REFRESH
PLS

CONGREGATION

A MODULAR MARKETING RESOURCE FOR FOUNDERS

LEARN MARKETING IN A DAY

The full deck covers the basics of marketing and how to create a campaign brief to solve a business challenge in a jargon-free, accessible way. If you ask yourself the questions we've written, familiarise yourself with the tools provided, and explore the case studies, you will be able to say that you *get* marketing.

GET UNSTUCK IN HALF AN HOUR

If you're familiar with marketing, or even have a career in marketing behind you, but feel stuck on a particular area, you can jump straight to that section and find an inspiring tool or idea to help you think differently.

1. Product
2. Market
3. Customer
4. Challenge
5. Objective
6. Context
7. Opportunity
8. Campaign

THE RIGHT TOOL IN 1 MINUTE

The fundamental science of marketing hasn't changed in thousands of years, but the tools available change every day. We update this deck every time we discover a new tool that can help you get to an answer faster.

You can also find a nifty jargon buster at the end.

CONGREGATION

CONGREGATION — *Upgrading Businesses*

We develop your company by building & training marketing/creative teams to thrive in today's fast-changing & fragmented world.

EDUCATION

We teach your teams new and core marketing skills through practical, hands-on training programmes.

NETWORK

We connect you to a new network of experts, agencies and tech partners.

PEOPLE

We find you the talent that helps you build for the future.

GET IN TOUCH.

CONGREGATION

AMERICAN EXPRESS

Unilever

Coca-Cola

Google

bulb

intuit

V&A

vodafone

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Refresh PLS was created in collaboration with
The Friday Club London.

A non-profit events company clashing together the UK's most innovative start-ups with our smartest marketing talent.

For more information www.the-fcl.com

THE FRIDAY CLUB
LONDON

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BUT FIRST A GENTLE REMINDER...

YOU ARE *NOT* YOUR CUSTOMER

YOUR PRODUCT IS NOT *THAT* SPECIAL

WHAT YOU DO IS *INCIDENTAL*

PEOPLE WILL PROBABLY *NOT* NOTICE YOU

HOWEVER, WE BELIEVE THE *IDEAS*, *TOOLS* AND *EXAMPLES* IN THIS DOC WILL VASTLY *INCREASE* YOUR CHANCES OF *SUCCESS*

YOUR PRODUCT IN CULTURE

Aristotle, writer of Poetics, the first marketing manual.

UNDERSTANDING YOUR PRODUCT

What are you selling? That's the hardest and easiest question you need to ask yourself every day. You need to understand your product functionally. But also how it appears in the mind of your customer. What exactly are you offering them? When you know this, you understand how and where to sell it.

1. **Product**
2. **Market**
3. **Customer**
4. **Challenge**

UNDERSTANDING CULTURE

The next step is understanding how to use communications to catch people's attention and drive them to purchase. This is all about understanding the world your product exists in, your brand, and the role your product plays in people's lives, both functionally and emotionally.

5. **Objective**
6. **Context**
7. **Opportunity**
8. **Campaign**

YOUR PRODUCT

PLS

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YOUR PRODUCT

Tesla Model S. A groundbreaking new product that marketed itself.

UNDERSTAND WHAT YOU'RE SELLING

Unless your product is unique or you're meeting a big unmet demand, you need to intimately understand your product and the demand for it. What is it about your product that appeals to people and may sway them from choosing a competitor? Even seemingly obvious points of distinction can, if communicated well, make a difference. Your last resort could simply be the name. There's always something that can set you apart.

USEFUL QUESTIONS TO ANSWER

- **What is the product, literally?**
- **What's the product category?**
- **What need does it fulfill?**
- **How does it do that uniquely?**
- **Do you have brand equity?**
- **Is the product new or old?**

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THE GOLDEN CIRCLE

**What we do.
How we do it.
Why we do it.**
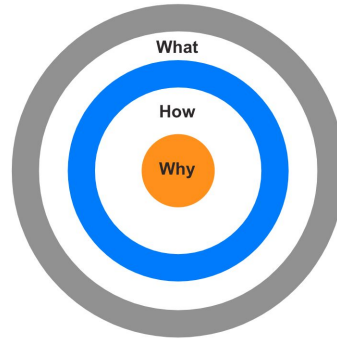
INTERROGATE YOUR PRODUCT WITH WHAT/HOW/WHY

By using the Golden Circle tool you can quickly reach a couple of unique and interesting truths about your product. Let's try it on a can of Coke.

WHAT — It's a soft drink with a cola flavour, with sugar, flavouring and caffeine from Atlanta in the United States. It's one of the most famous drinks in the world, universally loved but subject to regulations due to its calorie content.

HOW — It's made using a secret recipe in factories all over the world, and available in virtually any store where you can buy convenience goods.

WHY — Energising people with a physically refreshing drink, with a familiar flavour you've known since childhood, makes the world a better and happier place.

GOOGLE TRENDS

Related queries ?	Rising ▾ ⬇ ‹› ⤴
1 coca cola mixers	Breakout
2 fair oaks farm and coca cola	Breakout
3 coca cola signature mixers	Breakout
4 coca cola insiders club	Breakout
5 coca cola ham glaze	Breakout
‹ Showing 1–5 of 25 queries ›	

GOOGLE TRENDS — WHAT, WHEN, WHY

With Google Trends you can explore when people search for your product or brand, to help you understand demand and what people are interested in. You can compare yourself to your competitors and learn from what they're doing, and do so over time.

COCA-COLA — A quick search for Coke shows that people staying at home due to the Coronavirus lockdown looked for how to mix drinks with Coke, and how to use it in cooking. There's was also a scandal at one of the company's suppliers that could cause a brand reputation issue.

BENEFIT LADDER
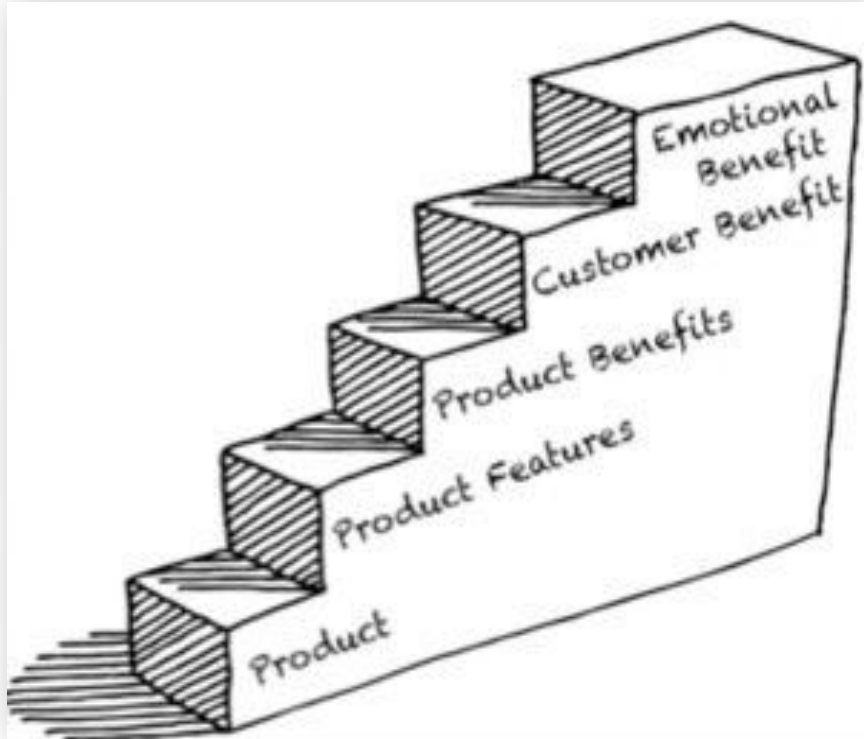
PRODUCT BENEFIT LADDER

The product benefit ladder helps you map out the value of your product to your customers.
Product features - strengths, claims and differences.
**Product benefits** - product attributes that deliver directly to the customer.
Customer benefits - the functional rewards a customer receives from the product.
Emotional benefit - how the customer feels about the benefit and reward.

COCA-COLA — A position higher up the ladder makes it easier to defend. Coca-Cola has always played on how it makes you feel good (Pepsi has often focused on product benefit.).
**WALMART** — the position of *Always Low Prices. Always.* worked for 100 years but left the store open to budget competitors and put off aspirational customers. What's the benefit of low prices? Save money. What does that let customers do? Have more money. What's the emotional benefit? Feel good about your family. New position *Save Money. Live better.*

SHOT ON iPHONE
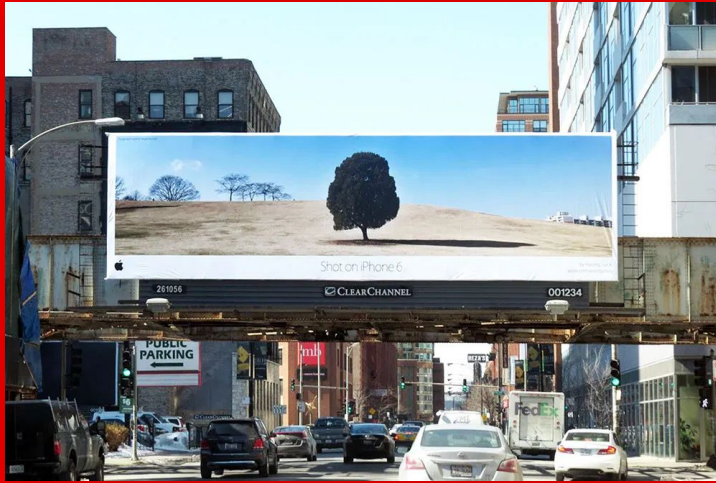
CAMERA FEATURE AS A CAMPAIGN

Apple knew that customers use their iPhones as a camera as much as they do a phone, so made that a USP. This was brought to life through an ad campaign that made the world beautiful with contextually relevant images.
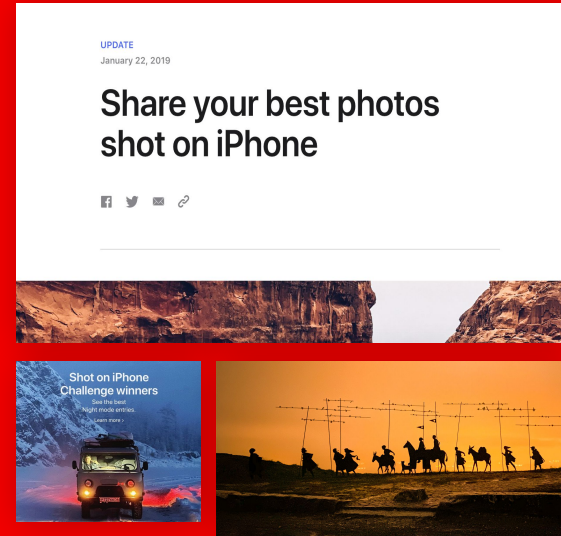
USER GENERATED CONTENT

The campaign naturally extended to a hashtag-driven UGC campaign that invited everyone to submit images with the possibility of featuring in a future campaign. So demonstrating that anyone can take professional photos with an iPhone.

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#VOLVOSAFETY

SAFETY FEATURE AS A CAMPAIGN
Since the 70s Volvo has made its safety features its main differentiator. In a campaign that has lasted decades, its built up an incredible brand awareness and made it impossible for anyone else to try and own the safety space.

LIFE PAINT BROUGHT SAFETY TO LIFE
The latest execution of the campaign was a reflexive spray paint for bikes to make London cyclists safer in traffic, showing how deeply the brand cares about road safety.

