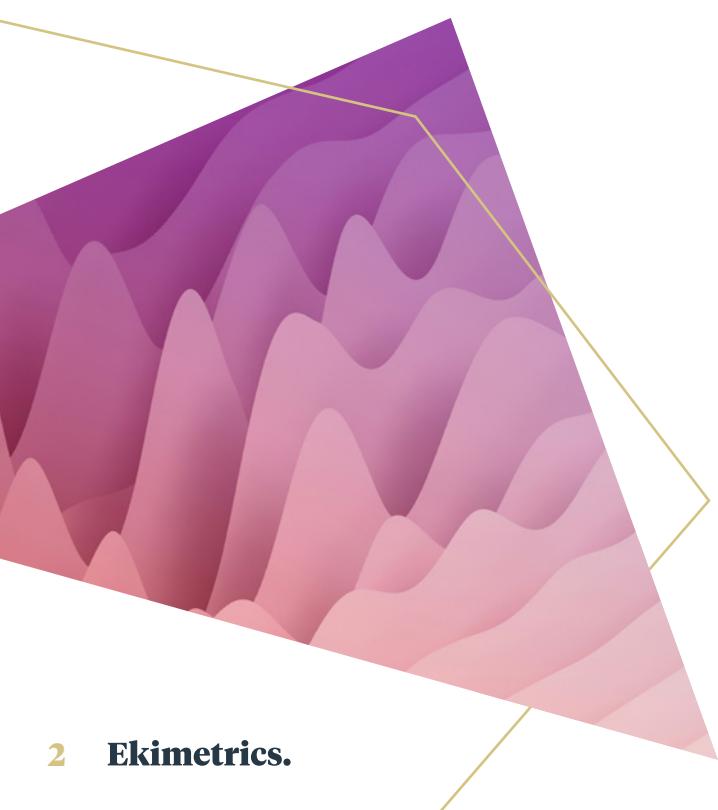




# Turning Marketing Measurement into Enterprise Decisions

**5 Criteria for Choosing  
the Right MMM Partner**

**Ekimetrics.**



# CMOs make high-stakes marketing decisions every year. How confident are you that your measurement system truly guides those decisions across your organization?

Today's CMOs operate in an environment shaped by data loss, rising expectations, organizational complexity, rapid AI transformation, and sustained performance pressure. As accountability of marketing expands, the margin for error keeps shrinking.

Marketing Mix Modeling (MMM) has therefore evolved from a reporting exercise into a strategic capability. When designed and deployed correctly, it enables organizations to quantify how marketing, pricing, and commercial levers drive growth and profitability over time.

While evaluating the ROI of a measurement initiative remains essential, ROI alone is no longer sufficient. Marketing leaders must now assess whether their measurement partner can scale impact across complex organizations, support high-stakes strategic trade-offs, and remain relevant as markets, channels, and operating models also evolve.

In this context, marketing measurement must enable growth, profitability, portfolio allocation, and enterprise decisioning—not just reporting.

This perspective is reflected in Ekimetrics being named a *Leader in The Forrester Wave™: Marketing Measurement and Optimization Services*. Together with our recognition as a Visionary in the 2025 *Gartner® Magic Quadrant™ for Marketing Mix Modeling*, these analyst perspectives point to

a consistent trajectory: helping organizations move beyond isolated analytics toward transparent, accountable measurement systems that support enterprise-wide decision-making and long-term competitive advantage.

They come at a moment when marketing leaders are reassessing how they select measurement partners—looking for those who can help them address their most critical challenges:

