The intermission is over...

THE SECOND ACT

...is about to begin.

JOURNAL OF INTEGRATED MARKETING COMMUNICATIONS

CURRENT ISSUE / JIMC 2015

Demystifying BIG Data
Uncovering CONTENT Marketing
Exploring GLOBAL Perspectives

MEDILL NORTHWESTERN UNIVERSITY
This issue of the Journal of Integrated Marketing Communications takes the publication in a new direction. A dedicated team of students has worked together for a year and created something important that will last beyond graduation. The journal personifies the IMC program: it’s integrated in its approach; it’s customer-centric with topics designed to interest its audience; and it’s well written and designed with shorter articles and easy-to-understand graphics. Kudos to all of the members of the team for taking on this challenge and working hard to deliver a new approach.

Yet the approach is also rooted in the traditions of the publication and reflects the kind of education Northwestern University offers. We are proud of what the students accomplished and know that the experiences they had working on the journal will benefit them wherever they end up.

Nancy Hobor
Senior Lecturer and JIMC Advisor

This year’s Journal of Integrated Marketing Communications takes on a more expansive role than previous issues and reflects the breadth of the IMC programs at Medill. IMC has four programs – full-time, part-time and online master’s programs and an undergraduate certificate program. These programs feature innovative coursework and student projects that involve consumer insight, customer databases, analytic methods and a strong focus on the digital media technologies that are revolutionizing marketing communications.

The IMC Department has recently launched the Spiegel Center for Digital and Database Marketing, named after the late Ted Spiegel, who pioneered direct marketing education at Medill. The department also features groundbreaking research in consumer analytics and in the use of advanced software tools to monitor social media and guide brand and corporate communications in digital and mobile media platforms. The articles in this issue of JIMC provide some examples of the direction the IMC program is taking in leading teaching and research for the future of integrated marketing communications.

Frank Mulhern
Associate Dean and Department Chair
Hamad Bin Khalifa Al-Thani Professor of Marketing Communications
I’m very happy to introduce the Journal of Integrated Marketing Communications 2015.

In the fall of 2014, we knew we wanted to take the journal in a new direction. With this in mind, we created this year’s journal theme – “The Second Act” – which encapsulates two key evolutions: first, a shift from an academic journal to a marketing trade magazine and, second, the transformation within the field of integrated marketing communications (IMC).

IMC goes a step beyond traditional marketing, being entirely consumer-centric and non-siloed; it is the representation of marketing’s second act. Further, the growth of digital media channels for creative content and the advent of big data are reshaping the way art and science come together throughout the IMC process. Thus, IMC itself is moving into a second act as it becomes an even more data-driven, consumer-centric approach to marketing.

With these points in mind, this year’s publication is divided into three sections – Big Data, Content Marketing, and Global Perspectives. Big data allows companies to get closer to the utopian dream of true one-to-one marketing. However, even with all the data in the universe, any marketing and communications effort is futile without quality content. Moreover, big data and content come together in a multitude of ways around the world, and understanding these global IMC perspectives is crucial when navigating today’s international market.

I’d like to thank IMC Associate Dean Frank Mulhern, JIMC Advisor & IMC Senior Lecturer Nancy Hobor, Medill Professor Charles Whitaker and IMC Program Assistant Robin Young for generously providing support and guidance throughout this project. In addition, Editorial Director Lauren Parran, Creative Director Nicholas King, Copy Editor Paulina Berkovich, and PR Director Beryl Zhao were indispensable in assuring that all the moving parts of this publication came together. Finally, this year’s JIMC would not exist without all 13 associate editors and their respective professional contributors – their hard work is greatly appreciated.

I hope you enjoy this year’s edition.

Best,

Joseph D. Woodard IV, Editor-In-Chief
What’s IMC?

IMC (Integrated Marketing Communications) is a strategic marketing process specifically designed to ensure that all messaging and communications strategies are unified across all channels and are centered around the customer. The IMC process emphasizes identifying and assessing customer prospects, tailoring messaging to customers and prospects that are both serviceable and profitable, and evaluating the success of these efforts to minimize waste and transform marketing from an expense into a profit-center. In sum, IMC is a data-driven consumer-centric approach to marketing.

The 5-Step IMC Process

1. Customer Identification from Behavioral Data.
2. Valuation of Customers/Prospects.

The 5-Step IMC Process

Joseph Woodard  Editor-in-Chief  ABBIE DING  Associate Editor
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Contributing

**Natalie Bader** is a business analyst at the Seurat Group. Natalie has extensive expertise in category leadership, customer segmentation, and primary research. Natalie graduated with a B.A. from New York University, with a business concentration from the Stern School.

**Dr. Behice Ece Ilhan** is a transmedia scholar and expert. She has been a brand engagement team lead at MetrixLab and an assistant professor of marketing at the College of Business at Purdue University, NC. She currently consults politicians, nonprofits, digital startups, and incubators and accelerators. She received her Ph.D. from the Department of Business Administration at the University of Illinois at Urbana-Champaign (UIUC) with minors in communication and sociology.

**David Brain** is president and CEO of Edelman’s Asia Pacific, Middle East & Africa business. Prior to this, David ran Edelman’s standalone Asia-Pacific business, as well as the firm’s London-based EMEA business – leading its transformation from traditional PR agency to the region’s social digital communication leader. David has directed award-winning campaigns for Unilever, Heineken, and Jim Beam.

**Jan Chen** is CEO of Plus Digital Integration Co., Ltd, an integrated marketing agency that offers SEO, website construction, system construction and overall digital strategy consulting service. Jan was formerly the CIO at Hwafu Travel Service Co., Ltd, where she led the development of digital marketing strategies that drove significant revenue.

**Guangzhi Chu** is a professor in the School of Advertising in the Communication University of China. He specializes in IMC, advertising, PR, and digital marketing in emerging markets. His research has appeared in numerous scholarly journals.

**Kim Feil** was most recently chief marketing and strategy officer for OfficeMax and has 30 years of executive marketing experience with Walgreens, Sara Lee, Kimberly-Clark, IRI, Cadbury Schweppes, and Frito-Lay.

**Kevin Keane** is the co-founder and president of Brainsights, a consumer neuroscience startup that mines the big data of the brain to understand the subconscious drivers of human decision-making and emotional engagement.

**Ryan Kelly** started Pear Analytics in 2008 to help businesses measure their marketing results using advanced analytics techniques and drive more traffic to their websites. That evolved into software development and the creation of the Website Analyzer Tool – which has been run over 1 million times since its launch in 2009 – as well as the release of a unique services model where customers could buy Internet marketing services a la carte from the website in 2010 and 2011. Ryan is always looking for new and innovative ways to deliver the web marketing services small businesses need, and with a constantly evolving industry, the team at Pear keeps its customers up to speed.

Since 1995, **Billie Goldman** has been an innovator for Intel in press relations, sales, product marketing, brand awareness and preference and, most recently, partner marketing. Billie’s most recent accomplishment is the creation of Inside Films, Hollywood’s first trilogy of groundbreaking, award-winning social films, “The Power Inside,” “The Beauty Inside,” and “The Inside Experience,” in partnership with Toshiba. All the films have garnered over 70 awards, including an Emmy for “Outstanding New Approach,” in addition to 11 Cannes Lions, three of which were Grand Prix.

**Varsha Jain** is Assistant Professor in integrated marketing communication and Chair, Dissertation at the Mudra Institute of Communications, Ahmedabad (India). She has 45 publications in international, national and trade journals, book chapters and case study collections. She won gold medals as “Young Outstanding Management Researcher – 2013” and “Outstanding Woman Management Researcher –2012” by AIMS (The Association of Indian Management Scholars) International. She was visiting scholar at The Medill School, Northwestern University in 2013.
Vinny Vijeyakumar, founder of Sparkline, is an expert in measurement, data analysis, and insights that deliver results. His philosophy is measure, test changes for impact, and iterate. Prior to Sparkline, Vinny was at Google for five years in Australia, New Zealand, and Southeast Asia providing strategic counsel on free tools such as Google Analytics and Google’s Website Optimizer.

Bob Scarpelli spent 35 of his 37 year career in advertising at DDB Worldwide, where he retired as Chairman and Chief Creative Officer of the network. He was inducted into the Advertising Federation Hall of Fame in 2013.

Don E. Schultz is professor emeritus-in-service of integrated marketing communications at Northwestern University and one of the architects of the IMC philosophy. Prior to his academic career, Schulz spent 15 years in media and advertising agency management, where he was a senior vice president and management supervisor on a number of national accounts. Schultz lectures, conducts seminars and conferences, and consults on five continents.

Olive Ting founded Era Public Relations in 1992, which was acquired by WPP and became a member of Ogilvy Public Relations Worldwide in 2002. In 2005, Olive was appointed President of Ogilvy Public Relations, responsible for the operations of Ogilvy Public Relations and Era Ogilvy Public Relations, and spearheaded their strategic planning and development in Taiwan. Under Olive's leadership, Era Ogilvy PR has become a leading award-winning PR Agency, recognized as “PR Agency of the Year” two years in a row by Taiwan’s Brain Magazine.

Innovative book entrepreneur Dominique Raccah is the founder of Sourcebooks, where she serves as publisher and CEO. She is fascinated by the digital transformation of the book and wonders what more the future might hold for books and readers.

Ilchul Kim is the professor of advertising & public relations at the School of Communications at Dongeui University in Busan, South Korea. Prior to academic life, he worked for over 15 years at LG Electronics, Tupperware Korea, and Rexall Korea as marketing manager, director, and CEO. Professor Kim founded the Korean Academy of IMC in 2003 and has held its chair position ever since.

Susan Kryl’s world-class experience ranges from healthcare branding and minority marketing programs to technology and financial services product launches. Prior to founding the response and integrated marketing group Kryl & Company, Susan headed J.WalterThompson Direct in Chicago.

Tara Oberg is an associate with the Seurat Group with domestic and international experience that includes category leadership, brand and channel strategy, and organizational design work. She is certified in organizational design as an essential HR capability. Tara was formerly with Cannondale Associates/Kantar Retail, most recently as team leader of the research group.

At Procter & Gamble (P&G), Marc Pritchard is responsible for the global marketing and media strategy as the company’s global brand building officer. With a three-decade career at P&G, Marc worked his way up the corporate ladder from his initial position as a cost analyst in the paper division in 1982. He holds a B.S. in finance from Indiana University.

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Big Data and

AUTHOR
Kevin Keane

associate editor
CATHERINE MAKI
the Brain

Findings from the World’s Biggest Brain Scan (4th – 6th April 2014, Toronto, Canada)
For marketers, the promise of Big Data is an unparalleled understanding of consumer behavior at our fingertips. But the proliferation of data and the underlying technologies that power it are also a red herring – giving a sense of security and certainty that really isn’t present.

