

The AI Readiness Report

A Blueprint for AI-Driven Paid Media Orchestration



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Contributors



Nuno Miller

Transformational Business Leader
Formerly Digital Chief Operating Officer
N Brown Group



Steve Warrington

SVP of Client & Industry Engagement
Upp.ai



Samantha Kibbler

Head of e-Commerce & Direct to Consumer
Diageo



Drew Smith

Chief Product Officer, Co-Founder
Upp.ai

Methodology

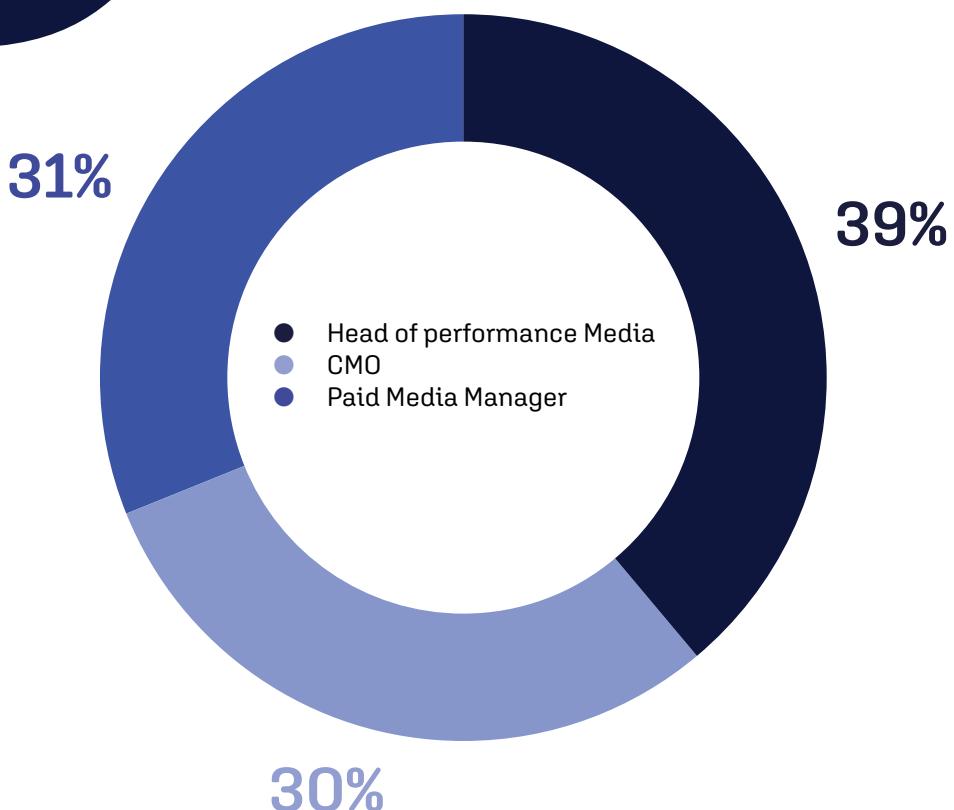
In Q2 2025, WBR Insights conducted a comprehensive research initiative to understand how retail marketing leaders are navigating the evolution of paid media in an AI-first world. The study surveyed 200 senior executives responsible for shaping performance marketing strategy at some of the most prominent and innovative retailers across the UK.

Respondents included Chief Marketing Officers, Heads of Performance and Paid Media Managers, each with strategic oversight of multimillion-pound advertising budgets. The research was executed via structured, one-on-one telephone interviews, allowing for nuanced discussions and deeper insights into the challenges, priorities, and shifts these leaders are facing.

To ensure honest and unfiltered perspectives, all participants were offered full anonymity. Their insights form the foundation of this report, revealing how retailers are allocating spend across AI-driven platforms like Google Performance Max and Meta Advantage+, integrating internal data signals into their campaigns, adapting team structures, and redefining the metrics that matter most beyond ROAS.

This data-driven research is further enriched with expert commentary and real-world reflections from the eTail Connect community, offering readers a powerful snapshot of where the retail performance media landscape stands today, and where it's heading next.

What is your job title?



AI at the Heart of Retail Paid Media

Artificial Intelligence is no longer peripheral. It has become the beating heart of retail paid media.

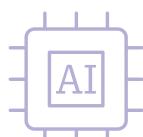
Billions of ad spend now flow through AI-driven campaigns, with Google's Performance Max (PMax) and Search forming the commercial backbone, and Meta playing a critical supporting role.

While AI technologies are widely implemented, their full potential remains untapped. Two-thirds of retailers are still running campaigns on incomplete data. More than half struggle to scale effectively across large ranges and assortments. Most remain hesitant to grant AI full budgetary control. Despite Google's PMax being four years into market maturity and Meta's Advantage+ running for three years, a significant trust and readiness gap persists.



The Shifting Challenge of Measurement

Success criteria in paid media is evolving rapidly. Return on Ad Spend (ROAS) still matters, but it is no longer enough. Companies are reshaping how they measure media success. Instead of only checking whether spend is efficient, measurement now reflects how well they use AI media to deliver profitability, incremental returns, and customer growth.



Humans in the Loop

This shift is not just technological but organisational. Paid media teams are caught in transition. They are no longer purely campaign executors, yet they are not fully orchestrators of AI either. The human challenge sits at the centre of this transformation: aligning skills, processes, and behaviours with an AI-first operating model.