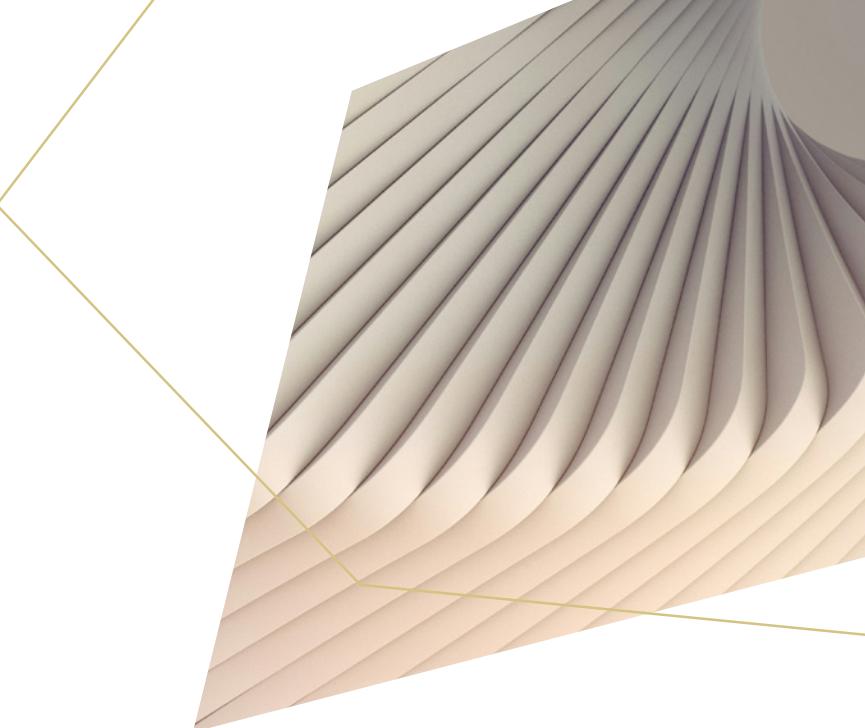
- Adapting measurement to the realities of their markets, governance, and data
- Understanding what truly drives performance across the full value chain
- Creating one shared view of performance across brands, markets, and teams
- Embedding insights into real decisions
- Keeping measurement relevant as channels, data, and AI rapidly evolve

The following pages present a practical framework to assess whether an MMM partner can truly scale impact across the organization—not just deliver models.

# The five criteria

This paper does not aim to compare features or methodologies. Instead, it sets out 5 strategic criteria to assess whether a next-generation MMM partner is equipped to support enterprise decision-making over time, not just deliver measurement outputs.

Each criterion illustrates a critical capability that separates MMM solutions designed for reporting from those built for transformation, and offers a lens to evaluate whether measurement can become a lasting competitive advantage.



## 01

**Is your MMM platform designed to adapt to how your organization and business truly work?**

## 02

**Does your MMM capture your full value chain?**

## 03

**Does your measurement framework create one shared source of truth across the business?**

## 04

**Do your MMM insights translate into real enterprise decisions, across marketing, finance and the business?**

## 05

**Will your MMM partner keep you relevant for the next five years**

# Is your MMM platform designed to adapt to how your organization and business truly work?

## The challenge

No two global organizations operate the same way. Governance models, tech stacks, portfolio structures, channel mixes, agency ecosystems, and data maturity levels vary widely across markets and over time. Yet many MMM solutions still assume standardized processes and homogeneous environments.

In complex organizations, one-size-fits-all MMM frameworks consistently fail. When measurement tools cannot integrate into existing operating rhythms, planning cycles, or local constraints, adoption drops, trust erodes and ROI quickly flatlines.

Built for enterprise environments, a modern MMM operating model must therefore do more than “scale technically.” It must remain robust across complex data landscapes, multiple agencies, and stringent governance requirements—without slowing planning cycles or forcing organizational change.

## What to look for in an MMM partner

- **A platform that adapts to your governance and operating rhythms**, embedding measurement into how decisions are actually made
- **Flexibility to support global brands and uneven maturity levels**, powered by a modular platform architecture that adjusts features, workflows, and analytical depth market by market
- **Configurable setups that adapt to local realities**, across markets, categories, and business units, without breaking methodological consistency
- **Compatibility with your existing tech stack and data environment**, enabling resilience and scale without operational friction
- **The ability to scale measurement without forcing process or structural change**, so that adoption grows organically rather than being imposed

## CASE STUDY

## Adapting MMM to local realities, delivering global impact

A leading global beauty and fragrance group needed to optimize its advertising and promotions across APAC's highly diverse markets. Ekimetrics built contextualized MMM models adapted to 6 brands, 5 countries, and 12 business lines, integrating local retail dynamics, digital maturity, influencers, livestreaming, and COVID-driven shifts.

