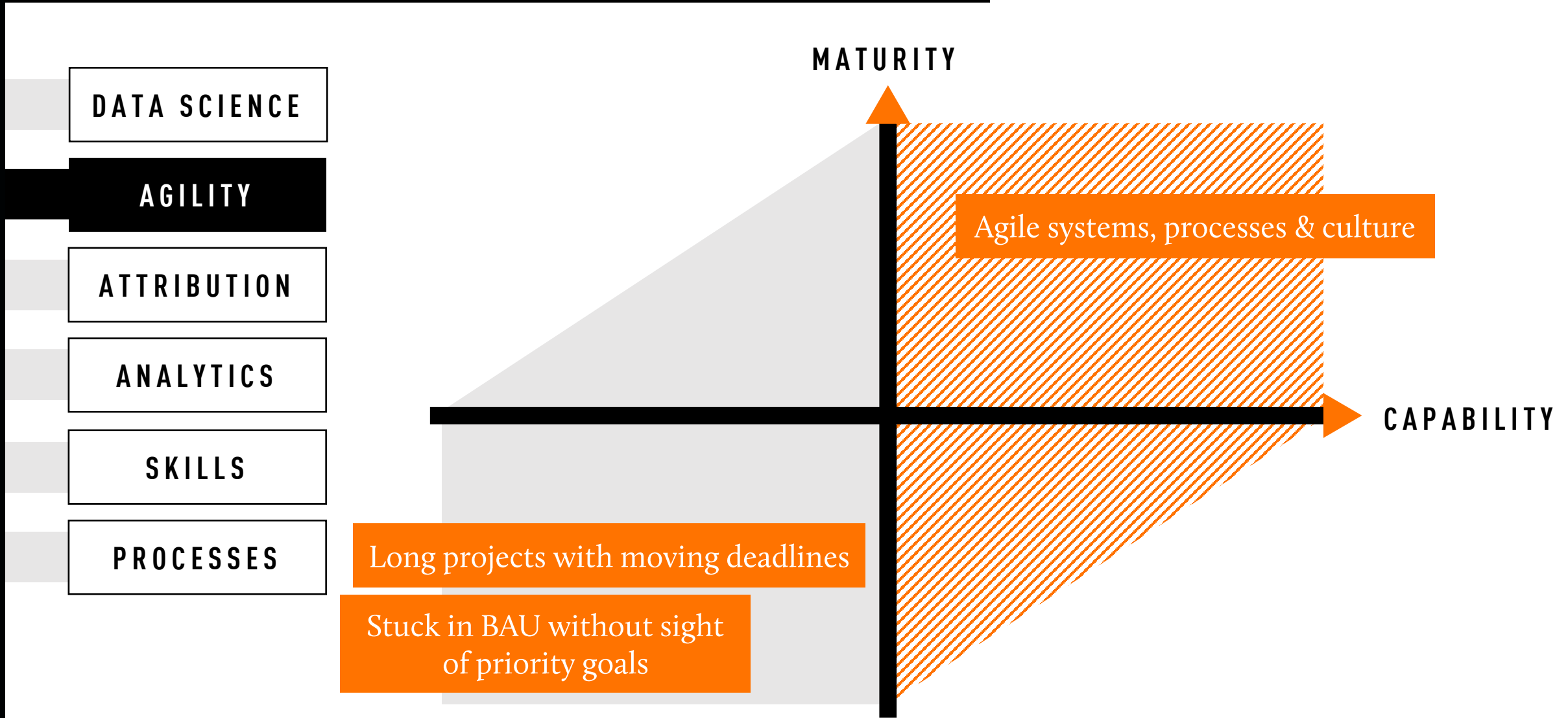
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DATA SCIENCE