What this Report Explores

This report surfaces both the opportunities and the bottlenecks retailers face as they transition into the next phase of AI in paid media. It outlines the cultural shifts required to close the readiness and trust gap, and it benchmarks how far teams have progressed in reimagining their operating models. Those who win are the retailers who build AI-ready organisations feeding systems with complete data, orchestrating product ranges at scale, and empowering AI with both trust and control.

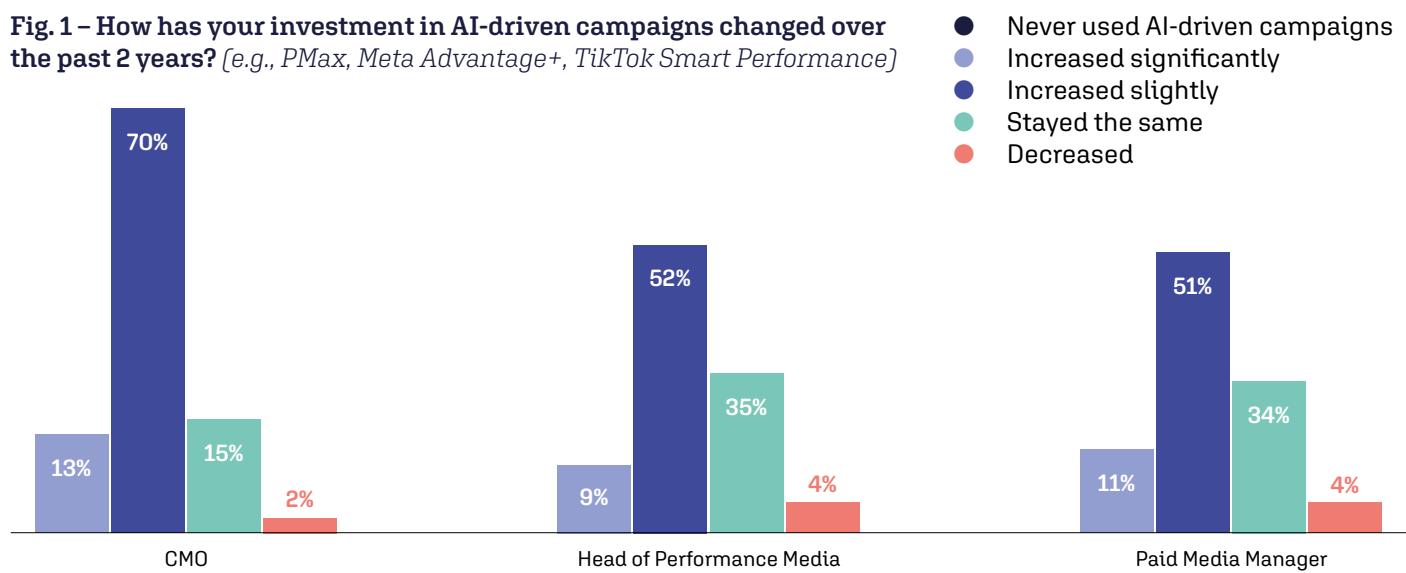
Part One: AI-First Media

AI-led media has moved from the margins to the mainstream. What began as experimental has now become essential, commanding substantial investment from retailers. The data confirms this shift: across our sample, annual paid media budgets total £11.1 billion, averaging £55.7 million per company. Within that spend, allocations to AI-driven campaigns Performance Max, Search, Meta Advantage+, and more are no longer tentative.

A majority of combined respondents (57%) report slightly increased investment in AI campaigns over the past two years, with 11% increasing significantly. Only a minority (29%) have kept allocations flat, underscoring how entrenched AI has become in retailers' paid media mix.

As outlined in Fig. 1 (below) the changes in investment differs slightly when we break the responses down by job function. A significant 70% of CMOs have increased their spending slightly, while 13% have increased significantly.

Fig. 1 – How has your investment in AI-driven campaigns changed over the past 2 years? (e.g., PMax, Meta Advantage+, TikTok Smart Performance)



Nuno Miller
Former Digital COO
N Brown Group

This chart really resonates with what we're seeing on the ground. While it's clear that investment in AI-driven campaigns has grown, especially with a majority indicating slight increases, there's still a significant amount of exploration and experimentation happening. From my perspective, there's a lot of interest and buzz around AI in marketing, but many teams are still trying to navigate the maze, how these tools actually work, how to test them effectively, and ultimately, how much to rely on them. There is a definite shift and it's not just about adopting a tool but adopting a new mindset. You can't just take the AI's output at face value; you need to question it, validate it, and understand why the AI is generating certain results.

To help with that transition, we've established an internal AI incubator that brings together people across marketing, tech, data, and even functions like legal and procurement. Our aim is to identify practical use cases for AI that go beyond marketing alone. That said, marketing performance remains a key focus, especially given the volatility in costs across platforms like TikTok, Meta, and Google post-COVID. A 5-10% optimisation in performance marketing can translate into a major business impact, both in terms of cost-efficiency and traffic quality. The industry is still on that learning curve, but we are seeing the value, and this chart reinforces that many others are in the same boat.

