

A series of concentric circles in a light gray color, centered on the left side of the slide, creating a ripple effect that extends towards the center.

# Effectiveness

## *The Top 10 Drivers*

**MARK RITSON**



# 5,900



5,900



think<sup>tv</sup>

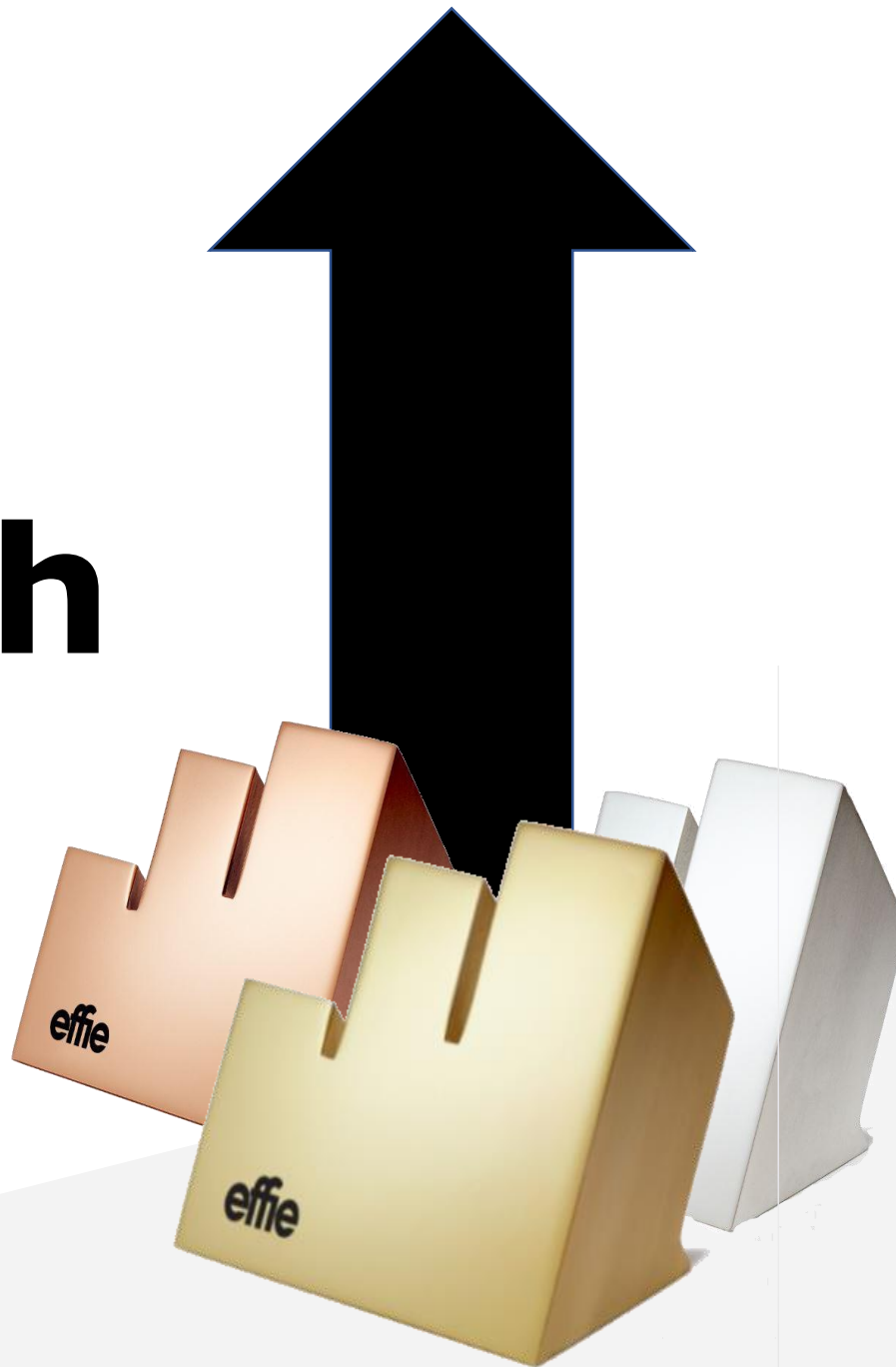
# In Reverse Order...



A series of concentric circles in a light gray color, centered on the left side of the slide, creating a ripple effect.

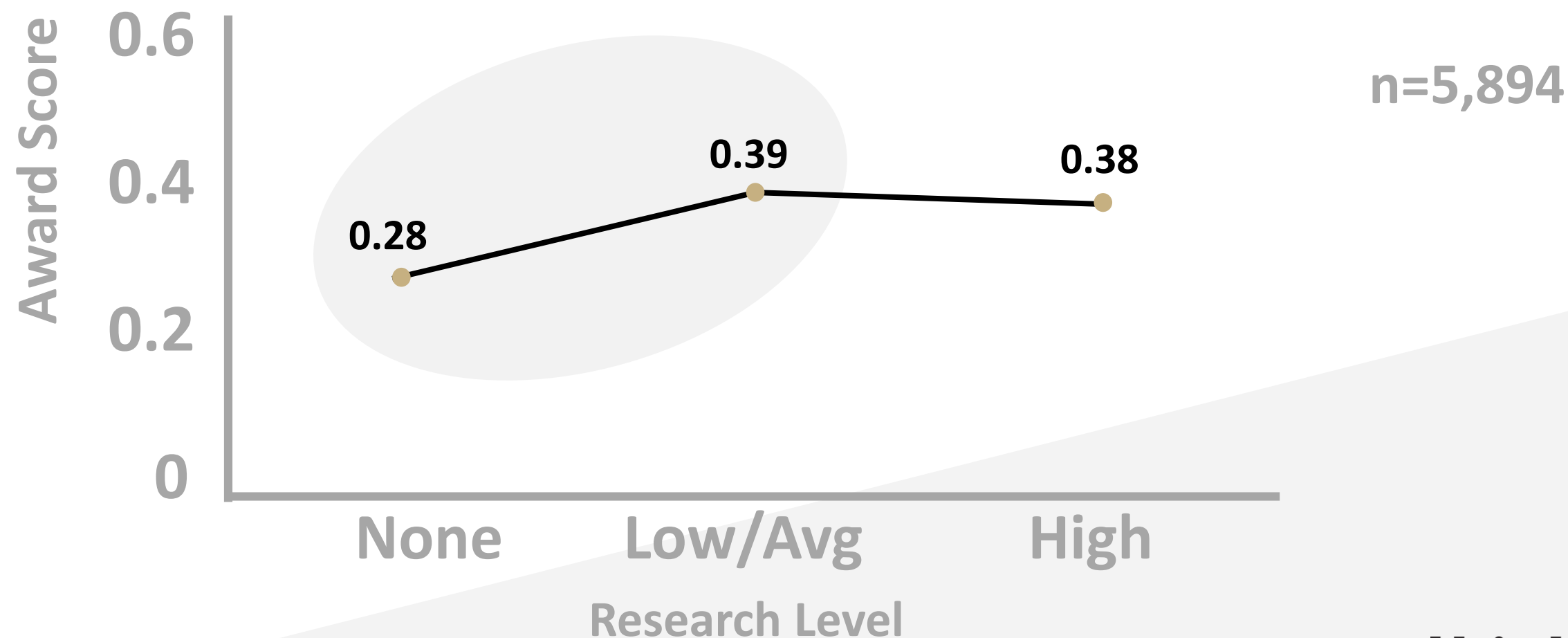
# **#10 Research**

# Research



think<sup>tv</sup>

# Does Research Increase Effectiveness?



A series of concentric circles in a light gray color, centered on the left side of the slide, creating a target-like visual effect.

# **#9 Strategic Objectives**

# Objectives – The Signal of Strategy

**Business  
Aspirations**

**Reverse sales  
decline**

**Marketing or Brand  
Objectives**

Increase Consideration among  
blue collar workers  
from 15% to 65% by June 2016

**Tactical  
Goals**

**Get 400,000  
Social mentions**

# How Many Objectives?

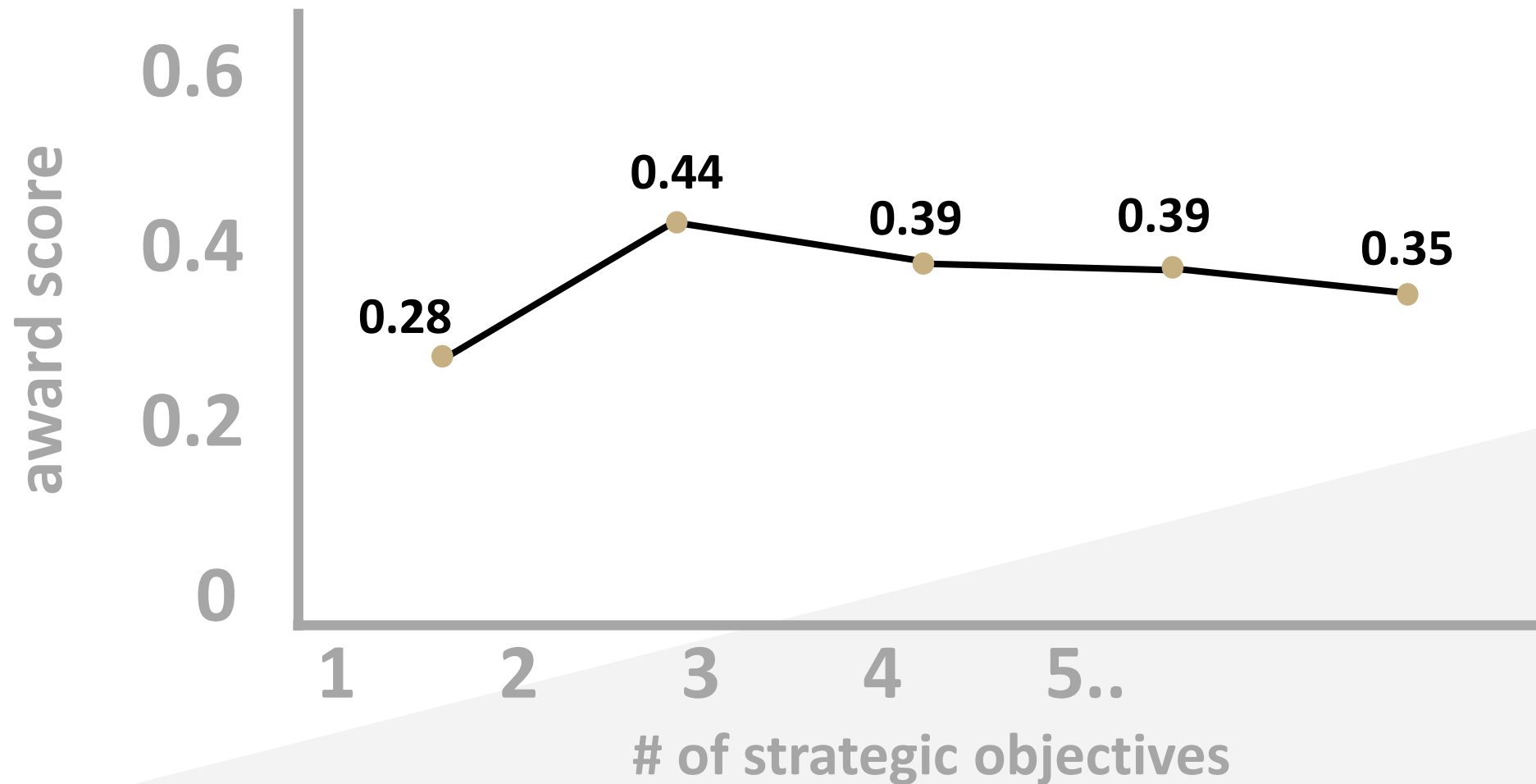


## Marketing or Brand Objectives

Increase Consideration among blue  
collar workers

from 15% to 65% by June 2016

# How Many Objectives?



n=5,645

A series of concentric circles in a light gray color, centered on the left side of the slide, creating a ripple effect that fades out towards the right.

# **#8 Differentiation**

# Relative Differentiation

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

Simon Sinek



Purpose

Rosser Reeves



USP

Ries & Trout



Own a Single Idea



Relative

Byron Sharp

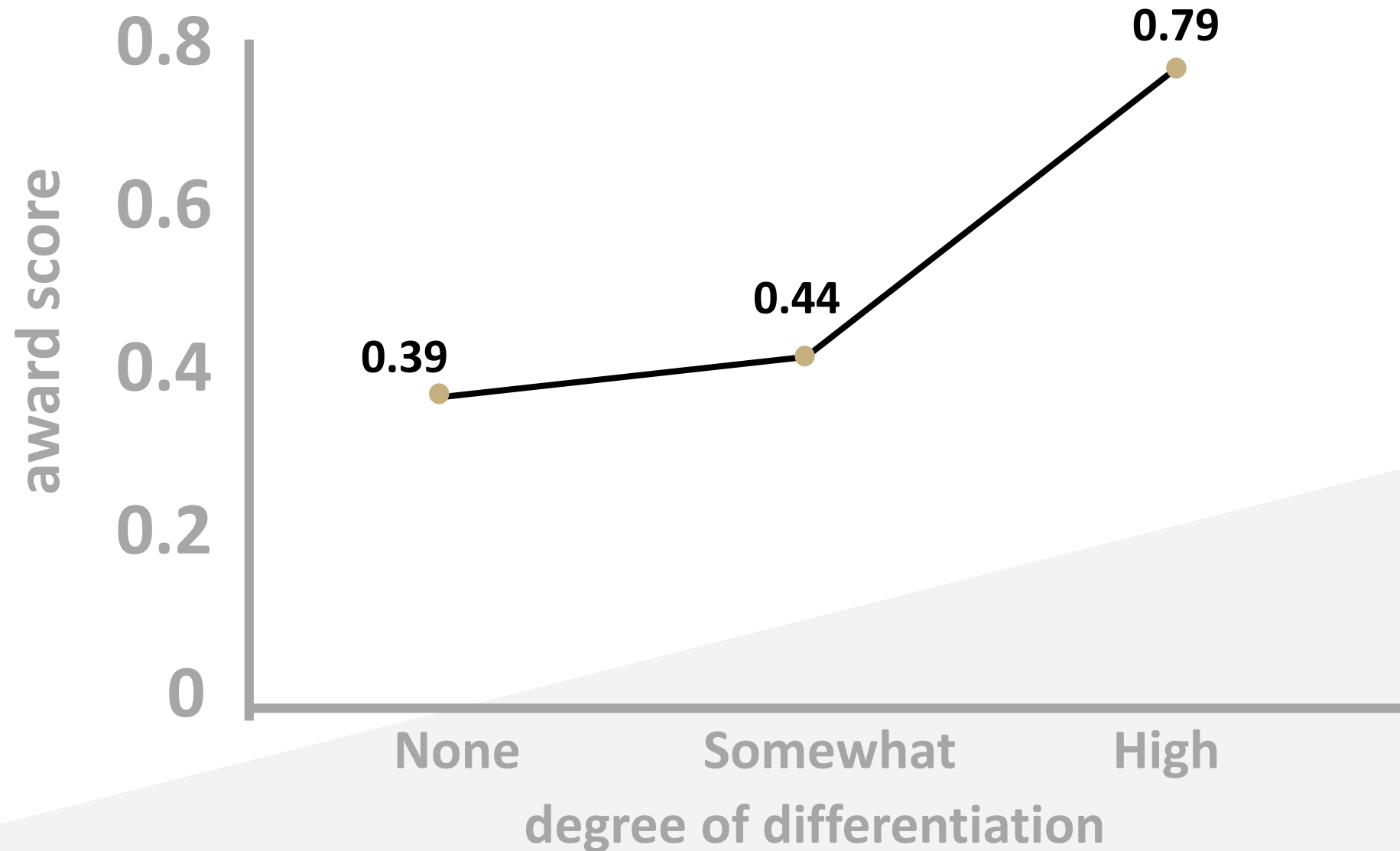


Differentiation?

to...

- Salience
- Competitors
- Other Brand Associations

# Does Differentiation Pay?



n=4773

A series of concentric circles in a light gray color, centered on the left side of the slide, creating a ripple effect.

# **#7 Multi-Channel**

# UK Campaign of 2018

WIRED

Technology | Science | Culture | Gear | Business | Politics | More

London bench absorbs much pollution as 275  
s  
7 ago



#NoCapitulation: How one hashtag saved the UK university strike  
1 day ago



Against a torrent of digital abuse, women are taking back control  
1 day ago



As Putin's reelection looms, online propaganda wars rage in Russia  
2 days ago

Food

## The inside story of the great KFC chicken shortage of 2018

The KFC fried chicken shortage has rumbled on for almost a week. And it's a classic lesson in logistics management



By RICHARD PRIDAY  
Wednesday 21 February 2018



Credit: Matt Cardy/Getty Images

Why didn't the chicken cross the road? Because of a single point-of-failure in the chicken restaurant's supply chain and lack of contingency planning, that's why.

