



# AMA Marketing Effectiveness

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## Online Seminar Series

Anna Carbonara – Moderator  
American Marketing Association



Fresh, original insights lead the way for real-world strategies

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+ learn more about the AMA 

**WP** WEEKLY POLL

What is your primary objective for using mobile coupon campaigns?

- introduce new products
- promote sell-throughs
- build a database
- drive bulk purchases

[SUBMIT](#)

GROW YOUR BUSINESS WITH **AMA!**

- IN PRINT...
- ONLINE...
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**2008**  
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ektron **CMS400.net** 7.5 Version

**Maximize your message**

Integrate your Web site completely into your overall marketing strategy



**ektron**  
What do you want your website to do?

## Commonly Asked Questions

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1) Will I be able to get copies of the slides after the event?

Yes

2) Is this web seminar being taped so I or others can view it after the fact?

Yes

# A Disciplined Approach to Brand Building for Uncertain Times

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A marketer's guide to building your brand plan with upstream insights that maximize success

Justin Edge, Senior Vice President and Senior Managing Director  
Knowledge Networks

## **What Should You Get Out of the Next 45 Minutes?**

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Framing of research and planning decisions

Integrated processes to guide brand positioning and execution

Practical hints and reasonable shortcuts

Using upstream planning that acts as a lens for all subsequent brand decisions

# The Good, the Bad and the Ugly

# No Fine Line between Success and Failure

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Brand Pitfalls	Underlying Reason
Roving messages	Lack of a focused brand positioning to act as a “messaging policeman.”

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Brand differentiation is all about communications over experience ... style over substance!	The brand development process has become a copy-writing process.
Positioning strategies that are not aligned with corporate priorities	Pursuit of the obvious or easy target, instead of the growth opportunity.

# Brands Can Lose their Way, Confusing “Cool” Advertising with Brand Building Discipline

Did AB really build awareness with “Whassup?” Hilarious but ineffective...



The Starbucks customer experience was getting lost in over-expansion before the current refocus



Benetton: Crossing the bounds of good taste offended many and cost contracts



Virgin Cola: An extension too far

# Top Brands Know Who They Serve and How to Reinforce the Distinct Value They Deliver

Harley-Davidson:  
Catering to passionates



Walmart: Refining merchandise, store experiences  
and marketing for shopper segments



Google: Constant re-invention

Burger King:  
Marketing and menu design for heavy  
volume "Super Fans"

## Beware the Following Comments ...

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How do you know that the positioning is fine?

*“The brand positioning is fine, we just need to refresh our messaging.”*

What is the price of failure?

*“We don’t have the time to get it 100% right – speed is of the essence.”*

## Beware the Following Comments ...

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Inside-out thinking

*“Our senior management would like to see us focus on (insert) theme for our brand.”*

It is tough to persuade people without knowing what makes them tick

*“We don’t need to figure out our targets... let’s just get moving on our creative.”*

# An Integrated Process

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## So What Is the Right Way...?

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*Code words that lead to your brand growth plan:*

