

The Forrester Wave™: Marketing Measurement And Optimization Solutions, Q2 2018

Tools And Technology: The Marketing Measurement And Insights Playbook

by Jim Nail and Tina Moffett

April 16, 2018

Why Read This Report

In our 34-criteria evaluation of marketing measurement and optimization solutions, we identified the eight most significant providers — Analytic Partners, Data2Decisions, Ipsos MMA, IRI, Kantar Millward Brown, Marketing Evolution, Neustar, and Nielsen Visual IQ — and researched, analyzed, and scored their capabilities. This report shows how each provider measures up and helps B2C marketers make the right choice for their firms.

Key Takeaways

Marketing Evolution And Analytic Partners Lead The Pack

Forrester's research uncovered a market in which Marketing Evolution and Analytic Partners lead the pack. Neustar, IRI, Data2Decisions, and Ipsos MMA offer competitive options. Nielsen Visual IQ and Kantar Millward Brown have significant work to do to fulfill their potential.

B2C Pros Are Looking For Partners In Data-Driven Marketing

The marketing measurement and optimization solutions market is growing because more B2C marketers use data-driven analytics to address increasing levels of accountability. Marketers increasingly trust marketing measurement and optimization solution providers to act as strategic partners, advising them on top marketing investment decisions.

Strategic Insights And Spending Optimization Tools Are Key Differentiators

As narrower measurement solutions become outdated, an improved ability to provide a unified measurement solution across all marketing activities dictates which providers will lead the pack. Vendors that provide data-driven budget allocation tools and analytics across all 4P's of marketing position themselves to deliver more strategic marketing plans and higher marketing ROI to their customers.

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Adoption Of Unified Measurement Accelerates

Empowered consumers easily absorb information from all forms of media and multiple devices, and they comfortably straddle the digital/traditional media divide. Past measurement approaches that excel in only one of these domains no longer meet marketers' need to understand where to invest their budgets to keep pace with consumers. Since Forrester first defined the concept of unified measurement in 2015, the methodologies have matured, marketers have embraced it, and new competitors have leapt into the market.

Data-Driven Marketing Propels The Adoption Of Unified Measurement

The movement toward unified measurement is one expression of an even larger trend: the rise of data-driven and contextual marketing. Marketers must use insights from performance data to better connect with customers, applying analytics to delve into segment differences, channel preferences, message resonance, and product offer interest. As this evolution accelerates, marketers look to analytically-based measurement tools to:

- › **Support data-driven decisions.** The practice of developing this year's marketing budget by tweaking last year's lingers but becomes less practical with brands scurrying to connect with customers at the moment of need. As a result, using unified measurement to provide "a data-driven rationale for strategic marketing investments" and for "budget allocation across channels" were the primary reasons survey respondents selected to explain why their organizations use a marketing measurement and optimization model.¹
- › **Pivot from looking backward to forward planning.** In today's fast-paced world, performance reports that arrive weeks after a campaign ends are useless. Instead, marketing measurement vendors have built platforms that use the data from past campaign performance to fuel statistical models of how marketing drives customer behavior and purchases. Instead of lamenting how a campaign could have been better, the predictive modeling tools that are a central part of these platforms allow marketers to forecast the effect of changes in spending, different channel mixes, and alternate target audience segments.
- › **Bridge the channel silos.** Marketers drown in channel-specific performance reports, from Nielsen overnights for TV gross rating point (GRP) delivery to impression, viewability, and click reports for display, social, email, search, and mobile channels. But these single-channel reports fail to reveal how these channels work together toward a common marketing objective and skew budgets toward lower-funnel channels closest to the purchase. These tools reveal the interplay among these channels, such as the significant impact that upper-funnel media like TV have in starting consumers on the purchase journey. Armed with this insight, marketers can avoid the penny-wise-pound-foolish mistake of cutting awareness advertising budgets because they don't drive an immediate sale.

