



**Breakthrough**  
Marketing Technology

# Breakthrough

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**B**reakthrough Marketing Technology has excelled at enhancing market performance and driving growth for more than 20 years.

Our expertise ensures that each tailored go-to-market strategy not only aligns with but also amplifies your business objectives, for measurable success.

**Customer Insight-Driven:** We leverage AI and data analytics to deeply understand your targets, enabling tailored marketing strategies that resonate with your customers' specific needs and preferences.

**Innovative Solutions:** Our cutting-edge technology and creative approaches ensure you stand out with unique and compelling experiences for your target customers.

**Result-Oriented:** Focused on delivering measurable outcomes, our strategies are designed to optimize your ROI, increase engagement, and drive conversions.

**Agile and Adaptive:** In a rapidly changing market, our agile methodologies ensure your marketing campaigns remain relevant, responsive, and effective against emerging trends and customer behaviors.

**Partners for Growth:** We are your team, committed to your success. Our collaborative approach aligns with your business goals. We work together to achieve breakthrough results.

## WHAT WE PROMISE

**T**he transformation of complex data into actionable insights enabling our clients to navigate market uncertainty and accelerate innovation. Our unique value lies in our ability to:

- Identify untapped opportunities to capitalize on innovative product offerings and gain competitive advantages.
- Develop advanced analytics data-driven strategies that align with specific business goals, from market entry to sustainable growth.



## CORE COMPETENCIES

- **Go-to-market plans**—data-based interdependent definitions of product, place, positioning, and price demand curves.
- **User experience research**—captures customer experience and analysis of products, systems to design offerings.
- **Marketing communication**—strategies and tactical executions.
- **Brand positioning**—establishes competitive differentiation in the mind of your target customer.
- **Marketing research**—design, collect and analyze customers to define who they are, what they will respond to and why.

- **Artificial Intelligence Machine Learning**—outcome and segment predictive models, sales forecasting, optimized product or service targeting, general analysis using advanced statistics and predictive methodologies.
- **Generative Artificial Intelligence Models**—text-based solutions from disparate data sets including synthetic data modeling.
- **Media mix modeling and multi-touch attribution**—maximizes the short and long-term impact of media interactions and conversions to optimize the marketing spend.

## OUR VALUES

- Honesty and Integrity
- Clients Come First & Drive our Actions
- Market Analytics Fuel Innovation
- Market Insights Reveal Growth
- Respect and Compassion
- Deliver on Promises
- Learn by Listening
- Give Back

## NAICS/ NIGP CODES

- 541610 / 91875 Business Management Consulting
- 541613 / 91876 Marketing Consulting
- 541614 / 91832 Process, Physical Distribution & Logistics Consulting
- 541800 / 91503 Advertising
- 541910 / 96160 Market Analysis, Research & Public Opinion Polling
- 541511 / 91829 Custom Computer Programming Services

## CERTIFICATIONS

- NYC MWBE & SBE
- WBENC NY/NJ WBEC –recertification in process
- MWBE & SBE PANYNJ
- New Jersey MWBE & SBE
  
- DUNS 136729766

quality in...quality out...



# CertainTeed

Gypsum | Insulation | Siding | Roofing | Commercial Ceiling Tiles



## CHALLENGE

CertainTeed has helped shape the building products industry for more than 110 years, but currently finds itself stuck in commodity mode.

## RESEARCH OBJECTIVE

More and more consumers are showing interest in the building materials used in their homes. How can we develop an understanding of homeowners in order to create a pull-thru strategy to keep the brand alive today and well into the future.

## TEAM

In this B2B initiative, CERTAINTEED contacted Breakthrough Marketing Technology to deliver a fact-based strategy defining how to sell direct to the consumer via a pull-thru strategy. BMT's challenge—define the marketing mix and subsequent go to market plan that would position the client's innovative value to consumers while supporting their historic sales to their direct customers—contractors.