## THE RESULT

**+€25M** revenue gained per quarter and 4:1 ROAS, driven by precise, market-specific budget reallocation.

## CASE STUDY

## Building an integrated, scalable MMM operating system

Accor needed to professionalize its marketing investment management globally—across many brands and markets—in a context of channel fragmentation, complex funnel levers (direct and indirect bookings, brand, profitability), and a lack of consistent measurement across campaigns and countries.

Ekimetrics deployed a group-wide MMM program, built on econometric models covering all funnel stages, multiple brands and markets, and implemented a unified decision platform (One.Vision) accompanied by ongoing expert services—governance, training, budget scenario simulations, and cross-functional coordination (marketing, finance, media agency).

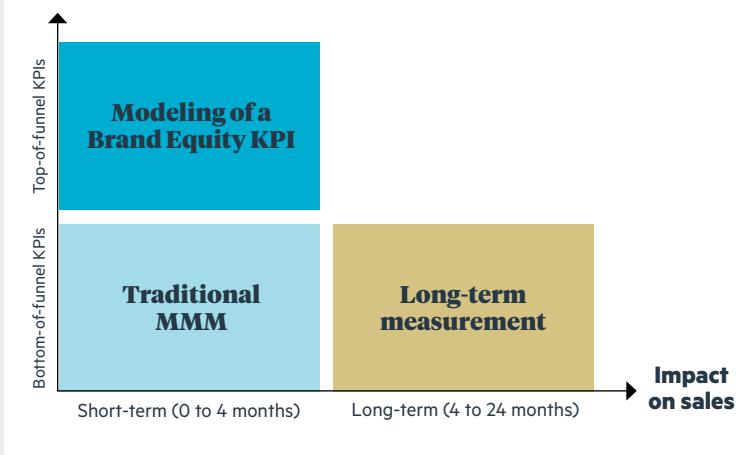
## THE RESULT

**Over 100 internal users** rely on MMM-derived insights for marketing and budget decisions; deployment across 5 key countries (France, Germany, UK, Australia, Brazil); a harmonized, data-driven governance that enables incremental revenue identification, smarter budget reallocation, and aligned decision-making across business units.



## INSIGHT FRAMEWORK

## A modular MMM architecture tailored to business questions



Source: ["Long-term marketing performance, brand equity: measuring and optimizing to guide your decisions"](#), white paper by Ekimetrics and the "Marketing Performance Hub" Think Tank

This chart illustrates how a unified MMM core can be extended through multiple analytical modules—from long-term multipliers to nested models, Unobserved Components Models (UCM), and customer lifetime value (CLV) approaches—each designed to answer a specific business question. Instead of relying on a single modeling path, brands can activate different modules depending on their data maturity, objectives, and market realities. This modular architecture ensures consistency at scale while maintaining the flexibility needed to adapt to categories, geographies, and KPIs. It embodies the principle of “repeatable core + customizable extensions,” central to next-generation MMM.

# Does your MMM capture your full value chain?

## The challenge

Marketing performance is never solely driven by media. Growth is the result of a complex value chain that combines media investments with pricing strategies, promotions, merchandising, retail dynamics, brand equity, and creative quality.

Yet many MMM solutions still oversimplify this reality by isolating media from the commercial and brand drivers that truly shape demand.

When measurement focuses narrowly on paid channels, it produces partial insights that can distort planning decisions, understate long-term value, and overemphasize short-term efficiency.

Without a deep understanding of category economics and how decisions flow across the value chain, MMM risks missing the real drivers of growth. True impact requires models that reflect how each category actually works—whether in CPG, luxury, beauty, retail, mobility, or hospitality—and how brand, performance, and commercial levers interact over time.

