

# Project Prosper

November 2023

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**DRAFT**

**BAIN & COMPANY** 

## A G E N D A

### Demographics

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NPS

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KPC

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Awareness and usage

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Switching

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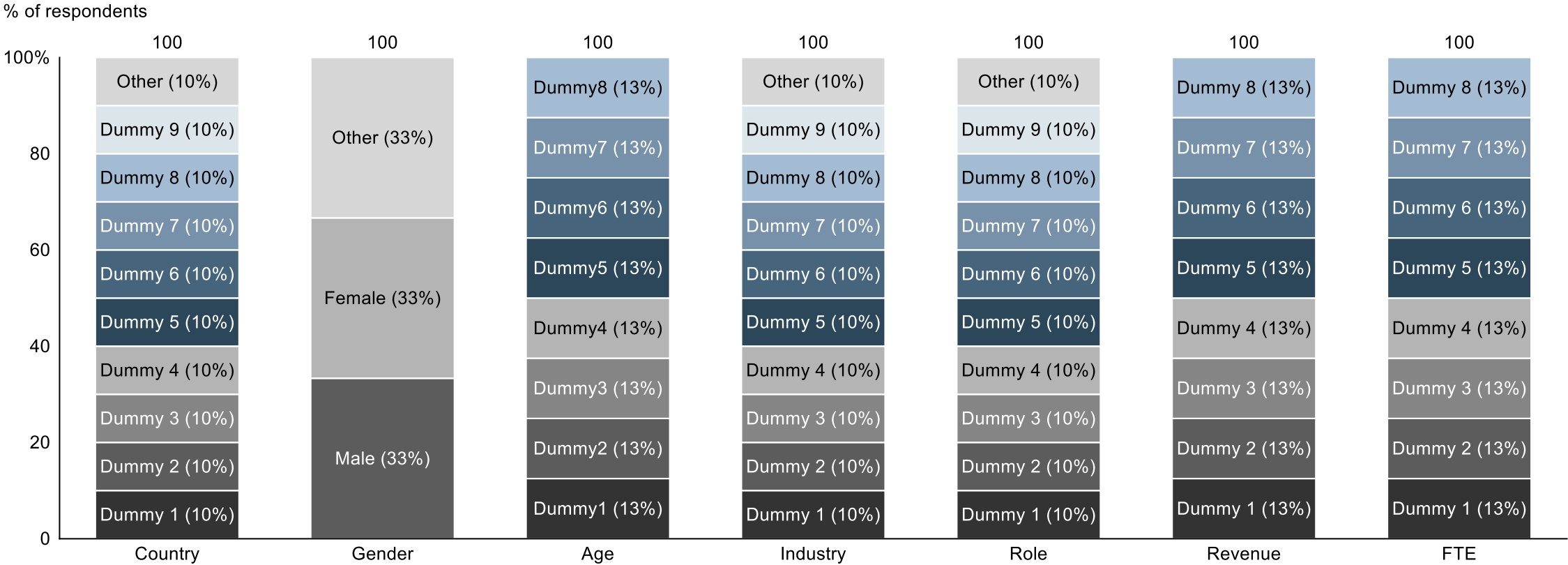
Price, Spend and SOW

# Demographics: Survey covers a diverse set of respondents across scale and industry groups

## DEMOGRAPHICS

/ PRELIMINARY

Q: In which country are you currently employed? Q: What is your gender? Q: How old are you? Q: Which of the following best describes the industry of your company? Q: Which of the following best describes your current role? Q: Approximately, what was your organization's total revenue in USD during 2021 Q: How many employees does your company approximately have globally?



Note:  
Source:

# Demographics: Survey covers a diverse set of respondents across gender, age, location, income and ethnic groups

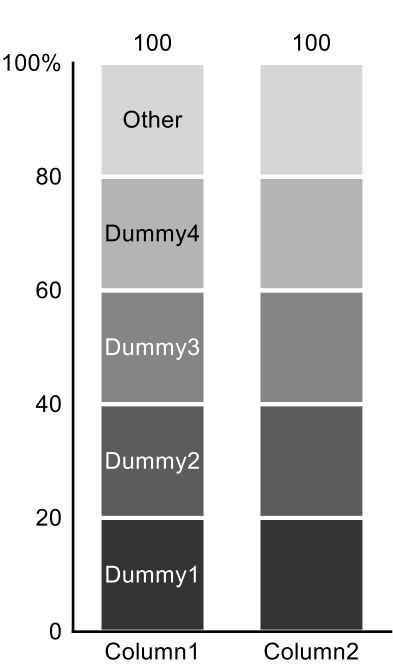
## DEMOGRAPHICS

/ PRELIMINARY

### Country

Q: In which country are you currently employed?

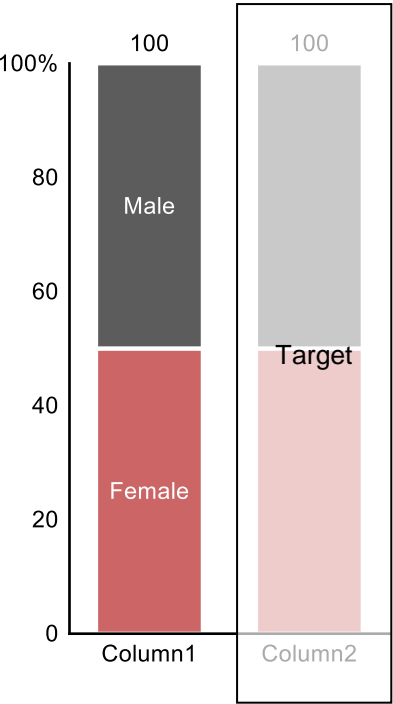
Location by province (%)



### Gender

Q: What is your gender?

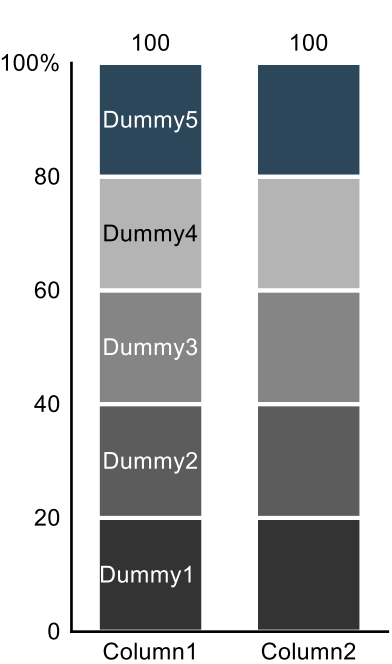
Gender distribution (%)



### Age

Q: How old are you?

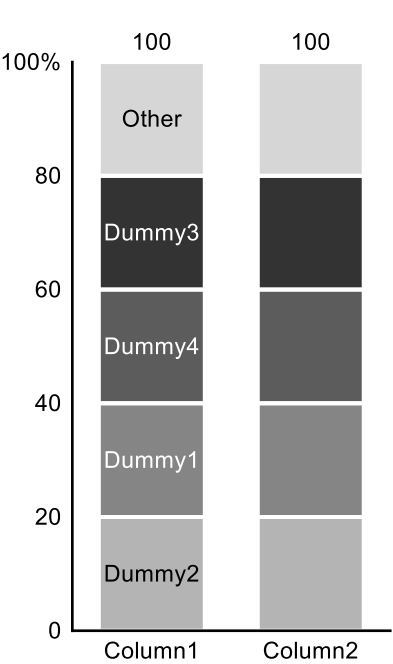
Age distribution (%)



### Industry

Q: Which of the following best describes the industry of your company?

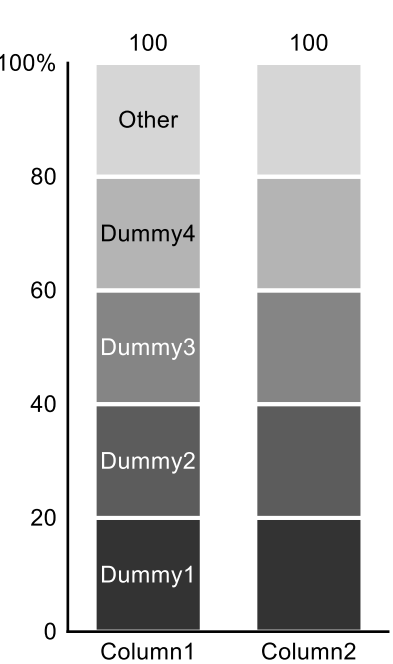
Industry distribution (%)



### Role

Q: Which of the following best describes your current role?

Role distribution (%)



Note:  
Source:

## A G E N D A

Demographics

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**NPS**

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KPC

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Awareness and usage

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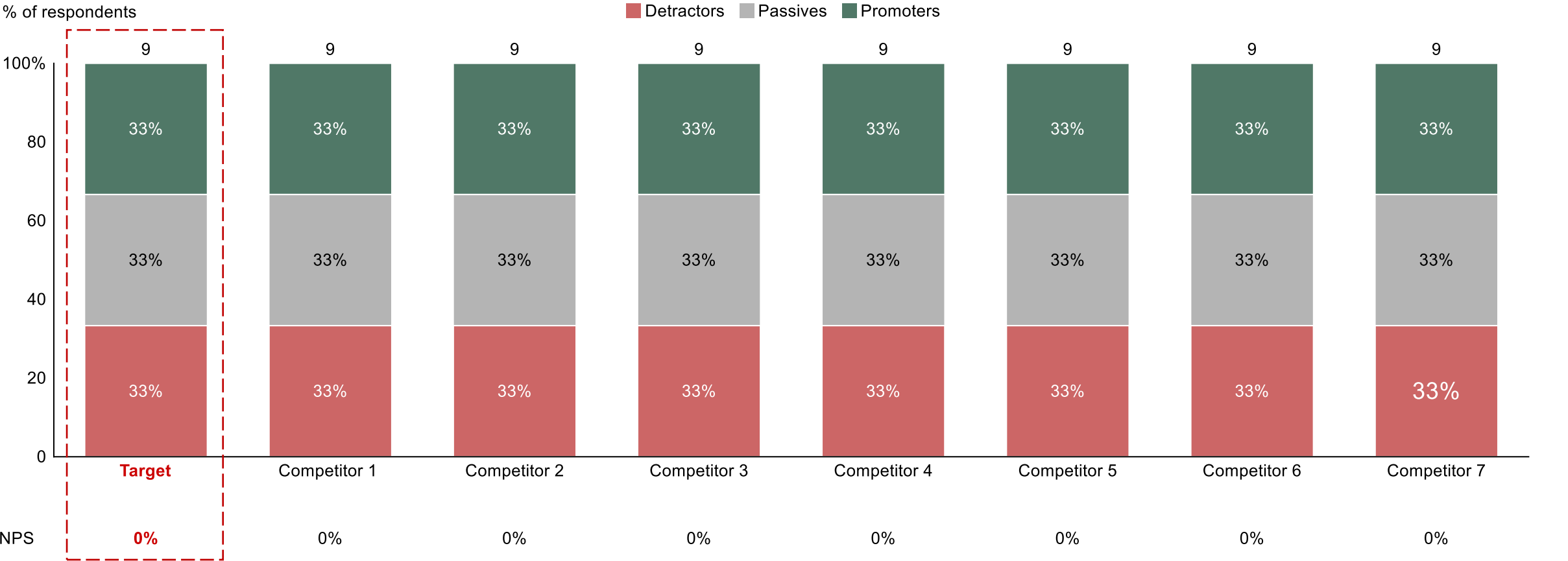
Switching

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Price, Spend and SOW

# Customer Advocacy: X middle of the pack on customer advocacy with ~X% NPS

Q: How likely are you to recommend <provider> to a colleague?

