

Implementing data clean rooms

Establishing a thoughtful path toward sustained value



Many marketing leaders recognize the potential of data clean rooms, but putting together all of the necessary elements can prove challenging. Cloud-based solutions can position organizations for a cookieless future and provide guardrails for privacy, and data clean rooms are proving essential for effective data collaboration, audience activation, and measurement. In fact, one out of three companies is already using data clean rooms extensively today, according to our recent survey of 500 global executives across 11 industries. We found that even greater adoption lies ahead, with nine out of ten companies expected to increase their use of data clean rooms over the next 12 months.

How will that adoption actually take place? How will enterprise leaders implement their visions for data clean rooms? And, how can they accelerate timelines, minimize risks, and increase the overall value they realize with data clean rooms? Discover the answers to these questions and more throughout our entire data clean rooms report series.

Our previous entries in this series have covered the evolving data clean rooms landscape, potential use cases, the keys for building a business case, and the essential steps for planning implementation. For leaders who have a firm grasp of the basics, buy-in from their colleagues, and a plan to guide their data clean rooms journey, stepping forward to actually begin implementation will require new levels of diligence, effort, and insight.

Along the way, it is important to be consistently transparent about what implementation means for your organization, such as where to start and all of the integrated teamwork that it entails. You will need to help other key stakeholders in your organization understand that the data clean rooms journey involves learning, adapting, and evolving as you onboard more teams and scale your clean room capabilities to execute more use cases and meet your business goals.

Preparing for action

Transitioning from preparation and planning to action, implementation, and operation demands that marketing executives acknowledge a need to dive deeper into the details of use cases, their data, and other crucial planning considerations specific to what type of organization they work within. Leaders must be prepared to gather new insights, build new relationships, and develop new skillsets as they embark on data clean room implementation.

KEY QUESTIONS TO ASK YOURSELF INCLUDE:

1

Is your extended clean room team ready to dive in, or do you need to infuse it with new people and skillsets?

2

Do you have the data you will need to support your uses cases and business objectives? Is that data in a standard format for ease of use?

3

Are you sure you are using the most accurate data in your organization? Do you know where that data is located and what rules govern it?

4

Is your technology ecosystem prepared for this undertaking?

5

Do you have the right architecture and vendor relationships in place to support your goals?

Answering these questions and others can help set you up for effective data clean room implementation and operation.

Defining and designing your use case

It is important to examine the use case or cases that you have already identified as potential starting points. For example, do you want to use a data clean room to understand what underlying behaviors influence a customer's decision to buy your company's products? Or, do you want to better understand where that customer falls out of the path to purchase?

Before you dig in, consider whether you could address only a slice of that use case or a less complex use case to start out—such as zeroing in on a specific subset of customers, for example. Doing so could allow your team to gain vital implementation lessons through a test-and-learn method that you can then use for more advanced use cases going forward. A smaller subset as you start out may help you measure a single aspect of customer data that you are aiming to gain a better understanding of—such as frequency, for example—or it might help serve as a trial run to stress test your data partnerships.

Dissecting the details of any use case is an essential part of implementation. Ask yourself what a use case really means; clarify the specific data you want

to use to achieve a specific outcome. Understand where that data is stored, whether you will need to transform it, where it will need to be moved, and what are the rules for sharing that data. The initial implementation phase of the journey is ultimately about designing your use case and what will enable it. The process involves next-level discovery around your ambitions, such as conducting workshops to help stakeholders align on final objectives or prioritizing the set of use cases to implement.

As you consider broad goals for your marketing and data clean rooms program, determine how you will sequence those goals. For example, you may have clear goals when it comes to audience measurement, activation, and transparency for data and privacy. Transparency might be the wisest place to begin, since it requires a number of implementation steps that start with building the data sets you want to deploy in your use case and vetting them through the privacy and compliance specialists in your organization.





Locking down the data

Effective data clean room implementation and operation cannot occur without significant work on the data front. Data—whether it comes from internal sources, external sources, or other third-party collaborators—will drive the success of the outcomes you seek to achieve with a data clean room.