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Measurement Vendors Develop Solutions To Support Person-Centric Marketing Strategies

The marketing performance measurement landscape includes a diverse set of players with varying levels of capabilities and price points.² In “The Forrester Wave™: Marketing Measurement And Optimization Solutions, Q4 2016,” we noted that unified measurement was an emerging concept, and we expected the space to evolve rapidly. In the research for this Forrester Wave™, we’ve seen this bear out as:

- › **Unified measurement mainstreams.** The ability to connect a “bottom-up” and a “top-down” measurement approach is a requirement from marketers we’ve interviewed. The vendors in this Forrester Wave invested in technology and intellectual property to develop unified algorithms to measure marketing at greater levels of granularity. Vendors are now focused on using artificial intelligence (AI) to increase the scale and speed of insights while developing ancillary insights capabilities such as in-store analytics, pricing analytics, and customer segmentation.
- › **Person-centric methodologies gain ground.** CMOs understand the critical success of their growth lies in customer obsession.³ Vendors in this Forrester Wave are shifting away from traditional, aggregated-level insights as the sole source of truth for marketing performance. Vendors in this Forrester Wave are investing in customer-level data for person-centric measurement, which provides a deeper understanding of the impact of advertising at a customer level.
- › **Analytics address the brand equity challenge.** Statistical measurement approaches are being used today to link marketing investment to short- and midterm revenue impacts. The last unsolved question is how brand equity — the emotional bond consumers form with a brand and their perceptions of it — drives longer-term revenue. With more data and increasingly sophisticated analytic approaches, vendors like Kantar Millward Brown are beginning to tackle this last frontier.
- › **Acquisitions continue to rearrange the competitive set.** Large-scale, strategic acquisitions to bolster marketing insight expertise by stalwarts in market research signal the ascendance of unified measurement. Since our last Wave, Kantar formed Kantar Analytics, acquired Analytics Quotient and Marketing Decision Sciences, and is in the process of aligning these with other Kantar Group assets to solidify its unified measurement offering. Nielsen, long a top player in marketing mix modeling (MMM), acquired Visual IQ to increase its digital measurement literacy and round out its unified offering.

Foundational Capabilities Commoditize

Core marketing performance measurement capabilities are constantly in flux; vendors in this Forrester Wave are continually testing new measurement algorithms, enhancing insights services, or developing complementary insights capabilities to spur growth. Along that innovation journey, legacy capabilities become common across players. Forrester saw this play out for a few key indistinguishable capabilities including:

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- › **Data ingestion and normalization.** Data — lots of it across a wide spectrum of sources — is the life blood of analytics platforms. But it is also table stakes to be a credible competitor. While we asked vendors about their ability to take data from the full range of traditional and digital channels, as direct feeds and agency spreadsheets, from market-level to individual granularity, we eliminated these evaluation criteria because we saw so little difference. These firms also understand the sensitive nature of this data so their approach to security is similarly robust and undifferentiated.
- › **Data access.** The ability to access raw data is in high demand; marketers want their data scientists to run adjacent models or to check data quality. We found vendors have similar capabilities to access data within its platforms, including the ability to export data files into internal client systems or external third-party systems.
- › **Model development process.** We found the vendors in this Forrester Wave possess similar approaches to model development including scope development, hypothesis formulation, methodology matching, model building and validation, and deployment. Vendors developed repeatable model development processes and stressed the importance of data science transparency throughout this criterion. But as any data savvy marketer knows, the model development process rarely strays from the core steps.