CONGREGATION
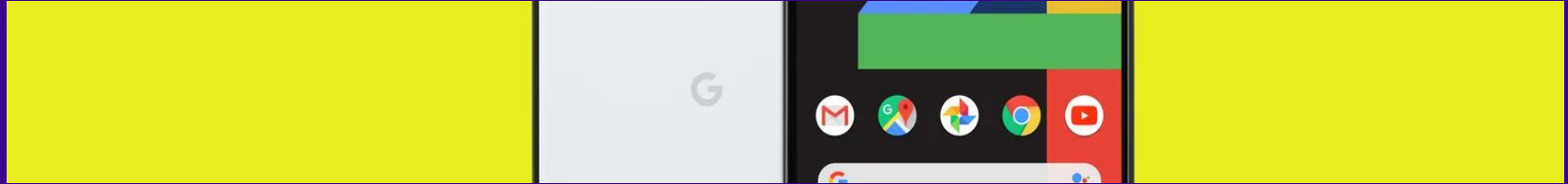
THE MARKET

Google constantly enters new markets. The Pixel phone came out in 2016.

UNDERSTAND WHERE YOU'RE SELLING THE PRODUCT

Unless you have a monopoly, understanding your competitors is essential. Look at the market for your product to discover who your competitors are. And not just similar products, but categories competing for the money and attention of your customers. Is your product meeting any needs that the competition isn't? Where are the biggest opportunities? What markets are growing? And where can you grab a share the quickest?

USEFUL QUESTIONS TO ANSWER

- **Who are your competitors?**
- **Which customers do they go after?**
- **How do they differentiate?**
- **Competing categories?**
- **Any unmet consumer needs?**
- **What are the market trends?**
- **Any growing segments?**

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COMPETITOR MAP

Tagental
Competition

Your Direct
Competition

You
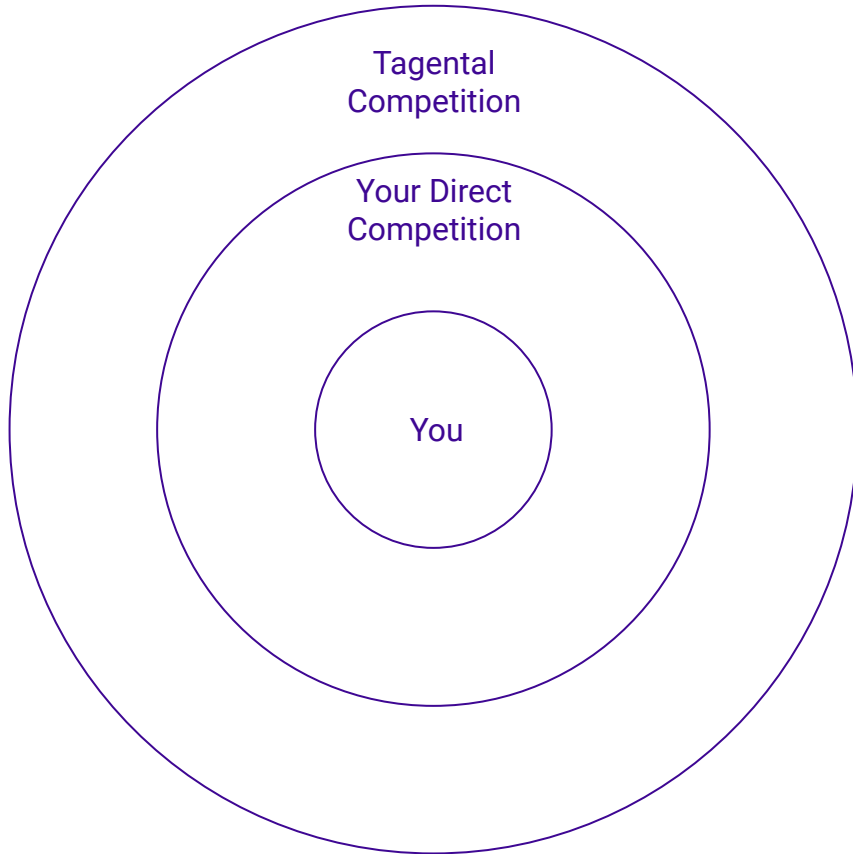
WHO ARE YOU COMPETING WITH?

Quickly write down a list of all your direct competitors, in other words, those companies in the same space or industry. Then look at tangental competitors, those companies offering similar products/ services to you but in different markets (different quality, size).

COCA-COLA — Direct competitors are other fizzy drinks. Near tangental competitors could be sparkling water, energy drinks, tonic water and other alcoholic mixers. More distant tangental competitors include other drinks as well any other products which claims to give you a quick hit of happiness, like Haribo sweets. It's useful to keep an eye on competitors outside your direct competitors, especially if their marketing is disruptive. There are often things you can learn.

SIMILARWEB

UNDERSTAND THE CATEGORY AND MARKET

Similarweb is a great tool to learn everything about your market, what are the most popular brands and products and why do people buy them. All done through website traffic analysis.

COCA-COLA — A quick search on coca-cola.com shows it get 1.2M visits per month. It's the 22nd most popular beverage website in the world. Most of the sites driving traffic there are competition websites.

Coke Rewards is the search term driving the most traffic and we can tell sales promotions are driving a huge amount of traffic for a certain group of their customers. Facebook is driving the vast majority of traffic for them so take a look at the ads they're running (using the Facebook Ads Library). We can also see how many apps Coca-Cola have in the app store.

Comparing coca-cola.com to pepsi.com shows us how much more traffic Coca-Cola gets.

ANSWER THE PUBLIC
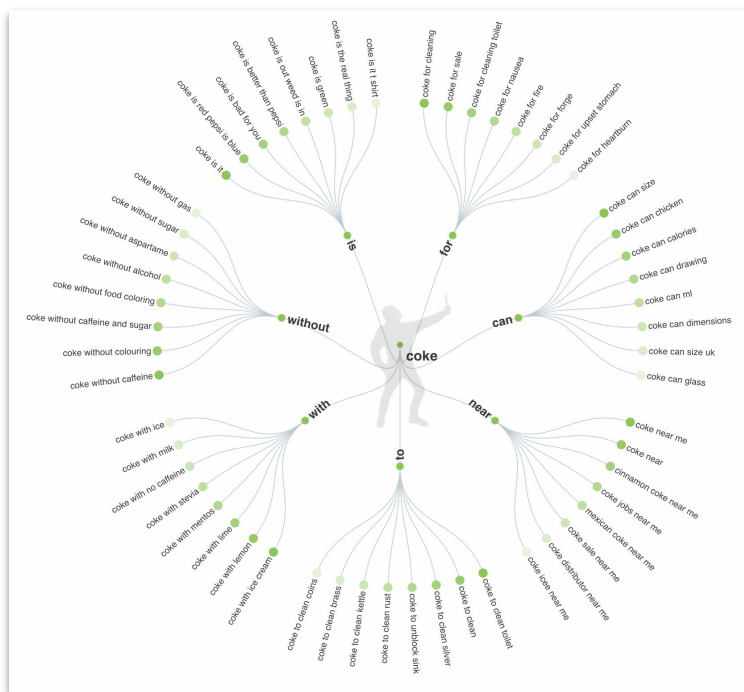
WHAT DO PEOPLE WANT TO KNOW ABOUT ANYTHING

Answer the Public is a keyword tool that visualises popular questions asked about any topic on Google. It can help you understand key questions you have about any sector.

COCA-COLA — a search for Coke shows some interesting data. The **with** questions show what people like: Coke with ice cream, Coke with lemon, Coke with no caffeine etc. The **without** questions show what people want less of: Coke without caffeine, Coke without sugar etc. **Vs** questions answer queries about competitors in the minds of customers: Coke vs Pepsi, Coke vs Diet Coke, Coke vs Coke zero etc.

Searches for more generic terms can be even more enlightening. A search for energy drinks reveals lots of health related questions and which energy drink is best for gamers.

You can search in a number of languages for free but searching in regions is only available as a paid service. You get three free searches a day.
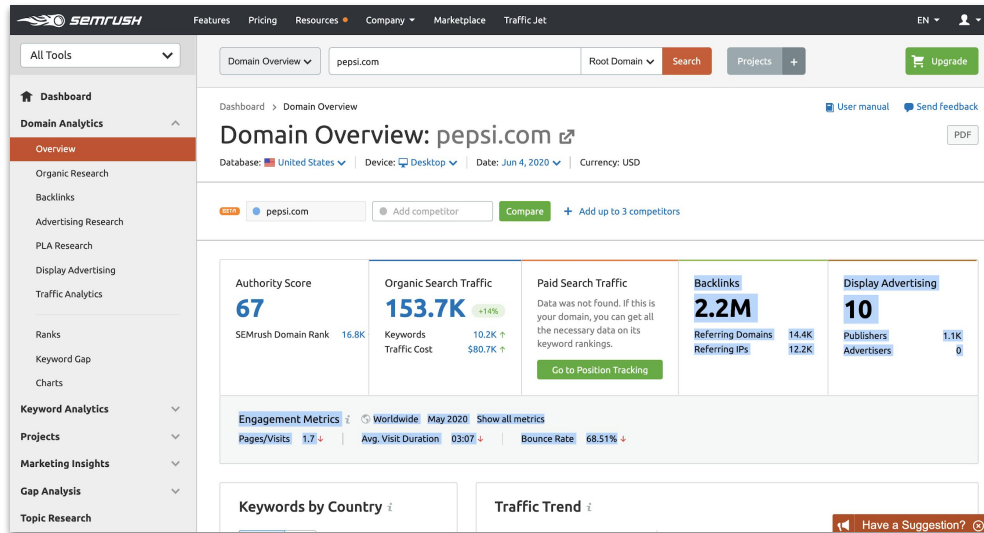
SEMRUSH

SEE WHAT THE COMPETITION ARE DOING IN SEARCH

SEMRush shows you:

- What keywords your competition are buying
- How much they're paying per keyword
- What ads they're running
- How you stack up against them

Create a (free) account to find out the most popular search terms driving traffic to the most popular content on a website.

DID YOU MEAN MAILCHIMP?

TARGETING A NEW MARKET: SMALL BUSINESSES
Mailchimp saw an opportunity to enter the enterprise market so created 'fake' quirky small businesses to show how email can be a crucial and cheap way to scale your business.

FAKE MARKETING CAMPAIGNS
When people Googled the 'fake' businesses, they were asked by Google "Did you mean Mailchimp?" and were directed to the Mailchimp site.

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AESOP STORES

CREATE A NEW MARKET WITH STORE LOCATIONS
Aesop realised it could create a whole new market segment by opening stores in gentrifying areas of cities where young people with growing incomes, not yet loyal to any skincare brands, shopped for lifestyle products. The stores became, and still are, Aesop's main marketing channel.

TESTERS OUTSIDE
With tester bottles situated outside the stores, customers are able to try the products and often experience premium skincare for the first time.

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THE CUSTOMER

Spotify has turned what they learn about us into a campaign.

UNDERSTAND WHY CUSTOMERS BUY PRODUCTS

Time for the trickiest part: understanding who might buy your product. Leave your biases at the door, realise you're rarely the target audience yourself, and that your real knowledge about the audience is limited. So carefully craft a profile of the person you're selling to, and learn everything you can about them. Find the data to form your proposition to them, and why they should buy your product.

