

# Mutinex

## 23.329/Marketing Mix Modeling/MSIA/SVC/TENDER Part 2 - Task 2

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**CUSTOMER**

TT DOTCOM SDN BHD

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**ATTENTION**

Andrew Yeoh

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**DATE**

December 2023

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**CONTACTS**

Adrian Romeo | Enterprise Account Executive  
+61 400 060 059  
adrian.romeo@mutinex.co

Kimon Tellidis | VP of Sales, APAC  
+61 406 477 740  
kimon.tellidis@mutinex.co

**[www.mutinex.co](http://www.mutinex.co)**

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**This submission is in three parts due to document size constraints of SRM Portal.**

**Task 1: Continued in Part 1 submitted with this document**

**Task 2: This document**

**Criteria: Continued in Part 3 submitted with this document**

## Task 2: Enhancing Customer Success and Interaction Model for Marketing Mix Modeling (MMM)

**Objective:** The primary objective of this task is to establish a robust and effective model for customer success and interaction with the Marketing team in the context of Marketing Mix Modeling (MMM). This involves defining the frequency and cadence of customer engagements, determining the service model (managed service or self-service), and strategically placing resources to ensure comprehensive coverage.

Mutinex operates a dedicated squad model and we have identified a team that has APAC experience, specifically to the Malaysian market, to help operate



The proposed team structure to support and partner with TIME dotCom and its agency partners to deliver success through the evolution of its MMM program is as follows;

### 1. Dedicated Customer Growth Specialist (expected to be Sydney based).

The Customer Growth Specialist is your day to day contact and your primary partner to drive value out of your MMM program, and will be with you from Day 1. They will be your internal teams and agency's go-to contact for any platform or broader MMM or MROI questions. They will serve as your 'voice' within the Mutinex organisation, ensuring any requirements, requests or recommendations are captured and passed-through to the relevant team(s).

### 2. Marketing Science Partner (expected to be Sydney based).

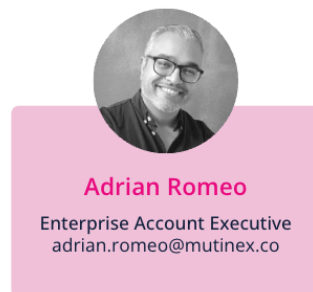
As part of your licence fee, you will have access to a Marketing Science specialist who will be responsible for insights presentations and discussion meetings quarterly, and will actively work with the Customer Growth Specialist and TIME dotCom's internal teams to ensure outside of these key milestones, there are actionable insights being delivered to the relevant teams on a monthly basis in line with each model refresh. The Marketing Science Partner has strong MMM experience, and will be a key resource to partnering with TIME dotCom to ensure you get the most value out of this program.

### 3. Marketing Data Analyst (expected to be Sydney Based).

The Marketing Data Analyst will be your engineering lead; a data and platform specialist who will work with you from Day 1 to ensure data decisions and ongoing data supply is managed in a way that ensures this program of work is flexible, scalable and automated where possible to remove the time, effort and cost typically associated with MMM programs. Their work will be split into two phases; 1) Onboarding and 2) Ongoing. Through onboarding their data expertise will ensure key data decisions that will impact hierarchy, granularity and insight are managed and covered with sufficient detail and consideration. Once live, their role will be to proactively work with TIME dotCom and its agency to identify new opportunities to streamline data supply and improve data-related decisions and processes.

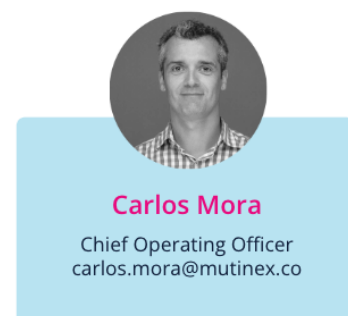


Your Account Executive supporting your discovery and solution design shall continue to support TIME dotCom ongoing as an extension of your core team led by AJ, to ensure your continued strategic alignment and the success of TIME dotCom's objectives.



There is a clear escalation path for TIME dotCom based on managerial and operational lines within Mutinex;

1. Jamee James - Manager, Account Management
2. Kimon Tellidis - VP of Sales, APAC
3. Carlos Mora - Chief Operating Officer



In addition, Mutinex co-founders Henry Innis (CEO) and Matt Farrugia (CCO) will be accessible through the SLT Steer Co, and may join other major milestones.

**Henry Innis**

Co-Founder  
Chief Executive Officer  
henry@mutinex.co

**Matt Farrugia**

Co-Founder  
Chief Customer Officer  
matt@mutinex.co

## 2.1 Identify key interaction touchpoints in the MMM journey

Your business and people have unique requirements, and our team has the strong experience and expertise to work together with you to map out an engagement plan specifically for TIME dotCom to deliver you an effective, efficient and world class MMM journey.

Our tailored engagement plan will provide both our teams with regular, timely meetings and interactions to service collaborative decision making, addressing any questions or concerns promptly, and ensuring progress towards successful actioning of insights to deliver your commercial growth.

Your implementation will kick off with three key workshops

1. Data & decision discovery workshop
2. Paid Media workshop
3. Non-paid media workshop

Each of these three key workshops serves the following purpose:

- Share an understanding your business and confirm key decisions that need to be driven by GrowthOS
- Share an understanding of what data is required to enable key decisions surfaced in our decision discovery
- identify and map out all key data requirements before we move into data provisioning together.