With over three quarters of its locations closed on Monday, KFC



Marketing Week @MarketingWeekEd · Mar 3

@markritson ponders, 'what's in three little letters? Well the short answer is that they may spell out the best bit of marketing of 2018'

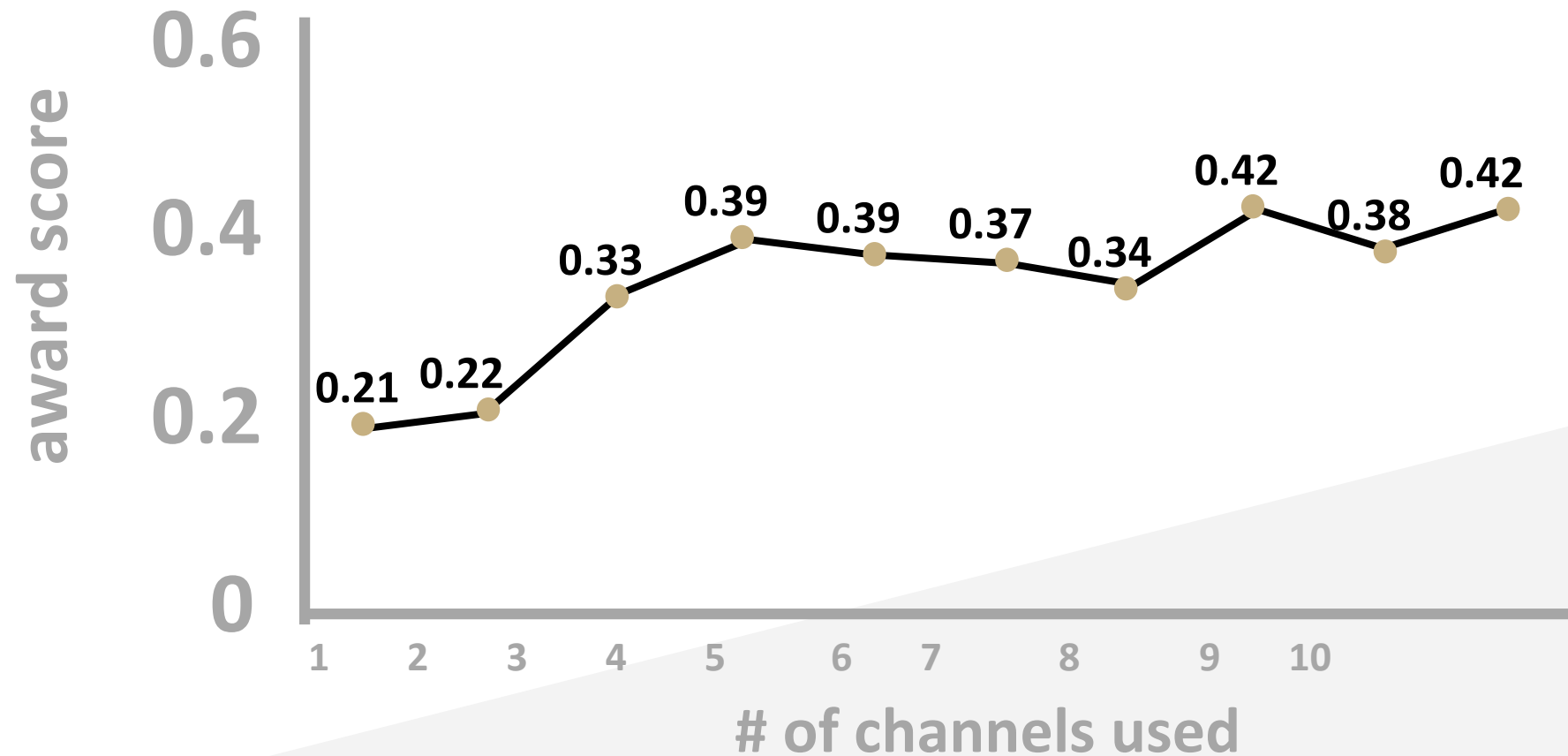
bit.ly/2sYNEjk



19 44

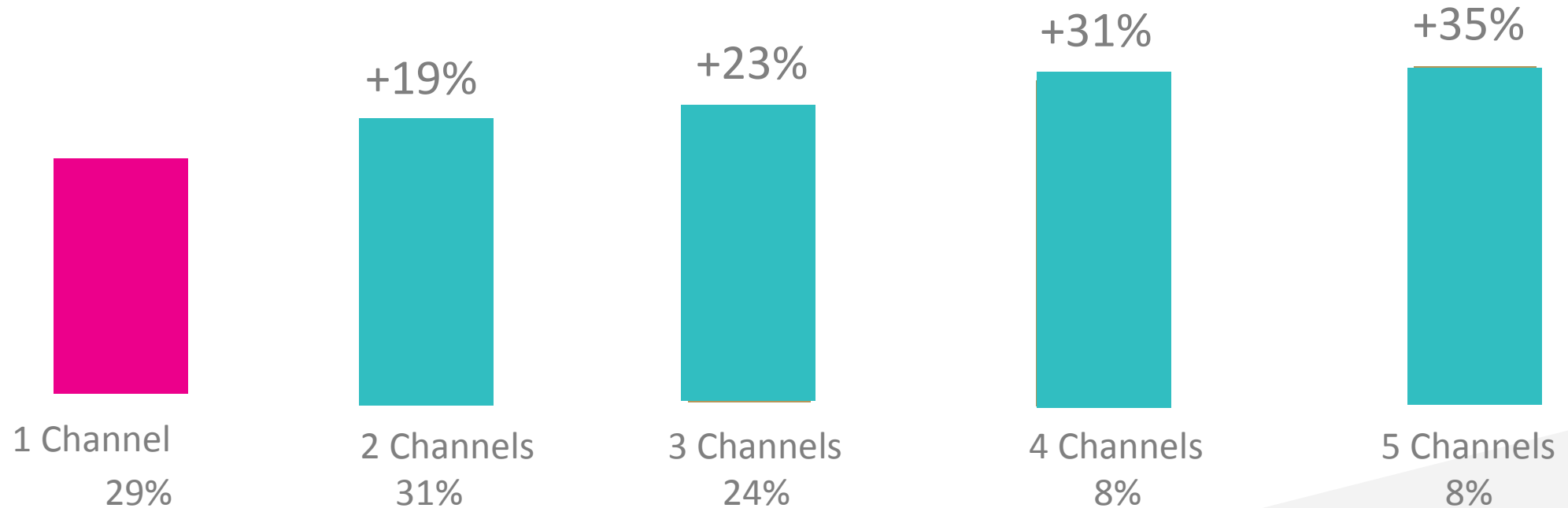
think<sup>tv</sup>

# More Channels = More Effectiveness

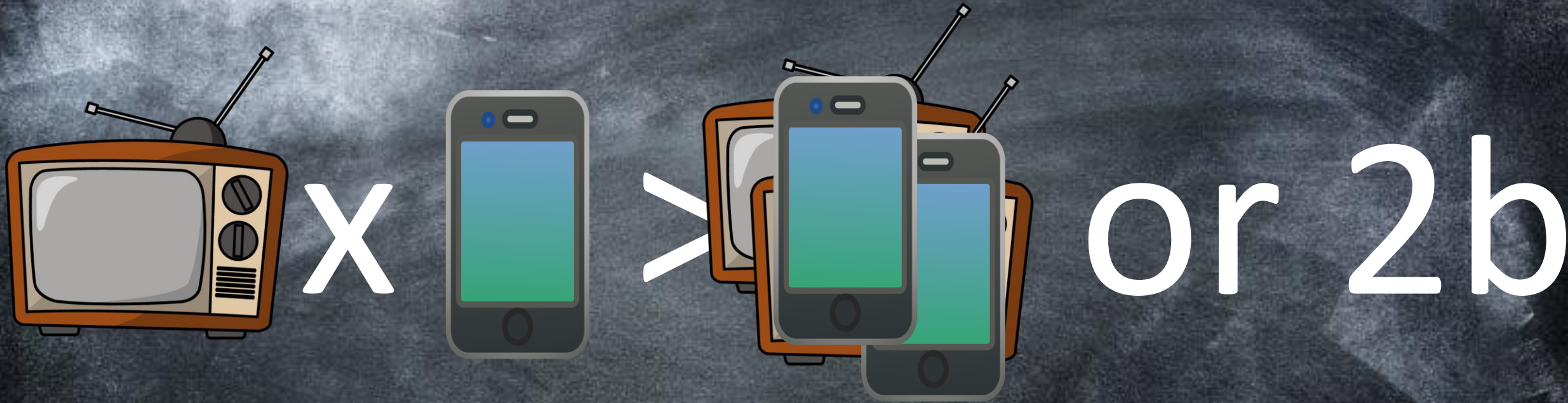


n=4,855

# Multi-Channel Communication

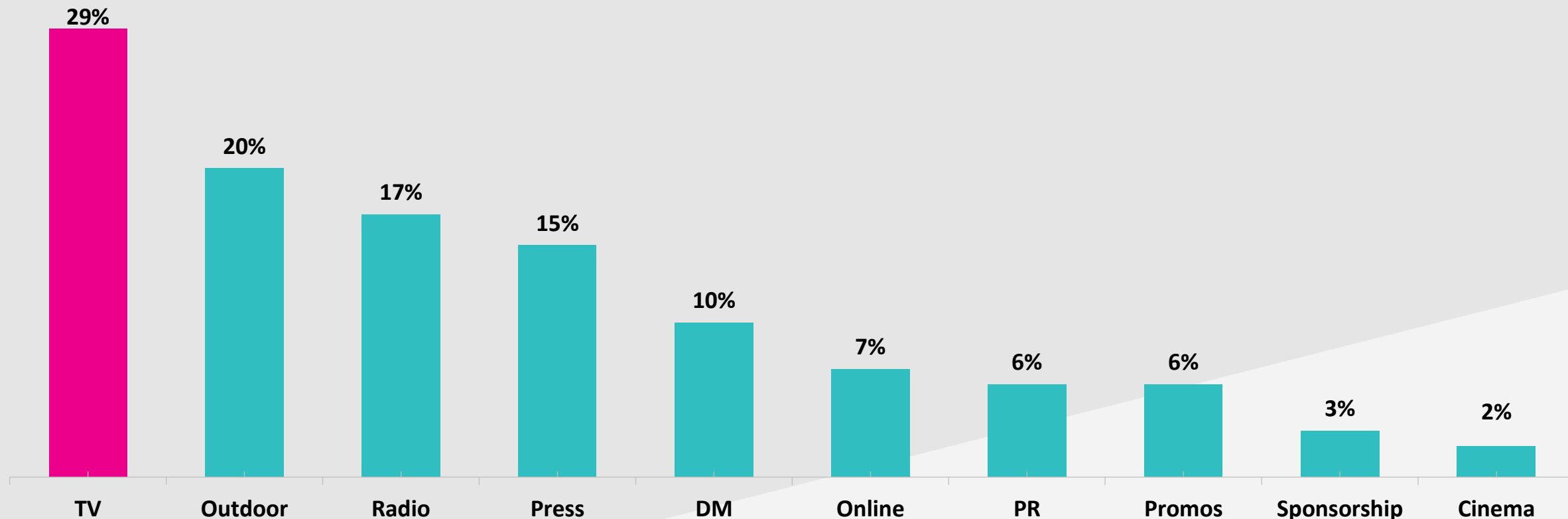


# The Lost Secret Formula of Synergy



# Different Catalytic Effects

% increase in average number of very large business effects from adding TV



A series of concentric circles in a light gray color, centered on the left side of the slide, creating a target-like effect.

# **# 6 Long & Short**

Peter  
Field



## The Long and the Short of It

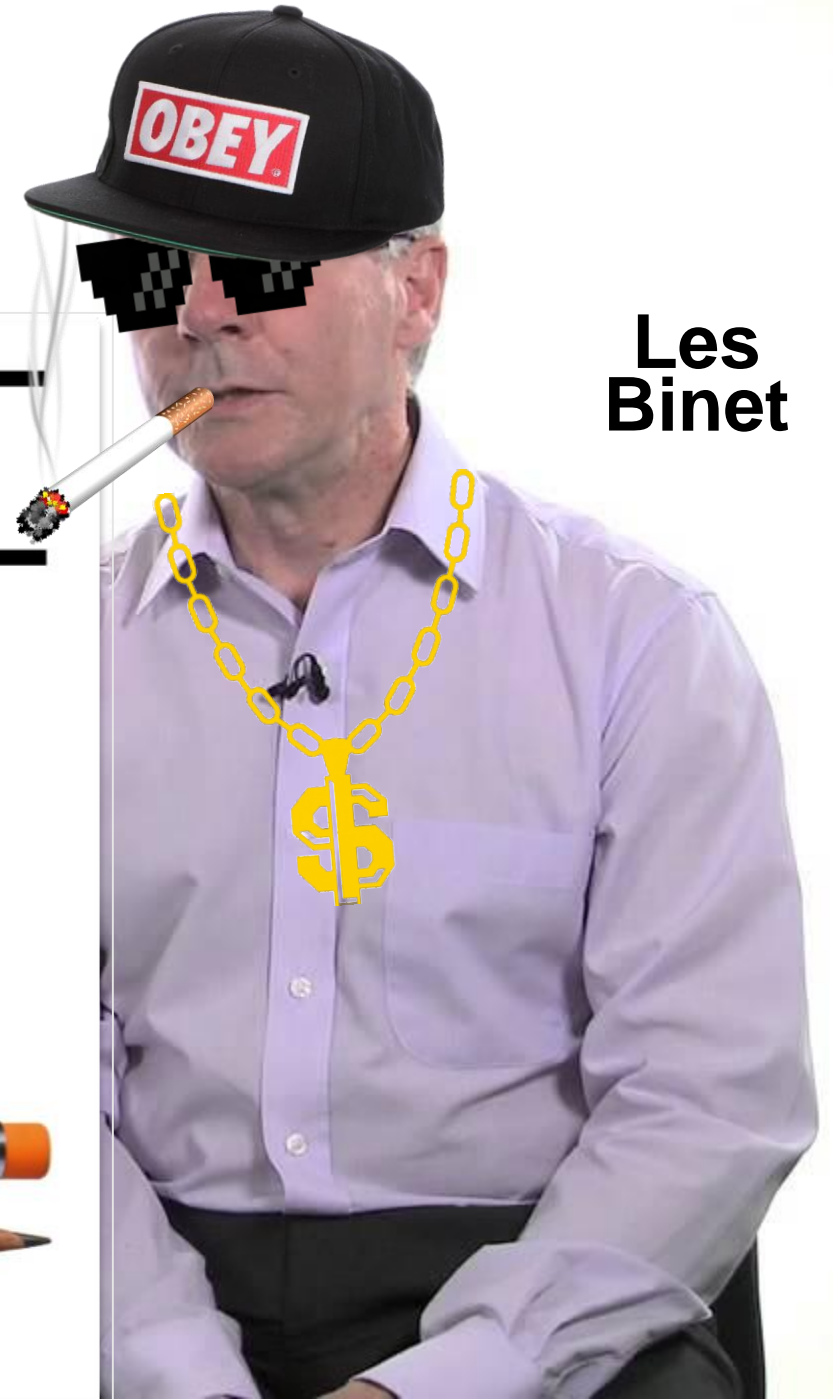
IPA

Balancing Short and Long-Term Marketing Strategies  
Les Binet, Head of Effectiveness, adam&eve DDB  
Peter Field, Marketing Consultant

