CH. I — THE CONCENTRATION

One creator made the program. *The next quarter has to make it repeatable.*

*A hotel chain ran a 3-month influencer program: 332 posts across 21 creators and 7 properties. **81.7%** of the engagement belongs to one creator. The question this dashboard answers: now what?*

OBSERVED PORTFOLIO GRAVITY

LIVE · 21 CREATORS

ORGANIC VIDEO VIEWS	ORGANIC ENGAGEMENTS	FROM CREATOR N	POSTS THAT WERE STORIES
19.0M	1.41M	81.7%	84%

01

§ I — THE READING

The campaign created real demand. *It also concealed a single point of failure.*

Look at the totals and the program looks healthy. Look at how those totals are distributed across creators, and you see a single creator carrying twenty others.

Three decisions for the next quarter, in the order they need to happen: **(1)**renew Creator N with the right contract terms, **(2)** rebalance the mix of post formats away from Stories, and **(3)** deliberately test which creators perform at multiple hotels.

i.

Protect Creator N.

Renew with measurable terms — usage rights, paid whitelisting, brand-safety review.

ii.

Rebalance the format mix.

Cap Stories at 25–35%. Carousels and short-form do the engagement work.

iii.

Test cross-property repeatability.

Two creators per hotel. Common brief. Measure who travels.

02

§ II — ONE CREATOR CARRIES THE PROGRAM

Real enough to keep paying. Risky enough to need a backup plan.

81.7%

Of total program engagement comes from **Creator N** at **Hotel C**. 15 posts produced 1,155,082 of 1,412,995 engagements.

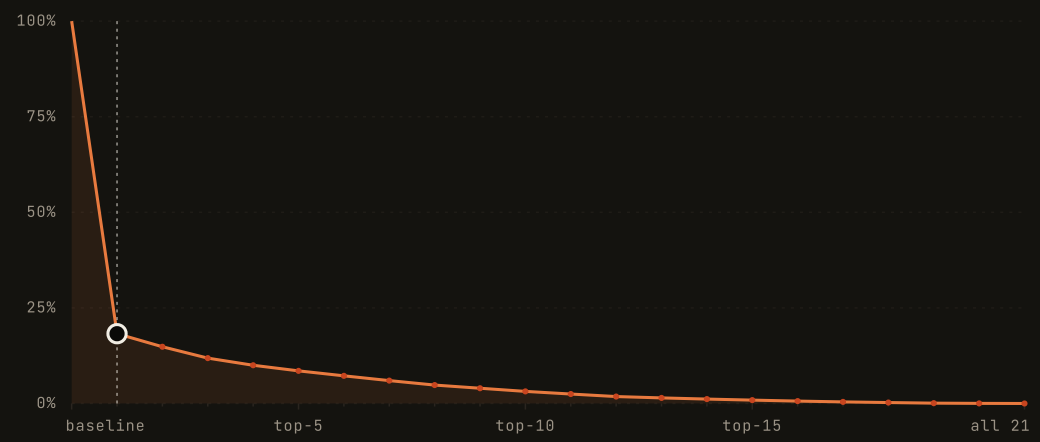
Was this just one *lucky TikTok?*

No. Creator N had **6 posts above 50k** engagements and **4 above 100k**.

Portfolio fragility

FIG. 01 · PORTFOLIO FRAGILITY — DRAG TO REMOVE TOP CREATORS

● OBSERVED



ENGAGEMENT REMAINING

257,913

-81.7% vs. baseline

% OF PROGRAM LEFT

18.3%

-81.7% pp

TOP HOTEL BECOMES

Hotel A

Hotel C falls when N is out

TOP FORMAT BECOMES

Carousel

Carousel rises

TOP CREATORS REMOVED

1 REMOVED: CREATOR N

0 — KEEP EVERYONE | TOP-1 (CREATOR N) | TOP-3 | TOP-5 | EVERYONE GONE

*Read this as a stress test: **drag the slider to remove the top creators** and watch how much engagement the program would still have. A healthy program would lose engagement gradually as you remove people. This one falls off a cliff the moment you remove the top creator — the top three creators alone own **88.1%** of all engagement. That's the fragility.*

Predicted creator quality at every hotel

FIG. 02 · INCLUDING THE 126 UNTESTED PAIRINGS

● OBSERVED ● *MODELED · DIRECTIONAL*

SCORE WEIGHTING

EQUAL WEIGHTS	INTENT-WEIGHTED	EXECUTIVE DEFAULT
33 / 33 / 33 — neutral	30 / 50 / 20 — favor saves + shares	40 / 35 / 25

