



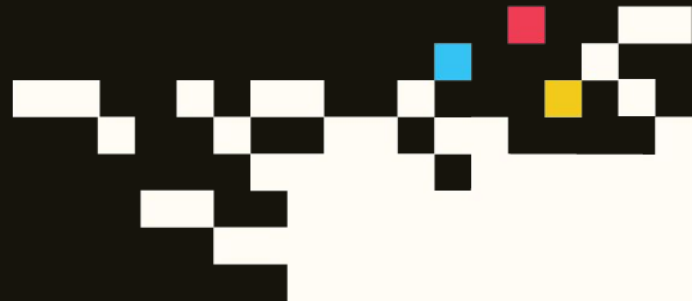
Beyond ROI: New Metrics for the Modern Marketing Era

Rachel Kamel | Director, CRM, Zwift



Rachel Kamel

Director, CRM





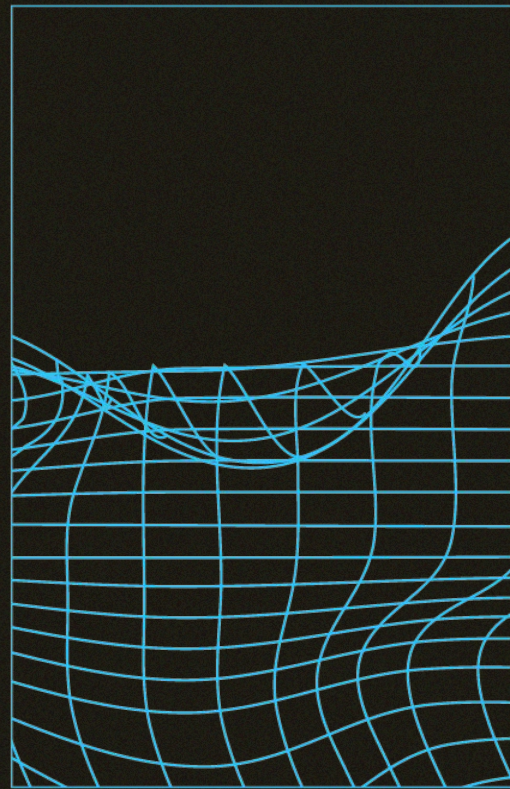
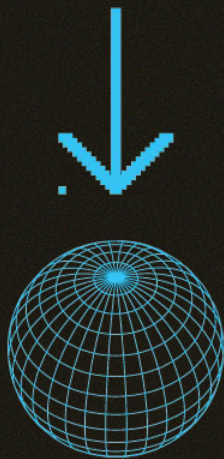
The #1 Indoor Cycling App


Zwift is a **subscription-based fitness platform** that aims to make more people, more active more often.

Its virtual worlds **bring the outdoor fitness experience indoors**, supporting a global community of like-minded cyclists, runners, and triathletes.

Contents

1. Legacy Measurement
2. A New Plan of Attack: Incrementality
3. Measuring Downstream Impact
4. Operational Success
5. How We Win
6. Q & A



A still from the TV show 'The Office' featuring two characters, Dwight Schrute and Stanley Hudson, sitting at a large desk in an office. Dwight, on the left, is wearing a white short-sleeved shirt, a patterned tie, and suspenders. He has a mustache and glasses, and is looking directly at the camera with a serious expression. Stanley, on the right, is wearing a dark suit jacket, a white shirt, and a patterned tie. He is balding with glasses and has a serious expression, looking slightly to the side. The background shows a typical office environment with cubicles and fluorescent lighting. The text 'What would you say you do here?' is overlaid in the center of the image in a large, white, sans-serif font.

What would you say you do here?