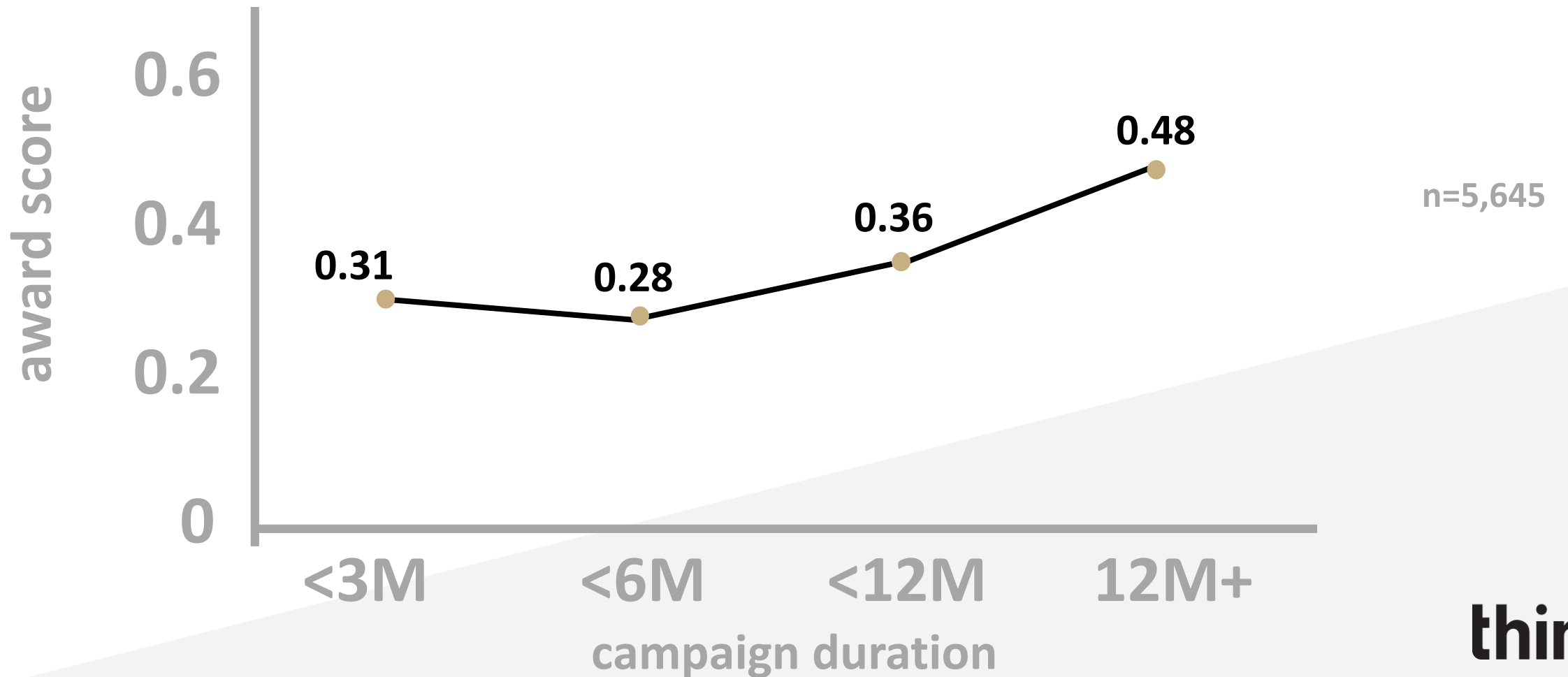


In association with  
thinkbox

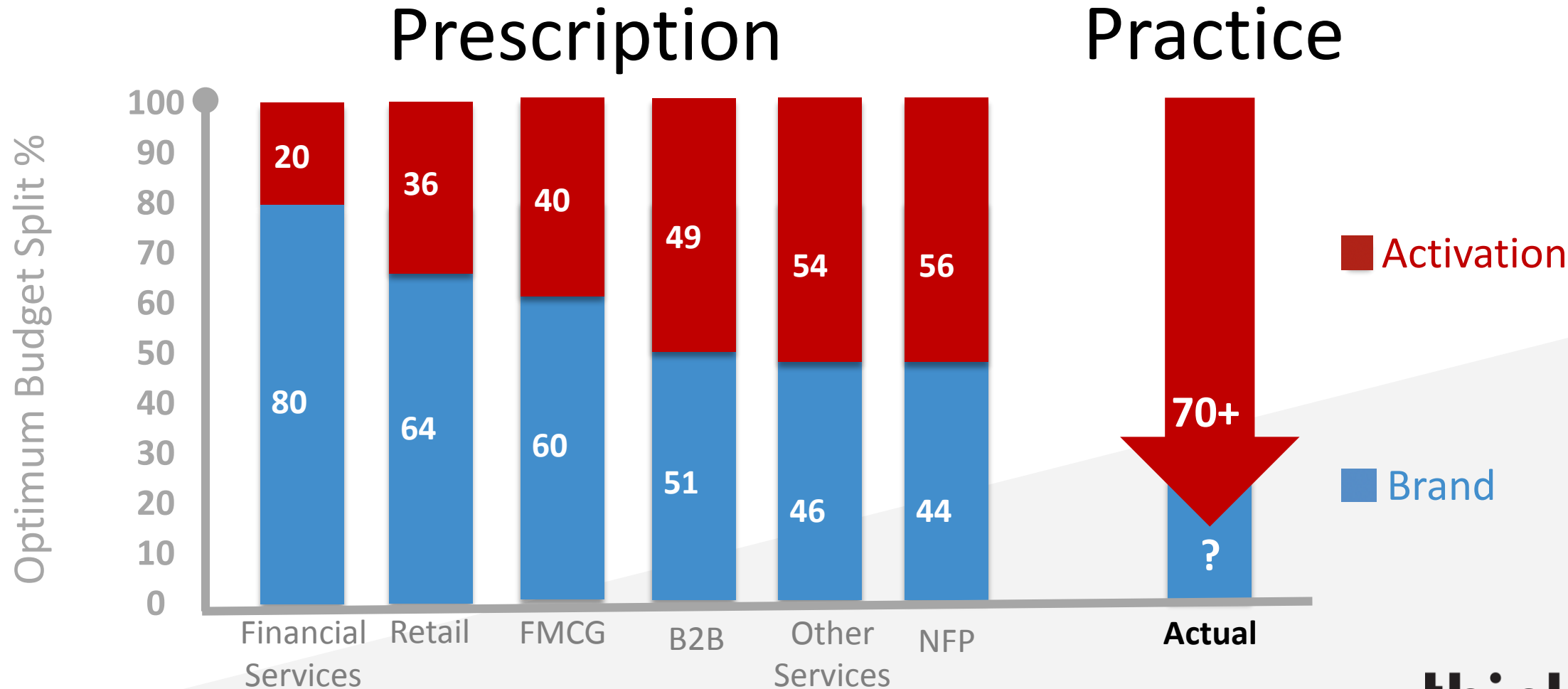
Les  
Binet



# Is Long better than Short?



# The Long & The Short of It



# The Long & The Short of It



**HOURS/ DAYS**  
(via Digital Attribution)

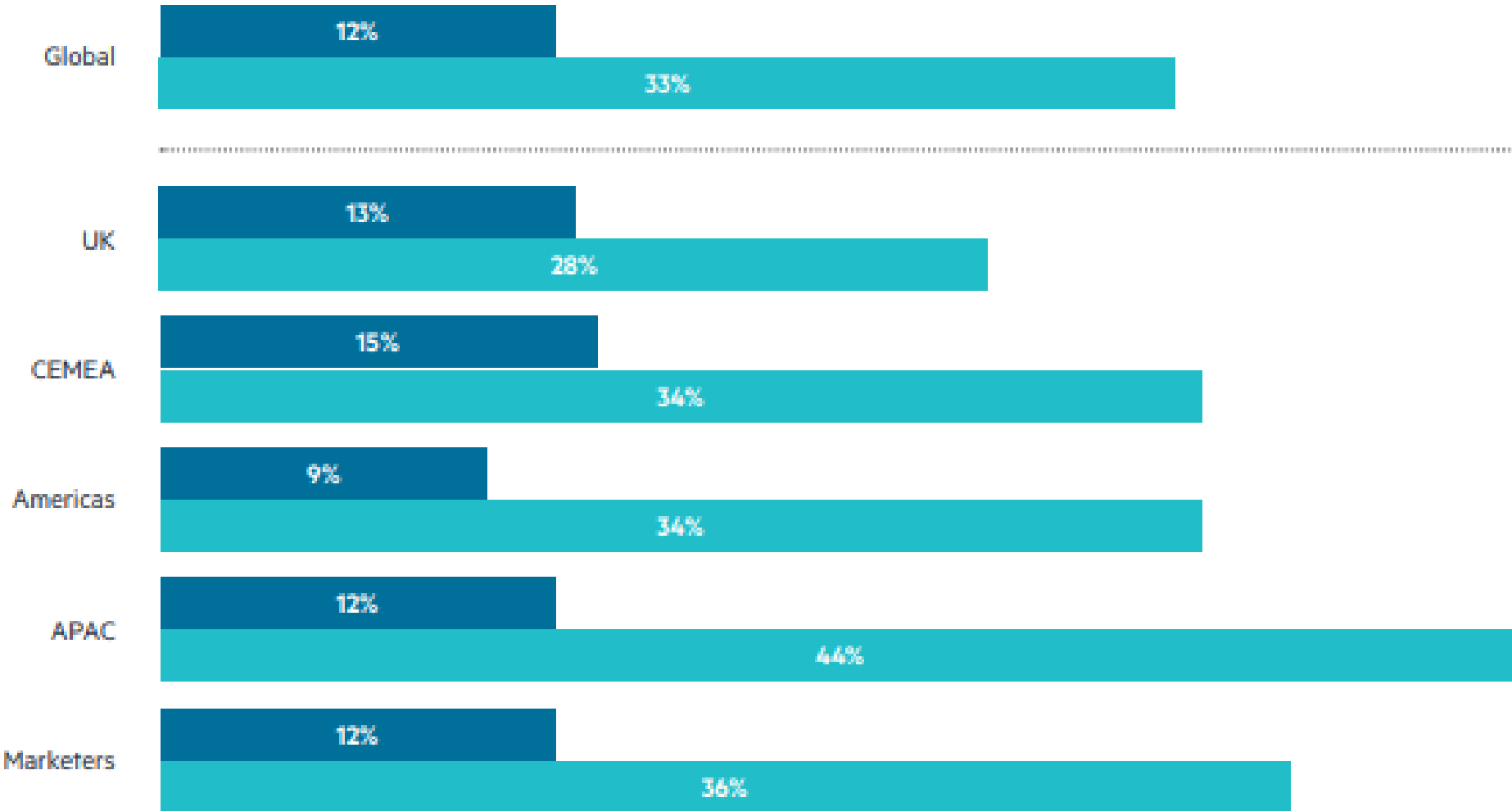
**WEEKS/ MONTHS**  
(via Marketing Mix Modelling)

**MONTHS/ YEARS**  
(via Brand Equity Modelling)

# The Growth in Short Termism



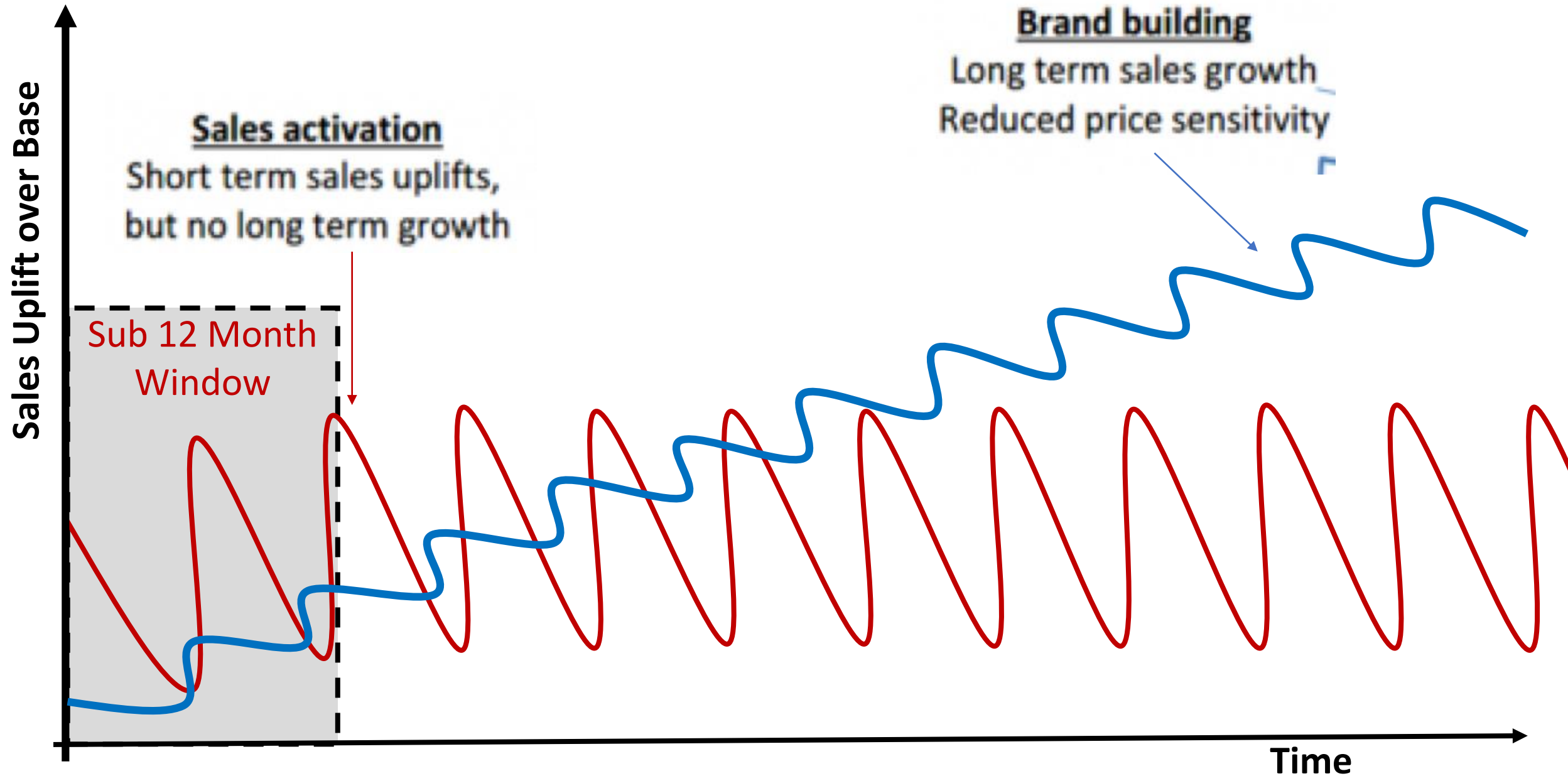
Longer  
Shorter



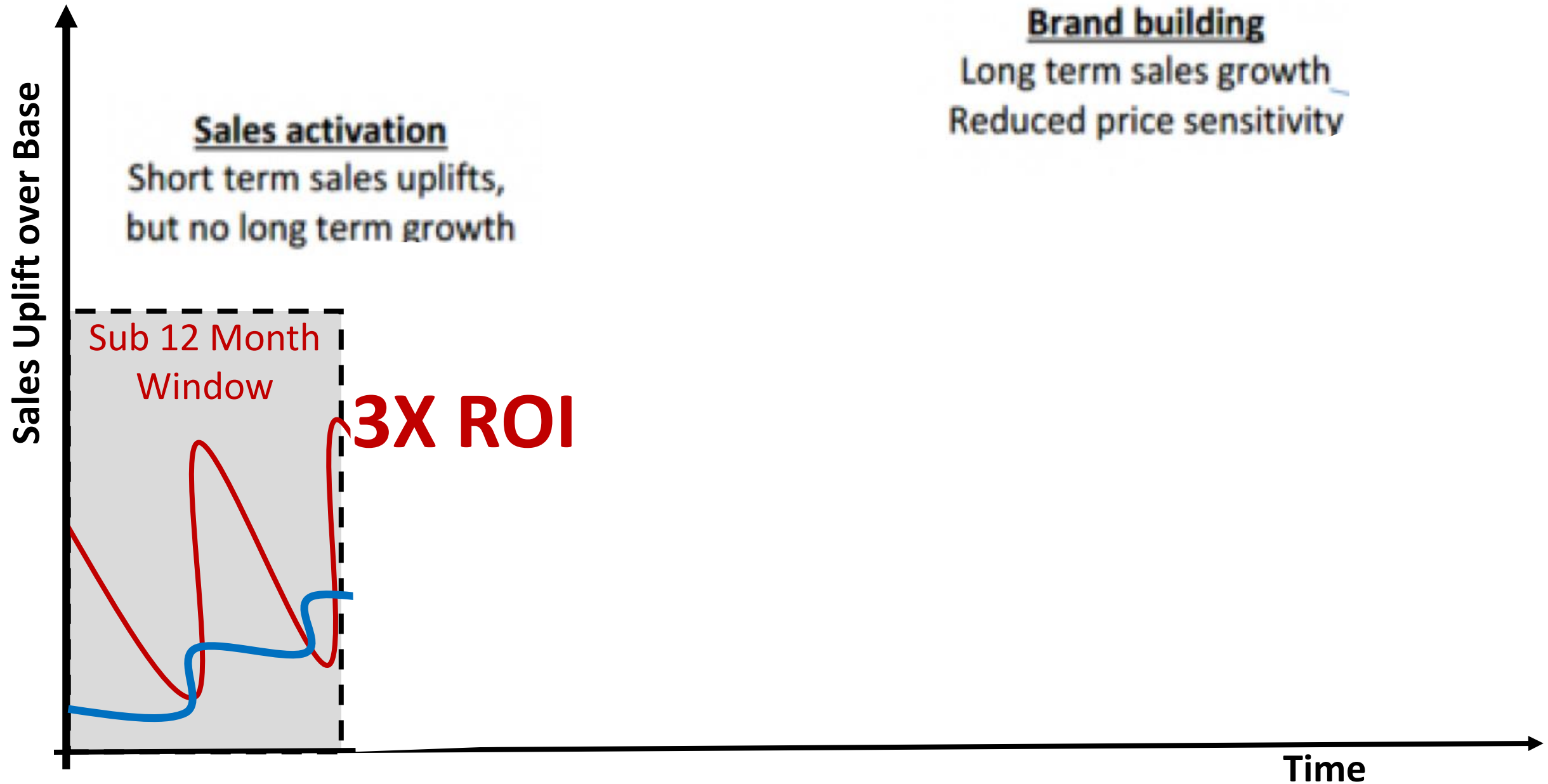
Would you say that your reporting cycles for marketing performance are getting longer or shorter in your organisation? Why is that?

think<sup>tv</sup>

# Why is there Such a Difference?



# Why is there Such a Difference?

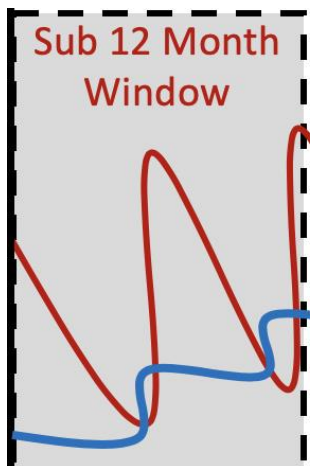


“You have to produce results in the short term. But you also have to produce results in the long term.

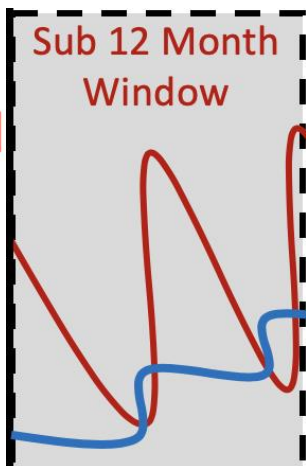
And the long term is not simply the adding up of short terms.”



Peter Drucker



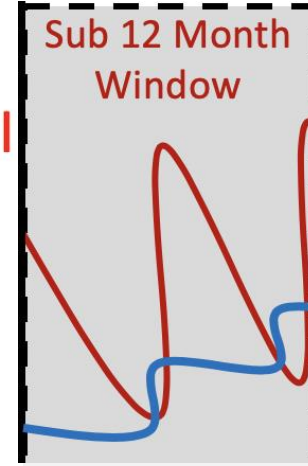
3X ROI



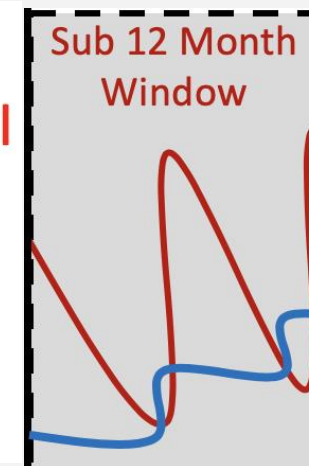
3X ROI



3X ROI



3X ROI



3X ROI

**“Efficiency is doing things right;  
Effectiveness is doing the right things.”**



**Peter Drucker**



“Any idiot can do short term. Any idiot can do long term.  
The trick is to do both.”

**Hugh Johnston, PepsiCo CFO**

**think<sup>tv</sup>**

# Three CMOs



A series of concentric circles in light gray, centered on the left side of the slide, creating a target-like effect.

# **#5 Targeting & Mass**



“I’m not a great believer in targeting. **Our target is about seven billion people sitting on this planet.** Our task is to reach as many people as we can; to get them to notice us and remember us; to nudge them; and, hopefully, get them to buy us once more this year.

”

