



MEASUREMENT MATURITY FRAMEWORK: A SHARED LANGUAGE FOR BUSINESSES TO BENCHMARK AND PROGRESS MEASUREMENT CAPABILITIES

A 3x3 and shared set of metrics marketers can use to easily map today's measurement capabilities, align on metrics, and see opportunities for better business outcomes tomorrow.

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CONTENTS

- 3** FOREWORD
- 4** INTRODUCTION: MOST MARKETERS MEASURE BUT FEW SPEAK THE SAME LANGUAGE
- 8** CMO INTERVIEWS: CREATING A COMMON VOCABULARY
- 9** THE IAB SEA+INDIA MEASUREMENT MATURITY FRAMEWORK 3X3 EXPLAINED
- 11** KPI TYPE DEFINED BY MEDIA, MARKETING, AND BUSINESS
- 16** THE 3X3 GRID: WHERE EVERY METRIC FINDS ITS PLACE
- 18** HOW TO APPLY THE FRAMEWORK IN THREE STEPS
- 20** DOWNLOAD THE IAB SEA+INDIA MEASUREMENT MATURITY FRAMEWORK
- 21** IAB SEA+INDIA 2025 MEASUREMENT COUNCIL MEMBERS

FOREWORD

Dear Reader,

The **IAB SEA+India Measurement Council** brings together a unique group of experts: specialists who in their day jobs are clients, competitors, partners, and peers. United by a shared passion, we set out to solve a measurement challenge we had each experienced firsthand. This purpose inspired us to create a shared language and structure for measurement - one designed to help progress the industry forward.

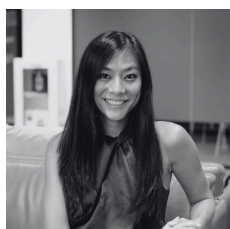
Through our council discussions, we quickly recognised the region didn't need another measurement method. The industry needed a way to organise and compare the methods already in use, and a shared language to accommodate rapid changes in marketing - AI, the creator economy, retail media networks - while maintaining consistency in how marketing effectiveness and business outcomes are measured. Our goal was to collectively design a solution that can evolve with new channels as well as provide the consistent foundation teams need to compare approaches.

The **IAB SEA+India Measurement Maturity Framework** does more than classify metrics. It benchmarks where teams stand today and highlights what opportunities become possible by progressing data infrastructures. Different companies will develop different capabilities based on their business priorities; whether it involves connecting data across platforms, bringing in specialist partners, or building team skills. This framework helps teams identify which of these developments will improve the outcomes that matter most to their business.

What we're most proud of is that this framework serves businesses of every size, from local SMEs to global MNCs. Businesses may discover that their data readiness sits at a different level than they expected, and plotting metrics on the framework establishes an accurate baseline to see what can be done next.

This represents months of collaboration across brands, agencies, publishers, and platforms. Every council member contributed expertise spanning data analysis, marketing analytics, attribution, campaign effectiveness, and business intelligence. Together, we achieved what wouldn't be possible alone.

We invite you to download it, plot your metrics, and see what stronger business outcomes become possible.