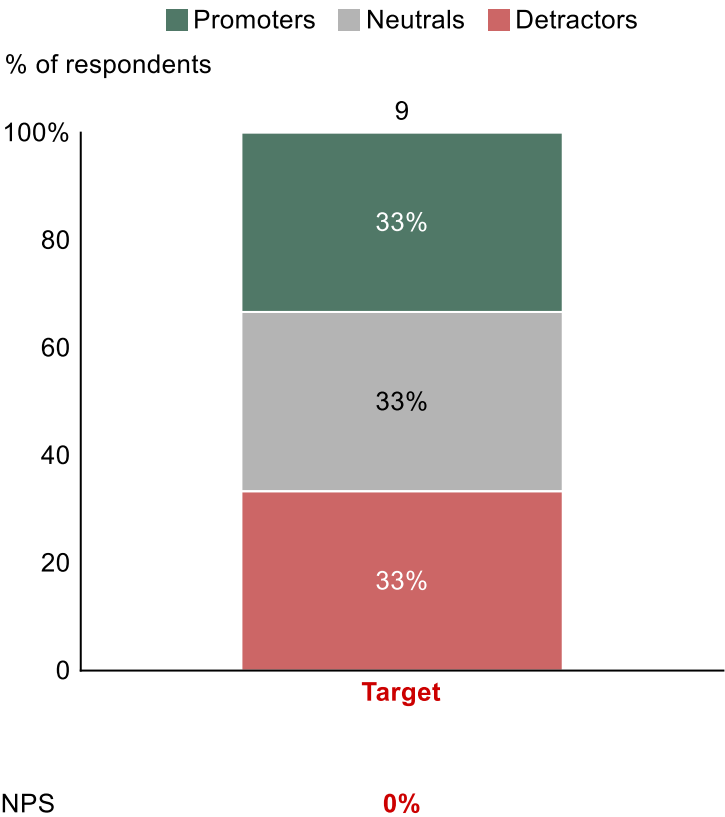


Note: Others and brands with N<X are hidden  
Source:

# Customer Advocacy: X's promoters praise x, y and z

## [Brand] NPS

Q: How *likely* are you to **recommend** <provider> to a colleague?



Source:

## NPS Commentary

Q: What are the **primary reasons** you gave **X** a score of <score>?

Promoters	<div>“Very <b>strong products, expertise and data usage.</b>”</div> <div>“Meets our <b>business needs.</b>”</div> <div>“<b>Amazing customer service.</b> Campaign insights and projections throughout the entire process. Able to sign an MSA with them to remove all minimum campaign spend thresholds.”</div> <div>“<b>Easy to work with.</b> They manage expectations well. <b>Fair pricing.</b>”</div>
Neutrals	<div>Blank – not updated</div> <div>“High impact formats and results are good.”</div> <div>“Happy with the <b>ROI.</b>”</div> <div>“Strong <b>multi-channel capabilities.</b> Good <b>insights available,</b> including audience analysis.”</div>
Detractors	<div>“Good service but <b>not so transparent.</b>”</div>

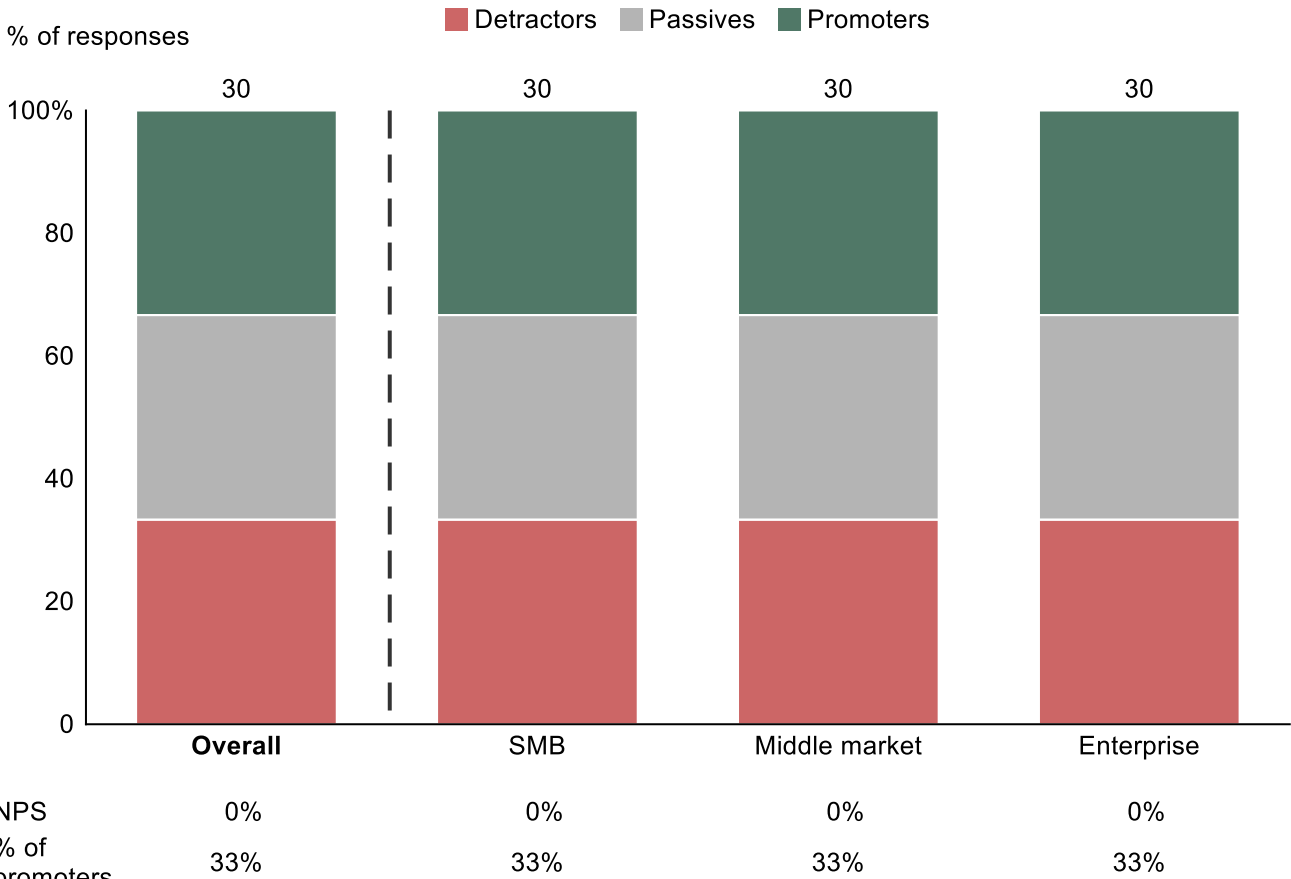
# Customer Advocacy: X performs best among [segment]; lags among Z driven by criticism of X

ADVOCACY

NPS - DRIVERS

## NPS

Q: How likely are you to recommend X to a colleague or industry peer for its solution?



Note:  
Source:

/ DIRECTIONAL / PRELIMINARY

## Commentary

Q: Why?

Client	Country	NPS	Voice of the client
Financial services SMB*	N/A	9	"During the initial implementation <b>there is a higher number of false positives.</b> "
Public Services SMB		8	" <b>Ease of use. Low human overhead</b> in managing the solution."
Technology SMB		8	" <b>Lower up-front investment.</b> "
Energy SMB		8	" <b>Reliable solution.</b> "
Telecom SMB*		8	" <b>Takes a lot of tweaking to set up</b> according to your specific needs."
Transportation SMB		7	" <b>Ease of use</b> compared to others. Most important - <b>support provided.</b> "
Chemicals SMB*	N/A	7	"You are able to monitor but <b>can't stop suspicious activity</b> with the software."
Consulting SMB		5	" <b>Expensive</b> , either need internal staff for the product or engage their SoC."
Retail SMB		5	" <b>Not decided if the cost is worth it</b> , we are likely to re-eval by year-end."
Technology SMB		4	" <b>Suspicious, it does not scale without remote services.</b> "













# Promoters | Users cite x, y and z alongside good overall experience

ADVOCACY

NPS - DRIVERS

/ DIRECTIONAL / PRELIMINARY

Respondent	Country	Industry	NPS	Voice of the client
Travel & hospitality SME		• Systems integration	10	"They saved me at our platform integration project after Deloitte failed. I am a strong supporter as they really deliver, also on the backend where Deloitte failed."
Large technology company		• Not specified	10	"Pelican delivered good implementation."
Large manufacturing company		• Not specified	9	"Very knowledgeable and service-oriented and strive towards the target in a quick and efficient manner."
Very large manufacturing company		• Not specified	8	"Good overall experience."
Small company		• Not specified	8	Blank – not updated "Super-knowledgeable staff and easy to work with, e.g. buy from."
Energy SME		• Not specified	7	"We are working with them now and have good experiences."
Logistics SME		• Not specified	5	"Pelican offered good solutions, showed mainly good commitment, they want and engage in finding solutions that suit us."
Small manufacturing company		• Not specified	5	"Pelican offered good service."
Logistics SME		• Not specified	4	"Very knowledgeable and service-oriented and strive towards the target in a quick and efficient manner."
Large bank		• Not specified	4	"Great service provider, good price/value offering, strong customer support."

Note:  
Source:

## A G E N D A

Demographics

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NPS

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**KPC**

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Awareness and usage

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Switching

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Price, Spend and SOW

# KPC: Indexed importance

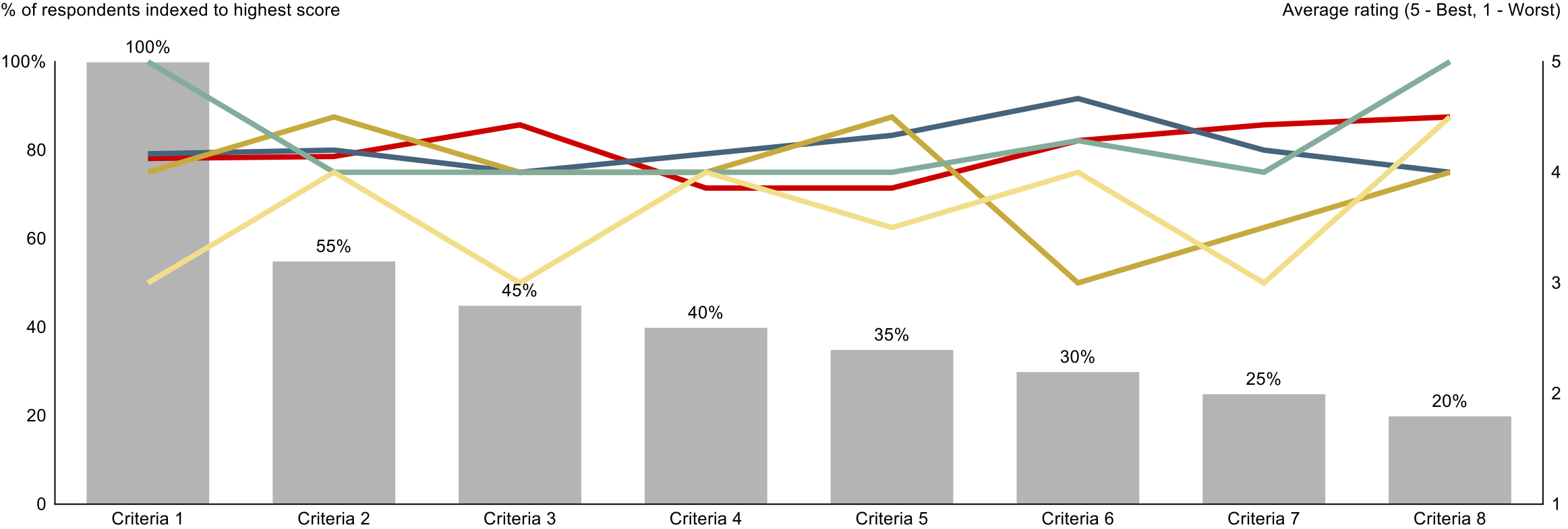
## KEY PURCHASING CRITERIA

/ PRELIMINARY

Q: What are **the most important criteria** when evaluating whether or not to use a particular provider?  
Q: For Dummy do you **rank their performance against the below criteria?**

Dummy Brand 1 Dummy Brand 2 Dummy Brand 3 Dummy Brand 4 Dummy Brand 5

Adding (N = XXX) for each brand optional



Source:

