POI
PROMOTION OPTIMIZATION INSTITUTE

Promotion Optimization Institute, LLC

Re-Engineering Trade Promotions from a Cost of Doing Business to an Investment in Profitable Growth

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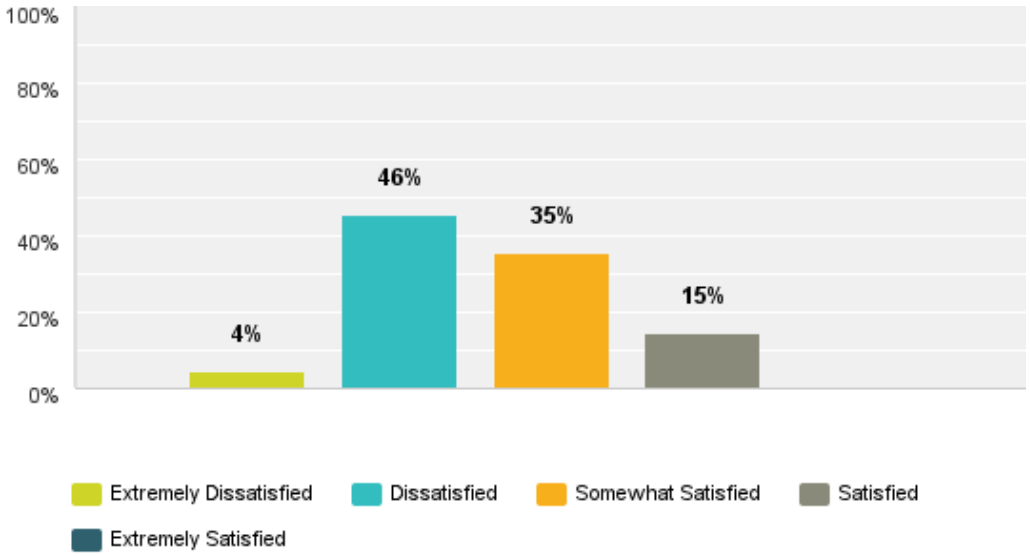
Executive Summary

The consumer goods industry continues to struggle with promotions that are created to actually drive incremental growth and profit. This is despite many years of focusing time and resources on the problem. However, new ways of utilizing a more complete set of timely, Integrated Causal Data can vastly improve the execution of better trade promotions from the creation of a "smarter" offer, to monitoring how it is performing along the way, and finally, to ensuring that there is ample product on the shelf to meet demand. Thus, the data being infused into the TPM process is the key component in improving the entire cycle of managing promotions and creating a significant competitive advantage for those manufacturers that can do so.

Size of the Problem

It is widely known that most trade promotions do not achieve positive ROI and that spending on such promotions comprises an average 25% of revenues across the industry. To dimensionalize the problem/opportunity, we surveyed the most appropriate critics: the consumer goods companies that are engaged in the trade promotion process. Here is what we at the Promotion Optimization Institute (POI) found:

Chart 1. Responses to the statement: "You are satisfied with your ability to manage trade promotions."



Source: POI Research. "2016/2017 TPx and Retail Execution Survey".

Of the 77 consumer goods companies of various sizes and geographic scopes that we surveyed in late 2016/early 2017, only 15% are "satisfied." It is very telling that none said they are "very satisfied." Since we would argue that "somewhat satisfied" indicates room for improvement, there is still much to be done and money to be made through a new approach, which we believe to be analytically and data-driven.

Furthermore, these numbers are not improving. The POI executed the same survey for 2015 and found that 21% were satisfied. A decline in satisfaction from 21% to 15% is certainly cause for concern.

Here we explore how utilizing a robust set of Integrated Causal Data plays a significant role in improving the entire promotional cycle from planning to executing to monitoring to evaluating and optimizing promotions.

What Are the Elements of Integrated Causal Data Required for Data-driven TPM?

First of all, we need to define "Integrated Causal Data." By this, we mean the full complement of internal, external, and third party data that materially influences a promotional outcome. It is important to establish that this key causal data takes many forms and levels of aggregation. Thus, it needs to be accessible in a single source as opposed to in silos, which is so often the case. Some people immediately assume that causal data is limited to terms like "POS" or "shipment" data, but actually there is significantly more to it than this. We have also found that data sets can be enriched by combining them with others to provide a more ample picture of promotion and distribution. Here are some basic examples of a robust set of Integrated Causal Data that can drive a smarter, better promotion. We also provide a brief explanation of why each might be included as a key causal factor:

... key causal data takes many forms and levels of aggregation. Thus, it needs to be accessible in a single source as opposed to in silos, which is so often the case.