Deirdre Chew
Director of Sales, SEA



Co-Lead, IAB SEA+India Measurement Council
& Industry Leadership Board Member



Neel Murty
Measurement & Tech Partner Lead, SEA



Co-Lead, IAB SEA+India Measurement Council
& Industry Leadership Board Member

MOST MARKETERS MEASURE BUT FEW SPEAK THE SAME LANGUAGE

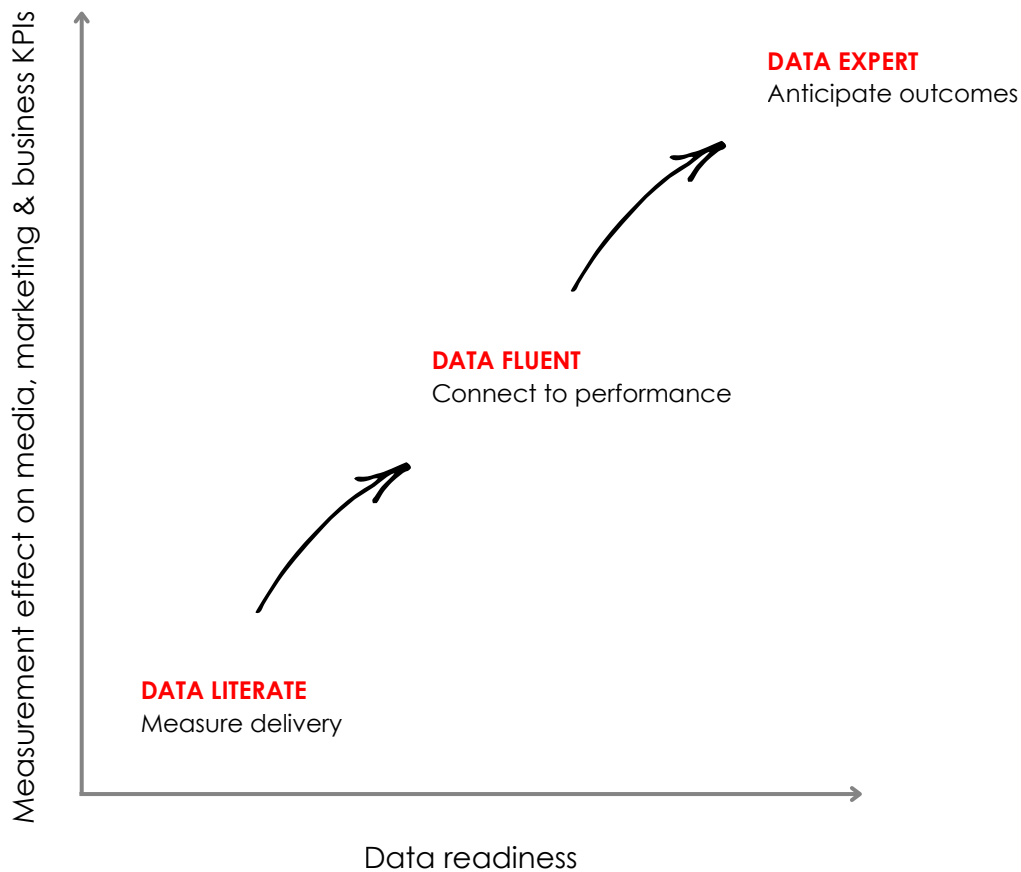
Marketers across Southeast Asia and India face a paradox: they know what they need from measurement, but without shared vocabulary or a common vision on what an effective measurement plan looks like, alignment remains difficult. Whether with finance teams, leadership, across marketing functions, or partners, the lack of common language creates gaps that no amount of data can bridge.

The **IAB SEA+India Measurement Council** has designed a **Measurement Maturity Framework** as a response: a tool for all marketers, whether from brands, agencies, publishers, or partners, to assess their current measurement, see what could improve outcomes, and identify next steps to advance marketing effectiveness. Whether a local SME or global MNC, it provides a 3x3 grid, measurement glidepath and comprehensive glossary companies can use to map current metrics, understand what becomes possible as measurement capabilities advance, and decide where to develop next to achieve business objectives. The framework classifies metrics by Data Readiness and Measurement Objectives, giving teams the common language needed to turn measurement into aligned insights and decisions.



MEASUREMENT MATURITY FRAMEWORK

See where you are now and understand what's possible next





The current economic headwinds intensifies this need for alignment. Kantar data shows 97% of companies in APAC already track marketing effectiveness. Between 2024 and 2025, improving marketing Return on Investment (ROI) rose from 41% to 48% as a stated priority, while managing budgets during inflation climbed from 19% to 34%. The demand is no longer for more data; it is for measurement that is easier to interpret, share, and apply for better decision-making.

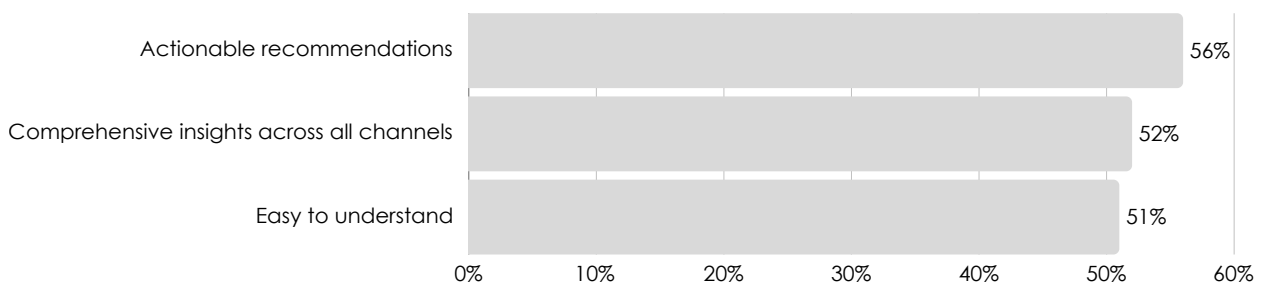
	2024	2025	+/-
Improving marketing ROI	41%	48%	7%
Managing marketing budgets during inflationary times	19%	34%	16%
Agile marketing insights	20%	30%	11%

Source: Kantar x Meta

Marketers across the region are united in what they want from measurement: actionable recommendations, comprehensive insights across channels, and approaches that are easy to understand.

Which of the following would you consider to be your top challenges when it comes to media measurement and effectiveness?