The data that you leverage must align with your use case and business objectives. While you might have identified data sources early in your journey while building your vision for clean rooms and doing the initial planning, the likely reality is that you will have to refine the data sources needed for all use cases. You may have to transform it, cleanse it, or undertake other data hygiene measures to increase the quality and utility of the data.

As part of this data discovery and transformation phase during implementation, it is crucial to review

your robust legal and privacy framework that governs the use of the data. In an ideal setup, you would have created such frameworks during the planning stages well before implementation. Depending on your use case, you may need to create new pieces of framework. A sponsorship for a new sporting event, for example, may seek to create a revenue stream and require that you pull together data from multiple sources.

As a result, you may have to address new legalities for acquiring, sharing, and using that data—rules that may be specific to the types of organizations collaborating, region-specific regulations, terms of use, and other legal considerations. Do not expect any legal or privacy framework for data to be all-encompassing or “one and done.” View your data—and the frameworks around it—as subject to constant refinement and evolution.

DATA DANGERS

43% of companies say that **concerns about data movement** are a top challenge marketers face when implementing data clean rooms

Source: Data Clean Room survey of 500 global executives by Deloitte Digital (April 2023)

Solidifying your teams

Effective data clean room implementation calls for solid skillsets among your workforce and vendors, as well as close relationships with data collaborators—whether you are collaborating to share data internally or leveraging data from external sources.

As you dissect your use cases for data clean rooms, take careful inventory of the skills and talents that your team needs. For a large organization and a relatively simple use case, you may already have many of the capabilities you require. However, there may be additional roles eventually needed to stand up your data clean room and operate it. Those roles may range from data and technology integration specialists to industry-specific data scientists, or to brand managers and other marketing professionals.

Since data clean rooms function at the intersection of information technology and marketing-driven business outcomes, ensure that your teams are collaborative—that they reflect both the technical and the strategic dimensions of your use case. Sometimes, you may need to look outside of your organization to find the talent that you need. Among companies planning to use data clean rooms, 70% say they are more likely to outsource some portion of their implementation and operations.

As part of the process, it is important to ask yourself how you can build team-wide competencies that your organization may lack. You may also have to consider adjusting the timeline of a data clean room launch to allow yourself time to hire or upskill the talent that you need, or to adequately grow your team. As you look at your timeline, consider adjacent timelines inside and outside of your organization, and understand what they might mean for your data clean room implementation plans and your broader ambition.

For example, many marketing teams may be planning projects far in advance, such as holiday campaigns or seasonal activities. Could those efforts have an impact on the talent you will need and when you will need it? Could they perhaps generate data that can enhance your data clean room use case—or will your use case generate data that marketing colleagues might need? Other parts of your organization are looking far ahead. It is vital that you do, too, and that you communicate proactively across teams to avoid surprises or missed opportunities.

Building and nurturing relationships is critical to the successful launch and operation of a data clean room. They are solutions that are designed to allow you to collaborate with others, including external

organizations. As you engage with a collaborating party's marketing leaders, it may be clear that they understand your use case and your business objectives. However, will the teammates who they bring along for the project understand? This is why it is imperative to determine which technical and strategic capabilities you might need from a collaborator and determine if they will show up with the right people, data, processes, and tools to help you achieve your objective.

It is important to ask many of the same questions of these external teams that you would ask of your own organization. Examples of these questions include:

- What does your framework look like?
- How have you transformed the data?
- Who are the people who will support this project?
- What are you expecting to achieve with this joint effort?

VENDOR VACANCIES

39% of companies say that the **lack of qualified vendors** is a top challenge marketers face when implementing data clean rooms

Source: Data Clean Room survey of 500 global executives by Deloitte Digital (April 2023)



Tackling technological considerations

Data clean rooms are inherently technological solutions—which inherently bringsentails a host of implementation considerations. Many of them will seem familiar—classic questions about architecture, integration, and resources. At the same time, pickingChoosing a mature platform solution—, such as a data clean room offered by a major cloud provider, for example—may feel like an easy lift when it comes to implementation, but new needs are also likely to enterin the mix.

