

Data-led Decision Making: Case Studies from The Master Lock Company and Moen



Discuss the session live:
#3-home-kitchen



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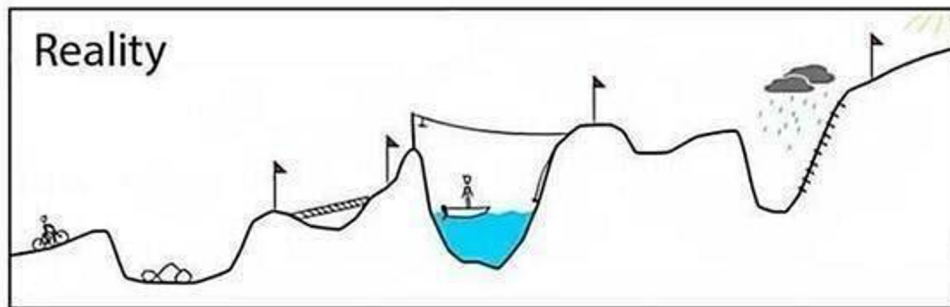
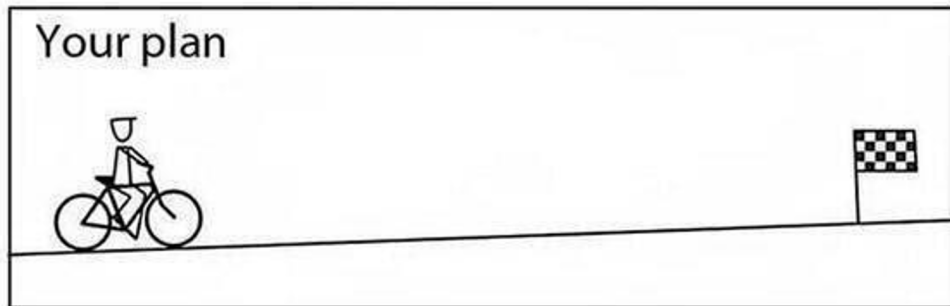
Director of eCommerce,
The Master Lock Company