Insights first – actions second

**Iterative**

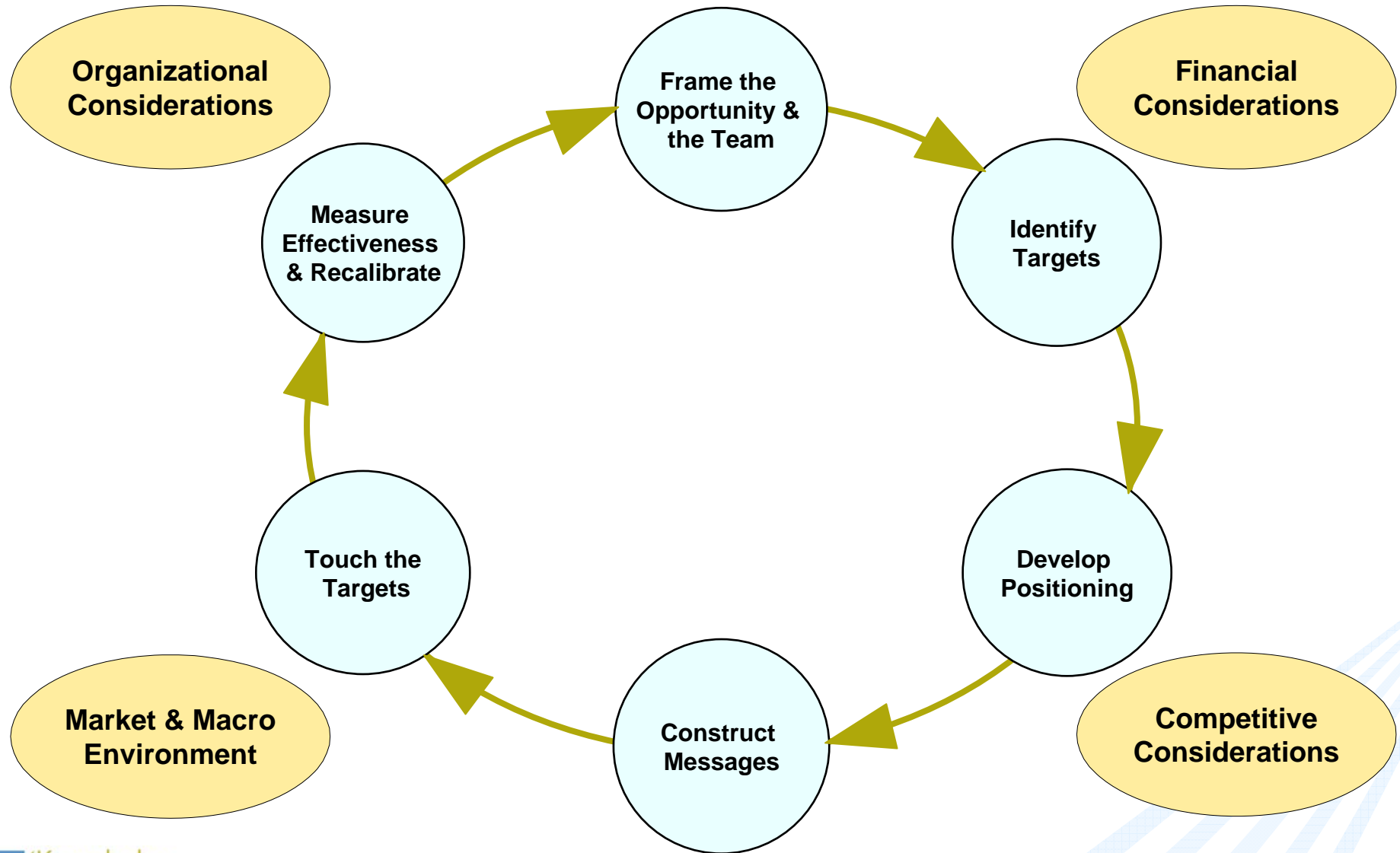
**Integration**

**Sacrifice** (which is also financially prudent)

Collaborate ... especially at key junctures

# The Brand Development Process ...

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# Step 1: Understand and Dimensionalize Challenges

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Frame the  
Opportunity &  
the Team

## Purpose

Identify brand success requirements

Enlist colleagues and advisors

Map process

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## Role of Insights

Discovery uses *existing* research  
Examples: brand equity tracker, ad testing, qualitative insights, share data, competitive intelligence, influencer/expert opinions, etc.  
Uncover internal points-of-view  
Pulse competitive actions & technological trends

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## Outcome

Team a la political campaign team  
Plan of attack  
Working hypotheses

## Step 2: Target Identification Usually through Segmentation

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View of desirable consumer/customer groups and non-targets

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### Outcome

Sizing and prioritization of segments

Understanding of targets and linkages between different groups of interest

Signposts for positioning development

# There Are Many Different Types of Segmentation Approaches ...

Identify  
Targets

More  
conspicuous  
& visible

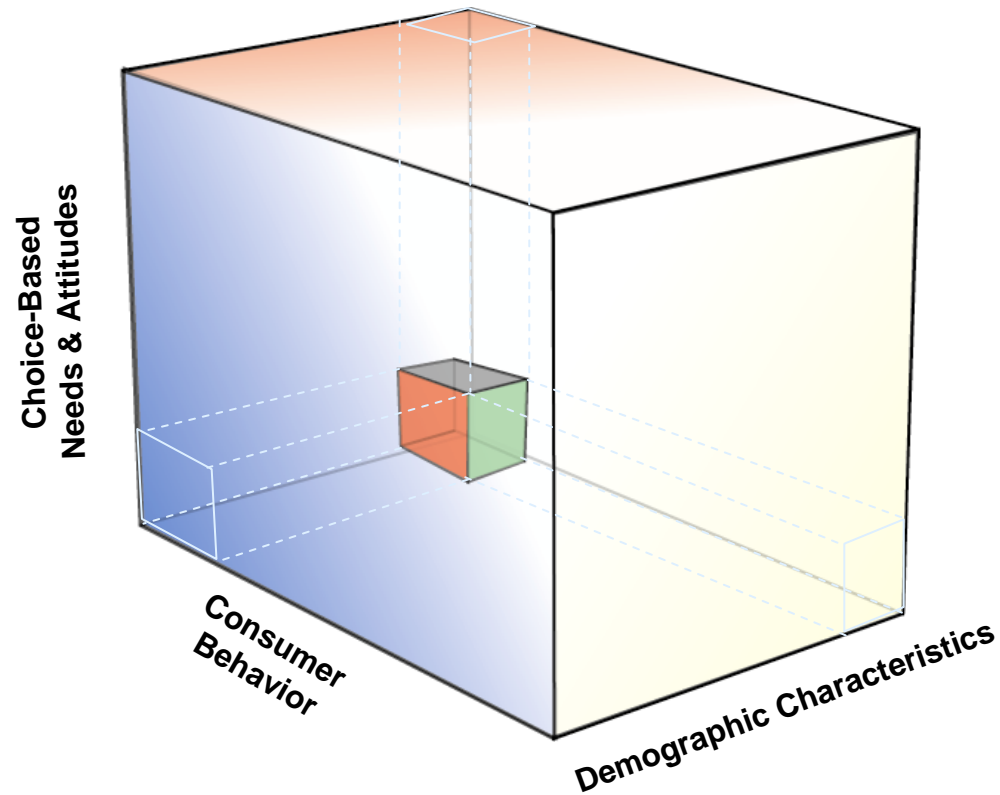


Less  
conspicuous;  
more inner-  
directed

Segmentation Approaches
Geographic e.g., census regions, zips, countries
Demographic e.g., age, gender, income, education, health insurance type
Behavioral – purchases, brand loyalty, spending, repeat behavior, occasion-based
Psychographic – lifestyles (blend of demos and psychological insights) and life stages
Attitudes, Interests and Opinions (A.I.O.)
Benefits sought – desire feature X or benefit Y
Personality

# Analytical Approaches that Mix Several Dimensions Result in Richer, 3-D Segments

Identify  
Targets



Driving the segmentation with a mix of underlying dimensions solves the potential for informational voids.

# The Do's of Segmentation to Drive Targeting for Brand Development

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Identify  
Targets

- ✓ Understand benefits and limitations of mindset segmentations
- ✓ Figure out what makes target groups tick, not just what they look like or where to find them
- ✓ Use cutting edge analytics
- ✓ Think carefully about the market parameters for today and tomorrow

# The Don'ts of Segmentation to Drive Targeting for Brand Development

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Identify  
Targets

- X View “targets” as static and passive – more like dynamic consumer groups
- X Use shoddy data, e.g., non-representative samples or skimpy sample sizes
- X Expect a positioning to magically fall out of a segmentation
- X Expect a segmentation to match your existing world view

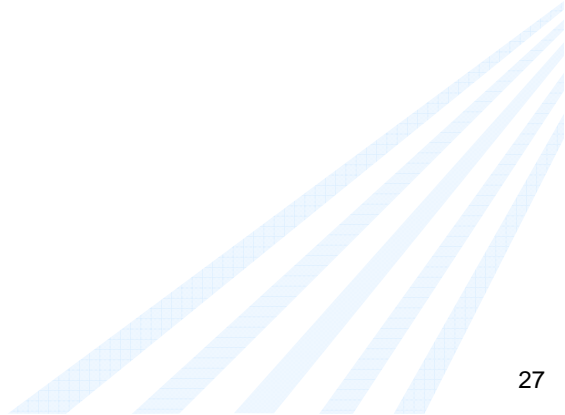
# Step 3: Workshops Bridge Target Identification to Positioning Development

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Develop  
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**Purpose**

Develop viable positioning that will resonate with brand targets



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Test multiple candidates to gauge differential traction (use premise/promise setup)

Qualitative, quantitative and blended approaches

Link to brand supportive actions

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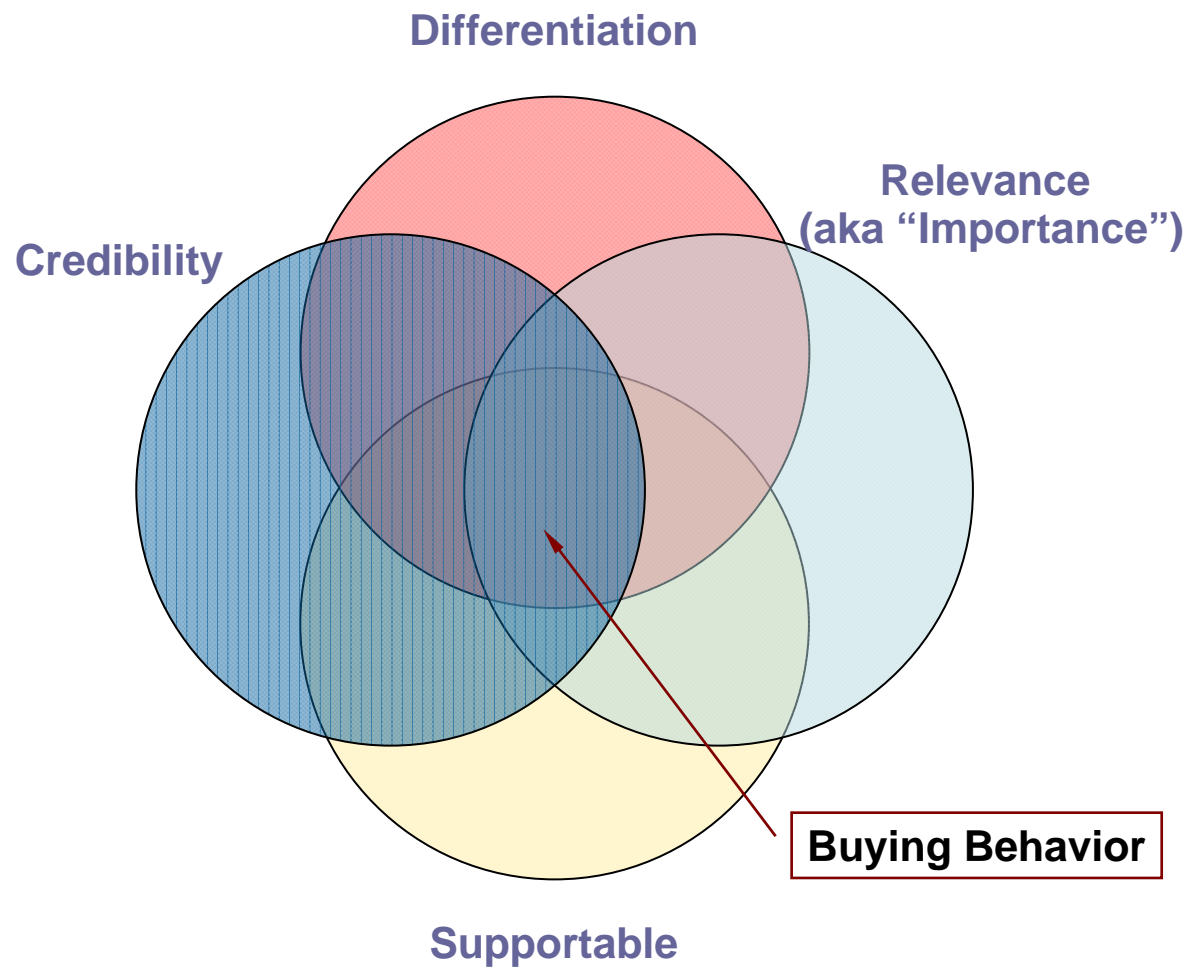
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Qualitative, quantitative and blended approaches  
Link to brand supportive actions

**Outcome**

Whittled down to one or two best performers among tested positions  
Positioning workshop to knit together into one unifying positioning  
Springboard to proof points and message development

# Every Positioning Test Should Be Guided by a Framework with “Acid Test” Criteria

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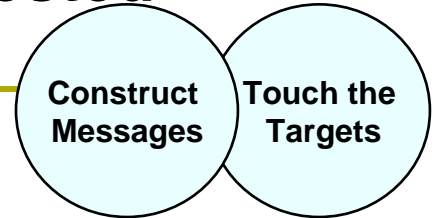


## Acid Test Criteria

- Fit
- Sustainable / ownable
- Superiority
- Tribe effect

# Steps 4/5: Messages Must Be Constructed & Tested to Convey the Brand Positioning

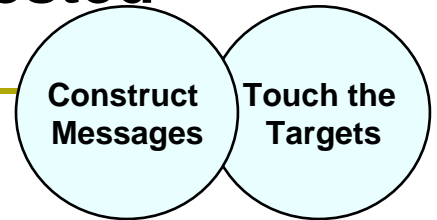
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**Purpose**

Finalize messages that fit with various consumer touchpoints

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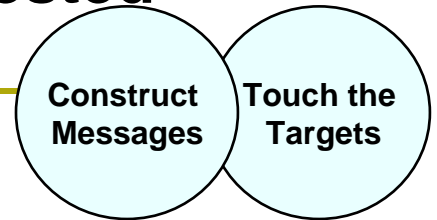
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Piggyback with copy tests in medium

Use targeting lens for message testing

Include competitive or existing messages as controls

# Steps 4/5: Messages Must Be Constructed & Tested to Convey the Brand Positioning



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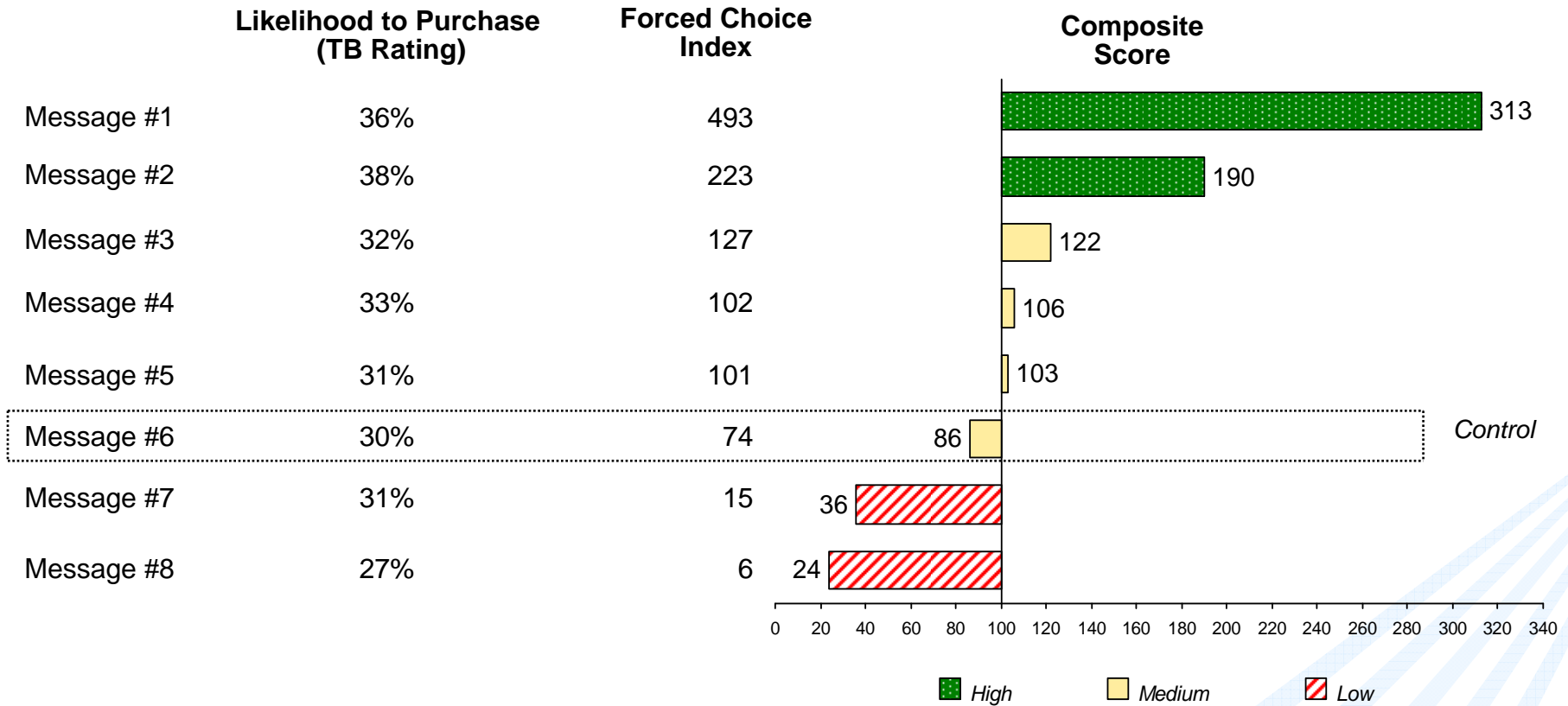
**Outcome**

Shortlist of high potential messages that are channel appropriate

# Forced Choice Exercises Can Provide Added Focus to Message Testing Protocols

Testing can be drilled down to identify optimal messages by channels and targets.

Illustrative Only



# Step 6: Measure and Recalibrate throughout Year

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Measure  
Effectiveness  
& Recalibrate

## Purpose

ROO and ROI inform brand actions  
Course correct

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Pulse & tune ups for brands to ensure equity build  
Effective and diagnostic ad/sales tracking  
Link indicators to actions

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### Outcome

Validation of positioning strategy  
Optimal and sub-optimal elements of marketing mix  
Message impact

# Some Hints

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## Tricks of the Trade

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There needs to be a **leader**

Delegate day-to-day decisions to **core team** with large pit-stops for augmented team

**Workshop**, workshop and workshop

Bring **targets to life** using creative exercises that will unlock positioning ideas

**Map out entire process** instead of building project by project research timelines

Make **sacrifices** – use the target segment lens to force through the hard decisions each step of the way

## Shorts Cuts

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Accelerate next-step research and creative thinking by setting up “early views of insights” (instead of waiting for PowerPoint paint to dry)

Avoid silo'ing key partners – bringing them up to speed each step of the way adds time

Develop target typing tool quickly to allow subsequent testing with segment lens

“Hot house” time consuming phases like questionnaire design with round-table discussions

Piggyback message testing on positioning testing and/or on execution tests

## KN Contact

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Justin Edge (SVP/Senior Managing Director)

- Chicago Office: 312.416.3676
- [know@knowledgenetworks.com](mailto:know@knowledgenetworks.com)

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Questions for AMA:  
Anna Carbonara  
[acarbonara@ama.org](mailto:acarbonara@ama.org)