Once we've built your model and Time dotCom is live in GrowthOS, there are key three tiers to the engagement plan centred around the monthly optimisation cadence at which your data refreshes;

1. Monthly office hours
2. Quarterly deep dives / support
3. Data reliability and governance

We ensure we are continually supporting developing the capability of both your internal teams and agency to run regular incrementality and uplift tests leveraging your MMM data from GrowthOS to drive greater efficiency and growth from your marketing investment. The typical rhythm and cadence in which we envisage GrowthOS to support your regular decision making is as follows:

### Monthly

- Incrementality/uplift studies; Meta/holistic analysis to optimise media mix effectively.
- Bespoke dashboarding outside Mutinex platform for tailored insights around contribution.
- Audience/propensity modelling to drive engagement and conversion rates.

### Quarterly

- Capture which media delivers the highest contribution to marketing revenue across brand and conversion activities to inform budget allocations and strategy.
- Optimal mix of channels to achieve revenue targets or highest ROI for budget.

### Bi-annual

- Evaluate and learn from how bigger shifts in strategic media decisions perform and impact member acquisition.
- Surface risks and opportunities presented on major changes to media/ flighting which can impact ROI.

### Annual

- Support TIME dotCom's strategic annual business planning.
- Future budget mapping to new subscriber acquisition and revenue goals for brand-led activity.

We also propose a Quarterly Steering Committee (Steer Co) with TIME dotCom's key stakeholders. The purpose of the steer co is to ensure at a senior executive and leadership level:

- There are open lines of communication;
- Clear visibility on milestones;
- Direct pathway to escalation; and
- Regular insight and decisions are reviewed at a much broader strategic level to drive even greater efficiency and growth from your marketing investment through thought leadership.

This session will include one of Mutinex's Executive Team (CEO, CCO or COO).

There are several key touchpoints in your successful MMM journey which will form part of TIME dotCom's ongoing and regular engagement with Mutinex to share knowledge and expertise between our businesses as well as drive your marketing decisioning to optimise for growth. These will include:

**Upfront Sessions:** GrowthOS Showcase, Decisions Workshop

**Building Data Confidence:** Data Manifest, Data Tracker, Governance Reporting, Data Workshop

**Enablement:** Platform Training, Learning Centre, Email and recent learnings, Webinar Series

**Decisioning:** Insight Videos, Portfolio Reviews, Office Hours Agency Alignment

## 2.2 Determine the frequency and cadence of customer engagements at each stage.

We have a dedicated enterprise support model which exists to ensure not simply dedicated regular communication, but collaboration and knowledge sharing at the frequency and cadence you desire.

Resource requirements vary by organisation, but generally speaking, the frequency and cadence profile of our collaboration together can be expected as follows;

- You will meet with your Customer Growth Specialist, your primary contact dedicated to your success from our solution at least once or twice a month around your decisioning, and questions regarding GrowthOS and/or the outputs/inputs of its model.
- You will also regularly meet with your Marketing Science Partner on a monthly basis to support your successful usage of the platform, to maximise decisioning opportunities from the latest monthly refreshes of your data, and to drive capability uplift from training throughout your team (and agency) to ensure value is continually extracted from GrowthOS through tailored training
- Your marketing data analyst leads data provisioning across your onboarding and regular monthly data refreshes. We also expect you would meet at least once a month to discuss current and ongoing data requirements and importantly to provide guidance and access to ensure your data currency and quality is ready for GrowthOS to model.

Your Customer Growth Specialist will establish and tailor an engagement plan together with your team to best suit the needs of TIME dotCom for implementing our GrowthOS solution into its workflow.

The below is a proposed and DRAFT SAMPLE approach for how we would structure this for TIME dotCom which will be developed and confirmed following kick-off once all requirements, roles and responsibilities have been identified/confirmed:

**Engagement Plan (DRAFT SAMPLE PLAN ONLY) including key engagements and cadence**

## Upfront Sessions

### 1. GrowthOS Showcase

**Objectives:** To showcase GrowthOS to the marketing and brand teams

**Key Topics:**

- Comparing the performance of ATL vs BTL.
- Understanding the relationship between channels and how best to optimise performance.
- Deep dive into channel investment
- How to address internal questions about marketing investment and report using GrowthOS

**Outcomes:** Build confidence in the team in pulling insights from GrowthOS and interpreting data presented in the platform.

### 2. Decisions Workshop

**Objectives:** A live session with marketing science to address questions around channel choice, product and investment.

**Key Topics:**

**Product**

- Look at key products and identify optimisations to be made.
- Understanding the role of brand marketing and illustrating how it supports all product lines.

**Budget**

- Demonstrate the value of marketing in key business metrics and show its contribution to sales.
- Provide optimal spend levels for marketing to hit growth targets.

**Outcomes:** We will equip SAMPLE to make informed decisions and provide solutions in business metrics that can be communicated to the wider business.

