FOREWORD

The Journal of Integrated Marketing Communications (JIMC) provides a bridge between the academic world and the day-to-day uses of concepts and tools. This year’s version explores several ideas from Northwestern University’s Integrated Marketing Communication curriculum. The team of graduate students who worked on the journal this year have done an outstanding job of finding both academics and practitioners to describe what’s new and how to apply it. For 12 months, these students have worked together to produce this journal. In addition to finding articles, they edit, design and produce a work product that represents what the school is all about: quality, curiosity and creativity. On behalf of the team, we hope you will enjoy reading it.

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Professor, Associate Dean & Department Chair
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Medill IMC Department
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LETTER FROM THE EDITOR

Welcome to the 2016 edition of JIMC!

This journal is comprised of articles written by industry and academic professionals who have extensive experience within the field of integrated marketing communications (IMC). Students in Medill’s IMC graduate program at Northwestern University serve as associate editors to assist their authors in the writing process.

As the JIMC leadership team read the articles, which cover a wide variety of topics and industries, we saw a common theme: things in marketing communications are always changing. As evolutions are rapidly occurring in customer preferences, technology, big data, media, globalization and more, IMC practitioners are constantly changing gears and seeking new ways of doing things — new ways to engage customers and improve our efforts.

This notion is captured in this year’s theme for JIMC: Changing Gears. The five sections in the journal represent different ways of approaching the challenges and opportunities that marketing communications professionals encounter every day. The spirit of finding new ways to do things is evident throughout the following pages. I hope this spirit excites and invigorates you about the possibilities in the field of IMC like it does for us.

I would like to thank all of the people who contributed their time and talents to this journal: IMC Associate Dean Frank Mulhern, JIMC Advisor and Senior Lecturer Nancy Hobor, IMC Lecturer Ernest Duplessis and IMC Program Assistant Robin Young for their guidance and support throughout the process; JIMC Editorial Director Katie Lahti, Creative Director Jiwon Ha, PR Director Zihan Qiu and Copy Editor Kristine Brown for their wonderful leadership and behind-the-scenes work; our associate editors for providing editorial guidance and connecting with our authors; and our thoughtful authors for writing their respective articles and sharing their expertise with us. Without all of you, JIMC 2016 would not have been possible.

Enjoy!

Jane Flis
Editor-in-Chief
**MEDILL'S APPROACH TO IMC**

Integrated marketing communications (IMC) is a strategic approach through which organizations drive performance by engaging, serving and communicating with consumers and other constituents.

IMC combines qualitative understanding of consumers with large-scale analytics to develop communications and content that build and maintain strong brands. Grounded in advertising and direct media communications, IMC has emerged as the premier way for organizations to manage customer experiences in the digital age.

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SPECIAL THANKS TO

Eileen Hung for her artwork on the cover

Sara Singh for taking associate editor photos

Jesse Daniels & Juie Shah for helping plan for the launch of this year’s journal

Asha Vaidyanath

Asha worked as the marketing manager for Penguin Books where she developed award-winning campaigns for Penguin’s leading authors. Before that she worked at Ogilvy & Mather in India where she designed digital strategy for leading brands. Asha holds a master of arts degree in advertising and marketing from Leeds University Business School.

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Forget everything you know. I often feel like that is the new imperative for marketers in the modern world. It also feels on occasion like everyone in this profession is being collectively schooled in a new way to communicate and be relevant to our audience. And so be it. Smart communicators operate in today’s complex marketplace under an entirely new set of assumptions about messaging, audience and media channels. Learning the new rules of engagement is paramount in order to successfully, meaningfully and profitably connect with our current, former and future customers.

And as seems requisite today to shape content into bite-sized bits of information for consumption and sharing, I will discuss what I like to call the Five C’s of Modern Marketing.

But first, a premise to consider: I am old enough to remember well the days when marketers had all (or most) of the control. Brand managers decided what the message would be, how it would be creatively communicated, the medium, the timing, who it would reach and how often (more or less) — but the tables have certainly turned. In 2015, we as marketers assemble a patchwork of intertwined strategies and tactics designed to reach our audience, but they wield the big stick now. Our audience decides, for the most part, what they see or hear, when they see or hear it, how it is communicated, the medium, the timing, the who, when and where that your story is told. (More on that later.)

As we assemble our content to tell our brand’s story, we need to pay particular attention to what has been called the Five C’s of Modern Marketing. These five elements are:

1. **Concept**
   - Powerful brands tell a story. And yes, I know you have heard that before. Good branding is effective storytelling.
   - The challenge is crafting a brand story that can be communicated in a wide range of formats, from broadcast and print to skyscraper banners and landing pages — and that takes practice.
   - The better you know your story, the more flexible you can be in telling it well through a dizzying range of media delivery formats. But suffice it to say, it all starts with the brand story concept.

2. **Content**
   - The most compelling stories are true stories. And so every solid brand story must have some underlying truth to be effective.
   - That’s where consumer research and scientific validation plus R&D come into play. Or whatever form of support you have generated to substantiate your story and give it legs in the marketplace.
   - Fabricating an interesting storyline is the easy part: building a portfolio of supporting facts and data behind it is much more difficult.

3. **Connection**
   - When you think about all of the imagery and sound thrown at the average person on an average day, surprisingly little of it seems to stick. Why is that?
   - My personal belief is that marketers tend to forget that there are two parts to every sale: the rational sale and the emotional sale.
   - Features and benefits are fine and good, and a solid value proposition should incorporate the most unique points of difference for your brand. But if there is no emotional connection created between your brand and your customer, precious little interaction or engagement is likely to occur. Particularly when it comes to the coveted millennial generation, the ability to engage with a brand is a prerequisite to purchase. Savvy marketers encourage that type of emotional connection at every point of contact.

4. **Community**
   - With the advent of social media, the dynamics of personal connection and engagement with customers have evolved exponentially. The challenge these days is determining how to connect, with whom, in what ways, using what vehicles. One thing for certain is that the key to online engagement is user-generated content.
   - Prospects and customers want to hear what their peers think of your brand — not what you think of it. The more you can facilitate sharing and exchange on your website, blog or social outposts, the more brand ambassadors you can create and empower.
   - One more thought regarding social media strategy: focus on generating an objectives-driven plan, not just a hodgepodge assembly of tactics.

5. **Continuity**
   - In a few short words, always seek to speak with one voice. The more diverse and segmented the consumer and media landscape become, the easier it is to silo content to the point where the key brand messages are lost. Always return home to the brand story to make certain that your key selling proposition is not getting lost in the shuffle. Message continuity and frequency are all important. And when I say message, I am referring to both words and graphic elements.

You’re not alone. We are all navigating this new media landscape together, looking for better ideas and approaches. So when you find something that works, please share it. As they say, a rising tide floats all boats.

Jeff Hilton is partner, co-founder and CMO of BrandHive, a leading healthy lifestyle branding agency providing high-level strategic planning and branding expertise to consumer packaged goods and value-based ingredient companies around the globe. He has been recognized by Advertising Age as one of the nation’s Top 100 Marketers.
IN DEFENSE OF THE INTANGIBLE

BEFORE FALLING IN LOVE WITH MEASUREMENT, DO YOU HAVE AN IDEA?

Rahul Roy
Consulting Agent at Large, O’Keefe Reinhard & Paul

Edited by SARA SINGH

THE IDEA IS EVERYTHING

One of the most heralded marketers of recent years is Heineken: its “Legendary Journeys/Open Your World” campaign is one of the strongest examples of integrated marketing around. Heineken and their agency, Wieden+Kennedy, have won multiple awards at Cannes, the Eddies and everywhere else in between. The campaign has been credited with consistent sales and brand growth since its 2011 launch and is in its fifth year of business success and industry acclaim.

Has measurement led to greater clarity or are we just dazzling ourselves with numbers? Has quantification helped our ideas get better?

My favorite example from the campaign — for shamelessly biased cultural reasons — is a commercial titled “The Date” from 2011, which unexpectedly uses an old Bollywood movie song as its theme track.

There is a reason the commercial rapidly racked up tens of millions of views. It was a visually stunning rendition of one man’s epic journey with his date through an evening of unexpected encounters with strange characters, set to an inspired background score. On one hand, that could have been it: a purely executional device that garnered enormous attention simply for its surprising catchiness and visual engagement. But of course, it was more: a clear understanding of the consumer mindset wrapped up into an evocative brand promise, all enveloped by a completely fresh campaign idea.

But let’s get serious here — which client approved the use of a Hindi song from 1965; sung by a Muslim singer; from an old movie unknown outside South Asia; executed as a wild performance that basically parodies Bollywood bands of the era; and said — “this is the perfect choice for a global beer brand with no connection to India”?

Which cache of big data served that idea up?

DO WE KNOW TOO MUCH?

This is indeed the era of constantly escalating access to everything, whether one calls it the Information Age, the Sharing Economy, the Collaboration Era or the Age of Big Data. Global information is available to us on multiple platforms, devices and screens with ever-increasing mobility, connectivity and measurability. Media, news and entertainment choices continue to explode and fragment at dizzying speeds.

Correspondingly, our ability to track (almost) every bit of information and tie it to a measurable result has led all of us to be obsessed with the value of measurement at every step of the marketing process. Deluged with and mesmerized by sophisticated tools, we try to quantify, qualify, dissect, segment, target, analyze, report, predict and infographic our way to business nirvana.

But have we unearthed new insights or do we just have more data? Has measurement led to greater clarity or are we just dazzling ourselves with numbers? Has quantification helped our ideas get better?

Is all our data finding us the next musical choice that will delight and surprise our consumers?

KNOW YOUR SOUL

• Nike promises to unleash your inner athlete.
• Apple makes beautiful tools for creative minds.
• Southwest gives you the freedom to fly.
• Nordstrom is the epitome of service.
• Redbull gives you wings.
• And Disney is (still) about the magic of childhood.

I love that not one of those ideas came from data. They came from people — founders, innovators, creators, agencies and marketers — who instinctively and persuasively defined an idea that would best reflect the promise of their brand or product. Quantifying the business opportunity was obviously essential, but not the starting point. The springboard, in almost every case, was the articulation of the core idea that summed up the confluence of three key areas: an insight that aligned a consumer need with the promise of a product (or brand).

Yes, data analysis can (and should) hone and evolve positioning, products, brand extensions and campaigns. But the strongest ideas seem to be born of a pure, unvarnished, bold, visceral instinct that defines what they want to sell — and then stay true to the soul of the brand.

The same can be inferred from the successes of the “new” economy. The companies that dominate our business discourse today (even if some of them haven’t even turned a profit yet, but that’s for another topic) aim to be inspirational and almost emotional about what they stand for:

CONTINUED ON PAGE 15

Rahul Roy, having logged 25+ years in the communications business across two continents with McCann, Thatham/Euro RSCG, JWT and FCB, is currently consulting at O’Keefe Reinhard & Paul in Chicago, where he provides advice on new business development and agency growth strategy. His experience spans consumer packaged goods, technology, retail and fast food categories.
In my 15 years as a digital marketer, I’ve experienced the ups and downs of various platforms, seen the constant evolution of customer behaviors, launched some failures and launched many successes that had several doubters until the end. One of the marketing needs that changes rapidly is content development: continually meeting customers where they are and adapting your marketing processes to create content efficiently to drive brand engagement. Today brands have to operate like a newsroom and efficiently create unique content for multiple platforms. They have to target customers with that content along the customer journey and continually test ideas. It’s not just about creation of brand content; it’s about co-creation of content and curating an experience that builds interest in your brand with multiple segments.

I was recently looking for gift ideas on the TOMS website. After buying a pair of new shoes for my wife, I visited their blog and noticed they had an article about creating a shoe economy in Haiti. As I looked at a list of articles, I noticed they had four to five posts about Haiti from different perspectives: TOMS employees visiting the country, a selection of great restaurants and sites in Port-au-Prince and a visit with a singer/songwriter from the country. It was encouraging to know that TOMS lives up to what they believe in, and it was incredible to see how they had curated an experience that lives up to their company mission. You can imagine how TOMS could stop at one article, but customers today move quickly: customers need multiple rounds of reassurance and you have to be always on to capture audience interest. While it is not a revolutionary idea to create a blog with diverse content, content that demonstrates a brand’s mission and allows TOMS to engage customers consistently can be very effective. For a similar experience, you can see how Red Bull has built on this over the years.

Delivering messages today is about reaching customers where they are, gaining their trust and creating or curating compelling content.

A different example that I’ve experienced comes from Intel. As an avid music fan, I remember watching a video interview about a musician I’ve followed for many years on VICE Magazine’s site, only to notice the content was created by Intel and part of an ongoing series about musicians. Brands cannot create content alone, and they cannot rely on traditional models for customers to find this content to enjoy it or vote it down. Since then, Intel has branched into even more advanced content creation by releasing short social films created by talented directors and actors. They have created narratives where the reasons their brand is superior come to life. The series about musicians showcased technology and studios powered by Intel technology. Intel’s willingness to hear what innovators want and need from technology. Delivering messages today is about reaching customers where they are, gaining their trust and creating or curating compelling content.

At McDonald’s we’ve made great strides to react to this new world. Recently we pivoted on a social campaign due to decreasing customer interest after several content streams. We shifted the new waves of creative within minutes and took part in a new conversation that was equally beneficial to McDonald’s food awareness goals. We intend to replicate that process almost every day. Also, we are using the feedback customers provide to deliver richer and more personal digital experiences. Our vision is for digital content to be informed by equal parts customers’ needs and behaviors. In a few short months, it’s been exciting to watch what happens when you galvanize a team of cross-functional individuals to react to customers fast and often — the result is excitement and energy for the new world.

Today we are being constantly challenged to find the next digital idea because of the speed at which news and content are generated and the innovative ways in which we can engage our customers. However, our foundation for ideas has not changed and it’s gotten easier to access data and gain customer feedback. For example, we can identify relevant behaviors and actions within owned social communities to target customers and try new ideas. Customer identification and valuation, both key to the IMC process, provide that foundation and criteria for which segments can drive your marketing objectives. These are the springboard to building a case and ideation on how you can best deliver your message. Modern brands build communities where they can test and learn, drive all aspects of the organization to be customer-centric and invest big in fewer and stronger ideas.

Customers see thousands of messages every day and they make choices based on their emotions than rational thinking. As consumer attention becomes more scarce,
The speed of change is blurring the lines from the legacies of the Industrial Age to the aspirations brought about by the Digital Revolution. Seemingly endless volumes of content-rich information are leaving small windows of opportunity to gain context, depth and speed of action. Sanity seems to find its salvation in measurements and metrics. Discourse on the healthy balance of analytics and experiences should ensue. Steve Lohr from The New York Times has said, “Listening to the data is important…but so is experience and intuition. After all, what is intuition at its best but large amounts of data of all kinds filtered through a human brain rather than a math model?”

**DRIVE A CAR TO EMPTY**

IMC students were asked to contemplate a hypothetical test of when a car being driven on a full tank of gas would reach empty. The challenge was to complete the test without the benefit of reading the gas gauge.

Two approaches emerged. The first approach involved math: the size of the tank in gallons was researched along with the anticipated miles per gallon. The result was a calculation of total range in miles for predicting the empty tank. Using the odometer, actual miles were then tracked until the range in miles reached empty, courtesy of this measured calculation.

The second approach involved reflecting on a series of personal experiences that would be common during the use of a full tank of gas. Methodically, these activities such as commuting to work, running errands and visiting relatives were documented in relationship to their perceived gas consumption. Using intuitive predictability, pattern consistency presented a time horizon that placed reliance on when the tank would be empty.

The math approach used an analytical technique to systematically solve for the test. This is also referred to as an “inside-out” approach. The experience approach looked “outside-in” to form a predictable pattern to solve for the test.

Could it be possible that this test is a microcosm of a bigger struggle between enriched content supported by numbers and intuitive context supported by experience?

**CONTENT MAKE ROOM FOR CONTEXT**

Content in its broadest meaning is defined as information that provides value for an end user. Content is intended to provide value in its breadth and depth, in its time and place, and in its richness of prose and presentation. Content is meant to fit like a comfortable pair of shoes.

Context, however, is “the circumstances that form the setting for an event, statement, or idea, and in terms of which it can be fully understood,” according to the Oxford English Dictionary. Context is meant to be relentless and curious like a well-designed pair of track shoes.

The mechanism of moving information around society as content is easy, like spraying a fire hose. It is more difficult and time consuming to provide context, like a hose with many settings such as mist, soak and jet.

Leaving out context in content delivery can have intended or unintended consequences. Ask any person receiving emails if it would be more valuable to receive correspondence in context to the sender’s intention. With context, the receiver can narrow the options into a more targeted digestion and response. Without context, we invite a wandering brain to look for context and establish “tone” as a byproduct.

**CONTEXT IS IMPORTANT, BUT IS IT A SUBSTITUTE FOR NUMBERS?**

Polling an audience I asked how many people in a given week weigh themselves on a scale. From a show of hands, it was concluded that 50 percent step on a scale in a given week. The resulting number as depicted on the scale delivers content to the participant. Context is derived by some other “anchoring” information. This could be a comparison to another time in their life or in comparison to another person who is the same height.