YourThe full vision for data clean rooms implementation mayight involve layers of additional technological considerations. Questions to ask yourself include:

- What will you have to address if you want to share data using a different platform, —or if you want to move data from one platform to another?

- Other questions might involve consumption of the data.
- Who will consume the data? On what scale?
- How will you deliver the datait to them, and what does the user experience look like?
- Can anyone in your organization plug in to the data?
- Will others be required to connect and contribute?

In answering these questions, you can make more informed decisions based on what is most conducive to your enterprise architecture and, to avoid unnecessary work and risks.

While your customer data platform (CDP) may be a vital system for supplying the data for your clean room, it is important to understand how your CDP fits within

your evolving architecture. A CDP can help harmonize your data, unifying it around an individual ID and making it more shareable for clean room use cases. It is not a substitute for a data clean room, however. The same applies to data management platforms (DMPs), which are still being used by 69% of companies surveyed. However, DMPs are becoming obsolete with the rise of data clean rooms and the deprecation of third-party cookies. Collaboration and enrichment services supporting data clean rooms mean that you can bypass many typical DMP-related steps, such as data matching, for example.

CHANGING ROOMS

69%

of companies are still using **data management platforms**

87%

of companies expect their **use of data clean rooms to increase** in the next 12 months

Source: Data Clean Room survey of 500 global executives by Deloitte Digital (April 2023)



Making it operational and sustainable

After addressing the major implementation needs for data, frameworks, skillsets, relationships, and technologies, you may feel ready for the big data clean room “go live” moments later. But there is still some important work to be done that can help you realize and sustain success.

BUILDING BUY-IN

40% of companies say **achieving buy-in** is a top challenge marketers face when implementing data clean rooms

Source: Data Clean Room survey of 500 global executives by Deloitte Digital (April 2023)

Communication and education are paramount to achieving buy-in and to sustaining data clean rooms within an organization. In each area and stage of implementation, it is important to proactively communicate with stakeholders about your progress—especially leaders who may have lingering reservations about the value of data clean rooms. A steady cadence of proactive messages to inform others, set expectations, reinforce your vision, and demonstrate progress could prove extremely valuable and will likely be appreciated. This transparency should continue well into the operations phase of a data clean room.

Ensuring that essential employees and your external collaborators understand the what, why, and how of your clean room endeavors could make all the difference in achieving your business goals. Educate them on the objectives,

the tools, the processes, and the policies that surround your projects. Many of these individuals may be leveraging the data to drive business outcomes, but do they know how to access the insights they need? Do they understand what to do with those insights once they have them, and is there a path that allows them to suggest new use cases to support marketing programs? Get technical and hands-on in your teaching. A workforce that is savvy about data clean rooms can prove to be a differentiator for your business and can help optimize and innovate the use of these solutions right alongside you.

As your organization goes live with projects, beware of “false starts.” Some companies simply take the data from a clean room pilot project, apply the insights to a campaign, and await the next project, believing that they have effectively

adopted a new technology. They overlook a bigger opportunity to experiment with their data, to learn from the experience, and then to take the next step with data clean rooms. As these solutions become more widespread and more critical to marketing campaigns, organizations will need to do more with them—and do it faster. It is beneficial to try to look for ways that you can accelerate adoption and spark continuous innovation. Do not think of a clean room as a tool you only use occasionally when you need it—think of it as a competency that you must constantly build on.



What comes next?

Implementation matters—deeply. Data clean rooms are here for the foreseeable future, and serve as an important solution set that can support marketing, advertising, and enterprise data collaboration. How you bring together your teams and technologies significantly influences the level of value that your organization has the potential to realize.

The details may feel overwhelming at times. But for leaders who break down these implementation challenges into manageable steps and focus on long-term results, the future may feel less daunting.

