# 2015 WFA/Decideware Business Intelligence Procurement Survey

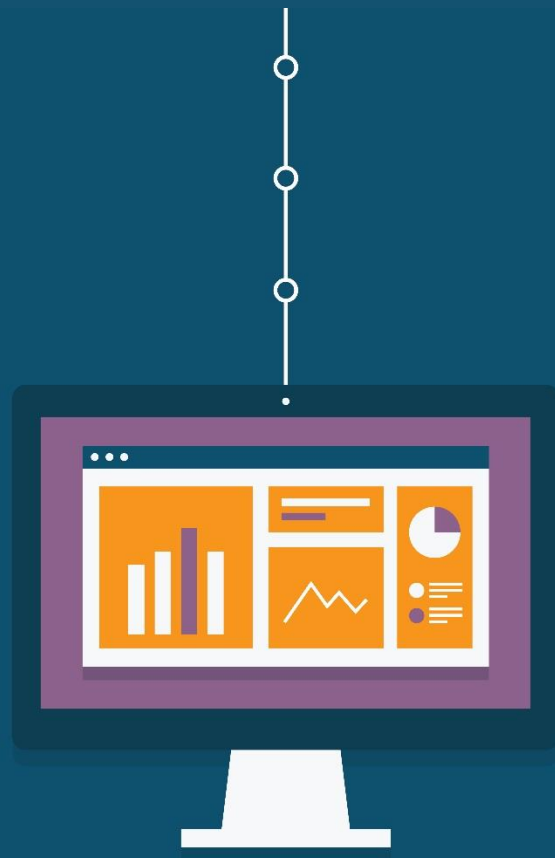# Contents

# Chapter 1:  Introduction

WFA/Decideware Business Intelligence Survey

# WFA and Decideware Launch Survey on Business Intelligence

The survey, conducted as a partnership between the WFA and Decideware in May 2015, sought to understand the key stakeholders and processes that companies utilize to manage data.

**55 companies** took part in this global research with responses coming mainly from marketing sourcing specialists. While results are not statistically relevant, they are indicative of the thoughts and actions of global multinationals within the WFA membership.

# Data is vital to better decision making…

**90%** of respondents say that understanding and managing data is critical or essential when making informed decisions on how to deliver their business objectives.

A strong majority, **88%** of companies, indicated that they could make better sourcing/commercial decisions if they had access to more robust data.

Marketing procurement and agency management (including marketing operations) dominate as the primary target recipients for reports and outputs, with combined answers of **52%**.

Business Intelligence

Data Analytics

# …currently things are not where they need to be…

However, only **30%** of respondents felt that they have good and efficient access to their data.

Not surprisingly, the use of Excel is very widely used, with **85%** of the respondents indicating that they use it to manage and understand data.

And only **19%** of companies surveyed indicated that they felt that their Business Intelligence practice has reached a higher level of maturity.

# ...key stakeholders are not getting the visibility they need...

**16%** of Brand Marketing / CMOs (often the key budget holder) are the primary recipients of reports and outputs and **20%** are the secondary recipients.

**15%** of Indirect Procurement / CPOs (often the direct reporting line) are the primary recipient of reports and outputs and **19%** are the secondary recipients.

**12%** of Finance / CFOs (often the drivers of fiscal oversight) are the primary recipient of reports and outputs and **23%** are the secondary recipients.

Brand Marketing

Indirect Procurement

Finance/CFO

# ...improvement is being requested now!

**75%** of respondents said they would like to have a more robust data management program in place.

Agency fee & Scope of Work was rated at **87%** as the most important area to have more or better data to help meet and exceed their business objectives.

