## Business Drivers: Identifying Drivers of Growth or Decline

### Client X – Net Sales Change – Current year vs. last year

**Net Sales % Change**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>4.4%</td>
</tr>
<tr>
<td>Branch Openings</td>
<td>1.8%</td>
</tr>
<tr>
<td>Product Mix &amp; Launches</td>
<td>1.1%</td>
</tr>
<tr>
<td>Macro &amp; Weather</td>
<td>0.8%</td>
</tr>
<tr>
<td>Operational Factors</td>
<td>0.5%</td>
</tr>
<tr>
<td>Competition</td>
<td>-1.1%</td>
</tr>
<tr>
<td>National TV</td>
<td>1.6%</td>
</tr>
<tr>
<td>Digital</td>
<td>0.9%</td>
</tr>
<tr>
<td>Radio</td>
<td>0.9%</td>
</tr>
<tr>
<td>Direct Mail</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Social</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Catalogs/Circulars</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Promotions</td>
<td>-0.9%</td>
</tr>
</tbody>
</table>

**Non-Marketing Drivers**

- 4.4% Net Sales Change
- +3.1% Non-Marketing Drivers

**Marketing Drivers**

- 1.3% Net Sales Change
- +1.3% Marketing Drivers
Analysis will Include Brand Impacts and Recommendations to Complement Short-Term Sales Impacts

► In the example below, Facebook has strong short-term ROI but lower impact on brand metrics vs. Video

Brand & Revenue Relationship

- MPSA
- TOM
- Consideration
- Brand Love
- Sales

1% increase in MPSA leads to 1.1% increase in Sales
1% increase in Consideration leads to 1.5% increase in Sales
1% increase in TOM leads to 2.8% increase in Sales
1% increase in Brand Love leads to 6.7% increase in Sales

Short-Term ROI & Brand Impact

- Online Video
- TV
- Cinema
- Display
- Twitter
- Facebook

Bubble size represents amount of spend

1% increase in MPSA leads to 1.1% increase in Sales
1% increase in TOM leads to 2.8% increase in Sales
1% increase in Consideration leads to 1.5% increase in Sales
1% increase in Brand Love leads to 6.7% increase in Sales

Confidential & Proprietary, © 2018 Analytic Partners, Inc.
Analytic Partners Background
Analytic Partners: Introduction

People to Drive Insight

AP Delivery Difference

Marketing Intelligence

Integrated Technology to Enable

Confidential & Proprietary, © 2019 Analytic Partners, Inc.
Independent, Strong Legacy with Global Expertise

**Independent**
privately-held
unbiased perspective

**Long-term partnership view**
90% client retention

**Global marketing analytics company**
strong legacy, founded in 2000
10 Global offices

**Solely focused on**
Enabling Analytic Adoption to Unlock Potential
Our Value Proposition Starts With Our People

- **Story-teller**: Data Processor, Researcher & Analyzer
- **Collaborator**: Data Visualizer, Data Scientists
- **Result-maker**: Data Miner, Statistician
- **Authentic**: Innovator, Programmer
- **Independent Auditor**: Data Scientists
Perfectly Balanced Between Services & Tools

Talent
- Elite Service
- Objectivity
- Empowered

Technology
- Adaptable
- Transparent
- Scalable

GPS Enterprise
Analytic Partners Solutions – Breadth of Offerings

Strategic Consulting
► Change Management
► Brand Equity
► Strategic Pricing

Marketing Analytics
► Marketing Mix Modeling
► Customer Loyalty
► Sales Forecasting
► Competitive “War Gaming”
► Weather-effects Planning

Tools & Technology
► Manage Data
► Analyze & Visualize
► Model Construction

► Digital & MTA Attribution
► Customer Journey Analytics
► Price & Promotion Analytics
► Customer Franchise Value
► Omni-channel optimizations

► Analytics Training
► ROI Genome – Beyond Benchmarking

Manage Data
► Track & Monitor
► Plan & Forecast
► Optimize
Charting Our Course To Business Results
Using Best In Globe Marketing Analytics

Client Learner Portal
Predictions from Forrester

10% of firms leveraging AI will reintroduce human expertise

NorthStar Connect 2018
Analytic Partners Client-Only Event

AGENDA
THURSDAY, OCTOBER 18TH

5:35-10:10 AM
Keynote: The Future of Insights-Driven Marketing – Brandon Purcell, Principal Analyst at Forrester Research

10:20-10:45 AM
Analytics: Myths and Truths – Nancy Smith, President and CEO of Analytic Partners

11:15 AM-12:00 PM
Change Management for Analytic Adoption – Moderated by Mike Menkes, SVP at Analytic Partners

1:00-1:45 PM
Deep Customer Insight to Deliver Superior Customer Experiences – Moderated by Maggie Merklin, EVP at Analytic Partners

1:45-2:30 PM
ROI Genome: Latest Findings – Mike Menkes, SVP at Analytic Partners

3:00-3:45 PM
Beyond Marketing for Total Business Impact – Moderated by Katie deGorter, Senior Director at Analytic Partners

Discussion & Case Study Client Panels

ROI Genome Insights

ROI Genome – Have Promotions Lost their Punch?