Continuous learning is key, and Deloitte Digital can share additional insights that can help you prepare for the future of marketing with data clean rooms. Contact us if you would like to discuss leading practices for implementing a data clean room or to schedule a demo.

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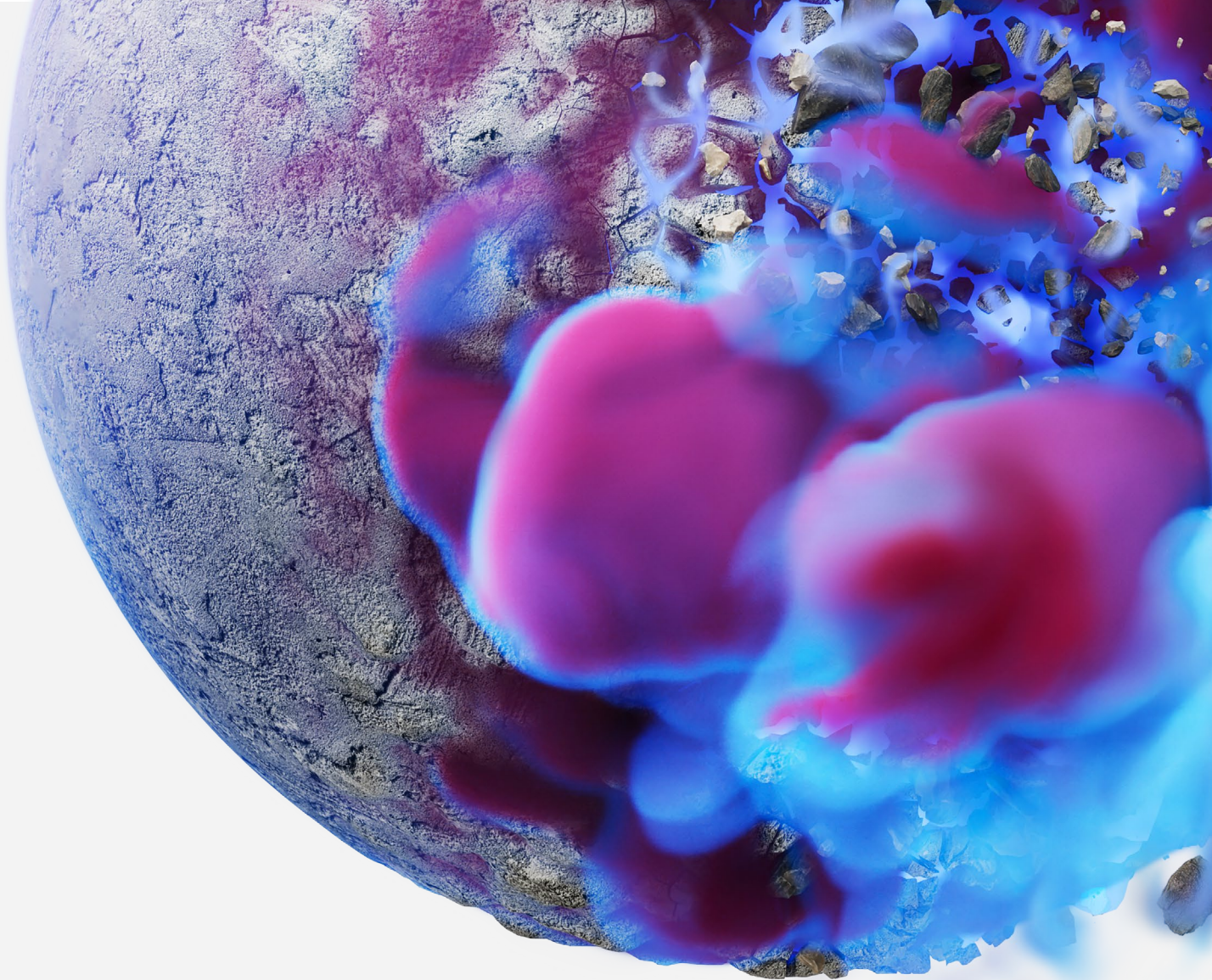
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