

Innovating growth:
Navigating the new reality
with an experimental DNA

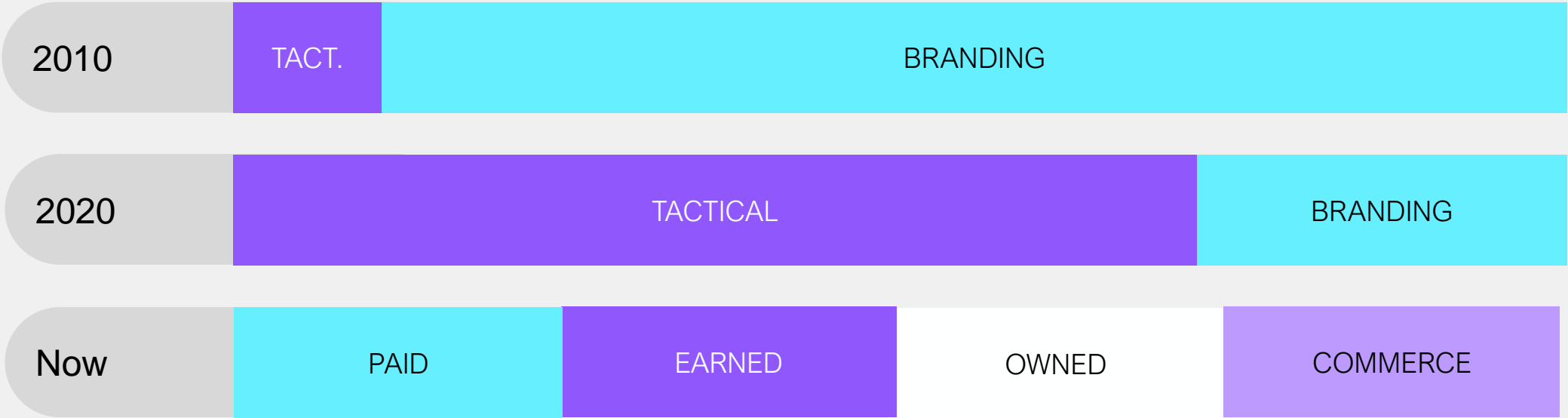


choreograph

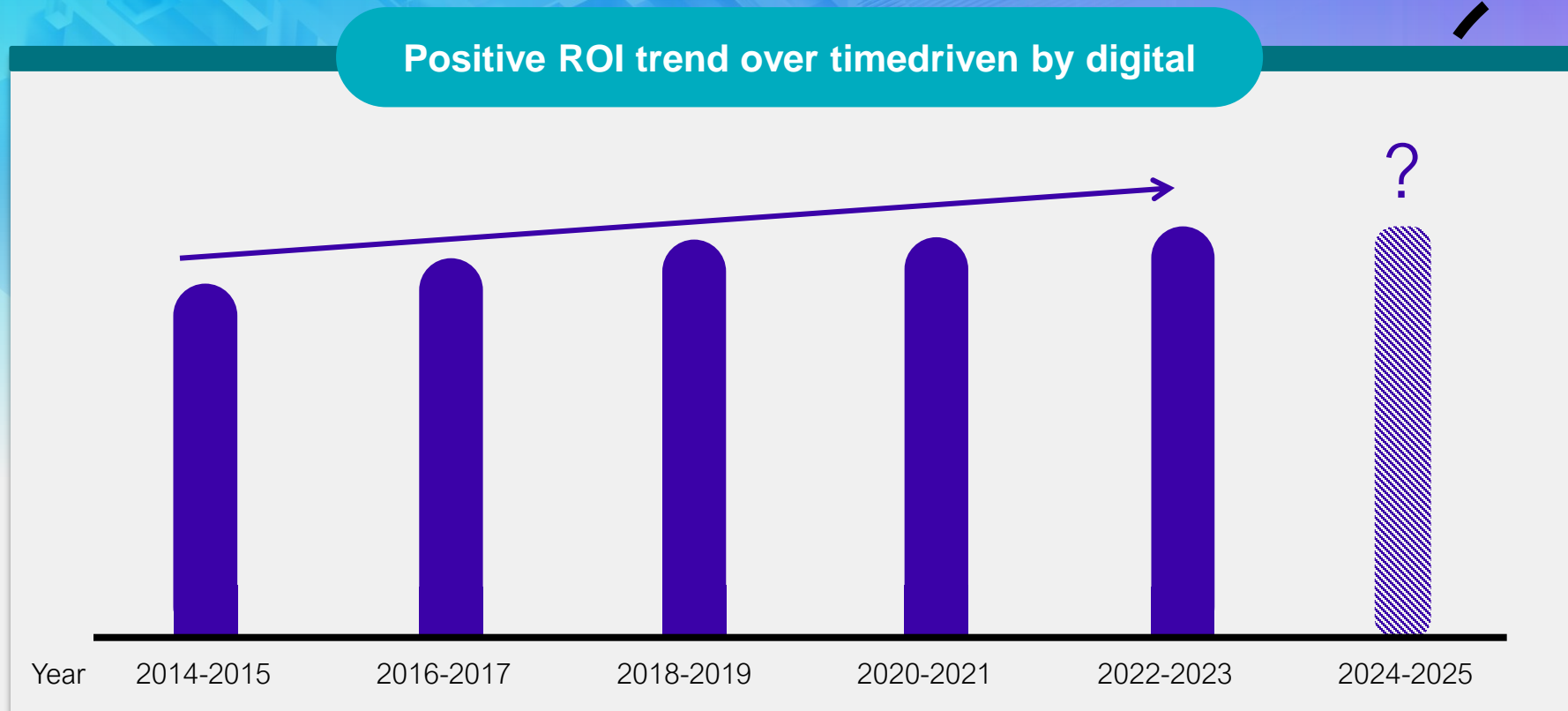
The New Reality

Media priorities: A decade of shifts and balance

⬅ Past | ⬇ Present | ➡ Future



The current state is shaped by several driving forces for change



**Source: Choreograph Nordic ROI database, 2014-2024*

A background image of a high-speed train in a tunnel, heavily blurred to convey a sense of rapid motion. The image is overlaid with a blue-to-purple gradient. A white dashed arrow points from the top left towards the central text box.

New reality:
Unpredictable

This creates new expectations on advertisers



Ensure a **flexible platform** to serve current and future needs



Validate an **incremental (proven) value** understanding of all marketing activities



Always seek **new growth opportunities**, and kill pockets of inefficiency



What foundations are needed to deliver on this?

The Experimental DNA



The fundamentals for an experimental agenda

Optimizing current activities

The majority of marketing budget is canalized into the things we know are working well, making sure best practices are tested, proved & updated