Global Advertising & Promotion Efficiency Trends Across Industries

Source: Analytic Partners
Confidential & Proprietary, © 2017 Analytic Partners, Inc.
Industry Recognition & Experience

- **Leader in the Forrester Wave:** Marketing Measurement and Optimization Q2 2018
- **Only Leader in Forrester Wave:** Marketing Measurement and Optimization, Asia Pacific Q4 2018
- Recognized for Marketing Mix & Attribution in Market Guide
- Recognized for Building Segments & Personas for Digital Marketing
- 2017 Smart Data Agency of the Year for leveraging value from data to help clients achieve competitive advantage
- Winner of Intel Challenge Hackathon
- 2018 Genius Award for Data & Analytics Storytelling awarded to Scotts Miracle-Gro for their use of Analytic Partners’ Helio solution
GPS Enterprise Modules: 6-in-1 Solution Suite

**AMP**
Modeling Platform

**Genome**
Intelligent Benchmarks

**Introspect**
Big Data Platform

**PLANNER**
Strategic | Tactical

**PROPHET**
Portfolio Optimization

**ADAPTA**
Data Management

- Business Tracking and Metric Reporting
- Media simulations and multi-KPI optimization
  - Granular, site / keyword level digital optimization
- Portfolio Optimization across multiple dimensions
- Performance Benchmarks
  - Modeling Best Practices and Guidelines
- Big data Attribution platform
  - Customized dashboard and metric reporting
- Data management platform for extracting, loading, and transforming data feeds

Confidential & Proprietary, © 2019 Analytic Partners, Inc.
AP experience and tools enable aggregation, cleansing and synthesizing data in multiple formats across campaigns.

Adapta: Streamlined Data Management

**Extractions**
- Model Dataset
- Data extracts
- Reports
- Ongoing tracking
Driving Action from Insights: GPS Enterprise – Model Transparency

GPS-E provides full transparency into models, statistics & validation. Based on level of expertise, clients can view models, shadow modelers or are involved in modeling process.
GPS Enterprise: Planning & Optimization Tools

<table>
<thead>
<tr>
<th>Driver</th>
<th>Activity</th>
<th>Spend</th>
<th>KPI / Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard Display</td>
<td>$417,014,402</td>
<td>$3,349,046</td>
<td>$1,934</td>
</tr>
<tr>
<td>Direct Mail</td>
<td>$683,107,277</td>
<td>$3,036,181</td>
<td>$0.70</td>
</tr>
<tr>
<td>Print</td>
<td>79,543,279</td>
<td>$0.65</td>
<td>$0.66</td>
</tr>
</tbody>
</table>

Output

Summary | Waterfall charts | Due to | Details

Select Metric to View Chart: KPI

KPI - Waterfall

Portfolio Budget: $29,471,973

Multi-objective Optimization Weights

Optimization Type

Driver | Spend  | Minimum Spend | Maximum Spend | Budget Preference

Standard Display | $614,568 | $491,655 | $737,482 | Flexible

Direct Mail | $3,984,103 | $3,187,282 | $4,780,923 | Flexible
Simulation – User inputs changes to marketing spend or assumed performance

User makes a change to spend, activity, or KPI/Spend (ability to add new activities)

Visualize impact to the business
Optimization – Reallocating spend across tactics

User sets budget and constraints by tactic (ability to weight by different KPIs)

Visualize impact to the business in total or by tactic
GPS Enterprise – Tools to Enable Planning & Optimization

Holistic Business Planning

Tactical Digital Planning
Granular MMM enables further insight into marketing execution and optimization opportunities.

**Diminishing Returns**

**Brand X**

Direct Mail ROI at Different Weekly Circulation Levels

- Cumulative ROI
- Marginal ROI

**Synergies**

Client X

Response Index With TV

(100 = Response without TV)

- Inserts: 118
- Paid Search: 129
- Online Video: 114
- Local Radio: 109

**Upside Opportunity**

National TV Response Improvement Opportunities

- Current Performance
- Aiming at Optimal Levels
- Daypart Mix
- Synergy with OLV/Radio
- Greater Mix of :15s
- National vs. Local Buy
- Potential Upside

Confidential & Proprietary, © 2019 Analytic Partners, Inc.
Understanding How Tactics/Campaigns Impact Different KPIs

Driver of Overall Sales vs New Accounts

Key Driver of change in Acquisitions

Key Driver of Change in Sales

Driver of Overall Revenue
AP’s Integrated Brand Impact Solution Insights Example

Short Term ROI complemented by Branding Impact by Channel and Campaign

Brand Health Impact vs. Short Term ROI

Message Recommendations for Impact on Brand

Imagery Characteristics Impact on Brand

Recommendations:
1. Invest in TV for short and long-term brand performance
2. Prioritize video over display for short & long-term gains
3. Long-Term Brand building messaging should focus on Trust, Proud, Lifestyle attributes
Deep digital insights – e.g. Paid Search efficiency by Keyword