a. **Scan/no-scan data** — Scan data is also called POS, ePOS, or "sell out" data in some parts of the world. It is the best indicator of what actually gets taken home by a shopper. It is a critical component for modeling a promotional outcome, monitoring the in-flight execution of a promotion, identifying which stores require a visit, and understanding the true ROI of a promotion after it has run. Conversely, no-scan data is critical to understanding where product is not available on the shelf, or where there may be compliance issues around executing a promotion.

b. **Internal data** — This takes various forms based on where the product sits in the supply chain and includes: shipments, orders, production plans, finished goods inventory, retailer allotments, costs, and forecasts. Shipment data is the most common because it triggers the revenue cycle. Many of the other internal data types are key to understanding how the product is flowing in support of selling to and supporting retailers/customers/channel partners.

c. **Inventory/phantom inventory** — Similar to scan/no-scan data, this data type tells what retailers have — or believe they have — on hand. Knowing inventory levels can drive a host of decisions clear down to the store level. Also, knowing what retailers believe they have on hand (but actually do not) can help manufacturers to better serve them.

d. **Retailer replenishment** — This includes forecasts, stores currently selling, and carrying capacities (stock levels). These data types can be received on a store level and can trigger activities to improve promotion planning and execution.

e. **Wholesaler data/depletions** — In a multi-tiered distribution model that includes channel partners, this data offers insight into how product is moving downstream in situations where sell-out data may not be available. It includes both inventory and shipments (historical ship-to activity). It can be enlightening about retailer compliance, product availability, and how to best support promotions.

f. **Market data** — This can be any causal factor such as competitor promotions, demographics, events (like sporting or community events), current trends, social media, weather, or environmental factors (flu, pollen, etc.) that could have an impact on sales in general or a promotion in particular. Being able to evaluate and simulate these cause-and effect relationships can have a positive impact on promotional planning, in-flight analytics, and post event evaluation.

g. **Merchandiser visits, findings, and actions** — This includes empirical data collected internally or through a broker/sales agent or crowdsourced. Typically, it is causal data that cannot be gleaned other than through direct observation. However, it can be very powerful because of the ability to observe something at retail, process the implications, and act on it as quickly as possible. Examples include directly observed data about product on hand, product placement, signage, and so forth.

How Does the Infusion of Integrated Causal Data Alter the Course of Trade Promotions?

Both manufacturers and retailers agree that many promotions are ineffective. This has gone on for decades and spending on promotions has increased over time to a current industry average about 25% of revenues. Also, product availability, whether in support of a promotion or just on the shelf, has continually deteriorated over time. A study by Nielsen conducted in June of 2016 indicated that on shelf availability has declined by 38% in the last 3 years. We will look more deeply into the value of Integrated Causal Data in the next section, but first there are some factors that make it compelling, independent of the actual insights that it delivers, specifically:

1. It can be **nearly real time**. The frequency with which scan, weather, ERP, and some other data sets are updated is often a matter of seconds. This isn't to say that we can course-correct every few seconds, but that there is a constant source of fresh data available. In many cases, it isn't utilized at all. In others, it is only utilized episodically, perhaps after it has become stale. The key is to have the data available as often as it is required — and for it to be fully utilized.

Both manufacturers and retailers agree that many promotions are ineffective. This has gone on for decades and spending on promotions has increased over time.

2. It can be delivered to the place where the insight is needed or the action is to be taken. In the context of better managing trade promotions, this means the account manager can easily understand past, current, and future promotions from within the TPM system. No sorting through printouts or logging into a separate system. For a field sales person, it means being able to know what is happening at a store on today's route as of just a few minutes ago, in order to more effectively plan which stores to visit and what to do while there. It also means having store-level data that can turn insight into action during the actual store visit while the opportunity still exists. These are just a few examples. The key is where and how the information is delivered. Thus, real time and right location work together to be very powerful.

3. It has to cover as much of the market as possible. This means all stores as opposed to samples. It also means all channels and interactions, including cannibalization across channels, stores, and products. Otherwise, it is possible that inaccuracies drive the wrong impressions of outcomes, such as ROI, or the wrong actions are undertaken. One of the big gaps with respect to coverage is driven by differences in what is provided by syndicated data and "direct" POS data that is provided by a retailer. Because there is confusion about this aspect of market coverage, we provide the following chart to highlight the distinctions:

Chart 2. Differences between Syndicated and Direct POS data

	Direct POS	Syndicated Data
Timing	Near real-time	Latency of 1-4 weeks
Inventory Data	Store and DC level	None
Access Fees	None to Low	High
Competitive Data	Only if category captain	Yes

These distinctions are pretty compelling in how they do or do not combine to provide a complete view of the market with the competitor, inventory, and latency. And, as cost is a factor, it may impede the number of categories that can be purchased.

