



**A research brief by The CMO Club in partnership with MediaMath:**

# Evolving Your Agency Partnership Model to Drive Programmatic Success

A survey of more than 70 CMOs and 1:1 interviews with brand marketers from The CMO Club, with insights from agency leaders.

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# Executive Summary

A CMO's budget is more important than ever.

**Marketing organizations are currently responsible for choosing and managing marketing service providers at 83 percent of companies and selecting technology providers at 71 percent.**<sup>1</sup> This expanded

purview over technology budgets means every dollar a CMO spends will be increasingly scrutinized. Demonstrating ROI across all investments is a must.

Programmatic, the new marketing paradigm that leverages technology to automate and optimize the planning, purchasing, execution and analysis of digital marketing across channels, is empowering CMOs to connect their technology decisions with real business results. It's increasingly helping brands deliver more contextually relevant messaging to customers across channels, optimize based on real-time insights from each consumer interaction and drive greater marketing ROI with transparent results. And where "digital" used to be called out as its own term, it's now so much a part of how marketers are doing their jobs that the term has become almost unnecessary.

"Marketing is digital, digital is marketing—you can't have a digital marketing group, or budget—it's all digital," says Robin Thomas, Director of Media and Social for Chili's® Grill & Bar.

Marketers' embrace of programmatic has created a new dynamic between brands and agencies. CMOs now need more than just media purchasing power, brand management and creative expertise—the historical wheelhouses of traditional agencies—to achieve success. The real-time nature of digital advertising, powered by the rise of audience-

driven, algorithmic programmatic media buying and fragmentation of media channels, now necessitates a deeper command of data, insights and technology.

While many agencies, especially larger ones, have digital capabilities in place, they often live in silos across the firm, making it difficult to fully apply programmatic across a wider share of brands' media budgets.

"The biggest challenges for brand agencies are that they don't understand the amount of pressure we are under with regard to KPIs driving profits and revenue," says Laston Charriez, Chief Product Officer, Denver Mattress Company, formerly SVP, Product and Marketing for the Americas for Western Union.

It's clear this radically new landscape calls for a redefined agency value proposition. But that doesn't mean agencies will—or should!—be disintermediated. The CMO Club survey of more than 70 CMOs and 1:1 interviews with brand leaders from The CMO Club found that marketers want to continue to partner with agencies. These same brands do, however, want different things from their agencies than they have in the past. What's more, the majority rely on the partnership between their agencies and technology providers for their success. This guide will explore the areas in which agencies are providing strong value in the realm of programmatic and others where they can improve, with actionable tips to help. CMOs can also take steps toward bolstering their programmatic prowess to help themselves—and their partners—realize the best outcomes from their marketing efforts. ■

1. "By 2017 the CMO Will Spend More on IT Than the CIO" — Gartner

# What a CMO Craves in a Changing Programmatic Landscape

**Programmatic itself is making a shift. It's migrating from what the industry has typically called "programmatic advertising" to the future state of "programmatic marketing." What's the difference?**

While programmatic media buying has been around for almost 10 years, marketers have yet to scratch the surface of its full potential. Programmatic has the potential for use across 100 percent of media budgets, not just as a line item on media plans, and to facilitate integrated audience management and execution at scale. The convergence of adtech and martech, driven by automated systems on both sides in addition to the enormous amount of data at marketers' disposal, is making messaging more targeted and seamless across paid and owned media.

"Programmatic is fulfilling its promise," says Sean Cheyney, VP, Audience Extension Sales at Triad Retail Media, Florida's largest advertising firm and a market leader in digital retail media programs. "The future of programmatic is looking at other mediums. Currently, programmatic is being used in video and mobile but TV is just dabbling in this space. What about the Internet of Things (IoT)?"

Embracing the rise of programmatic marketing requires the ability to incorporate programmatic best practices across a brand's entire marketing strategy. Agencies must still partner with brands to bring strategic thinking, creative services and holistic planning to the relationship. But to truly thrive, they should connect clients to the best media buying, data management and measurement approaches across different channels. Brands will

continue to have control over and manage their consumer data, but there should increasingly be a convergence, in which agencies can play a role, between media activity across multiple channels both online and offline along with transaction and CRM data. The sophisticated brand can and will bring this in-house, but great agencies will still be able to help tie media activity insight to transactional insight.