Our responses showcase that automated, AI-first environments now command a substantial and non-negotiable share of investment. Google's ecosystem, with PMax and Search, has become the commercial backbone for capturing high-intent demand, while Meta plays a crucial supporting role through its creative, visual-led inventory that extends reach and reinforces discovery. The allocation of budget across these platforms reflects not a tactical experiment, but a strategic reliance.

Fig. 2 – How has your average Return on Ad Spend (ROAS) changed over the past 2 years for AI-driven campaigns?

Increased



Stayed the same



Decreased



I wouldn't say I'm a huge fan of ROAS in general. Because I'm on the commercial side, I care about it in terms of making sure we're putting money where it delivers a return but I also want to know it's incremental, not just taking credit for sales we'd get organically. For me, it's about understanding whether the ROAS is truly adding value or just cannibalising organic traffic.



Samantha Kibbler

Head of e-Commerce & Direct to Consumer, Diageo

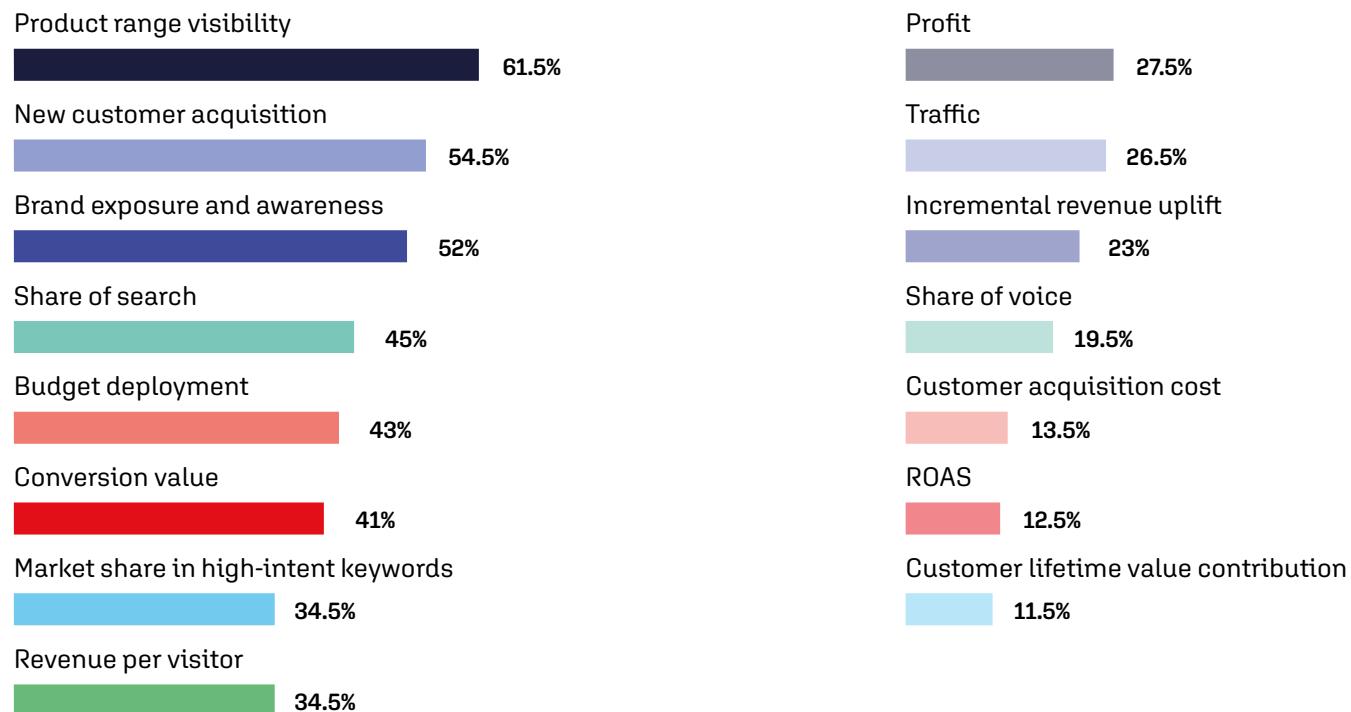
However, spend allocation alone does not prove effectiveness. Without tying AI-driven activity to profitability and incrementality, retailers risk optimising toward surface-level ROAS. While 59.5% of respondents report that their ROAS has increased over the past two years in AI-driven campaigns, and only 13.5% saw a decline, these figures tell only part of the story. ROAS, while important, is no longer sufficient. The real winners will be those who align AI media strategies with outcomes that drive sustainable growth: profitability, customer acquisition, and incrementality.

The implications for planning are clear. Paid media can no longer be approached on a channel-by-channel basis. Instead, planning must be environment-led, structuring AI to capture demand profitably across entire product ranges. This requires not only a readiness to invest but also a willingness to evolve measurement, team capabilities, and organisational trust in automation. In this environment, AI is not just an enabler of efficiency but the foundation for how demand is orchestrated and captured.

Part Two: Metrics in Transition

Return on Ad Spend (ROAS) has long been the central measure of paid media efficiency. But, efficiency alone is not enough. Retail leaders are increasingly supplementing ROAS with metrics that capture the full picture of growth: profitability, incrementality, visibility across the product range, and new customer acquisition. These dimensions go beyond surface-level returns, revealing whether AI-driven campaigns are truly advancing strategic business outcomes.