BMT worked seamlessly with the Certainteed internal team led by Gladys Rosa-Mendoza to design and execute the ethnographies that uncovered key differentiating insights into the consumer experience. These learnings were validated with a quantitative survey of more than 1,000 respondents in 4 cohorts. To generate robust personas representing each segment, substantiate their value to each business unit with motivation messaging and quantify the complex customer journey of each segment, subsequent ethnographic research was executed.



### Project Goals and Objectives

We would like to develop an understanding of the prevailing trends and end-user behavior that will drive the building products market category in 2018 and beyond, while also the client's internal and external stakeholders for product development and answer what will increase their value in the building materials category. The expected result of this research project is an enhanced and qualified understanding of the product and market conditions, and other conditions that will enable CertainTeed to answer the following questions:

- What drivers and needs in the minds of these consumers will shift the passage from traditional products being thought of as commodity building materials to "trendy"?
- How will CertainTeed create a competitive brand experience in the future?
- What will CertainTeed new value in the category today and well into the future?
- What technology and/or competencies will CertainTeed need to acquire to develop new compelling propositions?
- What trends are taking hold today and through 2020 that need to be a component of the CertainTeed strategy?

**Research Purpose**  
The objective of the research phase is to understand Consumer Behavior, pain points, and an overall related to home renovations, remodels, and new builds home construction in a multi-city. We will enter the world of the CTO through the use of ethnographic research techniques, and translate behavior and attitudes into actionable insights, and opportunities for the next generation of CertainTeed end-user.

### Let's Get Started!

**Introduction: Ethnography**  
Before the actual in-home visit the participant recruitment firm will have called the interviewees to confirm the time and answer any questions before the team arrives. Before or after the in-home visit, the lead researcher will provide any research details to the team. Once in the home introductions will begin.

**Key to Success**  
This is a research phase that helps you understand how people use your products and services for people who use and use them. They only use the things in their homes, so they understand how you use them. They only use the things in their homes, so they understand how you use them. They only use the things in their homes, so they understand how you use them.

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### Introduction

**What is ethnography?**  
Ethnography is a research method adapted from anthropology that is designed to discover the real world needs, behaviors and beliefs of people. Ethnographic methods can spot trends and needs and uncover that can be used to create a pull-thru strategy. The theory of this approach is that we can accomplish this by observing and/or participating in the activities of the people we are studying. This approach is based on the idea that we can learn more about our customers by observing their behaviors and experiences from a particular point of view.

**For the purposes of this project, we will be using ethnography to learn more about the consumer experience in their homes. We will be using ethnography to learn more about the consumer experience in their homes. We will be using ethnography to learn more about the consumer experience in their homes.**

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### Quick Overview of the Process

**The Interview**  
Each in-home visit will take approximately 1.5 hours. On the following pages you will find the discussion guide which contains the topics to be discussed during the visit. The interview topics to be discussed and suggested questions will be shared with you in a separate document. The questions included should be used as a guide, but not a script. The goal is to have a conversation with the participant and to learn about their experiences and behaviors.

**What to look—and listen—for**  
Hidden cues and observations in the form of questions or statements that the participant mentions while attempting to complete a task. They may be aware of these cues and observations, but they may not be aware of them.

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### Interview Tools

Field guide and a pen, camera (video and still image), and an audio recorder for recording the interview.

**Capturing Data**  
After the interview, capture as many of your observations as possible while they are still fresh in your mind. Write field notes, you will find that your notes help you quickly capture data during and immediately following the interview as part of your defined mission.

