



PROJECT
COMET:
**MEASUREMENT
JOURNEYS
WITH META**





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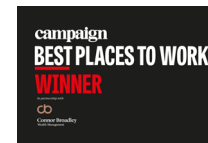
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PROJECT COMET: MEASUREMENT JOURNEYS WITH META.



Since 2005, the7stars have pioneered different ways of working, created a new business model, built a unique and recognised culture, and put clients first to drive better results. We have built our business from zero to become the UK's largest independent media agency. An agency recognised for its culture and its results.

At the7stars, we estimate that **approximately 74% of all media is now ad tech driven (ad served)**. Our completely transparent business model and data-led approach mean we're in the unique position to take maximum advantage of this landscape for all our clients. We have built the best employer brand in the UK media industry so that our clients get the smartest people working on their business.

We are the only media agency listed in the Sunday Times 'best companies to work for' list, and we are currently Campaign Magazine's best large media agency to work for.

We empower our people. We give them room to invent, challenge, grow and think sideways. We keep them liberated from things that slow them down or restrict them. We foster expansive thinking and encourage our people to have pace and energy. It is this energy that helps us grow our clients' business. Our talent-led approach has led to our **client retention rate of 95% and a score of 9/10 in client satisfaction** for the last three years. We are incredibly proud of the business we have built. We are the UK's largest and most successful media independent with billings of over £450M. We have been awarded both Campaign Magazine and Media Week's Agency of the Year three times in the last six years.

We are also extremely excited to be among the first agencies to be awarded the IPA's Effectiveness Accreditation.

This award reflects a total dedication to driving business outcomes on behalf of our clients. Our approach to transparency and media neutrality has maximised effectiveness for our clients over our 17-year history. Marketing effectiveness principles are a red thread through our planning cycle from client briefing through to evaluation.

Our Strategy, Activation, Insight and- Analytics teams cascade their expert effectiveness knowledge through every level of the business via bespoke training programs designed, curated and delivered in-house. In 2021, we even extended this to clients to stimulate more outcome orientated briefing and equip marketers to evangelise the business case for marketing at all levels of their organisation.

At the7stars, we believe delivering great marketing effectiveness comes from collaboration and aim to create a culture of experimentation and effectiveness among our clients. Our teams work closely with advertisers to build a compelling stock of evidence supporting their marketing investment in the short and long term. We harmoniously collaborate with third-party agencies and in-house teams to maximise business outcomes on their behalf.

We are proud of our strong track record of success. In recent years, our marketing effectiveness work has helped develop multiple UK unicorns and we have earned IPA Effectiveness Awards for Suzuki Cars GB and Wagamama, as well as WARC Effectiveness Prize for Ancestry.

Measurement journeys can help advertisers improve their strategies, make better business decisions and implement the sometimes elusive culture of experimentation. A Measurement journey is a form of question-led planning that helps an organisation keep track of business questions to be addressed with measurement. It offers numerous benefits: it acts as a learning and development framework for advertisers; identifies the need for certain specialist skills; develops advertiser best practices and manages the social aspects necessary for organisational change. Through our measurement journey approach, we enacted 12 tests across 8 different agency clients over an 18 month period. The highlights include 1 published case study and 3 case studies in-press:

- **Associated British Foods and Patak's** drove offline sales and both brand awareness and purchase intent.
- **Suzuki Cars GB** showed how TV and Meta complement one another in driving incremental reach, brand awareness and familiarity.
- **Tapi Carpets and Floors** adopted a test and learn approach to manage IOS14+ through several rounds of testing audience expansion.
- **Gousto** determined the most effective buying objective to shift brand awareness.



Overall, we've found measurement journeys are a critical component in supporting our clients in achieving their goals. They helped our advertisers achieve greater agency in their choices, more effective media spend, and helped them understand which next optimal step to take given experimental insight.

A measurement journey is a form of question-led planning that helps an organisation keep track of business questions.

Accelerated by the covid-19 pandemic, we've seen a rapid shift online in consumer behaviour. At the same time, the democratisation of ad-tech is also advancing at pace. Via self-serve advertising platforms, businesses have more opportunities to reach relevant audiences at scale and we're now seeing this reach traditional media spaces such as out-of-home and TV.

