

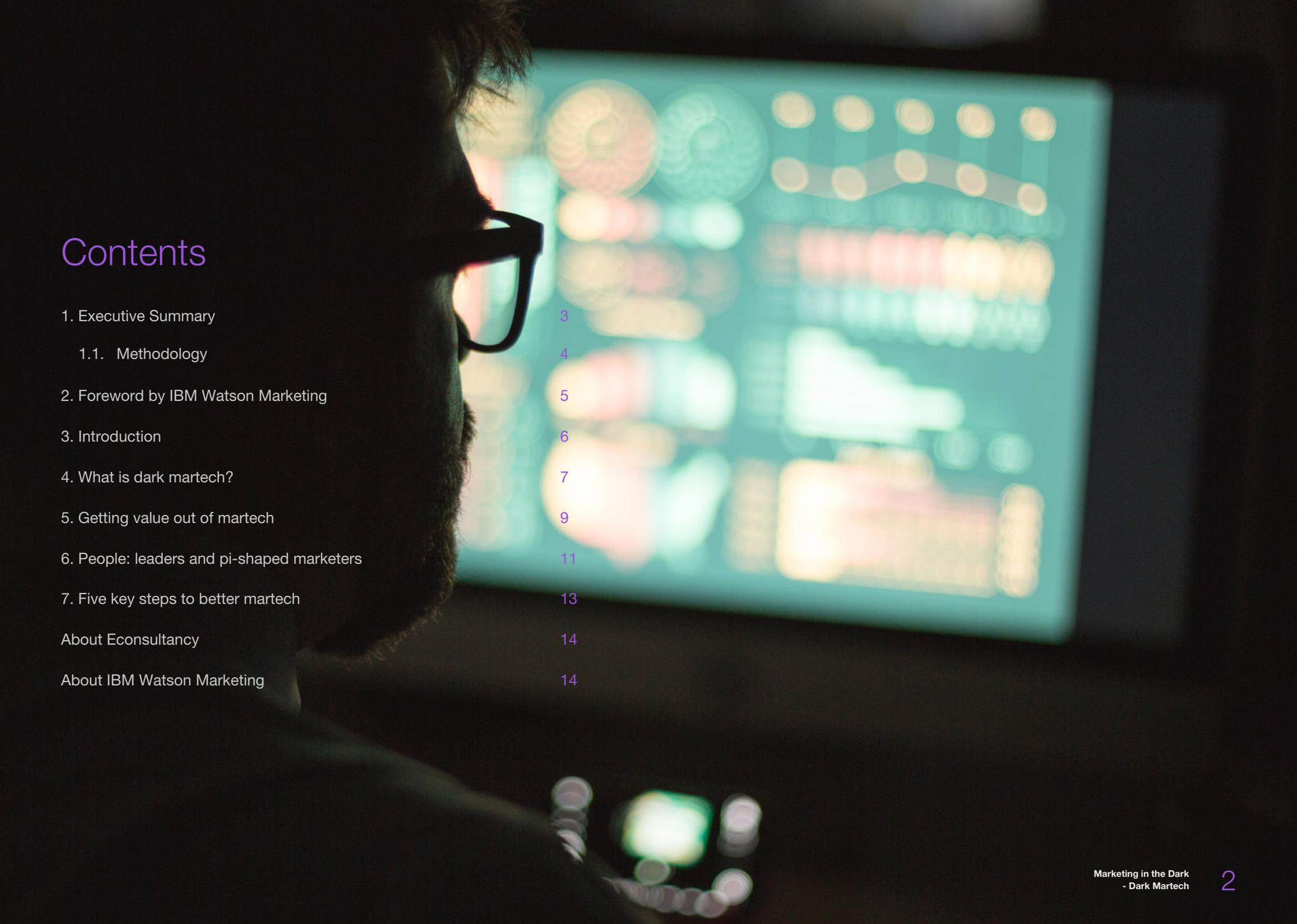
A woman with long dark hair, wearing a dark patterned shirt, is sitting at a desk in a dimly lit office. She is looking at a tablet computer. A desk lamp with a warm glow is positioned to her left, illuminating her face and the desk. In the background, a computer monitor is visible on the desk. The overall atmosphere is quiet and focused.

Econsultancy

Marketing in the Dark

Dark Martech

Watson Marketing TM



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1. Executive Summary

The final report in our *Marketing in the Dark* series, *Dark Martech*, looks at the types of martech platform being used by companies, and how choice of setup impacts on the ability to get value from technology investment.

The research, produced by Econsultancy in partnership with IBM Watson Marketing, is based on an extensive survey of more than 1,000 marketers carried out during the summer of 2017.

The key findings of the report are as follows:



Dark martech is a growing phenomenon. Dark martech is a term used to describe homegrown marketing technology as distinct from third-party software solutions. Dark martech is, by definition, not always straightforward to track and understand, or even transparent to people operating in the businesses where it is prevalent. Organisations need to be aware of the challenges they face if they are relying on fragmented and piecemeal technology that is not part of an integrated marketing stack, irrespective of whether they are using homegrown or third-party point solutions.



Companies with single-provider solutions are more likely to outperform. Companies we have identified as ‘leaders’ – organisations where marketing teams outperformed against their top business goal over the last year – are two-and-a-half times more likely than ‘mainstream’ companies to structure their marketing mostly around an integrated marketing cloud from a single provider. Companies with a single-vendor solution are five times more likely than those who have assembled their own marketing stacks to say their ability to get full value from the technology is ‘excellent’.