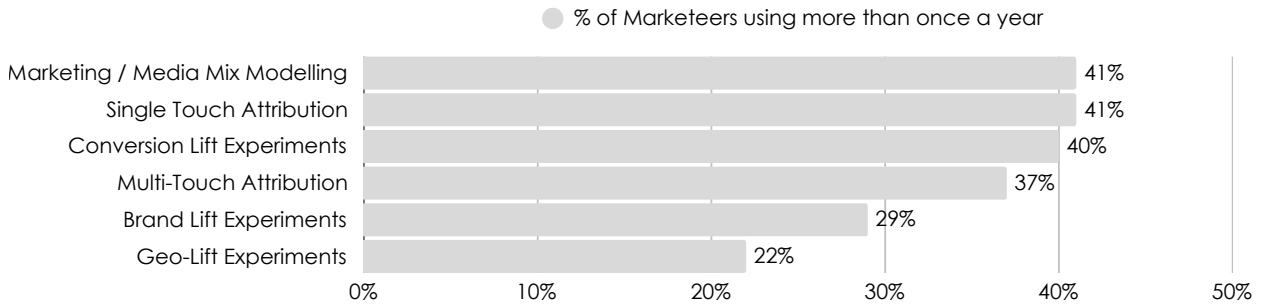
(Top 3 answers)



Source: Kantar x Meta

A range of approaches are in use; Marketing/Media Mix Modelling (MMM), Attribution, and Lift Studies among them, but adoption remains spread across several methods rather than centred on one. This mix highlights the absence of a common frame for how effectiveness is defined and discussed.

Which of the following measurement/effectiveness approaches do you and your team typically use to make marketing decisions?



Source: Kantar x Meta

The **IAB SEA+India 3x3 Measurement Framework** delivers what marketers have asked for: measurement that is actionable, comprehensive, and easy to understand.

The framework organises marketer's existing metrics across two dimensions:

- **Data Readiness:** outlines how data is organised and applied within a company. Marketers can use this dimension to map where their current capabilities sit and identify steps to take to progress.
- **Measurement Objectives:** groups metrics by what marketers assess across media, marketing, and business outcomes, helping teams connect day-to-day activity with longer-term impact.

These two dimensions form a 3x3 grid and accompanying glossary teams can complete for their own company. By mapping the metrics already being used, marketers gain a single view of how measurement metrics are defined and applied across media, marketing, and business outcomes. The framework provides a consistent structure to audit current measurement and identify which existing and future approaches best align with a company's data environment and business objectives.

IAB SEA+India Measurement Maturity Framework						
Metrics	Objective Definition	Potential Audience	Data Readiness			
			Data Literate	Data Fluent	Data Expert	
Media	Brand	Quantifiable metrics to identify the effectiveness of media placements or channels in brand and performance campaigns	Media managers; Digital marketing managers/directors; Platform/channel specialists; COE leads, Media managers, Acquisition leads .	Operational metrics // Daily-Weekly		
	Performance					
Marketing	Brand	A measurable indicator of how effectively marketing campaigns contribute to KPIs around brand awareness, equity, stature or imagery or leads, sales etc.	Brand Managers; Brand Directors; Brand & Comms stakeholders; Strategy or growth teams; Effectiveness leads, Agency Directors/Media/Performance Leads; COE leads	Tactical metrics // Daily-Weekly		
	Performance					
Business	P&L Impact metric	A measurable value that shows how effectively a business is achieving its financial goals through marketing efforts	CMO, CFO, Business Heads, Head of marketing; Regional Marketing Personnel; Procurement leads	Strategic // Weekly - Monthly- Quarterly		

"Southeast Asia and India's digital marketing ecosystem mirrors the region itself: diverse, fast-moving, and fragmented across multiple markets, platforms, and maturity levels. Our Measurement Council recognised this fragmentation extended to how we discuss and compare measurement approaches. The IAB SEA+India Measurement Maturity Framework establishes the shared foundation companies need to assess current measurement capabilities, spot opportunities to strengthen, and drive better business outcomes as a result."



Miranda Dimopoulos
Regional CEO



"The sheer variety of measurement metrics used means we risk missing the forest for the trees. Whilst individual metrics may help us understand the detail of the tree we're looking at, the size, shape and health of the forest we're standing in remains beyond comprehension. Our business partners are looking for a clear path forward, not a pause to discuss the intricacies of the local flora. What the industry needs is shared language that allows different methods to be understood and compared."



Andrew Ridsdale-Smith
Head of Creative Excellence,
Effectiveness and Innovation

KANTAR

CREATING A COMMON VOCABULARY

To inform the **Measurement Maturity Framework** development, the **IAB SEA+India Measurement Council** conducted a series of anonymous interviews with senior marketing leaders across financial services, FMCG, retail, telco, and technology verticals in APAC. The confidential format created space for leaders to speak openly about how measurement is understood inside their companies and what would make it more useful.

They described what stands in the way of measurement being truly actionable, comprehensive, and easy to apply.

"When I asked for \$1M for brand campaigns, the first question was: where's the ROI? And we cannot justify that in simple financial terms."

- **Marketing Leader, Financial Services**

"Unless brand metrics ladder into sales and efficiency, marketing will always look like a discretionary cost."