The remainder of the audience admitted to not weighing themselves weekly. Probed further, it was discovered that a majority do not weigh themselves for months or even years at a time. Asked how then does a person know if he/she has put on weight, they colored it in with context. The answer in context was the comfort of the fit with their clothes, energy level, honesty with healthy eating and commitments to workouts.

**MARKETERS AND FINANCE UNITE**

Today, it is imperative that activities, dominated by “outside-in” decision-making such as sales, marketing and innovation work in harmony with the “inside-out” driven activities, most associated with the activities of finance and operations.

IMC leaders are in a great position organizationally to drive more context into content-rich information and provide an “outside-in” approach. This places the value on experiences forming this context. IMC leaders are in a great position organizationally to drive more context into content-rich information and provide an “outside-in” approach. This places the value on experiences forming this context. IMC leaders are in a great position organizationally to drive more context into content-rich information and provide an “outside-in” approach. This places the value on experiences forming this context. IMC leaders are in a great position organizationally to drive more context into content-rich information and provide an “outside-in” approach. This places the value on experiences forming this context. IMC leaders are in a great position organizationally to drive more context into content-rich information and provide an “outside-in” approach. This places the value on experiences forming this context. IMC leaders are in a great position organizationally to drive more context into content-rich information and provide an “outside-in” approach. This places the value on experiences forming this context.

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Tony Poidomani is an adjunct lecturer of financial accounting at the Medill IMC program. For over 20 years, Tony has been an Executive MBA instructor of accounting at Lake Forest Graduate School of Management, receiving accolades for Professor of the Year in 2007. Tony is currently a partner in Azure Services delivering “analytics as a service,” as well as a consultant assisting CFOs in project management, continuous improvement and daily services.
CRACKING THE CODE ON GLOBAL BRAND PR

Lisa Gibbons
Senior Director, Corporate and Government Affairs — Latin America, Mondelēz International

Since its founding by the great Ivy Lee and Edward Bernays, the public relations (PR) field has reinvented itself to adapt to an ever-evolving media landscape. A walk through history reveals how game-changing mediums like television, email, the Internet and social media have shaped the field. But beyond the channels, another phenomenon is influencing the PR arena: globalization.

Working at a company that was becoming increasingly global, in 2011 I founded a concept called the Global Brand PR Council at Kraft Foods. The council’s aim was to turn major global brand milestones into big wins for the company. While local brand PR was a key part of marketing strategies around the world, never before had the company tackled global brand PR. And the opportunity was ripe — as two iconic consumer brands were about to cross significant thresholds: Tang surpassing the $1 billion revenue mark and Oreo celebrating its 100th birthday (both brands that are now part of Mondelēz International’s portfolio after the company split in 2012).

Through these experiences, I learned that global brand PR requires a unique recipe with five steps.

STEP 1: DREAM BIG TO GO GLOBAL

We had to dream big to achieve big results and engage a large team behind a single global effort that was “on top of their day jobs.” We created measurable goals to paint a clear picture of success. In the case of the Oreo 100th birthday, we set our sights on 1 billion media impressions and the engagement of 24 markets. The Oreo 100th birthday far exceeded our wildest expectations with more than 3 billion media impressions, 6,800 media placements and 175 birthday celebrations across 38 countries with consumers and nearly 30,000 of our employees. By aiming high globally, each market followed suit making the Oreo 100th birthday one of the most successful global brand PR efforts on record.

STEP 2: BUILD A GLOBAL TEAM, REPLICATE LOCALLY

An African proverb wisely submits, “If you want to go quickly, go alone. If you want to go far, go together.” A challenge in any large, global company is to move with speed. It can be tempting to “go it alone,” but forging a truly integrated, cross-functional global team is a critical success factor — and then you can replicate that same structure locally.

In the example of Tang, our partnership with marketing globally and locally was instrumental because marketing was the keeper of the brand equity and the budget. Tight collaboration with marketers gave us the business support we needed globally, along with some funds to execute local events. For the Oreo 100th birthday, which benefited greatly from our lessons learned on Tang, we broadened the team to include archives, facilities, creative services and information systems. Aligning cross-functionally required extra effort upfront, but the results speak for themselves.

STEP 3: MAXIMIZE GLOBAL RELEVANCE

How do you celebrate the 100th birthday of Oreo in China where consumers have known the brand for less than a decade? Cultural differences can become a barrier to a global effort. But only if you let them.

We found that the key to overcoming this challenge was developing multiple story angles. For instance, in the U.S., NPR covered how Oreo exotic flavors, such as green tea in China, propelled the global expansion of a U.S.-born brand. A recipe strategy for Oreo cake pops in honor of the brand’s centennial celebration in Canada where Oreo has been in pantries for years became a viable consumer angle. In Asia Pacific, Businessweek was keen to cover the brand’s explosion in emerging markets.

Multiple story angles — the brand’s growth, the rollout of commemorative products (such as Oreo 100th Birthday Cake Cookies), recipes, trend reports and surveys, the brand’s history and local events — enabled the story to powerfully cut across geographic and cultural borders. Different angles also provided multiple “bites of the apple” by creating relevant pitches for business press, consumer outlets and social media.

STEP 4: THINK GLOBALLY, ACT LOCALLY

Multiple angles are effective in driving a drumbeat of coverage, but they can lead to fragmented messaging and execution if not carefully managed. To create global consistency, while accommodating local market nuances, we developed a global plan and corresponding playbook.

The playbook became each program’s “bible.” It established a common global thematic. For Oreo, we adopted “Oreo
100th Birthday: Celebrate the Kid Inside” (Figure 1) and for Tang we embraced “Rocketing Past $1 Billion” — a nod to the brand’s iconic heritage with the U.S. space program (Figure 2).

The global playbook provided artwork that drove consistent look and feel, while enabling local teams to translate and adapt the messaging. We included a global menu of options for execution, which gave markets choice within a global framework. One chapter featured talking points, fact sheets, media “save the dates” and pitches for each story angle to drive a consistent message around the world. And in the case of Oreo, we created an online centralized media hub where journalists could find video, product images, logos and other information. This lightened the workload when it came to responding to media requests, while ensuring consistency.

**STEP 5: MEASURE & CELEBRATE**

If it’s not worth measuring, it’s not worth doing.

Tang was our pilot for the Global Brand PR Council and was delivered with next to no global budget. To celebrate the tremendous teamwork it took to make the global vision a reality, we recapped the results around the world and shared them with senior management. Showcasing the sheer scope of this massive global effort not only recognized those who contributed from Mexico to the Middle East, it created the business case that inspired the global biscuit category team to invest in global PR for the Oreo 100th birthday.

Pulling off a global brand PR effort takes an army. And a little recognition goes a long way. After all, you never know when you’ll need to recruit a team for your next global brand PR opportunity.

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Lisa Gibbons is the senior director, corporate and government affairs — Latin America for Mondelēz International, a Fortune 500 global snacking company headquartered in Deerfield, Ill. Prior to her current role, she worked at Kraft Foods as the director of corporate affairs in the fast-growing $26 billion developing markets business. There she founded and led the company’s global brand public relations council that drove the Oreo 100th birthday campaign — the largest global public relations campaign on record.

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“**In Defense of the Intangible**” Rahul Roy

- Facebook nurtures your social network.
- Twitter amplifies your thoughts.
- Instagram showcases your visual expression.
- Pinterest makes you a curator of creativity.
- Airbnb makes you feel at home everywhere.
- Zappos loves to serve you.

The point? It’s no secret that Zappos and Nordstrom are incredibly data-driven companies. But from the start they believed, unshakably, that their ethos of service would make them better. With great care, they took the essentially intangible belief of their founders and drove it through every aspect of their business — from operations to employee incentives to marketing — with astonishing success.

The same for Apple or Red Bull: they believed so deeply in the idea behind their products that their products become their brand and their companies become their ideas. Their operations — from product development to design to retail distribution to marketing — simply followed. That’s the power of a well-defined idea.

**DATA NEEDS CREATIVITY, ART & INSPIRATION**

What does this all mean for the world of IMC? An idea is only as good as its implementation. No amount of strategic thought, planning or analysis goes anywhere without great creative expression that is consistently executed at the highest levels.

Back to the Heineken campaign: all its varied executions effortlessly fit a larger integrated strategy of “opening your world.” And the idea goes well beyond the advertising: “Open Your World” has become a true brand platform that extends through Heineken’s choices of global sponsorships, live activation events, promotional partners, movie tie-ins, social media tactics, digital platforms and so on.

The campaign demonstrates deep insight into its global audience, has a clearly defined strategy to build the brand around the world, and believes in a very differentiated place for the product in consumers’ lives. But in the end, it all comes to life with some pretty inspired and unconventional artistic choices. I hate to speculate how multiple rounds of data analysis and quantitative testing would have impacted those choices.

Our goal then, as business builders, strategists, marketers, communicators and IMC practitioners, is not just to analyze and follow the data. It’s to find an inspiring idea that showcases the role of the product in our consumers’ lives, amplifies the brand, resonates with people and is embraced by employees.

And central to that goal is to search out, nurture, protect and grow the designers, writers, artists, filmmakers, musicians, technologists and producers who breathe life into these immeasurable ideas.

Make no mistake: without them, there will be no unique and compelling content to measure.
**BUILDING BRANDS WITH PURPOSE**

Fernando Chacon  
Executive Director, Banco Itaú-Unibanco, Brazil

The world has changed and will continue to change at an increasing rate. In addition to being hyper-connected, people now also produce their own content like never before and construct their identity based on what they decide to share on social media. We live in an era where the consumer has unprecedented control over their own choices, is more cognizant of these choices, and takes into account both rational and emotional issues, where identification is the name of the game.

For example, one of our ongoing education initiatives, Leia para uma Criança, or Read to a Child, is one in which we distribute more than 40 million children’s books nationally to encourage parents to read to their children under the age of five: the most critical period of a child’s creative and cognitive development.

Our urban mobility initiative is a bike sharing project, where we encourage people living in large cities such as São Paulo to use one of our bikes as their means of transportation — a healthier and more eco-friendly way to travel. So far, this initiative has changed the lives of around 7 million people.

Through these initiatives, Itaú tries to boost the daily lives of its customers. People are looking for powerful, inspiring, and relevant stories. It's the ability to engage them in something bigger than themselves and represent more than a functional response to a demand that helps brands, even in highly commoditized markets, to build a different, deeper and lasting relationship with their stakeholders.

What matters is not only what you do, but primarily why you do it. [END]

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“Overcoming Content Challenges in the Digital Age” Akash Pathak

we have to invest carefully and target thoughtfully. A modern brand simply cannot miss these principles; it can’t wait to pivot into a new content development model or it risks the competition driving stronger engagement and winning new customers’ hearts and minds. Start by building an internal process that’s more agile for creating content, and shift goals for digital content from perfect to simple and efficient. This will allow you to build more across platforms. Then create ways to frequently pulse customer response through social listening and analytics. As ideas are brought forward, think about specific target segment needs across various platforms. Lean into where customers are and how they engage with content — how will you intersect customers on their terms? These are some simple steps to advancing your efforts in building customer engagement in the digital age. [END]

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“Information is Flowing: the Digital Age Has Guaranteed It” Tony Poldomani

leaders also naturally develop storytelling skills to aid in this pursuit. Known as the “narrative,” this approach is widespread in the marketplace in areas such as politics and business crisis management.

Budgets, campaigns and initiatives all leverage content-rich information. The focus on analytics is natural and a short route to deal with heavy data sets. Using context can be the bridge to communicate heavy data in the new Digital Age.

Numbers matter and analytics are important drivers for measurement and results. Content is rich and the search for context is endless. Experience may hold part of the key to embrace context, leverage causes, appreciate intuition and in some instances be the measurement driver itself. Force the organization to embrace “outside-in” thinking and let IMC lead the way. [END]
DIGITAL DETOX
THE MODERN CONSUMERS’ DISCONNECTION-RECONNECTION CONUNDRUM

Alex Drozdovsky
Co-Founder & Head of Strategy, FANATIC

It seems as though people are tired of permanent interconnectivity. A weekend getaway at a place without Internet, with your smartphone powered off for days together, and a sense of therapeutic freedom caused from this unplugging is a commonality in our modern “smart” society. Before the Internet Age could fully intoxicate us in its entirety, we are already speaking of a certain “detoxification” — a conscious temporary abstention from being connected to the Internet, to de-stress, socialize, and no matter how strange it sounds, to work.

DISCONNECTION BOOM: THE PHILOSOPHY OF UNPLUGGING
It is no surprise that the travel industry was the first to bank on this phenomena, perhaps even coining the term and using it extensively. Camp Grounded in California is one of many around the world that helps adults “get off the grid” and truly disconnect. A lack of connectivity, away from one’s phone and laptop, is marketed as a liberating, free-spirited, almost child-like experience that we apparently long for.

The purpose of detoxification may be for relaxation and disconnection, however those who have unplugged for longer durations of time express a more philosophical ramification and an ethereal realization of their — of what we 21st century digital natives would consider — eccentricities. Editor of The Verge, Paul Miller, took a break from the Internet for an entire year. Rather surprisingly, the editor of one of the most influential technology publications says that what he lost in that one year was a sense of human interaction. A simple Google search of famous digital detoxers yields similar results. The purpose of digital detoxification is, in most cases, to reestablish our relationship with other humans and with nature, but the result is au contraire. This gives rise to a deeper, more philosophical question about whether digital connectivity is changing the way we communicate, or simply replacing it.

OFFLINE IS THE NEW TREASURE: LONGING FOR DISCONNECTION
Perhaps, soon disconnection will be considered a therapy of sorts, prescribed by actual psychologists.

For something that we (arguably) universally believe is the best thing since sliced bread, the Internet has burnt out a lot of its users. We are often acquainted with the likes of Digital Sabbath, being disconnected from Friday evening until Saturday evening, every weekend. Theorists foresee the need for a new emotion stemmed from these pains, manifested in the form of digital detoxification.

The trend is so far spread that people in the U.S. celebrate a National Day of Unplugging, where users spend a day every year in early March off the Internet. Ironically, people share their unplugged experience on the official National Day of Unplugging website. A day off the Internet is increasingly becoming revered and yearned for, as a treasured and special experience.

THE WHO & WHY OF DIGITAL DETOX
French creative agency Dagobert segmented Internet users into three categories: the first being the digital outsiders, who seldom access the Internet due to either the lack of access, or a lack of interest stemming from being digital laggards. The second are the digitally worried, who are concerned about the lack of privacy, but have a tendency to overshare and overconsuming on the Internet. And lastly is our target market of the day, the digital detoxers, who just want a break from the frenzy.

Data shows that, in France alone, 82 percent of the 9 million total population, are Internet users. Of this, 62 percent feel an itching urge to unplug or limit their Internet usage. However, 41 percent of the population feels a conflicting urge to log on to the Internet at a minimum of three times a day. This love-hate, can’t live with/can’t live without relationship is a conundrum that all of us, as digital natives, seem to unconsciously and innately battle.

DIGITAL DETOX: IMPACT ON MARKETING
The marketing world is not far behind catching up on the trend of digital detoxification. While on one hand we profess that the omnipresence of the Internet is the future of humankind, on the other hand, we are all aware of the fatigue and distress it causes.

Burger King, back in 2009, asked their fans to unfriend 10 friends from their Facebook for a free Whopper. Coca-Cola ran a commercial that showed that because we are so immersed in our virtual lives, we are aloof to our surroundings (be it to our friends or the old lady crossing the street) and forget the reality around us. The trend is so prominent that a Brazilian bar created an “offline glass” that has an uneven bottom, and can only stand straight when one places their phone at the bottom of the glass.

The trend is also impacting the way we work. Volkswagen advised their employees against checking their email after work, to rest better and enhance their creativity during work hours.

Marketers are told that digital is the future and if we aren’t thinking digital, consider our brand lost in the ether. However, the digital detox trend is definitely something that is on the rise. We as marketers need to start banking on this.

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Alex Drozdovsky is currently co-founder and head of strategy at FANATIC, indie communications agency. He has over eight years of experience in brand development, trendspotting and creative communication planning. He has worked at global agency networks and indie agencies such as BBDO Worldwide, Proximity, BrandScience and Heraldist & Wondermarks. Alex is also preparing to publish his first book related to digital anthropology (www.digitalvocabulary.com).
Behind the Development of the BTN Big 10K

By delivering a unique Big Ten experience, the Big Ten Network incentivized its fan base and created a message that resonated with its viewers.

By Erin Harvego, Vice President of Marketing, Big Ten Network

Like many good marketing ideas, this one started with a no.

In the early summer of 2012, we were planning for the upcoming football season. It was a big year for the Big Ten Network (BTN). The Big Ten had just added Nebraska to the conference and we were looking for a way to connect with our ever-expanding fan base.

Each year the Conference holds its annual Big Ten Kick-Off Luncheon in Chicago, which brings in coaches, players and fans from all of the Big Ten schools. We knew this would be the perfect opportunity to showcase the network and our fall programming.

