what does and does not matter in marketing

we will share this deck
1. Study the past – in order to find out the trouble

2. After uncovering weakness, develop a plan that can be applied to this local sore spot

3. Outline this plan in detail

4. Prepare sales help and all other necessary material for carrying out the plan.

5. Keep whatever records are necessary, and make field studies, to determine whether the plan has worked
How to Manage a Brand

Diagnosis 33.3%  
Strategy 33.3%  
Tactics 33.3%
Tactification

Diagnosis

Strategy

Comms
Dist
Product
Pricing

100%
How to Manage a Brand

Diagnosis: 33.3%
Strategy: 33.3%
Tactics: 33.3%
How to Manage a Brand

Diagnosis

Strategy
Brand Strategy

- Which Brands will we operate?
- What customers will be targeted?
Brand Strategy

- Which Brands will we operate?
- What customers will be targeted?
- What is our position to those targets?
- What are the brand codes?
- What are the strategic objectives?
Unilever
13 Billion Euro Brands

P&G
22 Billion Dollar Brands
Rattus Norvegicus
Brand Strategy

- Which Brands will we operate?
- What customers will be targeted?
- What is our position to those targets?
- What are the brand codes?
- What are the strategic objectives?
segment
target
position
I’m not a great believer in targeting. Our target is about seven billion people sitting on this planet. Our task is to reach as many people as we can; to get them to notice us and remember us; to nudge them; and, hopefully, get them to buy us once more this year.

Bruce McColl
“We targeted too much, and we went too narrow, and now we’re looking at what is the best way to get the most reach but also the right precision?”

Marc Pritchard
A Growth in Mass Marketing

Proportion of award winners

- Target
- Mass
- Both


n=5,835
Sophisticated Mass Marketing

“...textbooks have condemned mass marketing to a premature grave.

“Rather than trying to hem their brands into niches, [brand managers] are always looking for broad reach.”

Byron Sharp
Targeting is Very Much a Choice

Traditional Targeting

- Micro Targeting
- Sophisticated Mass Marketing

More than 2x

Who do you think won today’s debate?

- Mark Ritson: 59%
- Byron Sharp: 27%
- It's a tie!: 13%

Join at slido.com #FOM17
So Who is Right?

TARGET

MASS
These Two

The Long and the Short of It

Balancing Short and Long-Term Marketing Strategies
Les Binet, Head of Effectiveness, adam&eve DDB
Peter Field, Marketing Consultant
Sales Uplift over Base

Sales activation

Short term sales uplift but no long term growth

Brand + Activation = Max Profit

<table>
<thead>
<tr>
<th>Campaign objectives</th>
<th>Profit effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand building</td>
<td>25</td>
</tr>
<tr>
<td>Both</td>
<td>20</td>
</tr>
<tr>
<td>Sales activation</td>
<td>15</td>
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</tbody>
</table>
The 60/40 Rule

Optimum Budget Split %

Source Peter Field / IPA Databank
The Growth in Short Termism

- Global: 12%
- UK: 13%
- CEMEA: 15%
- Americas: 9%
- APAC: 12%
- Marketers: 12%

Would you say that your reporting cycles for marketing performance are getting longer or shorter in your organisation? Why is that?
Why is there Such a Difference?

Sales Uplift over Base

Sales activation
Short term sales uplifts, but no long term growth

3X ROI

Sub 12 Month Window

Brand building
Long term sales growth
Reduced price sensitivity
You have to produce results in the short term. But you also have to produce results in the long term. And the long term is not simply the adding up of short terms.

Peter Drucker
Three CMOs
Three CMOs
Three CMOs

YOU'RE FIRED

YOU'RE FIRED

60% Short

60% Long
Targeting vs. Reach

Source: IPA Databank, 2008-16 cases
A Two Speed Brand Plan
A Two Speed Approach

**Shorter Term Activation**
- More granular segments
- Targeted
- Product based
- Digital Comms lead
- Changing approach

**Longer Term Activation**
- Mass Marketing
- Target the Category
- Brand based / Emotion
- TV/OOH
- Multi-year consistency

40% 60%
A Two Speed Brand Plan

DIAGNOSIS

SEGMENTATION

SEGMENTS

PURCHASE

ATTRIBUTES

ICS
Brand Strategy

- Which Brands will we operate?
- What customers will be targeted?
- What is our position to those targets?
- What are the brand codes?
- What are the strategic objectives?
Relative Differentiation

Simon Sinek
Purpose

Rosser Reeves
USP

Ries & Trout
Own a Single Idea

Byron Sharp
Differentiation?

Relative to...
- Salience
- Competitors
- Other Brand Associations

- Different Names
- Here & Now
- Availability
- In my size
- In red
Inspire the Human Spirit

AMAZING BEAUTY SELECTION

FREEDOM TO EXPERIENCE

A FUN PLACE TO LEARN

DISRUPTIVE SPIRIT

SEPHORA DNA
Brand Strategy

- Which Brands will we operate?
- What customers will be targeted?
- What is our position to those targets?
- What are the brand codes?
- What are the strategic objectives?
The Two D’s

Differentiation?