# KPC: Criteria importance not indexed (% of respondents)

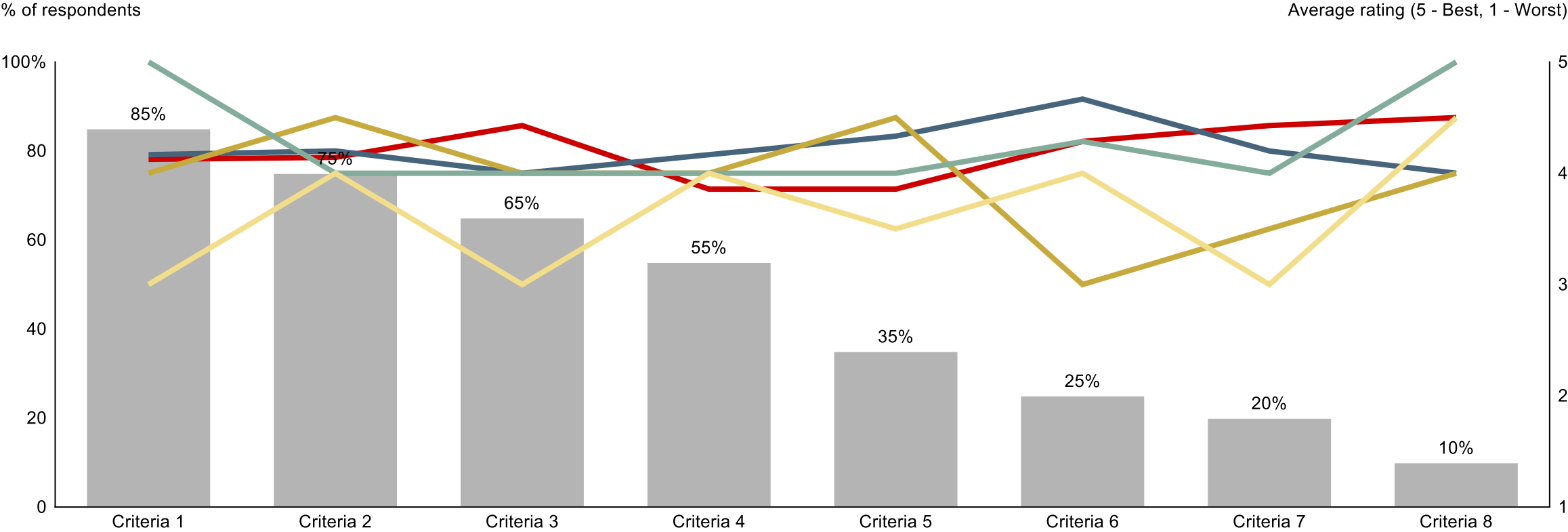
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Dummy Brand 1 Dummy Brand 2 Dummy Brand 3 Dummy Brand 4 Dummy Brand 5

Adding (N = XXX) for each brand optional



Source:

# KPC: Criteria importance not indexed (% of respondents) - Ranked

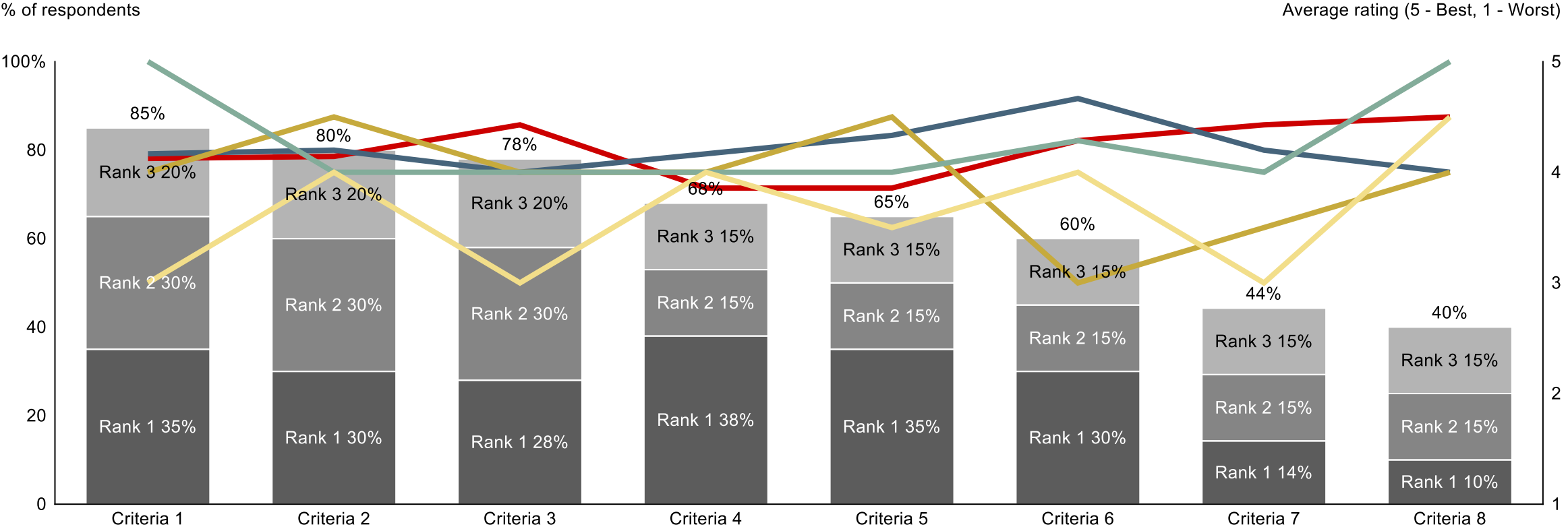
## KEY PURCHASING CRITERIA

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Adding (N = XXX) for each brand optional

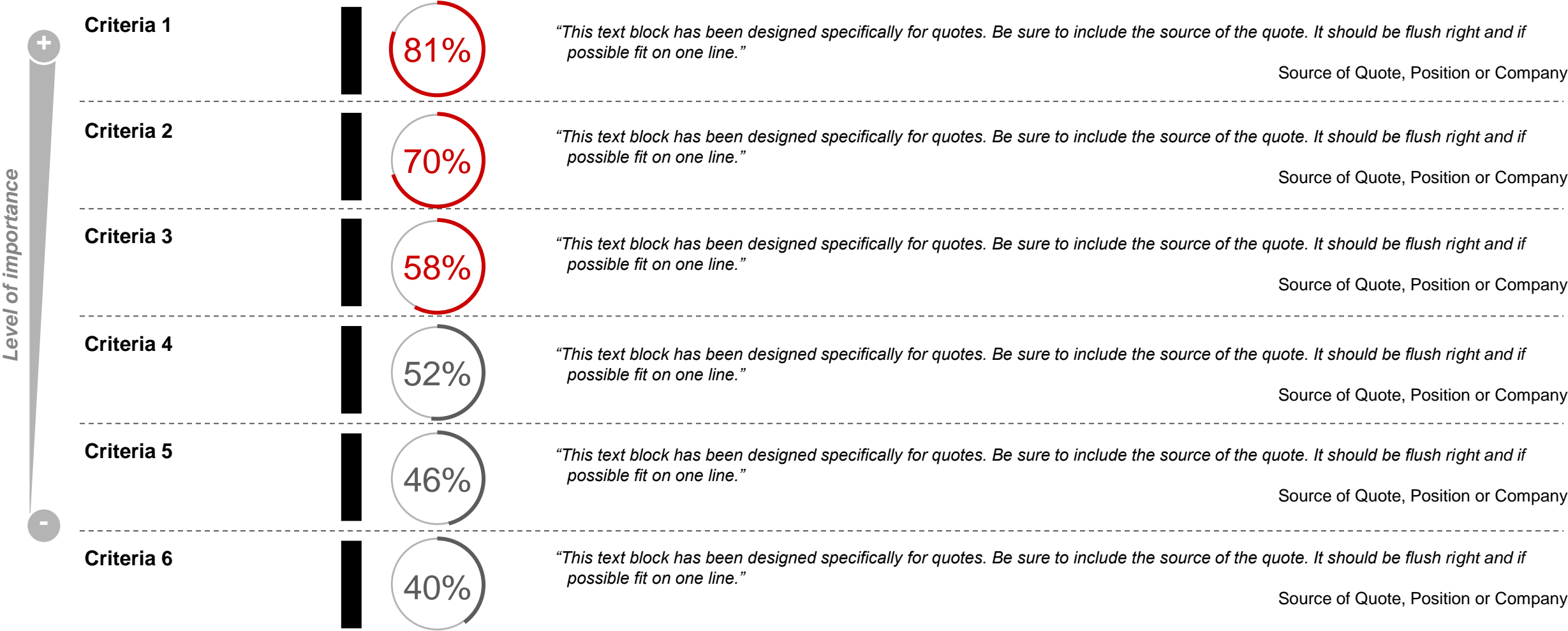


# KPC: Top KPCs include...

K P C      T O P   K P C

/ D I R E C T I O N A L   / P R E L I M I N A R Y

Q: Please choose the **most important factors** for you when selecting selecting an aesthetic medicine clinic:



Note: Top 6 KPCs shown  
Source:

# KPC: Segment level KPC

Q: Please rank the 5 most important criteria you use when selecting a payment service provider for Direct Debit payments?  
Q: Which of the following best describes your company's industry?

Purchasing criteria	Overall (N=XX)	Small business (N=XX)	Emerging (N=XX)	Corporate (N=XX)	Enterprise (N=XX)
Criteria 1	<div><div></div>100%</div>	<div><div></div>100%</div>	<div><div></div>100%</div>	<div><div></div>100%</div>	<div><div></div>100%</div>
Criteria 2	<div><div></div>99%</div>	<div><div></div>99%</div>	<div><div></div>99%</div>	<div><div></div>99%</div>	<div><div></div>99%</div>
Criteria 3	<div><div></div>93%</div>	<div><div></div>93%</div>	<div><div></div>93%</div>	<div><div></div>93%</div>	<div><div></div>93%</div>
Criteria 4	<div><div></div>93%</div>	<div><div></div>93%</div>	<div><div></div>93%</div>	<div><div></div>93%</div>	<div><div></div>93%</div>
Criteria 5	<div><div></div>96%</div>	<div><div></div>96%</div>	<div><div></div>96%</div>	<div><div></div>96%</div>	<div><div></div>96%</div>
Criteria 6	<div><div></div>68%</div>	<div><div></div>68%</div>	<div><div></div>68%</div>	<div><div></div>68%</div>	<div><div></div>68%</div>
Criteria 7	<div><div></div>87%</div>	<div><div></div>87%</div>	<div><div></div>87%</div>	<div><div></div>87%</div>	<div><div></div>87%</div>
Criteria 8	<div><div></div>79%</div>	<div><div></div>79%</div>	<div><div></div>79%</div>	<div><div></div>79%</div>	<div><div></div>79%</div>
Criteria 9	<div><div></div>53%</div>	<div><div></div>53%</div>	<div><div></div>53%</div>	<div><div></div>53%</div>	<div><div></div>53%</div>
Criteria 10	<div><div></div>55%</div>	<div><div></div>55%</div>	<div><div></div>55%</div>	<div><div></div>55%</div>	<div><div></div>55%</div>

Note: Indexed score based on weighting of responses (weights: rank 1 = 5, rank 2 = 4, rank 3 = 3, rank 4 = 2, rank 5 = 5)  
Source:

Category type 1Category type 2Category type 2Other

**KPC:** KPC performance per competitor

K P C

## COMPETITORS

**/ DIRECTIONAL / PRELIMINARY**

**Q:** How would you **rate** **<brand>** on the following criteria?

KPC		Importance (% of resp)	Target	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Competitor 6	Commentary
Criteria 1	81%	4.1	4.4	4.3	4.2	4.1	3.8	3.6		
Criteria 2	70%	4.0	4.8	4.0	3.9	4.1	3.9	3.9		
Criteria 3	58%	3.5	2.9	3.9	4.1	3.3	3.6	3.8		
Criteria 4	52%	4.0	4.3	4.3	3.8	4.1	2.0	3.3		
Criteria 5	46%	4.1	4.4	4.3	3.8	4.5	3.7	3.5		
Criteria 6	40%	4.1	4.3	3.5	4.1	4.2	3.3	3.7		
Criteria 7	36%	4.2	4.0	4.5	4.3	3.5	3.4	4.2		
Criteria 8	33%	4.2	4.5	4.2	2.0	4.7	4.1	4.3		
Criteria 9	29%	4.1	4.0	3.5	4.0	3.1	4.3	3.6		
Criteria 10	19%	4.3	3.5	4.0	3.5	3.8	4.0	5.0		
Criteria 11	15%	3.9	3.8	5.0	3.4	3.5	3.3	4.0		
Criteria 12	0%	3.7	4.0	4.0	3.8	3.7	3.4	-		
Average score		4.0	4.3	4.1	4.0	3.9	3.8	3.8		
Number of respondents		80	50	50	50	50	50	50		

Note:  
Source:

■ Extremely well  
(4.5-5)

Well (4.0-4.4)

■ Neutral  
(3.0-3.9)

■ Poor ( $\leq 3$ )