Now that we have established how Integrated Causal Data can drive insight at the right places and right times, we go further in outlining the value proposition as it relates to the common business processes related to actively managing trade promotions. We do so by posing the following question:

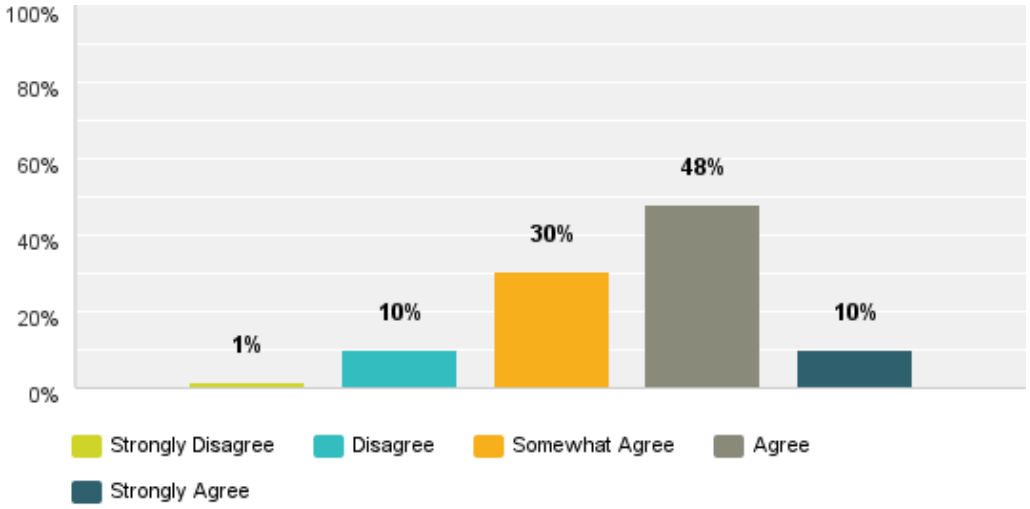
Where Are the Key "Value Areas" From Harnessing Robust, Integrated Causal Data in the Trade Promotion Process?

There are many value areas and here we address them in largely the same fashion as the "plan, execute, evaluate, repeat" cycle that is common today. We then add some narrative about how these promotions can be better managed through appropriate use of Integrated Causal Data by comparing current industry practices to data-driven TPM.

Value Area 1. Getting Serious about Manufacturer/Retailer Collaboration.

Current industry practices: Many trade promotions are copied from year to year and only perhaps modified slightly. Manufacturers operate with separate or incomplete data as compared to retailers. Retailers often execute promotions that are not consistent with what was agreed upon. This is sometimes referred to as "surprise promo." The information collected in the POI's 2016 survey (concluded in early 2017), entitled State of TPx and Retail Execution for Global Consumer Goods and Retail, as well as in the prior year's survey, highlights how widespread the surprise promo, or non-compliance, issue is. Here is what the data indicates:

Chart 3. Responses to the statement: You have issues with "putting together a good plan, but not getting retailers to execute it as agreed upon (in other words, having compliance issues)."



Source: POI Research. "2016/2017 TPx and Retail Execution Survey"

It is obvious that 89% of the 77 manufacturers surveyed have this problem. Basically, the retailer is often working off of a separate play book because there is no agreement on the data, strategy, or tactics. Hence, it is ripe for a new approach that will drive mutual profitability.

Rather than repeating a promotion year after year, there is an opportunity for better manufacturer/ retailer collaboration with common sets of data to understand historical performance.

Data-driven TPM best practice: Rather than repeating a promotion year after year, there is an opportunity for better manufacturer/retailer collaboration with common sets of data to understand historical performance. This can then be expanded to include the ability to be more predictive, which we will cover later. But the key lies in having the data, having it easily accessible within the TPM tool, and being able to share planning scenarios with a retailer that are fact-based and can form the basis of buy-in and agreement on the promotional details, thus reducing surprise promo or non-compliance. These capabilities form the distinction between winners and losers in the trade promotion game.

Value Area 2. Better pre-promotional preparation.

Current industry practices: Inadequately preparing for a promotion by not fully understanding product availability, products that are in distribution, and new product launch performance.

Data-driven TPM best practices: Having Integrated Causal Data at the store level is required to ensure that product is where it needs to be when it needs to be there, and if it is not then real-time data can help to make course corrections before the event is too far gone. This is a very active way of better managing a promotion early on as opposed to passively hoping that it gets executed correctly.