Critical Capabilities Deliver Value

Above this baseline, vendors exhibit important differences in the sophistication of their platforms, their commitment to strategic consulting, and the depth of data strategy they deliver. Companies should consider which of these capabilities will have the greatest value to them and scrutinize vendors for the best match. Probe for strengths in:

- › **Engagement approach and services.** Marketers expect their measurement vendor to have a balanced combination of technology savviness, data science smarts, and sharp business acumen. While the participants in this Forrester Wave offer a similar team structure that includes a marketing strategist, data and technology guru, and analytics expert, important nuances distinguish vendors from one another in media and marketing guidance as well as technical support and training on their platform. The greatest differences emerge when probing their ability to provide insight on strategic issues of investment in different global regions or across a portfolio of brands as well as change management consulting to enable a client to become a data-driven marketer.
- › **Training.** The development and adoption of advanced measurement models is forcing marketers to make data-driven, omnichannel decisions — a departure from their gut check, benchmark-driven, marketing planning approach. Vendors in this space have taken notice; leaders have developed impressive data-driven marketing training, with curricula not only focused on marketing analytics and tool training, but also content to help marketers hone in on customer-driven marketing strategies. In-depth training helps marketers to further develop their marketing expertise and embed data-driven decision making into their marketing practices.

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- › **Scenario planning tools.** The heart of these platforms is the capability to evaluate the impact on results of different budget allocation scenarios or suggest an allocation based on an overall budget and objective. In the past, we have heard criticism from users that these tools can provide unrealistic recommendations such as suggesting a spend on search marketing that exceeds what is available in the market. Leaders have built constraint capabilities starting with capping or fixing spend by channel and progressing in sophistication to enabling multi-key performance indicator (KPI) optimization scenarios.
- › **Data strategy.** Marketers cite that wrangling volumes of data in diverse formats from disparate sources — like agencies, ad servers, and publishers — is a significant challenge. Leading vendors go beyond ingesting data and consult with clients on a long-term fix to standardize data gathering processes. Vendors provide guidance on data workflow processes, which may include developing data format templates to standardize campaign codes and terminology and building systems to track marketing and media cost data. This frees clients to spend more time on finding insights and evaluating new strategies than hunting for missing data or cleaning up corrupted data sets.
- › **Media activation.** Vendors tout a broad portfolio of technology partnerships to apply model insights to campaign execution, including links to demand-side platforms (DSPs), data management platforms (DMPs), and bid management systems, with increasing investment in machine learning and AI to automate day-to-day management of in-market campaigns. While we see more uptake of these capabilities than in the prior Forrester Wave, the majority of clients are more focused on first ensuring that the new planning abilities in the platform become embedded in budget and marketing processes.

Marketing Measurement And Optimization Solutions Evaluation Overview

To assess the state of the marketing measurement and optimization solutions market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of top marketing measurement and optimization solutions vendors. After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against 34 criteria, which we grouped into three high-level buckets:

- › **Current offering.** These 25 criteria are grouped into six capabilities areas. We believe the current capabilities that buyers should prioritize include a vendor's data management and quality, services, and ability to deliver on unified measurement. Buyers should also consider vendor methodology and their technology platform when selecting a measurement offering. New current offering criteria were introduced in this wave as well, including the vendor's ability to serve new and emerging marketers.
- › **Strategy.** Since Forrester first identified the trend toward unified measurement in 2015, we have seen significant evolution and expect this to continue for several more years. Thus, we evaluated six criteria related to each vendor's future direction: vision and strategy, how this is reflected in

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its product strategy, and how well its execution and innovation road maps will deliver the new capabilities needed to remain competitive. Unified measurement demands broader data and advertising technology (adtech) partnerships, resulting in a new criterion focused on evaluating a vendor's partnership strategy.

- › **Market presence.** Represented on the Forrester Wave graphic by the size of each vendor's bubble, the market presence score reflects each vendor's revenue, active customers, and industry presence.

