Speaker 1 (00:01):

Thank you so much, Jennifer, I'm really pleased to be sitting down today with Charles Thomas. Who's the VP of data science at Facebook. I Charles, I was hoping that you could introduce yourself to the audience and share what you're responsible for, what you own and how you got to where you are today, the path that took you here.

Speaker 2 (00:21):

Certainly mark, happy to do that. Uh, my name is Charles Thomas and I lead data science for global marketing at Facebook. And I also include, uh, strategy and operations and my functions, uh, that really strings together the use of data with process and with technology to end up with, you know, an outcome that is not just that we pushed a campaign out, but a result that was good for the business. And we do it in a way that compresses all of that process into as quickly as possible to get to, you know, from problem or challenge to solution and result. I came here from a variety of opportunities before Facebook. I've been a global chief of data and analytics at USA at Wells Fargo at general motors. And I did a brief stint at another technology company before coming to Facebook. So, um, what's valuable about this is that there's no bigger company on the planet in terms of users or customers. There's more challenges and issues with that fact. And you know, when you think about opportunity and challenge is something that's fascinating that would really drive me to want to be here. Uh there's I couldn't think of anywhere else that has the same combination of challenges and opportunities that I think I could add value to the company with.

Speaker 1 (01:39):

So to ground the conversation, as you think about data and analytics, the first question is how is it used to what end, how do you define success that you're applying this measurement against?

Speaker 2 (01:52):

Yeah, so there, there are plenty of, uh, the standards that you know of, you know, from the top to the middle, to the bottom of the funnel, and I'm declaring today that the funnel is not dead. It's just shaped it in a different way. Um, at the top of the phone where you're looking at awareness consideration, you know, all of us that believability trust and then, you know, get down into intent and then, you know, finally you have metrics around cost per conversion rates and the like, which are the standards. Um, but we're also looking at other metrics that would, you know, really enhance that. So we're looking at speed, looking at throughput, we're looking at productivity on the operational side, but then also within the analytics space, going back to that, uh, we're looking at expected lifetime value of a customer, um, looking at potential for cross sell at soon after acquisition days to second product.

Speaker 2 (02:39):

And that's from former lives, not necessarily here at, uh, at Facebook, but, uh, I've been doing this a long time, a lot across a lot of different brands. And we really want to look at efficiency and ease of throughput. And, you know, when you look at expected MPV per customer, per user or whomever, uh, you also want to say, you know, who's the pain in the neck factor, right? Because people call your call center all the time and bugging it well, then they're really increasing their cost to serve so they can buy a lot of stuff. But guess what, if they're killing you on the service side, uh, then they're, you know, their NPV is gonna be much lower over a three-year period.

Speaker 1 (03:10):

Well, so it's really interesting because in addition to thinking across the funnel and how marketing is both reacting and engaging with consumers, it's a lot of different metrics that you might look at. How do you balance that between the frequency or what you're presenting or how you're operating against it, especially as you're driving both the strategy side and the operations side.

Speaker 2 (03:31):

I think brands make the mistake of thinking that, well, we can go all brand or all performance. And so we really look at a blend of those things. They, they operate in harmony and, you know, I've been in many places where, because they didn't do the groundwork at the top of the house and the cost per or outstandingly terrible at the, at the bottom of the house, because you haven't in, in, in a sense sent in the bombers to soften up the targets and then sending the troops, you just go straight to the troops and they get slaughtered. So in this particular case, you know, we're looking at, you know, the compliment and the handoffs across the funnel and ensuring that we're expediting each one of those and have a very good predictive sense of, you know, a point here equals this much at the bottom of the funnel full integration. And, you know, I, I know a lot of folks have stopped using the term funnel. Um, but there are distinct steps, particularly when you're introducing a new brand or introducing a new product, uh, that you have to go through. Otherwise, you presuming that because people know who you are, that they're going to buy this new product. They never heard of, uh, that's lunacy.