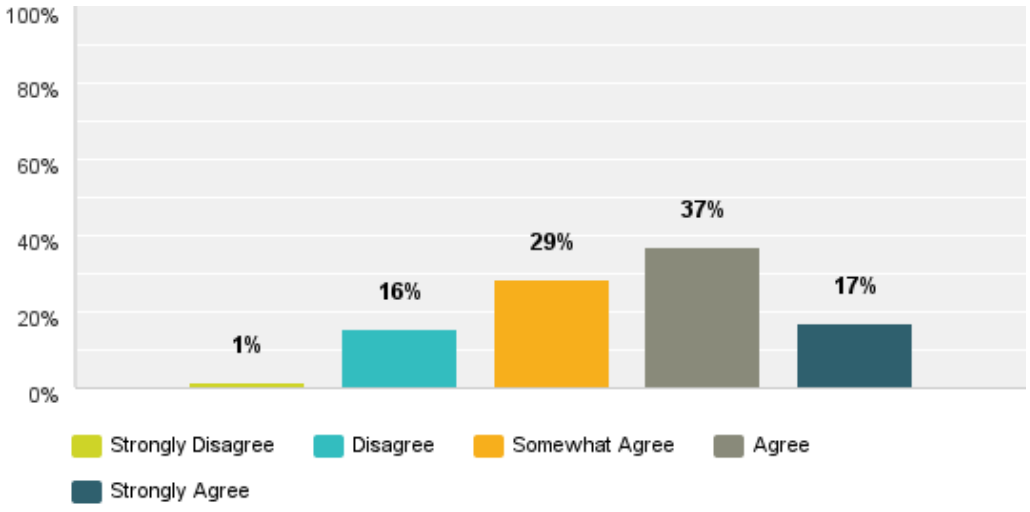
Once we have agreement on a promotion there is much to be done in the months that lead up to it. Consumer goods manufacturers have to work with their counterparts to ensure that the product-related factors are in place prior to the promotion. In some cases, promotional non-compliance may actually be caused by a chain of events triggered by the manufacturer.

Consider the case of a promotion that involves "shippers," temporary secondary display modules that are set up with product inside for an event and then discarded. If these cardboard displays are not received in time or the merchandising force doesn't get them from the back room and set them up in time, then the store manager may choose not to participate in the event. The same can be said for "void items," which are those that are approved for distribution but have to be delivered to the store and possibly "cut in" to the shelf layout by merchandisers.

Value Area 3. Better Ability to Monitor Promotions "In-flight" to Improve Compliance and Promotional Outcomes.

This is very similar to Value Area 2, but expands beyond the product availability dimension. It means being able to start a two-week promotion on a Monday and by Tuesday be able to know whether the price points are being achieved and whether the contractually agreed upon number of stores are participating in the promotion. It also means being able to contact the retailer partner to discuss how to address these issues before it is too late. The three components required to do this are availability (being able to see this data within the TPM tool as opposed to logging into some other source or viewing a paper report), latency (seeing it in, or near, real time), and accuracy (having clean data so as to avoid false indicators and wrong actions). Our recommendation for access is spelled out later and latency was stressed in Chart 1. What we know is that there are accuracy issues in the data. It is widely known that direct POS data from retailers must be cleansed and harmonized. The POI 2016/2017 survey data bears this out as follows:

Chart 4. Answers to the statement: You have "data quality issues from external sources such as POS (ePOS), syndicated data, etc."



Source: POI Research. "2016/2017 TPx and Retail Execution Survey".

Seeing that some 83% of respondents have this issue means that they are largely unable to evaluate a promotion in-flight and take appropriate actions. We have further validated this situation by looking at the results of the prior year's POI survey and found that it has actually gotten worse by going from 76% to 83% as respondents continue to say that they have data accuracy issues.

Thus, we believe that in-flight monitoring of promotions is critical to a more active and timely ability to drive maximum performance of a promotion. However, data accuracy is absolutely critical in doing so.

Value Area 4. Improving in-store execution through Retail Activity Optimization (RAO).

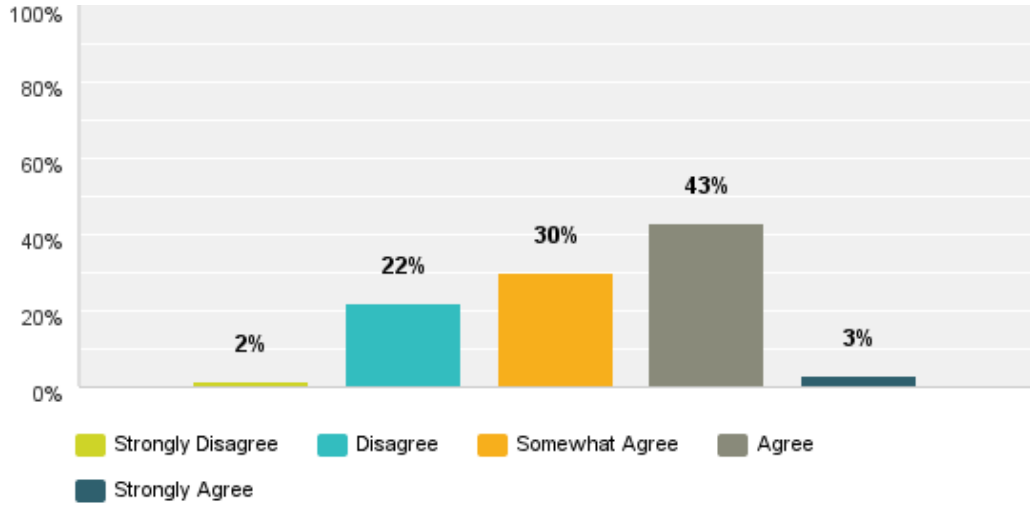
The premise behind RAO is that it uses store level data to send field sales people to the right stores to do the right things in the right sequence on a dynamic, daily basis.