How can this be?

Mostly, the data that marketers access is the digital exhaust that comes from our interactions with our devices (smartphones, etc.), platforms (social, location-based, mobile wallet, etc.), and the brands and products in question. These data points mostly fall into the “stated” and “behaved” components of consumer understanding (see Diagram 1).

But a growing body of evidence proves that much of our decision-making is actually driven by the non-conscious – the bits of our brains not accessible to our conscious selves.

Daniel Kahneman, the godfather of behavioral economics and a pioneer in the space, has probably contributed most to our understanding of non-conscious decision-making and the opportunity that is there for marketers. And it’s also his saying, “WYSIATI” (What You See Is All There Is) that best encapsulates the risk of Big Data for marketers.

As marketers, we can see more with Big Data, but are we seeing the right things? Brainsights thinks not – or, at the very least, that we’re not seeing the complete picture. That’s a big risk.

We recently hosted the “World’s Biggest Brain Scan” to lift the lid on the non-conscious drivers of consumer decision-making – those pieces of the puzzle that aren’t readily available by mining existing Big Data streams.

We used EEGs to measure the brain activity of 302 Millennials (ages 19-34) as they watched 60 minutes of video content – ads, but also trailers and other clips of video content. Frame-by-frame, second-by-second data was recorded for every participant, with that data used to assess the non-conscious levels of user attention (engagement), higher-order thinking (consideration), and memory encoding (in other words, which bits people file away in their memories). For each piece of content that was screened – more than 120 spots in total – our team generated 25 content metadata variables, including industry, brand and product, agency, genre, and also whether a spot had celebrities or music.

What we found – perhaps unsurprisingly – flies in the face of our understanding of this generation and of how advertising works.

Hustle and Hard Work Break Through. Capitalize by Tricking the System.

First, this is not an entitled generation. Despite the perception in popular media that Millennials are privileged, lazy, and entitled, our research on the subconscious says otherwise. Content that contained themes of hard work, hustle, goal setting, and achievement performed as much as five times better than the mean for the entire data set. This was evident across categories – from sports apparel to beverages to packaged goods and politics – and across all metrics we tracked (engagement, consideration, and memory encoding).

A corollary to this finding is that Millennials actually reject entitlement and unearned privilege. Several spots that we screened featured characters that were arrogant and obnoxious, characters who were presumed authorities but for no good or obvious reason. Each of these spots failed to resonate with the audience.

Set against a background of challenging economic conditions (poor job prospects, growing debt, frustratingly high unemployment and underemployment) and dubious authority (defunct and unresponsive government, sinking corporate trust) the findings shouldn’t be too surprising. But what’s the best way to act on this insight?
Of the spots featuring themes of hustle and hard work, the best performing ads were united by another common theme: hacking – or tricking – the system.

Jameson’s “Hawk of Achill,” for example, was one of the top performing ads in the beverages category for the 19 to 25 year old male. The ad features a frustrated John Jameson, who sets out against all odds to tame the Hawk of Achill, a huge Loch Ness monster-like creature that keeps stealing barrels of his whiskey. But instead of setting some clever trap, the enterprising Jameson hides in a whiskey barrel and takes advantage of the Hawk’s greediness to ‘hitch a ride’ to its nest and slay the beast. Diagram 2 breaks the spot down by second into its key moments. The spot is paced very well, engaging the audience at both the critical points in the story and the instances when the brand is featured prominently on screen and in voiceover. Diagram 3 shows our memory encoding.
Brainsights screened five beauty ads with varying degrees of female empowerment messaging. We then segmented the data by age, gender, and ethnicity to get a deeper understanding of how each spot resonated with the audience. Overall – especially with men – the best performer was CoverGirl’s “#GirlsCan” spot, scoring the highest on all three measures of neural activity. The best performer among women was Dove’s “Evolution,” ranking first in engagement and consideration and third in memory encoding. The Pantene spot, on the other hand, ranks a distant fourth among women on all three metrics, ahead of only Dermablend. Chart 1 shows how each spot performed split by gender.

What’s perhaps surprising is that the Pantene ad hailed by Sandberg performs much better for males than it does for females. In fact, the three spots that convey the most empowering messages for females (either explicitly or implicitly) – CoverGirl, Pantene, and Dermablend – actually perform better with males than females. Is it that males are just responding to attractive women in these ads? One might be inclined to believe this, but the evidence suggests not. In frame-by-frame analyses of the spots, males were far more responsive to messages of empowerment (“I just learned you have to be yourself” or “You have to just be courageous”) than simple imagery of females.

And when Pantene’s brand tagline “Be Strong and Shine” was revealed, males exhibited higher consideration and memory encoding activity than did females (the latter showed higher levels of engagement).

But these Pantene results disguise a much less positive finding – at least if you’re Sheryl Sandberg. The messages within the Pantene ad that resonated most deeply with males were actually the ones that spoke to male strength, not the female labels that were intended to illuminate and educate.

On a brighter note for Sandberg, males – particularly 19 to 25-year-olds – were the segment most moved by the empowering messaging in the second half of the CoverGirl #GirlsCan spot, when Queen Latifah, Ellen DeGeneres, and others talk about achieving against the odds. Being told you can’t do something, and then defying those expectations, is a universal motif, and these moments connect us all.

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“Being told you can’t do something, and then defying those expectations, is a universal motif, and these moments connect us all.”
The Importance of the ‘Soft Sell’ – and the Even Greater Importance of Story

An epic battle has always raged between marketing and creative, between functional and emotional, between product and brand. On the one hand, marketers need to feel as though they have all the information required to sell the functional benefits of their product. On the other hand, creatives emphasize the need to articulate the emotional attributes of the brand. Finding the right balance is essential to creating the most engaging and effective ads.

By tracking the frame-by-frame subconscious response of audiences, we can identify the appropriate real estate mix to allocate to creative and marketing. Unfortunately, this varies considerably based on the target audience, the product’s life cycle, and the competitive landscape.

What is clear, though, is the effectiveness of the soft sell for the Millennial; in other words, making the marketing elements more creative was found to be a strong strategy.

To illustrate, consider the Dos Equis “Handball” spot (see Diagram 4). In line with the finding about unearned privilege or authority, the famous brand tagline of “He’s the most interesting man in the world” fails to resonate with the target. They’re just not buying it (see seconds 20-23).

However, the cool sales pitch of “I don’t always drink beer, but when I do, I like to drink Dos Equis” delivered the highest instance of memory encoding across the spot. The played-down pitch resonates well, implicitly understanding the desire of Millennials not to be sold to.

Of course, this approach won’t work for every brand, as not every brand has such a tagline.

But the soft sell can be accomplished by virtually any brand. How? Branded content.

Integrating your brand meaningfully into a story has proven an effective way to drive engagement, consideration, and memory encoding. Jameson’s “Hawk of Achill” is one such effective example.

The operative words here are meaningful and story. If the integration is inauthentic or trivial, or if the story is disjointed, the audience simply will not respond.

Conclusion: Big Data ≠ Right Data

The rise of Big Data has led marketing departments to embrace more fact-based strategies and tactics, and this shift is largely a good thing. But risks exist, and chief among them is the belief that because we have all that data, we have a complete picture of our customer. This is nonsense.

Whether we’ll fully be able to understand people is a question for philosophers to figure out. But as marketers, without neuro data, it is impossible for us to truly understand the motivations of people and how they relate to our brands and businesses. Our data models must evolve to include this data in order for us to make better ads, better products, better brands, and to drive better results.
BIG DATA & WHY
MARKETING IS AN OPEN
FIELD FOR ENGINEERS

AUTHOR
Ryan Kelly

People often ask me how in the world I went from being a design engineer at the world’s most recognized jet engine manufacturer to running an online marketing company. At the ripe age of 22, I started my career in aerospace; by 27, I founded a web development company; and by 31, an Internet marketing company. How do these dots even connect? I’ll tell you how.

With the advent of digital advertising, marketing in the last 10 years has progressed into a Big Data problem for some companies. For what you would once spend on a traditional media campaign on TV, or even radio, you can now launch an expansive, widespread and targeted campaign online, which gives you a lot more data from many more sources to analyze.

John Wanamaker, a pioneer in marketing, once said, “Half the money I spend on advertising is wasted; the trouble is, I don’t know which half.”

This is still true today because we have access to so much data that companies are not sure how to navigate through it all. We have web analytics, CRM data, sales data, marketing response data, and much more. How can we use all of this information in a beneficial way to improve our marketing efforts?

Many think of marketing as more of a “creative” industry, but that ignores the intense amount of data, analysis, and problem-solving that marketing requires. This is why I believe engineers have a special place in the marketing industry as data analysts; their analytical minds are a perfect match for data-driven marketing. It also explains why it was not unusual for me to go from aerospace engineering to marketing. There is a serious shortage of engineer-like minds in the marketing world, and it needs them.

For instance, one of the major problems in marketing that needs to be solved right now is attribution and how to apply credit to the right marketing channel for the conversion or sale. Now that most of us use multiple devices throughout the day, it is difficult to track visitors – particularly with existing privacy rules. In 2011, Google announced that it would be encrypting search by forcing users to use a secure search page and hiding valuable data for marketers from Google Analytics. Of course, this translated through to all analytics platforms, such as Omniture, Core Metrics, and others. Marketing analysts now need to analyze other data sources, like Google Webmaster Tools, keyword rankings, and page view data to make educated assumptions about which key phrases are driving quality leads.

And this is only the beginning of the fun. Marketing analysts also need to think like engineers as they conduct A/B testing experiments as a method to try to boost conversion rates on a webpage. Tools such as Optimizely have made it easier to conduct such experiments and enable companies to show cohorts of users different data on a webpage, such as who clicked on a certain call to action or design element or how many conversions occurred for design A versus design B. However, these tools require some advanced knowledge of statistics – otherwise results could be largely random.

Maybe a marketer wants to know why his visitors are not engaged, not buying, or not converting. The engineer-minded marketer has a wide variety of advanced analytical tools at his fingertips, such as CrazyEgg – an advanced heat mapping tool showing the marketer “hot” and “cold” areas of a webpage; Qualaroo – a page-level survey that allows marketers to ask pinpointed questions at the point-of-sale; or ClickTale – a tool that allows marketers to record visitor sessions, and see where users are stumbling through the business’ website.

Let’s not forget the marketing automation industry, which is red-hot right now. Companies like Pardot (acquired by Salesforce), Marketo, Eloqua, and many others try to use a combination of actual real-time data and learning algorithms to automate portions of consumer sales funnels. B2B marketers know that 72 percent of their leads are not ready to buy or talk to a salesperson yet. With marketing automation, we can nurture these folks and increase sales opportunities by 50 percent or more. The problem is that many companies are paying for traffic and awareness and then doing nothing to engage or nurture those visits into marketing qualified leads.