## Workstream 1: Building Data Confidence

Touchpoint	Cadence	Description	Outcome	Partners
<b>Data Manifest</b>	Ongoing	Document in SharePoint.	Source of truth for all data requirements.	SAMPLE
<b>Data Tracker</b>	Ongoing	A live document that is updated for each monthly refresh.	Give visibility on data being provided.	SAMPLE
<b>Governance Reporting</b>	Quarterly	Quarterly update including Governance reporting, feedback on data quality and critical model updates.	Provide confidence and understanding of the model, data and outputs.	SAMPLE
<b>Data Workshop</b>	Biannual	Deep dive into the methodology, best practice data supply, output explanation and live run-through of mapping.	Understanding why data is supplied and the impact it has on the platform.	SAMPLE

## Workstream 2: Enablement

Touchpoint	Cadence	Description
<b>Platform Training</b>	As required	Use case based training to help your team see immediate impact, and help you unlock value leveraging GrowthOS and your data.
<b>Learning Centre</b>	On Demand	The Learning Centre is full of articles, videos and templates that you and your team can access on-demand at any time.
<b>Email and recent learnings</b>	Monthly	Exclusive market intelligence, group training and feature case studies sent to your inbox to stay up to date on industry trends and other successes we've seen.
<b>Webinar Series</b>	Fortnightly	Exclusive webinar series with a broad range of topics including product showcases, guidance on specific use cases and thought leadership with MMM leaders.

## Workstream 3: Making informed decisions

Touchpoint	Cadence	Description	Outcome	Partners
<b>Insight Videos</b>	Monthly (after each refresh)	Monthly snapshot videos identifying key insights and trends across all products.	Provide key takeouts on current data to support decision-making.	SAMPLE
<b>Portfolio Review</b>	Biannual	A formal review of the portfolio and marketing performance.	Present marketing results in business metrics.	SAMPLE
<b>Office Hours</b>	Monthly	An opportunity to raising advanced business questions.	Confidence built interpreting insights from GrowthOS.	SAMPLE
<b>Agency Alignment</b>	Quarterly	Provide support and understanding of GrowthOS.	Align on key objectives and support usage.	SAMPLE

### 2.3 Define the nature of interactions to ensure effective collaboration.

Our dedicated customer support model is designed to give TIME dotCom control over its support and user experience whilst at the same time providing a proven and successful framework to promote regular opportunities for effective engagement and decision making (as outlined in our previous responses to [2.1](#) and [2.2](#)).

Your team retains its autonomy in providing requests to share information with various members of Mutinex, specify preferences or recommendations, and sharing the important business context that only your team will know.

Our role is to listen, understand, and respond to your needs with a team providing you domain expertise around MMM to guide and advise, ensuring you get results from a collaborative and customer centric approach to deliver you the very best possible outcomes



The nature of our approach to your support model is designed to empower TIME dotCom with ongoing capability to leverage the full potential of optimisation from GrowthOS at convenience. Our team is committed to providing proactive guidance and support where needed for your team and agency village with understanding of how to use GrowthOS to inform tactical, strategic and commercial decisions to drive increases in MROI.

We've a clear understanding of the steps needed to ensure a balance between your empowerment and the availability of expert guidance when required. Our experience in delivering MMM seamless and efficiently in a collaborative environment is proven, and we have several customers that speak publicly about this.

 <p><b>Bupa</b> Clea Baker Head of Performance Media at Bupa Australia</p> <p>One of the biggest challenges with media mix models and the process of collecting data, aggregating it and applying statistical models is hugely time intensive, is costly, it requires a lot of manual resource and so having a tool like <u>Mutinex</u> streamlines a lot of those flows because you can connect and automate and manipulate the data in a more scalable way, and that is critical.</p> <p><small>Source: <a href="https://www.mi-3.com.au/20-10-2022/last-click-strikes-back-bupa-pet-circle-marketers-say-inflation-cost-cuts-will-push-cmos">https://www.mi-3.com.au/20-10-2022/last-click-strikes-back-bupa-pet-circle-marketers-say-inflation-cost-cuts-will-push-cmos</a></small></p>	 <p><b>CMC</b> cmc markets Liam Loan-Lack CMO</p> <p>I think <b>every client underestimates the pain and the effort of onboarding to something like this</b>", he says, "especially somewhere like CMC where we haven't done this before.</p> <p>While market mix modelling is new to CMC, Loan-Lack applied his previous experience in choosing a partner. By his estimation, the <b>onboarding process with Mutinex</b> has been roughly <b>15 per cent faster</b> than with other companies.</p> <p><small>Source: <a href="https://www.mi-3.com.au/15-05-2023/if-youre-investing-5-million-marketing-without-market-mix-model-its-amateur-hour-cmc">https://www.mi-3.com.au/15-05-2023/if-youre-investing-5-million-marketing-without-market-mix-model-its-amateur-hour-cmc</a></small></p>
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Quotes from articles published on [www.mi3.com.au](https://www.mi3.com.au) featuring our Customers [Clea Baker](#) and [Liam Loan-Lack](#), speaking about Mutinex GrowthOS

## 2.4 Assess the pros and cons of managed service and self-service approaches.

A self-service approach is not our recommended approach to the MMM space. This is because there is specialist expertise and capability required to upskill your team.

We focus on an Enterprise SaaS approach. This means you have dedicated resources around to help assist and drive your model, but you also have a platform that your team is capable of using and interpreting. This ensures the insights can be built collaboratively between the Mutinex Customer Squad and the TIME dotCom team.

We maintain a philosophy that the platform's UX standard, however, should be self-service in nature to allow you to effectively collaborate and build capability. A self-service approach is designed to streamline user experience, allowing TIME dotCom to independently access information on demand, and customise their marketing optimisation interactions within our GrowthOS platform.

