



SAS[®] GLOBAL FORUM 2018

USERS PROGRAM

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#SASGF

IMPLEMENTING ANALYTICS: PERSPECTIVES FROM THE CLIENT SIDE

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Implementing Analytics: Perspectives from the Client Side

Presenter

Suresh Divakar, Ph.D.

- Suresh Divakar, currently an independent consultant, has 30 years of business and marketing analytics experience leading analytic groups in companies such as Kraft, PepsiCo, Citibank, Avon and Bristol-Myers Squibb. He has used analytics both tactically and strategically in these companies to enable fact-based decision making and has extensively interacted with several analytics partners, consulting firms and data vendors. He also has academic experience as a Marketing faculty and has been a SAS user for 30 years.

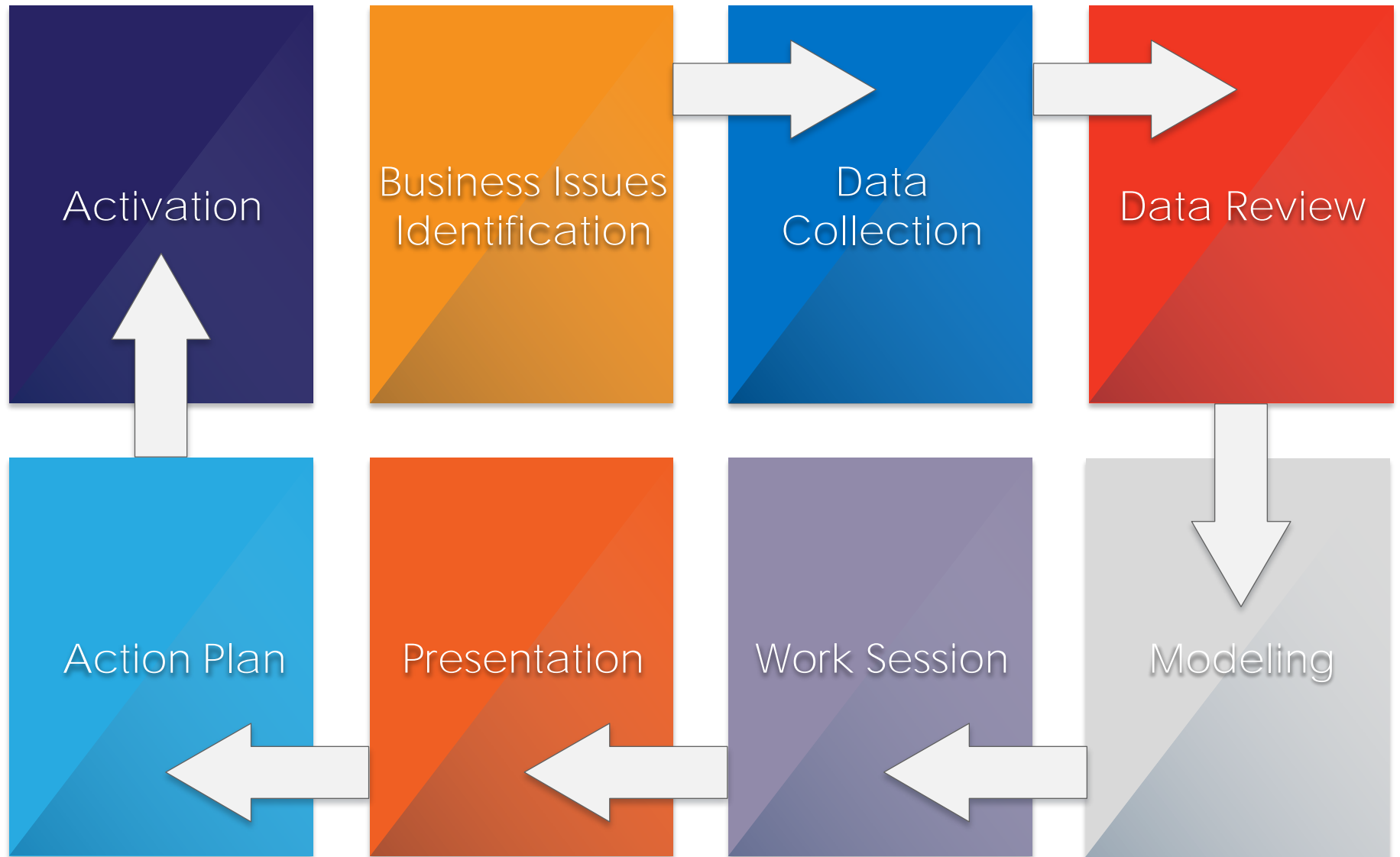
Agenda

- Who initiates Analytics within a client organization?
- Data Driven Analytics
 - Understand the typical business issues and questions a brand manager faces
 - Data sources
- Analytic Projects Use Cases
 - Types of analytic work
 - Use cases – MMM/Resource Allocation, Pricing, Assortment Optimization, Forecasting
- Analytics Activation
 - Process, Evolution and Learnings

Client groups/functions that initiate analytic work

- Brand Marketing, Promotions, Event Marketing, Merchandising etc.
- Sales (Field sales, Sales Operations)
- Insights, Market Research, Analytics
- Finance
- Supply Chain
- Senior Management (C-Level, EVPs etc.)
- Several other groups (HR, others)

Typical analytics process at a client organization



A blue horizontal band with a white line graph pattern. The graph consists of a series of connected points, with some points being higher than others, creating a jagged line. The background of the band is a solid blue color.

Data Driven Analytics

Major organizations use data-driven analytics to drive growth



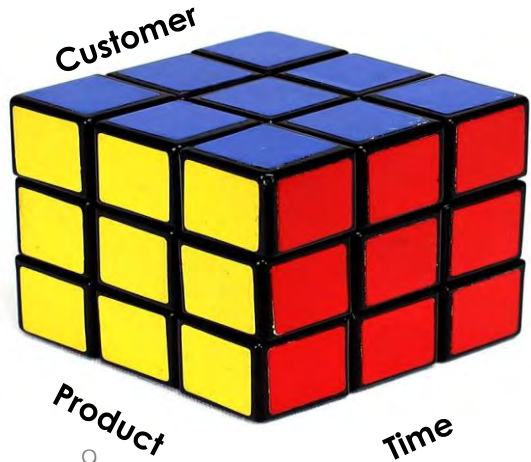
Where it all starts: Electronic 'tools' collect POS transactional data

- What items people buy...
- Where are the items purchased...
- When are the items purchased...
- How often are certain types of items bought...
- How much is paid for the items purchased...



Analytic Data Cube: The Four Dimensions

- Time Periods
- Geography
- Products
- Measures



Types of syndicated sources

nielsen

EUROMONITOR
INTERNATIONAL

GfK

Mintel

NPD
GROUP

PlanetRetail

tns

DATAMONITOR

synovate
Research reinvented

IRI
Growth delivered.

COMSCORE

acxiom.

MillwardBrown

Ipsos

- Internal Clients
- Global
- Regional
- Commercial Marketing
- Product Innovation
- R&D
- Market Research
- Consumer Insights
- Finance
- Corporate & Regional Strategy

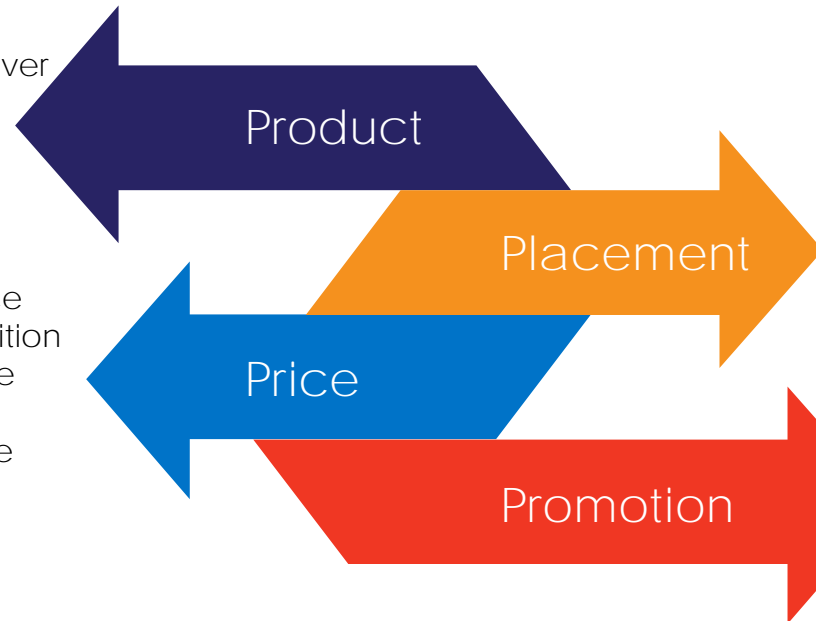
Role of a Brand Manager

The job of a brand manager is to know their business better than anyone
To do this, they analyze many types of information

- Point of Sale (POS) data performance (ACN and IRI)
 - Market and account level data
 - Sales, pricing, promotion and distribution
 - Your brand and competitive
- Household panel information to understand consumer trends
 - Purchase behavior of your consumers
 - Trial of a new product
 - Demographics of your consumers and your competitors
 - What other brands are your consumers purchasing
- Individual user data
 - Focus groups
 - Surveys

A day in the life of a Brand Manager

- Dollar & unit sales, market share
- Brand over/under developed in certain markets?
- Amount of sales attributable to **everyday "off-the-shelf" business**
- Brand performance in different markets
- Who is the customer
- Has the buyer base changed over time



- Changes in non-promoted price
- Everyday price gap vs competition
- Price ranges for a SKU within the brand
- How are the retailers pricing the product
- Discounted prices retailers are offering for the product

- Changes in the breadth and depth of distribution
- Changes in shelf conditions
- How quickly is a new product gaining distribution?
- Comparison of distribution levels around the country
- Number of item SKUs at a particular store?

- Number of stores (ACV) to take the product promotion
- Are promotions increasing product sales
- Number of weeks of support received
- The kind of merchandising occurred
- Portion of sales resulting from merchandising

Critical data challenges

- Data access, quality and integrity challenges across multiple countries
- Internal data – CDW challenges (quality and access issues, misaligned responsibilities, etc.)
- No panel data available in smaller countries, esp. for some categories e.g. beauty)
 - Long purchase cycle for some categories
 - No bar codes; audits needed
- Scanner Data:
 - Poor coverage in most markets across the world (e.g. Russia, Brazil, Colombia) except US and W. Europe

Types of analytics work

Large, 'routine' projects

- Marketing mix analyses, advertising/promotion effectiveness, price elasticity, segmentation, assortment, forecasting, etc.
- Budgeted for and vendors identified/standardized
- Typically won't change vendors
- New projects may go through RFP process to select vendors (especially for high value projects)

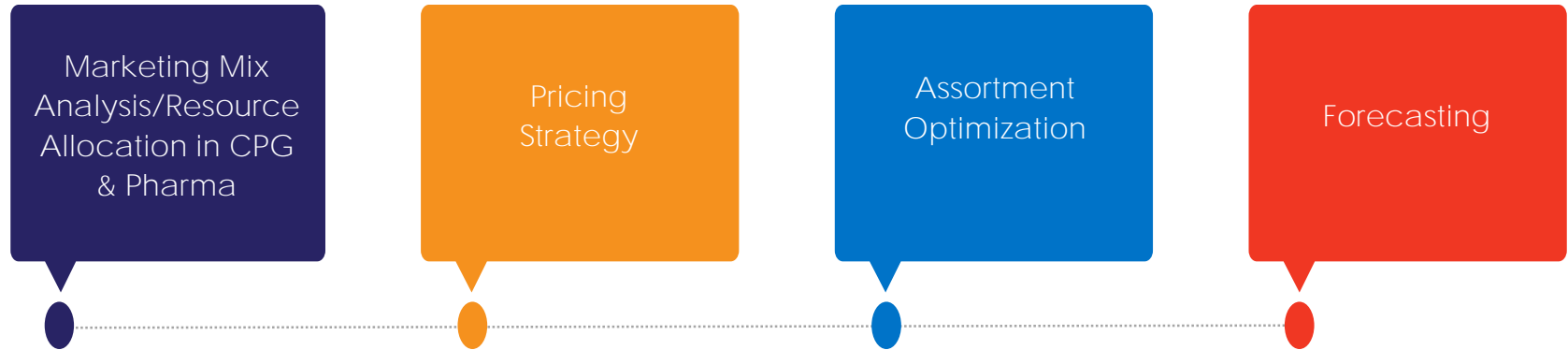
Ad-hoc Projects

- Performance Analytics, Test and Learn, Lift Analysis, New Product Launch Analyses
- Work/projects could arise from various groups
- Some projects are budgeted for, but most are not
- Can sometimes circumvent the RFP for lower value projects