- **Marketing Leader, Financial Services**

"We run MMM once a year, but it's not enough to capture emerging trends. It gives us view of short-term ROI but fails to show the bigger picture"

- **Regional Marketing Leader, FMCG Brand**

"We are operating on different timeframes, but if you have that joint vision and communication open, you're working towards the same objective."

- **Global Marketing Director, Tech Brand**

They also outlined what would make measurement easier to align on across business functions.

"Clear definitions of the key terms and metrics used by both teams would be extremely helpful."

- **APAC Marketing Director, Tech Platform**

"The goal is to balance top-line growth with bottom-line outcomes, and that requires a shared vocabulary."

- **Regional Marketing Leader, FMCG**

"Brand metrics and sales metrics on a single dashboard."

- **Marketing Leader, Telco**

Marketers know what they need from measurement but lack a common structure to deliver it. The region does not require another method, it needs a classification system that organises existing approaches into a shared language.

This became the foundation of the **IAB SEA+India Measurement Maturity Framework**, which addresses both the definitional and connection challenges through its two dimensions: Data Readiness and Measurement Objectives.

SPEAKING THE SAME LANGUAGE: THE IAB SEA+INDIA MEASUREMENT MATURITY FRAMEWORK 3X3 EXPLAINED

DATA READINESS DEFINED: SPEAKING LITERATE, FLUENT, AND EXPERT

Data Readiness		
<p>Data Literate</p> <p>Data Exists, but is not structured and is fragmented, with No benchmarks or standards to measure against. Limited linkage between metrics across business, marketing & media</p>	<p>Data Fluent</p> <p>Data/Infrastructure/Visualisation/Benchmarks Exists. Metrics linked to end business value; partial data modelling- limited automation</p>	<p>Data Expert</p> <p>Advanced Data orchestration, with superior data Modelling & Full automation. Data is designed to accelerate end business value and are predictive.</p>

The horizontal axis of the [IAB SEA+India Measurement Maturity Framework](#) shows how data capability progresses within a company. Data Readiness describes whether data sits in separate platforms, connects across channels, or powers predictive models.

Three levels define this progression: [Data Literate](#), [Data Fluent](#), and [Data Expert](#). Understanding where metrics sit across these levels reveals what the current data setup can measure today and what becomes possible as integration advances.

DATA LITERATE: OBSERVED METRICS

At the Data Literate level, data lives in separate platforms. Marketers track Impressions in one system, Clicks in another, Reach in a third. Each platform reports what it delivered, but connecting these metrics requires manual effort.

Examples include Impressions, Clicks, Reach, Frequency, and Video Views. These are straightforward counts pulled directly from individual platforms.

For example, a marketing team at this level might know their video campaign reached 500,000 people on one platform and generated 10,000 clicks on another, but calculating total audience exposure across both requires manual effort to connect the data.

DATA FLUENT: CALCULATED METRICS

At the Data Fluent level, data connects across platforms. Teams calculate Click Through Rate (CTR), Return on Ad Spend (ROAS), Cost Per Lead (CPL), and Brand Lift by combining and deduplicating data from multiple sources.

A team at this level can answer questions like "What's our ROAS across all channels?" or "How does our CPL compare between search and social?" because their data infrastructure supports cross platform calculation.

Examples include Campaign ROI, Cost Per Acquisition (CPA), Marketing Qualified Leads (MQLs), Brand Lift scores, Average Order Value (AOV), and Customer Cohort Analysis.

DATA EXPERT: MODELLED METRICS

Teams forecast which customers will generate the most lifetime value, understand the impact of marketing on growth, identify which audiences will convert, and see how outcomes connect across every marketing touchpoint. These capabilities require complex data orchestration and modelling infrastructure.

A team at this level answers questions like "Which customer segments will deliver the highest value over the next three years?" or "What's the optimal budget allocation across channels to maximise conversions?" before spending a dollar.

Examples include Predicted Customer Lifetime Value (CLV), Churn Probability models, Purchase Intent scores, Market Share forecasts, and Multi Touch Attribution (MTA).

"Predictive analytics for us has been at the cornerstone to make marketing more efficient and effective, by delivering true business outcomes. Each journey of a predictive outcome starts with business context and historical stats. A unique trend we've experienced in SEA is balancing regional coherence with local market nuances in the form of maturity, investment and consumer behaviour, by ensuring regional learnings are combined and leveraged to predict local market outcomes."