70%

Identify new improvements

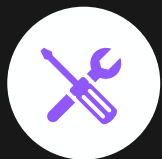
Testing for new best practices

20%

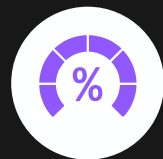
Experimental Growth

Test new channels & opportunities

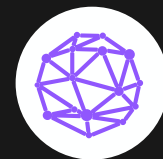
10%



Toolbox



Metrics








Organizational wiring

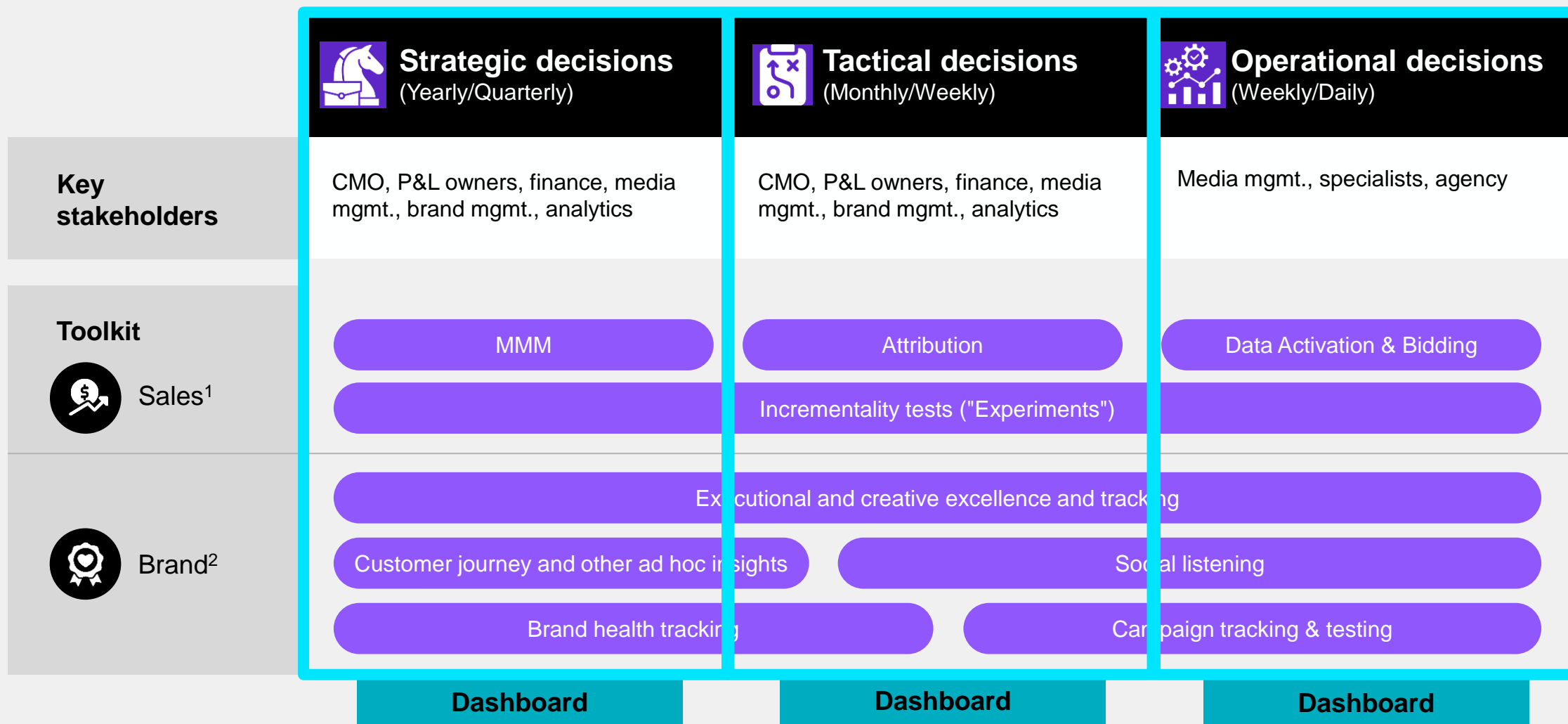


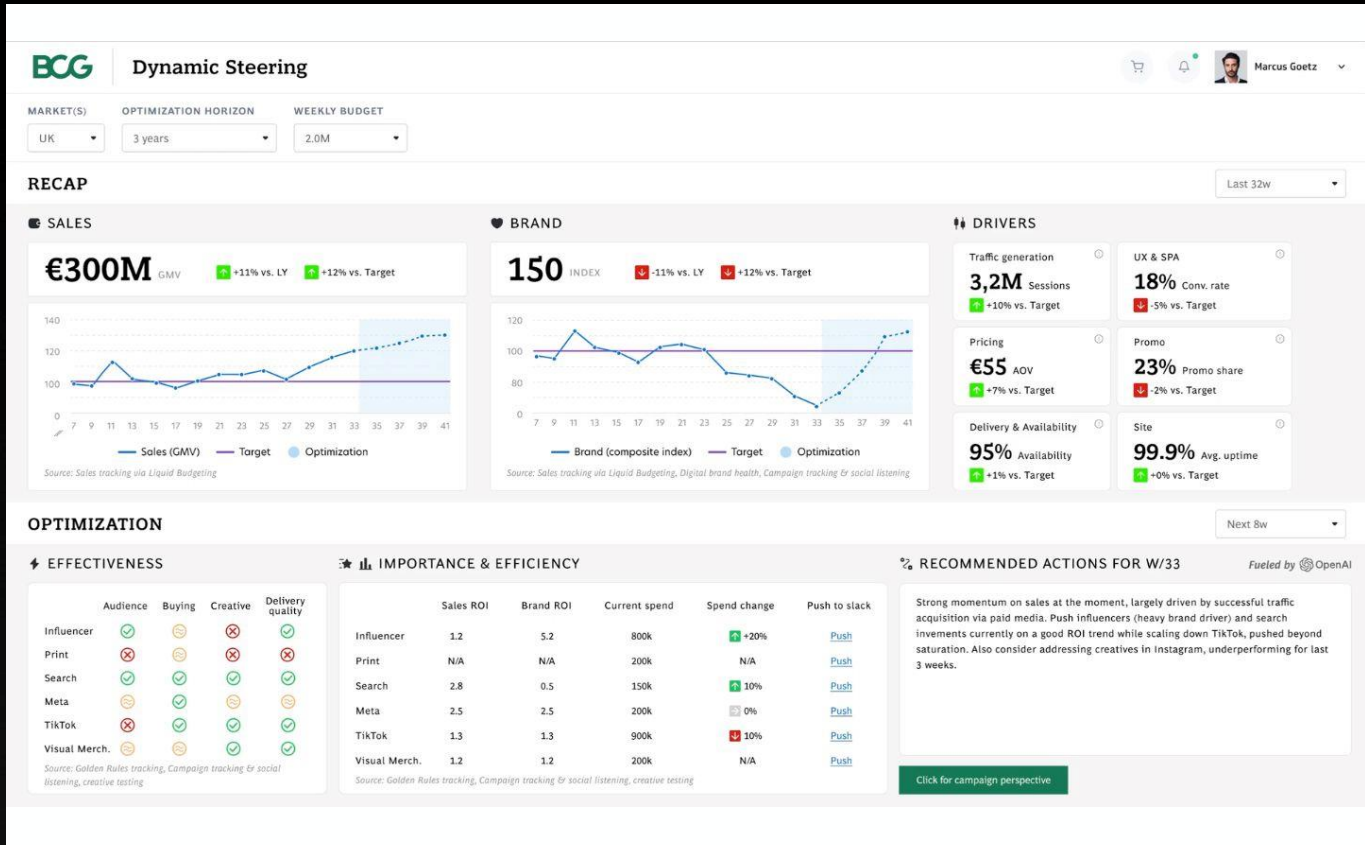
Toolbox

There is not one tool to steer all marketing decisions

	 Strategic decisions (Yearly/Quarterly)	 Tactical decisions (Monthly/Weekly)	 Operational decisions (Weekly/Daily)
Key stakeholders	CMO, P&L owners, finance, media mgmt., brand mgmt., analytics	CMO, P&L owners, finance, media mgmt., brand mgmt., analytics	Media mgmt., specialists, agency
Toolkit	MMM	Attribution	Data Activation & Bidding
 Sales ¹	Incrementality tests ("Experiments")		
 Brand ²	Executional and creative excellence and tracking		
	Customer journey and other ad hoc insights	Social listening	
	Brand health tracking	Campaign tracking & testing	