Companies that understand their customer lifecycles are spending big money right now in the areas of demand and lead generation, marketing automation, and data analysis so that every marketing dollar can be effectively used to add real sales to the bottom line. Companies are looking to service providers who can provide the most value along the customer decision journey, and not just a firm that can provide only SEO, or only conversion optimization.

Essentially, if you offer SEO or PPC services, you’re really only solving half of the problem. In my opinion, marketing companies that can provide expertise along the path of attracting, capturing, converting and nurturing are those who will see higher growth over the next three to five years in digital marketing.
Turning BIG DATA into Black Gold

AUTHOR: Vinny Vijeyakumaar

Ninety percent of the data that exists today has been created in the last two years. In the time it took you to read that last sentence, 11.6 terabytes of data were generated. That is equivalent to about 17,400 CD-ROMs (if you remember what those are!). We live in a connected world, with a proliferation of devices that connect online. For the modern marketer, this means access to large volumes of data. If you believe in the saying that data is the new black gold, then marketers have struck it rich, right? Unfortunately this is not always the case.

The challenge for the modern marketer is that Big Data creates big noise. To be able to make leaps and bounds in your business, you need to be able to cut through the noise, identify meaningful insights, and, most importantly, act upon them. Simple insights can help increase your user base, conversion rates, and revenue by multiples.

So how does the modern marketer cut through the noise and collect barrels of black gold from his or her data? I propose a simple 4-step process that gets you looking at what's truly important:

1. **Identify your organizational objectives**
2. **Identify the KPIs you should be tracking**
3. **Implement your data collection systems**
4. **Take action on your data**

1. **Identify your organizational objectives**

   The crux of any good digital measurement plan is to align it with what the rest of your organization is striving for. If you measure in a silo, without measuring what matters to your CEO, your efforts will be put to waste.

   Your organizational objectives will depend on your industry, the maturity of your business, and the leadership's vision on where they want to get. Some example objectives include:
   - Grow global market share by X percent
   - Increase marketing ROI by X percent
   - Reduce cost of goods sold by X percent
   - Increase word of mouth referral rate by X percent
   - Reduce call center resources by X percent

   If you are not sure what your organizational objectives are, speak to your senior management and refer to your company's annual reports. They are often good enlighteners on what matters.

   Determining your organizational objectives gives you a clear foundation for what you should be measuring and what actions you can take to shift your business forward. Anything measured outside of this is meaningless.

2. **Identify the KPIs that you should be tracking**

   Now that you know what your organizational objectives are, it's time to start identifying the KPIs that align with them. By monitoring these KPIs, we ensure that we are keeping a finger on the pulse of the business and can rapidly detect any shortcomings.

   One way to start thinking about KPIs is to look at the consumer decision-making process. McKinsey proposes a four-step process in today's digital era. Consumers first create an initial consideration set of brands and products they would consider purchasing. Then they actively evaluate members of the set, adding and subtracting candidates. Next comes the moment of purchase. The purchase, however, isn't the end of the decision-making process because there is an ongoing post-purchase experience.
Most often, marketers are preoccupied with KPIs related to the moment of purchase, as these are related to real dollars. These are macro-goals. If we focus on these, how do we know if we are doing well at creating awareness at the consideration stage? Or are we engaging effectively at the active evaluation stage? For this, we need to consider micro-goals that capture success or failure at the non-purchase stages.

Let's consider some of the organizational objectives mentioned in the last section. Here are some KPIs that you would consider for each stage of the consumer decision-making journey that are aligned with organizational objectives:

<table>
<thead>
<tr>
<th>Initial Consideration</th>
<th>Active Evaluation</th>
<th>Moment of Purchase</th>
<th>Post Purchase Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grow global market share by X%</strong></td>
<td>• Volume of new visitors</td>
<td>• Returning visitor engagement with product videos</td>
<td>• Social media mentions by first time buyers</td>
</tr>
<tr>
<td></td>
<td>• Volume of new visitors from new targeted markets</td>
<td>• Downloads of product information packs</td>
<td>• Repeat purchase rate by first time buyers</td>
</tr>
<tr>
<td><strong>Increase marketing ROI by X%</strong></td>
<td>• Cost per new visitor acquisition</td>
<td>• Cost per active evaluator</td>
<td>• Repeat purchase rate by campaign</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Time to repeat purchase</td>
</tr>
<tr>
<td><strong>Reduce cost of goods sold by X%</strong></td>
<td>• Cost per new visitor acquisition</td>
<td>• Cost per active evaluator</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Increase word of mouth referral rate by X%</strong></td>
<td>• Volume of new visitors by word of mouth (WOM) channels (e.g. social media)</td>
<td>• Engagement with product videos</td>
<td>• Number of referrals made</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Downloads of product information packs</td>
<td>• Number of successful referrals converted</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Volume of social media mentions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Net promoter score</td>
</tr>
<tr>
<td><strong>Reduce call center resources by X%</strong></td>
<td>• Online visits to call center calls ratio for initial product inquiries</td>
<td>• Online visits to call center calls ratio for further details</td>
<td>• Online visits to call center calls ratio for support inquiries</td>
</tr>
<tr>
<td></td>
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</tbody>
</table>
3. Implement your data collection systems

Now that you know what needs to be tracked and its importance, it's time to put your data collection systems in place. A robust data collection system will cover all channels (e.g. website, mobile app, brick and mortar stores, pop-up stores, booths) in which your business operates. It's not so important which tools you use, but rather that they are properly set up to measure the KPIs that matter to you.

4. Take action on your data

Collecting data for the sake of collecting data is not worth anyone's time. For data to become black gold, you need to take action on it. Inaction provides no value.

Often marketers keep an eye on their KPIs with the intention of taking action when the KPIs change drastically. In these instances, however, they are often unprepared and start scrambling for the right response.

The pertinent approach is to put plans in place for when key KPIs deviate outside of acceptable norms. Let's look at an example. Assume we want to increase marketing ROI. Here are some contingency plans for which we can prepare.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Deviation</th>
<th>Actions to take</th>
</tr>
</thead>
</table>
| Cost per new visitor acquisition| + 10%     | • Evaluate active marketing channels  
• Redistribute budgets from underperforming to over-performing campaigns  
• Cease underperforming campaigns  
• Evaluate creatives and messaging of USPs |
| Conversion rate per campaign     | - 5%      | • Evaluate messaging in creatives with what is offered on the site (i.e., there a mismatch in messaging?)  
• Test new creatives  
• Test new offers  
• Test bundled offers |
| Repeat purchase rate per campaign| - 10%     | • Evaluate quality of products sold  
• Evaluate post-purchase customer experience  
• Undergo more extensive customer outreach |

Now if KPIs were to deviate significantly, the team would be prepared and know what to do next with certainty instead of scrambling. Investing time in these plans is important.

As the digital world evolves, and as the offline and online worlds converge, the volume of data at our fingertips is only going to get bigger. The key is to cut through the noise and focus on what really matters for your business. Only then will Big Data turn into black gold for your organization.
Big Data: A Roadmap to Success

AUTHORS
Tara Oberg and Natalie Bader

The breadth and depth of data that has become readily available within today’s retail landscape is nothing short of thrilling. Big Data has become a buzzword that packs behind it the potential to transform business models for the better and positively disrupt the retail industry as a whole. At Seurat Group, we have explored the topic of Big Data application in the consumer goods industry specifically. To support our mission of helping our clients sell more, more profitably, in more places, to more people by challenging convention, we focus on how our CPG partners can better leverage the data that is available to them. Given the skyrocketing interest in Big Data, the rise of insights-based selling, and our experience working with CPG groups, we would expect the CPG industry to be celebrating unparalleled growth. The industry, however, is not thriving.

CPG manufacturers have experienced stalled growth since 2007, including a three-point decline in revenue growth, falling margins, and diminishing returns to shareholders. This slow-down is especially surprising given the momentum that had been established in prior decades. Between the late 1960s and the late 1980s, the consumer goods sector experienced a double-digit golden age of growth and even outperformed the S&P. The late 1980s and 1990s were witness to continued advances in the form of global expansion and rising margins. The CPG industry was booming, even without modern technology and data analytics as we now know them. But now the tables have turned – or something like that.

Today’s marketing teams benefit from decades of innovation around point-of-sale technology, general population research, and advanced data analytics; yet they are not able to keep up with the business performance of their data-limited predecessors.
The disconnect – it would seem – is lack of guidance; Big Data does not come with a how-to manual. Hindered by low confidence and comfort around what information to access and how to use it, CPG manufacturers have not taken full advantage of the data that have emerged. In fact, over half (56 percent) of CPG companies report that they struggle to know how to get value from their data. Big Data appears to be nebulous and fragmented, but we know it is ripe with the potential to add value to our businesses.

It’s easy to get lost in the vast amount of readily available data. The following is a sample of some of the data sources we have at our fingertips.

- Demographic
- Psychographic
- Social media
- Loyalty card
- Syndicated data
- Customer service feedback
- Consumer panels
- Geo-location data
- Mobile shopping/Ecommerce
- Online tracking panels
- Weather data
- Survey data
- Mobile apps
- Manufacturer and CRM data

Having navigated the murky waters of Big Data and having studied best-in-class applications within the CPG industry, we’ve become well-versed in managing Big Data challenges and opportunities. We’ve developed a seven step Big Data Roadmap to guide industry partners toward effective engagement with Big Data via the development of an embedded company capability.

**Setting Up For Success:**

Beginning with an end goal in mind is an important first step. It would, otherwise, be easy to become overwhelmed or acquire expensive and unnecessary data. From here, the team can determine what data is needed, what is currently accessible, and where any gaps lie.

1. Start with a plan – determine if and how Big Data can help address your biggest business issues and opportunities; this will help narrow your analytical focus.
2. Ensure actionability – research and data mining is useless unless it can influence your strategy.
3. Decide the best and most efficient data source – conduct an internal audit of what you already have; then decide what other sources you need to answer your business questions.

**Best Practices:**

Once the right tools for the job are determined, the right team and environment is needed to manage the process. This is not always easy, but it is a necessary investment to ensure success.

4. Create a dedicated analytics team – internal or external partner who:
   - Can distinguish between meaningful and irrelevant data
   - Can manipulate data so it can be integrated across sources
   - Knows the best data source for the job
   - Can explain findings in a simple way
   - Can work closely with the business team to avoid creating information silos
5. Foster an environment of speed and adaptability – rapid test and learn is crucial to keep up with innovation; you must be able to adapt quickly.

