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REDEFINING DAD

JUNE 2015



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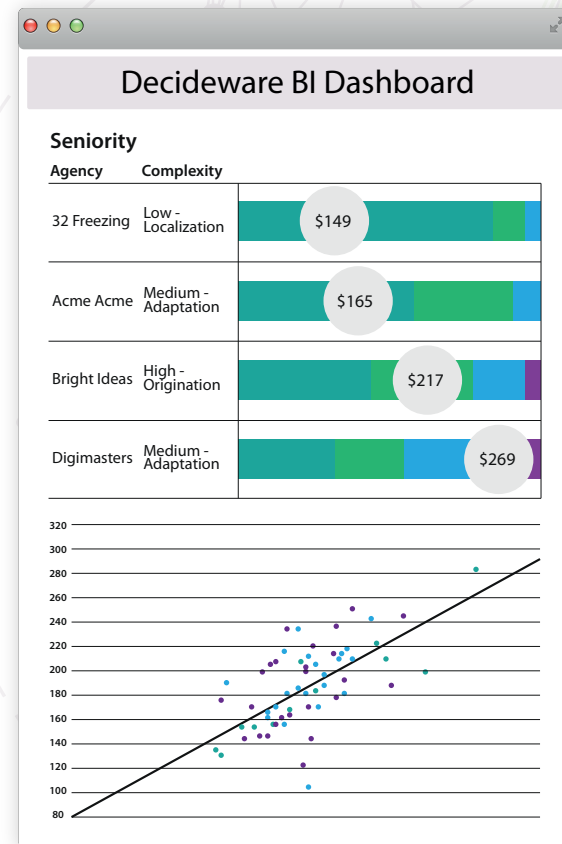
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The benefits of Decideware BI were recently featured in a ANA Webinar with a ANA advertiser, entitled "Applying Business Intelligence to Marketing Procurement and Agency Relationship Management".

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// COVER PHOTOGRAPHY: GETTY IMAGES

#ANALOG

MEMORY CHIPS

What better way to relive a favorite summer memory than by immortalizing it on a bag of potato chips? A wacky, fun idea for sure but one the marketers at Frito-Lay North America are hoping will catch on.

Last month, the American food giant launched “Lay’s Summer Days,” a campaign that lets fans emblazon the front of a bag of Lay’s Classic Potato Chips with a picture and caption showcasing a cherished summer moment.

By visiting lays.com and accessing the Lay’s Summer Bag Creator, Lay’s fans can upload their picture and caption to a digital version of the Classic packaging, and share it across social media.

For the first 10,000 customers to submit their summer memory,



there’s a bonus. In addition to the digital version, those lucky individuals will also be mailed a real-life version of their bags around Fourth of July weekend. According to the

company, this is the first time Lay’s will create personalized packaging.

Of course, with a promotion like this, there is always the threat of trolls uploading inappropriate content. Frito-Lay is prepared, noting that they will review every single fan submission before generating the customized bag, denying any content that does not build brand equity.

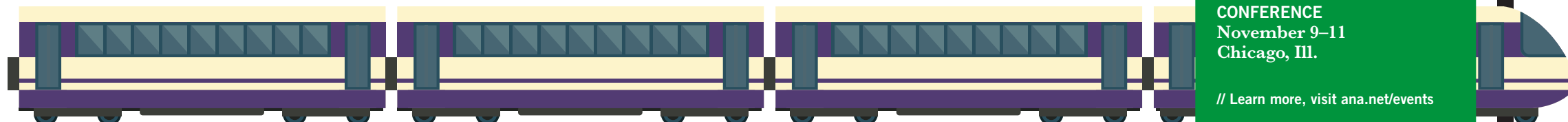
“Summer is all about creating memories that last a lifetime,” says Tina Mahal, senior director of marketing at Frito-Lay North America, in a press release. “The ‘Lay’s Summer Days’ promotion is a way for us to celebrate our fans and the season by personalizing their connection with the brand in a fun, unique way.”

— Ryan Dinger

\$14m to \$16m

Amount New Balance will reportedly spend in building a commuter rail station for the MBTA to serve the area of the athletic footwear and apparel company’s new headquarters outside Boston, Mass. The company plans to shoulder the cost of maintaining the public-serving station for a decade after its completion. The station

is part of a \$500 million, 15-acre HQ that will feature corporate offices, retail space, residential apartments, a boutique hotel, a track and field complex, and an ice rink.



“Offering an ad I don’t like is SPAM. An ad that I can use and like is a service.”

40-year-old male respondent in a 2015 Microsoft Survey.

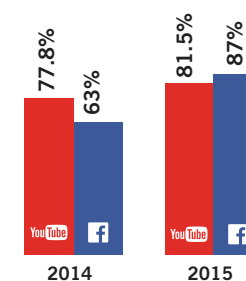
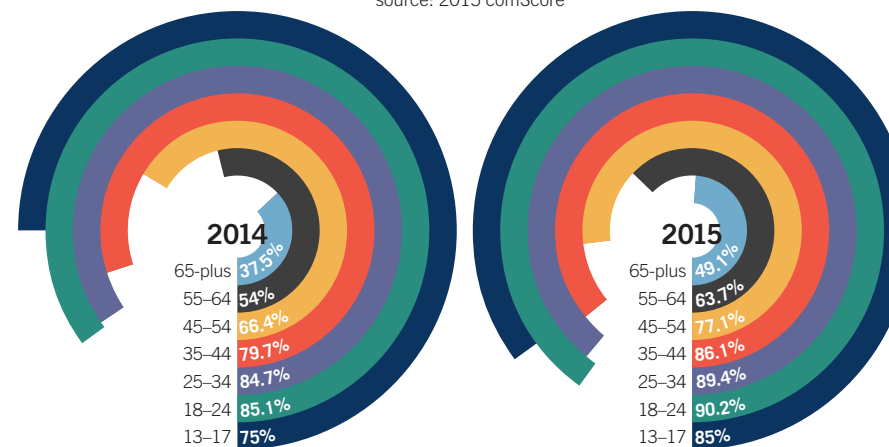