Chicago was also the ideal location. Not only is it the third-largest city in the U.S. and an important television market for BTN, it’s also home to the most Big Ten alumni in the country: over 345,000 live within this media market.

But it’s also a crowded market. With plenty of entertainment options and strong pro sports franchises, there is plenty of competition for viewers’ attention.

As we searched for a unique way to stand out in a tough marketplace, we were approached by Chicago-based running store Fleet Feet Sports. Fleet Feet executives pitched an idea to create a Big Ten race for alumni. Initially, I said no. A race? Running races are standalone events. They aren’t used as marketing vehicles to promote something else.

But as I looked into the idea more, I realized there was absolutely no reason why a race couldn’t be used as a marketing vehicle. There are enormous branding and tune-in opportunities within a race – from the race shirts, to the signage, to the pre-race communication — and it couldn’t be a more perfect demographic for us.

The other persuasive factor was that there was no other event like this. College is a unique, defining period in people’s lives. The emotional connection one has to his/her college experience is hard to recreate. By bringing Big Ten fans together to actively participate in a race, BTN could give people the opportunity to represent their alma mater one more time and thereby connect with its fan base in a powerful way.

Without having any kind of benchmark, we set an initial goal of 3,000 runners for the inaugural race, which had both a 10K and a 5K option. To reach this, we knew we had to create an event that was different from the many other races that dominate the Chicago running scene during the summer. It also had to appeal not only to serious runners, but also to the Big Ten fans who had never run a race in their lives.

The first thing we did was to create 12 different BTN school-specific race shirts — one for each Big Ten school. Normally, a race creates one shirt for their event. But we knew it was critical to create school-specific shirts so runners could showcase their school spirit on race day as well as after the race. The shirts became a huge promotional tool that helped drive registrations.

The next step was partnering with all the Chicagoland Big Ten alumni chapters to help promote the race to their alumni constituents. The BTN Big 10K was a great conversation starter with these organizations. We had been looking for a way to connect with our alumni chapters in a meaningful way. This race became the vehicle that benefited all of us: we could reach their fan bases while at the same time helping the alumni associations recruit new members from runners who participated in the race.

We needed some star power to help drive word of mouth about the race. So we asked our talent and Big Ten celebrities like Michigan’s Dhani Jones, former Penn State running back Ki-Jana Carter and Wisconsin’s Heisman Trophy winner Ron Dayne to not just show up at the event, but to actively run alongside Big Ten fans. The network also arranged to bring the Big Ten mascots and cheerleaders to the BTN Big 10K to cheer on runners. We also asked our celebs to reach out to their social media bases to...
We had thousands of Big Ten fans who were excited to be a part of this. Now we had to deliver on a first-class experience that authentically captured the Big Ten spirit.

alongside the runners. At each mile mark, we played a different Big Ten school fight song, and the finish line was decorated to look like an end zone.

We followed the race with a Big Ten tailgate party with opportunities for runners to test their football throwing accuracy, kick a field goal or take a picture with the Big Ten Football Championship trophy. Tickets to the Big Ten Football Championship game were also given out to the runner who dressed up with the best school spirit (Figure 1).

By creating a Big Ten fan event, we were able to use the opportunity to talk about the network and its upcoming programming to potential viewers. Programming messaging was incorporated into pre-race newsletters as well as the race and post-race tailgate public address announcements. BTN branded school-specific premiums were given to each runner. Both on the race course and at the tailgate, we branded two BTN waterslides, which ended up being one of the most popular activations at the event.

As the Big Ten Conference expanded (from 12 schools to 14), so did the BTN Big 10K. By 2014, the BTN Big 10K grew to 15,000 participants. Runners weren’t just coming from the Chicagoland area, either. This year’s BTN Big 10K drew fans from all 14 schools, 47 states and nine countries including Madagascar, Singapore and Nigeria. Press coverage appeared everywhere from local broadcast networks and newspapers to a national feature in the Wall Street Journal and #BTNBig10K as a trending tag on Instagram.

Beyond the positive marketing opportunities it offers the network, the BTN Big 10K also benefits the community. The last two years BTN has teamed up with Special Olympics Chicago as its charity partner. The Special Olympics in Chicago has been able to raise money for its organization in exchange for providing the much needed volunteers that make the race a positive experience for the runners.

In just four short years, the BTN Big 10K has turned into one of the signature Chicago events of the summer. But perhaps the best part of the BTN Big 10K is the long-term relationship it has helped BTN develop with Big Ten fans. BTN created an opportunity for fans to come together and celebrate being part of the Big Ten community. By using incentives like the school-specific shirts, the mascots, the cheerleaders and the Big Ten celebrities, BTN tapped into the passion fans have for their schools. Rather than just try to market to fans, the BTN made its viewers part of the experience. That’s what made the BTN Big 10K so successful.

Just a few months after that initial race, I was in the South Loop having brunch with friends. As I looked out the window, I saw a couple jog by. He was wearing the BTN Big 10K race shirt for Minnesota. She was wearing the Michigan State race shirt.

It was exactly what I had hoped would happen...raise awareness for BTN and connect with our fan base in a unique way. I was happy I said yes.

Erin Harvego is the vice president of marketing for the Big Ten Network, where she oversees consumer marketing for BTN including brand positioning and strategy, media buying, on-air promotions and event marketing. She is the winner of numerous national cable competitions including multiple ACC Beacon, Addy, CableFaxie, CTAM Mark and Cynopsis awards. Erin recently developed the BTN Big 10K, which has quickly grown into one of the largest 10Ks in the country.
SELF-REGULATION

THE KEY TO RESPONSIBLE USE OF CUSTOMER DATA AND 10 STEPS TO EFFECTIVELY IMPLEMENT IT

Marlene Larson Conus
CEO, Direct and Digital Marketing Association, Chile

We are experiencing converging technology and new ways of consuming, which have led us to face a new type of consumer: one that’s no longer passive but empowered, who wants to be listened to, who has opinions and criticism, and who’s an active content generator.

Social media has contributed a lot to the rise of these new types of consumers. It has provided a space and tools to communicate directly with brands. This is leading to a change in traditional communication paradigms, from a one-way to a two-way dynamic. It’s precisely in the thorough knowledge companies should have about their consumers where data plays a key role. It’s also here where self-regulation and best practices surrounding responsible marketing become the pillar for effective and respectful communication with customers.

Our lives are connected through a technological revolution that includes mobile devices, computers and different online platforms. To engage in this landscape, brands use customer data as a way to engage in meaningful communication. The available data grows at enormous rates, making it even more relevant for companies, brands and government institutions to be responsible for protecting people’s data — and being conscious that this information is not company-owned, but belongs to each customer.

This being said, we need to promote and apply a set of best practices in communications, keeping vigil for data privacy. Self-regulation has become a best practice to follow, and respect for consumer privacy is a necessary asset for companies. Self-regulation is about respecting, defending and protecting your customers, even when there are no federal laws in place to guide our actions on this matter. Self-regulation is a way to “be accountable” for data provided by your customers, and a way to correctly use this data when engaging in communication with them.

The Direct and Digital Marketing Association of Chile (AMDD) seeks to breed that consciousness among big local companies. The AMDD delivers guidelines (detailed in the list below) to its associates, and to the industry in general, in its “Self-Regulation Code” so that marketers can build healthy, efficient relationships with consumers, taking into consideration the new communication paradigms.

10 BEST PRACTICE PRINCIPLES OF THE AMDD

1. Companies must respect their customers and seek their satisfaction.
2. All communications and direct and digital marketing efforts must be transparent, truthful and complete so consumers can clearly understand what they’re being told and properly evaluate what’s being offered.
3. Companies must designate someone responsible for adopting all necessary means to comply with the policies and procedures of the best practices in direct and digital marketing.
4. Companies must include terms in their offering documents and/or contracts that recommend the principles of the AMDD’s “Self-Regulation Code.”
5. Those companies that have direct and digital marketing activations must include opt-out mechanisms for customers.
6. Companies that have telemarketing will not call the same person within 30 days regarding a single campaign, unless previous consent from the customer exists.
7. Companies will call customers for telemarketing campaigns only on weekdays, between 9 a.m. and 8 p.m.
8. Companies are responsible for keeping their customers’ information permanently up-to-date, eliminating from their database people who are no longer customers, or those who have actively requested to be removed from their database.
9. Companies must have clear data management policies, which must be available for any customer who wants to read them.
10. Companies must inform their customers about the type of personal information they have, how and for what means it is being collected, and how it’s stored, utilized and disclosed.

The AMDD has become the go-to guide regarding execution and adoption of marketing best practices within Chilean industries. It plays a similar role as the Direct Marketing Association (DMA), its mirror in the U.S. Similar to the U.S., Chile lacks a general law regarding the use of data in consumption. Europe, on the other hand, pushes, promotes and strengthens self-regulation as the basis of company-customer relations.

In Chile, there is now a bill waiting to be passed in Congress. In its initial stage, the bill seeks to achieve the necessary balance between companies’ usage of data and protecting the privacy of consumers. Here is where the “Self-Regulation Code” and the certification provided by the AMDD can come in to help protect, respect and defend consumers.

Today, a key feature of effective communication is not owning a thorough client database, but understanding and respecting customers, so as to be a trustworthy and stable organization in a marketplace that is growing more demanding, informed and competitive than ever before. [END]

Marlene Larson Conus is currently the CEO for the Direct and Digital Marketing Association in Chile. She also serves as the executive director for the Women in High Direction organization, which promotes the placement of women to board positions throughout different companies.
CREATIVE SEGMENTATION
HOW DAVID CAN TAKE ON GOLIATH

INTRODUCTION TO SEGMENTATION
“Customer segmentation is the practice of dividing a customer base into groups of individuals that are similar in specific ways relevant to marketing, such as age, gender, interests, spending habits and so on. Customer segmentation allows a company to target specific groups of customers effectively and allocate marketing resources to best effect.”

— Malcolm Gladwell

Ben DiSanti
Co-Founder & Managing Partner, DiSanti, Hicks + Partners

Ken Hicks
Co-Founder & Managing Partner, DiSanti, Hicks + Partners

Greg Filler
Director of Business Analytics & Category Management, Merrick Pet Care

“We have a definition in our heads of what an advantage is — and the definition isn’t right. And what happens as a result? It means that we make mistakes. It means that we misread battles between underdogs and giants. It means that we underestimate how much freedom there can be in what looks like a disadvantage.”

— Malcolm Gladwell

Segmentation procedures typically include deciding on an underlying driver differentiating groups of customers on a number of criteria such as:

• **Behaviors**: purchase patterns
• **Attitudes**: how/what they think about competitive brands
• **Occasions**: when they choose or consume a brand
• **Modes**: overall approaches to how they make decisions

Next comes the decision on how data will be gathered and analyzed, and once completed, how the findings will be operationalized within an organization.

This process is often the territory of large companies with significant budgets to follow through the above approaches with appropriate rigor.

Smaller organizations take this on from time to time as well in an effort to compete with their larger brethren, but it does stretch the limits of their marketing/research budgets.

However, we strongly believe smaller organizations can still achieve a deep understanding of customers leading to a highly effective segmentation scheme for a fraction of the cost and time. We have developed one such method, which we refer to as Creative Segmentation.

Very simply, Creative Segmentation is any attempt to segment a customer base(s) by applying creative thinking that feeds into a regimented research process. Furthermore, using the Malcolm Gladwell vernacular, Creative Segmentation turns a disadvantage (smaller company with limited resources and budget) into an advantage.

Creative Segmentation is relatively easy to understand and perform. If anyone is familiar with the George Clooney movie “Up in the Air,” or just if you travel a great deal, there is a form of segmentation we all conduct upon entering a security line at the airport. We have a tendency to look at who is in each line ahead of us and make a judgment call as to which line looks like it will move the fastest.

While this is an example of a simple, qualitative segmentation, the critical learning here is we are already experienced in mentally running through several scenarios from our past, uncovering key insights and then making a current assessment.

Does this mean Creative Segmentation is not quantitatively rooted? On the contrary: many times this approach employs secondary data where the sample sizes and data sets are larger than those in many proprietary studies.

Our approach is an insight-driven segmentation that starts with the customer/consumer purchase decision and then works its way backwards to customer data allowing us to define customer segments and predict purchases.

Often times a variety of key characteristics work together to predict purchase. When someone is in the market to buy an expensive sports car, it is clear that a mix of demographic (upper income, likely suburban or comfortable country, have a three-car garage), attitudinal (enjoy driving, going fast), behavioral (have purchased sports cars in the past, always attend local auto shows) and media usage (avidly read automotive magazines) factors all play a key role.

Each of these characteristics alone may not predict purchase all that well. But when woven together, they become a powerful basis of customer segmentation with the additional benefit of helping us decide the appropriate vehicles in which to reach them and possibly the right type of message to convey as well.

This is because while each piece is important, only in conjunction do they have true value. I have to be a car enthusiast. I need to keep up on the latest automotive trends. It also helps if I have a history of buying high-performance sports cars and have lots of garage space to keep my “baby” dry on rainy or snowy days. But most of all I have to have the means to purchase this type of car.

The following section provides two examples of creative, insight-driven segmentation. In each case, we reveal the challenge faced and how we employed a Creative Segmentation solution that led to actionable output for marketing.

[Continued on Page 22]
**Company A:** A shopper-marketing agency

The challenge: A major agency competitor had just completed a traditional segmentation around consumers who use their mobile devices to shop. This was a very extensive study, which provided detailed profiles about different types of user segments. It was a mindset segmentation with a behavioral overlay.

A situation like this can be daunting for any smaller agency like Company A. So what was done to remain competitive in the marketplace?

Since the budget wasn't available to conduct a study like Company A's competitor, a creative approach was needed.

The solution: Company A sought to combine learning about shopper behavior with how consumers use their mobile devices. The Simmons/Experian database served as the major resource since it offered both a shopper segmentation as well as a mobile user segmentation. These two segmentations were cross-tabbed against each other. Company A realized that by doing this there was the inherent risk that the two segmentations may (and likely would) not align — especially since there were six Shopper segments and five Mobile segments.

**Figure 1** provides a visual example of Company A's hypothesis regarding the result of combining these two data segmentations (Ideal Solution). Upon analyzing the data closely, the hypothesis had to be refined and is shown as the Reality Solution in **Figure 2**.

To reach this final outcome, a 'Light Switch' Method was employed — i.e. turning factors/attributes on and off to see how each affects the different groupings. By doing this, there were three factors that were key distinctions between the segments — how the target used their cell phones, their approach to shopping overall and how they viewed pricing/deals (**Figure 3**).

Verification of this came by eliminating the factor/attribute and examining how it affected the defined segments. In effect, this ensured that the segments were better defined and more mutually exclusive.

The final output included “Key Themes” (**Figure 4**) for each segment, along with more detailed profiles about drivers and descriptors for each as well. The end result was an actionable segmentation that could be leveraged by Company A, in a way that would better position them against competition.

All of this was completed at a small fraction of the cost of the study conducted by Company A’s major competitor. There was also an added advantage in that the segmentation could more easily be updated, since Simmons refreshes their data twice a year.

**Getting Creative with Data — Database Manipulation**

**Company X:** Real estate investment company

The challenge: How can Company X effectively reach millionaires? More specifically, the target was high net-worth investors. And to add to the task, there was a need to identify those high net-worth investors that would be most likely to incorporate a new real estate investment tool into their portfolio. In effect, the task was to segment a group that comprised no more than 1-3 percent of the total U.S. population.

Company X's goal was to increase active participation in a new online crowdsourced funding mechanism for real estate.

The solution: Utilizing data mining techniques against third-party syndicated data, four consumer segments were identified that demonstrated one or more of the following characteristics:

1. Interest in real estate
2. High net-worth or disposable income
3. Keen on staying current with financial and investment trends
4. Keen on staying current with financial and investment trends

Taking advantage of access to hundreds of demographic and psychographic attributes of U.S. consumers through the Mosaic Consumer Segmentation Tool, Company X systematically isolated traits they felt best described ideal prospects. Mosaic is a “household-based segmentation system that classifies all U.S. households and neighborhoods into 60 unique Mosaic USA types and 12 groupings that share similar demographic and socioeconomic characteristics.”

To further customize the segmentation, Company X identified key differentiating traits related to the new product and behaviors/attitudes that the target should exhibit.
Some of the traits isolated included:
• Website visited: Business & Finance - Real Estate
• Highest level of discretionary spending
• Presence of cash management accounts
• Active investor
• Agreement with “I find advertising for financial services to be interesting”
• Agreement with “I read the financial pages of my newspaper”
• Agreement with “I’ll pay any price for good financial advice”

Within these traits, Company X identified Mosaic consumer segments that indexed the highest and recognized crossover trends.

The examination of crossover trends revealed four dominant consumer segments:
• Comfortable and Coasting: Upscale retirees and empty-nesters in comfortable communities
• Platinum Prosperity: Wealthy and established empty nest couples residing in suburban and in-town homes
• Status Seeking Singles: Younger, upwardly mobile singles living in mid-upscale metro areas balancing work and leisure lifestyles
• Babies Living in Bliss: Established families with active lives in affluent suburbia

The final step was to comb through the schema to eliminate borderline households from each segment.

