

we are a global Skin Care company.



a new marketing reality.

HBR.ORG

Harvard Business Review

JULY-AUGUST 2014

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Four Paths to Business Model Innovation
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THINK FEEL DO

The New Basics of **MARKETING**

spotlight

Marketing is rapidly becoming one of the most important, yet most overlooked, parts of a company's strategy. In the past, it was often seen as a support function, but now it is a core business function that can drive growth. This is the rise of the Chief Marketing Technologist (CMT), a role that combines marketing and technology. The CMT is responsible for ensuring that the company's marketing efforts are data-driven and optimized for performance. This role is becoming increasingly important as companies seek to leverage technology to improve their marketing ROI.

The Rise of the Chief Marketing Technologist

Hydoan Bryker and Laura McLellan

July-August 2014

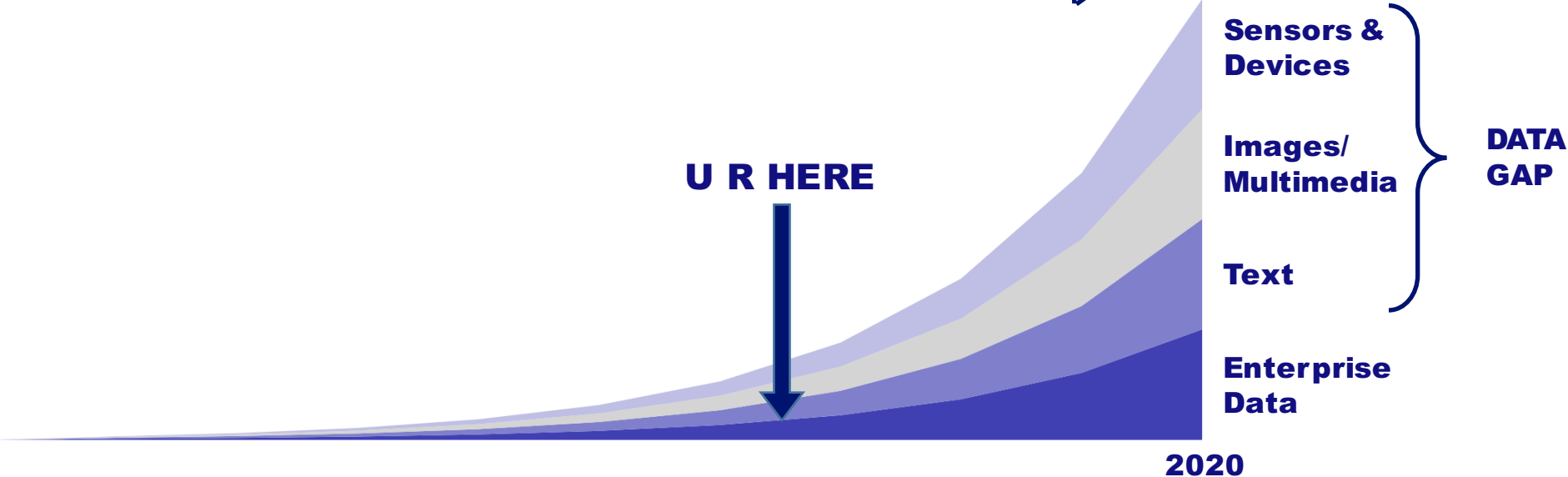
INFORMATION DATA GOVERNMENT WHAT DOES THE DATA SHOW? INTELLIGENCE GATHERING RELIANCE IDEOLOGY META DATA DATA-MINING TRANSPARENT INFORMATION GOVERNMENT WHAT DOES THE DATA SHOW? INTELLIGENCE GATHERING RELIANCE IDEOLOGY META DATA DATA-MINING TRANSPARENT

THE BIG DATA PRESIDENT

DRIVEN BY DATA

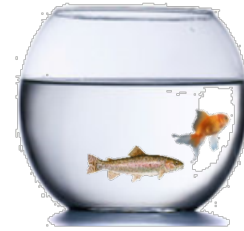
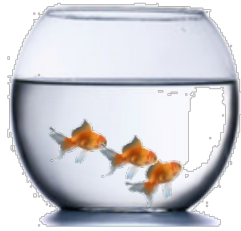
huuuaaa... it's BIG.

