

THE SCIENTISTS

BEHIND THE NEXT

MARKETING REVOLUTION



Profiles Of 15 Top Data-Driven Marketing Execs...Plus, How They Use Analytics And Data To Pull Ahead Of The Competition

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INTRODUCTION

Call them data scientists, data-driven marketers or by another name, but this new emerging discipline of analytics-focused marketing is poised to have a tremendous impact on business. But who are the people behind the dashboards and databases?

To find out, we talked to innovators in data-driven marketing at a number of leading companies across consumer products, e-Commerce and high-tech — including Fossil Group, Groupon, McAfee and Dell — about their roles in their organizations and the value they are bringing to the business.

These pioneers shared insight into how they are using emerging tools, such as predictive analytics, to help better understand their buyers, uncover trends and improve the performance of marketing campaigns, as well as dashboards and reporting tools to help communicate and align with line-of-business executives.

In the following pages you will get a glimpse behind the scenes to learn how:

- ▶ Tech stalwarts, such as McAfee and Dell, are using data to refocus their businesses on new markets and target the right messages through the right channels to the prospects most likely to convert.
- ▶ E-commerce brands, such as Groupon and Fossil Group, are using data to understand their customers and develop new products and offerings that will capture the attention of current and new customers.
- ▶ Innovators are using data visualization tools and dashboards to help communicate key metrics to executives to demonstrate the impact of their marketing efforts.

This list of innovators represents a range of titles and roles in their organizations — data scientists

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ALONG THE WAY WE LEARNED THAT TODAY'S INNOVATORS DON'T ALWAYS FIT INTO THE STEREOTYPICAL MOLD OF THE "DATA SCIENTIST."

to CMOs to directors of business intelligence strategy. Organizations of all sizes and industries, including large online retailers and technology companies and smaller retailers and B2B firms, discussed how data is changing the way that they approach not only marketing, but business in general.

Along the way we learned that today's innovators don't always fit into the stereotypical mold of the "data scientist." Yes, most of them love data; but they are equally as enthusiastic about collaborating with their colleagues to make sense of the insight being collected and how they can turn it into a competitive advantage.

While they have come into their roles through different paths, they all clearly have a passion for using analytics and Big

Data to move their companies forward.

What makes our group of data innovators successful is the ability to provide marketing and sales with the accurate data they need to make informed business decisions. In a typical day they may interact with everyone from the CEO to junior computer programmers.

Going forward, our data innovators see a consolidation among vendors of the tools that are essential to their jobs. In addition, they all see their companies making even greater investments in data-driven marketing.



Kim Ann Zimmermann
Senior Managing Editor

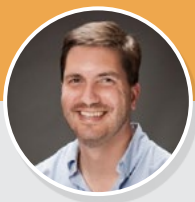


Brian Anderson
Associate Editor



WHAT MAKES OUR GROUP OF DATA INNOVATORS SUCCESSFUL IS THE ABILITY TO PROVIDE MARKETING AND SALES WITH THE ACCURATE DATA THEY NEED TO MAKE INFORMED BUSINESS DECISIONS.

DAMIAN FERNANDEZ-LAMELA



Senior Director,
Global Marketing Analytics



Fossil Group



MIT Sloan, MBA
University of Salamanca (Spain),
Master's, Software Engineering

FUN FACTS:

- ▶ Wrote a book on e-Commerce that was on the bestseller's list in Argentina.

FOSSIL GROUP

Fossil Group is a fashion brand with a global presence and a place on the S&P 500. The world of fashion is competitive and dynamic, so data-driven marketing helps the company hone the customer experience, including pricing, supply chain, merchandising, product development and marketing communications.

FOSSIL GROUP'S DATA-DRIVEN MARKETING STACK:

- ▶ Eureka from Nutonian
- ▶ Data visualization tools
- ▶ MarketShare

HOW DID YOU GET INTO THIS AREA?

From early on in my career, I've been fascinated with how knowledge, as a result of data and analytics, can result in better business decisions. I remember reading a book that described how knowledge was a growing source of business power. This book inspired me to focus my career on generating that type of knowledge.

HOW DID YOUR PRIOR EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

I have a background in computer science and applied math. When the role of data scientist was invented, I had the perfect experience for the role. I also have a master's of business administration from MIT Sloan that provided a holistic understanding of marketing and business strategy and further built my quantitative skills.

Prior to Fossil Group, I was at Dell for nearly five years. While building their marketing analytics practice, I was able to focus on both national and international analytics, working across all media — from traditional TV, newspapers and catalog, to social media and mobile — gaining experience across all channels. This experience allowed me to build a strong understanding of marketing analytics and prepared me for my role at Fossil Group.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS OF DATA-DRIVEN MARKETERS?

The main misconception of a data scientist is that we strictly focus on technical details — building mathematical models, processing data, running algorithms, etc. In reality, a sizable amount of my time is spent sharing insight with other executives to drive action and change.

The most rewarding part of being a data scientist is seeing the impact generated by decisions made based on an analysis you developed.

ARE PEOPLE SURPRISED TO HEAR THAT YOU ARE A DATA SCIENTIST?

I spend a lot of time playing sports and am also very involved in the local arts community. When I meet people at these events, they are often surprised to find out that I'm a data scientist.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY?

Data-driven marketing is already a necessity for companies to be able to compete in the marketplace. We get involved in decisions including

pricing, supply chain, store experience, merchandising, product development and marketing communications.

At Fossil Group, we use a set of mathematical algorithms to decide where best to spend our marketing budget, whether that be on TV, direct mail, magazines or online. Thanks to predictive analytics, we're able to identify specific media outlets that will have a more tailored impact on the consumer. Moving forward, our field will continue to have a big impact on personalized engagement and communications with customers.

HOW ARE YOU IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING?

A data-driven approach has improved marketing return on investment significantly. Marketing analytics are helping us provide a more customized and personalized experience.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE?

The biggest challenge for any data scientist is finding ways to use data to influence key decision-makers. I've learned to achieve this by translating insight into actions and focusing on the most relevant business problems.

HOW WOULD YOU DESCRIBE YOUR WORKING RELATIONSHIP WITH BOTH THE MARKETING AND SALES DEPARTMENTS?

We have a great working relationship with other Fossil Group executives in marketing and sales. At Fossil Group, we're all a part of the same team, with data scientists reporting to our CMO, Greg McKelvey. Our business partners are very excited about using the insight that we produce to drive decisions.

WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

One tool I really like is Eureka from Nutonian. It's a software that automatically creates analytical models using evolutionary algorithms. I also often use a data visualization tool to translate numbers into a story that is easier to communicate through charts and pictures.

DO YOU SEE YOUR ORGANIZATION CONTINUING TO INVEST IN THE AREA OF MARKETING ANALYTICS?


Absolutely. Fossil Group's senior leadership is committed to investing in analytics by expanding our team, as well as investing in state-of-the-art tools and infrastructure.




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THE MOST REWARDING PART OF BEING A DATA SCIENTIST IS SEEING THE IMPACT GENERATED BY DECISIONS MADE BASED ON AN ANALYSIS YOU DEVELOPED.

— DAMIAN FERNANDEZ-LAMELA,
FOSSIL GROUP

MEGHNA SURESH



-  Product Manager, Relevance Algorithms
-  Groupon
-  New York University, BS, Finance and Economics

FUN FACTS:

- ▶ Volunteers as a Marketing Manager for the Taproot Foundation.
- ▶ Speaks English, Indonesian and Hindi.

GROUPON

Groupon is an e-Commerce marketplace that connects customers with local retailers that offer personalized deals. Groupon's business depends on marketing analytics to accurately offer relevant and personalized deals to shoppers, while also making sure merchants are having their target audiences introduced to their brands.

GROUPON'S DATA-DRIVEN MARKETING STACK:

- ▶ SQL- and Hadoop-based systems for data collection
- ▶ Tableau for visualization

HOW DID YOU GET INTO THIS AREA?

I spent most of my early career in Internet companies, where data is the bread and butter of most roles. I'm part of a generation in tech that hasn't really experienced a workplace that doesn't generate lots of data.

HOW DID YOUR PRIOR EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

I majored in Finance and Economics in college, so I had the foundational quantitative ability and business acumen by the time I started my career in tech. One of my first roles involved launching a new e-learning business at *The Economist*, where I learned the iterative 'build, measure, optimize; rinse and repeat' philosophy. From that experience to my various roles at Groupon, from being part of a cross-functional business operations team to working on our Relevance product, the common thread has been using data to drive decision-making.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY?

I think it already is a necessity, particularly for Internet businesses. The idea of 'one size fits all' is rapidly diminishing as consumers get used

to, and even increasingly expect, a personalized experience. Attention spans are short and consumers don't want to trawl through the clutter. In most cases, if you're not personalizing — and this refers to everyone that touches a consumer, not just marketing teams — you're leaving revenue on the table.

HOW ARE YOU IMPACTING YOUR COMPANY'S COMPETITIVE POSITIONING?

If you think about Groupon's business, we're a two-sided marketplace serving our merchants and our consumers. To succeed, we have to expose our merchants to the right customers, and show our consumers deals from the right merchants. As we've gone from one deal a day to hundreds of thousands of deals available at the same time, the process of matching consumers to merchants has become much more challenging, and my role as a product manager on our Relevance team is to improve the engine that drives that process.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN THIS ROLE?

Sometimes data can be both a blessing and a curse. Data is an important guide when it comes to determining strategy:

what features to develop; how we improve our customer experience. However, evaluating the impact of a change we made or a feature we launched is complex. If you're looking at three contradictory metrics, how do you know which one to base your conclusions on?

Sometimes we see more noise than signal, and at this point, we need to ensure we're thorough in how we're looking at the data. One major example would be ensuring we're applying statistical rigor to our A/B test results and how we view and act on them.

HOW WOULD YOU DESCRIBE YOUR WORKING RELATIONSHIP WITH BOTH THE MARKETING AND SALES DEPARTMENTS?

In Product, we have to work very, very closely with our marketing and sales departments. Our sales teams are responsible for communicating how Groupon helps merchants grow their businesses, and Product ensures that we're able to 'surprise and delight' by delivering on that promise and more. We also work closely with each line of business to ensure that we're thinking

about the customer experience, product mix and merchandising in the same way. The same goes for marketing.

WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

For visualization, Tableau is our most commonly used tool. It is my go-to for everything from putting together a quick chart for a meeting, to building an elaborate dashboard that serves the needs of multiple stakeholders.




SOMETIMES DATA CAN BE BOTH A BLESSING AND A CURSE ... SOMETIMES WE SEE MORE NOISE THAN SIGNAL, AND AT THIS POINT, WE NEED TO ENSURE WE'RE THOROUGH IN HOW WE'RE LOOKING AT THE DATA.

— MEGHNA SURESH,
GROUPON

ALEXANDRE PAPILLAUD



 Marketing Director,
Global Demand Center

 McAfee (Intel Security)

 ESGCI,
Master's Degree, Marketing
Université Paris Sud (Paris XI),
Bachelor's Degree,
Information Technology

FUN FACTS:

- ▶ Splits his time between New York City and France.



The company is synonymous with data security, an area which has gotten a great deal of attention in the past few years, generating a lot of interest among corporate buyers as well as individuals. Predictive lead scoring helps the marketing and sales team prioritize leads that are most likely to convert. Data helps the company identify growth opportunities and track market share.

MCAFFEE'S DATA-DRIVEN MARKETING STACK:

- ▶ Oracle Marketing Cloud
- ▶ Salesforce
- ▶ Lattice Engines

HOW DID YOU GET INTO THIS AREA?

Prior to being on the marketing dark side, I came from the sales operations world, which means manipulating lots and lots of data – forecasts, anticipating pipeline gaps, deals mix. Then I moved to the marketing organization and I was shocked by the lack of data being used to make strong and bold decisions.

HOW DID YOUR PRIOR EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

I hold a master's degree in sales and marketing. I moved from marketing to sales then to marketing again, holding multiple positions from field to operations — all of this covering different areas (local French market, to EMEA and finally global).

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS OF DATA-DRIVEN MARKETERS?

Like in any role, you must not be controlled by data – only driven by it. The difference is pretty important. If you keep on looking at data from the past you can't move forward.

Being successful as a data-driven marketer requires a good balance between data and your personal insight.

People were shocked by the volume of criteria and elements we were suddenly leveraging. But now Big Data is pretty well known and people are starting to be more and more exposed to this type of approach to marketing.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY?