Organisations need to consider total cost of ownership. The path to maximum profitability and efficiency lies in having the right martech solution for a business, not necessarily the cheapest one. Homegrown technology may save on licensing costs, but companies must consider the cost of internal resources and consultants tasked with maintaining and integrating these systems. For example, companies may be spending inordinate amounts of time integrating systems and sources of data to gain a more complete customer view, a task that may not have been necessary if they had installed integrated technology from the outset. The onus is on CMOs to turn the marketing function into more of a profit centre than a cost centre, and the right technology can help them to do this, even if single-vendor solutions are not always a panacea themselves.



Technology needs to be an enabler for customer data integration, not a barrier. Only a minority of companies are able to leverage customer data fully for a range of marketing activities, suggesting that the majority of businesses have a great opportunity if they can get the right martech stack in place. Those companies using an integrated marketing cloud are much more able than other companies to harness data for a range of activities, including optimisation of the marketing mix and personalisation of the customer experience. More than a third (39%) of predominantly single-vendor companies can ‘thoroughly leverage’ customer data for automation of tasks required for personalised experiences, compared to only 2% of those that have a more piecemeal approach to martech.



Martech is about people... but a lack of staff with the right skills is a barrier to the success of marketing platforms. Technology is, ultimately, only as good as the people who can configure it and then utilise it effectively. Unfortunately, many companies are struggling to find the staff or consultants who can get full value from technology, whether internal staff or those working for their agencies and integrators. To compound the challenge, different martech solutions require different skills. Two-thirds (64%) of companies believe they *don't have the skills or talent to make most use of marketing technology*. The greatest martech challenge for companies is the *lack of skills / people to utilise it properly*, cited as a top-three barrier by 45% of both B2B and B2C respondents.



1.1. Methodology

There were 1,026 respondents to our research request, which took the form of a global online survey fielded in August and September 2017. Respondents included client-side (brand marketers) only. Third-party panels were used to supplement the sample.

Information about the survey, including the link, was emailed to Econsultancy's and Marketing Week's respective user bases and promoted via social media. The incentive for taking part was access to a free, advance copy of this report just prior to its publication on the Econsultancy website.

If you have any questions about the research, please email Econsultancy's Head of Commercial Research Services, Monica Savut (monica.savut@econsultancy.com).

2. Foreword by IBM Watson Marketing

Sir Dave Brailsford is credited with inventing the concept of 'marginal gains'. As the Performance Director of British Cycling, his philosophy helped to inspire Team GB to many world-record breaking performances and has since been adopted by marketing and business leaders alike. The idea of marginal gains is quite simple. It is based upon the assumption that game-changing ideas rarely exist in just one area, so it is better to make many small 'incremental' improvements across many areas instead.

The idea of seeking marginal gains is one that marketers know very well. Very rarely do marketing leaders look for radical new ways of thinking where their technology and marketing strategies are concerned. Instead, they usually choose the safer option of 'optimising' their efforts instead. Whether that means seeking minor improvements in email open rates, increasing customer service response times or achieving deeper levels of engagement across social media, in theory, these small changes should combine to have a significant economic impact across the business.

There is only one problem with this approach in marketing. It doesn't work.

Making improvement of any kind is good. No matter how small. But it's no longer good enough. Consumer behaviour, buying habits and the way that people consume media have changed so significantly over the last few years, that the marketing technologies which once worked fine are no longer fit for purpose. Combine this with new regulations and people's reluctance to share their data as openly as they used to, and you discover an environment where merely optimising marketing efforts is doing little more than tweaking a flawed system. Small improvements may be made, but they are no longer having much effect.

This was a problem that Team Sky experienced when they first introduced marginal gains. In 2010, they were so obsessed with making improvements of just 1% across many different areas (from nutrition and team buses, to special skin suits and custom bedding for the riders), that they forgot to focus on the most important thing – the athlete's performance. And so, despite having the best facilities and the best processes of any team, the best result their top athlete, Bradley Wiggins, could manage was 24th in the Tour de France. Brailsford's post-race analysis focused on the source of the problem. He called it 'Steak and Peas'. Brailsford explained that they spent so much time focusing on the peas, that they forgot to invest in the best steak! They quickly shifted their focus and went on to win four championships over the next five years, making Team Sky the most successful professional cycling team in history.

Marketing platforms are exactly the same. Instead of focusing on the steak, by building on a stable platform that can scale as your business grows and consumer behaviour changes, marketers focus too much on the peas. They focus on combining several marketing tools and try to get them to work together (often as a cost-saving effort), but soon discover that the systems don't integrate in the way that they'd hoped. What they are left with is a custom marketing cloud that is more siloed than ever, commonly referred to as 'dark martech'. This is technology which they may be contractually obliged to keep, but which doesn't shed any light whatsoever on what their customers are actually doing across different channels. It's like the team of superstar athletes, who despite their talent, never seem to win because they don't play as a team. Harmony and integration is everything. Marketers NEED to think differently. They need to invest in trusted platforms that will set themselves up for future success. Just like Team Sky did.

As you begin to examine your own marketing technology strategy, we hope that this report helps inspire you to think differently about your marketing. Because those small incremental changes you were thinking of making, are probably not going to cut it anymore.