44 Zettabytes



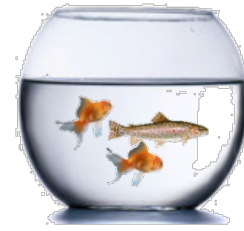
do the un\$exy analytics first.

**SOCIAL
ANALYTICS**



**DECISION
SCIENCE**

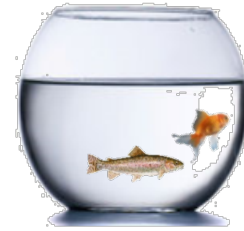
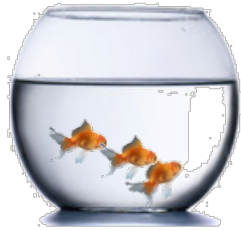
**PERFORMANCE
MEASUREMENT**



**DATA
EXPLORATION**

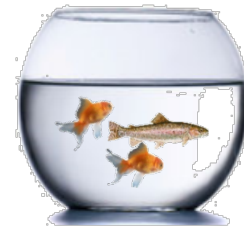
do the un\$exy analytics first.

**SOCIAL
ANALYTICS**



**DECISION
SCIENCE**

**PERFORMANCE
MEASUREMENT**



**DATA
EXPLORATION**




less this.

The collage features several data visualization components:

- Excel Spreadsheet:** A screenshot of Microsoft Excel showing a spreadsheet with columns A, B, and C, and rows 1 through 18. The ribbon includes FILE, HOME, INSERT, PAGE LAYOUT, FORMULAS, DATA, REVIEW, and VIEW.
- Nielsen Logo:** The Nielsen logo with the text "nielsen" and "Nielsen Info" below it, accompanied by a blue molecular structure graphic.
- Line Chart:** A line chart with a y-axis from 0 to 4 and an x-axis with dates: 1/1/04, 1/8/04, 1/15/04, 1/22/04, and 1/29/04. It contains five data series labeled a, b, c, d, and d.
- Bar Chart:** A grouped bar chart comparing "dogs", "cats", and "fish" across two categories (blue and red bars). The y-axis ranges from 0 to 20.
- Pie Chart:** A pie chart divided into six segments representing different individuals and their percentages: Julie Owens (17%), Justin Hamilton (17%), Mark Hanson (17%), Ron Granger (17%), Sarah Klugen (16%), and Shawn Delcamp (16%).
- Table:** A table with two columns of data, likely representing sales or revenue figures for different categories.

FOOD/DRUG	TOTAAL BAD&DOUCHE	113,194,232	45,967,631
	NIVEA	15,666,832	6,649,974
FOOD/DRUG	TOTAAL BAD&DOUCHE	103,925,215	44,904,898
	NIVEA	15,663,276	6,648,402

MIQ Management Reports

Brand NIVEA Top 15 Guided Analytics  09/2014 Brand	Top 15 Market Share Overview 09/2014 Brand 0,4[^] Δ pp vs. PY, Vol MS	Top 15 Market Share Single Periods 09/2014, P3M, Brand 0,4[^] Δ pp vs. PY, Vol MS	Market Performance Near East 09/2014, P3M, Brand 0,5[^] Δ pp vs. PY, Vol MS	Market Performance Far East 08/2014, P3M, Brand 0,6[^] Δ pp vs. PY, Vol MS	Market Performance Latin America 08/2014, P3M, Brand 0,8[^] Δ pp vs. PY, Vol MS	Market Performance Europe 09/2014, P3M, Brand 0,7[^] Δ pp vs. PY, Vol MS	Market Performance North America 09/2014, P3M, Brand -0,1[^] Δ pp vs. PY, Vol MS
How to Customize Your View Watch Full Video 	How to use Guided Analytics Watch Full Video 						

more this.