Fig. 3 – How do you measure the impact of search and AI-driven campaigns on your business?
(Select 5 metrics)



It was useful to see how high new customer acquisition scored which makes a lot of sense. For me, it ties back to my point about incrementality: it's not just about the immediate ROAS, but about all the touchpoints that bring new customers in and build that longer-term, omnichannel journey.

That's the bigger play we're trying to drive. Interestingly, ROAS came out as one of the lowest across most measures, which reinforces my view that while it's still important for efficiency, profit and new customer acquisition are really where we should be focusing to deliver value for the business.



Samantha Kibbler
Head of e-Commerce & Direct to Consumer
Diageo

If we break down the data into job function, it reveals an interesting insight. While 20% of Paid Media Managers selected ROAS, this was the case for only 8% of CMOs. Share of search was the most popular answer (65%) among CMOs. This dropped when we dissect the data among Heads of Performance Media (49%) and Paid Media Managers (43%).

The data underscores this shift. Only 12.5% of leaders now rank ROAS as their single top metric. Instead, 61.5% prioritise product range visibility ensuring AI media can surface and sell from the full breadth of their inventory while 54.5% emphasise new customer acquisition as a critical driver of long-term growth. These preferences reflect a broader understanding: winning with AI requires more than chasing efficiency. It demands a holistic view of value creation, where profitability and incrementality sit alongside ROAS as the benchmarks of success.

This transition is both timely and necessary. Automated platforms can deliver scale and reach, but without rigorous measurement frameworks, they risk optimising campaigns for the wrong outcomes. Retailers who expand their metrics are better equipped to trust AI with greater control, knowing that success will be judged not just on short-term returns, but on profitable, sustainable growth. In this new landscape, ROAS still matters but it has been repositioned as one piece of a broader measurement framework, not the headline act.



Part Three: Friction Points

AI-led media has proven its value, but its full potential remains capped by structural weaknesses within retailers' operating environments. The data is telling: 68.5% of retailers still operate with only partial data integration, 55.5% struggle to scale spend effectively across large product assortments, and 58% find vendor-funded promotions difficult to coordinate. These bottlenecks reflect a lack of orchestration: incomplete data, narrow product exposure and unaligned budgets mean AI media is fed poor inputs and constrained from operating effectively.

Fig. 4 – How well-integrated are your internal data sources (e.g. stock, pricing, demand signals) with your paid media platforms?

- Fully integrated
- Partially integrated
- Minimal integration
- Not integrated

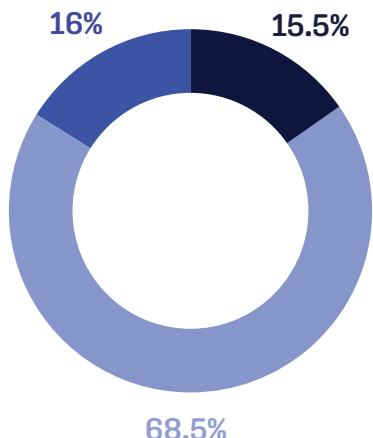


Fig. 5 – What are the biggest challenges you face when managing AI-driven paid media campaigns?
(Select all that apply)

Coordinating vendor-funded activities and promotions



Scaling spend effectively across a large product range



Fully deploying allocated budgets



Managing seasonal promotions and calendar peaks



Understanding how AI makes optimisation decisions



Ensuring visibility for key product lines within campaigns



Achieving consistent ROAS targets



Integrating internal data (e.g., margin, stock, demand signals) into media platforms



While it's listed last on the chart, data integration is actually our biggest challenge. For us, it's critical to unify fragmented data streams. Whether it's stock levels, pricing, or credit options like buy-now-pay-later, we need a single, accurate data layer to feed the AI models effectively.

Equally important is upskilling. Before looking at partners or external support, we need our team to deeply understand how these AI systems work. It's not just about tools but about mindset, training, and the ability to interpret and optimise AI decisions. That foundational capability is key to successful deployment.



Nuno Miller
Former Digital COO
N Brown Group

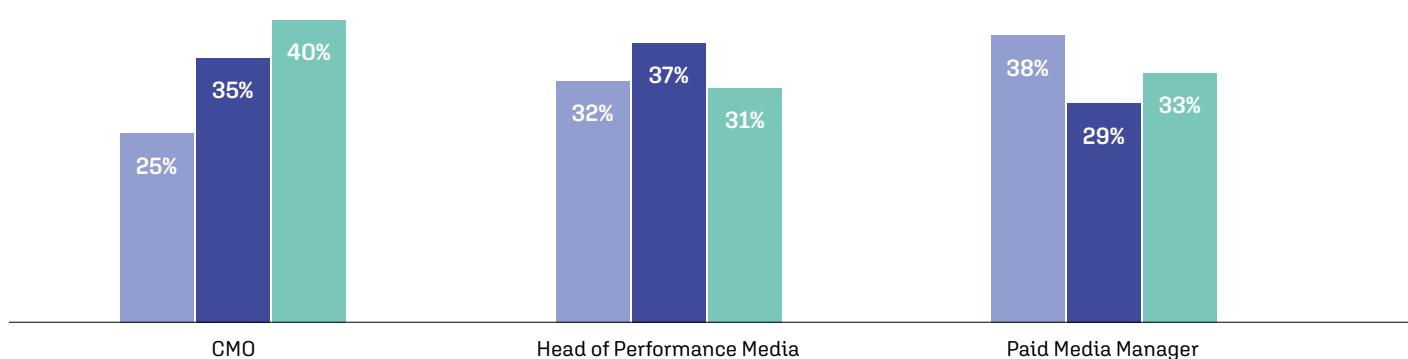
The issue is not the sophistication of AI itself, but the inputs it receives. Without complete, structured data, AI is trained on missing signals. This limits its ability to move beyond chasing ROAS, leaving profitability and incrementality under-optimised.