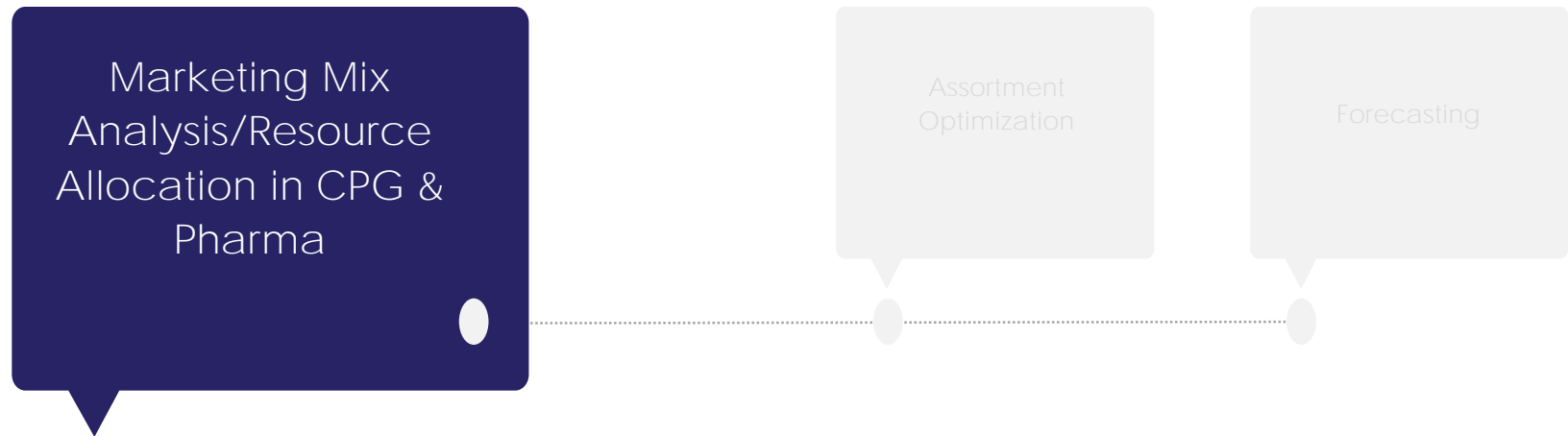
A blue horizontal band with a white line graph pattern. The graph consists of several peaks and valleys, with small circles at the top of each peak and bottom of each valley. The text "Analytic Projects Use Cases" is written in white, sans-serif font across the middle of the band.

Analytic Projects Use Cases

Analytics to formulate marketing strategy – Some Use Cases



Analytics to formulate marketing strategy



Marketing Mix Analysis: Overarching Objective

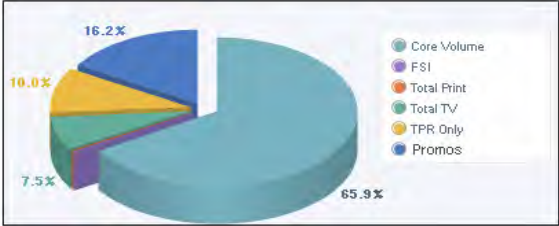
- Three broad marketing instruments in CPG
 - Advertising (TV, Radio, Print, others)
 - Merchandising (Brochure, Price-reductions)
 - Consumer/Representative Promotions (Sampling, Incentives, Events)
- Marketing Mix helps answer:
 - How much should we spend?
 - What should we spend on?
 - How should it be spent?
 - When and where should we spend?
 - What will happen if...?
- End result needed: Maximize return on marketing investment and efficiently allocate resources

How marketing mix models work

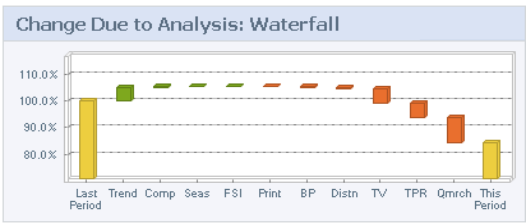
What Drives Sales for this Product?



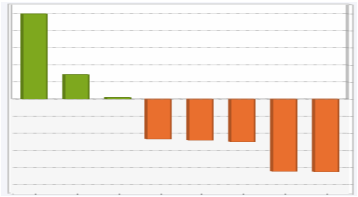
Decompose sales



Explain change vs. year-ago



Calculate ROI

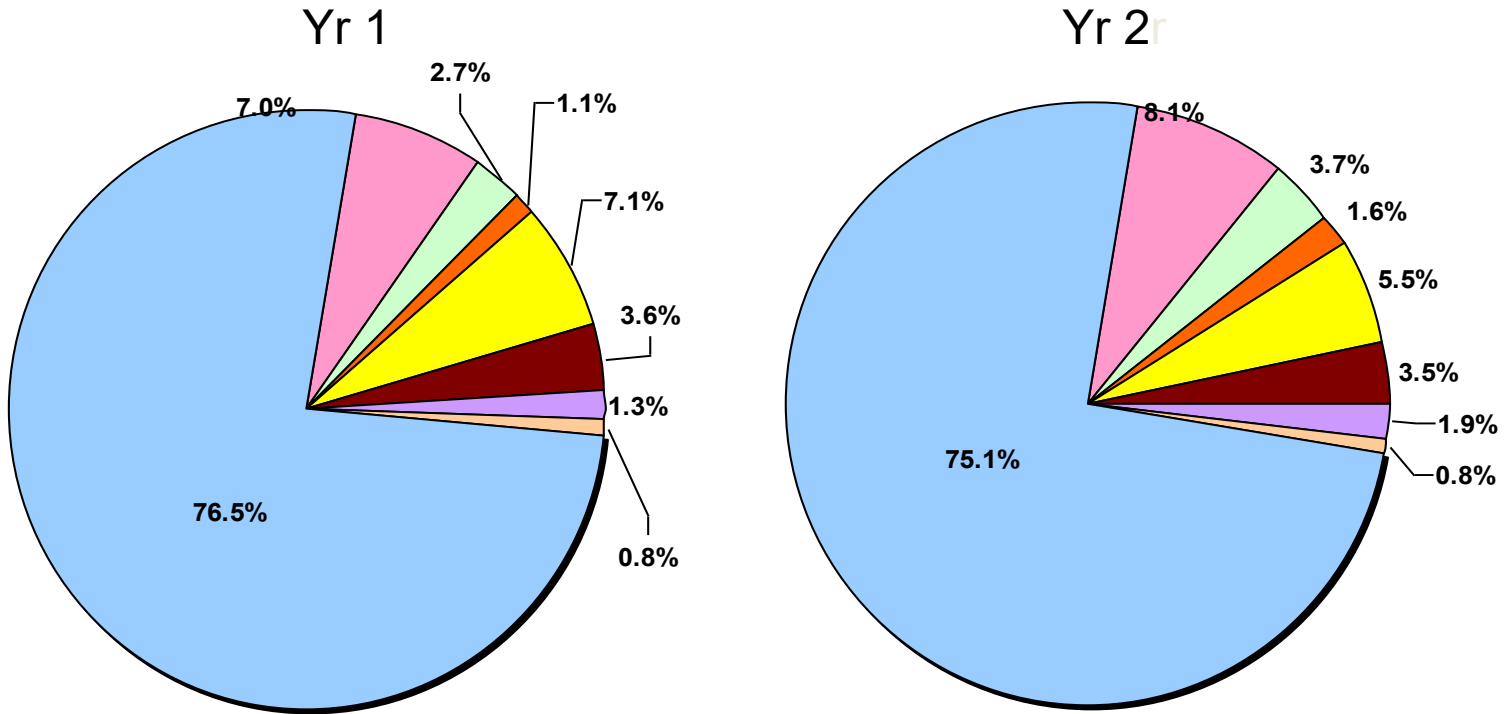


Promos TV TPR FSI Print Price Distn Radio

Sales Contribution – Total Beauty

Example: The incremental portion of the business grew from 23.5% in '06 to 24.9% in '07 mainly due to increases in advertising, PR, Save N Sell and Sampling.

Contribution: The percent of total customer price sales driven by a particular variable



**Base includes Seasonality, Staff Count, Brochure Distribution, Covers, Shorts, Pageweight, Price Claims, Non Brochure Sales, Competition, Holidays*

