

ANALYTICS AND INSIGHT

HOW A&I CAN GROW YOUR BUSINESS

MEC

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INTRODUCTION

Three years ago, MEC made a bold and prescient move: we launched Analytics and Insight (A&I), a global specialist group of consultants across 80 markets.

The idea was simple. The technology revolution is changing consumer lives forever, and its side effect – the mass generation of digital data – will change brand communications for good.

Three key driving forces emerged quickly:

1. Digital runs through everything; it does not sit in a silo next to the analogue world
2. Insight generation is no longer just about focus groups. Big data will increasingly fuel brand strategies as well as effectiveness measurement
3. The increasing volume and granularity of data requires investment in technology and in talent on a new scale.

The result led us to organise ourselves around three disciplines:

Discovery: consultancy services that fuel strategic thinking for brands in multiple areas of portfolio management, such as consumer, market and media understanding, decision journey, budget setting and allocation and measurement plans.

Evaluation: services measuring the effectiveness of communications, whether digital or not, on brand and transactional KPIs. Besides the annual 'check-ins', this is done increasingly near real-time to allow rapid course correction of marketing campaigns.

Data and Technology: the essential foundation of sourcing, integrating, managing and visualising data. It can be semi-aggregated data, e.g. Paid Owned Earned activities, competitors, brand tracking, sales and transactions or disaggregated cookie level 'big data'. The objective is to create clean data on tap, to fuel fast and scalable analytics in the Discovery and Evaluation disciplines.

I am privileged to lead a talented community of very diverse people – from qualitative research facilitators, quantitative researchers, analysts, statisticians and econometricians to digital wizards, social media evangelists and programmers – all working together seamlessly.

This book is about them and what they do. Rather than a list of tools and services, we chose to highlight 24 case studies, representing some of their best work from around the world. Because actions speak louder than words!

Enjoy,



Stephan Bruneau

Head of Analytics and Insight, Global

UNDERSTANDING THE PURCHASE JOURNEY FOR XEROX

CHALLENGE

In 2011 Xerox had been buying into A&I's buzz monitoring product for over a year, with great success, but there were still significant gaps in our collective knowledge of customers. In particular, we wanted to identify how their Small Medium Enterprise (SME) target audience – would-be purchasers of their Office Business Suite – bought office equipment and how media and communications influenced that decision.

SOLUTION

We instigated a research project called Bottleneck®, a qualitative and quantitative study exploring the purchase pathway and the role of communications. The A&I team conducted 30 qualitative telephone interviews which informed an online questionnaire that was then completed by 951 SME decision makers in the UK. The data was analysed and statistically modelled to deliver in-depth analysis of the target audience, their barriers and drivers and the journey steps to purchasing. Working closely with Xerox, we maintained joint ownership throughout the project, from developing the questionnaire to presenting the findings to the wider Xerox community.

RESULTS

The project had a profound effect on Xerox's global communications. Initially focused on the UK market, it went on to influence the entire global organisation and its success led to three further projects. It has been recognised as influencing the direct change to their marketing communications approach across Europe, through value proposition messaging, US advertising briefs and product design globally. At their annual global conference, the Xerox CMO referred to it as "the research that keeps on giving".

**OUR INVESTIGATIONS OF THE
PURCHASE JOURNEY HAD A
PROFOUND EFFECT ON XEROX'S
GLOBAL COMMUNICATIONS**

USA

ENRICHING MACY'S CUSTOMER SEGMENTS

CHALLENGE

Macy's was looking to review the efficiency of their extensive customer database. They recognised that in order to keep in touch with their customers' ever-changing needs and behavioral habits, the stores needed to review the type of information they collated and how it was used to target specific groups of customers. They could also make it work harder by using the insights to feed into the media planning process.

SOLUTION

We created a much larger and detailed database – the Simmons Macy's Media Preference Project Database – by combining the Simmons Spring 2011 Two Year Adult Study of 48,028 respondents with the Macy's Customer Database of 32 million customers. We then matched Macy's customers from their customer database to respondents in Simmons syndicated database. The merged database contained responses to the Simmons survey for all consumers who were included in both the Macy's customer database and the Simmons database. By including insights about media behavior, leisure activities, attitudes, demographics and customers, we created a richer picture of key customer segments.

RESULTS

By improving our understanding of Macy's customers' demographic, psychographic, lifestyle and media behaviors, we were able to target Macy's marketing communications much more effectively and efficiently. The database was used by A&I and the Macy's planning, digital, buying and MEC Bravo teams, and helped us to gain a much better understanding of Macy's behavior segments. Working together with the planning team, we knew how to create actionable target audience profiles that could be used for more effective planning.

In addition to general market findings, the united database gave us an improved awareness of Macy's Hispanic customers and we then worked with MEC Bravo on implementing these findings into the planning process.