We use market-share analysis to drive strategy, area of growth and investment. I think it's just the type of data that has changed, by being more granular, instead of being "market level" it's now down to "contact level."

HOW DO YOU FEEL YOU ARE IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING?

We impact the day-to-day of the whole company via our predictive lead scoring.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN THIS ROLE?

The biggest challenge is always to onboard the people with you in this adventure. Convince them to leave behind old-school thinking and established thoughts. Moving to the Big Data era can be exciting, but also challenging. You might realize

that some of the decisions you were making in the past are not valid, because Big Bata analytics contradicts you. This can hurt.

HOW WOULD YOU DESCRIBE YOUR WORKING RELATIONSHIP WITH BOTH THE MARKETING AND SALES DEPARTMENTS?

Marketing certainly sees the value of data. Sales is a bit different because some of what marketing does is very far from their day-to-day concerns at the moment. But we're working on it.

WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

Marketing automation, CRM and a predictive analytics engine — these are the three big components you need. The first two feed the last one in terms of information.

DO YOU SEE YOUR ORGANIZATION CONTINUING TO INVEST IN THE AREA OF MARKETING ANALYTICS, AND WHERE DO YOU EXPECT THOSE INVESTMENTS — MORE STAFFING, MORE TOOLS?

Certainly tools. Every day new technologies, software and plug-ins are being developed to magnify the power of automation and getting closer to the “perfect” marketing campaign.



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BEING SUCCESSFUL AS A DATA-DRIVEN MARKETER REQUIRES A GOOD BALANCE BETWEEN DATA AND YOUR PERSONAL INSIGHT.

— ALEXANDRE PAPILLAUD,
MCAFEE (INTEL SECURITY)

TERESA JOY



Director, NA Commercial Customer Insights/Analytics/BI & Strategy



Dell



Texas State University, MBA, Finance & Strategy, Minor in Marketing

Army Institute of Technology, BE, Electronics & Telecommunication Engineering

FUN FACTS:

- ▶ Can operate a train, a skill she developed as part of her engineering training.



Dell recently purchased storage provider EMC for \$67 billion, a sign of the company's continued evolution beyond the PC business. As the PC hardware business shrinks, the vendor is using data to identify new customers and markets.

DELL'S DATA-DRIVEN MARKETING STACK:

- ▶ 6sense
- ▶ Excel
- ▶ Tableau

HOW DID YOU GET INTO THIS AREA?

Data has always been a big part of my background. As I became more familiar with the marketing side, I realized that my engineering and finance background could serve me in a marketing role.

HOW DID YOUR PRIOR EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

I spent the early part of my career in the engineering field in India. I then moved to the U.S. to work on a social network startup in finance and strategy. These varied experiences prepared me for a move into a marketing role at Dell.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS ABOUT DATA-DRIVEN MARKETERS?

I think one of the biggest misconceptions is that we're all nerds. It's interesting that most of what I do doesn't require what most would consider geek-type skills. You have to be really innovative to figure out what data makes sense to your business and what is just noise.

HOW ARE YOU IMPACTING YOUR COMPANY'S STRATEGY?

Data really drives how we approach opportunities and how we approach

markets. Data-driven marketing enables our teams to identify the best set of customers and the best way to go to market to reach those customers.

WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

We use 6sense and Tableau, but Excel spreadsheets are still a tactical tool for much of what we do.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE?

You have to be able to adjust to the demands of the role and the business climate.

The tools and technology used for data-driven marketing are not always seamless, so we're looking for better integration going forward.

DO YOU SEE YOUR ORGANIZATION CONTINUING TO INVEST IN THE AREA OF MARKETING ANALYTICS?

We're looking to improve our understanding of customer journeys and personas, and you can't do that without analytics.

MICHAEL LI



Senior Director of
Business Analytics



LinkedIn



University of Illinois at Urbana-
Champaign, MS, Engineering
Fudan University (China),
BS, Engineering

FUN FACTS:

- ▶ Advising data science, business intelligence and analytics functions for Coursera.



LinkedIn provides business solutions for companies ranging in size and industries. Data plays a key role within its offerings, enabling users to gain accurate insights on prospective buyers, current clients and potential hires, enabling users to make effective business decisions.

HOW DID YOU GET INTO THIS AREA?

From my PhD work building 3D models to study climate change, I discovered that I was good at handling data and wanted to find an industry where I could use the skills to make a real impact in the business world.

After graduation, I took a job on Capital One's marketing and analytics team working with all the cross-functional teams, including marketing, product management and IT. I then joined eBay, where I used data to detect fraudulent behaviors on the e-Commerce platform, and manage bad buyer and seller experiences.

Then I moved on to LinkedIn to start building the business analytics team focusing on how we can increase top-line growth for LinkedIn. My responsibility right now is to lead a team of very talented analysts and data scientists to work with cross-functional teams at LinkedIn on monetization, leveraging LinkedIn's powerful and unique Big Data assets.

HOW DO YOU FEEL YOU ARE IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING?

LinkedIn is really a data-driven company, so a lot of the big decisions here are made based on the analyses from my team. Through all the analyses, we learned problems and opportunities our businesses are facing, and we found innovative ways to create scalable analytical solutions to improve efficiency and productivity for our business partner teams, such as sales, marketing and products.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE?

There are two major challenges. One is the shortage of the talent in this space, which is why I'm spending a substantial amount of my time on recruiting now. I'm also actively working with universities to grow the next generation analysts and data scientists with the right skills.

The second is a lack of education, in general, about the impact of data. This is why it is extremely important to connect the efforts of analytics teams with the business impact, and articulate it in a way that management can understand.

LISA ARTHUR



CMO



Teradata Marketing Applications



The Ohio State University,
BA, Broadcast Journalism &
Political Science

FUN FACTS:

- ▶ Author of [Big Data Marketing: How to Engage Customers to Drive More Value.](#)

TERADATA.

Teradata is a provider of Big Data analytics solutions and services to enterprise companies. As one of the prominent players in the space, Teradata offers a variety of experience and thought leadership on how marketing analytics impacts a company's bottom line.

HOW DID YOU GET INTO THIS AREA?

I grew up as a brand marketer, but long ago realized data informs more powerful brands. Marrying data and marketing has, for me and all marketers, been evolving nicely over the past few decades, as traditional branding, marketing and communications have been augmented by the arrival of digital technologies that help companies improve the performance and productivity of their marketing organizations and bring them closer to their customers.

