



DECISIVE MARKETER'S GUIDE:

5 Moves You Need
to Make Right Now



IT DOESN'T TAKE A CFO TO DO THE MATH

The growth rate among U.S. consumer companies is just over 2 percent, yet total marketing spending now tops \$1 trillion a year.

These realities have helped put CMOs on the corporate endangered list, with an average tenure now of just 3 years, compared to 7.2 years for CEOs and 5.7 years for CFOs.*

If you're a marketer, the writing's on the wall.

Something's got to change. Technology advances are unifying all that messy, disparate data in a more affordable, accessible and actionable way.

What is the opportunity cost of another year of status quo?

Without a data-driven approach to building and measuring plan impact, you'll never know what you could have done to drive growth (or hedge losses).

Data is becoming more quickly and widely available — Forbes and The Wall Street Journal suggest successful CMOs must show their technological competency and agility to produce rapid transformation.

The good news is it's not too late to make a positive change.



* A New Survey Reveals That CMOs Are Facing The Shortest Lifespan In The C-Suite, Forbes.com, March 26, 2017



Keen's platform is a technology leader among a new generation of marketing decision support tools that both measure and optimize marketing investments for B2C marketers. Borrowing from our own customers' success, we compiled these five tips to help you adopt a more data-driven, marketing approach.



“Smart boards should seek to support CMOs with a strong understanding of technology and the ability to deal with its complexity.”

– Forbes Contributor Avi Dan,
CEO of Avidan Strategies

1

SET A GOAL THAT MATTERS TO YOUR CFO

CFOs have the ears of CEOs for a reason: They're focused on measuring and managing the financial health of the business, a chief priority for public companies.

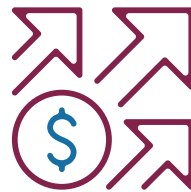
For years CMOs have faced the challenge of connecting marketing metrics – such as reach, impressions and engagement – to sales and financial impact in a meaningful, predictable way.

Now, advances in marketing analytics technology are changing all that. Keen Decision Systems, for example, lets marketers select from three goals that align with how the C-suite views the business:



1. Revenue

Models the most efficient path to achieve a specific revenue target for an investment



1. Long-term profitability

Quantifies long- and short-term impacts of each tactic to project the marketing mix and investment that maximizes net present value (NPV)



3. Budget

Optimizes plan (tactics and timing) against a fixed level of investment

Like three points in a triangle, each of these objectives sits in tension with the other two. For example, maximizing NPV may increase the likelihood of reaching a given revenue target, but may also require an increase in investment.

2

MEASURE SOMETHING AND MEASURE BETTER

You're now empowered to build a culture that values data-driven decisions, enabling you to make informed decisions about what's working and what's not.

"I'm planning 2019 using data from June 2018."

– Bill Mackison, Consumer Insights Lead, Perfetti Van Melle, USA

When evaluating the value of a “non-working,” decision-support investment, be sure to consider the following:

Is your data fresh?

Freshness matters when it comes to data, so make sure you're using the most recent data possible. In traditional marketing-mix modeling, data lags by six months to as much as two years. Thanks to technological advances, you can now assess marketing in real time, using data from the previous 45-90 days, for example. And the great news is that this can be accomplished at a much lower cost than a traditional marketing mix.

Is your analysis predictive?

Traditional marketing mix models use historic ROIs, which can be a useful measure of a program's overall effectiveness, but as a planning resource are like trying to drive your business forward while looking in the rearview mirror.

Historic data can't take into account what's happening right now in your market, like changes in distribution or competitive activity.

Instead, you need a way to account for dynamic market factors so you can determine the best channels and timing for the next dollar invested. And naturally, as your marketing team demonstrates an ability to consistently deliver the financial results scoped in your marketing plan, you gain valuable credibility with your senior management team.