AGILITY

ATTRIBUTION

ANALYTICS

SKILLS

PROCESSES

MATURITY

CAPABILITY

Agile systems, processes & culture

Long projects with moving deadlines

Stuck in BAU without sight of priority goals

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DATA SCIENCE

AGILITY

ATTRIBUTION

ANALYTICS

SKILLS

PROCESSES

MATURITY

Multi-touch Attribution / Machine Learning

CAPABILITY

Last click

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DATA SCIENCE

AGILITY

ATTRIBUTION

ANALYTICS

SKILLS

PROCESSES

MATURITY

Adobe Analytics

Coremetrics

GA 360

CAPABILITY

Free GA

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DATA SCIENCE

AGILITY

ATTRIBUTION

ANALYTICS

SKILLS

PROCESSES

MATURITY

Scheduled, regular employee learning and development

Monitoring for skills gap

CAPABILITY

Employee learning stagnant

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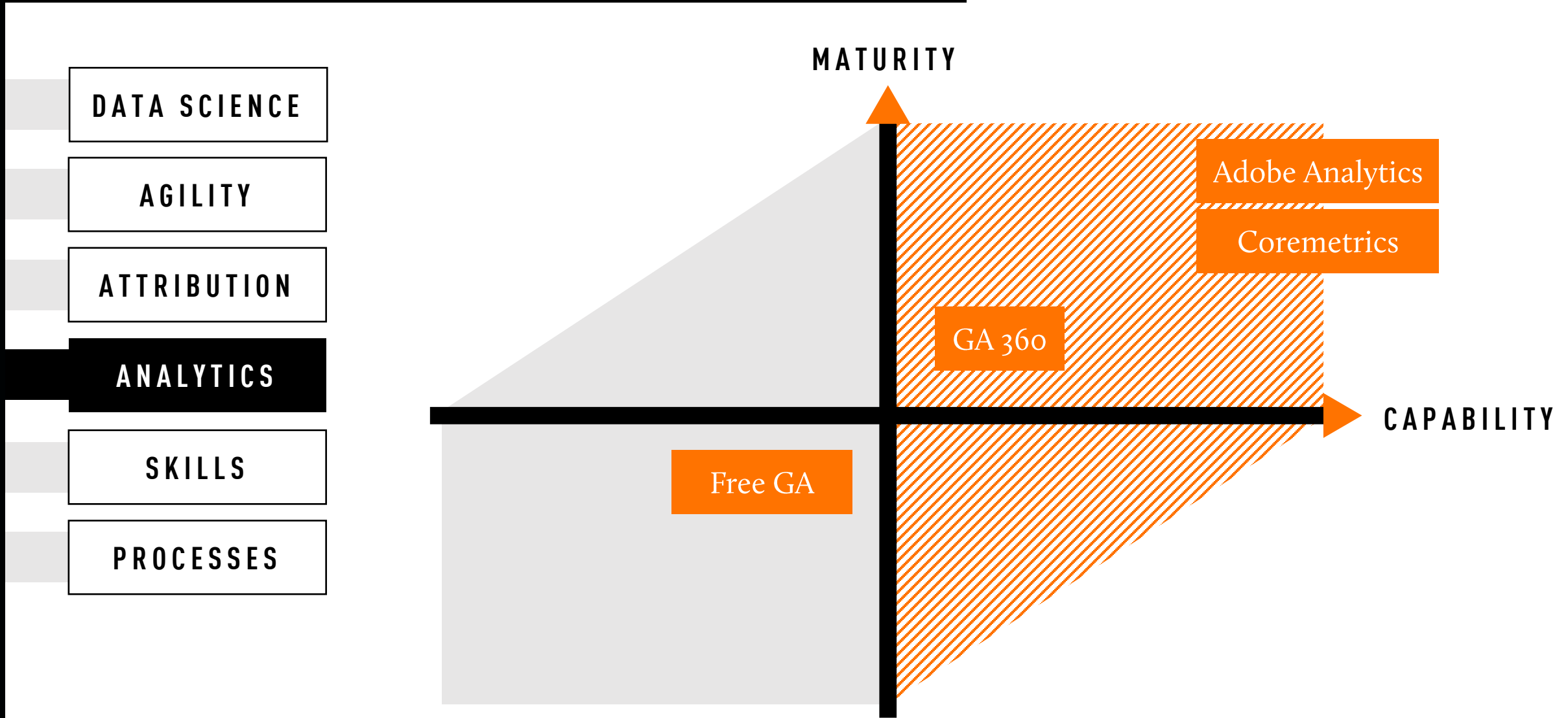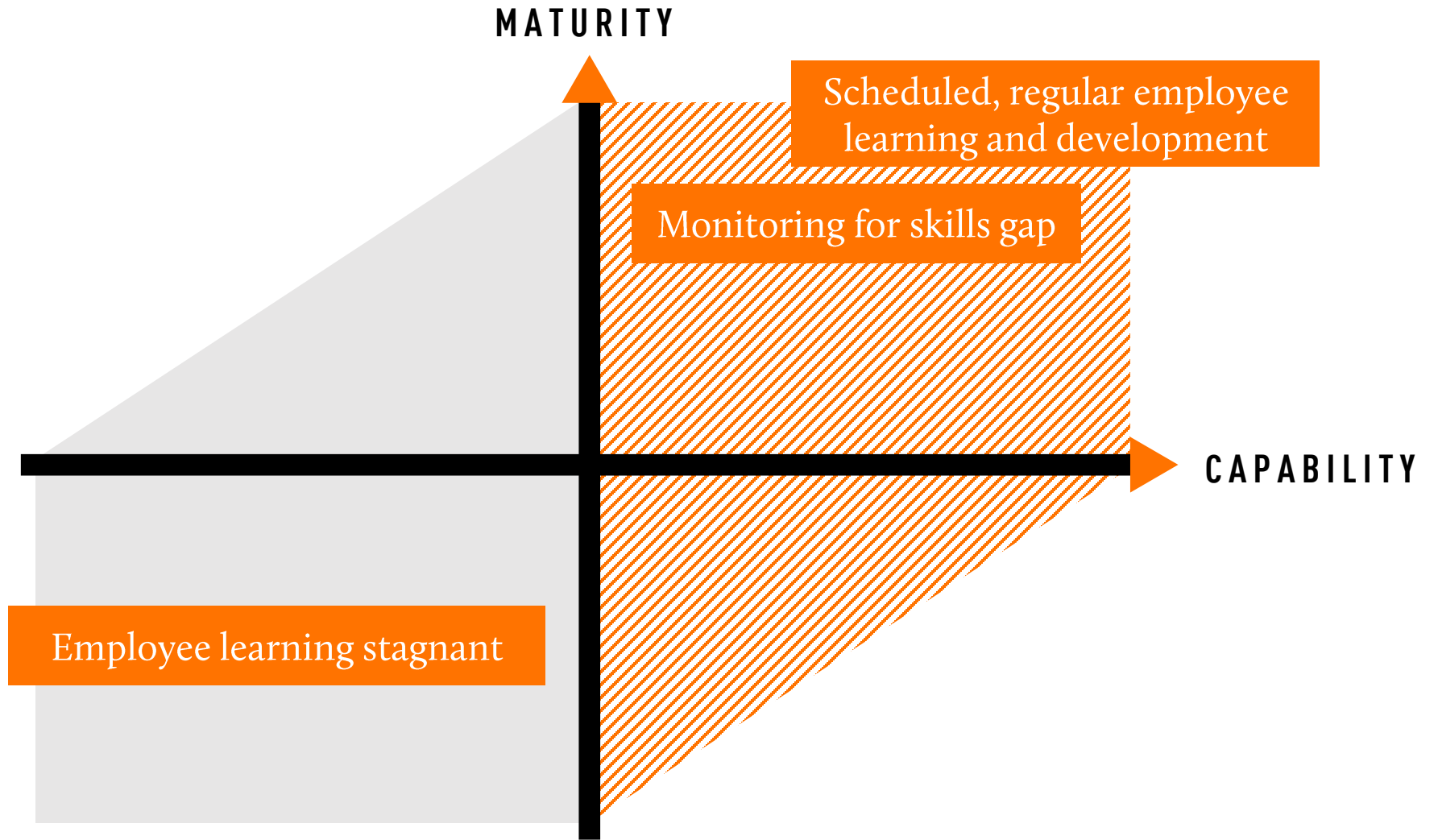
DATA SCIENCE