### Case Study: Proctor & Gamble Takes Speed and Adaptability to a New Level

*Procter & Gamble set up their Business Sphere as a visually immersive data environment. It harnesses real-time business information from around the globe and allows for rapid decision-making. The sphere analyzes point-of-sale (POS), inventory, spending, and shipment data visually to aid managers in understanding the most important issues quickly.*

### Moving Forward:

Big Data is not a one-time project to be completed, but an ongoing practice that will evolve over time. Therefore, it is important to measure the effects of Big Data so that sources, processes, and applications can be continually refined.

6. Ensure results are measurable so they can be tracked and benchmarked moving forward.

7. Establish ongoing data maintenance practices – make sure files are up-to-date and complete and that you are researching consistently to ensure you are storing these large data sets in the most efficient manner.

### Case Study: Proctor & Gamble Takes Speed and Adaptability to a New Level

*Unilever’s data analysis illuminated two key areas of opportunity: emerging markets and mobile credit as currency. As a result, the company ran a mobile campaign in South Africa for its OMO detergent. The team was able to effectively measure the results, highlighting a future opportunity for mobile marketing elsewhere.*

- Response rate of 30%
- Detergent sales spiked 20%
- ROI of 3.5x the original estimates

Big Data poses huge opportunities to better understand the end consumer, lead with insights, and, ultimately, build competitive advantages. What has not yet been clarified is that Big Data can be highly manageable with the right approach. We hope that the Big Data Roadmap highlighted here will be helpful in overcoming the confusion and intimidation surrounding Big Data, allowing those entering CPG or related industries to arrive prepared. The future is bright for those who can understand how to leverage Big Data and, ultimately, lead CPG manufacturers to a new era of unprecedented growth.
Sometimes the terms we hear as marketing professionals become so overused that we lose perspective about their power in our profession. “Consumer Insights” and “Big Data” are two. Let’s re-energize them!

Across my 30 years in marketing, consumer insights have become considerably more dynamic, relevant, and, well, interesting. As an assistant brand manager on Doritos at Frito-Lay in 1984, I could study consumer behavior at arm’s length (and in big paper books) through the A.C. Nielsen household panel, which told us what mix of products households were buying. (Did they buy dip with their Doritos?) We also had psychographic insights from specialized yearlong studies and re-demographic zip code segmentation from Spectra. Our media buying was done in age groups, assuming that everyone a certain age behaved the same way. We did little to understand multicultural preferences, and all our marketing was “mass blast” through TV, print, radio, and “get & win” promotions. No wonder marketing results were hit or miss!

Today, we are “friends” with our customers on Facebook and Twitter and can ask them their opinions 24/7 in minutes with online surveys, Facebook friend stories, and social media monitoring. When I was CMO at Walgreens, we wanted to know what our customers most often put in their Christmas stockings, and we had the answer within 30 minutes. Research studies are done in days—not months—and the variety of consumer insights that go beyond buying habits to “heart and soul” is vast.

Consumer Insights are more important than ever to meet customers’ expectations for fresh, ever-more-engaging, and personalized marketing. It’s a great time to be a marketer; we can micro-segment, communicate through hundreds of new channels, and get real-time results to iterate improvements to our campaigns and messages. Let’s not let the term “Consumer Insights” get dreary. As marketers, knowing our customers is our highest priority because we are the frontline customer advocates to drive innovation and growth for our companies.

These insights advances have certainly come as a result of exploding sources of Big Data. For retailers, we not only have IRI, A.C. Nielsen, and NPD syndicated sources, but also minute-by-minute data from highly sophisticated point of sale systems, loyalty programs, in-store check-in sites, customer presence tracking, vendors’ category insights, and more. Walgreens has 5 million customers a day and fills 1.6 million prescriptions a day. A single day of data is more than enough for a myriad of statistical evaluations. At IRI, we had a database second in size to the state of Illinois and analytic gurus who could connect this to any clients’ customer data to shape fantastic insights.

At Kimberly-Clark, we had millions of moms in our Mom’s Club who gave us their opinions, preferences, hopes, and fears to guide everything we did for baby products and family health. The OfficeMax loyalty program guided us to understand what moms buy for back-to-school. We learned that teachers spend over $1,000 of their own money on average in their classrooms and that business owners spend $8,000 on office supplies and technology.

Big Data will become extra-mega-big data over the next five years. Don’t be overwhelmed by the data or chase down rabbit trails. Before you start rolling around in it, have a plan. What business problem are you trying to solve? What knowledge will be relevant to making a faster, more accurate business decision? What matters? In business, big data should not be used to develop “fun facts to know and tell.”

A great way to harness, harvest, and use Big Data is to develop a “learning plan” for your business. What do you already know? What don’t you know that is causing the greatest barriers for business success? Apply the 80/20 principle and find what customers, products, and channels are driving the greatest results. Focus your next data dive on these. Have a solid plan to keep what you already know, add the next tier of priority learning, and keep delving deeper in phases, rather than trying to boil the ocean of possibilities in search of a whale. Importantly, insights derived from Big Data are entirely useless unless you “democratize” them in shared, concise “so what” fashion to the stakeholders of the business, making this new knowledge part of everyday decision making.

Keep “Consumer Insights” and “Big Data” fresh for yourself as a marketing professional. We are awash in knowledge to make a big difference. How energizing!
RELEASING INS

AUTHOR
Billie Goldman
While Intel is a top 10 brand on the Interbrand Best Global Brands list (2013), in 2011 it was facing some challenges in that it was perceived as a brand that is inside every consumer gadget, even if it wasn’t. Toshiba was similarly facing issues in that it was being perceived as a brand that was for your dad. To solve these big branding issues, Intel and Toshiba needed to find a way to create an emotional connection with the tech-savvy 18 to 34-year-old audience.

Timing is everything. In the same time frame, the Intel Inside Program (which is our platform for driving co-marketing campaigns with our partners) was being redesigned, which gave us a unique opportunity to use a “no rules” approach to co-marketing for a small window of time. We took the opportunity to help reshape co-marketing at Intel with great success.

We started with a non-traditional, simple brief to our creative agency, where we stated that we wanted to create an emotional connection with our audience with an experience that would surprise our audience and exceed their expectations. That was it. We had three agencies in on the pitch, and Pereira & O’Dell (POD), based in San Francisco, hit it out of the park with a social film concept. A social film is when you take a big blockbuster movie and mash it up with social networking, giving the audience the opportunity to participate by either auditioning to be in the film, talking to the characters online, or helping to steer the direction of the film.

Quite frankly, when POD presented the concept of a girl waking up in a room with no idea how she got there but occasionally allowed Internet access on her Toshiba laptop (with Intel Inside) to reach out to her social network for clues in hopes of being rescued, my heart was pounding. I was scared — a rare feeling for a marketer to have. We wanted to do something brave and daring that would capture the hearts and minds of the target audience, and we knew we were on to something. But — it was a BIG but — it was a scary concept for Intel, a brand that is about being safe and reliable, and also for Toshiba, a quirky and happy kind of brand.

We then asked POD to ideate on additional concepts for the social film; they came back with six additional genre ideas, one of which happened to be ‘The Beauty Inside,’ our second social film. We fell in love with the romance approach and knew that it would be ideal for our second film once we’d had a chance to succeed with it. But since it was our first foray into creating a new form of entertainment, we felt it was necessary to enthrall our audience with the concept of a social film, and a thriller was the best way to achieve this. It was a “go big or go home” kind of moment, and we took the leap into the unknown.

Transmedia and the term ‘branded content’ were not yet well known back in 2011. We took advantage of social trends and media consumption behavior and engaged our audience across multiple social platforms for a single focused concept, which is essentially the idea behind transmedia storytelling. Branded content is all about creating an emotional connection with the audience, resulting in an increase in brand awareness, preference, and purchase consideration. This approach worked well with the 18 to 34-year-old audience, as this target is incredibly socially engaged, with video content becoming the norm in how they want to consume content. This approach proved to have a high exchange value, meaning that the audience was more than willing to give up their time (in six to eight minute increments per week) to watch and participate in the film.

For our films, we decided to utilize Facebook as the primary hub for the audience experience and engagement, while YouTube was the underlying infrastructure for the video content and the auditions. The story engagement did utilize Twitter, Instagram, and Tumblr as well, but we deliberately steered the audience to engage on Facebook.

The social films performed beyond our expectations. Measurement has evolved over time for our social films based on our strategic goals and priorities. Originally our primary metric was view count, but it quickly evolved towards engagement. What I would like to measure is social capital. What is the value of someone commenting on a post or the value of someone sharing a post? Someone needs to hurry up and figure that one out. We also had a goal for the number of press articles in addition to clicks on “Where to Buy.” The “Where to Buy” measurement is the newest measurement as we shift the films from a pure branding campaign into a demand generation campaign, without making the transition unpleasant for the consumer.

Our first social film was a psychological thriller called “The Inside Experience” with Emmy Rossum. It is about a girl who finds herself captured with only a Toshiba Ultrabook to reach the outside world, which she uses to connect with her social network to help her escape. The second social film was a romance titled “The Beauty Inside,” which is about a man who has a strange condition causing him to wake every day in a different body, but one day he runs into the problem of falling in love. Our most recent social film, “The Power Inside,” is a sci-fi comedy where the audience helped defeat an alien invasion. Each film received 50M, 70M and then 74M views, respectively. The films were promoted worldwide, translated into as many as eight different languages and delivered a unique experience for the viewer based on their language of choice and IP address. “The Inside Experience” won an Effie in addition to a Webby, while “The Beauty Inside” was awarded a Daytime Emmy, 11 Lions (three of which were Grand Prix) at Cannes and was the sixth most watched film of 2012. “The Power Inside” was the sixth most viral ad of 2013, won two Webbys, and was nominated for an Emmy as well. The average age of viewers was 23 for all three films. Press coverage included 182 articles, 285 articles, and then 525 articles respectively.
The greatest sign of success, though, is the emotional connection that was made with the audience through participation in each film. One of my favorite posts was from a girl on Facebook who was probably 13 years old. She posted, “Just realized my laptop is a Toshiba! <3.” The heart at the end got me. Here was a girl who previously saw her computer as a tool—not even caring who made it. After her involvement in the social film, she not only connected with Toshiba as the brand of her computer, but also with a sign of love. It truly made my brand marketer’s heart go pitty-pat.

While the genres have changed for each film, the underlying message of “it’s what’s inside that counts” is the thread throughout and is the Intel Inside message, while the Toshiba product has played a star role, almost as though it were a character in each of the films.