HOW DID YOUR PRIOR EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

My studies prepared me well for a marketing career, but I've learned far more by doing. It's an exciting time to be a marketer, that is for sure, and my past experiences as CMO (Akamai, MindJet, Aprimo) and other marketing roles at Oracle, introduced me to the power and promise of data-driven marketing.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS OF DATA-DRIVEN MARKETERS?

Far and away the biggest misconception is that having a list of names and an email system makes you

a data-driven marketer. Companies aren't utilizing all of the technologies available to them, and the pace of change is making it hard to keep up or catch up.

Another misconception is that metrics are always right—they're not. Market dynamics change, so the ability to generate real-time readings on your campaigns and adjust to shifts in the market is available, but many marketers are satisfied with far less frequent status reports, which is a practice that keeps them behind.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY?

If consumers are not happy with their brand experience, they will "switch you off," no second chances, and take their business elsewhere in a heartbeat.

Data-driven marketing is a definite necessity if a company wants to remain competitive for the long term. And the biggest impact it will have on business is in enabling them to build solid relationships with their most loyal customers, and continuously improve those relationships over time by doing the next right thing.

HOW ARE YOU IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING?

There are two main ways in which I impact our strategy and direction. First, I have the ear of our customers and I know what problems they are wrestling with.

The second way I influence our strategy and direction is in championing our solutions to prospective customers, through speaking engagements, events, panels and other thought leadership activities.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN THIS ROLE?

One of the biggest challenges I face is helping customers find the right balance between marketing and IT, and in most cases this comes down to who holds the budget. IT changes in any organization are often disruptive, in a negative way, while systems are coming up, training is being deployed. It's costly, both in terms of time and money.

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DATA-DRIVEN MARKETING IS A DEFINITE NECESSITY IF A COMPANY WANTS TO REMAIN COMPETITIVE FOR THE LONG TERM.

— LISA ARTHUR,
TERADATA



AYCA YUKSEL



Director of Global Marketing & Communications



BookingSuite, a unit of Booking.com



Georgetown University,
MBA, International Business and Marketing
Massachusetts Institute of Technology,
MS, Electrical Engineering and
Computer Science
BS, Electrical Engineer

FUN FACTS:

- ▶ Earlier in her career she helped launch Zappos competitor www.endless.com and Japanese book seller www.maruzen.co.jp, including management of end-to-end design, user experience, marketing, brand and competitive analysis.
- ▶ Fluent in Turkish.

BookingSuite

Booking.com, a division of Priceline.com, is in the highly competitive field of online pricing of accommodations for business and leisure travelers. Sales enablement is a key focus of the company's data-driven strategy, providing insight into what is being searched, what is being used and at what part of the sales cycle.

BOOKINGSUITE'S DATA-DRIVEN MARKETING STACK:

- ▶ Tableau
- ▶ Dashboards
- ▶ Highspot

HOW DID YOU GET INTO THIS AREA?

I have a technical background and a passion for software. Inherent in the SaaS approach is the collection and dissemination of large quantities of data. The kind of marketing we do then also requires versatility with analysis and data-driven content. So it was not so much a matter of deliberately seeking this area of expertise, but a requirement to do so in order to remain relevant in my field. Modern marketing teams in this day and age need data scientists as integral parts of their teams.

HOW DID YOUR PRIOR EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

Early on in my career I took on a variety of responsibilities that entailed data analysis, primary and secondary research, and visualization of data.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS OF DATA-DRIVEN MARKETERS?

I've found that many of the best analysts tend to have a variety of backgrounds not limited to math and engineering. In addition, many that have a breath of experiences, including creative writing,

advertising, and even political science, which lends pragmatism to their problem-solving approaches.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY?

Data-driven marketing is necessary, but it is not sufficient. The quality and comprehensiveness of the data, coupled with the abilities of the team analyzing it, is essential to a strong foundation from which to build marketing programs. But marketing isn't just about what is measureable.

One has to develop a strong empathy and understanding of the target audiences and business levers to create the most effective approaches possible.

HOW ARE YOU IMPACTING YOUR COMPANY'S COMPETITIVE POSITIONING?

I provide creative problem solving and experimentation that can be easily measured and evolved over time.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN THIS ROLE?

Marketing is a very subjective field with many assumptions and perceptions. I find myself explaining what I do

much more than my counterparts in engineering, sales and other roles, in order to set expectations, reset assumptions and debunk myths.

WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

Tableau and Highspot, as well as dashboards, are among the tools I rely on for my work.

One of the key deliverables for our marketing team continues to be content for sales enablement – but

now we have analytics and insight into what is being searched, what is being used and at what part of the sales cycle thanks to Highspot.

WHERE DO YOU EXPECT YOUR COMPANY TO INVEST IN DATA-DRIVEN MARKETING – MORE STAFFING, MORE TOOLS?

Both. In order to stay relevant and effective, we need to constantly evolve our marketing organizations to be more tool and capability savvy.



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**MODERN MARKETING TEAMS
IN THIS DAY AND AGE NEED
DATA SCIENTISTS AS INTEGRAL
PARTS OF THEIR TEAMS.**

— AYCA YUKSEL,
BOOKINGSUITE

KIRA RADINSKY



 Co-founder & CTO

 SalesPredict

 Israel Institute of Technology,
BS and PhD, Computer Science

FUN FACTS:

- ▶ Recognized by Forbes 30 under 30 as one of the rising stars of enterprise technology.



SalesPredict is a predictive analytics and lead scoring solutions provider for B2B companies. Marketing analytics, especially in the B2B space, has grown more and more predictive. This type of advanced analytics is a continuing trend in the industry, and SalesPredict are positioned as thought leaders within the space.

SALES PREDICT'S DATA-DRIVEN MARKETING STACK:

- ▶ Scala
- ▶ Spark
- ▶ R (GNU S)

HOW DID YOU GET INTO THIS AREA?

I started studying in the university when I was 15 and finished my PhD in the field of machine learning. During my PhD, I was building algorithms that leverage the entire human history to predict future news events. I became passionate about applying those methodologies to more economic problems.

The application for the marketing world came naturally — raising an infinite amount of hypotheses of what works and what does not for the small ecosystem of a company and constantly testing it on our customer's data, giving them predictions about the potential success of deals and insight into better actions they can take to increase conversions and be more successful.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS ABOUT DATA-DRIVEN MARKETERS?