To get to that place, agencies must reevaluate internal skillsets, evolve the structure and hierarchy of key areas like their programmatic practices and become laser-focused on CMOs' evolving priorities. Agencies can also combine their strategic intelligence and market power with a technology partner to provide end-to-end solutions. Approaching a brand's needs as a duo can help in better activating first-party data, optimizing ROI, evolving measurement methods and managing the adtech stack. When agencies and technology providers collaborate in this way, they better align on their common goal: client outcomes.

"The most successful way for all three sides to work together is for the agency to become a strategic leader/facilitator, making sure the client has all the right pieces in place and partners in a campaign, and that everything is working well together," says Mike Davis, Digital Media Director at Butler/Till.

Here's what The CMO Club survey of 72 brand marketers revealed in terms of what clients crave most from their agency and technology partners.

# What a CMO Craves in a Changing Programmatic Landscape

## Audience Management

Sixty-two percent of The CMO Club survey respondents said their agency is accessing and activating at least some of their first-party data for advertising efforts (Chart 1).

In addition, audience insights and optimization best practices (59%) and ownership and activation of data (55%) were the areas in which brands thought their agencies had been most helpful in educating them (Chart 2). However, making sense of all this data can be difficult.

“You can almost have too much data,” says Charriez of Denver Mattress. “You almost get analysis paralysis.”

“You have to be comfortable getting into the decisioning and optimization on ROI, and you have to be comfortable in the data,” says Dustin Bomar, VP, Digital Acquisition, Hilton Worldwide. “That’s been the biggest thing.”

CHART 1

Is your agency able to access and activate your own first-party data (e.g. onsite behavioral data, customer data from CRM files, etc.) across channels in a secure way?

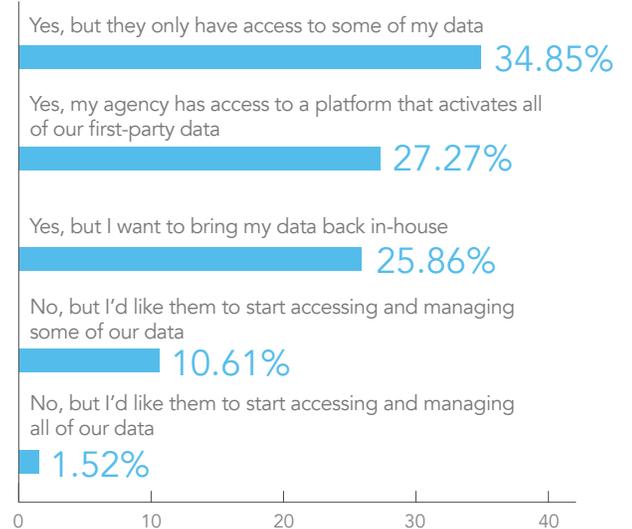
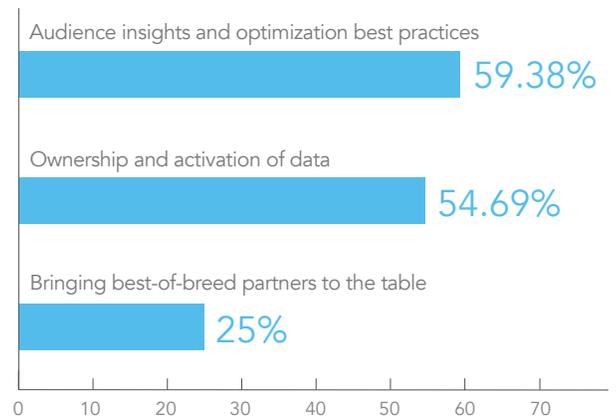


CHART 2

In which areas has your agency been most helpful in educating your brand?



# What a CMO Craves in a Changing Programmatic Landscape

## Transparency

Thirty percent of CMOs (Chart 3) called transparency a top priority in agency relationships. For some CMOs, transparency refers to fees that accompany agency services and media buys that are never fully disclosed or clarified. For others, transparency refers to the communication between agency and brand.

For Chili's® Thomas, transparency into how the media buying process was being executed in addition to what was happening in the technology platform was key.

"The biggest challenges initially for us were staying on top of the transparency in the buy and the back end actualization and auditing of the buy and using a programmatic platform," she says.