Speaker 1 (04:34):

I I'm just laughing. Cause for a while, I was one of the people who was adamantly against the idea of the funnel and winnowing people down. But I agree with you, there's, there's definitely something important to think about the stages that the funnel represented and the type of messaging that you want to bring across to a consumer, whether they're your prospect or your guests at that moment to recognize what their, what their needs are. How do you communicate when you think about working with your leadership, how do you communicate the idea of how you're achieving your goals as well as how you believe the balance of those marketing investments across the funnel need, need to need to be invested? Like at what levels what's the allocation? How do you communicate that message? Do they comprehend it, or is it a challenging conversation in

Speaker 2 (05:22):

Companies? It's a challenging conversation because as you know, you know, with the multitude of businesses, you do business with that companies, traditionally aren't very comfortable using data, even data related companies, my struggle a bit as well as, you know, w how do you use predictive analytics as opposed to rear view mirror stuff, to truly understand what's going on? So, um, you know, I first come into a company and assess what the, you know, what the limitations or the strengths are regarding using a data. It's usually, you know, a lot of restrictions, so I need to start them off, you know, one way, and then escalate them up, starting with, you know, just the basics of here's all your businesses doing. And then here's how particular segments of interest are doing. And then now let's get into now, what, if you could turn this knob or pull this lever, or push this button, and you can get at each layer here, this much lift.

Speaker 2 (06:13):

So very closely linking each one of those that says this much here, it gets this much here, because this one's here gets product, right. And if you don't have the product side tied into it, and they're going to be like, this is nice and interesting, but it's not really making me any money. So I think, I think really

assessing where the company is and where they'd like to be, and then tying your work directly to the strategy. Okay. Is it a growth strategy is a retention strategy. Is it a cross sell up sell strategy, and then being able to show how your work can very closely tie into that? I often use back casting. So basically pretending as if, um, we actually used analytics to make the decision and showing them how much more juice for the squeeze they get by using that data stuff, as they might say, in order to get the kind of lift that you, you know, you can bring to the company.

Speaker 1 (07:03):

I think what would be helpful is, is there a language that you use to make the analytics feel tangible? Right. I think it's terrific that you're walking them through the waterfall of how marketing is driving consumers down to engage and re-engage. But a lot of times the senior executives, I'm guessing that you work with might be a little averse or not as comfortable with the idea of the analytics and the math that underpin the analysis. Are there ways that you work with them to get them comfortable with the concept so that you can go straight to the insights the next time you're with them?

Speaker 2 (07:35):

Yeah. Storytelling's a big, big factor in that. And being able to use the phrase, you know, it's kinda like when, right. And then you've searched the audience. If you were to Google me, you'll see like articles I've done. You'll see that when I'm in Charlotte, I'm talking about NASCAR and pit stops when I'm in, you know, New York, I'm talking about the symphony, uh, when I'm in San Francisco, I'm talking about the Niners, uh, and the like, and so being able to relate it to things around the flow of data, the handoffs that need to happen, the sequence and the timing of things to work, to get a car back under the track, or to, you know, execute the west coast offense or whatever might be helping them to just kind of understand, oh, that's what you're talking about. Now, the numbers aren't that relevant at that point, but then you say, well, Hey, here's, here's how number 82 was supposed to be in this place at that time in order to catch the ball, same thing happens when you talk about, you know, customer relationships and Hey, when they're here at this point in time, you want to have a relevant and timely message so that it connects and you get a touchdown.

Speaker 1 (08:34):

Th that's really interesting, Charles, and thinking back to two things that you had said one on the fact that you're not just thinking about the effectiveness of the marketing investments, but you're thinking about how the organization is actually implementing those decisions and buying and deploying the media from an operations perspective. How do you think about, and I know it might be a loaded term, but, and if you use it, how do you think about agile marketing or getting your marketing organization to respond in a fast manner to the signals that they see?