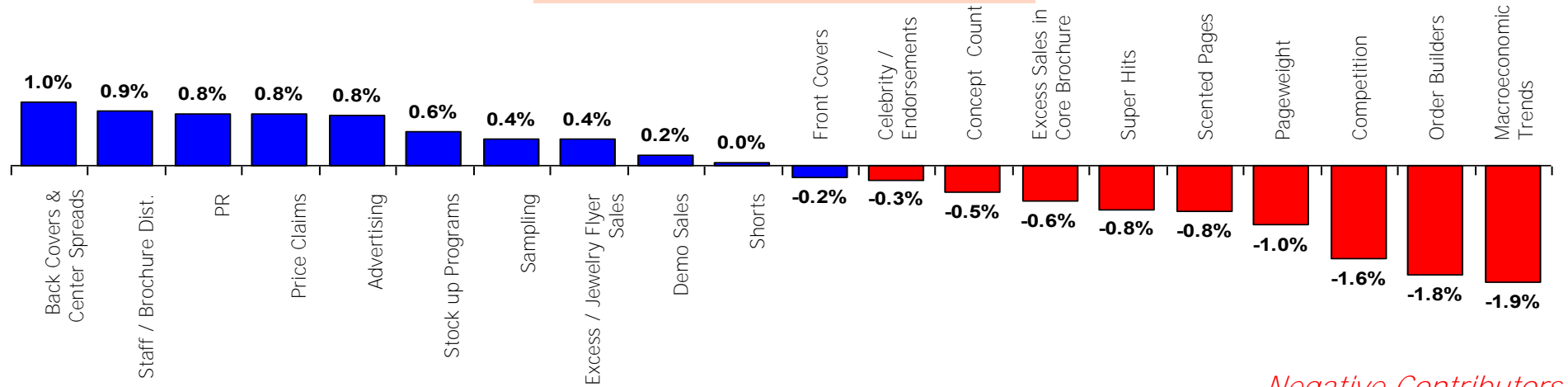
Sales Change "Due-To" – Total Beauty

Due-To: The customer price sales change percentage due to a particular activity

Yr 1 vs. Yr 1

% Sales Chg = -3.3%

Positive Contributors

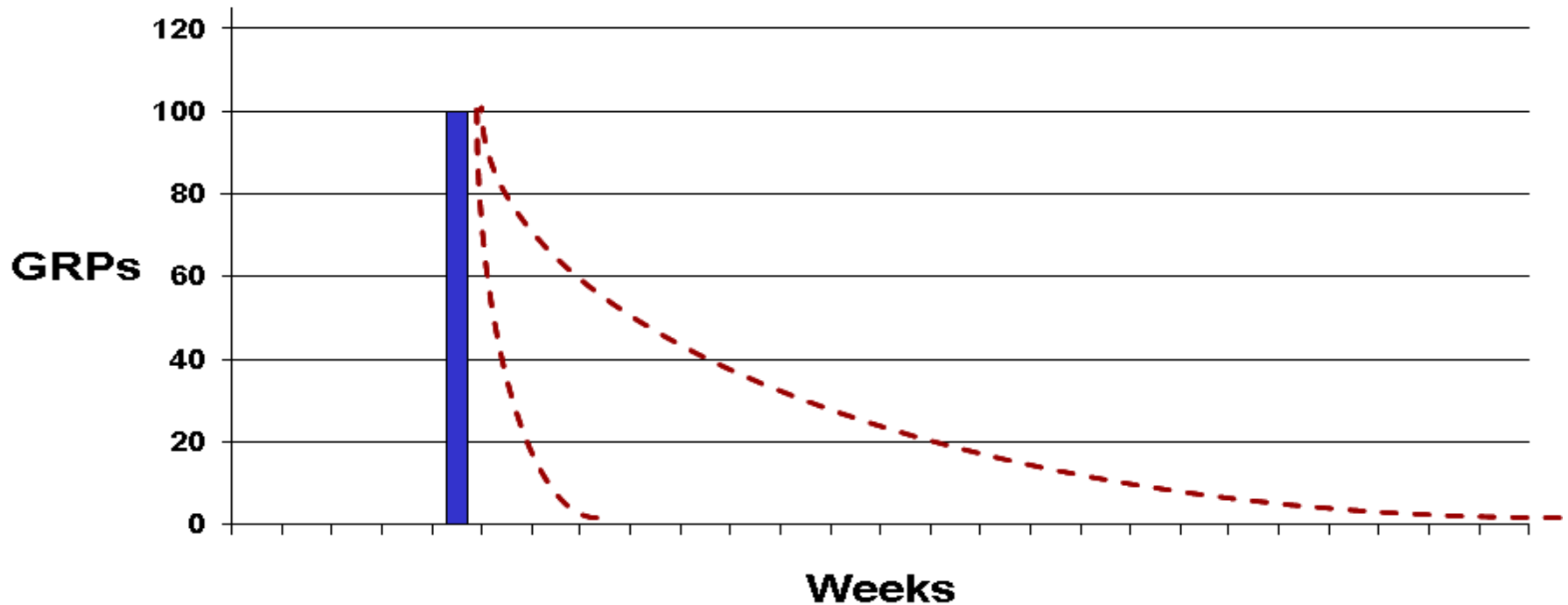


Negative Contributors

Back Covers	Staff	Price Claims	TV Advertising	Stock up Programs	Excess Flyer Sales	Front Covers	Celebrity Images	Concept Count	Pageweight	Competition	Order Builders
Color	Avg. Total Staff per Campaign	Discount Depth - Color	Color - GRPs	WF – Premium + Value	Color	Skin Care	Color	Total Beauty	Declines due to reallocation eg:	Boots Media Spend	GWS – Skin Care
Yr 1 4	Yr 1 149,038	Yr 1 31.4%	Yr 1 450	Yr 1 £2.1 MM	Yr 1 £1.7 MM	Yr 1 5	Yr 1 16	Yr 1 609	Yr 1 25.7	Yr 1 £8.5 MM	Yr 1 £0.8 MM
Yr 1 6	Yr 1 150,871	Yr 1 32.6%	Yr 1 1,004	Yr 1 £2.8 MM	Yr 1 £3.2 MM	Yr 1 3	Yr 1 8	Yr 1 560	Yr 1 24.8	Yr 1 £19.1 MM	Yr 1 £0.7 MM
+2	+1.2%	+1.1 pts	+123.1%	+30.3%	+93.6%	-2	-8	-8.1%	-1.1 pages	+123%	-9.9%
Wellbeing	Brochure	% Concept Promoted	Fragrance - GRPs	Paid Sampling	Demo Sales	Personal Care	Excess Sales in Core	Scented Pages	Super Hits	Macroeconomic Trend	
Yr 1 1	Avg. # of Brochures per Campaign	Color	Yr 1 0	Color	Fragrance	Yr 1 1	Skin Care	Total Avon	Anew Clinical Eye Lift Launch in Yr 1	Retail Price Index	
Yr 1 2	Yr 1 3.2 MM	Yr 1 38.4%	Yr 1 450	Yr 1 £26,021	Yr 1 £1.3 MM	Yr 1 0	Yr 1 £1.1 MM	Yr 1 80	Anew ThermaFirm Launch in Yr 1	Yr 1 197.5	Yr 1 205.9
+1	Yr 1 3.3 MM	Yr 1 42.7%	+++	Yr 1 £50,632	Yr 1 £1.6 MM	-1	Yr 1 £0.4 MM	Yr 1 60		Yr 1 205.9	+8.5 pts
	+2.9%	+4.3 pts	Avg. PR Circulation	Yr 1 £94.6%	+24.7%		-63.6%	-20 pages			
			Yr 1 25.6 MM								
			Yr 1 35.0 MM								
			+37%								

Advertising Data Transformation

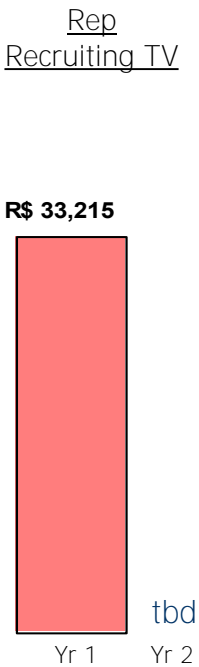
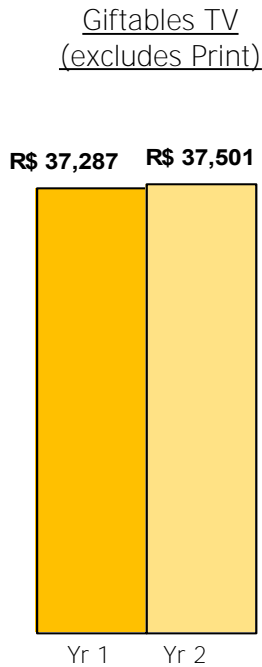
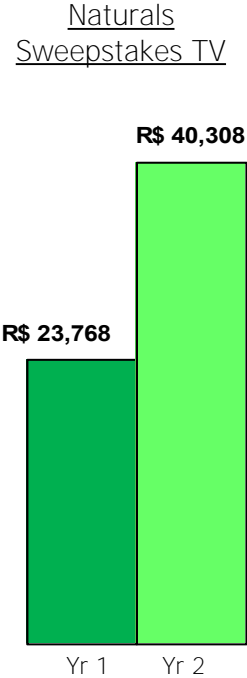
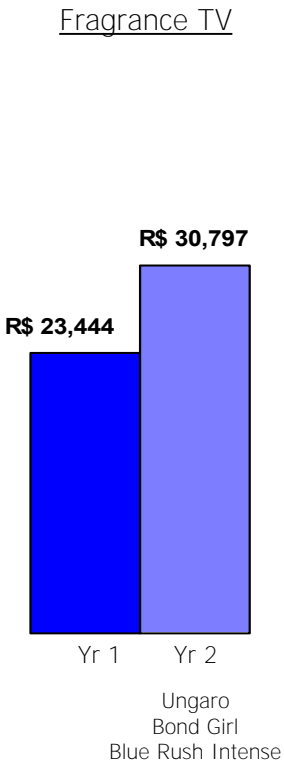
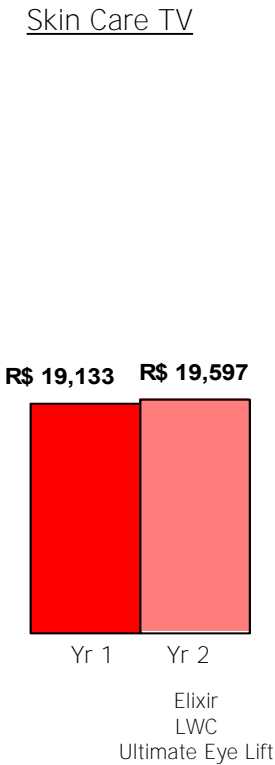
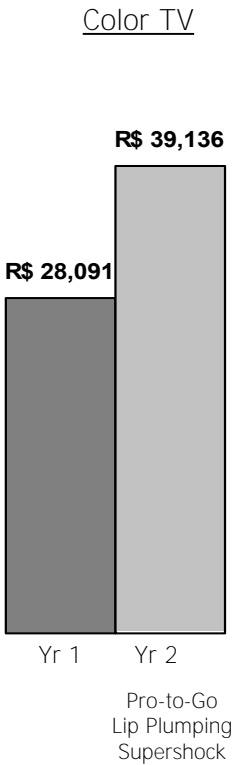
Some marketing events impact sales within the period of execution (price discounts), while other events impact sales for an extended period of time following the execution (TV, Print, etc).



TV Effectiveness

TRPs:

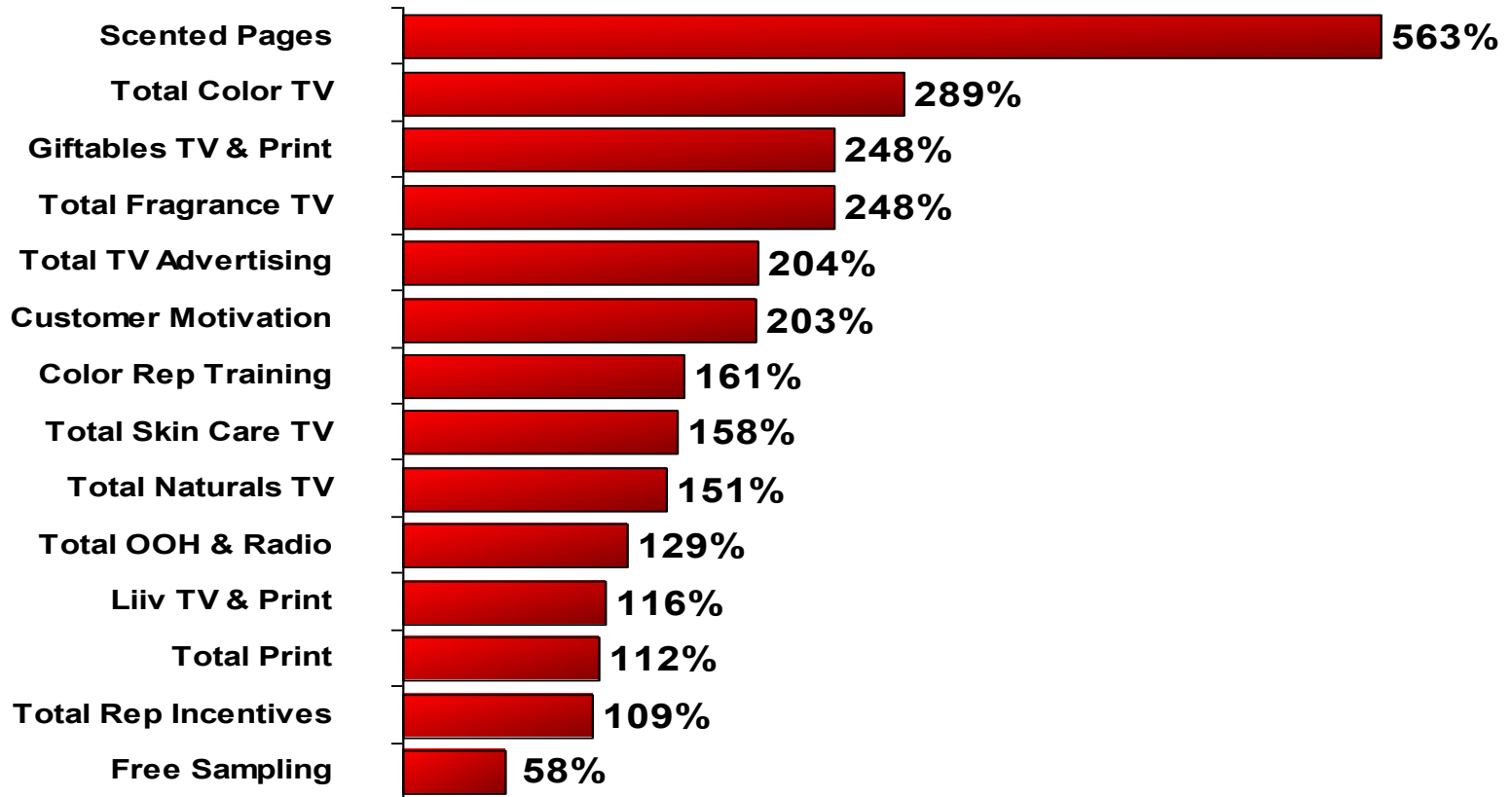
3,815	3,240	4,584	3,817	2,199	2,317	514	530	899	837	836	831
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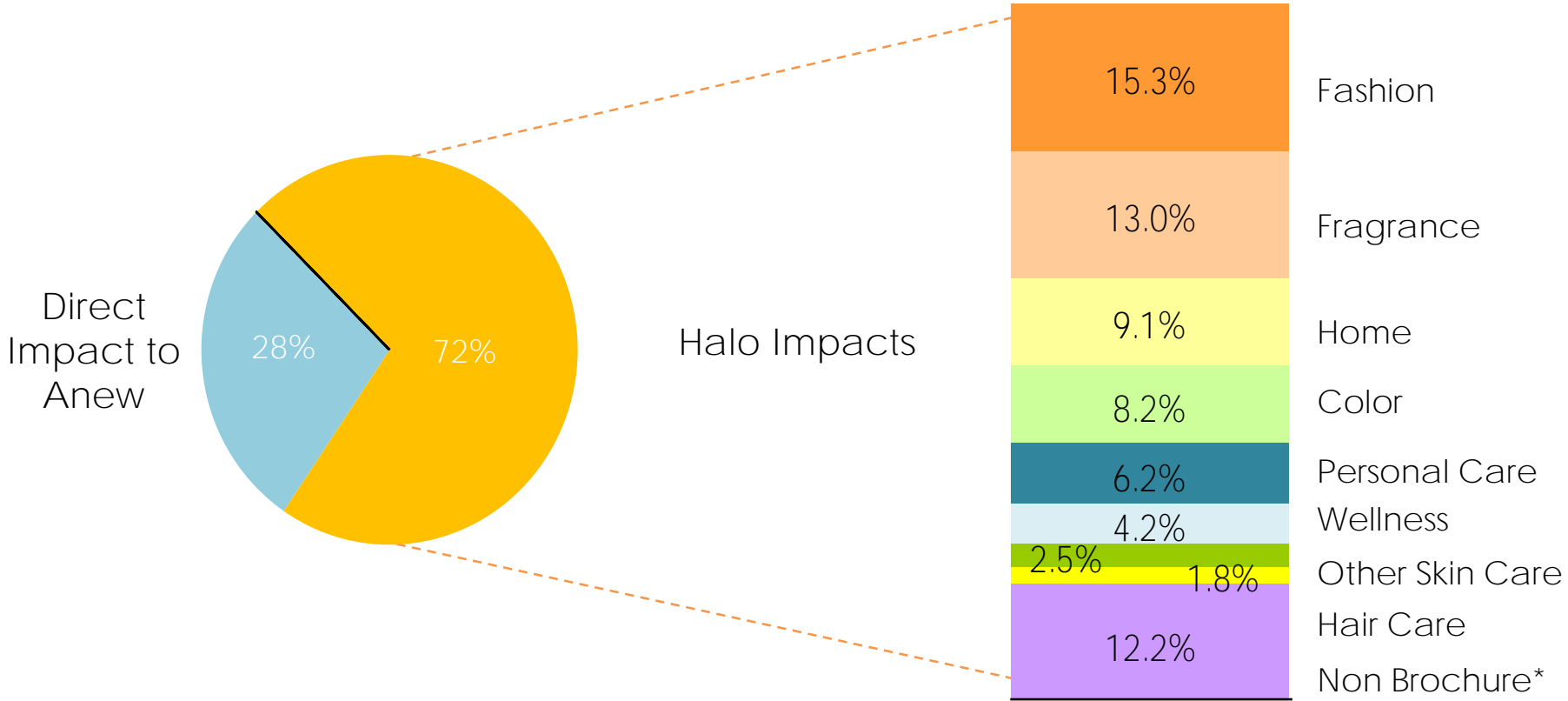
ANEW & SOLUTIONS	W ABC 25+
COLOR COSMETICS	W ABC 20+
FRAGRANCE	MF ABC 20+
RECRUITMENT	W ABC 25+
NATURALS, CHRISTMAS	W ABC 25+

