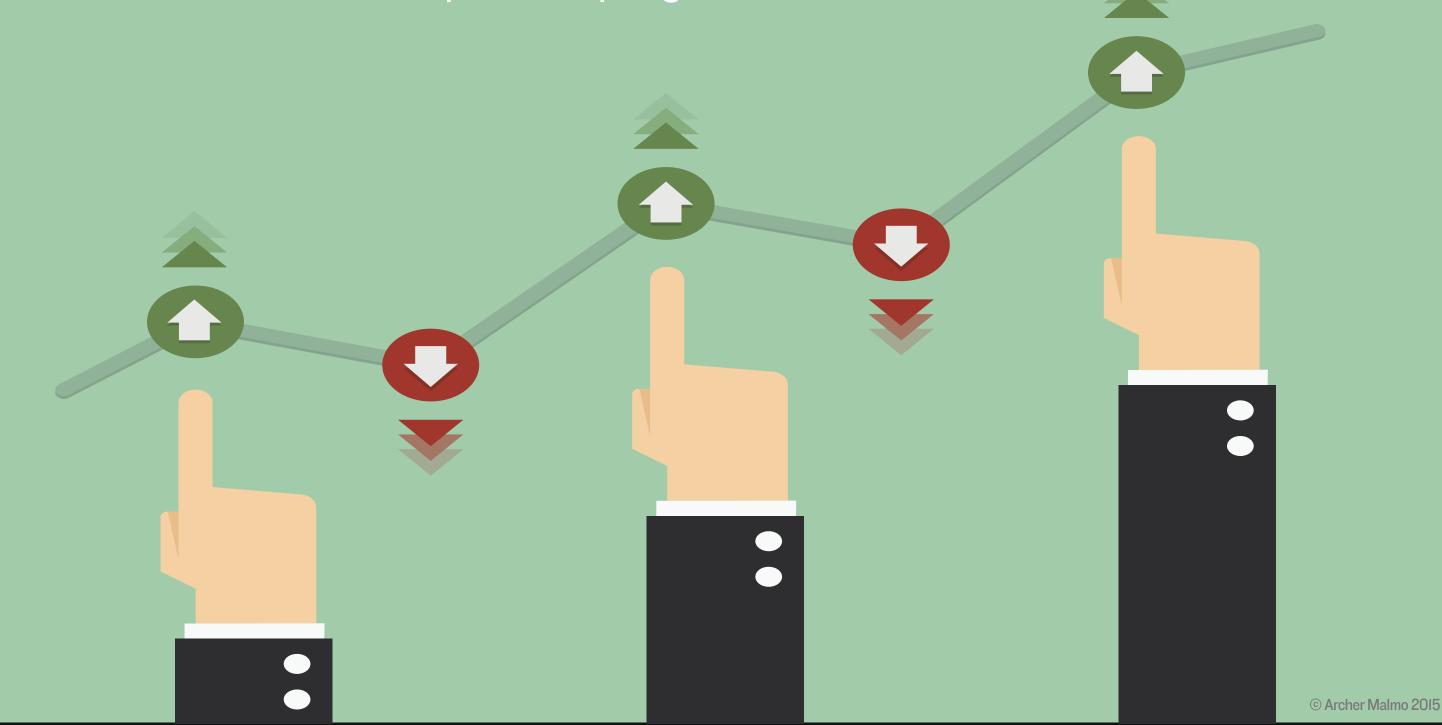




Most CEOs want increased predictability from their marketing budgets.

A marketing program that doesn't perform is equivalent to a parachute that won't open.

Predictability can be achieved by using data, analytics and technology to create customer acquisition programs that drive revenue.

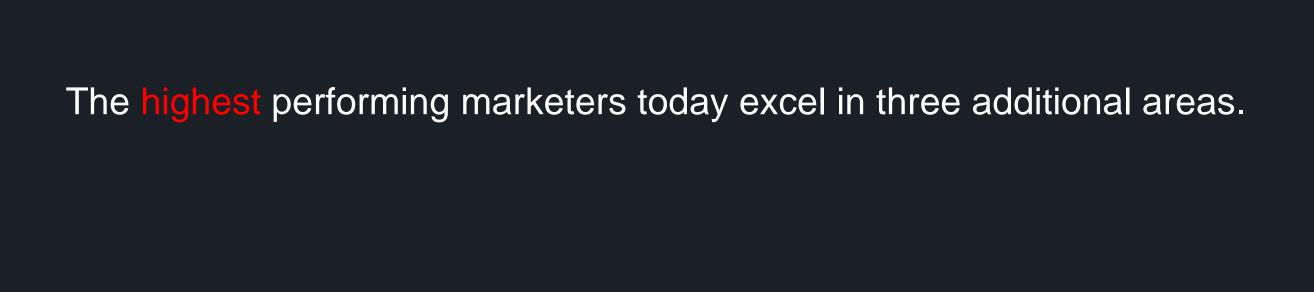




the investment will not provide a return. If the right people aren't contacted at the right time for the right reason, they won't respond. A recent study by Harvard Business Review found that high-performing marketers integrate data on what consumers are doing with knowledge of why they're doing it.