Speaker 2 (09:03):

Right. So I tend to think of the world in four terms, people process technology and information, and that's not necessarily an order of priority, as you could imagine, but, um, agile to me and I use that term sparingly, but I think in this particular case, it really does represent it along that P PTI framework. Um, you want to have really sensitive measures and measurements and instruments in the marketplace to detect competitive behavior, to detect some change in the sentiment among your current customer base, to re react to potential public affairs related things where the government is saying something or doing something that might impact you. And then from that point, you have the process and people put

place, which is okay. So what do we do now that we know this, we work with the right people who are in the right roles, clear roles and responsibility definition.

Speaker 2 (09:57):

And we have processes that says, okay, when this happens, this is the team captain. And here's how they work across a vulture virtual team in order to get things done, right? And then you have alignment around, okay, how are we going to measure? What's our execution plan? What's our creative, what is our media? And then once again, it's this horizontal function that says, whenever something happens out here, like competitive behavior, they lower the price on something. Or they went on an ad, you know, bashing us in some way. Here's how we respond. So they all have a home room within the distinct function there, whether it be media execution, creative, uh, or whatever. And then we all play in harmony in order to execute that. And so streamlining those processes, making them near automatic and enabling, you know, having an enabling technology that allows you to do it outside of spreadsheets and using MRM and CRM and other tools, uh, to align the vision against that, including ad tech, um, to execute. So, yep. P P T, and I, and at the end of the day, you want to look at, did it work right from a, from an output perspective, but then how seamless was it? So when we, how much can we compress time within each one of the various stages in order to meet that objective? So, you know, I'm going to gray my team, not only did it work and did we drive whatever we said we were, but how fast did we get there? And let's get better continuously through continuous improvement.

Speaker 1 (11:18):

Well, let, let's talk about that obviously, because there's always opportunity to improve. What do you, what do you find as you work with your teams to develop these playbooks in these processes tend to be the biggest challenges that they might run into, or that you need to help guide them through

Speaker 2 (11:33):

Biggest hindrance or blocker of all progress is people. And so, and that, and that might be or structure. Um, so things might be cloogy, um, and very siloed. And so groups aren't necessarily used to working very closely together. Sometimes it's people and they have a pet project they've working on for years as their baby. At some point in time, someone has to tell them the baby's ugly and S you know, if you've invested that much time in a singular thing, and having someone come along and say, that was great for the time, but it's no longer relevant. That's a, that's a very different, difficult conversation to have with some people and they latch on and they make it really hard for you to create change. What we often do is say, look, what we're not, we're not condemning what you've done in the past, but to presume that nothing has changed regarding our customers, government, competitors, pricing economy, whatever might be to presume that nothing has changed is kind of silly, right? So we're not saying that what you did was wrong. It was perfectly right for the time, even if it wasn't, I'll tell them that, but then going forward, if we nudge this 10 degrees to the west or to the east, you'll get better outcomes with it and just bring them along to make that happen.

Speaker 1 (12:46):

And do you work on focusing on the incentives as well for your teams and how you highlight what good is?

Speaker 2 (12:52):

Yeah, goaling matters a lot and what I'm going to pay a premium for when it comes bonus time. That matters a lot as well. So, uh, but, but the hardest thing though, is that the entire marketing function isn't incentivized in that way. You know, I could have my people doing all the right things, and I'm not saying that the rest of the marketing department would do the wrong things, but they'll do the familiar things, right? The things that they've kind of mastered over time. So that's when I go to my boss, um, in a, in this particular case, as the COO and other times as customer chief customer officer, or even a president and say, look, I really need to change the incentive structure. And, you know, we can ease our way into it. Maybe only 10% of your bonuses at risk for this one thing, and then migrated to 25 and then 50, but to show how we're going to pay for results, not for output, like getting a lot of stuff out the door, which is interesting, but what did that do for my business? And so it actually sparks, sparks a degree of entrepreneurship among people in innovations. Like, gee, I get paid more if I bring a better, a better idea to market. Yes you do. So bringing the ideas because the same old ones won't work forever. So,

Speaker 1 (14:00):

But let's hold on that. So what type of people are you looking for that are more capable or more successful of operating in this type of environment? Is there a type of person?