Legacy Measurement

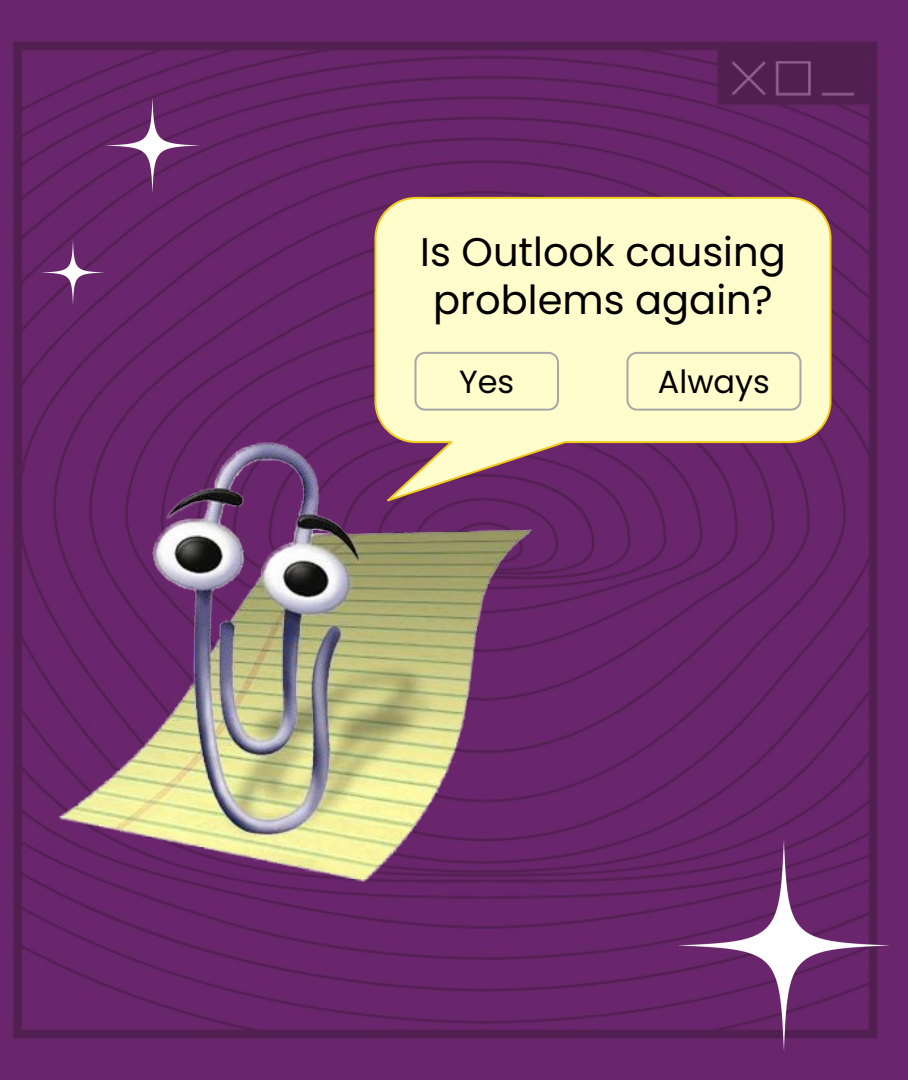


Privacy



Are clicks the next to fall?