AGILITY

ATTRIBUTION

ANALYTICS

SKILLS

PROCESSES

MATURITY

CAPABILITY

Plan, execute, learn

Ad hoc

45% of marketing leaders do not have a formal process to set goals.

Of those that do set goals, 80% are using either KPIs, SMART or OKRs.

Why do goals matter?

- Direction / focus
- Clear priorities
- Provide meaning to work
- Accountability
- Align execution
- Stimulate learning, collaboration and innovation

40% ADHOC

28% MONTHLY

23% QUARTERLY

31% ANNUAL

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'Highly successful agile transformations typically delivered around 30% gains in efficiency, customer satisfaction, employee engagement, and operational performance; made the organisation five to ten times faster; and turbocharged innovation.' McKinsey 2021

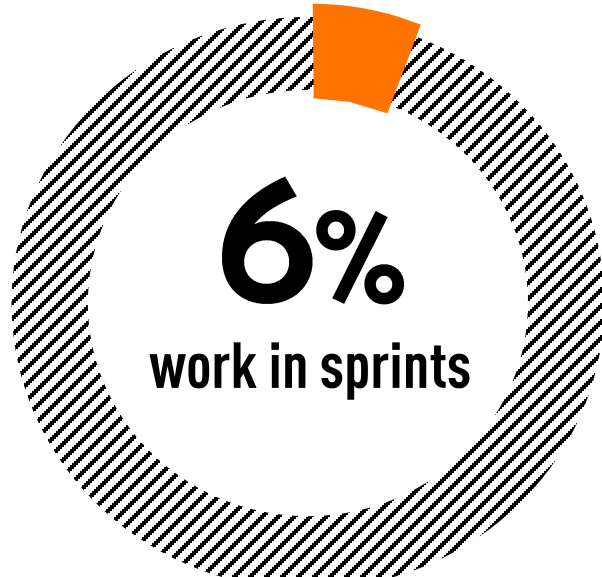Complete and actionable data is needed to direct work and measure efforts.

Without data, organisations do not know the impact, can't close the experiment or carry learnings forward.
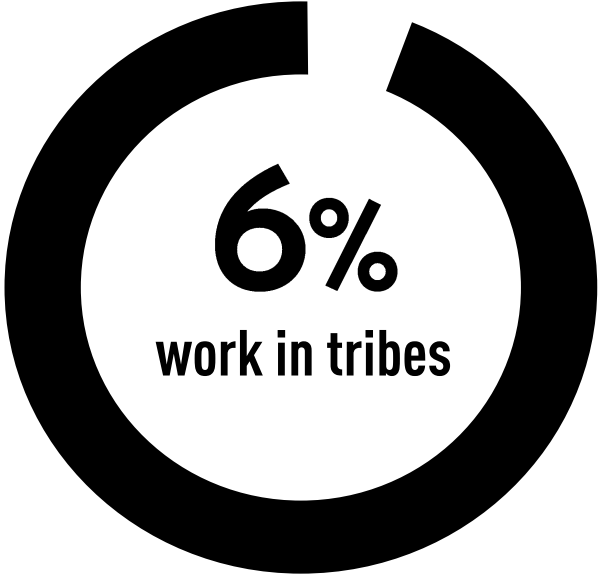
50%
of marketers are not working in agile ways
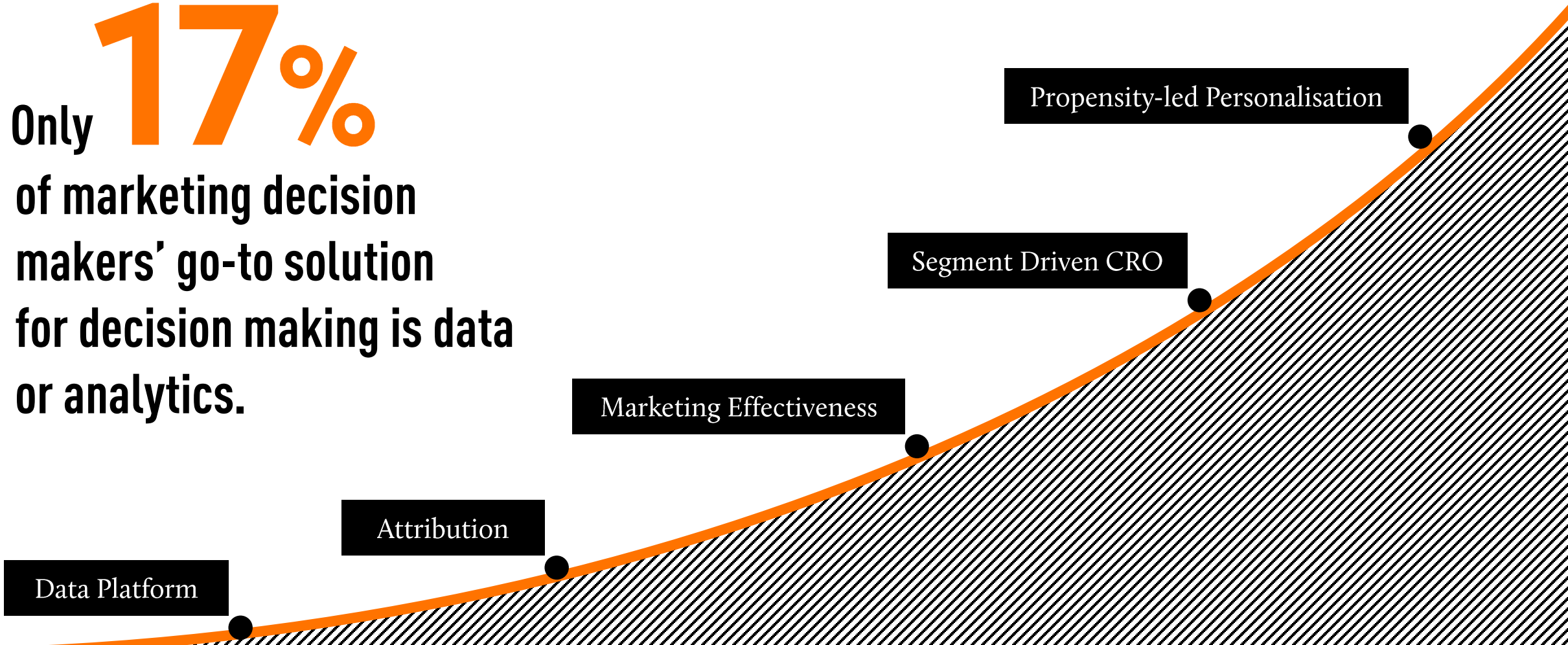
9%
daily stand ups