USEFUL QUESTIONS TO ANSWER

- **Who would consider the product?**
- **How many of them are there?**
- **What do they want from brands?**
- **What is their purchase power?**
- **Passions and interests?**
- **What are their views of the future?**

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TYPEFORM SURVEYS & NPS
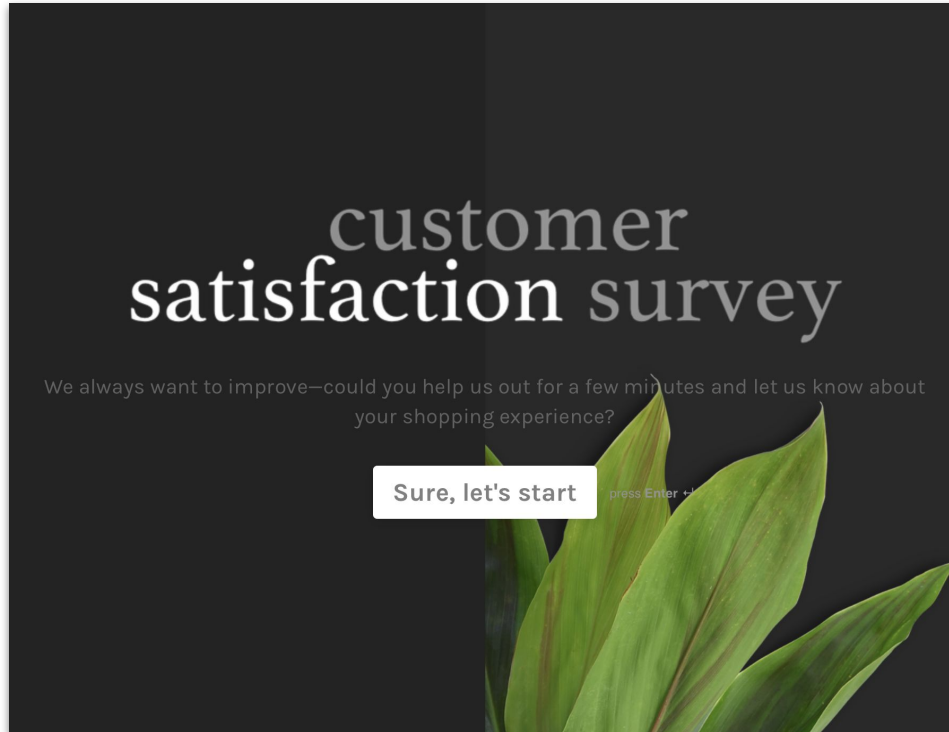
WHAT DO YOUR CURRENT CUSTOMERS THINK OF YOU?

Typeform allows you to create simple, elegant surveys in order to gather feedback about your product or service.

Ask a question to provide your Net Promoter Score (percentage of your customers who would actively recommend your product). So ask: How likely would you be to recommend us to your friends/ colleagues on a scale of 0-10.
 0-6 = detractors, 7-8 = passives and 9-10 = promoters. Take a proportion of promoters (%) and delete your detractors (%) to reveal the NPS. After the NPS question always ask, "Why did you give us that response?"

TOP 3 CUSTOMER GROUPS
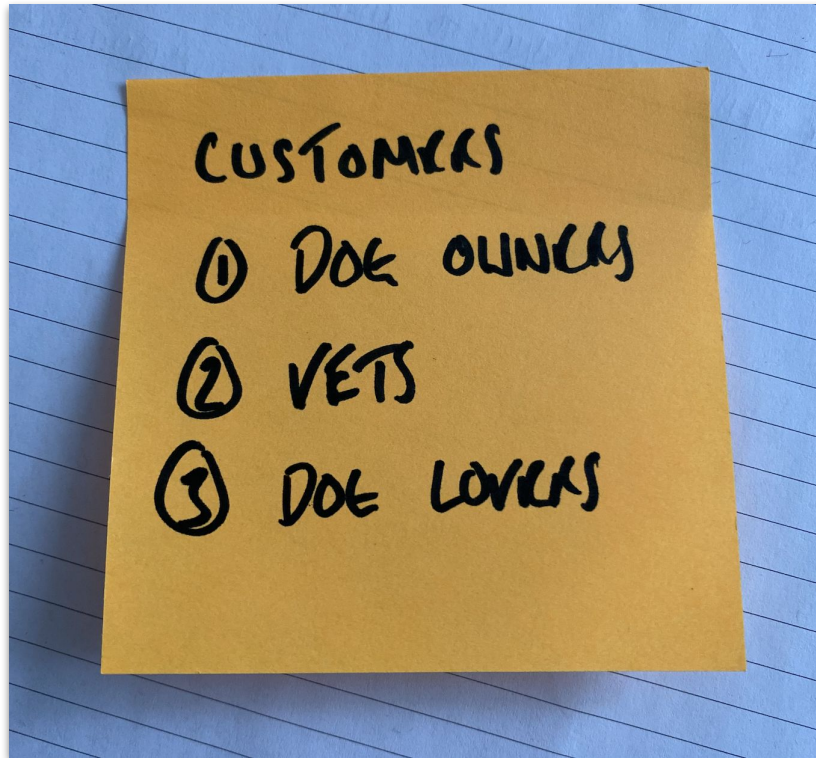
WHO ARE YOUR MOST IMPORTANT CUSTOMERS?

Who are they? How many of them are there? How much money do they have to spend?

Create three large groups such as 'Male 18-24' or specific segments 'Male 18-24 music fans' or 'runners'. The more specific you are the better.

The most important lesson in marketing is to realise you know very little about your customer. So spend time better understanding them including who they are and what they think about the product and the wider market.

EMPATHY MAP
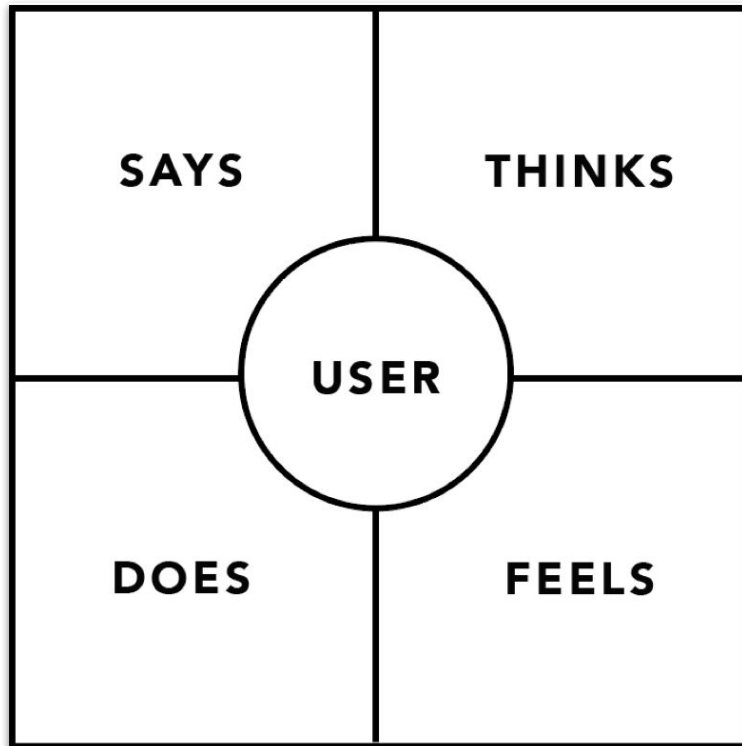
WHAT DO OUR POTENTIAL CUSTOMERS CARE ABOUT? WHAT'S GOING ON IN THEIR LIVES? WHAT POTENTIAL PROBLEMS DOES OUR PRODUCT SOLVE?

Visualising user attitudes and behaviours in an empathy map helps you understand your customers hopes and needs. They should be built from research.

Says is what the user says out loud in an interview.

Thinks captures what matters to them. Pay special attention to what they think, but may not be willing to vocalise. (Are they unsure, self-conscious, polite, or afraid to tell others?)

Does includes the actions they take, from the initial research through to using the product. What do they physically do? How do they go about doing it?

Feels is their emotional state. What worries the user? What does the user get excited about? How does the user feel about the experience?

CRYSTAL KNOWS

Moriah Nichol *Crystal Profile*

Moriah likely to prefer stability and appreciates planning to ensure nothing important is forgotten.

Type: Edtior (Cs)

Likes: team spirit

Avoids: blunt criticism

PERSONALITY GRAPH

Dominant
Influential
Conscientious
Steady

Chrome Extension

Download Crystal's Chrome Extension to see anyone's personality on popular social media sites, Salesforce, Hubspot & more.

DOWNLOAD

LEARN ABOUT YOUR POTENTIAL CUSTOMERS

Based on the character profiling of social media accounts, Crystal Knows uses AI to provide uncanny levels of character insight and some concrete methods for communicating and working with people.

It's most useful for 1-to-1 communications but could be effective in aggregating data and creating profiles based on a number of people's reports, as well as creating tone of voice guides.

Look up your boss and the advice on 'how to ask for a raise'.

#MONEYWELLNESS

FIRST DIRECT SHOWED THEY UNDERSTOOD YOUNG PEOPLE
Online bank, First Direct, studied young people's relationship with money, to understand what they should offer them, and how to communicate it. They found that money is a mental health issue and causes anxiety, and used this insight for a new campaign.

MONEY WELLNESS
To support the campaign, First Direct created a film with young people being interviewed about their finances and worries, and designed a financial wellness index which assesses attitudes and feelings about their financial wellbeing over time.

PRET'S LITTLE VEGGIE POP-UP

PRET READ THE DATA, LAUNCHED VEGGIE POP-UP
Pret saw the trend towards more vegetarian lunches and snacks in between meals and launched a veggie pop-up with all its best sellers reimagined as veggie options.

AND MADE IT PERMANENT
What started as a campaign to show customers that Pret understood them, their needs and societal trends, became a permanent concept that can now be found in central city locations where young professionals work.

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THE CHALLENGE

Beats by Dre got their headphones on athletes warming up, to challenge Apple's dominance.
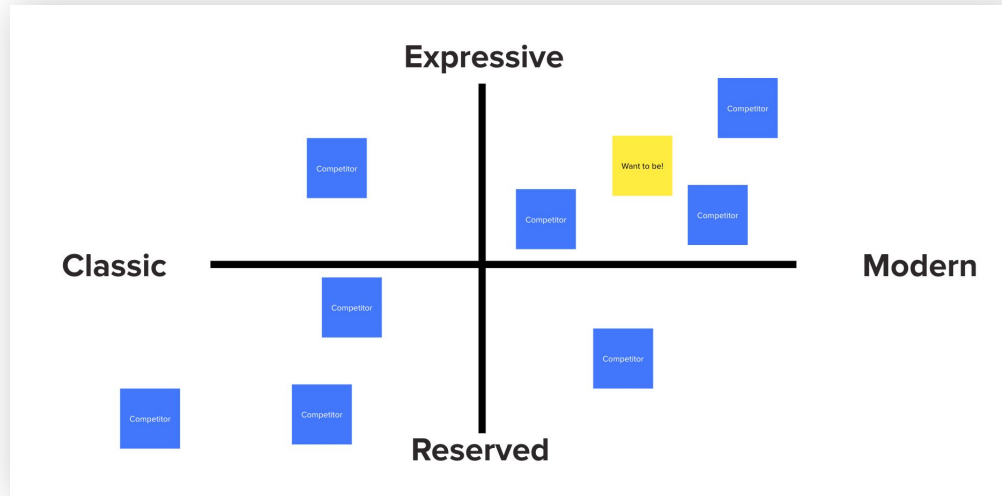
UNDERSTAND WHAT YOUR CHALLENGE WILL BE

Now you need to connect your product and your market insights to understand what your clearly defined challenge will be. Could it be to make people care about a unique feature? Is it to becoming more dominant in a certain category? To reposition your brand? Or to launch something new that there is little proven demand for? Have you uncovered an insight about people that no other brand is addressing?

USEFUL QUESTIONS TO ANSWER

- **Do you face low awareness?**
- **Is the competition stronger?**
- **Do you have a small budget?**
- **Is it a crowded advertising space?**
- **Are people's attitudes changing?**
- **Do you have a negative brand perception?**

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COMPETITIVE LANDSCAPE

Expressive

Competitor

Competitor

Want to be!