And **68%** of respondents said that they would like to improve their data management and interpretation capability in the near future.
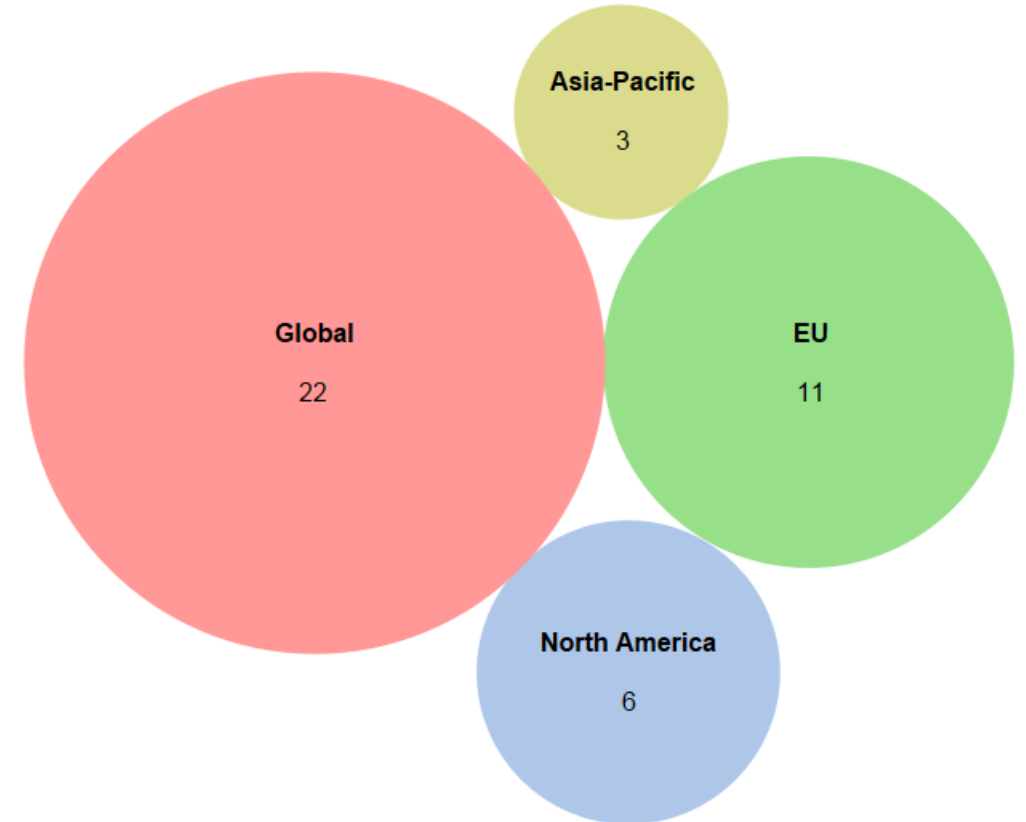
# Chapter 2: Current Stakeholders and Practices

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# Geographical Remit

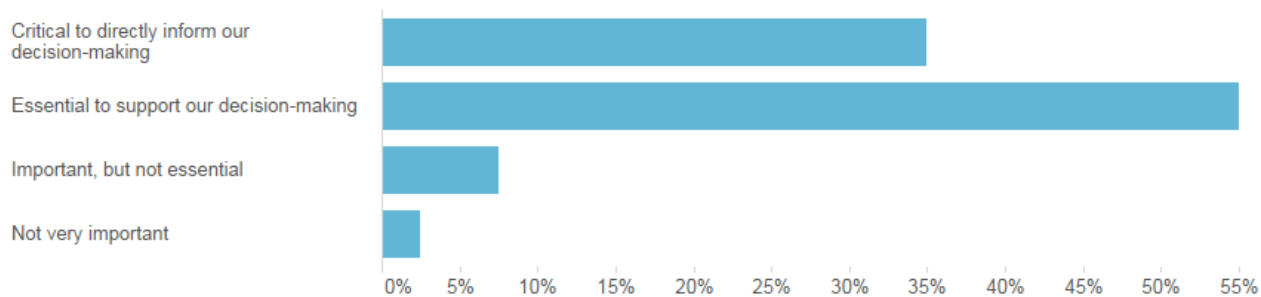**What best describes your geographical remit?**

**22%** are Global

**11%** from EU

**6%** from North America

**3%** from Asia-Pacific

# Understanding and managing data



**How important is understanding and managing DATA when making informed decisions on how to deliver your business objectives?**

**90%** of respondents say that understanding and managing data is critical or essential when making informed decisions on how to deliver their business objectives.

Only **1 respondent** felt that understanding and managing data was not very important when making informed decisions on how to deliver their business objectives.

# Business Intelligence Practice

**How would you describe the Business Intelligence practice in your Marketing Procurement Environment?**

Only **19%** of companies surveyed indicated that they felt that their Business Intelligence practice had reached a higher level of maturity.