6%
work in tribes

6%
work in sprints

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Only **17%** of marketing decision makers' go-to solution for decision making is data or analytics.

Propensity-led Personalisation

Segment Driven CRO

Marketing Effectiveness

Attribution

Data Platform

84%
of top 50
eCommerce companies in UK have an inhouse data science team

Top performers within eCommerce specifically are consolidating their positions by being better set-up to use data and marketing spend more effectively.

Cubed helps marketing teams to get the data they need to close the insight and ROI gap.

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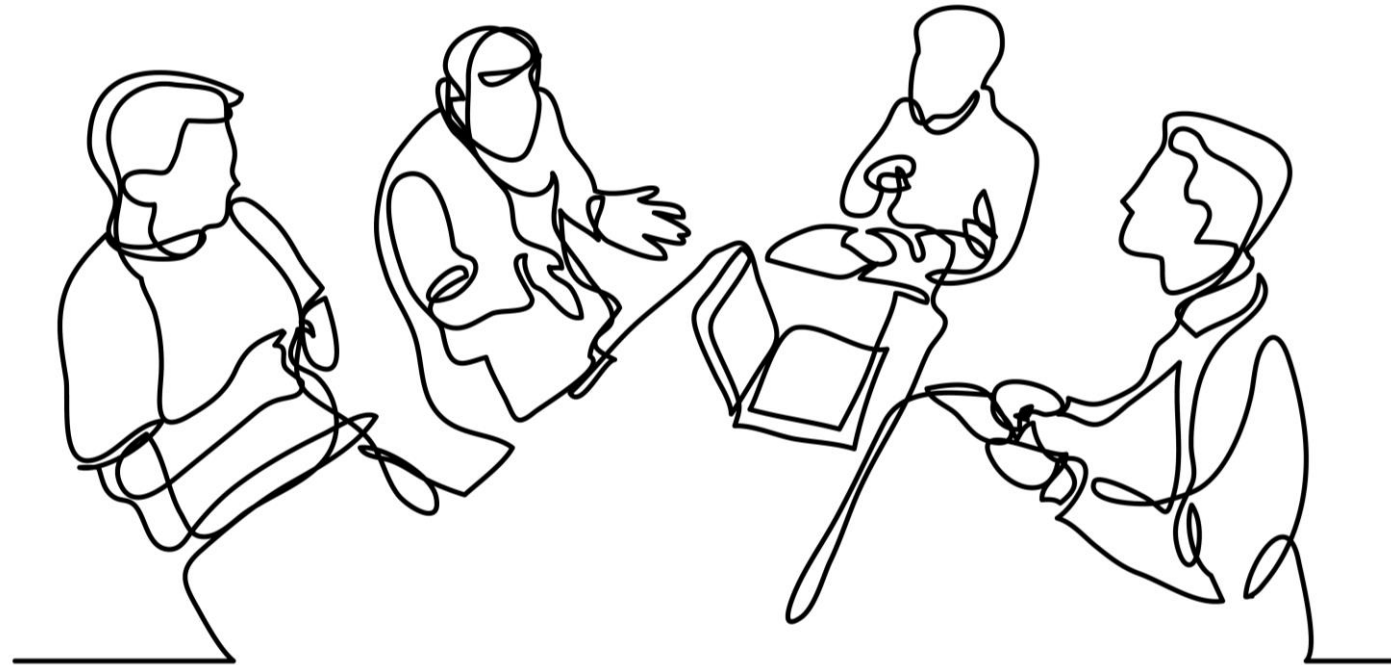
Research conducted by Yard.