Jeremy Waite

Evangelist
IBM Watson Marketing

3. Introduction

This *Dark Martech* study is the third and final part of our three-part series of *Marketing in the Dark* reports, published by Econsultancy in partnership with IBM Watson Marketing. The first report in the series covered *Dark Data*¹, while the second report covered *Dark Social*².

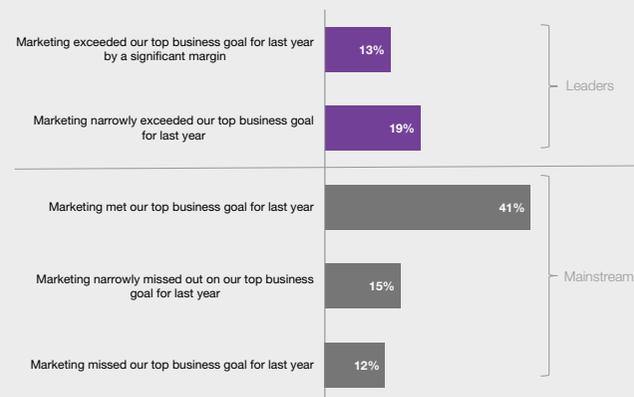
Defining marketing leaders

Based on a survey of more than 1,000 senior marketing professionals carried out during the summer of 2017, this report shows how 'leaders' are approaching marketing technology and related challenges, compared to those we term 'mainstream' companies.

As shown in *Figure 1*, leaders (32% of the sample) are those organisations whose marketing functions exceeded their top business goal for the previous year, as opposed to simply meeting them, or missing them.

We firmly believe that marketing capabilities will increasingly come to define overall commercial success across all business sectors, as leaders capitalise on the power of data and technology to widen the gap between themselves and their laggard competitors.

Figure 1: Thinking about last year's performance, which statement best describes how marketing performed against its top business goal?



¹ TBC

² TBC



4. What is dark martech?

Technology enables companies to carry out a vast array of marketing-related tasks more efficiently than ever, conferring significant benefits for CMOs and their organisations in their quest for greater revenues, reduced costs and a vastly improved customer experience.

But while the advantages of technology are undeniable, the martech landscape has become increasingly complex. Martech can cover everything from email and marketing automation systems, to customer data platforms and digital analytics, with whole new vendor categories seemingly springing up from nowhere.

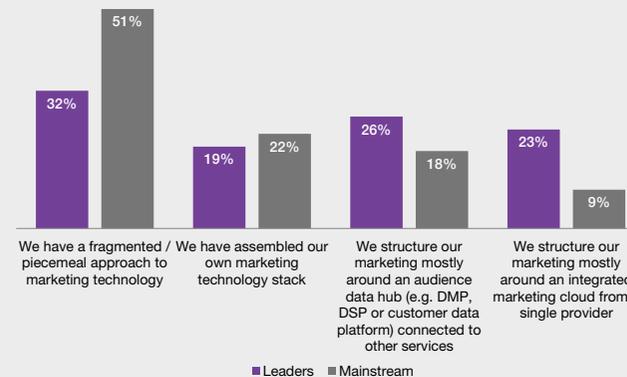
The scale of the martech ecosystem is underscored by 2017 research from Chief Marketing Technologist³ that shows there are more than 5,000 solutions available to buyers, a 40% increase on 2016. Some 98% of these marketing technologies are focused on web, mobile web and mobile app touchpoints. In 2011, the year when research firm Gartner famously predicted that by 2017 the CIO would be spending more on marketing technology than the CMO, there were only around 150 martech solutions available⁴. While there has been significant consolidation, the market continues to grow at a dizzying pace.

In addition to the multitude of third-party software platforms available to companies, there has been a surge in the amount of homegrown solutions that organisations have developed to knit different point solutions together, or to perform specific functions where an off-the-shelf technology is deemed inappropriate or too expensive.

'Dark martech' is a term coined by analyst firm TBR's Seth Ulinski, to describe this increasingly prevalent software that has been created internally⁵. This type of software, that comes in different shapes and sizes, largely goes unnoticed by those who are not directly involved in its development and maintenance. While it was not meant to be a pejorative term, there are challenges for organisations that are building martech solutions from scratch, in terms of both the efficacy of the platforms and the ability to integrate with other systems. The danger for marketers is that they end up with a chaotic approach to martech that causes headaches for their organisations.

Leaders versus mainstream

Figure 2: With regards to marketing technology to improve customer experience, which of the following statements best describes your organisation?



While the right marketing platform in and of itself does not guarantee success, it is clear that a robust and integrated martech setup – aligned with a coherent data strategy and the right level of investment in people – can play an important role in helping to deliver commercial success.



Almost a quarter of leaders structure their marketing mostly around an integrated marketing cloud from a single provider.

For many organisations, the focus of digital transformation has been improved customer experience. Figure 2 shows how responding companies describe their marketing technology setup in the context of the customer experience, including whether they have built their technology stack themselves, or integrated marketing cloud technology from a single vendor.

Tellingly, only around a third (32%) of leaders – organisations where marketing teams outperformed against their top business goal over the last year – say that they have a *fragmented / piecemeal approach to marketing technology*, compared to just over half (51%) of mainstream companies.

At the other end of the spectrum (on the far right of the chart), almost a quarter (23%) of leaders say they structure their marketing *mostly around an integrated marketing cloud from a single provider*, two-and-a-half times the proportion of mainstream companies (9%) that do the same. While similar proportions of leaders and mainstream companies have *assembled [their] own marketing technology stack* (19% and 22% respectively), leaders are more likely than the mainstream to have structured their marketing *mostly around an audience data hub* (26% versus 18%).