Competitor

Competitor

Classic

Modern

Competitor

Competitor

Competitor

Competitor
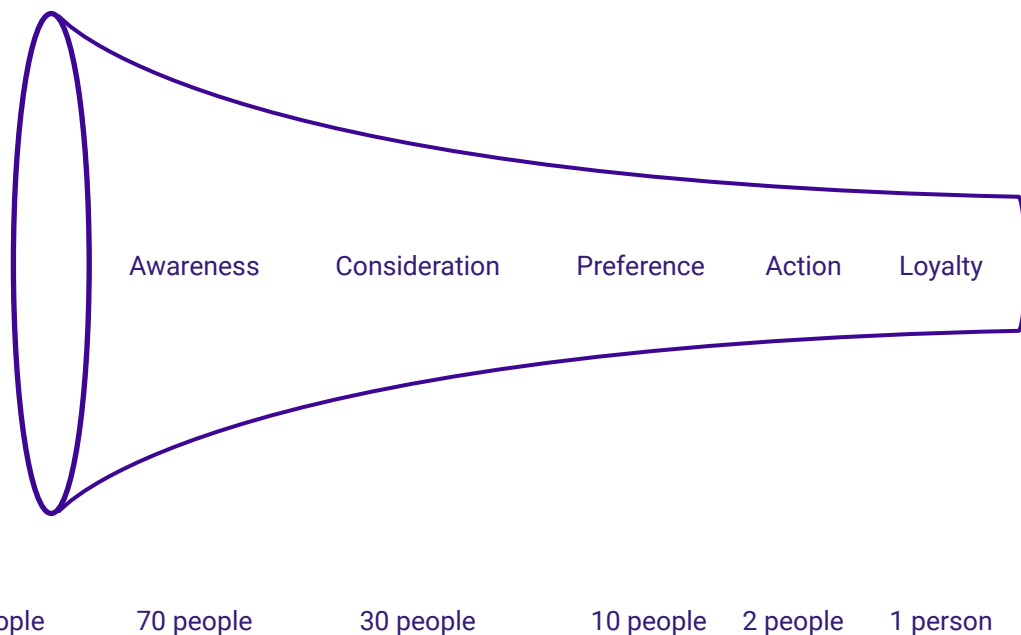
Reserved

YOUR COMPETITORS

Take your competitors from the previous exercise. Draw up a 2×2 matrix and map them on it.

You can use different axes depending on your product/category ('Friend' to 'Authority' 'Young' to 'Mature' 'Playful' to 'Serious' 'Mass Appeal' to 'Elite' 'Conventional' to 'Rebel').

Finally plot your company on the matrix.

This will give you a sense of where you sit in your market.

PURCHASE FUNNEL

| Awareness | Consideration | Preference | Action | Loyalty |

100 people   70 people   30 people   10 people   2 people   1 person

WHERE TO FOCUS

The funnel helps you identify your marketing objectives. Have people heard of you? If they have, do they consider you when it comes to purchase? Do they prefer you? Use your sales and research data to represent your path to purchase. Calculate conversion rates from one step to another.

Pretend this is a leaky pipe. Find out where the holes are and you'll find out where you're losing customers. Where are you losing most people? Which is the biggest hole? Which is the easiest to fix? Look for the holes further down the funnel. Do it in this order: Biggest. Easiest. Latest.

GROWTH = NEW CUSTOMERS

Awareness   Consideration   Preference   Action   Loyalty

FOCUS EFFORTS
HERE
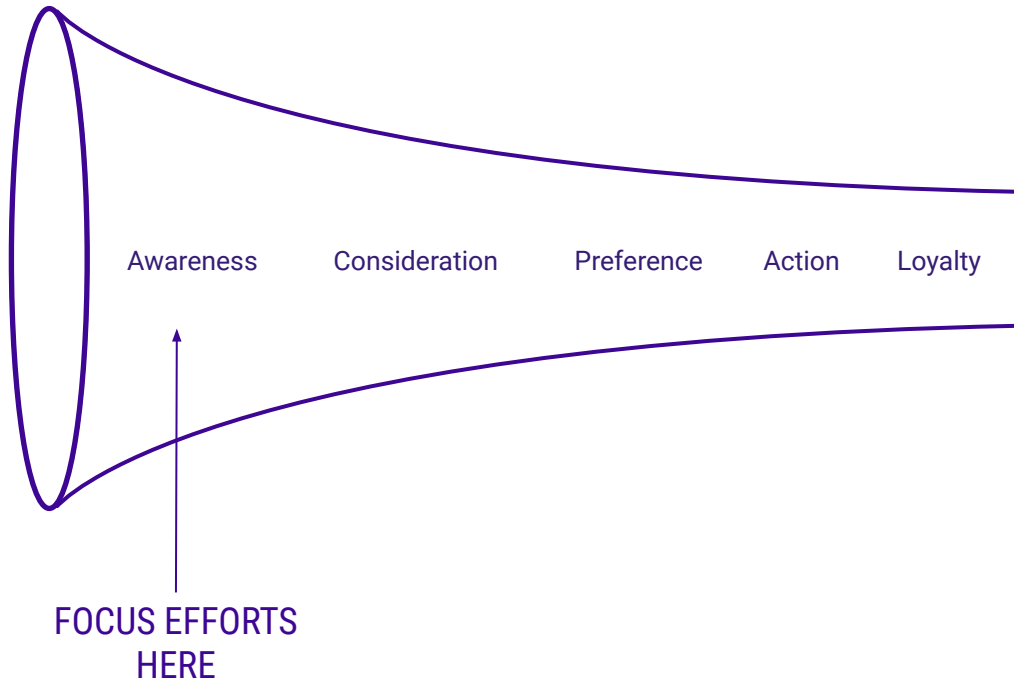
WHERE TO FOCUS

Historically people thought that growth comes from encouraging existing buyers (loyal customers) to buy your product more frequently.

Now it's widely agreed that in most cases, growth comes through new customers. So focus your efforts on reaching all your potential buyers as often as you can, including those light buyers who only buy your product very occasionally.

FACEBOOK ADS LIBRARY
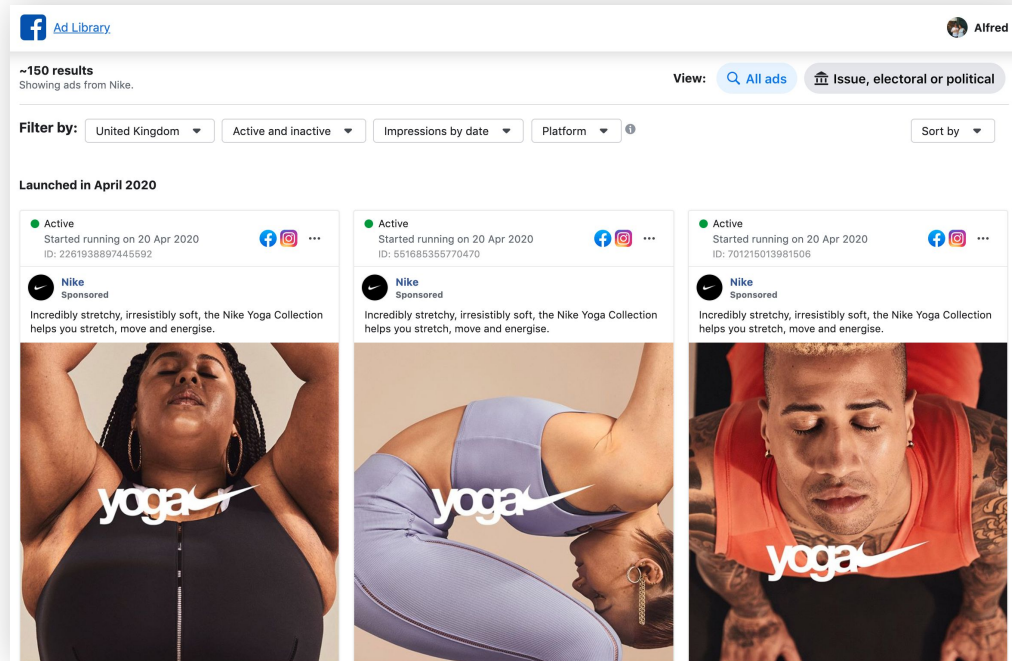

WHAT'S THE COMPETITION UP TO?

Using Facebook Ads Library, you can see what your competitors are spending their money on right now. It also gives you a good sense of how consistent their communications are, which is critical in getting noticed in a noisy digital world. Do they use visuals/tone of voice in a consistent way?

NIKE — A quick search on Nike, shows that thanks to people staying home during the Coronavirus lockdown, Nike doubled down on the exercise you can do at home, like yoga. This means it's more expensive too of course, but it also means you can target better and find different audiences in order to lean into the trend.

DISTINCTIVE ASSETS
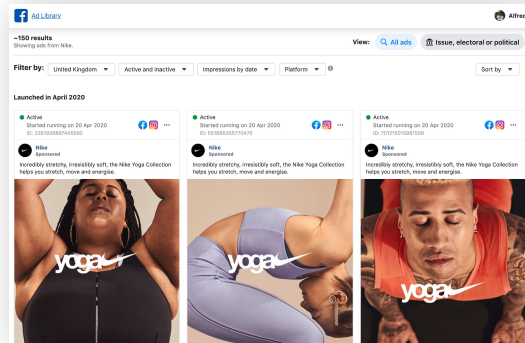
BEING RECOGNISED

Facebook Ads Library gives you a quick impression of how consistently a company presents itself. We have to remember most ads barely register in a consumer's mind. Using distinctive assets consistently over time can help people create mental shortcuts. It can take years of reinforcement to build them but once they exist they help your messages cut through in a very powerful way.

Your distinctive assets may be a logo, a line, a colour, a celebrity, a sound or a style of advertising. The important thing is that they're unique and over time you become known for them.

GLOSSIER'S PACKAGING
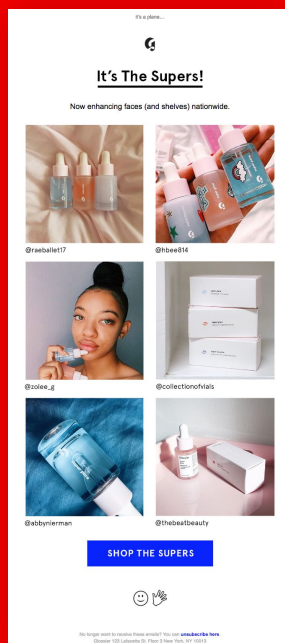
WITH NO BUDGET, DO THE BASICS RIGHT
Glossier, a now successful skincare brand, started with a distinctive voice and content in social media and CRM. But they didn't just do great content. They always tied it to product to drive initial sales.

AND THEN THEY TOOK UNBOXING TO INSTAGRAM
Every time you receive Glossier products they're beautifully packaged with loads of extra goodies and a cool design. It makes it impossible for people not to share, as it gives customers great content to post.

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FEARLESS GIRL

NO BUDGET, BUT A FAMOUS LOCATION
SSGA, a large asset management company, had a small marketing budget, but saw an opportunity right outside their window on Wall Street. To inspire companies on International Women's Day to work towards equal female representation on boards, they added their own statue to Wall Street's iconic bull.

**A NEW NEW YORK ICON HELPING OTHERS TO EXPRESS THEMSELVES**
By putting up a temporary cultural landmark, they received worldwide coverage with politicians posing for photos with Fearless Girl and people using her to make political points at any big world event. Now, she's been made permanent.

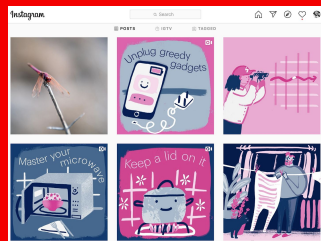CONGREGATION

BULB & OATLY ASSETS

BULB DISTINCTIVE ASSETS
An engaging logo, striking pink and blue colour palette, human TOV and gentle humour make Bulb unforgettable.
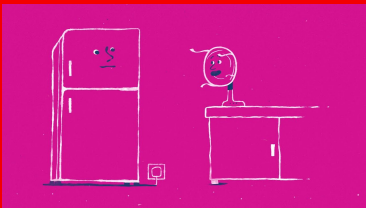
In total, your energy should cost less per year than it did before. We've done the maths and it'll save you enough to buy about 538 cherry bakewells.

OATLY DISTINCTIVE ASSETS
A distinctive logo, unique font and provocative sense of humour make Oatly instantly recognisable.