CHART 3

### Which is the most important for excellent agency support?

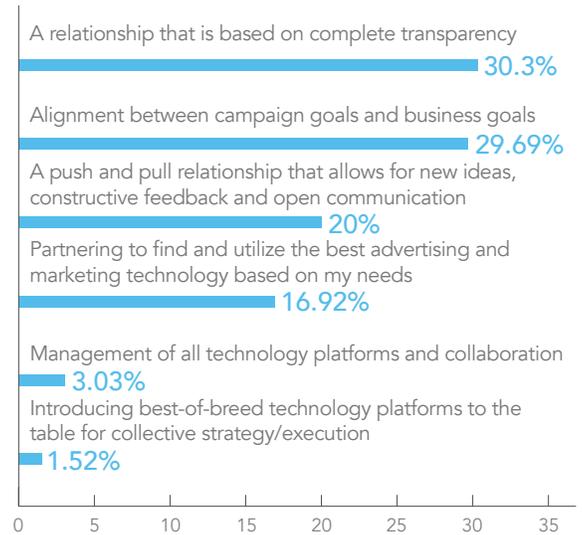
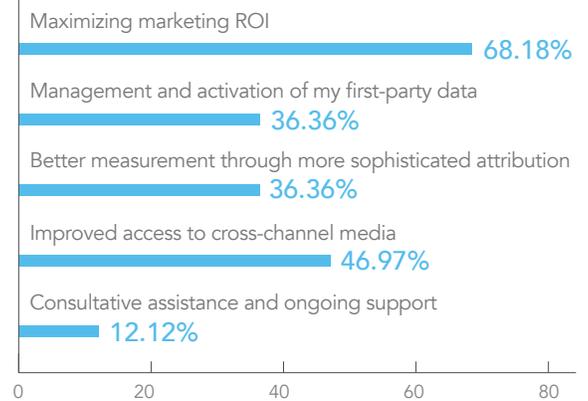


CHART 4

### In which of the following ways do you think a technology partner could add value to your agency relationship?



# What a CMO Craves in a Changing Programmatic Landscape

## Goal Alignment

Nearly 30 percent (*Chart 3*) of CMOs prioritized alignment between campaign and business goals from their agencies.

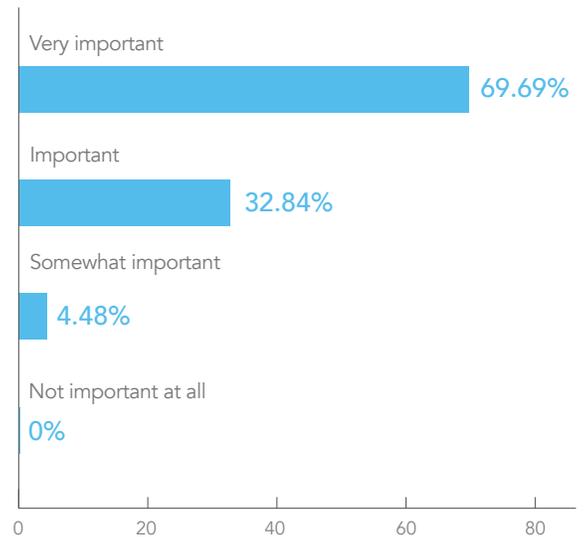
Maximizing ROI (68%) was the top area in which brands thought a tech provider could help (*Chart 4*).

This could include shifting to new metrics that better align with goal-based outcomes in addition to putting increasing focus on incrementality in marketing efforts—two areas that can be challenging for brands to put into practice on their own.

“Getting a better return on investment and not getting incremental spend are big challenges,” says Charriez.

CHART 5

**How important is the partnership between marketing technology partners and agencies to the success of brands?**



# What a CMO Craves in a Changing Programmatic Landscape

## Wider Partnerships

Seventy percent of CMOs surveyed think the partnership between marketing technology partners and agencies is “very important” to their success (Chart 5).

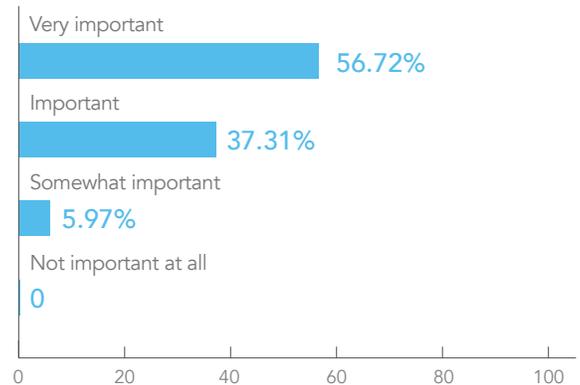
In addition, 57 percent of CMOs said a tech partner is very important to their and their agency’s success in implementing programmatic.