We not only enhance user autonomy but create a collaborative ecosystem where TIME dotCom can actively participate in shaping their own experience. The self-service approach serves as a catalyst for engagement, encouraging users to share feedback, insights, ideation and best practice. It becomes a valuable source for innovation.

The following table outlines some of the advantages and risks of various service approaches:

**Advantages and risks of in-housing (self-sourced) vs outsourcing (managed service approach) MMM**

Criteria	In-house	Hybrid	Outsourced
<b>Experience</b>	Unless you hire a big team, experience with MMM will be limited.	Possible to 'buy in' experience but you need to do the work yourself.	Experience from other organisations like yours and adjacent categories.
<b>Tools and software</b>	Full control over modelling but all software requires experience and ongoing maintenance.	Modelling software like Lightweight MMM and Robyn are available, but you need specialist guidance and they have limitations/bias.	You'll get decision tools, but not necessarily the ability to rebuild whenever you like, or at appropriate frequency to reflect current activity.
<b>Access to data</b>	Standard data sources are available publicly.	Standard data sources are available publicly.	Fully automated collection and deep knowledge.
<b>Staff</b>	MMM skills are hard to hire and retain outside of specialist teams.	Access to a specialist 'buddy' helps retain MMM talent brought in.	Specialist MMM talent most comfortable amongst their peers.
<b>Business Knowledge</b>	In-housing guarantees knowledge of the business.	In-housing guarantees knowledge of the business.	Collaboration really matters. Some suppliers are better than others.
<b>Always Available</b>	Your employees can query the model at any time but results may not be timely.	Your employees can query the model at any time but results may not be timely.	Depends on the nature of contracts, but some suppliers charge for queries; working from an hourly rate with some faster than others.

☐ **Clear Risk**
☐ **Potential Risk**
☐ **Advantage**

With Mutinex, you receive the best of hybrid and outsourced:

- TIME dotCom receives all the benefits of the 'hybrid' approach; tools & software, business knowledge and always available (i.e. your support team)
- All the benefits (without the potential risks) of an 'outsourced' approach; experience from other organisations and teams just like yours, fully automated data collection and deep knowledge as well as specialist MMM talent that can support you as-needed against regular model refreshes at speed.

## 2.5 Develop a comprehensive plan for implementing the chosen service model.

Our previous responses in [2.1](#) and [2.2](#) have already in part shared with TIME dotCom detail around the comprehensive planning and implementation of our service model. Whilst we do have a good understanding of your requirements from your well structured RFP, our approach which has been key to both our success and our growth, is consistent and a path well trodden.

Our onboarding process is designed to be both efficient and effective. We understand the internal resource cost that can accompany any data project, and so we structure our onboarding to ensure we work through all key requirements in a manner that is respectful to your team's time and availability. We kick off with three key workshops designed to identify and map out all key data requirements before moving into data provisioning.

- We help identify decisions each of your brands and key stakeholders need to make
- We workshop how Paid Media data works
- We workshop how Non-Paid data works

We align these in a solution design around your decisions. Those three workshops define the broader business requirements, as well as inform the data requirements. From there we develop an agreed timeline for onboarding. Onboarding has two phases;

### 1. Data Provision

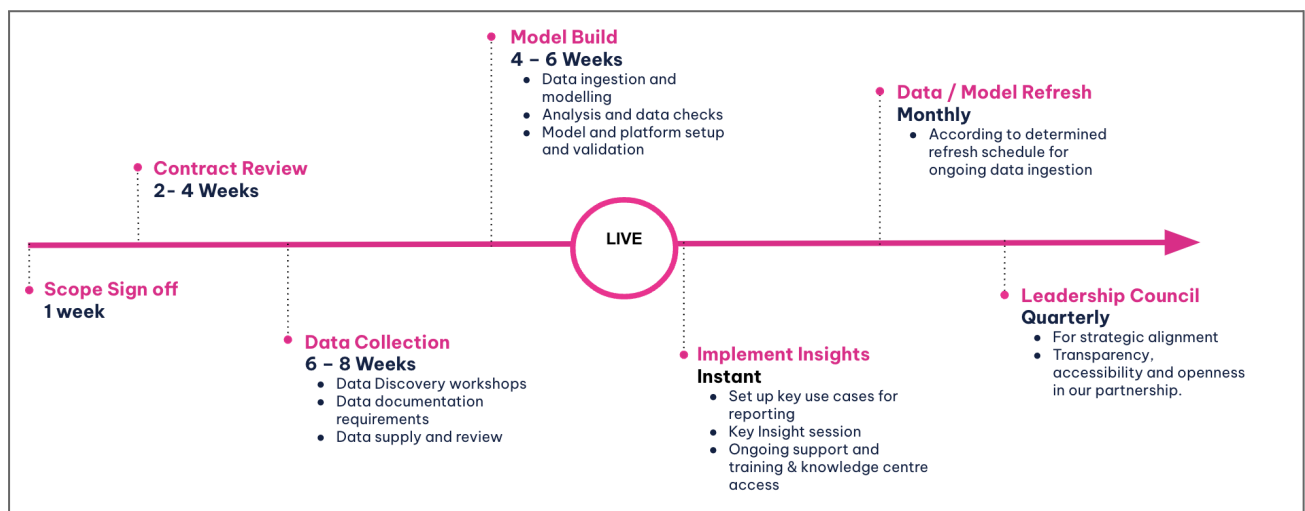
This includes the workshops and associated discussions and decisions, as well as data supply. This can range from 4 weeks to 14 weeks depending on diary availability for the workshops, and availability of data. Generally organisations who have done MMM previously have better data maturity and tend to average between 6 weeks to 10 weeks compared to those who have not done MMM previously.

