

# **BUILDING THE FUTURE INSIGHTS FUNCTION**

*Aligning Insights & Analytics Strategy, Structure and Capability  
to Support Customer-Centric Business Growth*

In today's global and technology-enabled market, customers and employees demand more transparency and value from the brands and companies they do business with.

Business leaders face unprecedented complexity and are forced to answer profound questions: **what** business are we in, **why** do we exist, and **how** do we organize for success? **Marketing2020** combined the world's most forward-thinking minds with deep practical experience and hard data from a dedicated global survey to address those questions. The findings garnered much attention and were highlighted in a 2014 *Harvard Business Review* cover story.

**Insights2020** is the next deep-dive in the series of '2020' studies, and offers Insights & Analytics (I & A) leaders a strategic framework as well as practical guidelines and best practice examples for aligning I & A strategy, structure and capability to support business growth.

### WHO

Insights & Analytics leaders and decision makers with the ambition of partnering for business growth. Over 350 CEOs, CMOs, I & A practitioners and thought leaders participated in in-depth Insights2020 interviews.

### WHY

The Insights2020 findings, tools and the I2020 network help Insights & Analytics leaders align their strategy, structure and capability to drive customer-centricity and partner for business growth.

### WHAT

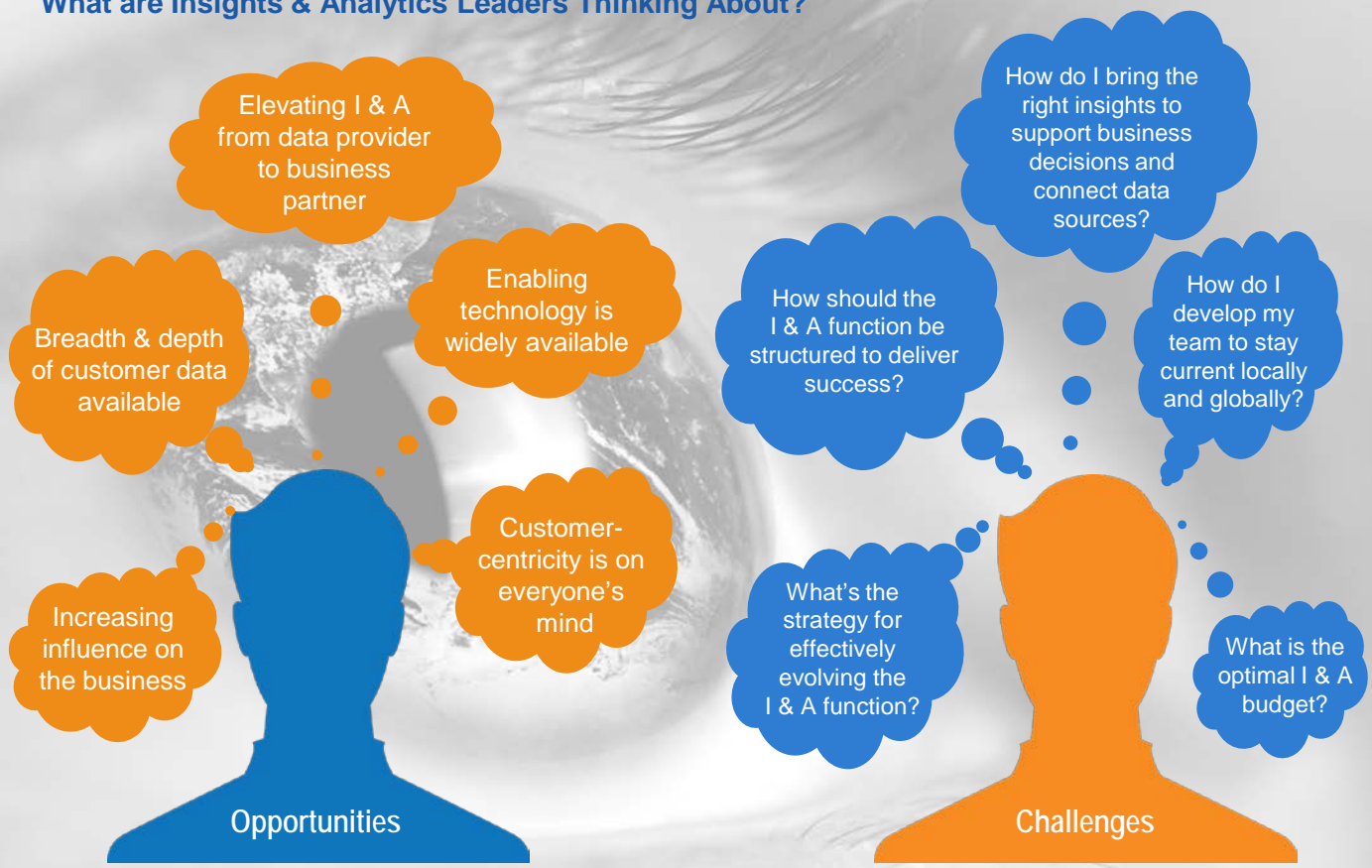
Insights2020 identifies ten customer-centricity drivers that support revenue growth over-performance and offers Insights & Analytics leaders a dedicated I & A effectiveness benchmarking tool, a holistic implementation framework, as well as practical tools and industry peer to peer networking to help increase I & A effectiveness and drive customer-centricity.