WE ENRICHED MACY'S CUSTOMER DATABASE WITH DETAILED INSIGHTS ABOUT MEDIA BEHAVIOR, LEISURE ACTIVITIES, ATTITUDES AND DEMOGRAPHICS, CREATING A MORE COMPLETE PICTURE OF KEY CUSTOMER SEGMENTS

SPECTACULAR: WOMEN IN TIER 3 AND 4 CHINESE CITIES

CHALLENGE

To reach 70% of China's middle and affluent consumers, today's marketers need to target 240 cities. By 2020 this will have increased to more than 400 cities, as the lower-tier cities become the next battleground for brands. Building on the success of the 2010 study of female consumers in low-tier markets, we wanted to demonstrate true thought leadership and insight by studying this new group of consumers.

SOLUTION

We went to market with a qualitative and quantitative report that included insights and data on 648 low-tier cities. Based on the GroupM initiative, Project Deep Dive, the report included fieldwork, focus group days, home visits and ethnographic studies in eight major provinces. To really understand the market, the whole team got their hands dirty by taking part in the field work, collecting a total of 136 transcripts and more than 3,000 photographs.

The next step was to use the quantitative data to validate findings and test hypotheses, then to highlight the similarities and differences between consumers in the two tiers of cities, so we compared the various tiers of data from CNRS (TGI China). To help illustrate our findings and bring the consumers to life, we analysed over 590,000 Weibo social posts from 4,992 women in low-tier markets. Finally, we produced a beautiful coffee table book with three sections dedicated to the work as well as a chapter on consumer segmentation and their different media consumption.

RESULTS

Our data and findings are routinely used for planning campaigns for our clients. Our work was mentioned repeatedly in local and international press and secured a feature in WARC news. The collaboration with CIC on a similar project, Consumption Trends China 2013, was a direct result of this exercise, and several organisations, including Millward Brown, CIC and Shanghai International Studies University, have since approached us about collaborating in the future on other books.

**WE RESEARCHED CONSUMERS
IN 648 LOW-TIER CITIES,
AS THEY BECOME THE NEXT
BATTLEGROUND FOR BRANDS**

UK and Sweden

SUPPORTING THE QUITTING JOURNEY WITH NICOTINELL

CHALLENGE

Nicotinell had always relied on seasonal TV advertising to drive sales. We needed to create a strategy with greater continuity of communication and channel diversity while targeting media at the most receptive times and places to support consumers through their quitting journey. We needed to understand more about what influences quitters and when they are most receptive to advertising.

SOLUTION

We conducted two digital qualitative DigiFaces™ studies in Sweden, talking to 'planners' (people planning to quit or reduce smoking during the next six months) and 'quitters/reducers' (people currently quitting or reducing). Out of this work came four core consumer insights that informed a communications planning workshop, involving MEC, Novartis and other key agencies, and overturned conventional communications wisdom for the brand.

We discovered that there are four types of craving moment related to habitual, time-killing, reactive and reward cigarettes and all communications needed to be tailored to these individual needs. The studies also revealed that:

- Quitting is a gradual process and emotional support is needed throughout the journey.
- There is a continuing role for in-store and professional advice – people still turn to doctors and pharmacists.
- Heavy smokers also need support from fellow quitters and ex-smokers – they are the only ones who understand.
- Only other quitters can provide the emotional support needed for the long journey ahead.

Based on these findings, we instigated a strong POS presence, building an identity and awareness through outdoor close to retail, an on-going search programme and online advertising. Using mobile, online and ambient 'occupy time' content we aimed to solve time-killing moments. Lastly, to build engagement and provide on-going support with peer-to-peer content, we tapped into social media and the brand website.

RESULTS

The result was a completely new set of communications priorities, moving the brand strategy from a seasonal, TV-led approach, to one focused on continuity of communication, digital, social and POS. Sales in the UK increased by over 6%. Nicotinell used on-going search for the first time in the UK and Nordics, and POS outdoor in the UK and Sweden.

WE DISCOVERED THAT THERE ARE FOUR TYPES OF CRAVING MOMENTS AND ALL COMMUNICATIONS NEEDED TO BE TAILORED TO THESE INDIVIDUAL NEEDS

Latin America

DATA AND ANALYTICS GUIDE STRATEGY FOR SONY PLAYSTATION

CHALLENGE

Sony PlayStation wanted to further grow its business in Latin America and challenged us to develop a research programme that could help drive and inform its communication strategy. In order to deliver this level of consumer insight, we needed to develop an extensive targeting and strategic media approach that could be documented and measured on an on-going basis.

SOLUTION

We developed a bespoke discovery and data analytics solution that we could roll out on an annual basis. Firstly, a discovery pack churned data from three research assets: TGI syndicated data, Social Radar buzz metrics and content and primary brand health tracking research. The results enabled us to divide the target gamers into three groups – Social, Serious and Family Gamers and then set marketing KPIs, develop a strategy and agree media investment. Secondly, we created a Data Analytic Pack that included a unique dashboard for tracking sales results versus Paid, Owned and Earned media metrics. Finally, when we had collected enough data, we began bi-annual performance reporting and econometric modelling.