### 2. Modelling and configuration

This is the work Mutinex does once receiving all data. This includes the modelling, model governance and configuration of GrowthOS. This process will take up to 4 weeks.

The following is an overview of the key steps and phasing of the onboarding TIME dotCom can expect from contract to onboarded and live.

### High-Level Project Plan



Our approach in this space is the most robust in-market when it comes to data collection and ingestion. Other vendors will promise aspirational timings, whereas we have consistently demonstrated successful execution of MMM implementation, i.e. Samsung (10 weeks end to end), ING (8 weeks end to end) and Youi (12 weeks end to end). Our capability in streamlining data provision processes, removing the time and cost on both your side and your agencies is second to none.

For starters, our preference to work off the source and not populated templates removes the time and cost associated with data provision that often accompanies MMM programs. One of our customers estimated that they had saved circa \$300,000 per year in the ongoing management and operation of their MMM program specific to data management when they moved from a different vendor to Mutinex.

We have three primary ways we manage the initial data provision as well as ongoing data supply

- APIs. Automated data transfer via APIs leveraging Supermetrics (SOC2 compliant) and other data platforms. This is designed to save you resource effort & costs.
- Cloud Transfer. If you have already some of your data in a data lake, we support secure (inc. SFTP and optional PGP) automated cloud data transfers to minimise effort and drive efficiency.
- DataOS. We have the first MMM-purpose built Data Management program. The interface allows users to upload any CSVs simply, easily and securely (data encrypted at rest, transfer using TLS, PGP supported) with guided and structured workflows to make that data model-ready without needing to spend vast amounts of internal hours and agency hours.

While the modelling is taking place, the Customer Growth Specialist and Marketing Science Partner will co-develop with you a training and support program. This generally involves two to three streams of activity;

**a) Insights and reporting cadence**

Defining frequency, format and priorities for reporting and insight generation. This can range from monthly tests and optimisations, to quarterly planning and forecasting, annual deep dives and so on.

**b) Training & knowledge development**

This often will involve both training & 'how to' for the GrowthOS platform, as well as more general thought leadership and MMM best practice. In addition to on demand resources (e.g. [How to turbocharge your media investment by focussing on brand building](#)) our team will work with you to identify how to lift understanding and familiarity with MMM across the wider business where deemed appropriate as we know this helps drive a better culture around marketing and media performance and growth, and our customers often comment that it also helps drive better engagement with the MMM program more generally.

**c) Model and program governance**

Developing a workflow for ensuring model governance and accuracy metrics are provided ongoing so that relevant TIME dotCom stakeholders (sometimes Finance can be part of this workstream too) are included. We see transparency in this area as key to driving broader believability and acceptance of MMM insights and decisions.

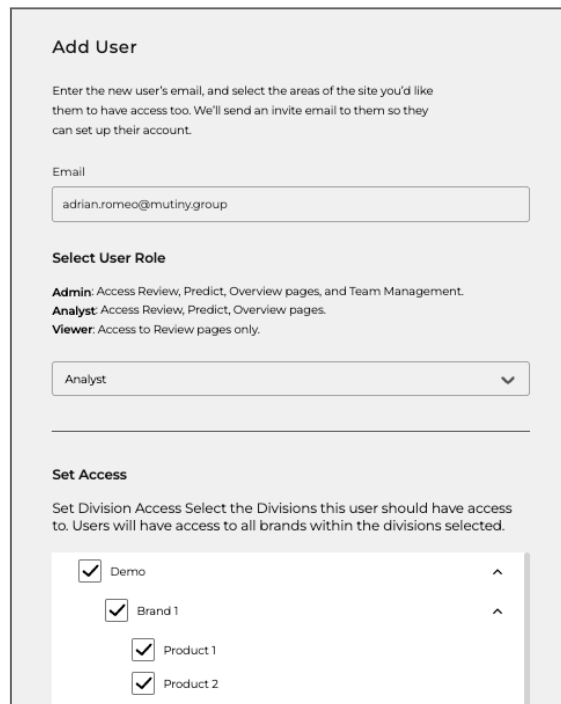
## 2.6 Communicate changes to stakeholders and initiate the transition process.

Mutinex GrowthOS maintains an easy, seamless transition process into your existing agency vendors by working collaboratively, openly and directly with them.

Subject to your permission, we would treat all of your agency partners as if they were our customer as well, as we know the importance of collaborating with your agency village dedicated to your success to ensure that you have the most effective distribution of insights.

### Sharing of data with agency partners

Within GrowthOS, TIME dotCom will be provided Team Management controls, whereby it can grant access to up to 20 users, including its agencies. The Admin panel shown below illustrates how each user can be granted access to specific business units, and sections within each business unit (eg Review, Predict etc.). This allows for faster, safer and more effective user management across all stakeholders within the business and your partners.



**Add User**

Enter the new user's email, and select the areas of the site you'd like them to have access too. We'll send an invite email to them so they can set up their account.