One of the misconceptions is that data science equals Big Data. Data Science is a mixed field of machine learning algorithm researchers, Big Data infrastructure experts, statisticians and business analysts. One of the biggest misconceptions today is the confusion created by glomming together

specialized areas of expertise into a single title: data scientist.

ARE PEOPLE SURPRISED TO HEAR THAT YOUR ROLE IS SO DATA-DRIVEN?

In general, people are surprised that I am a computer scientist or a mathematician. I always considered myself a scientist that is looking for new discoveries — and in that sense I do feel I fall under the stereotype of a data scientist.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY?

Today, enough knowledge has been accumulated within companies and in the business interactions around them — as recorded in their own CRM and marketing automation systems — as well as in social and traditional media, that it can be leveraged in an automated way to predict future outcomes of many of the business's actions.

In the last few years, I have seen many B2B companies leverage predictive analytics that take advantage of those massive data points (Big Data), combine them with the data of the specific business (small data) and predict:

1. Which business deals will close;
2. How to focus the marketing efforts to attract more likely buyers; and
3. Current business trends to improve a company's overall business.

In the next few years, I believe many businesses, especially B2B, will adapt to the ongoing trend of prediction in their business.

Following a large amount of ever-changing information will be the competitive edge.

HOW ARE YOU IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING?

I lead the team defining the product and its execution. As our sales team is using our product to optimize our own sales, our engineers have full transparency and work hand-in-hand to ensure that our product is effective, both for us and our customers, and that we stay competitive in this fast-growing market.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN THIS ROLE?

Due to the size of the information base, its unstructured nature, and the need for human reading, monitoring all those delicate changes in real time becomes an almost impossible task for a data scientist to do manually. But as the data grows, new opportunities arise.

HOW WOULD YOU DESCRIBE YOUR WORKING RELATIONSHIP WITH BOTH THE MARKETING AND SALES DEPARTMENTS?

We have come to realize that providing predictions on which deals will close is not enough – sales reps need to understand why the prediction was made compared to just using a black-box system.

WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

We are using Scala, R and Spark. Those tools provide us the ability to run multiple state-of-the-art algorithms, visualize the data and enjoy the ability to run it on massive amounts of data — cutting the data science cycle significantly.



ONE OF THE MISCONCEPTIONS IS THAT DATA SCIENCE EQUALS BIG DATA. DATA SCIENCE IS A MIXED FIELD OF MACHINE LEARNING ALGORITHM RESEARCHERS, BIG DATA INFRASTRUCTURE EXPERTS, STATISTICIANS AND BUSINESS ANALYSTS.

— KIRA RADINSKY,
SALESPREDICT

THUE MADSEN



Marketing Operations Manager



Kissmetrics



Copenhagen Business School

FUN FACTS:

- ▶ Met the person who hired him at Kissmetrics while working as a Lyft driver.
- ▶ Did his master's thesis on the barriers to and influences on sustainable fashion purchase behavior among Swedish consumers.



Kissmetrics is focused on delivering analytic insights and personalized interactions that help marketers increase conversions. This is an emerging and competitive area of marketing, the company uses data to help identify the leads that are most likely to convert.

KISSMETRICS'S DATA-DRIVEN MARKETING STACK:

- ▶ Fliptop
- ▶ Kissmetrics
- ▶ Optimizely
- ▶ Pardot
- ▶ Salesforce
- ▶ Qualaroo
- ▶ SurveyMonkey
- ▶ Crazy Egg
- ▶ Confluence
- ▶ InVision
- ▶ Citrix's
- ▶ GoToWebinar

HOW DID YOU GET INTO THIS AREA?

I was driving for Lyft a few years ago, just after graduating from my master's program and while looking for an opportunity in marketing. One of my passengers was Dan McGaw, who at the time was Director of Marketing at Kissmetrics. He ended up hiring me.

I started as a marketing associate, but I quickly gained an interest in the operational side of marketing, liking the comfort and tangibility of data and automation. As we were a small team, we needed to only focus on what was important and impactful, which is why data became a big part of our everyday activities.

We were also fortunate enough to have the great problem of having more leads than sales could handle. A problem to which the solution again became data and analytics to help us sort through what makes sense to pursue and what doesn't make sense.

HOW DID YOUR PRIOR EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

The ability to learn and do research has been helpful. Much of my current role relies more on finding new ways to optimize the data that we have at Kissmetrics. One of the things that I would emphasize is that it is more

the ability to think objectively and in an analytical manner that will set you apart than anything else.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS OF DATA-DRIVEN MARKETERS?

I think it is very easy to say that you are data-driven because you use data here and there, but it is very hard to be truly data-driven.

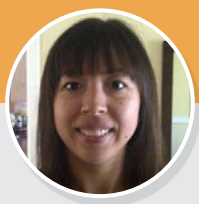
Another misconception is that the creative side of marketing cannot be reconciled with being data-driven. However, I think that data can help prove the value of the creative activities, such as design and copywriting, and help improve them.

Lastly, I think a lot of people think you have to be very technical to be data-driven. While that probably helps a lot, it's not absolutely necessary.

ARE PEOPLE SURPRISED TO HEAR THAT YOUR ROLE IS SO DATA-DRIVEN?

People who are not involved with digital marketing are surprised, but even those who are in the field are surprised. I would say both yes and no. Yes, in how I work and what I do. No, in my background, my level of technical savvy and my math skills.

BESSIE BOVOLANEAS



Director, Performance Analytics



Kobo



University of Waterloo (Canada),
Bachelor of Mathematics,
Math and Computer Science

FUN FACTS:

- ▶ Rock climber, runner and adventure-seeker.



Kobo is an eBookstore that offers millions of titles across 77 languages. The company has developed a platform that enables departments throughout the organization to have a better understanding of customer behavior and campaign performance, among other metrics.

HOW DID YOU GET INTO THIS AREA?

I started off in finance, creating models of commission structures. I naturally gravitated towards marketing because I had an interest in that side of the business. I wanted to help generate sales instead of just counting them.

WHAT TYPE OF EDUCATION DID YOU RECEIVE? HOW DID YOUR PRIOR WORK EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

I have a math and computer science degree, but the majority of my electives were psychology courses. I love the numbers and modeling out scenarios, but understanding what motivates your customers — and colleagues — puts you in a unique position to get the most out of the results.