³ <http://chiefmartec.com/2017/05/marketing-technology-landscape-supergraphic-2017/>

⁴ <http://chiefmartec.com/2011/08/marketing-technology-landscape-infographic/>

⁵ <http://chiefmartec.com/2016/04/dark-martech-mass-homegrown-marketing-technology/>

Figure 3, meanwhile, shows the extent to which respondents say they have visibility over the marketing technology present in their organisation. Those working at companies defined as leaders are significantly more likely than respondents from mainstream companies to have 'total visibility' or 'strong visibility' over all the marketing technology present in their organisations (82% versus 63%).

Leaders versus mainstream

Figure 3: How much visibility do you personally have over all the marketing technology present in your organisation?

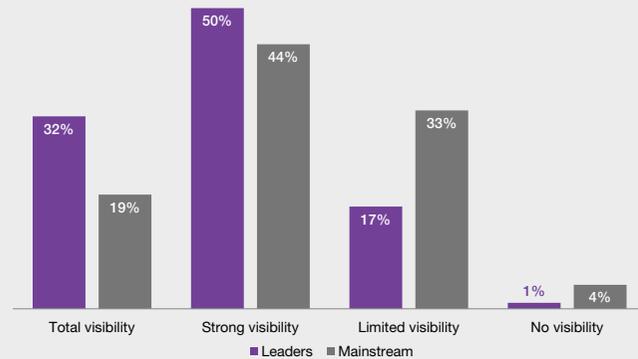


Figure 4 shows the impact that the type of technology setup has on the visibility respondents have on the marketing technology within their organisation, underscoring the lack of control that CMOs and other marketers have over martech when dealing with fragmented, DIY solutions.

Some 88% of those companies that have predominantly gone for the single-provider approach enjoy total or strong visibility on technology, compared to only 57% of those who have a fragmented approach to martech.

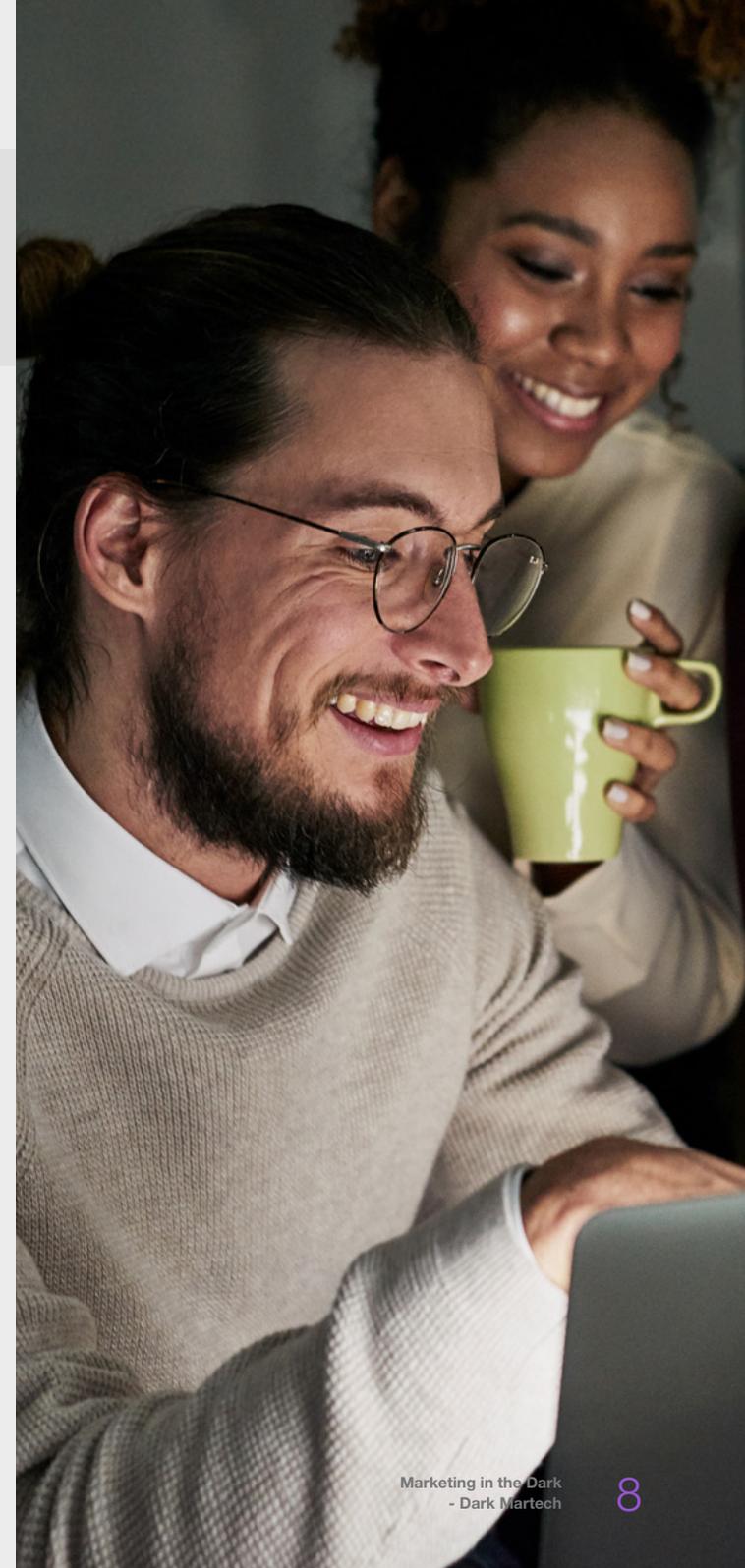
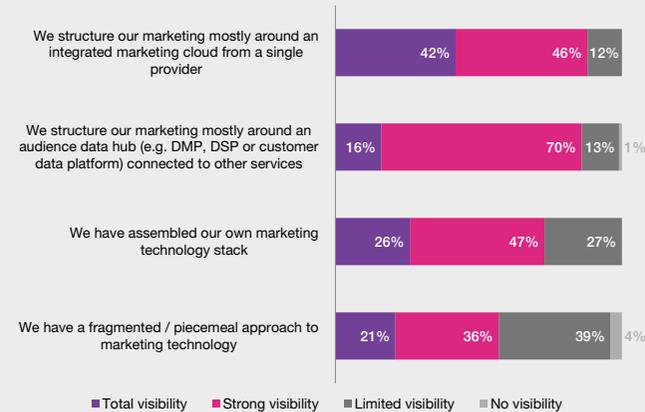
The vast majority (86%) of respondents whose companies have structured their marketing around an audience data hub also enjoy good visibility on martech, although only 16% describe it as 'total', compared to 42% for those using mainly a single cloud provider. In comparison, for those who have assembled their own technology stacks, 26% describe visibility as total, and a further 47% describe it as strong.