*Effectiveness = Direct + Halo
 Note that effectiveness is not precisely comparable across categories since targets are different
 ** Incremental volume is adjusted for carry-forward

Rank Order of Paybacks – Brazil Market



Example: Halo vs. Direct impact of advertising

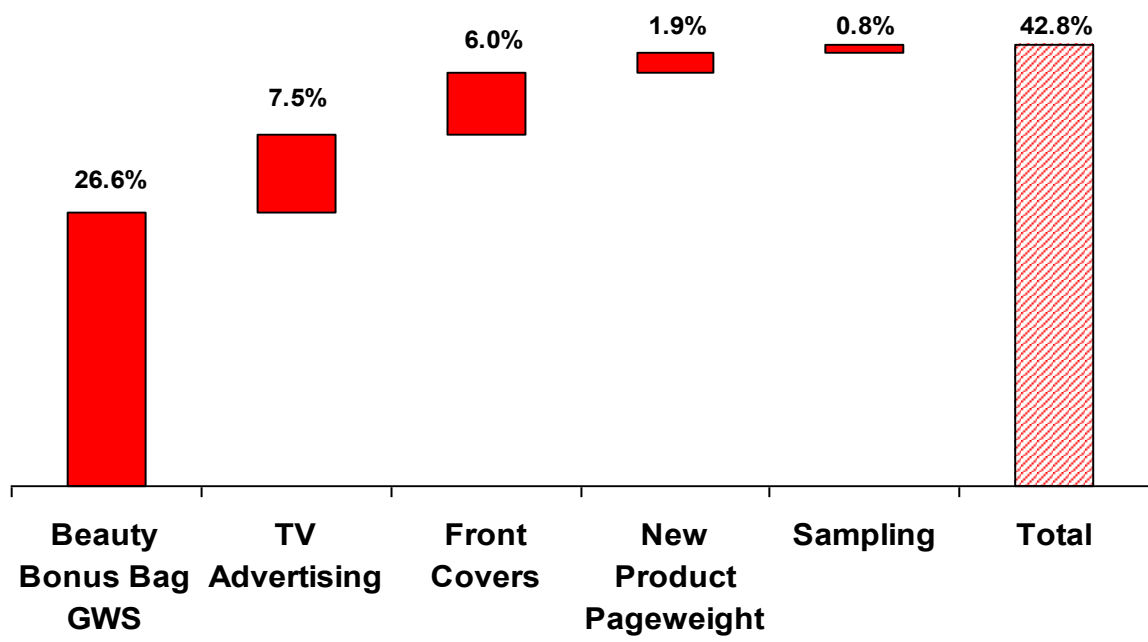


Example: Color Cosmetics – Uplifting Mascara launch

Uplifting Mascara Front Cover with C12 Yr 1



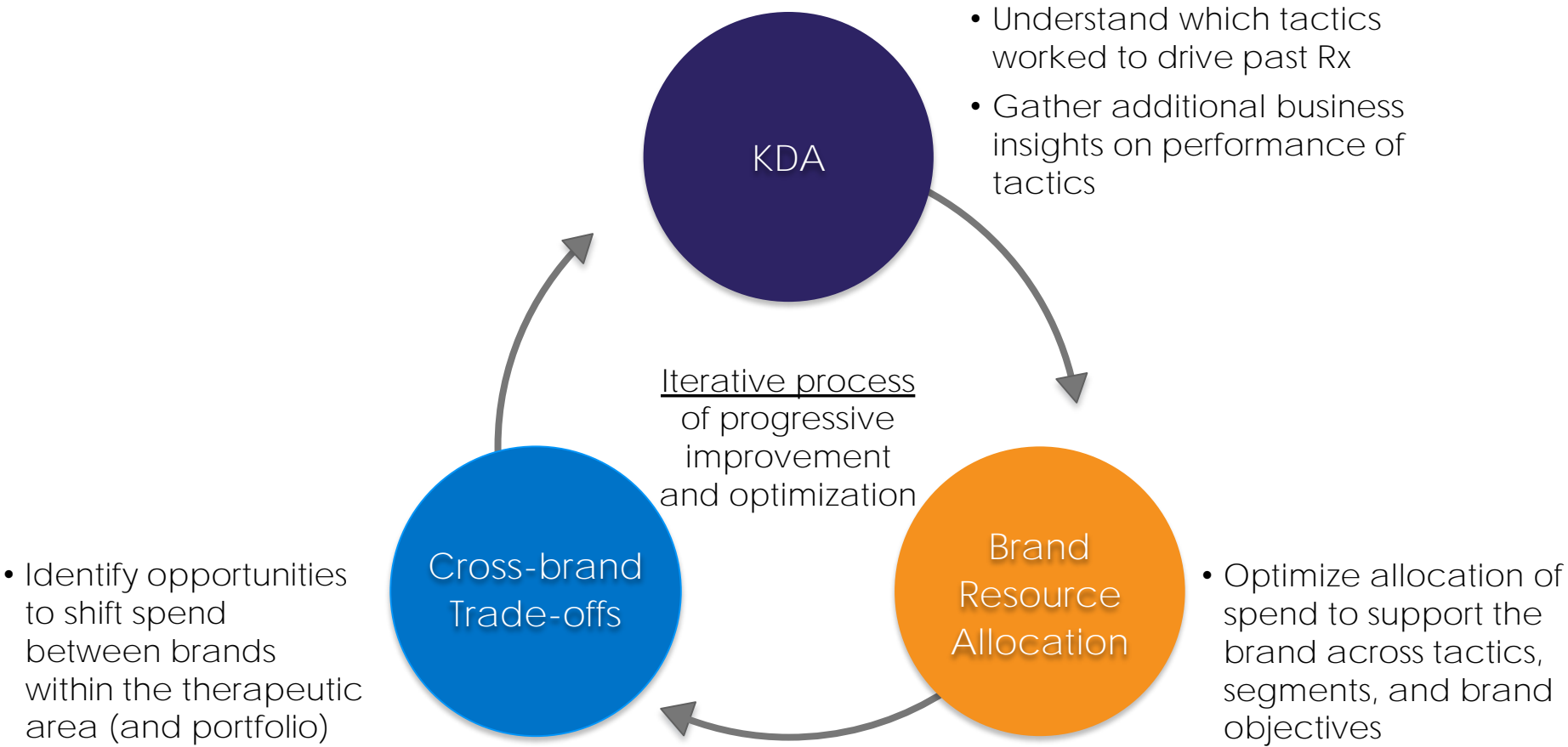
C12 Yr 1 Color Category - Sales Contribution %



Total Uplifting Mascara Launch Synergy: 42.8%


Using Marketing Mix Models for Resource Allocation

Key Drivers Analysis (KDA) informs marketing decisions at multiple levels from tactic optimization to cross-brand investment



Country/Brand/Channel/Tactic Measurements and Simulations produce a strong foundation for decision making


Key Tactic Level ROIs by Brand



2012 ROI \$	Ability	Baracoid e	Efawicent	Reyatat	Erbitan	Sprycel	Yerwo y	Ixcemra	Onconic	Onglyzo/KCR
Detailing	\$1.6	\$1.9	\$2.4	\$4.0	\$1.1	\$1.8	\$0.2	\$0.8	\$2.0	\$0.8
Sampling	\$8.8								\$12.0	\$0.8
Speaker Events	\$1.1	\$0.2	\$1.2	\$1.7	\$0.6	\$1.2	\$8.8	\$0.8	\$8.8	\$0.8
Non-Speaker Events	\$10.2	\$2.8	\$5.2	\$4.7	\$1.2	\$8.8		\$5.2	\$5.5	\$0.8
Journal	\$8.8	\$11.5	\$4.5	\$4.8						\$0.1
Other HCP	\$9.6	\$25.2	\$1.8	\$7.2		\$6.2	\$5.2	\$1.0		
Print	\$4.8	\$8.5	\$2.0	\$8.4					\$8.8	\$0.1
TV	\$1.8								\$1.4	\$0.1
Internet	\$0.1	\$18.8	\$5.7	\$8.1	\$12.8	\$22.0			\$6.2	\$0.2
Other DTC	\$1.6			\$7.0	\$7.8	\$11.7	\$26.7		\$2.1	
Co-Pay Card	\$8.6	\$4.8	\$8.7	\$7.5		\$8.8	\$8.8		\$1.4	\$1.1
E-Vouchers	\$4.6									\$1.5
Other Payer									\$8.7	\$0.4
Total Marketing	\$2.9	\$2.2	\$2.8	\$4.4	\$1.4	\$2.8	\$9.0	\$1.0	\$2.5	\$0.4
% Incremental Contribution	32%	39%	22%	22%	21%	36%	48%	22%	44%	46%
% Baseline Contribution	70%	71%	78%	72%	79%	64%	81%	78%	85%	73%
2012 Marketing Spend/Net Sales	18%	7%	3%	3%	6%	8%	3%	18%	15%	6%
2012 Net Sales (\$M)	\$2,084	\$240	\$1,002	\$772	\$676	\$887	\$302	\$63	\$788	\$346

- A rigorous framework to standardize investment measurement across multiple countries, brands, channels and tactics
- Return on Investment (ROI), is a concise way to assess total investment

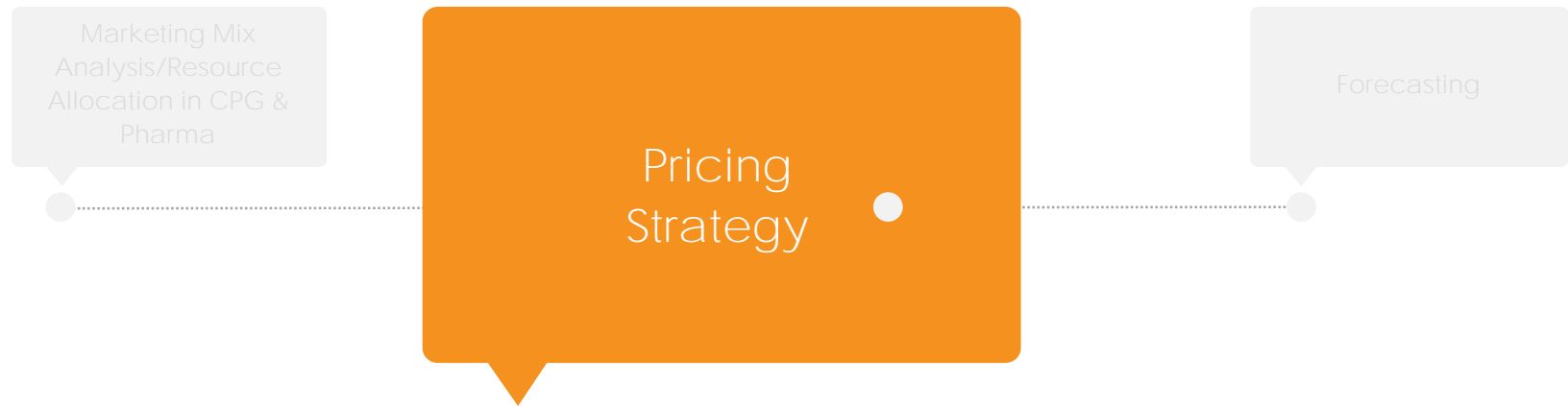
Key Tactic Level mROIs by Brand



2012 mROI \$	Ability	Baracoid e	Efawicent	Reyatat	Erbitan	Sprycel	Yerwo y	Ixcemra	Onconic	Onglyzo/KCR
Detailing	\$1.0	\$1.4	\$0.6	\$2.4	\$1.8	\$1.2	\$1.8	\$0.8	\$0.4	\$0.1
Sampling	\$8.1								\$1.2	\$0.8
Speaker Events	\$0.5	\$0.2	\$0.5	\$1.1	\$0.5	\$0.8	\$2.0	\$1.4	\$0.4	\$0.2
Non-Speaker Events	\$4.4	\$1.4	\$1.5	\$5.0	\$2.1	\$2.8		\$5.5	\$0.5	\$0.2
Journal		\$18.4	\$4.4	\$8.1	\$4.7					\$0.2
Other HCP	\$1.5	\$8.2	\$0.4	\$1.8		\$28.7	\$7.1	\$1.0		
Print	\$8.7	\$1.7	\$1.7	\$2.5					\$2.0	\$0.2
TV	\$0.8								\$0.8	\$0.1
Internet	\$0.7	\$1.6	\$1.2	\$2.6	\$1.8	\$28.0			\$1.6	\$0.1
Other DTC	\$1.0			\$0.8	\$0.7	\$6.8	\$17.4		\$8.1	
Co-Pay Card	\$2.5	\$8.8	\$1.4	\$5.5		\$28.8	\$12.8		\$0.7	\$0.2
E-Vouchers	\$8.2									\$0.8
Other Payer									\$4.4	\$0.5
2012 Overall Marketing Spend	\$325	\$18	\$32	\$25	\$42	\$36	\$27	\$18	\$18	\$21
Direction of Overall Marketing Spend Change for 2014	↑	↑	↓	↑	↑	↑	↑	↓	↑	↓