### HOW

The **Insights2020 PulseCheck** is being leveraged by leading Insights & Analytics practitioners world-wide to better align their I & A strategy, structure and capabilities to partner with the business and help drive customer-centric business growth.

*Continue reading for a top-level summary of the Insights2020 initiative and findings, and a detailed description of the **Insights2020 PulseCheck** tool now available.*

## What are Insights & Analytics Leaders Thinking About?



## Insights2020: The World's Largest and Most Comprehensive Study of its Kind

Insights2020 focuses on identifying **WHAT** the drivers of customer-centricity are and **HOW** to achieve customer-centricity within an organization.

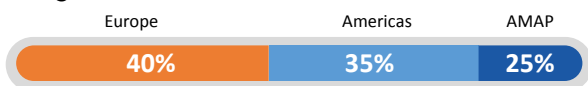
### Insights2020: Key Facts

60 Global Markets  
 350 Vision interviews  
 10,500 Survey Respondents Worldwide

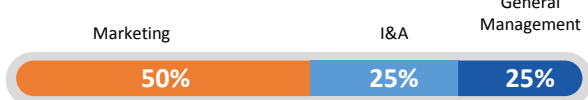
- LinkedIn behavioral analysis
- Wharton crowd sourcing
- 8 Global research teams
- Cross-industry, cross-function

### Insights2020: Global Quant Survey Participants

#### Region



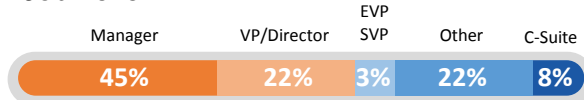
#### Function



#### Job Scope



#### Job Level



## Key Insights2020 Findings

- Customer-centricity is a *strategy* to deliver business values against customer needs and guided by brand purpose; not a *set of activities*
- Revenue growth over-performers consistently focus on three key lenses of customer-centricity: *Total Experience*, *Customer Obsession* and the *Insights Engine*
- Ten *drivers* of customer-centricity are associated with revenue growth over-performance