RESULTS

The data and insight guided Sony's media and creative communication strategy across the region. Evaluation of sales results as well as Paid, Owned and Earned assets helped us to measure campaign success and informed planning throughout 2011 and into 2012. The advertising agency has continued to use the buzz and primary research results for content strategy development.

DATA AND ANALYTICS GUIDE SONY'S MEDIA AND CREATIVE COMMUNICATION STRATEGY ACROSS THE REGION

OPTIMIZING THE IKEA MEDIA MIX TO DRIVE GROWTH

CHALLENGE

Historically, IKEA had pursued a uniform media strategy for all 28 of its markets, delivering identical reach across all stores, regardless of local conditions. Of course, each IKEA store faces its own individual challenges and rather than using a 'one-size-fits-all' approach, we recognized that the brand needed a tailored media strategy to address market specific barriers and, in general, a much more aggressive approach to make their media budget work harder.

SOLUTION

We pioneered a seamlessly integrated start-to-finish solution, tailored to exploit specific market-level environments. Starting with our Navigator planning process, we soon discovered which factors were determining sales performance and contributing to and hindering sales. From there, we were able to segment the IKEA markets into four groups, each with a unique communication objective. Delivering this communication goal became the cornerstone of media selection, budget allocation and measurement metrics.

By pulling the right levers, the media mix optimized delivery against specific challenges facing each market. For instance, segments that were at competitive disadvantages required more broadcast media to bolster their awareness relative to top competitors, whereas markets needing to drive lower funnel metrics (i.e. advocacy) benefitted more from an elevated presence in the digital space. By focusing on each segment's specific communication challenges, channel selection was much more effective than before.

Spend was allocated using a combination of hard and soft metrics. Hard metrics, such as per capita sales, kept the allocation grounded in business reality; whereas softer metrics, such as awareness deficit to competition, helped to diagnose the cause of market underperformance. In order to encourage sales growth, budget was shifted from inefficient and less competitive markets into markets with greater efficiency and/or greater competitive barriers.

RESULTS

IKEA fully embraced the new strategy and acknowledged that the integrated approach was an enormous step forward. The new approach had an immediate impact in sales helping the brand to experience an increase in growth of 6% in fourth quarter 2012 sales versus fourth quarter 2011. The early success led to the reimplementation of the integrated strategy in 2014.

BY PULLING THE RIGHT LEVERS, THE MEDIA MIX OPTIMIZED DELIVERY AGAINST SPECIFIC CHALLENGES FACING EACH MARKET

Australia

SOCIAL TV: A WORLD FIRST STUDY

CHALLENGE

More than half of people watching TV are now multi-tasking with a second screen, often engaging in social media activities. But how does this impact their engagement with their television, if at all? Are they distracted or is there an opportunity for brands to take advantage of this new trend? With millions of dollars spent annually on TV sponsorships, we recognised that there was an opportunity to address this knowledge gap about how viewers engage and carry out one of the agency's most ambitious research projects.

SOLUTION

We monitored 50 people watching "The X Factor", Seven Network's reality TV show and observed them interacting with social media. Hidden cameras were installed in a custom-made research facility to monitor second-screen activity as viewers watched live TV. MEC and Neuro-Insights developed bespoke methodology and new technology to accurately measure the impact of the research. Neuro-Insights could contrast the different behavioural states to measure the neurological change before, during and after social interaction. Never before had a study been done to measure neurological responses to live TV viewing at such a granular level, with such a robust sample.

RESULTS

The results were fascinating, providing insights enabling MEC to improve clients' communication effectiveness. Primarily, we were able to prove for the first time that second-screen social media usage results in a more engaged TV audience, in fact increasing viewer engagement by 9%. This enabled us to substantiate the value of TV sponsorships and social media extensions by proving that brands that are fully integrated in a TV show can capitalise on the higher intensity of engagement, therefore improving effectiveness. Rather than distracting viewers, their interactions with social media serve as 'reset moments' after which viewers return to an engagement level higher than before. We also know now that we can schedule and create advertising messages specifically to exploit viewers' heightened receptivity to details.

Results were unveiled at the 2013 Australian Broadcast Summit and at the Advertising Research Foundation Conference in New York.

**NEVER BEFORE HAD A STUDY
BEEN DONE TO MEASURE
NEUROLOGICAL RESPONSES TO
LIVE TV VIEWING AT SUCH A
GRANULAR LEVEL, WITH SUCH A
ROBUST SAMPLE**

UK

THE SOCIAL INTEREST GRAPH

CHALLENGE

Every marketer knows that one of the consistent challenges when preparing a pitch strategy is to create a point of differentiation. For the SABMiller pitch we wanted to use social media to gain deeper insight into Peroni's market positioning and find out what consumers thought about the product when compared to its competitors. In order to gain a real understanding, we needed in-depth engagement across a vast body of social data. What we didn't have was the time to analyse the sheer volume and interconnected nature of the social data and in the time allowed, reach any real conclusions about how the brand was perceived.

SOLUTION

We developed a bespoke analytical tool called The Interest Graph. By compiling, analysing and visualising social data in The Interest Graph, the pitch team was able to identify Peroni's key brand properties based on real-time social media mentions and develop a strategy accordingly.

