

MATERIAL+



November 2, 2021

What It Takes to Build a World Class Brand Insights Program

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Our Speakers



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VP, Managing Director, Material



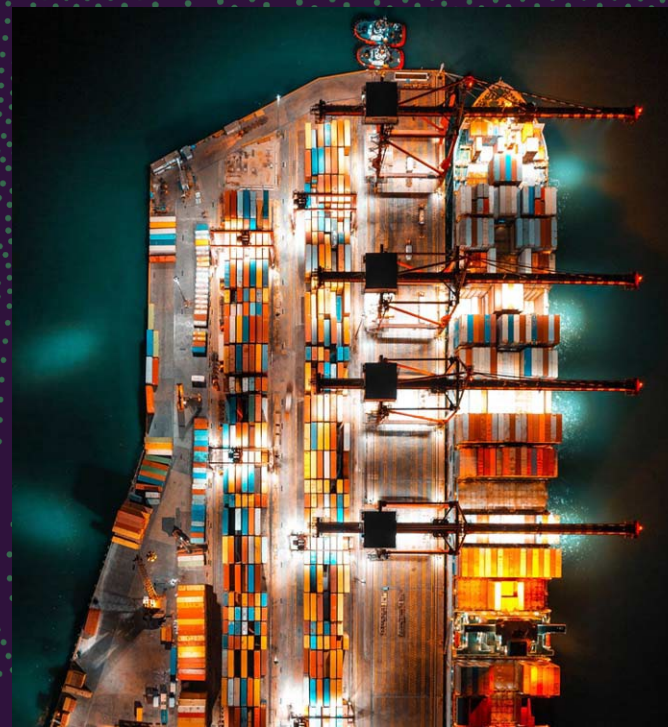
Natasha Stevens

SVP, Material

State of Affairs Today

High stakes for businesses across industries

- We have been in a 'forced trial' due to COVID
- Pivoting competitors
- In crisis, there were winners and losers. That does not mean those winners and losers will remain the same as we emerge



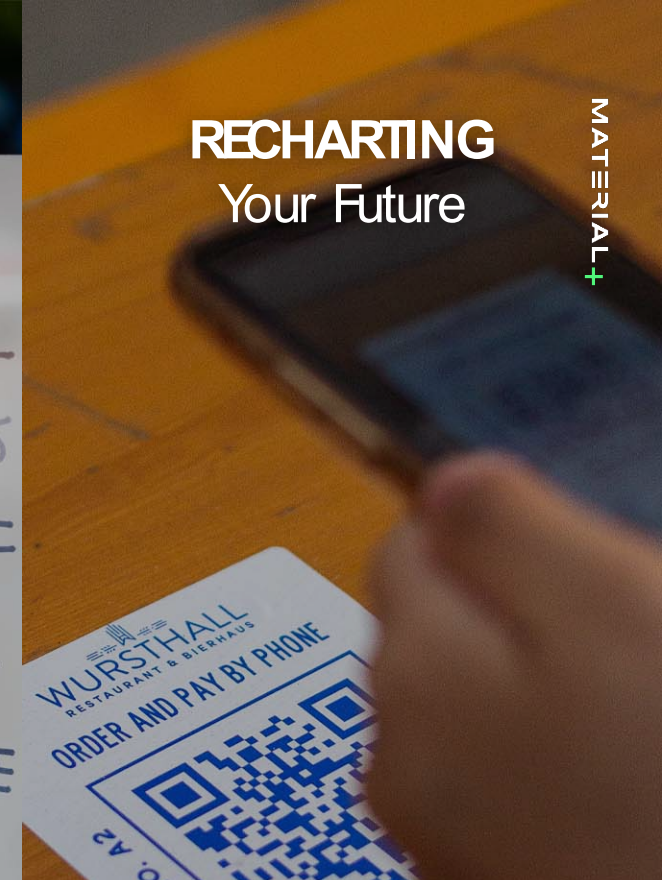
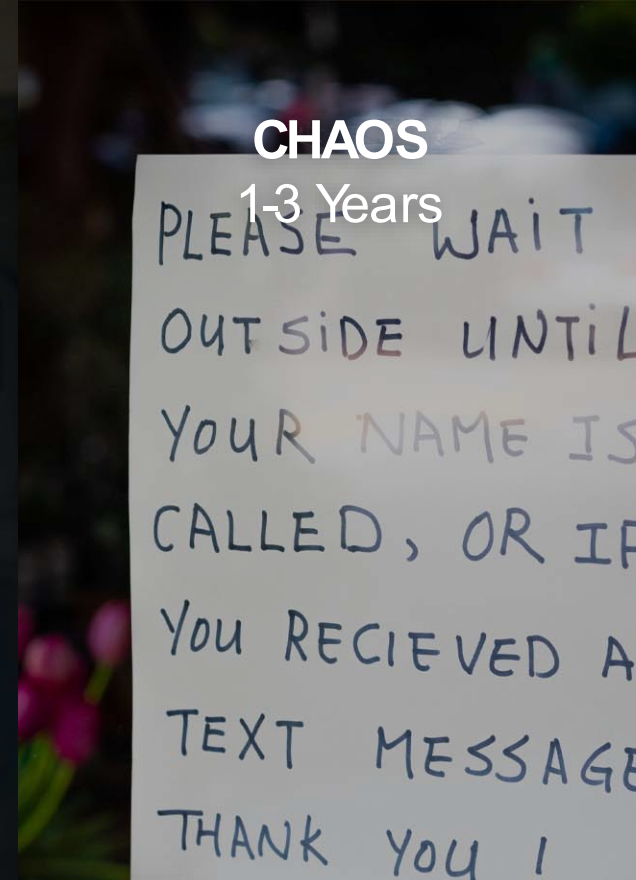
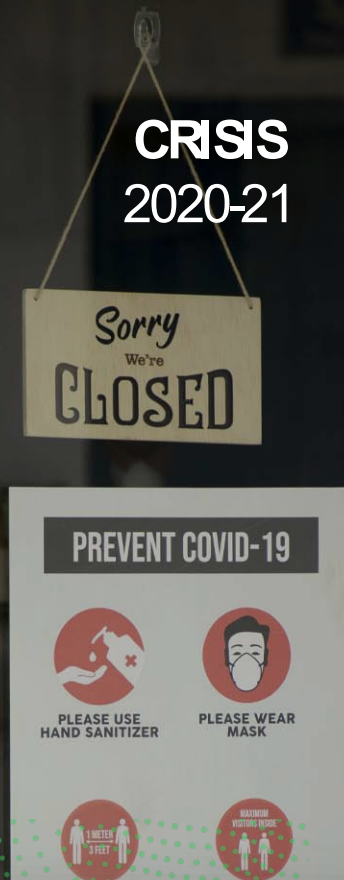
PATH DEPENDENCY
2010-19