Top 15



Volume Market Share P3M 12/2014

Volume Market Share (P3M) ▾

	Category 1	Category 2	Category 3	Category 4	Category 5	Category 6	Top 6
	Volume & sp Market vs. PY Share	Volume & sp Market vs. PY Share	Volume & sp Market vs. PY Share	Volume & sp Market vs. PY Share	Volume & sp Market vs. PY Share	Volume & sp Market vs. PY Share	Volume & sp Market vs. PY Share
Country A	26,6 -0,3	11,0 +0,2	17,1 -1,9	23,7 +2,0	19,9 +1,9	14,2 +0,4	17,6 +0,6
Country B	25,6 +0,7	15,7 -7,3	21,2 -1,2	20,6 +1,1	15,0 +0,4	4,5 -0,2	15,1 -0,0
Country C	28,3 +3,4	14,0 +1,5	24,5 -2,5	23,7 +2,8	14,1 +2,3	9,0 +0,4	14,9 +1,4
Country D	33,9 +1,6	21,2 -0,3	28,3 +0,6	10,7 +0,4	8,4 +0,2	3,5 +1,5	11,3 +0,8
Country E	7,1 +0,6	3,6 -0,7		24,4 -0,9	15,4 -0,7	11,6 +0,7	11,2 -0,4
Country F	40,5 -3,3	19,5 -2,0	23,9 -2,9	14,2 +0,4	20,9 -0,0	9,8 -0,2	20,2 -0,9
Country G	14,9 -0,9	5,7 -0,7	20,6 +4,7	48,7 +0,1	52,0 +3,5		22,3 +0,4
Country H	4,4 -0,0	2,6 -0,2		18,2 -1,1	22,5 -2,9		4,9 -0,3
Country I	33,2 -1,8	6,6 -0,4	5,5 +1,3	18,7 -0,9	21,5 +2,8	12,9 +0,4	17,2 +0,2
Country J	6,7 -0,2			5,2 +0,4		2,8 -0,2	4,4 -0,1
Country K	18,7 +2,6		16,1 +1,9	4,9 +0,6		1,9 +1,5	7,1 +1,6
Country L	19,8 +0,6	7,0 +0,2	13,2 +0,2	29,3 +2,3	11,9 +1,6		13,5 +0,9
Country M	26,2 +1,6	19,8 +2,5	28,4 +3,0	22,2 +1,0	19,4 +0,8	14,7 +0,6	19,7 +1,2
Country N	42,0 -0,4	37,8 -0,7	39,0 -2,0	25,7 +0,1	29,2 -1,1	31,2 +1,7	33,5 -0,2
Country O	33,8 +6,1	15,8 +2,3	6,1 -2,3	26,5 +1,5	13,3 +2,3		16,8 +2,6
Total Top 15	18,2 +0,0	7,4 -0,1	19,4 -0,4	18,9 +0,9	17,5 +1,2	7,7 +0,6	13,0 +0,4








Top Gainers & Losers

Brand Category Volume Market Share Country F P3M 12/2014

40,5% Brand Volume Market Share	-3,3pp Brand Volume Market Share Δ pp vs. PY	-13,8% Brand Volume Sales Δ % vs. PY	-6,7% TOTAL MARKET Volume Sales Δ % vs. PY
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Top Gainers

 +1,8pp Δ pp vs. PY 7,9% Volume Market Share	 +1,6pp Δ pp vs. PY 11,2% Volume Market Share	 +0,5pp Δ pp vs. PY 3,0% Volume Market Share	 +0,1pp Δ pp vs. PY 2,1% Volume Market Share	 +0,1pp Δ pp vs. PY 1,6% Volume Market Share
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Top Losers

 -3,3pp Δ pp vs. PY 40,5% Volume Market Share	 -0,8pp Δ pp vs. PY 7,4% Volume Market Share	 -0,5pp Δ pp vs. PY 1,2% Volume Market Share	 -0,1pp Δ pp vs. PY 1,7% Volume Market Share	 -0,1pp Δ pp vs. PY 0,2% Volume Market Share	 -0,1pp Δ pp vs. PY 1,2% Volume Market Share	 -0,1pp Δ pp vs. PY 0,1% Volume Market Share
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← Drivers Market Share Change 🔗

