

## Marketing and Sales Multichannel Analytics and Operations Management



**David Clunes** - President & CEO

The Encima Group is a premier services and solutions organization focused exclusively on driving client success through marketing and sales analytics and operations excellence. We are comprised of a team of savvy professionals with cross-industry expertise and a rare combination of business and technical capability as well as creative and logical innovative thinking. We provide comprehensive independent services that accelerate our clients' initiatives including: strategic consulting; program and campaign analysis and reporting; marketing and sales operations management; custom and automated dashboards; campaign execution and data management.

**Interview conducted by: Lynn Fosse, Senior Editor, CEOCFO Magazine**

**CEOCFO: Mr. Clunes, what is the vision? What do you do at Encima Group?**

**Mr. Clunes:** Our vision is to be the leading Marketing and Sales multichannel Analytics and Operations organization. We are the behind the scenes people that make things happen. To describe what we do, I often use the analogy of a play. We are not the actors and actresses on stage. We are the people behind the curtain, doing all of the things that make the play a reality. We strategize, manage, execute and analyze.

**CEOCFO: What are the important items to be done and maybe areas where you understand the need that perhaps others do not?**

**Mr. Clunes:** What makes us different is that we do not do creative or media buying. We do not own CRM infrastructure. That is key. Often times, to get the services that we provide, operations and analytics, brands will go to their agencies that offer those services. However, it is often a conflict of interest. For instance, take analysis. If your agency who is doing your campaign media buying or your campaign strategy or your campaign creative is analyzing the performance of those campaigns, it is like having your kids grade their own homework. It's not a good idea. Therefore, we have purposefully chosen not to provide those competing services so that the advice, the direction and the work that we do for our clients is objective, unbiased and independent. Another analogy that I like to use is that, if you can think of a client or a brand sitting on one side of the table and their vendors and agencies sitting on the other side of the table; we like to think of ourselves as sitting on the same side of the table as that client, that brand. We are their trusted partner helping them achieve their goals.

**CEOCFO: When you are speaking with prospective clients do they understand the difference? Have they sought you out because they are looking for the independent analysis? How does the client engagement happen?**

**Mr. Clunes:** Interestingly, most of our growth has been by word of mouth. I think that says something good about us. Essentially, what happens is that our clients have colleagues in other companies that hear about what we are doing and the benefits of it and they are interested. They reach out and so we engage. You mentioned that you saw that we were on the Inc 5000 list. We have had significant growth over the last few years. That continued in 2013 and we expect it to continue in 2014 as well. The latter half of 2013 is the first time that we have initiated a significant sales and marketing effort. That will continue into 2014 and beyond as well.

**CEOCFO: Why was this the time to be more aggressive for you?**

**Mr. Clunes:** We are looking to continue the growth. We are looking to accelerate it, actually. We have the goal of becoming a one hundred million dollar company within the next few years. We feel that that is very realistic. The marketplace is very ready for the services that we provide and the way we provide them, particularly on the marketing side. Marketing, in years past, did not have as much accountability as they are being required to have these days. Therefore, they have to be better at what they do. They have to be more efficient. Efficiency, obviously speaks to operations. To be able to make improvement and to get better over time speaks to analytics. Those are the two key services that we provide. Additionally, the Sales and Marketing worlds are becoming ever more complex. Playing a key part in that complexity is the rise of Digital and its many sub channels. The proliferation of data, big data, has contributed

to that complexity as well. Companies need expert help to manage their operations and to get deep insights from analytics. We provide that help.

**CEOCFO: *Your website indicates Encima is passionate about making clients look great. How does that translate day to day?***

**Mr. Clunes:** That is a good question! It is one that I am not sure that many businesses think about, but we definitely think about it. First I will start with our tag line: "Actionable insights. Flawless execution. Every time." I think it accurately expresses what our attitude is with regards to making our clients happy and helping them be successful. We do pretty well on delivering on that tag line. The thought behind it, as you indicated, is to help our clients be successful. We do that by focusing on what the business is trying to accomplish. I think in any company that is providing service to business these days, there is a large technological component. With what we do there is definitely a large technology component. When you talk about operations and analytics, a lot of technology is involved in executing those campaigns for linking data for analysis and so on. However, we drill into our folks that you need to focus on what the business is trying to accomplish and find solutions for what the business is trying to do. Even though our people need to be technologically savvy, we want them to be business focused, so that they are always looking for solutions for the business, based on the business time frame. Often times, what you see when technology is involved is that the people who are utilizing technology to solve business problems tend to develop a technology mindset that is divorced from the needs and the priorities of the business. As a result, business tends to hate dealing with IT. However, our approach is very different. We are very focused on the business, making sure that solutions and our timing of providing those solutions align very closely with what the business needs are and what they are trying to accomplish.