## A G E N D A

Demographics

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NPS

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KPC

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**Awareness and usage**

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Switching

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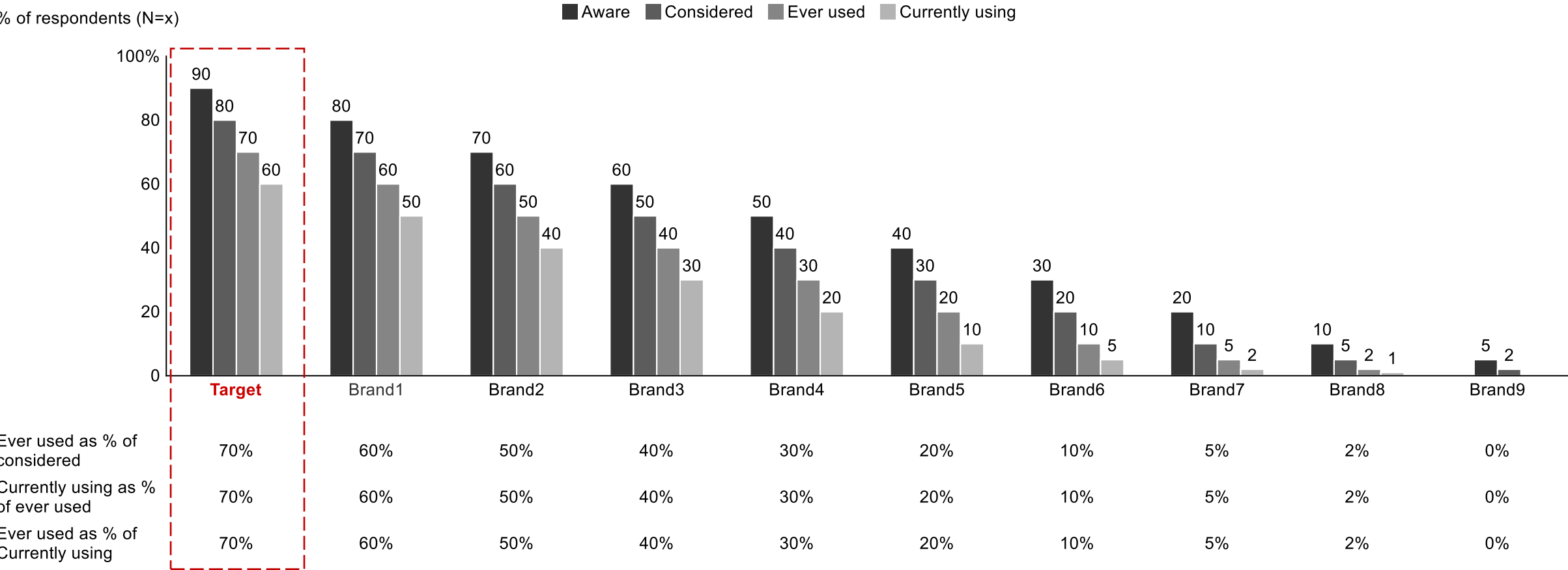
Price, Spend and SOW

# Awareness funnel: X clear leader on brand awareness and usage followed by Y

AWARENESS

/PRELIMINARY

Q: Please indicate your familiarity with each of the following vendors:



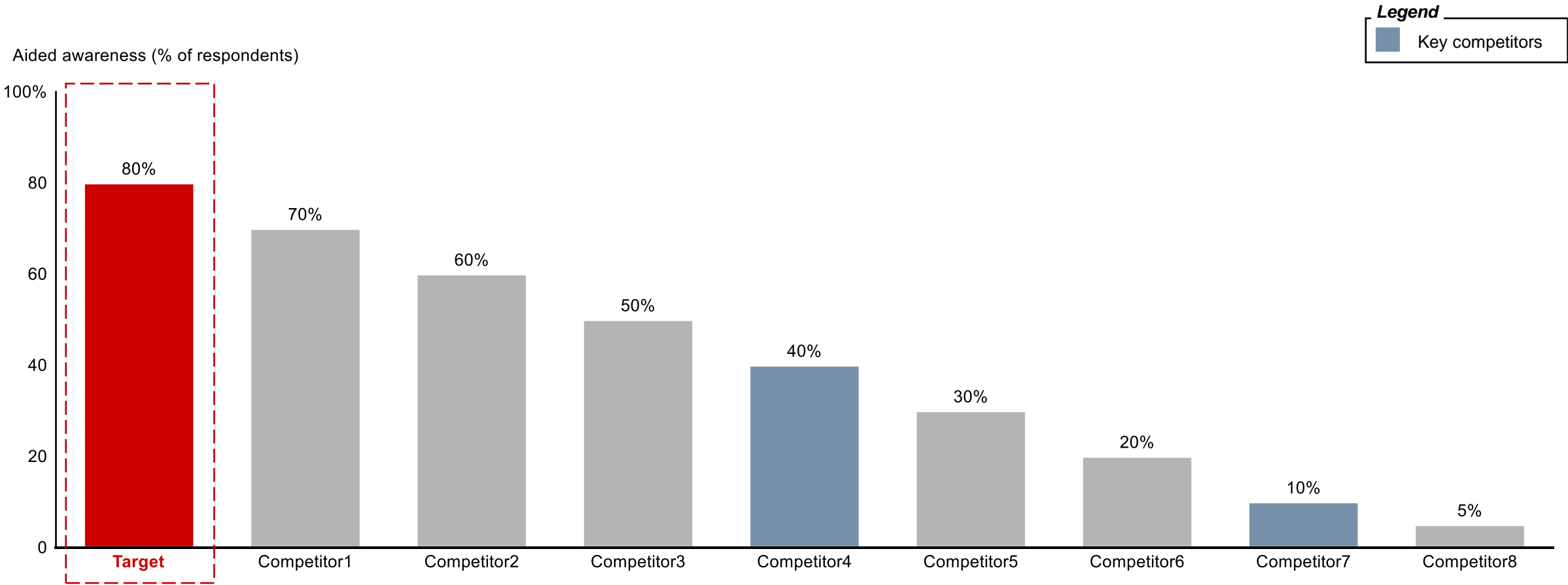
Note:  
Source:

# Aided awareness: X clear leader on brand awareness followed by Y

AWARENESS

/ PRELIMINARY

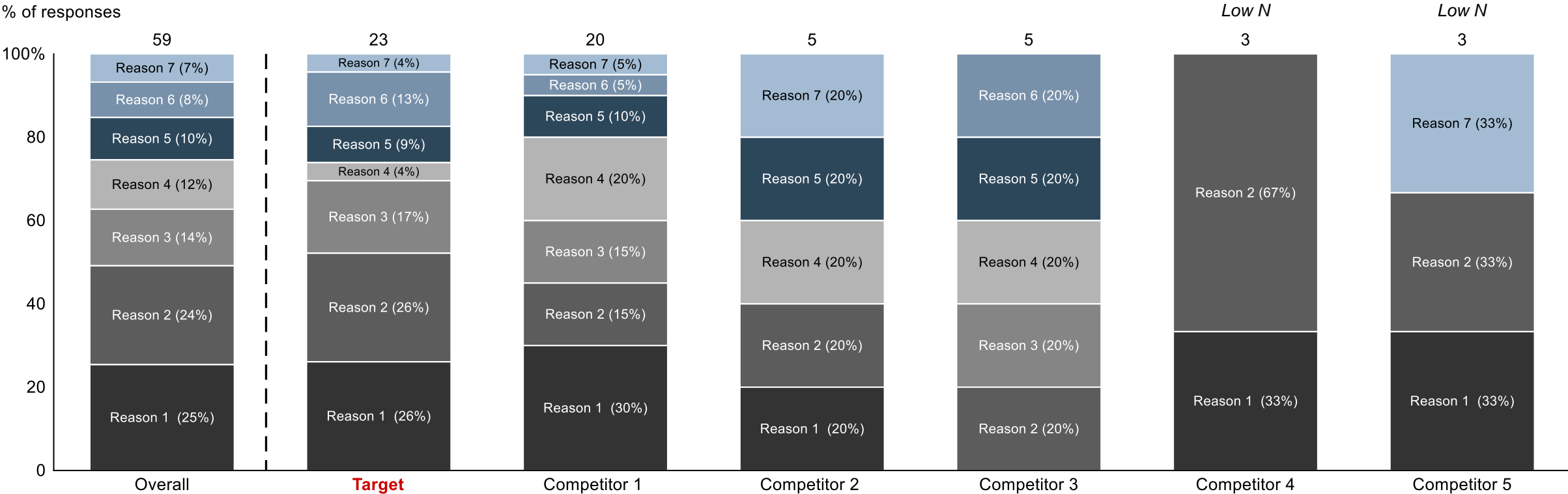
Q: Which of the following brands **do you know**?



Note:  
Source:

# Reasons to use: X and Y key factors influencing vendor selection; Z relatively more important for [target brand] customers

Q: Please select and rank up to 3 reasons for choosing <provider>



Note: : 'I don't know / Prefer not to answer' answers not shown  
Source:

# Use cases: Target used primarily for Channel XX and XX

Q: For each of your top (up to) 5 Programmatic Advertising managed services provider(s) by % of spend, can you please select the channels and capabilities that you are using them for?

Channels/sources	Target N = XX	Competitor 1 N = XX	Competitor 2 N = XX	Competitor 4 N = XX	Competitor 5 N = XX	Competitor 6 N = XX
Channel 1	38%	50%	0%	50%	33%	100%
Channel 2	50%	33%	17%	25%	0%	50%
Channel 3	88%	83%	67%	100%	67%	100%
Channel 4	63%	50%	17%	50%	33%	0%
Channel 5	75%	83%	83%	75%	0%	100%
Channel 6	63%	67%	33%	100%	33%	50%
Channel 7	75%	83%	17%	100%	100%	50%
Channel 8	75%	100%	50%	100%	0%	100%
Channel 9	50%	50%	50%	50%	67%	0%
Channel 10	63%	83%	50%	75%	33%	100%

Note: Table values represent % of respondents selecting each channel option  
Source:

Legend0-20%21-40%41-60%61-70%71-85%86-100%

# Non-users: x% non-users likely to begin use X in 3 years; Non-X users cite x and y as the main reasons for non-usage

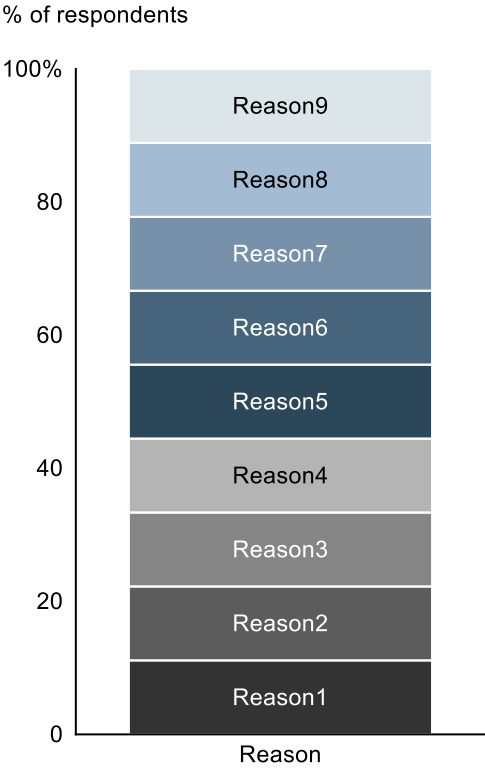
USAGE

NON-USERS

/ DIRECTIONAL / PRELIMINARY

## Reason for not using

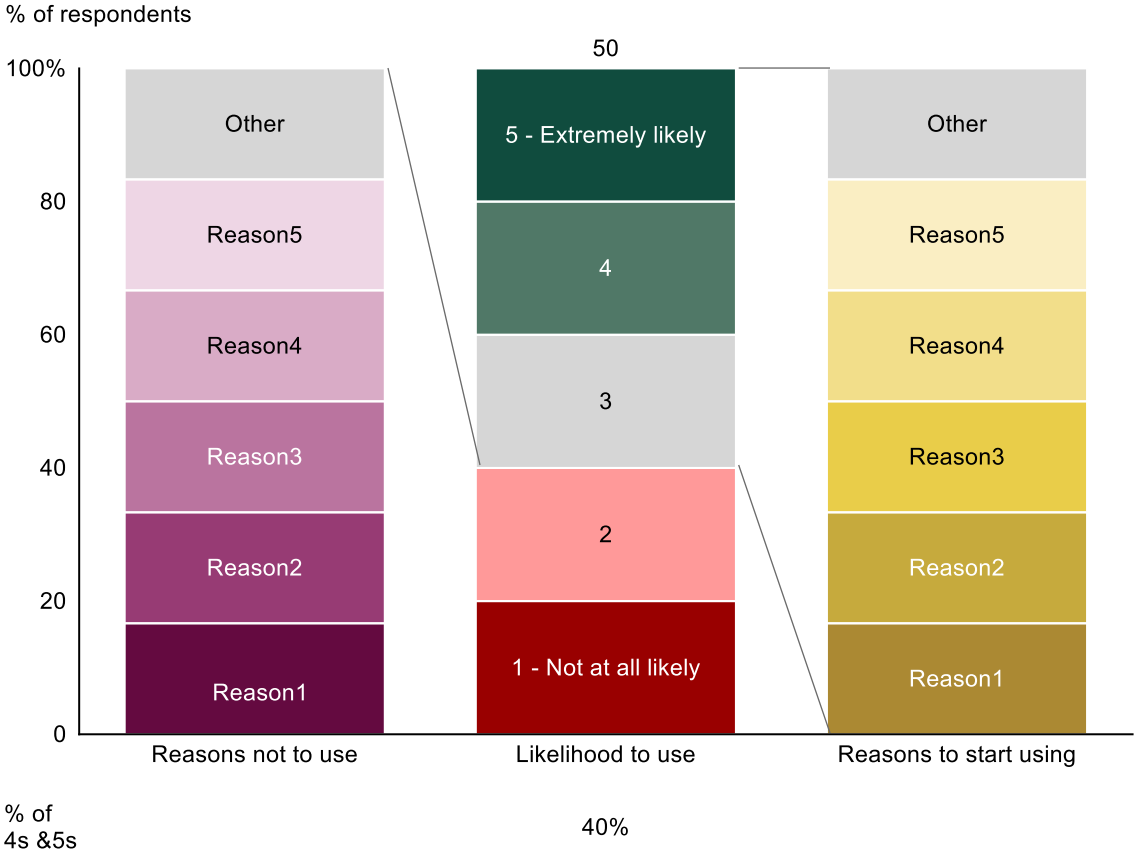
Q: Why does your company not currently use X solution? Select up to 3 options.