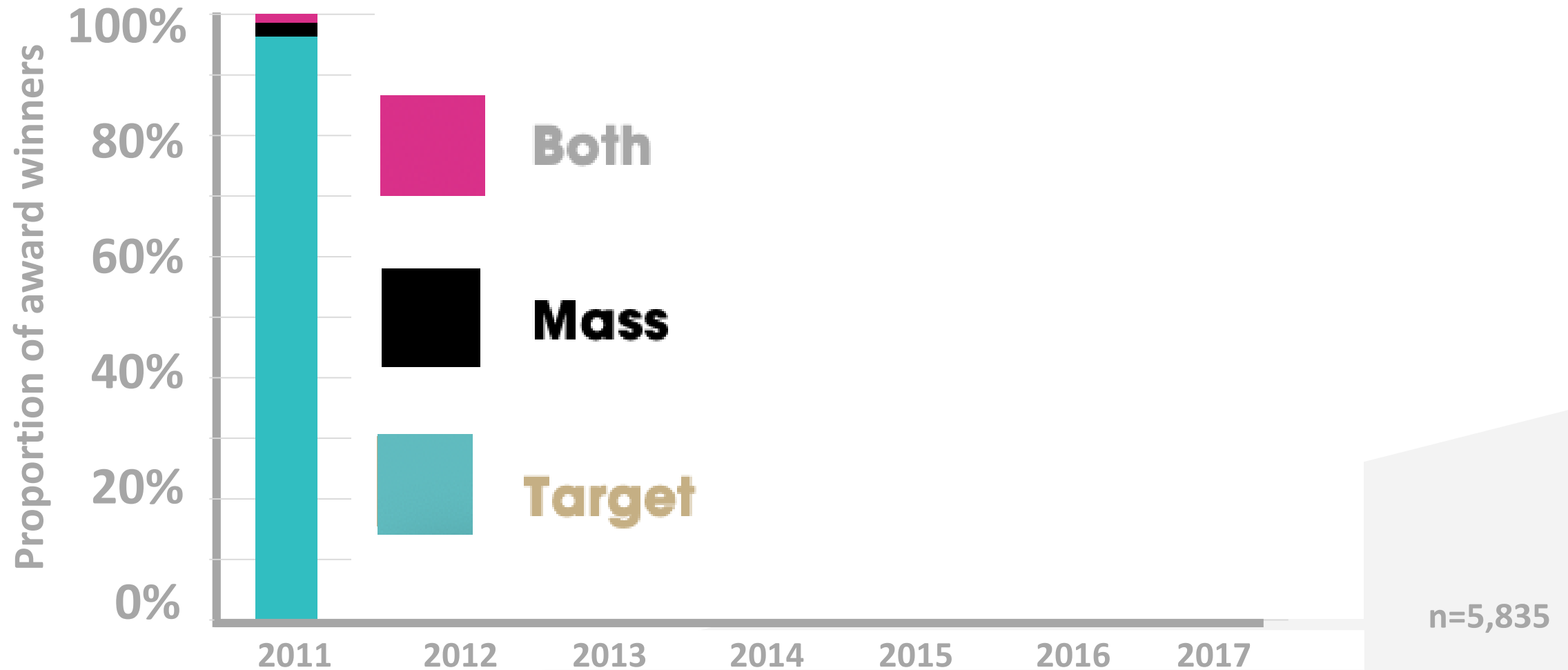
Bruce McColl



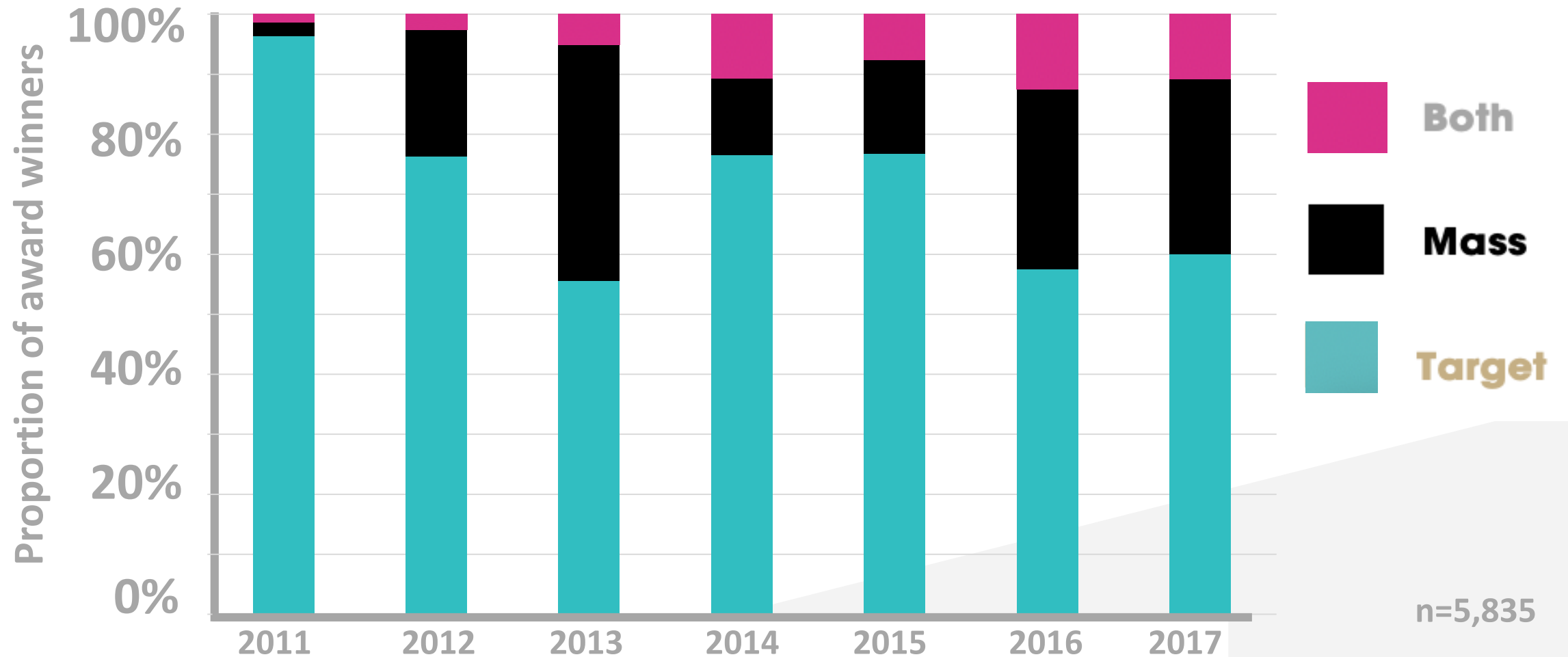
**“ We targeted too much,  
and we went too narrow,  
and now we’re looking at  
what is the best way to get  
the most reach but also the  
right precision? ”**

Marc Pritchard

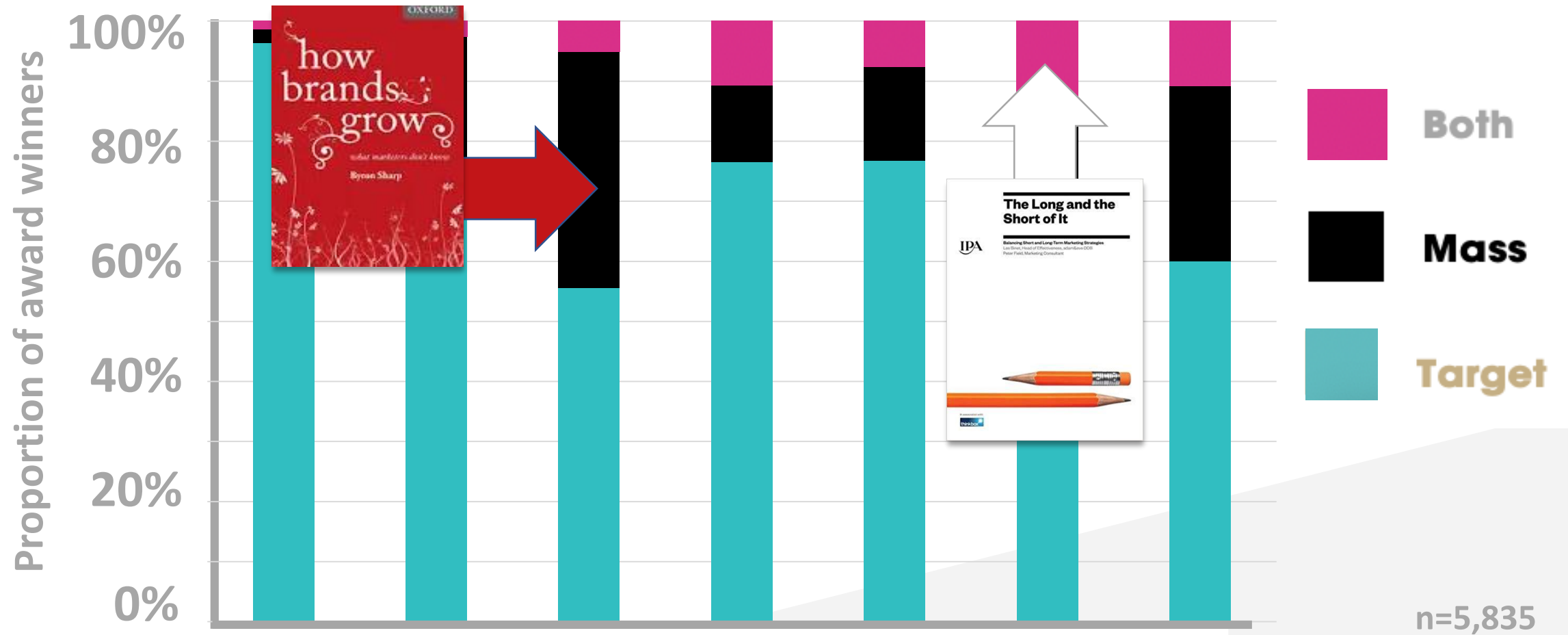
# A Growth in Mass Marketing



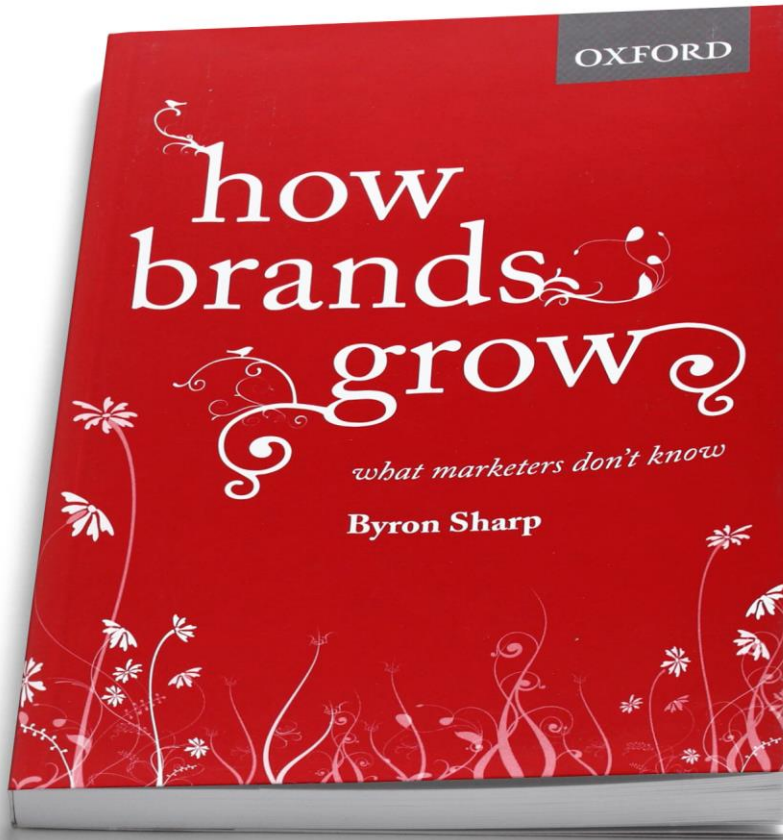
# A Growth in Mass Marketing



# A Growth in Mass Marketing



# Sophisticated Mass Marketing



Byron Sharp

“ ..textbooks have condemned mass marketing to a premature grave

“ Rather than trying to hem their brands into niches, [brand managers] are always looking for broad reach ”

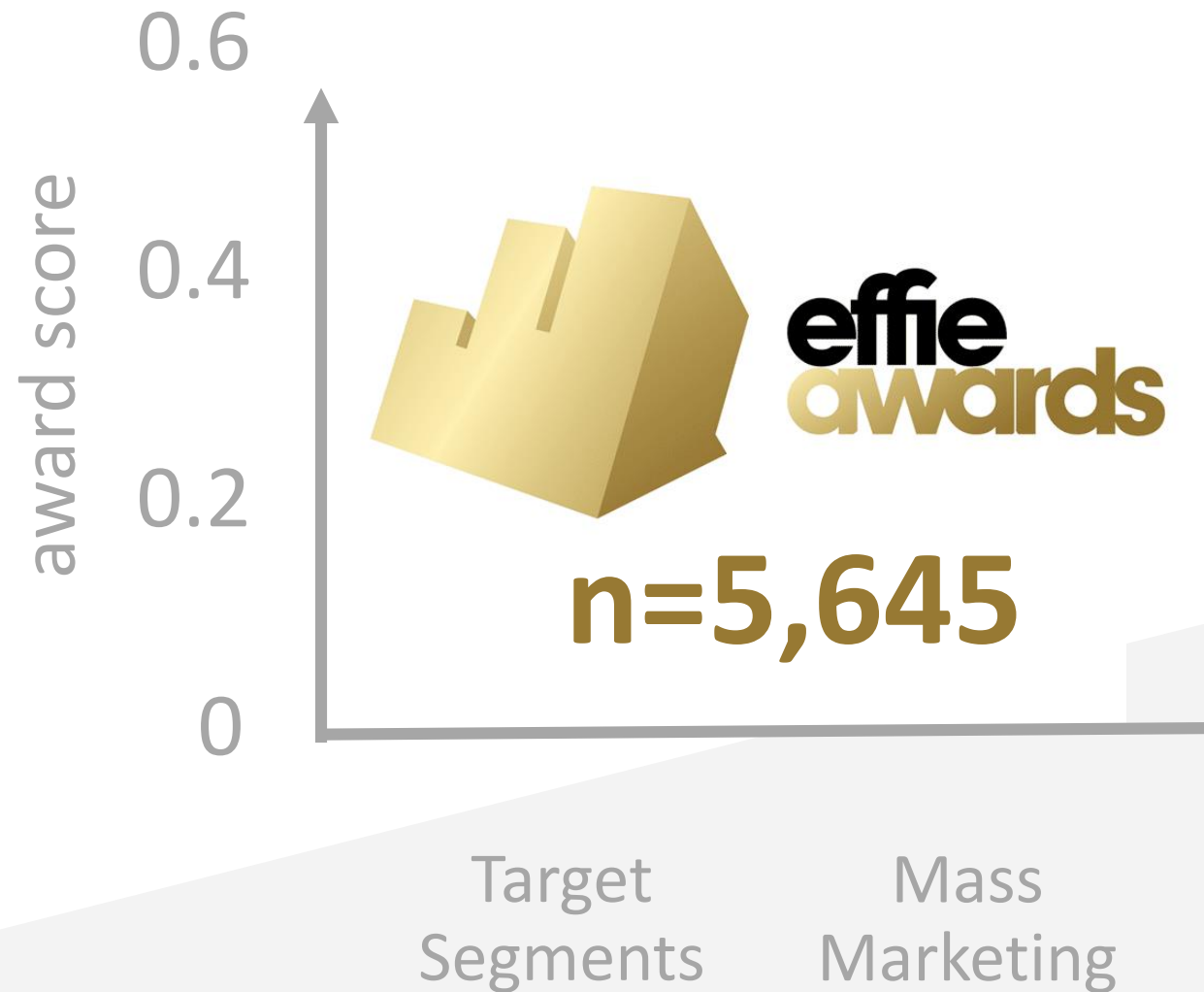
11 Apr 2017

# The Battling Professors: Byron Sharp and Mark Ritson Go Head to Head!

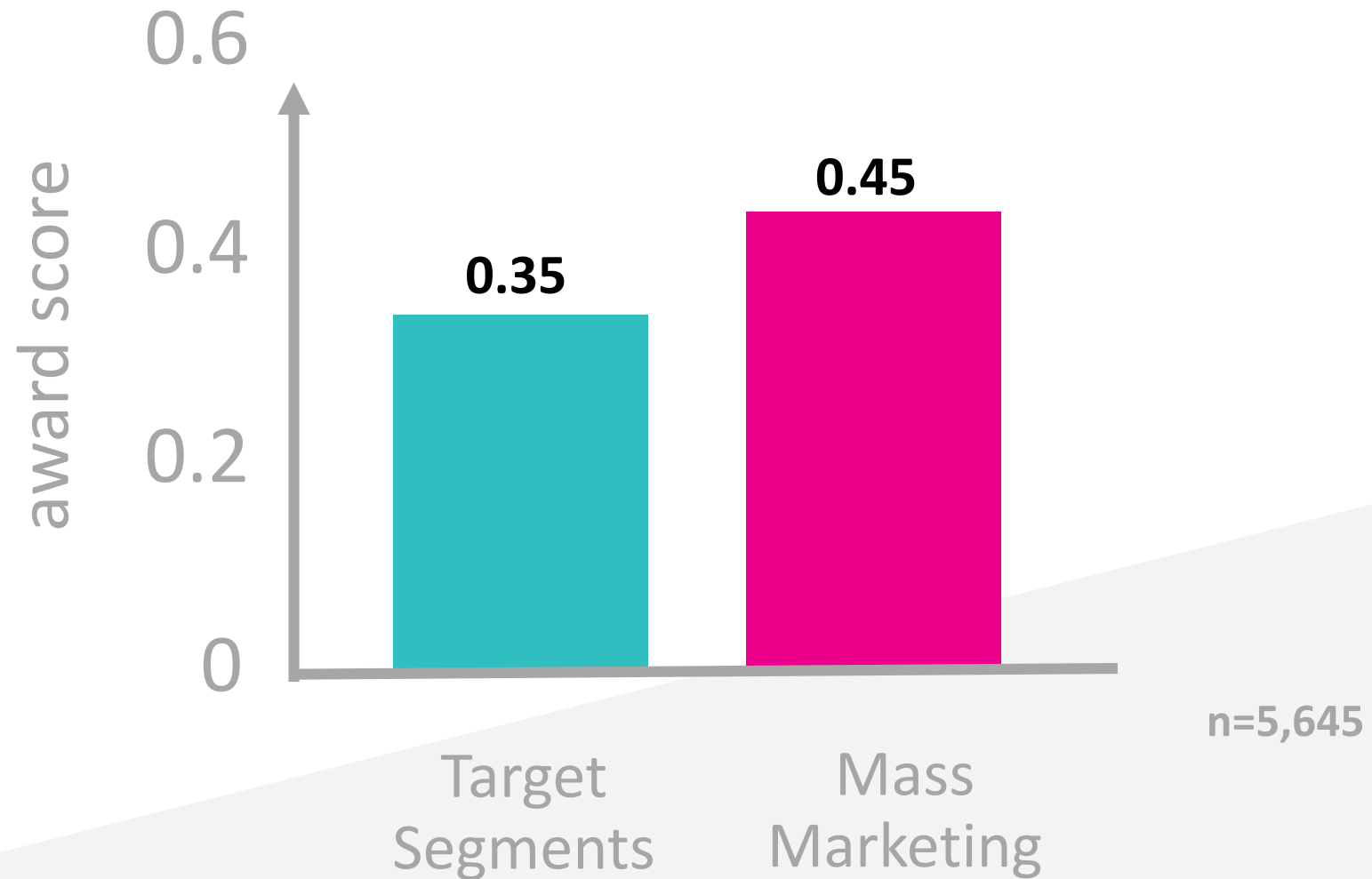
- Festival of Marketing



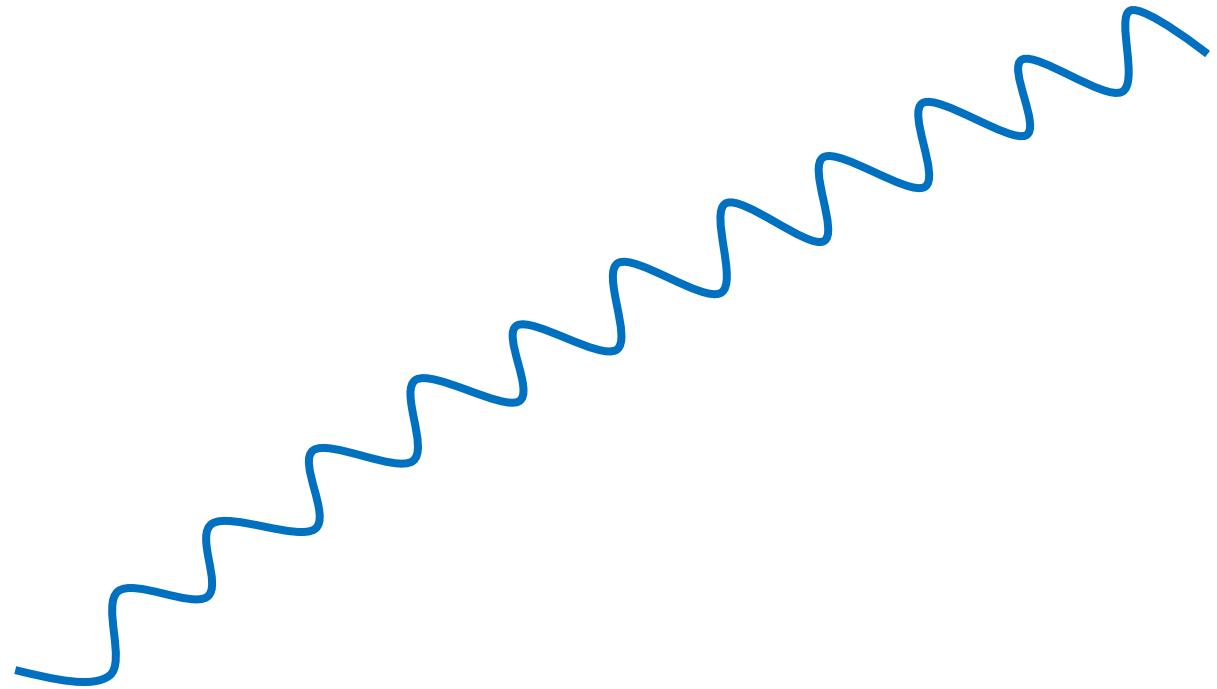
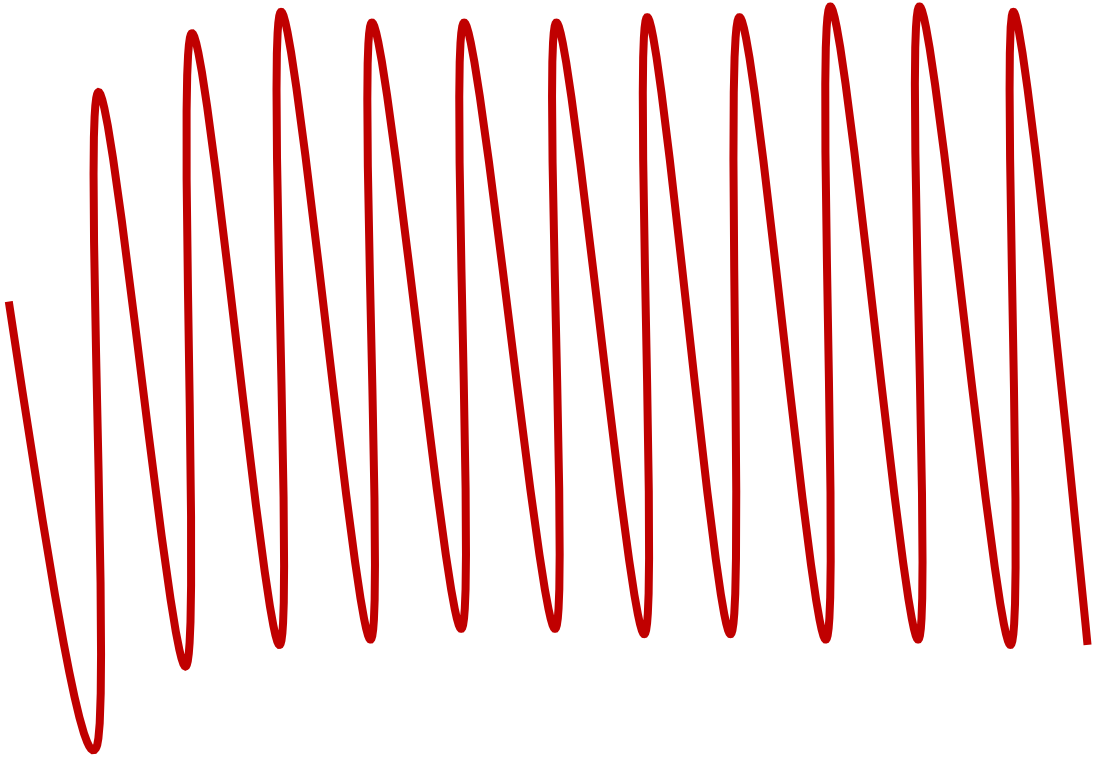
# Mass Marketing versus Target Marketing