Similarly, when spend cannot be scaled across wide product ranges, hidden winners remain unfunded, capping growth potential. Vendor funding adds a further layer of complexity, but it is secondary to the foundational challenges of data and inventory orchestration.

The ceiling, therefore, is not AI. It is the environment within retailers. Unlocking the next wave of growth requires closing these structural gaps. This would be integrating customer, product, and performance data into a single view, orchestrating investment across the entire inventory, and ensuring that AI is directed toward outcomes that matter. Only then can automated platforms optimise for profitability and incremental demand capture, rather than simply maximising efficiency against incomplete inputs.

Fig. 6 – How much additional intelligence (e.g., product-level signals, demand trends, commercial data) do you currently apply to your paid media campaigns/and or the products that you're supporting?

- None
- A little
- A moderate amount
- A significant amount
- We have a fully integrated system



Part Four: Teams in Transition

Retailers have embraced AI-led platforms at scale. Our survey reveals AI in adoption in paid media is near-universal. Across the three dominant platforms - Google's PMax, automated bidding in Search and Meta's automated solutions, adoption averages nearly 795, highlighting just how mainstream AI-powered advertising has become. Executional tasks such as bid management, budget allocation, and reporting are rapidly shifting into AI's domain. Respondents even identify bidding and allocation as the top areas they want to see fully automated.

But this creates tension. Adoption is widespread, execution is automated, but orchestration is the missing capability. Many remain anchored to legacy KPIs and manual oversight, monitoring what AI executes rather than actively shaping what it is designed to achieve. This "in-between" state leaves a gap: AI drives efficiency, but the connection to profitability and incrementality remains inconsistent.

The competitive edge will belong to the teams that complete this transition. True orchestration is not about replacing execution with automation, it is about redefining the role of the team to govern AI's inputs, align its objectives with profitability and growth, and interpret outputs into clear commercial impact.

This shift also requires cross-functional collaboration: bridging marketing, merchandising, and finance to ensure AI-led activity serves wider business goals. Retailers who reframe their teams around orchestration will be the ones who move beyond efficiency to build sustainable, future-ready media strategies.

Fig. 7 – How confident are you that your current tools and team structures will help you achieve your paid media goals over the next 2 years?

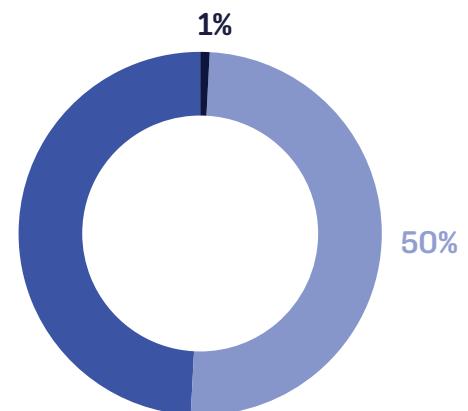
- Extremely confident
- Very confident
- Somewhat confident
- Slightly confident
- Not at all confident

I'm broadly aligned with these results and would place myself in the very confident category. That said, while I trust in our ability to evolve, I don't believe our current tools and structures alone will get us all the way there.

To truly harness AI over the next two years, we'll need to rethink both our team composition and the tools we rely on. Just like businesses had to evolve through the internet revolution, we're now facing another seismic shift. Success will depend on updating our mindset, skills, and systems because this is a fundamentally different playing field.



Nuno Miller
Former Digital COO
N Brown Group



How adopting AI-driven campaigns has changed the way teams work

Across roles, respondents describe AI stripping out manual work and accelerating time-to-insight, freeing teams to plan proactively rather than firefight. CMOs emphasise faster onboarding and a shift toward anticipating market movements, while Heads of Performance Media underline reduced data manipulation and clearer channel focus; Paid Media Managers point to quicker pattern recognition and improved forecasting. This behavioural shift is enabled by adoption at scale, but its full impact still depends on better orchestration - closing gaps in data integration (68.5% only partially integrated, Fig. 4) and the ability to scale across wide product ranges (55.5% struggle, Fig.5), so the time AI frees up for PPC managers allows them to move from execution to strategy - directly influencing commercial outcomes. In other words, teams are working smarter - and now need the operating model to keep pace.

A selection of open-ended responses:

CMO	Head of Performance Media	Paid Media Manager
The way the team looks at the market developments has changed. We are trying to anticipate future trends now instead of making countermeasures to dips in performance.	Teams have significantly cut down on the need to manually manipulate data with the help of AI.	Using AI now allows us to spot patterns we wouldn't have previously identified.