“As a CMO, it’s about getting the right people, managing the work and people asking the right questions,” says Krista Gibson, SVP and CMO of Chili’s®. “There are now a lot of functional experts that need to work together to bring marketing together. As a brand, you want to be seen across all these touchpoints.”

“In the programmatic space, both the agency and clients are learning how to find, partner with and optimize various third-party tools that are becoming critical to doing our jobs,” says Thomas, Gibson’s partner at Chili’s®. “That’s very new. And we’re not going to be able to do programmatic or our jobs properly pretty soon without coming together to build that data set.”

CHART 6

**How important do you think it is to have a technology partner in place to support the needs of your brand and your agency in the implementation and evolution of programmatic marketing?**



# Steps CMOs Can Take to Get More Out of Agency and Tech Partnerships

**CMOs aren't off the hook when it comes to maximizing their partnerships. Here's how we recommend marketers help their partners help them.**

## Centralize and Activate Your Best Data

First-party data is increasingly becoming one of a brand's most valuable assets. It's the key to targeting and engaging audiences in a meaningful and relevant way wherever they are. More than six in 10 respondents to a June 2015 report by Econsultancy said first-party data drove the highest increase in customer value and the highest campaign lift compared to second- and third-party data sources.<sup>2</sup>

To get first-party data right and enrich it thoughtfully, consider:



Creating a Data Strategy Team to get better purview over the data sources at play in your organization. This team should include individuals from all parts of the business who are responsible for the various forms of first-party data that exist. The Data Strategy Team should be closely connected to the marketing team and business units which can provide further qualitative insight.



Onboarding and activating your offline and/or CRM data, including loyalty data, purchase histories, website analytics and any other in-house data you have on customers and prospects.



Leveraging third-party or proprietary data, with the appropriate vetting process in place to gain access to audiences in different markets or beyond your customer base.



Activating data to create richer views of customers for targeting across channels to ensure your messages are available when and where audiences are ready to engage with them.



Consolidating insights from all channel activity with a single user identification system to achieve a single view of the consumer across interactions.

2. "Marketers Put First-Party Data First" — eMarketer

# Steps CMOs Can Take to Get More Out of Agency and Tech Partnerships

## Be Choosier with Your Metrics

The 2014 CMO Survey Report showed more than 20 percent of marketers aren't using quantitative analysis to measure ROI.<sup>3</sup> Three-quarters of marketers say they have, at best, a qualitative understanding of the impact their activities are having on their businesses. Given the increased pressure to boost results, CMOs should bolster their acumen in this area by:



Identifying quantifiable marketing goals. If you're a direct response marketer, it could mean transaction-level online and offline ROI goals. If you're a brand marketer, it might mean quantifying lift in metrics such as brand awareness, affinity or purchase intent. Then assess at the end of the day how these goals ladder up to business outcomes.



Striving for comprehensive control over outcomes in your partnerships and driving those partners towards continuously increasing returns on marketing spend. The best way to accomplish this is to clearly communicate goals with partners and share, in concrete terms, what success looks like. Ensure focus on quantifiable and strategic outcomes so you're not getting caught up on tactical outcomes that may not reflect the needs of true business goals.



Exploring the deployment of a single marketing platform that helps identify the precise combinations of audiences, media, messages and creative that will best achieve those outcomes, and that automatically executes ad buying in real-time across all digital channels to understand and improve upon cross-channel impact of your KPIs.

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"Ensure focus on quantifiable and strategic outcomes so you're not getting caught up on tactical outcomes that may not reflect the needs of true business goals."

3. The CMO Survey

# Steps CMOs Can Take to Get More Out of Agency and Tech Partnerships

## Upgrade Your Attribution Approach

Last-touch attribution—where the last direct channel receives full credit for the conversion—has been the status quo for measurement in marketing. Multi-touch attribution is a better solution that lets you see exactly what led a customer to convert at all points—both online and off. When integrated with your media execution, it allows a brand or agency to immediately act upon what's working and what's not in the marketing mix and give appropriate credit to advertising partners. It also helps in better applying learnings from each campaign to your wider marketing efforts. Notably, multi-touch attribution does require an investment in cost, time and expertise. Here are a few things to consider:



**Involving constituents from marketing, IT and finance:** Have meetings with key players to help qualify budget, anticipated goals and expected ROI, infrastructural and technological elements to consider and how multiple systems might need to hook together technically.