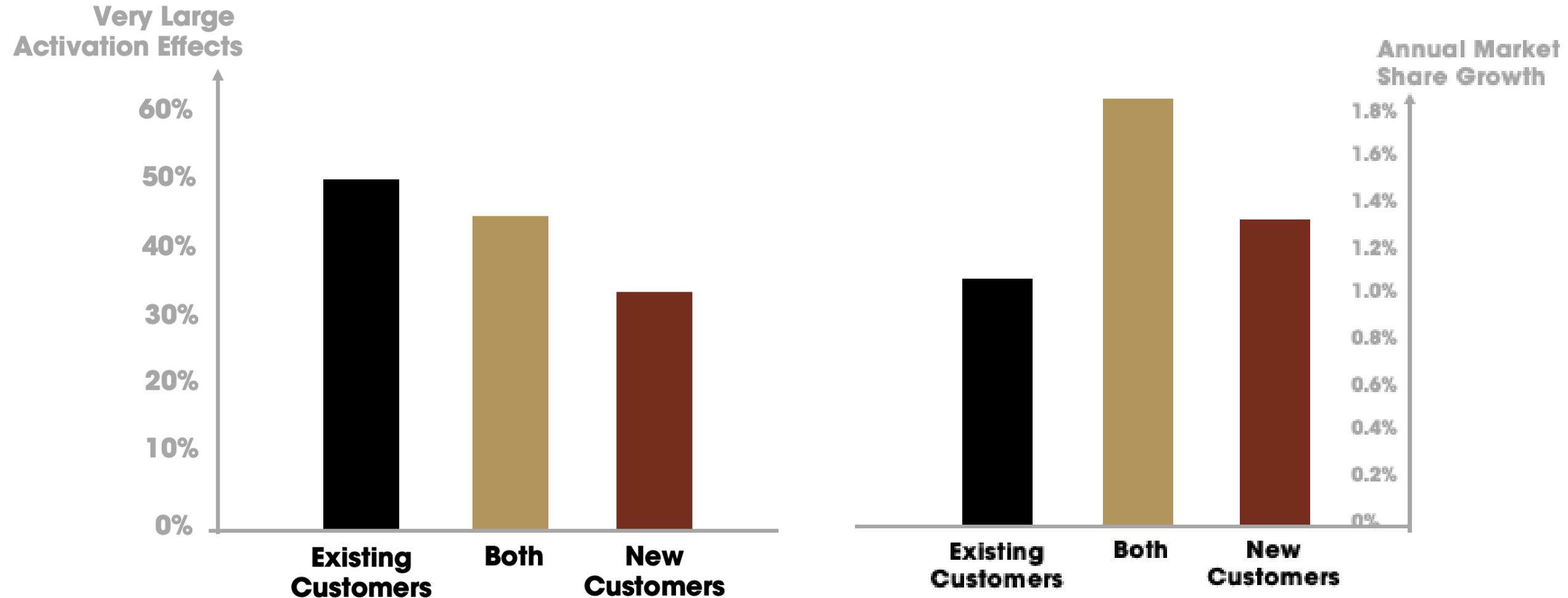
# Mass Marketing versus Target Marketing



# Long & Short Approaches to Targeting



# Long & Short Approaches to Targeting



Binet & Field, IPA Data

think<sup>tv</sup>



Category

Link the POV to Products

Persuasion

Mental Availability

Sales

Masterbrand

Make the POV Famous

Emotional Connection

Cultural Resonance



**\$1 delivers \$4.42**



Availability

**Sales**



**Masterbrand**

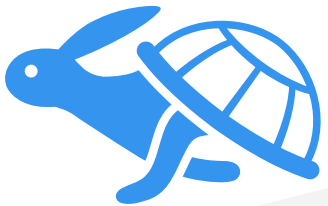
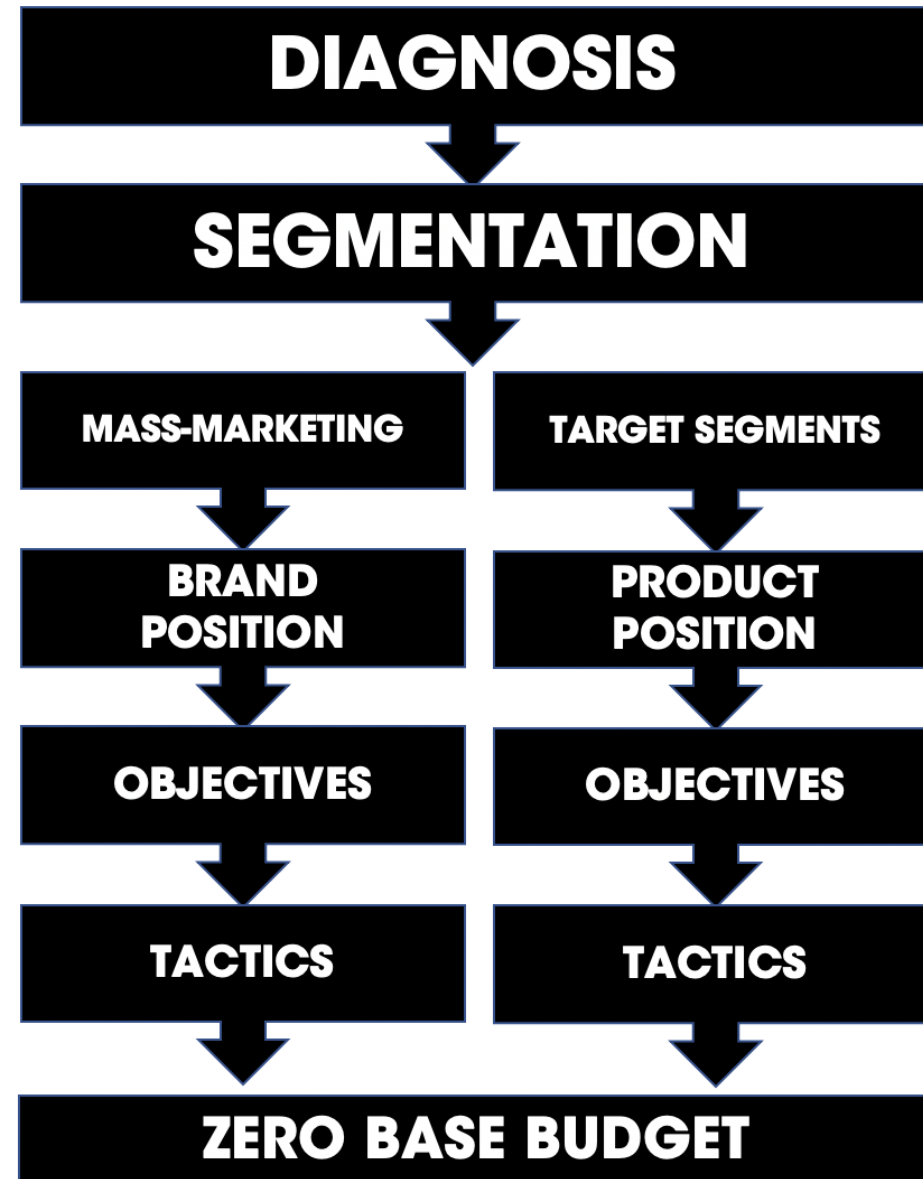
**Make the POV Famous**

**Emotional Connection**

**Cultural Resonance**

**think<sup>tv</sup>**

# A Two Speed Brand Plan



A series of concentric circles in light gray, centered on the left side of the slide, creating a target-like effect.

**#4 ESOV**



John Philip Jones

The Magazine of the Thoughtful Manager

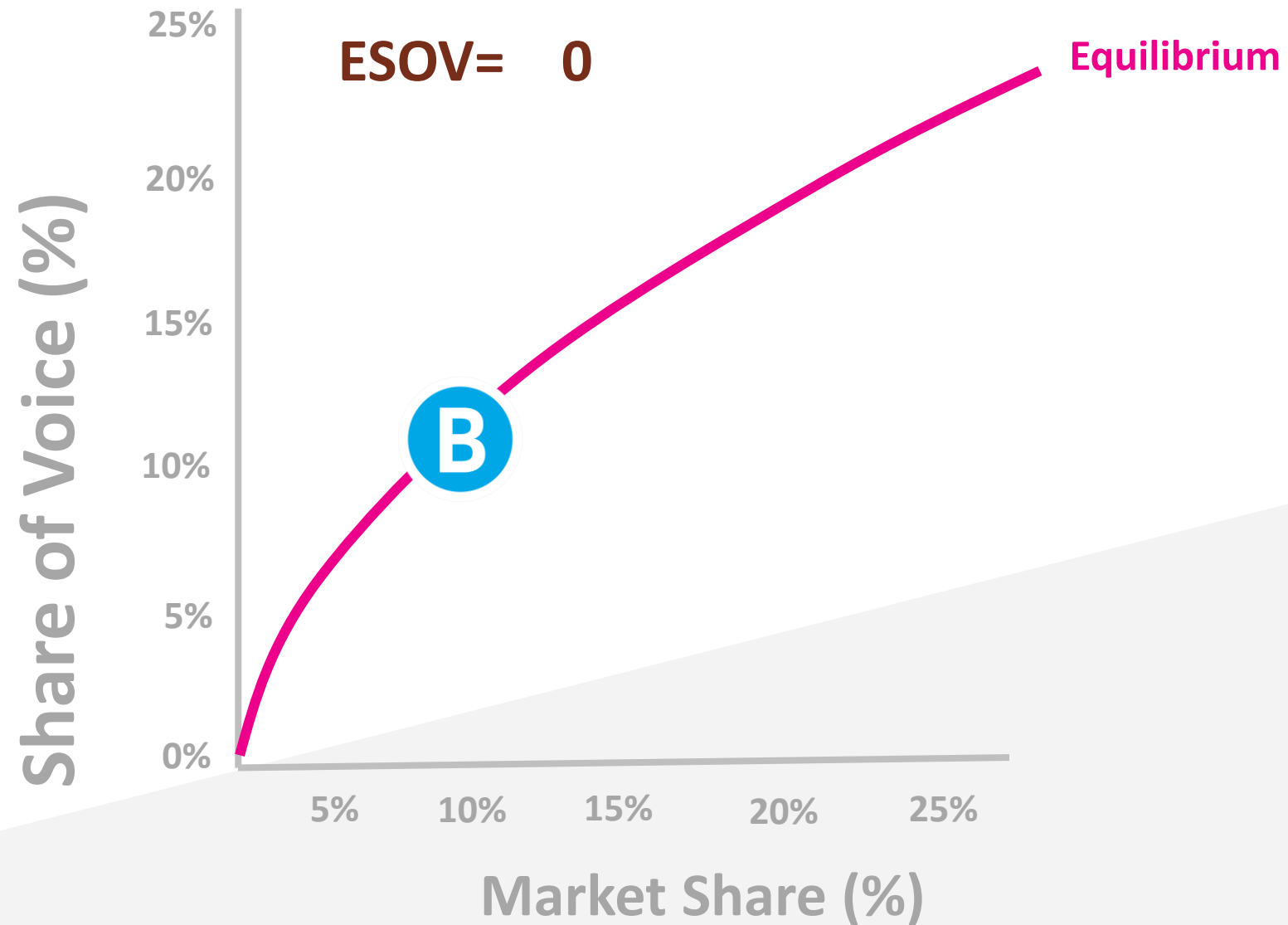
# Harvard Business Review

January-February **90** Number **1**

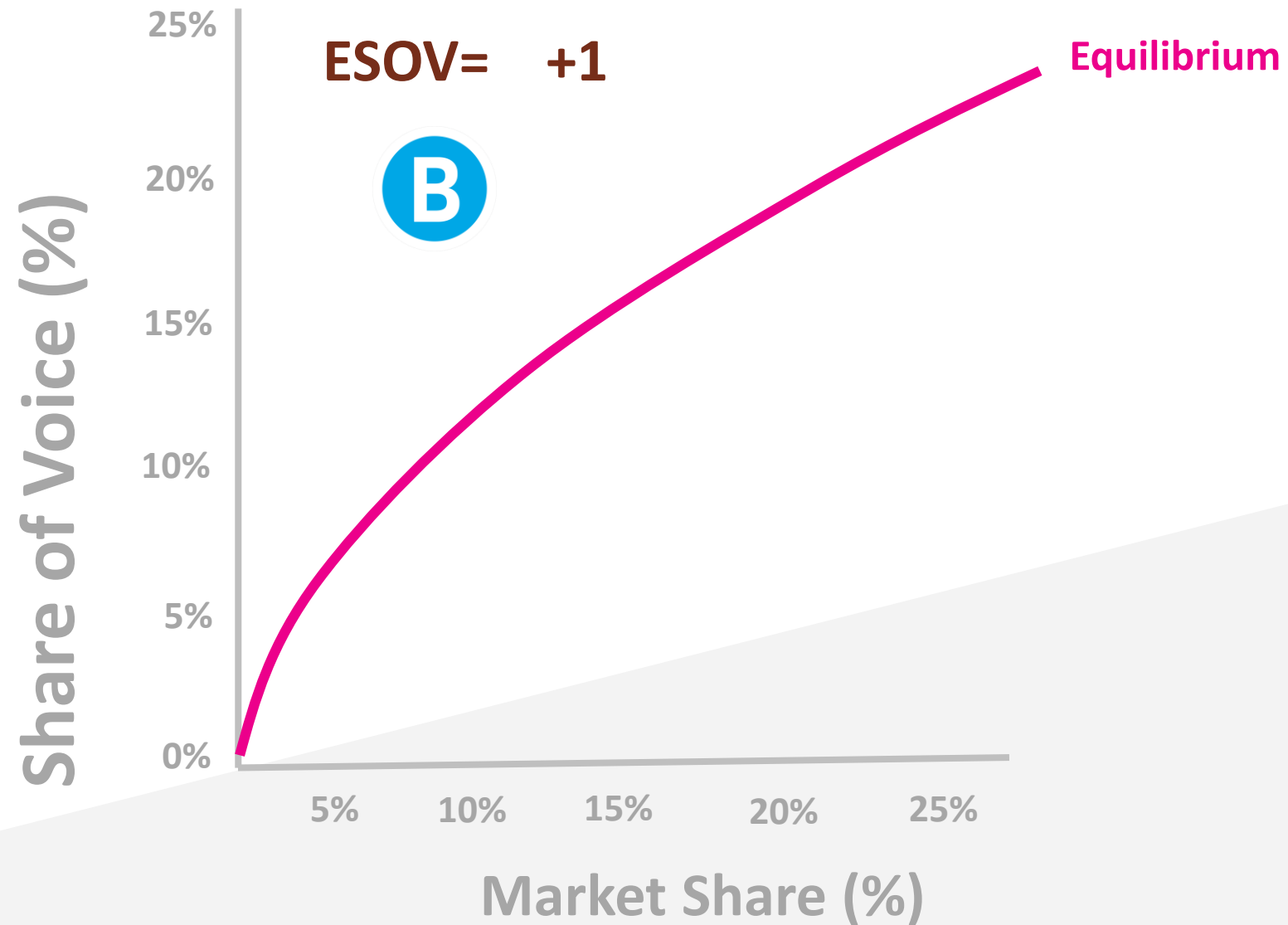
ROBERT B. REICH	<b>Who Is Us?</b>	53
GENICHI TAGUCHI and DON CLAUSING	Robust Quality	65
	HBR Folio—Evolution	76
WALTER B. WRISTON	The State of American Management	78
GERALDINE E. WILLIGAN	The Value-Adding CFO: An Interview with Disney's Gary Wilson	84
ALFRED RAPPAPORT	The Staying Power of the Public Corporation	96
VINCENT P. BARABBA	The Market Research Encyclopedia	105
KAJ ERIKSON	Toxic Reckoning: Business Faces a New Kind of Fear	118
ELLIOTT JAGUES	In Praise of Hierarchy	127
JOHN T. O'CONNOR	Elegant Design for Everyday Life	134
B. CHARLES AMES and JAMES D. HLAVACEK	Vital Truths About Managing Your Costs	140
DAVID D. HALE	Global Finance and the Retreat to Managed Trade	150
<hr/>		
	<i>HBR Case Study</i>	
HARRY LEVINSON and NAN STONE	<b>The Case of the Perplexing Promotion</b>	11
	<i>For the Manager's Bookshelf</i>	
T.J. RODGERS and ROBERT N. NOYCE	Debating George Gilder's <i>Microcosm</i>	24
	<i>Special Report</i>	
JOHN PHILIP JONES	Ad Spending: Maintaining Market Share	38
JAMES C. SCHROEDER	Ad Spending: Growing Market Share	44
	<i>Getting Things Done</i>	
JOHN R. ALLISON	Five Ways to Keep Disputes Out of Court	166
DEBBIE BERLANT, REESE BROWNING, and GEORGE FOSTER	How Hewlett-Packard Gets Numbers It Can Trust	178
	<i>Letters to the Editor</i>	
	Business and Family: The Facts Are Changing	194
Entrepreneurial Eastern Europe	p. 6	Executive Summaries p. 185
		The Gray Area p. 212