CRISIS
2020-21

CHAOS
1-3 Years

RECHARTING
Your Future

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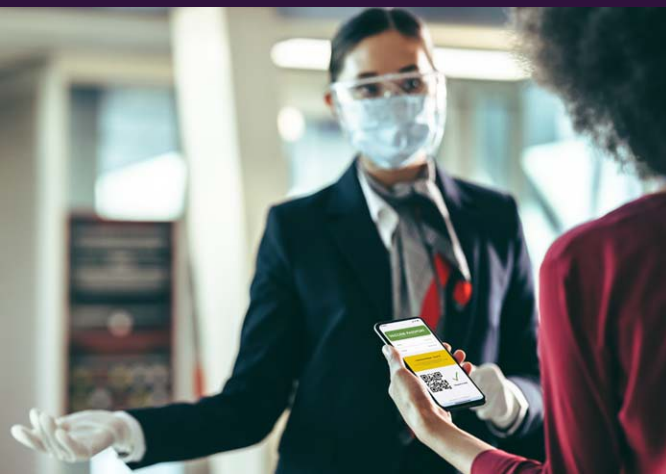
Moment of Opportunity

We are not back on the path. Brands live in a make-or-break environment. Lack of focus on brand strategy and measurement reflecting our current stage poses considerable risk.

**Consumer behavior
and experiences
continue to evolve at
unprecedented levels**

40%

18 – 45 year-olds
purchased on a social
platform in the past month



Why tracking is more crucial than ever

- Consumers have evolving ideas of what a brand should do for them
- Consumers, not marketers, own the dialog
- Consumers can't/ don't necessarily tell us what they require



Brand Tracking Today: 'Dual Realities'



Groundhog Day vs. Shangri-La



Groundhog Day

- Rearview metrics
- Data quality is the bar for success
- Metric fatigue; it is about linking to business outcomes
- Limited actionability