With so many channels, and types of customers, it can be hard to know exactly where or how to focus your efforts. Or even where to start. Multi-touch attribution (MTA) is a way to allocate credit to each marketing touch point that preceded a conversion within a customer journey. It provides a quantifiable evaluation of your marketing efforts and their direct and traceable effects on revenue, allowing marketers to report on activity and allocate budgets effectively.

Leading marketing teams are using advanced MTA models. Cubed uses a custom MTA model built upon propensity modelling. This is based on a neural network (advanced machine learning model) which is constantly training, learning which user behaviours makes a person more likely to buy.

Cubed gathers a robust amount of data about your customers – which pages a user visits, their previous purchasing history, their previous visits, how long they've been a customer, lag since last visit, duration on site and events such as checkout started to name a few. All of these data points are then passed to the Cubed model which makes an informed prediction about the influence of each touchpoint. This fact alone makes this approach far superior to others on the market.

"Cubed has been transformative for us. It has enabled us to think smarter than even before, even during the pandemic. Sales have increased to an all-time high."

Simon Boice – Head of Digital Performance Marketing

Lovehoney®
the sexual happiness people™

Yard is a UK based digital marketing agency with deep expertise in analytics set-up, attribution, budgeting and forecasting. Yard's data teams are Cubed and Adobe implementation experts and offer several complimentary services:

KEY SERVICES IN DATA

Analytics Implementation
Yard have 15 years' experience in full analytics implementations and support in Google Analytics, Adobe Analytics, WebTrends, IBM and Coremetrics.

Marketing Data & Analysis
Yard gives your teams the know-how to use your chosen tech with confidence. This allows them to access and view data seamlessly, gaining insights that inform smart marketing decisions.

Analytics Training
Yard create and deliver tailored training, guides and documentation for beginners and advanced users. Use the technologies that your business has invested to their full potential.

Marketing Data Optimisation
Yard drives customer acquisition and retention through data optimisation, using research methods such as A/B testing, test design and management, rule-driven, data-driven and propensity driven personalisation and next best action.

Data Science for Marketing
By applying data science modelling, Yard understands online journeys and predicts future consumer behaviour. This allows brands to serve the right content and experiences via targeting and personalisation technologies.