The majority of respondents, around **39%**, felt that their Business Intelligence practice was immature.
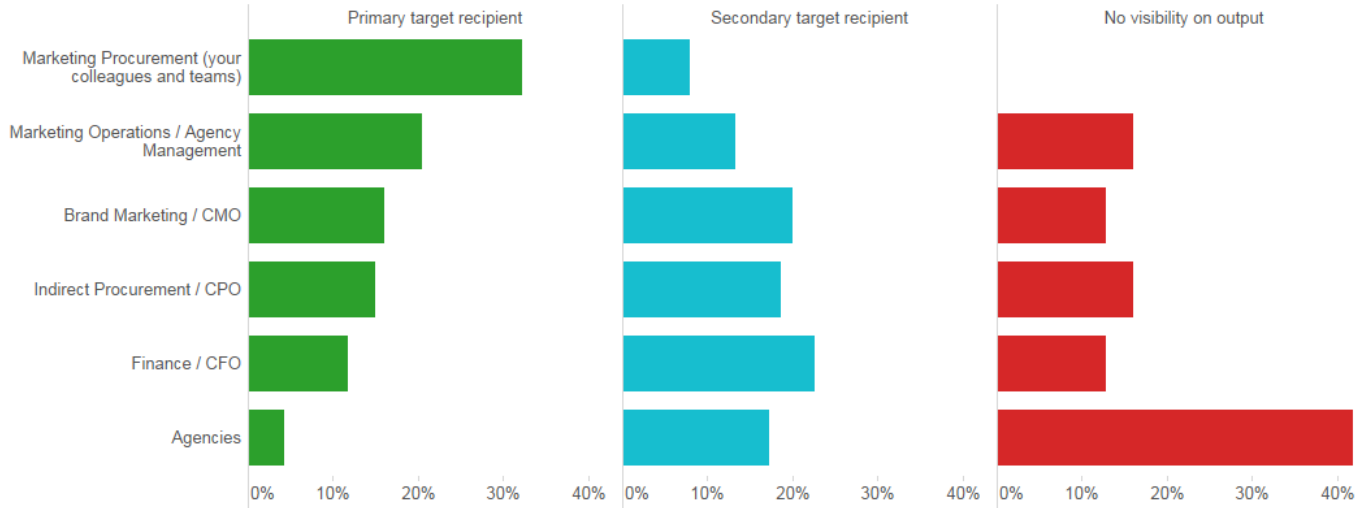
In aggregate, **32%** of respondents answered that they have either do not have, are in the process of creating, or only have an informal Business Intelligence practice.
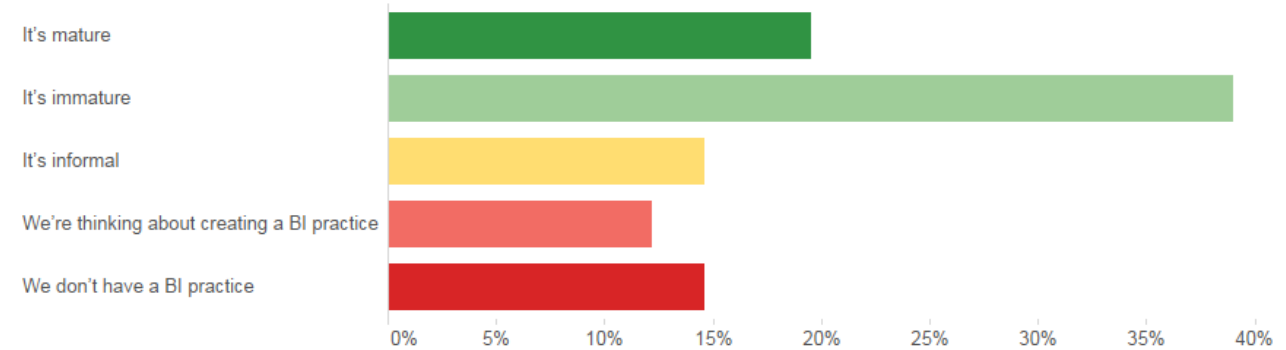


