

A photograph of a university courtyard. In the foreground, a fountain with three water jets is active. A group of about ten young people are sitting on the stone steps around the fountain, talking and relaxing. In the background, there are several large, multi-story buildings with many windows. One building is light-colored with a dark roof, and another is white with a gabled roof. A glass-enclosed structure, possibly a greenhouse or conservatory, is visible in the middle ground. The sky is blue with some clouds.

# Digital Transformation powered by Controlling



# Digitalization

not only requires **new thinking** on how to engage with customers,  
but also the **ability** of an organization **to handle it**.



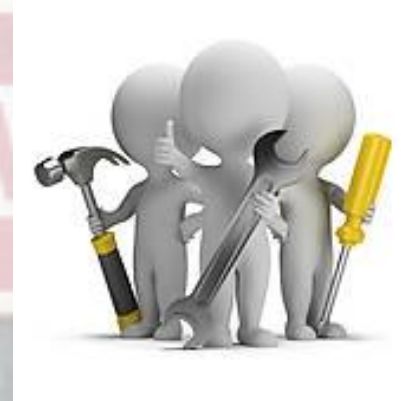


# Digitalization: The end of one ways

Marketing & Sales



Production



Supply Chain




Product



Bitte gleich große Icons  
also gleiches  
Look&Feel  
-M&S: ok  
-Production: Fabrik  
oder Maschinen, keine  
Menschen  
-Supply Chain: ok  
- product: lieber  
Kaffeemaschine,  
Waschmaschine oder  
so

Marketing & Sales is frontrunner in two-way traffic,  
with millions of devices working as millions of touchpoints