In my career I've worked with a number of different data sources and formats which can be very challenging. This experience has helped me be creative in gathering and marrying data in my current role.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS ABOUT DATA-DRIVEN MARKETERS?

Some people find the idea of using data to make marketing decisions intimidating and it really doesn't have to be. There are a lot of great tools out there that make it easier than ever to visualize your data and derive useful insight.

DO YOU FEEL LIKE YOU FIT THE STEREOTYPE OF DATA-DRIVEN MARKETER?

It's actually the opposite, due to my math/computer science background. People are usually surprised that I'm so closely tied with marketing. I'm not really sure what the stereotype is, but I've never really fit into any stereotype.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY FOR COMPANIES AND WHERE DO YOU SEE THIS FIELD HAVING THE BIGGEST IMPACT ON BUSINESS?

It's definitely becoming more important for companies to use data to drive decisions across the organization, and marketing is no exception.

HOW DO YOU FEEL YOU ARE IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING IN YOUR ROLE?

I'm fortunate to have a hand in many aspects of the business. I keep us from being blindsided by unexpected results, help us focus on the most efficient and profitable campaigns, and get everyone speaking the same language when it comes to which long-term projects to implement in the future.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN THIS ROLE?

The biggest challenge is having more ideas than can be completed with the time and resources available, but with careful prioritization, we are still able to accomplish a lot.

HOW WOULD YOU DESCRIBE YOUR WORKING RELATIONSHIP WITH BOTH THE MARKETING AND SALES DEPARTMENTS? DO YOU THINK THEY HAVE ACCURATE EXPECTATIONS OF YOUR ROLE AND SEE THE VALUE YOU ARE PROVIDING?

Some people are quicker to adopt a data-driven view than others, but I have a good working relationship with

marketing and sales. Everyone learns differently so I cater to the individual's level of understanding to make the data accessible.

WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

A user-friendly BI tool like Tableau is essential. When we were first building the team, we were inundated with the same basic questions every day. Giving the business access to self-serve the answers to key questions has freed up our time, allowing us to do more interesting and valuable projects.

DO YOU SEE YOUR ORGANIZATION CONTINUING TO INVEST IN THE AREA OF MARKETING ANALYTICS, AND WHERE DO YOU EXPECT THOSE INVESTMENTS — MORE STAFFING, MORE TOOLS?


I see us investing in giving more of the business access to existing reports, having more departments create their own reports and providing the education to allow both of those things to happen.

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SOME PEOPLE FIND THE IDEA OF USING DATA TO MAKE MARKETING DECISIONS INTIMIDATING AND IT REALLY DOESN'T HAVE TO BE.

— BESSIE BOVOLANEAS,
KOBO

JEREMY FLYNN




👤 Director of Revenue And Media Operations

📁 ShareThis

🎓 Cornell University, BS in Political Science

FUN FACTS:

- ▶ Taught theatre in Auburn Maximum Security Prison.
- ▶ Performed in a video on the pragmatics of collective bargaining and contract negotiation.



ShareThis is a platform that provides insights into the social behavior of audiences. ShareThis is using data and analytics to differentiate itself in the marketplace and track its sales and marketing performance.

HOW DID YOU GET INTO THIS AREA?

I actually started my career in finance, so I am very analytically driven. When I moved over to a business intelligence position at ShareThis, there was a very clear need as a growing company to have consistent analytics. Unifying all of the parts of the business that make a company successful became critical to our growth and development over that time.

HOW DID YOUR PRIOR EXPERIENCES PREPARE YOU FOR THIS ROLE?

I earned a Political Science degree from Cornell, so I am not an engineer by trade, but I do have a business analytics background. BI and analytics roles sometimes require an engineering background just to understand the intricacies of the systems.

WHAT DO YOU THINK ARE SOME OF THE BIGGEST CHALLENGES FOR DATA-DRIVEN MARKETERS?

The main challenge for a data-driven marketer is proving spend for marketing initiatives, and Domo makes it easier to connect disparate marketing systems to drive marketing ROI. Having the ability to prove spend

with a BI tool helps to show the value of your entire budget.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY?

When there is so much data, you have to find a way to derive value, and that's hard. When you have a powerful tool that helps drive toward insight and makes it easy to unite tons of data, it definitely gives your organization a competitive advantage.

HOW ARE YOU IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING?

I impact my company's strategic and competitive positioning every day by moving the culture away from anecdotal decision-making to data-driven decision-making. You may have a gut feeling about something, but having the data to back it up helps decisions get made faster.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN THIS ROLE?

Consensus building is the biggest challenge. Once you decide to unify your information, you need to make sure each business unit buys into

that one unified version of the truth. Showing how powerful that unification of data is allows people to make decisions that are company-centric and not just business-unit centric.

HOW WOULD YOU DESCRIBE YOUR WORKING RELATIONSHIP WITH BOTH THE MARKETING AND SALES DEPARTMENTS? DO YOU THINK THEY HAVE ACCURATE EXPECTATIONS OF YOUR ROLE AND SEE THE VALUE YOU ARE PROVIDING?

I like to think of myself as the glue that keeps marketing and sales together in some ways. As an example, our marketing organization needs to track the meeting engagements of the sales teams and make sure that sales is taking proper notes to inform product marketing for future collateral. The sales organization tracks meeting volume and how substantive the meetings were, and we want that data refreshing frequently. Domo is so valuable to us as an organization because it is always up-to-date, enabling us to make those data-driven decisions in real time.

WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

Salesforce, Domo and people. If you have the right tools and people with the same approach, you can get so much accomplished.

DO YOU SEE YOUR ORGANIZATION CONTINUING TO INVEST IN THE AREA OF MARKETING ANALYTICS, AND WHERE DO YOU EXPECT THOSE INVESTMENTS — MORE STAFFING, MORE TOOLS?

We invest very disparately in tools. There should be a greater focus on getting the most out of existing tools and services that we have, and Domo helps us accomplish that. Domo is a great auditing tool to see how well you are leveraging your existing systems.

We're a social data operating system. We work with publishers, advertisers and companies who are interested in getting a pulse on social media. By not only tracking, but understanding large sets of data, we are able to better serve our customers.