- Marginal Return on Investment (mROI) examines the impact of the next dollar we spend
- Can quickly determine the value of individual investment plans and course correct

Analytics to formulate marketing strategy



Pricing analytics objective and issues

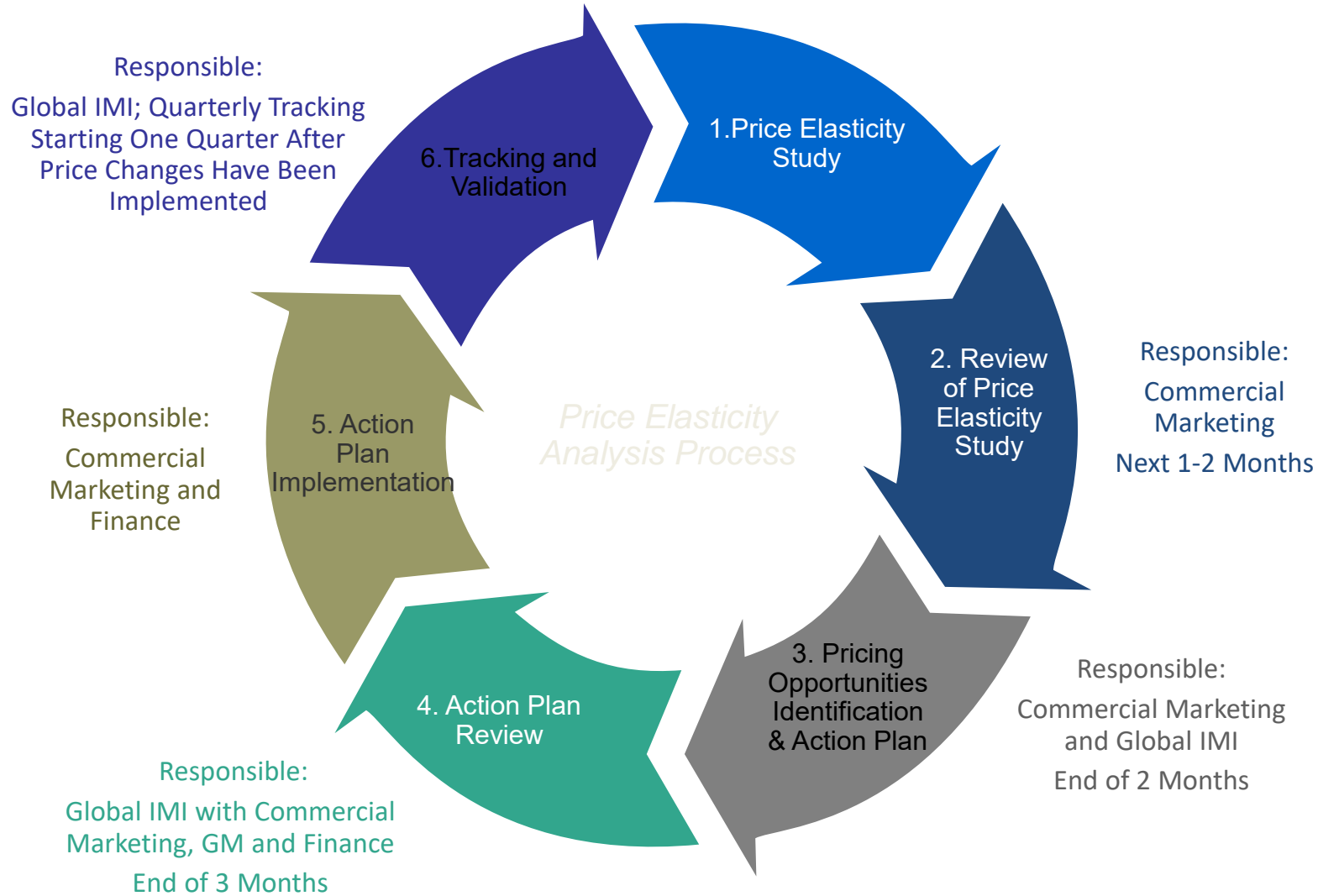
- How price sensitive are the items?
- How price sensitive are the product groups/categories?
- What product groups can we take pricing action? (profit improvement game-plan)
- What product groups are too price sensitive such that we cannot take a price increase?
- What are the price discount thresholds and merchandising offer lifts?
- How can we size the Pricing Opportunity?

Price elasticity interpretation

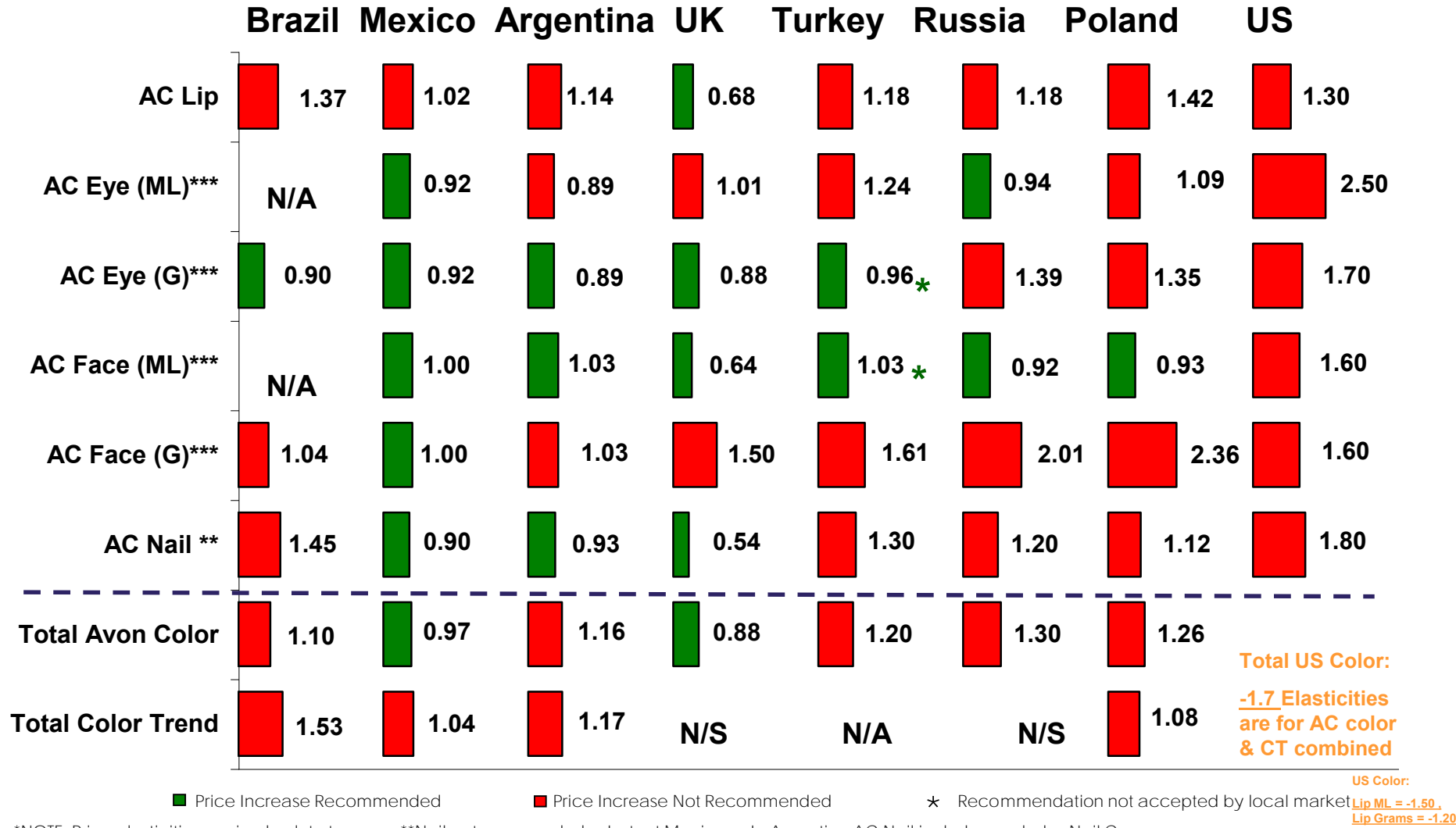
- If a product is considered Highly Elastic, a price increase will erode its volume to the point that it will *lose revenue*
- If a product is considered Slightly Elastic, a price increase will cause its volume to decrease, but its *revenue can break even*
- If a product is considered Inelastic or Highly Inelastic, a price increase is encouraged, because it will *drive revenue*

Elasticity	Description	Revenue Impact	Profit Impact
< - 1.51	Highly Elastic	Lose Revenue	Lose Profit
- 1.21 to - 1.50	Elastic	Lose Revenue	Lose Profit
- 1.00 to - 1.20	Slightly Elastic	Break Even	Drive Profit
- 0.50 to - 0.99	Inelastic	Drive Revenue	Drive Profit
> - 0.50	Highly Inelastic	Drive Revenue	Drive Profit

Price Elasticity Analysis Process



Color Cosmetics price elasticities across 8 markets

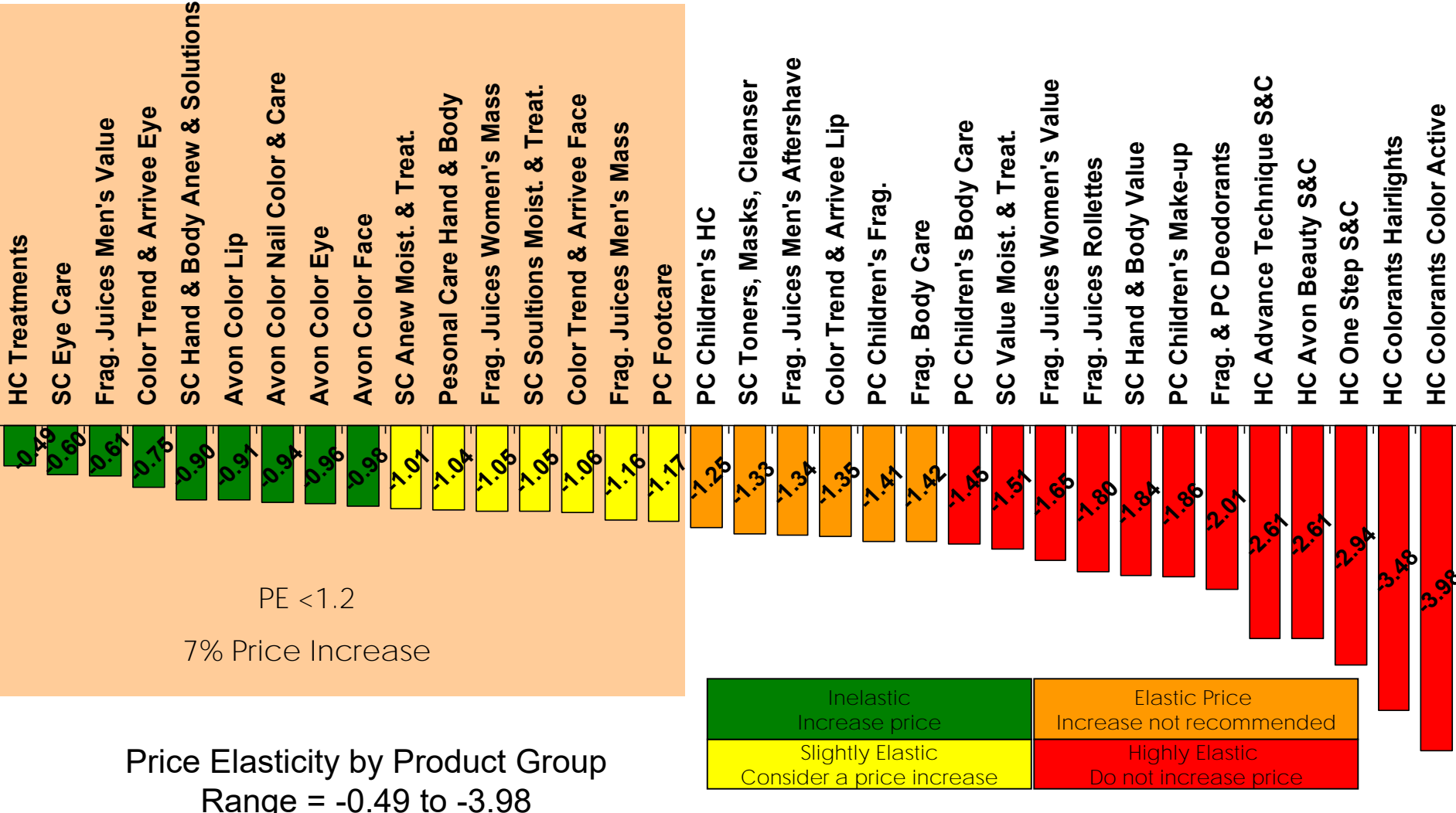


*NOTE: Price elasticities are in absolute terms **Nail category excludes Instant Manicure. In Argentina AC Nail includes excludes Nail Care.