## What to look for in an MMM partner

- **Full value-chain coverage**, integrating media, pricing, promotions, merchandising, and retail dynamics into a single analytical framework
- **The ability to measure brand equity, creative quality, and long-term demand drivers**, not just immediate sales response
- **Category-specific expertise built into the modeling**, reflecting the structural realities of industries such as CPG, luxury, beauty, retail, or hospitality
- **Models that connect brand, performance, and commercial levers**, revealing the true sources of sustainable growth
- **Ecosystem fluency**, with a clear understanding of how agencies, retailers, platforms, and internal teams interact to influence outcomes

## CASE STUDY

**How outcome-first MMM drove global growth**

A leading global beauty and fragrance group needed to optimize advertising and promotions across 150+ markets and 50+ consumer touchpoints.

Ekimetrics combined AI-powered MMM and bespoke analytics to build customized marketing mix models tailored to each market and brand context — simulating over 50,000 scenarios to identify the most efficient media, promotion, and channel mix.

**THE RESULT**

An ongoing global optimization process that **maximized media ROI while preserving brand equity**—turning what was a cost center into a strategic growth driver.

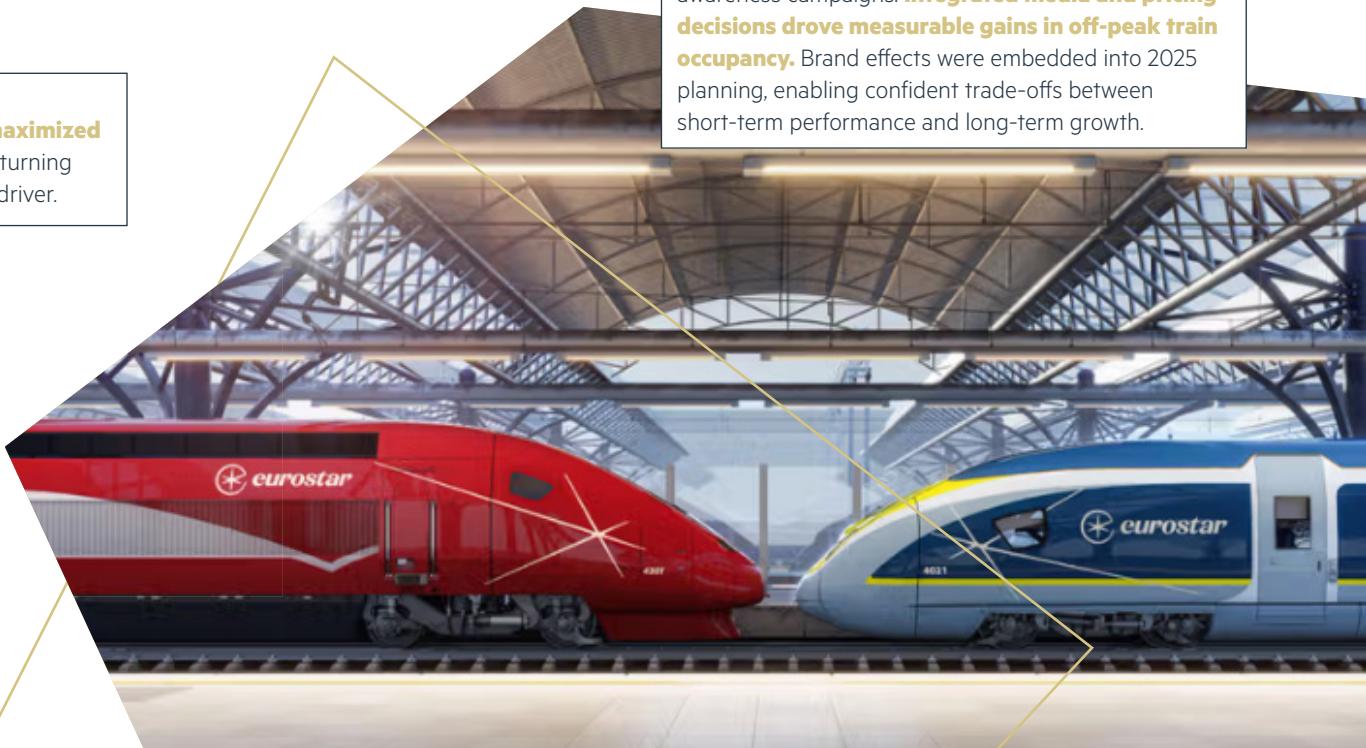
## CASE STUDY

**How MMM captured brand, pricing and demand drivers for Eurostar**

Eurostar needed to rebuild demand, strengthen brand awareness, and optimize train occupancy across Europe after its merger with Thalys, across a network spanning 3 key markets (France, the UK, Belgium) and following 15 years of MMM partnership with Ekimetrics. The MMM framework was reconfigured to integrate major disruptions (Covid recovery, Brexit, the Paris 2024 Olympics), while modeling long-term brand effects, and incorporating revenue-management variables linking pricing and load factor. The unified One.Vision platform enabled collaborative planning with marketing, finance, and Eurostar's media agency.

**THE RESULT**

Long-term brand impact was quantified and embedded into decision-making, securing two annual awareness campaigns. **Integrated media and pricing decisions drove measurable gains in off-peak train occupancy.** Brand effects were embedded into 2025 planning, enabling confident trade-offs between short-term performance and long-term growth.