With each film, we have pushed for a new level of innovation. We ran the first film over 11 consecutive days in real time while the second social film was extended over a 8.5 week period. Our third social film took everything we learned from our first two social films and incorporated third-party brands with product placement in exchange for amplification of the film, but also took on the added complexity of driving demand for the product. Of course, the primary goal had always been to take a viewer from watching a film to buying a Toshiba product. The third-party brands provided giveaways for a sweepstakes that gently led the viewer down the path to purchase to Best Buy, where they could buy the system from the film and receive free Skullcandy headphones with the purchase. The product sold out before the end of the campaign.

We learned a tremendous amount about the audience; we also learned that we really could not predict or control what the audience would do. We had plans in place, from security and privacy to moderation, but in the end none of that was needed as the audience did an amazing job of policing themselves. Leaders would self-identify and help steer the conversation, answering questions or redirecting them. We also learned that while it was good to give some guiderails for what kind of content we were looking for with auditions, dictating exactly what we wanted didn’t allow for enough creativity. The audience wanted their brilliance to shine.

I do believe that branded content and transmedia storytelling will continue to redefine marketing, especially in the social space. Content is becoming increasingly important, as we see consumers consuming more and more video content in particular. But we are all competing for the same eyeballs across platforms, and so engaging content is critical. Transmedia storytelling gives engagement another boost, allowing the audience to feel like a part of what is being created and to feel a vested interest because they are a part of making the content successful.

As for social film, I have been asked questions by other storytellers about the high production value and the bar now being set so high. I do feel that our production value was a key component to the success of the films, but keep in mind that we set out to compete against summer blockbusters for eyeballs and engagement. We felt that the high production value was critical, but that isn’t necessary for everyone. Branded content can be incredibly simple as long as the value exchange for the consumer is there and an emotional connection established.

Links to the content:
www.insidefilms.com for 'The Power Inside'
Human beings connect through stories. Stories are used to communicate information, history, and emotion. A properly crafted story can move people to do amazing things. And a great story can move your customers in ways that generic marketing copy never will. When you hear a good story, you want to share it, maybe because it impacted your life in a profound way, maybe because it will make others laugh, maybe because you found it to be really useful. If you can find the stories that resonate with your customers, they will share that story, and your product, with more people than you could hope to reach on your own.

For instance, earlier this year, a New York hotel called Yotel created an amazing User Generated Content campaign. Rather than post the usual "please excuse our dust" signs during a period of renovation, they built a wall with a Lego board on it and allowed people to build on that wall. Visitors could then tweet #mylegomasterpiece and winners would be selected to win a free stay at the Yotel. Now, rather than looking like every other hotel out there, the hotel had people coming to stay just to build on their Lego wall. And their customers were spreading the word for them. That is a great story, and one that you can be proud to share.

At Put Me In The Story, we work with personalized books. Do a quick search and you will find dozens of companies that can personalize a book for you. Because we are part of a book publishing company, we understood the value inherent in extraordinary content. So we chose to differentiate on content quality. Our personalized books are based on bestselling books. We chose to make that content even better by allowing the customer to create a version of that amazing book just for them. The positioning of “Bestselling” helps Put Me In The Story to stand out from a sea of personalized books that otherwise look remarkably alike.

To get to our messaging, we did a lot of testing and a lot of listening. We listened to what customers were saying about the trade titles through reviews in order to create a starting point for how to talk about our new personalized product. Then we created positioning and messaging around that product and put it out into the world to test. We did this through various advertising and marketing campaigns, through talking with partners, peers, competitors, and more customers.

And then we iterated. We tweaked and tested. And we continue to do that today, on all levels. For instance, we launched a product called My First Year from Anne Geddes with the intention of allowing the customer to personalize every piece of the book. We have since changed the personalization model on this product to use times based on customer feedback, surveys, and product engagement data. By constantly improving your story, not only on your homepage, but also on your landing pages, product pages, About Us pages, even your contact page, you have the opportunity to continuously grow customer engagement. When we first launched with our category of baby products, we created a new, beautifully designed category page. We felt that it was the best way to showcase our offerings and tell the story of our products. However, in watching the data, we realized that the existing category page was significantly outperforming the new category page. Customers weren’t engaging with that form of story the way we expected. It is important to listen to your customers and make sure that you are telling the story that they care about, not just the one you think they want.

Customers’ stories are a great way of reinforcing your own stories. Potential customers are more likely to trust a candidly written review than your marketing copy. At the same time, you can use those reviews to refine your marketing copy so that you are speaking the same language as your customer, and perhaps more importantly, that you are explaining to the customer what people really love about your product. We have found that there is nothing more powerful to a customer than coming to a product page and seeing that the 256 people who were there before them loved the book because it made them cry, made their child squeal with delight, or extended bedtime because they had to read a story three times in a row. All of these examples are pulled directly from our product reviews.

Stories create possibilities. The stories we tell each other within our company are important, but they are only a starting place as we craft and refine the stories we tell to our customers and to the world.
When I began my career as a copywriter many years ago, a marketing campaign generally would include a TV spot or two, a couple of print ads, and maybe a radio spot. We didn’t think about it this way then, but the ideas we created in those media were, in essence, brand content. At their best, they were creative expressions of the DNA that make a brand a brand.

Then and now, everything a brand is, says, or does is brand content.

Think about the Heinz ketchup bottles we see on restaurant tables that substitute a fun message for the famous Heinz 57 logo. They created a new way to look at an old brand.

The world has drastically and permanently changed from the days of print ads, TV, and radio carrying the weight of the message. Today, we have so many more ways – more “colors on the palette” – to bring our ideas to life. When I was Chief Creative Officer of DDB Worldwide, one of the things I encouraged our people to do was not to think about being “media neutral,” but to be “media inventive.”

Today, we’re not just competing with other advertising for attention; we’re competing with every other form of entertainment out there. We’re competing with the hundreds – if not thousands – of messages and images our customer is bombarded with every day.

Call it content marketing, or whatever you’d like; we’re “inventing” new media daily. In fact, in so many ways, our customers are creating our brand along with us – or maybe it’s the other way around. So we have to find fresh new ways to engage and involve people in our short attention-span world.

It can be a short film – I think we used to call those commercials!

It can be a long form narrative like the Chipotle series on Hulu.

Like so many big ideas today, it can be an interactive experience like the game DDB London created for our client Hasbro, “Monopoly City Streets,” to help reinvigorate the brand for its 75th anniversary. Our team used Google Maps as a foundation for the biggest game of Monopoly ever played, which became an online social experience played on city streets throughout the world. In three months, total visits to the site were 17 million. Best of all, Monopoly’s sales volume jumped 14 percent in a single year.

It can be creating a movement like Secret deodorant’s brilliant campaign, “Mean Stinks,” which built a community, provoked conversations, and issued challenges to fight girl-to-girl bullying.

It can even be Oreo’s perfectly timed tweets.

We can literally do anything today. We are only limited by our imaginations, and that should be no limitation at all. When we were developing ideas, two of the questions I’d put in my mind and our team’s minds were “What if?” and “Why not?” What if we (use your imagination to fill in the blank)? And when told that something wasn’t possible, ask why not? Good ideas come from that kind of thinking.

Whatever we do, our ideas and executions must create what I used to call “Talk Value.” It has to get people talking about your brand in person, online, and in the media. “Talk Value” used to be important. Today it’s critical. Our job today as creators of communications is to engage and involve our customers with ideas that they will want to participate in, play with, and pass along to others. Today, as always, people are the most important media of all.

But with all that said, I’d argue that the more things change, the more they stay the same. The fundamentals haven’t changed.

The most powerful, motivating, and involving communications – the brand content with the most impact – have always been based on insights into human nature. That always has been and always will be true.

Bill Bernbach, arguably the father of modern advertising, said that while we talk about the changing man, we should really be concerned with the unchanging man. The real motivations that drive a man and a woman today are the same as they’ve always been – the drive to be admired, to succeed, to love, and to take care of his and her own. I wish I could take credit for that wisdom!

In the end, the single most important question we can ask ourselves is: What’s the big idea and how does it spring from an insight into human nature?

The communications that touch us and motivate us have always been simple ideas based on simple insights brought to life in simple, yet surprising, ways.

So I’ll go back to Bill Bernbach, who, over 50 years ago, said, “Execution becomes content in a work of genius.” It’s as simple and as difficult as that.
In the ever-changing world of integrated marketing, new concepts, new media, and new strategies are constantly before us. The burgeoning opportunities are so exciting that it’s easy to ignore the application of the basics that have guided us as marketers for many years.

But, to keep the basics in mind, you need to know what the basics are.

Planning – start at the beginning, not in the middle.
Over the years, I have spoken to many enthusiastic entrepreneurs who had invented a “widget,” manufactured 10,000 of them, and were now looking for ideas on how to market them. No research and no planning – and, usually, no buyers and no sales for the widgets. The moral of the story is, of course, to ensure that there is a robust market for your brainchild before you invest.

It is alarming how frequently the planning stage is overlooked. A historical major marketing failure was Coca Cola’s introduction of a reformulated New Coke in April 1985. The original formula, re-introduced three months later as Coca Cola Classic, drove sales back up again. Was it really a flop or was it really a brilliant and daring plan? Without the global brand recognition and deep marketing pockets of Coca Cola, it is more prudent to have your well-thought-out plan securely in place before you embark on your marketing efforts.

Testing – test, don’t assume.
The beauty of testing is the opportunity to know, rather than to guess.

I recently read an article on Mobile Marketer about the use of the images known as emojis, which have quickly gained ubiquity among millennial mobile users. It suggested that “To effectively use emojis, consider them one piece of a customer relationship management strategy. Implement them in a campaign that wants to drive an emotional impact, A/B test different variations, track the success of various alternatives, and iterate with each new campaign.”

Did I read that correctly? A/B split variations of emojis in a mobile marketing campaign? Yes, here is a basic marketing rule being recommended in one of the most contemporary forms of communication. This experienced and thoughtful integrated marketing strategist has the ability to embrace new opportunities while using the basic strategies as a foundation for implementation.

There should rarely be a reason not to test, although many experienced direct marketers will offer some tried and true tenets.

Common sense – use it liberally.
We have so much information on our target audiences, as well as the capability to personalize and tailor our messages, that it can be very tempting to forget common sense and “spill our guts” with personalization. In direct marketing a basic tenet is “Don’t Spill Your Guts On The Envelope,” or don’t tell the whole story before you’ve enticed your prospect to open the envelope. Well, you don’t want to spill your guts with the data you use either.

Let’s say the prospects you are targeting are parents of young children and – through the data you are accessing – you know that Family A has three children under 12 in the household. The database also contains the gender and name of each of the children – plus the name of the school they attend.
Remember, these parents are not your customers. They have not willingly given you information about their family. So if you reveal the knowledge of this much information in a tailored message, do you think these parents are going to be overjoyed to hear from you? To them, your message could sound much more like stalking than selling.