Email

adrian.romeo@mutiny.group

**Select User Role**

**Admin:** Access Review, Predict, Overview pages, and Team Management.  
**Analyst:** Access Review, Predict, Overview pages.  
**Viewer:** Access to Review pages only.

Analyst

**Set Access**

Set Division Access Select the Divisions this user should have access to. Users will have access to all brands within the divisions selected.

☒ Demo  
☒ Brand 1  
☒ Product 1  
☒ Product 2

Screen grab of GrowthOS's user access management functionality

### Working with Omnicom Group

We have a number of customers whose agencies are in the Omnicom Group (holding group of CHE Proximity and PHD). We work with both these agencies across a number of their clients, and our familiarity with their systems gives us confidence to commit to pushing data out of GrowthOS and into their Omni planning tools if desired. We're also confident in their quality of ability to leverage GrowthOS to support TIME dotCom's strategic ambitions.

We will aim to integrate seamlessly into your existing capabilities and agency village model. Click on the image below for a recent example of one OMG's agencies, Che Proximity (CHEP), featuring their Network Executive Head of Strategy, Lilian Sor, sharing how they've worked with us:

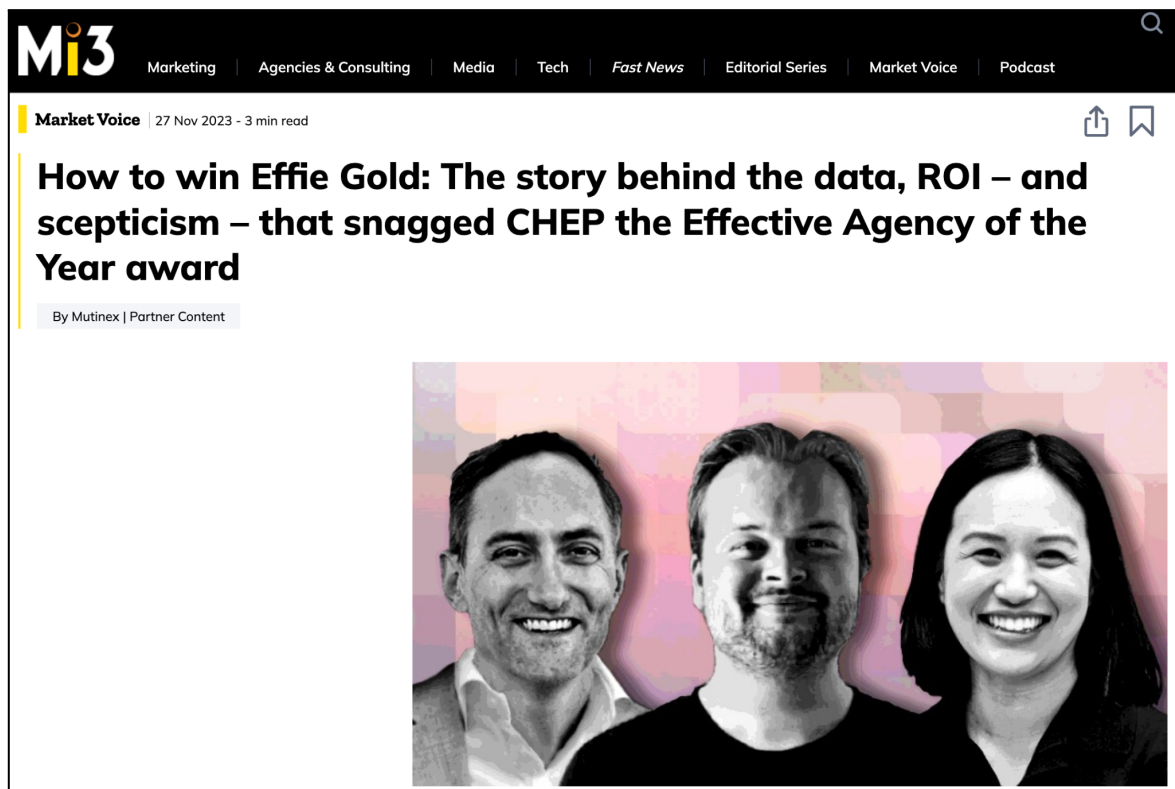


Image from article published on [www.mi3.com.au](http://www.mi3.com.au) featuring our Customer Carl Bunn of Samsung, with their Agency partner, Lilian Sor of CHEP speaking about using Mutinex GrowthOS for superior Marketing effectiveness.

### Testimonial from Jonathan Berger, General Manager - Retail Marketing at Che Proximity (CHEP):

"Mutiny have partnered collaboratively and constructively with myself and the CHEP team. They worked with us to rapidly on-board the Samsung client whilst keeping all CHEP leads on the journey – even crediting our data experts to the client as we worked together to make the process so smooth. Matt, Henry and team made great efforts to ensure CHEP had full access and understanding of the platform and its capabilities from the outset. Crucially they've empowered members of the CHEP team to immerse ourselves in the platform and we have begun to integrate the outputs into Pre, In-flight and Post Campaign planning and reporting in partnership with our client. This working relationship has been a real contrast to more traditional consulting solutions, which have tended to be less embedded into (or interested in) our agency's workflow. There's a genuine sense of partnership, honesty and respect."