88% of companies that have predominantly gone for the single-provider approach enjoy total or strong visibility on technology.

While many companies prefer to use multi-source technology stacks based on an array of different point solutions, the data from our survey suggests that the single vendor approach affords the greatest visibility to marketers and, even more importantly, the most value (as we shall see in the next section of the report).

Figure 4: Visibility over marketing technology present in the organisation – by type of tech setup





5. Getting value out of martech

The promise of marketing technology has always been to add value for businesses, rather than sucking up their budgets and resources. But it is clear that many companies struggle to get their money's worth from their marketing technology, with the level of dissatisfaction correlated with choice of tech setup.

Just over two-thirds (69%) of leaders say they get 'excellent' or 'good' value, which leaves 31% of even our outperforming group of companies describing the value conferred by martech as 'poor' or 'very poor' (Figure 5). For mainstream companies, the perceived returns from martech are even worse. The majority of these companies (53%) describe the value of martech as poor or very poor.

As can be seen in Figure 6, the type of marketing technology infrastructure has a huge impact on perceived ability to get value. Those who have gone for the single-vendor integrated marketing cloud approach are far and away the most likely to describe their ability to get full value out of their marketing stack as 'excellent'.

These companies are more than three times more likely to say this is the case than those who have structured their setup around an audience hub (40% versus 13%), and five times more likely than those who have assembled their own marketing stacks. The perceived value is worst for those with fragmented technology systems. Almost three-quarters (71%) of these respondents report 'poor' or 'very poor' ability to get full value.

Our findings are consistent with research by ClickZ which has also underscored the advantages of the single-suite approach⁶. According to this 2016 study, an overwhelming majority (82%) of companies surveyed said use of a marketing cloud – defined as 'an integrated suite of marketing tools available to marketers as web-based services offered by a software vendor' – had a positive impact on their organisation's marketing, while 88% agreed that this approach had a positive effect on business performance.

Leaders versus mainstream

Figure 5: How do you rate your company's ability to get full value out of its marketing technology?

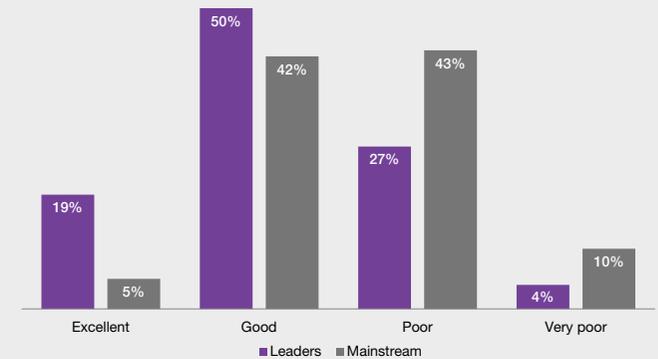
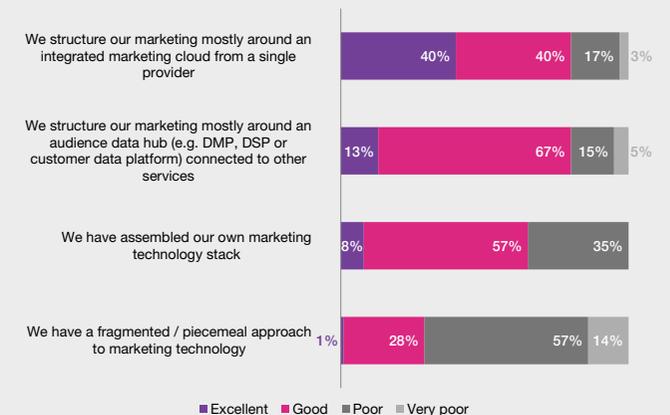


Figure 6: Ability to get full value out of marketing technology – by type of tech setup



⁶ <https://www.clickz.com/has-the-marketing-cloud-lived-up-to-the-hype/108660/>

Technology that is properly integrated can help marketing teams deliver against wider commercial objectives, while also making marketing activities more data-driven and success more measurable. The benefits afforded by martech – including, among others, the ability to automate manual tasks and gain a more unified view of the customer – are empowering for marketing staff because they elevate an often undervalued business function into the engine room of the business and the focal point of customer-focused digital transformation.