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### Participant Home Tour & Context Discussion

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### Conducting the In-Home Visits

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### Post-Interview

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## METHODS

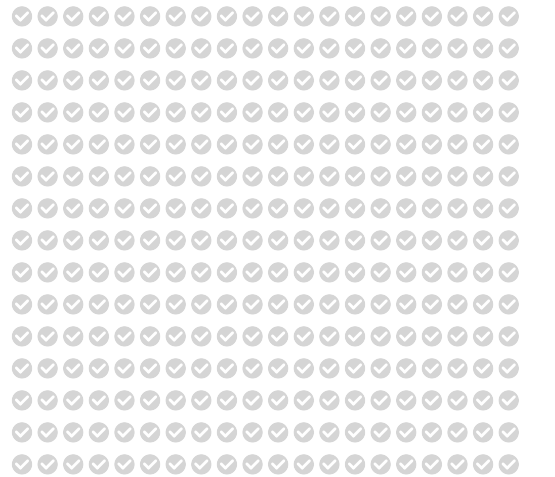
### Phase I

50 Online Journals  
15 In-home Contextual Ethnographies



### Phase II

Survey with 2,400 participants



215 questions over 7 days / 567,746 data points

### Phase III

45 In-home ethnographic interviews



115 hours of video / 2790 pages of transcripts

Cultural Probe/Image Sort Exercise—what do building products mean to you?





## ANALYSIS

Each in-home interview was broken down using the NOABS framework—Needs, Objectives, Activities, Breakdowns, and Solutions, and included both observations (what was seen) and insights (what was learned). We created a war room to have all the information on the walls and to make it easier to share with the various stakeholders how the design thinking analysis process worked and was conducted.

From the interview breakdowns, patterns emerged and we were able to identify 57 opportunity areas as well as bring forth a series of 6 personas that we could then use to ideate against the various opportunity areas.