Speaker 2 (14:12):

Yeah, I think it would depend on the organization and their maturity. So if you could imagine a traditional company where people aren't accustomed, very intelligent people, so please don't take it any other way, but they're not accustomed to data being the lifeblood of their organization. I'm going to look for a greater blend between technical acumen, as well as storytelling, business acumen, you know, communication skills, influencing skills, and the like, and I'll probably over-index on that because we can farm out arms and legs to do, you know, the analytical tasks, but the creating transformation and change really comes about through collaboration, partnership, communication, you know, the softer sides, um, of the work, but the most important side. So never forget that. Um, on the other side, if an organization more mature and more comfortable with using data, then, you know, I want people who can get the most throughput in advanced analytics through the system, because people are gonna know, you know, where to go to catch the past and what to do with it after they get it.

Speaker 2 (15:18):

And so that's going to be a critical piece. One, one thing to note on the first group where you have a blend of technical and the softer side, um, what I've found in my career and about almost half of my director women now, and they traditionally have been, um, this is stereotypical, but the women who've who have worked for me have been better at that side, collaboratively winning and influencing driving transformation and change. And so, you know, when we say, oh, we can't find any data scientists and blah, blah, blah. I've got like 15 women and PhDs on my staff who come from behavioral sciences, social sciences, and others who've mastered the technical stuff. Right. But the hard part, which is getting people to use your stuff, um, you know, they master that as well. So that's a plug for women in the data sciences field.

Speaker 1 (16:06):

What's interesting is we also look for analytics, people who have experience outside of pure data science that as you said, the behavioral and the social sciences, the ability to think holistically about the problem that we're measuring, that it's not just data or data series or features, but what's the problem we're trying to solve. So I, it's great to hear that. That's what you engage in and act on. Charles, you've

talked about the people in the process and the technology. When you think specifically about the analytics, are you using specific types of methodologies? Are you using multiple methodologies? How do you think about the analytic capabilities you need or approaches to answer those questions so that you can run the playbooks?

Speaker 2 (16:52):

Yeah. You know, a lot of them are pretty traditional to be honest. I mean, we talk about the fancy data science and AI and stuff, and yes, those are tools to help us get to, um, what we're trying to accomplish. But at the end of the day, you need to target, you need to segment segment, you've got to, you know, you've got to convert them. Um, and you know, you've gotta be able to show the business how using data and more precision and targeting and execution leads to better results. So, yeah, we've got a marketing mix optimization practice. I think everybody has one of those by now. Um, and I've been fortunate enough to work with your company a couple of times on that as well. And it's a great success and, you know, we've got multi touch attribution, which is what everybody else should have by now. Um, we also have, you know, all the techniques around how to get more juice for the squeeze, um, out of every one of our campaigns. So around a specific, I mean, regression based models, machine learning based models, kind of the typical, but what we're trying to do is really leverage them faster in a more semi-automated fashion, which is really kind of the next phase of this stuff, where an analyst is guiding not necessarily building models and then, and then they can actually deploy more at one time.

Speaker 1 (18:11):

So when you think about all these things in, and the end state that you're continually driving for, when you look around at your, at your peers or across brand marketers, who, who do you think is doing it right from what you can see of leveraging data and analytics and applying that to, to do smart marketing, that would appear, obviously you're not measuring it, but would appear to be effective and thoughtful.

Speaker 2 (18:34):

Yeah. So as a consumer and kind of having the bias of kind of knowing how this stuff works, it's pretty obvious when you look at, you know, companies like Delta or American express who have strung together, the data they're predictive, they're relevant, they're timely in their communications. They recognize you and you're on their properties and they, they have a corresponding response companies like Zappos, know you pretty well. I don't, I don't know any of the analytics leaders at these places, but it's re it's pretty clear when you see how stuff comes together in a meaningful way that that didn't happen by accident and not just the analytics piece, cause I'd never really get just the analytics piece. That's a means to an end, I look at what are the outcomes that are obviously driven by it. You know, who I am, you know, what I just did.