If your marketing investment decisions have been driven mostly by gut instinct, then now is the time to:

**Commit to measure something –
because you can't optimize what you don't measure.**

3

RESTORE BALANCE BETWEEN DIGITAL AND TV

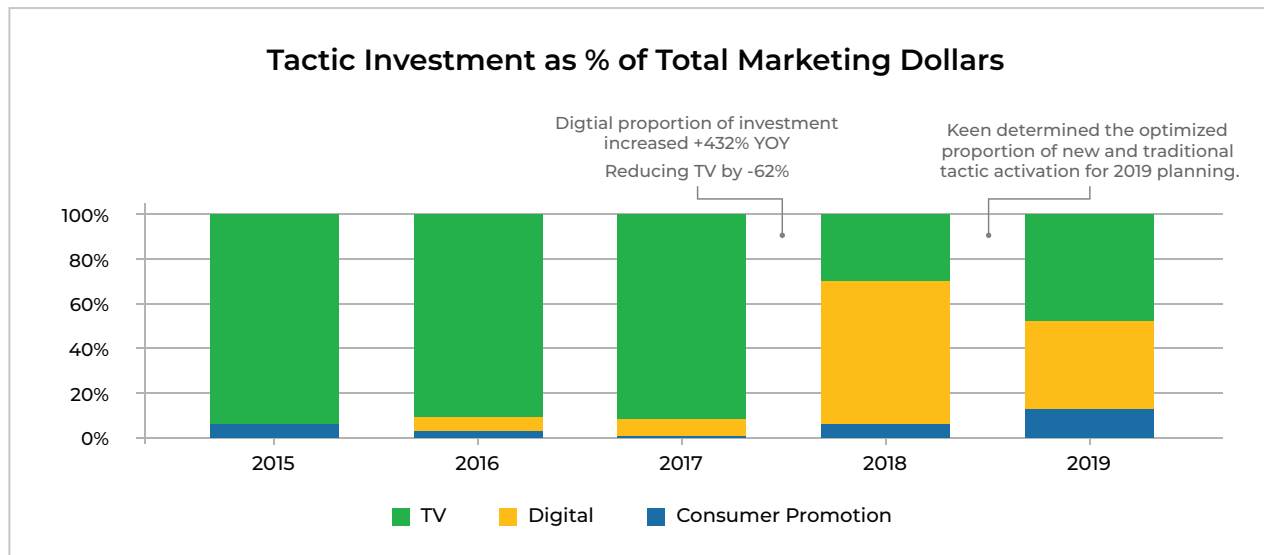
You might be surprised to learn the death of traditional marketing channels has been greatly exaggerated.

Penetrating a busy, fragmented consumer market requires a diversified strategy, and every tactic has its place. The key is finding the threshold at which each tactic is optimally invested, yet not overinvested.

Gone are the days of irresistible \$3 ROIs in digital. Also gone is the notion that digital is the only truly measurable medium.

So if you're all digital all the time, you're almost certain to be missing a huge piece of the market (and an important dimension of consumer media consumption behavior).

Get a quick, positive impact simply by revisiting the role of traditional media in your marketing mix.



4

LOWER YOUR GRPs

Forty to 60 GRPs have been an undisputed rule of thumb for achieving breakthrough on TV.

But today's fragmented media market and the opportunity cost of reaching breakthrough are turning that thumb upside down.

People are consuming media differently even compared to a few years ago. TV is now part of a viewing mix that includes on-demand, social and display, among others.

Perhaps it is time to recast this threshold to represent the cumulative impact across channels, radically reducing TV GRPs and positioning your brand to meet consumers where they are.

Breakthrough today is best achieved by stacking tactics, invested at profitable levels.

"We had to buy into the idea that it's okay to run low GRPs and it will still work. It all seems quite controversial at first, until you get your head around the fact that people are digesting media far differently.

That's when it really starts to click."

5 OPTIMIZE IN-FLIGHT

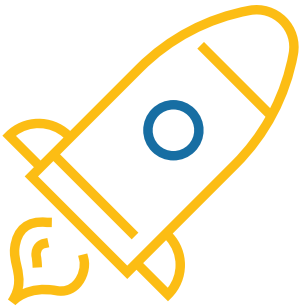
Why wait until a program (or plan) ends to assess whether it's working?