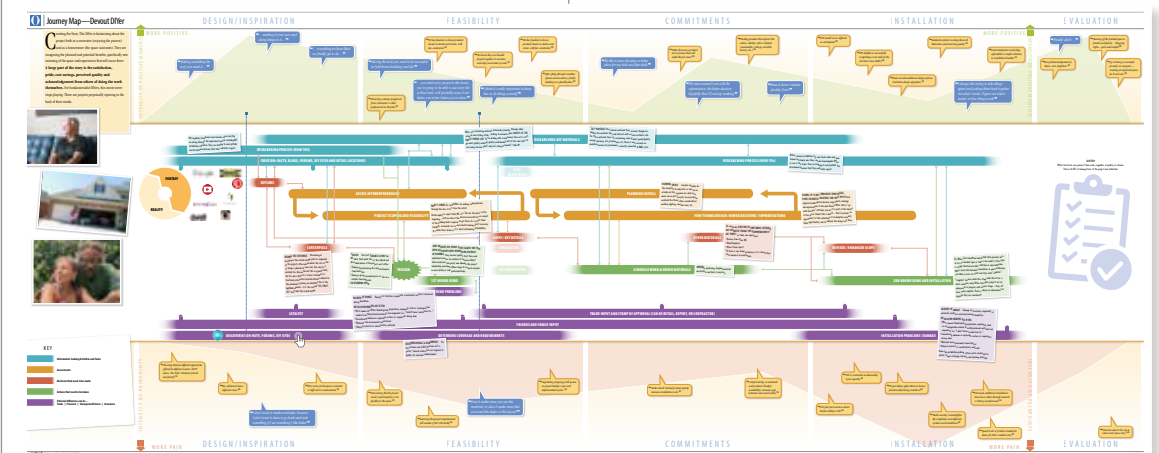
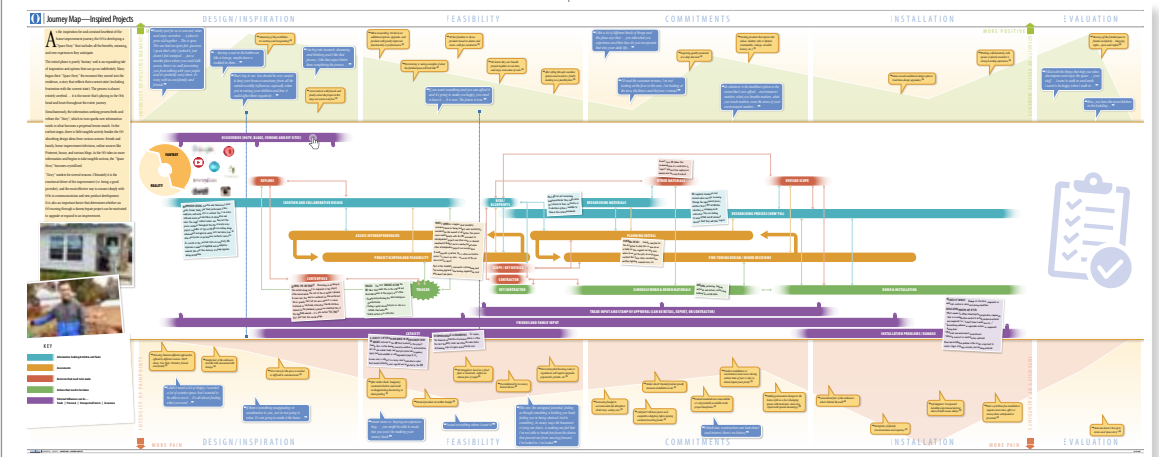
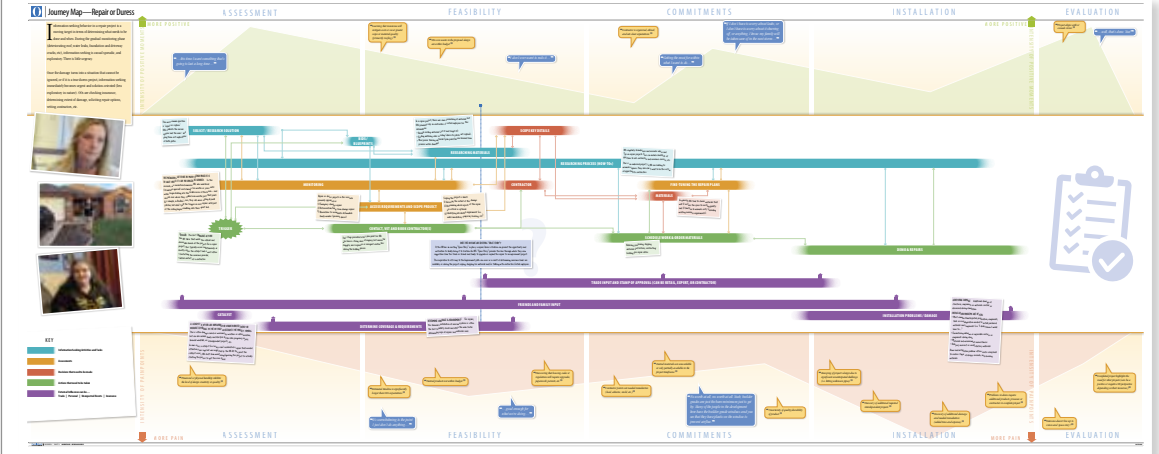
## REPORTING

The results were reported at the end of each phase to recap what we had learned at that phase as well as to inform the stakeholders what was coming up in the next phase.

Cumulative information from multiple data sources resulted in a tangible strategy that came to life in the images and stimulating assets designed and produced by GRM. The insights reported in our recommendations were transformed into a visual environment to motivate management and sales action.

At the end of the project, we created a presentation that was an experience in and of itself and brought to life the findings and the voice of the customer to the forefront. We presented 4 journey maps (contractor, DIYer, inspired, repair), 6 personas, and 57 opportunity areas, as well as the overarching framework for moving the research forward with each individual business unit.

We conducted brainstorm sessions after the presentation to get each business unit on board on how to use the materials and move forward with the insights that spoke the most to them.





## REPORTING

As part of the Global Marketing days in Paris, France, the research was presented to over 200+ marketing professionals from all of the divisions of Saint-Gobain. Workshops were designed to immerse the marketing teams in the design-thinking process, fostering a culture of innovation and creative problem-solving within all the international teams.