Data Insight Driven
Improvements
In Marketing
ROI & Agility

ANALYTICS IMPLEMENTATION

Start

Marketing
Data Analysis
& Insight

Data Science
For Marketing

MARKETING DATA OPTIMISATION
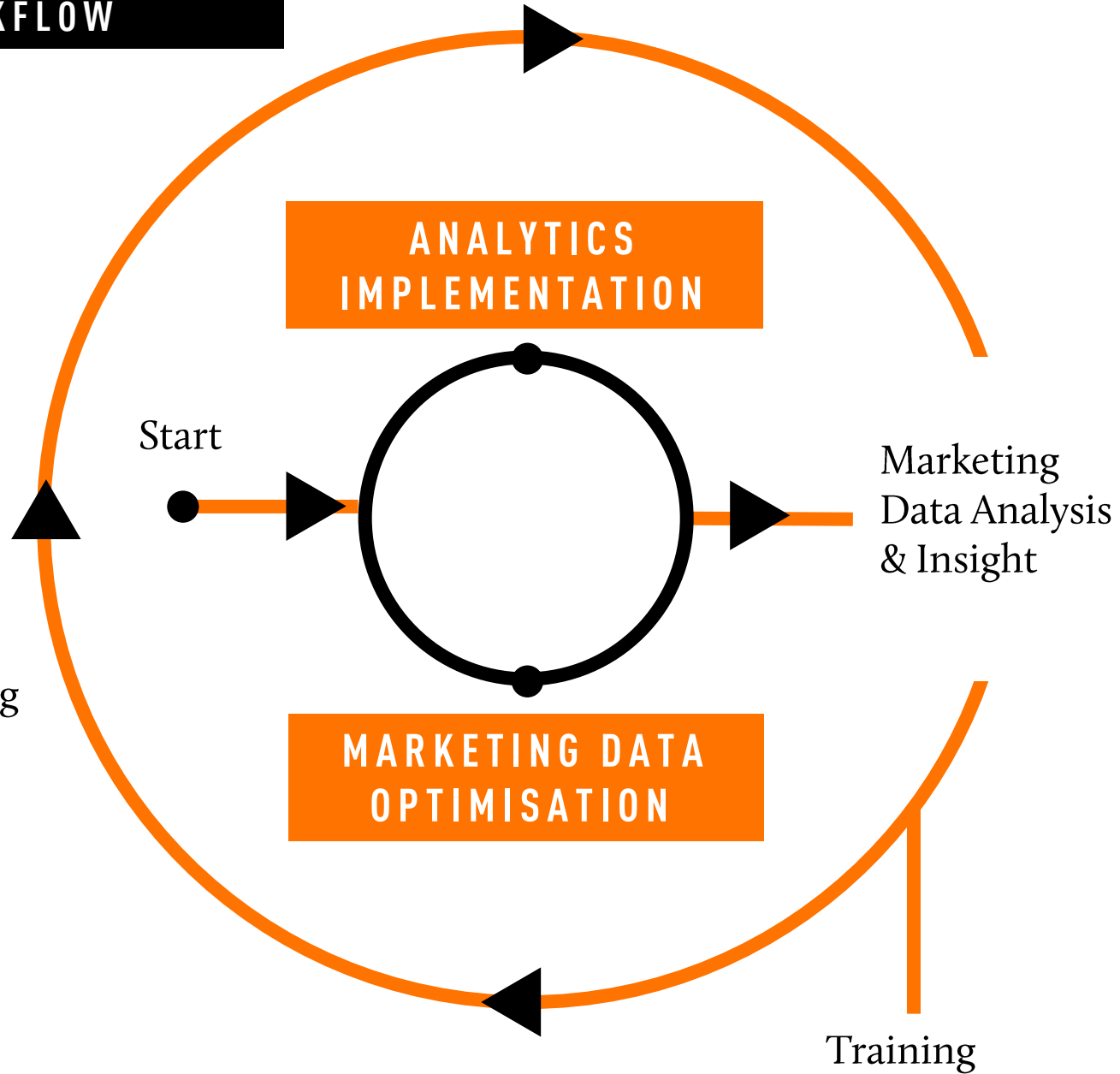
Training

Cubed is a multi-touch attribution software that uses machine learning to understand and predict user behaviour. It is constantly training; learning which actions makes a person more likely to buy. This level of insight provides brands with the data they need to lead in their market.

How does it offer a solution to our findings?

Cubed facilitates marketing teams to work in an agile manner. The software encourages regular planning and full utilisation of data and analytics. Cubed aggregates data from millions of touchpoints – and provides genuinely actionable insights. It clearly defines the activity brands should keep, start and stop doing, creating a stream of agile marketing experiments to ensure continual test and learn.

Teams are formulated to optimise activity based on growth opportunities and identify then resolve gaps should they occur, whether they be in terms of skills, time or tools. No revenue opportunity is left untapped. From campaigns to keywords, affiliates to SEO, brands

are positioned to put budget where marketing performs. The true value of each channel is made clear, making both investing and forecasting easier. This allows investment in the channels, campaigns, ads, content and affiliates with the highest ROI potential.

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If you'd like to find out more about Cubed or the data services Yard offer, we'd love to hear from you.

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Alternatively, if you'd like to see Cubed in action simply >   **REQUEST A DEMO**