Distinctiveness?

flying

snack
treat

light
Positioning
Differentiation?

System 2
Slow
Conscious
Effortful
Complex decisions
Reliable

Codes
Distinctiveness?

System 1
Fast
Unconscious
Automatic
Everyday decisions
Error prone

75%
25%
Differentiation?

- Slow
- Conscious
- Effortful
- Complex decisions
- Reliable

System 2

Distinctiveness?

- Fast
- Unconscious
- Automatic
- Everyday decisions
- Error prone

System 1

Mark Ritson: Corona Beer’s Bad Press Will “Propel It To Top-Of-Mind Status for Millions”
codes = distinctive brand assets = distinctive assets

- Logo
- Shapes/Patterns
- Colours
- Founders
- Font
- Packaging
- Characters
- Product Cues
- Locations
- Celebrities
Three Challenges of Codification

1. Analysis

2. Palette articulation

3. Big Stick Application
3. Big Stick Application
What Do Codes Do?

1. Maintain Salience
What Do Codes Do?

1. Maintain Salience
2. Shorten the last 2 feet
What Do Codes Do?

1. Maintain Salience
2. Shorten the last 2 feet
3. Advertising Linkage
How You Make Your Ads

How They Experience Your Ads
1. Maintain Salience
2. Shorten the last 2 feet
3. Advertising Linkage
Impact of Codes on Branded Attention

- Characters: x6.01
- Celebrities: x2.84
- Package Shape: x2.09
- Creative Visual Style: x1.67
- Colour: x1.44
- Font: x1.41
- Logo with Slogan: x1.41
- Slogan: x1.19
- Logo: x1.17
- Sonic Brand Cues: x8.53
- Music: x1.20

Visual (Any): x1.15
Audio (Any): x3.44
What Do Codes Do?

1. Maintain Salience
2. Shorten the last 2 feet
3. Advertising Linkage
4. Bolster Brand Image
What Do Codes Do?

1. Maintain Salience
2. Shorten the last 2 feet
3. Advertising Linkage
4. Bolster Brand Image
5. Brand Revitalisation
What Do Codes Do?

1. Maintain Salience
2. Shorten the last 2 feet
3. Advertising Linkage
4. Bolster Brand Image
5. Brand Revitalisation
6. Bridge the Long & Short
Brand Strategy

- Which Brands will we operate?
- What customers will be targeted?
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- What are the brand codes?
- What are the strategic objectives?
Forward Body
To land all at the same time, ready to engage with the column

Regen Body
Following ground to clear obstacles

Sherman Signs of 25 AOs
Remained, III Corps
S.P. Red
etc.

1. Fire Support
LST (25)
LCT (25)

Warship
Flak Ship
Air Landing

Notes:
1. Keep guns of all 25 AOs clear of flak to keep on aim at the right time
2. To clear all obstacles
Shit Strategy

Good Strategy
Strategic Objectives

Business Aspirations

Reverse sales decline

Marketing or Brand Objectives

Increase Consideration among large hospital sector from 15% to 35% by June 2021

Tactical Goals

Get 400,000 social mentions
Strategic Objectives

Turn Strategy Into Results

There are two key questions in leadership: How can leaders translate the complexities of strategy into guidance that are simple and flexible enough to execute?

Strategic Objectives

- 1
- 2
- 3
- 4
- 5

Effectiveness

$n=5,645$
The Number of Objectives
Real Strategy

“The essence of strategy is choosing what not to do.”

“There are roads which must not be followed, armies which must not be attacked, towns which must not be besieged, positions which must not be contested, commands of the sovereign which must not be obeyed.”
Brand Strategy

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How to Manage a Brand

Tactics
Digital Media ?
Traditional Media ?
UK Campaign of the Year, 2018

The inside story of the great KFC chicken shortage of 2018

A chicken restaurant without any chicken. It’s not ideal. Huge apologies to our customers, especially those who travelled out of their way to find we were closed. And endless thanks to our KFC team members and our franchise partners for working tirelessly to improve the situation. It’s been a ball of a week, but we’re making progress, and every day more hot, store-baked chicken is being delivered to your restaurants. Thank you for bearing with us.

Visit kfc.co.uk/crossed-the-road for details about your local restaurant.
The Lost Secret Formula of Synergy

A \times B > 2a

or

2b
Multi-Channel Communication

1 Channel: 29%
2 Channels: 31%
3 Channels: 24%
4 Channels: 8%
5 Channels: 8%

3,200 Campaigns 2010 - 2015
Multi-Channel Communication

Effectiveness vs. # of channels used

n=4,855
Some channels massively boost the effects of others

Source: 'Demand Generation', Nov 2019, MediaCom/Wavemaker/Gain Theory
THEN: TRADITIONAL MARKETING

NOW: DIGITAL MARKETING

JA!
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<th>what doesn’t matter</th>
<th>what does matter</th>
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<td>▪ Just Communications</td>
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