How roles and responsibilities have shifted

Respondents consistently report a pivot from execution to orchestration. CMOs highlight teams "becoming strategists," with risk management and data literacy rising in importance. Heads of Performance Media note the addition of AI/analytics talent and deeper collaboration with tech and data, while Paid Media Managers say their day-to-day is increasingly about interpreting performance signals and partnering across functions. This echoes the maturity model's (Fig. 10) call for an explicit orchestrator role, behavioural guardrails, and governance forums - moving from manual delivery to directing inputs, objectives and learning cycles. Given only 10.5% (Fig.8) are very comfortable with fully autonomous budgets, these evolving responsibilities are less about replacing people and more about elevating them to govern outcomes, translate AI outputs, and align activity to profit and incrementality.

A selection of open-ended responses:

CMO	Head of Performance Media	Paid Media Manager
Most of the teams roles have evolved from being executors to now becoming strategists.	Data science and AI engineering analysts have been added to the teams to generate more value from AI campaigns.	We have gone from executing campaigns to reading performance data.

Which tasks teams want AI to fully automate

When asked where automation should go next, respondents converge on the “operational heavyweights”: compliance and policy checks, performance reporting and slide creation, and systematic experimentation (A/B setup, creative briefs, audience updates). CMOs prioritise faster, cleaner measurement and creative optimisation to accelerate decisions, while Heads of Performance Media want continuous monitoring, risk analysis and policy governance at scale. Paid Media Managers seek automated reporting and day-to-day performance management. Collectively, these choices aim to remove friction, standardise workflows, and protect learning cycles, so human effort concentrates on range orchestration, budgeting strategy, and cross-functional trade-offs that drive profitable growth. The message is clear: automate the repetitive to unlock the strategic.

A selection of open-ended responses:

CMO

It would be beneficial if A/B testing setup and analysis could be automated by AI.

Head of Performance Media

Ad policy and compliance checks across platforms is something we expect AI to do.

Paid Media Manager

Daily and weekly reports could be furnished using AI, and it would support our decisions widely going forward.



Part Five: The Trust and Readiness Gap

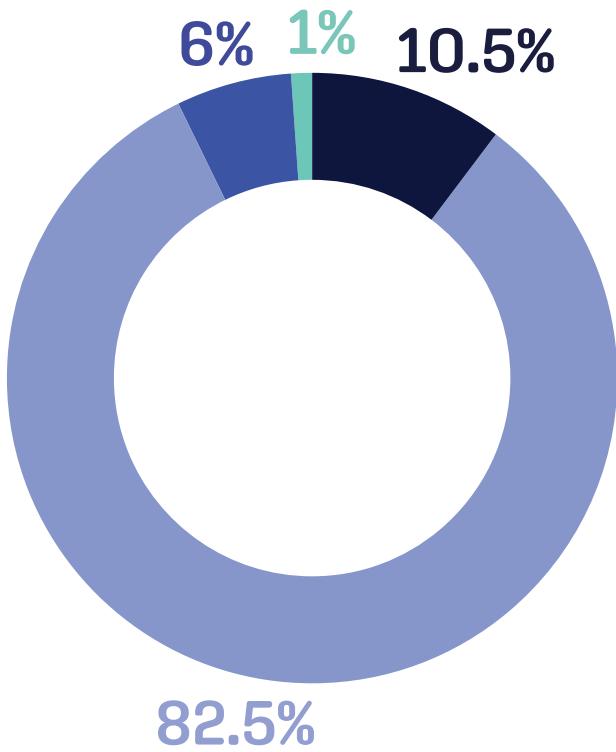
Adoption of AI-led platforms is widespread, but full trust in their autonomy remains limited. Only 10.5% of retailers are very comfortable allowing AI to fully manage budgets. The majority (82.5%) say they are somewhat comfortable but want proof, transparency and a clear link to profitability before handing over greater control. This hesitancy defines the trust gap.

Leaders are not rejecting AI but are waiting for consistent evidence that it can deliver incremental and profitable outcomes. The hesitation is not a technology problem but more of a confidence problem. AI has matured, but confidence in its ability to make the right decisions at scale has not yet caught up.

The trust gap represents the next major hurdle for retailers. This stems from organisational behaviours such as siloed decision-making, overreliance on legacy KPIs, inconsistent data governance, and a reluctance to share accountability across teams. These dynamics make it challenging to build trust when it comes to AI. However, retailers who can counteract this by building transparent measurement frameworks, aligning AI to profitability, and proving incrementality will be the first to unlock AI's full potential. For them, AI will cease to be just a tool of efficiency and become a true growth engine, orchestrating demand capture across the entire retail ecosystem.

Fig. 8 – How comfortable would you be with AI autonomously managing your entire paid media budget without manual intervention?

- Very comfortable
- Somewhat comfortable
- Neutral/Unsure
- Somewhat uncomfortable
- Very uncomfortable



Although most respondents feel somewhat comfortable, I'd actually lean toward somewhat uncomfortable at this stage. For me, trust in AI requires proof, seeing it perform well consistently, understanding its logic, and validating outputs. That's still evolving, especially with internal tools that aren't as mature as commercial algorithms like those on TikTok or Google.