# Does your measurement framework create a single shared source of truth across the business?

## The challenge

Global organizations rarely suffer from a lack of measurement. They suffer from too much of it, fragmented across systems. MMM sits on one side, brand tracking on another, attribution in a silo, experiments somewhere else. Each approach answers a legitimate question, but each speaks a different language, relies on different KPIs, and produces insights that cannot be reconciled.

When MMM remains owned by analytics alone, it becomes a marketing-only tool rather than a shared source of truth trusted by finance, supply chain, and leadership. Teams end up debating numbers instead of debating strategy. Without a unified framework, organizations struggle to build a single performance narrative that allows consistent trade-offs across brands, markets, channels, and partners.

At enterprise scale, the challenge intensifies. A shared source of truth must remain robust across complex data environments, evolving governance models, and multiple agency ecosystems. When alignment breaks down, confidence erodes—and decision-making slows.

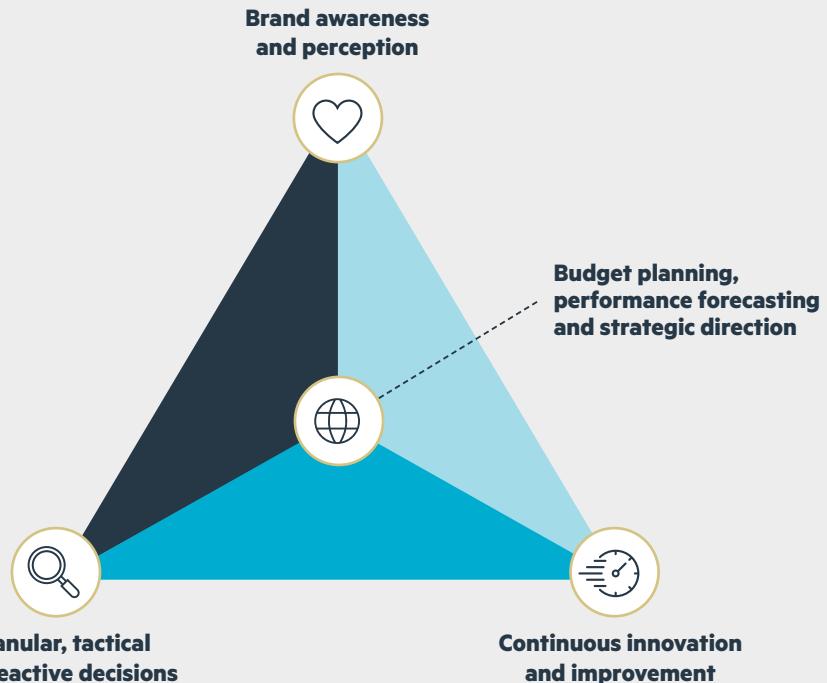
## What to look for in an MMM partner

- **A unified measurement framework** that harmonizes MMM, brand tracking, attribution, and experimentation into a coherent system
- **Common KPIs and a shared performance language**, understood, and used consistently by marketing, finance and agency partners
- **One resilient source of truth**, designed to remain consistent across brands, markets, partners, and increasing data complexity
- **Methodological consistency at scale**, ensuring that comparisons, trade-offs, and decisions are based on aligned foundations rather than conflicting models

## INSIGHT FRAMEWORK

**Why a unified framework matters**

This chart illustrates the four core purposes of measurement: brand perception, tactical decisioning, innovation, and strategic planning, and shows how they rely on different techniques across the funnel. In many organizations, these methods operate in silos, producing disconnected insights and conflicting KPIs. A unified measurement framework harmonizes these lenses into a single, shared source of truth, enabling consistent decisions across marketing, finance, and strategy, and unlocking a single performance narrative across markets and brands.