The clear advantages of having the right martech setup beg the question as to why more companies are not making a properly integrated platform a priority. It is clear that companies are facing problems relating to technology, both in terms of lack of usage and difficulties extracting themselves from poor decisions and unfavourable contracts (Figure 7).

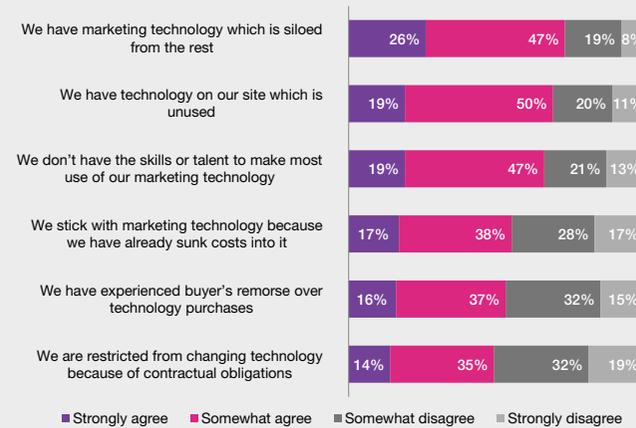
Siloed technology is a widespread problem, with almost three-quarters (73%) of companies agreeing that this is an issue they suffer from. The next most widespread issue is the lack of technology utilisation, with more than two-thirds (69%) of companies saying they have unused tech.

A significant issue faced by the majority (55%) of companies is the fallacy that they are better off sticking with technology because they have already *sunk costs into it*. But given the rapidly changing nature of business, companies cannot afford to dwell on the past; technology decisions need to be made based on the best path forward for the business. A good place for inspiration comes from the fast-moving world of startups, where the reward of staying ahead of the curve significantly outweighs concerns of the past. As such, marketers who reflect negatively risk losing sight of the opportunities that continually surface.

Almost three-quarters of companies agree that siloed technology is an issue they suffer from.



Figure 7: Proportion of companies agreeing or disagreeing with technology-related statements



Another issue for some companies is that they have failed to consider the total cost of ownership. Homegrown technology solutions may, for example, save on licensing costs, but perceived savings may be meaningless if they are exceeded by the cost of internal resources and consultants tasked with maintaining and integrating these systems. For example, companies may be spending inordinate amounts of time integrating systems and sources of data to gain a more complete customer view, a task that may not have been necessary if they had installed integrated technology from the outset.

For those companies that do recognise the need to re-think their technology infrastructure, and their choice of vendor, there may be the issue of punitive contractual obligations that hadn't been properly scrutinised before contracts were signed. Just under half (49%) of responding companies agree that this is something that restricts them.

Data is the theme of the first report in our *Marketing in the Dark* series, entitled *Dark Data*. A takeaway from that study is that the ability to act on insights derived from customer data is a key requirement for companies wanting to compete in the digital age. While this piece of research encouragingly suggested that organisations are getting better at this, the report also found that there is a long way to go for many businesses seeking to action

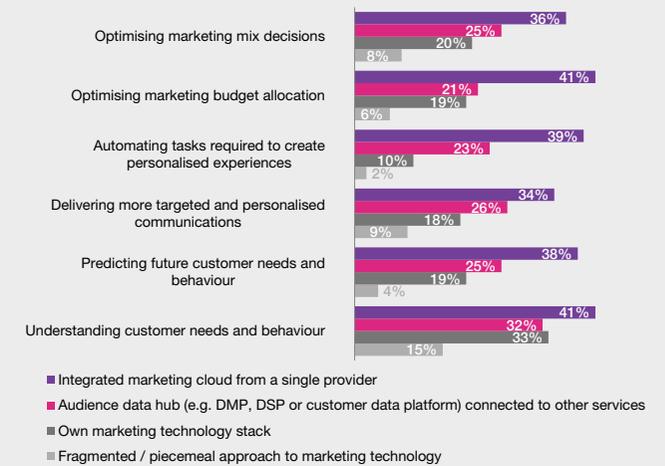
the insights they are deriving from customer data.

Figure 8 shows the impact of the type of martech used by companies on their ability to 'thoroughly' leverage customer data for a range of important marketing objectives. Those companies using an integrated marketing cloud are much more able than other companies to tap into this data for the full gamut of activities highlighted, including optimisation of the marketing mix and personalisation of the customer experience.

In contrast, those companies with a fragmented approach to technology are struggling to harness customer data. The largest chasm in data-related capabilities is for automation of tasks required for personalised experiences. More than a third (39%) of single-vendor companies can thoroughly leverage this data, compared to only 2% of those that have a more piecemeal approach to martech.

For optimisation of marketing budgets, even those with an audience data hub approach or their own marketing technology stacks are only half as likely as single-vendor businesses to be thoroughly leveraging customer data to facilitate this.