### Paid Search Performance by Keyword Type

<table>
<thead>
<tr>
<th>Brand</th>
<th>Incr. Accounts per M Clicks</th>
<th>Incr. Accounts per Spend</th>
<th>CPC ($'000)</th>
<th>Spend ($'000)</th>
<th>Total Spend ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Tax Season</td>
<td></td>
<td>$8.42</td>
<td>$219</td>
<td>$529</td>
</tr>
<tr>
<td>B</td>
<td>Tax Season</td>
<td></td>
<td>$16.24</td>
<td>$947</td>
<td>$2,651</td>
</tr>
<tr>
<td>C</td>
<td>Tax Season</td>
<td></td>
<td>$14.69</td>
<td>$896</td>
<td>$2,476</td>
</tr>
<tr>
<td></td>
<td>Tax Season</td>
<td></td>
<td>$8.86</td>
<td>$1,341</td>
<td>$3,667</td>
</tr>
<tr>
<td>A</td>
<td>Non-Tax</td>
<td></td>
<td>$12.41</td>
<td>$3,241</td>
<td>$4,928</td>
</tr>
<tr>
<td>B</td>
<td>Non-Tax</td>
<td></td>
<td>$12.58</td>
<td>$1,642</td>
<td>$3,983</td>
</tr>
<tr>
<td>C</td>
<td>Non-Tax</td>
<td></td>
<td>$6.99</td>
<td>$1,205</td>
<td>$1,205</td>
</tr>
<tr>
<td>D</td>
<td>Non-Tax</td>
<td></td>
<td>$10.02</td>
<td>$1,111</td>
<td>$1,111</td>
</tr>
<tr>
<td>E</td>
<td>Non-Tax</td>
<td></td>
<td>$7.99</td>
<td>$919</td>
<td>$919</td>
</tr>
<tr>
<td>F</td>
<td>Non-Tax</td>
<td></td>
<td>$9.68</td>
<td>$1,616</td>
<td>$1,616</td>
</tr>
<tr>
<td>G</td>
<td>Non-Tax</td>
<td></td>
<td>$6.26</td>
<td>$120</td>
<td>$120</td>
</tr>
<tr>
<td>H</td>
<td>Non-Tax</td>
<td></td>
<td>$18.09</td>
<td>$3,695</td>
<td>$3,695</td>
</tr>
<tr>
<td>I</td>
<td>Non-Tax</td>
<td></td>
<td>$13.31</td>
<td>$7,412</td>
<td>$7,412</td>
</tr>
<tr>
<td>J</td>
<td>Non-Tax</td>
<td></td>
<td>$7.77</td>
<td>$1,055</td>
<td>$1,055</td>
</tr>
<tr>
<td>K</td>
<td>Non-Tax</td>
<td></td>
<td>$9.27</td>
<td>$154</td>
<td>$154</td>
</tr>
</tbody>
</table>

Example Deliverable

Confidential & Proprietary, © 2019 Analytic Partners, Inc.
Depth of Insight within each Marketing Lever

**Daypart**

<table>
<thead>
<tr>
<th>Daypart</th>
<th>TV Response Index by Daypart</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overnight</td>
<td>82 (Response Index) 175 (Efficiency Index)</td>
</tr>
<tr>
<td>Morning</td>
<td>69 (Response Index) 87 (Efficiency Index)</td>
</tr>
<tr>
<td>Daytime</td>
<td>116 (Response Index) 134 (Efficiency Index)</td>
</tr>
<tr>
<td>Early Fringe</td>
<td>96 (Response Index) 137 (Efficiency Index)</td>
</tr>
<tr>
<td>Prime Time</td>
<td>92 (Response Index) 61 (Efficiency Index)</td>
</tr>
<tr>
<td>Late Night</td>
<td>131 (Response Index) 73 (Efficiency Index)</td>
</tr>
</tbody>
</table>

**Buy Type**

<table>
<thead>
<tr>
<th>Buy Type</th>
<th>TV Response Index by Network Buy Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audience Buying</td>
<td>93 (Response Index) 140 (Efficiency Index)</td>
</tr>
<tr>
<td>Linear</td>
<td>68 (Response Index) 110 (Efficiency Index)</td>
</tr>
<tr>
<td>DRTV Cable</td>
<td>140 (Response Index) 139 (Efficiency Index)</td>
</tr>
<tr>
<td>National Early</td>
<td>138 (Response Index) 139 (Efficiency Index)</td>
</tr>
<tr>
<td>Morning</td>
<td>102 (Response Index) 102 (Efficiency Index)</td>
</tr>
<tr>
<td>National FIXED</td>
<td>109 (Response Index) 110 (Efficiency Index)</td>
</tr>
<tr>
<td>Cable</td>
<td>128 (Response Index) 128 (Efficiency Index)</td>
</tr>
<tr>
<td>Syndicated</td>
<td>102 (Response Index) 102 (Efficiency Index)</td>
</tr>
</tbody>
</table>

**Campaign**

Response by TV Commercial Response Index per 100 GRPs

<table>
<thead>
<tr>
<th>Commercial A</th>
<th>Commercial B</th>
<th>Commercial C</th>
<th>Commercial D</th>
<th>Commercial E</th>
<th>Commercial F</th>
<th>Commercial G</th>
</tr>
</thead>
<tbody>
<tr>
<td>115</td>
<td>125</td>
<td>75</td>
<td>88</td>
<td>114</td>
<td>140</td>
<td></td>
</tr>
<tr>
<td>Message: Promo</td>
<td>Promo</td>
<td>Brand</td>
<td>Brand</td>
<td>Brand</td>
<td>Promo</td>
<td>Promo</td>
</tr>
<tr>
<td>ROB: $2.60</td>
<td>$1.42</td>
<td>$1.40</td>
<td>$1.50</td>
<td>$1.43</td>
<td>$2.22</td>
<td></td>
</tr>
</tbody>
</table>

Analysis is Measured by Creative, With Insights Showcasing How Message Focus Impacts Direct & Halo Effects

► Example opportunity: Shifting 15% of Demand support to Supply could drive an additional $5MM in revenue on the same spend

### Client X
**TV ROI by Message Focus**

<table>
<thead>
<tr>
<th></th>
<th>Impact onto Demand</th>
<th>Impact onto Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply</td>
<td>15%</td>
<td>85%</td>
</tr>
<tr>
<td>Demand</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>Equity</td>
<td>55%</td>
<td>45%</td>
</tr>
</tbody>
</table>
Long-Term Impact of Media: Cutting Paid Media spending can be damaging to the brand over time.