***For Mexico and Argentina, ML & Grams were modeled together for AC Eye and AC color Face and therefore have the same elasticity for those groups.

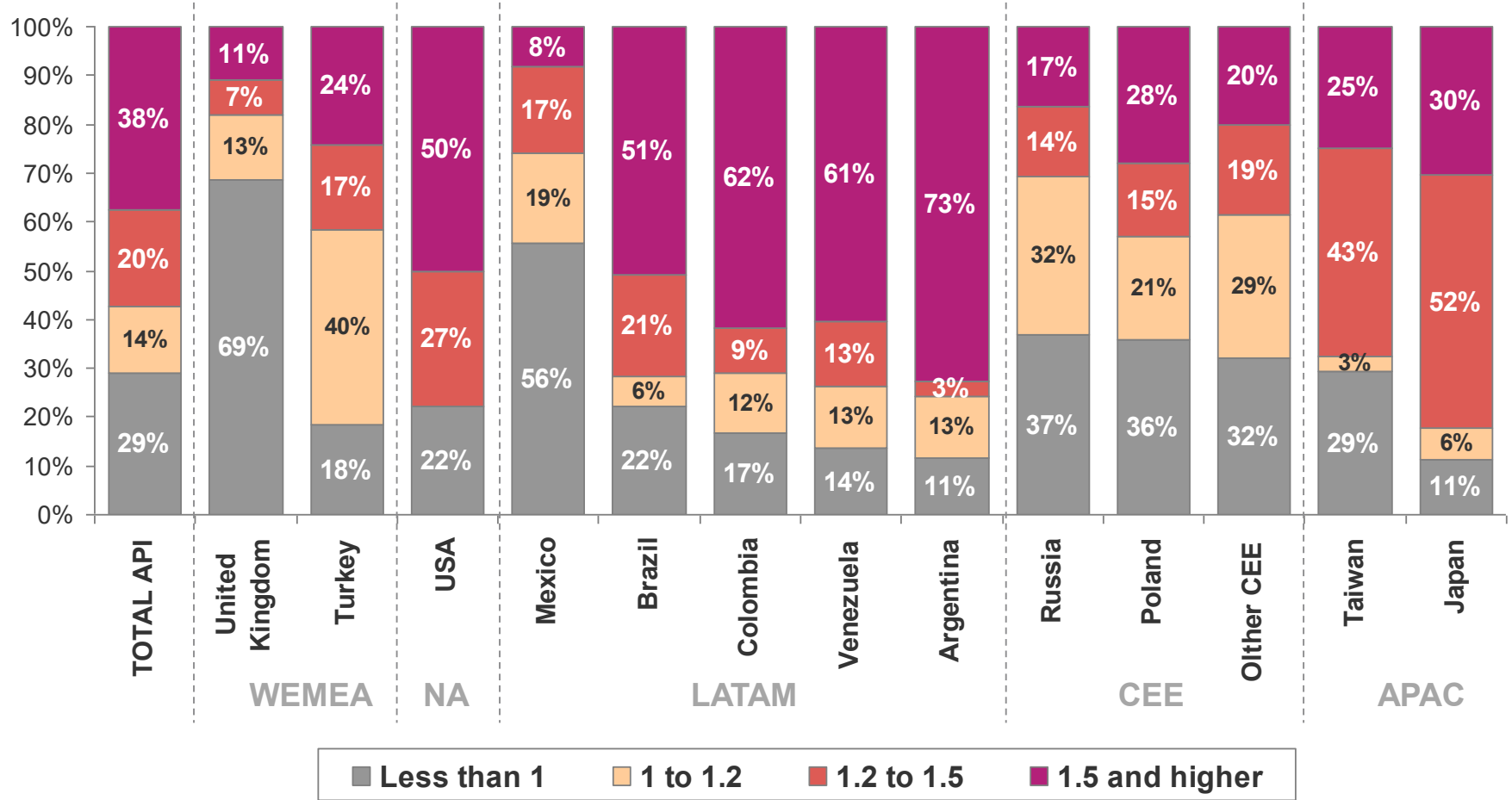
Identifying pricing opportunity groups

16 groups are less price sensitive and have a pricing opportunity.



Pricing opportunity varies widely by market

% of Beauty Business by Elasticity Level - by Market



Source: IMI Based on Price Elasticity Analyses for Top 14 Markets

Pricing Strategies and Guidelines - Example

Pricing Increase Opportunity

Strategy:

Increase final consumer price by +7% in product groups with <1.2 elasticity

Guidelines:

- Raise prices to match the Beauty industry inflation for all products
- Increase final consumer price above inflation for inelastic product groups only
- Raise prices for all concepts in a product group to avoid consumers switching between concepts
- Increase regular, special and very special prices all by +5-7%
- Ensure that our price positioning vs. key competitors is maintained

Scenario A: When price increase is not taken in all concepts within a group

Taking Price on Only One Concept Sales makes consumers switch Between Concepts

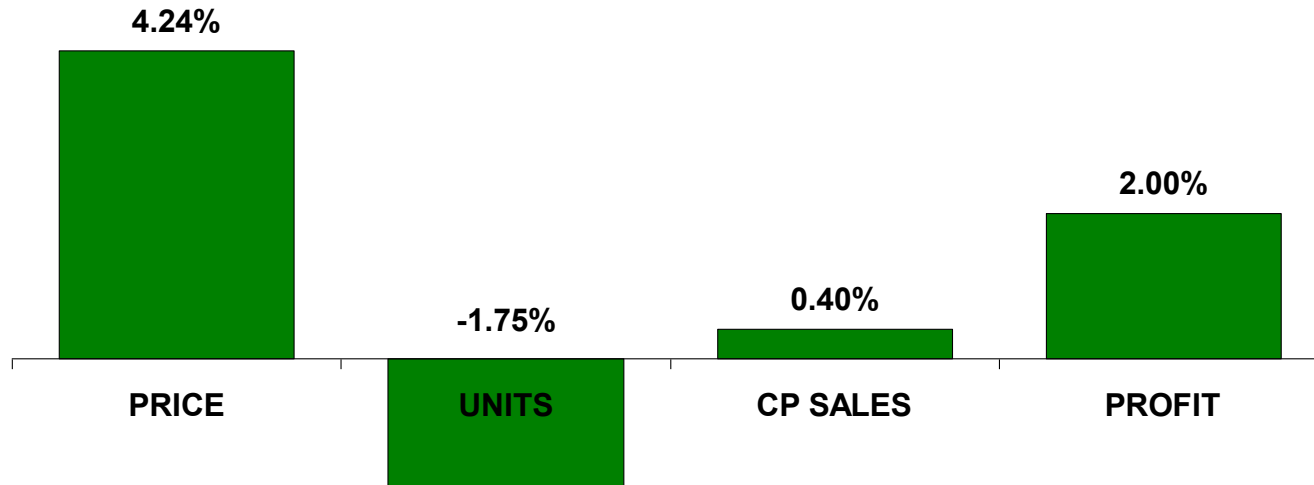
		Original Price	After Price Increase	Impact
Concept A		Price: \$21.99 Units: 100 Revenue: \$2,199	Price: \$24.19 (+10%) Units: 75 Revenue: \$1,814	Units down 25% Revenue down 18%
Concept B		Price: \$21.99 Units: 100 Revenue: \$2,199	Price: \$21.99 Units: 119 Revenue: \$2,616	Units up 19% Revenue up 19%
Total Solutions Group		Avg. Price: \$21.99 Units: 200 Revenue: \$4,398	Avg. Price: \$22.83 Units: 194 Revenue: \$4,430	Units down 3% Revenue up 0.7%

Scenario B: When price increase is taken in all concepts within a group

Increase Prices in Concert to Take Advantage of the Lower Group Elasticity

		Original Price	After Price Increase	Impact
Concept A		Price: \$21.99 Units: 100 Revenue: \$2,199	Price: \$24.19 (+10%) Units: 92 Revenue: \$2,225	Units down 8% Revenue up +1.2%
Concept B		Price: \$21.99 Units: 100 Revenue: \$2,199	Price: \$24.19 (+10%) Units: 92 Revenue: \$2,225	Units down 8% Revenue up +1.2%
Total Solutions Group		Avg. Price: \$21.99 Units: 200 Revenue: \$4,398	Avg. Price: \$24.19 Units: 184 Revenue: \$4,451	Units down 8% Revenue up 1.2%

Example of Price Increase Recommendation



Groups	PE	Price increase	Gross Margin \$ Change	
			MXP	USD
Avon Color Eye	-0.97	7%	\$3,543,541	\$336,843
Color Trend & Arrivee Eye	-0.75	7%	\$5,312,646	\$505,010
Avon Color Lip	-0.91	7%	\$6,756,330	\$642,244
Avon Color Nail Color & Care	-0.95	7%	\$1,416,382	\$134,639
Avon Color Face	-0.98	7%	\$1,773,014	\$168,539
Skin Care Eye Care	-0.60	7%	\$2,560,418	\$243,389
Skin Care Anew Moisturizers & Treatments	-1.01	7%	\$7,456,787	\$708,828
Skin Care Soutlions Moisturizers & Treatments	-1.05	7%	\$1,598,845	\$151,983
Skin Care Hand & Body Anew & Solutions	-0.90	7%	\$1,176,002	\$111,789
Fragrance Juices Women's Mass	-1.05	7%	\$8,610,916	\$818,538
Color Trend & Arrivee Face	-1.05	7%	\$384,953	\$36,593
Fragrance Juices Men's Mass	-1.16	7%	\$3,839,122	\$364,940
Fragrance Juices Men's Value	-0.61	7%	\$2,155,356	\$204,884
Hair Care Treatments	-0.49	7%	\$4,172,512	\$396,631
Personal Care Foot Care	-1.17	7%	\$801,508	\$76,190
Personal Care Hand & Body	-1.04	7%	\$1,016,334	\$96,611
Total*			\$55,741,127	\$5,298,649

Pricing Analytics Evolution

FROM

Pre Analytics Era

- No Analytic models to support pricing
- Beauty pricing taken across the board
- Limited belief in pricing ability

CURRENT

Years 1-2

- Price Elasticity Models in all key markets
- Pricing Opportunity sized
- Targeted Strategic pricing activated
- \$200MM+ opportunity realized
- Price tracking tools & monthly updates with commercial marketing

FUTURE

Years 3+

- Next level of Pricing - Global Pricing Transformation
- Advanced analytics relating to Pricing thresholds, merchandising lifts across all brochure vehicles
- Build a comprehensive Price Planning tool for campaign management
- Change management and governance around local pricing decisions

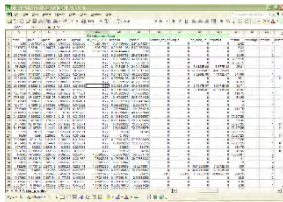
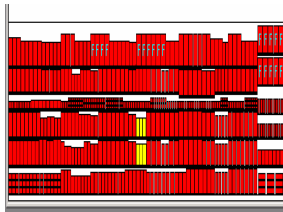
Analytics to formulate marketing strategy



Assortment Optimization Process

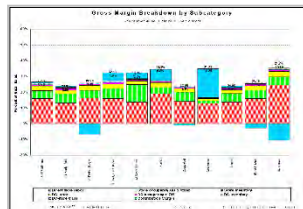
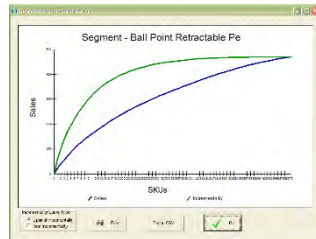
Data Acquisition

- Data **feeds from multiple sources**
- Data cleansing and integration
- Data default logic



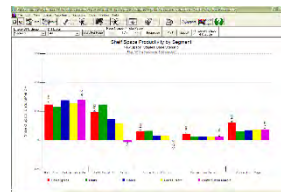
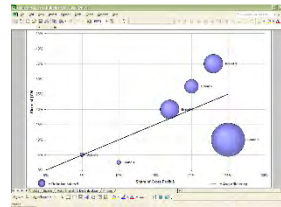
Advanced Analytics

- Transferable Demand
- Item Incrementality
- Attribute Science
- Activity Based Costing



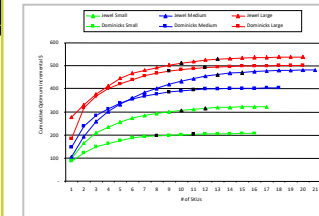
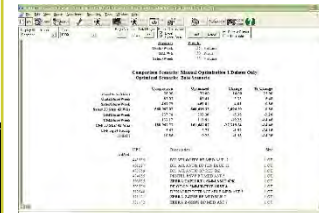
Business Insights

- Contribution Margin
- Consumer Preference
- Demand driven Supply Chain



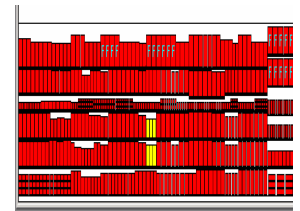
Optimizations

- Assortment
- Volume
- Space
- Profitability



Implementation

- Catalog item planning
- Presentation of findings



Assortment optimization conceptual framework

- Consumers respond differently to different attributes based on the relative importance of the attribute to their needs.
- This allows us to determine the relative value of each item.