Brand Category Volume Market Share Country F P3M 12/2014

11,2% Brand Volume Market Share	+1,6pp Brand Volume Market Share <small>Δ pp vs. PY</small>	+8,5% Brand Volume Sales <small>Δ % vs. PY</small>	1,2MPCS Brand Volume Sales	2,22EUR Brand Avg. Price	-2,9% Brand Avg. Price <small>Δ% vs. PY</small>
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Key Drivers	Volume Market Share <small>cum. Δ pp vs. PY</small>
New Products 2 Items	+0,4 pp
Price	NA
Distribution 5 Items	+1,9 pp
Other Drivers 1 Item	+0,1 pp

← Key Products 🔔

 Brand Category Volume Market Share Country F P3M 12/2014



Top Products - Distribution

Root Cause	Product Name	Volume Market Share [%]	Δ pp vs. PY [pp]	Avg. Price [EUR]	Δ pp vs. PY [pp]	Wght. Distribution [%]	Δ pp vs. PY [pp]	
	Product XYZ STD ESS NUTR 250 CREMAIDRAT.NUTR	1,4	+0,7	1,94	-6,3	30	+16	>
	Product XYZ STD ESS NUTR 250 CREMAIDRAT.NUTR	1,4	+0,5	2,76	-4,2	34	+8	>
	Product XYZ STD ESS NUTR 250 CREMAIDRAT.NUTR	0,9	+0,3	1,83	-6,1	30	+14	>
	Product XYZ STD ESS NUTR 250 CREMAIDRAT.NUTR	0,7	+0,2	0,98	+2,1	23	+9	>
	Product XYZ STD ESS NUTR 250 CREMAIDRAT.NUTR	0,6	+0,2	1,79	-3,3	21	+6	>

Product Fact Sheet



Product Category Volume Market Share Country F P3M 12/2014



Volume Market Share	1,4 %	+0,7 pp
Volume Sales	145,8 TPCS	+90,5 %
Value Market Share	0,8 %	+0,4 pp
Value Sales	282,2 TEUR	+78,4 %
Avg. Price	1,94 EUR	-6,3 %
Wght. Distribution	30,0 %	+16,0 pp
Percentage of Brand Volume Sales	12,6 %	+5,4 %
Brand Volume Sales	1,2 MPCS	+8,5 %

Product Fact Sheet



Product Category Volume Market Share Country F P3M 12/2014



Key Facts



Price



Distribution

Price Index	55	-1
Avg. Price	1,94 EUR	-6,3 %
Total Market Average Price	3,53 EUR	-4,2 %