**Implications of Cutting Paid Media Support**

► Eliminating Paid Media spending erodes base business over time

► Cutting Paid Media impacts Brand Health which leads to long term Sales losses

*Case Study is from a USA-Based Food Manufacturer*
Partnerships Focus: Expansion and Customer Experience

- Expanded coverage
- Enhanced activation
- Customer experience
Analytic Partners Delivers Speed and Depth of Insight Through Measurement Partnerships

Facebook Measurement Partner
- One of the first Facebook MMM Partners
- Provides direct access to enhanced data feeds
- Analytic Partners can provide an even clearer picture of overall marketing programs to improve performance and effectiveness

Google Measurement Partner
- Access to display, search and video campaign data in a standardized format
- Helps advertisers compare Google campaign spend and performance to other channels, such as TV, print and other digital platforms
- Deeper insights across all of Google’s advertising channels
Granularity of data available from AP partnership with Google

Google taxonomy including basic DoubleClick
Final DoubleClick update coming in August

Granular data enables measurement at level that is most actionable for planning.
Similarly with Facebook, we have access to significant granularity of data.
Example granular MMM results: Facebook, Instagram, YouTube

Paid Facebook Short Term **Response** By campaign

<table>
<thead>
<tr>
<th></th>
<th>Build Audience</th>
<th>Drive Conversions</th>
<th>Reengage</th>
<th>Shadow</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD 2017 Spend</td>
<td>$1.6</td>
<td>$2.8</td>
<td>$0.9</td>
<td>$1.2</td>
</tr>
<tr>
<td>($MM)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPM</td>
<td>$2.39</td>
<td>$2.45</td>
<td>$2.81</td>
<td>$10.51</td>
</tr>
</tbody>
</table>

Paid Facebook Short Term **Efficiency** By campaign

<table>
<thead>
<tr>
<th></th>
<th>Build Audience</th>
<th>Drive Conversions</th>
<th>Reengage</th>
<th>Shadow</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPM</td>
<td>$5.34</td>
<td>$4.01</td>
<td>$9.18</td>
<td>$6.67</td>
</tr>
</tbody>
</table>

You Tube Efficiency Index by Product

<table>
<thead>
<tr>
<th>Product</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trueview</td>
<td>100</td>
</tr>
<tr>
<td>Bumper</td>
<td>264</td>
</tr>
<tr>
<td>Reserve Non-Skippable</td>
<td>280</td>
</tr>
</tbody>
</table>

Paid Facebook Audience Response

- **Index**
  - Response Index
  - Cost/1K Imps Index
  - ROI Index

- **By campaign**
  - Prospecting
  - Retargeting
  - Lead Gen

Paid Facebook Audience Response

- **By site**
  - Instagram
  - Facebook

- **By device**
  - Desktop
  - Mobile

- **By message**
  - Type Z
  - Type Y

Confidential & Proprietary, © 2019 Analytic Partners, Inc.
Analytic Partners Commitment to Confidentiality: No Logos

Services
- Financial
- Insurance
- Technology
- Telecom

Hospitality
- Hotels
- Travel
- Restaurants

Retail
- Brick & Mortar
- Ecommerce
- Specialty

Consumer Goods
- Software & Technology
- Electronics & Durables
- Packaged Goods

Automotive
- Manufacturers
- Auto part suppliers
ROI Genome ™: “Beyond Benchmarking”

Insights to inform
- Hundreds of Billions in Marketing Spend Measured
- More Than 2 Million Marketing Metrics
- Global Footprint – 45+ countries
- 15 years, 700+ brands
- Cross-section of industries & tactics
- In depth understanding of marketing
  - Halo principles
  - Synergies and cascading impacts
  - Modeling considerations
ROI Genome™: Benchmarking, Trends, Best Practices and Understanding Drivers of ROI

### Advertising Efficiency Trends Across Industries

<table>
<thead>
<tr>
<th>Year</th>
<th>Online</th>
<th>Offline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### ROI by Year by Media Type

- **Client**
- **AP ROI Genome Intelligent Benchmark**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>TV</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online Video</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facebook</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid Post</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Display Ads</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Search</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Seasonal Considerations

- **Timing** – build up awareness by airing new campaigns prior to peak season
- **Optimal Levels** – air at higher weekly GRP levels during peak season (Model launch period and mid-cycle enhancements)
- **Maintain SOV** - explore continuity with shorter copy lengths to increase SOV and maintain awareness levels

### Timing is Key

- Start airing media in May to reach maximum awareness levels for Q3

### Go Heavy

- Air at higher-than-typical levels during seasonal periods

### Share of Voice

- Increase SOV during peak seasons to drive break-through. When faced with budget constraints, utilize shorter copies

### Drivers of ROI Difference in Country A versus Country B

<table>
<thead>
<tr>
<th>Country A</th>
<th>Country B</th>
<th>Average ROI</th>
<th>Product Mix</th>
<th>Penetration</th>
<th>Competitive Fragmentation</th>
<th>Media Cost Efficiency</th>
<th>Other factors</th>
<th>Country B Average ROI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2.32</td>
<td>0.50</td>
<td>0.87</td>
<td>1.04</td>
<td>0.95</td>
<td>0.60</td>
<td>6.28</td>
</tr>
</tbody>
</table>

Factors driving differences in ROI
Analytic Partners Data Assessment

Insights from the data assessment will inform recommendations for improving data quality.