No, clicks can still provide value, but they don't give the entire picture



Vital Signs of Channel Health



Deliverability



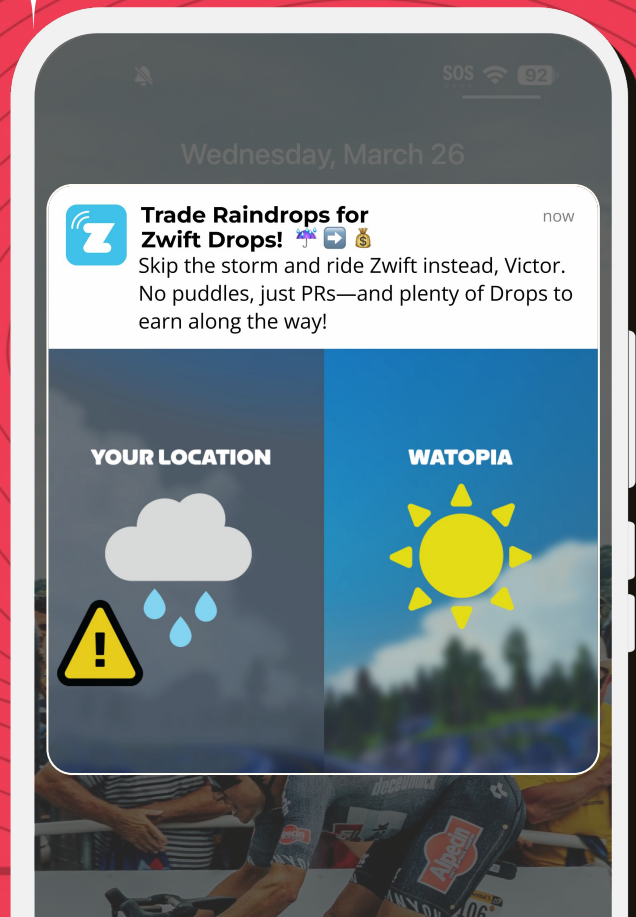
Unsubscribes

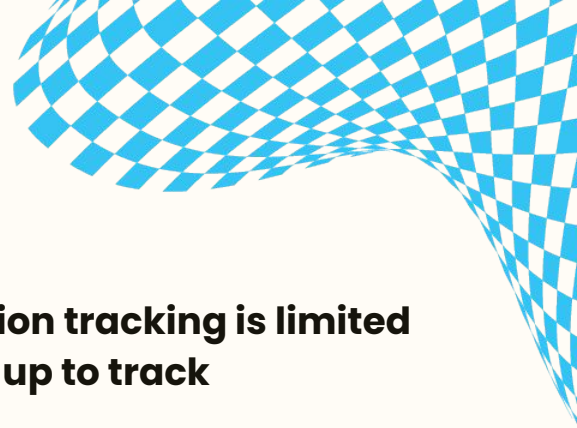


Uninstalls

Forecast: High Chance of Zwifting

Measure success with
relevant engagement
metrics and high value
actions





Attribution and conversion tracking is limited to what systems are set up to track

Direct attribution often favors the last touch or visible clicks

Conversion tracking doesn't capture long-term engagement or cross-channel impact

- Repeat actions
- LTV
- Churn propensity

A New Plan of Attack



How effective was my Really Amazing Campaign™?