YOUR OBJECTIVE

Burger King used a mouldy Whooper to demonstrate the freshness of their burger compared to McDonald's.

UNDERSTAND WHAT ONLY YOU CAN DO

Knowing your challenge, you now understand what you need to do. And by looking at case studies, what you *can* achieve with your campaign. Do you need increased sales or awareness? Is it a product or a brand campaign? Establish what success looks like and what you can achieve with your resources, then clearly set out the right objective as it will guide everything that follows. If you get it wrong, nothing will work.

USEFUL QUESTIONS TO ANSWER

- **Is it about awareness?**
- **Or increasing sales?**
- **Trying the product for the first time?**
- **Revitalising your brand?**
- **Getting repeat customers?**
- **Increasing your social media following?**

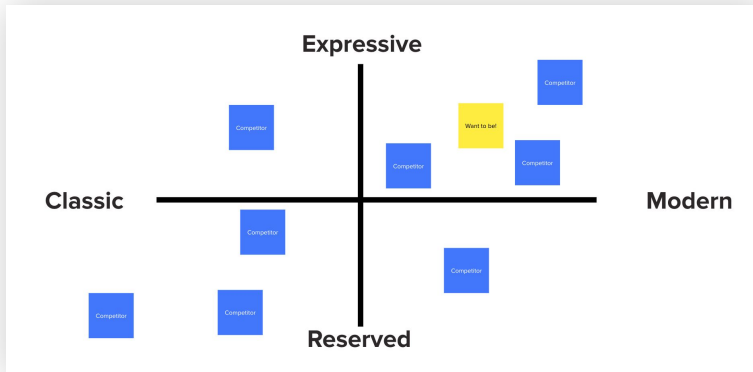CONGREGATION

CUSTOMERS & COMPETITORS
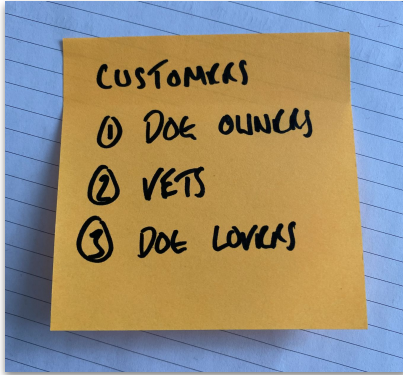
WHICH CUSTOMERS WILL YOU FOCUS ON? WHICH COMPETITORS WILL YOU GO UP AGAINST?
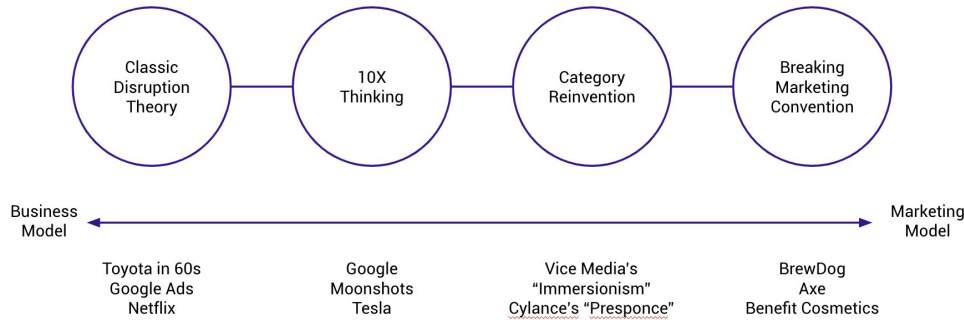
Of all your customer groups, which ones do you want to focus on? What do you know about their attitudes and their media behaviours? Remember: it's hard to appeal to all customer groups at the same time as you end up creating bland communications that appeal to no-one.

Strategy is choosing who to focus on and who to ignore.

Similarly, pick a few competitors to go up against. It's hard to position yourself against 4-5 competitors. Focus on 2-3 and this will increase your chances of success.

DISRUPTION SPECTRUM

Classic Disruption Theory — **10X Thinking** — **Category Reinvention** — **Breaking Marketing Convention**

Business Model ←———————————————————→ Marketing Model

Toyota in 60s
Google Ads
Netflix

Google
Moonshots
Tesla

Vice Media's
"Immersionism"
Cylance's "Presponce"

BrewDog
Axe
Benefit Cosmetics

Chart by Mark Barden, from "Eat Your Greens"

DISRUPTION SPECTRUM

How disruptive are you?

It can help to be disruptive in some way but it's worth checking how disruptive your organisation *can* be. It can be tiring and often stressful and you're often generating PR which can go either way.

There are many types of disruption, from business model through to marketing disruption.

Breaking Marketing Convention is about marketing yourself in a very distinctive way. And this distinctiveness comes as much from the point of view and attitude of the company and brand as it does from the packaging, look and feel, and tone of voice.

CHALLENGER BRANDS

WHAT ARE YOU TRYING TO ACHIEVE?

In the Challenge section we looked at the norms in your category. How your competitors think, behave and speak. Your decision now is whether you want to conform to those norms or fight them. There are advantages and disadvantages to both approaches. Challenger brands have to be prepared to adopt certain behaviours:

- Cut any idea that doesn't drive your core identity in order to commit fully to those that do.
- Design these ideas with a fame-first mindset to generate awareness on limited budgets in a world of almost infinite choice.
- Develop a culture that values bold ideas over platitudes of being customer-centric, and a world-class capability to create and nurture ideas
- Know how to manage the conflict and tension that comes with being provocative, both internally and externally.

SALES VS. BRAND BUILDING
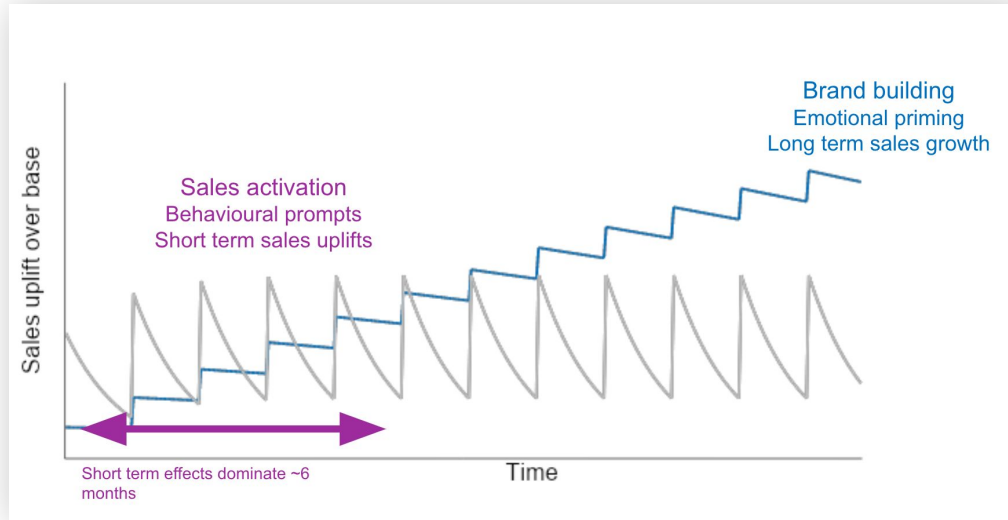
'Brand building is the main driver of long-term growth and involves the creation of memory structures that prime consumers to want to choose your brand'

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

WHAT ARE YOU TRYING TO ACHIEVE?

Are you a new company in survival mode or a well established company looking to reinvigorate the way people think about your product?

Although sales are usually the final objective, short-term success does not necessarily lead to long-term growth. Focusing too heavily on short-term sales can be counter-productive.

Short-term sales uplifts come from sales activation campaigns. These are rational and designed to generate an immediate response. For long-term growth, the primary lever is brand building campaigns, designed to generate fame and prime us emotionally. This happens over years, not months.

COMMS TASK MAP

1. Target customer

2. Customer problem

3. Now
   Think | Do

In response
Think | Do

4. Communication task

WHAT DO YOU WANT PEOPLE TO THINK? WHAT DO YOU WANT PEOPLE TO DO?

Influencing thought is your first step, the objective of your communications. Influencing behaviour is your second objective.

The Comms Task Map is used in many of the world's most successful marketing departments to succinctly define your task. Filling this in will provide you with a useful first tactical document you can give to your creatives.

SMART OBJECTIVES

BUSINESS OBJECTIVE	MARKETING OBJECTIVE	COMUNICATIONS OBJECTIVE	MEDIA OBJECTIVE	TOUCHPOINT	PRIMARY KPI	BENCHMARKS
DRIVE BUSINESS GROWTH BY 10%	DRIVE PENETRATION BY ATTRACTING NEW CONSUMERS	RAISE AWARENESS OF NEW INFORMATION ABOUT THE BRAND TO DRIVE TRIAL	MAXIMISE COVERAGE OF WIDER AUDIENCE TO DRAW IN NEW USERS	AV	REACH & FREQUENCY	60% 1+ 6.2 OTS (Industry)
				OOH	REACH & FREQUENCY	52% 1+ 7 OTS (Industry)
			DRIVE ENGAGEMENT OF MESSAGE	SOCIAL	COMPLETED VIEWS	1.9M Completed 10" Views (Industry)
				NATIVE DISPLAY	CLICK THROUGH RATE %	2% (Benchmark from previous burst)

WHAT DO YOU WANT TO ACHIEVE?

Set out your objectives. Start with business objectives, then marketing, then communications.

Specific - in terms of the goal (what) and who
Measureable
Ambitious - whatever your goal is in terms of awareness and consideration, it has to be ambitious
Realistic - must be achievable
Time Bound - in what time window

THE SWEDISH NUMBER

GET PEOPLE TO VISIT SWEDEN, BY CONNECTING THEM TO SWEDES
The Swedish Tourist Board knew that all that was needed to increase tourism to Sweden, was for people around the world to call a Swede, as there are fewer people prouder of their country. They made that possible through a randomised switchboard where Swedes could volunteer to have calls redirected, and people could call a number to be connected.
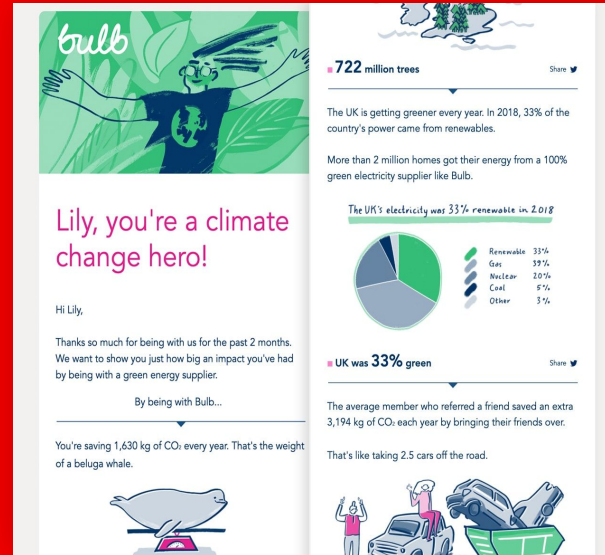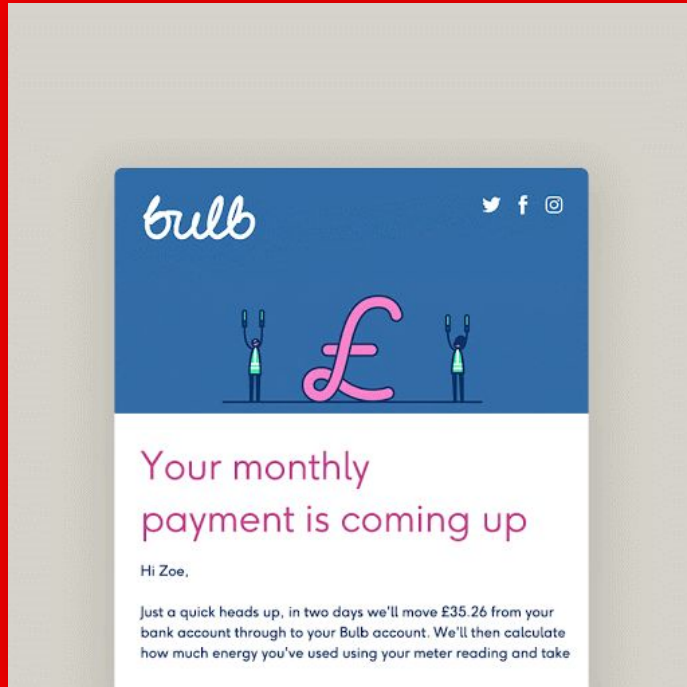
EVERYONE TALKED ABOUT EVERYONE TALKING
As the campaign gained momentum, more and more famous Swedes, including the prime minister, took part and it secured worldwide press, which in turn communicated how open and progressive the country is.