Summary for Client X

<table>
<thead>
<tr>
<th>Data</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales/Financials</td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td>1.3</td>
</tr>
<tr>
<td></td>
<td>2.0</td>
</tr>
<tr>
<td>Direct Mail</td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td>1.7</td>
</tr>
<tr>
<td></td>
<td>1.7</td>
</tr>
<tr>
<td>Broadcast</td>
<td>1.7</td>
</tr>
<tr>
<td></td>
<td>1.3</td>
</tr>
<tr>
<td></td>
<td>1.7</td>
</tr>
<tr>
<td>Search and Display</td>
<td>1.6</td>
</tr>
<tr>
<td></td>
<td>1.1</td>
</tr>
<tr>
<td></td>
<td>1.6</td>
</tr>
<tr>
<td></td>
<td>1.5</td>
</tr>
<tr>
<td>Earned Social</td>
<td>1.8</td>
</tr>
<tr>
<td></td>
<td>1.3</td>
</tr>
<tr>
<td></td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td>1.2</td>
</tr>
<tr>
<td>Branch Location</td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td>1.8</td>
</tr>
<tr>
<td></td>
<td>1.8</td>
</tr>
<tr>
<td>Consumer Insights/Market Trends</td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td>1.0</td>
</tr>
<tr>
<td></td>
<td>1.3</td>
</tr>
</tbody>
</table>

Overall Client X Score: 1.60
The Power of Synergy

ROI Comparison: Single Channel Strategy vs. Combined

<table>
<thead>
<tr>
<th>Channel</th>
<th>Offline</th>
<th>Online</th>
<th>Offline + Online</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>+30%</td>
<td>+50%</td>
</tr>
</tbody>
</table>

Source: Analytic Partners ROI Genome; Analysis based on over 3,200 campaigns from 2012-2016
AP leverages its ROI Genome Project to advise on never-before run media or marketing executions.

- Provides ROI perspective and guidance for new and emerging promotional and media executions
- Access to learnings across clients across relevant industries

Client X and AP benchmark efficiency index comparison:

<table>
<thead>
<tr>
<th>Media Type</th>
<th>Client X</th>
<th>AP Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV</td>
<td>100</td>
<td>95</td>
</tr>
<tr>
<td>Print</td>
<td>92</td>
<td>88</td>
</tr>
<tr>
<td>Radio</td>
<td>61</td>
<td>69</td>
</tr>
<tr>
<td>Banner Ad</td>
<td>117</td>
<td>86</td>
</tr>
<tr>
<td>Paid Search</td>
<td>122</td>
<td>150</td>
</tr>
<tr>
<td>Online Video</td>
<td>129</td>
<td>105</td>
</tr>
<tr>
<td>Mobile</td>
<td>98</td>
<td></td>
</tr>
</tbody>
</table>

Confidential & Proprietary, © 2019 Analytic Partners, Inc.
Inevitability of Disruption

- Privacy
- Legislation (GDPR)
- NEW DATA
- AI/ML
- TECH
- DATA RESTRICTIONS
- IoT
- Blockchain
- Processing Speed
- Ease of Access
- Image Analysis
- Text/Voice Analysis
- Real-Time Personalization
- Fraud
- Bots
- Walled Gardens
- Ad Blocking
- BLIND SPOTS
Cross-functional and Agency collaboration for activation

Success Factors:
- Growth & ROI Mindset
- Consistent KPIs
- Budget Planning
- Test and Learn Development
- Media Planning
- Ongoing Simulations
- Competitive Learning
- Consulting/Training for Agencies
- Experimentation
- Thought Leadership
Advanced Analytics - Our Customized Approach

- **Holistic approach** capturing all potential business drivers
- **Adaptive Structural Equation Model** allowing discovery of inter-relationship among different KPIs
- **Hierarchical Regression** allows for measurement across model dimensions
- **Incorporating Brand Metrics** to balance short and long-term objectives
- **Robust Data Collection** to provide actionable insights - closest to the planning & buying level; enabling results by:
  - Channel
  - Campaign, daypart, placement, site
  - Loyalty segment, messaging
  - Synergies
  - Diminishing returns, optimal support levels
Impact of Unified Direct and Indirect Variables on ROI

TV has both an indirect and direct impact on applications across channels.

Here is the table for Direct and Direct + Indirect ROI:

<table>
<thead>
<tr>
<th>Platform</th>
<th>Direct ROI</th>
<th>Direct + Indirect ROI</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV</td>
<td>$7.56</td>
<td>$11.13</td>
</tr>
<tr>
<td>Paid Search</td>
<td>$7.79</td>
<td>$8.49</td>
</tr>
<tr>
<td>Digital Display</td>
<td>$4.14</td>
<td>$4.55</td>
</tr>
</tbody>
</table>
Illustrative Representation of SEM Model Framework

**Indirect Impact (Example)**

TV → Paid Search → Invest

- **23%** TV Indirect (in combination) w/ Paid Search
- **23%** Direct Mail Indirect via Paid Search
- **35%** Social Media Indirect via Paid Search
- **19%** Paid Search Standalone Impact

In this example, 81% of the Search Activity is resulting from prior marketing activity generating interest.
Insights into keyword incrementality and efficiency & by focus