Sweet Move

Following brands like McDonald’s and Wendy’s, Dairy Queen will replace soft drinks on its kids’ menu with healthier items like milk and bottled water. The change is based on a growing consumer demand for more nutritious options on restaurant menus. The new menu items are scheduled to go into effect September 1.

U.S. SMARTPHONE PENETRATION BY AGE

source: 2015 comScore



CHIP BAG/FRITO-LAY
TREND WATCH // WHERE MARKETERS PLAN TO RUN VIDEO ADS, 2014 vs. 2015
source: 2015 Mixpo Survey

Helping the Great Lakes with a Taste of the Rockies

This summer Coors Light is donating to the Alliance for the Great Lakes 25 cents from every case of 12 oz. cans it sells, up to \$60,000. The promotion, called “Keep ‘Em Great,” will help the nonprofit ensure the lakes stay healthy through cleanup activities, fighting for policies to protect the lakes, and educational efforts. The promotion, which will use point of sale, packaging, and social efforts to raise awareness, is a natural one for the beer brand, which has made similar water conservation efforts in the past. In 2008, MillerCoors gave its production process a water-conscious overhaul, which has since reduced its water usage by 1.4 billion gallons.

Calendar

ANA DIGITAL & SOCIAL MEDIA CONFERENCE (WEST)
July 15–17
Rancho Palos Verdes, Calif.

ANA MASTERS OF MEASUREMENT CONFERENCE
September 16–18
Miami Beach, Fla.

ANA/BAA PROMOTION MARKETING CONFERENCE
October 5–7
West Harrison, N.Y.

ANA MASTERS OF MARKETING CONFERENCE
October 14–17
Orlando, Fla.

ANA MULTICULTURAL MARKETING & DIVERSITY CONFERENCE
November 8–10
Miami Beach, Fla.

BAA MARKETING LAW CONFERENCE
November 9–11
Chicago, Ill.

// Learn more, visit ana.net/events



DADS IN ADS

As consumers redefine what it means to be a good father, brands are changing the ways in which they portray dads in advertising

BY ANNE FIELD

While Super Bowl XLIX, this past February, will be remembered as one of the greatest, the event also launched the year of “dadvertising” — commercials that feature strong, caring, thoughtful fathers instead of the usual bumbling dolts.

Toyota had a tear-jerker in which a dad, with his daughter beside him in a Camry, remembers various times he courageously came to her aid. It ends with his dropping the equally intrepid young woman at the airport as she joins the Army. Nissan depicted a similarly emotional story of a racecar

driver and his relationship with his son as the boy grows up. And Dove advertised its line of men's products with a montage of fathers playing with or helping their children, which ended with the tagline "What makes a man stronger? Showing that he cares."

"I can't remember a single year that was so dad-focused," says Derek Rucker, professor of marketing at Northwestern University's Kellogg School of Management. "Somewhere, brands are extracting the same messages about the changing role of dads."

The latest Super Bowl isn't the only recent occurrence. Over the past two years, a growing number of brands, marketing everything from cold cereals to car seats, have chosen to promote their products by prominently featuring responsible, heads-up fathers. They're trying to tap a Zeitgeist, create a campaign that rings true, and of course, address the bottom line, as men grow more involved in shopping for the home and certain purchasing decisions.

"Brands realize dads are a real growth opportunity," says Doug French, the co-founder of Dad 2.0, an annual conference that brings dad bloggers and other fathers together with marketers. Certainly, these father-focused campaigns tap a profound shift in attitude toward the role of fathers — and mothers — as women increasingly become the breadwinner in the family and moms and dads share more childcare responsibilities.

What's more, these ads sometimes are conscious attempts to play against traditional media portrayals of masculinity, as well as fathers as bumbling and uninvolved players on the sideline of their family's lives. "As society changes, marketers need to adjust their message," Rucker says.

Take Unilever's Dove Men+Care line of skincare products. According to the company, the brand commissioned research before the 2015 Super Bowl that

revealed some startling findings: While 86 percent of men globally said the idea of masculinity had evolved since their father's generation, only 7 percent reported they can relate to depictions of masculinity they see in the media. It found that 74 percent of fathers in the U.S. care for their children's emotional wellbeing and 51 percent take responsibility for their daily needs.