What if throughout the budget year you could reallocate resources toward high-performing programs and away from lower ones?

The key is finding tools that enable you to measure impact and optimize quickly, with smaller datasets that deliver a high level of confidence.

As you effectively demonstrate the revenue and profit opportunity associated with various channels, you may find you open the door to additional funding for new (or undercapitalized) channels even in the same budget year.

Savvy marketers are embracing in-flight optimization — and it's a game changer.



This is where we tell you that Keen is your silver bullet to win, right? Well, yes.

You will still improve just by implementing the steps we've outlined here — you just won't know how well they worked. Or how to improve.

Without a data-driven decision-support tool, it's impossible to know with confidence when and how much to invest — or if your channels are generating the best possible returns for your business.

And in today's fast-paced marketplace, who can afford not to know?

Especially if knowing is as accurate and affordable as it is with Keen. Here is why taking the next step is a no-brainer:

25% improvement in
less than 1 year





*That's a payback on your
investment in less than a year.*

Keen's clients are experiencing an average 25 percent improvement in their financial impact within a year of implementing our optimization recommendations.

It's Like Nothing You've Seen Before

It's impossible to talk about Keen's marketing decision-support tool without comparing it to marketing mix and attribution models. But Keen's technology is decidedly different.

Keen is not:

-  Consultant-dependent
-  Costly
-  Cumbersome
-  Channel-specific
-  Big data-dependent

Instead, Keen is an agile, software-as-a-service solution. It's a tool — designed by marketers for marketers — that you can access as you're building your annual plan, and then all year long — as you get program results, as your competitors make moves or even as your distribution changes.



WHAT MAKES US DIFFERENT



Unified View

Keen gives you a unified view across all of your marketing channels — digital, TV, trade, down to even small consumer tactics like couponing, sampling, etc.

This lets you evaluate opportunities side-by-side and discern what mix will best achieve (or exceed) your business goal.



Financial Metrics

Keen predicts and measures the financial contribution of your marketing activity against one of three goals:

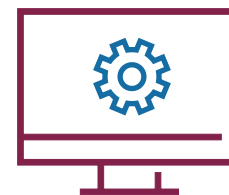
1. Optimize a fixed budget
2. Maximize revenue
3. Maximize long-term profitability



Optimized, Weekly Marketing Plan

Keen's software generates more than 300 response curves per tactic per week. The result is a precise, prescriptive weekly marketing plan, optimized to achieve your goal.

And machine learning ensures continuous improvement with more data and experience.



Iterative Updates

Today's marketing plans need to adapt and change along with their markets.

Keen makes it easy to update your status and continually optimize your plan as the year unfolds.

WE'RE CHANGING THE GAME



Elder Research, a leader in data science consulting, recognized Keen Decision Systems for creating an innovative, data-driven decision support tool for marketers. The firm evaluated Keen's software as part of a due-diligence exercise on behalf of one of its consumer goods clients. The goal was to ensure Keen's methodology was statistically sound and had the ability to optimize and project results effectively.

Here's what **Elder President and CEO, W. Gerhard Pilcher**, had to say:

"Elder Research found Keen's novel approach to optimizing marketing mix in their software tool to be statistically sound and to meet the needs of our major consumer packaged goods client. As the USA's most experienced consulting firm in Data Science, Machine Learning and AI, with a growing marketing analytics portfolio, Elder Research enjoyed interactively exploring insights and trade-offs in market investment decision-making with Keen's tool."

Our Ask is Simple: Let's talk. If you're passionate about marketing and motivated to make an impact (and prove it), this could be the most important call you make all year.

Our team is standing by, ready to show you how to model a plan that will win. And with the added edge of first-mover advantage, you can put more ground between you and your competition. The only question remaining is:



Will you make the first move?