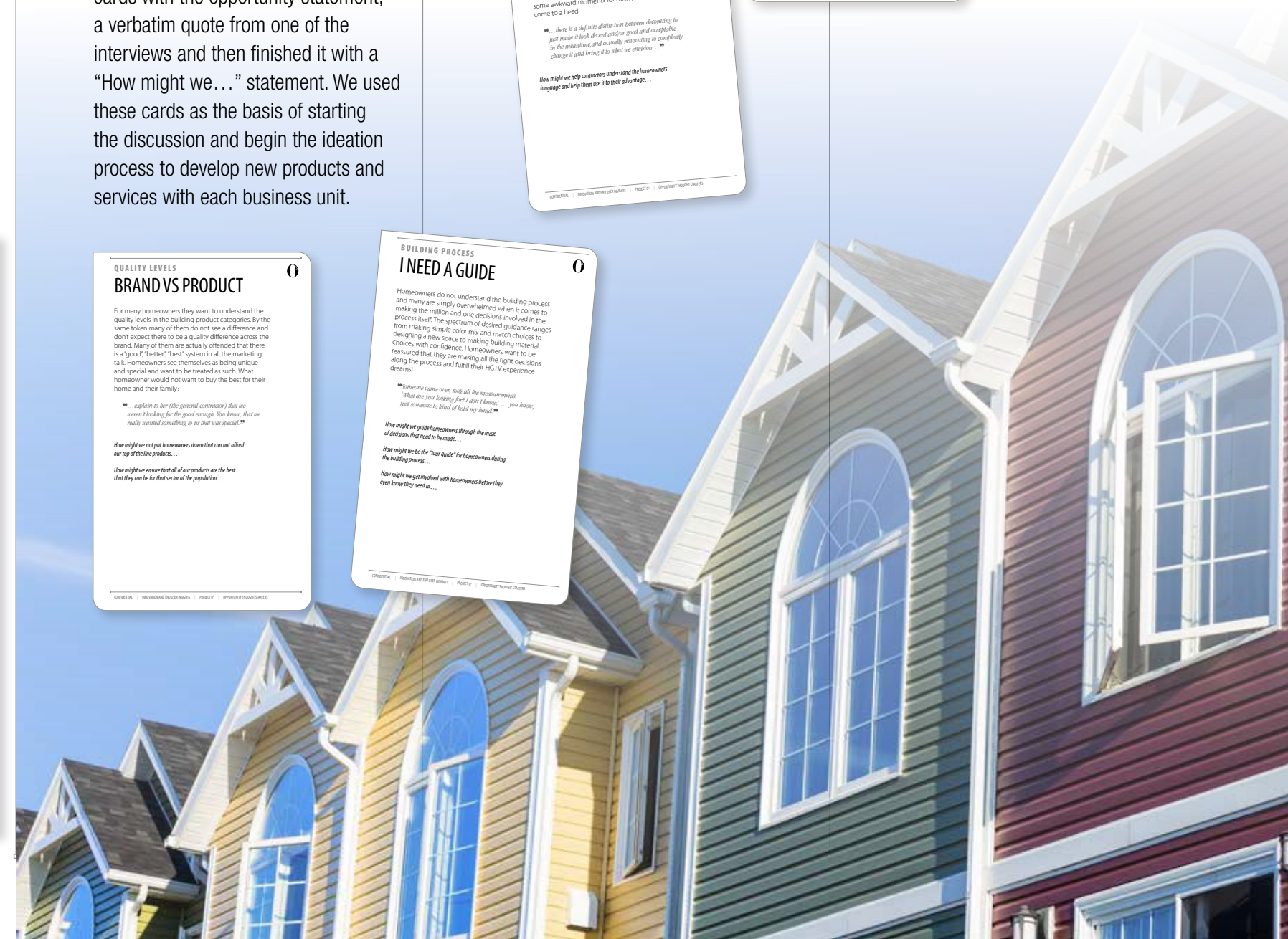
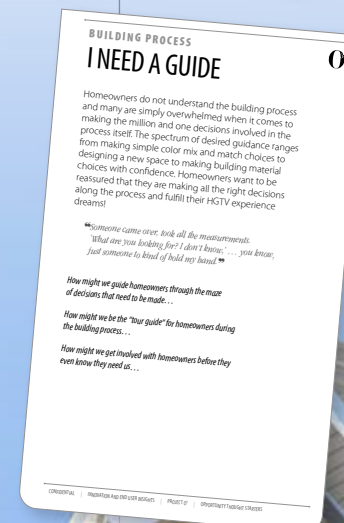
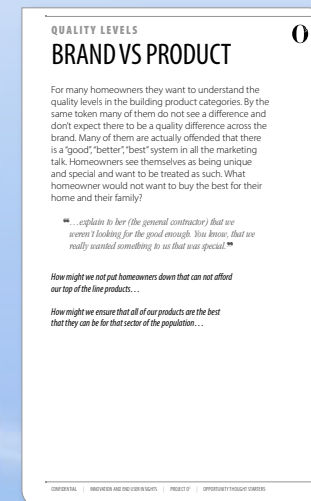
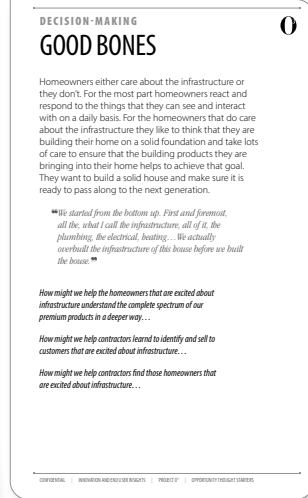
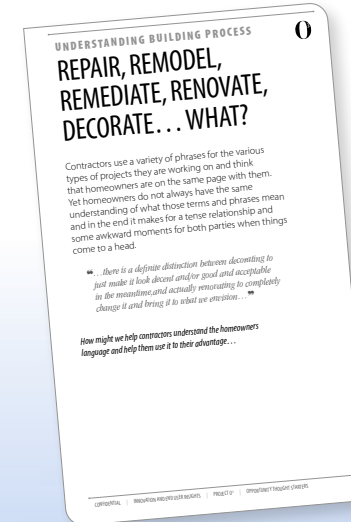
## KEY INSIGHTS