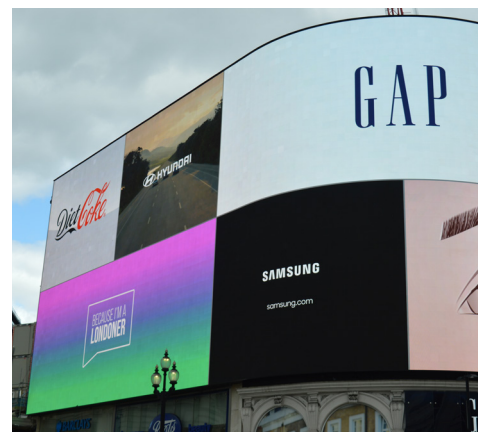
The technology behind targeting and optimisation is also becoming more sophisticated, allowing advertisers the best possible chance of hitting their advertising goals in a cost-effective manner.

Traditionally, advertising is about identifying the target audience for your products and services, identifying their key media behaviours, and then buying ads in these places to reach them. Measure, rinse and repeat.

Increasingly, machine learning driven ad delivery systems are doing this work for us. Using hundreds of real-time data signals, these platforms are serving ads to the right users, in the right place, at the right time, using predictive modeling to drive specific outcomes, such as viewing a video or buying a product. The priority for advertisers is now in providing these platforms with rich datapoints regarding outcomes (i.e. conversion tracking) and effective creative assets aligned to the barriers and motivations of potential customers to act.

In theory, it should be simpler to have more effective, measurable, and accountable marketing activity than ever before. At the7stars we've estimated that 74% of media is now ad-tech driven, and ad-tech driven media means access to data and feedback loops that previously didn't exist.

However, paradoxically, the development of these opportunities has also led to a media landscape that is more complex and difficult to navigate. We've also seen new challenges arise that add to this complexity. Even with more data at our fingertips, we face challenges of unified measurement posed by walled gardens, data-privacy and a move towards a cookieless future.



Est. 74% of media is now ad-tech driven

At the same time, there are almost too many metrics available to us. The risk of using the wrong metrics and connecting data incorrectly, or not connecting it at all, is high. And the temptation to optimise towards the best-looking outcomes is always strong, regardless of whether those chosen KPIs are linked to real world business outcomes.

To get it right, advertisers need experienced and skilled practitioners who know how to organise and interpret data correctly. They also need to foster a culture of experimentation. The tools are all there for us to do so. Advertising platforms like Meta are giving us more opportunities to experiment and measure performance, both in-channel and cross-channel. Yet these solutions appear to be criminally underutilised.

Whilst working at Meta, behavioural economist Julian Runge conducted research that concluded only 12.6% of a 6,777 sample of businesses had utilised randomised controlled experiments¹. This is astounding considering the

improvements in performance that can be gained through such experimentation. The very same research highlighted that those businesses who run 15 experiments in a year see about 30% higher ad performance, so the size of the prize is large.

Measurement should not be merely retrospective, an afterthought or remain unchallenged. It's something we should be aiming to get better at all the time, especially in such a fast-moving landscape. If we're not learning something new about media effectiveness with every campaign we run, then something is wrong.

The infrastructure and framework for effective measurement and experimentation needs to be at the front of campaign planning and execution. Which is exactly why we made this a focus of our partnership with Meta for 2021, ensuring we are always making the most of the tools at our disposal.

¹ Runge, J. (2020, October 28). Marketers Underuse Ad Experiments. That's a Big Mistake. Harvard Business Review. Retrieved December 22, 2021, from <https://hbr.org/2020/10/marketers-underuse-ad-experiments-thats-a-big-mistake>



A MEASUREMENT LEARNING FRAMEWORK TO ACHIEVE SALES AND BRAND GOALS ACROSS THE META FAMILY OF APPS AND BEYOND.

A culture of experimentation is something that many aspire to, but few attain. Perhaps this is not surprising given that, as McKinsey and Company research shows, 70% of organizational transformation efforts fail³. Why is this? Implementing organisation change can fail for a variety of reasons: under communicating a good vision; over communicating a poor vision; lack of participation and buy-in; lacking the skills or capabilities to drive transformation; procedural elements; and cadence of leadership change meetings. Without these in place, the vision of agile, nimble teams with senior leadership support taking a fast and iterative approach to work becomes unrealised. Or worse, if change was tried and failed, all parties might be a little more cautious to embark on future efforts. Indeed, research on the topic concludes that to make the biggest improvements requires having both technical and organisational success factors in place⁴. With these combined factors in place, businesses can expect an 18%



“Technology can give a quick boost to results, but long-term improvement requires more far-reaching organisational change.”

Field, Patel, Leon, 2019²

revenue increase, a 29% cost saving and a 2x Likelihood of Marketing Share Growth⁵. Building this culture of experimentation can be more difficult than expected. What’s needed, and often lacking, is a practical means of incorporating these factors together into a plan.