CONGREGATION

BULB'S EMAILS

EVERYONE HATES ENERGY BILLS, SO MAKE THEM FUN
Bulb, a challenger clean energy brand, focused efforts on customer loyalty and turned the communication that usually fills customers with dread (the bill) into a source of delight. They added humour and humanity to the experience, creating an incredible level of loyalty (and thus referrals).

CONGREGATION

THE CONTEXT

In a fragile world, clothing brand Benetton created a campaign with kissing world leaders.

UNDERSTAND THE WORLD OF YOUR CONSUMER

Your product is a small, small, small part of the world, and to get noticed you have to understand it. What are people doing, feeling, watching, worried about, or inspired by? What's going on that is relevant to your product? Where can you fit in? Where does it make sense for you to be? What cultural moments should you capitalise on? And what channels should you use to reach people?

QUESTIONS TO ANSWER

- **What are major societal trends?**
- **Are there any major events?**
- **What's in the headlines?**
- **What media do people consume?**
- **Are there relevant influencers?**
- **Do you have owned channels?**
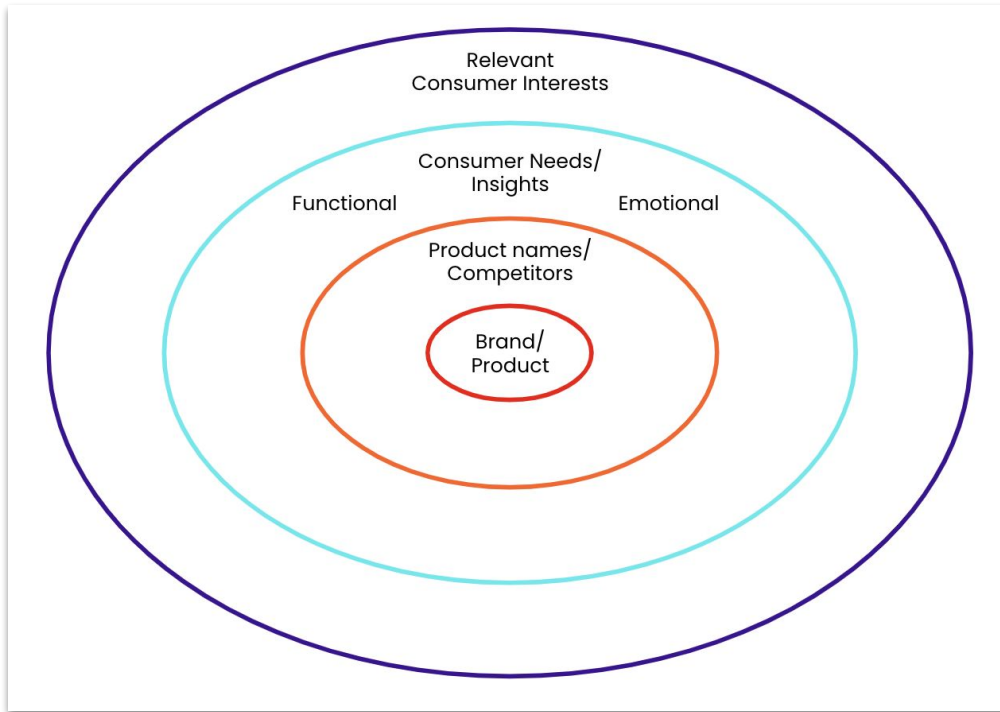
CONGREGATION

FACEBOOK AUDIENCE INSIGHTS

WHAT OTHER INTERESTS DO YOUR POTENTIAL CUSTOMERS HAVE?

Facebook Audience Insights show you useful demographic and interests information about Facebook and Instagram users.

Choose any location (country or city), choose male or female, and choose an age range. The tool then shows you their interests and favourite brands.

Pick an interest like running, and a job like health worker and it shows you what other pages and brands they like. This can be incredibly helpful in deciding who to partner with.

CUSTOMER INTERESTS

Relevant
Consumer Interests

Consumer Needs/
Insights

Functional   Emotional

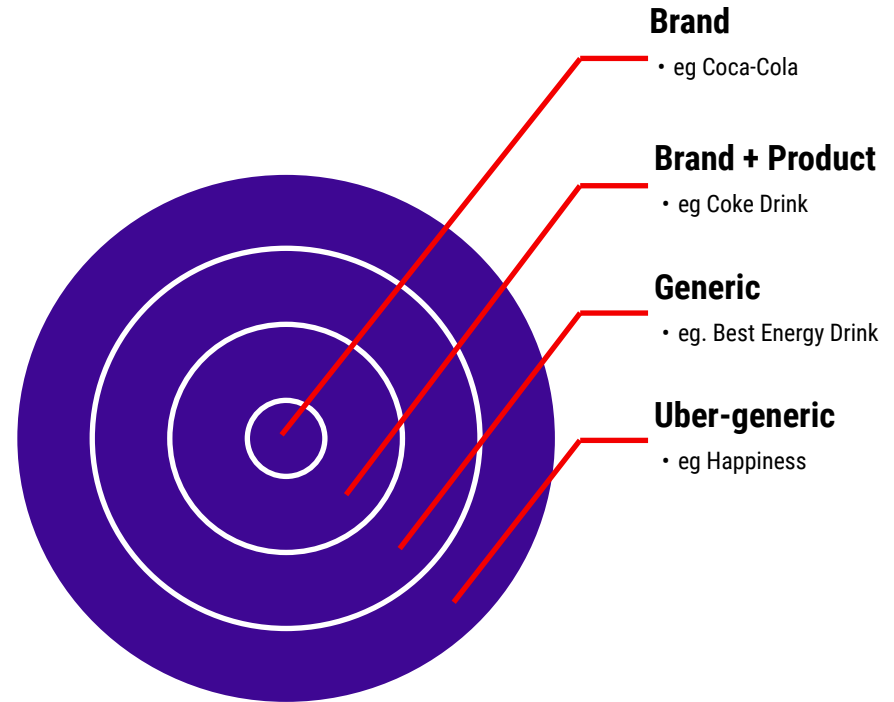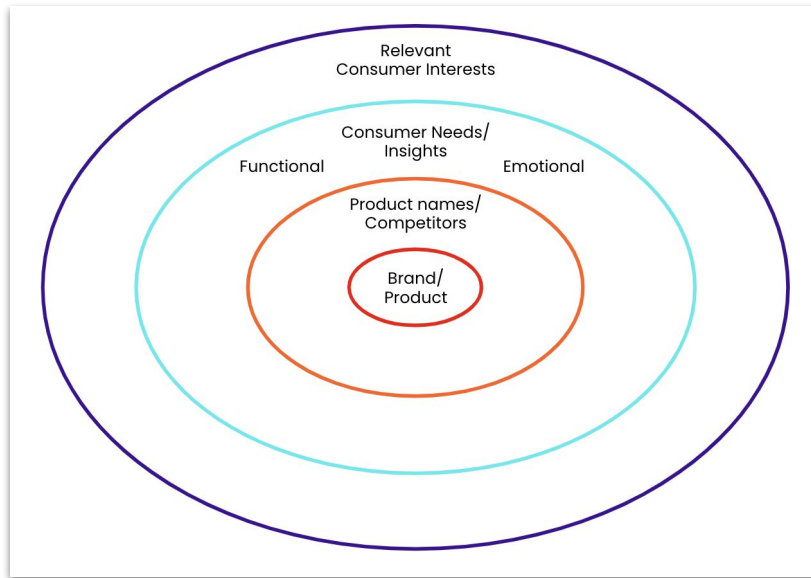Product names/
Competitors

Brand/
Product

WHAT ARE YOUR CUSTOMERS INTERESTED IN?

This is a quick exercise to map out your customers' interests (related to your product or service).
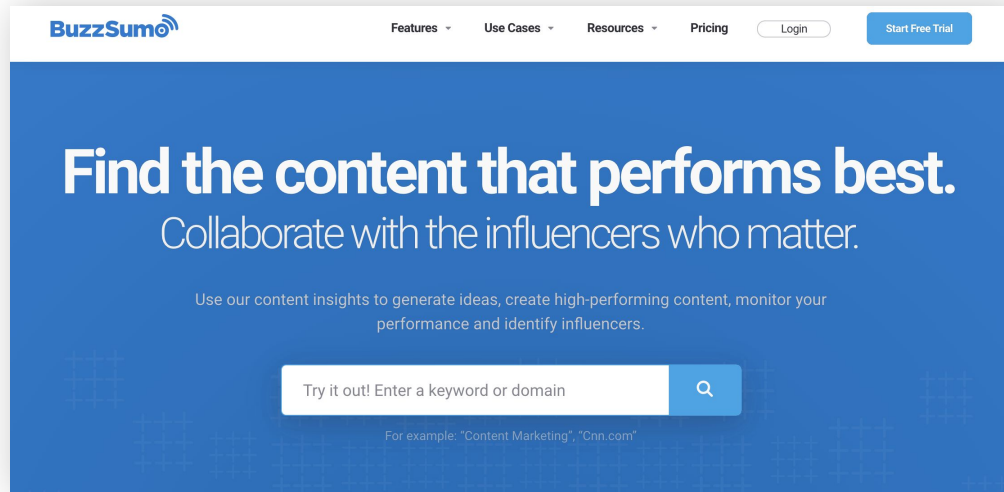
Put your company and product name in the middle. Next, fill in more generic terms for your product (including slang and competitors' names).

Next, write the functional and emotional needs your product fulfils. In the outer circle fill in some related interests your customers may have. This outer circle is often where things start to get interesting. Spend time thinking about areas that might be interesting to your customers, that also help you build your credibility/profile.

CUSTOMER INTERESTS MAPPED ON TO CONTENT & SEARCH KEYWORDS

Relevant
Consumer Interests

Consumer Needs/
Insights

Functional　　　　　　　　Emotional

Product names/
Competitors

Brand/
Product

Brand
• eg Coca-Cola

Brand + Product
• eg Coke Drink

Generic
• eg. Best Energy Drink

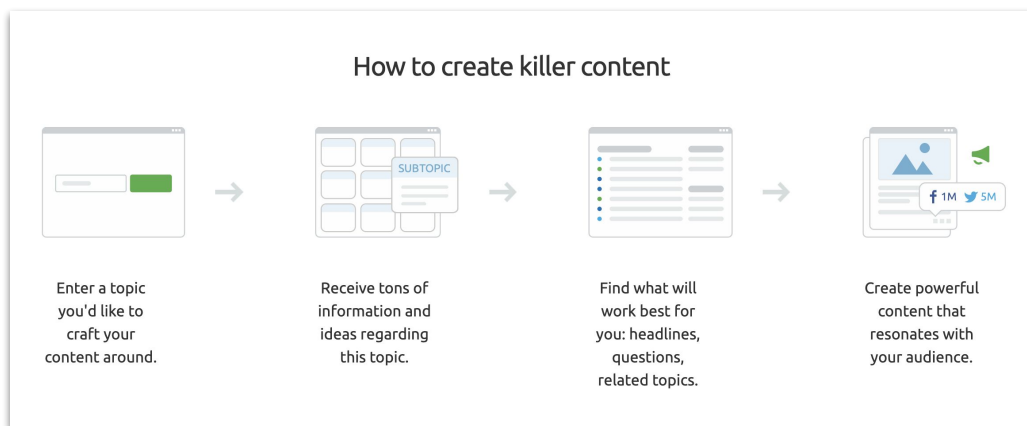**Uber-generic**
• eg Happiness

BUZZ SUMO

WHAT'S MOST SHARED IN YOUR CUSTOMERS' INTEREST AREAS?