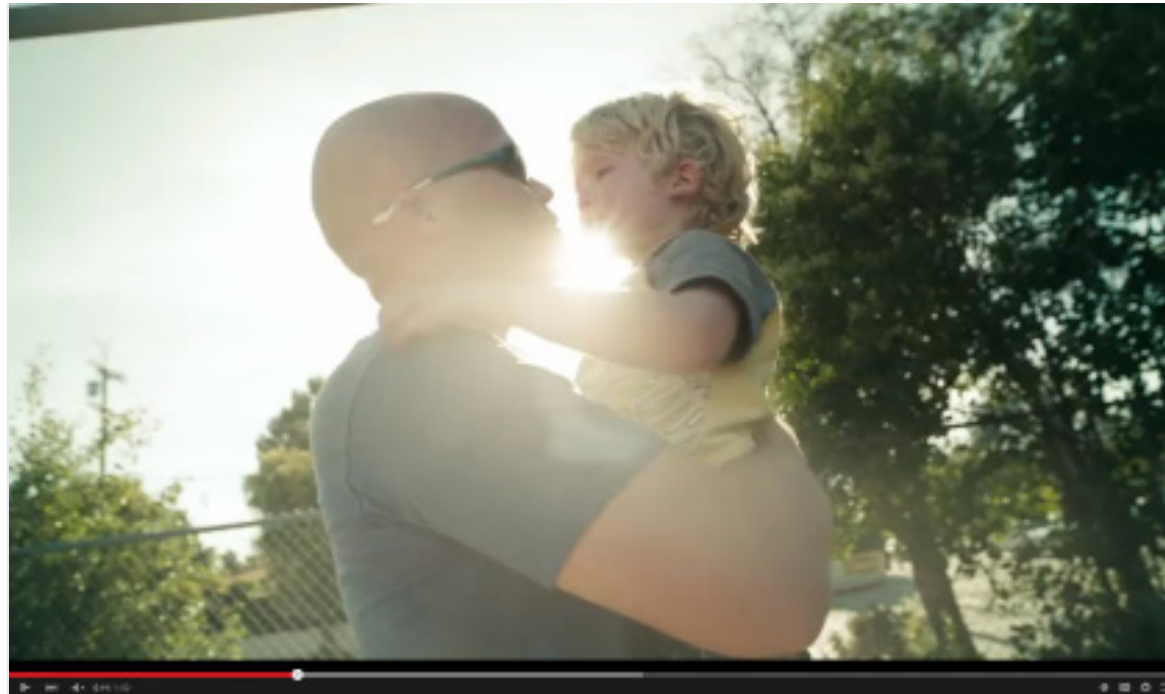
Other studies have had similar findings. For example, according to a 2011 report by Pew Research Center, the time fathers spend caring for children has risen from 2.6 hours per week to 6.5 hours since 1965. During the same period, dads taking care of household chores more than doubled from an average of about four hours per week to approximately 10 hours.

Those insights helped inform Dove's latest Dove Men+Care campaign. "[We] launched the 'Real Strength' campaign this year to highlight the caring side of strength, which better defines modern masculinity today so that men can relate to it," says Jennifer Bremner, director of marketing at Unilever. The campaign depicts moments meant to reflect the way dads really relate to their children,

with snippets ranging from potty training and hair brushing to dancing with a daughter at her wedding. The reaction was overwhelmingly positive. According to Teletrex, which analyzes earned and paid media results, the ad generated the second-highest level of Super Bowl TV coverage internationally, following T-Mobile's "Kim's Data Stash," featuring Kim Kardashian West.

When car seat and stroller maker Britax ran its first national TV spot ever in November 2014, it chose a somewhat different approach: including mothers and fathers equally. The ad shows a dad holding his toddler while his wife installs a car seat and ends with a father taking his two children to a park to play ball. "We aren't being obvious with our inclusion of dad," says Kate Clark, public relations and events manager for Britax. "We're trying to be a quiet leader."

Changes in who does the shopping and makes or influences certain buying decisions have become as important as the new attitude toward fatherhood. Sixty percent of fathers make packaged goods purchasing decisions, according to a 2010 Yahoo study. While that may seem



A number of ads from this year's Super Bowl seemed to draw on the same insight about the changing role of fathers. Among them were, clockwise from far left: Dove Men+Care's "Real Strength;" Toyota's "My Bold Dad;" and Nissan's "With Dad."

nearly causing a car accident when watching a pretty girl while learning how to drive. "We came up with the idea that the dad could still be there in a way, looking out for his son, but there was a passing of the torch," says David Matathia, director of marketing communications at Hyundai Motor America.

Results were positive. Research conducted after the commercial aired found that 70 percent of respondents felt the commercial's main message was that auto emergency braking was available on the all-new Genesis and 77 percent completely agreed with the statement "[The ad] increased my interest in this vehicle very much."

Ultimately, these campaigns can provide today's holy grail for marketers — creating an emotional connection with customers and a feeling of authenticity through a promotion that reflects the way people really live their lives. Hyundai's research, for example, found that 42 percent of respondents characterized its commercial as being genuine. Such reactions are especially important to get from Millennials, who are often jaded by a glut of marketing messages.

This authentic portrayal of fathers also means such ads can be effective even if women still comprise the majority of consumers purchasing a particular product. "It could be the dad makes the purchase or influences it. Or it could be moms just like seeing fathers portrayed in this new light," Rucker says.

Toyota's 2015 Super Bowl ad "My Bold Dad" is a good example. Statistics show that slightly more women than men shop for cars. "Why then did we focus on dads?" asks Jack Hollis, group vice president of marketing at Toyota. "[Women] are touched by that commercial, by a message that mirrors real life." What's

like an old study, the insight many brands are beginning to find, according to Rucker, is that fathers are directly or indirectly affecting many household purchases.



Dad's involvement in the home was one important factor behind a Cheerios ad featuring a confident father of four, including a son with his arm in a cast and a petulant teenage daughter, explaining what it means to be a father as he handles a weekday morning with notable *élan*. Called "How to Dad," the commercial in the U.S. was for Honey Nut Cheerios, adapted from a General Mills Canada campaign to promote Peanut Butter Cheerios.