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WHEN THERE IS SO MUCH DATA, YOU HAVE TO FIND A WAY TO DERIVE VALUE, AND THAT'S HARD.

— JEREMY FLYNN,
SHARETHIS

RODRIGO ARAMAYO



Data Scientist



Grovo



University of San Francisco,
Master's in Economics
University of California,
Berkeley, BA in Economics

FUN FACTS:

- ▶ Dislikes clowns, animals in clothing and low R^2 (an indication of how well data fits a statistical model).
- ▶ Likes The Trinity Strategy (Behavior, Outcomes, Experience), lean analytics and Burmese tomato salad.



As an e-learning company, Grovo positions firms to develop content, platform, and services for employee training and development. To stand out in this competitive environment, the company is using Big Data and analytics to target its message to decision-makers.

GROVO'S DATA-DRIVEN MARKETING STACK:

- ▶ Marketo
- ▶ Salesforce
- ▶ GA Software
- ▶ Redshift
- ▶ MySQL
- ▶ Tableau

HOW DID YOU GET INTO THIS AREA?

I began work as an analyst focused on a global go-to-market strategy for Quickbooks Online. The strategy was heavily focused on Paid Digital Marketing.

HOW DID YOUR PRIOR EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

My BA & MS in Economics focused on behavioral and statistics. A lot of the data science work that needs to be done at a startup is not mathematically complex. The complexity comes from changing human behavior with data.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS OF DATA-DRIVEN MARKETERS?

It's not 100% programmatic. Strategy and corrections to keyword bids need to be done daily, and there has to be a blend of data and human intelligence.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY FOR COMPANIES?

Companies have to adapt to the new data-driven environment or get left behind.

The biggest impact is actually going to come in the B2B space, as business leaders are doing so much more

research before ever taking a demo or call from a sales rep. It's going to drastically change the way B2B is done.

HOW DO YOU FEEL YOU ARE IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING?

Digital marketing is allowing us to have the right conversation at the right time with the right person at scale.

WHAT ARE SOME OF THE BIGGEST CHALLENGES FOR DATA-DRIVEN MARKETERS?

One of the biggest hurdles is bringing less sophisticated parts of the business with me on the rocket ship. It moves scary fast and some leaders (sales) cannot keep up.


HOW WOULD YOU DESCRIBE YOUR WORKING RELATIONSHIP WITH BOTH THE MARKETING AND SALES DEPARTMENTS?


It's a very tenuous relationship. Face-to-face interactions are becoming a less and less relevant and more expensive way to close deals.


DO YOU SEE YOUR ORGANIZATION CONTINUING TO INVEST IN THE AREA OF MARKETING ANALYTICS?


My company is investing in both staff and tools, and they see and feel the difference already.

AARON MAGNESS



 CMO

 Betabrand

 University of Wisconsin, BBA, Marketing

FUN FACTS:

▶ Designed Emoji-inspired [shirt](#) and [dress](#).

Betabrand

Betabrand is a crowdfunded clothing community designed to allow shoppers to vote on a variety of products and designs that the company produces in a limited quantity. Due to the nature of the product marketing process, data places a critical role in helping the company understand what customers want, what designs and styles they prefer and which designers are producing quality designs.

BETABRAND'S DATA-DRIVEN MARKETING STACK:

- ▶ Sailthru
- ▶ Mix Panel
- ▶ Google Analytics
- ▶ Optimizely

HOW DID YOU GET INTO THIS AREA?

I graduated with a marketing degree from the University of Wisconsin. That gave me a great foundation to build from. I've been fortunate to work in marketing with amazing brands, such as Zappos and Coastal.com, before coming to Betabrand. Every step of the way, data has been a major driver in every effort.

HOW DID YOUR PRIOR WORK EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

The beauty of working for e-Commerce players is the amount of data you have. The scary thing in working for e-Commerce players is the amount of data you have. You need to be able to get through the noise and understand the story.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS OF DATA-DRIVEN MARKETERS?

Marketing is built at the intersection of art and science. It's scary if people think that a data-driven marketer doesn't understand the art aspect of marketing. At some point, you have to make a decision that stretches beyond the data.

ARE PEOPLE SURPRISED TO HEAR THAT YOUR ROLE IS SO DATA-DRIVEN?

I think many people still think marketing is all about Don Draper speeches. They don't always understand how much testing and analytics goes into making successful campaigns or businesses.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY?

Of course. It impacts every aspect of the business from acquisition to product selection to retention to offers. To be honest, I don't think I could pick a single area that will benefit more than others — although, we could use some help in our office snack replenishment efforts.

HOW DO YOU FEEL YOU ARE IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING?

Hopefully I'm able to help them look at data in different ways to bubble up what's really important versus what's noise. You have to find the story in every data set.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN THIS ROLE?

E-commerce companies have tons of data at their fingertips. Startups often don't have all the tools to dissect the data. Finding the most efficient way to get the most out of your efforts is key.

HOW WOULD YOU DESCRIBE YOUR WORKING RELATIONSHIP WITH BOTH THE MARKETING AND SALES DEPARTMENTS? DO YOU THINK THEY HAVE ACCURATE EXPECTATIONS OF YOUR ROLE AND SEE THE VALUE YOU ARE PROVIDING?

Since we're one and the same, it's all fist bumps and hugs over here!

WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

We release new ideas, non-stop, so being able to regularly notify folks is very important to us. We primarily rely on email to keep people informed of new ideas in our Think Tank, new crowdfunding projects and items that are ready to ship. Sailthru has been a

great partner and driver of impact. For metrics, we rely on a standard suite of tools, such as Google Analytics, Mix Panel and Optimizely. Oh, and an auger. Definitely need an auger.

DO YOU SEE YOUR ORGANIZATION CONTINUING TO INVEST IN THE AREA OF MARKETING ANALYTICS?

I expect there to be some consolidation in the space. There are too many players offering too similar of services for there not to be.



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[ANALYTICS] IMPACT EVERY ASPECT OF THE BUSINESS FROM ACQUISITION TO PRODUCT SELECTION, TO RETENTION TO OFFERS. TO BE HONEST, I DON'T THINK I COULD PICK A SINGLE AREA THAT WILL BENEFIT MORE THAN OTHERS.