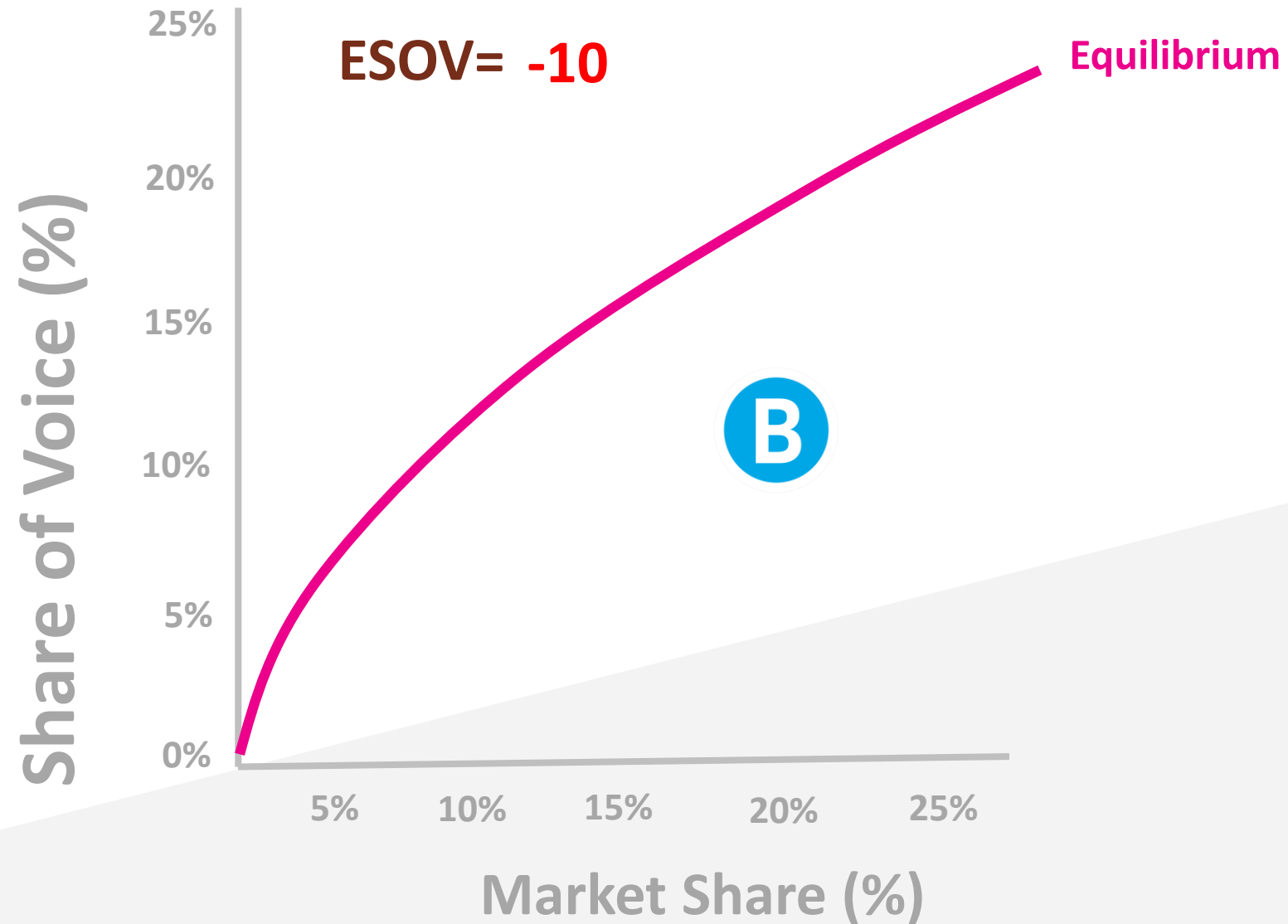
$$\text{ESOV} = \text{SOV} - \text{SOM}$$



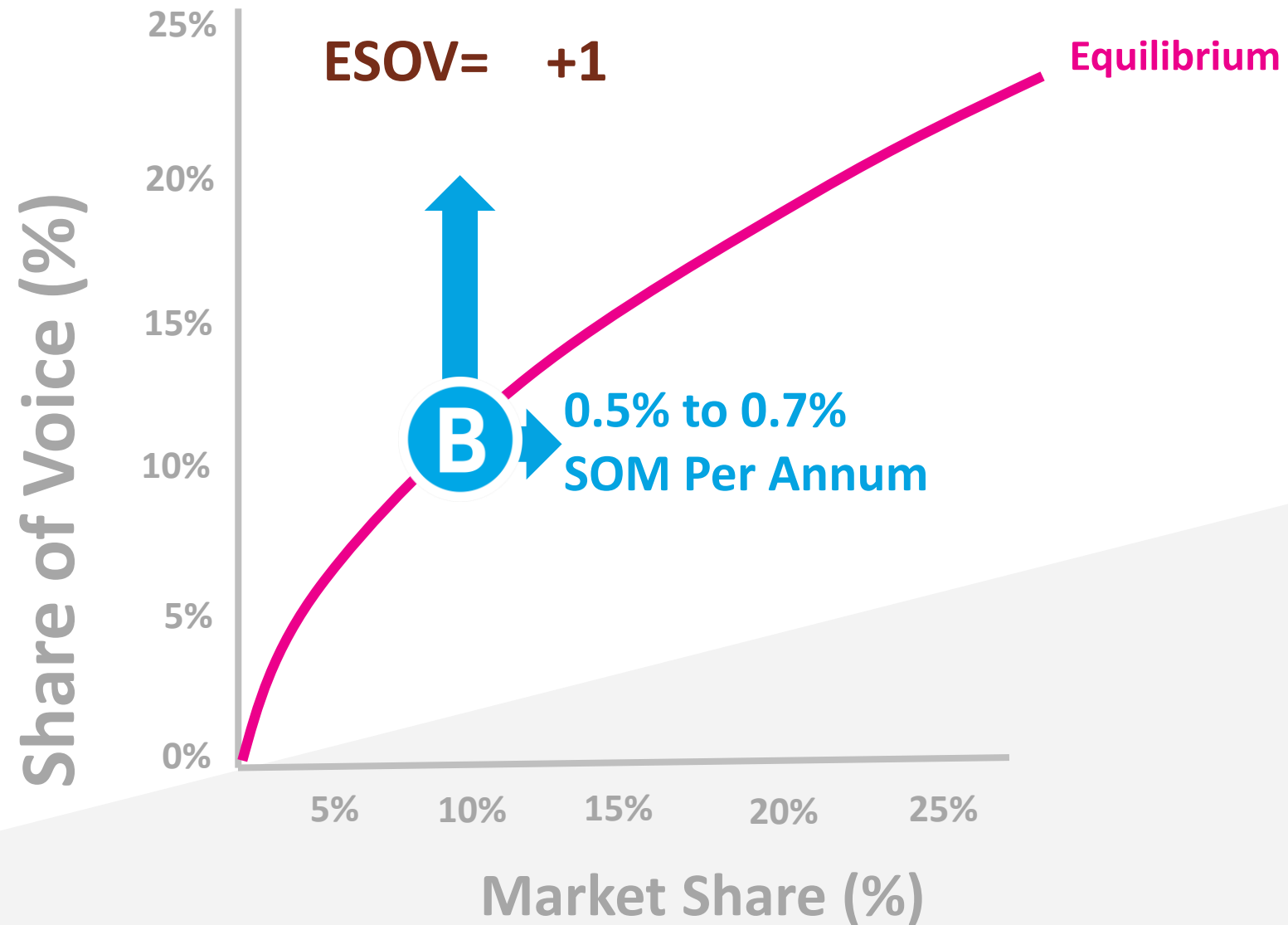
# $ESOV = SOV - SOM$



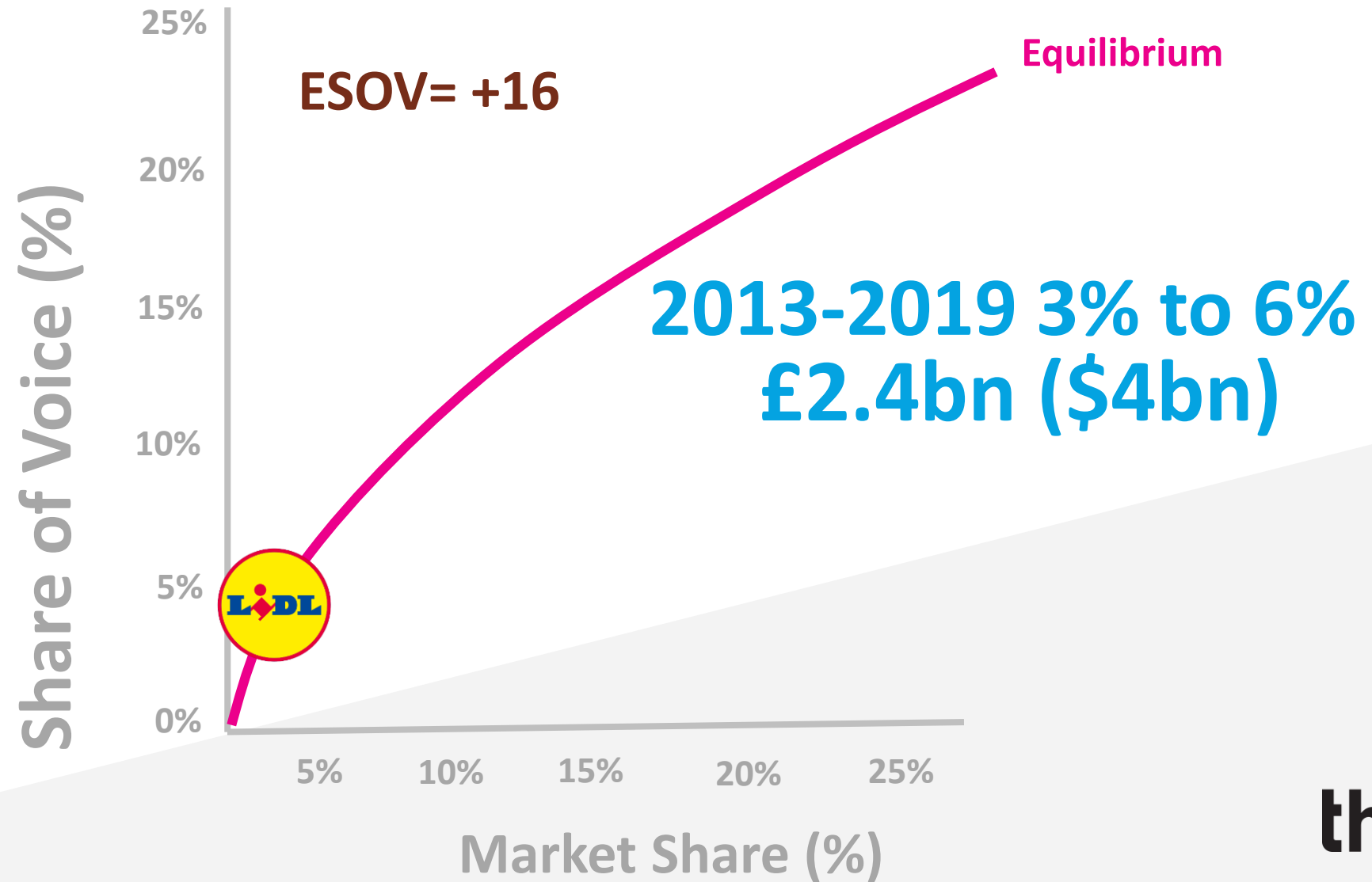
# $$\text{ESOV} = \text{SOV} - \text{SOM}$$



# **ESOV** =SOV-SOM



# **ESOV = SOV - SOM**



# ESOV = SOV - SOM

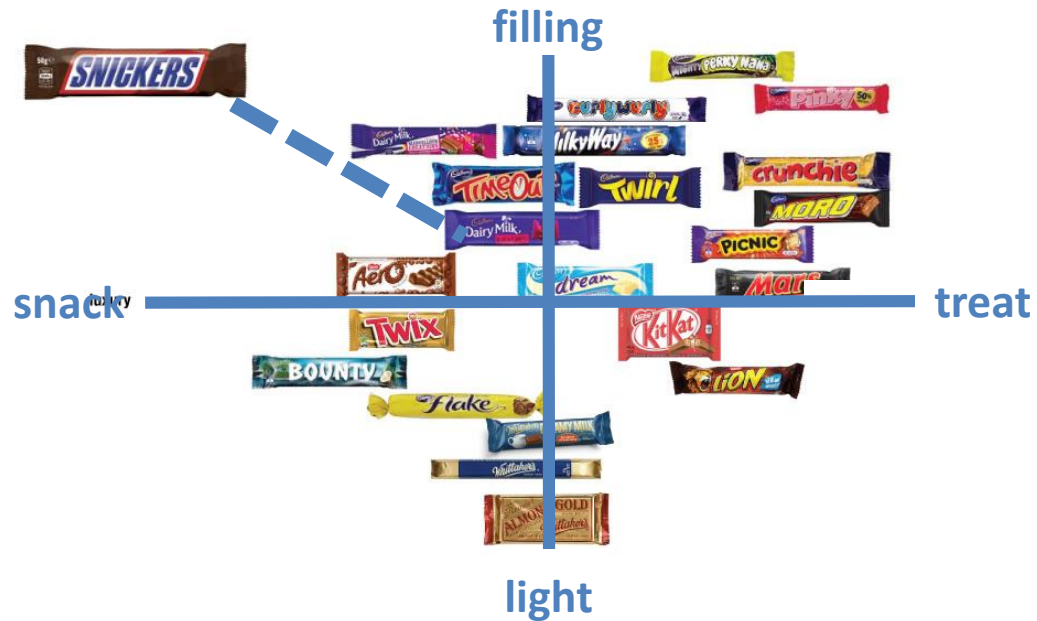


A series of concentric circles in a light gray color, centered on the left side of the slide, creating a target-like effect.

# **#3 Codification**

# The Two D's

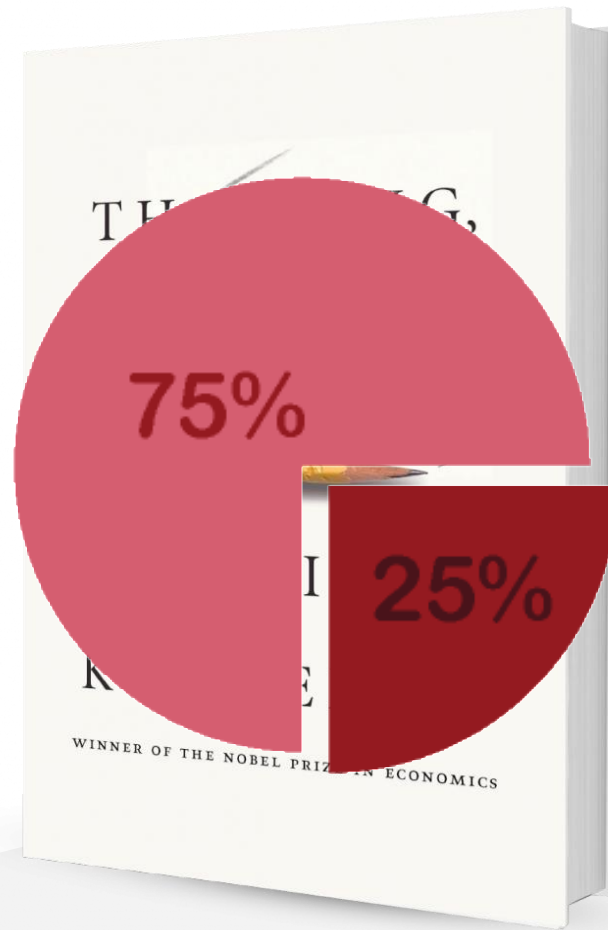
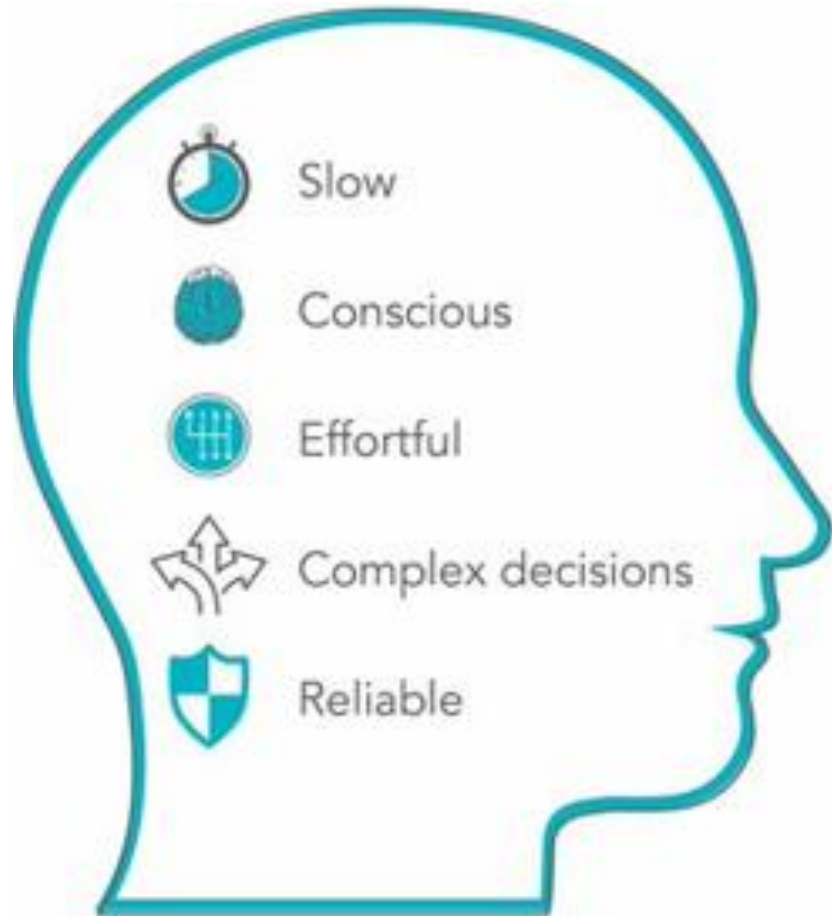
Differentiation?