John Phillips

Director, Strategy &
Insight, Profitero

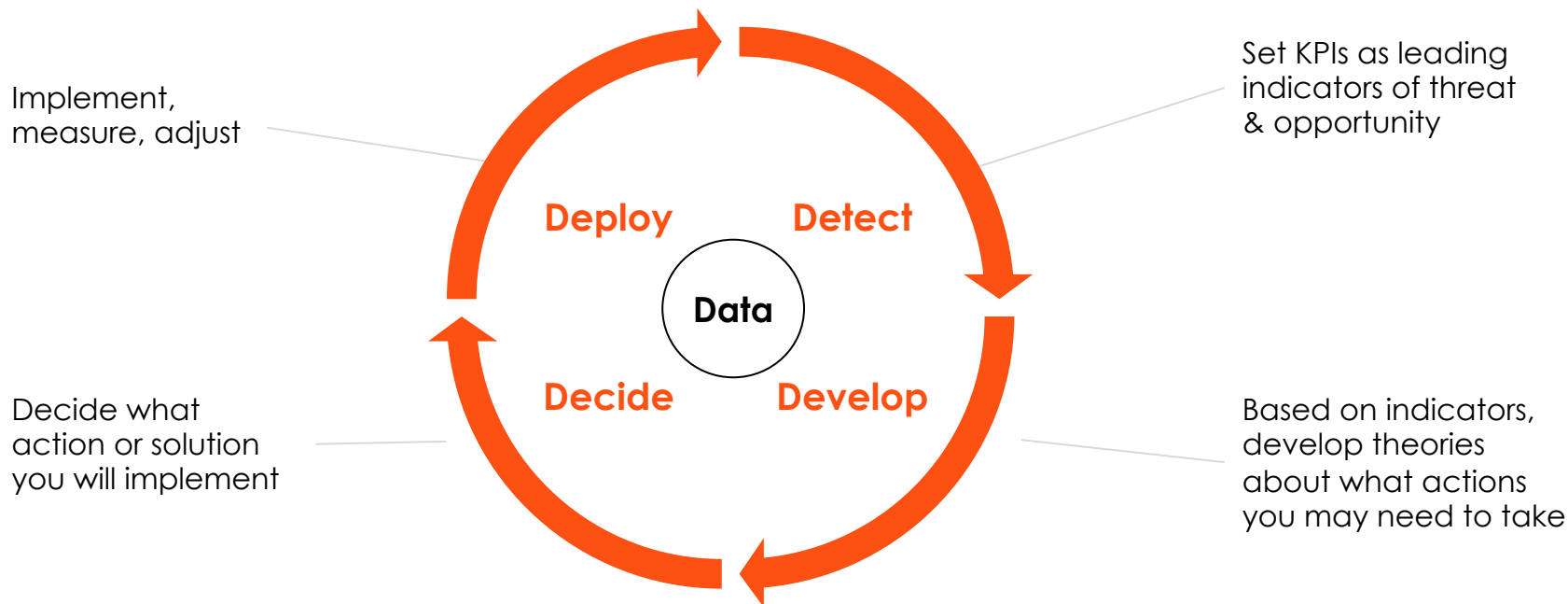
The fallacy of planning



Nothing goes as planned because:

- Competitors are unpredictable
- eCommerce is unpredictable ... Especially on Amazon
- Economic and societal conditions are out of your control (especially pandemics)

Best-in-class eComm teams build cultures that are driven by data-led decision making



Two Case Studies



Master Lock's journey to data-driven eCommerce

Situation

- Dedicated eCommerce team began in 2018
- Widely distributed product (Brick & Mortar/Online)
- 100-year-old company built at Brick & Mortar

Barriers

- B&M based business exhibits more predictable demand with few spikes
- eCommerce is less predictable
- Endless shelf online and almost no barriers to entry creates massive competition
- New "language" of data and ways of interpreting

Solution

- New data tools: Profitero
- Education
- Data transparency & ownership
- eCommerce specific processes for Andon cords, Daily Huddles, etc.

How we operate today: eComm Daily Huddle Overview

Customer Journey

AWARENESS

- Item Data Requests
 - Retail/Commercial Adds
- Advertising Daily
 - Monthly Recaps
- Best Seller Badges
- Brand Store Weekly Visits
 - Monthly Recaps
- Glance Views/Conversion

CONSIDERATION

- Content
 - BoB Update Scorecard
- **Pricing**
- Promotions Calendar

PURCHASE

- Amazon Purchase Orders
- Amazon Sales
- SentrySafe.com Sales
- Promotional Sales and Seasonal Results
- **Lost Buy Box**
 - OOS
 - Unavailable
 - CRAP
 - Andon Cords
- Third Party Sales

RETENTION

- **Reviews**
 - Monthly Recap
- Returns

Operational Metrics & KPIs

Tech stack

Profitero, Amazon Brand Analytics, AMS Dashboard, Internal BI & Data Lakes

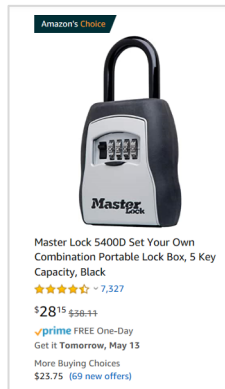
Case Study

A quick search for lock box showed a very different SERP than historically: **consumer behavior needs were changing and what consumers thought a “lock box” should be.**

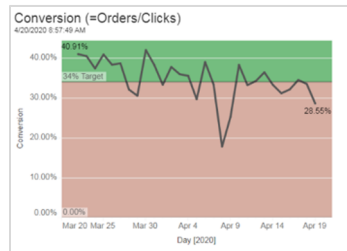
Anecdotal evidence supported move towards parents looking for “lock boxes” for kids phones.

- Added a new and entirely different product to advertising and overnight picked up the Amazon Best Sellers badge and alerted our supply chain, also adding to direct fill.

