

From shut down to rebound

One retailer's surprising journey through COVID

How could a furniture retailer go from no traffic in mid-March to post one of its strongest weeks soon after reopening in mid-June?

It's a comeback story grounded not in luck so much as strategic leadership, supported by insights from Keen's forward-looking models to help guide decision making around:

Brands and tactics

Timing of spend

Level of spending allocation

Before

Bob's Discount Furniture and its agency partners at Havas began working with Keen in 2019, working to optimize its media spend against the leading indicator of door pulls, on the premise that more foot traffic in-store consistently leads to more revenue. The Marketing team ran scenarios, tested data inputs and aligned culturally around Keen's predictive decision framework.

Then, along with so many businesses globally, the COVID-19 pandemic struck an unanticipated and severe blow. By late March the company made the difficult decision to temporarily close its doors out of concern for the public's well-being and safety. Contemporaneously, the marketing team paused most of its marketing and media spending.

During the closure, Bob's relied on e-commerce to sustain at least some revenue. This enabled them to sustain positive ROIs, averaging about \$0.82, even at a minimal level of marketing spend.

BOB'S
DISCOUNT
FURNITURE



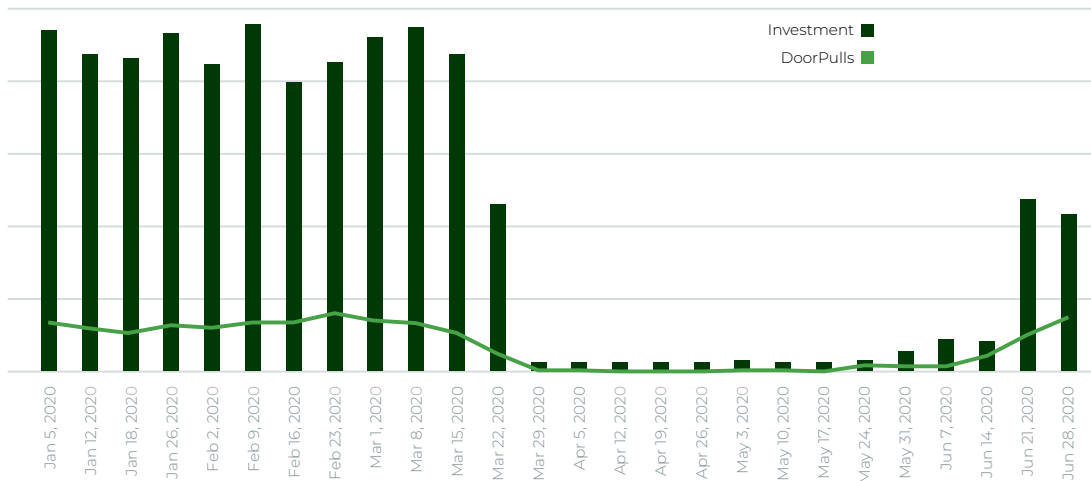
After

Bob’s marketing team had more questions than answers, but they also had a resource to help them predict potential answers with confidence, Keen’s MIDA solution. They worked in the software to run scenarios to help them understand how much they could invest profitably in the second half of 2020, and even looked at specific regions, as the pandemic’s severity varied.

While Bob’s usually optimizes its marketing against lifetime value, the pandemic necessitated a shift in focus to more immediate cash flow needs.

The company began to reopen stores in late May and ramped up its media spend in time for Memorial Day weekend, historically a seasonal peak for furniture sales. Bob’s posted one of its strongest weeks by mid-June with ROIs of \$2.16, and by month-end had topped that with a \$2.72 ROI, as its marketing spends returned to pre-pandemic levels.

Keen’s scenarios helped the team navigate the temporary closure and guided their decisions around reopening to ensure the strongest p Mar’20 Jun’20 possible comeback.



About Keen Decision Systems

Keen Decision Systems is a high-growth SaaS company that helps FORTUNE 500 and other marketing leaders make data-driven decisions, tie them to financial impact, and create long-term value across the board, including for shareholders. Keen’s software lets marketers run scenarios to achieve their growth goals, driving a 41% improvement for clients over the past 52 weeks. Based out of North Carolina’s Research Triangle Park, Keen manages \$2 billion in marketing for major brands under Church & Dwight, Bush Brothers, Suja, Athletic Brewing, and Bumblebee Foods, among others.

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