KEY TAKEAWAYS FOR DESIGNING CREATIVE SEGMENTATION SOLUTIONS

By now we hope you have a good understanding about more creative solutions to segmentation. This approach works well when:

1. There is a limited budget:
The two techniques discussed in this paper (Secondary Data/Customized Solution and Database Manipulation) are examples of how segmentations can be completed on a budget. The outcome of these segmentations can be directly applied to marketing challenges, and the learnings can help to differentiate a brand from its competitors. More importantly, it can narrow the gap between those companies with large research budgets and those with limited funds.

2. There is a difficult challenge that traditional segmentation techniques cannot easily address:
More traditional methodologies are continually being challenged to accomplish more and more. At some point, it becomes more advantageous to explore new research techniques. This paper highlights one such technique (Secondary Data/Customized Solution) not bound by attitude, approach, occasion or behavior in isolation.

In summary, this approach, if effectively implemented, allows the Davids to successfully take on the Goliaths with less cost, time and resource commitments.

Sources:
(American Spirit Data Solutions offers access to Mosaic cluster data and the broader Experian database.)

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Ken Hicks is also a partner in DiSanti, Hicks + Partners. He has spent over 20 years at big agencies, sharing his passion for developing strategy and ideas that inspire consumers and shoppers to buy. Before starting DHP, Ken held several senior positions at agencies such as The Marketing Store and Arc Worldwide where he oversaw and led client service teams on businesses such as Coca-Cola, MillerCoors, McDonald’s, AT&T, General Mills and United Airlines, among others.

Greg Filler is the director of business analytics and category management for Merrick Pet Care, the fastest growing major brand in the pet specialty channel. Greg’s expertise expands across many disciplines of business analytics including quantitative and qualitative marketing research, syndicated and primary data analysis and fact-based, strategic decision-making support.
DATA’S CHALLENGE TO CREATIVITY

THE EVOLUTION OF THE MARKETER

As we make more and more progress in the field of smart cities, the smart grid, machine-to-machine (M2M) communications and smart appliances, the Internet of Things (IoT) is pushing the limits of automating the use of data. Our devices are getting smarter and are able to undertake tasks automatically by interacting with other devices, thus putting data mining, analytics and Internet activity to use — to cater to human needs in an intuitive manner.

The IoT is greatly influencing the media industry. Because of Big Data analytics and an increasing number of smartphone and Internet users, the IoT not only helps in automating content and media delivery but also optimizes the process. The IoT touches on marketing communications in fields such as segmentation, consumer insights, programmatic media buying and message delivery. Thus, the question arises: are Big Data and the IoT revolutionizing a marketer’s job, or simply changing the marketer’s role in the equation? Are machines automating the process, or are they influencing decision-making that was traditionally based on creativity and intuition?

MORE DATA = BETTER DECISIONS

Automation is what brought about the Industrial Revolution. Other than the capitalists, history has shown us that many people were impacted by this economic transformation negatively. Machinery replaced craftsmanship and computerization replaced human interaction in the customer-brand relationship. However, this is not an essay on Marxist ideologies, but rather on the impact of automation on people.

Fast-forward to today — there are numerous examples of how data is influencing our lives: how devices can measure our heart rate and sync it to our other devices, how our online search activity influences the messages we see across our electronics, so on and so forth. In essence, our devices are getting smarter. This pushes data mining, analytics and intuition from being valued human skills to tasks that can be performed by machines.

GOODBYE INTUITION, HELLO DATA!

When Coca-Cola went about putting consumers through a blind test to compare their product with their competitor Pepsi, an experiment was conducted with a relatively small sample size. Though considered a promotional campaign for the brand, it gives us an idea of how market research was more traditionally conducted — a smaller sample size, with a lot of direct human feedback.

As strange as it may sound, if an experiment of such sort were to be conducted by Coca-Cola today, there would most likely be no real human involvement. A snapshot of consumer data, mined from various sources, gives a more accurate and holistic brand perception of the product than any marketer could have sourced in the past. Surveys and focus groups are becoming things of the past.

Combine this with yet another phenomenon: the convergence of different industries, enabling a world where credit card information can be synthesized with medical records and linked to a Fitbit to see a consumer’s consumption patterns and lifestyle. The sheer magnitude of data that can be collected in this way cannot be compared to the simple, sample-size-calculating human effort. With the advent of the IoT, more data can be collected more quickly. The marketer is getting increasingly data focused and data driven.

HUMANIZING DATA = THE BEGINNING OF THE END OF CREATIVITY

Once the magnitude of data has been collected, the next step would be to analyze this data, find patterns in it and make predictions based on it, and utilize cluster and factor analysis to define and target segments. Surely these are processes that require human effort! This process requires creativity, intuition and predictions — nothing that one machine can communicate to another. But we see this automated process almost every day on a small scale. Turn on your Netflix page and it suggests what you should be watching based on data you already fed to it. Open up your Amazon account and you will find suggested purchases based on your previous purchases. From Uber to Pandora to even your smart fridge and your car, brands are sending you push notifications based on the “data” you feed them.

On a very small scale, these are algorithms created to collect data, analyze and find patterns in it and predict what you might want to buy next. Such algorithms, on steroids, can take on much more complex tasks. Such predictions change not only how one company shapes or designs its next product or service, but the entire framework of how industries approach their customers. If Big Data analysis can provide us with such predictions, then how important will creativity and intuition be in a marketer’s job?

THE MARKETER — ENDANGERED, REDEFINED OR ENLIGHTENED?

The field of marketing is definitely increasingly important. Every industry across most, if not all, fields truly believes that some sort of marketing communications is that oomph factor that will get their idea, product or service to break through the clutter and make its mark in the consumer’s mind.

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Rob van Kranenburg is the author of “The Internet of Things: A Critique of Ambient Technology and the All-Seeing Network of RFID,” prepared for the Institute of Network Cultures. Rob currently works as community manager at the EU Project Sociotal. He is also the founder of council for theinternetofthings.eu.
OMNI-CHANNEL: THE EVOLUTION OF IMC IN A REAL-TIME WORLD

Randy Hlavac
Lecturer, Medill IMC Department, Northwestern University

CONSUMERS REQUIRE BUSINESSES TO RESPOND TO THE “ANY” CHALLENGE

Today, new technologies and changing consumer consumption habits are creating a new marketing revolution called OmniChannel. OmniChannel is based on the “any” Challenge, meaning that today’s consumer wants relevant content anywhere, any time and using any device they choose.

Consumers are constantly connected using a variety of mobile, tablet, computer and wearable devices and want to use them to get the information and business content they desire... immediately.

While the “any” challenge appears clear, there are two unseen factors critical to making it a reality. The first is that all devices must be able to identify the individual at the time of the engagement. If you can’t identify the individual, it is impossible to deliver truly relevant content. The second is the need to use real-time behavioral information to make the “any” connection. In our consumer-controlled marketplace, marketers need real-time marketing systems to respond to an individual’s behaviors or lack of behaviors as they read, download or engage with your content. Today, marketing is a two-way, real-time, one-to-one engagement and we need a business model to reflect this new reality.

OMNI-CHANNEL MARKETING ADDRESSES THE “ANY” CHALLENGE

As shown in Figure 1, the OmniChannel model starts with a consumer. They are free to use social, mobile, websites, private virtual communities (PVCs) and Internet of Things (IoT) devices to access our company and our content — wherever we have it. Their real-time activity is captured in warehouses that also utilize tracking keys to identify the individuals best fit for your company.

As the consumer is engaged, data flows from the warehouse to a real-time marketing system linked to the company’s sales and marketing systems. From the database, the real-time marketing system receives persona, product and relationship data to allow the system to interpret the consumer’s current behaviors and identify opportunities to engage with the individual. Using Artificial Intelligence, the system determines the best course of action to engage with the consumer in that moment or later using any of their preferred devices. In the OmniChannel vision, the consumer’s behaviors (and non-behaviors) link with historical and descriptive data to determine the engagement that will benefit your brand the most. It is truly one-to-one, real-time engagement.

Like any marketing revolution, OmniChannel requires the integration of marketers to learn new ways to develop and manage business. It requires that marketers develop:

• New technologies like social monitoring systems, real-time data warehouses and marketing systems
• New analytics and tracking techniques to continually manage the real-time relationship
• New marketing channels like mobile, PVCs and social systems where people address their passions and the trigger events that impact their lives

Like the IMC revolution, OmniChannel gives marketers new ways to build relationships with their high-value markets.

MEDILL IMC & IBM — THE OMNI-CHANNEL INITIATIVE

Medill IMC is leading the way in building the OmniChannel business model for today’s digital age. Under the OmniChannel Initiative, IBM is providing IMC with software, expert support and the data required to build the OmniChannel model. Medill is integrating the technologies into our current academic courses and

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THE FOUR REAL-WORLD IMC “HACKS” YOU NEED TO KNOW

Sandy Kolkey
Chief Marketing Officer, Turtle Wax, Inc.

This article won’t tell you what celebrities have the strangest sleep habits or the nine ways social media tracks your personal data without your knowledge, but it may help you to work more effectively in developing and implementing integrated marketing communications programs.

It doesn’t contain a single reference to marketing processes, include a painstaking analysis of massive amounts of data, or explore alternative algorithms to validate specific courses of action. Instead, this article is all about how you can take a less conventional approach and drive better thinking, more complete program development and deliver speed to market… and have a lot more fun while you’re at it.

There are lots of articles and books that will give you a regimented path to marketing success — and they are certainly valid. Processes are important, but it is only part of the path to success.

I have spent most of my career working at both big ad agencies and big brands: Leo Burnett, FCB, Kellogg’s, Boeing, Procter & Gamble (P&G), McDonald’s and Dow Chemical Co. Most recently I led the Leo Burnett team that developed the “Like a Girl” idea for P&G’s Always brand. This campaign delivered the most viewed video in P&G history and was voted the number two ad in the Super Bowl USA Today Ad Meter poll, just after Budweiser. Feminine care and beer — you don’t read about that in the same sentence too often! Here is what people don’t know: it took nearly two years to get this idea into market. Big businesses have big processes and there are many disciplines built into the decision-making process. And bear in mind we are talking about a digital video and edited TV commercial that were kicked off on the back of a public relations event that focused on the health of girls as they approached puberty — not a fully integrated program (yet, at least) across consumer contact points.

This, while very successful, and a rightful source of pride for both client and agency, could have been moved to market much faster and with more integration supporting it. My point here is that there will be opportunities in all of your careers to work with something on a smaller scale, but have equal, maybe even greater rewards.

In the end, how you choose to get the work done is a human endeavor — meaning how you motivate and behave has a big impact on the work you get back.

In Hollywood, there is a saying that there are no small parts, only small actors. Meaning that there may be times that you don’t feel that you have the chance to really make an impact, because the brand or product isn’t sexy enough, or there are too many restrictions, or there isn’t enough money, or it is just not cool enough.

And just like feminine care in the Super Bowl, you can find success in unexpected places.

Which leads me to my most recent experience at Turtle Wax as their new CMO: April 1 — in less than four months from beginning production, we launched new brand and product work across cinema, broadcast, cable, digital, social, search, ratings and reviews and a totally overhauled website. In addition, we created a stronger link between the brand work and purchase via connected shopper marketing, audited POS and display for brick and mortar retailers, as well as a strengthened e-commerce offering.

In a bigger bureaucratic environment, to do this in only four months would be impossible. Not virtually, not nearly, but absolutely impossible.

So, what does it take? Here is what I have learned from the big business environments — the good and the bad — and applied them to the smaller environment at Turtle Wax. The secret lies in creating an environment for success via flexibility, adaptability, trust and agility.

Here is my counsel for future and current CMOs — AKA the four IMC “hacks” you need to know:

1) DON’T MAKE DECISIONS

So many CMOs feel pressure to be the “owner” of all communications decisions that it can disempower key partners to the point where they don't feel the onus of ownership or the pride of authorship. When partners feel like they are trusted to make big decisions, they take those decisions not just professionally, but personally. Their reputation and performance are on the line … and in a good way. For our new brand work at Turtle Wax, while I didn’t absolve myself of responsibility, I allowed for decisions on controversial topics surrounding product packaging (taking it completely out of our brand cinema and TV executions), casting (changing the featured protagonist to a female from the originally sold male — never before done for this male-dominated category) and music (opting for a younger appealing EDM artist versus a more classic approach that might appeal more to our core older consumer) to be fully debated — and ultimately approved. Once the agency realized that we were executing their evolving vision for the work as we approached production, they were fully committed to not just good, but perfect execution. They owned the work as much as the CMO. Incidentally, our engagement rates, video completion rates and PR buzz generated as a result of these decisions have blown past our success metrics and all category benchmarks.
(2) BE WRONG

Over the years, I have been in countless meetings where you can cut the tension with the proverbial knife: opinions and ideas not offered but swallowed because of fear of being wrong, appearing dumb or even fear of being asked off of a project or business. Their words say, “there are no wrong answers, speak up.” But their behaviors say, “there are no wrong answers … as long as you agree with my answer.”

I purposefully made it a point to set the tone in meetings by inviting and entertaining all points of view, even those I disagreed with — or those that were a bit outrageous — including some of my own ideas that were shot down by my employees and partner agencies. This opened the possibility for some truly creative thinking.

For our brand work, we started with a brief that was all about a new line of products with a new, better performing technology. It yielded some very good, albeit narrowly product-focused, work. Good — but it wasn’t going to break through for the brand in a way that could build emotional as well as rational appeal. Through ideation on how to solve this, I initially suggested a construct for the brief where we might try to do both within contained executions. But as we debated, the integrated team came up with an approach where we threw out the existing brief and focused on brand elements that supported the new technology and product superiority in separate but integrated elements. This would not have been possible if we had not created an open and collaborative atmosphere where the only thing that mattered was getting the work to deliver emotional brand and product superiority pull. Our approach has yielded work that is clear on its component parts and yet integrated across both. Sales are up 30 percent and units up over 46 percent across the featured product line.

(3) GIVE IN TO THE AGENCY

There is often a tendency to make the agency partnerships an adversarial one. There often seems to be a built-in assumption that the agency is trying to pull something over on the client. This can breed an odd resentment and competition that is entirely counterproductive to getting great work.

The agencies are hired in the first place because they have skills (yes, a specific set of skills) that the marketer does not possess. So the lesson here is to simply let the agencies do what you hired them to do. Our media agency made a set of complex recommendations on programmatic buying for our digital spend as well as recommendations for special units that were intended to break through the clutter of normal display. I didn’t know the areas particularly well. And I asked many questions and got opinions from other partners within our group. In the end I simply said, “I trust you.” The buys have been among our most efficient, and our special units outperformed the category benchmarks by almost 50 percent.

(4) CELEBRATE SELF-INTEREST

Marketers often want their agency partners only focused on their business — and that’s understandable. We are paying them to work on our businesses and often bristle when our partners appear to be using the work they do for us for self-promotion or to court new business.

On the contrary, I want my agencies to use our work as a showcase piece or case study of success. A not-so-little agency secret is that the most talented people tend to work on the businesses that get celebrated, featured, awarded and talked about. And when your agencies win new business, and you helped them to be more successful, they will continue to give you the resources you need (extra help, best people, more attention) to continue to be successful. When you have a reputation for doing great work and for being great to work with, you attract the best talent and the cycle can continue.

In the end, how you choose to get the work done is a human endeavor — meaning how you motivate and behave has a big impact on the work you get back. I suggest treating your partners in the same way you approach your consumers: understand them and motivate them and you can build significantly productive and rewarding relationships with your agency partners. You can do great things for your business very quickly … and even have some fun along the way.

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“Data’s Challenge to Creativity”
Rob van Kranenburg

The marketing world is shifting and expanding because of technological innovations and an ever-changing media landscape, and marketing functions are becoming mandatory elements within the job descriptions of all professions. But more importantly, in the advent of Big Data, the IoT and marketing automation, there was the simmer of hope that marketers were still going to be the voice of creativity and intuition in strategic marketing decision-making. Today we see even that is swiftly being taken away by technology and data. What does the marketer of the future look like? Or will the marketer of the future not even exist?

This is why it is the most exciting time to be a marketer. Marketers are at the cusp of this evolution — an Industrial Revolution-like change across all industries — a Data Revolution. With marketers’ minds not being occupied with issues like the lack of data, perhaps this will push the boundaries of creativity to a new level. Can marketing lead the path towards being the most creative generation yet? In many ways, because of the Data Revolution, the marketer has become more of an artist than a business function to drive sales. [END]

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“Omni-Channel: The Evolution of IMC in a Real-Time World”
Randi Hlavac

creating new courses to improve our marketing skills in mobile and IoT technologies. We are also working with clients to explore how the OmniChannel model will work in B2B and B2C applications. As we learn how best to develop, deploy and manage OmniChannel systems, our knowledge will be used to help our students understand how to market to consumers anywhere, any time, on any device they choose.

Today, consumers demand control of the marketing process and, using an OmniChannel approach, IMC marketers can remain at the cutting edge of marketing in our digital world. [END]
DOES YOUR ADVERTISING REALLY MOTIVATE CONSUMERS TO BUY YOUR ETHICAL PRODUCTS?

Eliane Karsaklian, Ph.D.
Founder, Ubi & Orbi

Ethical products are proliferating rapidly and consumers worldwide are getting more and more ethically aware and thus motivated to buy these kinds of products. Ethical products are defined as being respectful of nature (organic, environmentally friendly), animals (not tested on animals) and labor conditions (fair trade, not employing children and providing adult employees with acceptable working conditions). A few years ago, ethical products were perceived as being rare and expensive and thus addressed niche targets. Today, there is a large range of ethical products across product categories that are available as well as affordable to every consumer.

Communication campaigns based on ethical values address new motivations among consumers in their decisions to purchase. Identifying consumers’ motivations to buy ethical products should be seen as multifaceted, not solely based on altruism — that it makes buyers feel that they are “doing good.” For instance, consumers might buy organic products because they are healthier (hedonic motivation) or buy fair trade products because it is trendy (conformity motivation).

Through my prior research, my colleague and I have introduced a framework of universal motivations for ethical consumption that aims to encapsulate the different themes identified in the literature, which would be generalizable across product category or country. The first of these dimensions is the extent to which the motivation is externally directed towards others (social) or internally-directed, independent of what other people think (non-social). Social influence stems from a person’s perception of how relevant others will perceive their behavior. At the social end of the continuum, decisions are influenced by group norms. The second dimension is the extent to which the motivation is oriented towards the self and one’s individual benefits (individualistic) or towards others and the collective good (collectivist). People with individualistic motivations are most concerned with their own welfare, instead of the group welfare.

In contrast, collectivist motives stimulate individuals to associate their behavior with and direct their behavior towards a group (as shown in Figure 1).

It seems that collectively these four categories capture the breadth of ethical consumption motivations. Moreover, we suggest that rather than being motivated by a single factor, people’s motivations for consuming ethical products are shaped by a combination of these factors, although for each ethical consumption decision one of the four motivational forces is likely to take precedence.

More recently, a study analyzing advertisements for ethical products aimed to identify the types of consumer motivations that advertisers appeared to direct their main message toward. The study “From green to ethical consumers: What should you change in your advertising to motivate them to buy ethical products?” looked at 23 advertisements for different product categories. The only criterion for inclusion was that products being advertised come from the FMCG (Fast Moving Consumer Goods) industry and thus would be accessible to all consumers, regardless of socioeconomic status or nationality. Advertisements were taken randomly from organizations’ websites. Data analysis involved the researchers reviewing the visual and verbal cues contained in the advertisements using the following coding template:

1. **Self-actualization**: Information in the advertisement appeals to consumers’ desire to do good for others (e.g. planet, people, animals)
2. **Hedonic**: Information in the advertisement appeals to consumers’ desire to do good for themselves (e.g. health, beauty)
3. **Conformity**: Information in the advertisement appeals to consumers’ desire to do what is approved by their peers (e.g. “everyone is doing it” and “go with the flow”)
4. **Self-orientation**: Information in the advertisement appeals to consumers’ desire to do something different or to differentiate themselves from the average consumer (e.g. “I want to be different” or “I don’t buy what everyone buys”)

Findings from the study demonstrated that self-actualization was the primary motivation, appearing as a prominent motivation in all but one of the
advertisements we sampled. In 11 of these ads (46 percent), self-actualization was the sole identified motivational appeal. By way of example, a billboard advertisement for the Ford motor vehicle company contained the following message about protecting the planet: “The trees blocking this billboard are a problem we don’t want to solve.” Although the brand produces cars that pollute the environment, the company counters this by showing how respectful it is of trees. We infer the message to be that, by extension, buying a Ford car is supporting the planet, a message appealing to self-actualization motives. Similarly, an advertisement for The Body Shop focuses on a commitment to the planet and general well-being (self-actualization) rather than the benefits of their products, such as softer skin or hair due to natural and organic ingredients (hedonic).

Hedonic motivations were identified in 11 advertisements and were the sole motivation in just one advertisement. An example from this category is an advertisement for Green Mountain Coffee, which evoked enjoyment of drinking a high-quality fair trade coffee (self-actualization) as much as consumers enjoy great music (hedonic motivation). Just one advertisement contained conformity motivations while no advertisements analyzed in this research addressed self-orientation motivations. Interestingly, the combination of self-actualization and hedonic motivations made up almost half of all the advertisements we reviewed.

The findings demonstrate the existence of a gap between the type of motivation predominantly promoted in advertisements and the different reasons why consumers buy ethical products as reported by respondents.

The findings demonstrate the existence of a gap between the type of motivation predominantly promoted in advertisements and the different reasons why consumers buy ethical products as reported by respondents. We hypothesize that advertisers may be “stuck in the past,” encouraging consumers to feel good by doing good (self-actualization). Our findings provide evidence that consumers’ motivations may have moved on from this and that advertisers could consider the benefits (and costs) of highlighting other benefits in their advertisements. Consumers buy ethical products for reasons outside of just wanting to do good for other people, animals and the planet: they want to support products that will do good for themselves (hedonic), that will help them either fit in with a group (conformity) or stand out from the crowd (self-orientation).

With increasing pressure on consumers to behave and consume ethically, producers and their advertising agencies are likely to be seeking efficient ways to attract the growing number of consumers interested in ethical products. Our studies suggest that advertisers could consider expanding the breadth of motivations to which their campaigns appeal. Focusing solely on self-actualization, while beneficial, may be constraining their ability to encourage more consumers to buy ethical.

**Sources:**

Eliane Karsaklian, Ph.D., has lived and worked in several countries for more than 20 years, and has extensive knowledge and experience in intercultural relationships and negotiation techniques. She has mastered five languages and spends half of her time researching and teaching international business and half consulting with companies in their international activities’ development. She lives in Paris, is professor at Université Sorbonne and is the founder of Ubi & Orbi, specializing in accompanying companies in their settlements worldwide.
A while back, an old friend asked me — one long-time ad creative to another — “What’s wrong with the ad industry? Why is so much advertising still so…bad?”

I tried to give him an insightful and informed answer but I kept getting sidetracked by my ongoing quest to get my Vine and Instagram follower counts up. I probably would’ve accomplished both a bit sooner had Snapchat not come along. But if we’re being completely honest here, those tools will be obsolete in a few months.

Now what does any of this have to do with the winding road of woes that is modern-day advertising? Absolutely nothing — which is precisely why it’s the best way to begin answering my good friend’s question.

We’re now talking about a new relationship with technology that’s so symbiotic among an increasingly larger group of people that it’s making them fundamentally different in how they relate to everything — and everyone — around them.

Let’s rewind to 2011: Tim Challies, a renowned religious author drops his tome “The Next Story: Life and Faith after The Digital Explosion.” In it he posits that technology isn’t additive or even accessorizing in its relation to humanity, but rather technology is actually ecological, biological even. Challies challenged that advancements such as smartphones, social media and apps have become so influential in human development that they are literally altering how our brains work, specifically how they process information, and by extension, how we communicate.

CHALLIES ISN’T ALONE

In January 2015, researchers at University of Missouri published findings noting that iPhone users can suffer from “cell phone separation” — measurable negative side effects of being deprived of their cellphones for periods of time. Findings noted that the effects were so great that serious psychological and physiological effects were noted, including poor performance on cognitive tests.

That’s not a “kids these days/get off my lawn” generational thing. We’re now talking about a new relationship with technology that’s so symbiotic among an increasingly larger group of people that it’s making them fundamentally different in how they relate to everything — and everyone — around them. They are the foundation of a new society, one in which advertising is the new outsider.

Previously, the advertising industry has been the rabbit in a communications distance race. It set a breakneck pace fueled by “The Word” — linear thinking, word-based communications and mindsets: TV, print, radio, outdoor, direct mail. The Word was how people thought, expressed thoughts, shared thoughts and imagined things.

But in the last 25 years The Word has slowly begun coming back to the pack of “The Screen” — those technological advancements Challies wrote of.

The Screen has never known phones to not be smart, music to not be an audio file or TV sets as the sole source of television. Furthermore, The Screen has never known grammar to not be relative, or words themselves to be anything but optional in communication. The Screen has literally made itself into an app, hardware, software and an accessory all at the same time.

ADVERTISING TALK

Awhile back, The Word would have these things called “upfronts.” Upfronts are the Coachella of the advertising world — Hollywood previews of shows to attract advertiser buy-in upfront. The networks give you their seasonal schedule, flights, CPMs, clicks and views, etc. Everything is parsed out as if it’s all an actual event, has an expiration date like milk, all temporary, all two-way traffic…

BUT THEN A FUNNY THING HAPPENED

When no one was looking, The Screen took the expiration dates off the programs and content. It PDF’d and linked all the words, blew up all the shelf space and replaced it with bandwidth and gigabytes. The Screen decided there’s no such thing as fall season, reruns, summer replacements or even blockbusters. For The Screen there is only what we see now, what we haven’t seen yet and what we want to see later.

Screens don’t need upfronts because for The Screen, content is timeless. Channels are little more than arbitrary slots scattered along a winding dial of no consequence. And once the content is uploaded or streamed, it’s in flow — every direction, every place. It’s a continual wave that you simply dive into, ride as you will, then hop out as you please. All that matters is accessibility.

Advertising doesn’t flow with The Screen. It can’t. It’s Sanskrit — a dead language to The Screen. It’s a serve-and-volley, first-us-then-you mechanical exchange built for The Word. But The Word is aging out. And this, to bring it back to our original question, is why so much advertising is so bad.

To a Screen, the whole world is content in flux and flow. And content doesn’t flow one headline at a time, or one strategic execution at a time, but rather in
engagement. It’s a flow that invites The Screen to engage, co-opt, transpose and react as it sees fit. That’s the only way The Screen can embrace messages. It has to be done on The Screen’s terms. Not the client’s. Not The Word’s.

So what do we do now? Well, here are a few tips:

And content doesn’t flow one headline at a time, or one strategic execution at a time, but rather in engagement.

(1) STOP INTERRUPTING
Interruption is dead. Commercial breaks only ever worked because audiences had no alternative options while advertisers controlled the content flow. Well The Screen has long since fixed that canard. Now when you interrupt, they tune you out.

(2) REMEMBER YOU’RE NOT IN CHARGE
Brands must stop telling users of The Screen when, where and how it will be engaged. When users want to buy something, they will find the info and research, and then analyze, decide and commit. They will rely on other Screens, trusted recommendations and other trusted sources. But interrupt my show/article/movie/music/advertising campaign? Absolutely not.

(3) STOP CHASING
Stop latching onto every app, device and trend. Stop being a follower. Too many brands have spent years on Twitter and Facebook, yet still have nothing to say and don’t want to listen. But hey, at least they’re in the game, right? Right.

(4) KILL THE UPFRONTS
The Screens killed the interruptive model of advertising. Cook your content now. Serve your content now. The Screen will do the rest.

(5) CONNECT WITH COMMUNITIES — NOT CHANNELS
Agencies still think it’s about channels. Wrong. Every Screen — both physical and biological — is its media outlet, and its own curator, its own content creator, as well as its own celebrity spokesperson. The Screens have their own communities. Connect with them. It’s not top-down; it’s hand-to-hand.

(6) FOLLOW THE TECH
Tech hates advertising too. Tech serves The Screens, not brands. Always has; always will. Apple, Amazon and Netflix followed The Screens; Blockbuster, Microsoft, Yahoo!, etc. followed The Word — and look who’s winning.

(7) GIVE YOUR STORY?
Every brand claims to have a narrative. Yet like “digital guru” or “social media rockstar,” “narrative” is an empty cliché. Few brands have an actual personality or persona; fewer still are willing to tell the story they actually do have to tell.

A true narrative ignores the timeframe and the medium and the quarterly projections and just gets to the business of telling the tale. Every good story, every well-told story, engages the audience knowing full well they won’t take it all in during one sitting or in one place. And when the story’s told right, you can start, pick up, put down and pick up again, and you still get it by the time it’s over.

So that’s where our industry is at: Our work goes much deeper than ads, which are still digging their own graves. The story is the life force now. The tape hasn’t been broken, but we’re definitely hitting the backstretch. Now let’s see what kind of kick the advertising game has left in it.

Sources:

Hadji Williams is an award-winning advertising copywriter and brand consultant, having worked with numerous Fortune 500 brands. He spent seven years as an adjunct advertising professor at Columbia College Chicago. He is also an author of both fiction and non-fiction fare.
The Future of the Advertising Agency

As historians say, often the past holds the answers to the future. So how about we start a conversation about the future of the agency by looking back. It may help separate the hype from the substance on the matter of our purported doom.

Our business has an unhealthy and misguided obsession with its own mortality. How many headlines have we read about the death, in no particular order, of the television spot, copywriters, advertising, creativity, brand, account management, strategic planning and the advertising agency? The fact is that our business has survived change in the past — from the emergence of television to the rise of marketing departments, from the power of procurement to the digital revolution. Businesses recognize that what we do works and that the brands we create offer one of the few enduring sources of profitable growth.

This sanity check is important because we’re talking constantly of how we must completely change lest we become redundant as this big-bad-scary-new digital revolution takes over. In doing so, we’re in danger of missing the woods for the trees and undermining the very talents that make us indispensable to our clients. We must not lose focus on doing the fundamental things that only we can do really well and have kept us relevant.

**WHY WE COUNT:**
**CREATIVITY IS GOOD BUSINESS**

No one gets emotions and creativity and what it does for businesses and brands like we do. That will never go out of style. In fact, if anything, there is now more evidence than ever before that agencies drive business growth disproportionately.

Les Binet and Peter Field’s analysis of some of the most effective advertising campaigns in the world suggests that the pure emotion of a drumming gorilla (Cadbury) or a man on a horse (Old Spice) deliver superior results to those that bet purely on logic and reason. This is true even in categories deemed extremely rational (like retail), where department store John Lewis has seen extraordinary success with highly emotional campaigns.

Advertisers tell powerful and moving stories. The human experience (and increasingly, neuroscience) suggests that people deal with complexity by making meaning of the world through stories: that human beings are and will continue to be creatures of the crowd and there’s nothing quite like powerful shared emotional experiences and stories to move us to buy. That’s why brands work.

It’s fashionable to talk about brands being different things to different people or changing constantly in real time. But when that comes in the way of forming powerful memories, it impedes sales. Just because everything can happen in real time, doesn’t mean it must. While media may be fragmenting, brands must not.

Media complexity is a boon. It means we’re the only ones with the ability to do the big picture thinking and to orchestrate how the story and customer journey unfolds consistently. We get what it means to be on-brand. That is why consistent long-term partnerships between brand owners and specialists in brand building can deliver sustained and profitable growth. Our best version of ourselves is not as project managers: it is as brand and business builders.

The heart of our offering is creative people who craft tales of and for humanity and harness technology to tell those stories. In doing so, we build profitable brands and enduring businesses.

**CHANGE WE MUST:**
**BACK TO THE FUTURE**

Needless to say, a celebration of our strengths and a return to our roots in no way suggest a refusal to accept the need to change.

Change we must, but with the clear-headed view to protect and build on what makes advertisers valuable to business. This is rather different from the current conversation of change, which privileges the appearance of being future ready with a selection of digital-data-technology buzzwords.

Here are some things advertising agencies should be focused on:

- We still don’t have a theory of how what we do impacts businesses and brands.
- And if we do, we haven’t done enough to inspire real belief in it both within the industry and among our clients.
- We need more conversations around effectiveness.

As national planning head, DDB Mudra, **Aditya Kanthy** contributes to some of India’s most loved brands and trusted companies. During his decade-long stint with the DDB Mudra Group, he has worked as an account manager and a strategic planner, and set up the corporate strategy department where he contributed to the organization’s transformation from an advertising agency to a marketing communications group.

As national planning head, **Amit Kekre** oversees the planning function of some of DDB Mudra’s biggest clients. He has close to 15 years of advertising experience and has been featured as one of the ‘10 Best Planners’ across Asia Pac by Media Magazine. Amit is also a part of the Strategic Planning Council of the DDB Mudra Group.
WHAT YOU SHOULD KNOW ABOUT MOBILE PUSH MESSAGING

Jaime Guerrero
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Edited by NANDITA PAMNANI

In the era of the technological bubble, digital advancements have taken various forms beginning from the introduction of the Internet to the Internet of Things (IoT). With the progress of the Internet taking over almost every form of daily activity, there have been various primary points of contact connecting technology with utility. This being said, there is a complete market of these touchpoints in the form of devices, handsets, wearables and mobile technology. With the increasing dependency on this technology, there are various competitors in this market that are finding ways to leverage this current need. What sets each of these competitors apart is their ability to constantly optimize these interfaces to adapt to the rapidly changing needs of the consumer.

Mobile is a catalyst of change and innovation, and following how it’s transforming communication is essential. A great example of this is in the rise of mobile messaging. Mobile messaging is big, and for most of our clients, mobile push messaging is an incredible (underutilized and often misunderstood) tool in our marketing toolbox that’s transforming how we engage with consumers. The following will attempt to convince you that you really need to start thinking about a mobile push messaging strategy for your brand (or your clients) now.

Let’s start with mobile in general and learn about mobile messaging with a focus on push, and then talk about how it fits within an overall marketing strategy.

First off, no surprise: smartphone use is exploding around the world. Every country today has access to smartphones (see the $25 Mozilla smartphone) and people are using them constantly. Some, like me, would say that we’re handcuffed to our phones. It’s like they are part of our bodies. We wake up and go to sleep with them. We do everything with them…work, communicate, organize, shop, play, pay our bills, etc. That means that smartphone displays have become the most valuable real estate in the world. Think about how often you look at it. And we kind of know it’s big, right? Mobile marketing spend will grow to $19 billion by 2015. And why should we care? Because mobile will influence $689 billion in retail sales.

Add in wearables, like smartwatches, and now it’s easier and more seamless for users to stay connected (or handcuffed).

Slap on mobile wallets, and consumers can use their phone to buy just about anything (Big Macs included) - instantly. Apple’s changing the game here and making Wallet even more prevalent.

Now look closer at what we are doing with our phones. Well, we’re playing with millions of apps of course. In fact, we are using them more than we are checking our email. Consumers use apps 10x more than email or phone functions. But with so many apps, how are brands going to stay on the phone and keep consumers engaged? That’s where mobile messaging comes in.

Mobile messaging activity is already ginormous. There are 14 trillion mobile messages sent worldwide - and this number will double by 2017. This activity is made up of several different kinds of messages too: SMS, MMS (multimedia messaging), OOT (messaging that allows for messaging between apps, think Skype), IM, voice messaging, and push notifications (messages from native apps or wallet passes on a smartphone).

Push messaging is where I believe marketers should focus their digital communications efforts. More and more users are opting-in to messages from their favorite apps, with media, games and retail apps rounding out the top three most used verticals.

Side bar here: just consider that we are becoming “Uber’s Children” (not my term)…meaning that we want things now! (cue Veruca from Charlie and the Chocolate Factory). We want to order products fast from our fingertips, we want to track exactly where our order is, and we want it to arrive at our door…now. Wouldn’t it be great if there were a tool that could satisfy this? There is. It’s called push messaging.

But don’t take my word for it, the stats are telling us how the medium captures users’ attention. Mobile messages have a 97 percent open rate and are read within 15 minutes or less of being received. This makes email look like snail mail now (at least in the traditional sense of accessing it).

We should take advantage of this. Here a few things you should consider when developing a push messaging strategy (spoiler alert: it’s going to sound a lot like a good CRM strategy):

1. **Utility**: Find out what your consumers really value by asking them. They will be more inclined to opt-in to messaging and more receptive to the message. This control drives personalization, which leads to segmentation (but we’ll cover that later). Don’t try to sell every time and make it clear what users are “opting” in for.

2. **Value**: Personalization is key. Best-in-class marketers acknowledge their consumers and reward them. Push messaging also allows marketers to

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Jaime Guerrero is an accomplished digital marketing leader. He’s been in the marketing and advertising business for 20 years with a focus on digital and customer relationship marketing (CRM). He helps build strategies that drive results and has done so for Fortune 500 companies like McDonald’s, United Airlines, Kimberly-Clark, and The Home Depot. Jaime is currently acting as a senior leader in the North America Digital Marketing team at HCL Technologies where he educates, inspires, and guides on digital marketing solutions for new business development.
In 2012, McGladrey was faced with a choice: continue to be known as the fifth largest assurance, tax and consulting firm, or stand out by staking claim on a market space it could truly own. The firm chose the latter and set forth a new vision to be the first-choice advisor to middle market leaders.

The middle market is a dynamic segment of U.S. businesses, accounting for one-third of our nation’s gross domestic product and nearly 40 percent of its jobs. Yet the middle market is often overlooked. A longtime leader in working with entrepreneurial, owner-managed businesses, McGladrey’s sweet spot was already in the middle market, and its brand positioning “the power of being understood” was deeply rooted in the needs of middle market companies and the mindset of their leaders. Our challenge was to attain a true market leadership position by focusing on the issues impacting the middle market as opposed to the services provided to clients.

The middle market is a dynamic segment of U.S. businesses, accounting for one-third of our nation’s gross domestic product and nearly 40 percent of its jobs. Yet the middle market is often overlooked.

A longtime leader in working with entrepreneurial, owner-managed businesses, McGladrey’s sweet spot was already in the middle market, and its brand positioning “the power of being understood” was deeply rooted in the needs of middle market businesses. Additionally, years of client experience measurement showed many existing clients already viewed McGladrey as a first-choice advisor. The firm was starting from a position of strength.

Our challenge was to attain a true market leadership position by focusing on the issues impacting the middle market as opposed to the services provided to clients. This was accomplished through a robust thought leadership platform that consistently captures and shares proprietary data, knowledge and insights about the state of middle market companies and the mindset of their leaders.

DEFINING THOUGHT LEADERSHIP

Thought leadership in professional services organizations generally consists of long whitepapers and webinars providing in-depth technical explanations and analysis. To appeal to the middle market and align with the new ways leaders consume content, we knew we had to take a different approach.

We defined thought leadership for McGladrey as: A thought we have about a topic or issue relevant to the middle market where we can offer a unique perspective or have proprietary data that enables us to take a strong position that raises our profile in the marketplace of ideas and compels stakeholders to have conversations with us to learn more.

We believe the following key points embedded in the definition will help us attain a leadership position:

1. Staying focused on how a topic or issue uniquely affects the middle market and supporting our position with robust research and facts
2. Maintaining a multi-stakeholder view — moving beyond just current and prospective clients to influencers, policymakers, media and the marketplace as a whole
3. Keeping pieces short and interesting to drive future conversations, because stakeholders learn the most through conversations with the professionals who work for McGladrey

PROGRAM COMPONENTS

After defining what thought leadership meant for McGladrey, we developed a powerful program to deliver a combination of economic analysis, proprietary research and subject matter expert insights through multiple internal and external communication channels.

There are three foundational elements to the program:

1. Macroeconomic insights: McGladrey and our chief economist aim to bring the middle market into the mix of critical economic discussions by providing real-time updates and analysis about the economy to our current and prospective clients, while at the same time sharing insights about how the middle market is affecting the economy with the media, policymakers and the larger business community.
2. Research: We partnered with an outside research firm to form a research panel of 700 middle market executives who we survey on a quarterly basis. Through a combination of business condition questions that remain the same from survey to survey and topical questions that vary to address emerging issues and trends, we gain insights to support our business strategy, help our current and prospective clients improve, and advocate for the unique needs of middle market businesses.
3. McGladrey expert perspective: We formed an internal thought leadership steering committee composed of subject matter experts from our lines of business and primary industries to advise on our research and thought leadership activities. They meet quarterly to discuss implications of survey results and determine the thought leadership pieces that should be developed.

This robust platform enables us to have a regular stream of new and interesting ideas, insights and trends to take to market.
PROGRAM DELIVERABLES AND EARLY RESULTS

In January 2015, we launched our flagship economics thought leadership product The Real Economy, which provides monthly economic updates coupled with actionable insights for middle market business leaders. In its first two months, The Real Economy has garnered more than 3,300 opt-in subscribers, resulted in multiple media interviews, and has been presented internally and externally at forums across the country.

The Real Economy email is achieving a unique open rate that is 200 percent better than our average subscription email performance and a unique click-through rate that is 300 percent better than the McGladrey average. Both are also substantially higher than industry benchmarks. These efforts are supported by robust outreach via social and traditional media, ongoing economic commentary on our website, and a Tumblr account that serves as a regular contribution stream to Yahoo! Finance (where McGladrey content is among the top third of most-read finance contributors reaching a potential audience of 70,000,000 unique visitors per month).

While still early in the implementation process, preliminary results indicate that our new approach will be a positive investment.

Our economics content is just the beginning of how we plan to use our thought leadership platform to reshape and truly integrate our marketing and communications activities, including integrated marketing and communications strategy design and implementation, brand management, client relationship experiences and marketing/sales integration and support.

Our new approach will be a positive investment.

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“The Future of the Advertising Agency”
Aditya Kanthy & Amit Kekre

- We need a clear definition of what business we are in. And more importantly, what businesses we aren’t/shouldn’t be in.
- We need to think about how we’re getting paid and what our product is. Do we link our value to producing ads or to the thinking and art that went into it or what that advertisement promises to do/actually does for business?
- We need to think about the investments we’re making in talent, knowledge, data, technology and R&D if an understanding of consumers, creativity, culture and media is the source of our value.
- We’re good at creating cultures where top creative minds and business strategists can work together to solve problems, but have we done enough to get the best young talent excited about this?
- We need working models of managing the balance between specialization and big picture thinking. Do we bring media/channel planning back into the advertising agency, for instance? We need to put all of our best strategic and creative minds across disciplines back together at the heart of the brand team while we execute and tell our stories through specialists. Brands must not lose their edge as they communicate and engage across an increasingly complex media web — more frequently and with less control.

What all of this means is that while we continue to build expert specialized knowledge, our biggest opportunity and our most valuable contribution to our clients in the future may well be in putting all of those pieces together to help them drive sustainable profitable growth.

In a strangely exciting way, the advertising agency of the future may be built on the good old brand building foundations of the advertising agency of the past.
RESILIENCE IN MEDIA: HOW THE OPRAH BRAND HAS USED TECHNOLOGY TO EVOLVE AND THRIVE

Daniel Gruber, Ph.D.
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Andrea Wishom
Chief Operating Officer, Skywalker Properties

Edited by PHALLON EDMONDS

It is difficult to think of a media brand that is as powerful as Oprah Winfrey. The multi-talented mogul began her rise to ubiquity with her talk show in 1986. The show was syndicated nationally for 25 years and enjoyed unprecedented success in terms of ratings and its power to connect with viewers. Understanding that connection and how it has evolved with a focus on leveraging today’s technology is the goal of this article. Former Harpo Executive Vice President Andrea Wishom talks about five lessons of the Oprah Brand with Medill Assistant Professor Dan Gruber in this distinctive collaboration. Wishom and Gruber have been talking about these ideas for a couple of years during guest speeches in classes at Northwestern. This article takes those visits to another level to distill implications for theory and practice. Among the key ideas are: the power of a natural connection, why less is more, aging gracefully, technology as an enhancer, and brand resilience. For each of these lessons, Wishom talks about her experience and Gruber translates those thoughts with both the broader context of media and the IMC framework.

POWER OF A NATURAL CONNECTION
It is helpful for media and brand leaders to think about the idea of a natural connection with their viewers and customers. Oftentimes, there is a great deal of strategic planning which goes into the discussion of the content of messages sent. That is surely the case with the Oprah brand, but there is also an interesting imprinting of the effortless way in which viewers initially connect to the brand, which continues to drive things decades later when there are myriad ways to communicate.

Wishom detailed, “Someone like Oprah has a natural connection with her audience that was evident from day one. She practically defined what connection really means and has become the benchmark. We were able to act as extensions of that connection in everything else we did — promos, scripts, outreach on social media, etc. The more places for that connection the stronger the brand. The global brand that Oprah represents today started with that initial connection.” “But brands don’t have to have Oprah to have that feeling of seamless communication throughout all platforms — it is the ease of which decisions are made. A mindset of ease that arises from a relentless approach. It is about staying in your lane and not trying to fit a circle into a square.”

TECHNOLOGY AS AN ENHANCER
The adoption of new technologies has been quite successful for Oprah as she currently has more than 29 million followers on Twitter. This number is multitudes higher than the Oprah Winfrey Network (OWN), which has 635,000. However, given the network’s capabilities within their social platforms Winfrey is able to spread the word on what is happening at the network.

Wishom explains, “Technology has become part of the natural extension of Oprah. Oprah took to it first, created her own rules, and has been in the driver’s seat ever since. She has replaced the audience from the TV show on social media in some ways. It also plays out in exciting new ways as somebody visits the brand for a moment on social media. She does not put a hard sell on anything via social media, which is aligned to her brand. People feel they are part of the best parts of Oprah — the conversation — and she has been able to maintain the integrity of connection and authenticity no matter where you find her. In some ways, it is as if she has a talk show on Twitter. The connection that Oprah built is playing out in so many ways.”

WHY LESS IS MORE
Winfrey was on television every day for decades, and now is on approximately once a week on cable, so it is interesting to think about the idea of less being more in 2015. “Less literal Oprah (in terms of the shows), but more Oprah with platforms,” noted Wishom. “There are ambassadors now (literally and figuratively) who can take the metaphorical train of the brand and run with it at this point. Things have evolved to the point where we were able to be innovative, subtly evolve, and stay relevant.”

The opportunity to have other employees represent the brand was quite powerful. Wishom explains, “Your employees are your greatest ambassadors. You need to allow them to use their diverse interests, talents and experiences to expand the brand. The Oprah brand seems to allow some creative freedom for this — it is “open source” if you will.

AGING GRACEFULLY
At age 61, Oprah Winfrey has shown no signs of slowing down, but Wishom believes Oprah and her brand have demonstrated how to age gracefully. “Oprah never chased the hottest, newest things as they came out. She would wait to figure out what was best for her and then, by extension the brand. You do not see Oprah on Snapchat, for example, but you do see her finding innovative ways to use technology (the Lifeclass workshops for example). The
Oprah brand knows its lane and continues to move at a steady pace. We would see an innovation and want to figure out how to use it for the sole purpose of amplifying Oprah’s connection. It was that simple.”

The idea of aging gracefully is quite relevant for IMC practitioners as they think about continually updating their messaging while staying true to their roots. Disney CEO Robert Iger has talked about the idea of heritage and innovation in discussing his company’s strategy and that is a helpful way to think about the Oprah brand. There is a strong history that links to her talk show and its success, but there is certainly a need to continually innovate today with technology changing so fast and the audience for Oprah evolving.

RESILIENCE IN ACTION
Looking at the Oprah Winfrey Network in 2015 it is impressive to note just how far the network has bounced back. When it launched in 2011, the network had to balance the fact that Oprah was simultaneously winding down her syndicated talk show. Wishom explained, “In a certain way the challenges of launching provided a jolt that everyone needed to innovate. Additionally most brands have a core and for us at that time much of the core was not directly involved with launching the network (because the network launched in the final year of the Oprah Show) – that ingrained the importance of thinking about talent and the caretakers of the brand to ensure they are working together.”

The experiences of the Oprah Brand and navigating the challenges of launching the Oprah Winfrey Network illuminate the importance of brand resilience in media brands. Many would argue that the strength of the network today is a result of successfully navigating the early challenges it faced. Additionally, the evolution of programming on the network would likely not have occurred if not for the initial difficulties. As Medill Adjunct Lecturer and Deloitte’s Chief Brand Officer Jonathan Copusky notes in his book, “Brand Resilience,” brand risk is at an all-time high. Copusky’s work highlights the importance for organizations to both proactively protect their brands as well as to develop an infrastructure to respond when things go awry.

CONCLUDING THOUGHTS
Working alongside Oprah Winfrey for more than two decades has provided Andrea Wishom with a truly unique perspective on the media industry and brands. The one-of-a-kind figure of Oprah, (and her brand), provides a vibrant case study through which marketing and media leaders can think about decisions they face. Wishom reflected, “What was relevant for the Oprah brand in the beginning is still relevant today.” All marketing executives are thinking about how to make a natural connection with customers, balancing the vast media channels available to them, staying relevant as they evolve, using technology to enhance their brands, and creating resilience to bounce back from adverse events. This article aimed to share wisdom for all marketing leaders who are wrestling with these issues and leading media brands.

Daniel Gruber is an assistant professor in the Medill School of Journalism, Media, Integrated Marketing Communications and Kellogg School of Management (Courtesy) at Northwestern University. Dan completed his Ph.D. in management and organizations at the University of Michigan’s Ross School of Business. His interdisciplinary research focuses on organizational sense making, the media industry, and managing integration. Additionally, he conducts research examining the impact of social media on how organizations respond to unexpected events.

Andrea Wishom is the chief operating officer of Skywalker Properties. As the leader of this diverse organization, Wishom oversees the operations and integration of George Lucas’ companies including real estate holdings, private wealth and investments and operations of three nonprofits, including The George Lucas Education Foundation and The Lucas Museum of Narrative Art. Prior to joining Skywalker Properties in 2015, she had a distinguished 22-year career at Harpo Studios.

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“What You Should Know About Mobile Push Messaging” Jaime Guerrero

re-engage with followers who have become dormant. These messages need a clear call to action, and testing is key to find out what best resonates with your audience.

3. Triggers: Develop a “real-time” messaging strategy to offer immediate value and drive immediate action. Triggers can be used based on consumer behavior. There are five types of trigger categories: consumer preferences, lifecycle, proximity/location, behavior and external systems (like CRM and e-commerce).

4. Location: Acknowledging where consumers are shopping is key: offering a special offer with that information is a critical tactic for engagement. Leveraging the phone’s location services is important but other technologies like iBeacons can also drive behavior. In fact, you can test offers depending on how close your consumers are to the store, or how long it’s been since a user last purchased from you.

5. Segmentation: Behavior response can allow you to further identify your audience and trigger more personalized messaging. For example, you can quickly segment an audience by taking a quick survey and asking them to “self-select” into a particular information bucket for more relevant communication from you.

Now that you’ve been taken through this opportunity area and ways to take advantage of it, let’s not forget that it’s still a part of a bigger marketing engine. These personalized inputs from push messaging (both self-identified and behavioral), along with other marketing data, round out intelligence for your target consumer that makes you smarter. The smarter you are, the smarter and more relevant each of your channels becomes to help drive behavior and thus sales.

So there you have it. Mobile push messaging is a game changer: an essential tool to reach users in the palm of their hand where you can drive immediate results. It is forcing us to transform the way we market. So start thinking about your mobile push messaging strategy…now.

Sources:


UNDERSTANDING THE VARIOUS ATTITUDES ON CONSUMER PRIVACY AND SECURITY

Steve Dodd
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Edited by YASHNA MALHOTRA

One of the hugely fascinating trends emerging in the social media markets today is the topic of consumer privacy and security. No matter how you look at these issues or what side of the conversation you’re on, this topic offers tremendous future opportunities for marketers. This discussion will hopefully help you decide which “army” to join so you can capitalize on this exciting future. As professional marketers, you are in a unique position because your business discipline will literally direct us all to the final outcome.

I invite you to consider the following widely publicized, generalized statements and observations to help you better understand the various attitudes on this topic, and more importantly, how things are rapidly changing:

No matter how you look at these issues or what side of the conversation you’re on, this topic offers tremendous future opportunities for marketers.

PERSONAL DATA OWNERSHIP

• Privacy is dead — nothing you do online can escape surveillance for business or government use.

• If something is “free/cheap/subsidized,” you are the product (meaning everything that a company can glean from your use of their services is theirs to do with it what they want). Are people aware of the data collected through games they access, websites they visit and how that is used? Not likely.

• A major topic at South by Southwest (SXSW) this year was “personal data ownership” — ownership meaning a person’s right to determine who sees their personal data and what they can do with it. There seems to be a passionate cry to “fight back.” Those “in the know” are scared. Various organizations are disputing the ownership of customer data. As an example, Radio Shack (who just went bankrupt) has included the personal data of its customers as a corporate asset for sale. A post from PCWorld.com says it all:

“As if RadioShack wasn’t obnoxious enough (as are many others) when you had to turn over a phone number just to buy a cable splitter. Now, the store’s trying to go back on its promise to keep that data to itself. It’s one more reason to treat these contact information requests with caution, since you can never be sure where the data will end up.”

In fact, further investigation has shown that based on Privacy Policies and User Agreements, 85 of the top 99 English websites say you “agree” that they might transfer your information.

Do users ever really understand this or even read through the agreements they “sign” on sites or apps?

• Data has been collected from all reaches of the Internet about you (and the rest of us) since the beginning. Every time you visit websites, cookies are placed on your computer (and other devices), continually collecting and updating your search behavior. Every email, Facebook post, Tweet, browser click and purchase is being recorded, tracked and interpreted. Every time you open a free app on your smartphone, you’ve possibly (likely) given up all data on your phone (next time you get a new phone, look at the permissions you accept). As the Internet of Things (IoT) evolves, everything from where you drive, how you drive, when you open your refrigerator door or change the temperature in your house, will be monitored and recorded. Your entire health care profile will be driven by access to devices you wear that will monitor and record everything about you.

Why? To advertise to you, predict what you are likely to do next, understand your circle of influence, criminally attack you or protect you against criminal activity.

Additionally, those companies who are storing personal information about you are under continuous risk of attack from hackers who can monetize this data with criminal intent. Think Target, Home Depot, Neiman Marcus, Apple, Anthem (to name a few). Wonder about the ones you’ve not heard about, or who’ve not figured out yet that their data is being stolen.

LEGAL IMPLICATIONS

• Welcome to the cloud! Where’s your data, and more importantly, which laws actually govern its use?

• Governments worldwide are becoming increasingly “interested” in Internet privacy and consumer protection. The “Safe Harbor” (from the USA Patriot Act) of EU consumer data being stored in the U.S. is under threat. Companies may be forced to store consumer data “in country” to comply with local privacy laws, and in fact the “Patriot Act” itself did get a facelift. It’s now known as the “Freedom Act” with...
enhanced consumer protection, totally driven by the emerging attitude of consumers as they better understand what's really happening.

ETHICAL AND CONSUMER IMPLICATIONS

• Tim Cook (Apple CEO) said, “Most consumers likely do not know how dire the situation is (regarding consumer data sharing/government snooping), but will be ‘very offended’ when they find out.”

And, as we've seen through the rapid evolution of the new “Freedom Act,” their “very offended” can quickly turn into “very disruptive,” fast.

• Can anybody stay ahead of hackers trying to steal private consumer information and prevent breaches? A massive amount of consumer information has been stolen from companies and governments all over the world. There may be more data stolen than has even been identified (or even known about). In fact, data theft due to lack of security has been happening since the beginning of the World Wide Web.

• Apple recently was attacked by false payments made from the theft of consumer information. Global financial institutions reacted by increasing transaction validation.

• The IRS recently issued $5 billion in fraudulent refund claims where data from many of the previously discussed breaches was consolidated, giving enough personal information for criminals to pass the IRS authentication process. Could the same strategy be used to compromise individual bank accounts or obtain a mortgage on someone’s house? Well, unfortunately it already has.

IMPLICATIONS FOR MARKETERS

• Make the online purchasing process as easy as possible, push the overheads of privacy and security to a lower priority.

• Hundreds of millions of Internet users are now using private social messaging services (SMS) versus more public social networking services. “Eyeballs” (marketing gold) are now in this private world leaving the big networks struggling (Facebook buys WhatsApp for $22 billion to “get their users back”). But, are these SMS’s really private or do they just appear to be? The real question is: why did users go there in the first place? Basically, to ensure privacy. They are now all becoming revenue generating platforms by capturing consumers and monetizing their information. But, as WhatsApp (ad free service for a buck a year) and Ello (network legally restricted from showing ads or selling data) have found, people will pay for their own privacy.

This list of opposing positions is endless and the passion on both sides extreme. The question is: which path do you want to follow? There is no “right answer” here. All I’d like to suggest is that you learn how this fundamental Internet technology works so you can make sound choices. Some say privacy/security issues could be the pin that bursts the social media bubble or at least will force significant change to existing and accepted methodologies. Others feel that technology has become so “commonplace” and ingrained in our daily lives that people don’t care and have accepted this reality (moved on).

I’ll leave you with these thoughts. Social media is in its infancy. We are just at the beginning stages of the impact this will have on our future society. Please think past “today” because then you’ll truly be able to capitalize on this exciting and rapidly evolving future! Think about how privacy and security trends can be leveraged by your business to help you better compete and provide clear differentiation in this exciting future of gaining consumers’ trusted attention as the “privacy war” rages on.

1. Have “Ruth” – The opposite of “Ruthless.” If you keep your consumer in mind and protect them, this should positively impact their loyalty to your brand. Generally, be sensitive to their “exposure” and the impact that may have well past your specific business interests.

2. Think Opt-In – Consider giving the consumer the choice to provide deeper personal data, outline how you will protect this and the benefits they’ll enjoy by doing so, and your relationship with them will dramatically improve.

Could the consumer’s attitude towards data protection become the next “currency” that consumers use to determine if they even want to do business with companies?

Just remember, without consumer engagement, the wheels fall off! [END]

Sources:


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LOYALTY MARKETING IS MUCH MORE THAN POINTS AND REDEMPTION

Linda Xu
Strategic Marketing Analytics Manager, Synchrony Financial

“American business has developed an insane imbalance between obsessive customer acquisition and negligent customer retention.”
— Wunderman’s Loyalty Marketing Practice

This quote is particularly true with the credit card industry. New account acquisition has been the main focus of marketing and hit-and-run rate (percent of new accounts that only use the card once to get the initial discount and become inactive afterwards) has been trending upward. Retailers know that they will be missing the boat without a loyalty program to keep customers engaged; however, often times such programs are developed with good intentions but with unclear objectives and a very meager budget. It is estimated by Colloquy (2015) that bringing the average household active participation to 12 programs.

The competition is fierce, and therefore loyalty programs have to differentiate by being much more than points, thresholds or incentives. Consumers are demanding more than something a little extra. Reward is now perceived as an entitlement. Furthermore, consumers’ mindsets have shifted, to some degree, away from a desire for possessions to a desire for experiences.

Nordstrom’s exceptional customer service and aspirational loyalty program are the reasons why the company has enjoyed one of the most loyal and engaged member bases in the industry. Its hassle-free everyday free shipping and return policy is attractive to busy working women. The structure of Nordstrom’s loyalty program and the data insight the company has gathered through the program to make informed product, marketing and customer experience decisions are key to its success.

Long-term customers are the most valuable to a company, as business strategist F.R. Reichheld put it so well: “As a customer’s relationship with the company lengthens, profits rise. And not just by a little. Companies can boost profits by almost 100 percent by retaining just five percent more of their customers.”

Credit card customer behavioral data has proven the point. If a customer isn’t engaged with the card during the first 90 days after acquisition, the chance of him/her becoming hit-and-run is very high and the issuer will never recoup the expensive acquisition cost. Therefore, early engagement is crucial to loyalty and long-term profitability. It’s important to communicate the card benefits and the content of the loyalty program to new customers right away and generate strategic touchpoints throughout the card life cycle. Luring consumers back to the store with coupons might be a good idea, but what if you can predict what they are likely to purchase next and send relevant offers that speak to them personally? This type of insightful communication will breed a more engaged new customer base early in their life cycles and stimulate the desirable cross-shopping behavior. Our data proves that customers who shop multiple departments are more likely to remain active.

Loyalty programs are far more than offering points to the best customers so that they’ll continue spending. It’s about acquiring new customers with desirable behavior, increasing the spending of existing customers and shifting spending to higher margin products. Additionally, analytic insight from loyalty programs facilitates meaningful dialogue with customers to satisfy their desire for experience rather than possessions.

Sources:

Linda Xu is the strategic marketing analytics manager for Synchrony Financial (previously known as GE Capital), a consumer financial services company in the U.S. Synchrony Financial provides a range of credit products through programs it has established with a diverse group of national and regional retailers, local merchants, manufacturers, buying groups, industry associations and healthcare service providers. At Synchrony, Linda leads the strategic analytic efforts for the Specialty Retail Group (SRG) portfolios utilizing new account acquisition, transactional, demographic, bureau and any useful external data to gain customer insight and build loyalty.
By grouping together these channels in order of a user’s interaction, marketers can identify trends in user behavior. We can also identify which conversion paths deliver the highest return on investment (ROI) by tracking total number of conversions as well as the value of those conversions.

**GETTING STARTED: TRACKING GOALS AND CONVERSIONS**

In Google Analytics, a conversion is the completion of an activity that is important to the success of the business. This can be set up within the “Goals” report of Google Analytics, and different conversions can be assigned unique values. For example, a transaction is worth more than an e-newsletter sign-up. Goals can include a dollar value and can be based on conversion points such as Reservations, Payment, Appointment, Contact Us, Get Estimate and many more.

**MULTI-CHANNEL FUNNELS**

Once conversions are being tracked, view the “Multi-Channel Funnel Overview” report to understand the percentage of conversion paths that includes combinations of channels. Comparing the Assisted Conversions and visualizing the goal path allows a deeper understanding of how users get to the final conversion point.

**ASSISTED CONVERSIONS**

The Assisted Conversions summarizes the roles and contributions of each channel. There are three different roles in a conversion path:

- **Last Interaction:** the interaction that immediately precedes the conversion
- **Assist Interaction:** an interaction within the conversion path but not the last interaction

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Kelly Cutler is the founder of Kona Company, a digital strategy firm committed to providing integrated online marketing solutions. Kelly has provided award-winning work to clients including Johns Hopkins Medicine, NorthShore University HealthSystem, HUB International and Ryland Homes. She speaks around the country at industry events and conferences and enjoys helping future digital marketing leaders through her teaching program at DePaul University’s Kellstadt Marketing Center.
How to achieve runaway success in a market with 1.3 billion consumers is probably the earnest aspiration of the vast majority of companies cultivating in China’s market. My company, Premiere Consulting, has helped hundreds of multinational companies to accomplish their marketing objectives in the Chinese market, from European luxury goods brands with long histories to many young Internet companies in Europe and America.

At Premiere Consulting, we believe such aspiration can be best achieved in China by appointing celebrity endorsers. Today, as the Internet links China together with the world, there isn’t a way that can help a company or a brand become famous so rapidly and broadly overnight in a market with such huge quantity, such complex regional disparity and such different segments of consumer groups as appointing celebrity endorsers.

According to my numerous experiences with clients, companies that initially did not intend to appoint celebrity endorsers in the Chinese market carry out very frequent cooperation with celebrities. Such companies may not traditionally appoint celebrities in their original market, or just not intend to appoint local celebrities. These companies include worldwide luxury brands such as OMEGA, Cartier, Montblanc, Piaget, Tissot and Mercedes-Benz. But in the end, each one of these brands turned to Chinese local celebrities. Some companies appoint celebrities to endorse products, while other organizations appoint celebrities as their brand ambassadors. OMEGA took a dual approach, choosing Zhang Ziyi, a world famous actress from China, as their brand ambassador, while also bringing in several Chinese celebrities to serve as a face for the brand throughout different brand communication campaigns and PR activities.

So here comes the big question: how do you evaluate the influential power of the celebrity and determine whether he/she is the right fit for your brand?

Throughout my experience, I’ve seen companies struggle to make a decision about which celebrity to appoint. These decision-makers, reliant on intuition and former knowledge/experiences relative to the celebrity, need help evaluating whether these factors are truly appropriate for the brand. Not to mention, this approach of evaluation based on former experiences often led to a failed marketing result. After appointing a male celebrity to endorse a male sports car, it is frustrating to realize that in reality, 80 percent of the fans of this male celebrity are actually young women. In this example, the brand completely failed to attract the attention of the target consumers and inspire their desire to buy. It is too difficult and risky for companies’ significant decision-makers from overseas market headquarters to determine whether to choose a pop singer, a TV show star or a leading actor in a romance show.

Assisting clients with the search, select, judge, appoint and evaluation process has become one of the most important aspects of our daily work since celebrity endorsement activity has become such a significant marketing strategy. We create for our clients a set of evaluation systems to help them scientifically and objectively choose a celebrity partner, rather than simply telling them which International Film Festival award the star has won or the remuneration of the celebrity.

At Premiere Consulting, we have developed a set of indexes and metrics to judge the influential power of celebrities after nearly decade-long practices, experience accumulations and testing through a
It is plausible to quantify the influential power of stars to strengthen our marketing communications efforts, to ensure we are finding the right personality fit for our brand and delivering the right message to our audience. In today’s busy, disparate global market, attaching the right image to a faceless brand entity can significantly impact consumers’ willingness to pay attention to your brand.

By applying these models and evaluation methods, we finally helped OMEGA shift their international focus and appoint Chinese local stars as endorsers in the Chinese market. Since we helped OMEGA evaluate the influential power of four international brand endorsers (Nicole Kidman, George Clooney, Cindy Crawford and Daniel Craig), the company was surprised to find that in China, the influential power of international celebrities was 100 times less than the equivalent weight of local Chinese third-line stars. In other words, if you used size to compare the influential weight of an international star to a local celebrity, Zhang Ziyi’s would weigh the size of a watermelon, compared to just a ping pong ball for Nicole Kidman.

We continue to apply this model as we conduct the annual year-end influential power test of a brand and its endorsers. Our current focus is in the luxury industry; this industry is the most concentrated place where brands appoint front-line stars, and also where we have the most concentrated clients.

In our most recent study with luxury brand BVLGARI, we evaluated Shu Qi, a famous actress from Hong Kong and a brand endorser for the company since 2014. We conducted a comparison among the five most popular female stars currently in the Chinese market and the five luxury brands they endorse. Through the study, we rank the following stars in terms of the matching level of their comprehensive influential power to the brands they represent: Shu Qi and BVLGARI, Zhang Ziyi and OMEGA, Zhao Wei and Jaeger-LeCoultre, Zhou Xun and IWC, Lin Chiling and Longines. We are able to use our models in practice now to help our clients with the data tracking of their brand ambassadors’ influence.

This data is changing the way we market our brands. It is plausible to quantify the influential power of stars to strengthen our marketing communications efforts, to ensure we are finding the right personality fit for our brand and delivering the right message to our audience. In today’s busy, disparate global market, attaching the right image to a faceless brand entity can significantly impact consumers’ willingness to pay attention to your brand. [END]

Lydie Liu is the president and founder of Premiere Consulting Group. She currently leads Premiere Consulting Group in Beijing and Shanghai and is responsible for growing its operations across China by supporting clients such as Tiffany & Co., Lexus and Nine West on brand building and communications strategy development.