Customers are exposed to so many channels

Game



Companion App



Social



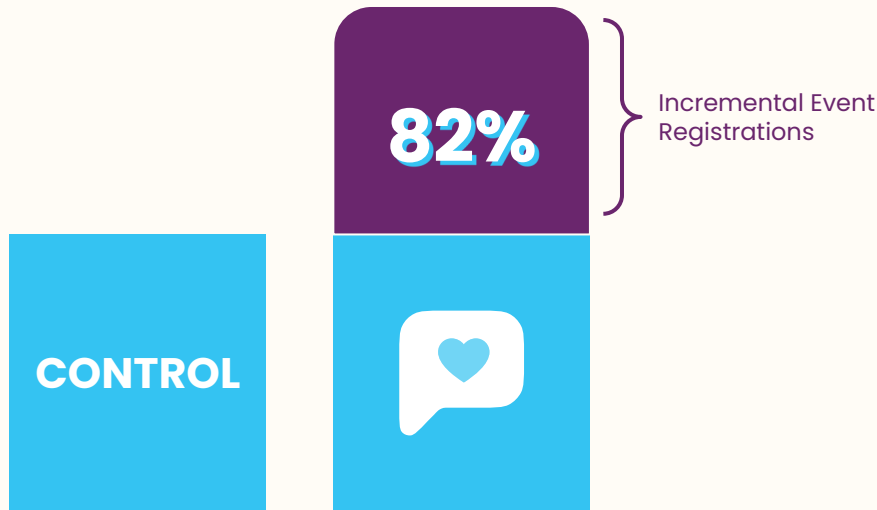
TV & Media



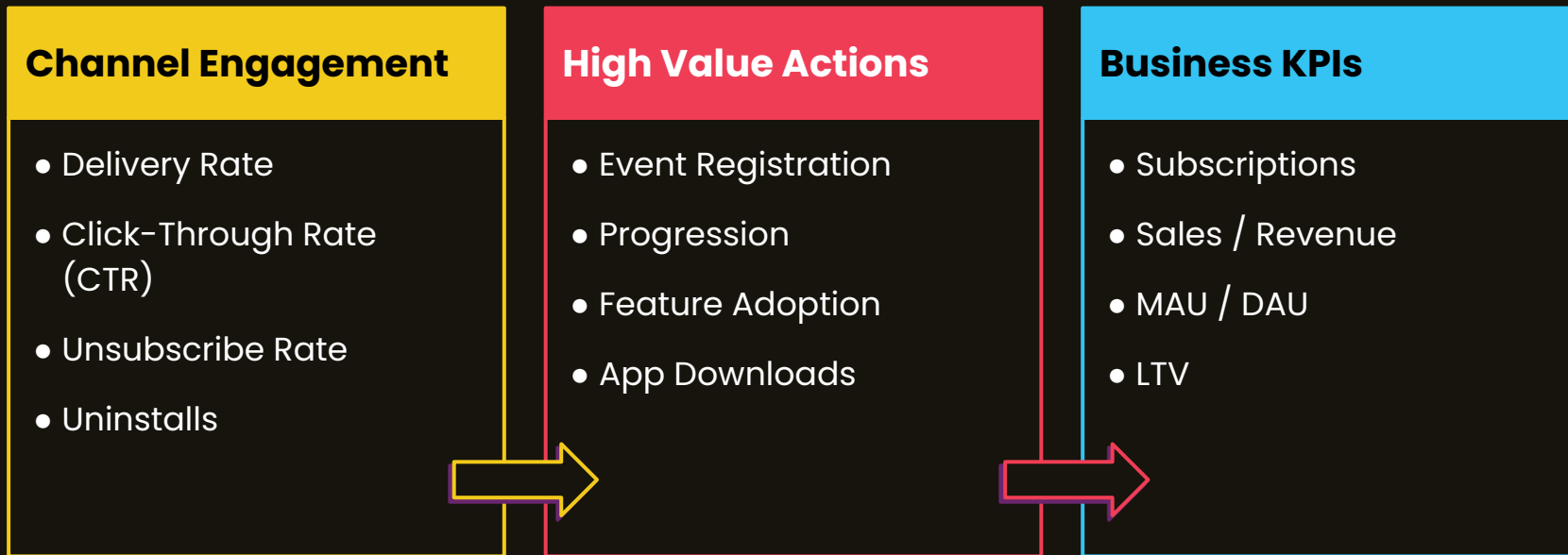
MEASURE IMPACT WITH INCREMENTALITY

Incrementality measurement is the scientific standard, providing the **most accurate insights** into the impact of our CRM campaigns.

Using **holdout groups** (via Experiments) allows us to measure the impact of individual campaigns as well as the overall CRM program.



Measuring the downstream impact





Success is also reach

- Incentivize opt-ins with rewards
- More channels means more ways to reach customers
- Measuring success by who you can reach and how you can reach them
- Zwift increased owned audience reach by 3% in one month with addition of push channel

Operational wins count too

EVENT CAMPAIGNS

60+

in less than 6 months

LEAD TIME

85%

faster execution





How we win

- Stop using Open Rate
- Share the love
- Leverage the tools and resources you have...like **experiments**
- Get those quick wins—progress over perfection
- Measure non-campaign metrics to show program success

A digital illustration of a cycling race scene. In the foreground, a male cyclist in a purple and white jersey is leaning forward on his road bike, wearing a white helmet and sunglasses. Behind him, a group of other cyclists in similar attire are following. They are riding on a dark asphalt road. In the background, a large, pixelated archway spans the road. The archway is decorated with a grid of purple, teal, and red squares. The words "ZWIFT ACADEMY" are written across the top of the arch in white and teal block letters. The scene is set against a backdrop of green hills, trees, and a blue sky with a few white clouds.

ZWIFT
ACADEMY

Questions?

WE'D LOVE YOUR FEEDBACK

Here's how to fill out the session survey:

1. Download/Open the Activate app
2. Toggle to the **Agenda** tab
3. Tap on this session
4. Scroll to **Engagement** and tap **Survey**

BONUS

Complete the survey to earn points you can redeem for prizes at **The Market @ Activate!**



**RECORDING WILL BE
AVAILABLE ON APRIL 10TH!**



Open to a different visual here, but I was going for a picture of stats and metrics within the Zwift game to give the tone of performance and numbers



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Director, CRM





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What would you say you do here?

Legacy Metrics



Privacy



Mail Privacy Protection

Mail Privacy Protection works by hiding your IP address and loading remote content privately in the background, even when you don't open the message. This makes it harder for senders to follow your Mail activity.

[Learn more...](#)



Protect Mail activity

Hide IP Address and privately load all remote content.



Don't protect Mail activity

Show IP address and load any remote content directly on your device.