The right toolkit fits the rhythms

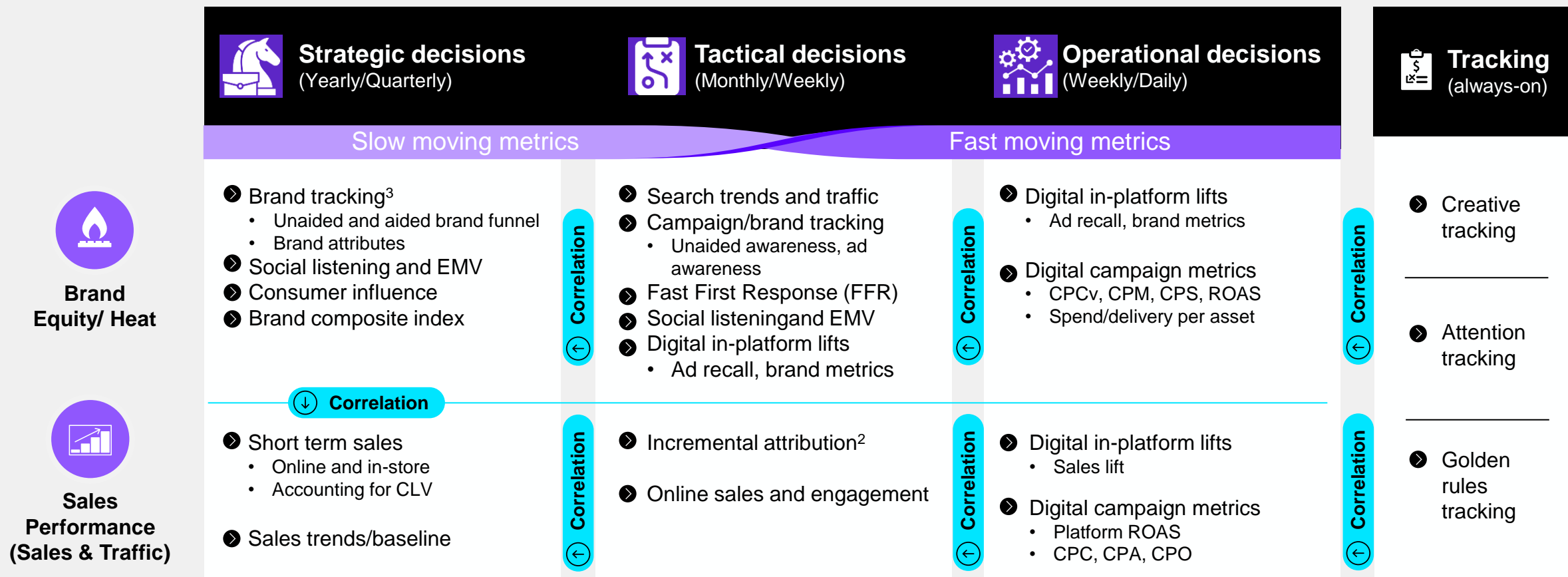






Alignment of Metrics

KPIs need to be proven to drive business effect



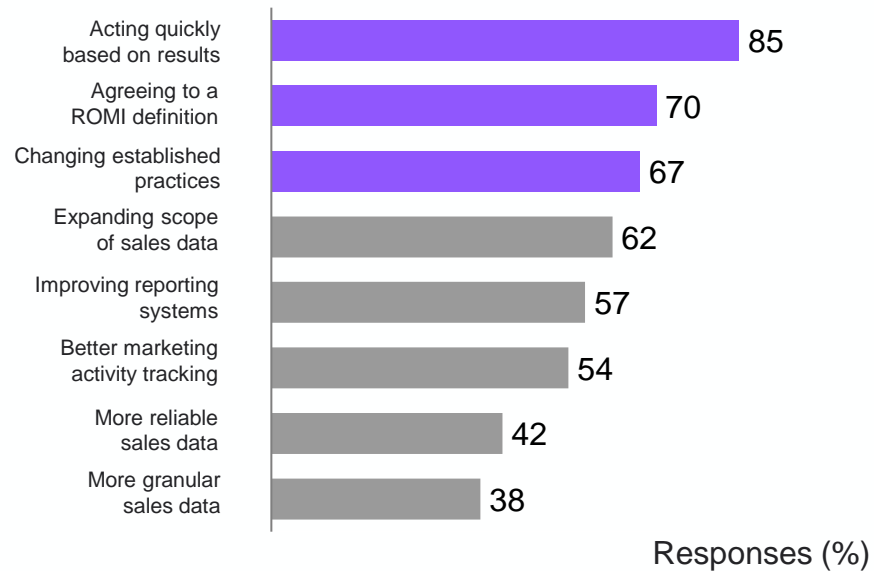


Organizational wiring

The hardest challenges are often organizational



Common barriers to ROI improvement



Perspective from interviews with marketers



We often do not get the results until we have already changed the plan



The most difficult thing is to get people to trust the results and act upon them



Our models are tracking sales with R2 of 94%, but our marketing people are concerned with the remaining 6%



Moving from ad-hoc efforts to a single provider and standardized approach took us three years



Unfortunately nobody ever wrote down what and when they did things, therefore we have problems learning from our past

ORGANIZATIONAL ALIGNMENT

What it takes to be "best-in-class"



Toolbox

10%

UI and UX

- ❑ State-of-the art UI adapted to use cases with GenAI enabled recommendations

Algorithms

- ❑ Custom AI supported algorithms for modelling and optimization finetuned

Model coverage

- ❑ Full coverage across key data sources for channels and internal and external variables

Validation

- ❑ Tested and validated output on real-world context. Calibration of data and settings