Evaluated Vendors And Inclusion Criteria

We sent a screener questionnaire to 46 vendors; 26 completed and returned it. Forrester selected eight vendors in the assessment: Analytic Partners, Data2Decisions, Ipsos MMA, IRI, Kantar Millward Brown, Marketing Evolution, Neustar, and Nielsen Visual IQ. Ipsos MMA declined to participate in or provide information for our research and has been evaluated according to Forrester's guidelines for nonparticipating vendors.⁴ These top vendors qualified for this Forrester Wave because each (see Figure 1):

- › **Has a large active client base, skewed toward enterprise firms.** Vendors that had revenue of at least \$20 million from their unified measurement offering, had at least 58 clients, and derived at least 20% of their revenue from unified measurement were included in this Forrester Wave.⁵ An increasing number of firms are offering unified measurement but haven't yet reached these thresholds.
- › **Offers unified measurement capabilities.** Vendors included in this Forrester Wave demonstrated a diverse revenue stream from measurement solutions and showed growth in unified marketing analytics approaches, based on our observations of the market. A unified measurement approach is an evolution from specific measurement capabilities like MMM or attribution measurement, so it was imperative to consider how vendors' measurement approaches and innovations provided a more holistic view of marketing performance.
- › **Competes with other measurement solutions.** For this Forrester Wave, Forrester considered participating vendors' competitive set based on vendor disclosed competitors and Forrester's client inquiries. This ensured that the study was of like players as well as being in accordance with our market observations and eliminated those that might deliver advanced measurement solutions as a complementary functionality to their core business model.

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FIGURE 1 Evaluated Vendors: Product Information And Inclusion Criteria

Vendor	Product evaluated	Product version evaluated
Analytic Partners	GPS-Enterprise (GPS-E)	2.7
Data2Decisions	Marketing Effectiveness Platform	N/A
Ipsos MMA*	Information not provided	N/A
IRI	IRI Lift, IRI Marketing Foresight, and Matched Market Testing	IRI Lift 2.7 and MMX 2.0 + Matched Market
Kantar Millward Brown	Information not provided	N/A
Marketing Evolution	ROI Brain	2018.1
Neustar	MarketShare	5.8.4
Nielsen Visual IQ	Nielsen Visual IQ Marketing Intelligence Platform	Nielsen Visual IQ Marketing Intelligence Platform – v1.2 (MTA), Nielsen Marketing Planner (MP) with Nielsen Marketing Mix Modeling (MMM) – v8.10.2, and Incrementality Attribution v1.6

Vendor inclusion criteria

Revenue from the vendor's measurement products and services must be equal to or greater than \$20 million.

The vendor must have at least 58 active clients using its proprietary marketing measurement and optimization technology.

At least 20% of the vendor's revenue must be generated from its unified measurement approach, which we define as a blend of statistical techniques that assign business value to each element of the marketing mix at both a strategic and tactical level.

*Ipsos MMA declined to participate in or provide information for our research. Scores are based on Forrester estimates.