"We were blown away by how many men are shopping with their kids on a Saturday morning," says Jason Doolan, marketing director for cereal at General Mills Canada.

Cheerios in Canada wanted to create a campaign that underscored the product as embodying what Doolan calls being

"awesome and responsible." For some brands, including Cheerios, the main issue isn't blazing a trail for the more involved dad or even tapping the father as consumer. Rather, it's an attempt to launch an effective, surprising marketing campaign promoting whatever central message about the product was determined to have the most potential impact. Cheerios focus groups with fathers revealed a surprising level of pride and engagement in their children's lives. It was a new take on a usually mom-centric narrative and one that easily lent itself to using dad as not only the central character but also champion of the family. "This was a way to tap fresh territory and tell a story not being told," Doolan says.

Marketers at Hyundai played on a similar insight when setting out to promote the new emergency safety system in the car company's Genesis model during the 2014 Super Bowl. Its "Sixth Sense" ad, with scenes showing a father preventing his somewhat inattentive son from experiencing grievous injuries from a series of near misses — smashing into a parked van while on his bike, toppling over onto a barbecue grill, and finally,

more, according to Hollis, Toyota's research has underscored young people's yearning for authenticity in marketing. The result: No matter who is making the purchase, man or woman, the new, true-to-life portrayal of fathers resonates favorably with consumers.



These dadvertisements generally are also aligned with social media campaigns. Two weeks before the 2015 Super Bowl, Toyota showed a series of YouTube videos with current and former football players discussing what it means to be a father and the lessons they learned from their own dads. "What type of excuse can you give your father when he has prosthetic legs and he's getting up and he's walking and he's cleaning gutters," says LaVar Arrington, former linebacker for the New York Giants, in one of the spots. The ads end with an invitation for viewers to tweet photos of their dads, using the hashtag #OneBoldChoice, "to join our big game celebration." As for Cheerios, it ran a "How to Dad" social media campaign that encouraged people to show the caring side of men in their lives by sharing their photos and examples with the hashtag #HowtoDad.

Social media responses to these campaigns were overwhelmingly positive. For example, according to Unilever's Bremner, "Real Strength" has been viewed 6.4 million times on YouTube to date.

In addition, marketers are further supporting their mass and social media campaigns through more grassroots efforts. For example, 15 brands, such as Dove Men+Care, KIND Healthy Snacks, and LEGO, took part in the most recent Dad 2.0 Summit, held in San Francisco this past February.

Fathers, Know Best

The warm response to a growing number of ads featuring engaged, responsible dads shows just how effective such campaigns can be. "We know that accurately depicting consumers, versus relying on outdated societal stereotypes, resonates best," says Jennifer Bremner, director of marketing at Unilever, which ran an ad for Dove Men+Care, depicting fathers caring for their children, during the last Super Bowl.

Such efforts won't work, however, unless consumers feel the ad is authentically true to life. Here's how to do that:

- **Present the father as being clued in and on the ball, not the doofus dad of another era.**
- **Feel free to tug at the heartstrings — as long as the situation seems genuine.**
- **Don't just substitute a father in the usual mom-centric ad. While dads may be more involved these days, they still are viewed differently from mothers.**
- **Even if the mother usually makes the buying decision, be careful to portray dads in a respectful, authentic light that represents the way families really live their lives.**
- **Be sure it makes sense to use a caring dad in your ad. Just because the view of fatherhood has changed doesn't mean tapping that Zeitgeist is the most effective way to promote your brand.** — A.F.


Then there's NYC Dads Group. Started about seven years ago by two stay-at-home fathers, it has now expanded to 17 cities under the name City Dads Group. Marketers for Dove Men+Care have worked with the co-founders since meeting in 2011 at the Dad 2.0 Summit in Austin, Texas. "We know what the brand's messaging is and it's just those authentic voices we're looking for," says co-founder Matt Schneider, a stay-at-home dad with two kids ages six and nine.

City Dads regularly helps brands connect with fathers. During this year's March Madness college basketball series,

Dove sponsored viewing parties for City Dads in four cities. In return, City Dads lets the company know when it sees sponsorship opportunities, like a recent parenting conference held in New York City. Similarly, Britax has run child car-safety workshops for City Dads. "This is a great way for the brand to partner with decision makers who are very involved in their children's lives," says Britax's Clark.

Brands trying to tap the new face of fatherhood need to tread carefully, however. Just because there's a new wave of ads with clued-in dads doesn't mean that's an effective approach for everyone. "You can conduct focus groups where you extract these trends but they may have little bearing on your brand or your customers' behavior," Rucker says. The campaign, in other words, needs to be relevant to a particular brand.

Even if it is, the usual mom ad can't simply substitute in a father to work, according to Matthew Willcox, executive director of the Institute of Decision Making at the advertising agency FCB in San Francisco, who studies how neuroscience and behavioral economics relate to marketing. That's partly because men and women don't always relate to the same things in the same way. But also, "A lot of 'mom' advertising subsumes the mom's individuality and personality, a stereotype of a mother's role," Willcox says. "You can't really do that with dads because the stereotype doesn't exist in such a compressed, telegraphic, and universal way."

Still, it's likely that the new approach to dads is here to stay and something marketers need, at least, to consider. "I would say recognition of the dad as a champion of the family is more top of mind in this organization than ever," says Doolan of General Mills Canada. "It's rich territory for all marketers to be thinking about." 

seeing the light

In a sea of data, how to apply business intelligence to marketing procurement and agency management

by richard benyon

Increasingly, across all areas of marketing, decisions are underpinned by a solid foundation of data. In the area of agency management, it's possible to access a rich set of information that can help to optimize strategic decisions, like engaging agencies on new business, allocating work, negotiating agency fees, optimizing production budgets, and measuring agency performance. Unfortunately, the technology typically used to collect and aggregate this data suffers from significant overhead: it is slow to collect, labor-intensive to centralize, and often suffers from poor quality and transpositional errors.