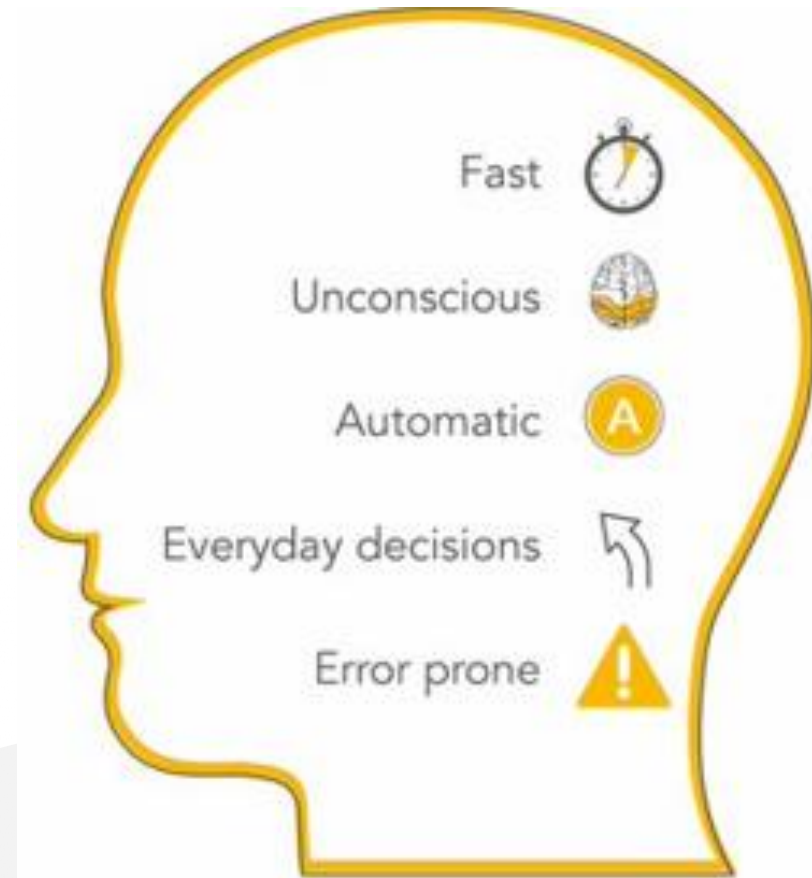
Distinctiveness?



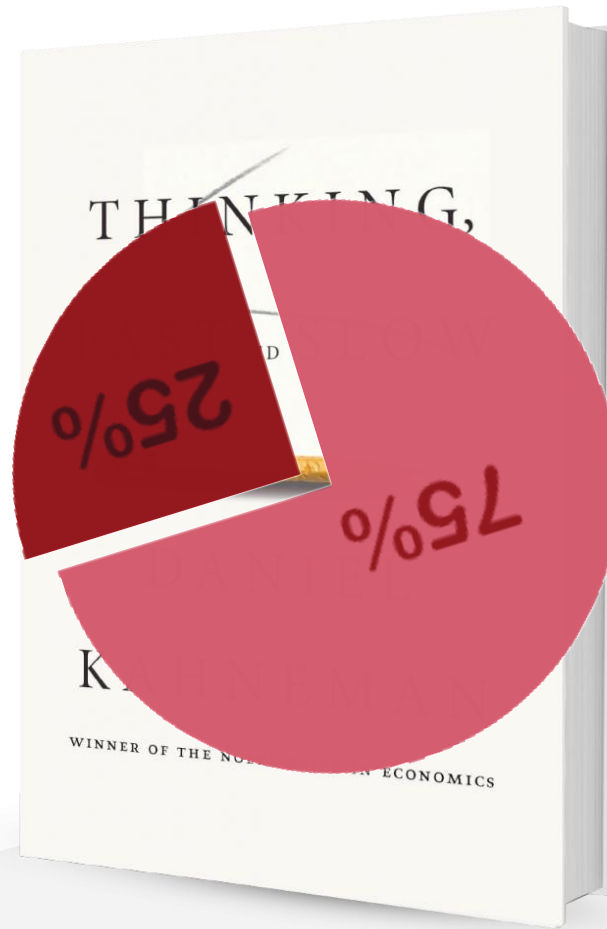
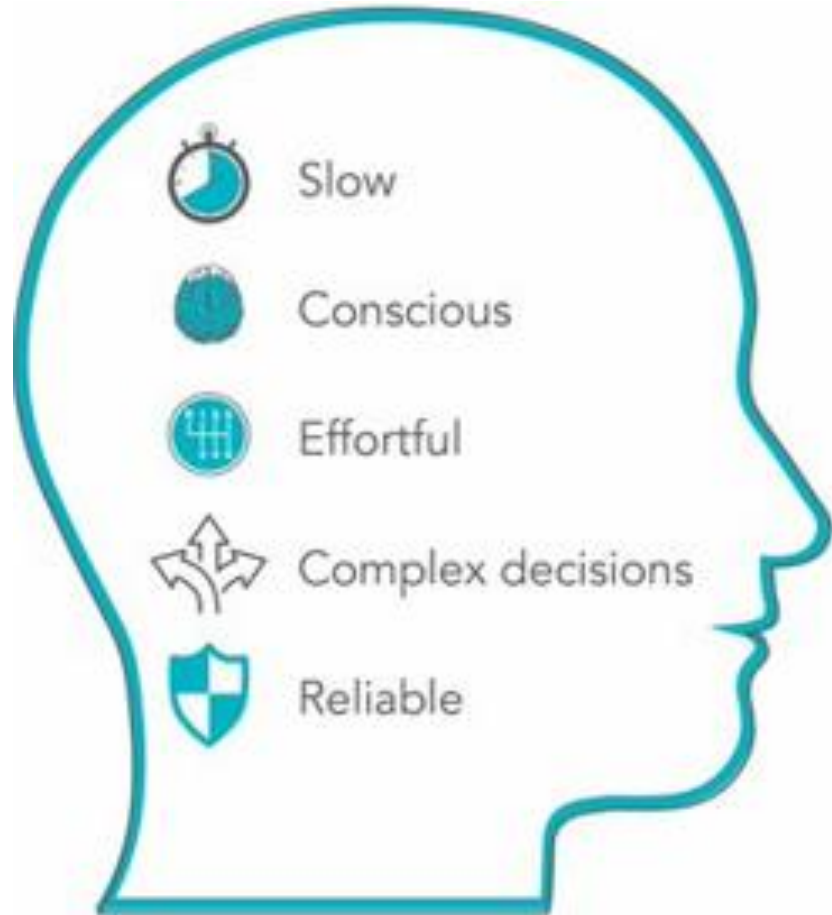
## Differentiation?



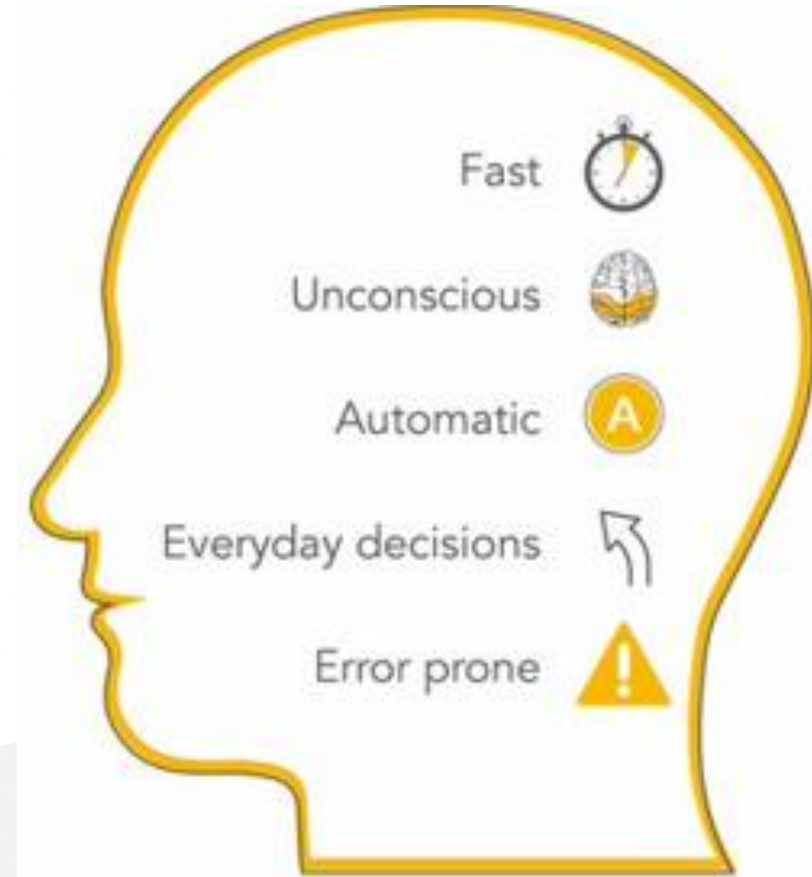
## Distinctiveness?



# Positioning Differentiation?



# Codes Distinctiveness?



# codes = distinctive brand assets = distinctive assets

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

**BRANDZ**

# What Do Codes Do?

## 1. Maintain Salience



# What Do Codes Do?

1. Maintain Salience
2. Shorten the last 2 feet



# What Do Codes Do?

1. Maintain Salience
2. Shorten the last 2 feet
3. Advertising Linkage



↑  
CREATIVITY  
**x 40%**



↑  
CODIFICATION  
**x 40%**

**16%**  




# What Do Codes Do?

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



# What Do Codes Do?



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





# What Do Codes Do?

1. Maintain Salience
2. Shorten the last 2 feet
3. Advertising Linkage
4. Bolster Brand Image
5. Brand Revitalisation
6. Bridge the Long & Short

Brand Building	Sales Activation
	
Long Term	Short Term
Influences Future Sales	Generates Sales Now
Emotional Priming	Persuasive Messages
Brand Focus	Product Focus
Creates Brand Equity	Exploits Brand Equity