Super Search Term:
Lock Box
Top Product: Real Estate Lock Box



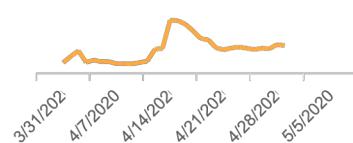
But PPC advertising performance for this top product was **declining**



Daily Units — H0100



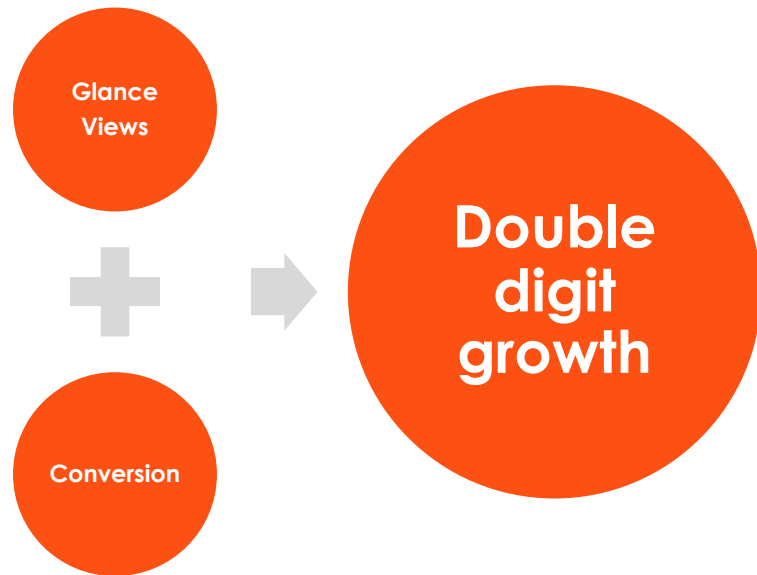
Glance Views — H0100



RESULT — Nearly doubled average daily run rate: +85% 2nd of April versus 1H

Advice: Building a data-led culture

1. Identify your team capabilities & address any gaps
2. Link every KPI & action to the team or organization's primary objective — even if that link is two steps
3. Empower your team to act on leading indicators
4. Ensure your infrastructure enables communication and action



Two Case Studies

Master
Lock®



Home Improvement Traditional Channels

- Traditional Home Improvement channels were aligned along the purchase / fulfillment path
- Major players typically operated within these siloed concepts
- Forays into alternate channels were largely nascent