**Building a robust set of data matching partners:** The more conversion data you have to look at, the fuller the picture of attribution across channels, including mapping ads that are served online to in-store sales. Choosing the right data matching partners often comes down to the best match for the type of CRM data (email vs. phone numbers, for example). It also requires best practices around data hygiene, including ongoing data cleansing.



**Preparing to activate in media:** The attribution model and product you use should allow you to decision on the variables that are influential in your conversion goals. Ideally, you will be able to automatically allocate dollars where you should be spending, down to the impression level in a digital environment. Some technology companies offer real-time integration with multi-touch attribution vendors that makes this process simpler and faster to execute on in media.



**Leaning on experts:** Not everyone can be a specialist in everything. If your agency is working with a technology provider with an attribution product, whether a proprietary one or a partner technology, rely on them for support in implementing the right solution. A better bottom line for you makes your brand, agency and any associated technology providers look better.

“Multi-touch attribution is a better solution that lets you see exactly what led a customer to convert at all points—both online and off.”

# Recommendations for Agencies to Bolster Service Offerings for Brands

**As the volume of data increases and technology becomes more advanced, agencies can become the predominant strategic partner to the brands they serve over the long term by creating a holistic strategy around technology, data and measurement. The below recommendations can help get you, as an agency, started.**

## Get the Programmatic Practice Out of Silos

Agencies should consider a six-pronged approach to building a more integrated programmatic practice that benefits clients by consolidating reporting and insights, incorporating multi-touch attribution across channel interactions and enabling buy-side decisioning across premium media deals.

1

**Data:** Help brands implement a data management strategy, better align needed data with their technology stack and share insights to improve future campaigns. Working in concert with a technology partner lets you identify any additional data partners that can help your clients realize their business goals. Further assess your agency's data management strengths [here](#) (Cheat Sheet #2).

2

**Supply:** There are benefits to all stakeholders in the advertising ecosystem to transacting on more privileged, premium supply sources, especially when combined with the power of an open technology platform that provides transparency across the media buying process. An integrated agency will also be able to leverage and develop unique content, applications and/or creative with the supply provider that reach the desired users.

3

**Creative:** Creative messaging and its logic should always be aligned with optimization tactics. Outlining the customer journey as it maps to the end goal with the brand is key here. Understand each point in the path to purchase and what message, offer and creative are needed to drive towards the quantifiable marketing goals, whether they're around branding, direct response, loyalty or others.

# Recommendations for Agencies to Bolster Service Offerings for Brands

[Click here \(Cheat Sheet #3\)](#) to review a list of questions to ask to set up your agency for better programmatic success and [here \(Cheat Sheet #1\)](#) to identify core strengths to help you win more business.

4

**Analytics and insights:** Use every opportunity to overlay findings with a strategic lens: What is the meaning of a given finding? Seek ways to generate continuous insights for your clients to find new audiences to target, learn new things about existing audiences that could make messaging more relevant and more seamlessly refine audience segments based on real-time behaviors. To the extent that you have access, combine insights generated from online with expertise and insights from offline/traditional panel or user group sessions.

5

**Engagement models:** Spearhead upfront, and documented, planning around how your agency makes money, the full list of fees, including agency and trading desk, and whether or not you hold a principal position in media. Also recognize that there's value in managing the multitude of transactions that occur in billing and payment from multiple technology and supply partners, in addition to managing the integrations that make such partnerships possible.

6

**People:** Is everyone going forward with the same strategy, approach and "face" for the brand—even the people who never see the client in person? There is critical value in facilitating such change management, ensuring everyone is aligned on goals, methods to achieve those goals and nomenclature on the process of iterative improvement.

"To the extent that you have access, combine insights generated from online with expertise and insights from offline/traditional panel or user group sessions."

# Recommendations for Agencies to Bolster Service Offerings for Brands

## Build Stronger Digital Teams

“The agency of the future is going to be full of consultants,” says Matt Nespoli, Digital Media Supervisor at Butler/Till. “They will be strategic thinkers and bring new technologies and approaches to their clients. When you’re not always in the weeds, you can think more strategically—and that’s why agencies will always be around. We’re doing this and finding ourselves in that consultative role, which allows us to be proactive instead of reactive.”