## Insights2020: Top Insights & Analytics Opportunities Identified in Survey

Insights into action across all touchpoints



Behavioral data



Personalization



Brand purpose



**Especially True For Over-performers**

## Insights2020: Top Insights & Analytics Challenges Identified in Survey

Internal silos & bureaucracy



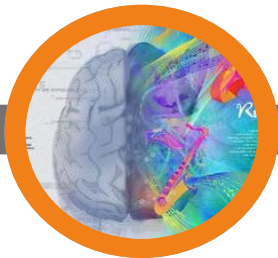
Legacy of structure & functions



Making sense of data



Recruiting whole-brain people



**Especially True For Under-performers**

**Especially True For Over-performers**

## Insights2020: 10 Drivers of Customer-Centric Growth

1. Purpose-led
2. Data driven customization
3. Touchpoint consistency

Linking everything to a clear brand purpose



Creating experiences based on data driven insights



Insights & Analytics to drive consistency across all touchpoints



4. Embraced by all
5. Leadership priority
6. Collaboration
7. Experimentation

Customer-centricity is fully embraced by all functions



Customer-centricity is a top priority for leaders



Working closely with customers



Embracing risk and experimentation

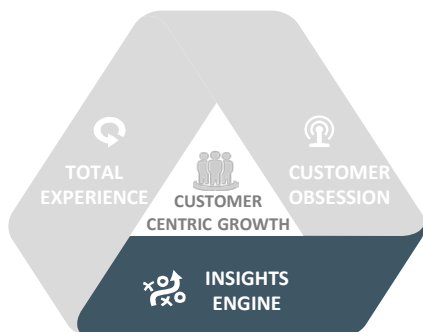
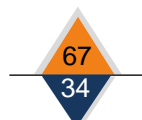


8. Leading role of I & A
9. Unlocking the power of data
10. Critical capabilities

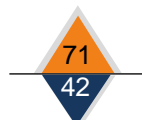
Insights & Analytics leading the business



Linking data sources to distil insights



Hiring whole-brain people



## Insights2020 PulseCheck: Leveraging Insights2020 for Your Organization

- The **Insights2020 PulseCheck** is a benchmarking and strategic agenda-setting tool to help align your I & A *strategy, structure and capabilities* using the key drivers uncovered in Insights2020
- The benchmark highlights areas of strength and opportunity compared to average and best-in-class insights organizations
- Organizational structure and team capability deep-dives provide an understanding of how to strengthen your insights function
- A customized and practical Insights2020 blueprint offers a roadmap to building world-class I & A strategy, structure and capabilities



## Insights2020 PulseCheck: Specific Focus Areas

- Customer voice understanding
- Influence: Usage of data and analytics
- Mapping of customer journey
- Assessing I & A service and partner strategy
- Benchmarking spend levels of I & A
- Business, whole-brain, creative & storytelling skills
- I & A mindset & capability benchmarking
- Assessment & actionability of existing programs
- Comparing organizational structure, roles & levels
- Budget and staffing levels

## Insights2020 PulseCheck: Sample Outputs



Dashboards that give an overview of health across all functions



Deep-dives across key industry specific categories



PulseCheck output dashboard

Insights2020 → PulseCheck2020: How does it work?



**Project Scope (7 – 10 weeks)**



*The output is a blueprint for Insights & Analytics strategy, structure and capabilities to support customer-centric business growth.*



**Contact**

To learn more about Insights2020 and the PulseCheck2020 benchmarking and agenda setting tool, please contact your account representative or visit our website.



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[www.insights2020.org](http://www.insights2020.org)

## Insights2020: An Insights deep-dive on Marketing2020

### The Insights2020 Challenge

- In today's evolving digital world, what we do in I & A has changed beyond recognition, but how the function is organized has not
- Looking toward the year 2020, many global I & A leaders are asking themselves how to better align their I & A strategy, structure and capability to support customer-centric growth



*Insights2020 deep-dives on Marketing2020, a study featured in HBR*

### Specific Insights2020 Focus Areas

- Role of I & A in driving business strategy and growth
- Organizing the I & A function in terms of structure and processes
- Building the capability – equipping the I & A function for success
- Emulating the leadership competencies and behaviors of over-performers

## Insights2020 Advisory Board



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**Unilever**



Sir Martin Sorrell  
**WPP**



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