Note:  
Source:

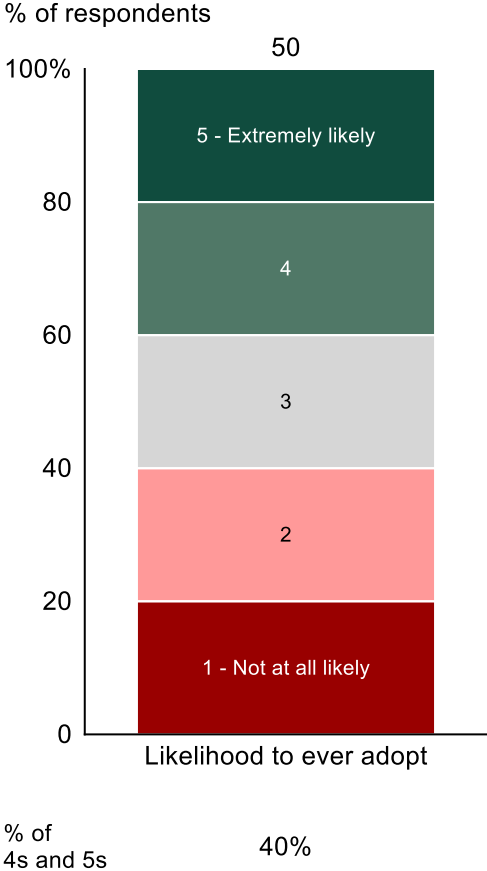
## Likelihood to use in the next 3 years

Q: How likely is your company to begin using X solution in the next 3 years? Why likely? Why unlikely?



## Likelihood to ever adopt

Q: How likely is your company to ever adopt X solution?



## A G E N D A

Demographics

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**Switching**

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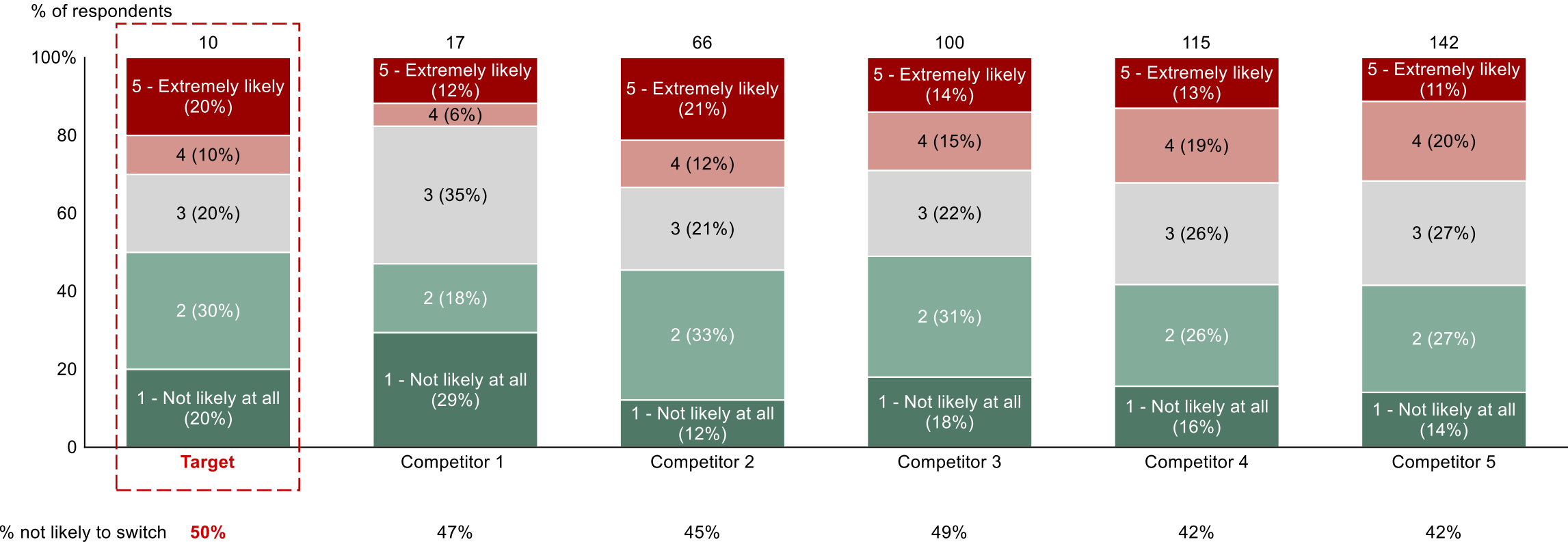
Price, Spend and SOW

# X% unlikely to switch, having higher customer loyalty

## LIKELIHOOD TO SWITCH

/ PRELIMINARY

Q:How *likely* are you **to switch away** from using <vendor>?



Source:

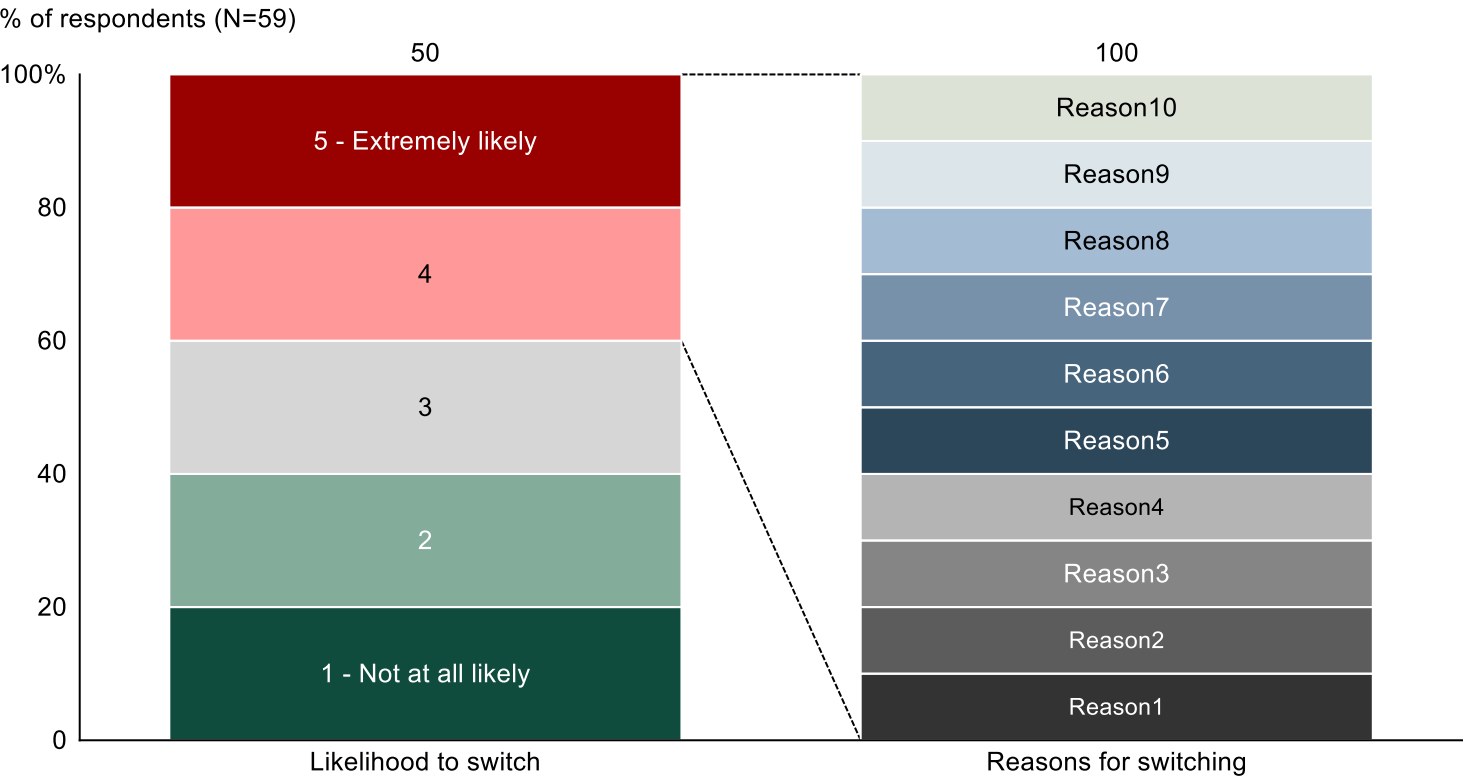


# ~x% customers using X as primary provider indicate they're likely to switch in the next 3 years

## FUTURE SWITCHING

### X users unlikely to switch to other vendors

**Q:** How likely is your company to **switch from X** in the next 3 years?; **Q:** What are the **main reasons** your company is likely to switch from **X** in the next 3 years? Please select up to 3.



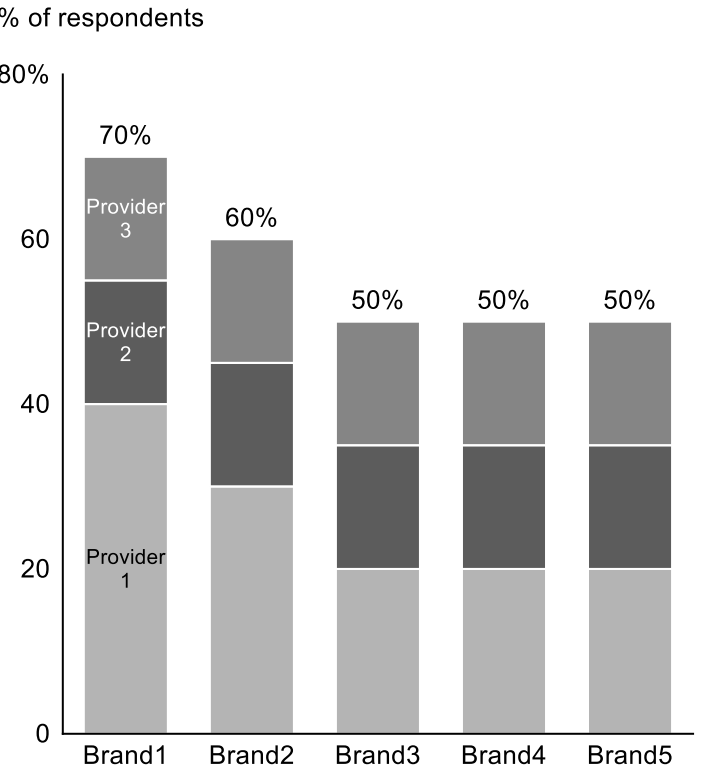
Avg. rating 2.5

Note:  
Source:

## / DIRECTIONAL / PRELIMINARY

### Y and Z often evaluated

**Q:** You have mentioned that you have **evaluated other providers** last time your contract with X expired. Please select the providers that were evaluated.