While agencies should always be results-oriented and have strong client services teams, in the evolving agency model, they should also consider ramping up their operations teams, and sharing technical and operational knowledge across teams, to ensure processes are executed and results optimized properly. Here’s a sample list and descriptions of roles to consider as you evolve your agency’s programmatic capabilities:

[Click here \(Cheat Sheet #4\)](#) to download the full sample matrix of roles to consider developing as you examine your in-house expertise.



**Client Solutions Director:** Manages a team of digital media experts, provides strategic guidance across all functional teams and acts as an expert on planning, tactics and measurement.



**Integrations Technical Lead:** Works with a similar counterpart on the brand side to ensure the initial setup and continual maintenance of the consolidated technology stack, regularly defining use cases and KPIs as additional supply, media or data partnerships are identified and incorporated.



**Optimization and Innovation Manager:** Oversees a team of analysts, acts as a subject matter expert for senior client contacts and provides insight on campaign design and innovation.

“When you’re not always in the weeds, you can think more strategically—and that’s why agencies will always be around.”

# Recommendations for Agencies to Bolster Service Offerings for Brands

## Foster a Culture of Transparency

The Butler/Till team has committed “to being transparent, being open and honest,” says Nespoli. “We are fully engaging with our clients whether it’s good or it’s bad. It’s up to us to really educate them. We make sure we are working with the media team to ensure they are having the right conversations with the client. We don’t want clients to say they can’t trust us in our process. Whether that’s sales, conversions or clicks—we can prove that with transparency.”

Agencies can foster an open culture by:

Being upfront about data sources, aligning to goals and learning agendas, process and media costs. Additional fees for third-party services should be discussed in conjunction with the expected value to the client’s goals. “One of our primary roles as an agency is to deeply understand our client’s business and be able to pull apart a campaign brief and distill it to its most essential set of objectives, which we then translate into actionable and measurable KPIs,” says Stephanie Gay, Partner and Global Group Digital Media Director for MediaCom. “We are transparent with all our media and technology partners as to what their goals are and the KPIs we specifically want them to focus on, which creates a culture of accountability across the board. Even with our programmatic buys, where obviously most optimizations are algorithmic and real-time, performance and adjustments are discussed on a systematic and consistent basis in a three-way dialogue between ourselves, our clients and our programmatic platform partners. This symbiotic partnership is key to driving our clients’ businesses forward and identifying new areas of growth and opportunities.”



Making sure skills and knowledge are shared across the team. Larger agency teams can put this into practice by developing expertise with regards to functions, but the client goals and how programmatic achieves them should still be shared. For instance, each individual must understand how their role fits into the bigger picture of digital and programmatic marketing, with a well-defined communication cadence and process in place between all the various players. This can take the form of two to three key leads who are responsible for training the rest of the teams, leveraging educational tools or quarterly business reviews.



Communicating clearly and regularly. “It’s critical that everyone interacting with a campaign has a clear understanding upfront of the brand’s goals, what they are trying to achieve, what are we recommending they try to achieve, setting up the strategy, optimizing throughout and then taking the time to analyze data and look at what results were and pivot quickly for continuous improvement and maximizing results,” says Chelsea Cellamare, SVP, Media Strategy & Product Development at agency Triad Retail Media.



There is a healthy future for the brand-agency relationship, but like any long-term partnership, it’s continuously evolving and requires work. Whether you’re a brand or an agency, we hope this report is a good starting point to evolving how you partner to drive the best marketing success.

# Contributed Interviews



**Laston Charriez**  
*Chief Product Officer*  
 Denver Mattress Company,  
 formerly SVP, Product and  
 Marketing for the Americas,  
 Western Union



**Krista Gibson**  
*Senior Vice President and Chief  
 Marketing Officer*  
 Chili's® Grill & Bar



**Robin Thomas**  
*Director of Media and Social*  
 Chili's® Grill & Bar



**Dustin Bomar**  
*VP, Digital Acquisition*  
 Hilton Worldwide

# Contributed Interviews



**Chelsea Cellamare**  
SVP, Media Strategy &  
Product Development  
Triad Retail Media

Chelsea Cellamare is a proven senior digital marketing leader for over 10 years, forging digital media operations for today's & tomorrow's marketing landscape. With a passion for ecommerce, big brands and big data, Chelsea has been part of the Triad Retail Media team, pioneers in digital retail media, working with clients that include Walmart, Sam's Club, P&G, Unilever, Samsung and more. Chelsea decided to combine her skills and knowledge of digital platforms, data and media to drive meaningful marketing and business results to publishers and advertisers alike. She's successfully built a digital media operations team that continues to evolve with the ever-changing media landscape, supporting media planning, product development, programmatic media buying and ad operations.