Speaker 2 (19:20):

And then, you know what I want to do USA, I can, I can proudly say is one of those companies. Um, and I, I played a big role in that and connecting the entire funnel all the way down to engagement and new product and what have you. So being able to string those things through and have a direct connect across the handoffs that happened for a given customer across your organization, that's when it really shows up for me, because then once you have that foundation, you can build an okay, predicting what's next, or what should they, how do we be more relevant and timely in this moment with a product that

can solve their distinct problem? And I think that's a, that's a, you know, those kinds of companies that start with the customer first, and then they talk about the other stuff. Uh, those do really well.

Speaker 2 (20:05):

Unfortunately, many companies will go get the data and they'll spend a ton of money on infrastructure. They'll go hire the unicorns, uh, the data scientists. And then they'll be like, okay, we spent a couple of billion dollars or however much the money is and what did I get for that? Well, you didn't start with a strategy what's there for, and this belief that, oh, we'll just tool around the data till we find something good luck, I'll be retired by then. So what you have to do is use data as a weapon to tackle distinct challenges and issues. Then while you're under the hood, you'll find out, Hey, not only the spark plugs need to be changed, but also need to change the boat, the hoses and the fans and that sort of thing. And so then that's how you kind of start in the spreads that innovation across their

Speaker 1 (20:52):

Interesting. How, how do you prioritize that? Cause obviously there are a lot of things that you could fix and it's not always sequential. So how do you link then, you know, owning the strategy and knowing where you want to get to with what do I focus on first to make sure that I have a well-oiled machine that's operating there?

Speaker 2 (21:10):

Right. Well, I split the world into two pieces. One is fulfilling the plan, right. And fulfilling the strategy. And then the other is carving out time for innovation. Now in previous lives, I've done this one of two ways, either. I say, let's work down, let's automate and remove time. That's spent on less valuable stuff to free up 25 to 30% of each analyst, time to think about what's next. Right? And then, so you're handling the plan and within a person you are spending quite a bit of time talking about what's next, Hey, how do I use this learning to innovate to the next thing? Right. And then rewarding them for that other times I've said, look, I've got a distinct organization. That's going to focus on innovation. And so yes, everybody can do run the business, you know, innovation, but bleeding edge game-changing would come from more centralized team. I can't say one way is better than another. It really depends on your personnel, the demands, how much resource you have in the, like, that's really

Speaker 1 (22:05):

Helpful. So as you look forward to 2022, we're almost there. What do you think are the potential disruptions? And then really the opportunities in the marketing space, where, what do you have your eyes on to make sure you know, what's happening and that you have a plan in place for managing, if it comes down the pike?

Speaker 2 (22:23):

Yeah. I'm not sure if it gets completed in 2022, it probably doesn't. But, um, you know, a colossal shift, you know, not unlike what happened when the world went to the internet and started shopping and marketing being there, I really believe that the Metro versus going to create a lot of that, and that's not a shameless plug, but, um, the concept of a matter of verse where people are engaging in more, you know, AR VR environments, they're buying products for their avatars, they're doing all of these things. I don't think we've cracked the code on that. We can leverage many of the learning, um, opportunities that we've had in the past and then see how they work in this new environment. But, uh, people are scrambling thinking about that right now, um, to, to be now, when you say omni-channel, that takes on

a very different, you know, thing, not just, Hey, should we send them something in the mail or email them, or have money TV, but it's like, there's a whole nother experience that we hope quite a number of people will be engaging in.

Speaker 2 (23:21):

And how do you reach them? The beautiful thing about it is that the self-selection into people engaging with the, you know, these AR and VR products is that they're going to be a certain type of people, right. In terms of demographics, in terms of, you know, willingness to try new things, um, reluctance to share personal information. And so we'll learn a lot about that by engaging with them and find out what they like and what they don't like, and then finding lookalikes in, in the larger environment and then talking about the benefits and features and then getting them to adopt. So, um, you know, and we're not the only company doing this, of course, but I do believe not unlike the internet. Um, it's not this kind of monolithic thing. It's a, it's a shared environment where things connect in many different ways and the companies that figure out how to navigate that with other experiences and other channels. Um, I think there'll be, there'll be the winners in the longterm.