Shobham Singh
Director of Analytics

MERKLE

"Managing global clients in the region is a complex balancing act between governance and the reality of radical market diversity within APAC. Data is the new oil, but in this region, you're dealing with everything from highly refined kerosene to undrilled crude, and need a different engine for each. The approach for foundational markets that are characterised by a mobile-first, platform-dominated landscape with nascent data privacy regulations is very different from scaled markets with high 1PD collection by clients, or what's needed in mature markets with high data literacy and sophisticated, connected tech stacks"



Tanushree Radhakrishnan
Head of Biddable, APMEA

WPP Media

CONNECTING THE CONVERSATION: KPI TYPE DEFINED BY MEDIA, MARKETING, AND BUSINESS

The vertical axis of the **IAB SEA+India Measurement Maturity Framework** groups all metrics into three Key Performance Indicator (KPI) Types: Media, Marketing, and Business. Understanding these three categories is important because each answers a different business question; Media metrics show how campaigns are delivered, Marketing metrics show whether campaigns achieved objectives, and Business metrics show marketing's contribution to commercial outcomes.

Teams using metrics across these three KPI Types can align discussions across marketing, finance, and operations using consistent language.

Metrics	
Media	Brand
	Performance
Marketing	Brand
	Performance
Business	P&L Impact metric



MEDIA METRICS: MEASURING DELIVERY AND EFFICIENCY

Media metrics quantify delivery and channel efficiency, answering media planning and buying questions: Did the campaign reach the target audience? At what cost? How long did audiences engage?

This includes:

- **Brand media metrics:** Reach, Frequency, Cost Per Mille (CPM)
- **Performance media metrics:** Clicks, Cost Per Click (CPC), Conversions

Plotting both types on the framework shows how delivery measurement spans brand awareness campaigns and performance conversion campaigns. Teams can see where they measure efficiency across different campaign objectives.

Media Metrics		
Data Literate	Data Fluent	Data Expert
Reach	Aided Brand Recall	Brand Equity Score
Unique members who saw your ad.	A measure of the number of people who express knowledge of a brand or product after prompting (brand recall)	A metric that quantifies the value of a brand's name and identity. It is a measurement of how much more a consumer is willing to pay for a product from a specific brand versus a generic or unbranded alternative.

Understanding how Media metrics progress across Data Readiness levels shows what stronger data infrastructure enables. At Data Literate, teams track Impressions and Clicks from individual platforms. At Data Fluent, they calculate efficiency metrics like CTR and CPM consistently across channels, enabling comparison and optimisation. At Data Expert, teams forecast optimal frequency and predict attention before budget is spent.

Mapping current Media metrics on the framework shows what becomes possible with stronger data capability. Teams at Data Literate track what each platform delivered. Data Fluent enables cross channel comparison, informing smarter budget allocation. Data Expert enables predictive planning where teams forecast which media combinations will perform best and allocate investment accordingly.

"It is hard to separate the effects of in-person selling vs. marketing - on-ground vs. online and ATL."

- **Marketing Leader, Southeast Asia Telco**

MARKETING METRICS: MEASURING CAMPAIGN EFFECTIVENESS

Marketing metrics assess how campaigns achieve intended outcomes, whether building awareness, driving consideration, or converting audiences. Connecting operational activity with marketing results, these metrics are reviewed at regular intervals to guide media optimisation and planning.

This includes:

- **Brand marketing metrics:** Brand Awareness, Consideration, Share of Voice, Brand Equity
- **Performance marketing metrics:** Conversions, Leads, ROAS, MQLs, CPA

Plotting both types on the framework shows how brand building and performance outcomes connect across the customer journey. Teams can see where they measure upper funnel activity, lower funnel conversions, or the complete path between awareness and revenue.

Marketing Metrics		
Data Literate	Data Fluent	Data Expert
Conversions	First-Time Buyer Rate	Aided Brand Recall
conversion is when a website visitor completes a desired action that aligns with a business's goals, essentially turning a visitor into a customer or a lead	Proportion of conversions from net-new customers.	A measure of the number of people who express knowledge of a brand or product after prompting (brand recall)

At Data Literate, teams track Brand Awareness surveys, Lead counts, and Conversion counts from individual sources. At Data Fluent, they calculate Campaign ROI, CPA, MQLs, and Brand Lift scores by connecting data across platforms to show campaign effectiveness. At Data Expert, teams use MTA, predict conversion probability, and model Brand Equity to forecast marketing impact before campaigns launch.

Mapping current Marketing metrics on the framework shows what becomes possible with stronger data capability. Teams at Data Literate track outcomes from each source. Data Fluent enables connecting campaigns to results across multiple channels with consistent definitions. Data Expert enables forecasting which audiences will convert and which tactics will build brand equity, informing investment decisions before spend occurs.

“Our CFO wants to see NPS and brand tracking.”

- **CMO, Retail Brand**

“Brand awareness is the biggest and most debated one, that's why I need to have better clarity on our data.”

- **Global Marketing Director, Tech Company**

“We supplement media metrics with preference and intent-to-use reports to show what's actually working.”

- **Marketing Leader, Payments Brand**

BUSINESS METRICS: MEASURING COMMERCIAL OUTCOMES

Business metrics link marketing activity to financial performance and show how marketing contributes to growth, efficiency, and customer value. Teams review these in line with business reporting cycles to inform investment and strategic decisions.