Current industry practices: The vast majority of manufacturers and their sales agents execute an "out and back" series of visits that are largely the same from week to week. There is minimal-if-any information about the situation at an individual store level that is taken into account when planning which stores to visit. As a result, the bulk of their time is spent traveling from one location to the next only to find that a store did not actually require a visit.

Data-driven TPM best practices: The premise behind RAO is that it uses store level data to send field sales people to the right stores to do the right things in the right sequence on a dynamic, daily basis. The data is collected as close to the departure of the field sales person as possible to ensure that the insights into store conditions are as fresh as possible in order to yield the greatest return on the in-store efforts.

This is very much of an emerging area within salesforce automation so read on and don't panic in thinking that you have gotten left behind by your competitors. But, going back to our definition, the need for accurate and timely causal data can drive both greater effectiveness and efficiency at the store level. Our survey data bears this out because respondents tell us that their people need tools to help them to do more and to be more analytically empowered as follows:

Chart 5. Responses to the statement: You have "challenges finding tools that enhance worker productivity."



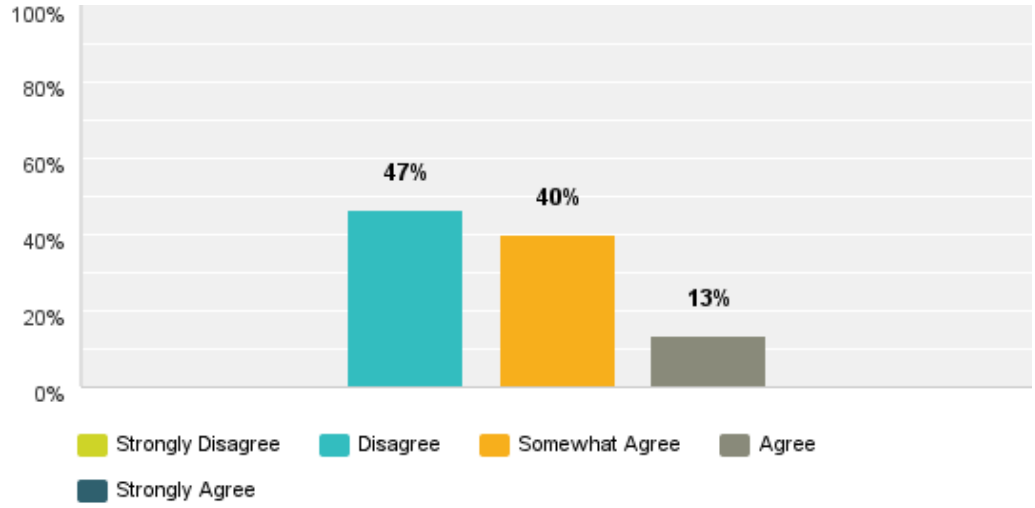
Source: POI Research. "2016/2017 TPx and Retail Execution Survey".

We know from our research that field personnel spend 40-60 percent of their time going from store to store. This is often described as "windshield time." In some markets, such as the Nordics, we have seen this go as high as 80% windshield time.

Therefore, the purpose of RAO is to send the merchandisers or other field sales personnel to the stores that need attention — as of first thing this morning — and indicate to them what needs to be done to yield the greatest return on the time and expense. It is also critical to make the routing dynamic so that they attend to the stores today in a logical and efficient sequence with the understanding that next week on the same day the stores visited and related routing could be totally different. We believe this is the epitome of enhanced sales productivity.

In addition to the productivity dimension, there is the need for the sales person to know what to do in a particular store. The survey data clearly indicates that they don't have the information that they need as follows:

Chart 6. Responses to the statement: "Your retail execution solution provides the analytical capabilities required to make appropriate decisions at the store level."



Source: POI Research. "2016/2017 TPx and Retail Execution Survey".

We contend that 87% do not have what they need to really execute at the store level. Even if you believe that "somewhat" having the right information to enable appropriate decisions is sufficient, then still 47% don't have what they need.