Shangri-La

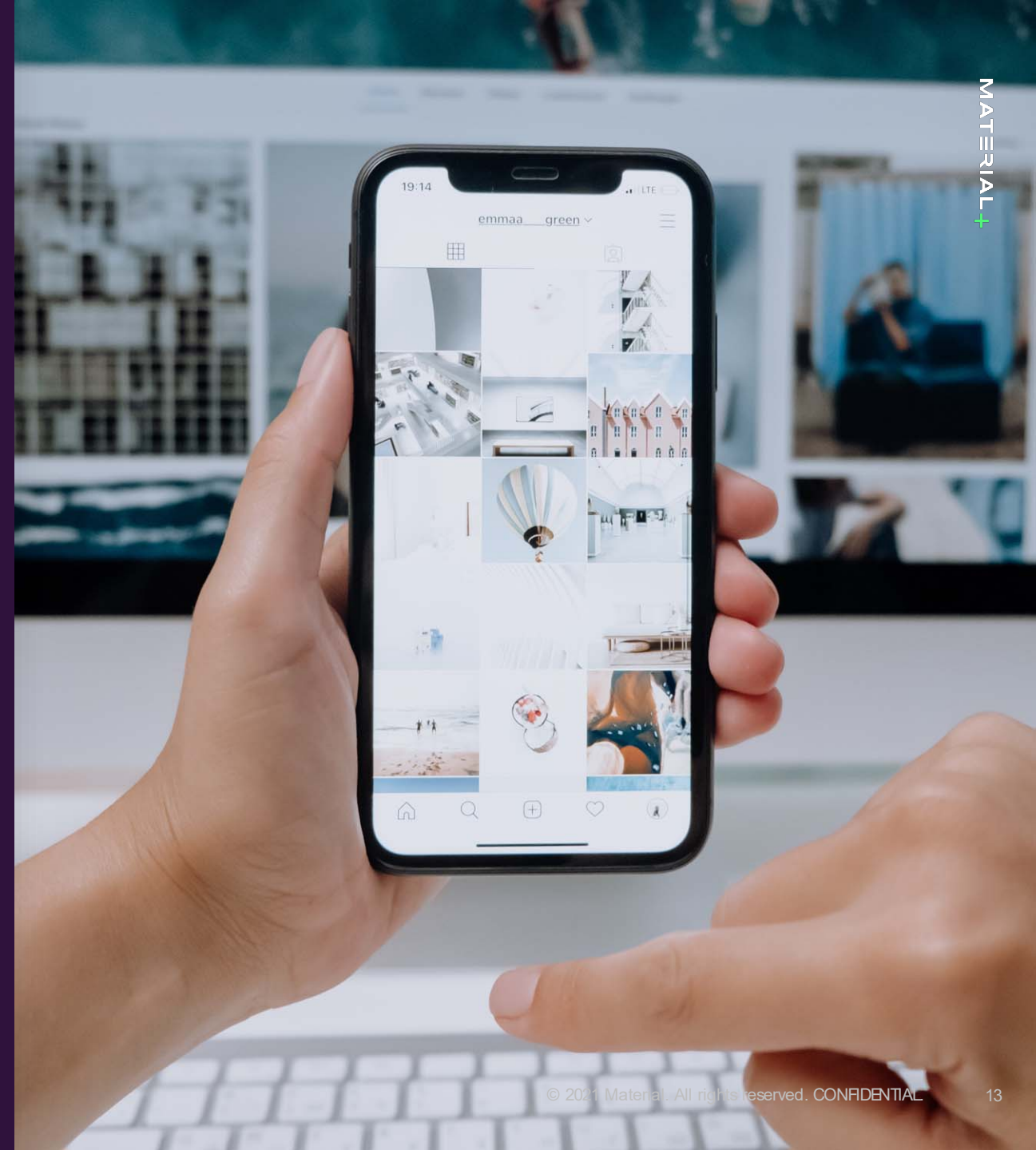
- Imagine Tracking as a holistic insights infrastructure – not just “a study”—single source of truth
- Eliminates the gaps between insights, strategy and market activations
- Enables/provokes stakeholders to think differently about their business



**And here's one example
of taking tracking to the
next level**

Situation

- Global brand
- Existing tracking was not entirely broken
- But there was a desire for much more
- Business challenges no longer permitted "good enough"
- Tracking needed to be reimagined





What we did

- Harmonized disparate studies with a globally consistent approach built around business focused inputs
- And it worked!

The Outcomes (So Far!)

The Tracking Program

- Over 500 active users
- Findings regularly shared at C-Level discussions in Year 1 and Board Level starting in Year 2
- A program metric was selected as an annual organizational KPI linked to executive remuneration after Year 2

Business Decisions Made

- Investigation into portfolio strategy approach based on a consumer disconnect with the brand's current architecture
- Shift in longer term innovation focus based on global assessment of product launches in reaching goals
- Increase in marketing investment that focuses on a key driver identified in the program