Examples include Revenue, CLV, Market Share, ROAS, AOV, and Churn Rate. Plotting these metrics on the framework shows which financial outcomes marketing currently tracks. Teams can see whether they measure revenue growth, customer profitability, market position, or the complete commercial picture.

Business Metrics		
Data Literate	Data Fluent	Data Expert
Pipeline Contribution	Average Deal Size	Customer Lifetime Value
Revenue pipeline influenced by marketing efforts	The average monetary value of closed deals over a specified time period, calculated by dividing total deal value by number of deals	LTV is an estimate of the average revenue that a customer will generate throughout their lifespan as a customer.

At Data Literate, teams track Revenue, Transaction counts, and AOV as separate financial metrics. At Data Fluent, they calculate Customer Acquisition Cost (CAC), CLV, and Revenue attributed to marketing by connecting marketing activity to business outcomes. At Data Expert, teams use Predicted CLV, Churn probability models, Market Share forecasts, and Incremental Revenue attribution to show marketing's contribution to growth.

Mapping current Business metrics on the framework shows what becomes possible with stronger data capability. Teams at Data Literate track financial results. Data Fluent enables demonstrating how marketing spend translates into customer value. Data Expert enables forecasting which customers will generate the most value over time, informing investment decisions that drive sustainable growth.

"We have a common dashboard, these are reconciled so we all see the same view across the C Suite."

- Marketing Leader, SEA Telco Brand

"Pipeline contribution and influenced revenue is another one we use heavily for reporting."

- Global Marketing Director, Tech Brand

"Cost efficiency is what excites CFOs, not in the sense of cutting budget, but in stretching every dollar to deliver more."

- Global Marketing Leader, Financial Institution

HOW THE THREE KPI TYPES CONNECT

The vertical axis of the **IAB SEA+India Measurement Maturity Framework** groups metrics by KPI Type. Media metrics answer questions about campaign delivery and efficiency. Marketing metrics answer questions about campaign effectiveness and outcomes. Business metrics answer questions about financial performance and commercial results.

Using metrics across all three KPI Types enables teams to connect delivery data with effectiveness results and commercial impact.

"In a market the size of Singapore, it is easy to hit a ceiling on marketing return on investment with conversion-driven digital marketing only. We have been seeing greater awareness of the importance of full-funnel, multi-channel campaigns in delivering incremental business value among our larger advertisers. However, the current metrics to quantify and establish this business value, especially from the upper funnel, are fragmented, which prompts the need for a common language and framework."



Manaswita Sarkar

Head of Audience and Data Strategy



"In my experience, SEA and India reflect the full spectrum of digital evolution, mobile-first audiences with new emerging channels, fragmented media, and varied maturity levels. This measurement maturity framework enables marketers to unify this complexity and translate marketing investment into measurable business impact."

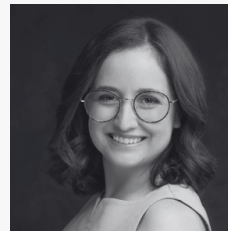


Hemant Menon

Director, Advertiser Solutions,
Brand Direct, APAC



"B2B buying in India and South East Asia is largely relationship driven, while marketers and their agencies are often measured on short term media performance metrics. This framework helps you connect these metrics to longer term marketing and business outcomes to show how marketing impacts pipeline."



Alyce Erikson

Global Lead – Product Adoption &
Integrated Customer Marketing



THE 3X3 GRID: WHERE EVERY METRIC FINDS ITS PLACE

The **IAB SEA+India Measurement Maturity Framework** combines both dimensions into a 3x3 grid. The horizontal axis shows Data Readiness (Data Literate, Data Fluent, Data Expert). The vertical axis shows KPI Type (Media, Marketing, Business). This combination creates nine positions where any metric can be plotted.

Each position describes what measurement looks like for that specific combination. For example, CTR sits at Literate/Media because it requires basic platform data and measures delivery. CLV sits at Expert/Business because it requires predictive modelling and measures financial outcomes.

Metrics			Objective Definition	Potential Audience	Data Readiness		
					Data Literate <small>Data Exists, but is not structured and is fragmented, with No benchmarks or standards to measure against. Limited linkage between metrics across business, marketing & media</small>	Data Fluent <small>Data/Infrastructure/Visualisation/Benchmarks Exists. Metrics linked to end business value: partial data modelling- limited automation</small>	Data Expert <small>Advanced Data orchestration, with superior data Modelling & Full automation. Data is designed to accelerate end business value and are predictive.</small>
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Business	P&L Impact metric		A measureable value that shows how effectively a business is achieving it's financial goals through marketing efforts	CMO, CFO, Business Heads, Head of marketing; Regional Marketing Personnel; Procurement leads	Strategic // Weekly - Monthly- Quarterly		

THE METRICS GLOSSARY

The framework pairs with a comprehensive metrics glossary. The glossary mirrors the 3x3 grid, classifying each metric by both dimensions: which KPI Type it measures (Media, Marketing, Business) and which Data Readiness level it requires (Literate, Fluent, Expert).