↻ SCORES RE-RANK LIVE

	HOTEL A	HOTEL B	HOTEL C	HOTEL D	HOTEL E	HOTEL F	HOTEL G
✦ Creator N MID-TIER	61	58	81	57	49	53	55
Creator U MID-TIER	66	53	59	52	43	48	50
Creator S MID-TIER	55	64	58	51	42	46	49
Creator D MACRO	52	49	56	57	40	44	47
Creator A MID-TIER	52	47	53	47	38	42	45
Creator Q MICRO	50	47	53	46	37	42	51
Creator L MICRO	48	45	51	44	36	49	42
Creator B MEGA	48	45	51	44	36	40	42
Creator K MID-TIER	44	45	51	44	35	39	42
Creator I MID-TIER	45	42	48	41	40	36	39
Creator M MICRO	45	38	48	42	33	37	39
Creator H MICRO	45	38	48	42	33	37	40

Creator G MID-TIER	46	43	38	42	33	37	40
Creator J MID-TIER	44	42	48	35	32	36	39
Creator P MID-TIER	42	39	45	39	30	32	36
Creator T MID-TIER	30	39	45	38	30	34	36
Creator O MID-TIER	41	38	45	38	30	33	36
Creator R MICRO	42	39	45	38	30	34	28
Creator F MID-TIER	42	39	45	38	30	27	36
Creator E MID-TIER	38	35	41	35	15	30	33
Creator C MID-TIER	37	34	12	33	25	29	31

Creator quality score · 0 · 50 · program average · 100

OBSERVED · solid border · this pairing actually happened

MODELED · dashed border · predicted

Click any cell for details

OBSERVED PAIRING

Creator N × Hotel C

AWARENESS
100
how big the audience is

AFFINITY
45
how often they save / share / praise

VELOCITY
100
is performance growing or fading?

81
CREATOR QUALITY SCORE (0-100)
range 71 – 91 · High confidence

RECOMMENDATION

Paid amplify

Directly observed with multiple posts and more than one format.

BEST NEXT TESTS · TOP 5 UNTESTED PAIRINGS BY PREDICTED SCORE

click to inspect

01	02	03	04	05
Creator N	Creator U	Creator N	Creator S	Creator N
Hotel A	Hotel C	Hotel B	Hotel C	Hotel D
61	59	58	58	57
MEDIUM	MEDIUM	MEDIUM	MEDIUM	LOW

03

§ III — WHAT WORKED, BY FORMAT

Each post format does a *different job.* Treat them that way.

FIG. 03 · AUDIENCE SIZE VS. INTERACTION DEPTH

● OBSERVED

- **TikTok** — biggest total reach + engagement — 15 posts · 1.11M eng
- **Story** — fast updates · vanishes in 24h — 278 posts · 30.8k eng
- **Carousel** — best engagement rate per follower — 17 posts · 198k eng
- **Reel** — discovery + saves — 22 posts · 77.7k eng

*Read this as: **how big is the audience that sees a typical post** (left-right), and **how often does that audience save / share / comment** (top-bottom). Carousels are in the sweet spot — small reach but the audience really interacts. Stories show the opposite: lots of views, almost no measurable interaction. Dot size = total engagement. TikTok's big dot is one creator's viral hits, not a consistent pattern.*

FIG. 04 · MEDIAN ENGAGEMENT RATE BY CONTENT TYPE

● OBSERVED

CAROUSEL

4.43%

Highest engagement RATE — the typical Carousel post gets interaction from 4.4% of the creator's followers. (Total volume is smaller — see Fig. 06.)

REEL

1.30%

Discovery format. Per-follower interaction is moderate, but Instagram's algorithm surfaces Reels to new viewers.

TIKTOK

1.43%

Per-follower rate is moderate — but TikTok creators have huge audiences, so total engagement is the largest by far (Fig. 06). Creator N drove ~96% of it.

STORY

0.02%

Near-zero interaction per follower. Stories are a link shelf and itinerary tool, not an engagement play.