**"Any company that expends significant resources on marketing and sales needs the multichannel marketing and sales operations and analytics services that we provide."**

**- David Clunes**

**CEOCFO: *When you are adding to your team what are the intangibles you look for to find people with that mindset?***

**Mr. Clunes:** That is a beautiful question! It is almost as if I wrote these questions for you! We look for people who can communicate effectively with both business and technology parts of a client organization. What I like to say is that we operate in the space between business and technology and business and their vendors and agencies. Therefore, it is very important that our people can have intelligent communications with all of these groups. They need to be able to communicate competently with business. They need to be able to communicate intelligently with technology and they need to be able to speak clearly and competently as well to vendors and agencies. Therefore, we look for people who have those experiences and skills. We also look for people who are creative and logical. That is important to us. I will give you an example of the employee type holy grail. It is someone who in college majored in music, but in their work life became a programmer. That is a beautiful thing! It is people with that type of whole-brain utilization background that we look for. It gives an indication that they have the ability to communicate with the groups that we work with, and that they can appreciate the needs and desires of both business and technology and bridge that gap. It is key for us.

**CEOCFO: *What are some of the elements that you analyze that people might not typically look at or that companies have not realized make a difference?***

**Mr. Clunes:** There are many directions that I can go with that question, but I will speak about digital. Obviously, Digital is growing by leaps and bounds and continues to grow. It used to be that campaigns had a digital component. These days I would say that most campaigns are mostly digital and they might have some offline components. Therefore, digital is key. A digital metric that we look at is viewability. Most digital analysis is not focused on viewability currently. Not that many people are looking at viewability right now, but we do. Most websites today are scrollable. You often have to scroll down in order to see all content on any given page. Ads are often surfaced throughout the entire length of those pages on publisher websites. If a site visitor does not scroll down however, they will never see ads that are below the fold. Nevertheless, media agencies are charging advertisers for those ads that are never seen. There are new tools on the market, new methods as well, that allow us to give our clients, no pun intended, visibility into viewability. That puts them in a good position to be more effective and efficient with their advertising dollar.

**CEOCFO: *Are there areas that you would like to be able to measure where tools are not quite available yet or that you may be looking to add to your offering?***

**Mr. Clunes:** Yes. That is always the case, because the world is always changing. The tools and capabilities are always a response to the changing environment. I think that is always going to be the case. An area that we are looking at closely is the changing healthcare marketplace landscape. The Affordable Care Act will drive quite a bit of change. It encourages a change of focus from healthcare delivery to healthcare outcomes. Additionally, it encourages the use of technology and electronic health records. Those two components will have a significant impact on the type and volume of healthcare data

that can be collected, analyzed and evaluated. We are very interested in keeping an eye on those developments and how we can take advantage of them for the benefit of our clients.

**CEOCFO: *What do you bring from previous ventures that have been most helpful for you as CEO of The Encima Group?***

**Mr. Clunes:** From previous engagements, I have learned to be flexible and to respond to events as they emerge on the ground. For instance I was speaking with a young man the other day who just started a company and was looking for advice. I told him, "Your business plan is only as good as the day that you wrote it. It has its uses. It is beneficial for getting loans and helping people understand your vision and the like, but day-to-day reality is probably going to be very different than you envisioned. What you have to do is be flexible and be willing to respond to events as they emerge, not as you may have thought that they would be." I think that is key; be light on your feet and be able to pivot on a dime and respond to what emerges.

**CEOCFO: *I usually ask how business is, but I know you are on the Inc list, so that speaks for itself. How do you continue on that trajectory?***

**Mr. Clunes:** As I mentioned, word of mouth has been good to us, but I do not think you can rely on that indefinitely. I think word of mouth is going to continue to be a driver for us. I think it is one of the best ways to get new business; to have a client refer you to another client and someone they trust. However, we have engaged sales and marketing significantly. We have initiated a number of national campaigns in late 2013 they are beginning to bear fruit. We will see how those campaigns perform, but we expect that those efforts will accelerate our growth.

**CEOCFO: *Why pay attention to Encima Group?***

**Mr. Clunes:** We are innovative. We are different. We really do not have much in the way of direct competitors. Therefore, if any business that is looking for a company that can give them objective, unbiased and independent marketing and sales operations and analytics advice and service, we are it. We work with Fortune 500 companies and companies of smaller size as well. Any company that expends significant resources on marketing and sales needs the multichannel marketing and sales operations and analytics services that we provide. We're on the move. We're growing and we're ready to help new clients be successful.

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**BIO:** David Clunes, Sr., is a problem solver and solution provider that brings over 25 years of experience serving Fortune 500 clients as well as small business in a diverse set of industries.

David has a unique blend of business, technology, information management and utilization skills that has proven to be invaluable to his clients. Over his career, David has led the delivery of services to key business areas of focus including relationship marketing, brand analytics, HCP and managed care data integration, dashboards & business intelligence solutions, sales operations, sampling systems, sales force support, automation and alignment, as well as CME support and analysis.

Additionally, David is a veteran of successful new business ventures in a diverse set of industries including technology, construction, retail and real estate. This multi-industry and business background has provided a strong foundation for the Encima Group's double digit annual growth rate and has been particularly beneficial to Encima's roster of clients.

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**Encima Group**  
**1 Innovation Way, Suite 400**  
**Delaware Technology Park**  
**Newark, DE 19711**  
**888.508.5688**  
**[www.encimagroup.com](http://www.encimagroup.com)**