Buzz Sumo helps you learn the characteristics of popular content and shows you the most shared content around any topic.

It also helps you quickly find the most influential people for any topic.

SEMRUSH

How to create killer content

Enter a topic
you'd like to
craft your
content around.

Receive tons of
information and
ideas regarding
this topic.

Find what will
work best for
you: headlines,
questions,
related topics.

Create powerful
content that
resonates with
your audience.

TRENDING CONTENT IDEAS

We've already mentioned SEMRush but it's also very useful for exploring content areas.

Click on the Topic Research section. Enter any keyword and it'll suggest content ideas which tap into current search trends. Beware you only get two free searches before you have to pay.

DIFFERENT CHANNELS
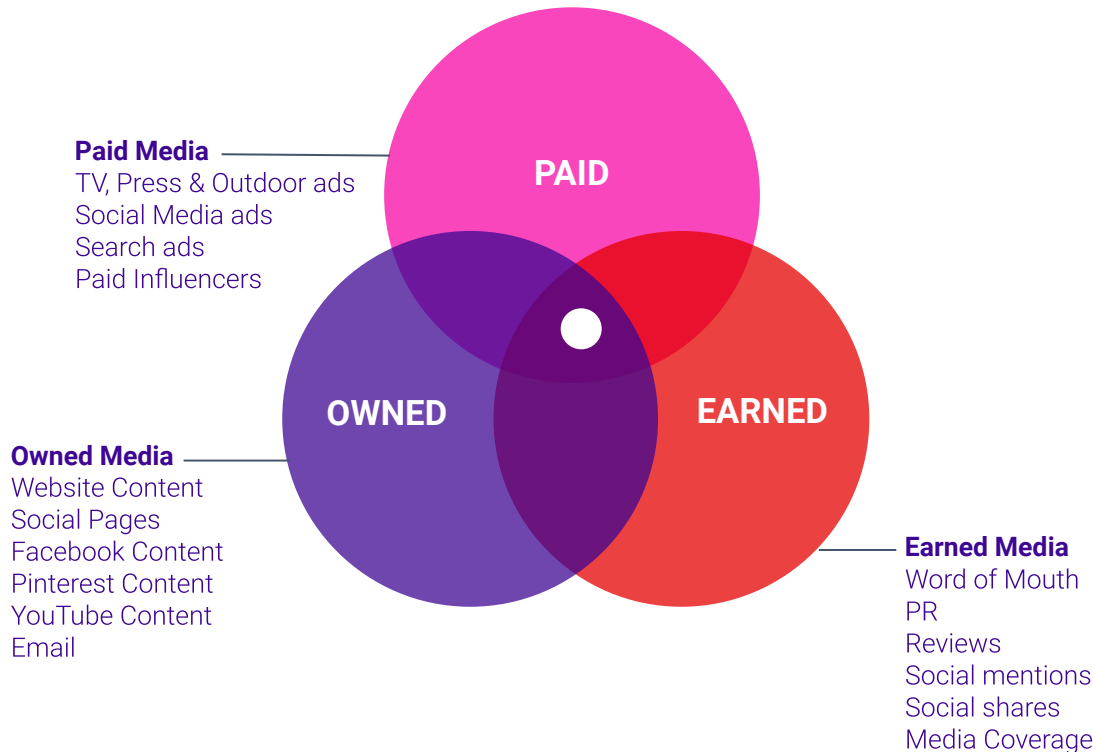
PAID, OWNED AND EARNED

To understand context, you have to understand the channels your customers and competitors are using.
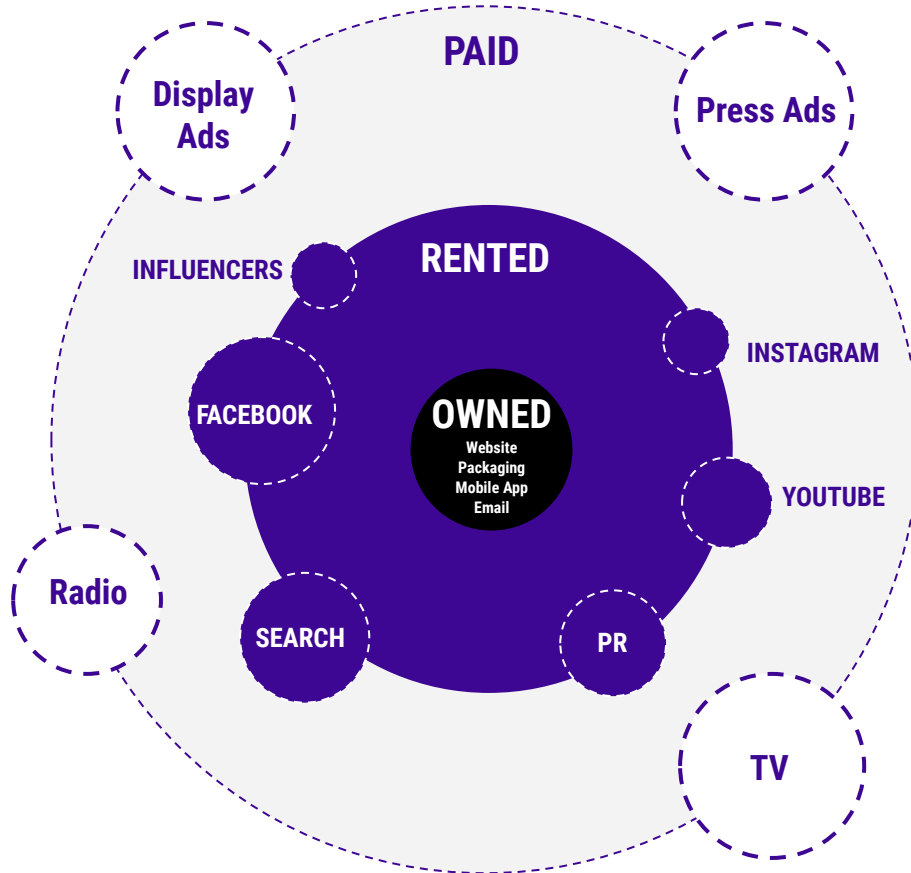
Paid = advertising
Owned = channels you own
Earned = word of mouth

Historically there was little overlap between channels. In today's digital world there is. Marketers got excited and thought if they built fans and communities they could be less reliant on advertising. This didn't work and advertising is still important.

There is a lesson to be learned though about encouraging more fluidity across channels. Work hard to create culturally relevant content which inspires people to share it. Just don't rely on it.

Paid Media
TV, Press & Outdoor ads
Social Media ads
Search ads
Paid Influencers

PAID

OWNED

EARNED

Owned Media
Website Content
Social Pages
Facebook Content
Pinterest Content
YouTube Content
Email

Earned Media
Word of Mouth
PR
Reviews
Social mentions
Social shares
Media Coverage

DIFFERENT CHANNELS

PAID

Display Ads

Press Ads

RENTED

INFLUENCERS

INSTAGRAM

FACEBOOK

OWNED
Website
Packaging
Mobile App
Email

YOUTUBE

Radio

SEARCH

PR

TV

PAID, OWNED AND RENTED

In this model we substitute earned for rented. Rented are those channels where you have an *always-on* presence but have to pay to get attention.

Rented channels often start free and 'viral'/earned media may be important at first (Tik Tok + Dettol). Copycats use these early examples of blueprints for future success without realising these examples are outliers. Often, the channel then decides to monetise access.

As a marketer you can't rely on earned media but you can encourage PR-driven ideas and fluidity across your channels. Invest time listening, then create content (inc. narratives, #topics, visuals, timing, frequency and community). Your paid media will become more effective when informed by knowledge of the #topics people care about, and how they are best executed.

REI'S #OPTOUTSIDE
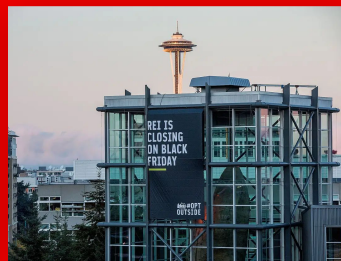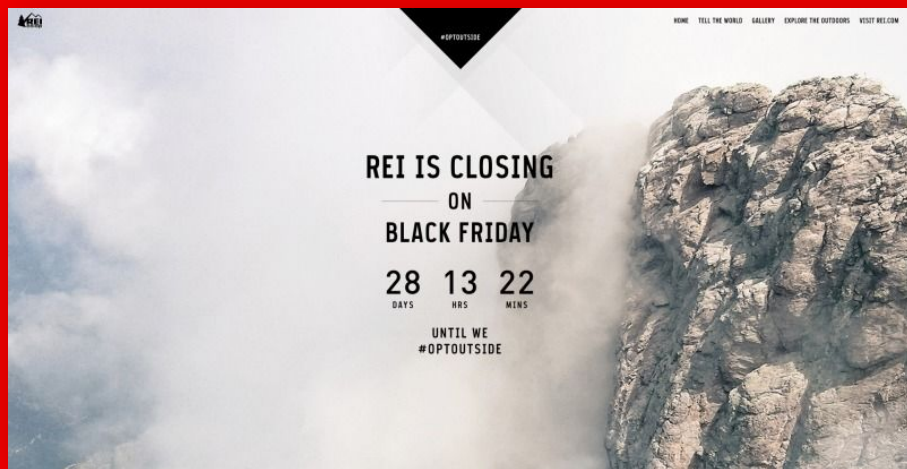
REI CLOSED ON THE AMERICA'S BIGGEST SHOPPING DAY
Outdoor brand Rei knew their audience hated Black Friday and the extreme consumerism it promotes. So they did something painfully simple. They closed the shop and told people to go outside, recouping their one day losses over the rest of the year with newfound fandom.

THEY NOW OWN ANTI-CONSUMERISM
Every year they now get consumers to reflect on life, and to go outdoors together after the biggest holiday of the year, Thanksgiving. What do you need for the great outdoors? REI gear.

CONGREGATION

SKITTLES GO WHITE FOR PRIDE

GIVING THE RAINBOW BACK TO PRIDE
Skittles highlighted how every brand in the world had hijacked the rainbow symbol for the annual Pride month and went white to show their support instead. 'Giving the rainbow back.'
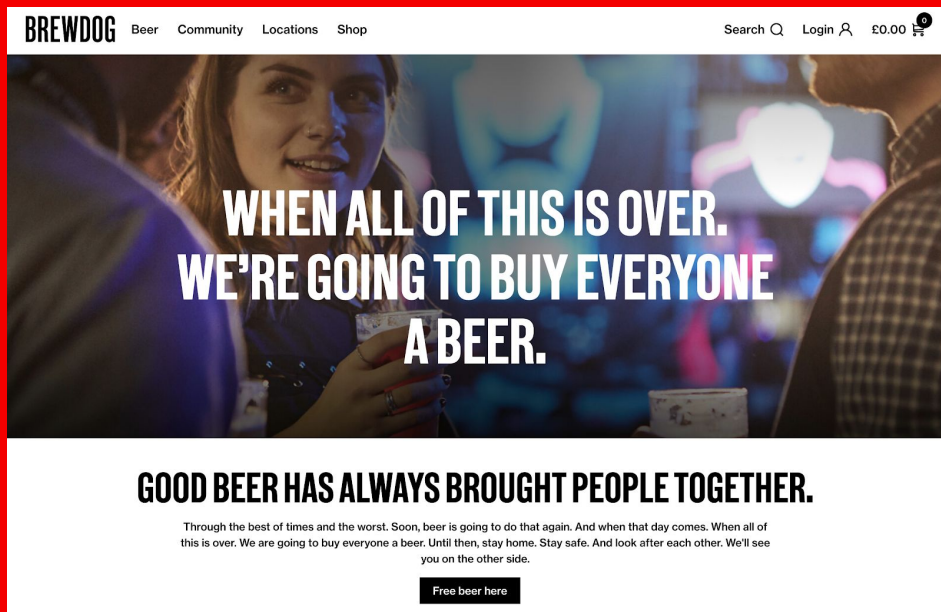
HIGHLIGHTING THE FACT YOU CAN STEAL CONTEXT
When you lean too much into context you can actually appropriate someone's symbolism and make it tired and meaningless, which is actually counterproductive. Skittles sparked a trend to get people to reflect on just how 'contextual' you can be.