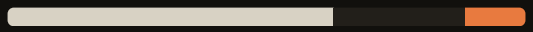
FIG. 05 · TOTAL ENGAGEMENT BY FORMAT · HATCHED = CREATOR N'S CONTRIBUTION

● OBSERVED

FIG. 06 · COMMENT SENTIMENT BY FORMAT · STORIES EXCLUDED

OBSERVED

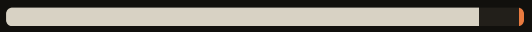
TIKTOK



63% pos 25% neu 12% neg

15 POSTS WITH COMMENTS

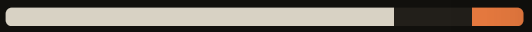
CAROUSEL



91% pos 8% neu 1% neg

17 POSTS WITH COMMENTS

REEL



75% pos 15% neu 10% neg

22 POSTS WITH COMMENTS

FIG. 07 · HIDDEN GEMS & MISFIRES

● MODELED · DIRECTIONAL

HIDDEN GEMS · BEAT THE PREDICTION ↗

*Posts that did **much better** than expected for that creator + format + hotel. What did these posts get right?*

		PREDICTED	ACTUAL	
Creator I	CAROUSEL · JUL 9	1.04k	8.57k	+2.47σ 8.3×
Creator N	TIKTOK · AUG 25	57.8k	469k	+2.46σ 8.1×
Creator D	REEL · MAY 30	1.33k	10.1k	+2.42σ 7.6×
Creator B	REEL · MAY 27	1.73k	12.4k	+2.38σ 7.2×

MISFIRES · MISSED THE PREDICTION ↘

*Posts that did **much worse** than expected. Mostly Stories with near-zero interaction.*

		PREDICTED	ACTUAL	
Creator Q	TIKTOK · AUG 15	5.05k	7	-2.86σ ÷720.9
Creator H	STORY · JUL 12	557	1	-2.35σ ÷557.0
Creator L	STORY · AUG 10	185	0	-2.10σ ÷Infinity

For each post we predict expected engagement from the creator's, format's, hotel's, and platform's typical performance. Posts that beat or missed the prediction by 2× or more land here. The hidden gems are signals to investigate: "why did Creator I's Carousel hit 8× its profile?" is the question a creative debrief should answer.

04

§ IV — WHAT TO CHANGE

Three problems the headline numbers are *hiding.*

CUT BACK

- Story-heavy calendars *when engagement is the decision KPI.*
- One creator per property *as the default operating model.*
- Mid-tier volume without format standards.

INCLUDE MORE

- Carousels *as a reliable engagement format.*
- Reels and TikToks *for discovery.*
- Cross-property tests *to learn which creators scale.*

Hotel health score

FIG. 08 · FIVE SIGNALS BLENDED INTO ONE NUMBER

● OBSERVED ● *MODELED · DIRECTIONAL*

A 0–100 score per hotel that blends five signals (weights shown below). Higher = healthier creator program. Hotel C is shown twice: *with* Creator N (the headline number) and *without* (the fragility test).

Hotel A

83 / 100

CREATOR COUNT	25%	100
ENGAGEMENT RATE	25%	67
POST VOLUME	20%	84
FORMAT MIX	15%	100
COMMENT TONE	15%	64

68 POSTS · 4 CREATORS

Hotel B

80 / 100

CREATOR COUNT	25%	100
ENGAGEMENT RATE	25%	56
POST VOLUME	20%	79
FORMAT MIX	15%	75
COMMENT TONE	15%	91

62 POSTS · 4 CREATORS

Hotel C

CREATOR N'S HOTEL

89 / 100

WITHOUT CREATOR N → 50

CREATOR COUNT	25%	75
ENGAGEMENT RATE	25%	96
POST VOLUME	20%	100
FORMAT MIX	15%	100
COMMENT TONE	15%	77

35 POSTS · 3 CREATORS

Hotel D

64 / 100

CREATOR COUNT	25%	50
ENGAGEMENT RATE	25%	62
POST VOLUME	20%	71
FORMAT MIX	15%	75
COMMENT TONE	15%	73

25 POSTS · 2 CREATORS

Hotel E

67 / 100

CREATOR COUNT	25%	75
ENGAGEMENT RATE	25%	29
POST VOLUME	20%	69
FORMAT MIX	15%	100
COMMENT TONE	15%	82

59 POSTS · 3 CREATORS

Hotel F

69 / 100

CREATOR COUNT	25%	75
ENGAGEMENT RATE	25%	51
POST VOLUME	20%	65
FORMAT MIX	15%	100
COMMENT TONE	15%	62

57 POSTS · 3 CREATORS

Hotel G

80 / 100

CREATOR COUNT	25%	50
ENGAGEMENT RATE	25%	100
POST VOLUME	20%	71
FORMAT MIX	15%	100
COMMENT TONE	15%	87

26 POSTS · 2 CREATORS

06

§ VI — HOW WE GOT HERE

The data, the methods, the analyst.