Non-Branded Paid Search Performance by Keyword Type

<table>
<thead>
<tr>
<th>Message</th>
<th>Incr. Bookings per '000 Clicks</th>
<th>Incr. Bookings per $MM Spend</th>
<th>CPC ($'000)</th>
<th>Spend ($'000)</th>
<th>Total Spend ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>15.4</td>
<td>1,828</td>
<td>$8.42</td>
<td>$219</td>
<td>$529</td>
</tr>
<tr>
<td>B</td>
<td>46.5</td>
<td>2,866</td>
<td>$16.24</td>
<td>$947</td>
<td>$2,651</td>
</tr>
<tr>
<td>C</td>
<td>36.2</td>
<td>4,902</td>
<td>$14.69</td>
<td>$896</td>
<td>$2,476</td>
</tr>
<tr>
<td>D</td>
<td>11.1</td>
<td>496</td>
<td>$12.41</td>
<td>$3,241</td>
<td>$4,928</td>
</tr>
<tr>
<td>E</td>
<td>16.8</td>
<td>1,335</td>
<td>$12.58</td>
<td>$1,642</td>
<td>$3,983</td>
</tr>
<tr>
<td>F</td>
<td>2.0</td>
<td>292</td>
<td>$6.99</td>
<td>$574</td>
<td>$1,205</td>
</tr>
<tr>
<td>G</td>
<td>5.0</td>
<td>496</td>
<td>$10.02</td>
<td>$514</td>
<td>$1,111</td>
</tr>
<tr>
<td>H</td>
<td>4.3</td>
<td>539</td>
<td>$7.99</td>
<td>$442</td>
<td>$919</td>
</tr>
<tr>
<td>I</td>
<td>5.0</td>
<td>521</td>
<td>$9.68</td>
<td>$940</td>
<td>$1,616</td>
</tr>
<tr>
<td>J</td>
<td>0.3</td>
<td>54</td>
<td>$6.26</td>
<td>$75</td>
<td>$120</td>
</tr>
<tr>
<td>K</td>
<td>10.9</td>
<td>603</td>
<td>$18.09</td>
<td>$1,689</td>
<td>$3,695</td>
</tr>
<tr>
<td>L</td>
<td>17.5</td>
<td>1,311</td>
<td>$13.31</td>
<td>$3,452</td>
<td>$7,412</td>
</tr>
<tr>
<td>M</td>
<td>4.0</td>
<td>518</td>
<td>$7.77</td>
<td>$528</td>
<td>$1,055</td>
</tr>
<tr>
<td>N</td>
<td>4.3</td>
<td>461</td>
<td>$9.27</td>
<td>$94</td>
<td>$154</td>
</tr>
</tbody>
</table>
Example Deliverable: Spend Optimization

- Optimizing within each tactic can improve revenue by $18.4MM. Another $7.5MM is achieved through spend reallocation.

Client X Marketing Plan Recommendation

Client X Marketing Plan Recommendation

Optimization Opportunities

- Prioritize contextually relevant sites
- Reallocate spend to most responsive markets identified
- Shift support from Prime to EM; air at higher levels during peak season
- Air at lower levels to increase continuity; heavy up support in season
- Coordinate with Promotions & Sponsorship events
- Increase investment in meta search site B
- Coordinate with TV; Shift spend to Brand Exact & Generic Type A
- Shift spend from publication Z to other magazines; leverage message type 1
- Coordinate with Social; balance short vs. long term objectives
Embedding into the Organization: Implementation and Validation – Reporting & Tracking

### RECOMMENDATION

<table>
<thead>
<tr>
<th>Recommended Shift</th>
<th>Size of Prize</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shift $0.5M to digital display activity</td>
<td>$+0.4MM</td>
</tr>
<tr>
<td>Include portfolio message in all ads. Shift $1.0M from brand specific to shared</td>
<td>$+0.3MM</td>
</tr>
<tr>
<td>Increase support behind Segment A DM. Shift Two Segment B mailers to Segment A</td>
<td>$+0.2MM</td>
</tr>
<tr>
<td>Lower frequency caps on partner Z</td>
<td>$+$60K</td>
</tr>
<tr>
<td>Shift $0.5M from traditional radio to Satellite</td>
<td>$+$25K</td>
</tr>
<tr>
<td>Increase Print support. Shift $5MM from lower performing activities</td>
<td>$+$12.2MM</td>
</tr>
<tr>
<td>Shift 50% of :30s OLV spending to support :15s copy lengths</td>
<td>$+$6.0MM</td>
</tr>
<tr>
<td>Shift $2MM of sampling &amp; event dollars from Retailer A to Retailer B</td>
<td>$+$4.9MM</td>
</tr>
<tr>
<td>Take 30% of spend from retailer event support from Brand X to Brand Y</td>
<td>$+$3.0MM</td>
</tr>
<tr>
<td>Shift Co-op investment to higher-end retailers</td>
<td>$+$1.4MM</td>
</tr>
<tr>
<td>Leverage less-expensive co-op mailers (e.g. postcards)</td>
<td>$+$1.2MM</td>
</tr>
</tbody>
</table>

### IMPLEMENTATION

**Actions Taken in 2015**

- More investment behind partner A ($+0.3MM)
- 100% messaging shared (+$0.3MM)
- No Segment B DM (+$0.2MM)
- Frequency increased
- All radio terrestrial
- 2015 Print increased by $1.2MM (+$1.8MM)
- $15MM shifted to :15s from :30s (+$6.3MM)
- Spending behind Retailer A locked in for 2015
- Shifted 10% to brand Y ($1MM)
- No shift made
- Unable to action

**Actions Taken in 2016**

- $360K spend behind partner A
- 90% will be shared
- Majority of DM will be towards Segment A
- 77% of displays included frequency caps
- Maintained displays included frequency caps
- Planned for 2016
- Continued focus on :15s
- Planned for 2016
- New Brand Launch requires support
- Some shifts are in the 2016 plan
- Planned to implement

### VALIDATION

- Client X $MM Sales Growth from Insight Implementation
  - $9.7
  - $14.6

- 2015 Actual Validated Revenue
- 2016 Projected Potential Revenue

- Impact to business is spending neutral
- 66% of recommendations are actioned in the planning year, on average

*Confidential & Proprietary, © 2019 Analytic Partners, Inc.*
We are poised to lead

► We have invested in becoming a learning organization
► We have the strategic and innovation focus to adapt to the dynamically changing environment
Sample Innovation Areas
- Weather
- Customer Franchise Value
- Competitor “War Gaming”
CFV analysis provides a deeper understanding of customer profiles and quantification of long-term ROIs.