A Summary of Timeless Marketing Rules.
One of my colleagues, Jay Weinberg, president of The Jay Group, posted an excellent rules reminder on Slide Share. He called it “Get Old Schooled: The Five Timeless Marketing Rules Startups Need to Know.”

His five timeless rules are:

**40/40/20**
Forty percent of the success of the campaign is due to the audience; 40 percent to the offer; 20 percent to the creative. So if you send the right offer to the right people, with decent creative, your chances of success are better than if you send superb creative to the wrong people with the wrong offer.

**RFM**
Recency, frequency, and monetary value are used to determine relative value of customers. How recently have they bought, how many times have they bought, and how much have they spent?

**80/20**
Then there’s the law of the vital few. Eighty percent of revenue/profit comes from 20 percent of customers; 80 percent of email opens come from 20 percent of audience, and so on.

**AIDA**
Attention, interest, desire, and action. Attract attention of the audience; engage their interest; convince them they want your product; make it easy to buy.

**$ Off > % Off**
People don’t like to think. Dollars off beat percent off.
Transmedia Consumption Experiences (TCE): Consuming Brand Stories Across Media

There is a new movement in the world of marketing seeking to blend narrative branding with a Hollywood-esque emphasis on multiple media platforms by taking an existing blockbuster, whether a movie, toy, or soda, and extending it via a backstory designed to get masses of new customers interested in its complex and multilayered world. Transmedia consumption experience (TCE) is the consumption of dispersed story elements across multiple media for the purpose of creating a unified and meaningful media consumption experience. The TCE builds on the concept of transmedia storytelling devised by Henry Jenkins that is a consequence of the intensifying socio-cultural, technological, and economic changes. The Matrix, one of the best and most frequently cited examples of transmedia storytelling, creates a world that is composed of three movies, 12 animated short movies, two collections of stories, three video games, and comic books. Following the release of the first movie in 2003, important backstory elements of the movie were embedded in video games, comic books, and animations. Jenkins explains how each media platform and content in The Matrix franchise makes a distinctive and valuable contribution to the whole The Matrix world:

‘The Wachowski brothers played the transmedia game very well, putting out the original film first to stimulate interest, offering up a few Web comics to sustain the hard-core fan's hunger for more information, launching the animé in anticipation of the second film, releasing the computer game alongside it to surf the publicity, bringing the whole cycle to a conclusion with The Matrix Revolutions, and then turning the whole mythology over to the players of the massively multiplayer online game. Each step along the way built on what has come before, while offering new points of entry’ (p. 95).

Transmedia franchises, though, are not limited to entertainment brands. Coca Cola’s Happiness Factory series created a compelling narrative world through featured TV ads, webisodes, an iPhone game, music videos, and songs on iTunes. Transmedia storytelling has also been utilized in consumer mobilization and journalism projects. Obama For America, for example, was the political campaign organized to build up public support for the re-election of President Barack Obama, in 2012. Starting around March 2011, OFA has used multiple media platforms via forward-looking social media operations and various digital technologies (apps, emails, dashboard, forums) to reach its voter database and mobilize its powerful offline grassroots organization for a social change.

Transmedia reformed the ways brand managers coordinate media, content, and consumers. Particularly for powerful brands (e.g. the American Girl) that are products of multiple narratives at multiple venues, transmediation provides an integrative approach pertaining to the orchestration and management of multimedia storytelling. Transmedia transforms the conventional understanding of iteration and re-iteration of the same messages on several IMC channels into a more 360 approach where the messages complement each other. But it also has implications for multichannel retailing strategies.

Although the interest in transmedia peaked correspondingly with that in "new media," transmediation can be traced back to the pre-Internet era. The Internet may have accelerated wider application and practice, but it was not necessary for transmedia narratives to flourish, as evidenced by the "Netless" development of complex narrative franchises like Star Wars, The Lord of the Rings, Blair Witch Project, and Star Trek. However, a wide range of changes in media production, distribution, and use made transmediation a more profitable and easily applicable practice.
Transmediation operates on the basis of three interconnected elements: (1) media coordination, (2) worldbuilding, and (3) negative capability.

On the production side, transmedia storytelling is a systematic industrial process that requires narrative coordination between media. It is not simply redistributing the same content across different media, but implies intertextuality – interconnected texts – where a central narrative is supported by multiple narratives in other media platforms “with each new text making a distinctive and valuable contribution to the whole.”

Successful transmedia narratives such as those about Star Trek, Star Wars, or American Girl are complex storyworlds and seek to create an expanded universe composed of interrelated characters and stories that strategically stretches across platforms. This “act of creating compelling environments that cannot be fully explored or exhausted in a single platform” has been termed as worldbuilding. Worldbuilding done well is never complete and is never completely under the control of producers. Instead, consumers endlessly create their own extensions to these rich and layered imaginary worlds.

One of the fundamental elements behind successful transmedia worldbuilding is “the art of building strategic gaps into a narrative to evoke a delicious sense of uncertainties, mysteries, and doubts in the audience,” namely, negative capability. These uncertainties tease the audience, providing tantalizing hints to the past of the characters or to the worlds. As is the case with worldbuilding, negative capability makes the boundaries of the texts porous to other texts and also creates a psycho-imaginary space for consumer co-creation and consumer intelligence “pockets” – spaces for possible narrative expansions – within the narrative.

In short, transmediation has revolutionized narrative consumption practices with its layered, non-linear, and complex stories that migrate consumers across media platforms, providing alternative and multiple touchpoints and allowing them to create customizable media consumption experiences. The three strategies described above, therefore, demand consumers’ motivation, affection, and engagement.

Sources:


The Sec

The Evolution of IMC in China, Korea, and India

AUTHORS

Prof. Don E. Schultz, Prof. Guangzhi Chu, Prof. Ilchul Kim, and Prof. Varsha Jain

associate editors
Ketan Rambhia & Beryl Zhao
ond Act:
Developed in the U.S. at Northwestern University in the 1980s, the theory of integrated marketing communications has since traversed global markets and transformed national economies, disseminating its consumer-centered philosophies from the Occident to the Orient. The latest wave of IMC research, spearheaded by our very own Professor Don Schultz, finds that the U.S. model of IMC is implemented very differently in each of the unique foreign markets it inhabits. The Asian economies of China, Korea, and India face such a dizzying array of special socioeconomic and cultural factors (government-owned enterprises, sophisticated mobile populations, rural-urban divides, etc.) that, while the essence of IMC stays the same, its form must adjust to function, and the Western model is scrambling to stay relevant in the East.

What forces are shaping the development of IMC in China, Korea, and India? How will IMC look different from what we’ve ever seen? What lessons, as U.S. marketers, can we learn? Three academic luminaries chime in on the state of IMC in their respective countries and provide a roadmap of what’s to come.

**China**

**IMC’s Introduction**

IMC was first introduced to China in the 1990s when the country’s rapidly expanding digital and interactive marketplace caused marketers to search for new, holistic marketing strategies.

**IMC’s Potential**

With the largest number of digital users in the world (564 million Internet users and 1.1 billion cellphones), China is the world’s second most powerful economy and the world’s fastest-growing advertising market. Its wide urban-rural divide, uneven business development, and still-untapped markets make the country an ideal candidate for the spread of IMC.

**The Study**

Professors Don E. Schultz, Guangzhi Chu and associate editor Beryl Zhao co-author the article “IMC in an Emerging Economy: The Chinese Perspective” in this year’s International Journal of Advertising (Vol. 33 No. 3) that seeks to uncover the current development of IMC in China and to identify relevant factors that may be hurting or helping its progress. The study analyzes the results of a 21-question survey given to 135 Chinese marketing executives from a cross-section of industries, asking them to describe the extent to which IMC has spread to China and to report encountered barriers.
The Findings

IMC has gained a strong foothold among Chinese marketers, with the majority viewing IMC as an effective strategy and having taken steps toward implementation. Chinese marketers, however, face barriers in the forms of lack of technical training and uneven industry training, inadequate business structure and management, and lack of consumer-centric targeting and philosophy. Interestingly, China’s politicized business landscape plays a factor in IMC’s development: respondents from state-owned Chinese enterprises (SOEs) showed key differences from local, privately owned enterprises. SOE respondents displayed a limited and sometimes inaccurate understanding of IMC and approached its implementation and measurement in a distant, bureaucratic manner. Their counterparts from privately owned companies, on the other hand, showed an alert drive for constant IMC program measurement and improvement and an extensive knowledge of its tenets. We see the political divide of the business landscape does indeed play a role in diffusion of IMC (or any innovation).

What it Means To IMC in China

The existence of state-owned enterprises in China is just one manifestation of the larger political forces at play in its socioeconomic landscape. As remnants of the country’s Communist days, contemporary Chinese marketing channels still retain elements of political control through complicated relationships of trust and mutual exchange. Chinese survey respondents also reported in the free-response questions that the industry ecosystem, ethical issues, and political/economic regulations were also barriers in IMC implementation. So how will IMC look in China? While Chinese marketing practitioners will continue to implement and perfect IMC campaigns, Professor Don Schultz predicts that IMC will evolve past its current outbound, persuasion-based form and begin to revolve around the consumer’s individual consumption experience. In this marketing model, which Schultz names SIVA, marketers step into the consumer’s shoes entirely, providing them with solutions, information, value, and access for their desires and needs. In 2013, Schultz partnered with Chinese search giant Baidu to bring such a model to fruition, with a plan to harness the power of digital to bring consumers to the companies. They accomplished this by navigating not only an increasingly fragmented online world, but also a convoluted, politically-charged landscape.
Korea

IMC’s Introduction

In the early 2000s, faced with economic stagnation and an increasingly crowded marketplace, Korean marketers realized that they must focus on brand and consumer-oriented strategies to thrive.

IMC’s Potential

One of the world’s most tech-savvy marketplaces, Korea is facing a defining period of demographic changes, which will require a more dynamic and sophisticated understanding of consumers.

The Study

In the 2014 study “Rethinking IMC: Republic of Korea,” the authors conducted a survey among 111 marketing professionals from top Korean firms in order to ascertain the state of IMC’s development in Korea. The survey consisted of 29 questions and was written in accordance with IMC’s American Productivity & Quality Center (APQC) guidelines, a time-honored rubric to measure the progression of IMC through four key stages: coordination of tactical communication efforts, redefinition of the scope of marketing communications, application of IT, and financial strategic integration.
The Findings

The survey score results were startlingly low – and non-linear, meaning scores didn’t decrease down the scale as expected. Considering Korea’s powerhouse technical and business know-how, its marketers showed less than stellar IMC progression results. Scores for database usage and aligned financial incentives were particularly low, a counterintuitive finding given the country’s sophisticated digital commercial space and consumer satisfaction policies. The study authors puzzled over numerous possible explanations and finally arrived at the theory that IMC in Korea was evolving past the linear, outbound, persuasion-based form of traditional IMC that the APQC scale measured into something new and exciting altogether. In a recent paper on the disintegration of brand communication in a fragmented and digital environment, Prof Schultz argued that traditional, outbound, marketer-created communication of branding is no longer effective in an interactive marketplace. Thus, the traditional customer database and the campaign as a unit of result measurement would be outmoded. In a highly digital environment with extremely savvy consumers, marketing models must shift to reflect the customer’s long-term individualized curation experience.