We are also conscious that a transition to a new measurement framework fuelled by MROI growth with Mutinex GrowthOS will need to co-exist with any current and pre-existing last touch measurement framework. CPA models despite core issues retain some benefits, and though they fail to adequately account for the full market-mix (paid and owned media, and price), they do remain to serve tactically best used within digital channels, not to plan and allocate capital across brands or all channels.

Bringing this concept to life, this is how we see GrowthOS and CPA models co-existing:

### Mutinex GrowthOS (MMM) - all activities done monthly

Use GrowthOS to;

- Determine the true (incremental) impact of Marketing investment.
- Determine which channels drive the most value.
- Determine optimal channel and optimal levels of investment within every channel and points of diminishing returns
- Identify optimisation opportunities across all channels (including offline media) and tactics that deliver the most growth
- Measure the short and long term effects of Brand (brand equity tool), and which channels and tactics drive the most effect
- Measure and determine optimal mix of brand vs product marketing, and channel mix to improve media efficiency and growth
- Scenario plan different levels of investment and channel mix (predict tool at a channel level only)

#### CPA Model - all activities done daily/weekly

Use CPA model to;

- Sweat and optimise every dollar spent within a channel
- Sweat and optimise every trackable customer journey and/or conversion touchpoint to improve efficiency
- Optimise within channel, different assets daily/weekly to improve efficiency of that channel in real time
- Bring to life the channel plans based on the optimal channel mix and investment levels determined by GrowthOS. CPA will be key to building out channel plans to optimise efficiency and effectiveness of each channel.

## 2.7 Identify key roles and responsibilities in the MMM process.

The key roles and responsibilities in the MMM process at Mutinex are as follows.

- **Customer Growth Specialist:** Your day to day primary contact for any platform or broader MMM or MROI questions. They will ensure any requirements, requests or recommendations are captured and passed-through to the relevant team(s) at Mutinex and/or TIME dotCom stakeholders where relevant.
- **Marketing Science Partner:** Responsible for insights presentations and discussion meetings quarterly, and will actively work to ensure outside of these key milestones, there are actionable insights being delivered to the relevant teams on a monthly basis in line with each model refresh.
- **Marketing Data Analyst:** Ensure key data decisions that will impact hierarchy, granularity and insight are managed and covered with sufficient detail and consideration. Identify new opportunities to streamline data supply and improve data-related decisions and processes.

Key responsibilities around inputs and outputs for TIME dotCom include,

- **Data Analyst (TBC):** Data analyst to aggregate all historical data into DataOS for GrowthOS to analyse across all categories. This includes the organisation of all sales, finance and internal business data to supply to the model via data pipelines
- **Media Analyst (TBC):** Media Analyst to aggregate all Paid Media data not housed within the organisation. This includes updating all paid media data monthly or weekly.
- **Group Head of Marketing / Head of Performance & Insights:** Reviewing the CMO feature at regular periods to provide board-level commentary and insight, particularly around pricing and offers in context of media
- **Media Manager (TBC):** Generating insights and recommendations around media throughout the month to optimise investment.
- **Insights Manager (TBC):** Generating strategic insights off the platform to help businesses navigate key issues around media investment, pricing, consumer response and environmental factors

Key TIME dotCom stakeholders that will likely perform these key responsibilities include:

- Andrew Yeoh | Group Head of Marketing
- Melanie Ng | Head, Performance & Insights
- Kaylie Wong | Marketing Research & Insights Lead
- Raja Hairul Anwar | Senior Digital Strategist, Performance & Insights
- Christine Chew | Senior Performance Marketing Specialist
- Izzaz Iskander | Performance and Insights

At Mutinex we adopt a tried and tested RACI methodology for implementing our GrowthOS solution. The below is a proposed and draft approach for how we would structure this for TIME dotCom which will be updated following kick-off once all roles and responsibilities have been identified/confirmed:

#### Onboarding RACI (DRAFT PLAN ONLY)

Task	R (Responsible)	A (Accountable)	C (Consulted)	I (Informed)
<b>Pre-Kickoff:</b> Sales Handover/Customer brief to customer squad and introduce the customer squad to TIME dotCom	Sales	Sales	Customer Engineering, Data Science, Marketing Science, Sales	TIME dotCom
<b>Internal kickoff:</b> Internal squad kick-off meeting [domain knowledge + customer platform expectations]; schedule and conduct kick off meeting with TIME dotCom	Customer Growth	Customer Growth	TIME dotCom, Customer Engineering	Data Science, Sales
<b>All:</b> Provide fortnightly progress updates to the project sponsor at TIME dotCom	Customer Growth	Customer Growth	Customer Engineering, TIME dotCom, Sales	TIME dotCom
<b>Customer kickoff:</b> Finalise project plan + share with TIME dotCom	Customer Engineering	Customer Growth	Customer Growth, Data Science, Operations, Sales	Marketing Science, TIME dotCom
<b>Data discovery:</b> Schedule/Lead data discovery workshop, internal playback for alignment and brief on key outcomes/decisions, external playback to share key outcomes/decisions made in discovery with project sponsor at TIME dotCom	Customer Engineering, Customer Growth	Customer Growth	Data Science, Marketing Science, TIME dotCom, Customer Engineering	TIME dotCom, Customer Growth
<b>Q&amp;A (Data supply):</b> Data collection and feedback loop with TIME dotCom; questions from Time dotCom around data and future insight impact, project management (data delivery, issue management) with project sponsor at TIME dotCom	Customer Engineering	Customer Growth	Data Science, TIME dotCom, Media Agency	Customer Growth, TIME dotCom