04

# Do your MMM insights translate into real enterprise decisions, across marketing, finance, and the business?

## The challenge

MMM only creates value when it changes decisions, not when it produces dashboards. Yet in many organizations, insights fail to influence budgeting, trade-offs, or planning because the translation layer between analytics and the business is missing.

When outputs are not trusted, not explainable, or not connected to planning cycles, MMM remains a tactical tool used by a few specialists rather than a cross-functional decision system. Teams may understand what the model recommends, but not why, and finance or leadership remain unconvinced.

Too often, MMM providers are selected based on demos or analytical features, rather than on their ability to support real enterprise decisions: budget reallocations, portfolio trade-offs, and investment priorities that finance and leadership can stand behind with confidence.

## What to look for in an MMM partner

- **Decision frameworks that align CMO and CFO** on performance, investment priorities, and trade-offs.
- **Outputs trusted across marketing, finance, supply chain, and leadership**, not confined to analytics teams
- **Built-in transparency on assumptions, model structure and contribution drivers**, enabling confidence, challenge, and adoption
- **MMM embedded into planning, budgeting, and forecasting processes**, rather than delivered as standalone analyses
- **Upskilling and adoption programs at scale**, ensuring insights are understood, debated, and used in day-to-day decision-making

Transparency is not a feature. It is designed in. Business leaders must be able to interrogate assumptions, stress-test scenarios, and understand why recommendations change, not just what to do. This is what turns rigor into trust, and trust into adoption. At this level, MMM is no longer a black box, but a shared decision system the business can rely on.

# Will your MMM partner keep you relevant for the next five years?

## The challenge

Marketing ecosystems are evolving faster than traditional MMM frameworks can keep up. Retail media is expanding rapidly, creative formats are multiplying, brand and performance are converging, data sources are fragmenting, and privacy constraints are reshaping how signals can be captured and activated.

In this environment, the risk is not moving too slowly. It is relying on measurement systems that cannot respond when decisions need to change. Many MMM solutions become obsolete within 12 to 18 months because they lack a clear roadmap, struggle to integrate emerging channels, and fail to evolve with market needs.

Relevance today is defined by strategic responsiveness: the ability to simulate scenarios, test trade-offs, and support decision-making as markets, budgets, and assumptions shift. With the rise of Agentic Artificial Intelligence (Agentic AI), advanced simulation and automation are no longer about speed for speed's sake. They enable organizations to explore options, stress-test strategies, and act with confidence in the face of uncertainty.

Future-proof MMM therefore requires a partner who continuously evolves methodologies, enriches data, integrates new channels, and aligns innovation with how decisions are actually made across the enterprise.

The real risk is not investing too much in measurement. It is investing in systems that cannot evolve. Low-cost MMM solutions often freeze quickly, failing to adapt to new channels, data, and AI capabilities, and ultimately generating far higher downstream costs through misaligned decisions and outdated models.

## What to look for in an MMM partner

- **A forward-looking roadmap** that evolves with your channels, data, and organizational needs, not a static product vision
- **Agentic AI capabilities** that enable scenario simulation, decision orchestration, and strategic responsiveness
- **Roadmaps co-built with clients**, aligned with annual planning and budgeting cycles rather than generic product release calendars
- **Creative and brand intelligence modules** that extend measurement beyond media ROIs
- **Retail media, commerce, and platform integrations** that support true omnichannel accuracy
- **Granular Generative Engine Optimization (GEO) and audience-level insights**, activated selectively when they serve concrete business decisions
- **A client-centric development model**, designed to keep measurement relevant as strategies, markets and constraints evolve

# From Strategy to Selection: An MMM Partner RFP Checklist

How to assess whether an MMM partner can truly enable enterprise decisions

01

**Adaptability to your organization**

**KEY TAKEAWAY**  
Measurement must fit your governance, not the other way around.

**CHECK-LIST QUESTION**  
**Does your partner...**

...adapt to your governance, planning rhythms, market maturity and tech stack, with a configurable, modular platform?