What it Means To IMC in Korea

Korean IMC is likely evolving into a new, influence-based form of interactive marketing: the SIVA model. SIVA, as mentioned before, centers on the perspective of the consumer, and marketers organize content and product information with the primary intention of providing value to the customer first. Korea’s current, sophisticated, consumer-centered business philosophy (e.g. extensive product customer service, shift toward local mini marts to cater to changing preferences within certain demographics, innovations such as QR code grocery shopping in subway stations, etc.) is strongly inclined to take this natural progression. With modern-day data capabilities, such interactive models can be efficiently automated and Korea will likely be on the vanguard of this next step in IMC. Korean brands will find increasingly dynamic ways to provide value for the customer and to master branding in a digitally fragmented and heavily consumer-controlled environment. Korean marketing will surely provide many interesting case studies in the years to come as the U.S. also moves toward such an interactive model.
India

IMC’s Introduction

IMC was introduced in India in the early 2000s as the nation’s increasingly fragmented and competitive market landscape called for an integrated marketing approach.

IMC’s Potential

With a population of 1.28 billion people, a rapidly growing middle class, and a shifting consumer consciousness from one of thrift to consumption, the Indian markets present an enormous opportunity for marketers.

The Study

As a market, India’s sprawling heterogeneity presents a large problem: not only are there extreme socioeconomic disparities between the country’s urban and rural districts, but India is also home to more than 780 major spoken languages, 22 official languages, and a myriad of provincial religious sects. Such diversity in economic development and communication makes it extremely difficult for marketers to target, segment, and reach potential consumers effectively – greatly hindering the ability of the IMC model to develop and disseminate. The boom of digital and mobile – along with its uneven penetration in the Indian countryside – also presents a challenge to Indian marketers.
The Findings

It turns out that while the proliferation of digital and mobile in India appears to be an additional headache, it may be the country’s greatest favor to the development of IMC. The numbers of Indian digital users are massive: one out of six people in its 1.28 billion population have Internet connectivity. Further, India was third in the number of Facebook users in 2013, with 61.7 million registered users, and Indian users boast 3 million Twitter accounts. At the end of December 2013, there were 945 million active mobile users in India, and smartphone usage is displaying 150 percent year-on-year growth. Young Indian consumers, the largest youth population in the world, in particular, are leading this digital revolution with their tech-savvy and social lifestyles—digital promises to only become more prominent as literacy rates keep growing. Their consumption is spurring the rapid growth of digital ad spend—the online advertising market is forecasted to grow 29 percent, reaching $490.48 million by 2013. With the massive onset of digital and mobile usage comes the popular adoption of social media brands (e.g. Facebook, Twitter), which offer India, for the first time, large, standardized platforms with the ability to aggregate millions of audience members for marketers to reach.

What it Means To IMC in India

With the mass penetration of digital and mobile into India and the standardized platforms that mobile and social offer, old barriers of economic and linguistic diversity can be surmounted, and Indian marketers can now focus on developing and spreading IMC. With such platforms in place—and growing—additional digital infrastructure that is scheduled to be built will further increase mobile and online penetration in the rural countryside. Marketers now have large, receptive, and accessible audiences for their messages. The popularization of digital and mobile, thus, heralds an exciting era for Indian IMC as it provides Indian marketers the opportunity to develop and hone a unique form of communications that suits their dynamic marketplace.

Bringing it All Together

While IMC is progressing in its traditional, textbook form in the West—as IMC was originally developed for U.S. firms—it is interesting to note the deviances it takes as foreign marketers attempt to adapt IMC to their native economies. It is important, as future IMC practitioners, to understand that it is socioeconomic structures that drive and shape evolutions of marketing philosophies, and if societal trends shift, marketing must follow suit. From the three outlooks, it is apparent that IMC has taken root and flourished, each nation with its unique barriers and opportunities for marketers to overcome and harness. Understanding the landscapes of other markets along with the management of divergent forms of IMC will be increasingly crucial for those marketers who desire to be competitive in the global economy.
The Golden Rules for Content Marketing in Taiwan

AUTHOR: Jan Chen
associate editor: Olivia Pan

Thanks to digitalization, traditional marketing is becoming less and less effective by the minute. With the help of media transformation and the rapid development of the Internet, virtual marketing has become the mainstream method for marketers to attract and retain customers. To do so, they consistently create and curate relevant and valuable content with the intention of changing or engaging consumer behavior. But what, specifically, is a content marketing strategy that would successfully attract the attention of customers?

From my years of observation in Taiwan, I believe that, aside from creating consumer-centric content, marketers should integrate messaging geared towards the quality of products and prompt customer service into an overall content marketing strategy. The focus should be on creating owned media, not renting it.

While blog marketing and social website marketing sites such as Pixnet, Plurk, Line, and Facebook are two main tools in the Taiwanese market, it’s much more important for marketers to condense their content and create proper messaging through well-executed SEO plans to increase the accuracy of reaching their target customers.

Marketers in Taiwan should hold four golden rules while developing a sound content marketing strategy:

1. Creating eye-catching and consumer-centric content to attract customer attention
2. Developing marketing that isn’t disruptive, rather than pitching products or services in a negative and disruptive way
3. Generating provocative topics to trigger user-generated content creation
4. Delivering in-depth and insightful content that can successfully create demand

With these four rules in mind, marketers should see content marketing as the art of communication with current and prospective customers – not selling.

Marketers should deliver educational information that solves consumers’ problems and further deepens their engagement toward one topic or service with consistency across channels.

However, marketers in Taiwan sometimes ignore consistency when multiple media channels are used. Marketers can become overwhelmed by the entirely different features of each channel and forget to unify the core message before dispersing marketing messages. For example, the style of a brand’s posters and commercials are often not aligned with the campaigns on websites or paid search. It’s also quite common to see that customers are not successfully directed to the proper landing page from a target online campaign. As a result, consumers are confused by different brand images displayed in different platforms. It not only wastes a great amount of money on inefficient marketing promotions, but also causes serious damage to the brand itself.

Thus, the overarching rule of developing content marketing is to make sure that the core of the content strategy is delivering consistent, valuable information to reach a company’s target or potential customers. With that, customers will respond with increased business and loyalty.
THINK THIS CRISIS IS NOT YOUR FAULT? THINK AGAIN.

AUTHOR: Olive Ting

When a crisis happens, many companies do not actually make mistakes, but they often generate much more severe crises due to inappropriate communications. Those enterprises often think to themselves, “I didn’t do anything wrong, so I don’t have to take the responsibility.” Because of this mind frame, they miss the crucial timing for delivering the proper messaging with a sense of responsibility. In other words, they usually argue that they are not the ones to be blamed, and they don’t understand why the media keeps asking them for explanations of the issues generated. But instead of taking an internally driven approach, let’s evaluate crisis management through a consumer-centric perspective.

When a crisis happens, general consumers and outside audiences don’t expect to hear enterprises arguing about whether the company is right or wrong. Rather, they hope that the organization will take the responsibility to resolve the concerns weighing on its consumers’ minds. Food safety issues and online wrong-price tagging issues are classic examples of problems where enterprises often dodge bullets.

Many enterprises that face a crisis portray themselves as victims. A food-packaging manufacturer whose food is found to be contaminated usually claims that its upstream suppliers must be blamed because the problem lies in the raw materials. However, from a consumer’s perspective, although the source of the problem is not you, you should have been my gatekeeper and examined your product carefully because you earn money from my pockets. Consumers do not care about whether you are a victim or not, but they care about how this issue will affect them and what the company’s solutions are. For example, if the food product is contaminated, the food company should take down the products from the shelves as soon as possible. Similarly, the seller should still acknowledge an order even if it has an incorrect price tag in order to keep its promise to the consumer.

All in all, no matter whether you are right or wrong, you are responsible for taking actions to investigate the problem and to resolve consumers’ concerns at any cost as long as the crisis that happened is related to your organization. The key to winning back consumers’ hearts depends on the company’s attitude toward the crisis, which may also become a turning point to make business better. After all, a crisis is also an opportunity.

Take, for example, a mineral water company that is doubted for its product quality. The company claims that the issue is slander raised by its competitors. Rather than save face, the company ends up drawing much more criticism because consumers don’t care about the business competition in the industry. Rather, they only care whether the company’s mineral water product is drinkable. If the company thinks it was blackmailed, as long as it shows a sense of responsibility (for instance, by asking the authorities to examine its products again to resolve the problem or hosting a public cause-marketing event to show concerns about water quality), its actions will not only elevate the company’s prestige and favorability among media, but also show how the company cares about consumers in order to keep its brand promise. Through this approach, the company can turn a crisis into an opportunity.

A sense of responsibility, no matter whether a company is right or wrong, is the exact attitude that consumers always expect a company to demonstrate toward a crisis.

associate editor
“Sharon” Ling-Hsiu Chai
A Roadmap for Trust in Asia Pacific, Middle East and Africa

AUTHOR
David Brain

In the 2014 Edelman Trust Barometer, Asia Pacific and the Middle East remains the most optimistic and trusting region; our newest addition to the study, South Africa, looks more skeptical and “European” in its trust profile. Overall, trust in these regions has gone up marginally this year, though that was largely driven by a noticeable increase in trust in NGOs.

The 2014 Edelman Trust Barometer is the firm’s 14th annual trust and credibility survey. The survey was produced by research firm Edelman Berland and consisted of 20-minute online interviews conducted Oct. 16, 2013 – Nov. 29, 2013. The 2014 Edelman Trust Barometer online survey sampled 27,000 general population respondents with an oversample of 6,000 people ages 25-64 across 27 countries. All participants met the following criteria: college-educated; household income in the top quartile for their age in their country; read or watch business/news media at least several times a week; follow public policy issues in the news at least several times a week.

For business, APACMEA remains the most trusting region – a result no doubt driven by the economic benefits it has brought in one generation to millions of people. In fact, six of the top seven most trusting countries for business are in APACMEA, with UAE and Indonesia business posting significant gains and leading the world with 82 percent of survey respondents trusting the institution in both markets.

In India, since the financial crisis began roiling the global economy in 2008, trust in business has been steadily high. No major Indian company suffered and no Indian banks collapsed as fallout of the downturn – both facts inspiring confidence in Indian business. Indians’ trust in business reflects their hope in an institution they see as offering not only the assurance of employment, but also providing a chance to fulfill their aspirations for a better, more efficient lifestyle.