Product Fact Sheet



Product Category Volume Market Share Country F P3M 12/2014



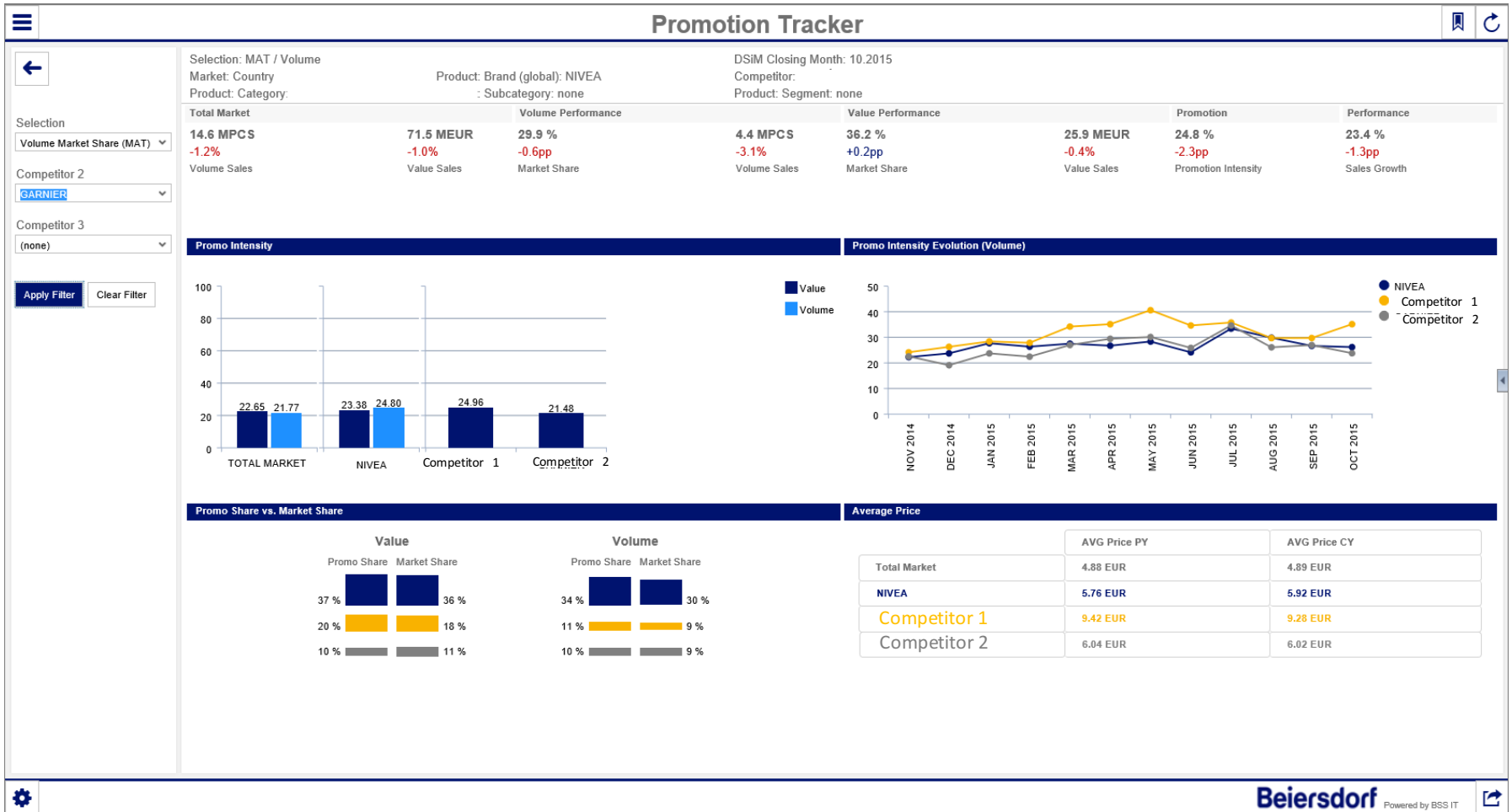
Key Facts

Price