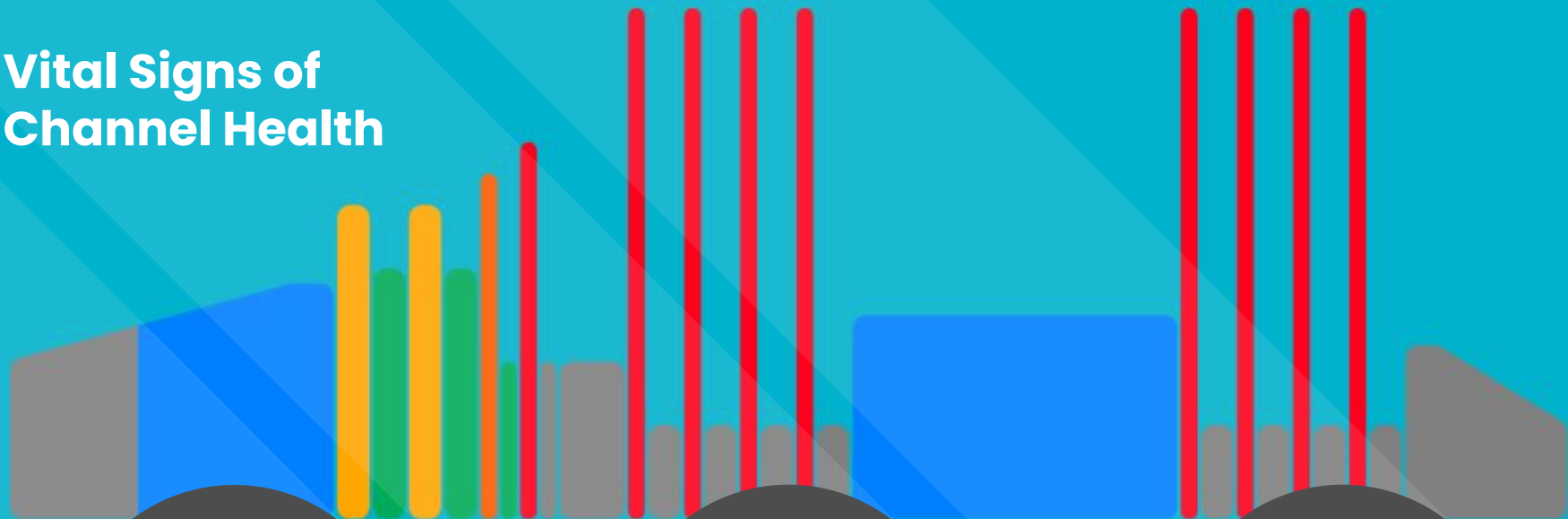
Are clicks the next to fall?

No, clicks can still provide value, even if they don't give the entire picture



NEEDS VISUAL

Vital Signs of Channel Health



Deliverability



Unsubscribes



Uninstalls

Couldn't find Unsub
and Uninstall from
provided iconography



Direct / Last Click Attribution

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum ullamcorper velit nec libero blandit sagittis. Vestibulum a mauris vitae odio dictum tincidunt sed tincidunt odio. Phasellus faucibus tincidunt odio, at dictum urna.