B2C



B2B

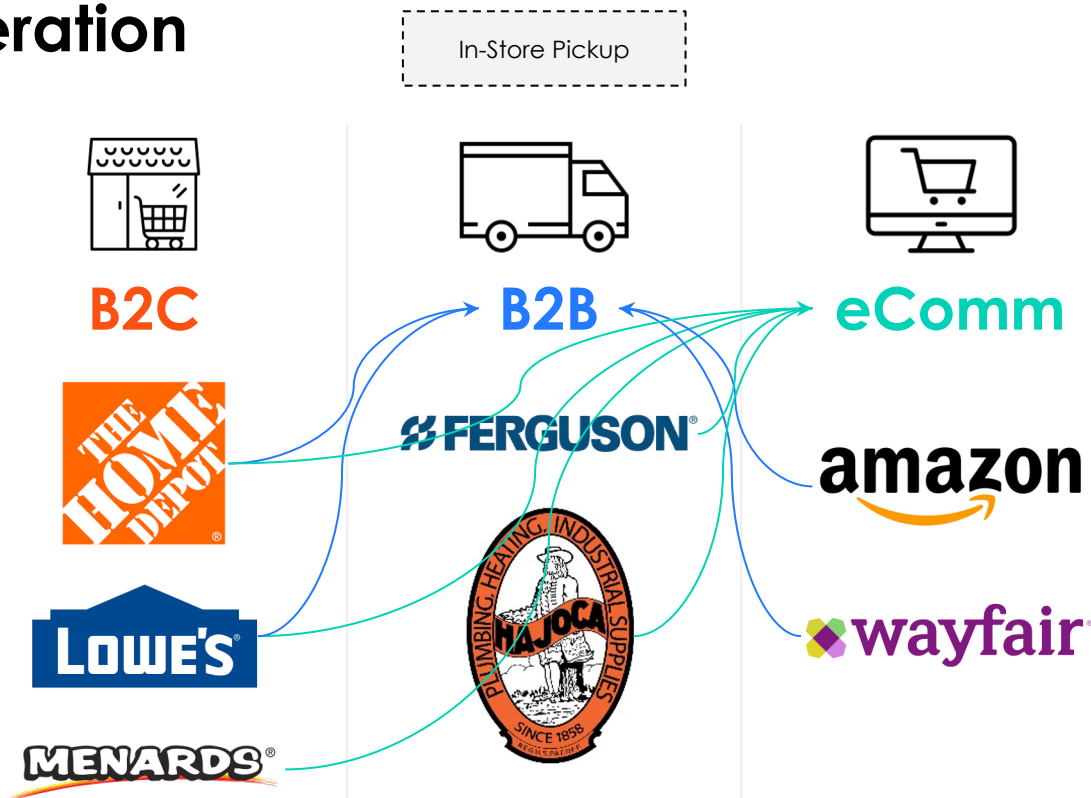


eComm



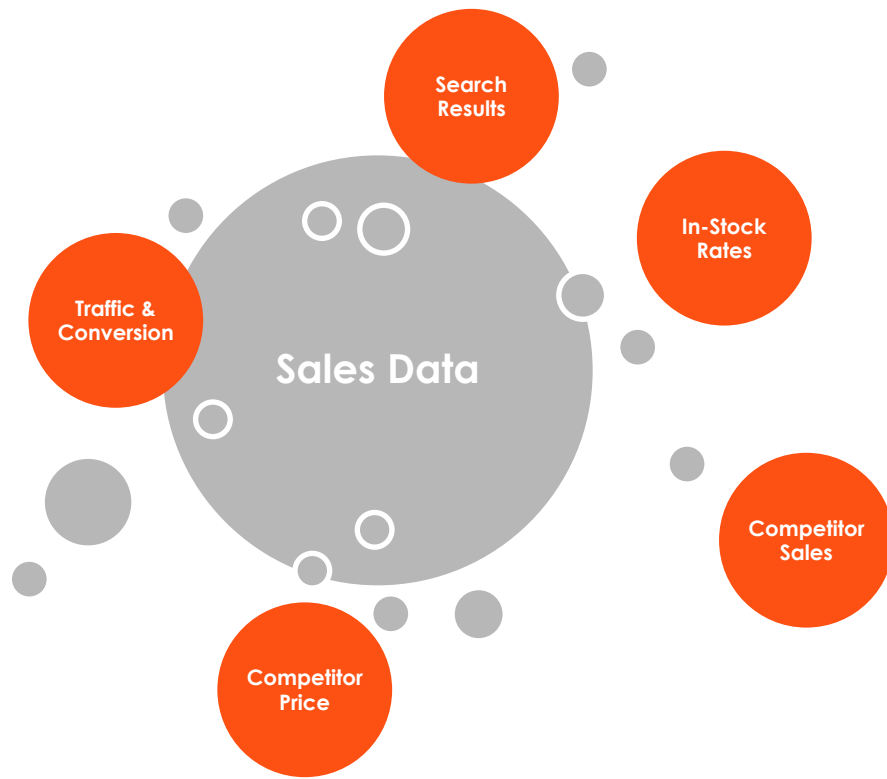
Omni-Channel Proliferation

- Proliferation of Omni-channel options over recent years
- Pandemic as a market stressor is proving to be a volatile catalyst driving rapid change
- Expanded curbside pickup options
- Consumer preference and adoption of alternate fulfillment channels



How can Data Inform the New Normal?

- Digital Shelf and Sales & Share metrics are more critical than ever to enable data driven decisions
- How are consumer buying habits changing across product categories and price points (Price / Share)?
- Are my products in position to answer new demand signals? (Availability / Price / Search)
- Integration of **Profitero** data into the Business Intelligence environment enables these and many other questions



Continue the conversation in Slack



Slack channel

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Or Slack Anthony, Stacy and John directly



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