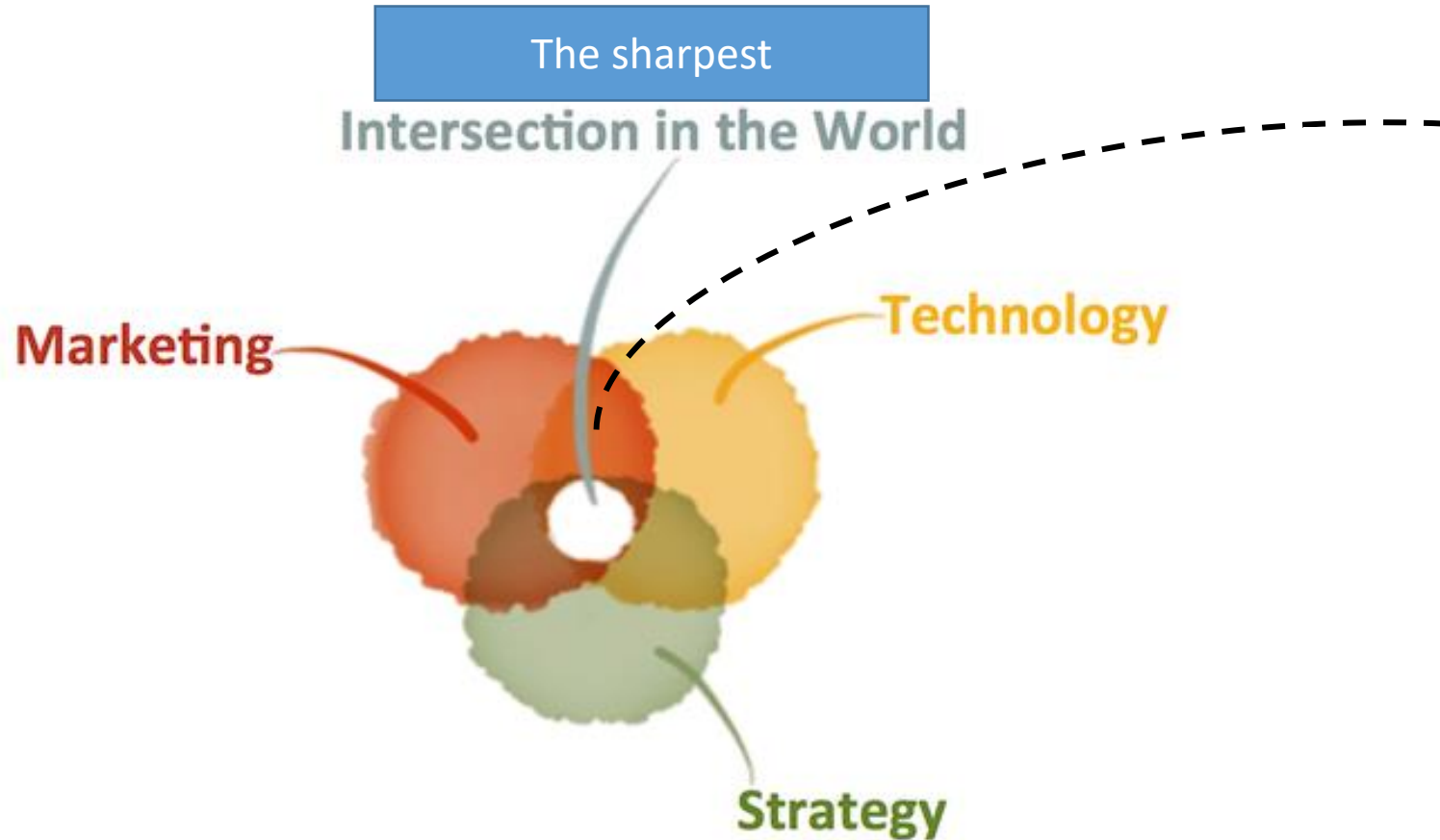


**Digital touchpoints** have the potential to deliver  
valuable, measurable **customer feedback** in **realtime...**

... **transforming** the way products and brand images  
are **developed, presented and engaged with.**

# The new Key Factor of Success?...

## Manage the „sharpest intersection in the world“ **well**



### And You?

- Cost controlling?
- Business partner?
- Enabling governance?

Hier will ich sagen: Risiko, daß  
Digital eine schöne Wolke ist un din  
Luft aufgeht

One big reason why Controlling should be at the  
sharpest intersection in the world: **big economic risks!**

# RISKS

(als Bild/Graphik darstellen)

- X Risk I: True costs transparent?
- X Risk II: Analytics adequately qualified?
- X Risk III: Data controlled?
- X Risk IV: Strategic Risks managed?
- X Risk V: Digital Roadmap on track?



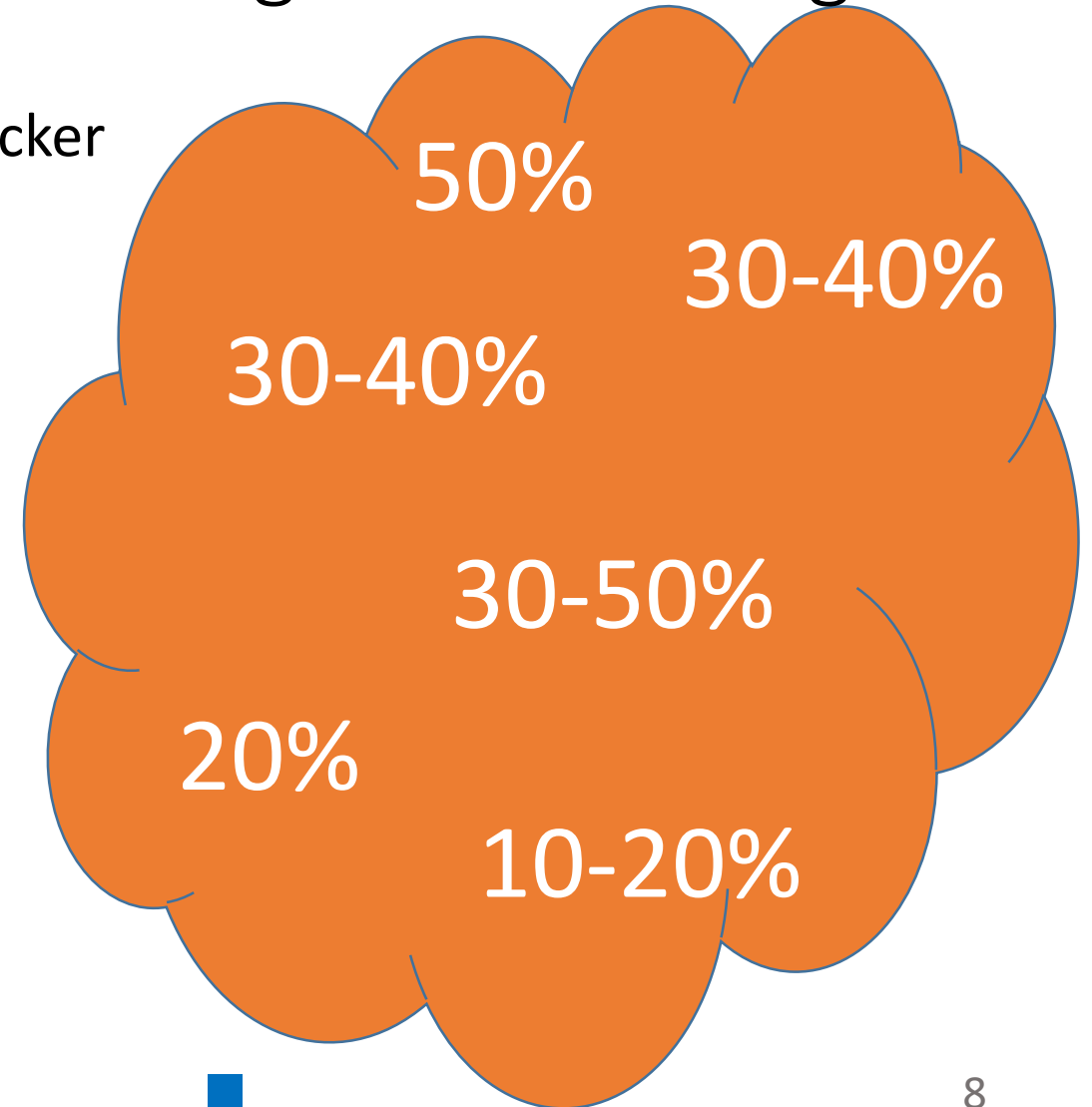
Risk I:

Do you know your marketing's true costs in the digital channels?

Lieber wäre mir eine Wolke im look wie das  
Fragezeichen von S. 7,  
soll inhaltlich Bezug zu S. 6 geben

# True Cost Transparency: Avoid the risk of spending excess budgets on nothing!

- X Traditional Mediabuying / Visibility / Adblocker
- X Payment for Fraud / Bot Traffic
- X Disregard of Customer lifetime values
- X Redundant Ad Technology Configurations
- X Intransparent Tech Licences







Risk II:

Do you really know all the data  
behind the digital dashboards?

# Analytics Controlling: Ensuring the Quality of Data, Modellings & KPIs

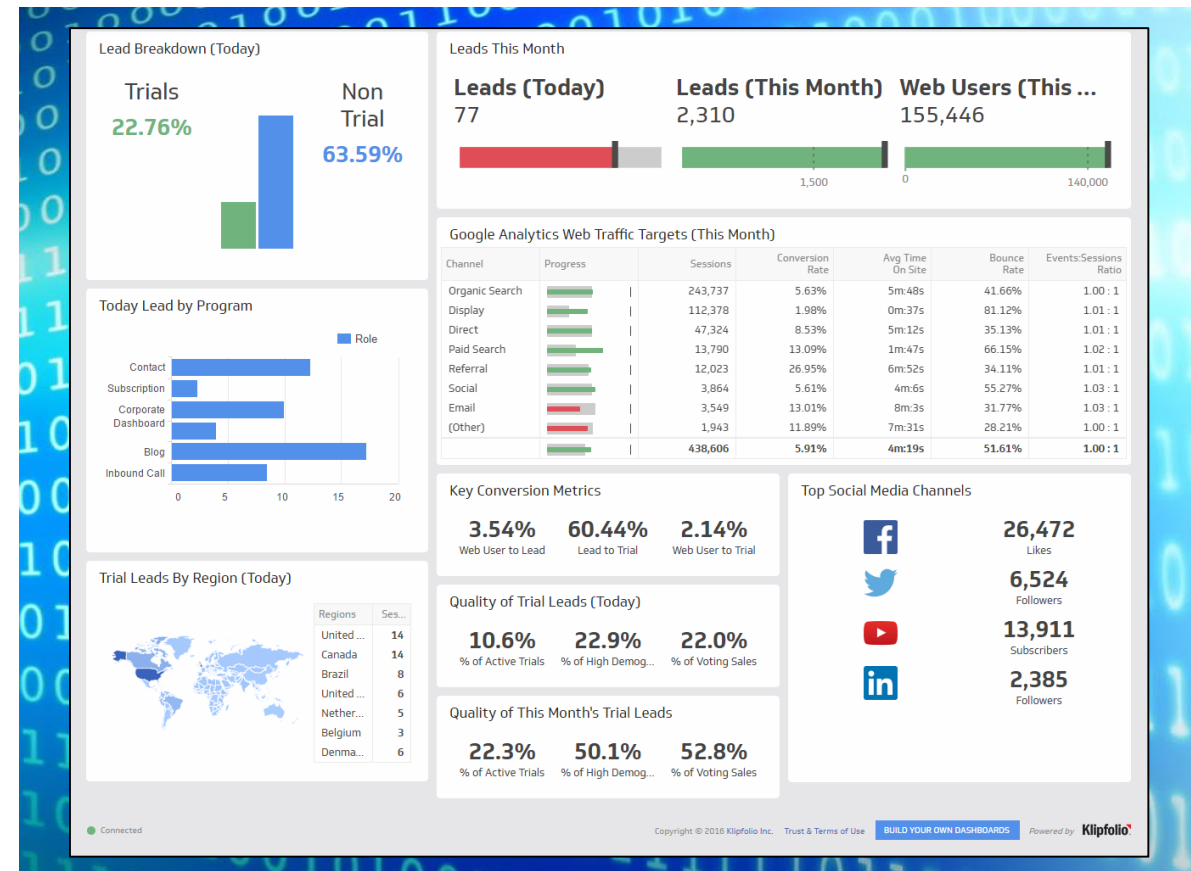
X Understanding existing KPIs and their limitation