Each entry in the glossary includes:

- **Metric name:** What it's called
- **KPI Type:** Media, Marketing, or Business
- **KPI Sub-Type:** Brand or Performance
- **Data Type:** Simple (counts), Derived (calculations), or Modelled (predictions)
- **Data Readiness:** Literate, Fluent, or Expert

Sample glossary entries:

KPI	Objective Type	Subtype	Data Type	Readiness Level
CTR	Media	Performance	Simple	Literate
ROAS	Marketing	Performance	Derived	Fluent
Customer LTV	Business	Performance	Modelled	Expert

USING THE FRAMEWORK AND GLOSSARY TOGETHER

The glossary allows teams to catalogue the metrics they already use, then plot them by Data Readiness level and KPI Type. This creates a baseline view of current measurement maturity.

For example, a local Direct-to-Consumer (D2C) brand might prioritise performance measurement, plotting strong coverage at Fluent/Marketing with metrics like CPA, ROAS, and Conversion Rate, alongside Business metrics including Revenue and Customer Acquisition Cost (CAC). A global technology MNC might focus on predictive capabilities, with metrics clustered at Expert/Marketing and Expert/Business including Predicted CLV and MTA, alongside comprehensive Media and Marketing coverage.

Teams then identify which of these metrics become their Key Performance Indicators based on specific business and marketing priorities. The D2C brand might designate ROAS, CAC, and Revenue as their priority KPIs. The technology MNC might select Pipeline Contribution, MQLs, and Predicted CLV as their priority KPIs across Marketing and Business categories.

“The \$1 Trillion digital economy Trajectory is in sight for both SEA + IN over the next 3-4 years driven by the explosive power of AI, App, Retail Media, Creators, and CTV all at once. To master this complexity, marketers must transcend the 'Streetlight Effect.' That means abandoning easy, surface-level metrics and focusing obsessively on the KPIs that directly link marketing investment to predictive business outcomes”



Neel Murty
Measurement & Tech Partner Lead, SEA



SPEAKING MEASUREMENT: HOW TO APPLY THE FRAMEWORK IN THREE STEPS

The IAB SEA+India Measurement Maturity Framework's 3x3 grid and glossary help teams understand current measurement capabilities and what would need to change to improve business outcomes. Teams can use the framework to audit measurement before selecting new platforms, create shared vocabulary with finance and operations, brief agencies with specific requirements, or identify which team skills to develop. Each application strengthens how teams discuss and advance measurement.

1 - UNDERSTAND WHERE YOU ARE

The glossary allows teams to catalogue the metrics they already use, then plot them by Data Readiness level and KPI Type. This creates a baseline view of current measurement maturity.

For example, a local Direct-to-Consumer (D2C) brand might prioritise performance measurement, plotting strong coverage at Fluent/Marketing with metrics like CPA, ROAS, and Conversion Rate, alongside Business metrics including Revenue and Customer Acquisition Cost (CAC). A global technology MNC might focus on predictive capabilities, with metrics clustered at Expert/Marketing and Expert/Business including Predicted CLV and MTA, alongside comprehensive Media and Marketing coverage.

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2 - SEE WHAT BECOMES POSSIBLE

Mapping metrics onto the framework creates a single view into current measurement strengths. Teams see where measurement coverage is strong and where it could expand to improve business outcomes.

This visibility serves two purposes:

1. To show whether current measurement enables the decisions the business needs to make. For example, a team with strong Media and Marketing measurement can assess campaign performance and optimise efficiency. If the business also needs to demonstrate marketing's contribution to revenue growth or customer retention, the framework shows which Business metrics would create these connections.
2. Teams can assess what greater measurement capabilities would require. Some expansions need data sources connected across systems, others need new platforms or specialist expertise. Understanding these requirements helps teams evaluate whether stronger business outcomes justify the investment.

3 - DESIGN YOUR PATH FORWARD

Completing the framework gives teams a complete view of where to focus resources for the strongest business impact. Teams can see which developments would enable better business outcomes, whether through data integration, specialist partners, new platforms, skills development, or other investments.

This understanding supports better planning. For example:

- A company focused on customer retention can see whether they need to connect marketing data to customer behaviour, or whether they need partners who can model CLV.
- A company launching products can see whether current platforms enable the brand tracking they need, or whether new measurement capabilities would be required.
- A company optimising spend can see whether connecting existing data sources would enable cross channel comparison for better budget allocation.

The **IAB SEA+India Measurement Maturity Framework** does not prescribe a single path. Different companies will develop different capabilities based on their business priorities and current infrastructure. The framework provides shared language for discussing these choices and understanding what each progression requires. This shared vocabulary enables teams to articulate needs, assess options, and focus development on what drives revenue growth, customer retention, and operational efficiency.