Figure 8: Proportion of companies able to 'thoroughly' leverage customer data – by type of tech setup



6. People: leaders and pi-shaped marketers

As can be seen in *Figure 9*, responsibility for strategic marketing technology decisions is most likely to lie at the door of the CMO or head of marketing, for both leaders (42%) and mainstream companies (48%). In fact, CMOs are (in the case of leaders) twice as likely as CIOs to bear this responsibility. While some companies have appointed chief marketing technology officers (CMTOs), they are still very much in the minority (included with other job roles in the 'other' category shown in the chart).

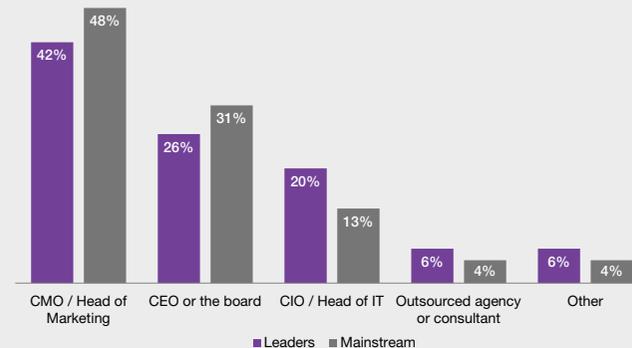
The onus is on CMOs to turn the marketing function into more of a profit centre than a cost centre, and the right technology can help them to do this. The ability to demonstrate return on investment from marketing programmes is increasingly contingent on having a properly integrated martech suite in place (either homegrown or from a single vendor), in order to execute marketing programmes successfully and to facilitate reliable marketing attribution.

It is instructive to see the extent to which respondents believe that marketing is respected as a function within the boardroom. It is clear from *Figure 10* that this function is more likely to be 'very respected' in B2C companies than in B2B organisations (35% versus 27%). In B2B companies, it is often the sales team that has historically wielded more power, and this is generally because the marketing function has not been able to prove its worth.

The increasingly prominent role of data-driving marketing and marketing automation within B2B companies is increasing the profile of the marketing function because CMOs are now in a better position to demonstrate their impact on sales figures. Critical to this new-found respect is a technology platform that successfully underpins all marketing activities and enables businesses to track the development of leads into sales.

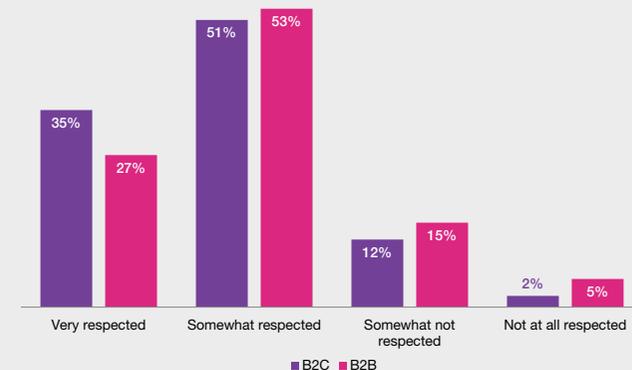
Leaders versus mainstream

Figure 9: Who typically owns strategic marketing technology decisions in your organisation?



B2C versus B2B

Figure 10: In your opinion, how respected is marketing within the boardroom?



The fact that *management does not see the value* of martech is a significant challenge restricting further investment, cited as a top-three barrier by 26% of B2C and 30% of B2B respondents (Figure 11). This suggests that many CMOs are not doing enough to make a compelling business case for investment.

However, the greatest martech challenge for companies in the context of investment is the *lack of skills / people to utilise it properly*, cited by 45% of both B2B and B2C companies. If you don't have the right people in place, then it is difficult to implement an effective marketing strategy, let alone align – and use – technology to help fulfil business goals. Lack of skills is an even bigger issue than *legacy processes and systems* (41% for B2C and 39% for B2B) and the *general reluctance to spend anything* (33% and 30%) that is often attributable to the lack of a powerful business case.

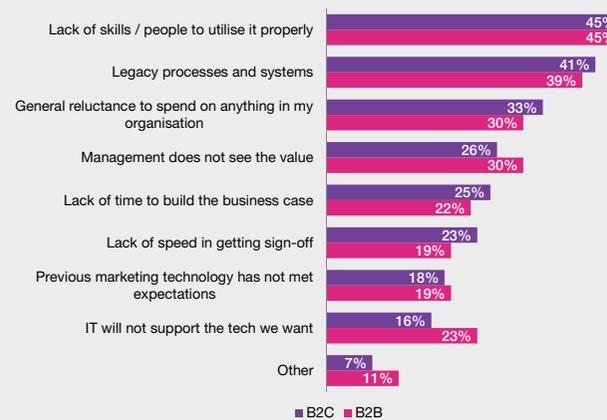
The skills gap is further highlighted by Figure 12, which shows that two-thirds (66%) of responding companies believe they *don't have the skills or talent to make most use of marketing technology*. Technology is, ultimately, only as good as the people who can configure it and then utilise it effectively. Unfortunately, many companies are struggling to find the people who can get full value from technology, whether internal staff or those working for their agencies and consultancies. Companies must strive to ensure that their employees receive the right level of training, either internally or externally.

While the right technical and analytics skills are required to power technology and extract the right insights from data, it should not be forgotten that creativity is also a crucial requirement for marketing teams. While technology such as artificial intelligence can fulfil many of the time-consuming functions that burden marketers, machines cannot yet replace the creativity that is required for engaging storytelling by brands that resonates with customers and prospects.