SOURCE	Single sheet, 332 rows. `JC × VN_ Data Set.xlsx`
WINDOW	2024-05-18 → 2024-09-01.
ENGAGEMENT	Likes + comments + saves + shares.
CQ SCORE	Weighted blend of awareness, affinity, velocity. 40/35/25 default.
CAVEATS	No paid amplification, hotel revenue, occupancy, booking, brand-lift, or post-level click data was provided.

THE ANALYST

Jacob Cuthbertson

A measurement person. Builds the spine before the slide.

RELEVANT OPERATOR EXPERIENCE

- ↳ Built a Bayesian MMM contribution dashboard separating marketing-driven revenue from baseline business movement.
- ↳ Consolidated Google Analytics, Meta, Bing, and campaign data into executive performance dashboards.
- ↳ Managed Nissan global share-of-voice reporting; presented weekly direction-setting insights to executives in Japan.

CH. II — THE FRAMEWORK

Three channels. *One spine.*

*How should a brand measure organic, paid, and experiential together — to feed the year-end **model that decides which channel actually drove sales**? This chapter is the answer.*

CHANNELS	KPI TIERS	SHARED COLUMNS	YEAR OF PREPARATION
3	3	3	12 mo
Organic · Paid · Experiential	Outcomes · Performance · Asset	Date · Geo · Campaign	Q1 set up · Q2-3 capture · Q4 model

01

§ I — THE PROBLEM

Three channels measure different things in different ways.

Organic counts views. Paid counts impressions. Experiential counts attendance. Each channel has its own definition of "a person was here," its own attribution story, and its own time-to-stable-numbers. The framework has to respect those differences — not paper over them with a forced common metric.

FIG. F-01 · HOW EACH CHANNEL MEASURES EXPOSURE

● OBSERVED

— ORGANIC SOCIAL

MEASURES	Views
ATTRIBUTION	Anonymous · platform-side
STABILITY	Restates for weeks

A view definition varies by platform — TikTok view ≠ Instagram Reel view ≠ Facebook video impression. There is no individual click to tie a booking back to.

— PAID SOCIAL

MEASURES	Impressions
ATTRIBUTION	User-level · cookie / SDK
STABILITY	Restates 7–28 days

Impressions and clicks land in Meta, TikTok, LinkedIn UIs with ROAS already attributed inside the platform. The numbers shift for ~28 days as platforms back-fill conversions.

— EXPERIENTIAL

MEASURES	Attendance
ATTRIBUTION	Physical · agency-captured
STABILITY	Final at event close

Attendance, dwell time, lead capture — recorded by the agency producing the event. Reaches an audience the digital stack cannot see, but produces no clickstream.

02

§ II — THE FRAMEWORK

The spine is shared. *The metrics are not.*

*Every channel writes to the same three columns: **date**, **geography**, **campaign**. Above that spine, three KPI tiers describe each channel in its own native units. One model, three voices.*

	ORGANIC	PAID	EXPERIENTIAL
I TIER 1 · OUTCOMES	Brand lift, NPS movement	Revenue, qualified leads	Brand lift, leads, NPS
II TIER 2 · PERFORMANCE	CPV, engagement rate, reach proxies	CPM, CPA, ROAS, CTR	Attended count, dwell time, lead %
III TIER 3 · ASSET	Per-post · per-creator	Per-ad · per-creative	Per-activation
↓ SPINE	DATE DAILY GRAIN	GEOGRAPHY DMA-LEVEL	CAMPAIGN TAX → CHANNEL → ACTIVATION

What this looks like in the warehouse

WHAT THIS LOOKS LIKE IN THE WAREHOUSE · ONE ROW PER CHANNEL-DAY-GEO

MOCK · ILLUSTRATIVE

Three rows from the same day. Same shape, three channels. The exposure_metric column is the only thing that changes — each channel keeps its native unit.

DATE	CHANNEL	GEO	CAMPAIGN_ID	EXPOSURE_METRIC	EXPOSURE_VALUE	SPEND	LOADED_AT
2024-08-15	organic_social	west_dma	summer_24	tiktok_view	187,432	NULL	2024-08-16
2024-08-15	paid_social	west_dma	summer_24	paid_impression	458,721	$1,240	2024-08-16
2024-08-15	experiential	la_zip	summer_launch	attendance	820	$24,000	2024-08-16

WHY WE KEEP DAILY SNAPSHOTS · ONE ROW, THREE LOAD DATES

Paid platforms update their numbers for weeks after the fact (late conversions, fraud review, re-aggregation). If we overwrite, the past silently changes. We append instead — so we can rebuild yesterday exactly as it looked yesterday.