A measurement journey is one such vehicle that, when used correctly, can act as a focal point for developing successful organizational change. At its core, it is a form of question-led planning that helps an organisation to keep track of business questions. It records approaches to answering questions while coordinating all parties onto the same goals. There are several good reasons for adopting it, each of which speak to the need for managing complexity.

First, a measurement journey becomes a learning and development framework for advertisers. Advertisers learn how to use and evaluate advertising strategies and to see how they fit into a combined offer across all platforms. Our measurement philosophy is ultimately to help our clients understand how their strategies are performing and help them decide what to do next. If we can understand why a campaign is successful or not then we’re in a better position to improve future campaigns. It’s not uncommon for advertisers to request studies to be applied to their campaigns but with no real reason as to why they should. However, there is a clear need to have a record of what’s working and why. We always seek to provide the relevant background, rationale and instruction to testing discussions. Once this procedure is laid out, it demystifies measurement learning anxieties.

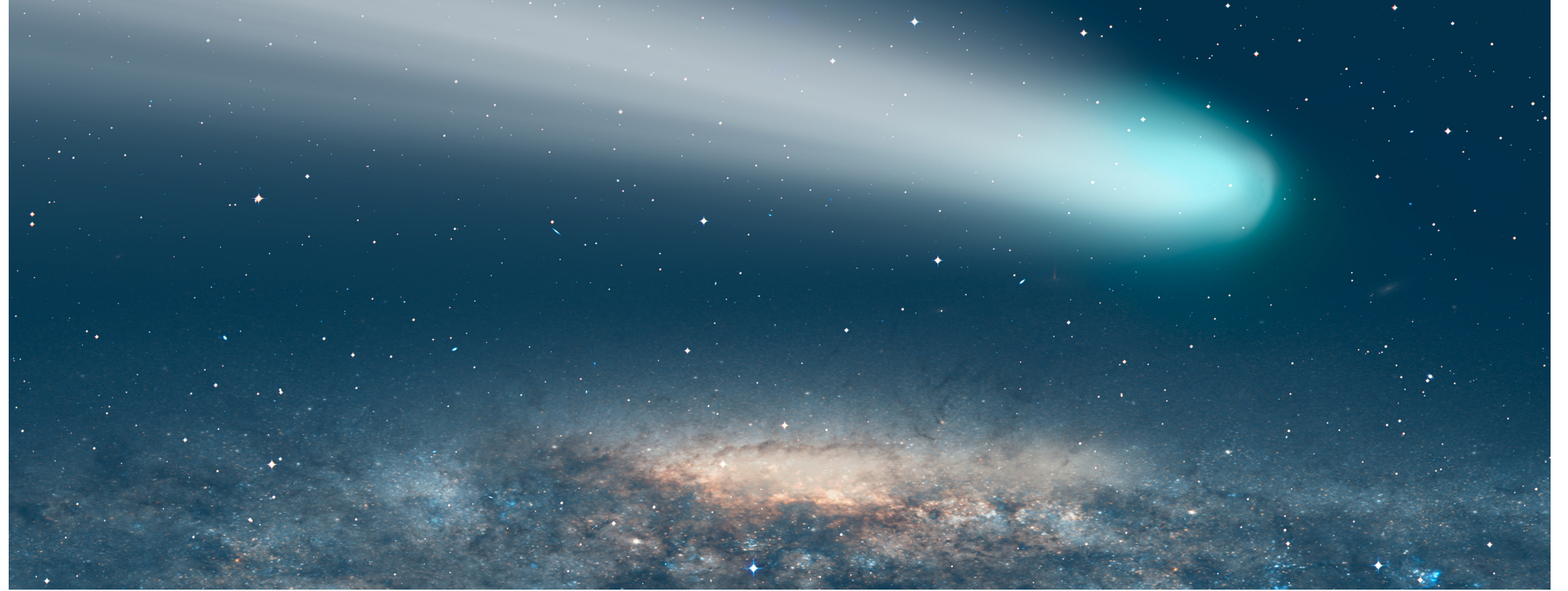
Measurement journeys are also useful for identifying if the organisation lacks certain specialist skills to achieve their goals. In their research, BCG highlights how businesses need to access key skills; whether in-house or through outsourcing with ‘strategic partnerships’. As will be discussed later, we see it as our role to act as a connector between our clients needs and whatever specialist capabilities are needed to answer their business questions e.g. such as working with Nielsen to evaluate incremental reach.