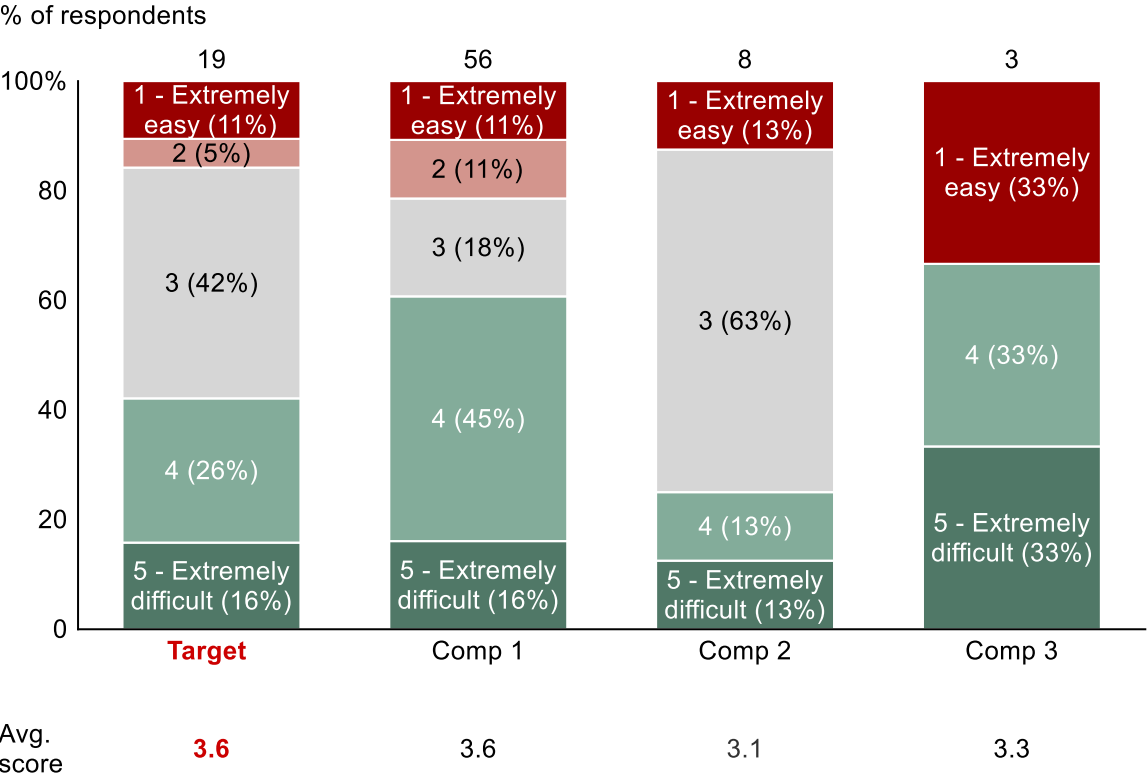
# X relatively easier switch from vs. competitors; x and y key barriers to switching across companies

## STICKINESS

/ PRELIMINARY

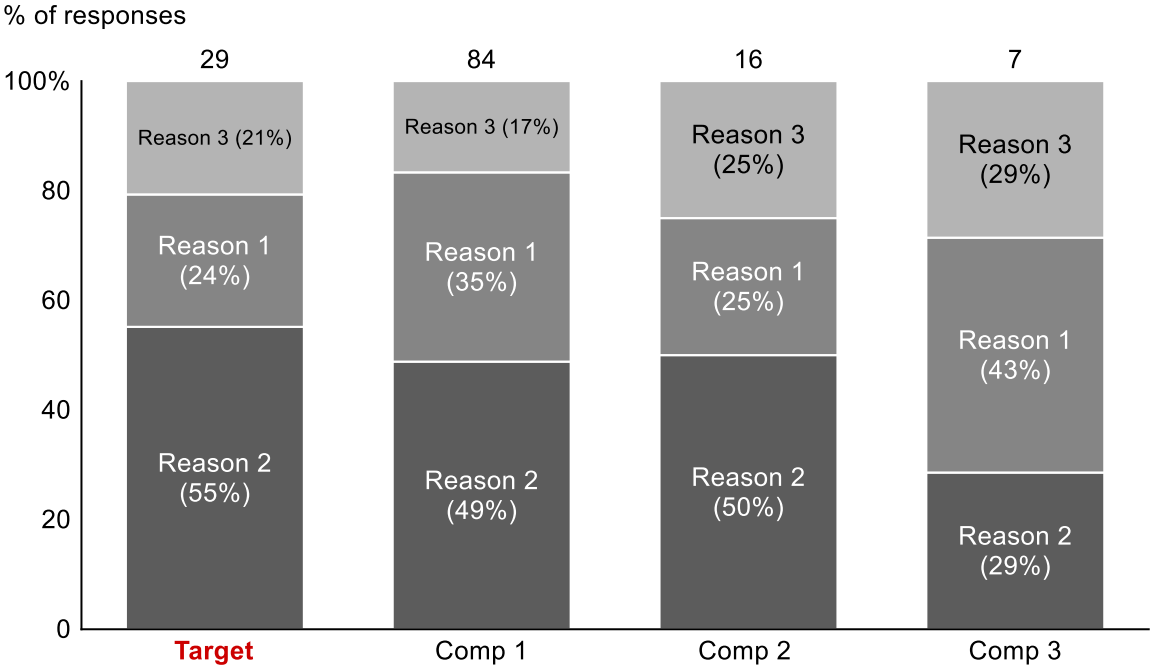
### Difficulty to switch

Q: How **difficult** would it be to **switch away** from <vendor> as a vendor?



### Switching difficulty reasons

Q: What makes **switching easy** / **difficult**?



Note: "Others" not shown; Respondents could select multiple reasons (RHS)  
Source:

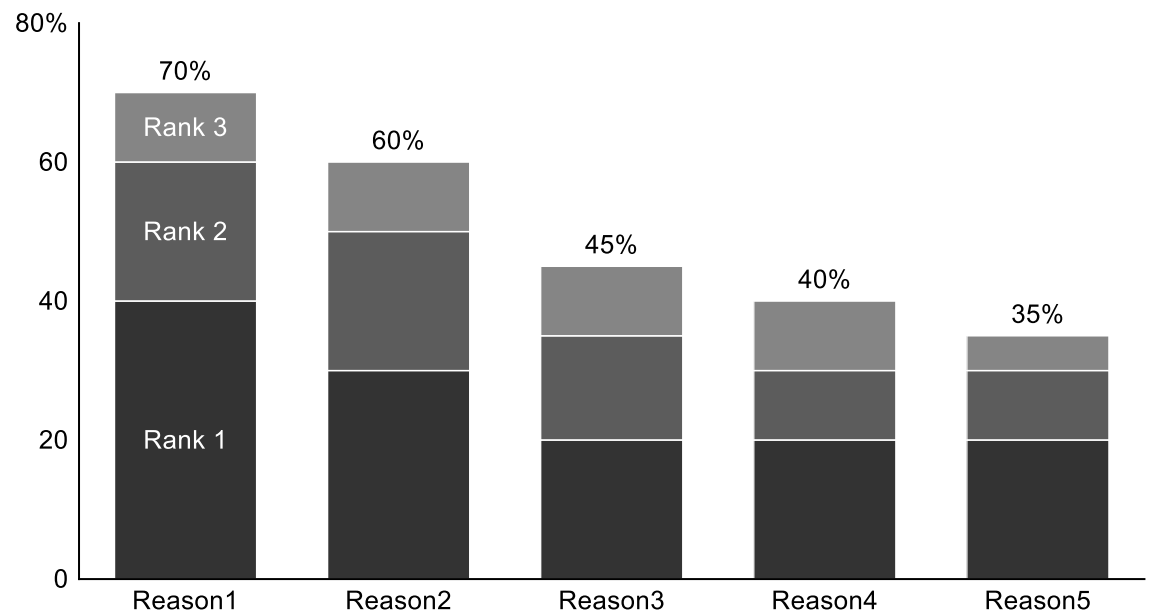
# x and y as the main reasons for switching away from X ; Customers switch to Y mainly

## PAST CHURN

### Past churn & reasons

**Q:** You mentioned you had **previously used X** but not within the **past X years**, what was the reason for switching away from that supplier?

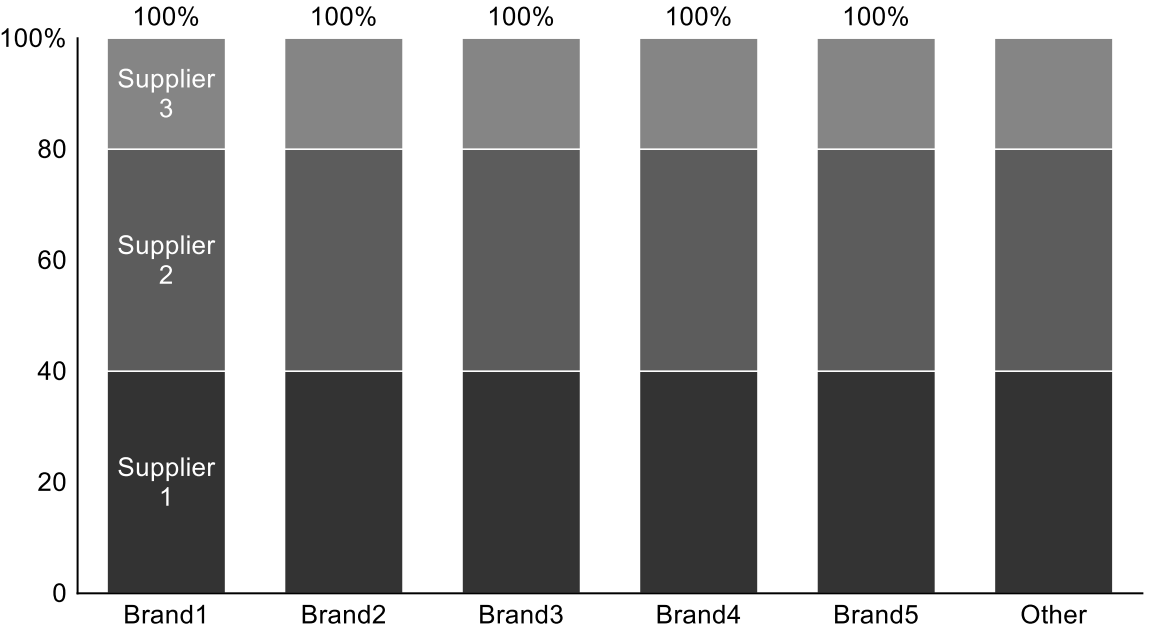
% of respondents declaring score from 1 to 3 (N=X)



### Replacement companies

**Q:** Which of your current suppliers replaced X when you stopped working with them?

Vendors that replaced X (# of respondents)



Note:  
Source:

## A G E N D A

Demographics

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NPS

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KPC

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Awareness and usage

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Switching

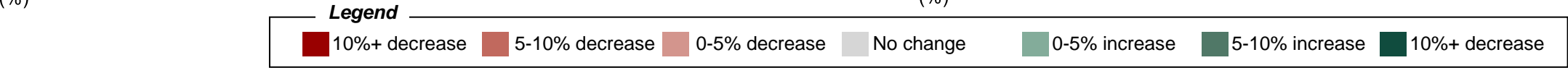
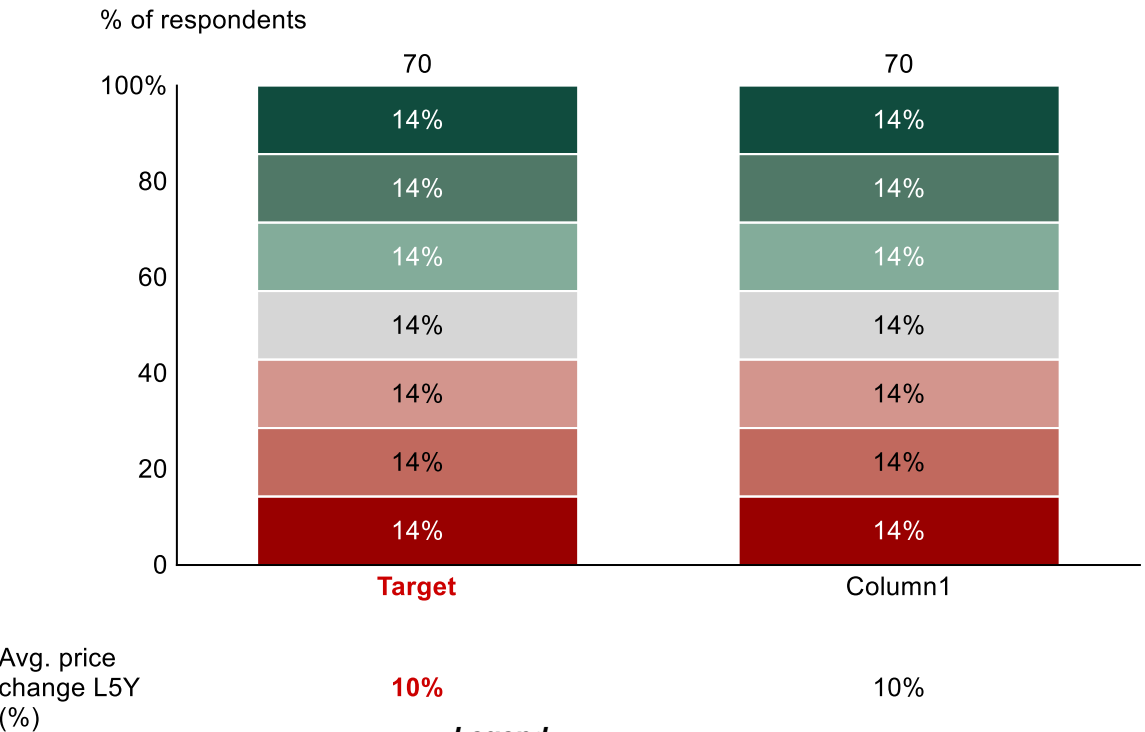
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**Price, Spend and SOW**