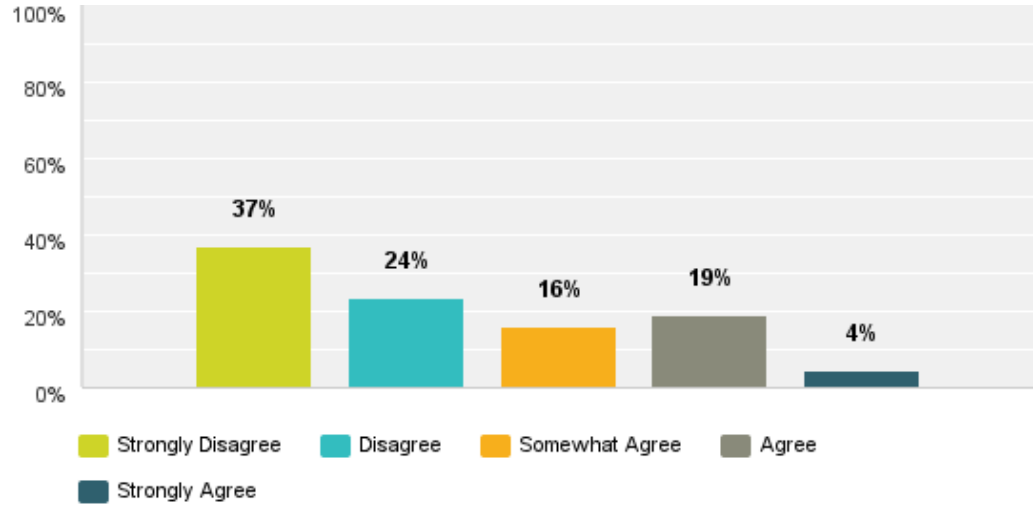
In defense of the retail execution solution providers, however, their role is to enable processes associated with planning and executing the store visit. They would be a conduit for providing the insight about what needs to be done at the store level as it is passed through to them from Integrated Causal Data that has had business rules applied to it to yield the insights.

The net is that using robust, Integrated Causal Data in field execution can greatly enhance the execution of promotions because it can enable getting field people into the stores that need the attention armed with insights that can really make a difference, thus improving promotional outcomes and ensuring better overall product distribution.

Value Area 5. Deeper and More Thorough Post Promotional Event Analysis.

Current industry practices: Our research indicates that the current obstacle to more meaningful post event analytics is that it largely lacks automation. We believe that most CG companies are able to manually evaluate the top 3 promotions at their top 5 customers. And because it is mostly a manual effort consisting of downloads to spreadsheets, it is going to be quite difficult to add in even sell-out data, let alone other causal factors. Here is what the research told us:

Chart 6. Responses to the statement: "Your post event analysis process is automated so that reports are automatically populated and you can view as many promotions as you want as often as you want."



Source: POI Research. "2016/2017 TPx and Retail Execution Survey".

As you can see, only 39% have some level of automation. We find it hard to believe that a company can "somewhat" view as many promotions as often as it wants, so we're more inclined to believe that only 23% have it automated enough to meet our definition.

Doing it manually is still not the answer. We at the Promotion Optimization Institute know of a few companies that have an entire organization dedicated to post event analytics. Others require the analysis to be done by the sales person. This is probably a key driver behind looking at only a few events at some key accounts. In the same survey about how the trade promotion management process is perceived, 80% of respondents agreed or strongly agreed that:

> *"The entire process of creating a promotional plan from budgeting to planning to execution to settlement to post event analytics takes a burdensome amount of time."*

Only 7% disagreed. The need for automation is very telling. More effort behind automation will allow for more ability to focus on what the data says as opposed to compiling it and making the field force feel that it is burdensome.

Data-driven TPM best practices: We believe that the only way to do true post event analysis is with the inclusion of robust, Integrated Causal Data. We recognize that in some go-to-market models, product categories, and geographies that is not possible. Nevertheless, in many contexts it is available, so we will focus our analysis here. The upshot is that it is necessary to evaluate a promotion beyond what was shipped to include what was actually scanned at retail. Additionally, the analysis should include broad causal factors that influence a promotional outcome such as:

i. **Product availability** — i.e. was the promotion flawed or was the actual issue a lack of product to support it?

ii. **Weather** — similarly, was there an adverse effect during the promotional period that kept people from shopping?

iii. **Store level compliance** — did the promotion not get executed as was agreed upon?

There could be other factors, but what we want to underscore here is that robust causal data includes more than just basic scanner data. It must be combined, or enriched, with other data to best establish causal relationships. This is a key feature of Integrated Causal Data. And we believe that this is best done within a TPM solution so that the sales executive can effectively close the loop from planning to execution to post event evaluation in a single location and thus set the stage for the next cycle and collaborative discussions with retailer partners.

Value Area 6. Driving better promotional outcomes through becoming predictive.