Speaker 1 (24:12):

Well, I think the, the flip side of that then becomes a question back to you is where is the data coming from? That's going to feed that and bring it all together and what are the challenges or the opportunities and the achievements you've had in making sure you're prepared to be able to observe how those audiences are. Those peoples are, are moving and reacting. Okay.

Speaker 2 (24:33):

You've asked the $1 trillion question right there, mark, uh, really because, you know, with privacy and with opt-ins and, you know, people being hesitant to share, and what have you linking, you know, all of these different channels together in identifying one single customer user person, that's engaging across all of these, as you know, that's the, maybe the $10 trillion question, right. And, you know, we've been leveraging products for on and off platform matching and clean rooms to do as good of a job. We can do that, even if it's down to just the segment level or cluster level. Um, but I think companies that can figure that out in a way that doesn't violate privacy in a way that, you know, is self selections, self opt-in, where people want to engage and share. I think that's going to be a game changer for all of us. The fortunate thing is, um, people who might be in our demographic might be a little more, maybe a little bit older than you are, but, um, might be more reluctant, whereas kids will share everything right. They share, you know, unlike Quora and these other places they'll share, Hey, is a 600 a good FICO score. No, but they'll be doing that. Right. They think it's like, oh, I would never share that on something public, but they're much more open to that. And I think with that generational change, you know, if you're, if we're ready for that as an industry or a set of industries, I think it'll just be how business is done 20 or 30 years from now.

Speaker 1 (26:03):

W I, I would definitely agree with that. I would actually say that, you know, surveys in personal experiences when brands deliver more value, I'm more willing personally than by demographic set to provide more information and allow them to observe how we engage with them. If it's going to reduce my friction and engaging with a brand. So I also think there's, there's something to that as well. But as you mentioned, it, it's, it's the opt-in nature of, of being aware of what's happening and how me, I, as a consumer will, will benefit from that. So I don't necessarily know it's just about the kids. Uh, but I do

think it's important that you have the data sets that allow you to analyze those audiences and segments. And it sounds like you're already looking at that today within your walls, as you think about the different solutions that you're managing against, you're not thinking about a monolithic consumer, you're thinking about those segments and those audiences.

Speaker 2 (26:59):

Absolutely. Um, so some segments we'll kind of know what to do with it, right. You know, they're younger, they're more educated. They're, you know, they've, they've adopted technology or it's been part of their lives, their entire life. Right. You can see little babies and, you know, in the airport and they're like on the iPad and they know what they're doing. Right. Um, but then for others, it's going to be education and helping them to understand the benefits of sharing more information, being more personalized is a big deal. Remember we used to get a bunch of email spam. I don't really get that much anymore. I get some, but not nearly as much because people are figuring out over time, this is what the guy likes and what he doesn't like. Right. And that, so people who get that right. Get my attention to, to your point earlier.

Speaker 2 (27:43):

But then I'm also willing to share more because they're going to give me more. But, but that's really the difference is that there's certain people who are going to get it. There's certain people we really need to educate. And there are certain people were indifferent and a certain people who hate it. So we don't spend one minute on anyone who hates the idea. I mean, it was just, Hey, if you like these other things, keep doing it, keep doing you. Right. But, but the other areas can be influenced and you have to have distinct strategies against those. And then that translates into all the metrics and all this other stuff. But it all starts with strategy. I think companies spend too much time on technology and tools without having a, what for clearly defined. And what if, and what do we get if we have it? And if they did more of that, then spins and efforts would be much more efficient.

Speaker 1 (28:29):

Well, that sounds like really where I was going to wrap up and ask you, what do you think marketers should most be focusing on today? How do you do that effectively? So for the marketers out there who are saying, I have data, I have tools, but it doesn't seem to be connecting. And I don't seem to be influencing my marketing leadership or the broader organization. How do they start and do that? Right. W what's ground zero for creating effective, you know, strategy to act on.