# X with ~x% YoY price increase over past 5 years vs. ~y% for Y;

## Price trend over the last 5 years

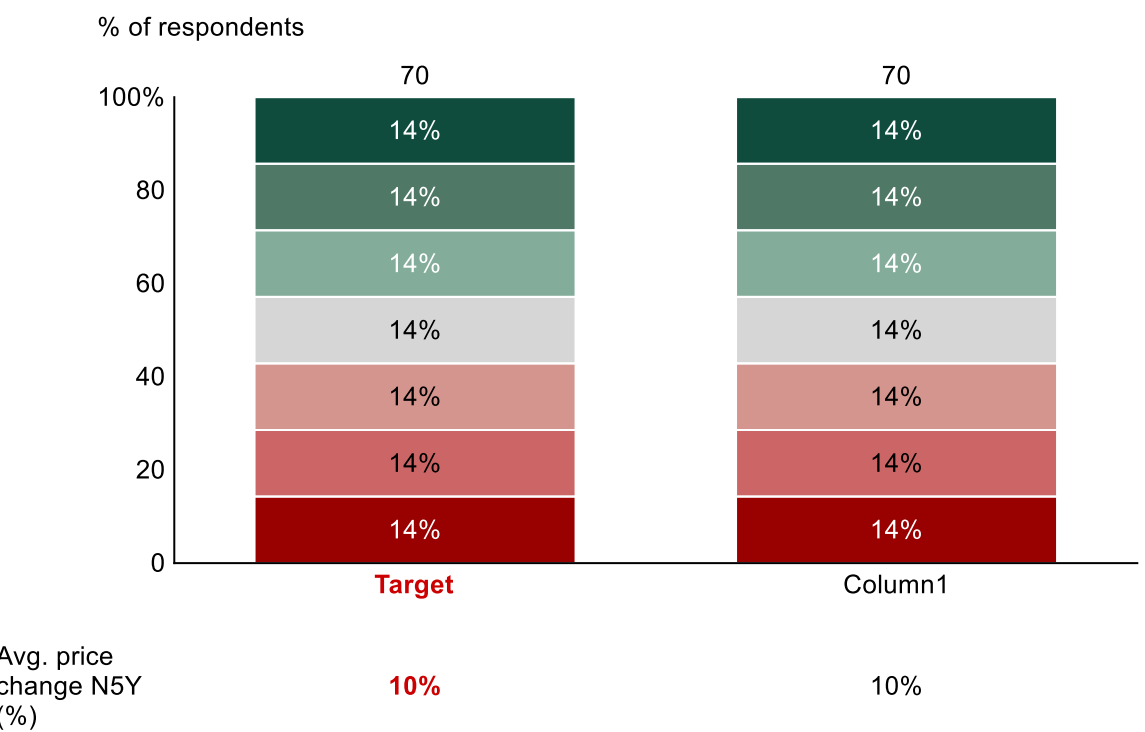
Q: How has **price trended** (YoY % change) at <vendor> over the **last 5 years**?



Note:  
Source:

## Price trend in the next 5 years

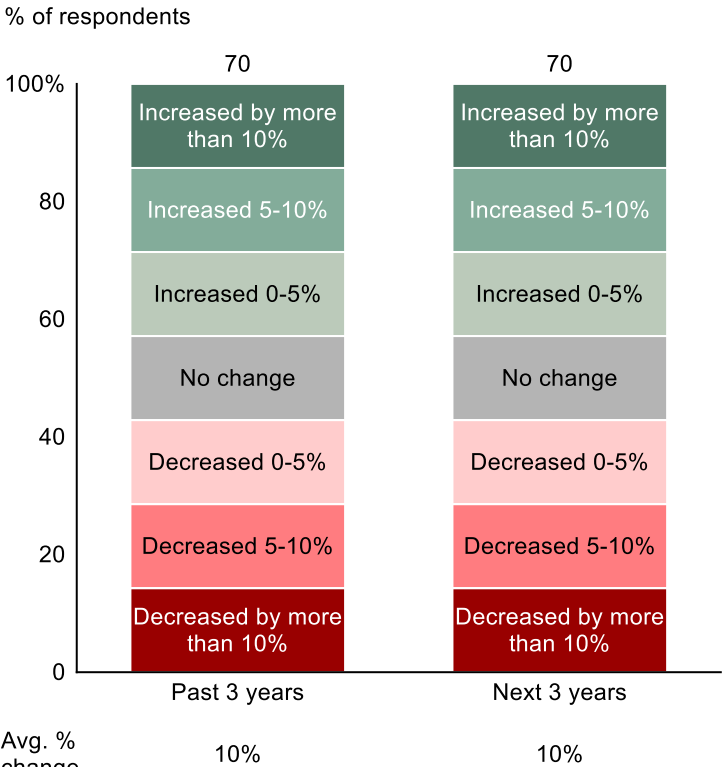
Q: How do you **expect price to trend** (YoY % change) at <vendor> over the **next 5 years**?



~x% expect a spend increase on x; Average future spend expected to increase by x% YoY

Spend increase rate expected to increase in near future

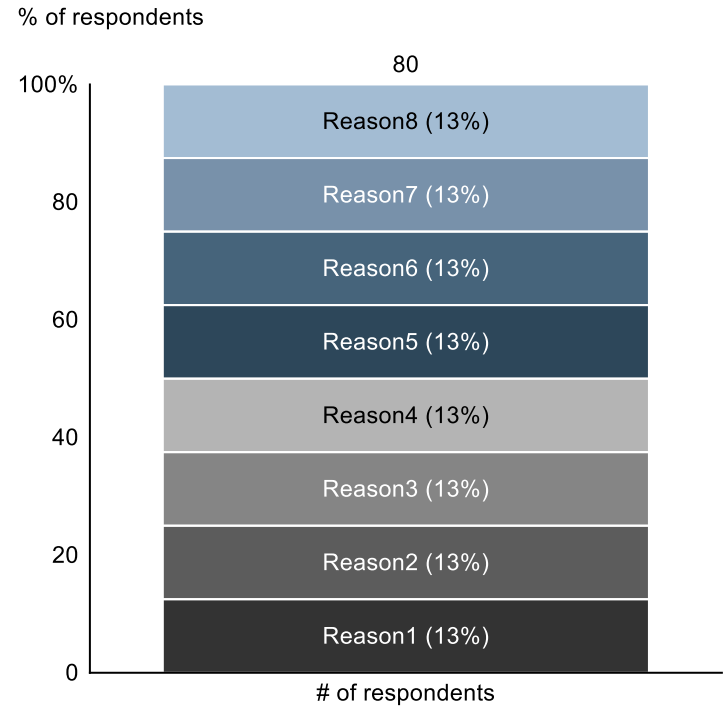
Q: How much do you believe your company's **total spend on x** has **changed/will change** over the following time frames?



Note:  
Source:

X as primary reason for change in spend

Q: Which of the following is the **primary reason** you expect a future change in spend?



Commentary

Blank – not updated

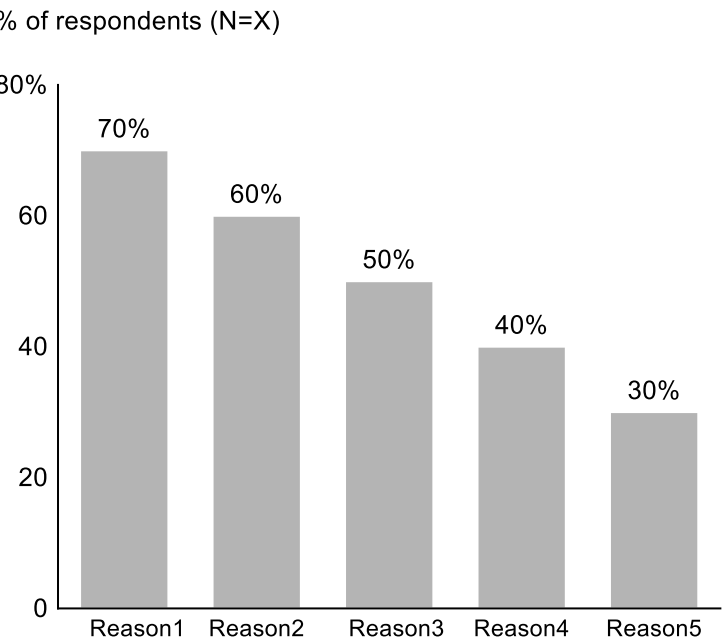
# Future Spend: ~x% of X customers have increased spend over past 3 years driven by y and z

## FUTURE SPEND

/ PRELIMINARY

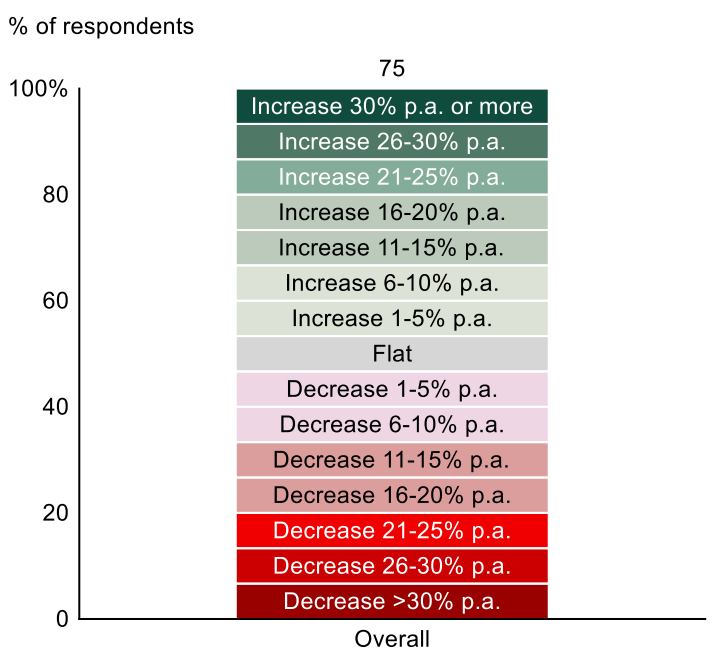
### Reasons for spend decrease

Q: What is the main reason that it has decreased? Please rank up to 3 reasons



### Change in spend

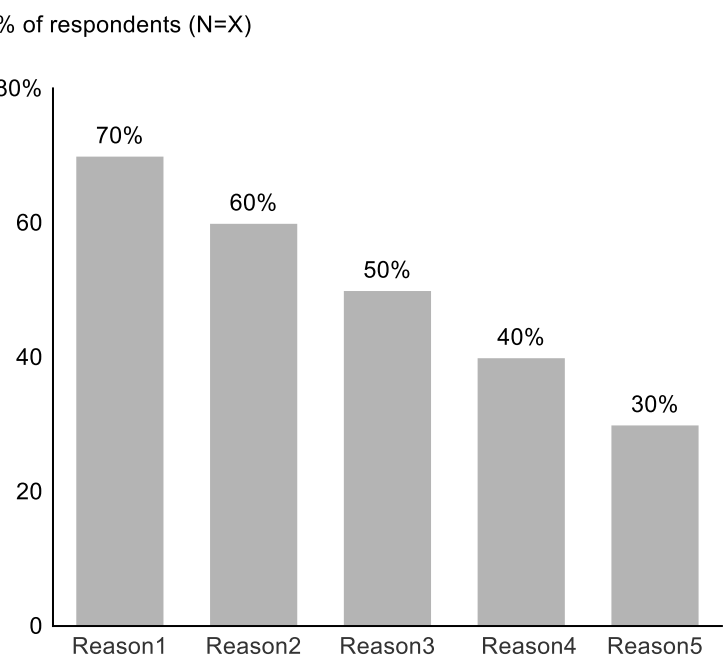
Q: You mentioned that you use X - how has **your spend changed with them over the past 3 years**? Please express your answer as an average percentage change per annum (p.a.)