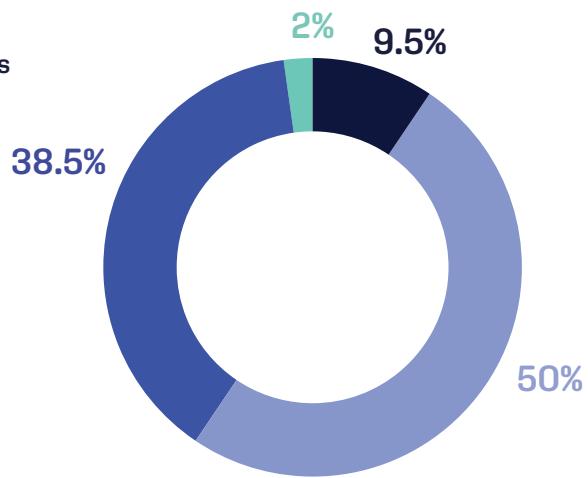
The real issue is trust and transparency. While the tech exists, there's still a gap in how well enterprise AI tools perform and how much confidence teams have in them. I believe we'll eventually reach a point where AI handles 90% of the budget autonomously, but for now, it still needs 50–60% manual oversight to truly deliver value.



Nuno Miller
Former Digital COO
N Brown Group

Fig. 9 – How open would you be to testing a platform that uses adaptive AI, data enrichment, and workflow automation to optimise AI-driven campaigns?

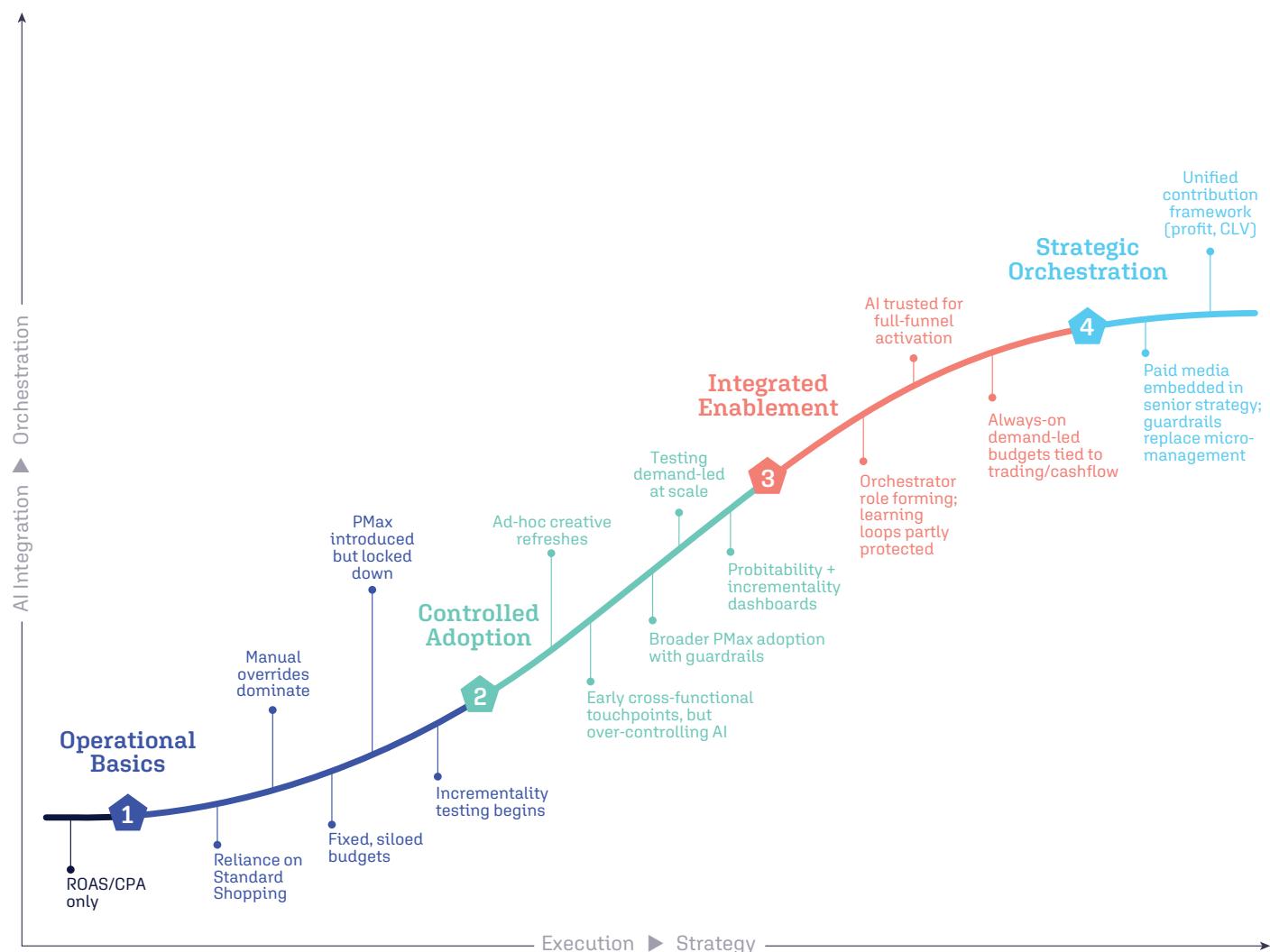
- Very open
- Open
- Somewhat open
- Reluctant
- Not open at all



The Paid Media Maturity Model: A Framework for Retailers

The maturity model developed by Upp.ai highlights the evolution of paid media teams as they shift from manual, siloed execution toward fully AI-orchestrated growth. It shows not only how far the industry has come, but also the clear gap between widespread adoption of AI tools and the readiness to use them to their full potential.