2024-08-16	458,721	*first load · day after*
2024-08-23	472,108	*one week later · +13,387*
2024-09-12	481,302	*four weeks later · settled*

03

§ III — DON'T CONVERT METRICS

Don't squash views into impressions. *Feed them separately.*

A TikTok view, an Instagram Reel view, and a paid display impression are not the same unit. Forcing them into one "normalized impression" smuggles a conversion ratio into the data — and the model can never see the conversion was an assumption, not a measurement. The right answer is we don't reconcile them. They go in as separate variables. The model learns what each unit is worth.

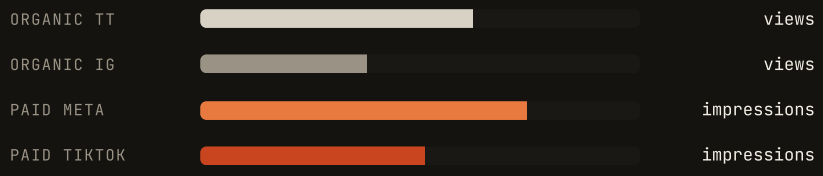
FIG. F-02 · KEPT SEPARATE VS. FORCED CONVERSION

● OBSERVED

Paid display impression	Ad served, regardless of whether anyone saw it.
Paid viewable impression	50% of pixels in view for one second.
TikTok view	Video play started.
Instagram Reel view	Three seconds of playback.
Story view	Tap-through.

APPROACH A — KEEP THEM SEPARATE ✓

Each channel goes into the model as its own variable, in its own native unit.



The MMM estimates a separate coefficient for each — "each unit of organic-TT view drives X dollars," "each paid-Meta impression drives Y dollars." The units don't need to match. The model handles the difference.

APPROACH B — FORCE EVERYTHING TO ONE UNIT ✗

"1 view = 0.6 impressions." A single hardcoded ratio applied before the data reaches the model.

That ratio is an assumption baked into the input data. The model can never see it. If the real ratio shifts (it always does), the MMM's estimates drift in ways nobody can trace. Bad data going into a model is expensive forever.

04

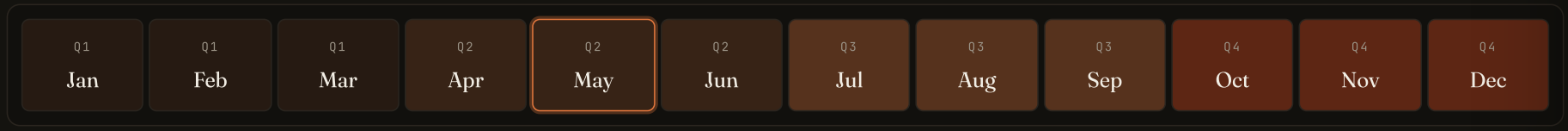
§ IV — THE YEAR

Most of the year is data preparation, *not modeling.*

Models fail on data quality and lack of variation — not on math.

FIG. F-03 · 12-MONTH DATA READINESS

● OBSERVED



Q2 · CAPTURE — MAY

Geo-holdout test #1

20% DMA holdout, 6-week window. Target hotel-segment brand-lift readout for Q3.

Q1

— FOUNDATION

Lock the taxonomy.

Stand up daily ingestion. Capture 12 months of history. Document the campaign calendar. Note the outside factors that move sales (weather, holidays, competitor launches).

Q2

— CAPTURE

Maintain the ledger weekly.

Every activation logged with start, end, geography, spend, creative, channel. Weekly QA on every source.

Q3

— TEST

Build deliberate variation.

Staggered launches, geo-rotated dark periods, intentional spend changes. Geo-holdout incrementality tests quarterly.

Q4

— TRIANGULATE

Model and pre-register.

Brand-lift studies as priors. Pre-register hypotheses with the vendor. Triangulate output against platform attribution.