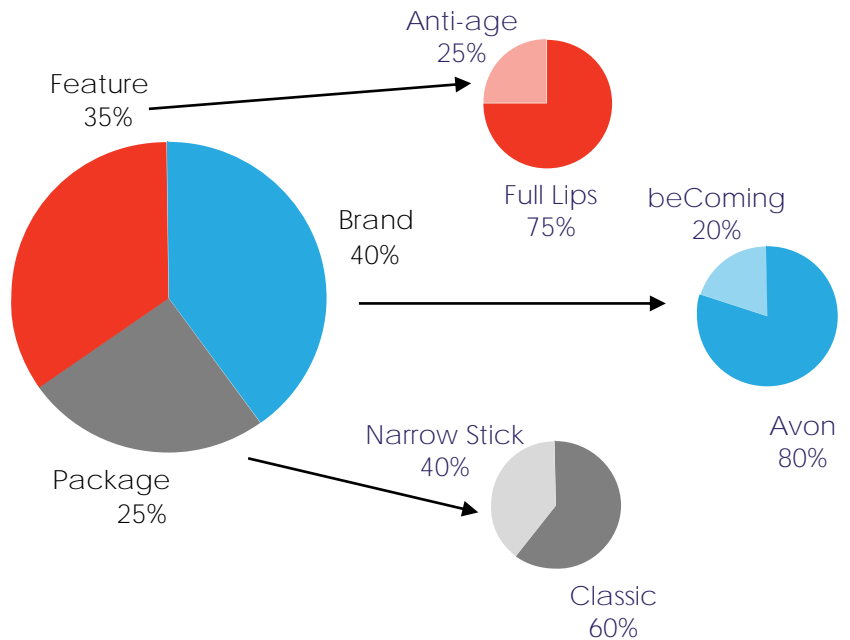
Benefit:
Full Lips

Package:
classic



Brand:
beCOMING

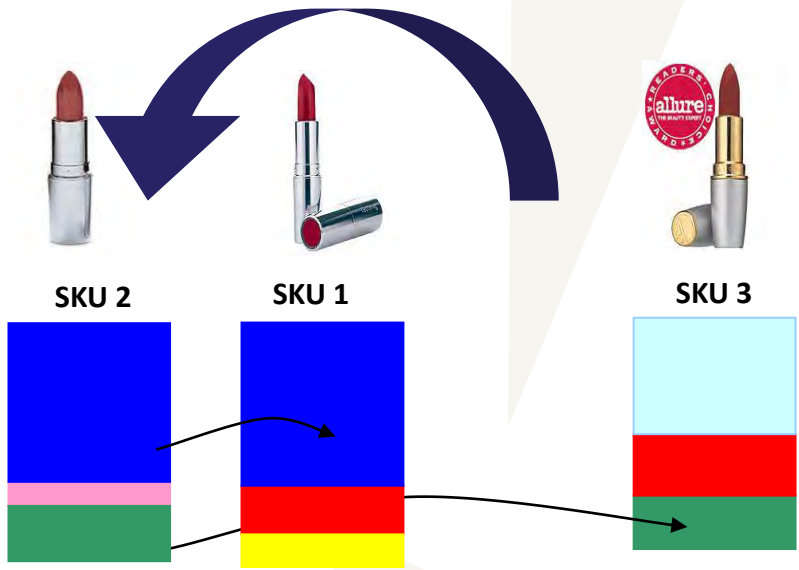
Primary Attribute
Weights



Attribute presence and importance allows us to forecast item incrementality and transferable demand

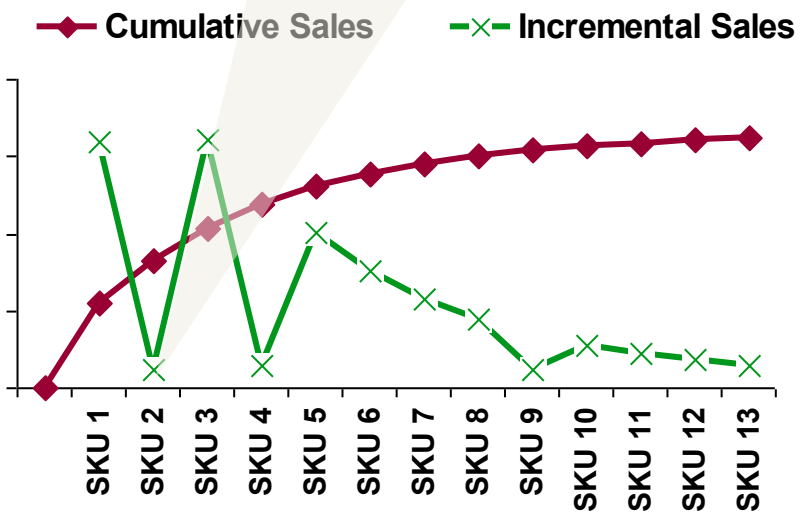
Product attribute scoring allows us to identify unique SKU attribute volume and non-unique SKU volume

SKU 2 has similar attributes to 1 and 3. When it is removed from the assortment most of its demand transfers to SKUs 1 and 3



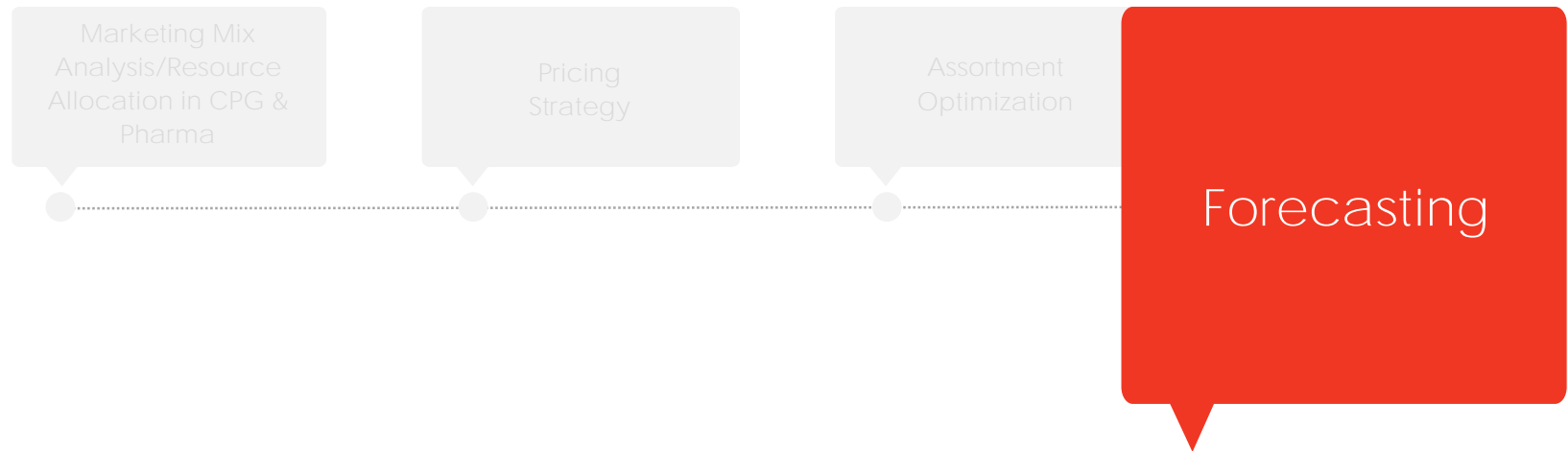
No attribute to transfer to, so incremental

\$ ranking is not an indication of relative item importance



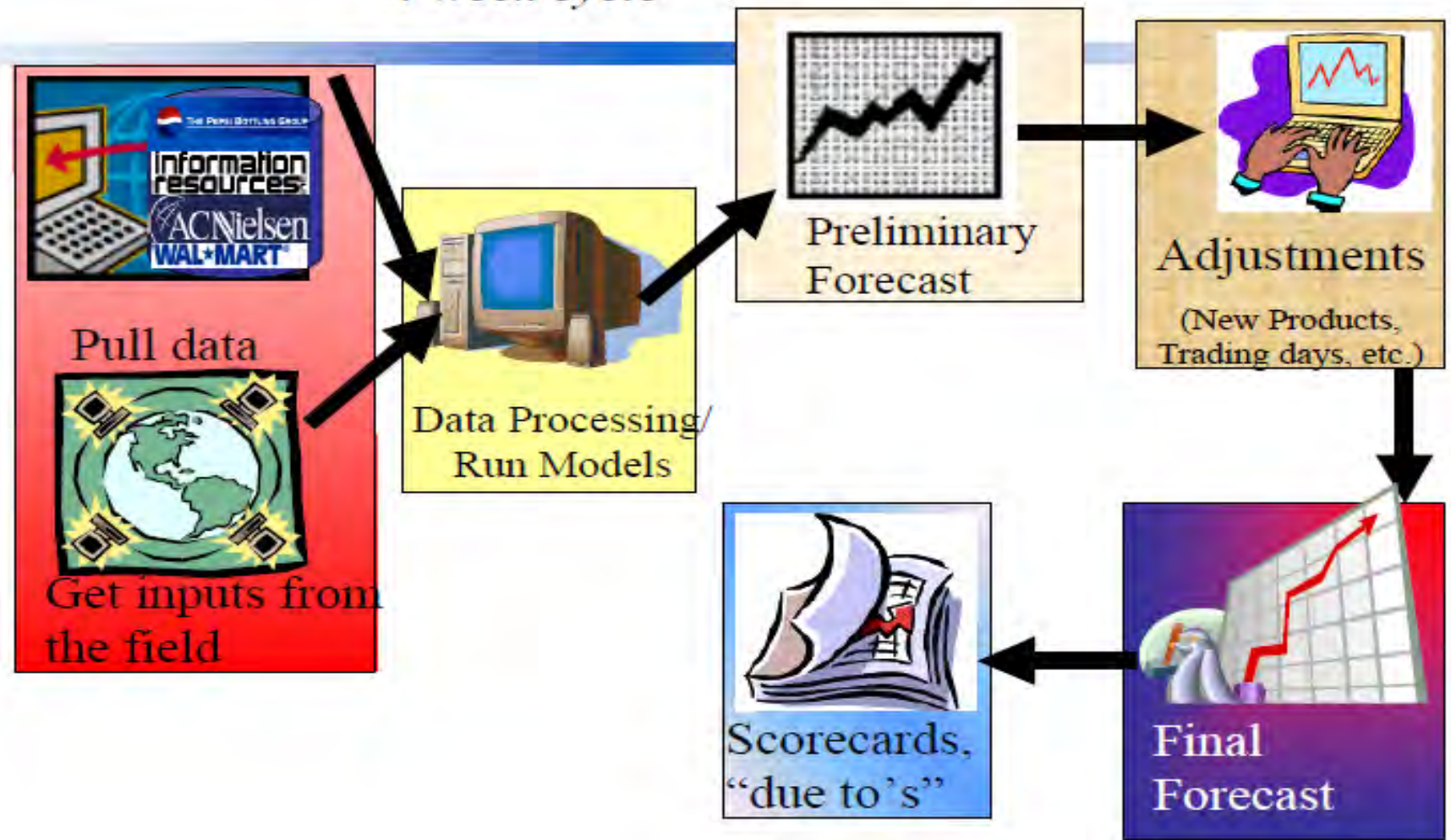
SKUs 2, 4 and 9 have redundant attributes so minimal volume is lost from the category if they were removed