*"We have BI for directs and commodities"*

*"It's pretty good but we're in the process if improving and formalizing it."*

*"Typically it's silo driven, though some of the big core data is centralized"*
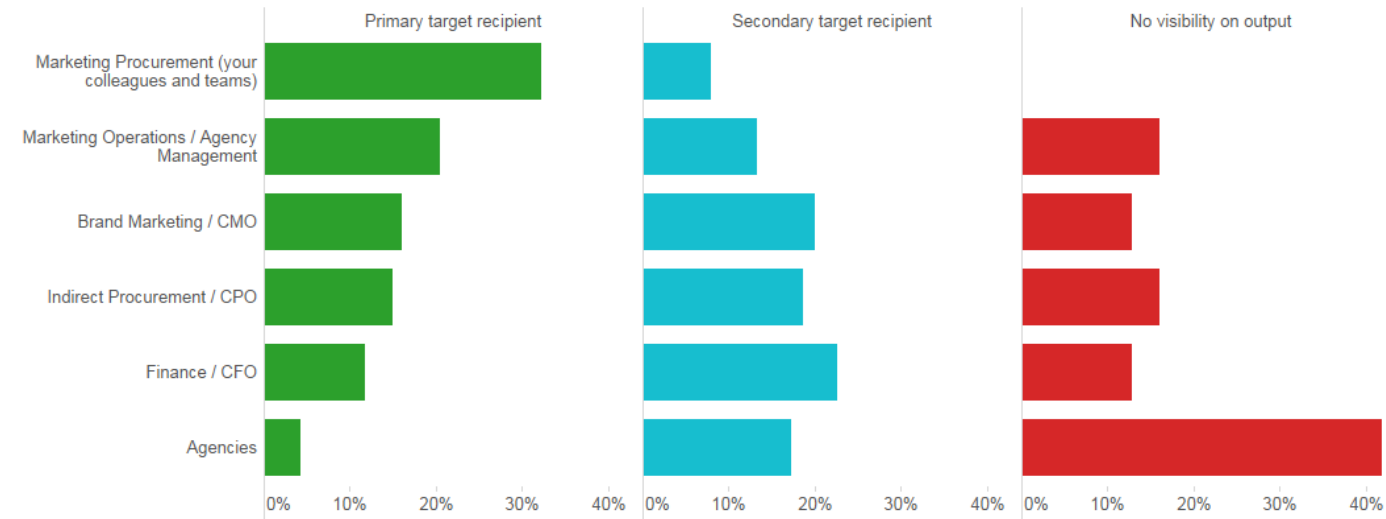
# Main Stakeholders…



**Who are the main stakeholders that receive the reports and outputs driven from the data marketing procurement manages/owns?**

**52%** of Marketing procurement and agency management (including marketing operations) dominate as the primary recipients for reports and outputs.

**16%** of Brand Marketing / CMOs (often the key budget holder) are the primary recipients of reports and outputs and **20%** are the secondary recipients.

**15%** of Indirect Procurement / CPOs (often the direct reporting line) are the primary recipients of reports and outputs and **19%** are the secondary recipients.

## ...Main Stakeholders (cont'd)

**Who are the main stakeholders that receive the reports and outputs driven from the data marketing procurement manages/owns?**

**12%** of Finance / CFOs (often the drivers of fiscal oversight) are the primary recipients of reports and outputs and **23%** are the secondary recipients.

**42%** of recipients say that their agencies have no visibility into reports and outputs.

# Chapter 3: Data Management

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# Data Management (Agree/Disagree)