Current industry practices: The vast majority of CG companies we surveyed do not have predictive capabilities for promotional outcomes. The 2016/2017 POI survey indicates that only 17% say that they have these predictive capabilities. This creates a huge advantage for those companies that can bring them to bear on their promotional opportunities.

... the ability to be predictive can drive collaboration to new levels because it allows both trading partners to rally around a predictive outcome that they both believe in.

Data-driven TPM best practices: As we stated in Value Area 1, the basis for better collaboration is agreeing on what happened in the past and learning from it. But we additionally believe the ability to be predictive can drive collaboration to new levels because it allows both trading partners to rally around a predictive outcome that they both believe in. Much of the non-compliance from Chart 2 is the result of the retailer believing that some other course of action than what was agreed upon will yield better results. This isn't to say that applying predictive models to promotional outcome will immediately fix the problem. Trust in the ability to model must be earned over time. But once it is, there is a greater potential to stay the course and execute what has been agreed upon because both trading partners believe in the outcome.

What we have seen is that predictive models require clean and recent data in order to "optimize" a future promotion. This means getting experts involved who can prepare the data to feed into the predictive models. There is also much to be said about the modeling itself but that is out of scope. The important thing is that the role of Integrated Causal Data cannot be understated. It is the very core of becoming predictive. And becoming predictive is what will separate the winners from the losers.

Value Area 7. Being more surgical with digital marketing efforts.

Current industry practices: Digital marketing is largely disconnected from trade promotion. It is a hot topic today and will be into the foreseeable future. Yet at the POI Fall Annual Summit in November, 2016 a senior digital expert from a diverse, global consumer care company asked how many in the audience had a digital component to their trade promotion planning. He estimated that about 5% of hands went up. Perhaps attendees were bashful, but all indicators are that the linkage between traditional trade promotions and digital efforts is weak at best.

Managers and executives that have access to the data across their entire span of control can not only bring insights into the process, but can also hold their people accountable for outcomes.

Data-driven TPM best practices: Winners in trade promotion will use Integrated Causal Data to identify where to run digital coupons or social media campaigns to drive sales at specific stores or store clusters. The coupon redemptions can be loaded as a causal factor and enriched with other data such as scan/no scan to establish cause and effect relationships. There can also be greater linkage between stores in a region and social media campaigns. But, we believe that the combination of traditional and digital programs can be powerful as the Integrated Causal Data effectively links them into a greater whole.

Value Area 8. Enabling managers to be more effective.

Current industry practices: Silos of data, or the lack thereof, cause managers to lack visibility as to what is happening in the marketplace or within their area of responsibility. Where there is data, it has to be compiled manually so that a sales executive is able to take action in a timely manner or hold people accountable for promotional outcomes. The result is that retailers often dictate the strategies and tactics to the manufacturers, as we have already established.

Data-driven TPM best practices: Managers and executives that have access to the data across their entire span of control can not only bring insights into the process, but can also hold their people accountable for outcomes. However, the key is for them to have the requisite data with low amounts of lag time. This cuts across the entire trade promotions process to answer questions about their entire area of responsibility, such as:

- What is the status of each account plan that is currently under way?
- What were the results of previous promotions at the account level as well as in aggregate?
- What were the causal factors that drove both success and failure for individual promotions?
- How are KPIs trending for promotions on a daily basis?

And because this is an automated practice, it does not lend itself to manual errors when building custom aggregates by hand or to delays due to data latency. Managers will have what they need in order to be more involved in the business, have the access necessary to understand and glean insights, and can maintain proper accountability. This engenders trust in addition to increasing promotional growth and profitability.

Conclusion: So What Should I Do?

We conclude our analysis with a series of recommendations. We know every company is at a different phase in the journey to more profitable promotions, but we have found these steps to be common to many:

1. Seek to bring historical sell-out data into the planning process to plan a better promotion versus copying what was done the previous year. Most TPM solutions are quite flexible and can have fields or tabs added so that the sell-out results can be viewed graphically, aligned with the events calendar, or otherwise presented in a meaningful way.

2. Make 'in-flight' promotional monitoring a dashboard element in your TPM system so you can continuously monitor a promotion and take action while it is in play. Again, TPM solutions can be easily configured to add this view of the world. You will know you have "done it right" if an account executive (or manager) can see a dashboard element related to promotions currently running in a market place and see KPIs such as product availability, percentage of stores at a price point, or percentage of stores selling a new item. If not a dashboard item, then this information can be aligned with the promotional calendar so that the actuals can be seen as part of a hover or a drill down screen.

3. Enhance and automate your post event analytics capabilities to be able to look at as many promotions as you want as often as you want. Looking at 2-3 promotions for your top 5 accounts is not enough. And doing so with manual input into spreadsheets is time consuming and prone to errors. In addition, as part of the automation process, it is logical to utilize all the causal data to get a full picture of what happened and why.