Analytics to formulate marketing strategy



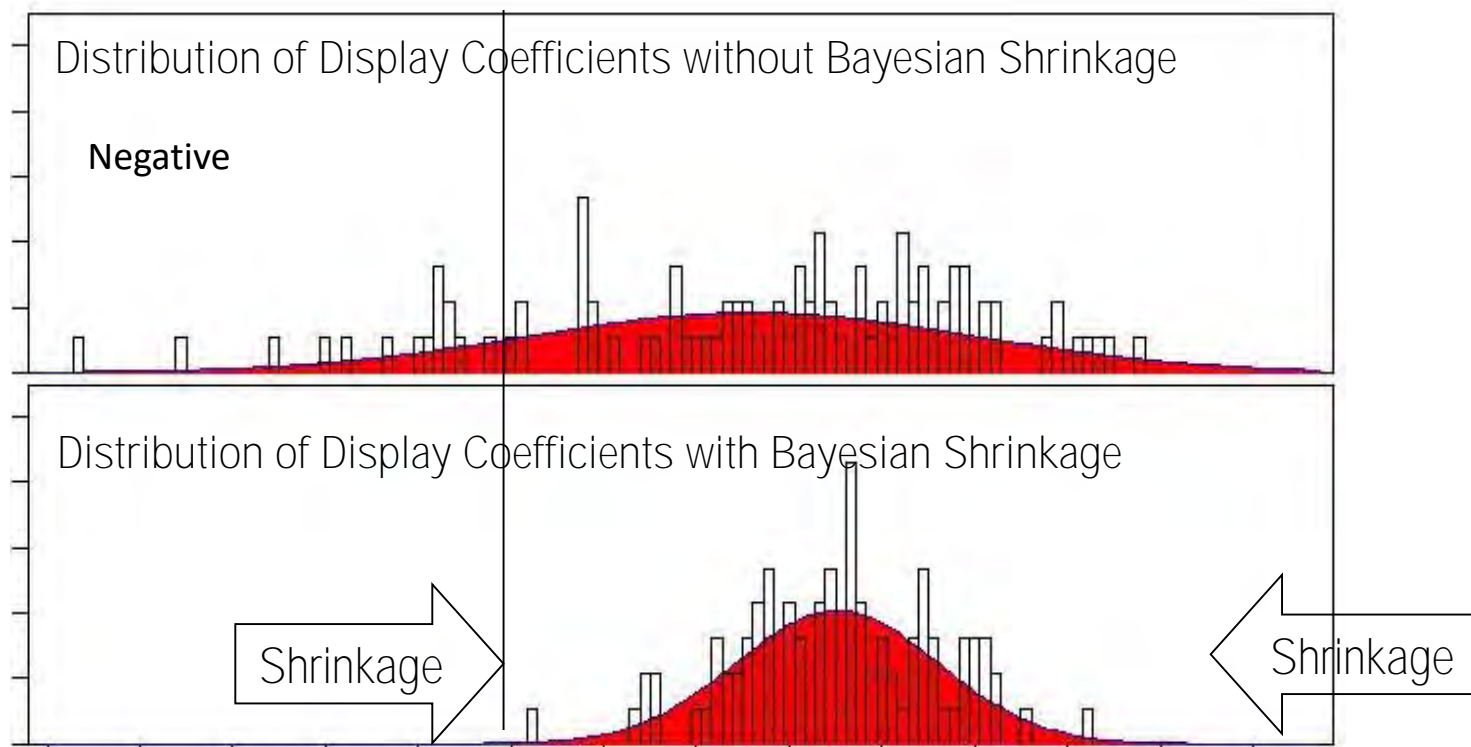
Client example: Forecasting system

Overview of Forecasting Process
4 week cycle



Bayesian Shrinkage – Reliable measurement

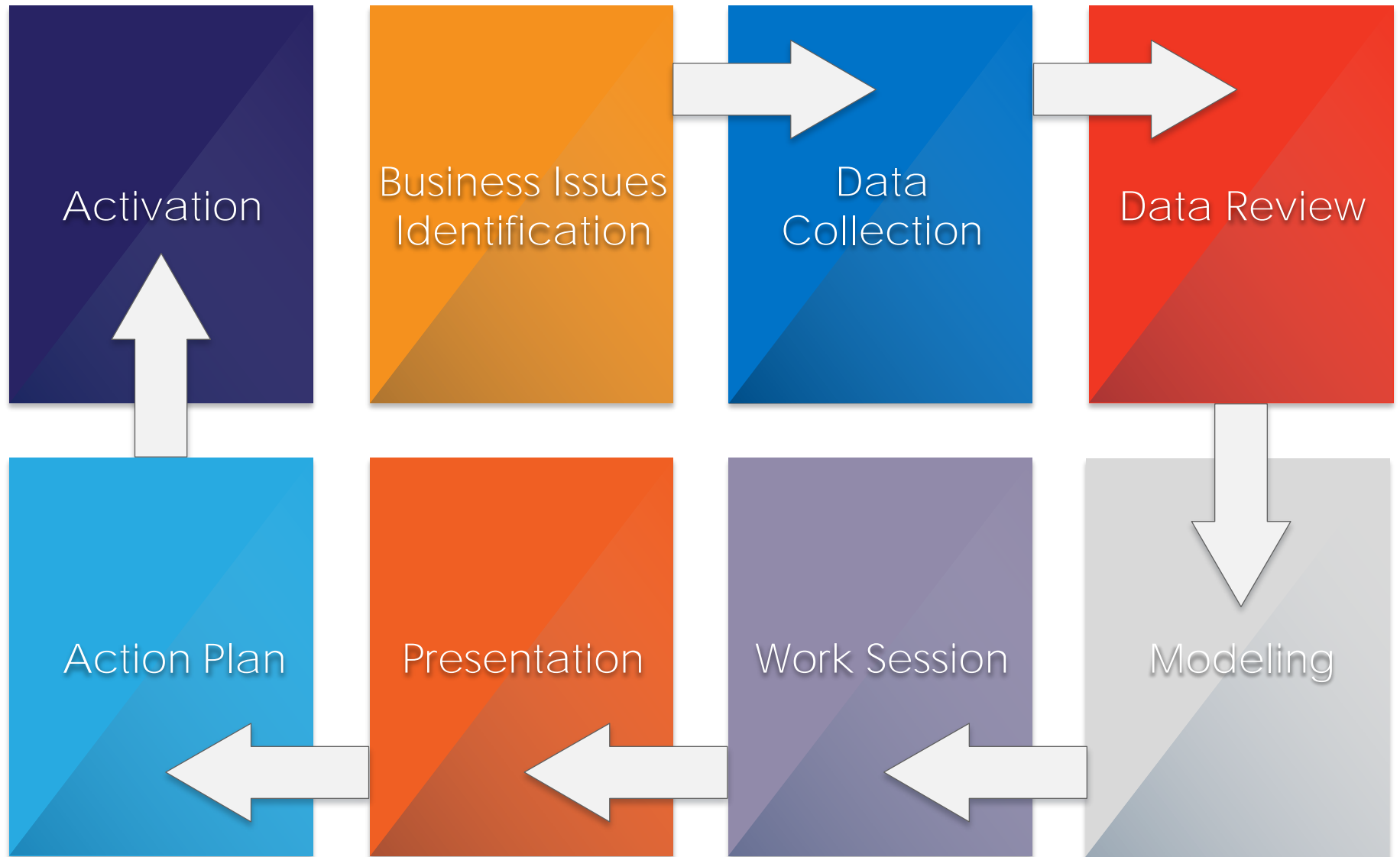
- Model obtains information about underlying commonality through a distribution assumption
- Outliers **are “shrunk” in toward a more realistic** mean
- Store-specific results are based on store-specific data



A horizontal blue band with a white line graph pattern, featuring several peaks and valleys. The text "Analytics Activation and Evolution" is centered in white on this band.

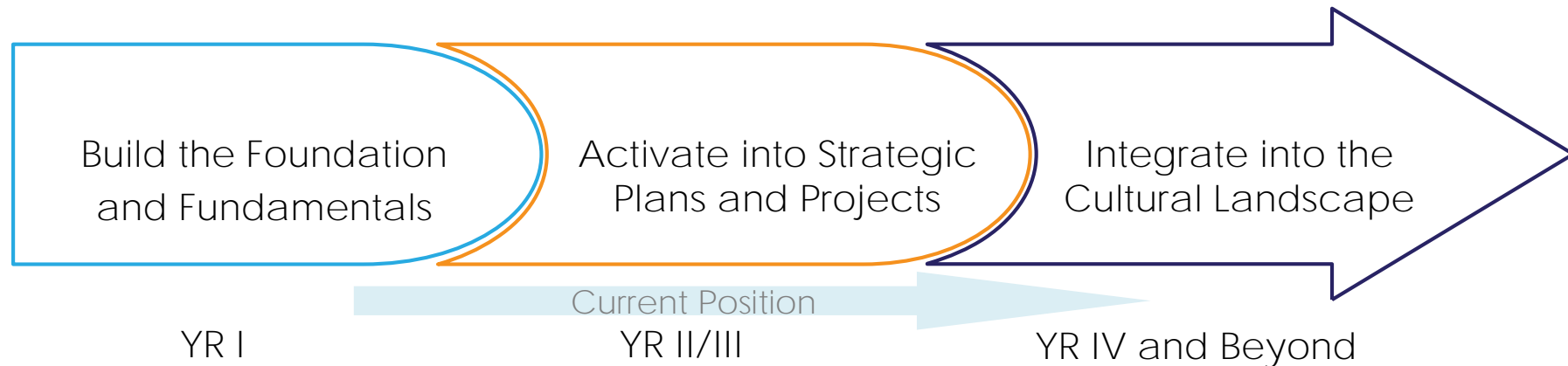
Analytics Activation and Evolution

Typical analytics process at a client organization



Evolution of analytics within a client organization

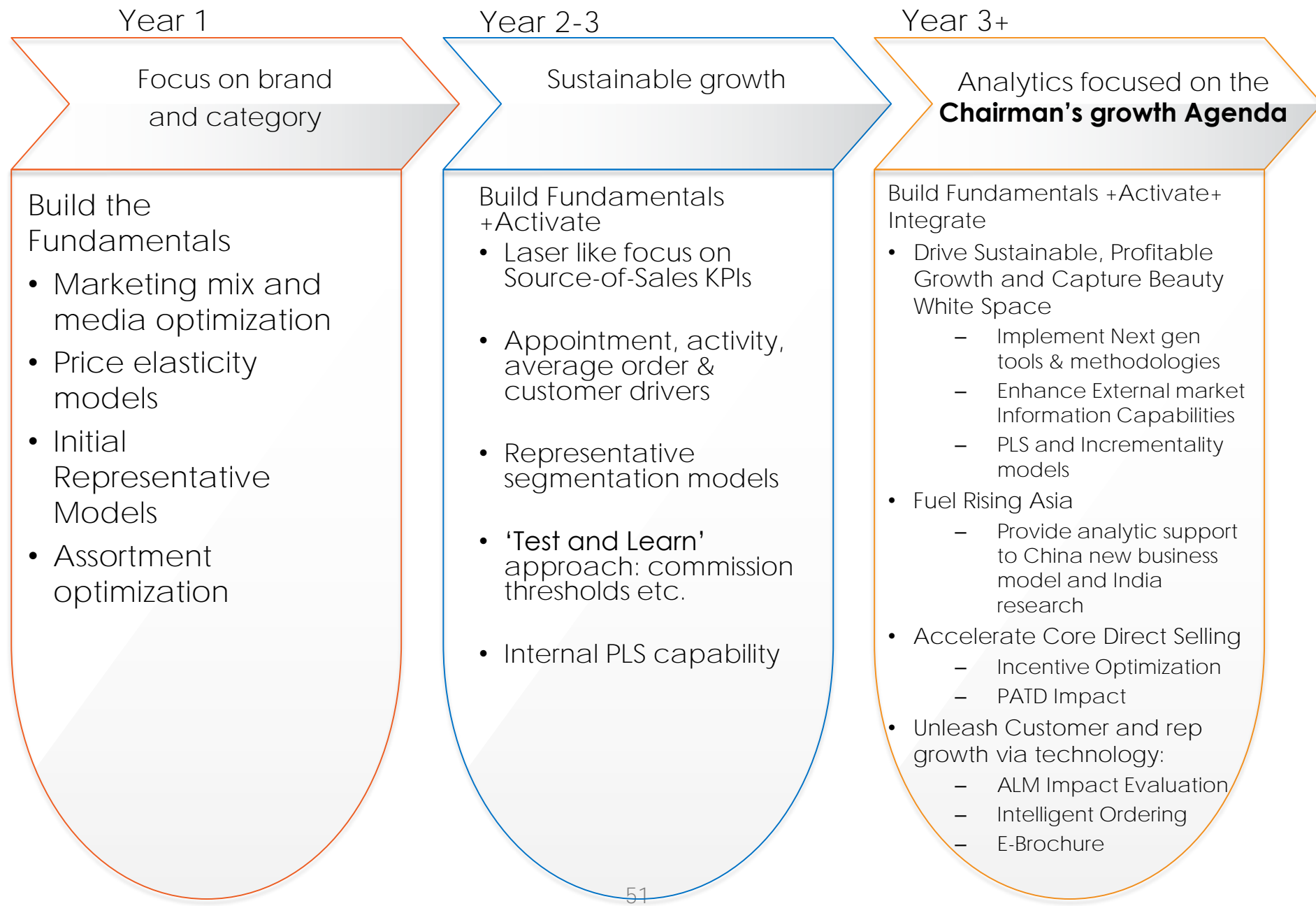
Go Beyond Measurement ...to Activation and Strategy Implementation



Critical Challenges

- How to drive “continuous” activation into our plans and integrate into the company’s cultural landscape?
- How to drive the learning across multiple touchpoints?
- Conflicting short term volume pressures vs. long term strategy implementation

Analytics Evolution - Case Study at a Client



Key learnings in the analytics activation journey

1. Identify agents of change (“champions”) within the organization
2. Try to go for pilots and ‘quick wins’ initially
3. Need full senior management support to ensure compliance
“Reward” good behaviors and identify significant violations
 - ❖ Need both top-down and bottom-up buy in
4. Build guidelines and tracking into the Marketing Planning system to foster strategic and tactical alignment.
5. Foster a high level of organizational learning through “Analytics Road Shows” and on-the-ground Analytics engagement.
6. Place people on the ground locally to lead implementation effort
7. Longer term, embed analytics into the process and decision-making

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