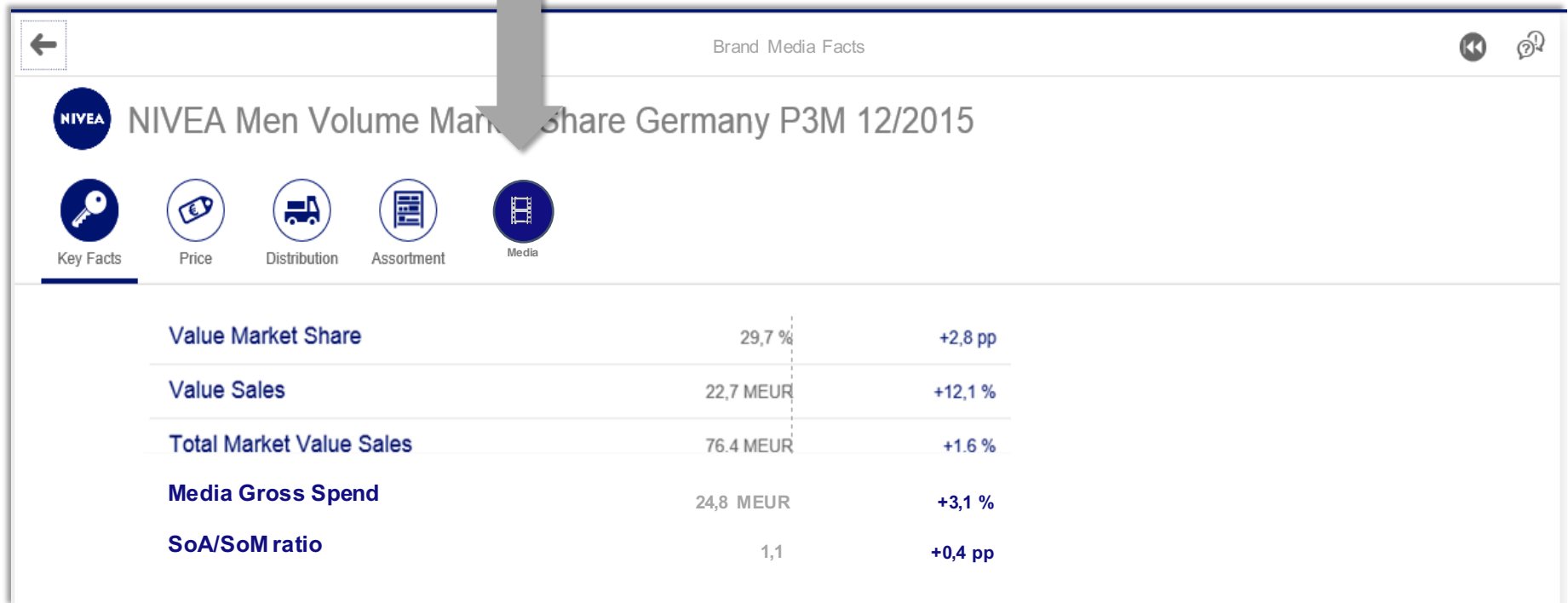
Distribution

Num. Distribution	5,0 %	+3,0 pp
Wght. Distribution	30,0 %	+16,0 pp
Distribution Factor	6,0	

promo.