**Case Study: Customer Profiles**

<table>
<thead>
<tr>
<th></th>
<th>Jane Doe</th>
<th>Startup Sam</th>
<th>Tom</th>
<th>Madonna</th>
<th>Loyal Lucy</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Customers</td>
<td>32%</td>
<td>16%</td>
<td>26%</td>
<td>19%</td>
<td>7%</td>
</tr>
<tr>
<td>Churn Rate</td>
<td>13%</td>
<td>48%</td>
<td>48%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Acquisition Rate</td>
<td>18%</td>
<td>47%</td>
<td>47%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td>Customer Franchise Value (per person)</td>
<td>$199</td>
<td>$4</td>
<td>$55</td>
<td>$709</td>
<td>$2,037</td>
</tr>
<tr>
<td>Avg. Transaction Value</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Frequency</td>
<td>Medium</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
</tbody>
</table>

**Case Study: Short and Longer Term Email Efficiency by Profile**

The diagram shows the email efficiency by profile with a focus on long-term ROIs.
CFV improves targeting through channel and message optimization

- Case Study: spend optimization reduced Client X Loyal Lucy churn by 15% and increased overall CFV by 30%

**Loyal Lucy Optimized Franchise Value ROI and Spend by Tactic**

- **Retention**: +15%
- **Acquisition**: +10%
- **CFV**: +30%

![Diagram showing Year One ROI Rank with Franchise Value ROI on the y-axis and spend by tactic on the x-axis.]

- Post Optimization
- Pre Optimization

Bubble size represents spend level
CFV Drives Shareholder Value

- Customer insights are tied directly to shareholder value

+ More customers + More $/customers + Better margins

+ Customer value + Brand equity + Corp. reputation

Cash Flow
Near-Term

Asset Growth
Long-Term

Shareholder Value
War Gaming Scenarios Provided Risk/Benefits & Competitive Actions to Achieve Growth Targets

Scenarios can take into account factors such as industry trends, economic conditions, competitive strategy, inventory constraints, etc.

**Additional Marketing Spend Required to Meet Growth Objectives**

<table>
<thead>
<tr>
<th>15% Increase in Competitors X &amp; Y Spend</th>
<th>15% Increase in Competitor X Spend</th>
<th>Similar Competitive Strategy</th>
<th>15% Increase in Competitors X &amp; Y Spend; New Competitive Launch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>High</td>
<td>Mid</td>
<td></td>
</tr>
</tbody>
</table>

**Business Performance**

- Marketing Support
- Economy
- Competitive Strategy
- New Entrants
- Consumer Trends
- Supply Chain
- Catastrophic Events
Weather-effects Marketing Optimization

Monthly Outlook - Selected Values

Feb: -23%  
-4,032 Forecasted Unit Change vs LY

Mar: -7%  
-1,199 Forecasted Unit Change vs LY

Apr: -1%  
-463 Forecasted Unit Change vs LY

May: 0%  
-80 Forecasted Unit Change vs LY

2019-02-24 View for Store Type 1

MAP METRIC:  
Precipitation - Avg. Weekly
Temperature - Avg.
Precipitation - Avg. Weekly
Temp. Diff. vs Last Year
Weekly Precip. Diff. vs LY

The term "directional correctness" refers to the concept that a forecast is considered "correct" if it is on the correct side of normal, i.e., if you forecast warmer than normal it verifies as warmer than normal.
HELIO: Forecasting Weather Influenced Demand

HELIO provides best-in-class weather-influenced demand forecasts

► Insights for the whole organization
  - When and where to activate or pull back

► Powerful Forecasting and Visualizations
  - Highly accurate with best-in-class predictive power

► Cutting-Edge Machine Learning
  - HELIO’s models capture non-linear relationships, sophisticated interactions and unique dynamics to produce best-in-class predictions
Recognized for Data Analytics Storytelling

Diageo, Scotts and more recognized for achievements in data and analytics

- Nationwide and Scotts were tied for Data Analytics Storytelling, a category covering achievement in using data to tell enlightening, visually-driven stories. Nationwide developed a Retirement Readiness Report experience for consumers, which resulted in an 11% improvement in retirement readiness scores. Scotts Miracle-Gro used a predictive weather-modelling tool, called Hello, to offer weather-driven demand sales forecasts. The result was historic sales in May 2018 because the company was able to take orders in areas where competitors couldn’t keep up with demand.
Unified Measurement: Approach and Methodology
Analytic Partners Approach to Measurement

**Customer Lens** + **Business Lens**

**Strategic**
- Customer Franchise Value
- Continuous Marketing Mix

**Tactical**
- Adaptive Modeling for one version of the truth
- Multi-touch Attribution
- Media Deep Dive
Unified Measurement
Holistic Business & Customer view; Consistent Data & Incrementality – Delivering:
One Version of the Truth

Marketing Mix Model (MMM)
Full Business View
Aggregate Models

Multi-Touch Attribution (MTA)
Customer Touchpoints Purchase Path
User-Level Models

Offline Media
Social
Online Media
Price/Value
Operational/Internal
Competition/External

Aggregate weekly/monthly, price, incentives, impressions/GRPS, sales
Addressable exposures, clicks, queries, conversions

Confidential & Proprietary, © 2019 Analytic Partners, Inc.
Analytic Partner’s Adaptive Modeling System

- **Marketing Mix**: Innovative statistical modeling approaches with advanced options of pathway, multiple KPIs and hierarchical modeling

- **Attribution**: Patent pending Iterative Machine Learning combined with probabilistic discrete choice and game theory modeling approach

- **Direct Measurement**: A/B Testing for validation of insights and deeper understanding
Live Modeling, along with custom consulting, provides a Real-Time delivery cadence while also allowing for deeper insight.