The Things We Have Learned So Far

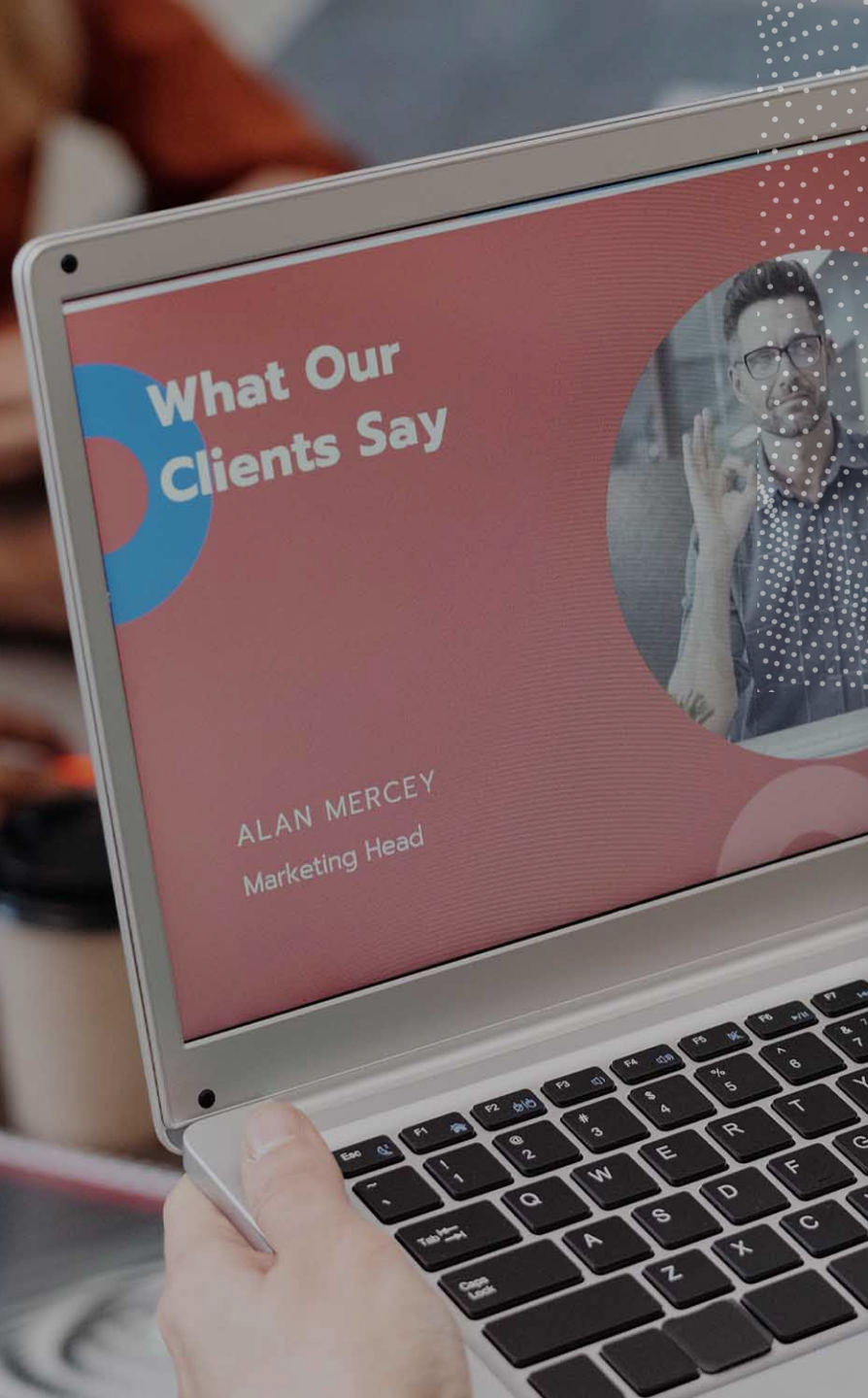
Lesson #1 – Be in it together

- More access
- Greater transparency
- Solve problems together

The Things We Have Learned So Far

Lesson #2 – It is not just about the tracking

- Create the program AND create engagement for the program
- Have dedicated plans for how, when and where to launch
- Encourage push-back
- Find advocates to spread the word



The Things We Have Learned So Far

Lesson #3 – Think ROI from the start

- Define success upfront
- Create protocols to monitor performance

The Things We Have Learned So Far

Lesson #4 – Avoid “One Size Fits All” in Deliverables

- Ask the right questions
 - Who is going to use?
 - How are they going to use?
 - When do they need it?
- Data Democratization, Deep Dives, Data Lake Funnel



The Things We Have Learned So Far

Lesson #5 – Course Correct

- Own Mistakes
- Leverage the luxury of new ideas

What tracking should and can be... and how to get there

There has never been a better time to re-imagine tracking



Establish stakeholder engagement for credibility

Align tracking to fit organizational dynamics; structure & timing of decisions

Establish role of tracking within wider insights ecosystem – how does it complement and support it?



Q&A

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Thank You