Average change 10.0%

### Reasons for spend increase

Q: What is the main reason that it has increased? Please rank up to 3 reasons.



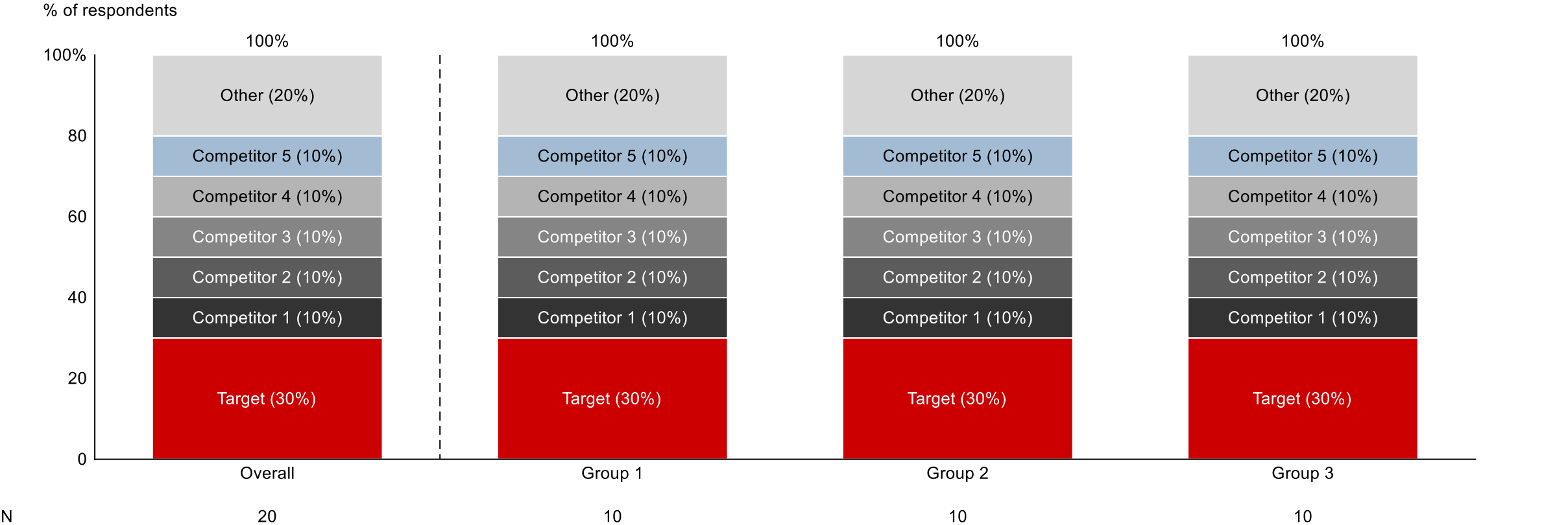
Note:  
Source:

# Share of wallet: Top competitors

SHARE OF WALLET

/ PRELIMINARY

Q: Approximately what percentage of your total out-sourced Programmatic Advertising spend is spent on each of your top 5 managed services providers (implying Other accounts for the rest)?



Source:



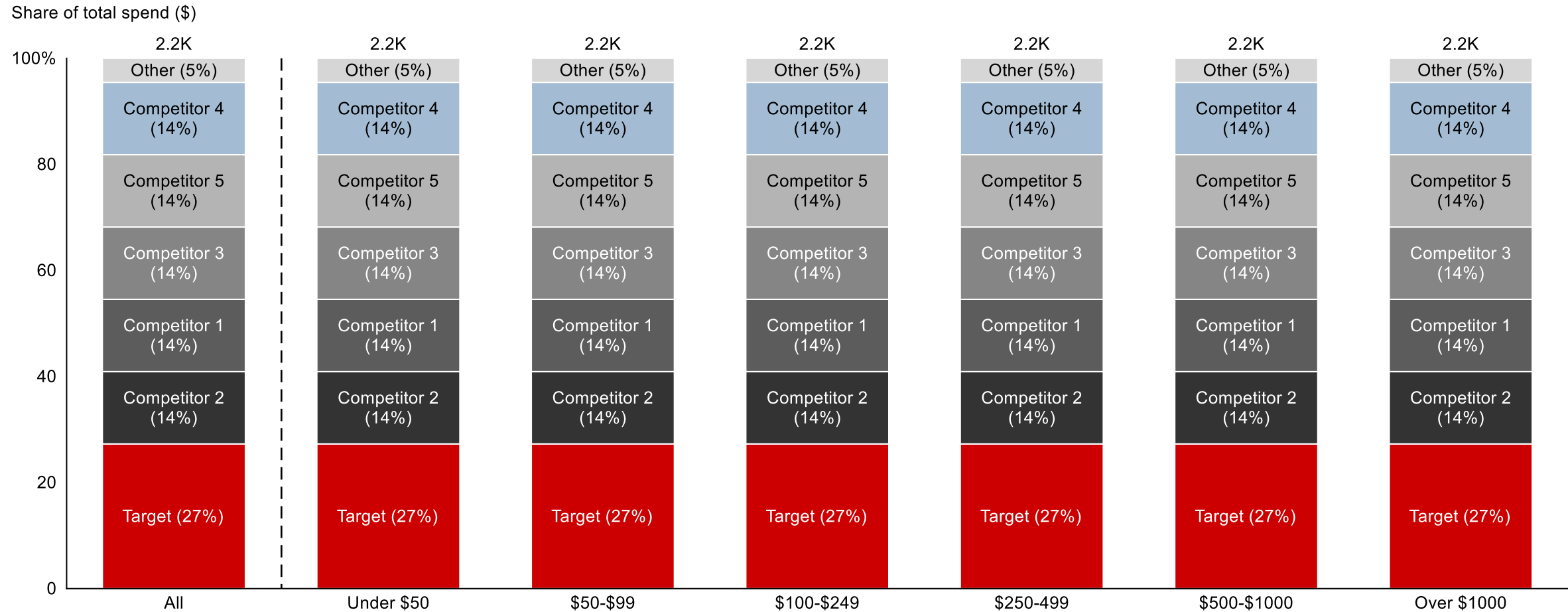
# Share of wallet: Weighted SOW

SHARE OF WALLET

BCN: weighted SOW by L12M spend (mid point)

CURRENT / PRELIMINARY

Q: Earlier you estimated you spent about <spend\_on\_self> over the last 12 months. Approximately, **how were those dollars split among the following brands?**  
Q: Over the last 12 months, **how much have you spent** on makeup for yourself?



Note: SOW calculated based on weighted average  
Source:

# Customer Overlap / Cross-brand purchase in L3M

## CUSTOMER OVERLAP

/ PURCHASED IN L3M / PRELIMINARY

### How to read this chart

1. Start from row heading. This is the type of brand that the respondent group purchased in L3M.
2. Go right... X% of people who purchased in L3M Brand A in the row heading, also purchased in L3M brand in the column heading

			Target brands						Plant-based (butter & spreads)			Dairy (butter & spreads)	
		Penetration (purchased in L3M)	Brand-1	Brand-2	Brand3	Brand4	Brand5	Brand6	Brand7	Brand8	Brand9	Brand10	Brand11
Target brands	Brand-1	32%	100%	44%	50%	45%	53%	59%	54%	57%	44%	36%	35%
	Brand-2	9%	13%	100%	14%	16%	15%	10%	14%	16%	20%	10%	14%
	Brand3	11%	18%	17%	100%	16%	13%	16%	23%	38%	15%	9%	15%
	Brand4	12%	17%	21%	17%	100%	28%	20%	16%	17%	23%	14%	15%
	Brand5	11%	18%	18%	13%	26%	100%	28%	16%	16%	31%	14%	16%
	Brand6	12%	22%	13%	16%	19%	30%	100%	17%	17%	28%	12%	15%
Plant-based (butter & spreads)	Brand7	20%	33%	30%	40%	27%	28%	28%	100%	44%	25%	21%	29%
	Brand8	15%	26%	25%	48%	20%	22%	21%	32%	100%	27%	16%	22%
	Brand9	9%	12%	18%	11%	16%	24%	20%	11%	16%	100%	8%	11%
Dairy (butter & spreads)	Brand10	28%	31%	32%	23%	34%	35%	28%	29%	32%	28%	100%	45%
	Brand11	20%	21%	30%	26%	24%	28%	24%	29%	30%	25%	31%	100%

Note: Top brands with highest level of awareness within each category shown

Source:

Degree of overlap: 0% 100%

# Customer Overlap / Repertoire analysis

## CUSTOMER OVERLAP

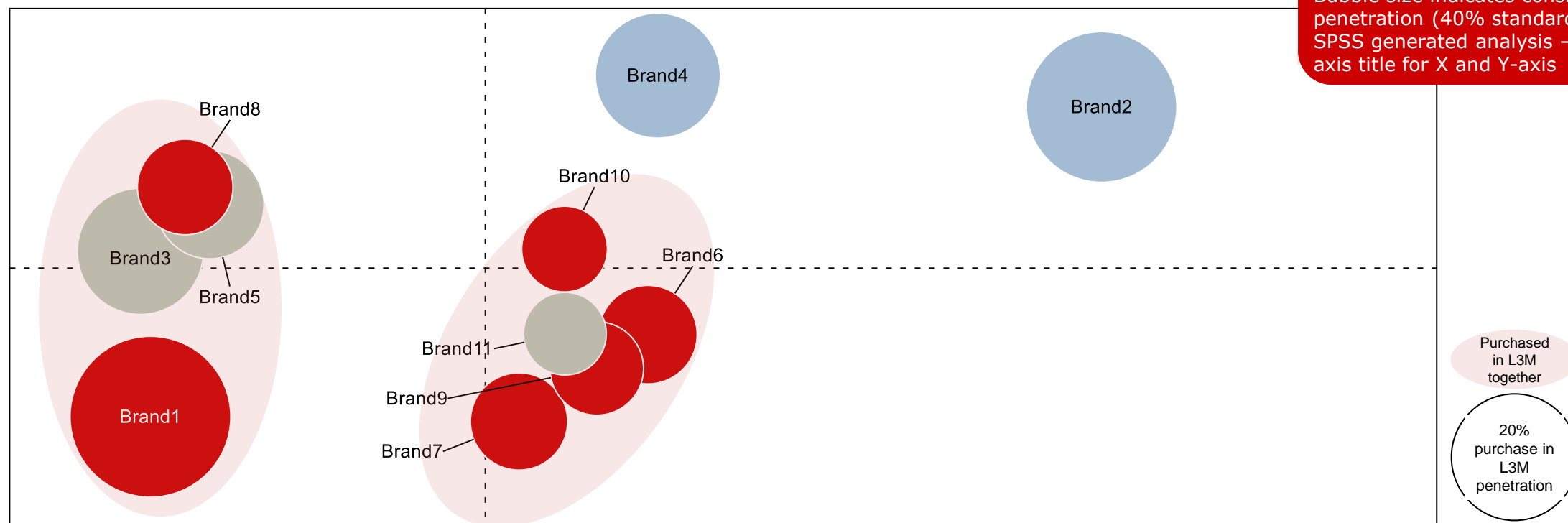
/ PURCHASED IN L3M / PRELIMINARY

Q13: How **familiar** are you with each of the following brands of butter and spreads?

Distance between bubbles indicates the level of overlap between the consumers  
(bubbles that are close together have been disproportionately bought in the L3M by the same persons)

### BCN: How to read the slide?

Distance between bubbles indicates level of overlap between consumers  
Bubble size indicates consideration penetration (40% standard bubble)  
SPSS generated analysis – no particular axis title for X and Y-axis



### Legend

■ Target brands ■ Plant-based (butter & spreads) ■ Dairy (butter & spreads)

Note: Penetration in the bubbles on the chart above indicates buyers in L3M

Source: