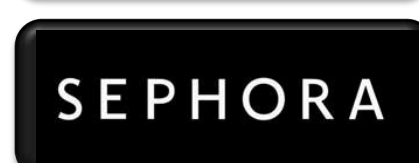


Lancaster
University



Wharton
UNIVERSITY of PENNSYLVANIA



what does and does not matter in marketing

we will share this deck





BEAUTY CONTEST! Certainly! Every woman in the world is entered. Your beauty, your charm, your skin are judged by every man and every woman you chance to meet.

So get yourself a Camay Complexion! It will earn for you favor and praise. And then you'll thank heaven for a soap like Camay which imparts to the feminine skin a lovely peach-blossom texture.

"The Soap of Beautiful Women is an excellent name for Camay," wrote a girl from Washington, D. C. "It gives a girl a lovely skin."

"My skin is so much fresher looking since I've been using Camay," said a young New Yorker. "I admit I admire myself in the glass."

THE "GOOD TASTE TRIND" IS ALL TO CAMAY

Try Camay yourself! It's changing the soap habits of the nation! With every passing day thousands and thousands of women—forsaking all other soaps—are taking up Camay.

Perfumed as if it came from Paris—smart as the newest fashion—Camay looks and smells high-priced. Yet it costs you amazingly little. Get a supply of Camay today!

Another Beauty Contest Winner. Charm is always admired in a lovely woman. And the unforgettable thing about this girl is her gloriously fresh Camay Complexion. It wins for her attention, compliments and praise in her daily Beauty Contest.

Camay is the modern expression of a true beauty ideal. Pure—creamy-white—fragrant as dew-strewn flowers—and marvellously luscious of lather. Delicately wrapped in green and yellow, fresh in Cellulose. Use Camay faithfully every day—on your face and hands, and in your bath!

Camay, Inc., New York & London, Inc.

CAMAY the Soap of Beautiful Women...



THE SATURDAY EVENING POST November 14, 1937

Advertising Men

REACH FOR THE FLOATER* INSTEAD

IVORY SOAP
99 1/2% Pure - It floats

KIND TO EVERYTHING IT TOUCHES

"ADVERTISING men would walk miles for the Bath-Soap-That-Floats." Advertising men reach for a floater instead of a sinker.

Even our best friends told us this! But we wanted to be sure. We wrote the 549 advertising managers of America's 549 largest companies.

We asked them, "What bath soap do you prefer?" And they rolled up more votes for Ivory than for any other!

Advertising men vote for Ivory—simply because that's the way most men feel about bath soaps.

Most men don't want to strain their muscles or impair their good humor with deep-sea diving after sinker soaps. Most men don't want to smell like the flowers of spring either!

Most men (and most wives might as well know it) warble more cheerfully, relax more completely, in the clean-smelling foam of an Ivory bath—with a big, man-sized cake of Ivory, floating in easy reach.



1. Study the past – in order to find out the trouble

diagnosis

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

3. Outline this plan in detail

strategy

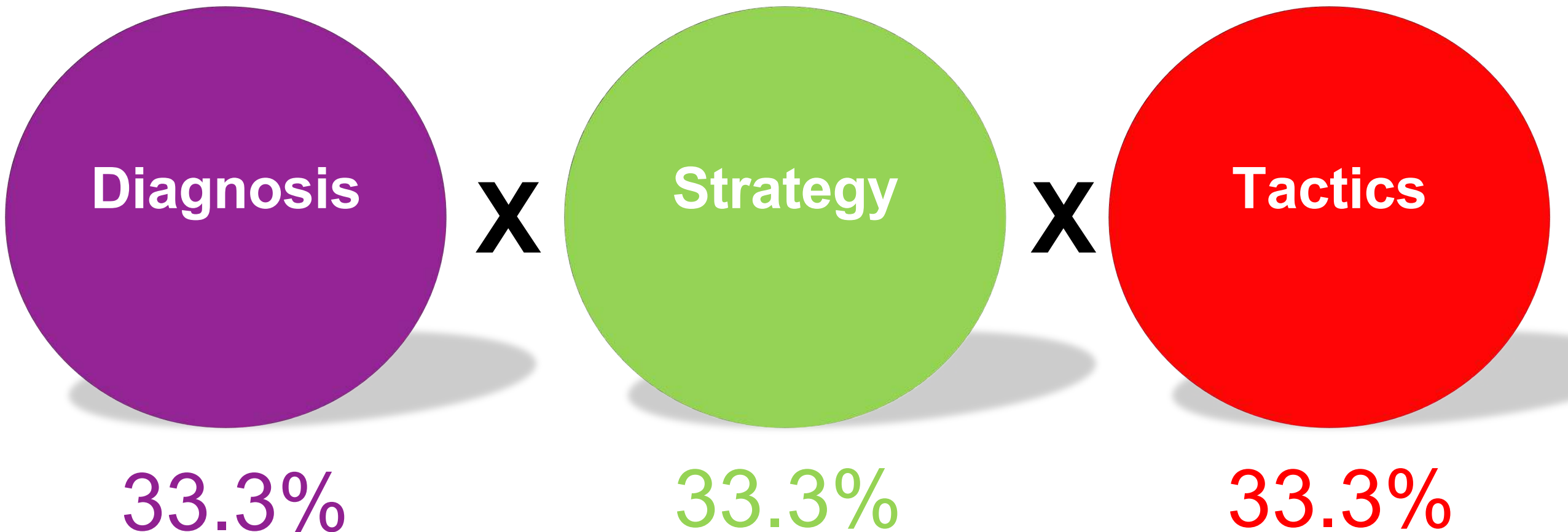
4. Prepare sales help and all other necessary material for carrying out the plan.

tactics

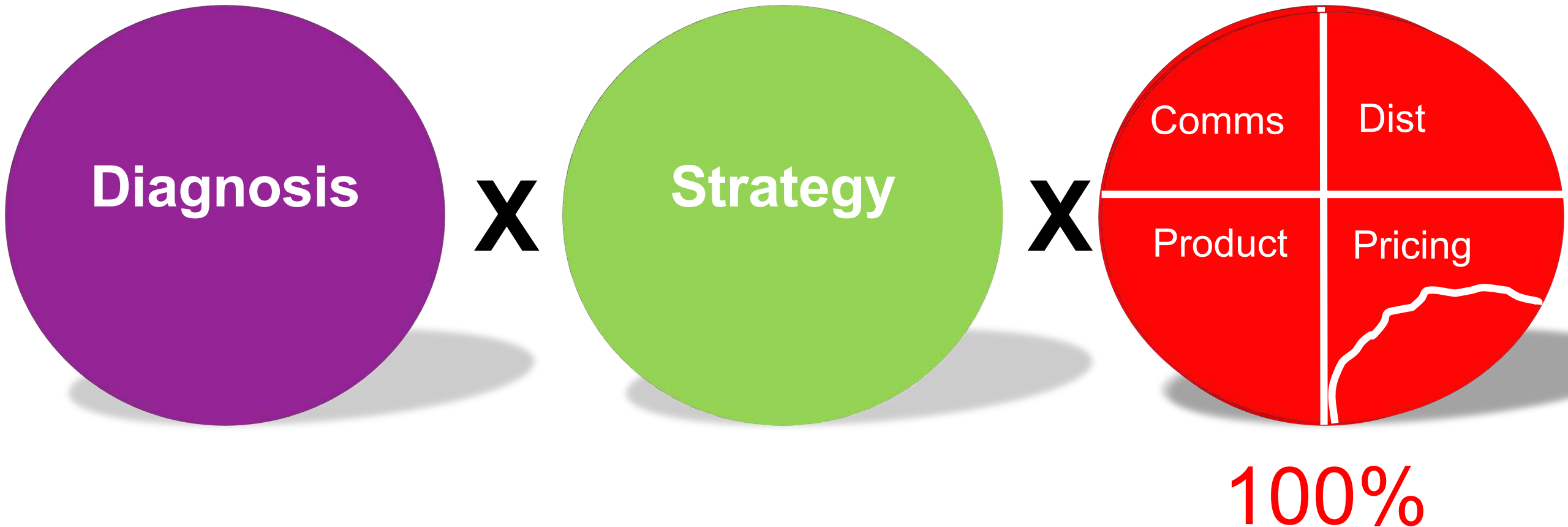
5. Keep whatever records are necessary, and make field studies, to determine whether the plan has worked

diagnosis

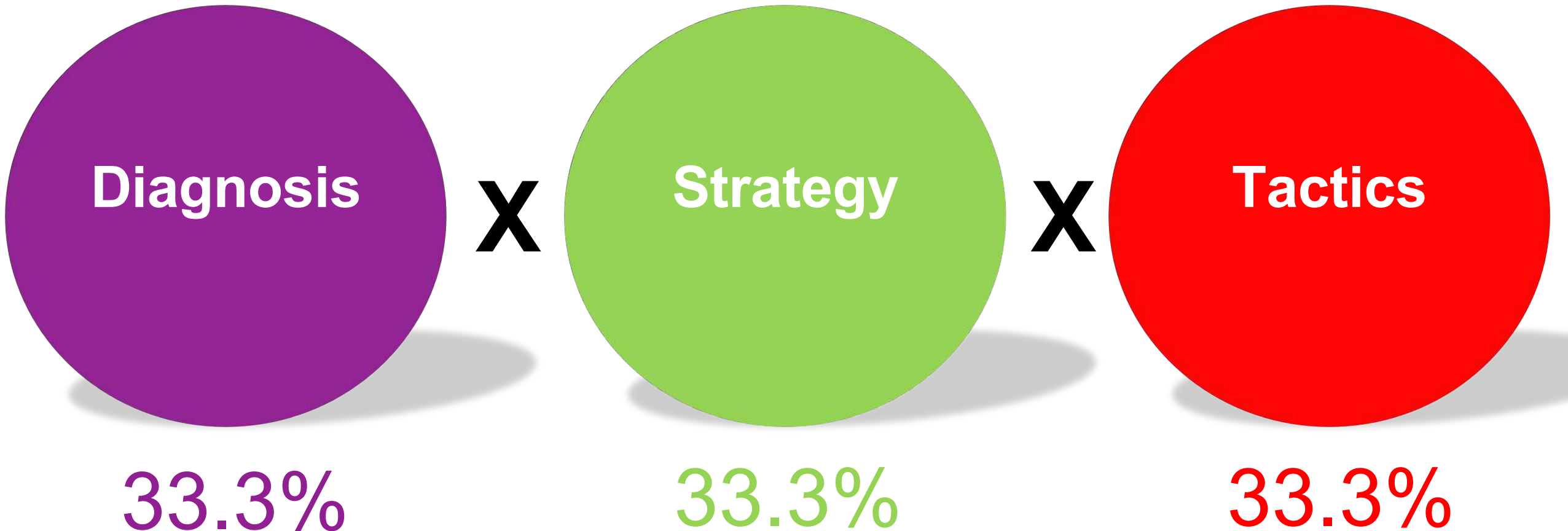
How to Manage a Brand



Tactification



How to Manage a Brand







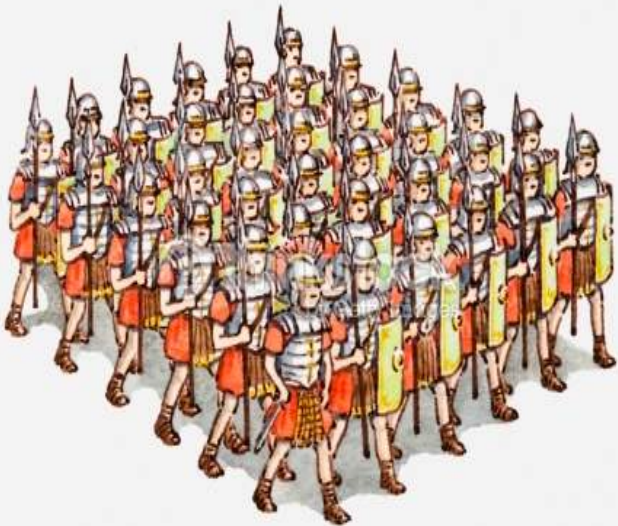
A man with a beard, wearing a dark, hooded raincoat, stands in a heavy rain. He is holding a glowing green orb in his hands. The background is dark and rainy, with a greenish tint. A large, bright green circle is superimposed over the center of the image, containing the word "Strategy" in white text.

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?



Reckitt Benckiser







Google Photos



Picasa

**Brand Relationship
Spectrum**

**Branded
House**



Subbrands

**Endorsed
Brands**



**House of
Brands**



Brand Relationship Spectrum

Brand
House



Subbrand



Endorsed
Brands

House of
Brands





Unilever

13 Billion Euro Brands



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?

The background is a classical religious painting depicting the Resurrection. On the left, a muscular, bearded man (Christ) is shown rising from a tomb, wearing a red cloak. He is surrounded by angels and other figures. On the right, a figure in a red cloak is shown, but their head is replaced by a modern, bald man with glasses, smiling. The text 'segment target position' is overlaid in the center.

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.

”

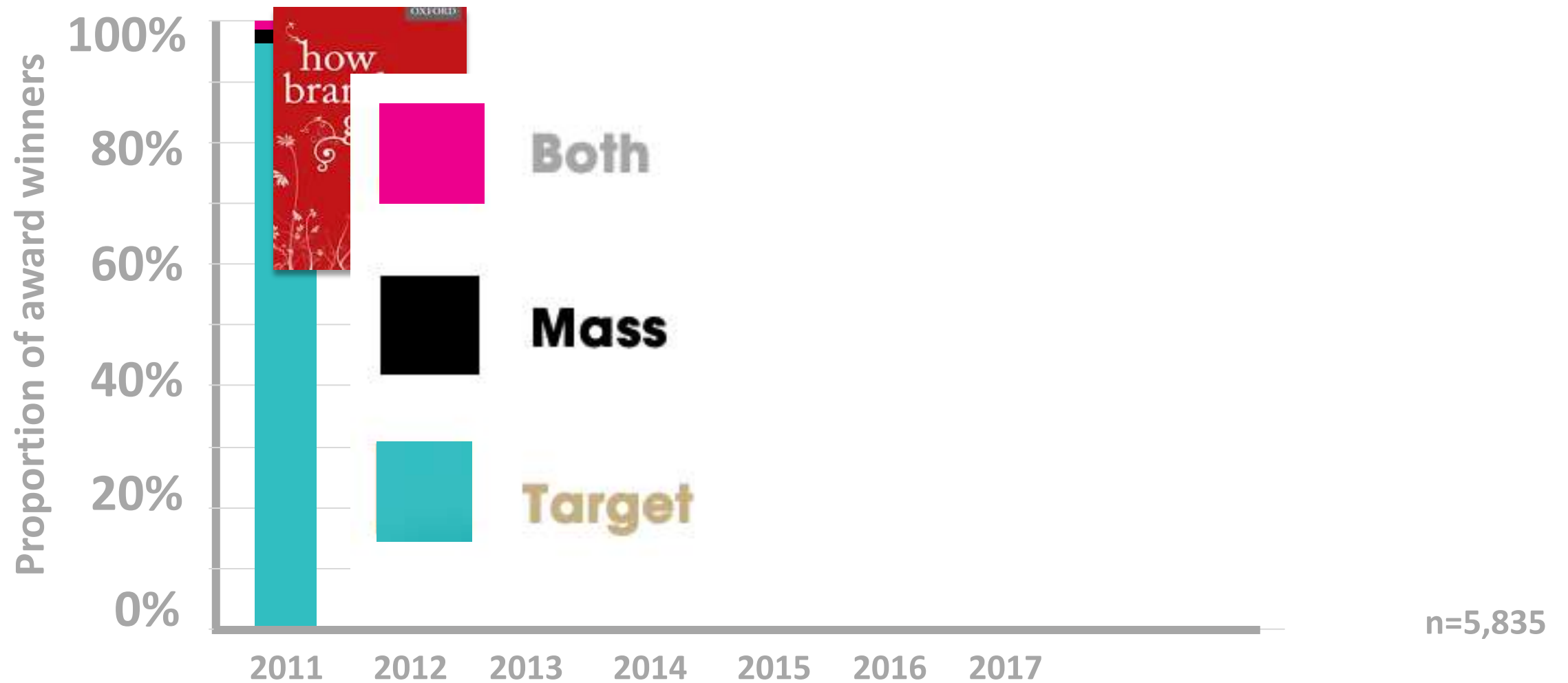
Bruce McColl



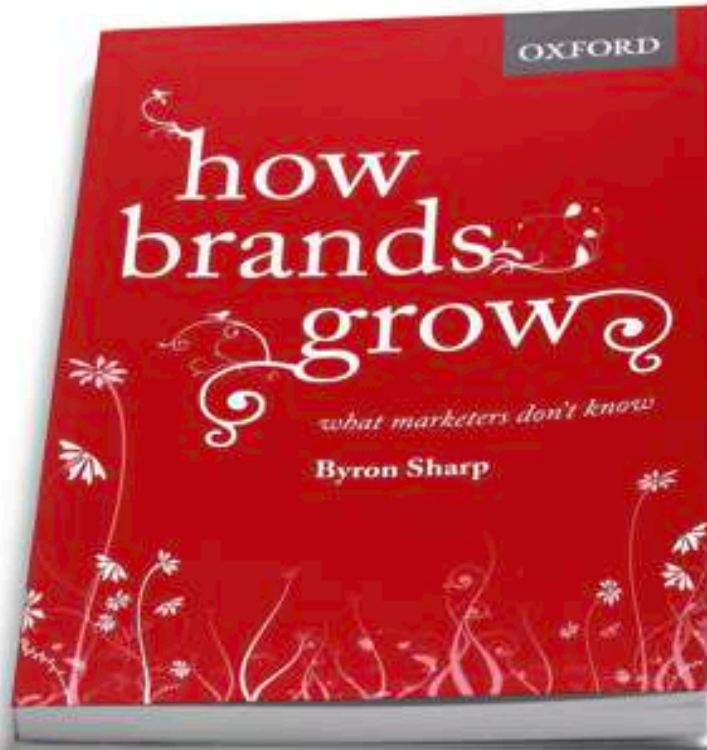
“We targeted too much, and we went too narrow, and now we’re looking at what is the best way to get the most reach but also the right precision?”

Marc Pritchard

A Growth in Mass Marketing



Sophisticated Mass Marketing



Byron Sharp

- “ ..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 ”



Who do you think won today's debate?

Mark Ritson



Byron Sharp



It's a tie!



More than 2x

Join at
slido.com
#FOM17

So Who is Right?

TARGET

MASS



FM Festival
of Marketing

About

Attend

Agenda

Sponsor

Help

The Masters

in

tw

f

o

BUY A DASS

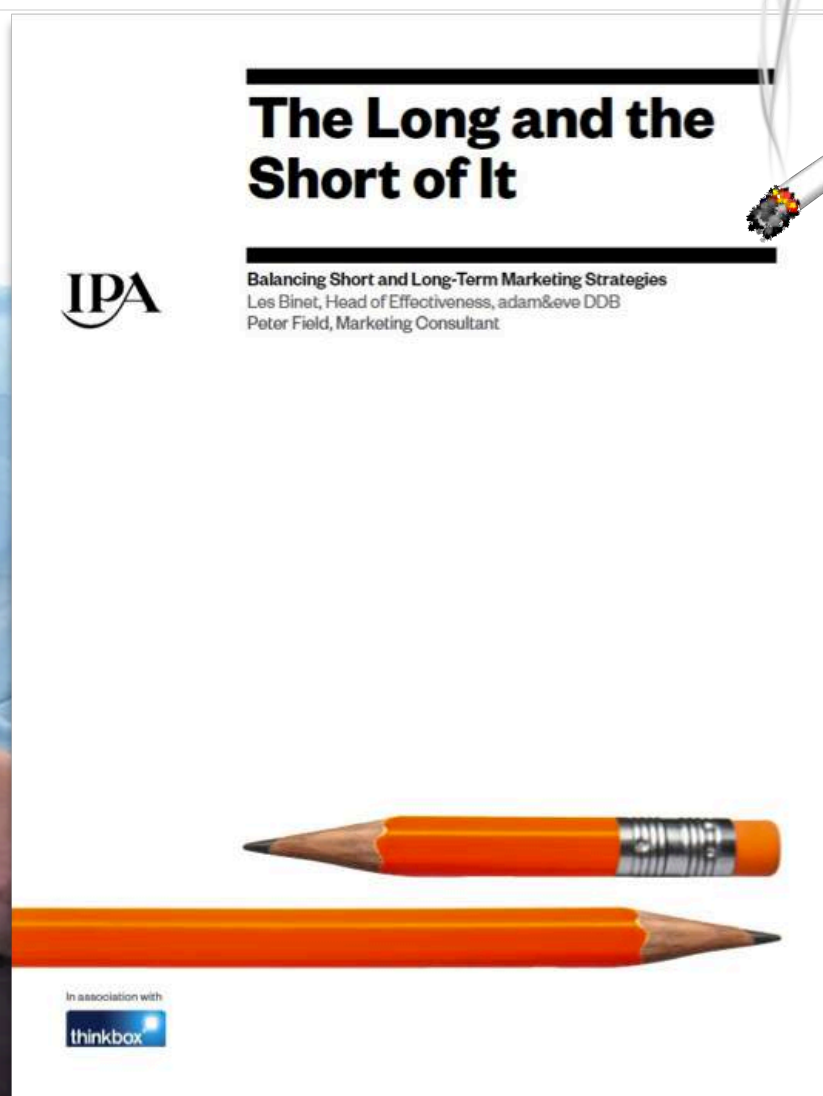
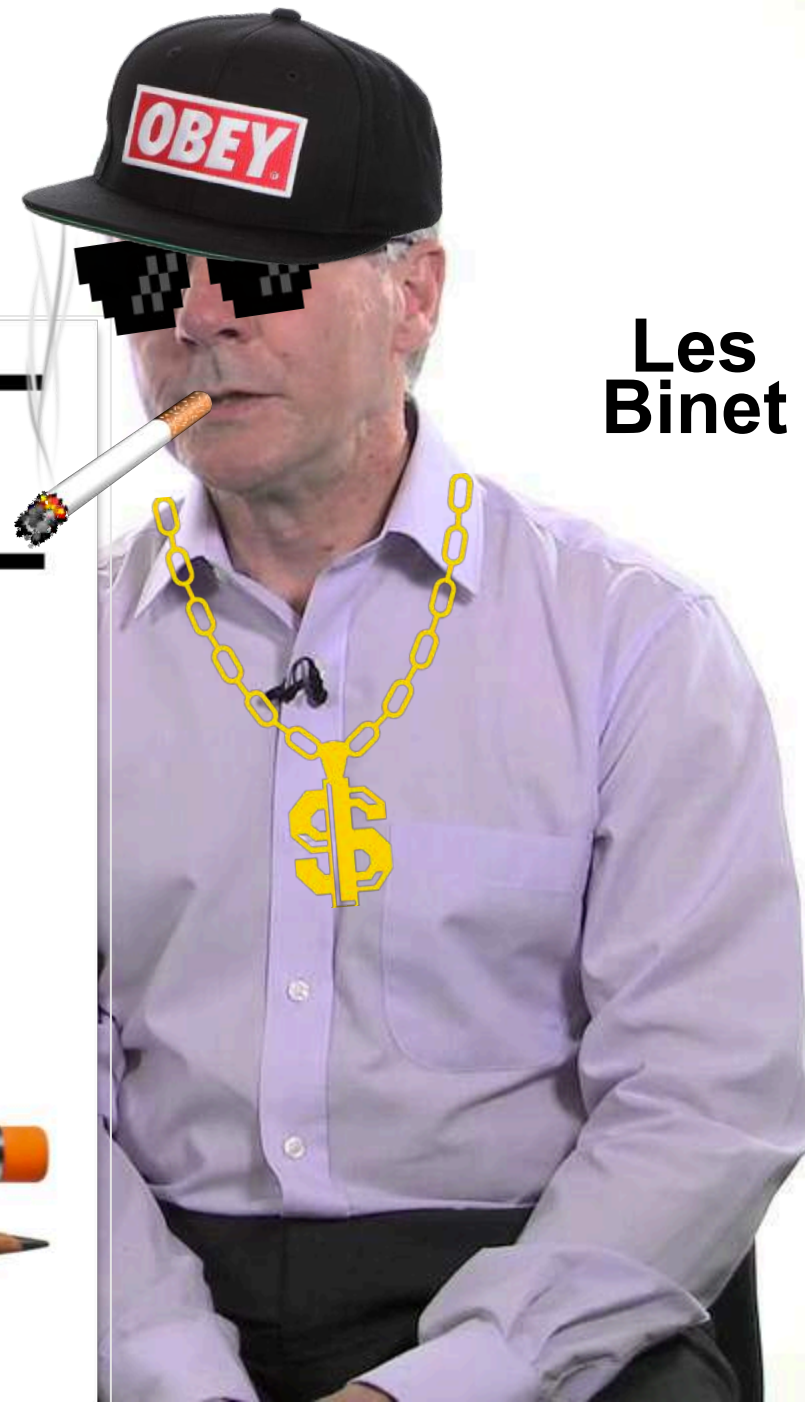
ing Professors:
Ritson Go Hea

These Two

Peter
Field



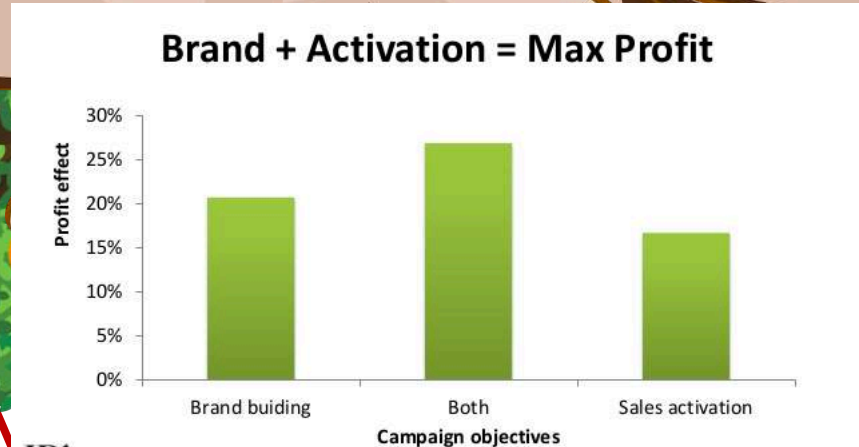
Les
Binet



Sales Uplift over Base

Sales activation

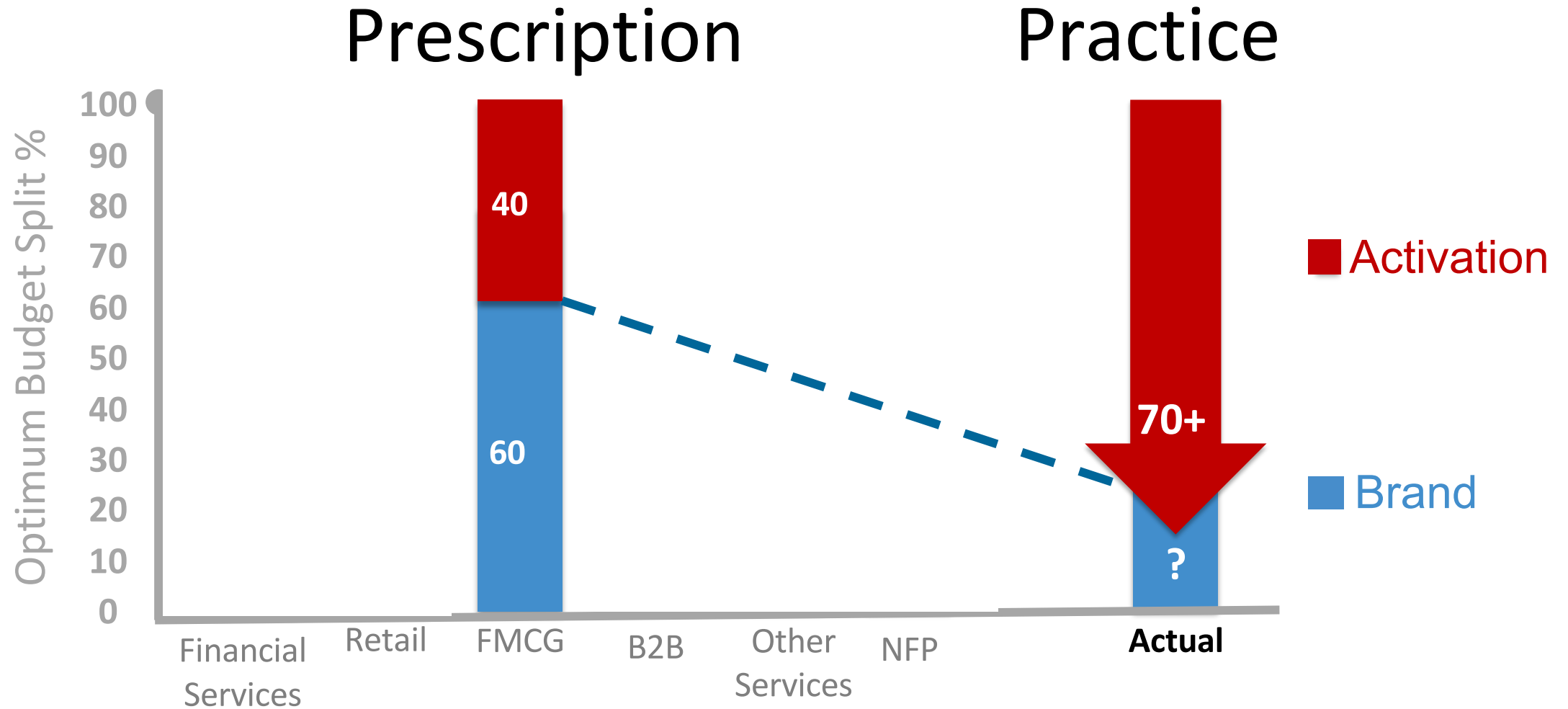
Short term sales uplift
but no long term growth



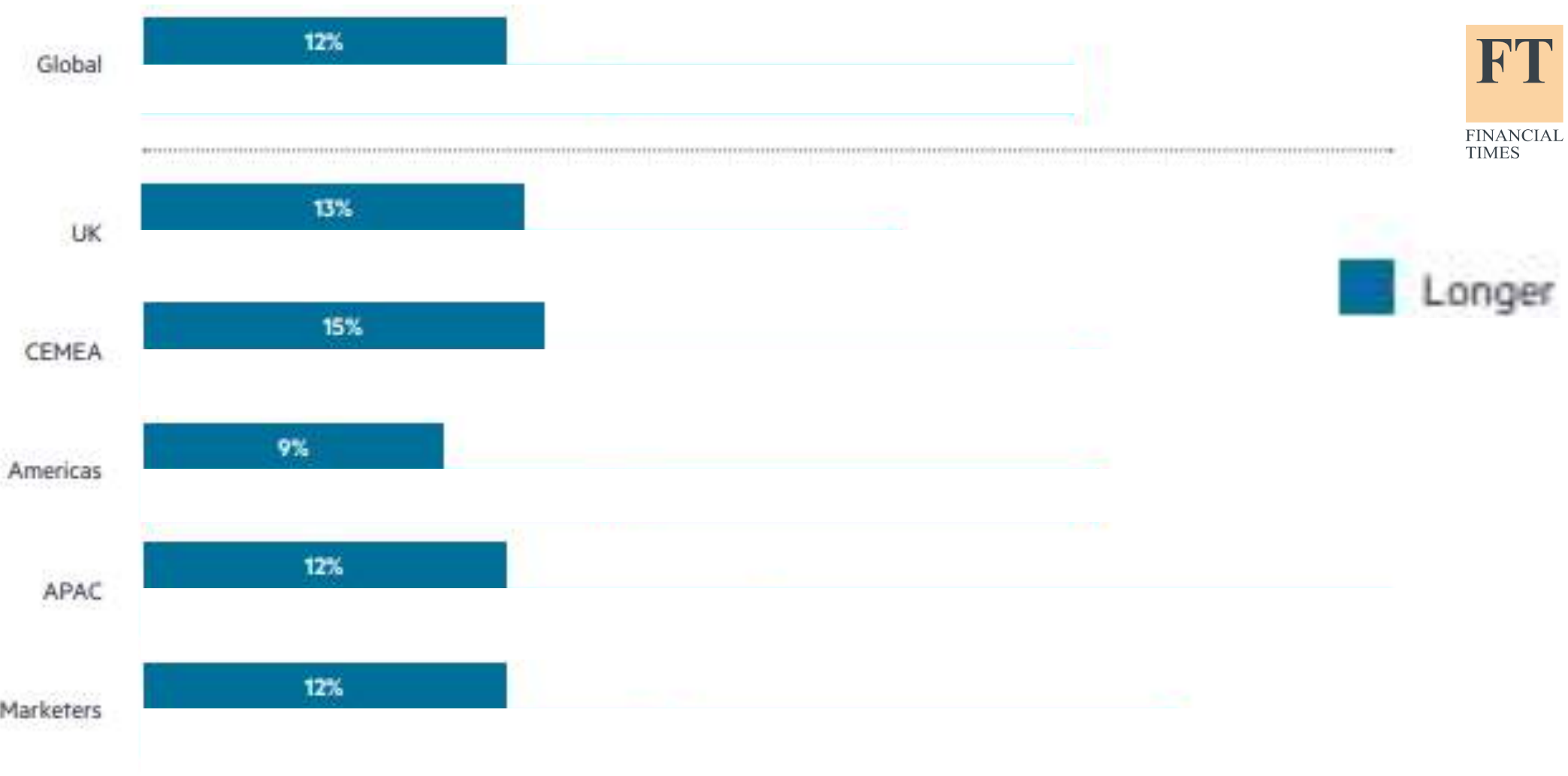
IPA

Time

The 60/40 Rule

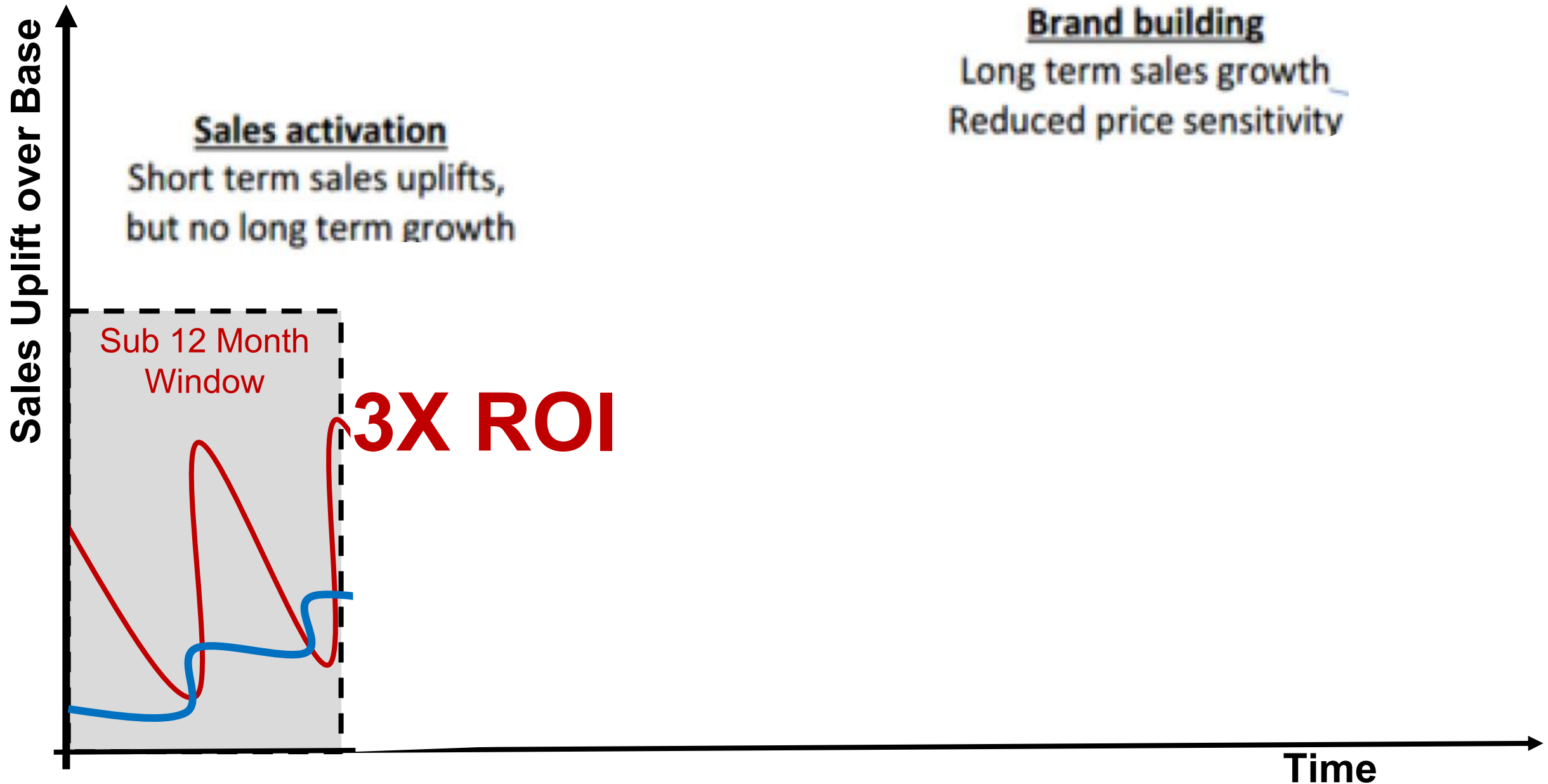


The Growth in Short Termism



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?

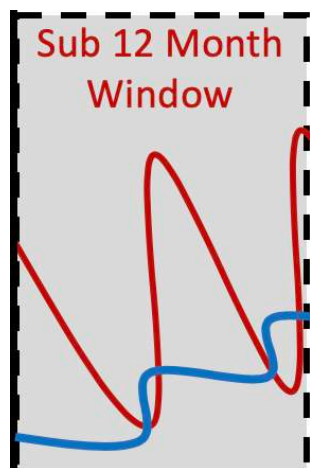


LFTS

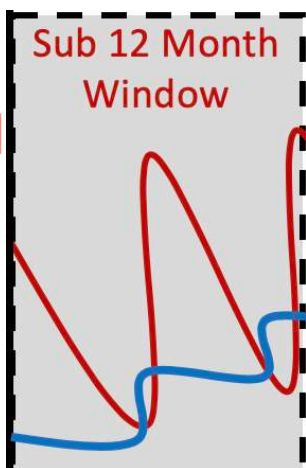
Groundhog Day



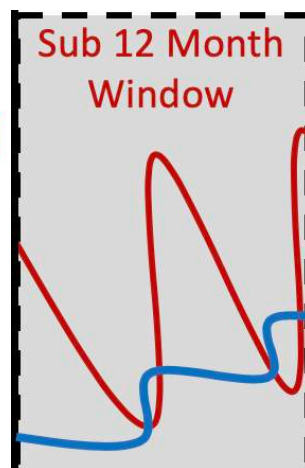
Peter Drucker



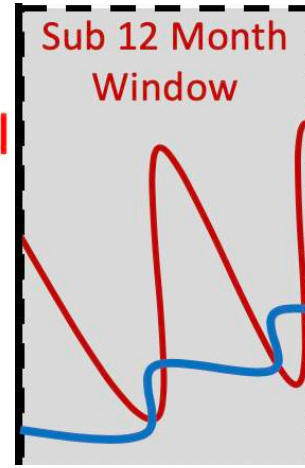
3X ROI



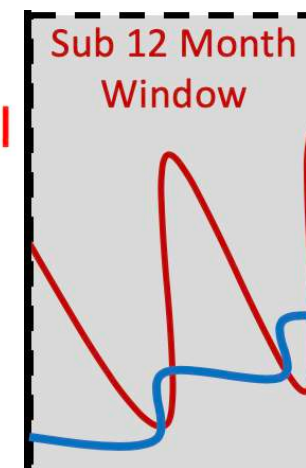
3X ROI



3X ROI



3X ROI



3X ROI

Three CMOs



Three CMOs



**YOU'RE
FIRED**

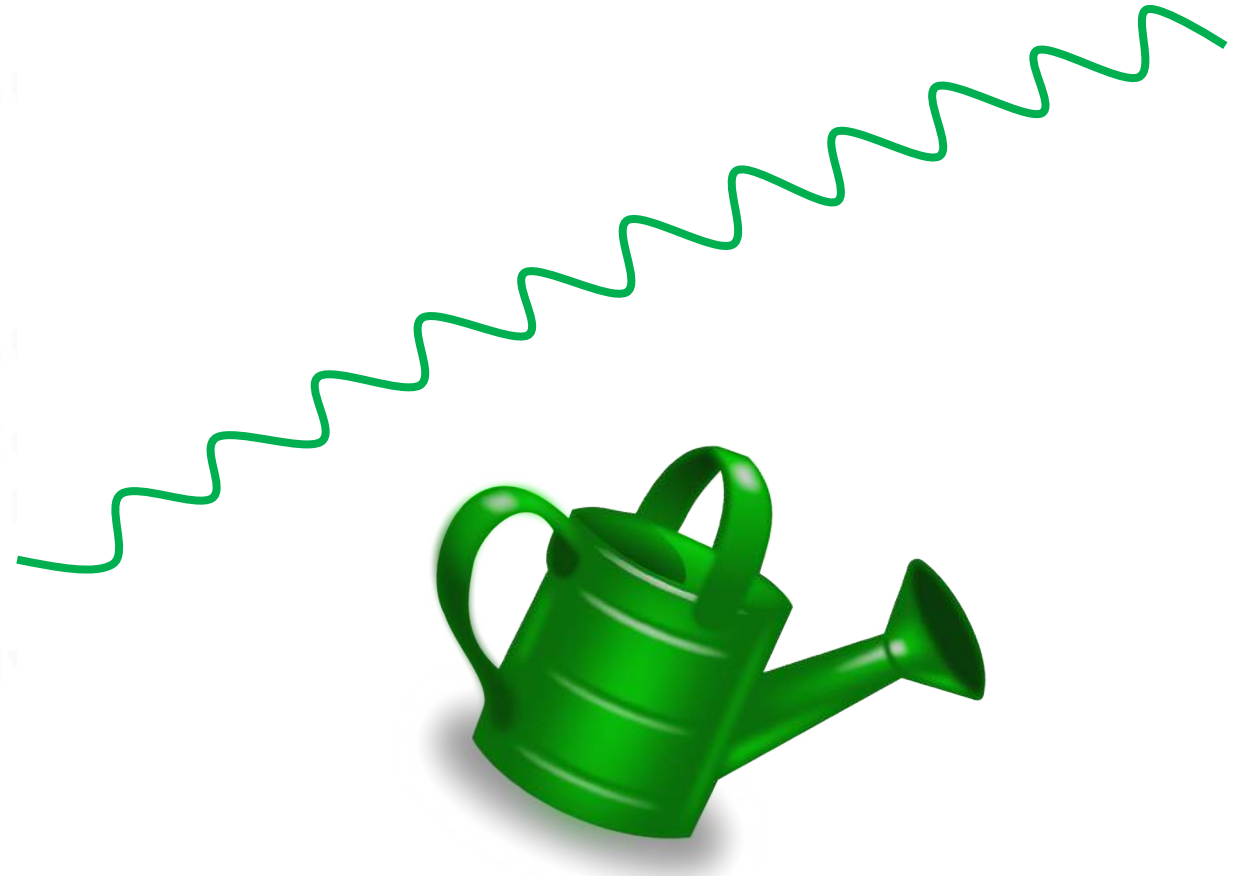
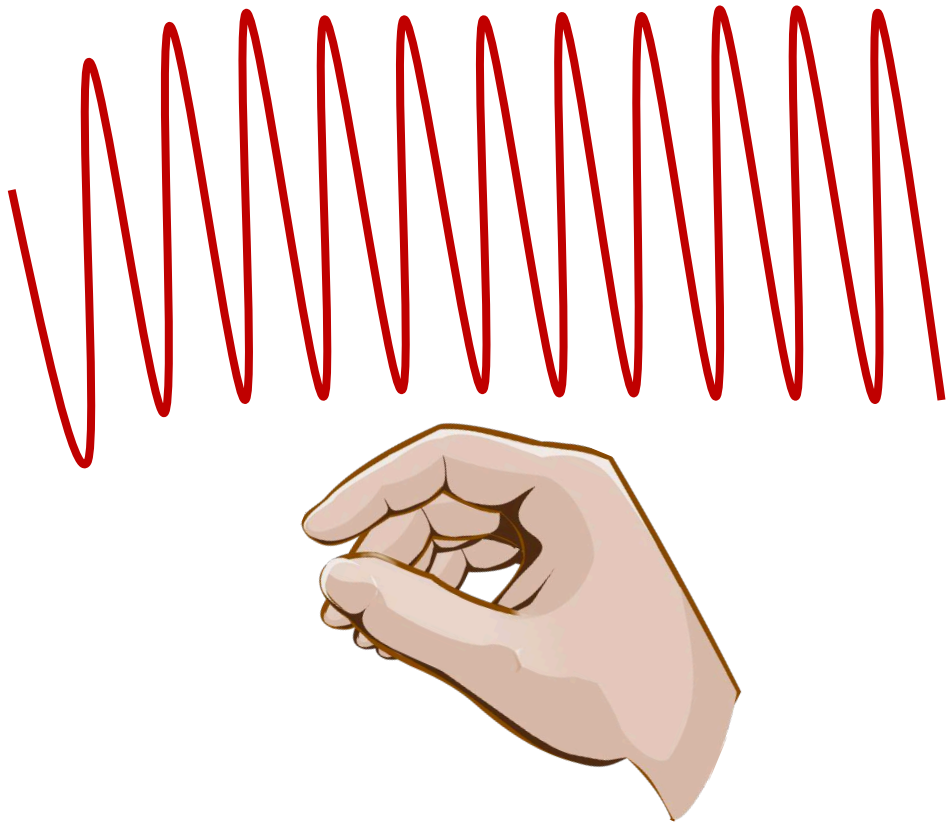


**YOU'RE
FIRED**

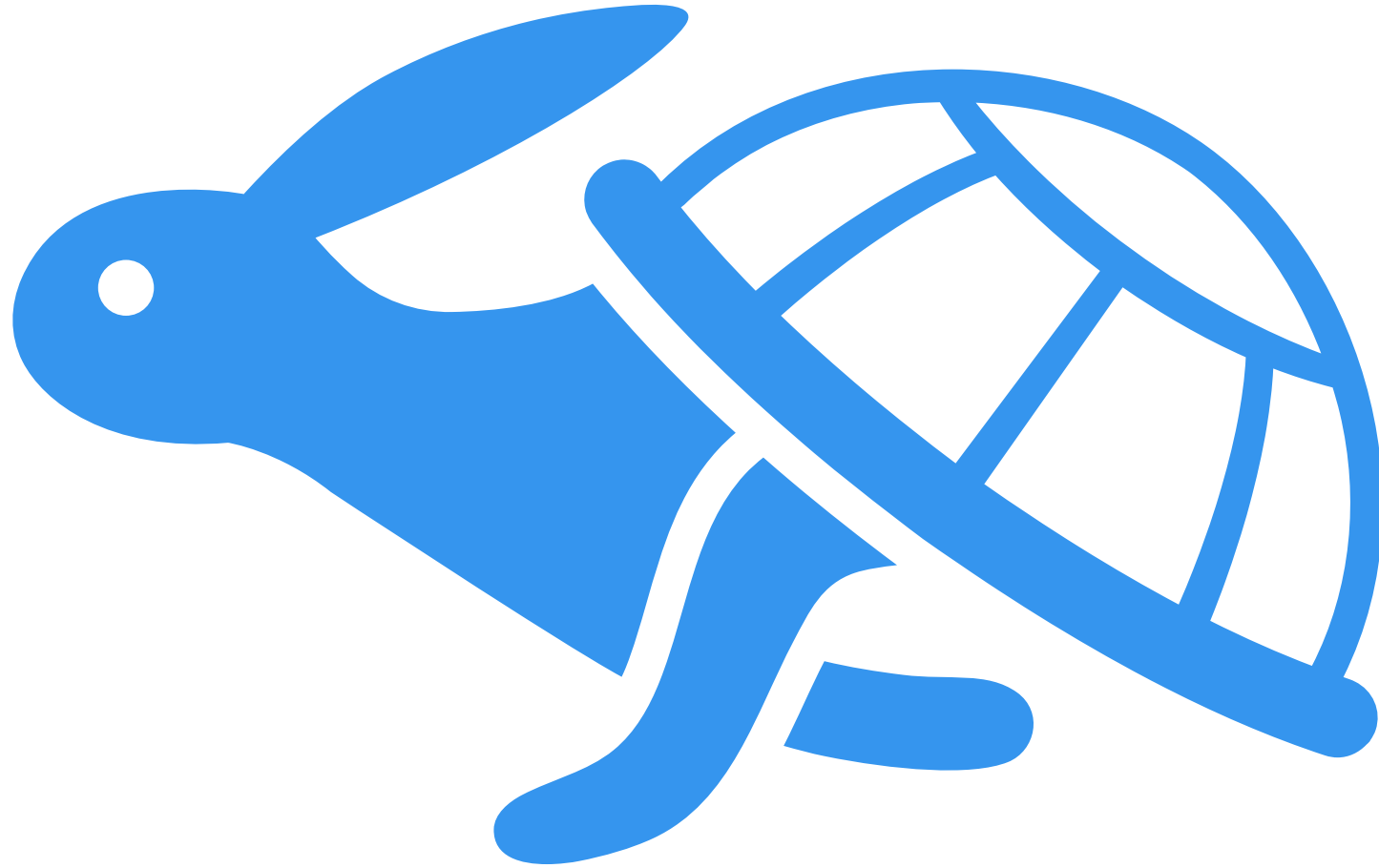
Three CMOs



Targeting vs. Reach



A Two Speed Brand Plan



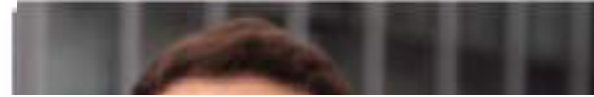
A Two Speed Approach



Shorter Term Activation

- More granular segments
- Targeted
- Product based
- Digital Comms lead
- Changing approach

40%

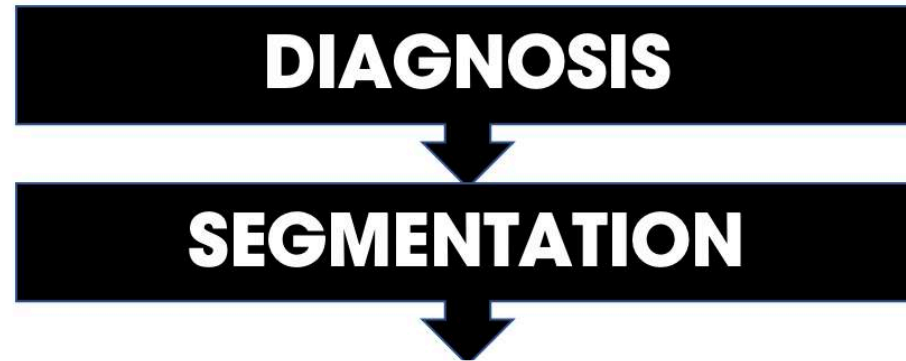


Longer Term Activation

- Mass Marketing
- Target the Category
- Brand based / Emotion
- TV/OOH
- Multi-year consistency

60%

A Two Speed Brand Plan





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

- Different Names
- Here & Now
- Availability
- In my size
- In red

Simon Sinek



Purpose

Rosser Reeves



USP

Ries & Trout



Own a Single Idea



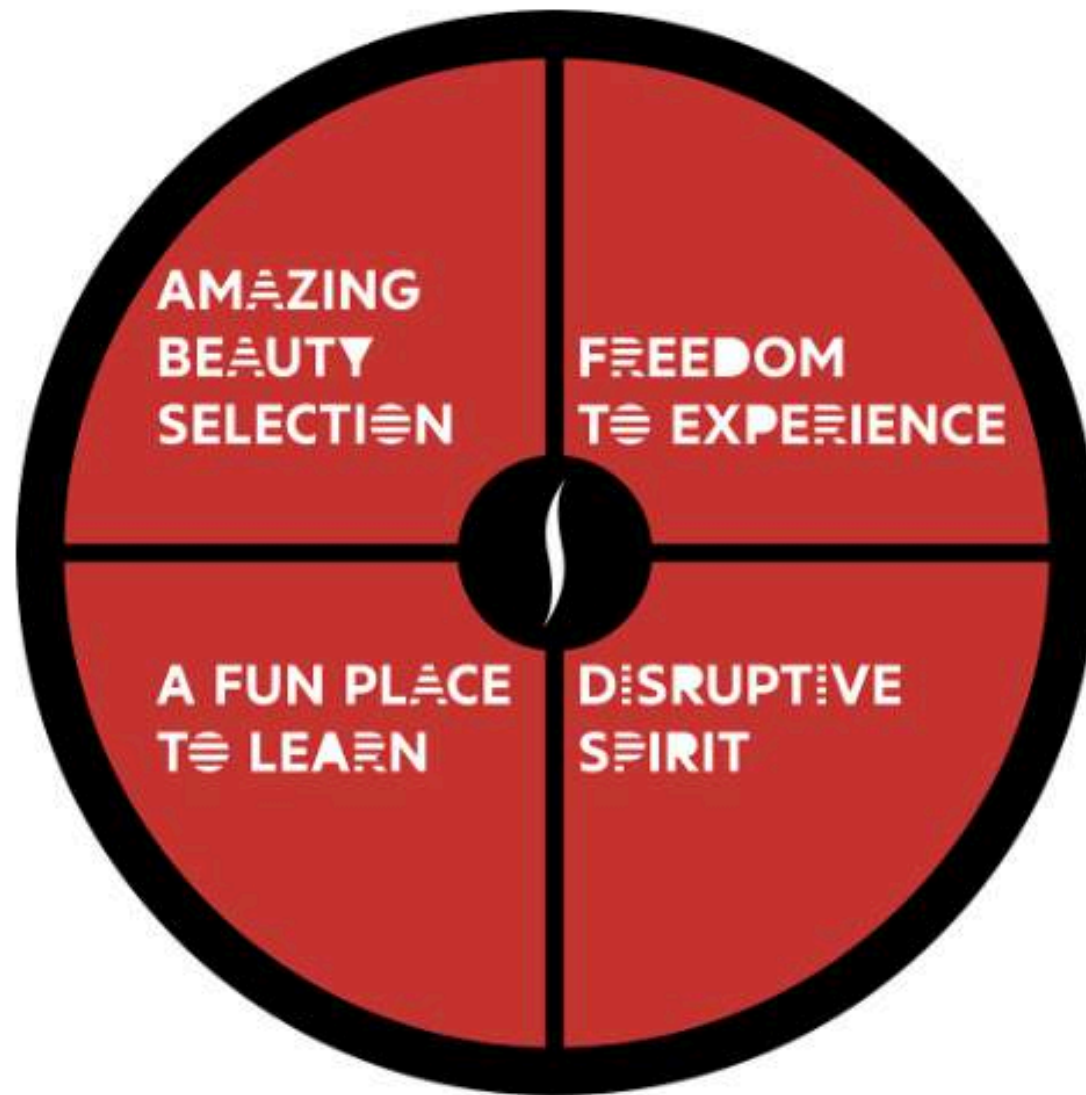
Relative
to...

- Salience
- Competitors
- Other Brand Associations

Byron Sharp



Differentiation?



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

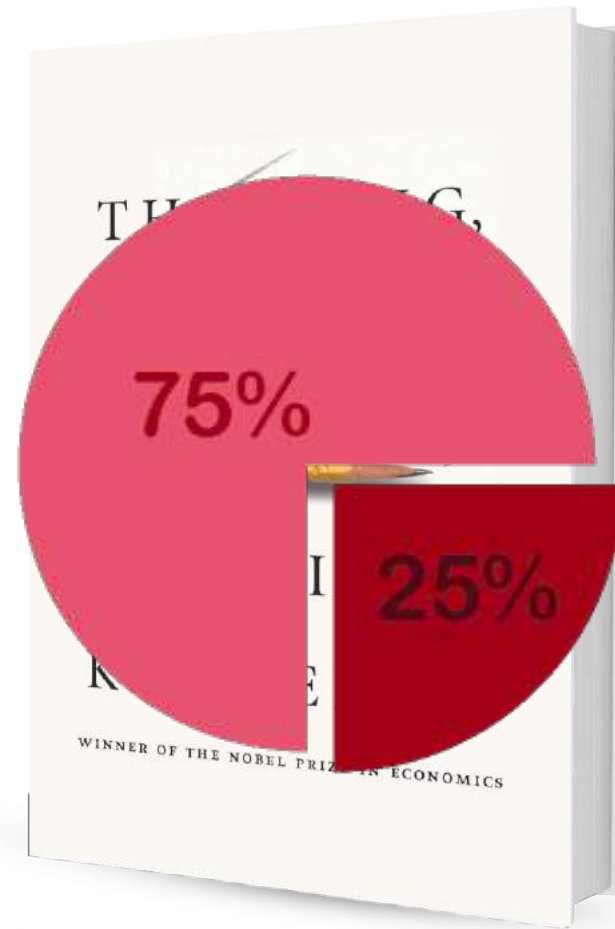
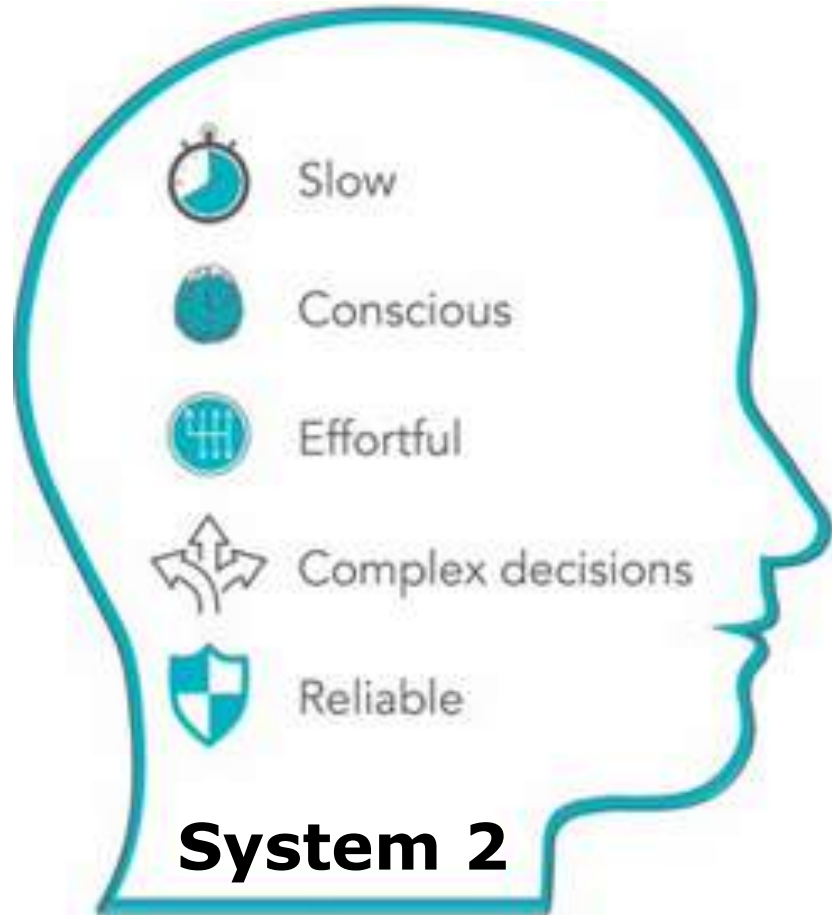
Differentiation?



Distinctiveness?



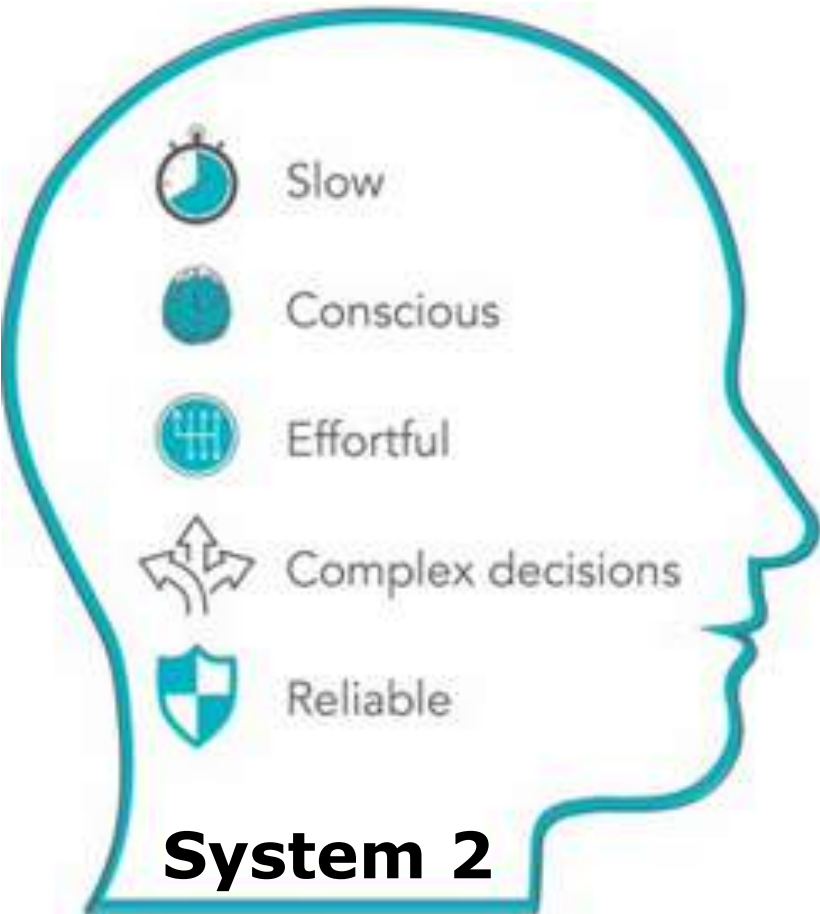
Positioning Differentiation?



Codes Distinctiveness?



Differentiation?



Distinctiveness?



codes = distinctive brand assets = distinctive assets

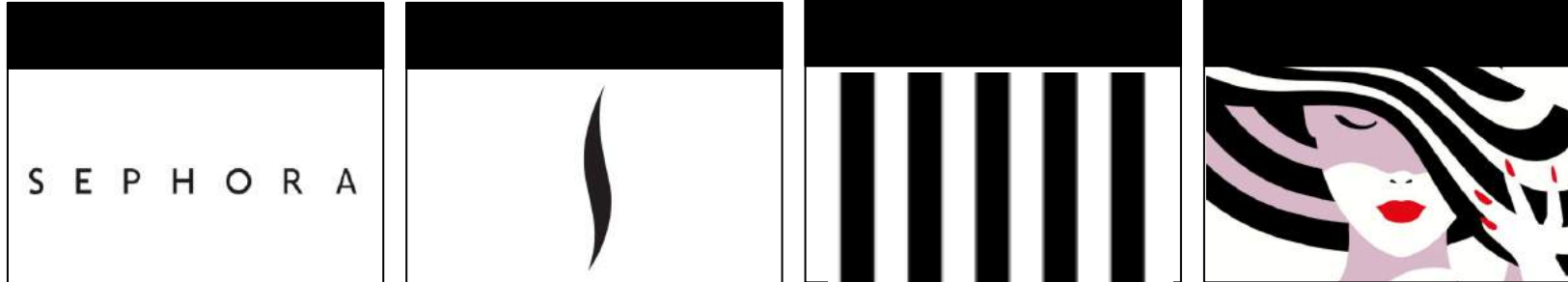
• Logo	123
• Shapes/Patterns	124
• Colours	92
• Founders	111
• Font	110
• Packaging	109
• Characters	102
• Product Cues	100
• Locations	92
• Celebrities	87

BRANDZ

Three Challenges of Codification

1. Analysis

2. Palette articulation



3. Big Stick Application



Toronto upset after Sephora promotion ...
blogto.com



Toronto's New Sephora Store Is Opening ...
narcity.com



Sephora, Toronto, Ontario review ...
chickadvisor.com



fresh face in Canadian makeup retail ...
thestar.com



Sephora Toronto Eaton Centre - Home ...
facebook.com



pop-up coming to Yonge-Dundas ...
dailyhive.com



77 Bloor Street West, Toronto ...
yellowpages.ca



Sephora Expands Operations with ...
retail-insider.com



Cosmetics & Beauty Supply ...
yelp.ca



Sephora, Toronto, Ontario reviews in ...
chickadvisor.com



SEPHORA at Yonge and Eglinton is Now ...
styleblog.ca



Sephora - 2019 All You Need to ...
yelp.ca



Sephora Expanding Canadian Operations
retail-insider.com



Shopper Innovation + Activation Awards ...
shopperinnovationawards.strategyonline.ca



Canada Is Having A Huge Holiday Sale ...
narcity.com



Bloor Street, Toronto, Sephora, night ...
alamy.com



Sephora 34th Street: How to Shop the ...
allure.com



Sephora | Quadrangle
quadrangle.ca



Sephora redefines beauty retail in ...
drugstorenews.com



Related searches

sephora

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

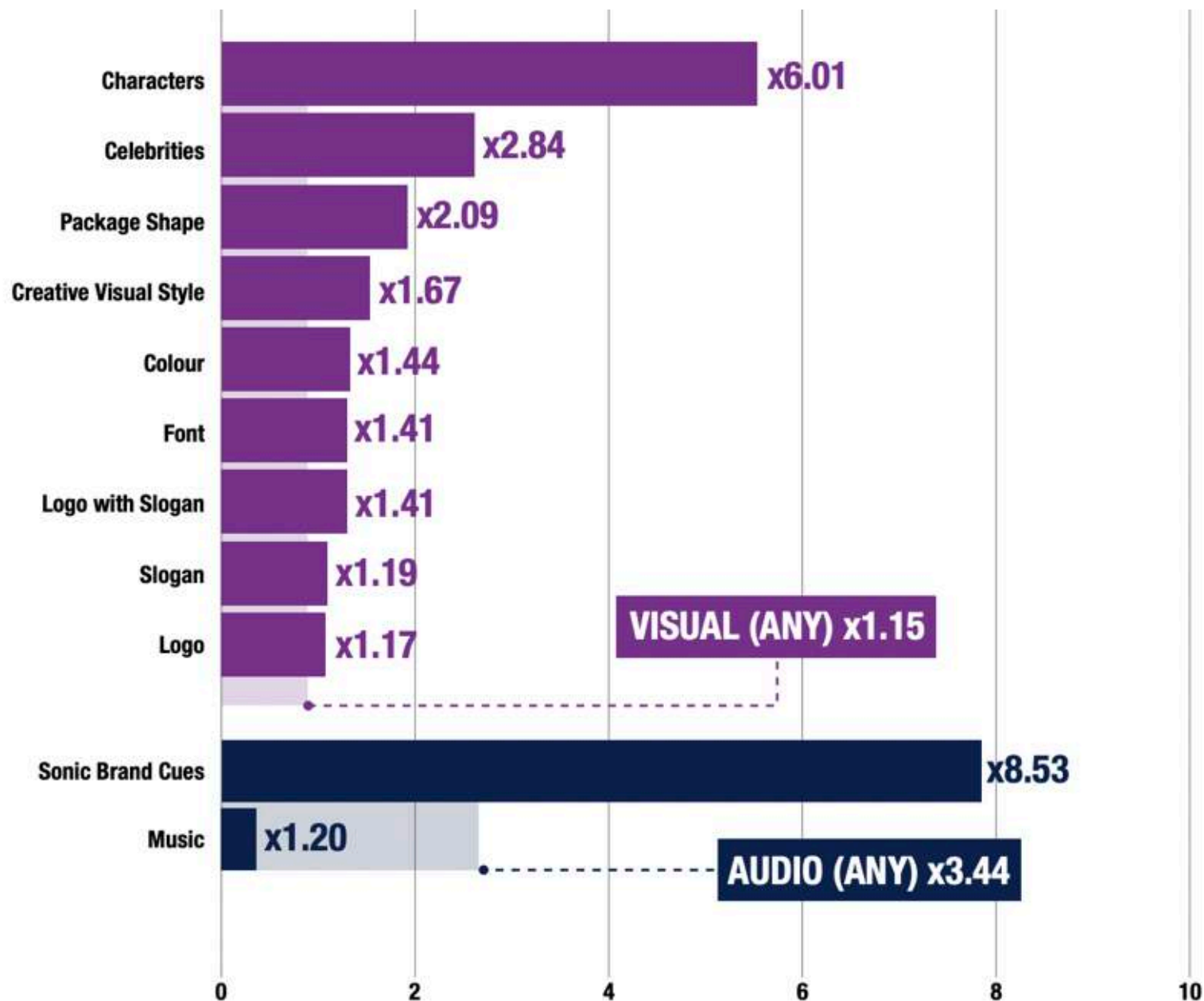


How They Experience Your Ads



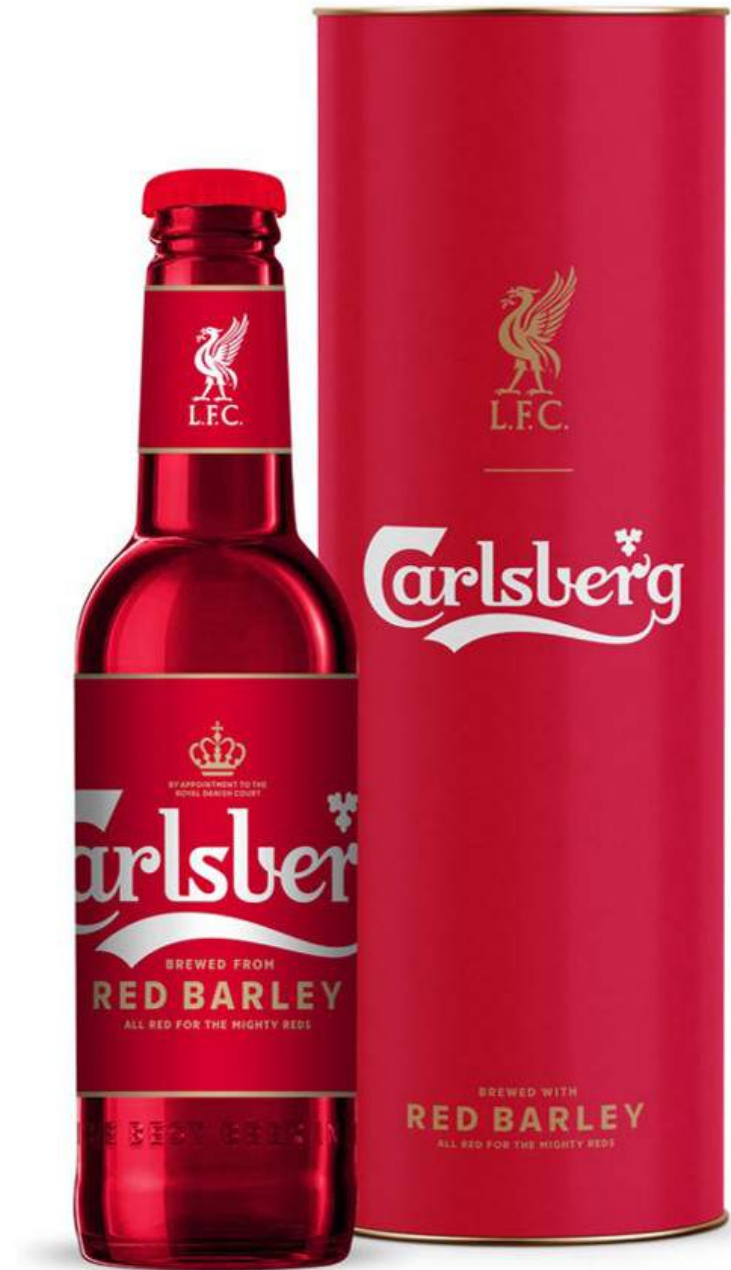


Impact of Codes on Branded Attention



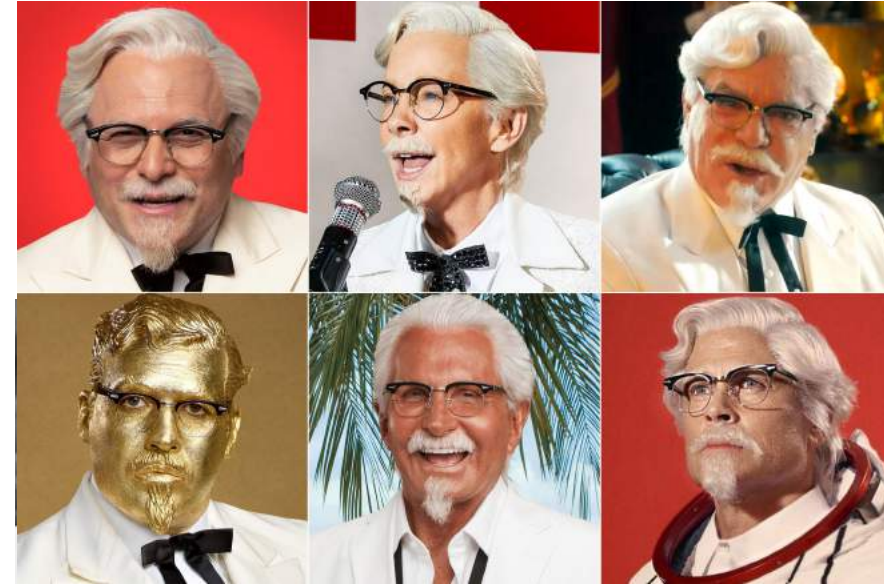
What Do Codes Do?

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



What Do Codes Do?

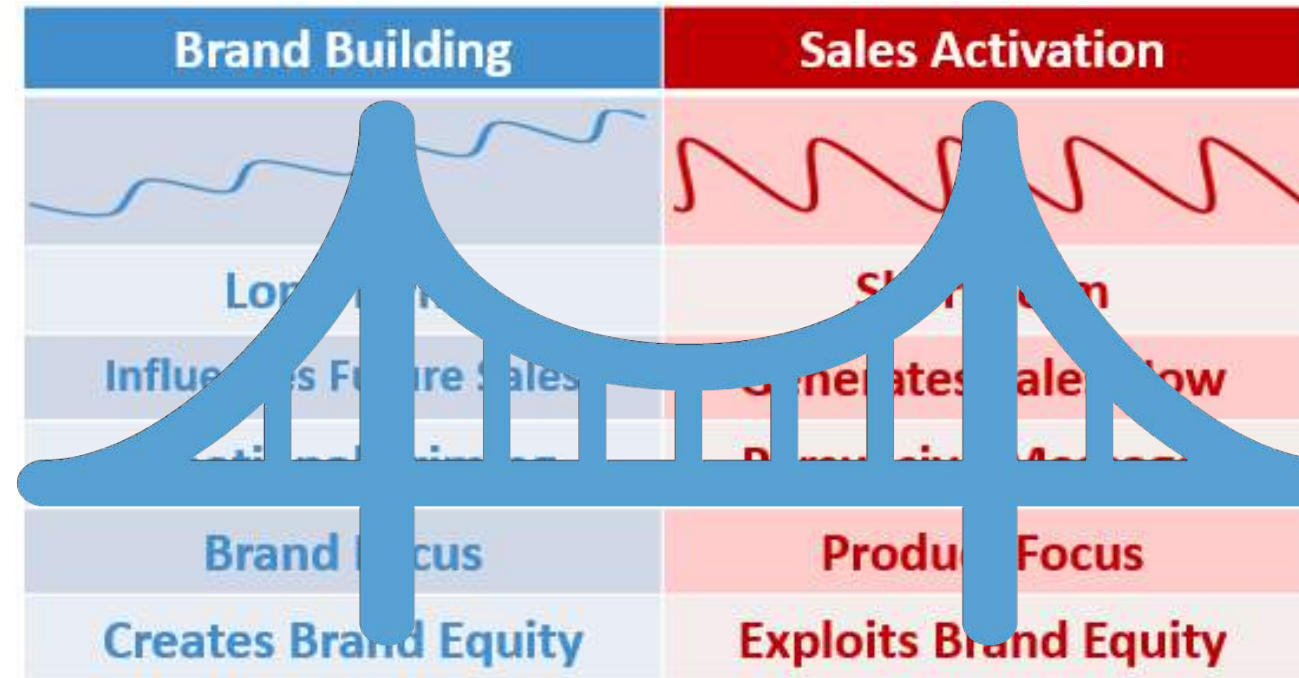
1. Maintain Salience
2. Shorten the last 2 feet
3. Advertising Linkage
4. Bolster Brand Image
5. Brand Revitalisation





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



CHAMPAGNE
APPELLATION D'ORIGINE CONTRÔLÉE



Veuve Clicquot Ponsardin®

MAISON FONDÉE EN 1772

ye Clicquot Ponsardin

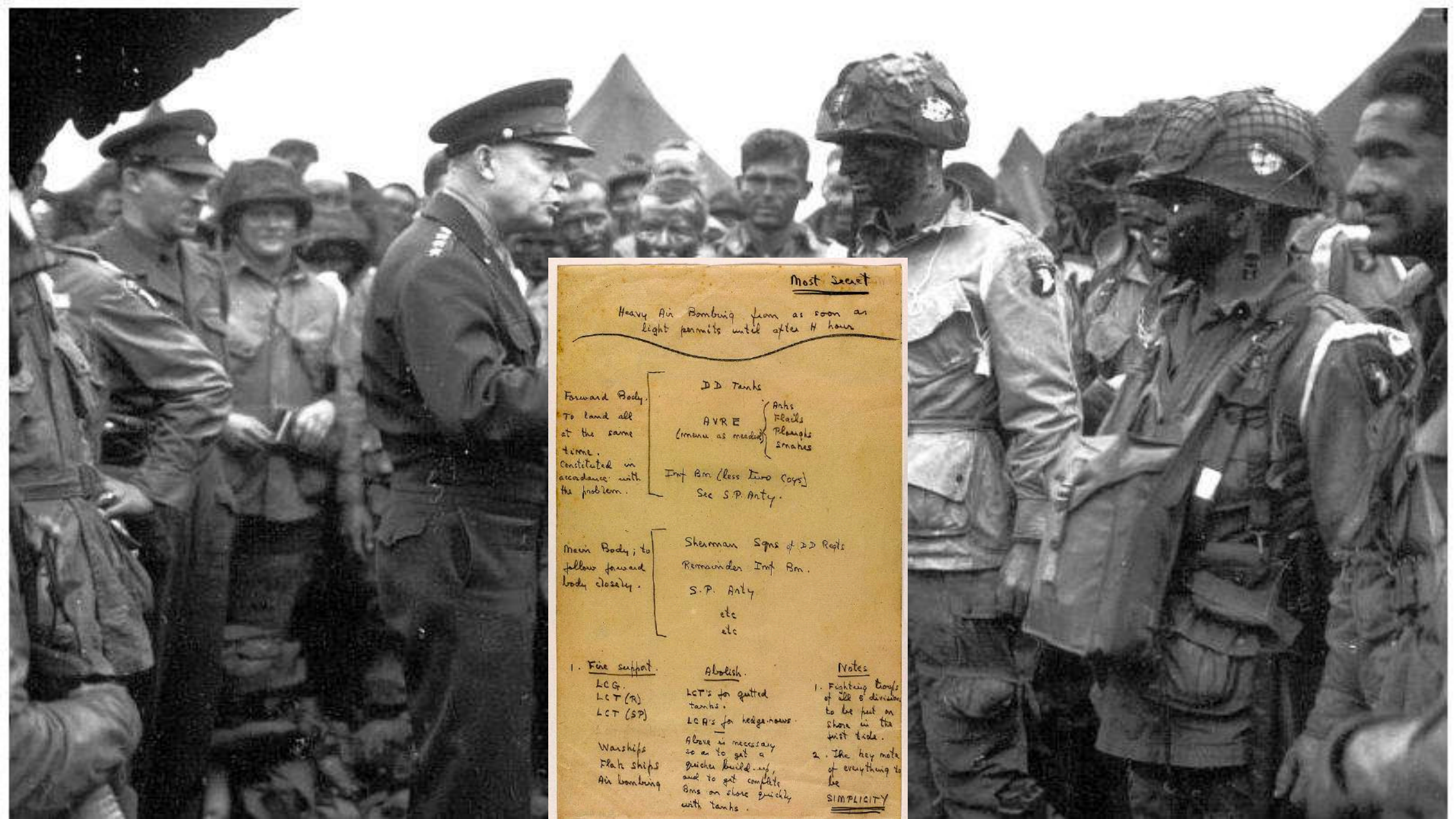
BRUT





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?**



Most Secret

Heavy Air Bombing from as soon as
light permits until after H hour

Forward Body,
To land all
at the same
time.
Constituted in
accordance with
the problem.

DD Tanks

AVRE { Ants
Flails
Plovers
Snakes
(minus as needed)

Inf Bn (less two Coy)
See S.P. Anty.

Main Body; to
follow forward
body closely.

Shearman Signs of DD Repts

Remainder Inf Bn.

S.P. Anty

etc

etc

1. Fire support.

LCG.
LCT (R)
LCT (SP)

Warships
Flak ships
Air bombing

Abolish.

LCT's for gutted
tanks.

LCR's for hedge-hogs.

Above is necessary
so as to get a
quicker build-up,
and to get complete
Bns on shore quickly
with tanks.

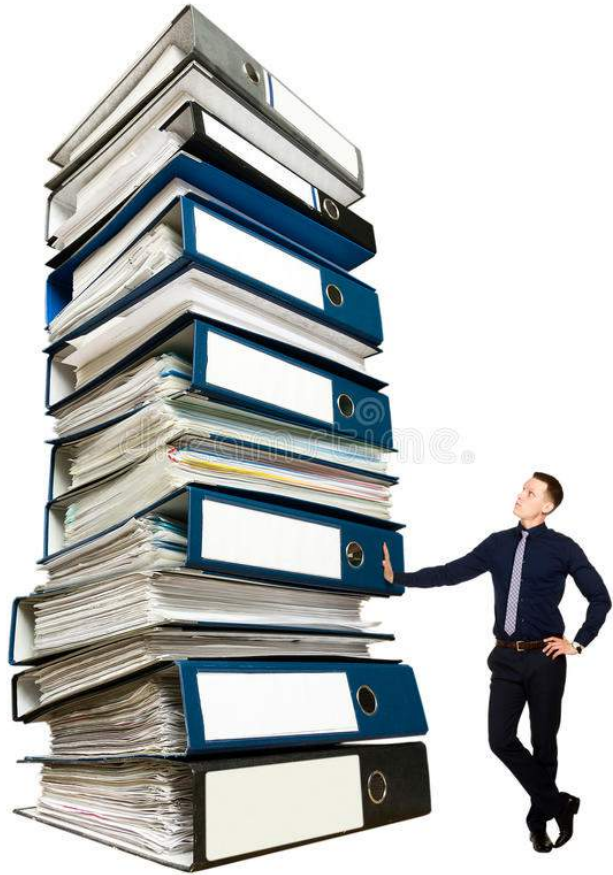
Notes

1. Fighting troops
of all 5 divisions
to be put on
shore in the
first tide.

2. The key note
of everything to
be

SIMPLICITY

Shit Strategy



Good Strategy



Strategic Objectives

**Business
Aspirations**

**Reverse sales
decline**

**Marketing or Brand
Objectives**

Increase Consideration among

large hospital sector

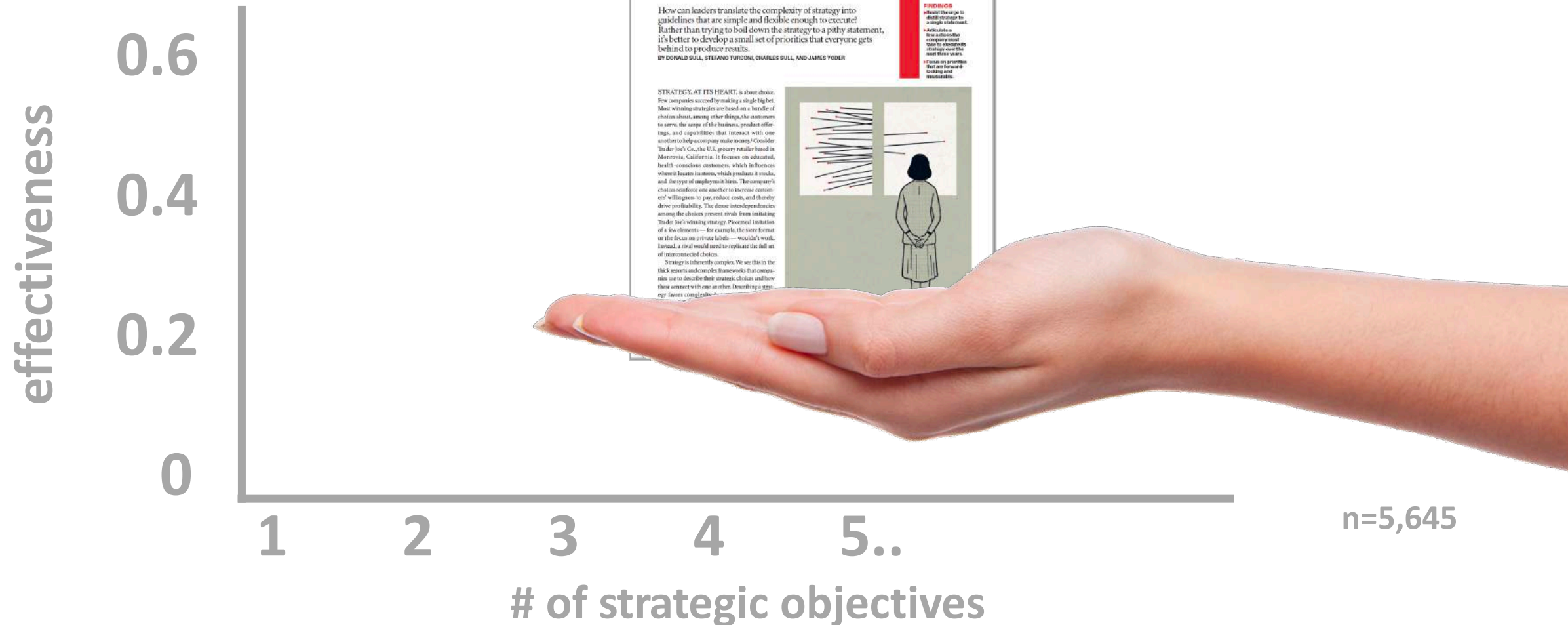
from 15% to 35%

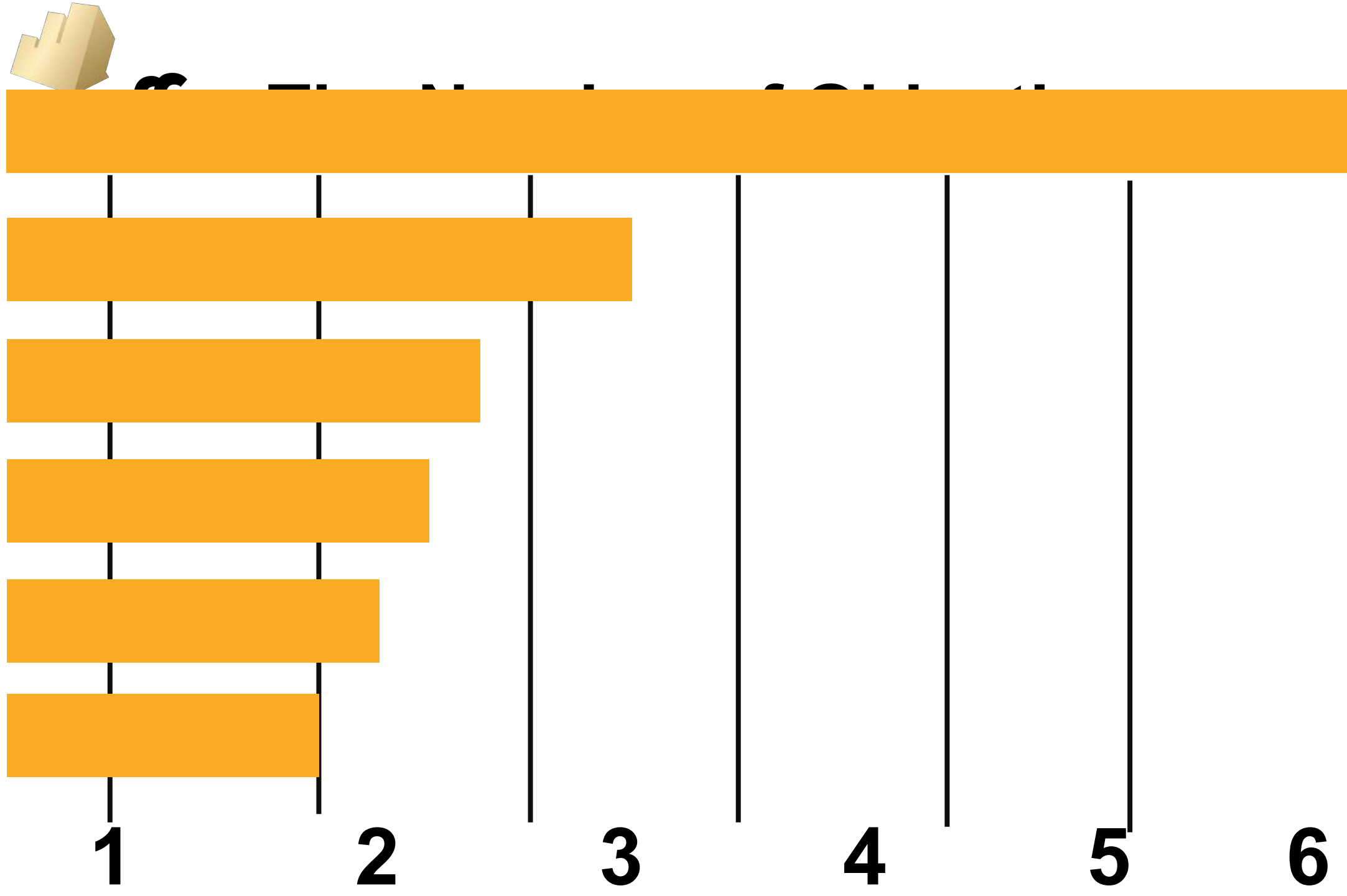
by June 2021

**Tactical
Goals**

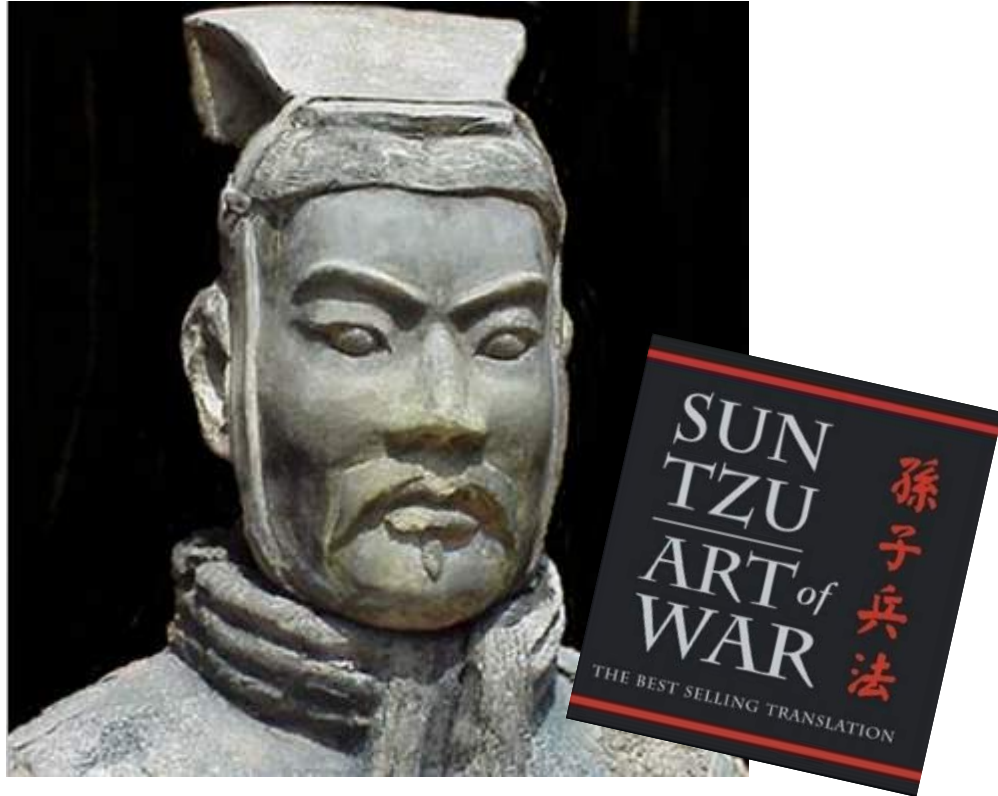
**Get 400,000
social mentions**

Strategic Objectives

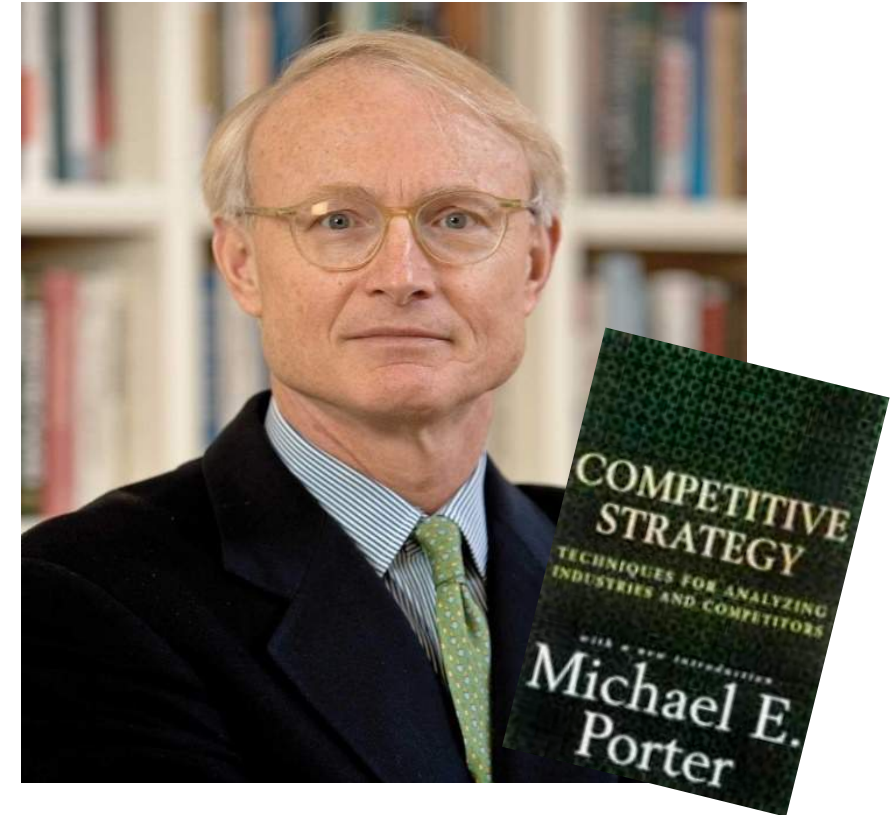




Real Strategy



“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.”



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

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?

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 fried chicken shortage has rumbled on for almost a week. And it's a c in logistics management

FRIDAY
21 February



The Lost Secret Formula of Synergy



Multi-Channel Communication



1 Channel
29%

2 Channels
31%

3 Channels
24%

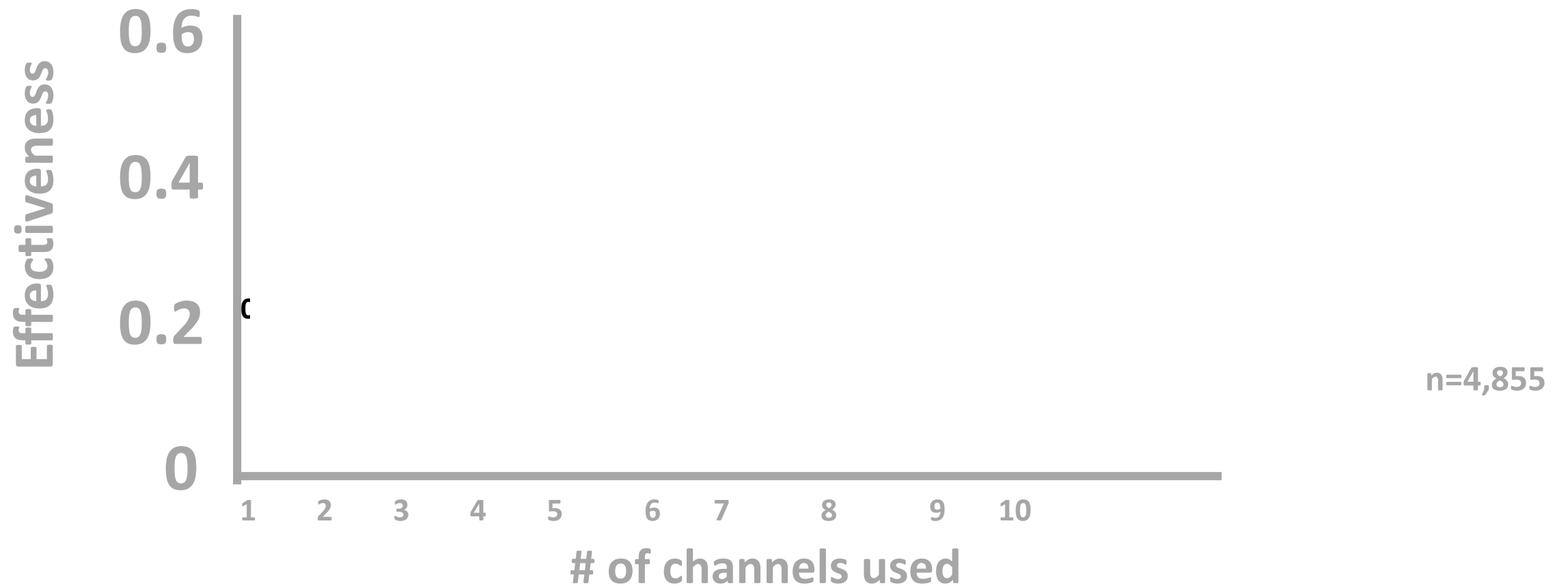
4 Channels
8%

5 Channels
8%



3,200 Campaigns 2010 - 2015

Multi-Channel Communication



Some channels massively boost the effects of others



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

Key:	0-2%	3-4%	5-8%	9-20%	20%+
------	------	------	------	-------	------

THEN:
TRADITIONAL MARKETING

NOW:
DIGITAL MARKETING

J A !



what doesn't matter

- Tactification
- Just Communications
- Creating More Brands
 - ROI
- Targeting vs Mass Marketing
 - Brand Purpose
 - Differentiation
- Agility and Cleverness
- Complicated Strategy
 - Digital Marketing

what does matter

- D-S-T Approach
- Total Tactical Approach
 - Killing Brands
 - Long & Short
- Two Speed Planning
- Relative Differentiation
 - Distinctiveness
 - Codification
- 3 or 4 SMART Objectives
 - Multi-channel

- Takk skal du ha