- **Real-Time Delivery**
  - Monthly business diagnosis
  - In-campaign effectiveness
  - Standard reporting/analysis to streamline

- **Right-Time Delivery**
  - On-demand custom deep dives
  - Simulations and scenarios available on demand
  - Long-term incorporated through multi-objective optimization
Real-Time “Live Models” - Driving Insights to Action:

**Measure**

“Live” models quantify the impact of online and offline media as well as external factors such as competition.

**Diagnose**

Details provided on specific channel performance of recent campaigns and tactics, identifying how content, creative performed across campaigns.

**Quantify**

Results used to reallocate spend, change media buys, marketing campaigns, and targeting strategy to quickly regain market share.

**Action**

Activate budget changes in collaboration with media agency and digital buying platforms (programmatic partners, search partner).
AP’s Patent Pending Adaptive Discrete Choice Model Approach

Initial probabilistic conversion model (discrete choice model) using just converted users and a subset of similar non-converted users.

Excluded users with low predicted conversion probability (based on probabilistic formula) are iteratively added back into the model training dataset.

Model coefficients are continually refined by adding non-converted users until we no longer achieve improved model fit.

Converted Users
Non-Converted Users

Model 1 Dataset
Model 2 Dataset
Model 3 Dataset

Non conversion data evaluation
Non conversion data evaluation
Non conversion data evaluation

Model Classification Accuracy
Unified Measurement Validation Case Study: PSA Test for Display

► AP provides unified measurement (MMM + MTA) for this client; working with organization for 8+ years
► Collaboration and transparency to validate and drive organizational buy-in.

Challenge
With new senior leadership on board, there was a need to validate results that digital display ROI was so strong

Objective
A PSA test was run for display ads to measure the incremental impact of display in driving sales, site visits and search queries

Results
Analytic Partners’ unified measurement results were within ~90% accuracy of the PSA test

Display ROI - PSA Test vs. Unified Measurement Results

<table>
<thead>
<tr>
<th>PSA Test</th>
<th>AP's Unified Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gray</td>
<td>Red</td>
</tr>
</tbody>
</table>

Confidential & Proprietary, © 2019 Analytic Partners, Inc.
Adaptive Discrete Choice modeling approach captured much higher percentage of converted users in top deciles.

<table>
<thead>
<tr>
<th>Client Cases</th>
<th>Validation Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Conventional Discrete Choice Model</td>
</tr>
<tr>
<td>B2B Case</td>
<td>65.2</td>
</tr>
<tr>
<td>Retail Case</td>
<td>62.7</td>
</tr>
<tr>
<td>Consumer Banking Case</td>
<td>77.5</td>
</tr>
<tr>
<td>Online Education Case</td>
<td>72.4</td>
</tr>
</tbody>
</table>
Proposed Engagement & Discussion
Setting up the ROI Program for flexibility and growth

Analytic Partners’ perspective:

► An ROI program will bring immediate value but should evolve over time in line with business needs

► Initially we want to ensure that the program is designed for flexibility (scalability & depth of insight) as well as to drive value

► We have an opportunity to build and expand the program & capability together
## Common Process

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Week 1-4</th>
<th>Week 5-8</th>
<th>Week 9-11</th>
<th>Week 12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROCESS</strong></td>
<td><strong>OUTCOME</strong></td>
<td><strong>PROCESS</strong></td>
<td><strong>OUTCOME</strong></td>
<td><strong>PROCESS</strong></td>
</tr>
<tr>
<td>Kick off</td>
<td>Data Collection and Review</td>
<td>Data Modelling</td>
<td>Working Session</td>
<td>Ongoing Formal and Informal Reviews</td>
</tr>
<tr>
<td>AP to present a brief overview of the MMM project scope and project process to the key stakeholders and identify key data owners</td>
<td>AP to collect the required data for modelling from the data owners</td>
<td>AP to build the models</td>
<td>AP to share initial findings with the key project working group.</td>
<td></td>
</tr>
<tr>
<td>AP to meet with key stakeholders to understand business requirements</td>
<td>Following this, a data review meeting will be held with key stakeholders to align on the data that will be inputted into the models and to get sign off on the data to be used</td>
<td>The models will be reviewed for model robustness using a set of key statistical testing measures</td>
<td>Following this meeting, the results will be presented to all key stakeholders</td>
<td></td>
</tr>
<tr>
<td>Week 1</td>
<td></td>
<td>Week 5-8</td>
<td></td>
<td>Week 12</td>
</tr>
<tr>
<td>Ongoing Formal and Informal Reviews</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AP to deliver the presentation outlining the key insights and recommendations to the business</td>
<td></td>
<td></td>
<td>Key findings shared with all key stakeholders</td>
<td></td>
</tr>
<tr>
<td>These models, reviews, strategy sessions run at a cadence appropriate for client</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
This approach allowed us to separate out the most effective / efficient tactics at each stage in the decision journey.
Previous analyses focused only on digital attribution or only covered late stages in the decision funnel.
The drivers of salesforce effectiveness varied by region.

**Region A**

- Relationship Days
- Message Persuasiveness
- Message Believability
- Rep Likeable
- Length of Call

**Region B**

- Frequency
- Message Persuasiveness
- Message Believability
- Relationship Days
- Rep Likeable