CHAMPAGNE  
APPELLATION D'ORIGINE CONTRÔLÉE



**Veuve Clicquot Ponsardin®**

MAISON FONDÉE EN 1772

*Reims*

*Reims*

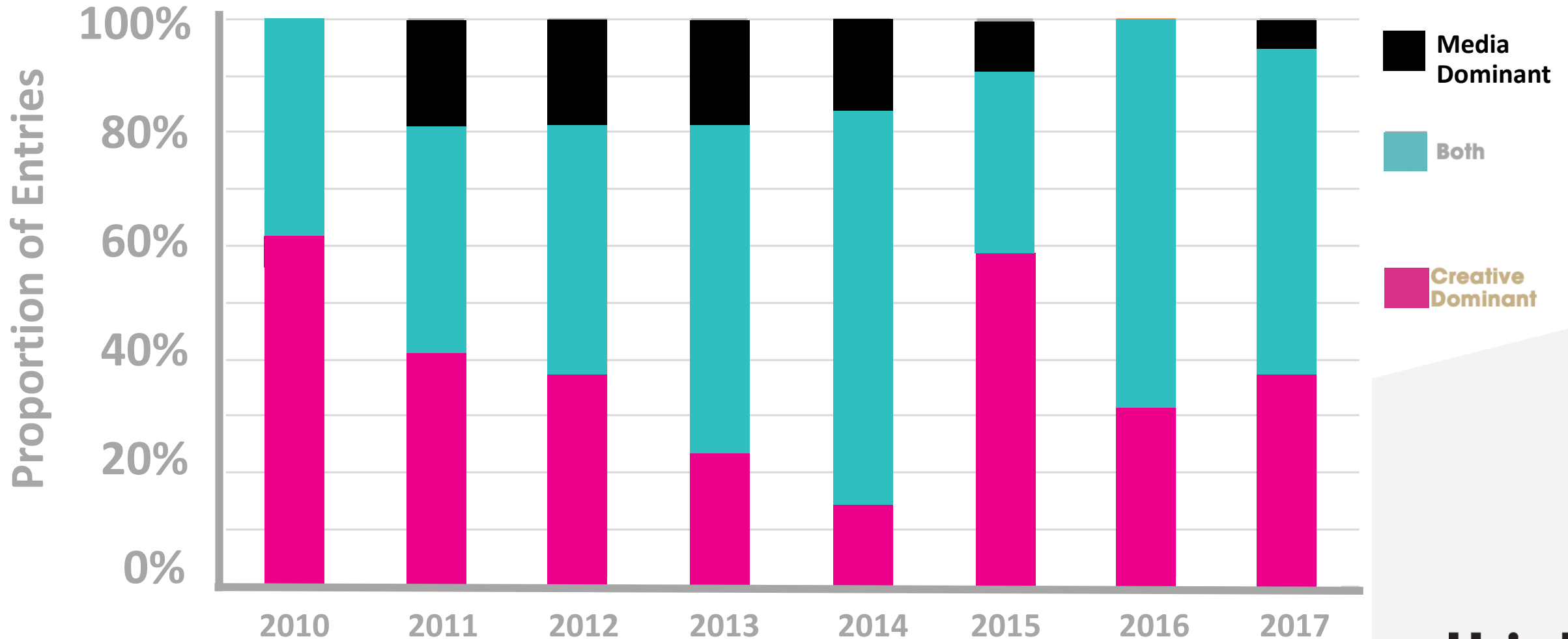
**BRUT**



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# **#2 Creativity**

# 2011-2015 Media Focus



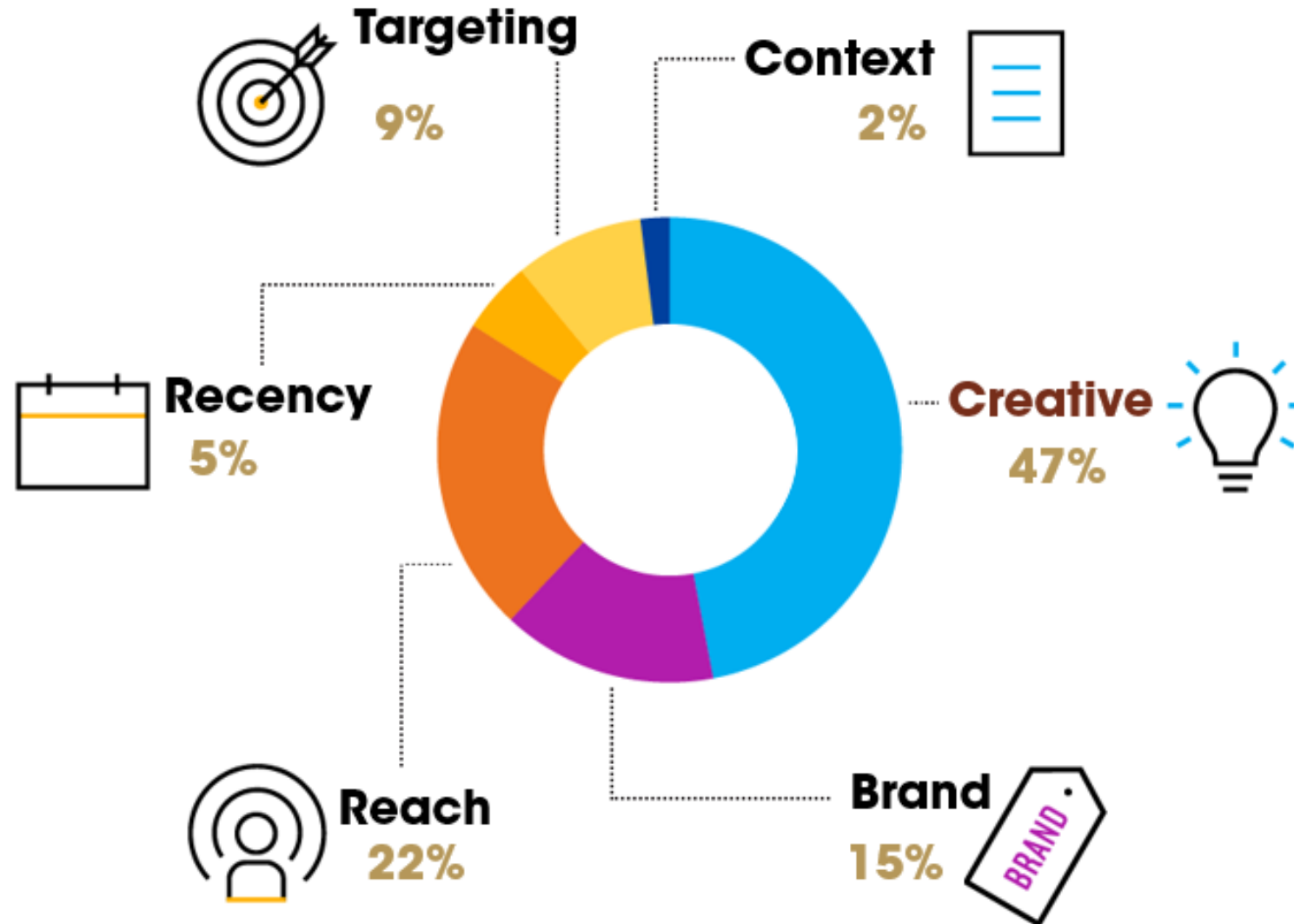
n=4,232

**Shit that arrives at the speed of light,  
is still shit.**



**David Abbott**  
**AMV BBDO**

# The Effective Power of Creative



# The Effective Power of Creative

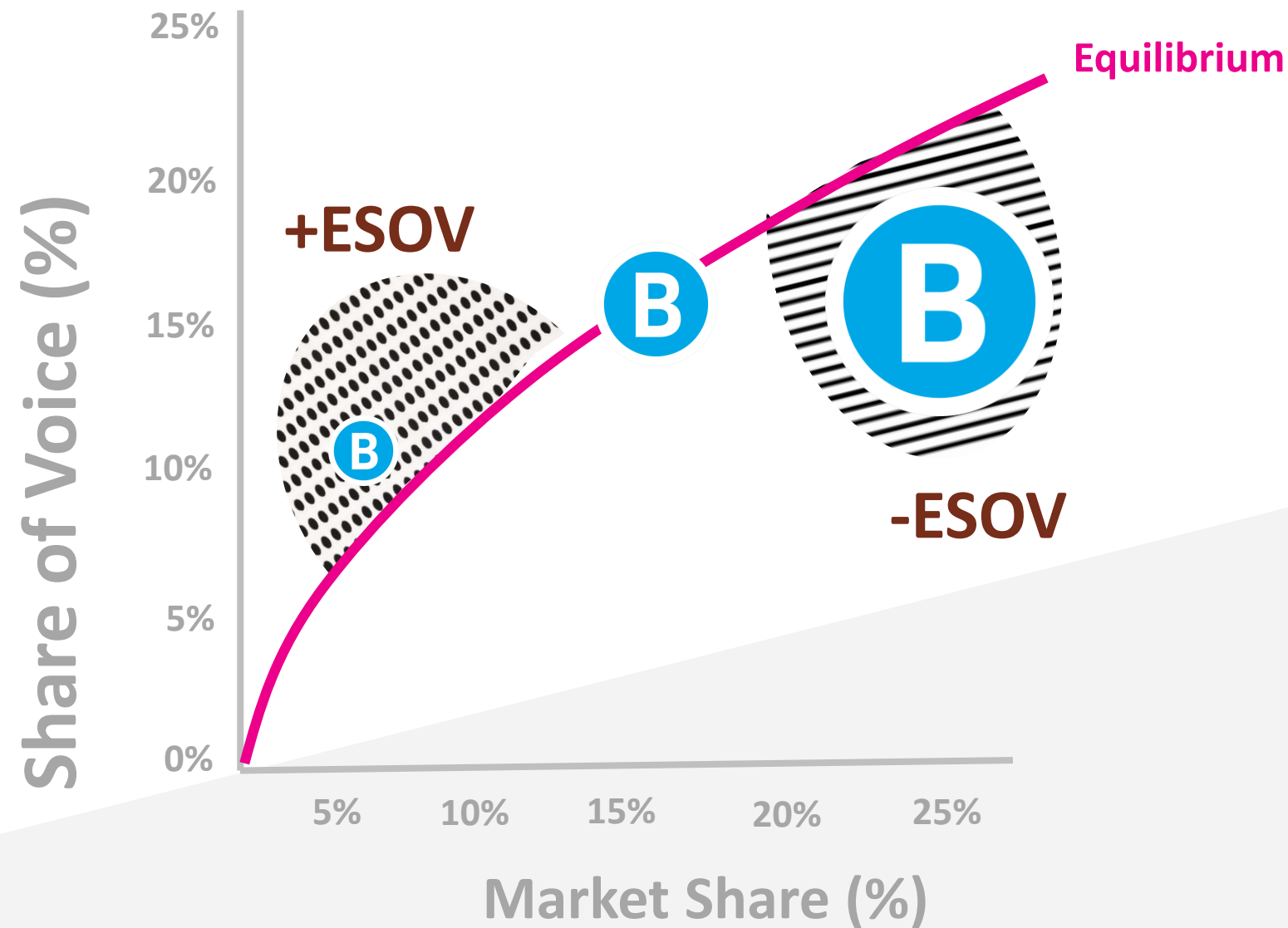




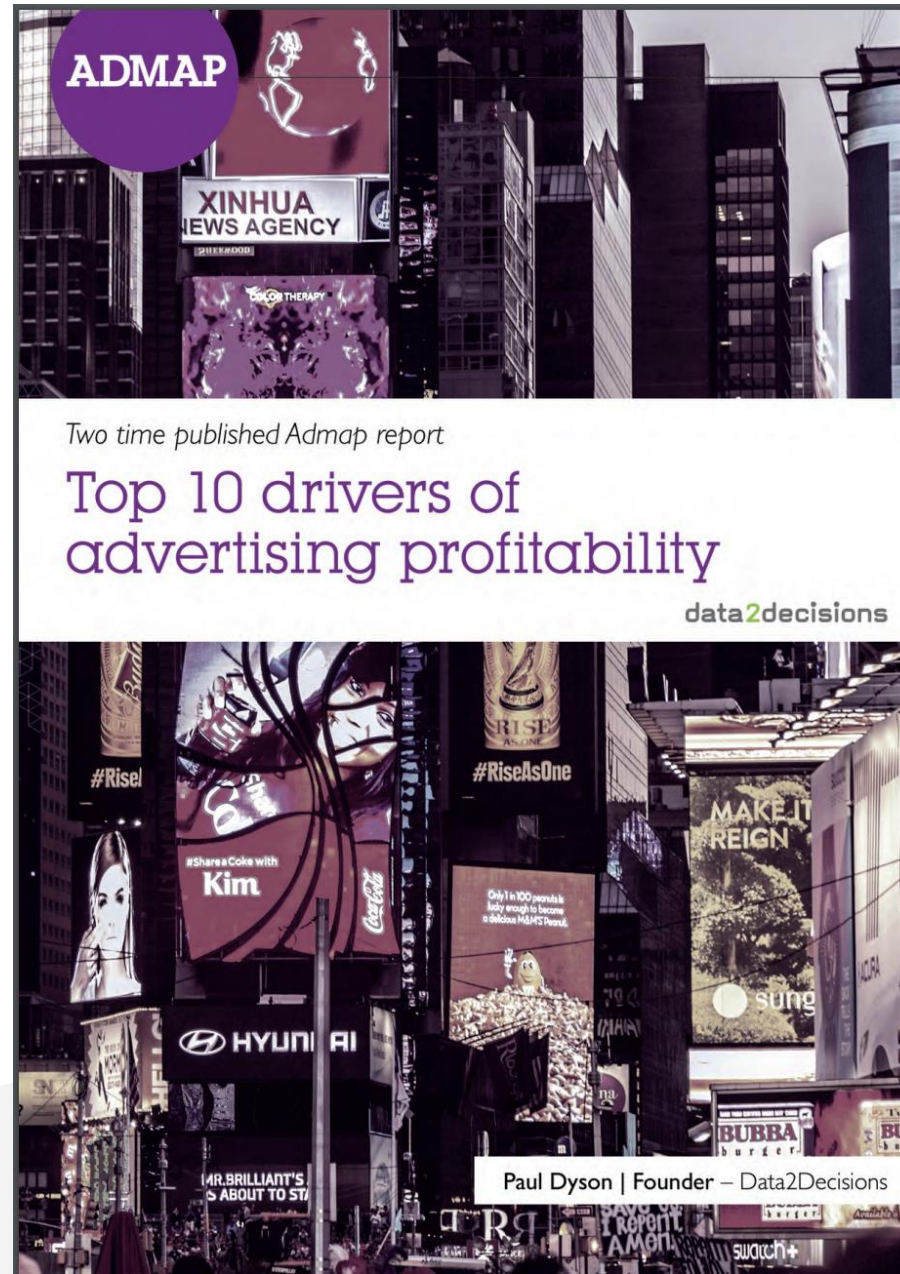
A series of concentric circles in light gray, centered on the left side of the slide, creating a target-like effect.

**#1 Brand Size**

# A Twist in the ESOV



# Factors Driving Advertising Profitability



Paul Dyson 1,500 Campaigns

Paul Dyson | Founder – Data2Decisions

think<sup>tv</sup>

# Factors Driving Advertising Profitability

Ranking	Factor	Profit Multiplier
1	<b>Brand Size &amp; Share</b>	<b>18.00</b>
2	<b>Creative Execution</b>	<b>12.00</b>
3	Geographic Budget Setting	5.00
4	Portfolio Budget Setting	3.00
5	Multi-Channel Campaigns	2.50
6	Budget Setting across Variants	1.70
7	Cost & Product Seasonability	1.60
8	Product vs Equity vs Season	1.40
9	Laydown of Spend over Time	1.15
10	Target Audience	1.10

# the wrong fables





**But I'm A Small Brand?**

# To be effective....

10. Enough Research
9. A Handful of Objectives
8. Realistic Differentiation
7. Multi-Channel Mix
6. Long & Short
5. Mass & Targeted
4. Sufficient ESOV
3. Codes, Applied, Ridiculously
2. Creativity
1. Brand Size

# It's Not a Collection

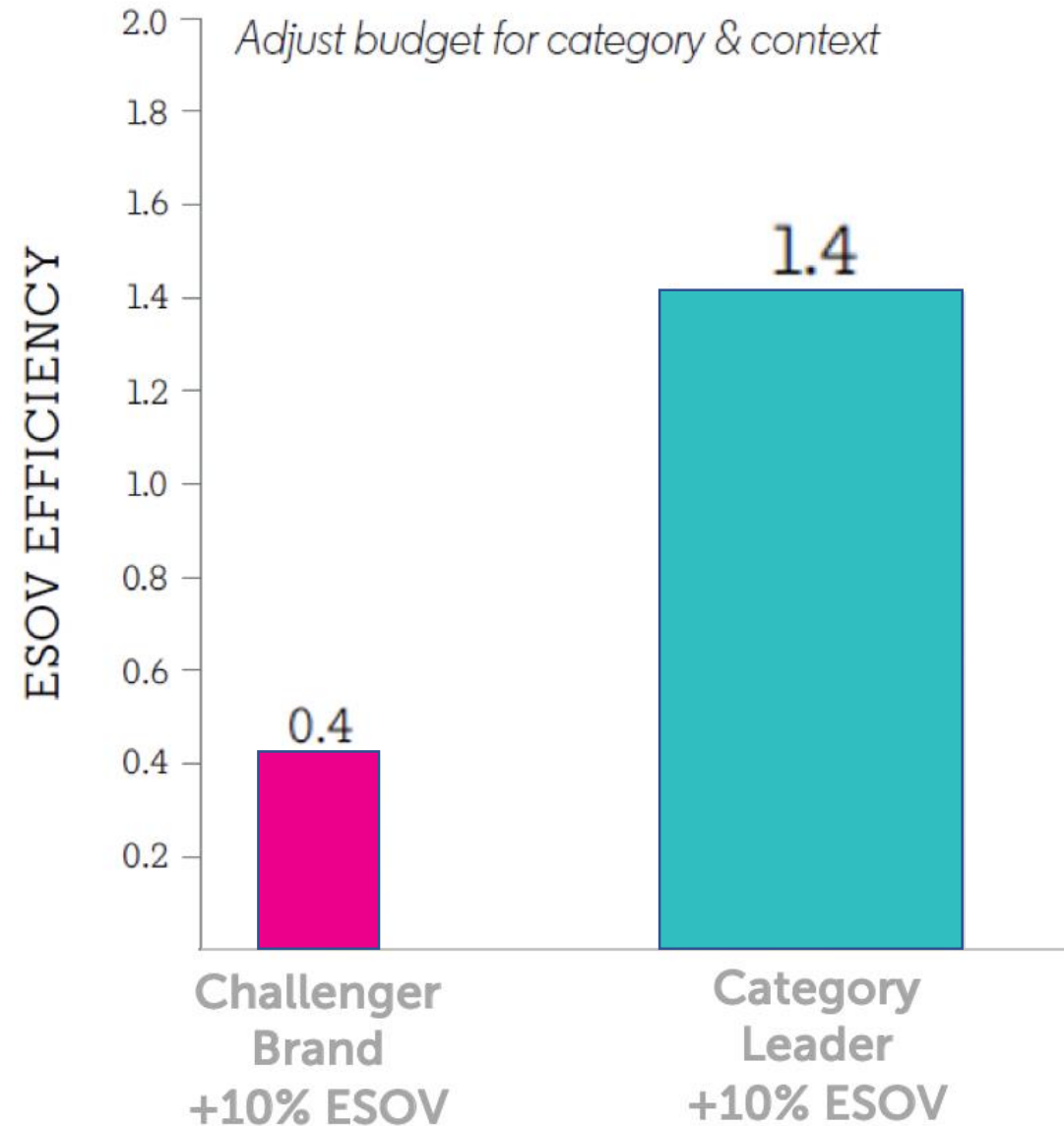


10. Enough Research
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6. Long & Short
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3. Codes, Applied, Ridiculously
2. Creativity
1. Brand Size

# ..but they are not discrete



10. Enough Research
9. A Handful of Objectives
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3. Codes, Applied, Ridiculously
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# ..but they are not discrete

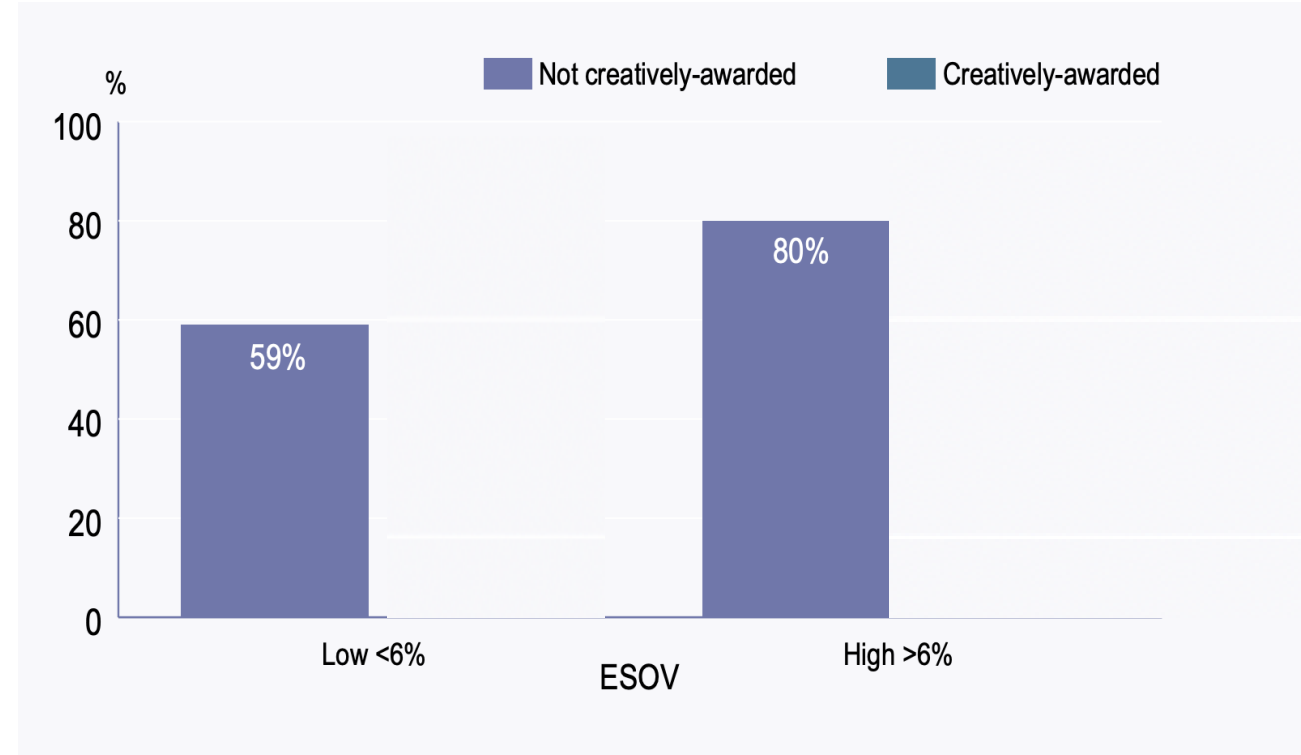
10. Enough Research
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3. Codes, Applied, Ridiculously
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# ..but they are not discrete

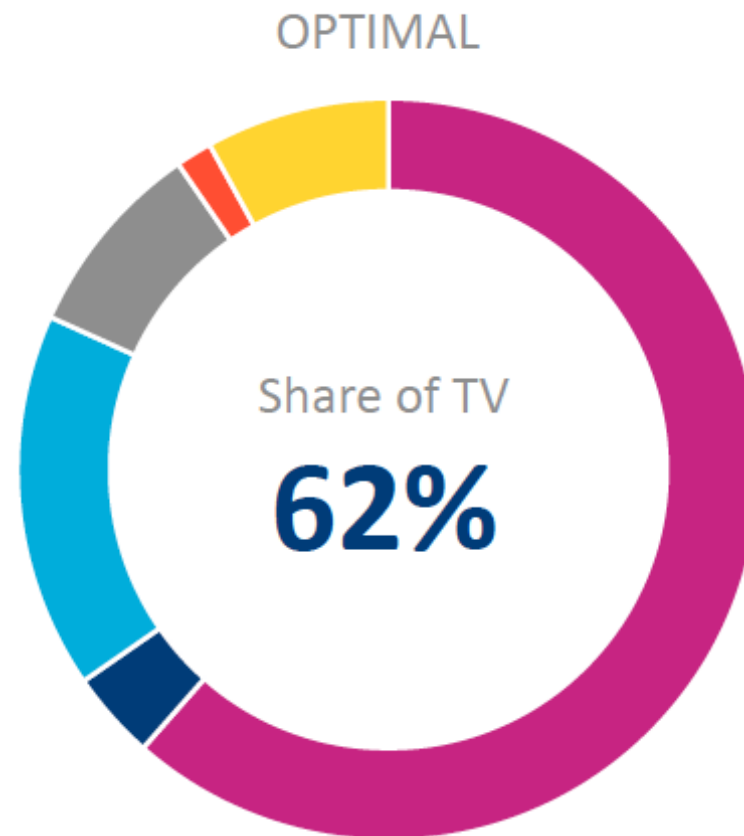
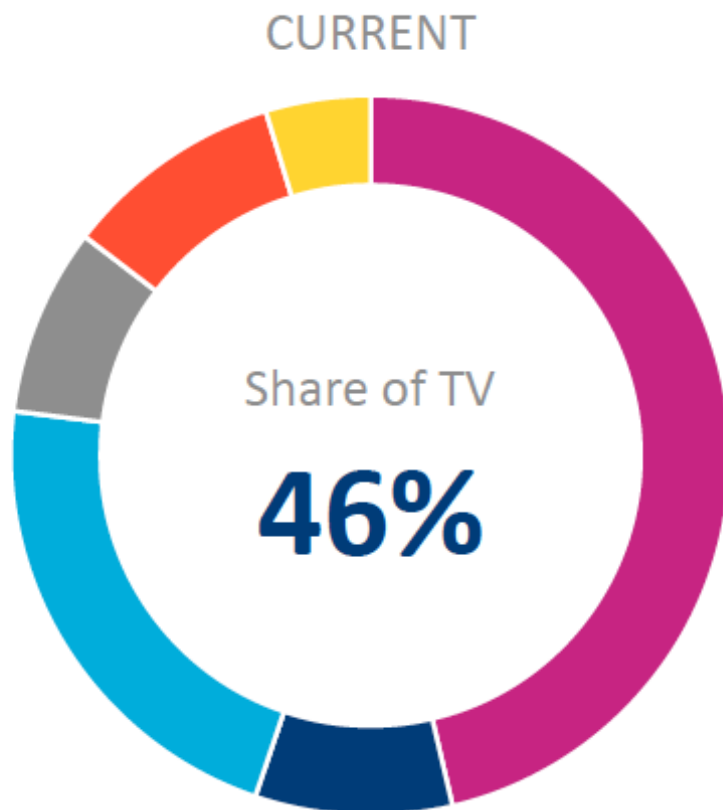


10. Enough Research
9. A Handful of Objectives
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7. Multi-Channel Mix
6. Long & Short
5. Mass & Targeted
4. Sufficient ESOV
3. Codes, Applied, Ridiculously
2. Creativity
1. Brand Size





■ TV ■ OOH ■ Press ■ Radio ■ Display ■ Online Video

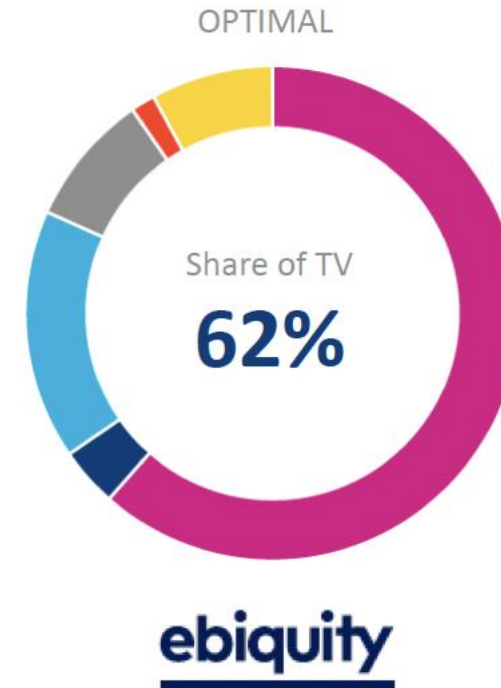


**2500+**  
campaign observations  
**3+**  
years

# TV Advertising Effectiveness

ebiquity

10. Enough Research
9. A Handful of Objectives
8. Realistic Differentiation
7. Multi-Channel Mix
6. Long & Short
5. Mass & Targeted
4. Sufficient ESOV
3. Codes, Applied, Ridiculously
2. Creativity
1. Brand Size



think<sup>tv</sup>

**Thank you**