² Field, D., Patel, S., & Leon, H. (2021, March 1). The Dividends of Digital Marketing Maturity. BCG Global. <https://www.bcg.com/publications/2019/dividends-digital-marketing-maturity>

³ Gleeson, B. (2021, December 10). 1 Reason Why Most Change Management Efforts Fail. Forbes. <https://www.forbes.com/sites/brentgleeson/2017/07/25/1-reason-why-most-change-management-efforts-fail/?sh=7badb7f3546b>

⁴ Field, D., Patel, S., & Leon, H. (2021, March 1). The Dividends of Digital Marketing Maturity. BCG Global. <https://www.bcg.com/publications/2019/dividends-digital-marketing-maturity>

⁵ Rogers, K., Pérez-Moiño, J., Leon, H., & Poncela, A. (2021, October 20). The Fast Track to Digital Marketing Maturity. BCG Global. <https://www.bcg.com/publications/2021/the-fast-track-to-digital-marketing-maturity>



Second, measurement journeys are a great starting point for exploring and developing best practices for an organisation. How should we approach creative messaging testing? Is personalising messaging more effective than generic messaging? Does optimising assets for digital platforms drive better business outcomes? Does unlocking different audiences through motivation-led creative drive new incremental buyers? Whatever the question to improve creative strategy, we are in position to build an organisational best practice. Just what exactly are the measurement requirements to develop a best practice? To provide the strongest case for a hypothesis or best practice, we would need a meta-analysis to answer it and that would require around 10-15 studies. Measurement journeys provide the roadmap laddering up to the end. A quick word of caution; one of the common mistakes when trying to change an organization's culture is to adopt too much change in too little a time frame. We recommend making small refinements to the current testing culture.

And while 10-15 tests won't be to everyone's taste, you can still set in motion a journey of gathering evidence for the research question. A measurement journey can be thought of as a step by step guide of those small refinements.

The third reason builds on the previous two by highlighting the social aspects of organisational change. Measurement journeys can help to implement a test and learn culture by securing agreement on what the goal is and setting a plan for meetings at regular cadence. This point could be reduced to 'communication, communication, communication'. Never underestimate how different stakeholders can take different understandings based on their previous experience. Through clear communication and addressing progress and concerns through regular meetings, the measurement journey sets the project up for success.

A measurement journey is one such vehicle that can act as a focal point for developing successful organisational change.

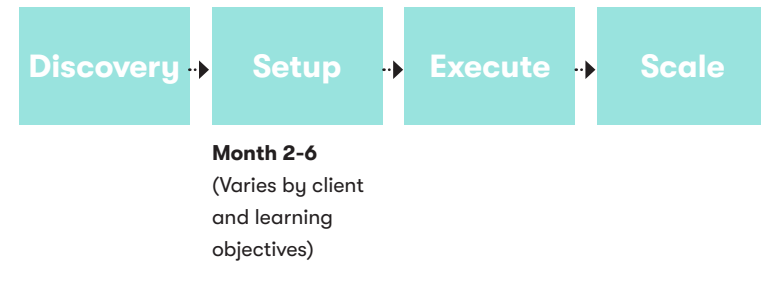
This article examines how a large organisation can manage and precipitate meaningful change through the use of measurement journeys. It describes:

- A process for organising the measurement journey with a wide variety of business questions of varying complexity.
- The critical success factors for a modern organisation when advertising on digital platforms.

The Measurement Journey.

As an Agency, we adopted a practical means of identifying needs, generating insights, and taking action on the basis of these, to improve strategies and make better business decisions. The steps of the measurement journey are highlighted in the figure below.

Figure 1: Step by step approach to measurement journeys



Discovery

The process of crafting a measurement journey begins by working with our stakeholders to discover their priority questions to answer. Measurement Journeys can fail if all parties are not included in, and do not agree on, relevant business goals and KPIs. This can mean having all agency stakeholders on board: from social activators, all the way up to group directors working together for our clients as well as full buy-in from the client's side. By clearly defining goals and a shared understanding of questions, it will make it easier to form hypotheses and determine which actions (analysis or experiment) to take.

Though it might seem obvious, as it is people who will be enacting change, it's critical to actively integrate social aspects into the plan. e.g. Do not neglect stakeholder mapping as there will be people who need to know about the project who haven't been included. And do not overestimate that different people can have different understandings of what the goal is and how to approach it.

From a practical view, this stage becomes a process of collecting and collating advertisers' questions in a spreadsheet as seen in the table to the right. If several clients are asking the same question it also provides an opportunity to surface those common challenges. One can then begin work on testing promising hypotheses, seeing how generalizable they are, and building a new best practice e.g. Broader audiences can help mitigate the negative performance impact of ATT and drive greater sales outcomes.