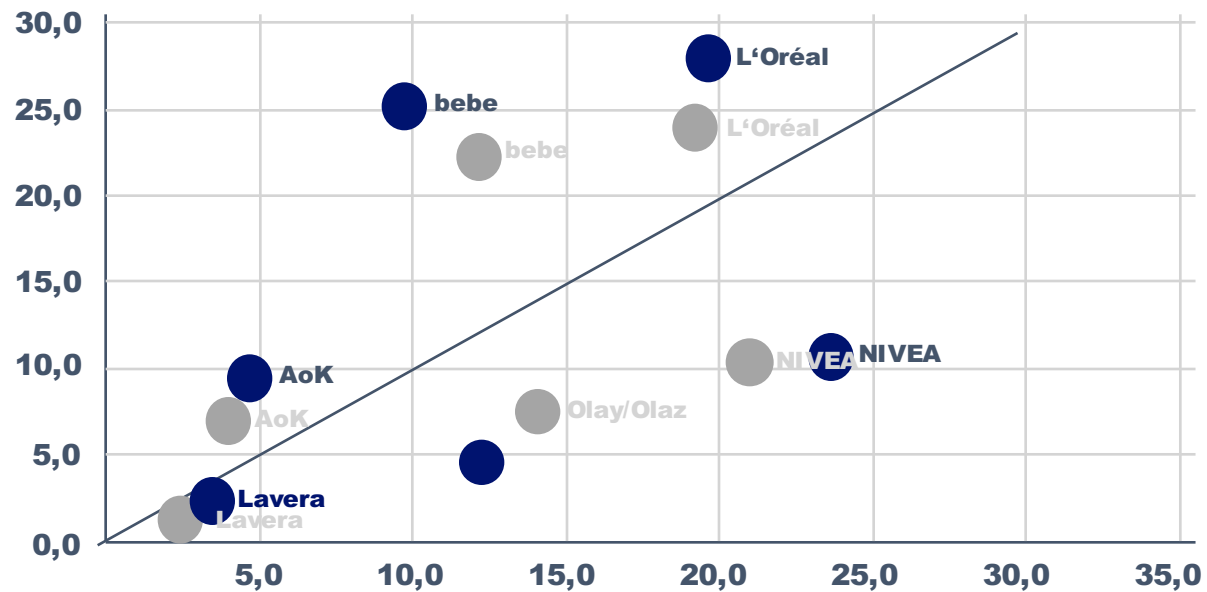


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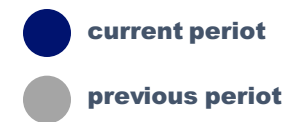


soa/som dev.

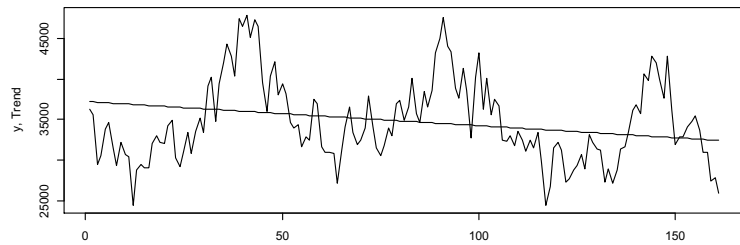
SOA %



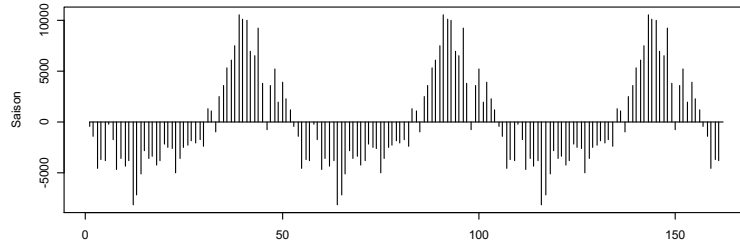
SOM %



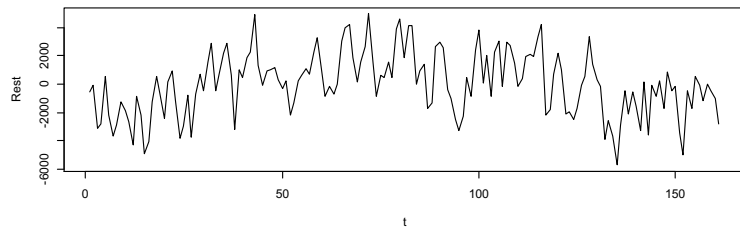
price elasticity.