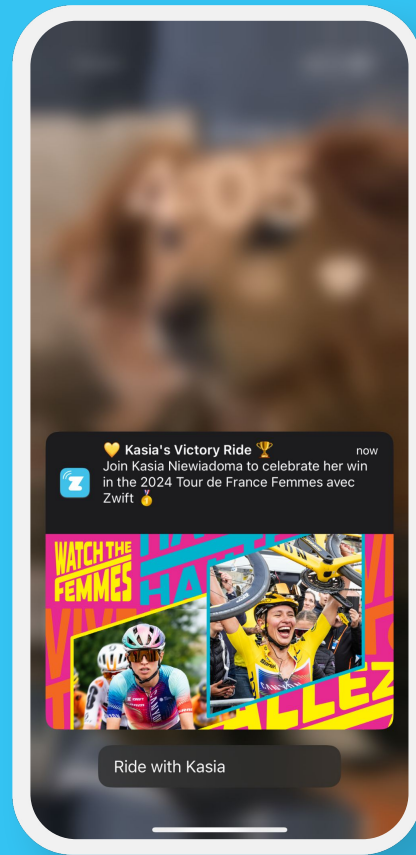
Conversions

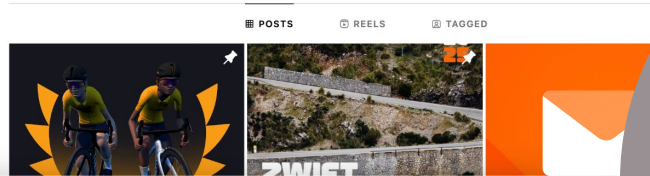
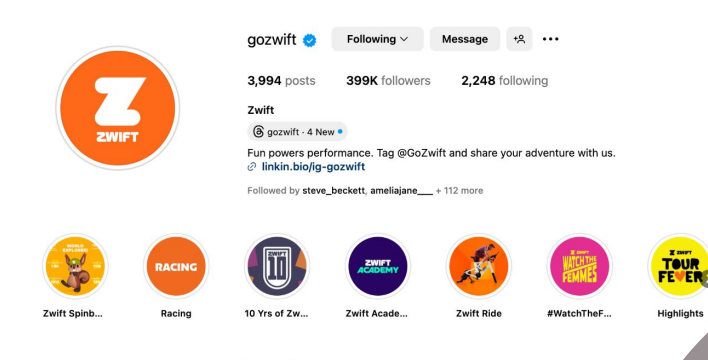
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vestibulum ullamcorper velit nec libero blandit sagittis. Vestibulum a mauris vitae odio dictum tincidunt sed tincidunt odio. Phasellus faucibus tincidunt odio, at dictum urna.

A professional cyclist is shown in a dynamic, forward-leaning position on a white Canyon road bike. The cyclist is wearing a grey and black Deceuninck-Alpecin team kit, including a jersey with 'deceuninck' and 'Alpecin' logos, black shorts with 'Alpecin' branding, and a white helmet with 'CANYON' written on it. The bike features 'CANYON' branding on the frame and 'Suntour' on the rear wheel. The background is a blurred green field under an overcast sky. The text 'A New Plan of Attack' is overlaid in white at the bottom.

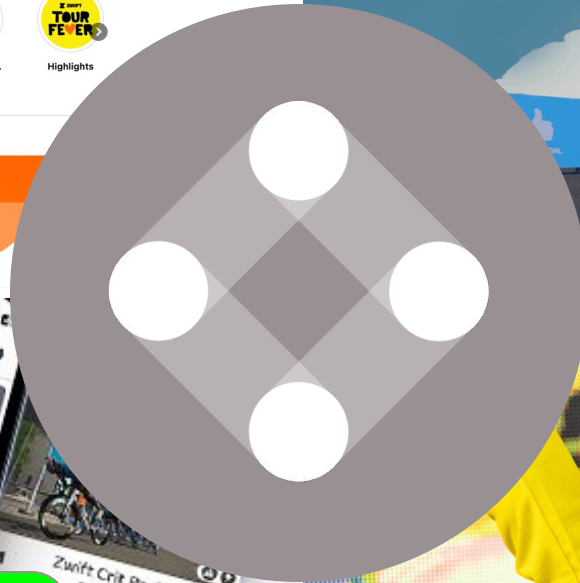
A New Plan of Attack

How effective was my Really Amazing Campaign™?





I may need to swap out this screenshot, as it may be embargoed until 4/4



open to adjusting this and layout - my goal is to show all the other non-CRM channels a customer could be exposed to (here I have social, in-game, companion app, and watching the race on TV)

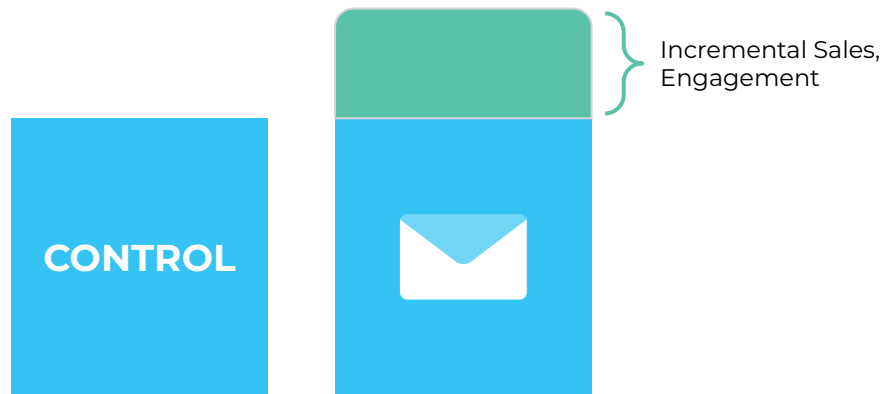


MEASURE IMPACT WITH INCREMENTALITY

Incrementality measurement is the scientific standard, providing the **most accurate insights** into the impact of our CRM campaigns.