However, the rest of the world does not trust businesses headquartered in our biggest markets. Chinese companies, for example, should heed the lessons of their global counterparts and brace for increased public scrutiny both at home and abroad. There is clearly still plenty of work to do in meeting global demand for transparency and accountability. While 76 percent of Chinese respondents trust companies headquartered in China, that number drops to only one in five when we look to levels of trust in Chinese companies in the U.S. Meanwhile, Australian trust in companies headquartered in China – Australia’s largest two-way trading partner – is also very low at 26 percent. Chinese businesses can and must rise to the challenge of operating against the drivers of trust as they look abroad for new growth opportunities.

The region is also different to the rest of the world in the trust it confers on various types of business. In Europe and North America, family businesses are the most trusted, at 76 percent and 85 percent, respectively, whilst in Asia they are the least trusted. Family businesses that are seen to have strong values in the West are perhaps seen as nepotistic and sometimes even corrupt in Asia. Conversely, a publicly traded business appears to be conferred with the benefits of transparency and global business practice – and is probably viewed as a much better place to pursue a career – and so scores the highest at 74 percent. Australians, on the other hand, prefer family-owned and small to medium enterprises the most while they trust big business and ASX-listed companies the least.
Overall, our study indicates a way forward for business: to build trust through establishing context. Engagement and integrity are critical. Do you treat your people well? Do you have ethical business practices? Are you transparent? This is where we see the biggest gaps between expectation and performance from our respondents. But businesses don’t measure engagement and integrity – that is the job of public relations.

As illustrated in our infographic included here, we know that if companies in this region ensure quality products, listen to customers’ needs and feedback, and take responsible actions to address an issue or crisis, they will have the greatest impact on building trust within the region. How do you lose trust? Have unethical business practices, be disengaged from employees, and misrepresent the company.

It is the moment for businesses to lead in the establishment of the context necessary to create change. Businesses must now work to increase profits while improving economic and social conditions in the communities in which they operate.
“The Creative Canvas” Excerpt:

Leading global marketing and media strategy at the world’s largest advertiser is no small feat. It takes a person with a crystal-clear vision, gumption, consumer-centricity, and—of course—creativity. The Global Brand Building Officer of P&G, Marc Pritchard, has all of the above. In his most recent speech at Cannes Lions 2014, Pritchard speaks on the ever-evolving world of marketing that is now in its second act, as the age of reaching mass audience on a single platform has come to an end.

We are never going to reach everybody on any single platform ever again. And that’s OK. In fact, it’s awesome. Because I believe we are on the precipice of a new Golden Age of Advertising. We are at the most historic moment of transformation we have ever seen in the art that we all love. We now have the ability to realize a creative vision that can explode out of any single platform and into people’s lives, their daily experiences and the ongoing conversations that are taking place across an endless, ever-changing array of platforms.

The art now is not to reach everyone on a single dominant platform but to reach the right people on the right platforms at the right moment again and again. That has produced the most expansive canvas for creativity we’ve ever had. The best campaigns today flourish across multiple platforms. They become part of people’s lives not because they have to watch them but because they are drawn into them. But, there are not enough ad dollars in the world to pay your way into the promised land of the new Golden Age ahead. Simply mastering the tricks of the latest platform won’t get us there either. The only way to get there is with creative ideas that are so insightful, so relevant and so big that they break out of the confines of the paid world and earn their way into people’s hearts, minds and lives. Let’s face it: that’s not easy, and nobody has the road map yet. But I believe there are three fundamental guideposts that will help light the way to the Golden Age of ideas:

1. **Start with something true.**
   A true human insight always was, and always will be, the starting point for any campaign that touches people.

2. **Consider why anyone would care.**
   I believe the technical term for that is the “give a crap factor.” How can you tap into something people really care about?

3. **Make your brand matter.**
   There is no point in starting a conversation that your brand can’t be an authentic part of.

You might recognize these because they are the eternal rules of brilliant creative. They are inherent in those Ivory Soap and Crest ads, they are the underpinning of the soap opera and the foundation of every classic TV ad that ever aired. The difference between the campaigns of the past and those we’ll be creating together in the future is how principle number two taps into the most powerful media engine in history: what people really care about. That is what [so many] of [our] creatives...have in common. They all tapped into a relevant conversation with a powerful insight in which the brand matters. What powers each one of them is an idea people care about, an idea that breaks out beyond a single platform and takes on a life of its own in social media, in the news media, and in conversations being had on all kinds of platforms, an idea that literally explodes across an expansive creative canvas. Because that’s the new bar for success, isn’t it? A creative idea that’s everywhere you look.

**Author**
Marc Pritchard

**associate editor**
Lauren Parran
Advisory Board

Jonathan Blum  
SVP, Public Affairs  
Yum Brands

Andy Bosman  
Principal, National Marketing and Sales Leader  
McGladrey

Clarke A. Caywood PhD  
Professor/Sector Head, PR & Corporate Communication  
IMC, Medill, Northwestern University

Winnie Ching  
Global Program Manager  
Facebook

Jose R. Costa  
President  
Maaco

David Grossman  
Founder & CEO  
The Grossman Group

Leslie Hodgin  
VP, Account Director  
The Martin Agency

Sara Webber Laczo  
Corporate Communications Senior Director  
McGladrey

Emily London  
Senior Consultant  
Ernst & Young

Robert A. McDonald  
Retired Chairman, President and CEO  
Proctor & Gamble

Heather Miller  
Executive Vice President, Sales, Marketing & Communications  
UMB Financial Corp.

Jack Modzelewski  
President of the Americas & Senior Partner  
Fleishman-Hillard

Keith O’Brien  
VP Digital Strategy  
Haymarket Media U.S.

Elisabeth Ritz  
Principal  
Ritz Communications LLC

Rachel O’Konis Ruttenberg  
Chicago Director  
MGR—Empowering Youth, Changing Communities

Sara E. Smith  
Social Strategy Director  
Victor & Spoils

Marianne Swallie  
Director of Business Development & Client Relations  
Lewis Roca Rothgerber

Editors-in-Chief

David Grossman  
1990—1991

Carolyn Brown Enright  
1991—1992

Cindy Blikre-Roche  
1992—1993

Lauren Smissaert  
1993—1994

Heather Kemper Miller  
1994—1995

Tonya Swann Conn  
1995—1996

Catherine Coerr Captain  
1996—1997

Jeremy Hartman  
1997—1998

Andy Bosman  
1998—1999

Katie Kennedy  
1999—2000

Elizabeth Smith  
2000—2001

Leslie Hodgin Oleyar  
2001—2002

Karyn Margolis  
2002—2003

Mark McMaster  
2003—2004

Rachel O’Konis  
2004—2005

Kathryn Pratt  
2005—2006

Sara Webber-Laczo  
2006—2007

Winni Ching  
2007—2008

Ann Changpong-Kuo  
2008—2009

Erik Johns  
2009—2010

Sara E. Smith  
2010—2011

Kiku Chaudhuri  
2011—2012

Alison Solway  
2012—2013

Emily London  
2013—2014

Joseph Woodard  
2014—2015
The staff of the Journal of Integrated Marketing Communications 2015 is composed of graduate students in Medill’s Integrated Marketing Communications (IMC) program at Northwestern University.

**Executive Team:**

**Joseph Woodard**
Editor-In-Chief

Joseph Woodard is passionate about consumer behavior and data-driven marketing, with experience in analytics, international media, and software quality assurance. He studied psychology at Penn, specializes in analytics at Northwestern, and currently works on an analytics project for the IMC Spiegel Research Center. He plays club water polo for fun.

**Lauren Parran**
Editorial Director

Lauren Parran, born and raised in St. Louis, Missouri, received her B.S. in magazine journalism from Northwestern University. Before attending the IMC program at Medill, Lauren worked in public relations at Hill+Knowlton Strategies on the corporate and technology teams. She is currently specializing in digital and interactive marketing and content marketing.

**Nicholas King**
Creative Director

Nicholas King was born and raised in California and received his B.S. in business from Sonoma State University in the heart of wine country. He’s worked at several iconic California wineries, such as Chateau Montelena Winery & Rodney Strong Vineyards, where he specialized in ecommerce, digital, and brand strategy.

**Beryl Zhao**
Public Relation Director

A native of Kansas City, MO, Beryl Zhao’s prior marketing experience includes social media management, content strategy and creation, copywriting, PR, and direct sales. She is passionate about all things digital, design, coding, and UX. Upon graduation, she hopes to land a position in digital planning/strategy.

**Paulina Berkovich**
Copy Editor

Paulina Berkovich came to Northwestern after graduating with a marketing major from the University of South Carolina, where she was sports editor of the daily campus newspaper. At Medill, she has focused on analytics and hopes to work in marketing research after graduation.

The staff of the Journal of Integrated Marketing Communications 2015 is composed of graduate students in Medill’s Integrated Marketing Communications (IMC) program at Northwestern University.
Burcu Agma was born and raised in Istanbul, Turkey. After graduating from Sabanci University with a degree in social and political sciences, she worked at Turkey's largest media company, Dogus Media Group, as the marketing authority for radio and television. In addition, she created and hosted her own TV show, Virgin Radio Akustik.

Sharon Chai is experienced in strategic PR and MarCom consulting as well as hands-on PR and marketing program design and implementation. She is enthusiastic about consumer insights, digital analytics and brand communications. She keeps advancing her quantitative and qualitative research skills and has a strong passion for technology and social enterprise.

Abbie Ding was born and raised in Shanghai and received her B.A. in advertising from Tongji University. Prior to the IMC program, she has worked at Edelman Public Relations, where she specialized in financial communications and corporate strategy.

Uttara Gupta grew up in India before moving to Singapore to pursue a B.B.M. from Singapore Management University. She then worked at a start-up advertising agency, followed by working as a marketing associate for Google Singapore.

Angela Lee grew up in California and graduated from Northwestern University with a B.S. in journalism and a M.S. in IMC. Her work experience includes various strategic marketing roles within the journalism, hospitality, advertising, and airline industries. A Midwest convert, she loves exploring new restaurants in the city of Chicago.

Olivia Pan is a highly result-driven professional with four years of experience as a marketing strategist in the digital marketing industry. She brings to the table hands-on work experience in strategic and analytical support, a strong focus on performing data analysis, and interpreting results into applicable strategies.

Rama Sawhney has an undergraduate degree in computer engineering from Purdue University. She has spent most of her career working in various marketing, sales and research roles at Intel. Her areas of interest include brand strategy, digital media and consumer insights. Outside of school/work she enjoys running, yoga and cooking healthy food.