We began by downloading 500,000 social conversations referencing Peroni and rival brands from API feeds provided by Facebook, Twitter and other social media outlets, including blogs and forums. The 'nodes' of the graph were created by counting the frequency of each word in every mention and tagging words with an above average occurrence. The relationships between individual words dictated the relative proximity of these nodes on the graph.

RESULTS

The results formed the backbone of a pitch strategy with the weight of real, significant data behind it. By revealing that when compared to its rivals, Peroni was most closely associated with food and Italy, "The Aperitivo Moment" was born.

SABMiller was delighted with the results and impressed that it had taken MEC less than 72 hours to come to the same conclusion that they had come to after extensive research.

After its initial success, The Interest Graph has become an integral part of the Social Insight team's product suite and has been rolled out across the business.

BY COMPILING, ANALYSING AND VISUALISING SOCIAL DATA IN THE SOCIAL INTEREST GRAPH, THE PITCH TEAM WAS ABLE TO IDENTIFY PERONI'S KEY BRAND PROPERTIES BASED ON REAL-TIME SOCIAL MEDIA MENTIONS AND DEVELOP A STRATEGY ACCORDINGLY



**DATA AND
TECHNOLOGY**

BIG DATA ANALYTICS GOES BEYOND THE 'LAST CLICK' WITH COOKIECUTTER™

CHALLENGE

Every day marketers are struggling to understand the true impact digital channels have on their sales. Traditional attribution methods have proven insufficient in maximizing the ROI of digital marketing campaigns. In order to look deeper than the user's 'last click' and assess digital impact across the whole consumer journey, it is essential to analyze at the individual cookie level. We recognised that there was an opportunity to develop a competitive model. A fast, scalable and adaptive solution designed to cut through massive amounts of cookie-level data that could be tailored for individual clients and uncover the true value of digital media for marketers.

SOLUTION

We built a proprietary digital attribution platform, CookieCutter™, designed to cut through massive amounts of cookie-level data to uncover the true value of digital media. Almost two years in the making, CookieCutter™ offers a new, scalable and adaptive data solution pulling from the best in attribution methodologies and big data solutions. CookieCutter™ processes millions of cookie-level records sourced from various digital data sources in a matter of seconds. The data is fed into our modeling environment and the results reveal which touchpoints are most important during the consumer's journey through the digital media mix. This bespoke platform uses sophisticated modeling techniques to quantify the effects of digital ad exposure while controlling the interaction between online and offline channels.

RESULTS

Recently, MEC created a Digital Attribution model processing billions of cookie level records. The model results revealed the optimal allocation of a \$17 million budget within Display which was estimated to provide a 10%-15% increase in online and offline sales – impacting overall digital ROI. By informing the buy execution closer to real-time, we are able to bring to clients a clear competitive advantage with data-centric media planning and thought leadership.

**COOKIECUTTER™ USES
SOPHISTICATED MODELING
TECHNIQUES TO QUANTIFY
THE TRUE VALUE OF DIGITAL
AD EXPOSURE**

Europe

A 360° APPROACH TO DATA FOR MARRIOTT EUROPE

CHALLENGE

Our ambition was to develop an efficient data and reporting ecosystem for Marriott in Europe and their \$9 billion e-Commerce business. We needed the right data to drive performance of media activity for the right audience, at the right time in a mainly digital environment. Building client understanding of the data and tagging integration was key to develop a system that would enable analyses to be actioned within our planning cycle.

SOLUTION

We decided to focus on adding value through transparent reporting of Marriott's key metrics to build a simple system and develop a scalable data infrastructure. Approaching their data from a holistic point of view, we used a three-step process. Firstly, we looked at the key campaign and social media conversations to help Marriott understand whether the campaign was successful. Secondly, we used dashboard technology to visualise the core campaign, social and competitive data sets. Omniscop helped us to organise large amounts of data, uploaded regularly from six different sources, including Xaxis. Finally, we were able to construct a reporting ecosystem from the data to provide insights and recommendations.

RESULTS

By automating client reporting, we gave Marriott access to the data they need at the touch of a button. Faster data processing means we spend more time analysing and understanding. Consistent reporting has helped MEC and Marriott track important metrics in a way both parties understand. By using the information to plan and evaluate better digital and social media campaigns, we also generated increased accountability of digital campaigns. As a result of this successful project, we were asked to help Marriott overcome some of their wider challenges throughout 2013.

WE WERE ABLE TO
CONSTRUCT A REPORTING
ECOSYSTEM FROM THE DATA
TO PROVIDE INSIGHTS AND
RECOMMENDATIONS

USA

BUILDING A PAID-OWNED-EARNED DASHBOARD ACROSS 15 MARKETS FOR COLGATE

CHALLENGE

To understand its position in the market, Colgate asked us to give them a competitive view of all their media touchpoints, whether Paid, Owned or Earned, and an understanding of the engagement levels for each.

SOLUTION

We created one place to view all of Colgate's Paid, Owned and Earned media. The dashboard combines all competitive reporting and client analytics within the same dataset, giving planners the information they need to form a complete view of consumer engagement.

We began by reviewing existing industry research and found that there was no consistent approach to measuring engagement across all channels. Using our Touchpoint Power Score (TPS) methodology, we created engagement scores. These scores were used to weigh channel impressions to deliver true share of engagement. The resulting engagement factor was overlaid onto media impressions to create a weighted share of engagement that was reported side-by-side with share of voice and share of spend. The dashboard was then customized by adding dataset tables that included product hierarchy, population estimates and currency conversion. This allowed us to normalize all the data across the top 15 Colgate markets around the world.

RESULTS

Our teams around the world are changing the way they are reporting information to their Colgate clients. Charts are being generated in the tool so analysts can refocus on the 'why' and we're viewing all the consumer touchpoints holistically. The silos of Paid versus Owned versus Earned are beginning to fall as data is being normalized and combined across all media channels. By having Paid, Owned and Earned activity in the same place as sales, we have built a powerful analytical framework which allows us to make truly data-driven decisions for Colgate.

WE HAVE BUILT A POWERFUL ANALYTICAL FRAMEWORK WHICH ALLOWS US TO MAKE TRULY DATA-DRIVEN DECISIONS FOR COLGATE

USA

BUSINESS DASHBOARD FOR SCOTTS MIRACLE-GRO

CHALLENGE

Scotts Miracle-Gro could no longer operate their very regional and highly seasonal business on 'tribal truths'. They needed to make more data-driven business decisions and only real-time series data could enable us to give them true business insight.

SOLUTION

The A&I team developed a customized dashboard and modeling solution that centrally houses all critical data. The system provides a real-time view into all of Scotts Miracle-Gro's key data sources – covering sales and all Paid, Owned and Earned media and gives us a much clearer and detailed understanding of their business drivers at market level. Data is streamlined and easily accessible so it can quickly be converted into information for faster and better decision-making. To ensure collaboration, we embedded the newly formed in-house modeling team with the planning team.

RESULTS

We gave Scotts Miracle-Gro their first view of ROI across all divisions and media and a detailed overview of their business in terms of sales drivers. We were then able to evaluate their overall media plans, assessing budget allocation across media type and divisions and measuring effectiveness at an executional level. This was the first time we had embarked on a holistic and unified A&I approach to planning – from data integration, research and business sciences. Our work is now central to Scotts Miracle-Gro's quarterly board meetings and the strategy teams are delivering plans with full A&I support.

A REAL-TIME VIEW INTO ALL OF SCOTTS MIRACLE-GRO'S KEY DATA AND ANALYTICS GIVES THEM A MUCH CLEARER AND DETAILED UNDERSTANDING OF THEIR BUSINESS DRIVERS AT MARKET LEVEL

UK

SMART AND ACTIONABLE DIGITAL CAMPAIGN REPORTING WITH D-COR

CHALLENGE

Digital display campaigns generate vast amounts of data that is seldom accessible to digital buyers and therefore rarely used to optimise campaigns or drive decisions to their full potential. As a result, there is little variation in repeat media bookings. We needed a practical, simple but effective way to improve display campaigns by giving digital buyers access to a wealth of untapped data.

SOLUTION

D-Cor was developed to harness this large scale data and transform it into actionable analysis, to make campaign optimisation more effective and promote this as standard practice throughout the agency. Using adserver API data, DataMart (our proprietary data management technology) and custom visualisation, we created revolutionary ways of identifying key insights and optimisation opportunities. Exposure data from all digital channels is used to ensure that campaigns are optimised towards driving business value instead of just individual campaign results. D-Cor presents information on four main elements of campaign performance, highlighting the most efficient aspects:

- Optimal campaign frequency
- Geographical performance
- Day-part analysis
- Reach overlap.

RESULTS

D-Cor provides both the agency and clients with detailed, cutting-edge insight into campaign response. Reports can be produced in less than an hour and are available on any campaign within a few days of its launch. It provides relevant analysis for every client by using pure campaign data, usually over 10 million users per campaign.

Through the insight provided, MEC and our clients are able to make detailed changes tailored to individual campaign objectives. Reports are compiled exclusively through open source tools and our proprietary analysis, guaranteeing no incremental cost to MEC or our clients.

**D-COR CREATED
REVOLUTIONARY WAYS OF
IDENTIFYING KEY INSIGHTS
AND OPTIMISATION
OPPORTUNITIES**

UK

ENGAGING COMPETITIVE MEDIA ANALYSIS WITH OMNICORE

CHALLENGE

Producing and presenting a competitor review for one of our biggest retail banking clients was not only extremely time and labour intensive but, owing to the sheer size of the task, difficult to deliver on time. In addition, we needed more flexibility to answer live questions during the client presentations.

SOLUTION

Based on Core, the system we had developed with GroupM to manage Nielsen's attribution of brand to category, we worked with the client's insight team and our planning team to design a competitor dashboard using Omniscope technology. The system provides a selection of multi-faceted views of the data that can be accessed as needed during the client presentation. The critical design element is its simplicity. The main screen has one summary table and nine separate panels: three splits by brand, category and channel, with each shown as absolute spend, year-on-year percentage change and share of voice. A selection panel allows data to be viewed simultaneously so that information doesn't need to be hidden whilst changing the selection. A footnote details all choices made so that any printed copies have all of the necessary definitions included automatically and the presenter and audience share the same information.

RESULTS

Through intense focus on dashboard design and meticulous construction of an underlying database, we built a system that adds strategic value, reduces time spent, improves the experience for client and agency and makes the presentation more compelling, useful and insightful. We have continued to evolve and improve the offering by including creative. Further enhancements are planned in the near future.

WE BUILT A SYSTEM THAT
ADDS STRATEGIC VALUE,
REDUCES TIME SPENT AND
IMPROVES THE EXPERIENCE
FOR THE CLIENT

China

IMPROVE QUALITY AND REDUCE QUANTITY WITH DATA AUTOMATION OF REPORTING

CHALLENGE

Every month we deliver competitive reports for a luxury goods client across five product divisions – 70 brands and 3,000 product lines. We produced each report in English and then translated it into Chinese, generating hundreds of PowerPoint slides. Not only was the process extremely time consuming but, inevitably, there were inaccuracies. We needed to find a technical solution that would enable us to deliver flawless, detailed and insightful reports in a fraction of the time.

SOLUTION

We identified three key issues and developed bespoke solutions for each. These were then merged to form a single automation system. With support from the central A&I team, a SQL programming script powered by DataMart, our data management solution, processed the complex data streams in seconds. An intricate network of hundreds of tables imported SQL data into PowerPoint, enabling construction of PowerPoint reports in a fraction of the time. Finally, PowerPoint reports were updated to present the same material but in 40% fewer slides. Less quantity and more quality.

RESULTS

In under two weeks we had developed a clever automation system which cut down the time it took to prepare the reports by 62% and delivered twice the ROI in one year alone. The solution was then cascaded to another client shaved 82% off the original report build time. The automation freed up 1,372 additional hours per year which are now dedicated to analysis of the data and adapting communications strategy accordingly.

**WE DEVELOPED A CLEVER
AUTOMATION SYSTEM
WHICH CUT DOWN THE TIME
IT TOOK TO PREPARE THE
REPORTS BY 62%**

India

IMPROVE EMPLOYEE PRODUCTIVITY BY 235%

CHALLENGE

In India, TV buying is intensively time-consuming with more than 400 stations to plan across. 67% of our billings were on Television in 2012 and we placed on an average 72,000 spots per month on all stations. We set ourselves a two-fold challenge: to reduce the time spent on building plans and balance planning and buying efficiencies.

SOLUTION

We created a single system planning-buying process called META that enables seamless work flow between the two functions. The application replicates the template-based processes followed by both the buying and planning teams and takes them through an automated seven-step process that includes calculating average spot ratings from Nielsen raw data, and adding cost-per-rating point across all programmes. It also makes programme choices based on cost efficiencies and allocates buys between multiple brands of an advertiser. The system creates a log of plans, enables multiple iterations and prepares a spot-wise schedule to send to the TV stations.

RESULTS

The results were impressive, with 40% time saving for the planning teams and 25% for the buying teams. The system is 100% accurate because all calculations are automated. As all planning and buying rests within the application, there is now a seamless workflow between planning and buying teams. We delivered a 235% ROI based on staff time savings in the first year alone.

META CREATED A 40% TIME SAVING FOR THE PLANNING TEAMS AND 25% TIME SAVING FOR THE BUYING TEAMS



DATA-DRIVEN DECISION MAKING FOR SCOTTS MIRACLE-GRO

CHALLENGE

Macro-economic challenges in the US and a shift to short term profitability goals led to a significant cut in Scotts Miracle-Gro media budget in the first quarter of 2013. Increased financial scrutiny meant that we needed to analyze a wide variety of data to help guide Scotts Miracle-Gro's key media investment decisions.

SOLUTION

We conducted the largest domestic A&I project. We began by auditing all available datasets – from local sales, syndicated data and third-party data such as AdAge, CDC and Google – to create a platform of data to help aid the planning team make decisions. We organized Scotts Miracle-Gro's products into a portfolio of divisions and applied econometric models at market level (DMAs). We then developed a dashboard to analyze the data from the modeling results. We merged all the data into a single dashboard with an architecture of integrated analytics in six core areas:

- Portfolio budget optimization
- Brand budget alignment to sales goals
- Mixed product messaging optimization
- Efficient geographic media selection
- Local versus national media efficiency
- Local market prioritization and selection.

RESULTS

The project drove strategy and planning and gave the campaigns a new sense of direction. Overall, the platform optimized budgets, media strategy and market selection to stretch a dramatically reduced operating media budget, resulting in all 24 brand campaigns meeting objectives.

**THE PLATFORM OPTIMIZED
BUDGETS, MEDIA STRATEGY, AND
MARKET SELECTION TO STRETCH
A DRAMATICALLY REDUCED
OPERATING MEDIA BUDGET**

Asia Pacific

MEASURING CALTEX'S MARKETING ROI AND PLANNING FOR GROWTH

CHALLENGE

Chevron Asia Pacific operates its retail service station business under the Caltex brand. It traditionally used marketing activity to drive brand awareness, distinguishing the brand from its competitors through a variety of channels and local promotions. In 2012 the emphasis shifted to driving profitable sales growth, so in order to most profitably focus future spend, the company needed to understand how their existing marketing was contributing to sales.

SOLUTION

Beginning with a pilot in Singapore, we worked with Ohal, our econometrics sister company, to roll out a market-mix modelling programme across five markets, gathering daily sales data from petrol stations based on location and fuel grade. We then looked at how tactical promotional activity and channel marketing were independently performing to drive sales, analysing every factor from price, distribution, legislation changes, climate, loyalty cards and promotions to credit card partnerships.

RESULTS

This was the first time Chevron had undertaken any sales modelling in the Asia Pacific region and they were able to see immediately the value of the research. We were able to determine which channels were punching above their weight and show that radio outperformed all other media. In Singapore, we could reveal that marketing as a whole delivered a measurable ROI of over 6:1. Most importantly, the findings were used to back up previous conclusions about performance, feeding into campaign planning and contributing to the approval of a 30% increase in the marketing budget of the Caltex brand for 2013.

WE COULD REVEAL THAT
MARKETING AS A WHOLE
DELIVERED A MEASURABLE
ROI OF OVER 6:1

INCREASING STORE TRAFFIC FOR THE LARGEST ELECTRONICS RETAILER IN RUSSIA

CHALLENGE

With more than 380 stores, Eldorado is one of Russia's biggest retail stores of electronics and household appliances. Out of Home (OOH) represents 45% of their advertising budget and as its second-largest sales driver, plays a very significant role in the retail giant's business. The challenge was to develop a sophisticated approach to assessing the efficiency of the navigation billboards and measure their contribution to driving traffic to the stores.

SOLUTION

We created a unique planning tool that enabled us to determine the effectiveness of each of the billboards for 380 stores. Working closely with the planning and buying teams and Eldorado, we aggregated and analysed huge amounts of data from different sources including traffic tracking, location, visibility, media expenditures and promotional activity. After rating all stores access, visibility and traffic capability, we built a statistical model to determine the importance of these factors in increasing traffic to stores. For instance, advertising in different media, store location, shopping centre size, distance to public transport and distance from the town or city centre. Based on the new scoring system, it was then possible to recommend how many navigation panels each store required, where they should be located and even the most impactful visual creative.

RESULTS

A test on 13 stores showed that the new system led to an increase in traffic of 0.5% per panel. During the test period, total traffic to stores increased by over 10,000 customers across 13 stores. Through modelling and data analysis, we achieved significant results and an overall revision of the navigation programme.

**DURING THE TEST PERIOD,
TOTAL TRAFFIC TO STORES
INCREASED BY OVER 10,000
CUSTOMERS ACROSS 13 STORES**

Colombia

FIRST TIME USE OF EYE-TRACKING RESEARCH IN LATIN AMERICA

CHALLENGE

To challenge traditional perceptions and usage of Out of Home (OOH) media in Colombia, we wanted to inject new thinking in how to leverage one of the oldest forms of advertising in the world.

SOLUTION

We decided to implement a research study to innovate the measurement of OOH media. Using neuroscience methodology developed by NASA, we designed and conducted an eye-tracking study to understand how consumers observe OOH advertising. Partnering with research agency Mindmetriks, we began with a pilot study in Bogotá to look at how consumers reacted towards billboards, bus shelters, bus stations, buses, Transmilenio and cars. We conducted in-depth interviews and then analysed key eye-tracking metrics including number of pieces of media seen versus those exposed, number of people seeing the media, and the time spent observing. Eye-tracking also enabled us to pinpoint which areas of an advert were most viewed.

RESULTS

It was the first study in Latin America to measure OOH media using neuroscience in a real life situation. The project enabled us to introduce a new set of metrics into our Outdoorscore© system to reflect real impact. It also revealed some interesting findings and insights that have since been used in our communication planning process.

THE FIRST STUDY IN LATIN AMERICA TO MEASURE OUT OF HOME MEDIA USING NEUROSCIENCE IN A REAL LIFE SITUATION

USING COOKIES AND WEBTRACK TO MEASURE THE BRANDING EFFECTS OF DISPLAY ADS

CHALLENGE

To provide our media planners with a cost effective way to measure the effectiveness of online display campaigns on brand KPIs. Classic measures of display campaigns, such as impressions provide only an indication of the visibility of the campaign, while clicks are far and few between, and indicate transactional intent rather than brand equity effect.