- 1 OWNER OCCUPANTS ARE EMOTIONAL DECISION MAKERS.** Home is their emotional and spiritual center. So when it comes to home improvement projects, contractors and product brands must address the emotional needs. Product specs are not the #1 reason to buy a product. Performance products that solve a problem OOs don't perceive they have has no value.
- 2 HOME IMPROVEMENT PROJECTS ARE INTER-RELATED.** Home improvement projects are intricately connected to each other through various factors, including life's events, emotional motivation, desired self-image, and self-fulfillment.



**3 HOW DO YOU SHARE INSIGHTS WITH STAKEHOLDERS THAT FUNCTION VERY MUCH IN A SURVEY CULTURE?** It was very clear from the beginning that the stakeholders from the various business units I was working with were very used to figures and percentages in order to make decisions.

At the end of the project we identified 57 opportunity areas. We created cards with the opportunity statement, a verbatim quote from one of the interviews and then finished it with a "How might we..." statement. We used these cards as the basis of starting the discussion and begin the ideation process to develop new products and services with each business unit.



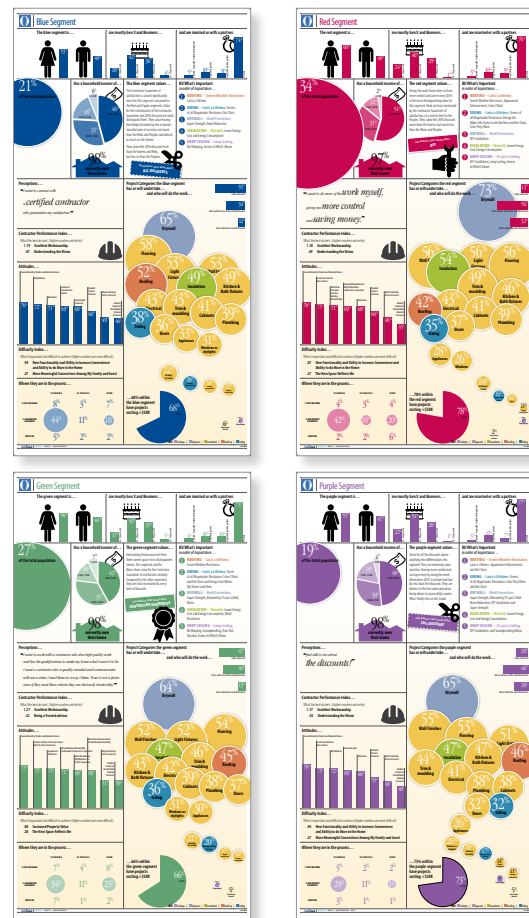


## RESEARCH IMPACT

Developed the first ever segmentation model for CertainTeed as whole as well as refining the segmentation model for each business unit. Netted out 4 distinct segments.

6 personas were developed from the segmentation model and the additional detailed information gathered from the Phase III in-home interviews.

Each business unit is taking a different approach to the research findings. The business unit that has taken the defined opportunity areas to heart has been siding—3 patents have been filed for new designs and a product roadmap for the next 18 months has been created.



### Owner Occupants in our study...

**Skew female...** 58% Female, 42% Male

**are mostly Gen X and Boomers...** 45% Gen X, 32% Boomer, 20% Millennial, 3% Gen Z, 1% Silent

**and are married or with a partner.** 75% Married, 11% Single living with partner, 10% Single living alone, 4% Divorced/separated/widowed/divorcing alone

**They are mostly Caucasian...** 72% White, non-Hispanic or Latino, 11% Black or African American, 8% Hispanic or Latino, 7% Asian/Pacific Islander, 1% Bi-racial/multi-racial, 2% Did not report race to census

**...closely mimicking US census data.**

**98% currently own their home**

**Education:** 68 are highly educated, with a quarter holding advanced degrees. 25% Advanced degrees, 43% 4-year degrees, 7% Trade or vocational school, 19% Some college, 6% High school diploma

**Where they are in the process...**

Project Type	PLANNING	IN PROCESS	DONE
CUSTOM HOME	6%	3%	5%
RENOVATION & REMODEL	40%	14%	21%
ADDITION	6%	3%	2%

**DIY vs. Contractor:** 34% Contract out all work, 21% Totally DIY, 45% Share the work with a contractor

**Where they live:** 50.6% Single family in subdivision, 40.1% Single family detached not in subdivision, 4.8% Single family attached/townhouse not in subdivision, 1.8% Multiple family detached or attached (1-4 units), 1.8% Condominium or cooperative (<5 stories), 0.5% Mid-rise condominium or cooperative (5-30 stories), 0.2% Apartment community, 0.1% High-rise condominium or cooperative (>20 stories), 0.0% Mobile home

**Where in the US:** Pacific 17%, Mountain 7%, West North Central 6%, East North Central 16%, Middle Atlantic 16%, New England 4%, West South Central 9%, East South Central 5%, East South Central 20%

**PC vs. mobile:** 29% PC, 71% mobile

**Average time to complete the survey:** 23min

**Overall project budgets above \$25,000 only accounted for about a third of respondents, which aligns with household incomes.**

**Household incomes:** 39% \$25-10K, 29% \$10-25K, 16% \$25-50K, 10% \$50-1000K, 6% >\$1000K

**Owner Occupant Involvement:** Many people have worked on or planned to work on their projects, with varying degrees of ambition.

- Installation & construction: 47%
- Demolition: 35%
- Materials selection: 76%
- Design process: 87%

**Owner Occupant Involvement (Bar Chart):** 47%, 35%, 76%, 87%

**Number of projects respondents have performed:** More than 5, Five, Four, Three, Two, This is the first one

**What motivates people to build and renovate?**

- Create a space of which I can be proud: 24%
- Increase the comfort and security of my loved ones: 23%
- Take better care of my family: 13%
- Create a space that reflects my hard work: 7%
- Entertain friends and family: 7%
- Accomplish something special: 6%
- Create a space that's worthy of who I am: 5%
- Fulfill my sense of purpose: 3%
- Express who I really am on the inside: 3%
- Alleviate pain and embarrassment: 2%
- Build memories: 2%
- Keep up with friends and neighbors: 1%

**Brand recognition:** When asked to name the building materials brands used in their renovations, only around half of respondents knew whose products they were using.