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“Digital Marketing & Web Analytics”
Kelly Cutler

- First Interaction: the first interaction within the conversion path (this is a type of assist)
  Assisted and last click conversion value are reported in the following ways:
  - Assisted conversions and value: the number of assists and the monetary value of those conversions. The higher these numbers, the more important the assist role of the channel
  - Last click or direct conversions and value: the number and monetary value of conversions from the last click in the conversion path. The higher these numbers, the more important the last interaction role of the channel

The final column on this report is a value assigned to the channel, which essentially serves as a conversion rating. The assisted/last click or direct conversions are reported as follows:
- If the value is close to zero, the channel has a higher propensity to drive last click conversions
- If the value is greater than 1, the propensity of that channel is to be present earlier in the conversion cycle
- If the value is very close to 1, the channel equally assists and drives last click interactions

IN SUMMARY

Additional reports such as Time Lag and Path Length offer further insights into the effectiveness of each channel. These reports offer details about the amount of time between user interactions and number of interactions, respectively. Measuring goals and conversions with web analytics puts marketers in the driving seat. With reports like the ones described above, we become more strategic about digital marketing. Being more strategic means increasing efficiency and fewer wasted dollars on non-performing ad campaigns. In the digital era, every marketer should be aware of the tools available for tracking and measurement. As we become more comfortable with these metrics, we develop more effective campaigns that deliver higher conversions. Happy Measuring!
[END]
EVENT SPONSORSHIP – BLAME IT ON ’60s... AND GOLF

Chris Thompson
Founder & President, Sponsority LLC

Imagine a $15 billion industry with no prices. That’s event sponsorship...at least in North America. Try to find out the price of anything in event sponsorship. The first time you see a price of a single item is in a contract...maybe. How did it get this way? What is event sponsorship? Blame it on those whacky ’60s...and golf.

When lawyers came agent Mark McCormack shook hands with telegenic golfer Arnold Palmer in 1960, marketing moved from association with created content to a focus on personality. Athletes and performers had long been brand endorsers — “ambassadors” in new age lexicon. Now, they were the brands, and companies wanted to associate with them not just as pitchmen in the TV studio, but as brand icons performing on TV.

Remember that word “associate,” or in new age speak, “engagement.” If “associating” with one (performer) is good, a bunch is even better. In 1968, an itinerant east coast tournament hosting a bunch of PGA golfers became the Kemper (Insurance) Open: the first corporate entity, regularly scheduled sporting event in America. To ensure that corporate sports entitlement was here to stay, the marketing gods arranged to have Arnold Palmer win the inaugural Open.

Doodle Dandy.

Event marketing (eventually called “sponsorship”), simply defined, is the exercise of traditional marketing disciplines — advertising, sales promotion, public relations and direct marketing — through the medium of live events.

Whereas other media — TV shows, web postings, radio broadcasts, written articles — are not dependent upon persons bearing live witness to its creation, the event is dependent upon its medium — persons gathering — for its creation, sustainability and most certainly its marketability.

Make no mistake, media exposure is a critical adjunct to live events: whether that be in the form of print, radio, web or TV — particularly TV. An example of this symbiosis: if the Rose Bowl Game were televised before 100,000 empty seats, would there still be the Rose Bowl Game? If the seats were filled but the event not televised, would there still be the Rose Bowl Game?

Before proceeding with explaining why there are no published prices for event sponsorship, it is important to understand the difference between the terms price, cost and value.

Price is what the seller asks; cost is what the buyer pays or considers paying; and value is an objective, an authoritative measure of market worth. Think of a diamond. The jeweler asks a price of X; a buyer pays a cost of Y; and an appraiser suggests a value of Z. In sponsorship, the buyer and seller always know the price and cost, but no one knows the value. The analogy to a diamond is appropriate: sponsorship devotees preach no two events are the same.

A couple more things: the event itself in its marketing incarnation, seeking sponsors, is called a “property.” When facing the inevitable disparity between the property’s price assertion and the buyer’s estimate of cost, determining value becomes critical to closing the gap. The practice of estimating value is called valuation.

Valuation in event sponsorship comprises three different types of marketing benefits called assets: 1) Hospitality; 2) Media; and 3) Signage. All three asset categories have established resources for determining value.

- In Hospitality, anyone who’s planned a wedding and hired a band knows how to value hospitality.
- In Media, there are thousands of media agencies placing millions of dollars in paid media every day that estimate the value of every single media audience known to bandwidth.
- In Signage, every credible sponsorship valuation resource has their own guidelines, with the basic principles of out-of-home advertising easily rendering themselves to an app or wizard to ensure some consistency at least!

Therefore, the value estimates of all the assets in a property sponsorship proposal are easily computed from known, or invented resources. Add them all up and what do you have? A total cost that’s anywhere from five percent to 70 percent less than the asking price. Really? Yes, really. Figure 1 depicts this disparity:

Why? Remember that word “associate?” There’s a fourth asset category: Property Association. It’s why sponsors pay considerably more than the sum total of what they are buying.

But how does anyone value the medium of Arnold Palmer at The Masters, Itzhak Perlman at Avery Fisher Hall, Pollock at MOMA, the Yankees in Yankee Stadium, or anyone’s favorite muse experienced in their favorite setting? This is the central issue still today confounding sponsorship of all types: “What to pay for this association?” The answer for Mark McCormack and the incipient athlete representation industry in the ’60s became simple: The amount when the client finally said, “Yes.” Nothing’s changed.

From its inception, there has been a disparity between event marketing price (and usually its cost) and any assessment of its value. Why? Short of neuroscience capturing brain activity favorable to the sponsor when their name and/or logo appears in association with the property, there is no way to know. Corporations have long been perfectly willing to live by the timeless adage: “Half the money I spend on...
advertising is wasted; the trouble is I don’t know which half.” There is great corporate comfort in not knowing. “How high can we go?” remains the pricing model on the selling side. “How high must we go?” remains the model on the buyer side.

So, the central issue in sponsorship valuation becomes twofold:
1. Determining a fair, objective and data-driven basis for estimating the fourth sponsorship asset category: Property Association, or IP (Intellectual Property)
2. Once estimated, accounting for it consistently in one of two ways:
   A. Either as a stand-alone asset, or…
   B. Amortizing its value across all assets on a pro rata share basis

Accounting method A begins to monetize the IP of an event property and has definite balance sheet utility for the property.

However, there are two problems:
1. It makes the CPA a partner in event marketing valuation. No good.
2. It misrepresents individual asset value, because no sponsor pays any itemized asset price without also paying a surcharge for buying into the IP value of the property.

Accounting Method B makes more sense. Consider this example:
• Property Association value is hypothetically estimated at $100,000
• Asset A is $50,000 of the $250,000 valuation for all assets, or 20 percent
• Therefore, Asset A’s share of amortized value for Property Association is 20 percent of $100,000, or $20,000
• The adjusted gross value of Asset A is $70,000 ($50,000 base value + $20,000 for its share of IP value)

However, there are two problems with this approach:
1. The value of Property Association depends upon sponsor category dollar demand and number of property sponsors in the category. There would be different asset prices for different product and service categories. Hardly workable.
2. The asset prices with amortized share of IP value are always higher than comparable assets outside of event sponsorship and confound comparability to alternatives when evaluated in a mix. Consider this example: how does a marketing analyst compare a 30-second TV ad cost in a sports sponsorship to a 30-second ad airing simultaneously on a news station with similar audience size and composition?

Now, one can begin to understand why there are no prices for event sponsorship assets, and why properties with sponsorship revenue integral to its operation and profitability rarely publicize prices, and continue to have meetings, and more meetings, until someone says “Yes.” The cynic would suggest if you see sponsorship prices publicly mentioned, the property must really need the money for its assets...like priced-to-go, so buy now.

However, the trend in sponsorship pricing opacity runs counter to increasing transparency in business enabled through inexorable gains in information technology. In this paradox, technology inevitably triumphs. With greater transparency, the emphasis in sponsorship negotiation would shift from price to content and performance, thereby expediting the selling cycle and shifting the dialogue from haggling about the “Investment” in ROI to improving metrics to measure the “Return.”

The next installment about event sponsorship will explain how the used car market may serve as the model for the way out of the current dark ages of event marketing...if you consider the ’60s the dark ages. Spoiler alert: Sponsorship devotees claim no two properties are exactly the same. Neither are cars. Yet Kelley Blue Book has a site where buyers and sellers mutually contribute to establishing the price range of any car based on the options offered.

More will be revealed. [END]

Footnotes
1. Much to my surprise, I once found a client using a teaser app I created on my former company’s website (SponsorAid) called Signage Wizard to base millions of dollars in sponsorship decisions for the second largest bank in the country.
2. I once had a client who rationalized the difference between the sum total asset value and asking price was the “right to (use) marks,” which is the property name and logo trademark—the IP of the property. Despite this simplification, he wasn’t far from the truth.

Chris Thompson is a 1979 Medill graduate of the advertising program, and a 30-plus year participant in the Chicago marketing industry. He is the author of three patents for the migration of marketing analytics to online applications, including SponsorAidSM — the world’s first sponsorship valuation capability. Today, Chris remains at the industry forefront of valuing “non-linear” marketing assets and also bridges media analytics with content creation in his consulting business, Sponsority.
LIFE EVENTS APPROACH: STRATEGIES FOR MANAGING CUSTOMER LIFETIME VALUE IN RETAIL

John Parkinson
Partner & Managing Director, ParkWood Advisors LLC

Customers have many choices when satisfying a retail need, and the exchange of value between a business and its customers can take many forms: from a single transaction to multiple interactions over a long period of time. However, in many retail situations, a customer’s needs and shopping preferences evolve over time, and unless the business adapts the relationship strategy, the customer will likely go elsewhere as alignment weakens or fails. In narrowly focused specialty retail, this may not be a problem as the customer cohort is constantly being replaced. But in other areas, such as department stores or when the retail chain segments its customers by age and aspires to serve them through multiple segment strategies, understanding what triggers a move between segments increases the chances that the business can retain and potentially increase the customer’s value.

A business will generally try to increase the lifetime value of a customer (which implies a relationship over time) along each of three dimensions:
- More spending within a category
- Spending in more categories
- A longer duration of engagement

Different investment strategies in each dimension can increase the yield and enhance lifetime value. The sum of these strategies can be thought of as a form of Customer Value Management (CVM). Efficient allocation of resources across the three dimensions can significantly improve customer lifetime value.

A “life event” model allows a business to monitor available information sources for data that indicates a trigger has occurred and that the value management system should adapt in response.

Some examples:
- Graduating from college
- Starting a job or getting a promotion
- Getting married or divorced
- Buying a new home or adding to an existing home
- Having a child
- Retiring

As evolving technology and social behaviors create more and more opportunities to accumulate information about customers, the potential for customer lifetime value management will continue to increase. Retailers that understand their customers’ evolving needs will be able to build mutually beneficial long-term relationships.

In the past, scanning for this trigger data was difficult and expensive, but the advent of the Internet and social media in particular, and the digitization of content in general, has made the process possible and cost effective. The accumulation of customer interaction data over an extended period of time also enhances the possibility of using predictive models to anticipate a consumer’s needs and to act proactively to capture the potential business. In many retail businesses, where margins can be very thin, capturing even a small increase in share of wallet can be critical to continuing profitable growth.

Some years ago we worked with a chain of department stores to build a prototype CVM platform using this life event strategy. The chain knew that its primary customer segment (accounting for more than 70 percent of their revenue) was women between the ages of 25 and 50 with a median income of around $40,000. Analyzing spending patterns showed us that although many customers shopped across categories within the store, they did not do so consistently. Survey data also indicated that customers often shopped elsewhere when they could have obtained better quality or prices in the chain’s stores.

By tying together point of service, loyalty card and locally available public data (from newspapers and community sources), we built a predictive model of life events for a statistically significant proportion of customers. This allowed improved microtargeting for just-in-time advertising and marketing campaigns, reaching more customers at their most receptive moments and reducing the number of “lost” sales. Although the prototype was successful, the chain decided that the effort required to maintain customer histories rich enough to drive the predictive analytics would be too expensive and the platform was not deployed.

Later we re-implemented the same strategy at a specialty fashion retailer whose core product line was geared towards women, but were seeking to branch out to a younger audience with a new brand — and a new line of loungewear products that would be more appealing to teens. The new brand would only work as a CVM entry point if its customers could be retained as they moved from teenage to young adult and onwards, and the brands would have to carefully evolve their messaging and offers accordingly. Here the model used both point of sale and loyalty program data with a statistical model of customers’ ages at first contact, with analytics predicting the right time to suggest a switch from the juvenile to the young adult product ranges as well as additional purchases to account...
for individuals’ growth during adolescence. In-store and post-purchase survey data were used to improve the initial predictive models. This data surfaced a younger than anticipated customer segment that required us to extend the period before proposing a switch to a more adult range of products by over a year. It also identified an opportunity for a broader product range within the brand. The successful prototype was eventually incorporated into the brand’s overall OmniChannel marketing and positioning strategy and continues to be an effective customer retention tool.

Finally, we worked with a luxury retail chain to identify and understand the evolution of their core of most profitable customers. The chain depended on a relatively small proportion of customers for roughly half of its revenues, yet did not understand very well where customers initially appeared from, how customer preferences and spending patterns changed over time, or why some “regular” customers suddenly disappeared. The chain also had three sales channels (store, online and catalog) and needed to better decide how to invest in each to maintain and grow their most profitable customer segments. We were able to build a CVM platform that integrated with their concierge (personal shopper) support technology and better identify and target the evolving behaviors of high-value customers across all three channels, significantly reducing “churn.” Better understanding of this core segment’s lifetime value also allowed the retailer to refocus advertising and promotional investment (away from less profitable segments, where the impact did not justify the expense) towards programs that increased the level and frequency of “touch” with their best customers.

As evolving technology and social behaviors create more and more opportunities to accumulate information about customers, the potential for customer lifetime value management will continue to increase. Retailers that understand their customers’ evolving needs will be able to build mutually beneficial long-term relationships. Those that do not will be relegated to merely transactional commerce.

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DATA HELPS COMPANIES REALIZE THE VALUE OF DELIVERING SOCIAL BENEFITS

The battle to differentiate and win customers’ hearts and wallets has shifted from providing traditional benefits to delivering social value.

For consumer-facing businesses like restaurants, grocery stores and automotive manufacturers, fierce competition on price, quality and convenience leaves little space for differentiation. Yet, even in this parity market, companies like Chipotle, Whole Foods and Tesla have defied the odds and achieved spectacular growth. So, what is different about how these companies position themselves?

These companies are capitalizing on emerging consumer demand for products and services that deliver positive social change. To better understand how companies in fiercely competitive industries grow, our company, Mission Measurement, developed a methodology that predicts how various factors will drive consumer behavior.

The goal of our research is to quantify shifts in consumer demand and forecast the impact of those shifts for businesses by understanding what consumers do, rather than what they say they prefer in self-reporting. In a recent study of the quick service restaurant (QSR) category, we examined how consumers make decisions regarding where to grab a fast meal.

Our representative sample consisted of 1,200 U.S. consumers ages 16-64 who had purchased fast food at least four times in the past four weeks. We tested an exhaustive list of traditional benefits (such as low prices, taste and convenient location) and what we termed “social benefits” (including healthy options, community involvement and improvement, and environmental impact) to examine how these factors affect consumer choice. The results revealed which product attributes really matter to the market, which companies deliver them well, and the potential monetary impact of providing these benefits.

Our findings challenge conventional wisdom about consumer behavior. For instance, we learned that fresh ingredients were 42 percent more important to consumers than value and 57 percent more important than restaurant location. Interestingly, high performance on providing traditional benefits did not predict sales growth. In fact, almost all restaurants scored similarly on traditional benefits. However, there was wide variation in how consumers rated restaurants on social benefits.

The battle to differentiate and win customers’ hearts and wallets has shifted from providing traditional benefits to delivering social value. This is especially apparent when analyzing how consumers rate brands on their delivery of social benefits. In our research, the restaurants that performed in the top quartile for their delivery of social benefits averaged 14 percent sales growth over the past three years, while the rest of the restaurants averaged only two percent growth. While some of this difference can be attributed to restaurant size and other factors, as much as 15 percent of it can be explained by social factors analyzed in our rankings.

The research also provided insights into unexpected growth successes. For instance, although Chick-fil-A has generated controversial headlines, it has performed strongly, while chains like Burger King have shown stagnant growth. Both Chick-fil-A and Burger King perform within five percent of industry averages on traditional benefits like having a broad menu of options. However, when we look at each company’s use of natural ingredients, Burger King performs 15 percent below industry averages and Chick-fil-A is rated at almost 15 percent above the industry average.

Data provides insight into why different companies thrive. For restaurant consumers, using additive-free ingredients is 89 percent more influential in a purchase decision than a company being perceived as ethical. Data also helps us uncover how consumer concern for social issues evolves over time. As an example, food safety was a key issue in the past, but as all companies began delivering this benefit, the concern has decreased. As noted, a key concern today is whether or not the restaurant is using natural ingredients.

There is an emerging trend of consumers demanding products and services that deliver positive social change. Companies that are capitalizing on this trend are seeing spectacular growth. As this trend continues and social value becomes increasingly more important to consumers, the companies that innovate the most will experience the greatest success. [END]
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