Speaker 2 (28:56):

Yeah. So, so presuming that there is a marketing strategy of some sort, um, as a hope there is. But if not, then we can use data to inform that as well. Um, starting with the starting point that there is some strategy. What I often ask my leaders to do is say, pull out your project list. And I want you to map each one of your projects to the top three or five priorities for the company and anything that doesn't fit on that. Right. I don't care who asked for it, you know, but if it doesn't support something that we're going to do something with other than science projects, as I call them, um, then it really needs to be crystal clear. So the first thing you do is to say, Hey, our work is laddering up to what you think is most important, right? So get them interested in your work.

Speaker 2 (29:43):

Then you really give them a detailed review of what has happened over time with their product or their service or whatever it might be. And then you say, look, here are some opportunities where if we were to use more information, be more targeted, we can actually drive more lift rather than kind of a general population approach, which is what a lot of companies do. When you do that and say, Hey, would you be willing to carve out 10% of your budget for testing this, right? This one idea for this marketing campaign. And then you show them and targeting, virtually always works. You know, if you, if you, if you know what you're doing, and then, then you kind of bring them in, you're showing them, you're explaining to them. You're also getting co-signs from the CFO, right? Where the CFO says, I'd love to give you more money, but you can't prove what your, what your stuff is, if it works.

Speaker 2 (30:30):

So when you get that alignment and saying, Hey, CFO, our goal is to impress you enough so that you give us more money because you see that we're being very thoughtful about how we do it. Um, and then, then that gets everybody excited, right? Ooh, more money. Yeah. I like, I like more money. Right? And so go into the market and say, I can get you more money. And let me show you how this is what you used to do. If you just made these twists here or there, these nudges here or there, here's how much more you get for the same investment. Now let's forecast that out and say for every million dollars you get, here's how much you actually would get in return. All business people understand that return on investment is the most basic concept in business. So, um, you know, when you get that alignment and then the CFO's starting to write more checks, then you've won right.

Speaker 2 (31:18):

Then they'll be like, well, what else do you got? Yeah, well, of course, yeah, we got this thing called a model. And what it does is it does this and it does that. And you get even more results. So let me show you the possibilities there. And so it's really about a squirting people through, and I think not only do data, people need to learn how to do this, but I think the more complexity of the market, the MBA programs that are coming out, people are learning more about data as, as a, as a process throughout their education. And once again, it's about, Hey, do I have someone who knows the route they're gonna, you know, they're gonna get their hand up at the right time just to catch the ball. And that goes from us to the marketers, but also marketing to their leadership. And so I think those things combined are really where we need to be. And we need to do that in as close to near real time as possible.

Speaker 1 (32:08):

Well, thank you so much for walking us through how you think about data and technology and measurement, but really the emphasis on people and process and strategy. So if you were going to give one parting thought to the audience who's watching today, besides what I heard a few times, which is please have strategy, w w what is it that you would say to give them confidence that they can execute against their mission?

Speaker 2 (32:35):

Yeah, you've got, you've got to be fact-based, you've got to be collaborative. You don't want to be the one person where this whole idea hangs on that one person collaboration would include getting buy-in from the CFO, getting buy-in from chief privacy officer, getting buy-in from colleagues, uh, having someone grade your paper, and then going very boldly and saying, given my experience and the network, I've surrounded myself with, we believe this is the best way forward. We're asking you to invest. If you do, this is what you will get in return. So it's not a one person solves. The whole thing is

really to be a collaboration across multiple units and multiple influencers to get that outcome. So knowing who the players are on the board and knowing who can actually help nudge that along faster and better for you, that's really key to pick as a co collaborator.

Speaker 1 (33:25):

Charles, thank you so much for joining us today and sharing your thoughts and insights about how to really build a marketing organization that links analytics with operations to drive, to achieving strategy and ultimately financial performance, which, which is really critical for marketers to keep top of mind. That's what you're trying to drive and grow your firms value. So thank you so much for sharing with our audience today. And with that, I'm going to pass it back to you, Jennifer.