

## CMO.com, U.S.: Cognizant's Vice President, AI and Analytics, Weighs In On the Insource Versus Outsource Tech Debate



"Companies must determine if they have the in-house talent pool available for media campaign planning, media buying, billing and reconciliation, and analytics and attribution functions," said **Jay Warren**. "The availability of such resources is a major deciding factor as to whether these individual functions are done by a vendor or in-house."

*Excerpts from CMO.com's article:*

"The insource vs. outsource tech debate may not be new, but it is becoming increasingly louder as data ownership, governance, and customer experience management (CXM) take center stage in the C-suite.

According to Jay Warren, VP of AI and Analytics at Cognizant, working with vendors involves challenges. For example, there is a significant cost leakage that exists in workflows with some martech vendors, and, often, access to data is spotty.

On the other hand, bringing technology in-house could actually fragment data even more. The strongest vendors must be able to stitch together first-party, third-party, CRM, Google, Facebook, and ERP system data in a cohesive manner across channels, Cognizant's Warren added. 'Only then will data silos cease to exist and a complete customer view emerge,' he said."

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<https://news.cognizant.com/2019-05-06-Jay-Warren-Weighs-In-On-the-Insource-Versus-Outsource-Tech-Debate>