Vendor Profiles

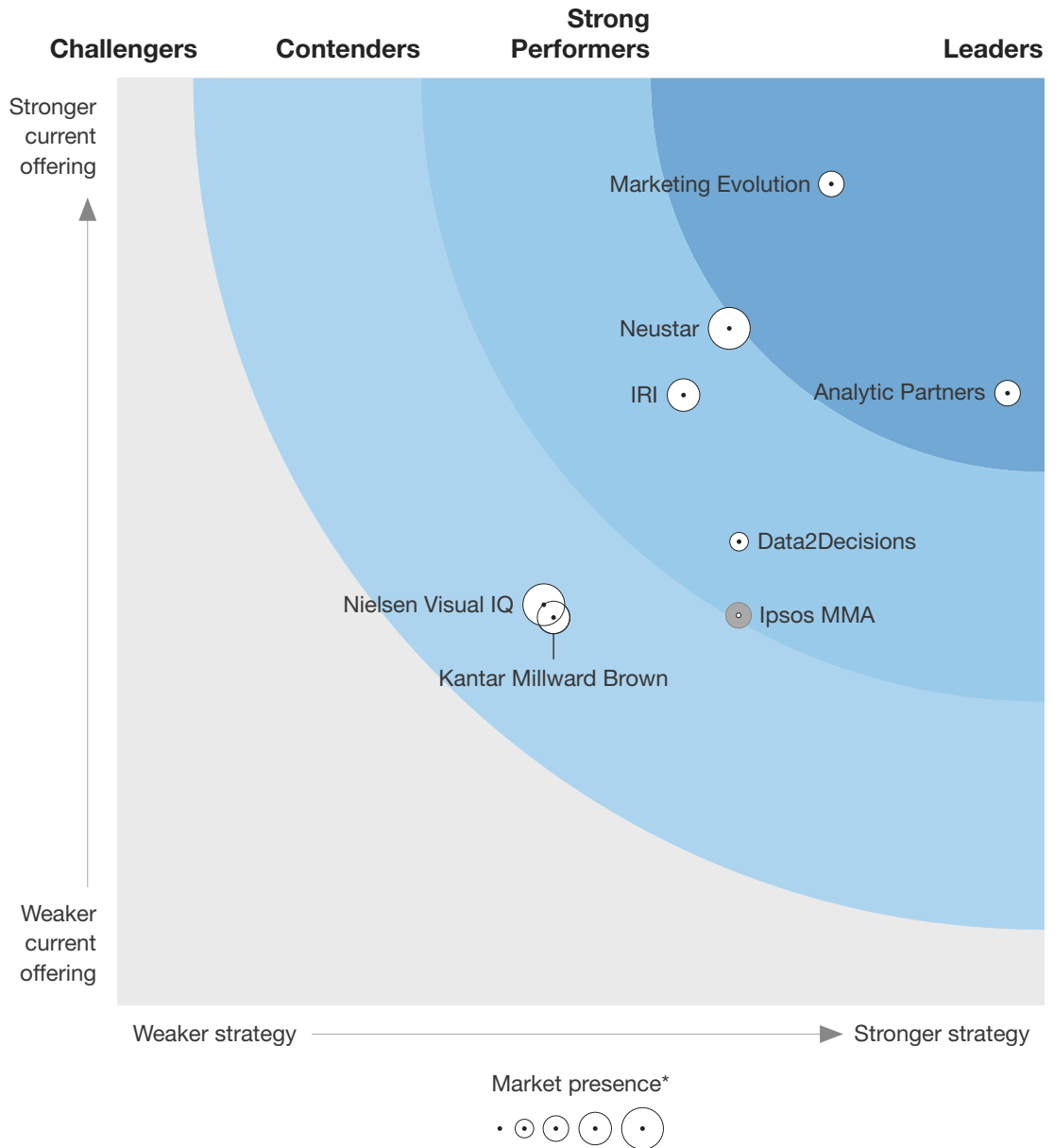
This evaluation of the marketing measurement and optimization solutions market is intended to be a starting point only. We encourage clients to view detailed product evaluations and adapt criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool (see Figure 2 and see Figure 3). Click the link at the beginning of this report on Forrester.com to download the tool.

FIGURE 2 Forrester Wave™: Marketing Measurement And Optimization Solutions, Q2 2018

THE FORRESTER WAVE™

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*A grey bubble indicates a nonparticipating vendor.

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FIGURE 3 Forrester Wave™: Marketing Measurement And Optimization Solutions Scorecard, Q2 2018