- Drywall: 46%
- Drop ceilings: 50%
- Insulation: 58%
- Vinyl siding: 59%
- Roofing: 66%

**Perceptions...**

- My house is: "a dynamic space" 32%
- "a sanctuary" 69%
- "a safe place to raise my family" 77%
- "a place for entertaining" 57%
- "an extension of myself" 50%

**Survey parameters for recruiting owner occupants:**

- In the last year or planning in the next 6 months:
- INSTALLED AT LEAST 1 OF THE 4 CORE PRODUCTS
- Gypsum
- Insulation
- Siding
- Roofing or
- Purchased a new home
- 20+ >4 product categories
- 30+ 2-3 product categories
- 40+ 1 product category
- 10+ fall as they will
- Live in a city or suburban neighborhood (not a farm or rural area)
- High school graduate
- Employed or a homemaker
- Own their current home or
- Renting in contract to purchase
- Minimum 10+ DIYers
- Mix of ages 25-75 years old with minimum:
  - 20+ Millennials (25-32)
  - 20+ Gen Xers (33-50)
  - 20+ Boomers (51-69)
  - 40+ fall as they will

# Breakthrough Case Study Snapshots . . .

## BLACK ENTREPRENEURSHIP SEGMENTATION AND PREDICTIVE MODEL



Studied implications, impediments, experiences, and opportunities to address the disparity between a 22% NYC Black population as compared to only 2% of Black business ownership. The study learnings provided input into our SBS policy and program recommendations.

Learnings were generated from:

- Secondary Research
- Qualitative Exploration including interviews and focus groups
- Quantitative Online Surveys of Black NYC-based current and future business owners and non-Black NYC-based current and future business owners.

The Black entrepreneur and business owner insights defined anxieties, aspirations and barriers to Black-owned business formation and growth. These findings also informed our segment profiles and KPIs defined by concepts developed from survey and Agile exercises.

Survey responses of non-Black and non-NYC business owners served as controls for comparison to the NYC-based Black entrepreneur and business owner responses.

<https://www.nyc.gov/assets/sbs/downloads/pdf/about/reports/benyc-report-digital.pdf>

## CUSTOMER SEGMENTATION AND CONVERSION FOR LEADING INFORMATION SERVICES COMPANY

- **PROBLEM** An information services client was interested in accurately measuring the usage of its products across different customer segments in addition to establishing a robust segmentation scheme. Client also wanted to estimate conversion likelihood of leads generated from their sales/marketing efforts.
- **SOLUTION** Developed probabilistic segmentation via Latent Class Analysis. Developed conversion model via hybrid Genetic Programming and Statistical model.
- **BENEFIT** Increased effective tailored messaging to different cohorts of the prospect base delivering 35% increase in conversion rate among this population.

## XEROX MARKET PENETRATION STRATEGY

- **PROBLEM** Introduce a low-end multifunctional printer in emerging markets.
- **SOLUTION** Conducted a global survey, utilized data analytics to determine pricing, positioning, and key product features.
- **BENEFIT** Defined the go-to-market strategy that successfully penetrated the Brazilian and other emerging markets.



## SAMPLING OF PAST CLIENTS

- Aon
- Bloomberg
- CertainTeed
- Chicago Tribune
- The Dow Jones Company
- DuPont
- Exxon
- The New York Times
- Macy's
- McDonald's
- Memorial Sloan Kettering
- MTA
- NYC Dept. Small Business Services Business Preparedness and Resiliency Initiative
- Philip Morris
- Ralph Lauren
- Stanford University
- Xerox