Econsultancy founder Ashley Friedlein has coined the term 'Pi-shaped' people (as in the Greek letter π) to describe the importance of both creative and analytics skills, as well as a broad commercial understanding of business⁷. This is an evolution of the concept of 'T-shaped' marketers who have a specific (and deep) expertise, as well as sufficient working knowledge of a broader variety of skills and disciplines to communicate effectively across the organisation. Pi-shaped people are both analytical and data-driven, yet understand storytelling and experiential marketing. They understand the bigger picture of analytics, while also recognising how storytelling will influence customer behaviour and engagement.

B2C versus B2B

Figure 11: What is holding back further investment in marketing technology in your organisation?

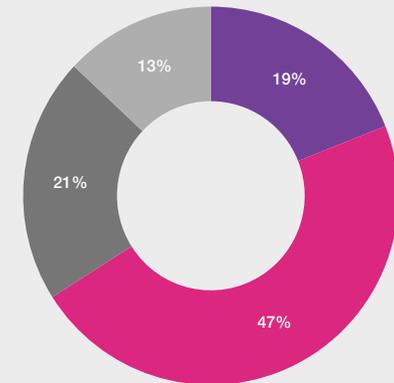


Methodology note: Respondents could check up to three options.



Two-thirds of companies believe they don't have the skills or talent to make most use of marketing technology.

Figure 12: 'We don't have the skills or talent required to make the most of our marketing technology' – agree or disagree



Legend: Strongly agree (Pink), Somewhat agree (Purple), Somewhat disagree (Grey), Strongly disagree (Light Grey)



⁷ <https://www.marketingweek.com/2012/11/07/why-modern-marketers-need-to-be-pi-people/>

Five key steps to better martech

1

Say no to siloed technology. There is a perennial debate around whether it is better to have a single marketing cloud vendor to meet most martech requirements, or a customised technology stack built around best-of-breed point solutions. While a customised solution works for some organisations, our research suggests that those predominantly relying on one vendor are more likely to get excellent value from their chosen marketing technology platform. Additionally, some 88% of responding companies that have predominantly gone for the single-provider approach enjoy total or strong visibility on this technology, compared to 73% of those with their own martech stack developed in-house, and only 57% of those with a fragmented approach.



2

Consider total cost of ownership. Irrespective of the choice of martech setup, all companies must assess the extent to which siloed technologies and a piecemeal approach will limit their effectiveness and create headaches in the future. When weighing up the pros and cons of investment in different types of martech infrastructure, businesses must consider the cost of having to integrate marketing technology platforms and bring together different datasets, for example the need to create homegrown middleware solutions or employ additional headcount to do manual tasks that should be automated.



3

Strive for a single view of the customer. With a single view of the customer being an increasingly important requirement for businesses, the ability to integrate customer data points from different systems is crucial for companies wanting to do everything from optimising budgets across channels, to personalising the cross-channel experiences. The research shows that those companies with a fragmented approach to technology are struggling to harness customer data effectively. When building the business case for a unified martech platform, try to quantify the potential upside and savings that will be possible as a result of more personalised marketing, better automation and more efficient optimisation of the media mix.



4

Make marketing a profit centre, not a cost centre. This research shows that marketing is not always fully respected within the top echelons of an organisation, and this is often due to a perception that this function is a cost centre and 'nice-to-have' rather than being inextricably linked to business success. The right martech stack can help CMOs to demonstrate that marketing is the engine room of the business, with the right data being made available to quantify this. As TBR senior analyst Seth Ulinski points out⁸: *"Marketing teams with tightly integrated martech platforms pave the way for profit-driving nirvana, leveraging engagement data across a variety of paid, earned and owned channels to maximise outcomes (e.g. sales, profit and brand equity)."*



5

Invest in people, agencies and partners. The reality is that even the best marketing technology platforms are rarely a silver bullet for companies without people with the requisite skills to harness the technology effectively and to customise it where necessary. Companies will fail to get full value from their investments unless they train their staff extensively, and hire people with the right experience. Agencies and other integrator partners play an important role in ensuring that the martech engine of a business is properly oiled and finely tuned. Before technology is even implemented, human brain-power is needed to make sure that software aligns with strategic commercial objectives and that the right processes are in place. Furthermore, technology can only take companies so far. Focus on employing people with the creative skills to ensure that marketing systems can be powered with compelling content and ideas.



⁸ <http://chiefmartec.com/2016/04/dark-martech-mass-homegrown-marketing-technology/>



About Econsultancy

Econsultancy's mission is to help its customers achieve excellence in digital business, marketing and ecommerce through research, training and events.

Founded in 1999, Econsultancy has offices in New York, London and Singapore.

Econsultancy is used by over 600,000 professionals every month. Subscribers get access to research, market data, best practice guides, case studies and elearning – all focused on helping individuals and enterprises get better at digital.

The subscription is supported by digital transformation services including digital capability programs, training courses, skills assessments and audits. We train and develop thousands of professionals each year as well as running events and networking that bring the Econsultancy community together around the world.

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About IBM Watson Marketing

Watson Marketing gives marketing professionals the power to uncover new levels of actionable insights, deliver impactful and personalised experiences that customers want and value, and discover innovative ideas that provide a competitive edge.

Only Watson Marketing combines business and marketing expertise with industry-leading solutions embedded with cognitive capabilities. This is marketing to the power of IBM.

Visit <https://www.ibm.com/watson/marketing/> or call us on +44 207 202 5930 to find out more.



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