Table 1: A list of Measurement Projects

Marketing Taxonomy	Hypothesis	Test design	KPI	Clients	Actions of Results are (+) or (-)	Owner
Direct Response	Broader audiences can help mitigate the negative performance impact of ATT and drive greater sales outcomes	Multi-cell Conversion lift	Incremental Conversions Cost Per Incremental Conversion	Tapi Carpets and Floors x3 TSB x2	Adopt broader audience strategy	Agency Client Meta
Brand	Meta and TV drive greater incremental reach and brand outcomes when bought together	Nielsen Total Brand Effects Study	Reach Cost Per Incremental Person	Suzuki Cars GB	Continue to a multi-channel strategy to reach a broader spectrum of audiences	Agency Client Meta Nielsen
	Video views drives more brand awareness than other buying metrics.	Multi-cell Brand Lift	Cost Per Incremental Person	Gousto x2 Avanti	Adopt Video Views strategy	Agency Client Meta
	A frequency of 2 impressions per week is optimal for influencing brand metrics	Multi-cell Brand Lift	Cost Per Incremental Person	Dune	Adopt a frequency of 2 impressions per week strategy	Agency Client Meta
	Adding In-stream as a placement will drive additional incremental brand outcomes	Multi-cell Brand Lift		Mentholatum	Incorporate in-stream into placement strategy	Agency Client Meta
Full Funnel	Brand Objectives drive offline sales	Dunnhumby Sales Lift	Sales	Associated British Foods (Patakis)	Continue to use brand objectives	Agency Client Meta Dunnhumby

Setup and execution

Your hypothesis will now inform your experiment setup. But before setup, it's important to evaluate our data sources and which combination of tools and partners will be necessary to get a comprehensive view of performance. For some questions that seek to assess incrementality of campaigns solely on digital platforms, e.g. How to develop brand, performance and full funnel best practices on the Meta family of apps, this might be relatively straightforward. But many other business questions require a broader understanding of how to combine techniques and data sources e.g. Incrementality cross-channel, e.g. How to grow reach using cross-channel measurement between TV and Meta, and Incrementality offline, e.g. How to grow offline sales outcomes? As V Balasubramaniam (Balu) Co-founder & MD, RainMan Consulting says, "When it comes to measurement, many different methodologies are available to marketers; which ones to use, when to use them, how to use them – these are the decisions that separate great organizations from merely good ones⁶."

⁶ Measure To Grow: Drive double-digit growth by measuring marketing right. (2021, November 22). India - EN. <https://www.bcg.com/en-in/measuring-digital-marketing-to-drive-growth>

⁷ Sutherland, R. (2021, October 19). Rory Sutherland: Digital's greatest value is in exploration, not efficiency. Marketing Week. Retrieved December 22, 2021, from <https://www.marketingweek.com/rory-sutherland-digital-exploration-efficiency/>



Meta

“Digital’s greatest value is in exploration, not efficiency”

There is far too much to cover here in anything but cursory detail. But one area worth expanding on is how we have been extending our capabilities in discovering which messages resonate most with certain audiences. This is something that is not always apparent up front. We recommend our clients develop a variety of creative suited to the campaign goals. The ideas for these creative messages can come for many sources including a client's own market research. In a recent article, Rory Sutherland highlights that 'digital's greatest value is in exploration, not efficiency⁷.' Digital represents an immense opportunity to try out different value propositions and approaches - this is a guiding principle that each of our clients can expect.

Once done, you are ready to finalize campaign details and test designs and run measurement studies as outlined in the agreed journey.

Interpretation and Scale

In the final stage, our role is to be an independent voice in translating data into actionable insights: What is the process for interpreting and analysing study results for our clients? What insights and action points should we be taking from my recent study? How should we interpret these results in light of the existing body of evidence? From multiple other sources? We'll evaluate test results, optimise and scale strategies based on results and publish case studies.

What happens if we fail to achieve the desired outcome? If test results do not validate the hypothesis then we'll investigate the sources of poor results and low statistical confidence. A failure to achieve our desired result in hypothesis is in the vast majority of cases a function of budget, audience size, frequency, contamination, product or company life cycle, economic events, website flow, competition effects and how effective our strategies are at driving the objective (buying objective, creative, targeting).

Inconclusive results might lead us to recheck our hypothesis. Often poor results signal a need to change a component of our strategy in order to be more effective. But we must also be conscious of not merely iterating until we get the result we desire. If our hypothesis is proven wrong then we must be prepared to change investment decisions entirely. Not being afraid of such outcomes, or having incentives to prove certain outcomes, liberates us to achieve more accurate and meaningful insights.

Once the insights are settled upon, we iterate with each new result informing the next hypothesis.

- **Ask:** Craft hypotheses based on what you're trying to learn and the outcome measures that will determine success.
- **Make:** Design experiments based on your hypothesis and what you're trying to learn.
- **Learn:** Analyse results and insights from the experiment based on primary KPIs and secondary diagnostics.
- **Adapt:** Strategically and creatively determine how the learnings will be implemented and scaled.