— AARON MAGNESS,
BETABRAND

SETH BERMAN



Head of Acquisition & Retention Marketing



Redbubble



Duke University, MBA, Marketing
Franklin & Marshall College, BA, Government

FUN FACTS:

- ▶ Mentors startup tech companies as an advisor for 500 Startups and the French Tech Hub.



Redbubble is an online marketplace for print-on-demand products based on artwork submitted by its artist community. With two widely different audiences — consumers and artists — finding, acquiring and retaining customers requires a lot of customer data to understand buyer needs and behaviors.

REDBUBBLE'S DATA-DRIVEN MARKETING STACK:

- ▶ Google Analytics
- ▶ Sailthru
- ▶ Google AdWords
- ▶ GoodData

HOW DID YOU GET INTO THIS AREA?

I started my career at General Electric, which is relentless about metrics and finding ways to continuously improve. Since then I've worked in a wide range of marketing roles, including event marketing, brand development, public relations and lots of direct response acquisition and retention marketing. What I found is that I'm motivated most by the acquisition and retention marketing because it lends itself to objective measurement and continuous improvement.

HOW DID YOUR PRIOR EXPERIENCES PREPARE YOU FOR YOUR CURRENT ROLE?

Every role I've had has prepared me for this one, but nothing has prepared me more for this role than the time I've spent in it so far. The dynamic nature of media channels, ad products and technology, coupled with the specificity of the situation, create deep learning opportunities on a daily basis.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS OF DATA-DRIVEN MARKETERS?

Even with so much data to leverage, there's still quite a bit of judgment and

gut feel involved in being a data-driven marketer. You have to choose what data to use when testing, targeting and personalizing, and that itself requires exceptional judgment and experience to do well. Then, once you figure out what data to use, you need to figure out what to say, how to say it and how it looks. The wrong creative with the right use of data can still produce poor results.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY?

I think we're already beyond the point where data-driven marketing is a competitive necessity. I mentor early stage startups, and software and data are core to the value propositions and competitive differentiation of every single one.

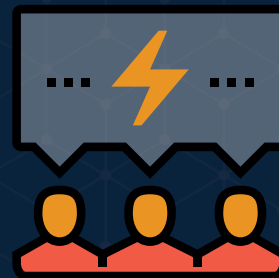
HOW ARE YOU IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING?

Because much of what we do in acquisition and retention marketing doesn't require changes to the website, at times we can move more quickly to test opportunities in email personalization with Sailthru and new advertising platforms like Instagram.

Being early to new advertising channels has advantages, as competition and cost tend to increase over time. My team also helps drive key strategic analysis on lifetime value and retention. Ultimately, the biggest difference we can make is to help the company grow revenue faster than we grow marketing spend.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN THIS ROLE?

We're growing very quickly and we have a number of opportunities in front of us. Prioritizing and staying focused on the most important ones is a challenge.



WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

I use Google Analytics, AdWords, Sailthru and GoodData every day, and my team and I couldn't be effective without them.

DO YOU SEE YOUR ORGANIZATION CONTINUING TO INVEST IN THE AREA OF MARKETING ANALYTICS?

Without a doubt. Our analytics team has tripled in less than a year, and we're continuing to build it out with analysts, PhDs and data engineers.



EVEN WITH SO MUCH DATA AVAILABLE TO LEVERAGE, THERE'S QUITE A BIT OF JUDGMENT AND GUT FEEL INVOLVED IN BEING A DATA-DRIVEN MARKETER.

— SETH BERMAN,
REDBUBBLE

NIMA ASRAR HAGHIGHI



Director of Digital Marketing & Analytics



MuleSoft



University of Lincoln (UK),
MBA in Marketing
Azad University (Iran),
Electrical Engineering

FUN FACTS:

- ▶ Earned the UBC Award of Achievement in Web Analytics in 2006-2007.



MuleSoft

MuleSoft is an integration platform provider designed to connect any application, data source or API, whether in the cloud or on-premises. The integration of data sources in particular is vital to making effective, data-driven business decisions — since a holistic view of real-time data can give marketers a positive advantage.

MULESOFT'S DATA-DRIVEN MARKETING STACK:

- ▶ Google Analytics
- ▶ Salesforce
- ▶ Optimizely
- ▶ C9
- ▶ Lattice Engines
- ▶ Birst
- ▶ Marketo

HOW DID YOU GET INTO THIS AREA?

Having a background in engineering, I was always good with data and numbers. As I developed interest in digital marketing, I had to flex my analytical skills even further.

WHAT DO YOU THINK ARE SOME OF THE MISCONCEPTIONS OF DATA-DRIVEN MARKETERS?

Because we always ask questions and try to make decisions based on data, we're not always seen as creative types. However, analytical people see the beauty in data and can get creative with how they pull, analyze and visualize data.

DO YOU SEE DATA-DRIVEN MARKETING BECOMING A COMPETITIVE NECESSITY?

Even though creativity and strategy are — and will always be — important, companies who adopt data-driven marketing will be able to differentiate themselves and beat the competition in the future. They will be able to change the perception of marketing as a cost center to a growth and revenue center.

HOW ARE YOU IMPACTING YOUR COMPANY'S STRATEGIC AND COMPETITIVE POSITIONING?

By doing competitive analyses, analyzing campaigns' performance, optimizing Demand-to-Close funnel, I have been able to help impact the company's and marketing teams' strategic positioning.

WHAT ARE SOME OF THE BIGGEST CHALLENGES YOU FACE IN THIS ROLE?

Ensuring we have the clean and reliable data, as well as setting the right attribution models.

WHAT ARE SOME OF THE TOOLS YOU CONSIDER VITAL IN YOUR ROLE?

Various analytical tools ranging from Google Analytics, Optimizely, Lattice Engines, Marketo, Salesforce, C9, Birst and of course the good-old Excel.

DO YOU SEE YOUR ORGANIZATION CONTINUING TO INVEST IN THE AREA OF MARKETING ANALYTICS?

Yes, we will be looking into improving data quality and building better attribution models.



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ABOUT MARKETING ID

Marketing ID (Insights + Data) shines the spotlight on a new generation of data-driven marketing executives by exploring the tools and techniques that enable them to increase campaign effectiveness and beat the competition to new opportunities. It focuses on the actionable insights that give marketing departments more clout in the C-suite and provides a new voice that unifies the discussion around the use of data in marketing. Marketing ID readership includes 15,000 B2B and B2C marketing executives.