02

**Full value chain intelligence**

**KEY TAKEAWAY**  
True performance comes from media and pricing, promo, retail, brand, and creative.

**CHECK-LIST QUESTION**  
**Does your partner...**

...capture the entire value chain, not just paid media, and reveal the real drivers of growth?

03

**One shared source of truth**

**KEY TAKEAWAY**  
Performance requires unified KPIs and harmonized methodologies.

**CHECK-LIST QUESTION**  
**Does your partner...**

...create one “truth” across MMM, brand tracking, attribution, and experiments, trusted by marketing, finance, and the business?

04

**Enterprise decision enablement**

**KEY TAKEAWAY**  
MMM creates value when insights are trusted, explainable, and used to make decisions.

**CHECK-LIST QUESTION**  
**Does your partner...**

...provide transparent, explainable outputs that business leaders can challenge, stress-test, and trust—enabling real CMO-CFO alignment and better decisions?

05

**Future readiness & AI acceleration**

**KEY TAKEAWAY**  
Measurement must evolve with channels, data, and agentic AI.

**CHECK-LIST QUESTION**  
**Does your partner...**

...offer a forward-looking roadmap, co-built with the client, integrating AI, creative intelligence, and commerce to stay relevant for the next 5 years?

# From measurement to competitive advantage

Choosing the right MMM partner is no longer a technical decision. It is a strategic one, and increasingly, a governance one.

As marketing becomes more accountable for growth, profitability, and long-term value creation, measurement can no longer remain a reporting layer or an isolated analytics exercise. It must adapt to how organizations truly operate, reflect the full value chain, create a shared performance narrative, and translate insight into decisions that leadership can trust.

When these conditions are met, MMM moves beyond optimization. It becomes an enterprise core capability—one that aligns marketing, finance, and the business around a common understanding of performance, enables confident trade-offs, and embeds data-driven decisioning into the moments that matter most.

Looking ahead, the future of MMM will be defined not by faster models or more dashboards, but by relevance and responsiveness. As channels, data, and AI continue to evolve, organizations will need measurement systems that can adapt to changing governance models, simulate uncertainty, stress-test strategies, and support decisions in motion. Agentic AI, advanced scenario planning, and integrated decision frameworks will increasingly shape how brands compete and win.

This is where MMM becomes a source of competitive advantage: not by telling teams what happened, but by enabling them to decide what to do next, with clarity, confidence, and impact.

In this new paradigm, measurement is no longer about looking back. It is about building the conditions for strategic differentiation and enterprise-wide decisioning in an increasingly complex world.

**Our vision is to move MMM from siloed measurement to enterprise decisioning—so it becomes a lasting competitive advantage. MMM was built for reporting; we're building it for transformation. The goal is simple: help CMOs turn insight into decisions that create growth.”**

**Akhila Venkitachalam,**  
Partner and Head of Marketing  
and Commercial Effectiveness  
at Ekimetrics



# About Ekimetrics

Ekimetrics is a global leader in Marketing & Commercial effectiveness and AI-powered solutions, with offices across 3 continents, and a team of 500+ AI and MMM experts.

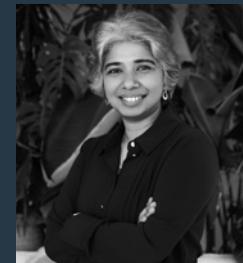
In the next 10 years, business models will be deeply reshaped by AI and the need for sustainability.

In that context, Ekimetrics' mission is to empower organizations through AI and MMM solutions to deliver AI impact at scale.

We specialize in optimizing revenue, profit, and mission-critical processes through a unique blend of technology and services.

We're committed to delivering AI impact at scale, through sustainable and ethical AI and data practices.

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