"Knowing your customers and connecting their journeys across platforms to measure interactions and transactions shows data maturity. Across Southeast Asia and India, media habits are increasingly fragmented. People now spend over eight hours a day across five environments, and more than two in three consumers tune out repetitive ads on a single channel. Advertisers are realising that relevance requires understanding attention, not just reach. This data maturity reduces ad fatigue, increases attention, and turns media maturity into business growth."



Kishan Khatri
Product Manager



"In Southeast Asia and India, the measurement opportunity is even greater than in developed regions such as North America or Europe. This is driven by characteristics of the digital economy, including the dominance of walled gardens, high mobile-first or mobile-only adoption, strong consumer trust in leveraging social platforms for e-commerce, and SuperApp platforms that integrate industries such as banking, travel, logistics, and communication within a single interface. These dynamics create an ecosystem that allows measurement to play a significant role in driving business impact."



Deirdre Chew
Director of Sales, SEA



THE CONVERSATION BEGINS HERE

The **IAB SEA+India Measurement Maturity Framework** is designed to create a shared foundation for how our industry approaches measurement. It brings together existing methodologies within a single structure, making it easier for companies to describe, compare, and connect the metrics already being used.

Rather than introducing another way to measure, it provides a common vocabulary that helps teams align across marketing, finance, operations, analytics, and leadership on what is being measured and why. In doing so, it supports more consistent decision-making and clearer communication across the ecosystem.

Every business will be at a different stage of data capability. The **IAB SEA+India Measurement Maturity Framework** is intended to reflect the range of local SMEs to global MNCs, offering a way to identify where current practices sit today and what steps may strengthen these over time. Our goal is to enable more structured conversations about measurement readiness and business objectives.

This is the first iteration of the **IAB SEA+India Measurement Maturity Framework**, developed through the collaboration of Council members representing agencies, brands, publishers, and platforms. As technologies and priorities evolve, future IAB SEA+India Measurement Councils will continue to refine and expand the framework to reflect the region's changing needs. For example, one of the ways it may evolve is to show how measurement approaches like MMM, Attribution, and Lift Studies connect to Data Readiness levels and business objectives.

IAB SEA+India welcomes feedback and ideas to inform future iterations of the framework. To share your thoughts, or learn more about joining the IAB SEA+India Measurement Council, please contact hello@iabseaindia.com.

Download the full IAB SEA+India Measurement Maturity Framework and Glossary via our website

[**DOWNLOAD**](#)

THE IAB SEA+INDIA MEASUREMENT COUNCIL

The IAB SEA+India Measurement Council unites specialists from brands, agencies, publishers, and partners, bringing collective expertise spanning data analysis, marketing analytics, attribution, campaign effectiveness, and business intelligence. Through collaboration and consensus, the Council provides trusted industry guidance on how to classify, discuss, and advance measurement for responsible growth.

IAB SEA+INDIA MEASUREMENT COUNCIL CO-LEADS AND INDUSTRY LEADERSHIP BOARD MEMBERS



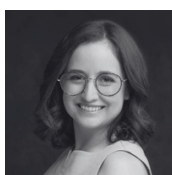
Deirdre Chew
Director of Sales, SEA



Neel Murty
Measurement & Tech Partner Lead, SEA



AUTHORS



Metrics Glossary

Alyce Erikson
Global Lead – Product Adoption
& Integrated Customer Marketing



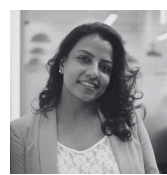
CMO Interviews

Amresh Kumar
Director of Sales, SEA



Narrative &
Editorial Direction

Miranda Dimopoulos
Regional CEO

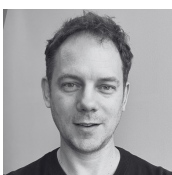


Measurement Maturity Framework

Tanushree Radhakrishnan
Head of Biddable, APMEA



CONTRIBUTORS



Andrew Ridsdale-Smith
Head of Analytics Practice APAC



Hemant Menon
Director, Advertiser Solutions,
Brand Direct, APAC



Kishan Khatri
Product Manager



Shobham Singh
Director of Analytics



SUPPORTERS



Jaren Loy
Head of Digital Growth



Manaswita Sarkar
Head of Audience Data & Strategy



Simon Clarke
Commercial Director SEA & IN



Suhail Ahmed
Partner, Head of Data & Martech



Pratt Hetrakul
Marketing Science Partner





The IAB SEA+India is the not for profit industry association that unites the digital marketing industry across 7 countries in Southeast Asia and India for collective progress and responsible growth.

The membership, comprising platforms, agencies, publishers, retailers, and brands, has a highly engaged global audience who see IAB SEA+India as a neutral source of truth on what's now and next for digital marketing in the region.

With a dual Regional Board structure and active specialist Councils, practitioners collectively design solutions such as playbooks, framebooks and whitepapers specifically for the region.

Visit iabseaindia.com for more information about becoming a member.

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