Using **holdout groups** (via experiments) allows us to measure the impact of individual campaigns as well as the overall CRM program.

Open to visualizing
incrementality and lift analysis
in a different way.



Measuring the downstream impact

Channel



- Delivery Rate
- Filtered Opens
- Click-Through Rate (CTR)
- Unsubscribe Rate

Engagement



- Event Registration
- Progression
- Feature Adoption
- App Downloads

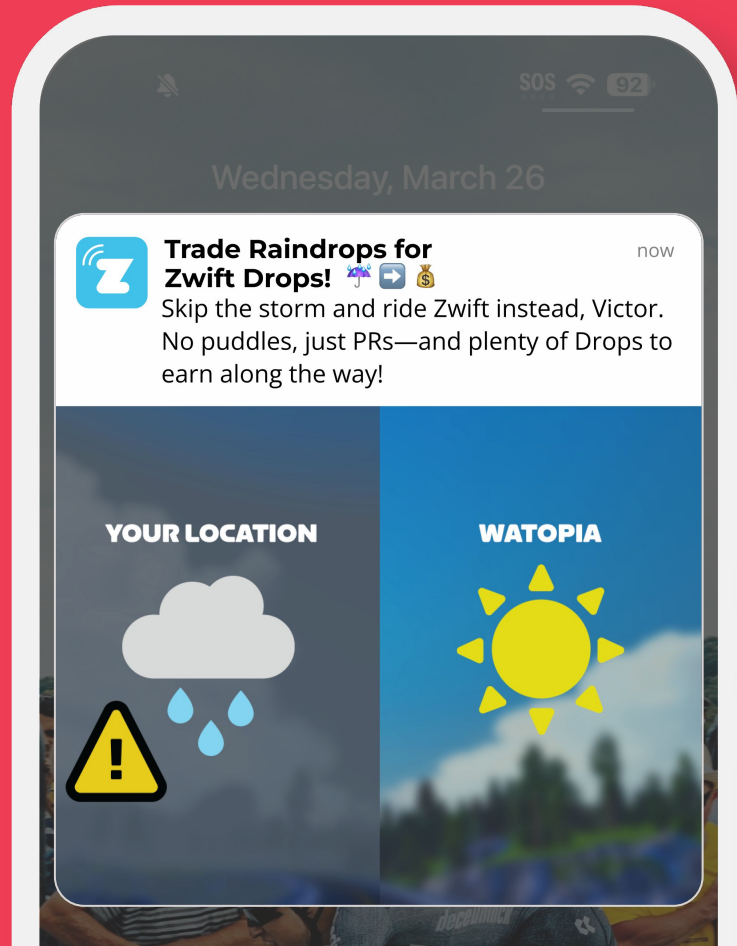
Business KPIs



- Subscriptions
- Sales / Revenue
- MAU / DAU
- LTV

Forecast: High Chance of Zwifting

Measure success with
relevant engagement
metrics





Reach is critical for program health

Increase reach through rewards and additional channels

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Vestibulum a mauris vitae odio dictum tincidunt sed tincidunt.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Vestibulum a mauris vitae odio dictum tincidunt sed tincidunt.
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Operational wins count too