We'll evaluate test results, optimize and scale strategies based on results.



After implementing the measurement journey over 18 months, the7stars enacted 12 tests across 8 different agency clients (see table 1). The highlights include:

Associated British Foods (ABF) and Pataks drive offline sales and brand outcomes.

Pataks were interested in evaluating the impact of their brand campaigns both the sales and brand outcomes (brand awareness, purchase intent and reported purchase actions). ABF used a Dunnhumby study to evaluate offline sales and a Meta Brand Lift Study to evaluate brand outcomes. The campaign strategy drove sales with the featured Patak's Pastes (2.2%, 80% significance) but also the Patak's brand (2.5%, 90% significance, an incremental £4.75 per 1k exposed households). The campaign also drove strong brand outcomes for upper and lower funnel goals. The campaign drove higher brand awareness (+9.2points or 173K people became brand aware) as well as tricky to move metrics such as purchase intent (+3.9points or 73.1K people more likely to purchase the spice paste) and even reported purchase actions (+4points or 74.2K reported they had purchased the spice paste).

Suzuki Cars GB shows how TV and Meta complement one another in driving incremental reach and brand outcomes.

Suzuki Cars GB wanted to understand how two of their key media channels drove reach and brand resonance and which, if any, channel differences existed amongst cohorts. Suzuki Cars GB chose to run a Nielsen Total Brand Effects Study evaluating TV and Meta. Meta and TV worked well together to provide greater reach and impact. Sample insights include: 19% of the target audience was reached by TV and Meta, leading to higher ad recall (+10points) and familiarity (+5points). Meta and TV combined are more cost efficient in driving lift of these metrics than TV or Meta individually. Suzuki Cars GB should seek to maximize the overlap of TV and Meta exposures, given its higher lifts. Meta proved that it can complement TV campaigns by reaching those who are likely to be missed by TV, even with a shorter campaign period as compared to TV. Meta achieved double digit incremental reach within persons 25- 29. For future campaigns, we could leverage Meta's ability to reach younger demographics which will allow us to continue to reach lighter TV viewers. Suzuki Cars GB shows a high awareness baseline, common in brands that are well established. The ad was able to break through the clutter and increase familiarity among those who already knew the brand. If awareness is more important for the brand, then optimizations are needed for future creatives. Creatives focused on brand or product features are recommended.

Tapi Carpets and Floors adopt a test and learn approach to manage IOS14+ through testing audience expansion.

Tapi Carpets and Floors sought to assess the incremental impact of their targeting strategy which was thought to be affected by Apple's iOS 14.5+ policy changes. In study 1: we set up a single-cell conversion lift which showed no incrementality. Upon review, our leading hypothesis was that a decrease in conversions was likely due to retargeting delivery and performance being impacted by signal loss given Apple's iOS 14.5+ policy changes. Essentially, users opting-out from tracking would decrease the potential reach of our retargeting campaigns and potentially lead to decreased performance and cost inflation. In study 2: Our new hypothesis was that reallocating part of the retargeting budget to prospecting could help mitigate negative performance impact. We re-tested with broader audiences. A broader audience strategy resulted in an increase of 24% incremental leads when compared with the first nichly targeted audience.

The campaign also drove strong brand outcomes for upper and lower funnel goals. (ABF)



Gousto looks to determine which is the most effective buying objective to shift brand awareness uplift.

Gousto were keen to understand which buying objective could really shift their brand uplift. Historically, they had always ran branding campaigns against the reach objective and although it achieved strong reach numbers they struggled to see any further engagement, inclusive of low levels of brand uplift. We suggested testing another objective via a multi cell brand lift test to ensure we were able to measure success of different optimization buying options on the brand uplift. We chose to run cell A under the reach buying objective Vs. cell B under the video views buying objective - this was mainly due to Gousto's secondary objective apart from brand uplift to drive video engagement. We ran the study over a four week period, all variables were exactly the same (targeting, exclusions, creative) to ensure we were able to truly see the impact. At the end of the study we looked across three brand lift questions, these being; standard ad recall, standard brand awareness & abstract favourability. Upon reviewing the results, we saw very positive brand lift percentages increases across the video views objective. For standard brand awareness in particular the video views objective saw an +8.5pts vs -0.2pts from the reach objective. The only real impact that we saw between the two objectives was the cost difference, CPMs across video views were 45% higher.

