

26 SEPTEMBER 2023

# #1 N Webinar: The Long Game of Brand

Back to basics for 2024

one north A TEKsystems Company

# SHINY NEW THING

BEFORE WE GIVE THE BUSINESS  
OUR FULL AND UNDIVIDED  
ATTENTION, CHECK OUT THIS  
SHINY NEW THING I FOUND.



© 2010

TOM FISHBURNE.COM

Media →

# Join Clubhouse! Umm, What Is Clubhouse?

A simple explainer to the newest, buzziest social media app around.

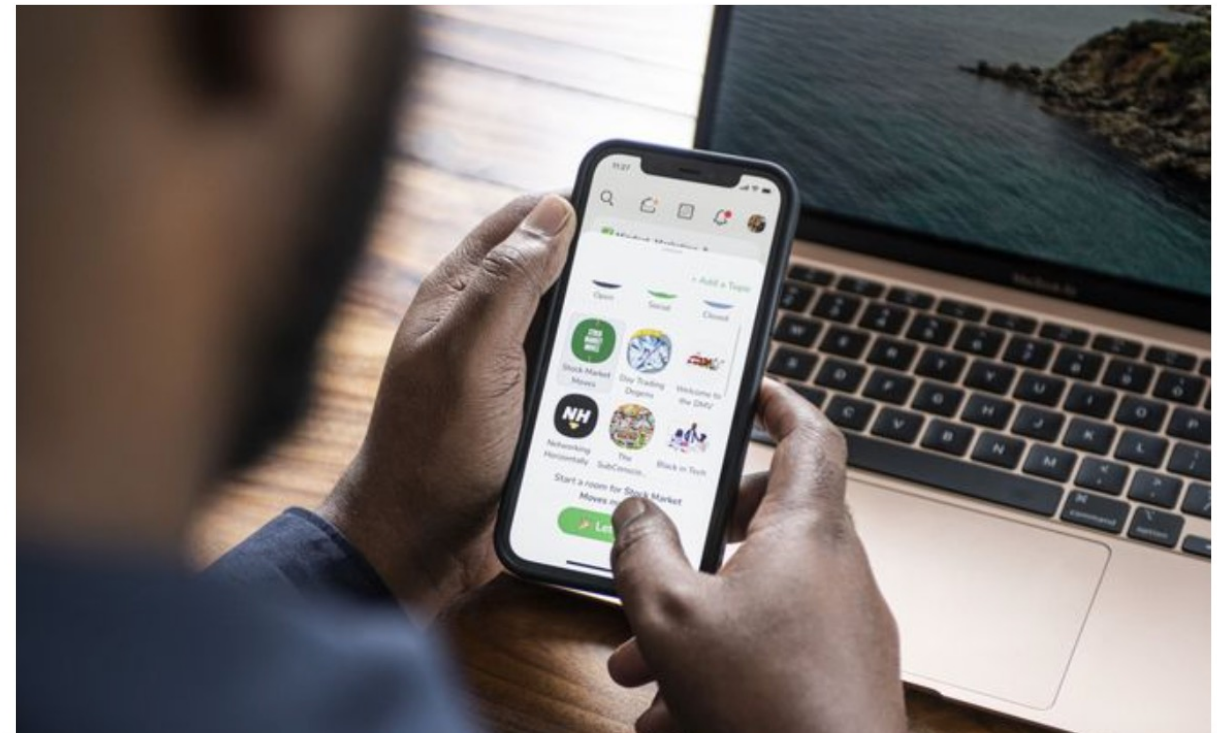
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# WHY MARKETERS ARE FLOCKING TO CLUBHOUSE TO TOUT THEIR EXPERTISE—AND BRANDS

Ad agencies are also strategizing how to integrate messaging in an authentic way

By [Ilyse Liffreing](#). Published on February 17, 2021.



# Clubhouse is laying off employees and 'resetting' the company

The once hyped startup is "scaling back our org by over 50%."



**Karissa Bell**

Senior Editor

Thu, Apr 27, 2023 · 2 min read



SOPA Images via Getty Images







## TECH

# Trading in NFTs spiked 21,000% to more than \$17 billion in 2021, report says

PUBLISHED THU, MAR 10 2022·1:00 AM EST | UPDATED THU, MAR 10 2022·1:00 AM EST



Ryan Browne  
[@RYAN\\_BROWNE\\_](#)

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## KEY POINTS

- Trading in nonfungible tokens hit \$17.6 billion last year, an increase of 21,000% from 2020, according to a report from Nonfungible.com.
- NFTs entered mainstream consciousness in a big way, with celebrities and major companies increasingly warming to the market.
- People also got better at making money from NFTs, generating a total \$5.4 billion in profits through sales of the tokens in 2021.

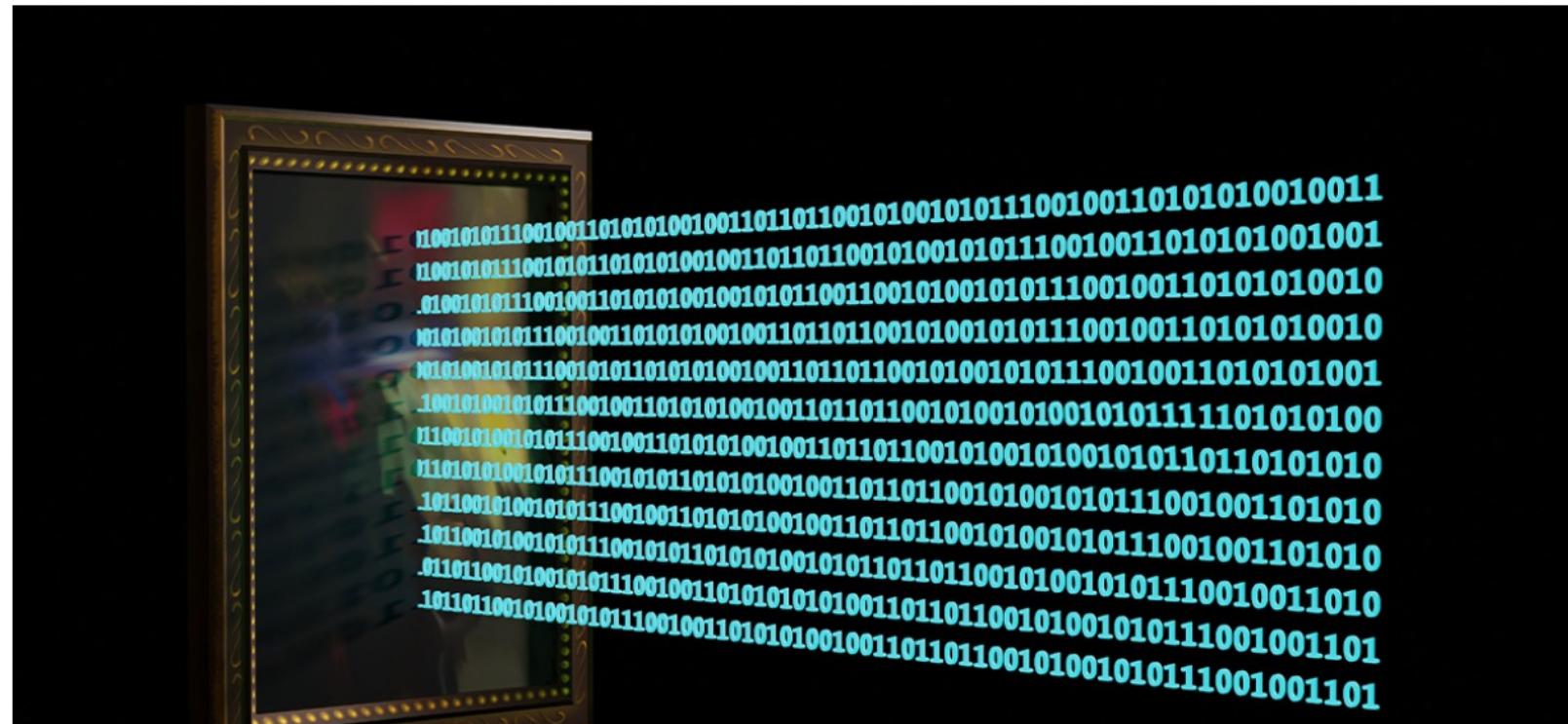




# How Your Brand Should Use NFTs

by Arun Sundararajan

February 28, 2022



# Thefts, Fraud and Lawsuits at the World's Biggest NFT Marketplace

OpenSea, one of the highest-profile crypto start-ups, is facing a backlash over stolen and plagiarized nonfungible tokens.

## After 2022's Crypto Crash, the Future Vision of NFTs Is Looking Far More Banal

BY SHANTI ESCALANTE-DE MATTEI

December 27, 2022 1:26pm



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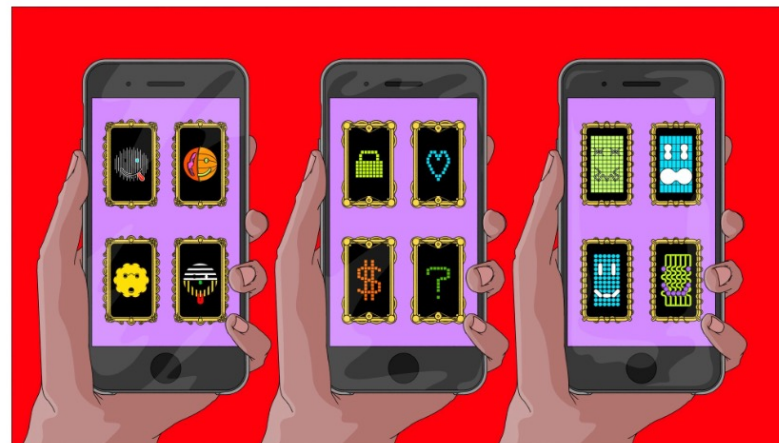
💬 112



Crypto  
+ Pursuits

## NFTs, Once Hyped as the Next Big Thing, Now Face 'Worst Moment'

When you look at the charts, "everything is down."



The market for NFTs has plummeted — and may have further to fall. *Illustration: Carolina Moscoso*



# Why Wall Street thinks the metaverse will be worth trillions

The metaverse might be the most important trend in tech since the iPhone—or it might be the next Dotcom bust. But big business doesn't want to risk missing out.

**Forbes**

FORBES > LEADERSHIP > LEADERSHIP STRATEGY

## Why It's Time For Marketers To Believe The Metaverse Hype





HOME > DIGITAL > NEWS

Mar 28, 2023 7:03am PT

## Disney Shuts Down Metaverse Unit as Part of First Wave of Layoffs

By Todd Spangler ▾



GIVE THE TIMES

## *Apple Is Stepping Into the Metaverse. Will Anyone Care?*

Interest in the futuristic, immersive digital world is fading just as Apple plans to debut a virtual reality device.



# RIP Metaverse

An obituary for the latest fad to join the tech graveyard



# The hype-cycle fuel mix:



Technological  
advances



Influx of  
capital



Media  
saturation

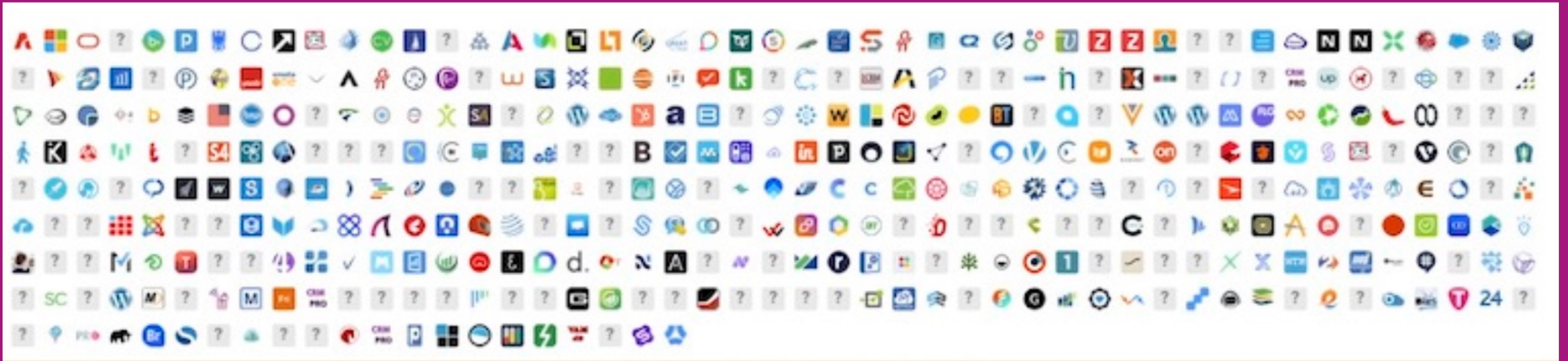




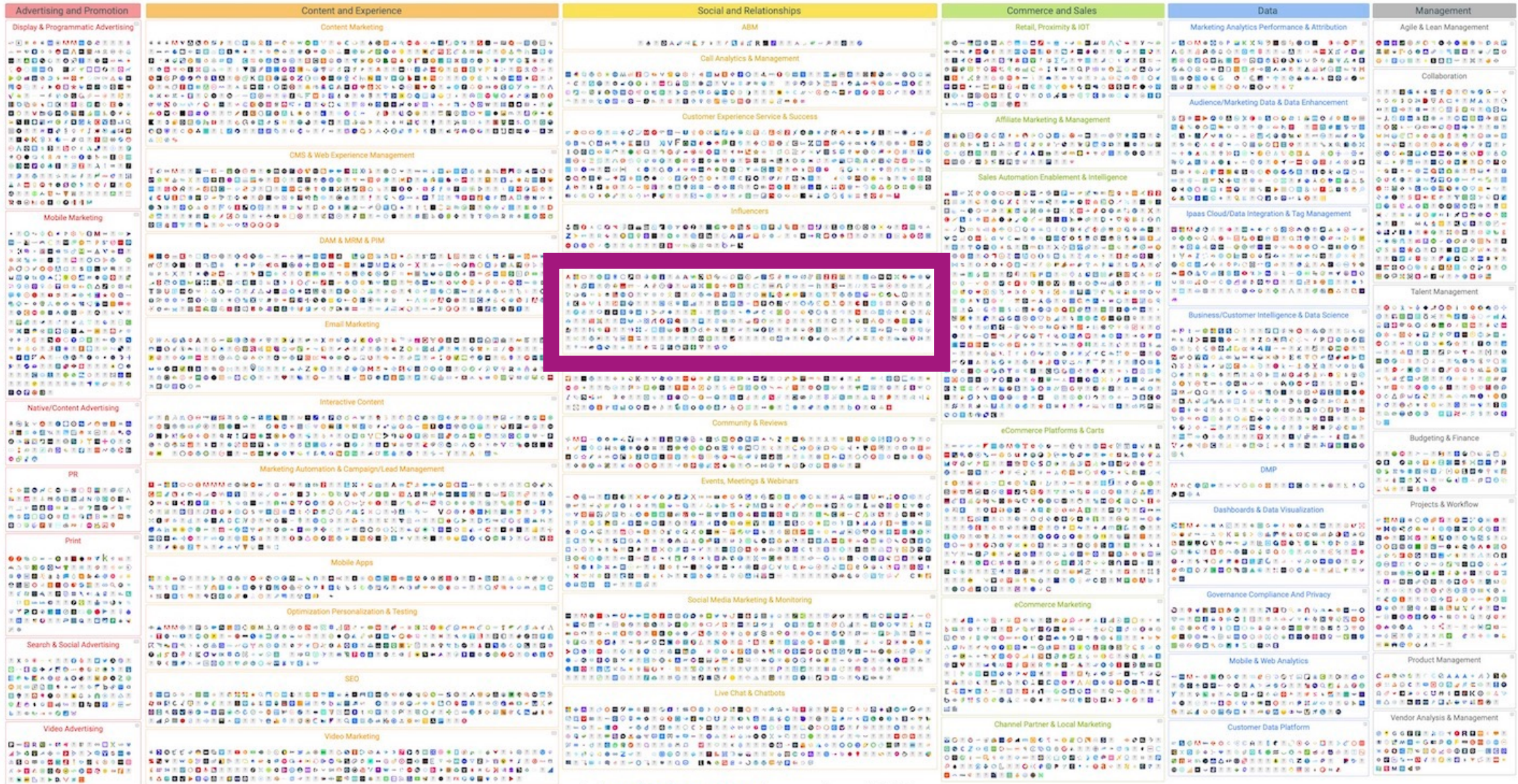
In times of rapid change, new tactics appear—and they often start to wag the strategy dog.



# We're overwhelmed by options.







visit [martechmap.com](https://martechmap.com) to search, sort & filter



Let's strip it back to basics.

What really demands our focus?

What does the evidence suggest?

How do we put it all together?