Event campaigns

60+

in less than 6 months

Lead Time

85%

faster execution





How we win

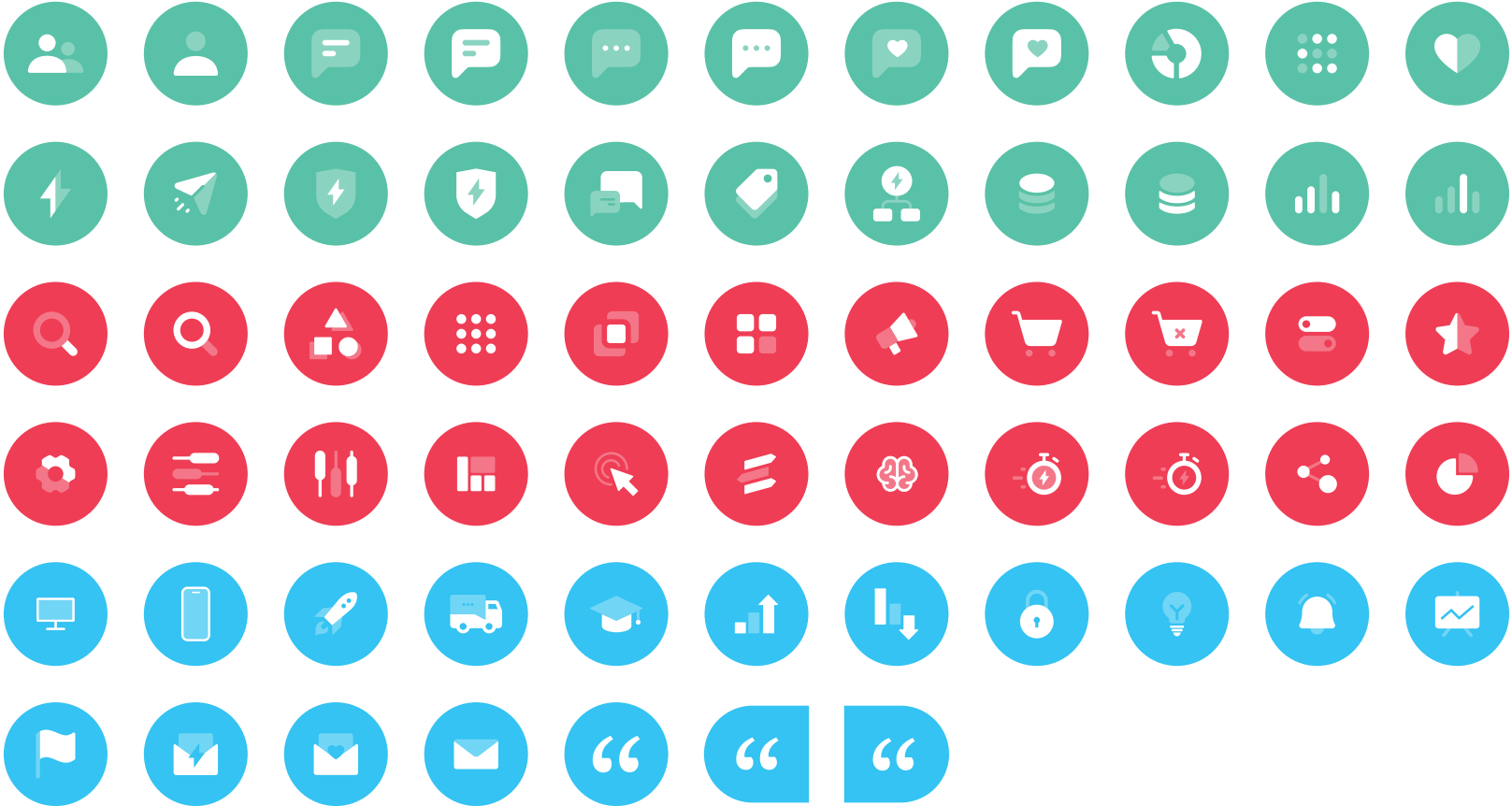
- Don't settle for legacy metrics
- Leverage the tools and resources you have
- Don't try to do everything all at once
- Progress over perfection
- Make friends with your engineers
- Get those quick wins

A digital illustration of a cycling race starting line. A large banner with a purple grid pattern and the text 'ZWIFT ACADEMY' in white and teal spans across the top. Two pixelated towers, resembling Minecraft structures, flank the banner. In the foreground, a cyclist in a purple and white jersey is leaning forward on their bike. Behind them, a group of other cyclists are also in motion. The background features a rocky cliff and a blue sky with a large white cloud. The overall style is vibrant and digital.

ZWIFT
ACADEMY

Questions?

In-node Iconography



Stand-alone Iconography