	Forrester's weighting	Analytic Partners	Data2Decisions	Ipsos MMA*	IRI	Kantar	Millward Brown	Marketing Evolution	Neustar	Nielsen	Visual IQ
Current offering	50%	3.30	2.50	2.10	3.29	2.09	4.43	3.65	2.16		
Data management and quality	20%	2.40	2.00	1.65	2.85	2.80	4.00	4.95	3.05		
Methodology	10%	3.00	1.30	1.30	1.90	1.60	5.00	4.40	3.30		
Services offered	25%	4.20	3.00	3.60	2.50	2.50	4.60	3.00	2.50		
Unified measurement offering	30%	3.00	3.00	1.00	5.00	1.00	5.00	3.00	1.00		
Technology platform	10%	4.30	0.90	3.00	2.20	2.70	3.70	4.30	1.20		
Global capabilities	5%	2.85	4.65	2.85	3.75	3.45	2.20	2.70	3.40		
Strategy	50%	4.80	3.35	3.35	3.05	2.35	3.85	3.30	2.30		
Corporate strategy	15%	5.00	4.00	2.00	4.00	2.00	4.00	3.00	3.00		
Product strategy	25%	5.00	1.00	3.00	3.00	5.00	3.00	3.00	1.00		
Execution road map	30%	5.00	5.00	5.00	3.00	1.00	5.00	3.00	3.00		
Innovation road map	10%	5.00	3.00	3.00	5.00	1.00	5.00	4.00	3.00		
Partner ecosystem	10%	3.00	4.00	2.00	2.00	1.00	4.00	5.00	1.00		
=Global strategy	10%	5.00	3.00	3.00	1.00	3.00	1.00	3.00	3.00		
Market presence	0%	3.00	2.00	2.50	3.50	3.50	3.00	4.50	4.75		
Revenue	50%	3.00	1.00	3.00	3.00	5.00	3.00	5.00	5.00		
Customers	50%	3.00	3.00	2.00	4.00	2.00	3.00	4.00	4.50		

All scores are based on a scale of 0 (weak) to 5 (strong).

*Ipsos MMA declined to participate in or provide information for our research. Scores are based on-Forrester estimates.

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Leaders

- › **Marketing Evolution.** Marketing Evolution, a Leader in “The Forrester Wave™: Marketing Measurement And Optimization Solutions, Q4 2016,” continues to excel with its person-level data architecture and insights approach that breaks from common measurement methodologies used by fellow Forrester Wave participants. Marketing Evolution employs techniques like using spatiotemporal deconstruction to disaggregate store- or market-level data down to person-level, which is controversial to data purists that will only couple similar data together for model building. Yet a client reference told us Marketing Evolution “allows us to do things no other vendor in the space can do.” Overall, its client references gave consistently high scores on its services, technology, and insights. The firm recently received \$20.6 million Series B funding specifically allocated toward innovation and resource growth.⁶ One client reference cited “high turnover on account teams” and “resources lacking experience,” but also noted Marketing Evolution is trying “to add more quality marketers to [its] account team.” Marketing Evolution is a great fit for firms looking to build a people-based marketing strategy and willing to embrace new measurement techniques.
- › **Analytic Partners.** Analytic Partners retains the Leader position it earned in the Q4 2016 marketing measurement and optimization Forrester Wave and continues to impress us with a well-balanced offering of services, training, and technology. It also excels at bridging analytics and business strategy, mastering technology and data science to uncover strategic opportunities. Customer references tell us that Analytic Partners shows flexibility to “customize [its] approach to our long funnel and multiple KPIs” and “go wherever needed to get data from third parties.” The leadership is praised for being accessible, but one reference was disappointed in the changes to the staff servicing its account, noting, “It seems employees leave just when they get to know our business.” Analytic Partners is relatively conservative, focused on incremental improvements to its existing capabilities. However, we did notice some innovative aspects of its vision, which focuses on linking marketing performance with shareholder value. Analytic Partners is a great fit for companies that want to remain grounded in tried-and-true approaches and those looking for a high level of consulting, training, and strategic support.