Alignment of metrics

20%

Data structures

- ❑ KPI framework, harmonized x platforms, frequencies and BUs
- ❑ Data taxonomy implemented

Tech structures

- ❑ Architecture set, incl. roadmap over time
- ❑ End-to-end loop from data ingestion to activation implemented

Automation

- ❑ Automatic process flow with (close to) real-time updates
- ❑ Cloud based and built for central scaling

Clarity

- ❑ Modular architecture with harmonized data layer and model inputs/outputs
- ❑ Fully white-box



Organizational wiring

70%

Process wiring

- ❑ Ecosystem output used consistently across all decision frequencies
- ❑ Defined internal and external ownership and RACI for marketing optimization processes
- ❑ Guidelines, wiki and playbooks established
- ❑ Organization trained and upskilled

Product management

- ❑ Implementation plan signed-off
- ❑ Measurement stack ownership and development plan established, incl. secured case for product management and development resources over time
- ❑ Partner eco-system plan

Mandates for decisions

- ❑ Full mandates from finance and controlling
- ❑ Full mandates and alignment with P&L owners
- ❑ Full mandates to steer agency on model optimal scenarios
- ❑ Full alignment with cross functions, incl. pricing and promo

Governance

- ❑ Internal communication and buy-in for business case across CxOs
- ❑ Target steering and dynamics aligned with business objectives
- ❑ Processes, routines, and governance structure defined and signed-off
- ❑ Value tracking established

- Are there alignment from all stakeholders on what decisions should be taken, when, based on what data?
- Is organization enabled and set up to deliver on this, at the right pace, with the required mandates?
- Are P&L implications from decisions clear and aligned with all relevant stakeholders (P&L owners, CFO, ...)?

Innovating Growth in Practice

Turning rising costs into an opportunity for experimentation

Desired Outcomes

1

Test new channels and formats efficiently

2

Make data-driven decisions about media allocation

3

Develop a sustainable approach to testing that can be scaled globally

The solution lies in testing small and



1

Identify market test priorities



2

Run pilot tests on different markets



3

Analyze cross-market findings



4

Update best media practices / playbook



5

Implement across markets

How?

- 1 Structured testing
- 2 Application of multiple methodologies
- 3 Playbooks for testing
- 4 Central knowledge repository
- 5 Governance

Test areas



Test objective

To identify the incremental business impact of adding PMAX to the Paid Search mix

Test roles & responsibilities

- Responsible: Nordic measurement team
- Support: Local agency team
- Consulted: Local client media team

Test Timing

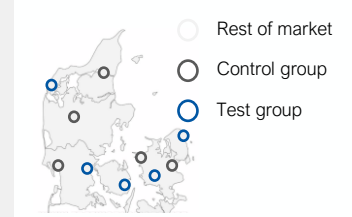
- March 2025

Test Type

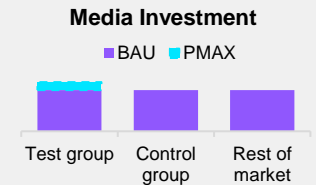
- Geo Experiment

ILLUSTRATIVE

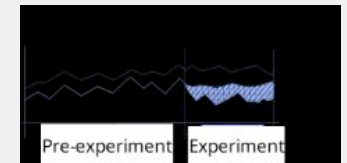
A Identify Test & Control regions



B Run PMAX in Test Regions



C Compare sales across Test & Control Regions



Evaluation KPI:
Incremental online sales

This systemic approach
to experimentation
delivered a
15% improvement
in media efficiency



A test and learn culture isn't established overnight

Key Learnings



Structured approach with clear ownership drives consistent execution

Test small and scale big, prove hypothesis on pilot markets and then scale globally



Multiple testing methods provide more comprehensive insights

Different methodologies serve different tactical purposes and timelines



Building a test and learn culture requires executive sponsorship

So, what?

New reality:

Unpredictable

Expected ROI potential lies in digital, but **it takes a growth approach** to capture

It's not about the tools (there is no silver bullet), but **the organization**

Test small, scale big – effect will stack up and follow

Thank you

Andreas Nordfors *BCG*

+46 736 638 100

Lovisa Smedberg *Choreograph*

+46 727 402 155