Most decisions made in the agency management arena are time-critical and must be accurate. This places an emphasis on having processes and systems that allow this information to be collected efficiently, often across multiple geographies, business units, and with different types of agencies. Indeed, having appropriate technology in place that can automate the collection of data and store it in a central repository provides a clear competitive advantage that allows procurement professionals to make faster, more robust decisions.

Welcome to the red-hot area of business intelligence/data analytics and how it can be applied to marketing procurement and agency management decisions. This article looks at the importance of collecting data efficiently, using visualization in data mining (to help identify patterns), and understanding the statistical foundations used to make better decisions.

using our eyes

Over millions of years, the human visual system has developed to become our dominant mode of understanding the

world. It is estimated that around 50 percent of our cognitive ability is focused through our eyes.

Our ability to survive was predicated on the ability to analyze visual elements, such as position, size, angles, and color, in order to look for patterns in our environment. Having the ability to distinguish between a large lion and a small cat was literally a case of life and death, as was the ability to determine the color of a berry that was about to be eaten, or the shape of a rock one is jumping to in order to cross a river.

This ability to utilize the visual system to rapidly estimate size, identify color differences, and detect patterns is known as "preattentive processing," a term defined in a 1996 University of British Columbia research paper as "an initial organization of the visual field based on cognitive operations believed to be rapid, automatic, and spatially parallel." Unfortunately for marketers, we have not developed the same natural ability to process numbers. As a result, it is generally far more difficult for us to find patterns in numbers and to extrapolate from those patterns what might happen in the future. (See "Pop Quiz" on page 17.)

To address this inability and take advantage of the neural superhighway that preattentive processing grants us, a new breed of data visualization software has emerged. This technology takes large numeric data sets, applies statistical

analysis, and uses appropriate visuals to represent that analysis in a way that's easy to understand. From the insights these provide, the end user can make decisions and ultimately take action.

This data visualization software works as part of a four-step data process:

Dashboards ... take full advantage of preattentive processing, making it easier to understand and act on the insights gleaned from highly complex data.

1. Defining a business question.

Good data analytical processes always start with the end in mind. What is the business question that is being asked and why is it important? Generally, the answers to these questions lead to decisions and help effect positive change in an organization or a person's day-to-day working life. Identifying what needs to be asked and the expected outcomes to guide the entire process.

2. Gathering and structuring data.

This step looks at the types of data needed for making a decision. Is this data on hand or is a new mechanism needed to help collect it? The key information needed about agencies, for example, generally comes from operational systems, such as the scope of work, agency evaluation, and production budgeting.

- The scope of work process captures the planned work that the agency will undertake during the year, the staffing plan (both the functional areas and resources that will be working on the business), as well as the critical budget information (i.e., the fees, out-of-pocket, and general expenses). ⇐

The Case for Dashboards

MARKETERS HAVE LONG BEEN AWARE of the power of storytelling in order to motivate people to undertake change.

Stories allow us to rapidly share new ideas, create a dynamic sense of purpose, and understand the world by giving us insights into new areas. The best stories leverage our innate enjoyment of blending both fact and emotion. They not only describe who is involved and what is happening, but also set that information into a context that helps explain the reasons why.

This narrative technique can be used for looking at how to interact with data in order to make better decisions.

To tell a meaningful analytical story, three main elements are needed:

- Who is the intended audience?
- What do they want to know?
- Why do they need the information and what actions do they intend to make with it?

The following are reality-based examples of how analytical stories, visualization, and data can be combined to achieve improved agency management understanding.

Resource Mix

James, a marketing procurement manager at a large consumer goods company, needed to understand some key elements around his company's scope of work program. More specifically, James wanted to answer the business question of whether the right mix of staff had been assigned to each deliverable.

To answer this question, James created a dashboard (see Figure 1) to show the mix of seniority of resources for each deliverable on which the agency would be working. The dashboard also indicated the complexity of the work being undertaken (e.g., origination, adaptation, or localization). Finally, the proposed blended rate was overlaid to show relative costs.

Using the dashboard, James was able to review all agency deliverables and identify exceptions — for example, where the complexity of the work was classified as low but still had a very senior resource mix on the staffing plan.

This insight allowed James to request that the staffing mix be rebalanced, leading to savings that were then re-invested back into the brand.

Evaluation Action Planning

Mariana, an agency management director for a leading pharmaceutical company, needed to uncover key issues from her company's latest annual agency evaluation. Mariana wanted to address the business question of whether there were any performance issues that could impact brand performance.

To address this question, a dashboard was created (see Figure 2) to show the distribution of ratings for all agencies on the latest evaluation across these criteria: account management, creative, financial, and strategy. In addition, the agency self-assessment score was overlaid, to highlight any gaps in perceptions.

Using the dashboard, Mariana quickly identified underperforming agencies and immediately put an action plan in place. She also identified the agencies that had blind spots, where their self-assessment scores showed that they may not be aware of their need to improve.

This insight allowed Mariana to implement an urgent action plan for one of the lead agencies, which led to significant performance improvements and, in turn, stronger brand results. — R.B.

FIGURE 1

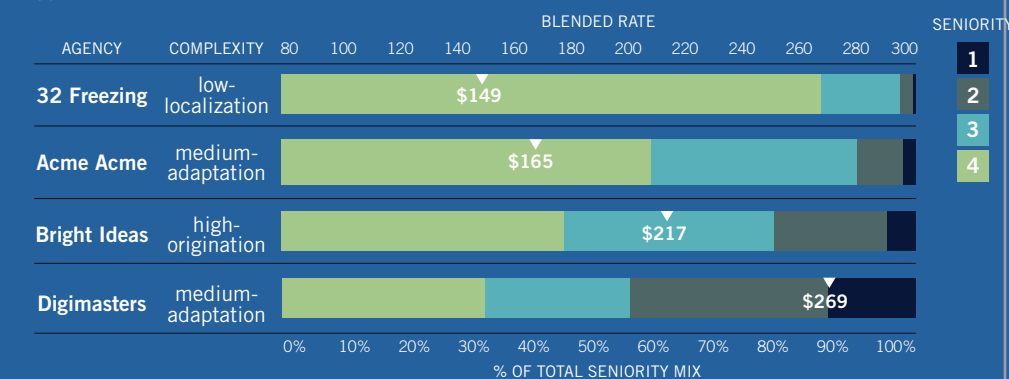
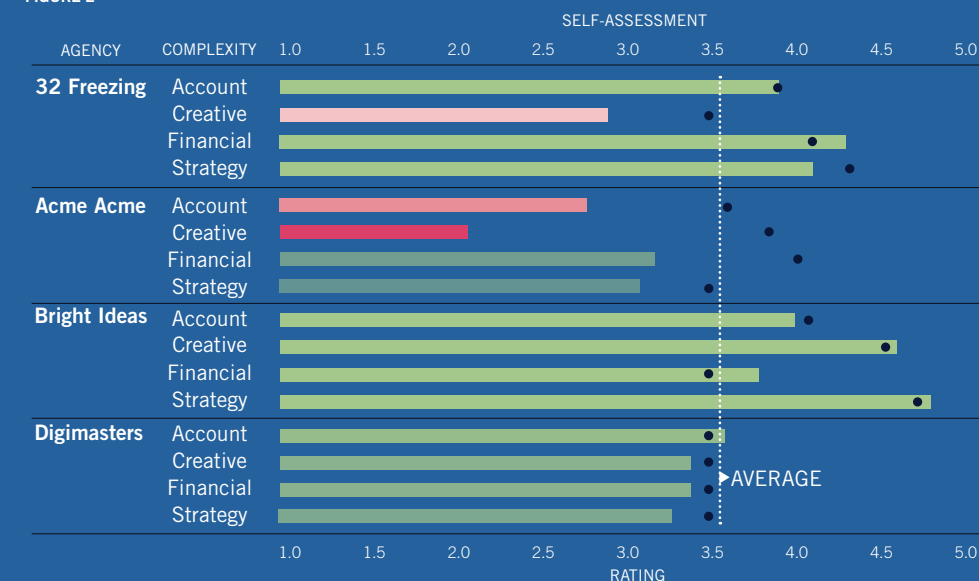


FIGURE 2



- Agency performance evaluation provides the opportunity to capture quantitative and qualitative survey ratings in a way that can be analyzed at an overall level, and also by digging deeper into the individual questions within the scorecards.
- The production budgeting process provides information about the specific content to be produced (e.g., television spots, video, images, radio, outdoor, etc.), strategic vendors, and the costs associated with jobs.

Data can come in a wide variety of forms and quality. Before it can be used effectively, it must be in a format that is easily manipulated and mined. “Data wrangling” is a new term that has been coined to describe the techniques used to clean and transform source data into a format that is useful for analytics.

3. Exploring data. The answer to a question is sometimes hidden deep inside an information set. Once located, it may be a struggle to interpret the answer with current tools, but special software can move through this sea of data, granting users a look at the information in different ways using different visualization models. Users can alter these visualizations to select an appropriate format to aid in rapid and correct understanding.

4. Presenting and communicating the story. Finally, once the answer to the initial question is known, it needs to be communicated to a wider audience and, in many cases, to an audience that might not be technically familiar with the data. For that reason it’s important to be able to engage an audience both factually and emotionally. Data visualization

is an important part of illuminating difficult concepts, inspiring meaningful conversation, and motivating others to take action.

Through data visualization, procurement professionals can create dashboards that take full advantage of preattentive processing, making it easier to understand and act on the insights gleaned from highly complex data.

the benefit of dashboards

Historically one of the most common ways of analyzing data has been to utilize the ubiquitous canned reports offered by most software platforms. Canned reports are a very important part of any software application, specifically for managing operational processes where information needs to be routinely distributed, and they must often cater to a wide set of needs. Many of the reasons canned reports work well for operational processes prove to be drawbacks for dynamic analytics.

Generally canned reports are “developer intensive,” meaning they are written by software engineers who do not have a background in visual communication and storytelling. Dashboards, on the other hand, have been designed specifically for analytics, often for a narrower audience that has a need for answers to deep and advanced questions. (See “The Case for Dashboards” on page 11.) Dashboards need to:

- Be highly visual in nature; they are often designed by professional business analysts who can optimize for the medium
- Dynamically filter data and support natural hierarchies to drill into and across data sets
- Deliver a quick response time to allow interactive exploration

Decision-Making Data

Use this checklist of the different types of data to assist in decision making; use it as a guideline to make sure you’ve approached your data from every angle.

TYPE	EXAMPLE
Measurement	How much of the budget will we spend on this work?
Counts	How many agency resources are working on my business?
Sequence	What is the rank of this agency using our evaluation rating scale?
Category	What is the split of channels this agency is working on?
Ratio	What percentage of our budget is being allocated to digital?
Rate	What is the blended hourly fee for this agency?

Pop Quiz

To help illustrate how powerful the visual cognitive system is, here is a simple test, which illustrates why visualization is important in extracting pertinent trends and information from complex data.

PART 1 Count how many threes are in the table below. It’s difficult to determine the answer quickly when all you see are numbers.

2	1	2	3	8	4	2	8	0	7	5	1	2	4	8	9	8	1	2
1	4	3	1	2	7	9	4	5	3	1	2	1	2	5	7	1	3	1
9	7	5	2	4	1	6	5	8	1	4	7	3	1	2	1	8	6	5
4	2	4	6	7	2	6	1	0	3	5	7	0	8	1	2	4	5	6

PART 2 When the threes are highlighted, you can count them almost instantly. Did you spot anything else?

2	1	2	3	8	4	2	8	0	7	5	1	2	4	8	9	8	1	2
1	4	3	1	2	7	9	4	5	3	1	2	1	2	5	7	1	3	1
9	7	5	2	4	1	6	5	8	1	4	7	3	1	2	1	8	6	5
4	2	4	6	7	2	6	1	0	3	5	7	0	8	1	2	4	5	6

PART 3 Your visual system has the natural ability to find patterns, and even help predict what’s going to happen next. This is where data visualization becomes such a valuable tool.

2	1	2	3	8	4	2	8	0	7	5	1	2	4	8	9	8	1	2
1	4	3	1	2	7	9	4	5	3	1	2	1	2	5	7	1	3	1
9	7	5	2	4	1	6	5	8	1	4	7	3	1	2	1	8	6	5
4	2	4	6	7	2	6	1	0	3	5	7	0	8	1	2	4	5	6

- Enable smart sorting and benchmarking to allow easy identification of outliers
- Represent advanced statistical patterns in an understandable format to assist in determining where correlation, and even causation, exist
- Depict different views of the same data on a single dashboard, allowing

users to synthesize and track critical dependencies in the data

- Group sets of related data points that can be used in other dashboards to look deep into the information set, in order to possibly uncover other relationships that might not be apparent at a top level

don’t get left in the dark

Despite the use of advanced tools and techniques, procurement professionals must still not automatically assume that the message they’re trying to communicate through data visualization has had the desired effect.

There are three questions they should ask themselves regarding the analytic process they used:

1. Did stakeholders receive the message?
2. Did they understand the message?
3. Did they make better decisions based on the message?

All three must be in place to achieve success. Feedback and refinement are vital parts of building a successful marketing procurement business intelligence program.

Ultimately, these decisions and actions need to lead to measurable improvements. To that end, it is advantageous if these can be tracked with tangible KPIs, such as percent of budget reinvested, percent of cost saved, number of days saved in running key processes, and reduction in agency churn, among others. Without

an efficient way to capture, track, measure, and visualize data in a meaningful way, decision makers could be left in the dark. ■

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Where It Counts

How brands are using
geotargeting technology
to improve the
shopper experience

By Ryan Dinger

EARLY LAST YEAR A PECULIAR THING HAPPENED to certain vending machines around Japan — they came to life. Coca-Cola's Japan-based canned coffee brand, Georgia, launched its My Favorite Café app, which turns vending machines into a full-on café experience.

Using geotargeting technology, My Favorite Café recognizes when users are in close proximity to a vending machine selling Georgia coffee and generates a conversational greeting from a virtual café owner, similar to any real-life neighborhood barista. As time goes on, the virtual owner begins to remember details about the customer, making the relationship more intimate and lifelike.

According to user surveys, the campaign was a smashing success for Georgia, with 68.5 percent of consumers reportedly feeling more attached to the brand and 38.7 percent reporting increased consumption of Georgia coffee, all thanks to the location-sensing app. So how exactly does this technology work?

Rebecca Schuette, the director of marketing at Boston-based Swirl Networks, explains it simply: "Retailers install beacons, which are small wireless devices that broadcast a Bluetooth low energy signal, in specific areas of their retail stores. Then, using [a third-party app] as their platform, retailers can deliver

relevant messages and content to shoppers' smartphones when they come within range of a particular beacon." Swirl Networks is one of many companies, including Apple, Samsung, Nomi, Euclid, RetailNext, and Signal360, playing in the geotargeting space.

Coca-Cola's Georgia wasn't the only brand to use the technology last year. In fact, McDonald's, Subway, Hudson's Bay, Macy's, The Home Depot, and Miller-Coors all launched beacon-based campaigns last year, helping to push ad spend for location-based mobile ads to an estimated \$4.5 billion by the year's end, according to research firm BIA/Kelsey.

Because there are a number of third-party apps offering geolocation capabilities, brands should cast a wide net when partnering with app developers to launch a campaign. That's something Ryan Craver learned while rolling out a beacon campaign for the department store brand Hudson's Bay last year. The company's former senior vice president of strategy notes that distribution became one of the effort's biggest challenges. According to Craver, one needs to consider consumers' different models of mobile phones and how to distribute messages to them. "In order to do that, you have to be on multiple apps — or have your own apps — and drive all customers to those apps," he says.

Craver notes that Hudson's Bay extensively reviewed all third-party apps and their method for disclosing information before agreeing to partner with them. "We made sure that we went to each of our potential third-party apps and understood how they ask for permission to share location, how they ask for push notification permission, and made sure that they were crystal clear and up front with the customer," he says. Once the data privacy implications were better understood, the brand

was able to focus on what geotargeting could offer consumers.

For Hudson's Bay, content was crucial to the success of a campaign. Craver says the brand focused on three different types of content during testing: editorial content, such as the top 10 styles currently in stock; promotional content, like a mobile coupon; and, finally, a mixed bag of video, screen captures, and anything the company felt would be of interest to customers, who were served a different piece of content depending on where they were within the store.

Craver, now senior vice president of digital at Lamour Group and chief executive officer of the Lamour Group brand Trimfit, says Hudson's Bay saw fantastic engagement numbers following the roll-out of its beacon campaign to the company's 140 North American stores, including its Lord & Taylor locations.

"We received a lot of extremely positive feedback. From the initial push notification at the store door all the way through to using the mobile coupon to purchase something, we saw high engagement and high conversions," he says.

While the promotions at Hudson's Bay locations were straightforward, one of the more intriguing things about beacon technology is the wealth of possibilities it creates. The restaurant franchise, Subway, as an example, uses the technology to build loyalty by letting consumers connect to free Wi-Fi and offering for subs. The London Underground, on the other hand, uses geotargeting to develop an app-based travel assistant with voice commands for blind passengers navigating the train system.


According to Jesse Tron, director of communications and media relations at the International Council of Shopping Centers, the Tysons Corner Center in Virginia is using proximity marketing as a customer service asset,

including a third-party service called Delift. "When a customer has spent more than, say, two hours in the center, they get a notification asking if they'd like to have their purchases delivered to their home," Tron says. "If they agree, an associate will come and take their bags and deliver them same-day."

If this type of customer experience sounds too Orwellian, the results of a 2014 consumer study conducted by Swirl Networks suggest shoppers don't feel the same way. The study found that 98 percent of shoppers want exclusive offers, 90 percent want to be notified of current sales, 62 percent want to see bestselling products, and 60 percent want to see product ratings and reviews. Research also suggests the mobile platform is an ideal place to grab customer attention. According to Schuette, "Eighty-four percent of smartphone shoppers consult their phones while shopping in a store."

There is a major concern, however, regarding the frequency of notifications and what the threshold is before they become annoying. If brands begin to inundate users with notifications, beacon marketing could quickly become a negative experience.

"We're still at the fledgling stages," Tron says. "Not necessarily from the technology standpoint, but learning how to best implement [geotargeting]. And there is a lot of concern to make sure that you don't spam using this technology. That is paramount for both retailers and shopping centers."

For his part, Craver believes the industry is already pushing the threshold. "If the industry doesn't chill out, beacons are going to quickly become what's become of email — something that's not personalized and something that people don't look forward to opening anymore," he says. "[But] as long as you're providing something of value to the customer, and you're doing it in a transparent way, most [customers] truly are willing to share their location." 

#ANALYSIS

Communication Breakdown?

A survey of marketers and agencies conducted by RSW/US late last year asked each group to name their top concerns about the other. Marketers said agencies aren't innovative enough; agencies said that marketers are too conservative when it comes to taking risks. Obviously, there are some issues to work out.

According to a similar survey published by the ANA in April, not all hope is lost. In fact, marketers and agencies agree their relationships are strong, the study found. And while there are a few areas of contention, respondents on both sides affirm they trust each other.

The following is a quick breakdown of the ANA study's key findings, and where we go from here. — Andrew Eitelbach

LOUD AND CLEAR [Where marketers and agencies are in firm agreement]

Respondents agree and strongly agree with the following:

MARKETERS
AGENCIES



SAY AGAIN? [Where marketers and agencies begin to wobble or could make improvements]

Respondents agree and strongly agree with the following:



YOU'RE BREAKING UP [Where marketers and agencies don't agree or need help]

Respondents agree and strongly agree with the following:



TALKING SENSE [Advice from both sides on how to improve]

What could marketers do to foster more productive client/agency relationships?

- MARKETERS**
- Better briefings
 - Streamlined approvals

- AGENCIES**
- Streamlined approvals
 - Involve agencies earlier
 - Better briefings
 - More transparency

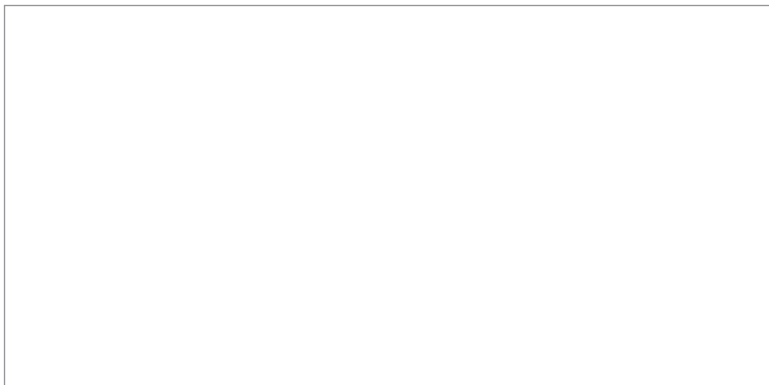
What could agencies do to foster more productive client/agency relationships?

- MARKETERS**
- Be more proactive
 - Have a better understanding of the marketer's business
 - Integrate/collaborate with other agencies
 - Increase transparency

- AGENCIES**
- Have greater empathy for client's perspective
 - Be more proactive
 - Listen
 - Invest in developing talent

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