Fig. 10 – From Execution to Orchestration: Maturity Roadmap created by Upp.ai



At the lower end of the model, retailers operate with fragmented data, legacy systems, and teams focused on activity metrics such as impressions and clicks. AI adoption here tends to be superficial, creating inconsistency and limiting growth. As organisations progress, integration increases - data flows more seamlessly, measurement frameworks expand beyond ROAS, and teams begin to orchestrate rather than execute.

Fig. 11 – Media Orchestration Maturity Framework

Budgeting	Measurement	AI use
<i>Establish how media investment is set, flexed, and aligned with trading and cashflow</i>	<i>Define the metrics and frameworks that prove profitable, incremental growth</i>	<i>Deploy and govern automation so AI can scale decisions effectively</i>
<ul style="list-style-type: none"> ● Budget setting & guardrails ● Flexibility & demand-led models ● Integration with finance & trading ● Scenario planning & elasticity ● Cashflow alignment 	<ul style="list-style-type: none"> ● Efficiency metrics (ROAS, CPA) ● Incrementality testing ● Profitability analysis ● Marginal ROI & contribution ● CLV & share of wallet 	<ul style="list-style-type: none"> ● Campaign automation ● PMax adoption ● Feed & SKU management ● Signal integration ● Full-funnel activation
Organisation	Behaviours	Creative & inputs
<i>Structure roles and cross-functional alignment to embed media into business decision-making</i>	<i>Build the discipline and trust needed to let AI cycles run without derailment</i>	<i>Provide the AI with high-quality signals through creative assets and product data</i>
<ul style="list-style-type: none"> ● Role definition ● Cross-functional alignment ● Orchestrator role ● Strategy embedding ● Governance & forums 	<ul style="list-style-type: none"> ● Control vs trust ● Change discipline ● Protecting learning cycles ● Behavioural guardrails ● Long-term discipline 	<ul style="list-style-type: none"> ● Asset quality ● Refresh cycles ● Structured inputs ● Creative scoring ● Systematic enablement

At the most advanced level, AI becomes the operating backbone of paid media. Retailers place greater trust in automation, empowering AI with both budget and range orchestration. Teams pivot into strategic roles, using insights to drive profitability, incrementality, and customer growth.

What this means: The model serves as both a benchmark and a roadmap. It helps retailers validate where they stand today, identify bottlenecks, and understand the steps required to build future-ready paid media teams capable of closing the trust and readiness gap.

Conclusion: Building the Next Operating Model

AI has become the underlying technology of retail paid media. Campaigns like Google PMax, Search, and Meta Advantage+ are no longer experimental; they are essential. However, despite widespread adoption, the full potential of AI remains capped. Incomplete data, under-optimised product ranges, and a cultural hesitation to fully trust automation all stand in the way of AI delivering the profitability and incremental growth it is capable of.

The next phase requires building AI-native operating models. That means integrating complete and clean data, so AI is not optimising on missing signals or superficial metrics. It means enabling product-range orchestration, so every SKU has the opportunity to scale and meet its market potential. It also means closing the trust and readiness gap, giving leaders the transparency and proof they need to confidently align AI-driven media with profitability and incrementality, not just efficiency.

Paid media teams face a critical transition. Executional tasks are already automated, but orchestration is where human value now lies. The future belongs to teams who redefine their role, creating AI's inputs, governing its objectives, and translating outputs into commercial impact. This requires cross-functional alignment with merchandising, finance, and strategy so that AI media becomes a growth driver for the entire business, not just a marketing function.

The next phase of growth depends not on more AI features, but more on building AI-native operating models that close the readiness and trust gap. The media orchestration maturity framework provides the map. By doing so, they will scale faster, spend smarter, and capture demand that competitors leave behind. The media orchestration maturity framework provides the map for retailers to scale faster, spend smarter, and capture demand that competitors leave behind. By doing so they will build a sustainable AI operating system and gain much needed organisational trust.

AI is not simply a tool; it is the foundation of the next era of retail media.



About Upp.ai



Transforming eCommerce Advertising

Upp.ai is an innovative agent-based AI platform that is disrupting traditional eCommerce advertising. Optimising AI-driven paid media, such as Google Performance Max, with advanced data engineering, data enrichment and workflow automation. Upp.ai captures market demand in real time, manages campaigns at a SKU level and scales to the largest inventories while providing measurement and transparency to ensure alignment with paid media objectives and business goals.

Upp.ai supports retail paid media teams by automating campaign management, interpreting market and first party data to maximise marketing investments.

Contact us to find out how we can help you:

- Optimise your ad spend with AI managed campaigns
- Transition your PPC teams from execution to strategic orchestration
- Assess and plan your development on the Paid Media Maturity Model

Learn more at [Upp.ai](https://upp.ai) and follow us on [LinkedIn](#).

To get in touch contact us at:
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About WBR Insights



We use research-based content to drive conversations, share insights and deliver results. Connect with our audience of high-level decision-makers in Europe and Asia from industries including Retail and eCommerce, Supply Chain and Procurement, Finance, as well as many more. From whitepapers focused on your priorities, to benchmarking reports, infographics, and webinars, we can help you to inform and educate your readers and reach your marketing goals at the same time.

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To find out more contact:

Shabnam Ali
Insights Sales Director
+44 (0)20 4542 8973
shabnam.ali@wbr.co.uk

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