X Identifying problems and solutions

X Developing KPI sales structures

X Creating transparency on data collection

X Initiating new dashboards





Risk III:  
Who controls all your customer's data?

# Data Controlling: Reducing economic & investment risks:

- X Developing a logic of data-driven marketing
- X Understanding differences among data types
- X Defining measures against data leakage
- X Familiarising with EU-Data Privacy Regulations
- X Defining preparation regarding processes, technologies and contracts

**MAY 2018**



**Without customer opt-in...**

1. No data collection/usage
2. Limited advertised access

**Fine of up to 4% of group sales  
(20 Mio. €)**

**...in contrast to currently 300.000 €**

ad4mat  
Adform  
Adition  
AppNexus  
DoubleClick  
DoubleClick Ad  
Exchange-Buyer  
DoubleClick  
Floodlight  
Double Click  
Spotlight  
Exactag  
Google Dynamic  
Remarketing  
GroupM Server  
MediaMath  
NEORY  
Turn Inc.  
Usemax  
ADTECH  
Etracker  
Google Analytics  
Piwik  
Google Tag  
Manager  
Qubit Opentag  
iAdvize

**Who owns the  
Data?**



Risk IV:

Is your company really in control of its relationship to the customer?



# Strategic Risk Management: Understanding safeguarding strategic business interests

X Influence of search engines

X Risk of ad-blocking

X Risk of cookie-decay

X Reach of comparison portals

X Own CRM & permission rate

**90%** of the digital footprint of customers of ANY enterprise is primarily owned by Big Five



**70%** of digital ad revenues are owned by only two companies



I don't know why it works, but I trust them!

They have the best Data!

They make it so easy for me!



Risk V:

Is your C-Level well aware about the Digital Era?

# Digital Enabler: Training to step forward

- X Familiarizing with the digital landscape (martech & adtech)
- X Understanding data-driven marketing
- X Evaluating roadmaps for implementation
- X Initiating decisions to be one step ahead
- X Establishing management



If you don't understand the Controlling's role, it will be **YOU** who is **CONTROLLED**... Where do you stand?

Costs	Analytics	Data	Risk Management	Enabler
Mediabying	KPIs	Data-driven Marketing	Search Engines	Digital Landscape
Configuration	Problems and Solutions	Data Types	Ad-blocking	Data-Know-How
Licencies	Sales Structures	Data Leakage	Cookie-Decay	Implementation
Fraud / Bot Traffic / Adblocker / Visibility	Transparency on Data Collection	EU-Data Privacy Regulations	Comparison Portals	Decisions
Customer Lifetime Value	New Dashboards	Processes, Technologies and Contracts	CRM & Permission Rate	Management





# Thank You

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