Strong Performers

- › **Neustar.** A Leader in the Q4 2016 marketing measurement and optimization solutions Forrester Wave, Neustar ranks as a Strong Performer this year. Neustar scores highly for its deep partnerships with all five of the top social sites and its customer identity solution. Identity is core to the MarketShare measurement offering since the Q4 2015 acquisition by Neustar, complemented by Neustar’s onboarding and DMP offerings, which share this identity layer. However, the integration of these products remains a challenge; as one client noted, “There is still a Neustar team and a MarketShare team, and translating between them can be challenging.” Clients express confidence in Neustar’s approach to integrating models, and the firm reported that 56% of customers are doing unified measurement. It offers strong strategic guidance on marketing and media, but business strategy, change management, and analytics addressing other

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business functions aren't as robust as other vendors'. Marketers looking for a partner to help them consolidate mix and attribution and help educate their marketing team on this new approach should consider Neustar MarketShare.

- › **IRI.** IRI, a Contender in the Q4 2016 marketing measurement and optimization solutions Forrester Wave, has built on its heritage as a strong strategic partner and data provider to the consumer-packaged goods (CPG) and retail industries by adding a strong technology foundation to its impressive data assets and industry expertise. This year, IRI moves up to a Strong Performer due to improvements in the integration of its traditional mix modeling, IRI Lift attribution tool, and Liquid Data platform. This earned praise from a customer reference because “so much of what we measure is integrated, so it is good to have one version of the truth.” This client also praised its balance of services and technology, telling us, “I can dig into Liquid Data to find the story and tap its experts to dig deeper.” For CPG firms that already subscribe to IRI's data, adding its measurement offering is a natural. IRI belongs on the short list of any firm in this industry looking to increase the sophistication of its use of analytics across its business.
- › **Data2Decisions.** Data2Decisions (D2D), the marketing analytics arm at Dentsu Aegis Network, is a new arrival in this year's Forrester Wave. Its Marketing Effectiveness Platform provides measurement across online and offline channels. D2D received high scores on its global presence and strong capabilities in marketing and business strategy consulting. One client reference said they can “pick up the phone and get insightful answers quickly.” However, D2D must focus on updating a few core measurement capabilities. Its Marketing Effectiveness Platform needs significant improvement, especially integrating its separate apps such as Pioneer for modeling and PoleStar for optimization to create a more user-friendly experience. Its scenario planner has limited ability to input constraints, with standard budget constraints by channel, campaign, and time, but lacking constraints by KPI or optimizing for multiple KPIs. D2D's product road map is focused on building an agile real-time planning and budget allocation platform and improving measurement methodologies that support people-based marketing. D2D is a good fit for marketers seeking more consulting-heavy engagement, with technology to build and showcase insights.
- › **Ipsos MMA.** Ipsos MMA declined to participate in or provide information for our research. Ipsos MMA was a Strong Performer in the Q4 2016 marketing measurement and optimization solutions Forrester Wave and is one of the most established firms applying statistical methodologies to marketing measurement. Its high-touch service approach and strategic consulting capabilities have placed MMA ahead of other firms that focus on the tools and methodologies of marketing analytics. In the last Forrester Wave we noted its lack of attribution tools and its approach to treat feeds from customers' attribution tracking as an additional data source to refine its marketing mix models. We found no publicly available evidence that this gap has been sufficiently filled. For firms that want strong guidance from a strategic partner on both marketing strategy and larger business strategy questions, MMA is a solid pick.