4. Begin staging the key causal elements for daily use in your commercial systems for retail activity optimization, trade promotion activities, and other marketing spend optimization or ROI analytics. You will need to evaluate where to best stage it, but given that various systems including TPM, retail execution, and some flavors of joint business planning will require the data, it will just be a matter of a web services call or feed into such a system in the frequency and granularity required. This includes aggregated views that will be used by managers and executives as they increase their visibility into the process.

5. Get comfortable with predictive modeling and begin experimenting with how it can be used to understand promotional outcomes. But in particular, recognize that such models require clean and timely Integrated Causal Data.

6. Think more broadly about causal data than what went into the demand signal repository (DSR) of a decade ago. Such systems were typically purchased by the supply chain organization for a specific set of objectives. You will need to evaluate the accuracy of data in such systems as well as granularity of data and enrich it with other robust factors within that system or elsewhere. Don't allow yourself to be put off by somebody telling you, "We have a DSR so we are all set." What we are calling for here is a set of capabilities combined with expertise to support the promotional cycle, which is a far cry from what we see in most DSR appliances.

7. Consider ways to facilitate best practice transfer from the more advanced accounts to the less advanced. Not everybody gets the same level of data, granularity, or frequency, but there are still conversations to be had. Don't let perfect get in the way of good.

How Retail Velocity Delivers Against These Value Areas

Here we will outline the reasons why Retail Velocity is an excellent partner to help you along the journey. We believe you will find the following to be compelling and worth a further look:

1. Proven ability, over the course of 22 years, to acquire, cleanse, harmonize, and store data from most any source. This effectively reduces the "noise" from the data.
2. Experience over decades with data from key, as well as not-so-key, retail banners (not only in understanding data feeds, but coaching consumer goods companies on where to find such feeds).
3. Provides fast and easy deployment of turnkey applications and processes designed specifically for specific commercial use cases — no ETL required as it is embedded within solution.
4. Willingness and ability to embed the data/insights in your existing commercial systems. That means you can choose Retail Velocity as a unified analytics platform or just take a data feed into an existing TPM, retail execution, or other system. It all depends on your needs now and over time.
5. Expertise with data sets, such as inventory and replenishment data, which the traditional DSR players do not offer.
6. Ability to leverage existing OEM relationships with vendors such as SAP. In point of fact, Mr. Timo Wagenblatt, Head of Consumer Industries at SAP, when describing the role of the Retail Velocity within SAP TPM said:

   "Our Retail Velocity partnership is a key component of what SAP is calling its 'Trade Management Revolution.' The data streaming services of Retail Velocity will allow our joint customers to leverage POS and inventory data as well as any other causal factor in trade promotion planning and assortment decisions. This will ultimately facilitate significant improvements in joint business planning with all retail and channel partners."

7. Understanding of, and willingness to, enrich causal data with any other 3rd party causal factor such as weather, census data, consumer confidence index, etc.
8. Proven ability to overlay hierarchies/taxonomies onto data at the store level.
9. Ability to align all departments on a universal analytics platform which innately generates consensus on the validity of analytics and shortens time to execution driven by the analytics.

In summary, Retail Velocity is solely focused on providing robust, Integrated Causal Data in support of TPM. Ergo, it isn't just a product for them, but a passion. For more information, please reach out to:

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About the Author

Dale Hagemeyer leads the research, best practices, and advisory function at POI and has been active on the POI Board since its inception. Previously, he was a research vice president and managing vice president at Gartner for 15 years. There, he did research in the application of technology to the business processes of trade promotion and field sales automation for consumer goods manufacturers. Prior to Gartner, he spent 14 years in management positions related to the promotion and distribution of products at Sunbeam Corporation, The Quaker Oats Company, PepsiCo, Kraft Foods, and Kroger. He also fulfilled an international assignment in Mexico from 1995 to 1996. He has served on various industry advisory boards for trade associations and industry periodicals. He holds an undergraduate degree in finance from the University of Utah and an MBA from the University of Chicago.

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About the Promotion Optimization Institute (POI)

POI brings together manufacturers, retailers, solution providers, analysts, academics and other industry leaders with the specific objective of collaboratively improving the promotion and distribution of consumer goods. Members of POI share cross-functional best practices in both structured and informal settings.

Additionally, members benefit through our industry alliances, the Certified Collaborative Marketer (CCM)™ program, and industry-leading summits around the globe. POI aims to instill a financial and metrics-based discipline not typically found with other trade groups. The goal of our innovative approach is collaborative promotion optimization. The focus is on the customer/shopper through sales, marketing, and merchandising strategies. Executive advisory boards keep us apprised of industry needs and help us provide desired outcomes for members, sponsors, and academia.

For more information: Visit www.poinstitute.com

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