<b>Data scouting:</b> Action the labelling tables and review with TIME dotCom; ensuring all key data decisions are documented in the Data Manifest.	Customer Engineering	Customer Engineering	Customer Growth, Data Science, Marketing Science, TIME dotCom, Media Agency	TIME dotCom
<b>Modelling:</b> Brief Enablement on key business objectives	Customer Growth	Customer Growth		Marketing Science
<b>Reveal (SOFT):</b> Schedule success planning session with Project Sponsor at TIME dotCom; build a joint success plan, schedule reveal with key project stakeholders, develop training/enablement plan for first 90 days, GrowthOS/model reveal meeting, data provisioning workshop (share best practices), build and share customer engagement plan (external) and account planning (internal)	Customer Growth, Customer Engineering	Customer Growth, Marketing Science	Customer Engineering, Data Science, TIME dotCom, Media Agency	Customer Growth, TIME dotCom, Media Agency, Sales

**Enablement/Adoption RACI (DRAFT PLAN ONLY)**

<b>Task</b>	<b>R</b> (Responsible)	<b>A</b> (Accountable)	<b>C</b> (Consulted)	<b>I</b> (Informed)
<b>Refresh (Data Expected):</b> Ensure TIME dotCom data supply and provisioning is seamless/organised as Mutinex best practice; confirm data supply deadlines with TIME dotCom, build refresh schedule, ensure data supply is as expected with any delays communicated with TIME dotCom	Customer Growth	Customer Engineering, Operations, TIME dotCom	Customer Engineering, Operations, TIME dotCom, Media Agency	TIME dotCom
<b>Refresh (Data Scouting/Ingest):</b> Collate and share with TIME dotCom any data gaps and issues identified, setting new deadlines if/when delays in data	Customer Engineering	Customer Growth, TIME dotCom	Customer Growth, TIME dotCom, Media Agency	Customer Growth, TIME dotCom



supply occur. Ingest and QA refresh data.				
<b>Refresh (Live):</b> Schedule monthly optimisation meetings; brief enablement on monthly optimisation requirements, provide insights / test recommendations, record test log and monitor performance, delivery of training as required to TIME dotCom	Customer Growth	Data Science, TIME dotCom	Data Science, TIME dotCom	Customer Growth, Marketing Science, TIME dotCom, Media Agency
<b>Ongoing (Weekly):</b> Facilitate weekly 'office hours' with TIME dotCom	Customer Growth	Customer Growth	Customer Growth	Customer Growth, TIME dotCom, Media Agency
<b>Ongoing (Quarterly):</b> Schedule Quarterly Reviews and brief internal teams on requirements, coordinate quarterly executive engagement from executive sponsors at TIME dotCom	Customer Growth	Marketing Science	Marketing Science	Sales

## 2.8 Assess whether resources will be internally managed or externally sourced.

Resources will be managed internally by Mutinex as the idea of outsourcing any aspect of an MMM program with external providers creates a clear risk to TIME dotCom entrusting us as a partner with the confidential nature of its data and strategic direction.

Internal management of TIME dotCom's MMM program ensures that our organisation retains full control and accountability over sensitive data; minimising/mitigating the exposure to potential data security risk associated with external parties. Internal management affords the ability to implement more stringent controls of data handling and compliance with organisational, industry and regulatory requirements.

Mutinex's belief is that MMM should be an internal capability and not something deferred to consultants. Our expectation is that vendors should provide comprehensive warranty against security breaches and data sovereignty needs arising from management of an MMM program. The most prudent approach in our view is to retain internal control, which not only ensures the highest level of data protection, security and data sovereignty, but also safeguard the foundation of our respective business operations.

That belief influences our product roadmap, our ways of working with your agencies and how we think about delivering value to all our customers and TIME dotCom. Our strategic direction to manage resources internally provides TIME dotCom with a dedicated and accountable team that is aligned on policy and security processes/procedures. This also gives you a specialist team that is well-versed in the intricacies of the marketing data landscape ensuring an understanding of the requirements and nuances of sales and marketing data sets.

## **2.9 Determine the optimal placement of resources to provide effective coverage.**

We know from experience, agencies and enterprises comprise diverse teams, operating at different speeds and used to different ways of working; with teams regularly spread across different locations and regions.

This requires a healthy mix of online, phone, email, video and in person that is flexible to the needs of individuals and for effective collaboration.

The majority of these interactions will be remotely over online video (with information sharing documented/centralised) which is generally the easiest way to accommodate bringing together various stakeholders working across different offices and homes for efficient collaboration and to remain closely aligned with your team. This approach will provide TIME dotCom with the flexibility for agile working and supporting immediate access for individuals and collectively as a team.

We're expecting TIME dotCom's Mutinex team to be based out of our Sydney Head Office, and throughout any year, operating on a two or three hour greater time zone difference with the TIME dotCom Malaysian team. This reflects the ability for organisations to work successfully together across the APAC region online, over the phone and in person which we would anticipate to form part of our engagement together.

This placement of resources by remaining closely aligned with teams remotely has proven to provide effective support coverage for the level of engagement and collaboration required to deliver successful MMM programs and support marketing channel optimisation for 80+ enterprise brands across Oceania, South East Asia and North America.

**CONTINUED IN PART 3**