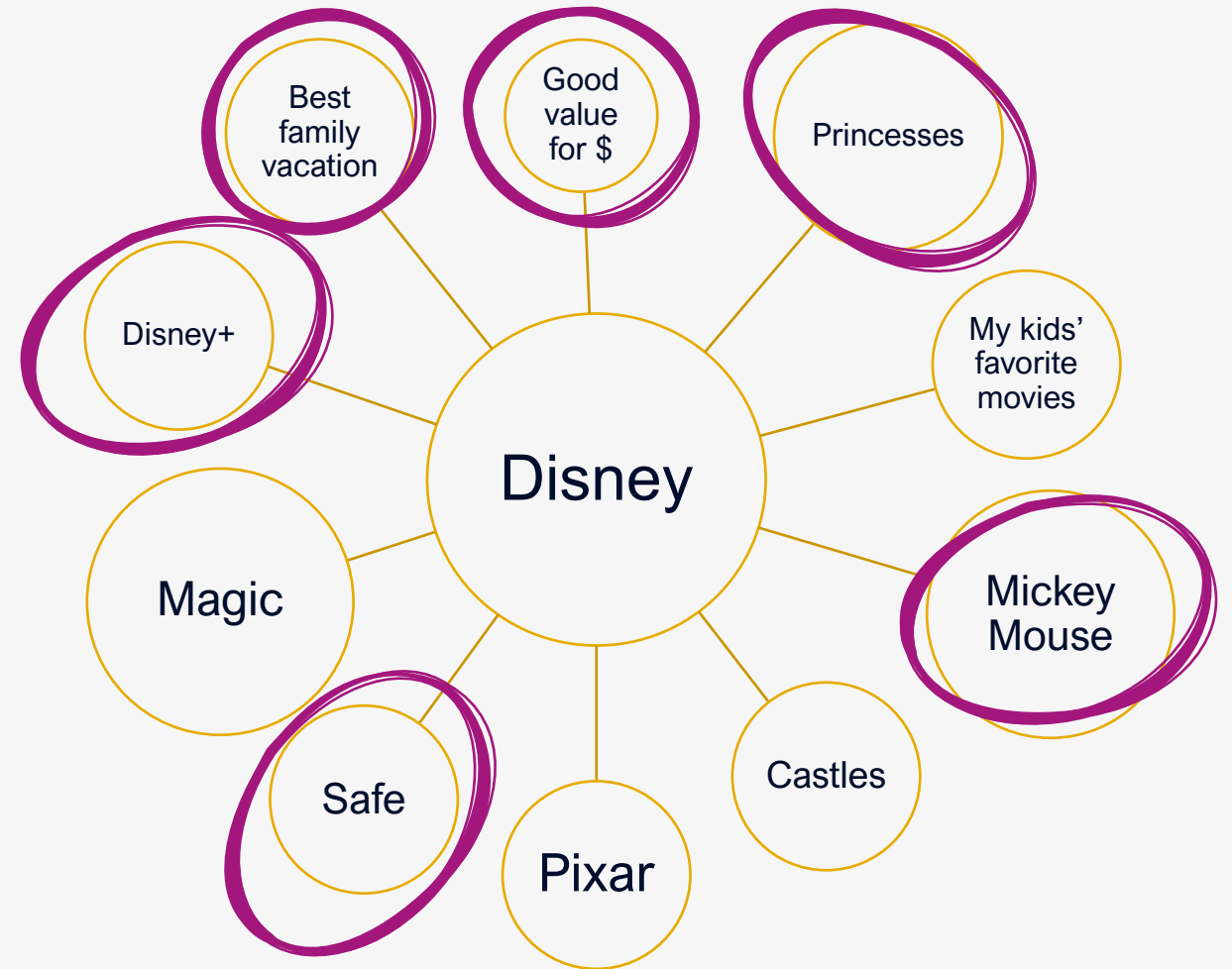




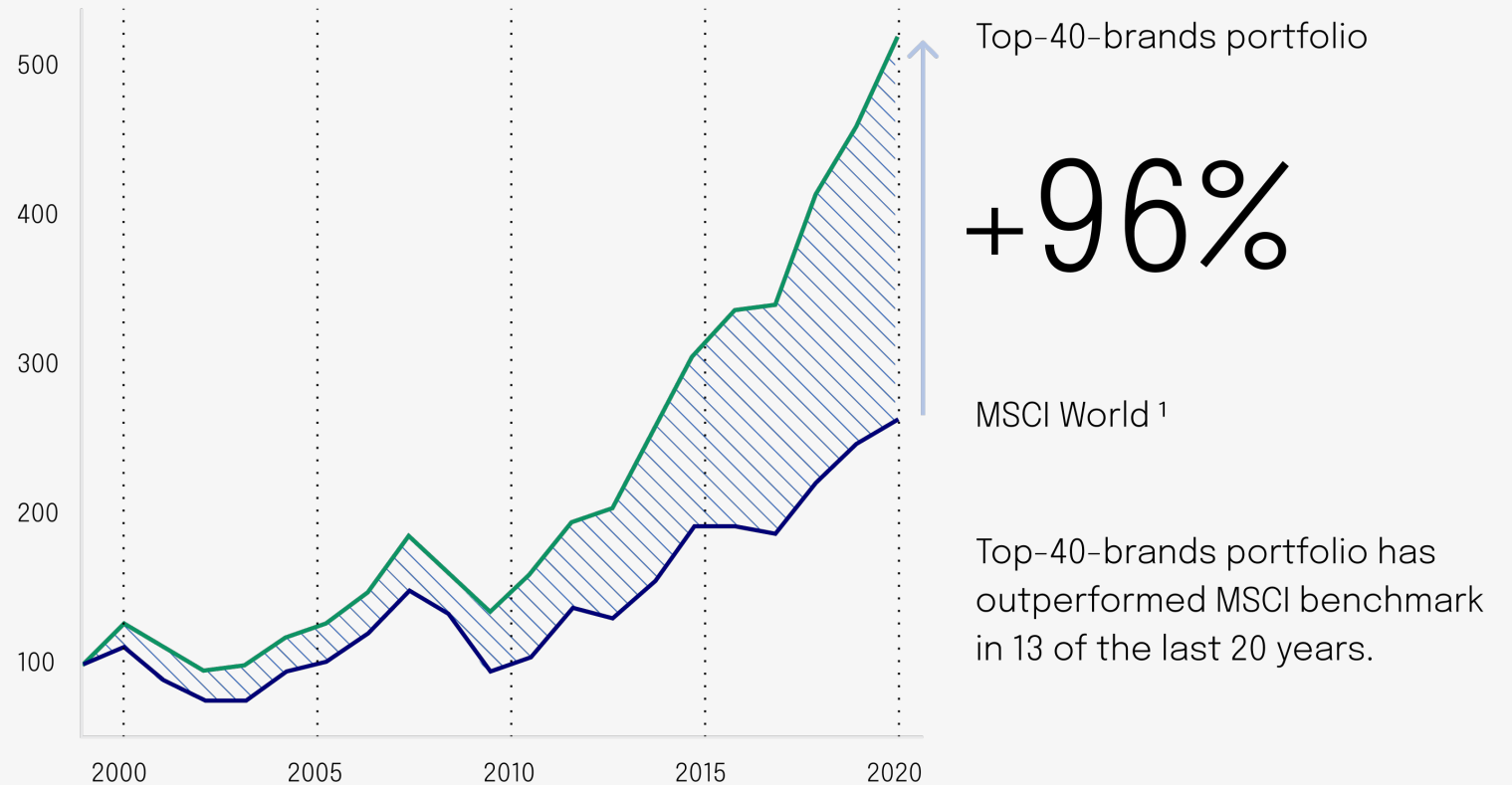
Brand is  
a memory.



Experiences and interactions build and refresh the network of memories, strengthening the brand.



Strong brands  
beat the market—  
by a significant  
margin.



<sup>1</sup> Stock market index of 1,646 world stocks maintained by Morgan Stanley Capital International

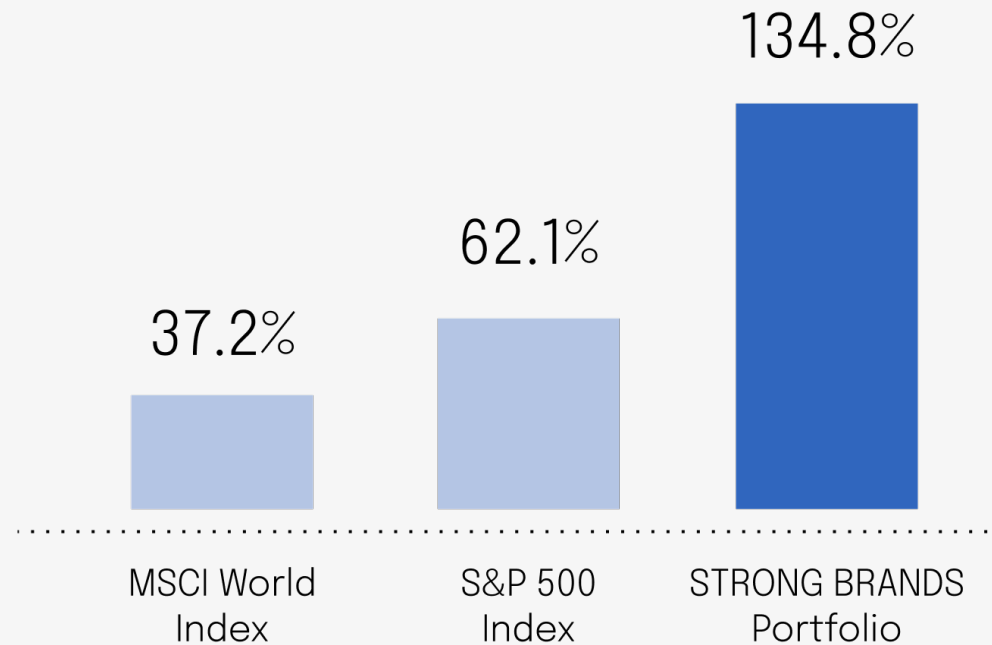
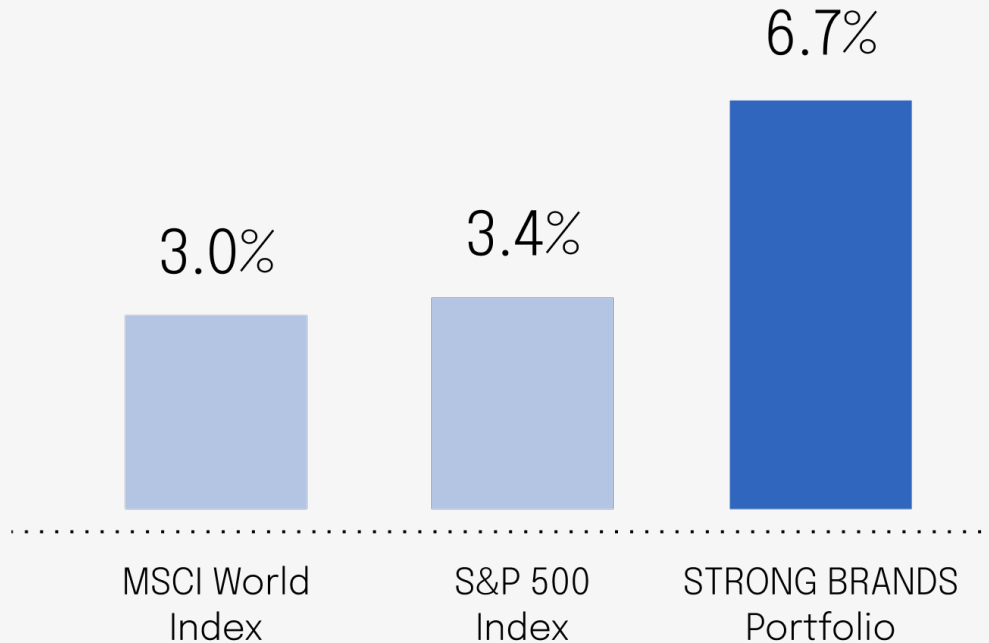
Source McKinsey Marketing & Sales Practice

McKinsey  
& Company



# In bad times, they bounce back faster and stronger.

**% per week recovery**



**Recovery rate:** % weekly recovery, based on # weeks to regain pre-Covid-19 peak value after lowest point (March 2020)

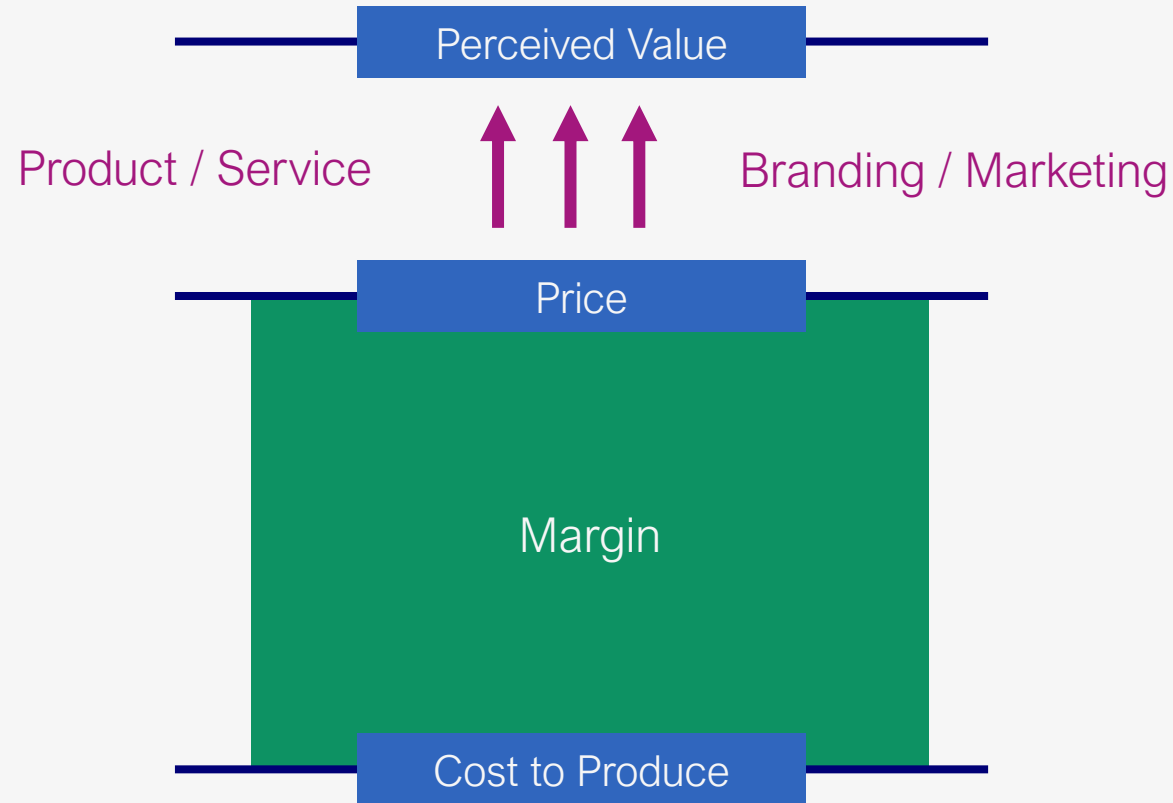
**Explosive growth:** Additional value growth from pre-COVID-19 peak in February 2020 to April 2021 (as % of value in April 2006)

Source: Kantar BrandZ Global Report, 2021

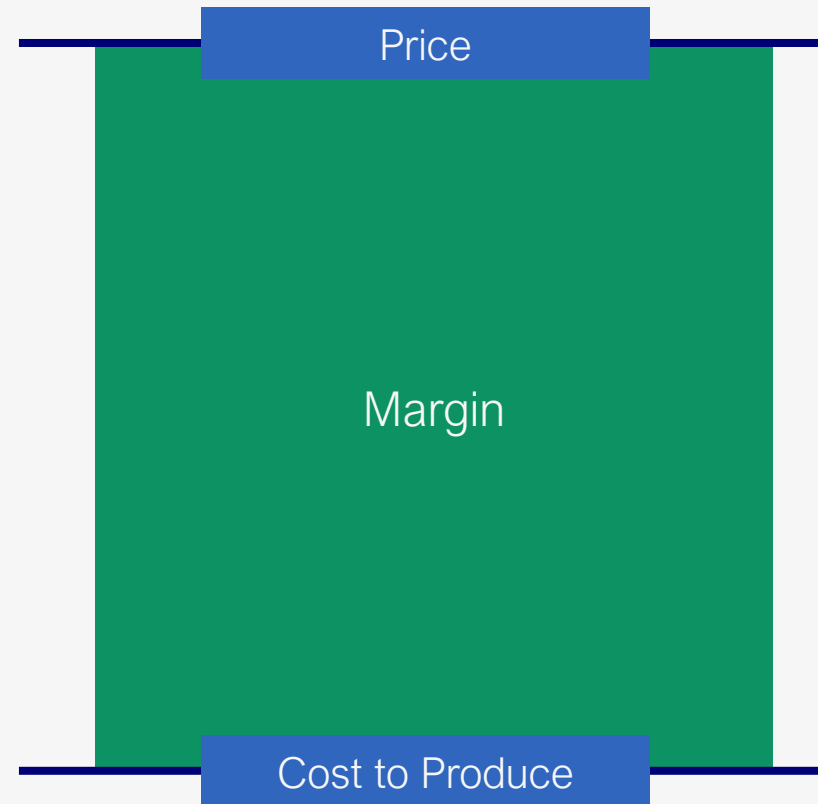




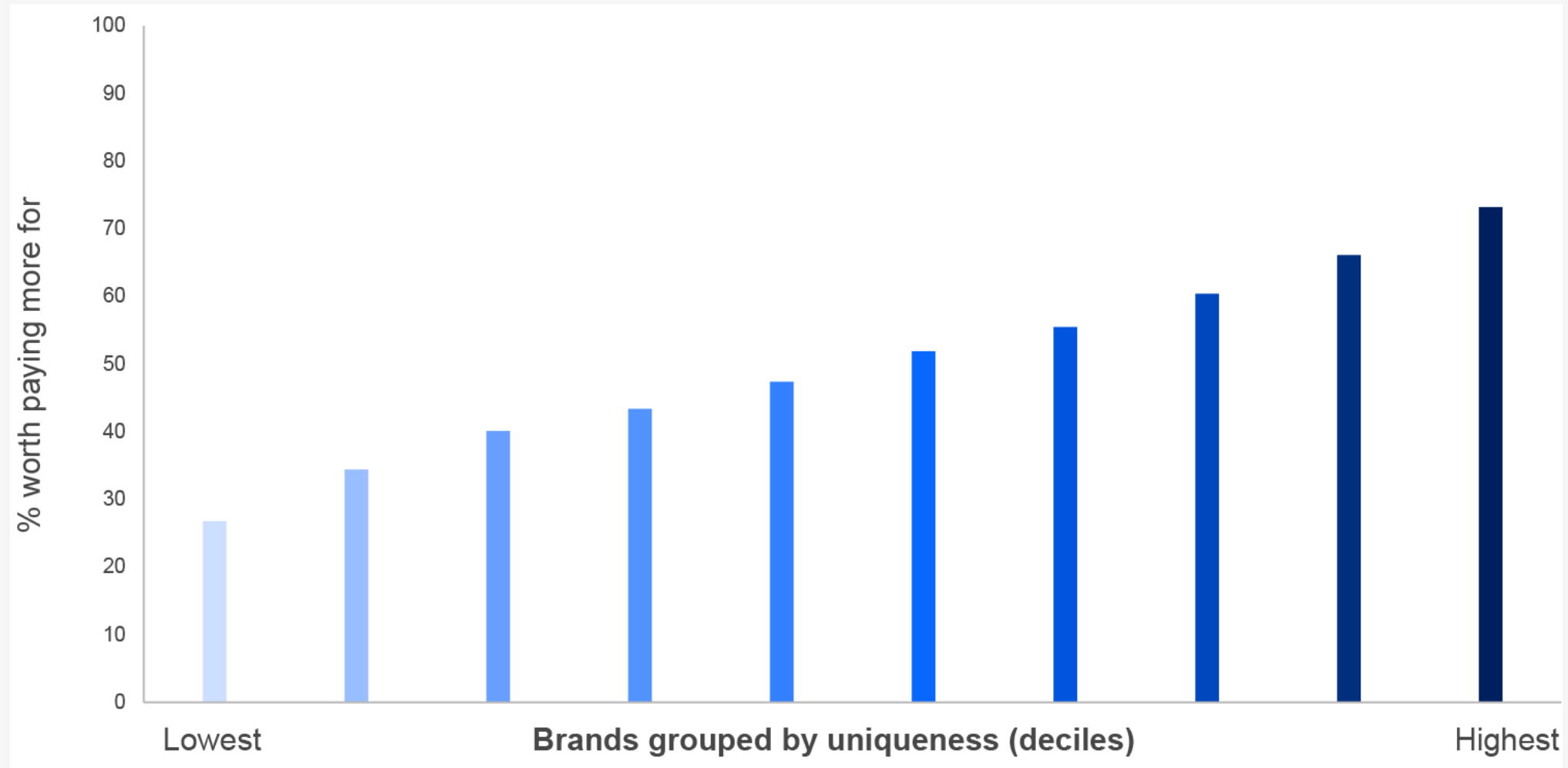
# Strong brands reduce price sensitivity—



—enabling greater profitability.



# People will pay more for brands they perceive as different.



# The fundamentals of brand strategy



**SEGMENTATION & TARGETING**

Who is our  
market?



If you do only one thing,  
talk to your audience.



# Why the Death of Cookies Will Make Online Advertising Better

Third-party cookies are going away in 2024. When that happens, marketers will be able to re-engage with consumers in exciting new ways.