■ Agree  ■ Neutral  ■ Disagree
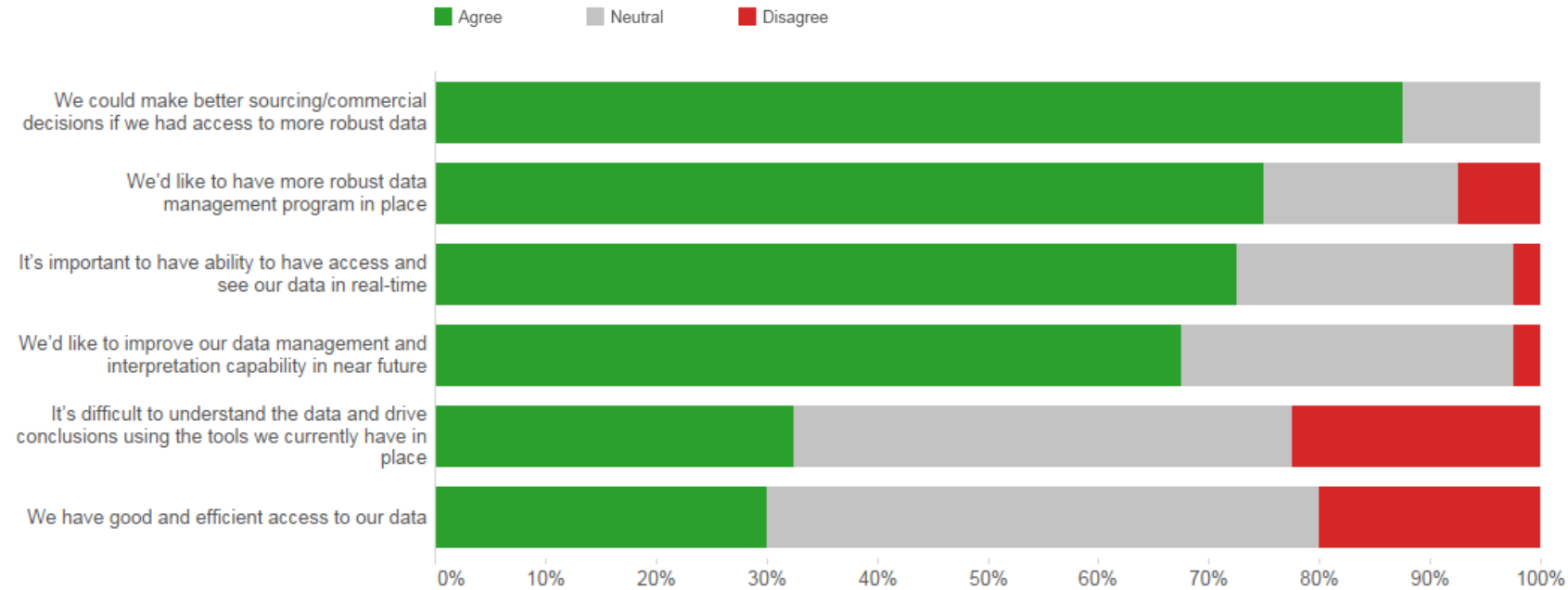


**How strongly do you agree/disagree with the following statements?**
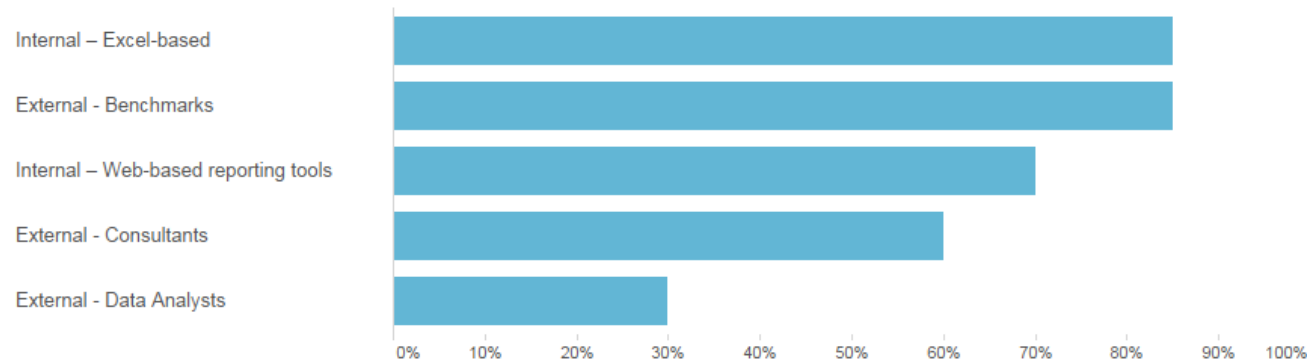
A strong majority, **88%** of companies, indicated that they could make better sourcing/commercial decisions if they had access to more robust data.

**73%** indicated that it's important to have the ability to have access and see their data in real-time.

However, only **30%** of respondents felt that they have good and efficient access to their data.

**75%** of respondents said that they would like to have a more robust data management program in place.

And **68%** of respondents said that they would like to improve their data management and interpretation capability in the near future.