SOLUTION

We developed WebTrack, a flexible research system combining cookie level tracking, with online questionnaires. The cookie data tracks the exposure to the display ad – who, when, how many times – while we also ask a sample of people a selection of brand tracking questions. We can then relate ad exposure to changes in brand equity metrics such as preference, consideration, image, etc. To overcome the problem of expensive fieldwork, we built an online survey that recruits people online rather than using panels. This has the additional advantage of speed of recruitment and unlimited pool of respondents. In addition, the cookie-based server enables us to track actual views of a display creative (e.g. banner or video), giving us a more accurate oversight into real ad exposure within specific target groups.

RESULTS

The system has given us a true USP, gaining support from the IAB, Google and many clients. WebTrack has delivered over 100,000 respondents in 19 research projects in the first year, providing invaluable proof of the effectiveness of different types of display campaigns on brand KPIs. WebTrack is currently being rolled out rapidly across the network.

WEBTRACK MEASURES THE EFFECTS OF YOUR DISPLAY CAMPAIGNS ON BRAND KPIS, RATHER THAN JUST COUNTING CLICKS

Central and Eastern Europe

FORECASTING CONSUMER CHANGES IN BRAND KPIS

CHALLENGE

To understand and manage the complex interplay between online ads levers such as effective frequency, format and message across different target audiences and to maximise specific brand KPIS.

SOLUTION

We developed WebTrack Planner as a natural extension of our WebTrack product, which measures brand KPI changes generated by online display ads. It is a planning tool combining two data sources usually sitting in silos: online exposure to ads at cookie level and brand equity tracking. To this data we then applied binary modelling techniques popular in life sciences, to predict how changes in the online campaign would affect brand equity KPIS for different consumer groups. This allowed us to understand and predict things like which consumer group is the most receptive to a campaign and most likely to change their opinion about the brand; which formats and messages make people willing to buy more and what is the optimal effective frequency to improve brand perception.

RESULTS

WebTrack Planner was first implemented for a CPG brand where the communication strategy was extended from men to women owing to their high influence on brand KPIS and final purchase decision. Video sites placements were increased to leverage their positive influence on ToM and recommendation scores. The campaign is now planned and bought at a much more granular level, where every aspect is designed for specific target audiences, and to achieve laser sharp brand equity objectives. WebTrack Planner is currently being rolled out across the network.

WEBTRACK PLANNER PREDICTS HOW CHANGES IN THE ONLINE CAMPAIGN WILL AFFECT BRAND EQUITY KPIS, FOR DIFFERENT CONSUMER GROUPS

MAKING AFFILIATE WEBSITES WORK HARDER WITH PRISM

CHALLENGE

Industry-wide ignorance about the effectiveness of affiliate websites in producing incremental value meant that planners and clients were liable to make uninformed decisions. We needed to find a more detailed and reliable process of mapping affiliate input – one that did not simply rely on the traditional ‘last click’ attribution model.

SOLUTION

We developed a proprietary interactive dashboard tool called Affiliate PRISM that could detect overlap between affiliates and other digital channels and identify users who already have an established relationship with the brand through search or social media. It allows clients and planners to investigate and analyse the data for themselves, enabling fast and accurate decision making.

We loaded DoubleClick path-to-conversion data into our system and cut the data in a simple and easy-to-use format. The interactive dashboard facility could be used by clients and planners, enabling them to analyse affiliate contribution to conversion rates, rather than relying on arbitrary rules such as last click attribution.

RESULTS

Affiliate PRISM transformed the way affiliate activity can be evaluated by identifying which affiliates perform best at generating or assisting with conversions. It enabled us to optimise our affiliate activity and maximise incremental sales: CPA channels could reward upstream actions and conversely restrict reward for low impact engagements. Sales with the most valuable affiliate partner rose by 27% as a direct result of strategy changes recommended by PRISM insight.

**SALES ROSE BY 27%
THANKS TO PRISM
INSIGHTS**

UK

ENABLING MORRISONS TO CREATE THEIR OWN ONLINE ADS ON THE FLY

CHALLENGE

We needed to find a way to make digital display advertising cost effective and viable for Morrisons, one of the largest UK food retailers, by finding a solution to speed up the making of creative while keeping costs low.

SOLUTION

We implemented a process that enabled us to update creative without relying on the traditional and lengthy advertising agency process. We commissioned the build of a web application with four dynamic creative templates for each of the common advertising sizes, including placeholders for each of the variable design elements. It allowed Morrisons to decide which offers they wanted to promote and input the information and offer details themselves using our online tool (D-CAT, Design, Capture and Approval Tool). D-CAT allows the client to design a new creative by simply filling out fields in a form, each field translating to an element of the advertising. The system then creates a mock-up view of the eventual live creative which can be shared and approved, shortening the process to less than one week.

RESULTS

Our new platform allowed Morrisons to leverage online display at the speed demanded by the pressures of today's retail business. Our tool can be used by any client to reduce their dependence on a lengthy creative process and to maximise the efficiency of their digital campaigns.

**D-CAT ALLOWS THE CLIENT
TO DESIGN A NEW CREATIVE
BY SIMPLY FILLING OUT
FIELDS IN A FORM**

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