BY [KIMBERLY ZHANG](#) • SEP 4, 2023

## Key Takeaways

- ▶ Cookieless advertising will create a better customer experience.
- ▶ Companies will need to be more intentional with data.
- ▶ Phasing out third-party cookies will cultivate better customer relationships, too.

Reconnect with your audiences and hear the answers from the source.





# Listen for common themes in your customer data.

“I felt like you guys really invested in long-term relationships with us...”

“The website was great, there was a lot of articles and thought-leadership that answered a bunch of questions we had...”

“You’ve always been able to give us something really custom, not just off-the-shelf...”

“I heard about you from seeing one of your partners speak at a conference...”

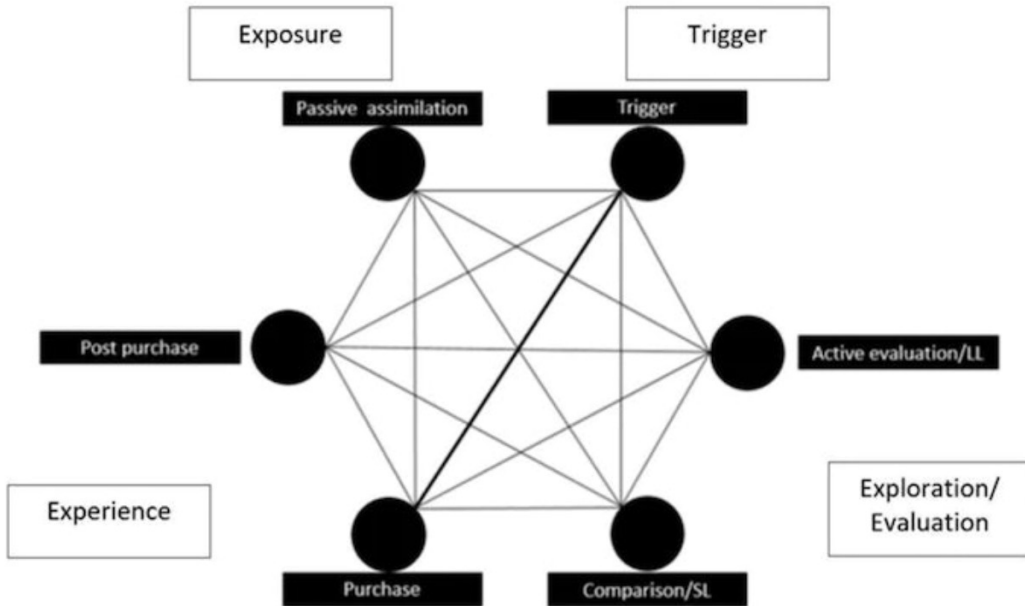


# Marketing Funnel



Build your own funnel to track awareness.

We like the McKinsey consumer decision journey. But there are many others. Find one that fits your brand.



# Validate your funnel with a consumer panel survey—

	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
<b>Funnel n=</b>	430	430	430	430	430	430
Top of Mind	5%	0%	19%	3%	3%	2%
Unaided Awareness	6%	2%	27%	5%	6%	6%
Aided Awareness	29%	30%	62%	26%	22%	35%
Gathered Information	17%	21%	40%	10%	8%	14%
<b>Consideration</b> (base those who gathered information on at least one company)	13%	19%	36%	8%	5%	10%
<b>Choice</b> (base those who considered at least one company)	5%	11%	18%	3%	1%	2%



—and measure brand perceptions against competitors.

Attributes: Top-3 Box n=	123	130	267	77	63	151
They invest deeply in long-term relationships	89%	91%	88%	86%	81%	81%
They deliver strong thought leadership	89%	89%	86%	78%	84%	81%
They bring me the right-sized solutions for my needs	85%	88%	84%	84%	79%	79%
Their business transformation services elevate my team	84%	86%	86%	84%	90%	76%
They deliver great business value for the money	82%	90%	87%	81%	86%	77%



# Personas and journey maps help guide execution.

**"You got to love it or you won't make it in farming."**

**Goals for my Farm**

- Maximize yield and profitability
- Find vendors and agronomists who are reliable, fair and provide expertise needed to inform decisions
- Run farm operations with ease, allowing for more personal time with family and friends
- Pressure to lower input costs and increase yield
- Do the right thing, as stewards of the land

**Pain Points to Mitigate**

- Constant combat: insects, weeds, disease, wildlife
- Keeping up with irrigation and water management
- Rapid, unpredictable changes due to weather
- Pressure to lower input costs and increase yield
- Limited land access and shared rent constraints

**Key Responsibilities**

- Gov't Program Considerations**  
Government incentives can make sustainable practices worthwhile, including trees and cover crops.
- Product Orders**  
It's easiest if I can manage orders on my phone, by text, then I have a record of it so I can confirm accuracy later.
- Farm Strategy**  
When planning, I figure out what we should be growing where and how much seed we need for each crop.
- Land/Crop Management**  
I run planting and harvesting on the farm, usually with some seasonal help, but only about 3-4 of us total.

**Farm Manager**  
MEDIUM FARM (1-400 ACRES)  
LOCATION: SOUTHEAST KENTUCKY  
FARMING FOR: 3 Years  
CROPS: Soybeans, Wheat, Corn

I'm a 4th generation farmer in my family. I farm with my father, but he's looking for me to take over in a few years. The farm means a lot to us, our family.



**FARM MANAGER, ANNUAL LIFECYCLE**

	Review + Plan	Prepare Soil	Plant	Monitor + Mitigate	Harvest	Restore + Protect	Reconcile	Rest + Learn	
<b>KEY TASKS</b>	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status
<b>ACTIVITY LEVEL</b>	High	High	High	High	High	High	High	High	
<b>GREENPOINT INTERACTIONS</b>	High	High	High	High	High	High	High	High	
<b>PAIN POINTS &amp; NEEDS</b>	Market and Farm Status Analysis, Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status

**"It's more than products. We are partners to our members, on their farms."**

**Goals for our Coop**

- Maintain market share in the area we serve
- Support our farmers in meeting their yield targets, providing what they need with speed and accuracy given the change in ownership structure post-merger to GreenPoint Ag
- Ensure we have the right product, at the right time, at a competitive price
- Operate with greater efficiency given the technical and field monitoring tools available now

**Pain Points to Mitigate**

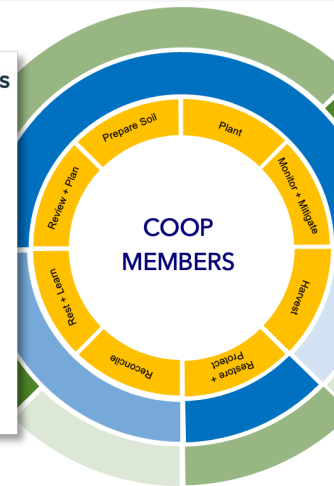
- Managing complexity across multiple offerings in addition to agronomy (fertilizer, seeds, repairs, etc)
- Limited control and decision-making authority given the change in ownership structure post-merger to GreenPoint Ag
- Membership retention as new generations become further distanced from the coop's founding years and have more options for their supply

**Key Responsibilities**

- Farm Strategy**  
Our growers are very dependent on us. We do all the legwork for them, other than planting and harvesting.
- Field Data Analysis**  
AgTech became more available in the last 10-15 years. It has really helped our business grow, probably by 300%.
- Product Delivery**  
As our main supplier, we expect GreenPoint Ag to have the products we need, delivered when we need them.
- Account Status**  
Throughout the year, I'm managing invoices across vendors. I love being able to find them online in the portal.

**Coop Leader**  
MEDIUM SIZED COOP  
LOCATION: TENNESSEE RIVER VALLEY  
RUNNING THE CO-OP FOR: 20 Years  
MEMBERS: 115 LOCATIONS: 3

Our coop culture has always been to support one another and know it will benefit us in the longrun. We provide many services, agronomy being just one of them.



**COOP LEADER, ANNUAL LIFECYCLE**

	Review + Plan	Prepare Soil	Plant	Monitor + Mitigate	Harvest	Restore + Protect	Reconcile	Rest + Learn	
<b>KEY TASKS</b>	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status	Field Data Analysis, Review and Assess Farm Status, Review and Assess Farm Status, Review and Assess Farm Status
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# The fundamentals of brand strategy



## SEGMENTATION & TARGETING

Who is our  
market?



## POSITIONING

How do we want to  
be perceived?

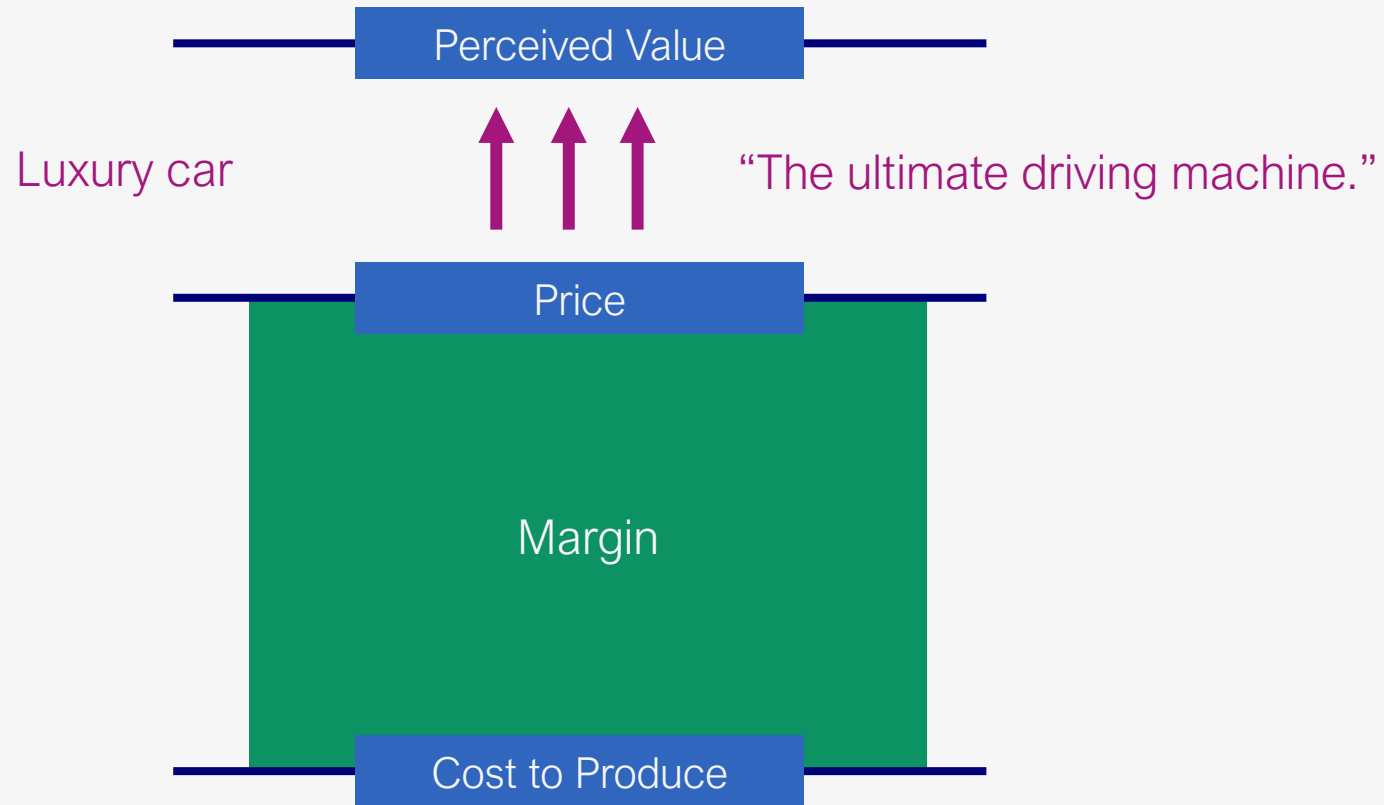


To be memorable, you need to stand out. But to refresh a customer's memory, you have to be recognizably you.



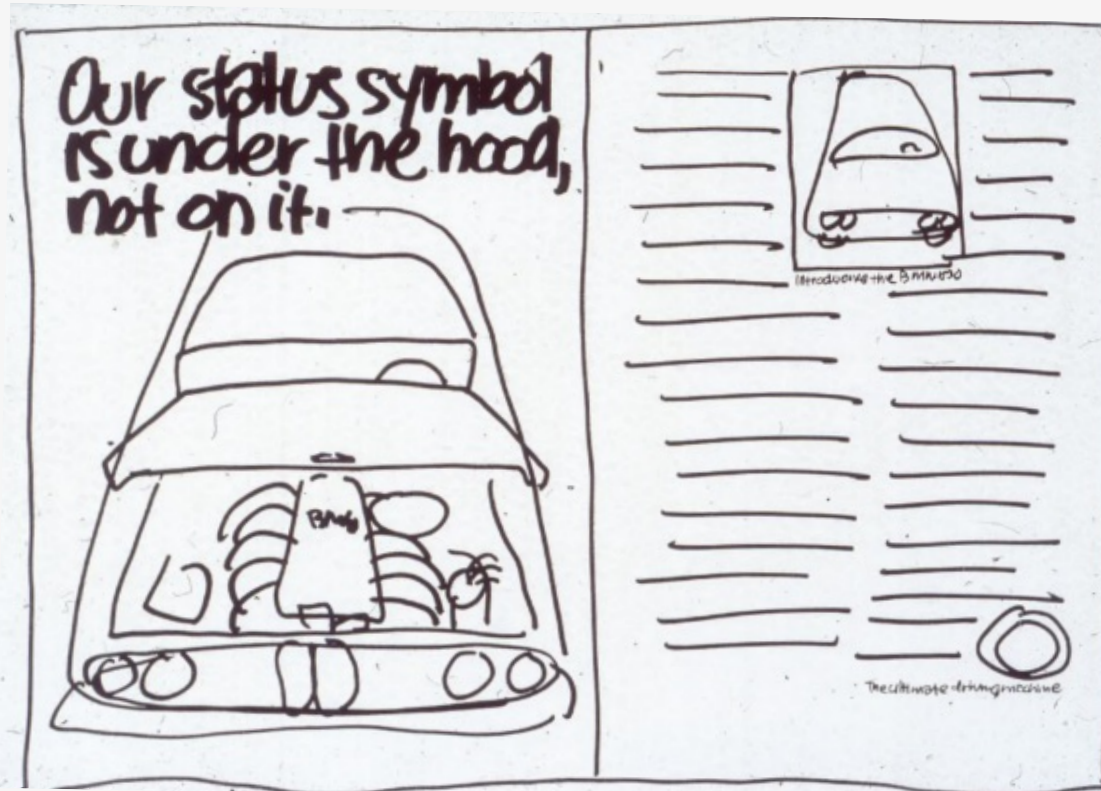


In the midst of the oil crisis, they launch a campaign.





# 1973 positioning: "The ultimate driving machine."



Source: <https://brandingstrategyinsider.com/the-creation-of-bmws-ultimate-driving-machine-campaign/>







—decade after decade.



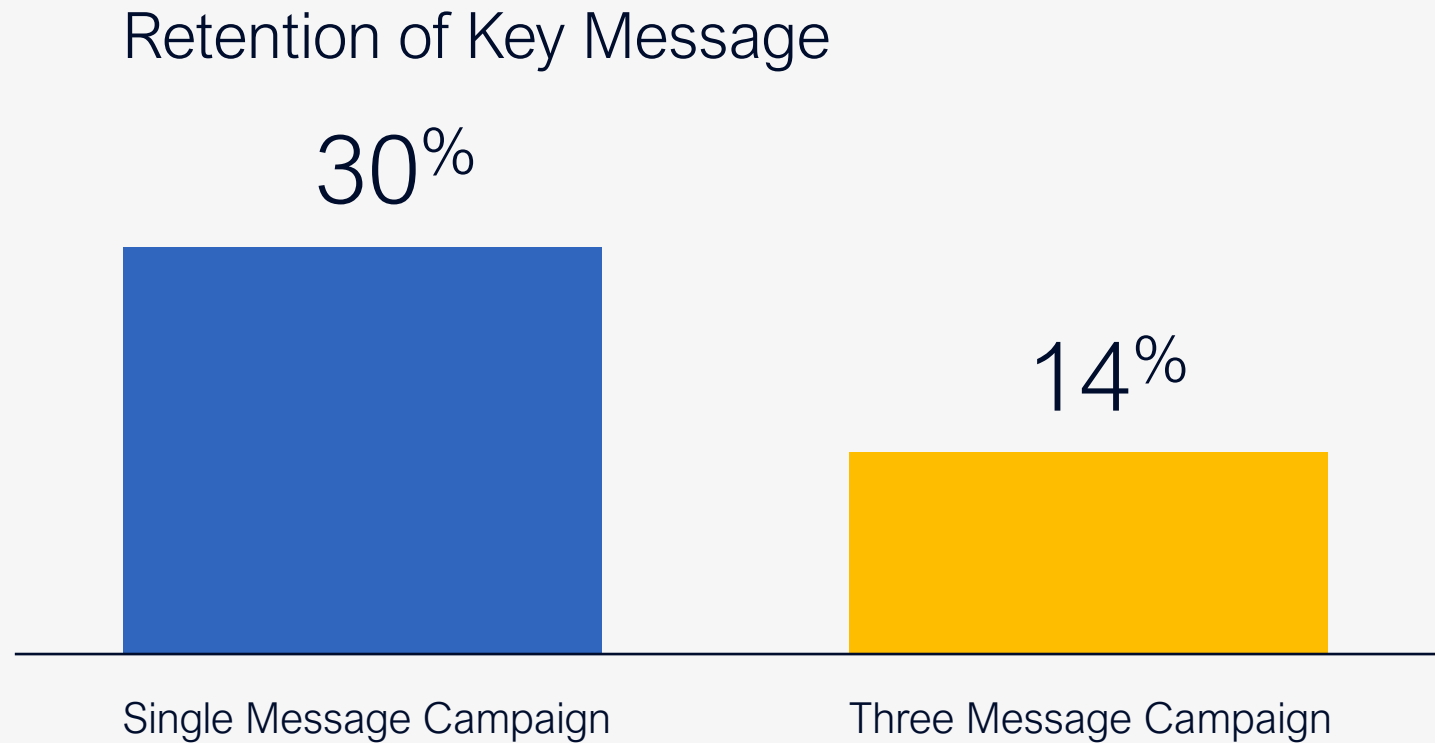


Why the need for consistency?  
Because brand is a memory—  
and memories fade.





# Messaging discipline is critical.

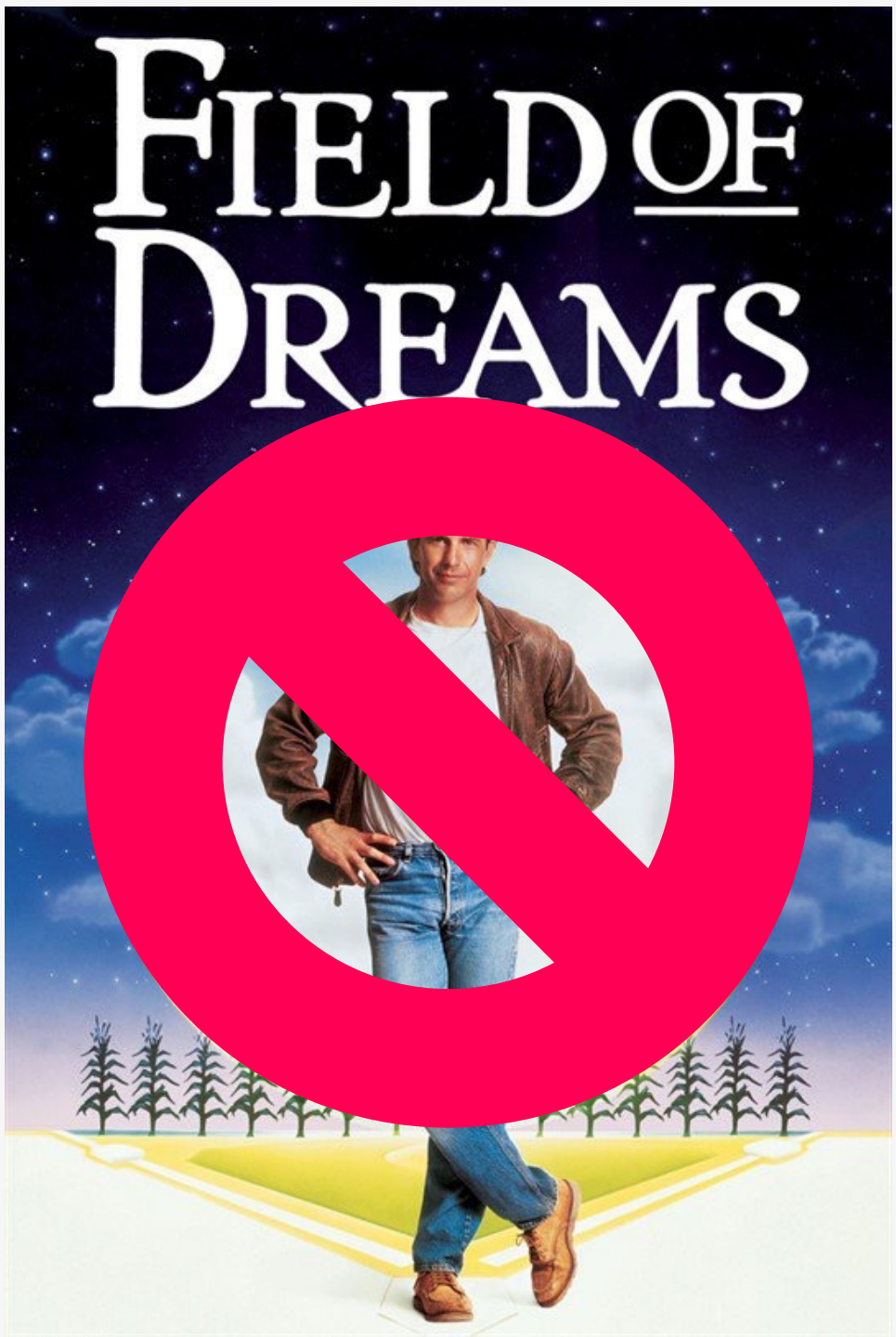


# Build a distinctive visual and verbal identity—





# FIELD OF DREAMS



It's not enough to build it.  
You've got to message it to the world.



# Capturing today's demand is critical—

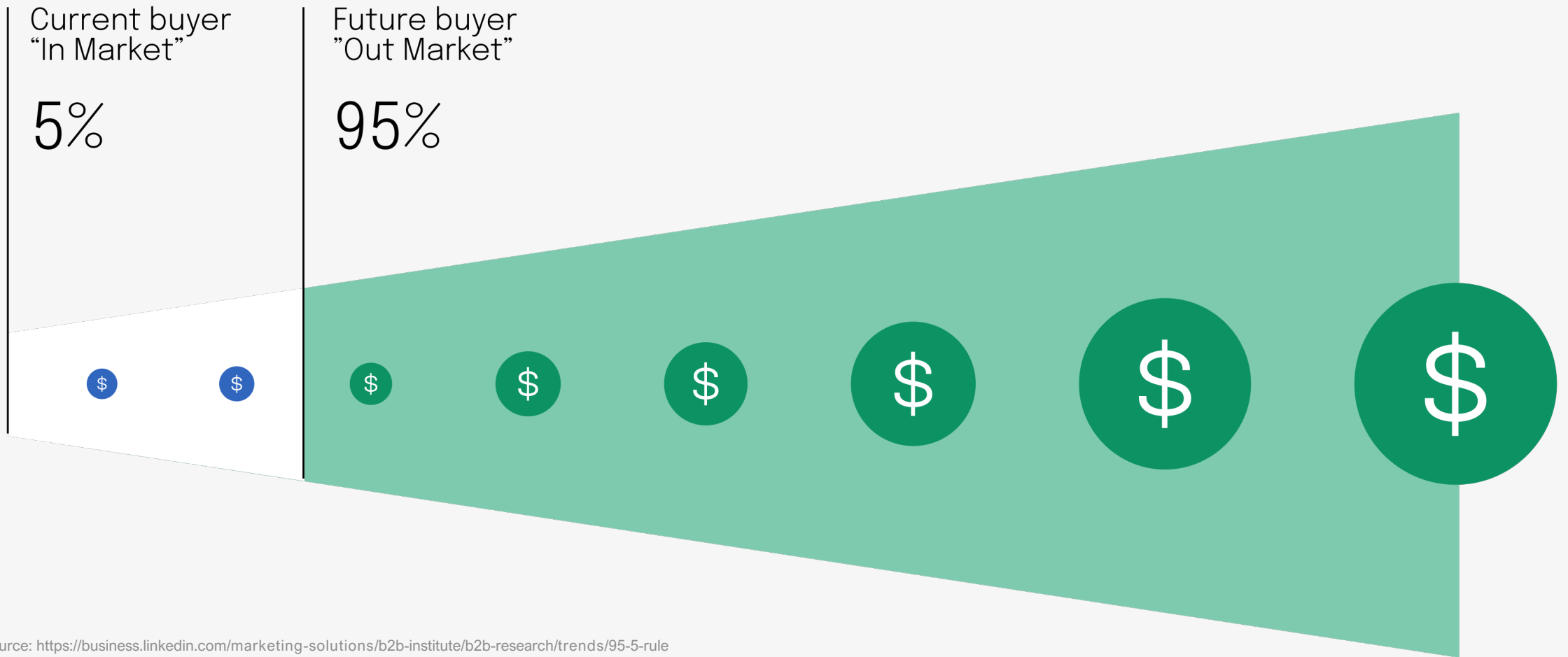


—but you have to build future demand, too.





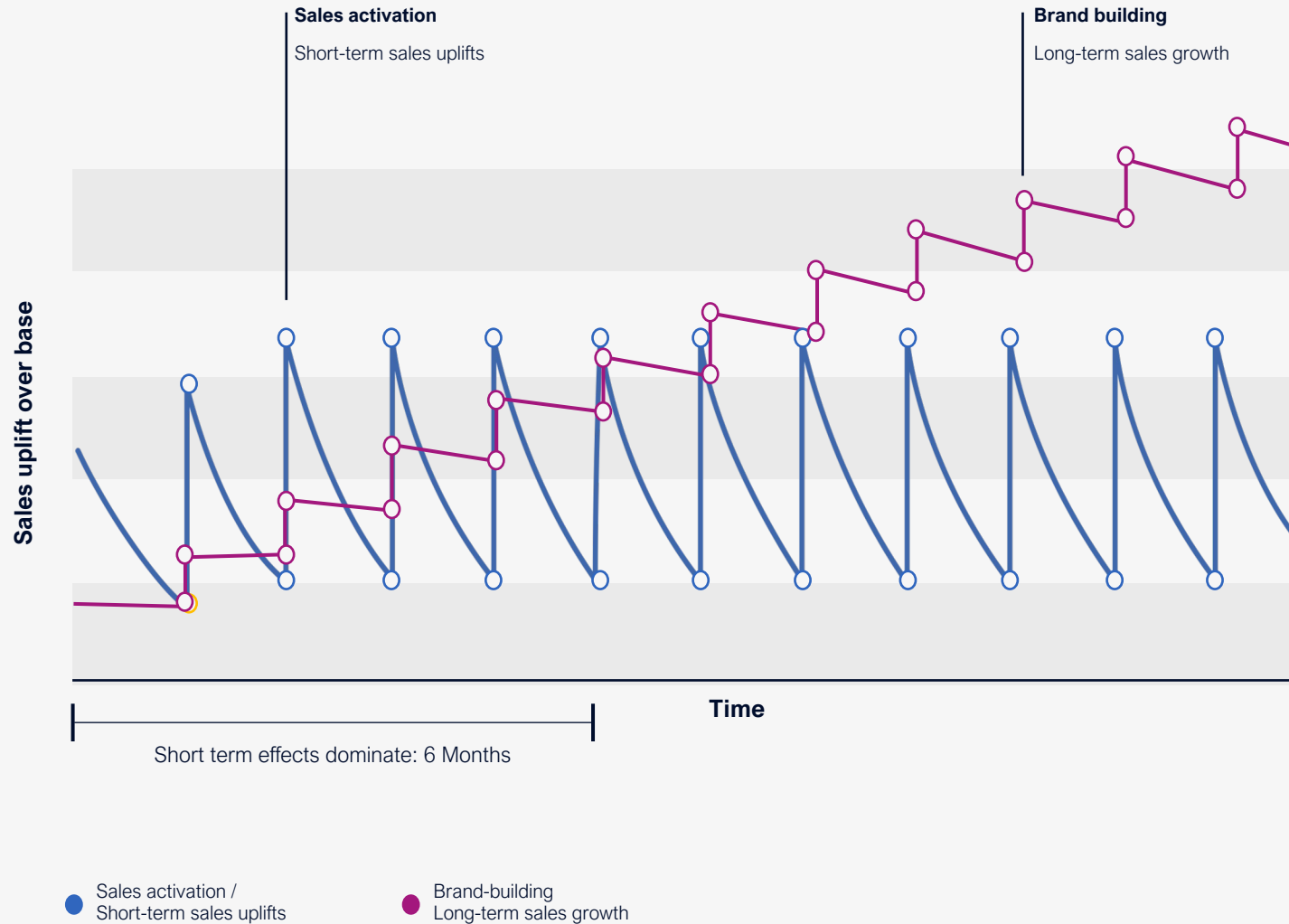
# 95 percent of your buyers are out of market.



Source: <https://business.linkedin.com/marketing-solutions/b2b-institute/b2b-research/trends/95-5-rule>



# Strike a balance to reach both audiences.





Brand-building activities aim to create future demand.

# FASTERPIECE.

DESIGNED FOR DRIVING PLEASURE.





BMW Financial Services  
Realize the dream.

**NO WAITING PERIOD FOR GST.**  
AVAIL BENEFITS UP TO 14%. LIMITED PERIOD OFFER.

**Special Offer** + **Rate of Interest** + **Complimentary Service and Maintenance** + **Complimentary Insurance** + **Assured Buyback**  
 Pre-GST Advantage\* + 7.90% + 3 Years + 1 Year + Up to 4 Years

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To know more, contact your nearest authorized BMW dealer. Terms and conditions apply. \*Offers on specific models. Offer may vary for each model and place of purchase. Offer is subject to individual credit approval and at the sole discretion of BMW India Financial and is subject to change without prior notice. Insurance is at the sole discretion of the insurer. Buyback agreement and wear and tear policy need to be signed on a mandatory basis to avail the offer. Service and maintenance package is applicable for 3 years. The model, equipment and possible vehicle configurations illustrated in this advertisement may differ from the vehicles supplied in the Indian market.

**BEVERLY HILLS BMW**

LEASE A NEW **320i** FOR  
**\$279** /MO



**BEVERLY HILLS BMW & USED CAR DEALERSHIP - SERVING GREATER LOS ANGELES**  
 5070 WILSHIRE BLVD, LOS ANGELES, CA 90036 | SALES: 855-252-3796

PRICES DO NOT INCLUDE GOVERNMENT FEES AND TAXES, ANY FINANCE CHARGE, ANY DEALER DOCUMENT PROCESSING CHARGE (\$88), ANY ELECTRONIC FILING CHARGE AND ANY EMISSION TESTING CHARGE.

Activation aims to  
 convert that demand  
 into sales right now.



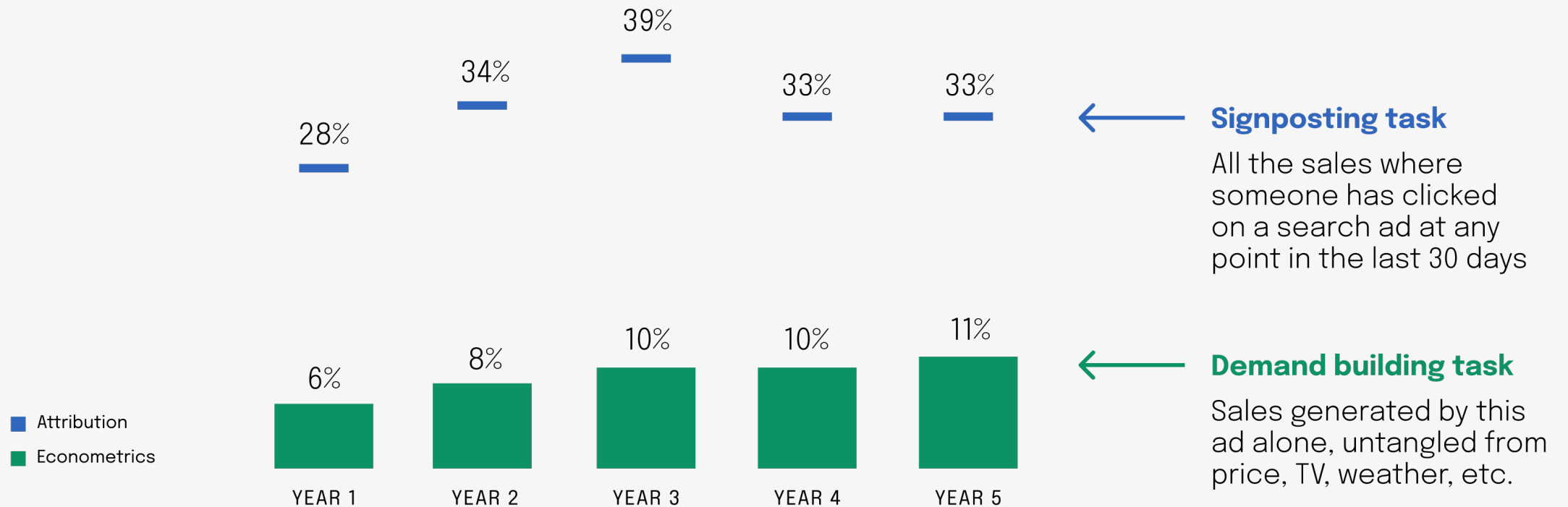


Digital marketing inaugurated a shift away from long-term brand-building activities and redirected money toward short-term direct response tactics.



# Google Analytics overstates its contribution to sales

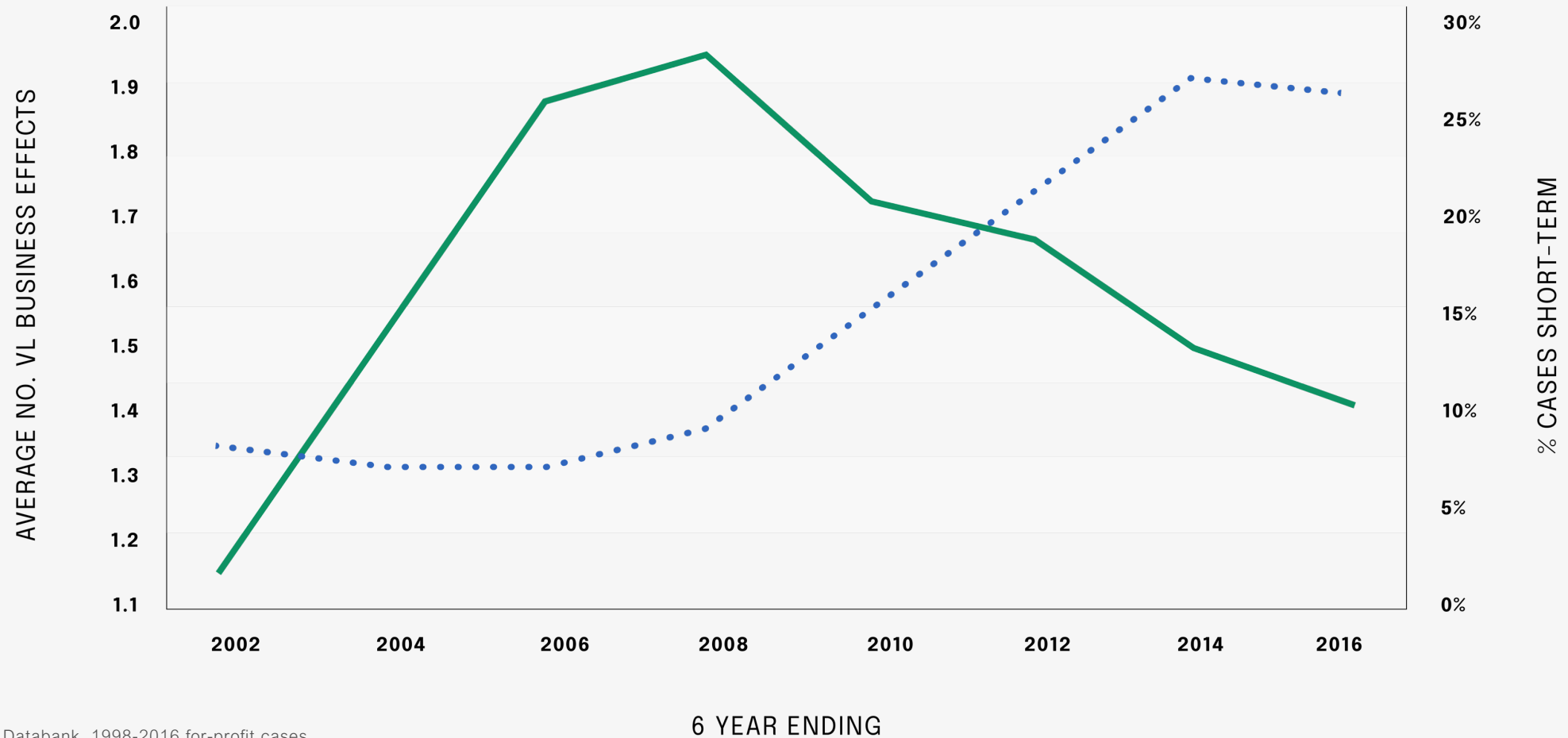
## Contribution of search to sales (%)



Based on the experience of several real world brands. Source econometrics by Grace Kite.  
<https://magicnumbers.co.uk/articles/the-two-tasks-for-online-ads/>



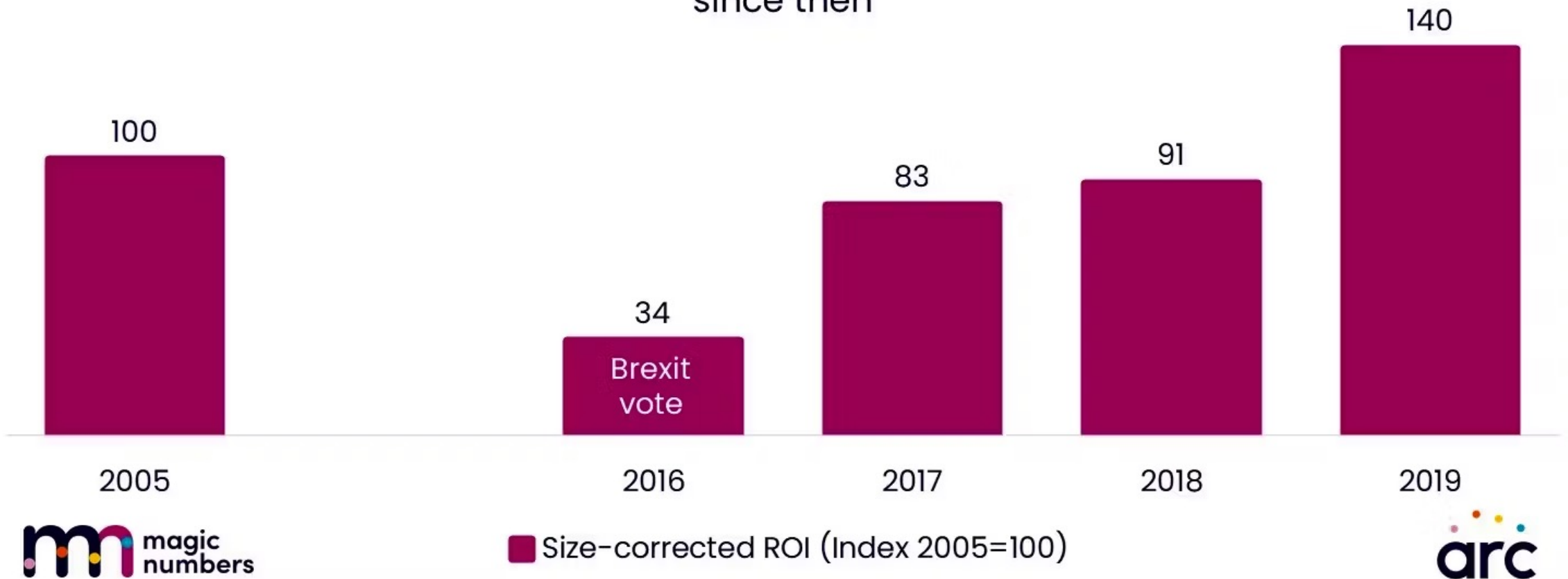
# 2008–16: Rising short-termism, falling effectiveness.



Source: IPA Databank, 1998-2016 for-profit cases

# 2017 - present: reasons for optimism

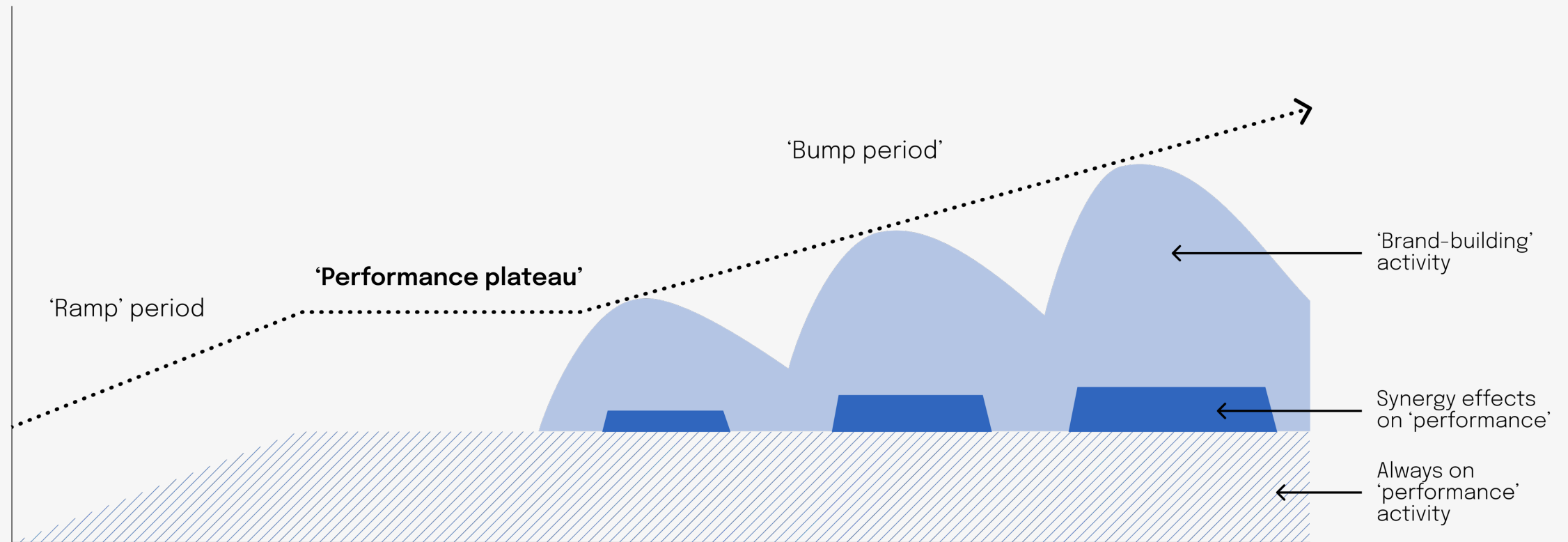
Effectiveness dipped between 2005 and 2016 but has been improving since then





# Brands can easily get stuck on the “performance plateau.”

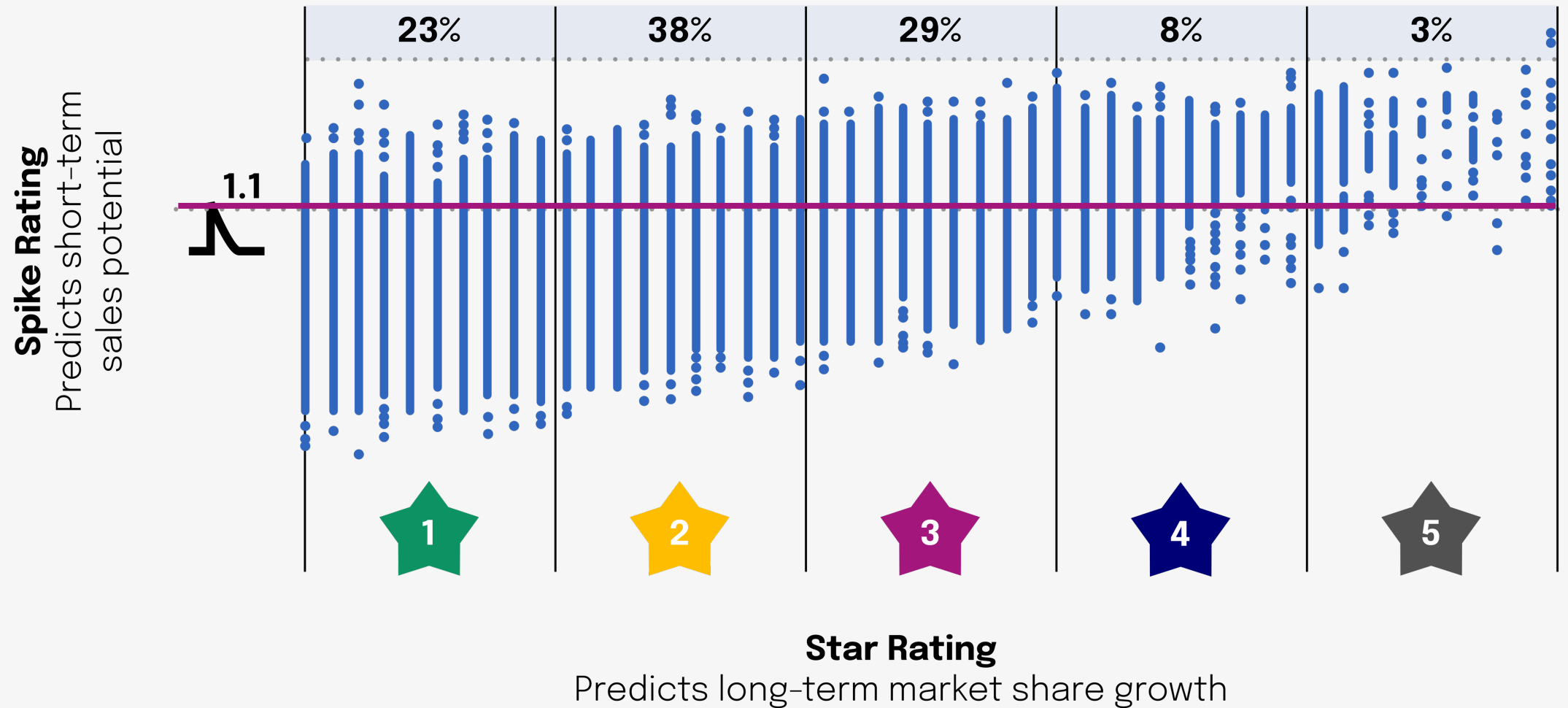
Sales from advertising



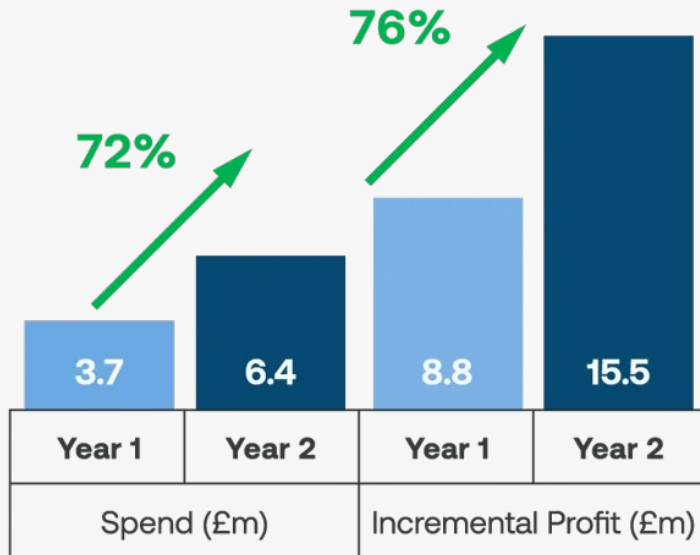
Source: <https://thetomroach.com/2022/11/14/is-your-brand-stuck-on-the-performance-plateau/>



# Good news: brand building can also drive sales.

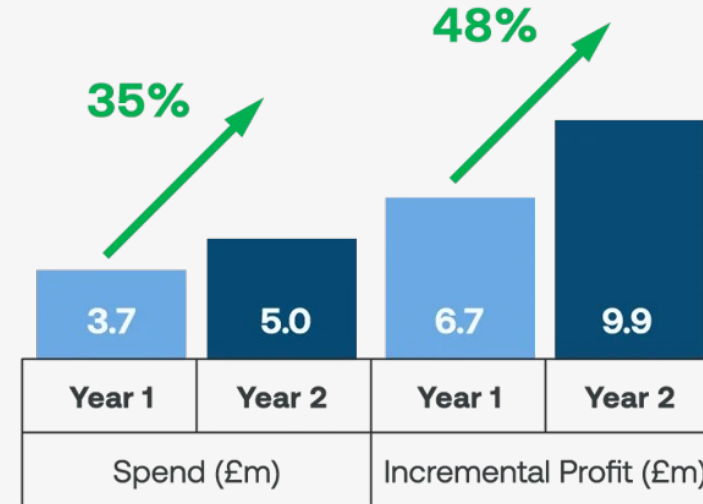


# Similar findings from a marketing measurement leader.



## Brand

A **72%** increase in spend on Brand Activities year-on-year caused a **proportionate 76% increase in profit** from this channel.



## Performance

But it also triggered a **disproportionately large ROI from Performance** - a **48%** increase in profit from only **35%** increase in spend.



# But it doesn't appear to work the other way around.



22 September 2023



## Targeted online ad campaigns face profitability problem

*#Digitalmediaplanning&buying #Data-driventargeting #Strategy*

Advertisers should be cautious when running targeted online ads because this practice is less likely to be profitable than simply running an untargeted campaign, a study finds.

The research looked at what audience segments advertisers should select for randomized controlled trials and found that the more narrow the audience segment, the less likely you will break even, much less become profitable. The authors attributed this to the role that data cost and reach play in profitability.



24 August 2023



## Overemphasis on activation and tactics limits marketing effectiveness

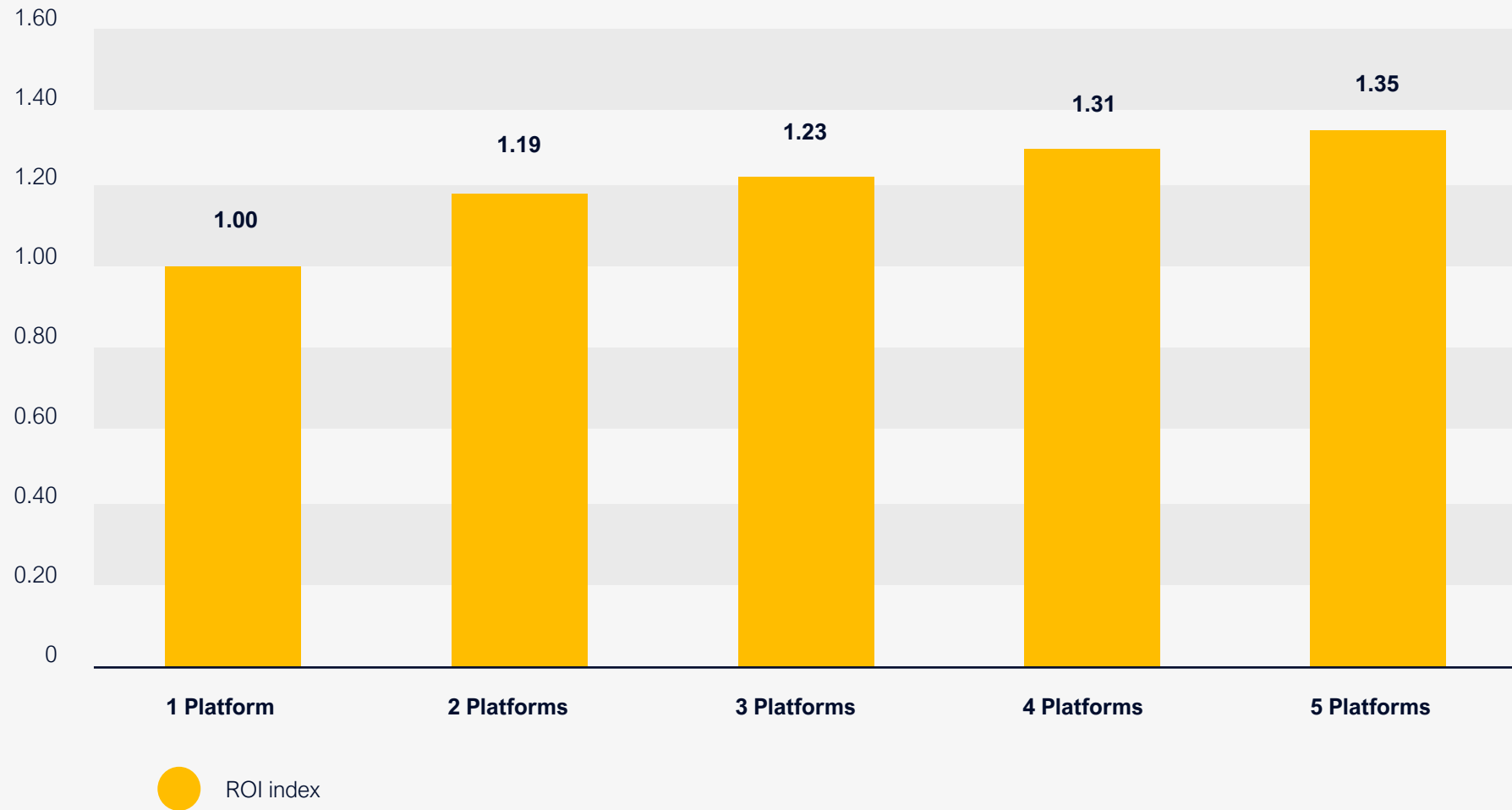
*#Effectivenessstudies #Strategy*

A focus on efficiency and a lack of organisational teamwork are hampering marketing effectiveness, according to a new study from the WFA and partners.

Creating a Global Culture of Marketing Effectiveness\*, a report from the WFA, Ebiquty and IPA, finds that while overall marketing effectiveness culture is performing acceptably – scoring 6.5 out of 10 –

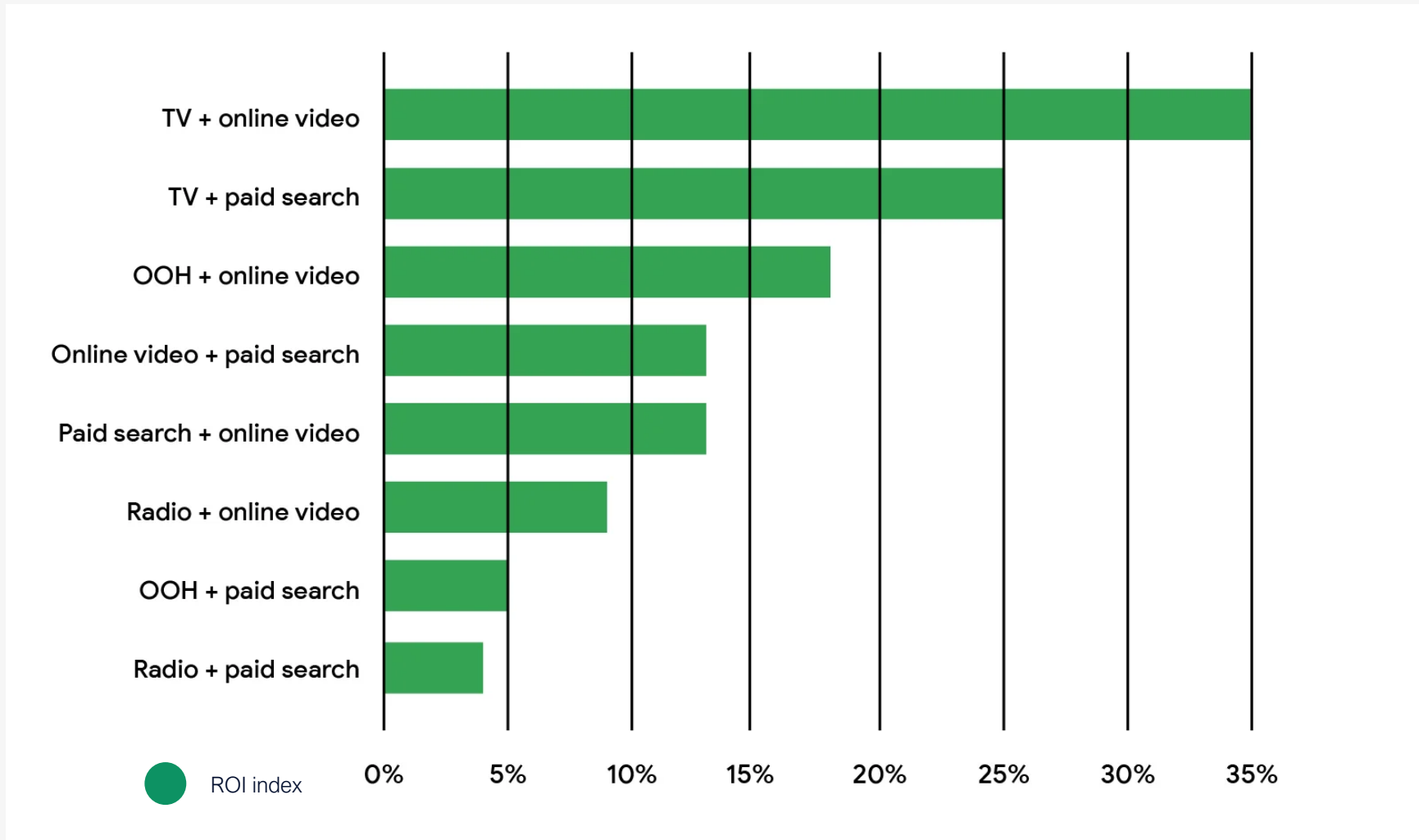


# Put your message everywhere to drive higher ROI.

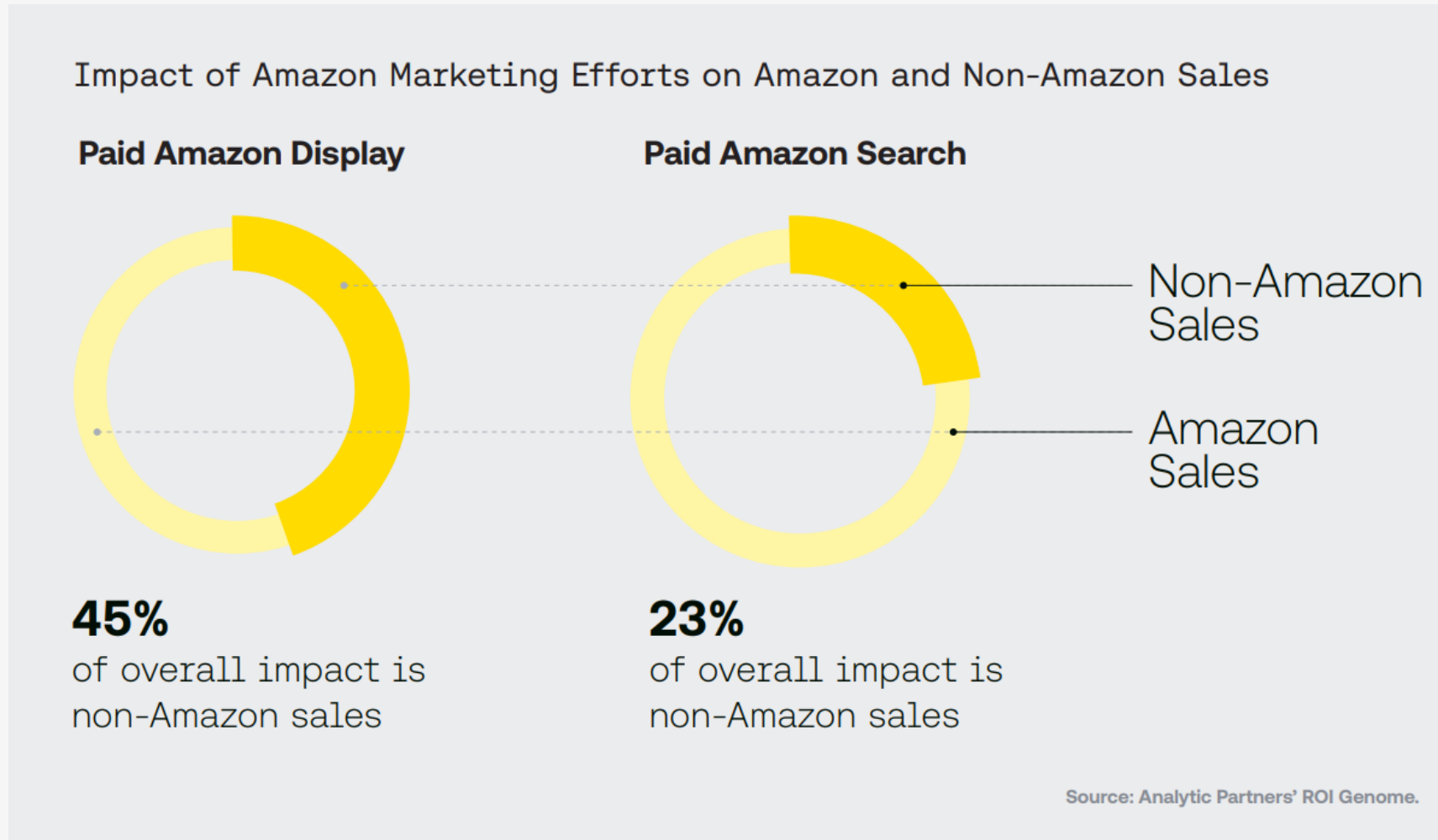




# Try different media channels to find the best synergies.



# New finding: the same synergies present in retail media.



# What about budgeting?





# Mark Ritson's "Triple Cooked Chips"

A three-step calculation for budgeting.

01

## Simmer at 10% of revenues

Based on Grace Kite's metanalysis of ARC database research, Paul Dyson's budget optimizations, and Nielsen's 2022 ROI study of 150,000 cases worldwide.

02

## Long & short pan-frying

Based on Binet & Field's 60:40 split between brand-building activities and performance marketing activation.

03

## Deep-frying with two timers

Choose your metrics based on objectives, but in general: measure the long with brand tracking and the short with ROI.



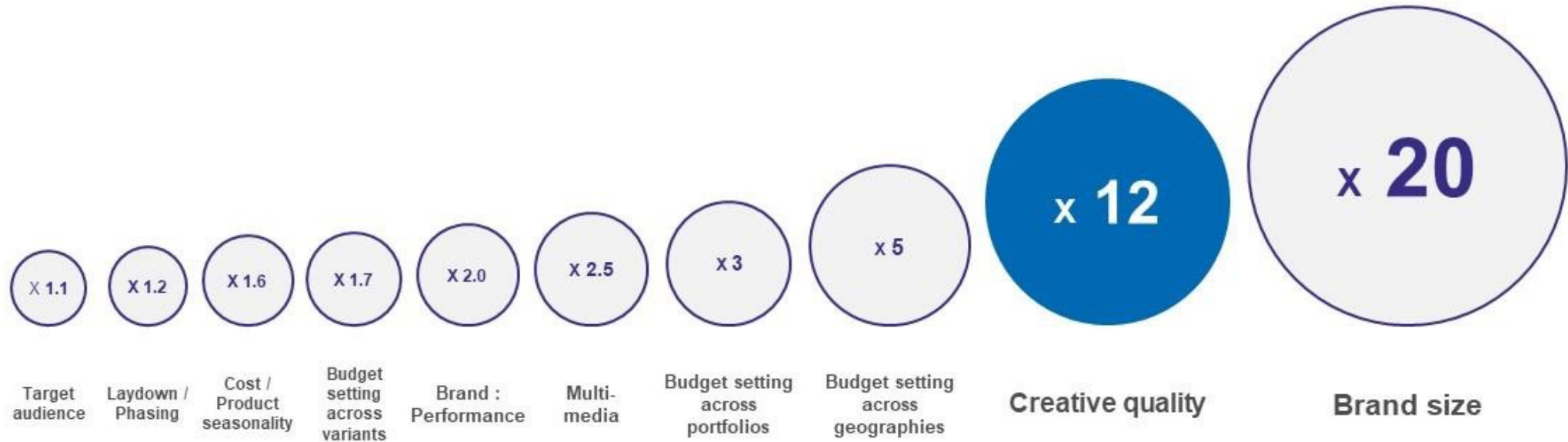






# Creativity is the biggest ROI multiplier within our control

Potential multipliers of advertising profitability - (2023)



Source: The Drivers of Profitability, 2023, Paul Dyson - accelero, ROI multiplier = area of the circle

accelero 

thinkbox 

How can we advocate for more budget—or at least keep what we have off the chopping block?



EXHIBIT 1

# Cutting brand-marketing spending in a downturn causes long-term damage.

LOWER TOTAL SHAREHOLDER RETURN

-6 pp

LOWER SALES GROWTH

-13 pp

LOWER MARKET SHARE

-0.8 pp

WEAKER FULL-FUNNEL CONVERSION AND BRAND HEALTH

-18 pp

Source: BCG brand impact analysis

Note: Quantitative analysis included nearly 150 major US brands across 15 industries. Additionally, BCG conducted a detailed consumer survey. (N=10,000, July 2022, U.S.) to help understand the impact of brand-marketing spending on brand health.





EXHIBIT 2

# Advanced Marketers see downturns as an opportunity to grow.

56%

of Marketers expect to cut spending during uncertainty

60%

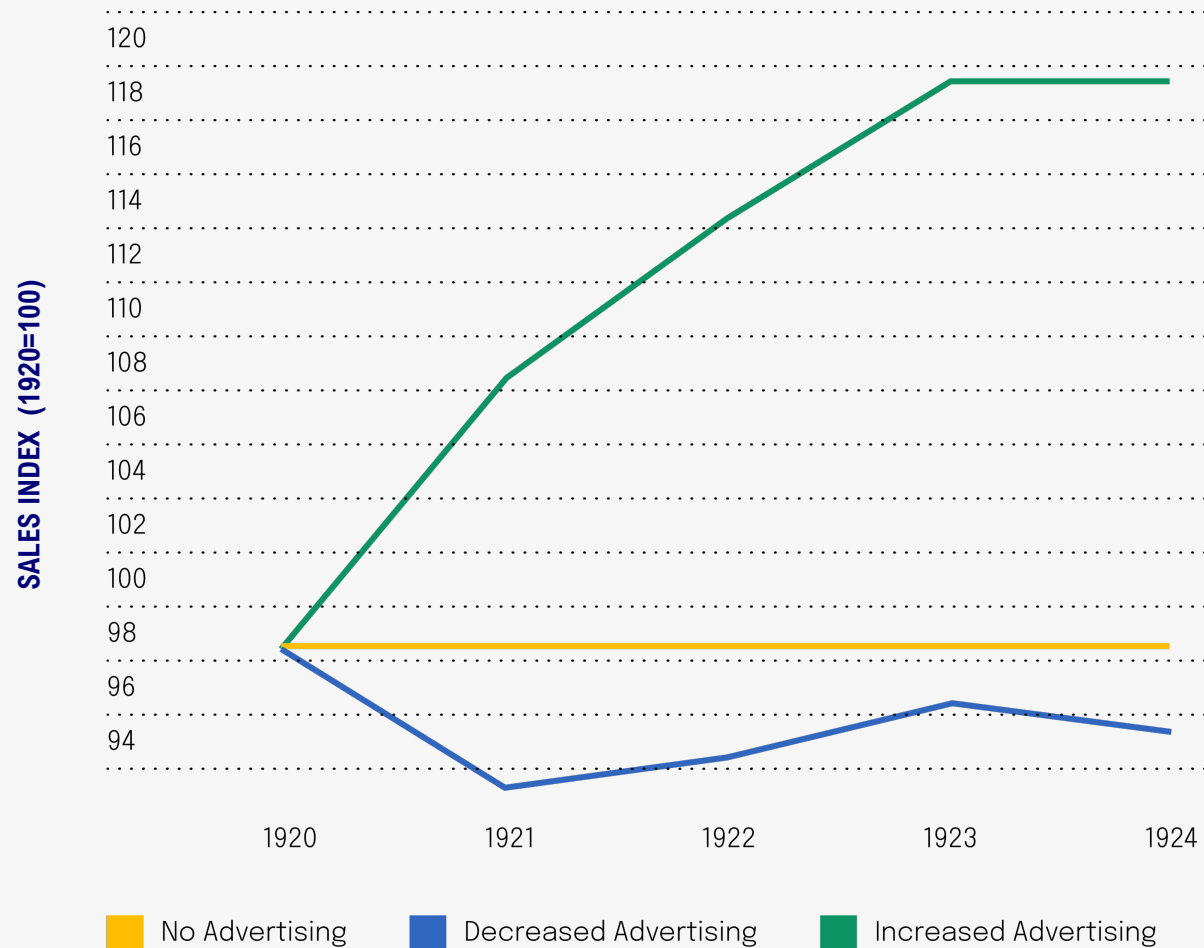
of the most advanced Marketers expect to maintain or increase spending during times of uncertainty

Source: BCG Marketer Survey, July 2022.

Note: BCG surveyed 100 marketing executives across the US. "Advanced marketers" were classified according to the following: their use of first-party versus third-party data, integration across marketing channels, as well as capabilities in analytics, audience segmentation, asset creation, access to the target audience, and automation. The respondents that ranked in the top 20% across these criteria were classified as advanced marketers.



# A century of evidence seems to agree—

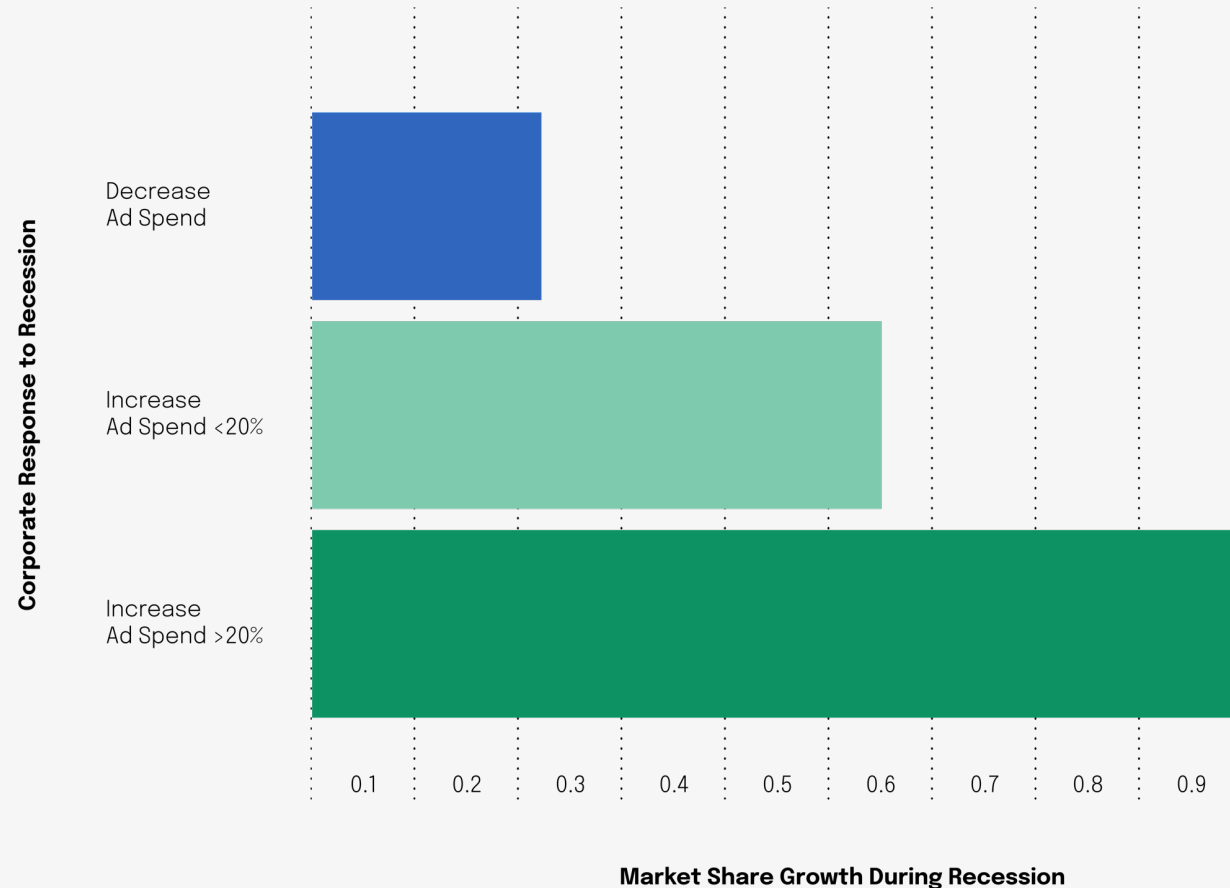


- **During the depression that followed World War I, Harvard-trained economist Roland Vaile made a startling discovery.**
- Companies that cut their advertising during the Depression suffered a drop in sales.
- But companies that increased their advertising budgets saw a dramatic increase in sales that persisted after the depression passed.

Vaile, Roland S. "The Use of Advertising During Depression" Harvard Business Review 5, April 1927



# A century of evidence seems to agree—



- **Over the next century, repeated studies confirmed the same pattern, decade after decade:**
- Companies that cut their advertising by 20% or more in tough times suffered a drop in sales.
- But companies who increased their advertising budgets by 20% or more saw a dramatic increase in sales and even market-share growth.

Biel, Alex, and Stephen King "Advertising During a Recession" In AdValue, ed. Leslie Butterfield, 2003



—but it makes sense to run the numbers



The screenshot shows the top portion of a web article. At the top, there is a navigation bar with a person icon, a share icon, the text 'About/Buy', a red circle with 'MW', a search icon, and a menu icon. Below this is the article title: **Grace Kite: Not all brands should maintain ad spend during a recession**. Under the title is a sub-headline in italics: *Businesses in “victim” sectors should work out whether investing to secure additional share of market during a downturn is worth the cost, argues econometrician Grace Kite.* Below the sub-headline is a small circular profile picture of a woman, followed by the text 'By Michaela Jefferson | 12 Oct 2022'. At the bottom of this section are three social media icons: Twitter, Facebook, and LinkedIn.

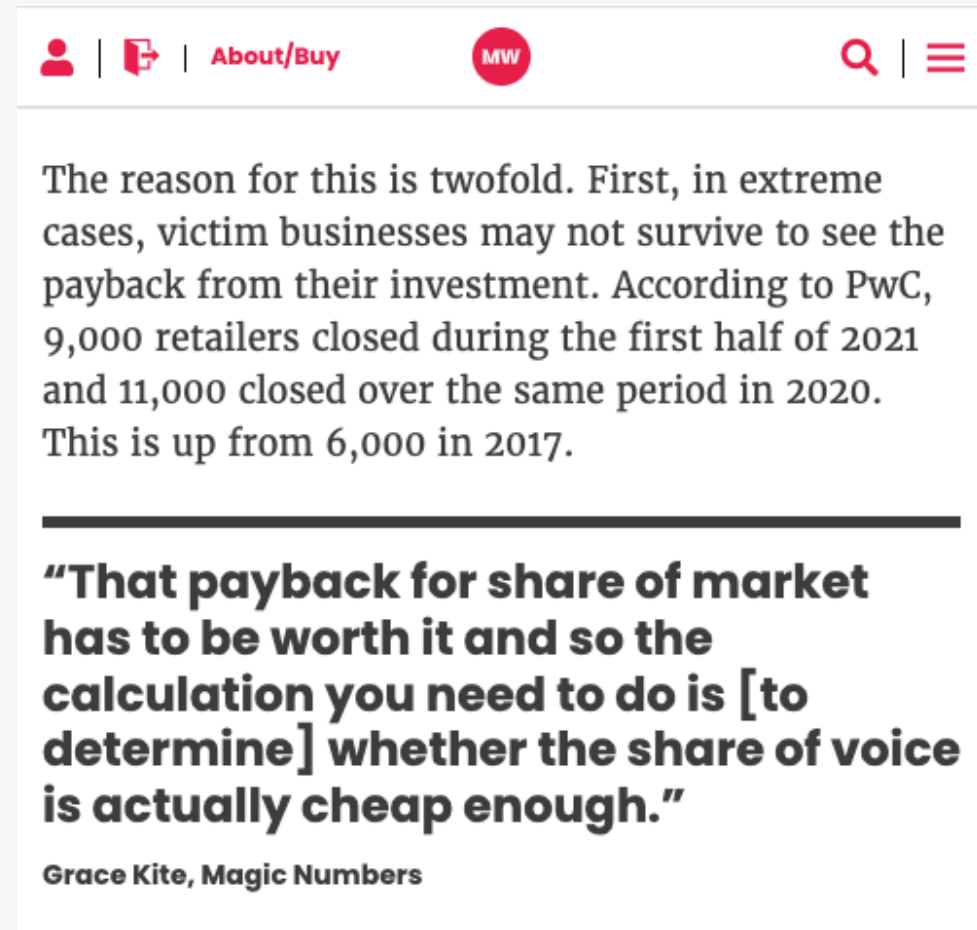
Person | Share | About/Buy | MW | Search | Menu

## Grace Kite: Not all brands should maintain ad spend during a recession

*Businesses in “victim” sectors should work out whether investing to secure additional share of market during a downturn is worth the cost, argues econometrician Grace Kite.*

By Michaela Jefferson | 12 Oct 2022

Twitter | Facebook | LinkedIn



The screenshot shows the main body text of the article. It starts with a paragraph: 'The reason for this is twofold. First, in extreme cases, victim businesses may not survive to see the payback from their investment. According to PwC, 9,000 retailers closed during the first half of 2021 and 11,000 closed over the same period in 2020. This is up from 6,000 in 2017.' Below this paragraph is a thick horizontal line, followed by a quote in bold: **“That payback for share of market has to be worth it and so the calculation you need to do is [to determine] whether the share of voice is actually cheap enough.”** At the bottom of the quote is the attribution: **Grace Kite, Magic Numbers**.

Person | Share | About/Buy | MW | Search | Menu

The reason for this is twofold. First, in extreme cases, victim businesses may not survive to see the payback from their investment. According to PwC, 9,000 retailers closed during the first half of 2021 and 11,000 closed over the same period in 2020. This is up from 6,000 in 2017.

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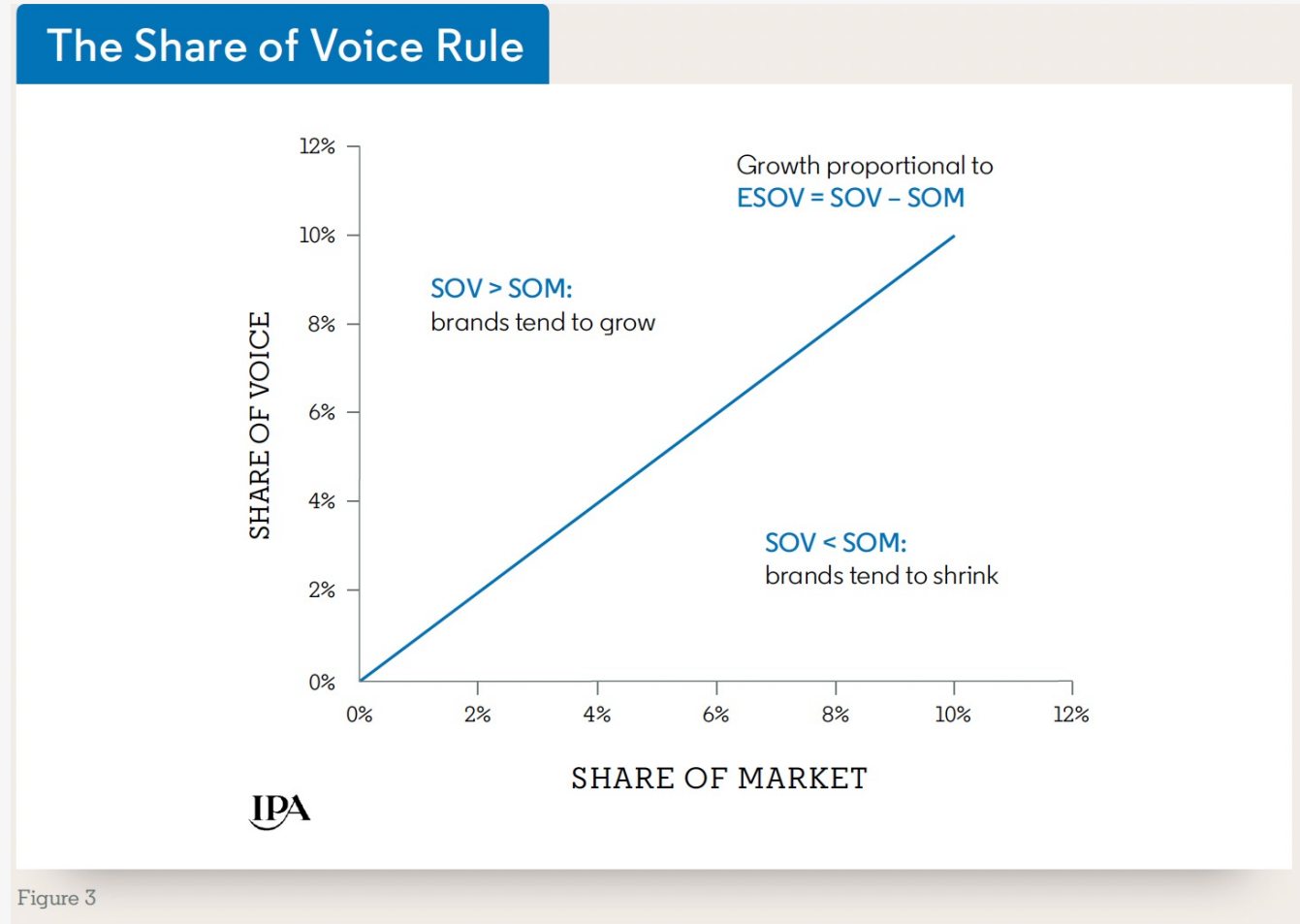
**“That payback for share of market has to be worth it and so the calculation you need to do is [to determine] whether the share of voice is actually cheap enough.”**

**Grace Kite, Magic Numbers**



# Share of voice is a key concept—

Spend to grow.  
Cut and risk shrinking.



Les Binet and Peter Field. *The Long and the Short of It*, IPA.





—ESOV can be a powerful growth lever.

On average, ESOV is even more effective in B2B than B2C.

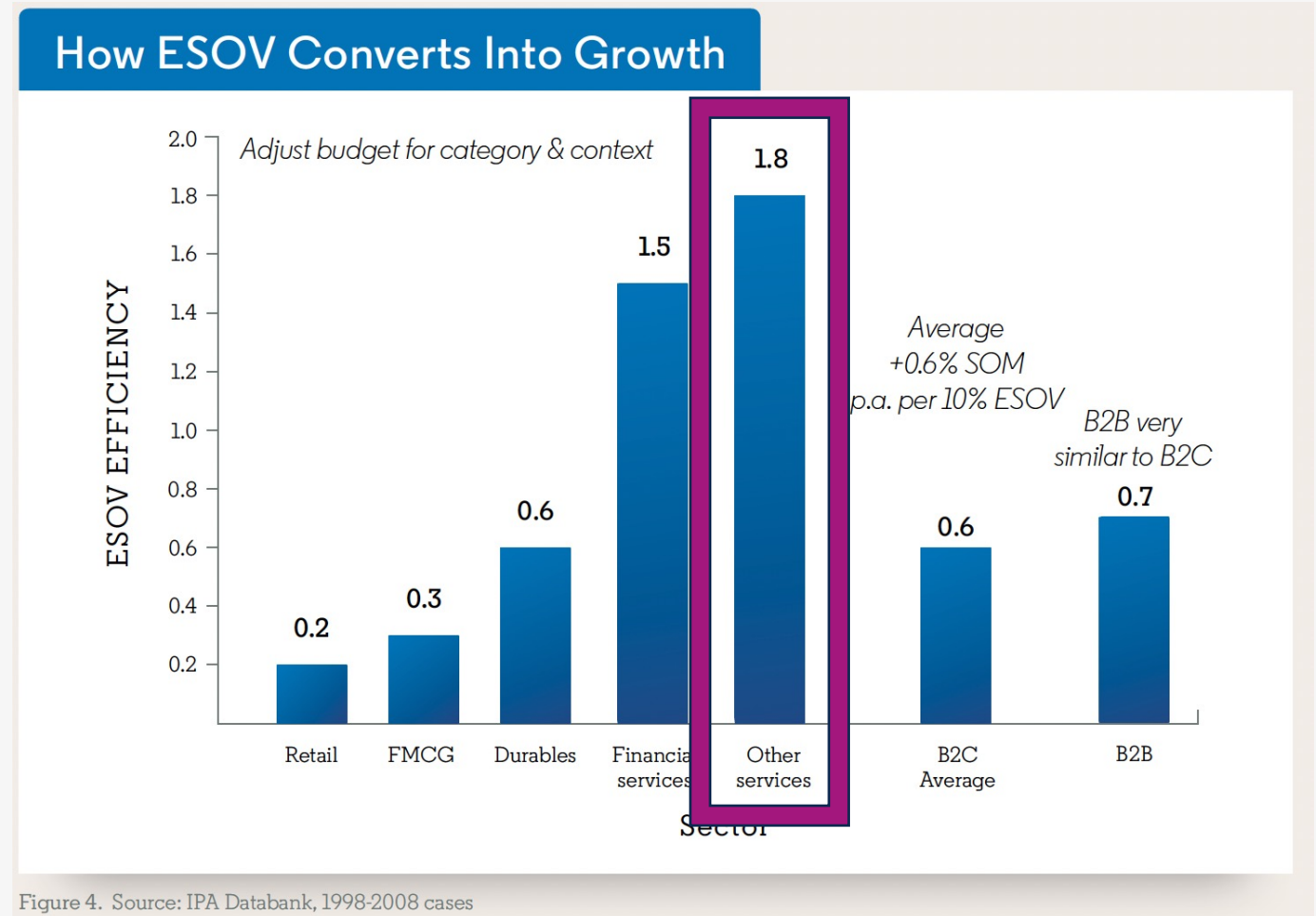


Figure 4. Source: IPA Databank, 1998-2008 cases

The LinkedIn B2B Institute



And now, some drama.





“ESOV is broken.”

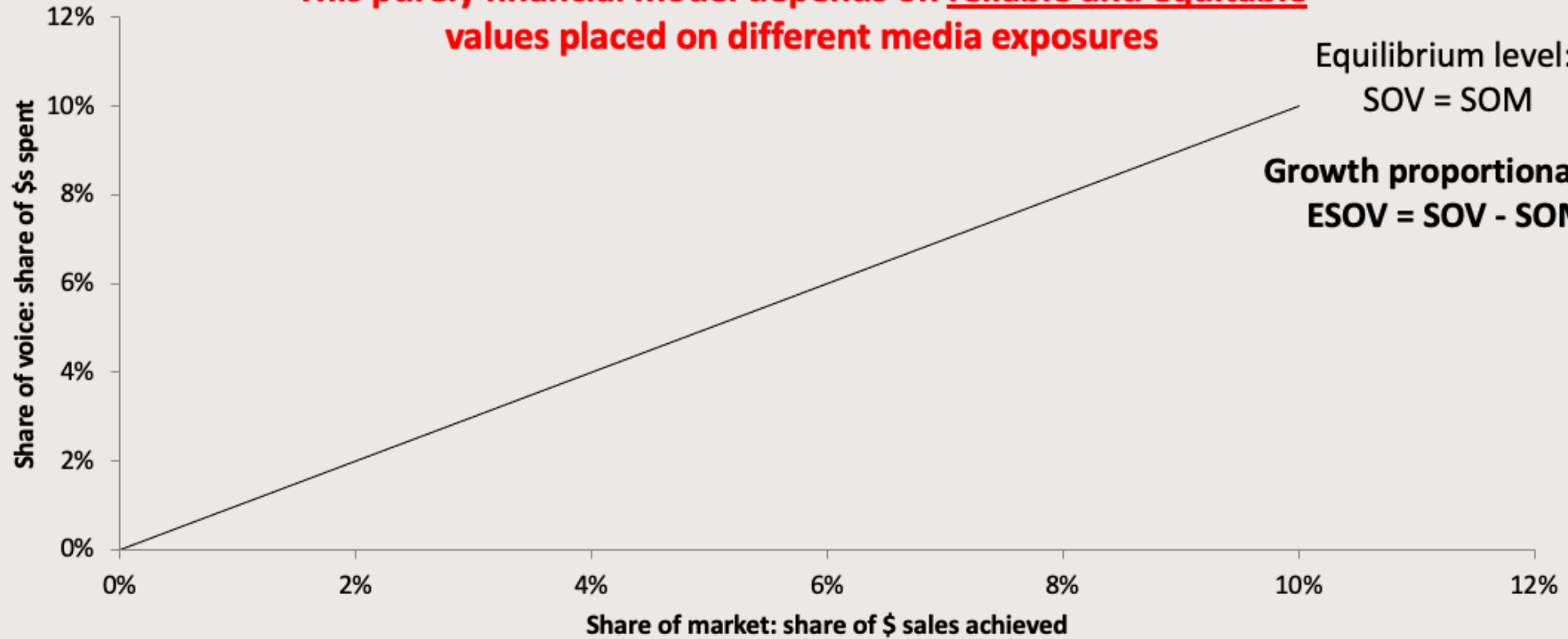


Peter Field, Karen Nelson-Field, Orlando Wood: Advertising is failing to build brands, fracturing the relationship between ESOV and growth. But there are fixes.

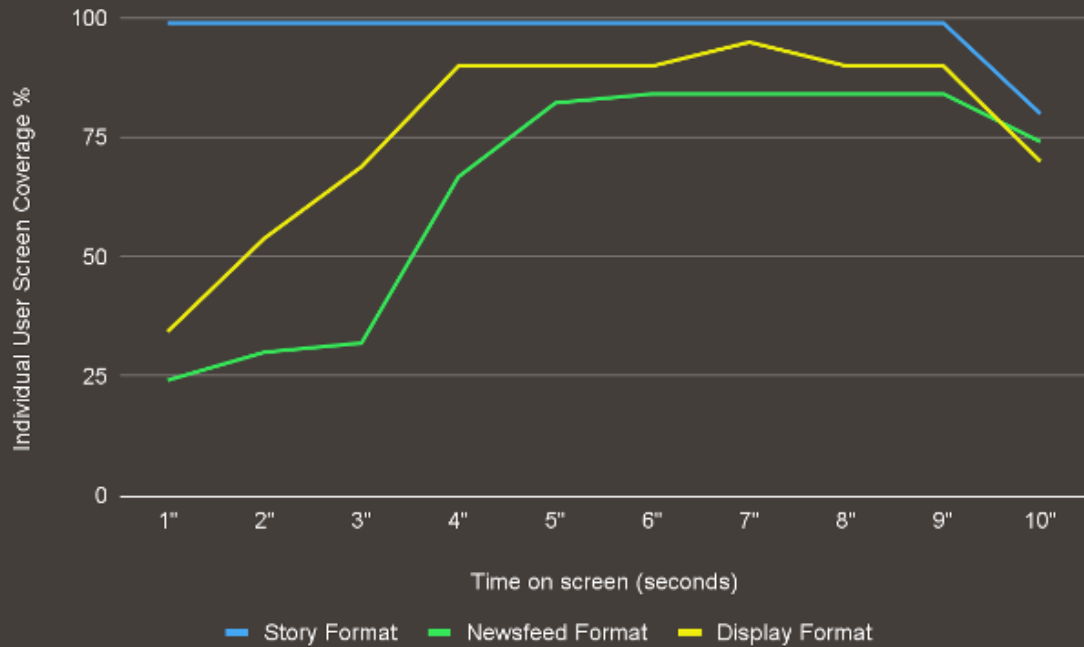


# As digital grows we jeopardise the SOV model

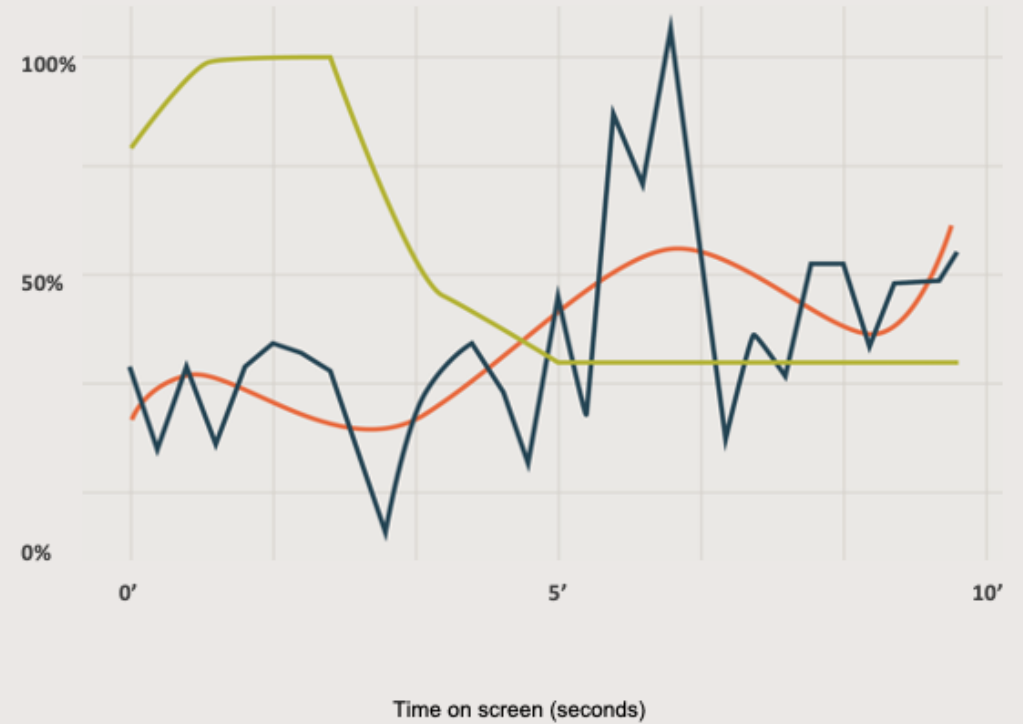
This purely financial model depends on reliable and equitable values placed on different media exposures



## Aggregated metadata tells you little about the nuance of individual human viewing



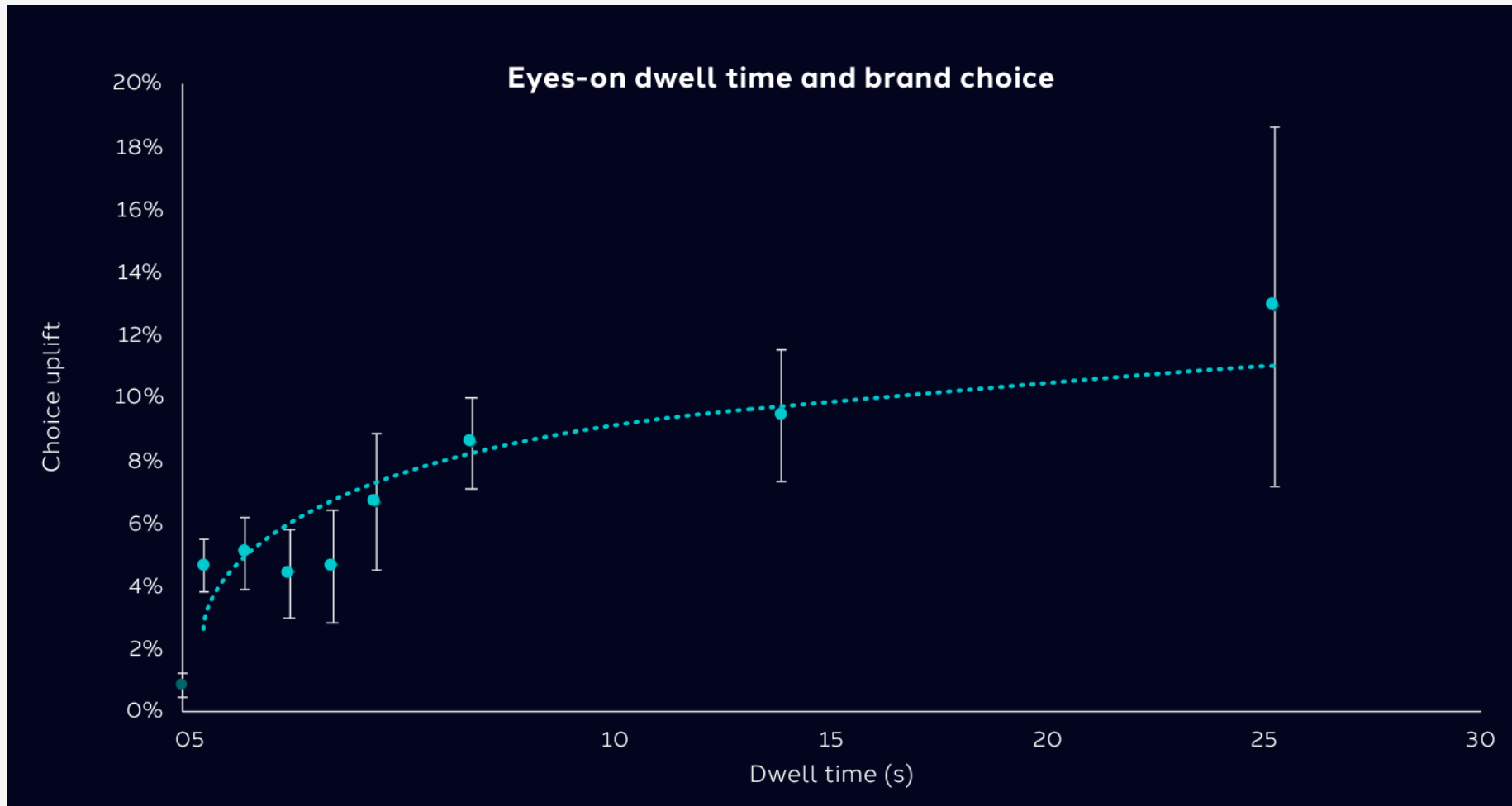
## Human attention data tells a different story



© Amplified Intelligence

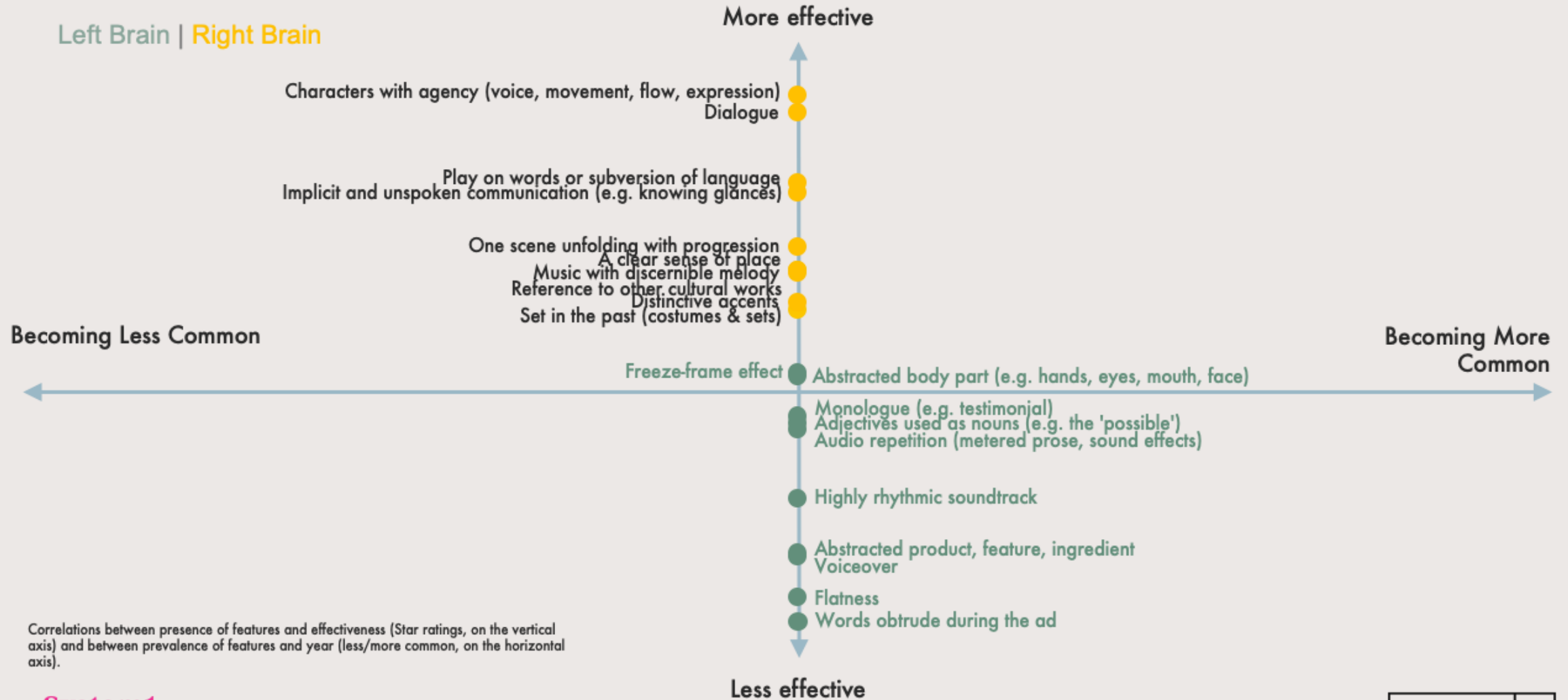


KNF's attention findings have been echoed elsewhere.



# The most effective features are disappearing, the least effective are becoming more common.

Left Brain | Right Brain



Correlations between presence of features and effectiveness (Star ratings, on the vertical axis) and between prevalence of features and year (less/more common, on the horizontal axis).

**System1**

See Lemon, by Orlando Wood, IPA 2019, for further details



However, all three agree: the problem is fixable; brand-building is critical to fixing the problem; and short-termism threatens effectiveness.



“The only people who might feel slightly miffed may be the diehard performance marketers. But we're never going to please them. They think there is nothing that a timely promotional message at the eleventh hour of decision-making can't achieve. That, of course, is totally flawed.”

Peter Field



While objectives ultimately depend on your business strategy, the research has some suggestions.





# The fundamentals of brand strategy



## SEGMENTATION & TARGETING

Who is our market?



## POSITIONING

How do we want to be perceived?



## OBJECTIVES

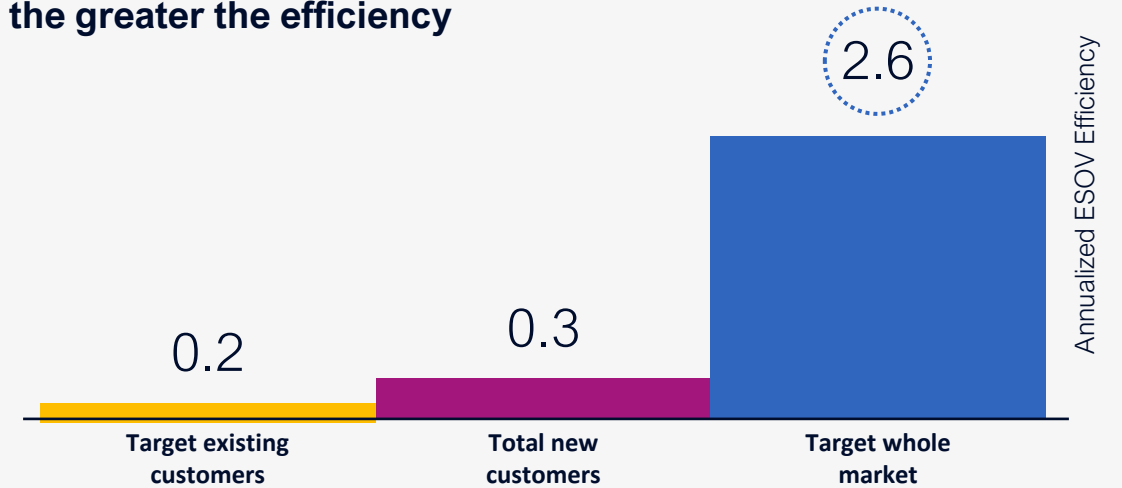
What measurable changes are we working toward?



# Reach can drives result— consider targeting broadly.

The ability to narrowly target digital advertising has obscured some of marketing science's more mundane but important findings—namely, that loosely targeted creative can drive superior results.

## The broader the reach, the greater the efficiency



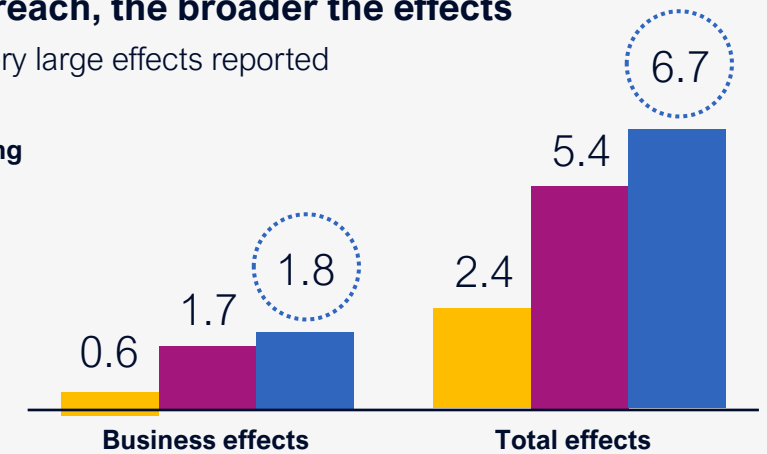
Source: 'Les Binet and Peter Field. The Long and the Short of It, IPA (Figure 21)

## The broader the reach, the broader the effects

Average number of very large effects reported

### Fore campaigns targeting

- Existing customers
- New customers
- Whole market



Source: 'Les Binet and Peter Field. The Long and the Short of It, IPA (Figure 18)

# Remember your survey? Use it to set objectives.

	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
<b>Funnel n=</b>	430	430	430	430	430	430
Top of Mind	5%	0%	19%	3%	3%	2%
Unaided Awareness	6%	2%	27%	5%	6%	6%
Aided Awareness	29%	30%	62%	26%	22%	35%
Gathered Information	17%	21%	40%	10%	8%	14%
Consideration <small>(base those who gathered information on at least one company)</small>	13%	19%	36%	8%	5%	10%
Choice <small>(base those who considered at least one company)</small>	5%	11%	18%	3%	1%	2%
<b>Attributes: Top-3 Box n=</b>	123	130	267	77	63	151
They invest deeply in long-term relationships	89%	91%	88%	86%	81%	81%
They deliver strong thought leadership	89%	89%	86%	78%	84%	81%
They bring me the right-sized solutions for my needs	85%	88%	84%	84%	79%	79%
Their business transformation services elevate my team	84%	86%	86%	84%	90%	76%
They deliver great business value for the money	82%	90%	87%	81%	86%	77%



# Objective 1: increase aided awareness from 29% – 40%

	<b>Company 1</b>	<b>Company 2</b>	<b>Company 3</b>
<b>Funnel n=</b>	430	430	430
Top of Mind	5%	0%	19%
Unaided Awareness	6%	2%	27%
<b>Aided Awareness</b>	<b>29%</b>	30%	62%
Gathered Information	17%	21%	40%
<b>Consideration</b> (base those who gathered information on at least one company)	13%	19%	36%
<b>Choice</b> (base those who considered at least one company)	5%	11%	18%



# Objective 2: drive preference from 5% – 7%

	Company 1	Company 2	Company 3
<b>Funnel n=</b>	430	430	430
Top of Mind	5%	0%	19%
Unaided Awareness	6%	2%	27%
Aided Awareness	29%	30%	62%
Gathered Information	17%	21%	40%
Consideration <small>(base those who gathered information on at least one company)</small>	13%	19%	36%
<b>Choice</b> <small>(base those who considered at least one company)</small>	5%	11%	18%





# Objective 3: increase perception of value to 87%.

	Company 1	Company 2	Company 3
<b>Attributes: Top-3 Box n=</b>	123	130	267
They invest deeply in long-term relationships	89%	91%	88%
They deliver strong thought leadership	89%	89%	86%
They bring me the right-sized solutions for my needs	85%	88%	84%
Their business transformation services elevate my team	84%	86%	86%
They deliver great business value for the money	82%	90%	87%



# Objective 4: double-down on quality content marketing.

	Company 1	Company 2	Company 3
<b>Attributes: Top-3 Box n=</b>	123	130	267
They invest deeply in long-term relationships	89%	91%	88%
They deliver strong thought leadership	89%	89%	86%
They bring me the right-sized solutions for my needs	85%	88%	84%
Their business transformation services elevate my team	84%	86%	86%
They deliver great business value for the money	82%	90%	87%

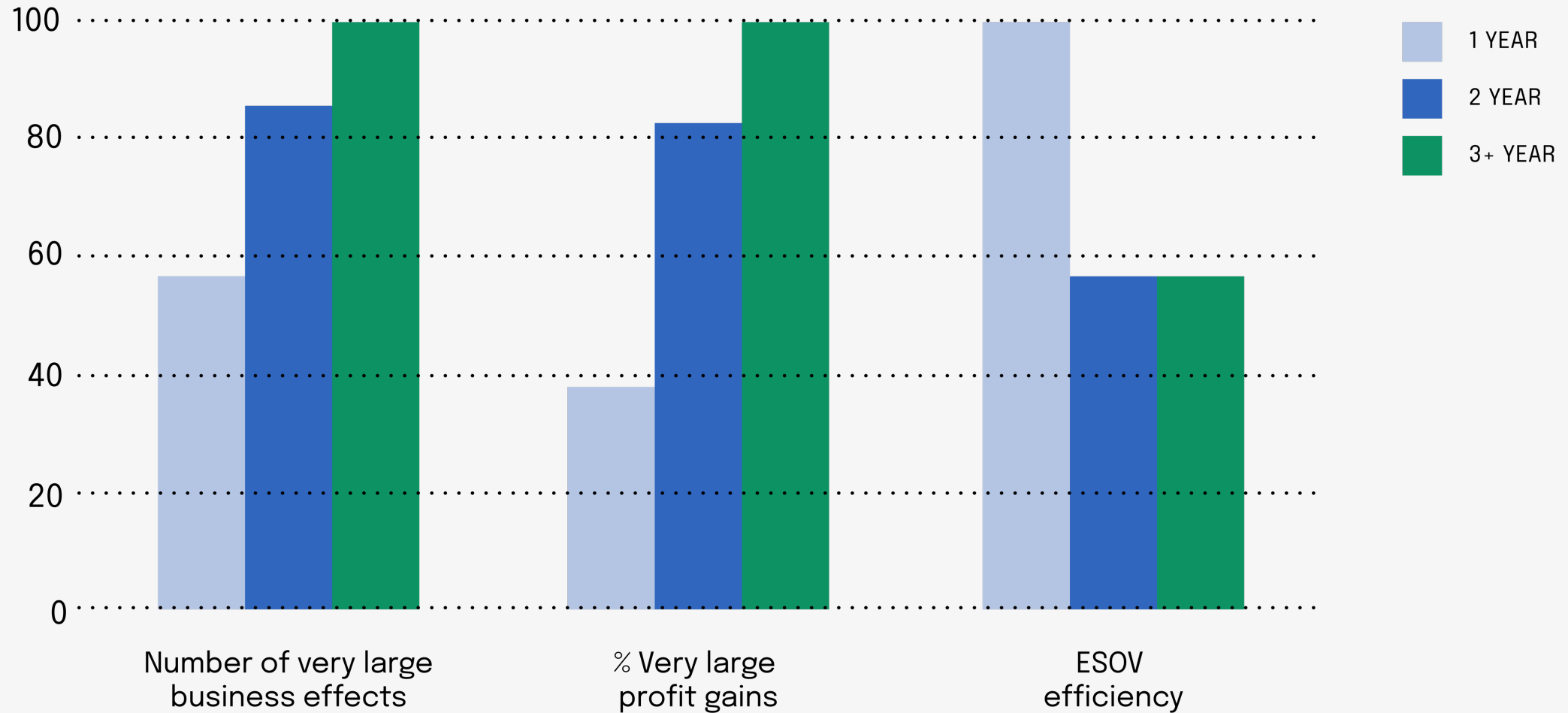


# Putting it all together

Target segment	Objective	Budget	Possible Measures
C-Suite	Increase aided awareness to 40%	\$\$\$\$	Annual survey, Share of Search, organic traffic, reduced CAC, market share growth
C-Suite	Drive preference from 5% – 7%	\$\$\$\$	ROI
Whole market	Increase perception of value to 87%.	\$\$\$	Annual survey, raise prices without customer defection
Decision-influencers	Double-down on content marketing.	\$\$	Organic traffic, shares, downloads



# The payoff: long-term investments compound over time



# Putting it all together

## Focus on the basics, starting with your market.

Whether you're segmenting & targeting or whole-market targeting, talk to customers about their needs and base your strategy on real data.

## Remember that brand is a memory.

Emotion builds and refreshes memory structures, and that takes time and investment. Don't fall prey to the "Field of Dreams" fallacy by assuming people will notice and remember you.

## Think holistically about your marketing activities.

Balance long and short by letting ROI from activation pay for your investment in brand. Take advantage of channel synergies. Ask your media agency about their perspective on attention. Unite, unite, unite.





Experiment, take creative risks, and keep an open mind—no one has figured out everything, and there's still so much to learn.



# Thank you.

One North is a full-service digital agency helping businesses solve complex problems in creative ways. We're makers, technologists and relationship builders guiding you toward what's next.

Unlike traditional agencies, we stitch together a deep level of expertise across disciplines so that we can do the work of multiple teams. With capabilities in brand and communications, digital experience, technology and infrastructure, and optimization and insights, we can take on any challenge.

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