# Tools and Resources



**Which tools and resources do you currently use to manage and understand data?**

Not surprisingly, the use of Excel is very widely used, with **85%** of the respondents indicating that they use it to manage and understand data.

Equally important is using external benchmarks, with **85%** of respondents indicating that they use it to manage and understand data.

**70%** of the respondents said that they use internal web-based reporting tools to manage and understand data.

*"Data management platform being selected. Data warehouses."*

# Areas to have more data

**In which areas would you like to have more data (or better understanding of the data you have) to meet and exceed your business objectives?**

Agency fee & Scope of Work was rated at **87%** as the most important area to have more or better data to help meet and exceed their business objectives.

Agency performance & KPI's data was rated **76%** to help meet and exceed their business objectives.

Production spend data was rated **68%** to help meet and exceed their business objectives.

Agency evaluation & SRM data was rated **66%** to help meet and exceed their business objectives.

Media spend data was rated **58%** to help meet and exceed their business objectives.
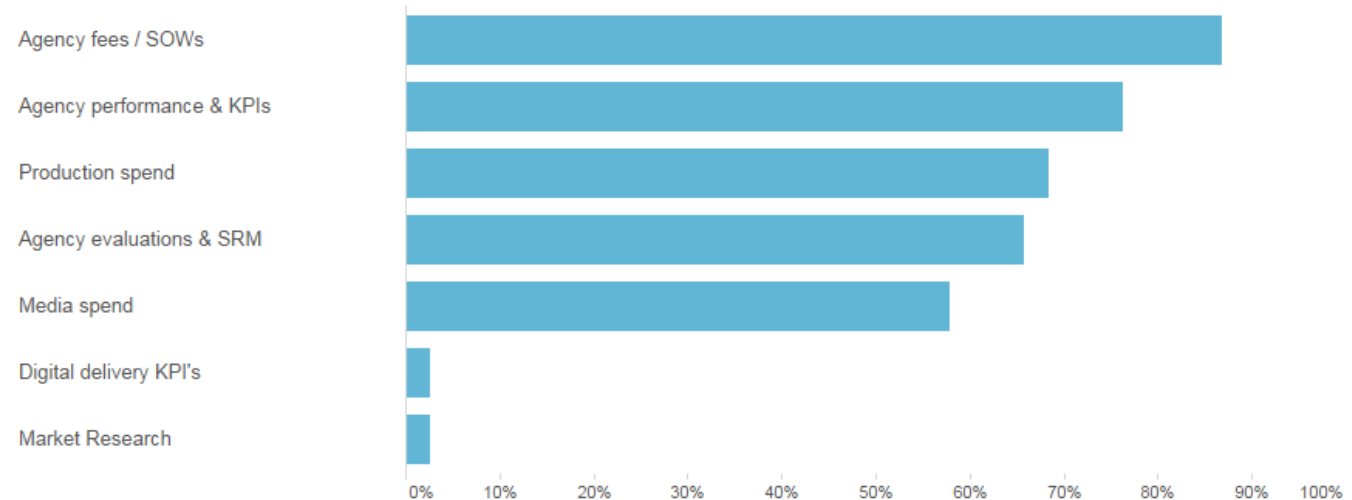
# Innovations in data management & delivering value

**What innovations in data management have helped you? What would help to do your job better and to deliver more value to your business?**

**Data**

*"Our BI data is not available easily, only on request and approval, after some deadline (this is a reason for which I haven't use that). Easy access & possibility to make simulations and analysis per regions / countries would be the best improvement."*

*"1) More efficient access to data / we spend a lot of time collating data from markets and rolling up globally.  2) More credibility in data reports when produced"*

*"We would like access to better, more timely, more robust data. Especially as it relates to ROI."*

**Reporting**

*"Web based reporting tools"*

*"We recently spent time and money on joining two SAP systems we were using with another 3rd party costing tool. This helped us get better visibility and end-to-end reporting."*

*"Internal BI Reports by spend are the categories that have helped us. External Benchmarking on Media, Production and Agency Fees will help do our job better and deliver more value to business"*

**KPI and ROI**

*"Benchmarking across priority markets, priority brands, regions. e.g. FTE, Fees, brand ROI, media KPI, media ROI"*

*"Automated roster/credential and evaluation, SOW in process, DMP for media/CI. ROI/econometrics."*