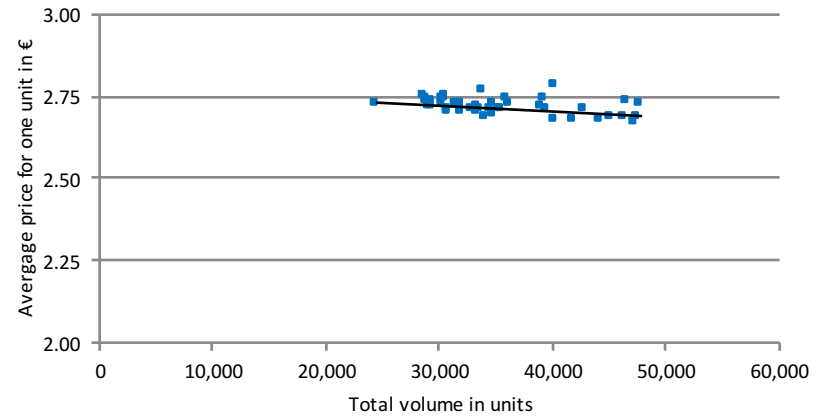
Linear Trend



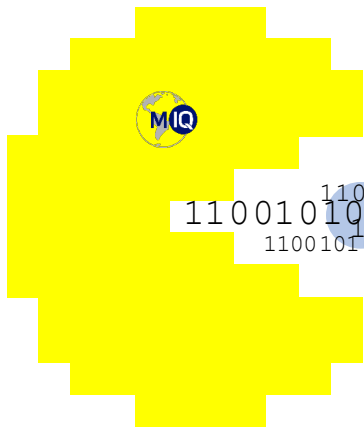
Effect of Seasonality



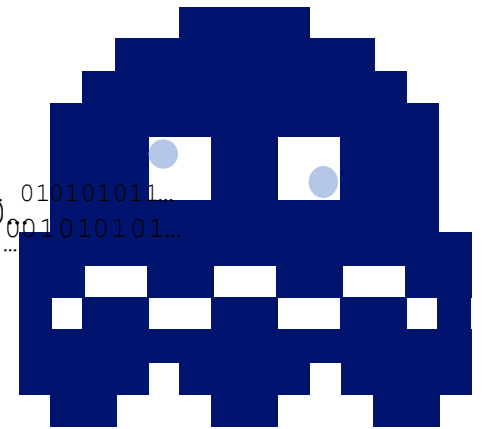
Unexplained rest



feed the data harmonization monster.



11001010101... 010101011... 010101010101111... 1101010... 11001010101... 010101011...
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powerful backend.

Data Provider

Plan Data Deliveries 	Data Delivery Monitor 
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Full control of your data deliveries

Global Market Data Provider

Define Consolidation 	Define Extrapolation 	Define Time Split 	Define Weighting Factors 
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Define your time split

Global Market Data Supervisor

Manage Publishing Groups 	Release Data for Global Reporting 	Publish Data 	Location Work Items 	Process Monitor 
--	---	--	---	---

Release & publish according to your schedule

Product Harmonization User

Product Work Items 	Product Worklist 	Map Products 	Mass Change of Harmonized Products 	Search Source Products 	Define Allowed Product Attributes 	Derive Harmonized Product Attributes 
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Map & harmonize your data

global whitebook.

Category Overview

CATEGORY	SUB-CATEGORY	SEGMENT
1. Hand Body	1.1 Hand 1.2 Body APC	1.1 Hand 1.2.1 Body 1.2.2 APC
2. Face	2.1 Face Care 2.2 Face Cleansing	2.1 Face Care 2.2 Face Cleansing
3. Baby	3.1 Baby Care 3.2 Baby Cleansing 3.3 Baby Wipes	3.1 Baby Care 3.2 Baby Cleansing 3.3 Baby Wipes
4. Sun	4.1 Protection 4.2 After Sun	4.1 Protection 4.2 After Sun
5. <u>Men</u>	5.1 Men Face Care 5.2 After Shave 5.3 Shaving	5.1.1 Men Moisturizer 5.1.2 Men Cleansing 5.2 After Shave 5.3 Shaving
6. Deo	6.1 Female Unisex 6.2 Male	6.1 <u>Female Unisex</u> 6.2 Male
7. <u>Body Cleansing</u>	7.1 Bath Shower 7.2 Soap 7.3 Intimate	7.1.1 Bath 7.1.2 Shower 7.2 Soap 7.3 Intimate
8. Hair	8.1 Hair Care 8.2 Hair Styling	8.1.1 Shampoo 8.1.2 Conditioner 8.1.3 Treatment 8.2.1 Gel Cream Wax 8.2.2 Foam 8.2.3 Spray
9. Lip	9. Lip	9. Lip

- >> Chapter 1
Benefit for you
- >> Chapter 2
Structure & Content of
Delivery
- >> Chapter 3
Product
- >> Chapter 4
Market
- >> Chapter 5
Fact
- >> Chapter 6
Time

GLOBAL
WHITE BOOK

>> DEFINITION OF THE GLOBAL MARKET

Published: September 2014

12

GLOBAL
WHITE BOOK

>> DEFINITION OF THE NIVEA RELEVANT
GLOBAL CATEGORIES

Published: September 2014

across

> 50



countries.

**across
multiple
data sources.**

nielsen
.....

 IRI
Growth delivered.

KANTAR MEDIA

imshealth™

Aztec
Australia



Nielsen
Media Research

 AccuWeather

 DataOrbis