**Matt Nespoli**  
Digital Media  
Supervisor  
Butler/Till

As Butler/Till's Digital Media Supervisor, Matt oversees the strategy and planning of the digital portions of clients' media plans, as well as the buying, execution and campaign optimization. He leads a team of collaborative planners and buyers that work to ensure all online and offline tactics are working seamlessly together to achieve maximum exposure for their clients. Matt is a 13-year veteran of the online world, ranging from Agency and Publisher Ad Operations at Ogilvy & Mather and Rodale, Adtech Account Management and Platform Sales at DoubleClick, Google and Vindico, to tackling a media-centric role at Butler/Till.



**Mike Davis**  
Digital Media  
Director  
Butler/Till

As Butler/Till's Digital Media Director, Mike oversees the strategy and planning of the digital portions of client media plans, as well as the buying, execution and campaign optimization. Mike has 12 years of experience in digital media in both B2B and B2C, executing everything from integrated TV/video campaigns to search and programmatic. Mike believes in his team taking a "hands-on-keyboard" approach to digital media by having planning and day-to-day execution and optimization for all digital tactics done by the same teams, in-house, to ensure campaign quality, performance and efficiency. Client experience includes Kodak, Bausch + Lomb, Valeant Pharmaceuticals, Salix Pharmaceuticals, Celgene, Carestream Health, Wegmans Food Markets, Winn-Dixie, Performance Bike, Excellus BlueCross BlueShield, Skillsoft, CenturyLink, ALPHAEON and Masterlock.

# Contributed Interviews



**Stephanie Gay**  
*Partner and Global Group  
Digital Media Director  
MediaCom*

Stephanie Gay is a digital marketing expert with over 10 years experience across the travel, entertainment, financial services and technology industries in the US and internationally. Having worked both in start-up and corporate environments, Stephanie is now the Global Digital Lead on the Dell business at MediaCom, based in New York, where she is spearheading programmatic strategy and expansion worldwide from a technology and media innovation perspective.



**Sean Cheyney**  
*VP, Audience Extension Sales  
Triad Retail Media*

Sean Cheyney currently serves as VP, Audience Extension Sales at Triad Retail Media, where he oversees sales, strategy, training, product positioning, implementation and growth of Audience Extension solutions for Triad's clients including Sam's Club, CVS and Dollar General. Cheyney has been a long-time advocate of programmatic advertising and is passionate about the role of data and technology in driving better results for brands and more relevant advertising for consumers. Prior to joining Triad, Cheyney served 11 years as Vice President of Marketing and Business Development for AccuQuote, where he led the overall growth and direction of the company's marketing initiatives, channel development, strategic partnerships, customer experience and customer acquisition through both online and offline advertising. New Jersey-born and California-raised, Cheyney received his BA from University of California, Irvine. He enjoys surfing, skiing and running Disney races with his wife. They currently reside outside of Chicago with their three children.



## About The CMO Club

The CMO Club is the world's most engaged and inspired community of Senior Marketing Executives who help each other solve their biggest challenges, within a candid, trusted and sharing environment. Collaboration fueled by inspiring events and within the members-only Digital Solutions Clubhouse raises the standard for what is required to be a successful Chief Marketing Officer. With more than 800 members and a no-vendor selling policy, The CMO Club is the go-to center for today's Senior Marketer for peer-based personal and career success support. For more details on membership or becoming a thought leadership partner, please visit [www.thecmoclub.com](http://www.thecmoclub.com).



## About MediaMath

MediaMath ([www.mediamath.com](http://www.mediamath.com)) is a global technology company that is leading the movement to revolutionize traditional marketing and drive transformative results for marketers through its TerminalOne Marketing Operating System®. A pioneer in the industry introducing the first Demand-Side Platform (DSP) with the company's founding in 2007, MediaMath is the only company of its kind to empower marketers with an extensible, open platform to unleash the power of goal-based marketing at scale, transparently across the enterprise.