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Contenders

- › **Nielsen Visual IQ.** Nielsen acquired Visual IQ — a Strong Performer in “The Forrester Wave™ Marketing Measurement And Optimization Solutions, Q4 2016” — in September 2017. The marriage between Nielsen and Visual IQ shows great promise that is unfulfilled as of this evaluation, since the two organizations have not had time to integrate their tools and services. None of the references we spoke with use Nielsen Visual IQ’s unified platform, but the firm noted this is a priority for the first half of 2018. Despite the work-in-progress nature of Nielsen Visual IQ’s unified offering, clients aren’t deterred; one reference said, “If any vendor can get unified measurement right, it’s Nielsen.” Beyond this integration, Nielsen’s product strategy is focused on improving workflow and automation of measurement recommendations to continually optimize audience groups for media activation. Marketers that have big omnichannel marketing budgets should consider Nielsen, with the caveat it may be a bumpy engagement for the next year or so as Nielsen digests this acquisition.
- › **Kantar Millward Brown.** Newcomer Kantar Millward Brown offers its Marketing Guidance System and has access to a rich set of Kantar Group assets, but the offering has not yet coalesced into a single solution. Kantar Persistent ID and the Ignite Network connect data across different sources including ad exposure, cookie IDs, and other consumer-based behavior data sources like Kantar Worldpanel. The team can also access a rich set of assets across the Kantar Group — Kantar Analytics, Kantar Activate, Kantar Consulting, et. al. — but this gives its measurement offering a disjointed feel and requires work to link relevant assets. We were particularly impressed with the work Kantar Millward Brown demonstrated on how brand equity and uniqueness impact mid- and long-term revenue. Client references said Kantar Millward Brown is “responsive and listened more than they talked,” though one indicated they were not using Kantar Millward Brown for unified measurement, limiting our ability to verify the strength of the offering. Consider Kantar Millward Brown if brand equity is a key driver of performance but your firm currently lacks the ability to quantify its impact.

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Gain greater confidence in your decisions by working with Forrester thought leaders to apply our research to your specific business and technology initiatives.

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Supplemental Material

Online Resource

The online version of Figure 2 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings. Click the link at the beginning of this report on Forrester.com to download the tool.

Data Sources Used In This Forrester Wave

Forrester used a combination of two data sources to assess the strengths and weaknesses of each solution. We evaluated the vendors participating in this Forrester Wave, in part, using materials that they provided to us before March 21, 2018.

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- › **Product demos.** We asked vendors to conduct demonstrations of their products' functionality including business use case scenarios to demonstrate how the product would address specific business asks. We used findings from these product demos to validate details of each vendor's product capabilities.
- › **Customer reference calls.** To validate product and vendor qualifications, Forrester also conducted reference calls with three of each vendor's current customers.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria for evaluation in this market. From that initial pool of vendors, we narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation. Vendors marked as incomplete or nonparticipating met our defined inclusion criteria but declined to participate or contributed only partially to the evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave evaluation — and then score the vendors based on a clearly defined scale. We intend these default weightings to serve only as a starting point and encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve. For more information on the methodology that every Forrester Wave follows, please visit [The Forrester Wave™ Methodology Guide](#) on our website.

If a vendor declines to participate in the research, but we believe they meet the requirements of the Forrester Wave, we reserve the right to evaluate them. Please visit [The Forrester Wave™ And The Forrester New Wave™ Incomplete Vendor Participation Policy](#).

Integrity Policy

We conduct all our research, including Forrester Wave evaluations, in accordance with the [Integrity Policy](#) posted on our website.

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Endnotes

- ¹ See the Forrester report "[The Forrester Wave™: Marketing Measurement And Optimization Solutions, Q4 2016.](#)"
- ² See the Forrester report "[Vendor Landscape: Marketing Measurement And Optimization Solutions.](#)"
- ³ See the Forrester report "[Marketing's Data-Driven Future Demands Unified Measurement.](#)"
- ⁴ Source: "The Forrester Wave™ And The Forrester New Wave™ Incomplete Vendor Participation Policy," Forrester (<https://www.forrester.com/marketing/policies/wave-vendor-nonparticipation-policy.html>).
- ⁵ Ipsos MMA declined to participate in or provide information for our research. It did not respond to our screening process questions, so we made estimates about its qualifications for this Forrester Wave based on analyst knowledge, publicly available information of its offerings, and relevance to clients.
- ⁶ Source: "Marketing Evolution Secures \$20.6 Million in Series B Funding," MarTech Advisor, February 6, 2018 (<https://www.martechadvisor.com/news/marketing-analytics/marketing-evolution-secures-206-million-in-series-b-funding/>).

We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

PRODUCTS AND SERVICES

- › Core research and tools
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