Avanti looked to test multiple objectives to gain the greatest brand uplift

Avanti West Coast Rail had a very similar story to Gousto. They were looking to increase their branding budgets but felt that the reach objectives weren't delivering much on their study results - uplift was moving at a much slower pace. To challenge this we opted on testing the video views vs. brand awareness objective to see which would deliver the greatest uplift, we found that the creative from the campaign was incredibly strong and aligned to all of the best practices which Meta set out. Overall we saw that the brand awareness objective drove the strongest brand uplift but very closely followed by the video views objective.

Upon reviewing the results, we saw positive brand lift percentage increases across the video views objective.

WHAT WERE THE SPECIAL INGREDIENTS THAT MADE THIS LONG-TERM PROJECT SUCCESSFUL?

During periods of great change it is essential to have processes in place to manage that change and, even better, thrive in it. The aim of this article was to examine how the7stars, a large organisation, can manage such change for our clients and instigate a learning framework for advertisers to improve their strategies and make better business decisions. The results of the paper illustrate several examples of how measurement journeys can drive advertiser business value and ensure the best media spend across platforms.

Measurement journeys act as a learning and development framework, as seen in the Tapi Carpets and Floors example. Tapi Carpets and Floors had a process in place to help them respond quickly to the evolving advertiser ecosystem. They were able to test and adopt a new strategy more suited to the current consumer and media realities. Measurement journeys can also be a great starting point for exploring and developing best practices for an organisation. This is seen in the Avanti case study where they challenged status quo best practice and explored the value of video views versus Reach in driving greater brand awareness. Measurement journeys can also help to implement a test and learn culture. This is seen in all cases, but most especially in the Associated British Foods case. Here the organisation engaged in their first offline studies.