This yields new insights into customers' needs and how to best meet them.

Yet these capabilities are now considered table stakes.



1.

They know what their customers are doing where and when. They also understand a customer's basic drives — such as the desire to achieve, to find a partner, and to nurture a child.

2.

The highest performing marketers excel at purposeful positioning and deliver all three manifestations of brand purpose:

- 1. Functional benefits, or the job the customer buys the brand to do (think of the pick-me-up Starbucks provides)
- 2. Emotional benefits, or how it satisfies a customer's emotional needs (drinking coffee is a social occasion)
- 3. Societal benefits, such as sustainability (when coffee is sourced through Fair Trade)

In addition to engaging customers and inspiring employees, a powerful and clear brand purpose improves alignment throughout the organization and ensures consistent messaging across touch points.

3.

The highest performing marketers enhance the value of their products by creating customer experiences.

They deepen the customer relationship by leveraging what they know about a given customer to personalize offerings. And they focus on the breadth of the relationship by adding touch points. This provides a "total experience."

The HBR study predicts that the most important marketing metric will soon change from "share of wallet" or "share of voice" to "share of experience."

The challenges with updating a brand and improving experience:

- 1. Requires time and attention from senior stakeholders
- 2. Diverts budget from marketing that has a more predictable ROI
- 3. No reliable way to predict the impact of brand enhancement
- 4. Most in-house marketers have few branding skills and limited branding experience
- 5. Most CEOs prioritize revenue growth above brand enhancement

Marketers must deliver a stream of leads that produce predictable revenue.

At the same time, to ensure long-term success, they must:

- 1. Develop customer insights that allow for personalized marketing at a granular level
- 2. Develop purposeful positioning with corresponding messages and offers
- 3. Enhance and broaden customer experiences

For companies that cannot do everything at once, we recommend a work stream that we call Sales Overnight, Brand Over Time.

This interjects discreet branding efforts into a series of results-driven marketing programs over the course of a year or more.

The brand efforts are broken down into phases that can each be used to enhance results-driven marketing, while also moving toward progress with the overall brand.

Phase 1 Competitive analysis Audience research Company positioning Message development · Lead generation planning Segmentation strategy Message creation Offer development

Phase 2

Phase 3

Phase 4

Phase 5

Phase 6

- Message refinement based on data from lead gen results
- Creative platform dev.
- Develop brand assets and content
- Develop customer experience enhancement strategy to expand touch points and add breadth to customer relationships (Include new brand positioning, messages and creative)
- Begin implementing customer experience enhancements
- Continue implementing customer experience enhancements
- Use learnings from lead gen to refine customer experience implementations

- Pilot lead gen campaign launch
- Measurement
- Analytics

- Plan rev. 2 lead gen campaign using learnings from pilot
- Launch rev. 2 lead gen campaign with enhanced messages and creative assets
- Measure results from rev. 2 lead gen campaign
- Plan rev. 3 lead gen campaign and incorporate additional customer touch point promotions
- Launch rev. 3 lead gen campaign with additional customer touch point promotions
- Measure and optimize

^{*} This is an example of how a program can be structured. Each program of this type is customized based on budget, timing and needs. Each phase takes at least 4 – 8 weeks. Timing is customized for each company's needs. Product launches, trade show schedules and fiscal goals can all influence the cadence of timing.

"Sales Overnight, Brand Over Time": Sample Program Illustration

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
 Competitive analysis Audience research Company positioning Message development 		 Message refinement based on data from lead gen results Creative platform dev. 	 Develop brand assets and content Develop customer experience enhancement strategy to expand touchpoints and add breadth to customer relationships (Include new brand positioning, 	Begin implementing customer experience enhancements	 Continue implementing customer experience enhancements Use learnings from lead gen. to refine customer experience implementations
ovei	ect to see improver this period due sative and overall or brand efforts.	to improved targe	eting, positioning	, messaging, bra	and
 Lead generation planning Segmentation strategy Message creation Offer development 	 Pilot lead gen campaign launch Measurement Analytics 	Plan rev. 2 lead gen campaign using learnings from pilot	Launch rev. 2 lead gen campaign with enhanced messages and creative assets	 Measure results fron rev. 2 lead gen camp. Plan rev. 3 lead gen campaign and incorporate additional customer touchpoint promotions 	Launch rev. 3 lead gen campaign with additional customer touchpoint promotions • Measure and optimize