*"Marketing setting the RIGHT KPIs" would help our job better and deliver more value to our business."*

# ...Innovations in data management & delivering value (cont'd)

## Better Tools

*"Online SOW & Agency Performance Mgmt tools. Robust real-time spend visibility. Currently not available in my current role. "*

*"Data consolidation tools which can translate data in several formats. Also visualization tools such as Tableau has helped immensely."*

*"Spend Cube Internal Benchmark Tool"*

*"Aggregation tools would always help... Different supplier offerings help to direct our data needs; more so on a 'when we need it' situation"*

## Improved System and Process

*"We are starting a full media audit including digital and have a data storage tool for market research we are able to work with in real time."*

*"We are working on a Procurement Dashboard on showing all our KPI and analysis on one sight..."*

*"More robust system instead of all invoice information in excel with a high possibility on errors."*

*"Harmonization of internal systems (in process)"*

*"Leveraging our relationship with internal IT teams has proven very successful."*

*"Single global database on PO and invoices... real time. Deeper real time access to SOW definition and tracking would be great."*

# Chapter 4: Recommendations

# Top recommendations

**Lastly, what top recommendations would you make to marketing procurement teams looking at developing Business Intelligence capabilities?**

**1. Define Requirements and get buy-in**

*"Define which kind of report / data you would get (which data for which usage).  Don't get too much data / criteria at the same time.  Rish is to not be able to correctly interpret the data (which data for which goal).  Get frequent data to be able to interpret & make decision making through the year.  Ensure proper data are collected (zero default in data source)"*

*"1. Business buy-in from all key stakeholders depts (no point doing it, if it isn't supported)  2. Understand what you intend to do with the data / output  3. Remember that data is one part of the story and discussing the info with the right people is where the real insight comes...*

*"Agree on common language  - keep the classification simple  - keep reporting limited to quarterly frequency max"*

## 2. Data and Simplicity

*"1. Look for flexibility tools that can fit for tomorrow.   2. Ensure the tool/data outputs have credibility within the business, e.g. align with Finance as a key partner.  3. See how it can link through the entire source-to-pay process."*

*"Try to get a better idea for what data you currently have before generating more. Find suppliers that can help you interpret your data, not just help you generate more."*

*"Dedicate budget.  Dedicate resources.  Demonstrate correlation between data and results."*

*"Keep it simple   - Tell a story/visualise the data  - Agree that the BI and KPIs will be monitored with stakeholders and suppliers in order to avoid confusion and disagreement later on."*

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# Top recommendations (cont'd)

### 3. Dashboards

"Live data.  Synergy with other data dashboards in the Marketing organization.  Flexible."

"Rather invest once in a good system than building a not so well developed system  - Build some useful dashboards."

"Have a very good system expert in your team who knows to optimize existing tools and has the right contacts within the internal IT department."

"Create Internal BI that is robust and can provide granularity of data for proper classification.  - Possibility of External Benchmarking to be aware of where we are against other comparable companies  - Have real-time data for analysis

### 4. Collaboration

"I do not think we are best practice here:  1) Alignment to business reporting wherever possible so this in itself doesn't create extra work.  2) Focus on key outputs rather than realms of data which we do not have time to process.  3) Spend time defining with stakeholders data required."

"1. Evaluate current ERP landscape  2. Build a Long term (internally) vs. short (Externally) term BI strategy   3. Business Case"

"Build it into workflow processes"

"Meeting with external experts; Agency Pitch and Bidding; Own the related knowledge."
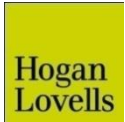
Please note: All WFA benchmarks, survey results, agendas and minutes are reviewed by Lovells LLP, the WFA's competition lawyers.

**WFA Competition law compliance policy**

The purpose of the WFA is to represent the interests of advertisers and to act as a forum for legitimate contacts between members of the advertising industry.  It is obviously the policy of the WFA that it will not be used by any company to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise impair full and fair competition.  The WFA carries out regular checks to make sure that this policy is being strictly adhered to.

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Decideware's **Agency Lifecycle Management Platform** offers advertisers an unrivalled opportunity to select the best agency, control the scopes, brief the work, administer production fees and manage a highly productive relationship. Access the power of analysis and reporting with Decideware.

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