§ V — PIPELINE + READINESS

One table. Three sources writing to it. *Six asks before the vendor sees it.*

FIG. F-04 · PIPELINE

● OBSERVED

META API
IMPRESSIONS · SPEND · CLICKS

TIKTOK API
IMPRESSIONS · SPEND · CLICKS

CREATOR REPORTS
VIEWS · ENGAGEMENT · SENTIMENT

EVENT MANIFEST
GEO · ATTENDANCE · DWELL · LEADS

AIRFLOW
daily ingestion

→

SNOWFLAKE
the shared table

→

DBT
clean · join · publish

→

MMM MART
one table for the vendor

Snowflake · One shared table for every channel

STORAGE · A single daily table. One row per channel-day-geo-creative. Every load is tagged with loaded_at and we never overwrite — paid platforms back-fill their numbers for weeks, so the past has to stay rebuildable.

FACT TABLE SCHEMA · SINGLE SHAPE, THREE CHANNELS

```
// fact_marketing_exposure — one row per channel-day-geo-creative
date                    DATE
channel                 ENUM(organic_social, paid_social, experiential)
sub_channel             VARCHAR  // paid_meta, organic_tiktok, experiential_la_popup ...
geo                     VARCHAR  // DMA code or zip
campaign_id             VARCHAR
creative_id             VARCHAR
exposure_metric         ENUM(impressions, views, attendance)
exposure_value          BIGINT
spend                   DECIMAL
clicks                  BIGINT      // nullable
conversions             BIGINT      // nullable
attributed_revenue      DECIMAL     // nullable
loaded_at               TIMESTAMP   // snapshot key
restated_from           DATE        // nullable; set when a row updates a prior load
```

Six things the data team has to deliver

FIG. F-05 · READINESS CHECKLIST

● OBSERVED

01 **Daily granularity** ✓
One row per date · channel · geo · campaign. No weekly rollups before the model.

02 **Frozen metric definitions** ✓
Once "view" or "engagement" is defined for the year, it does not change mid-flight.

03 **Daily snapshots** ✓
Every load tagged with loaded_at. We can rebuild any past day exactly as it looked then — yesterday's numbers don't change tomorrow.

04 **Campaign taxonomy enforced** ✓
UTMs, content IDs, and event tags follow the locked naming convention before launch — not after.

05 **Bookings & revenue from source** ✓
Outcomes come straight from the booking system. Not back-derived from platform attribution.

06 **Source QA + missing-data log** ✓
Daily checks for row count, freshness, null rates, and outliers. Anything that breaks gets logged with a date and a fix.

Six asks. If all six are green, the MMM vendor receives a dataset they can actually fit a model on. If any are red, the model will quietly absorb the gap as bias — and nobody will know until the recommendations stop matching reality.

§ VI — WHAT SUCCESS LOOKS LIKE

The year of discipline pays back as a *readable answer.*

YEAR-END MODEL OUTPUT · WHAT THE YEAR OF PREPARATION BUYS YOU

MOCK · ILLUSTRATIVE

The model returns three answers, in three units — *and that's the point.*

Each channel kept its native unit through the entire pipeline. The model figures out what each unit is worth — no ratios were guessed in advance.

ORGANIC SOCIAL

$0.014

per TikTok view

± $0.003 (95% CI)

Every TikTok view ≈ 1.4¢ of attributed revenue.

PAID SOCIAL

$0.041

per Meta impression

± $0.005

Every paid impression ≈ 4.1¢ of attributed revenue.

EXPERIENTIAL

$87

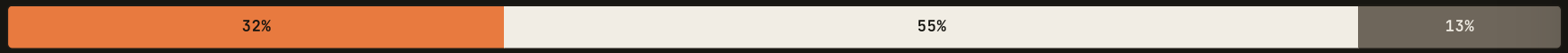
per attendee

± $19

Each event attendee drives ≈ $87 in downstream revenue.

CHANNEL CONTRIBUTION · ATTRIBUTED REVENUE, LAST 90 DAYS

$3.8M total



Organic $1.2M Paid $2.1M Experiential $0.5M

WHAT CHANGED SINCE LAST QUARTER · OPERATOR INSIGHTS

Organic-TikTok lift	+18%	*driven by Creator N renewal*
Paid-Meta efficiency	-7%	*CPM rose with Q3 demand*
Experiential-LA conversion	+12%	*pop-up dwell time was higher than baseline*
Reallocation suggested	+$120K	*shift Q4 budget from Paid → Experiential*

This is what twelve months of pipeline discipline buys: a vendor-ready dataset, a model whose answers come back in the same units the team uses every day, and a quarterly story that anyone in the room can read without a glossary.

— END OF PRINT EDITION —

The Portfolio & Ledger

Vol. 01 · Iss. I & II · Nov 2025

Live, interactive version: `vn-case.vercel.app`