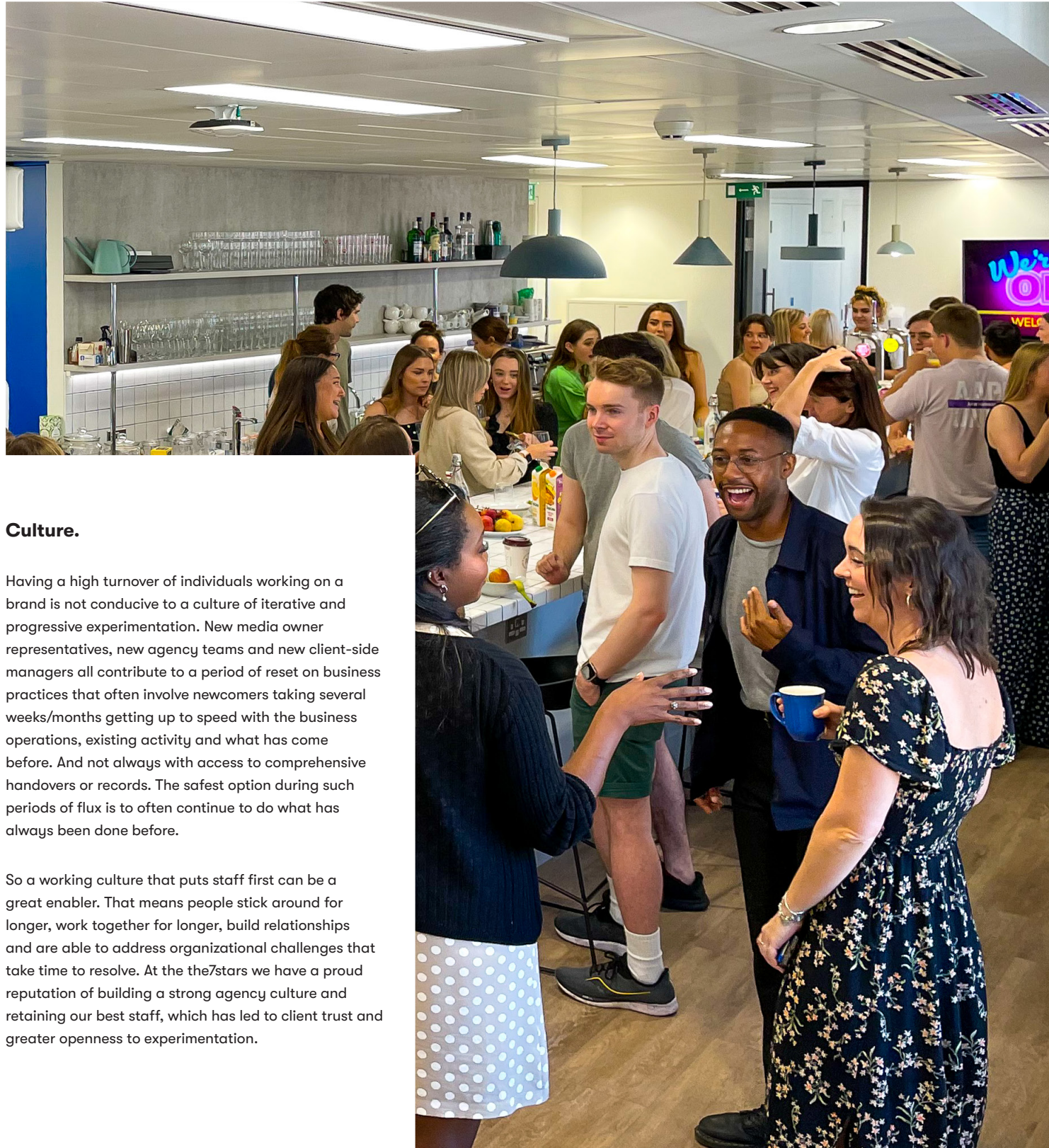


We put a word in the middle of the agency. A word that defines all we do: Freedom

Our experience also points to a number of other components of organisational culture which are worth mentioning in greater detail. We believe the following have played a key role in developing effective, iterative and progressive measurement journeys for our clients:

Agency values

We put a word in the middle of the agency. A word that defines all we do: Freedom. We buy media in a way that isn't shackled by deals. A founding principle that helps clients get what they need, not what an agency deal requires. We don't do deals that benefit us as an agency. It should not just be the size of the client's budget that drives the value achieved, and in this way, we have the freedom to explore the media mixes that work best to drive business outcomes for our clients. As a consequence, we're not afraid to explore a hypothesis that might fundamentally change channel investment.



Culture.

Having a high turnover of individuals working on a brand is not conducive to a culture of iterative and progressive experimentation. New media owner representatives, new agency teams and new client-side managers all contribute to a period of reset on business practices that often involve newcomers taking several weeks/months getting up to speed with the business operations, existing activity and what has come before. And not always with access to comprehensive handovers or records. The safest option during such periods of flux is to often continue to do what has always been done before.

So a working culture that puts staff first can be a great enabler. That means people stick around for longer, work together for longer, build relationships and are able to address organizational challenges that take time to resolve. At the7stars we have a proud reputation of building a strong agency culture and retaining our best staff, which has led to client trust and greater openness to experimentation.

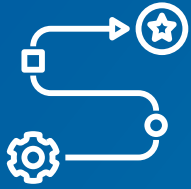
Financial and Creative Agility.

Having a budget ring-fenced for the express intention of experimentation is also a fantastic enabler. This is where lack of agency trading deals allows us to recommend greater flexibility in the media plan, in order to facilitate.

Being able to streamline and accelerate creative production is also a big plus. The closer data, creative and activation can be, the easier it is to react to opportunity. Meta estimate that 56% of conversion uplift is down to creative alone. Experimenting with creative assets aligned to different consumer barriers and motivations to engage with your brand is an accessible and effective means of experimentation. At the7stars we're lucky enough to be able to lean on our in-house creative team Supernova, in order to bring this service to our clients.

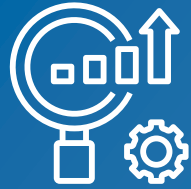
In conclusion, we've found that most clients want independence in their choices, but they also want guidance on what to do next. It's our role to help clients navigate different measurement methodologies and offer the approach that most suitably addresses their business questions. Measurement journeys are a way that we as an agency have found useful in supporting our clients in achieving their goals.

Key takeaways.



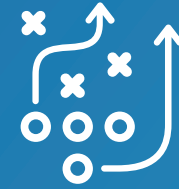
01

Experimentation is key to driving business value. The 12 tests across 8 different agency clients demonstrate how to drive tangible business outcomes through iterative experimentation resulting in effective media spend across platforms.



02

A measurement journey is a practical learning and development framework for organisations. It helps surface common advertising challenges, explore and develop best practices within and across platforms, and to build organisational knowledge on which measurement techniques to use and when.



03

Within today's media landscape, an effective measurement journey can be challenging to existing organisational structures. Automation has broken down barriers between brand and performance, and online and offline outcomes. User journeys are not linear and so measurement journeys must be built with this and what is technically possible in mind, as opposed to being built around the historic responsibilities and KPIs of siloed teams. In the end, breaking down arbitrary barriers can provide greater business outcomes for the same budget.



04

Do not neglect the social aspects when implementing a new plan or practice. Teams of people will be carrying out many processes and simply focusing on the technical side of projects is insufficient. Any project should achieve a shared understanding of the goals and roles amongst all stakeholders. They should also expect the unexpected. A test and learn culture can be developed by making small refinements to current practices and focusing on the people who will enact change.



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