CONGREGATION

COVID-19 RESPONSES

GIVING PEOPLE A REASON TO LOOK FORWARD
Brewdog realised one of the things people most missed during the Coronavirus lockdown was a beer with friends. So they offered to buy everyone a beer once it was all over, in exchange for people's email addresses. It was a brilliant way to build up their database of potential customers once they returned to pubs.

DOING NOT JUST SAYING
Pret showed their support for NHS workers in the UK during lockdown with free drinks and food discounts. Sometimes it's just about doing the right thing.

RED STRIPE

CULTURAL IMPRINTING
Advertising works through cultural imprinting: the shared understanding in society of knowing what a brand means and what it stands for. Jamaican brand Red Stripe stands for football, music and life. Come carnival time, Red Stripe is the drink of choice.

RED STRIPE
You bring a pack of Red Stripe to a party because you know everyone has a shared understanding of what it means and stands for (and says about you). You're a cool, laid-back individual who likes to party.

CONGREGATION

YOUR OPPORTUNITY

Tide made the audience think that every ad featuring clean clothes during the Superbowl ad break was a 'Tide ad'.

UNDERSTAND WHAT ONLY YOU CAN DO

By analysing the needs your product meets for a certain group of consumers, and by producing unique insights about the world they live in and how to reach them with your message, you get a clear idea of what it is you can do. You're finally there, at the idea of what the campaign can be, and a gut feeling that people might take notice. The way you phrase your opportunity should feel ingenious and inspiring. If it's not, have another think.

QUESTIONS TO ANSWER

- **A feature no one has?**
- **An untapped market?**
- **A new exciting channel?**
- **A relevant moment in time?**
- **Sudden product interest?**
- **All of the above?**

CONGREGATION

THE 3 Cs
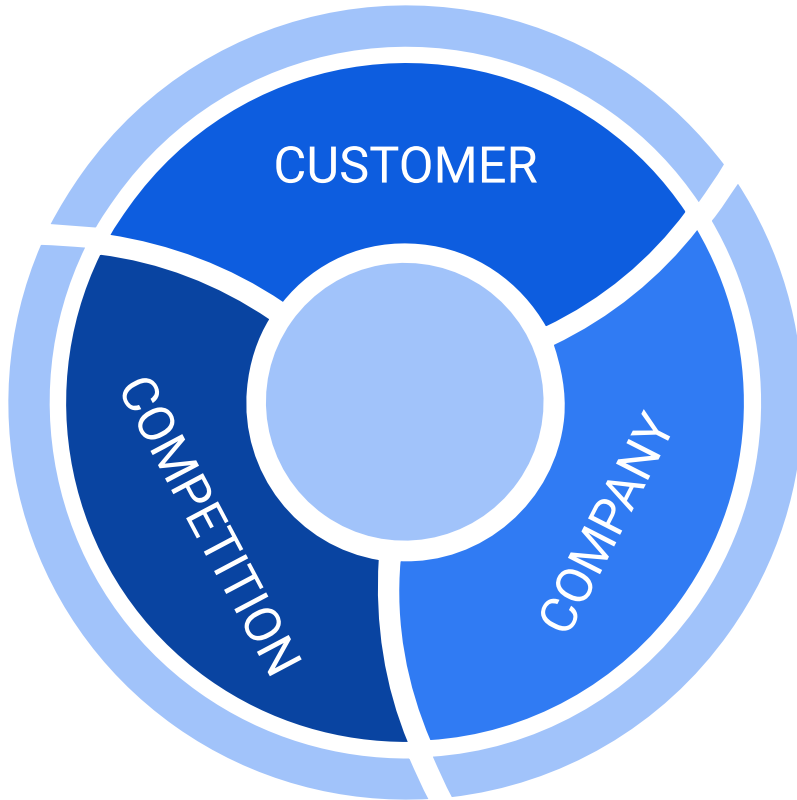
A USEFUL SUMMARY TOOL

CUSTOMER
Define what type of customer will mostly be interested in your product or service. Do you have a good idea as to what the customer really wants?
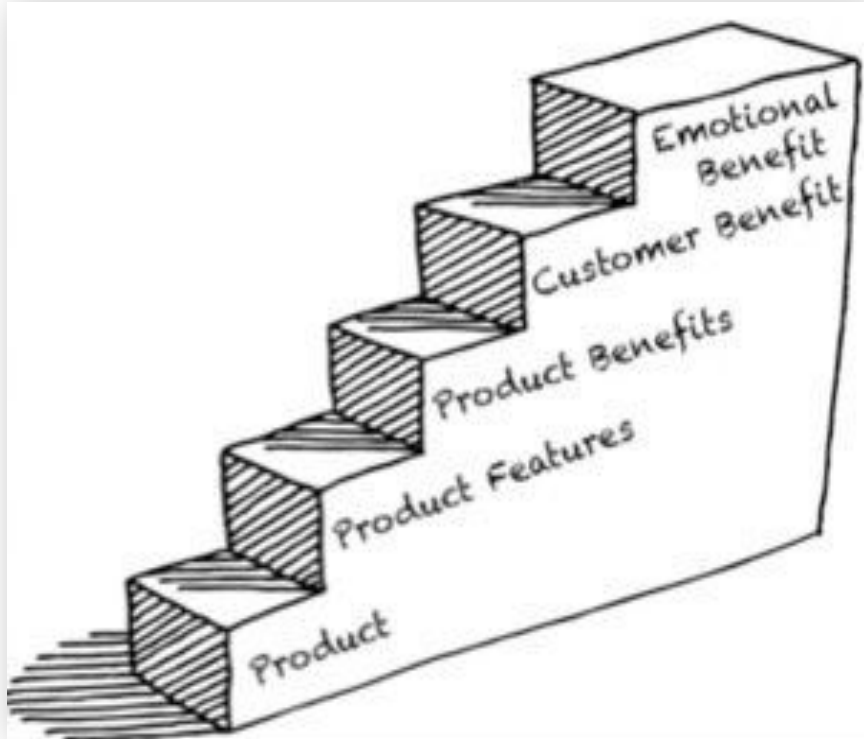
COMPANY
Think about your company and your products and services. What can you realistically deliver?

COMPETITION
What can you do that's better than or different to the competition?

If you can't define all your customers, competition and your key advantages, it's time to go back and define a new type of customer.

BENEFIT LADDER

PRODUCT BENEFIT LADDER

You may want to revisit the product benefit ladder at this point to work out where you're going to position yourself in relation to your competitors.

This is where you focus on Customer Benefits and Emotional Benefits.

POSITIONING STATEMENT

"For [target customer**]**

who want [customer job/problem]

[name of offering**]**

is a [category frame of reference]

that [differentiated functional & emotional benefit **]**

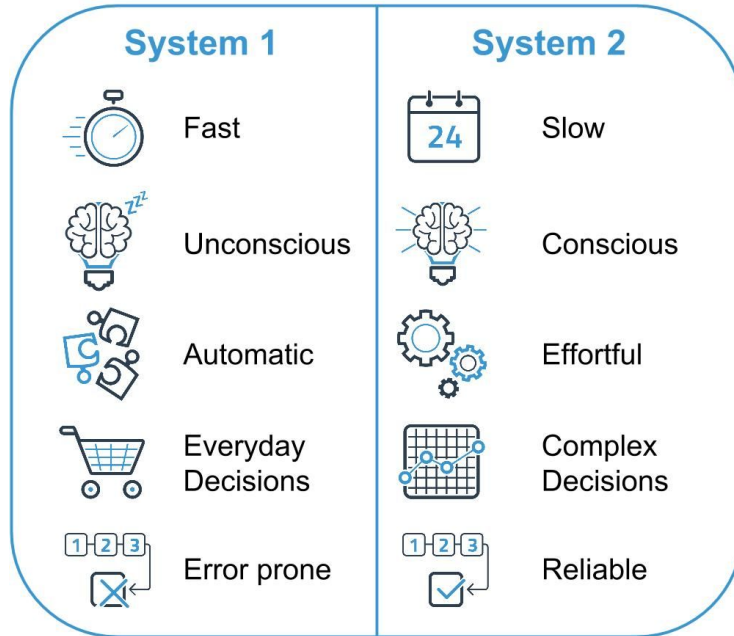**because [**reasons to believe**]"**

IT'S WHAT YOU WANT TO STAND FOR TO YOUR TARGET MARKET

Think about it from a customer oriented point of view.

Here's your target customer. Now think about them walking down the street. You want to achieve two goals:

1. Make them know your brand exists.
2. Have them think certain things about your brand when they know about you.

SYSTEM 1 & SYSTEM 2

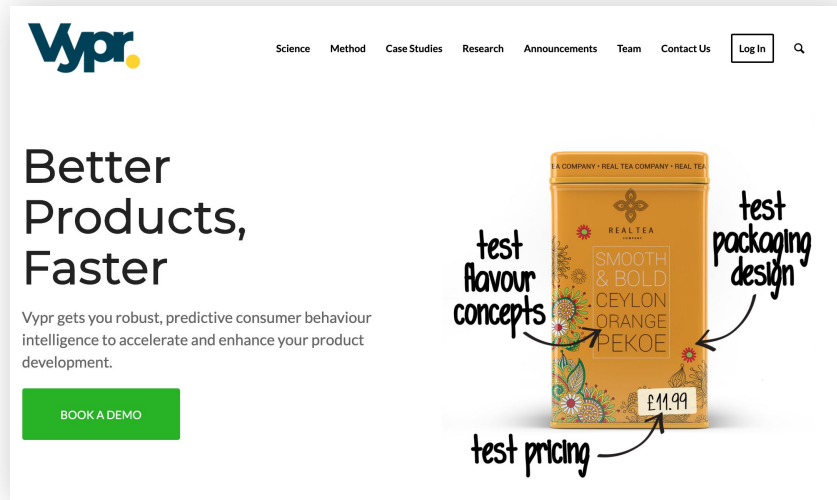| System 1	System 2
Fast	Slow
Unconscious	Conscious
Automatic	Effortful
Everyday Decisions	Complex Decisions
Error prone	Reliable

HOW PEOPLE MAKE DECISIONS

In Thinking Fast and Slow, Daniel Kahneman argued that our brains work in two different ways: Fast (System 1) and Slow (System 2). 95% of the time we're thinking fast, on autopilot, responding to things immediately, using instinct and intuition. The other 5% of the time we're thinking slowly, and stopping and thinking in order to arrive at a rational decision. It's logical and takes effort.

By understanding how people think and operate we can get better at influencing decisions. When people are using **System 2**, it's is about rationality and reason. So cater for that in your messaging. Talk about product, pricing and reasons to believe (sales activations are most effective here). **System 1** where we spend 95% of our time is where we influence through emotions (brand building is most effective here).

VYPR: TEST YOUR POSITIONING

WHAT DO PEOPLE THINK ABOUT YOUR NEW OFFER?

Vypr tests ideas and products with consumers to deliver economical and fast feedback.

From initial ideas, product names, branding and packaging to ingredients, colours, pricing and marketing messages, Vypr can quickly help you decipher what is driving purchase intent.

TRUTH IS HARD

TRUMP CALLS YOU FAKE NEWS, FIGHT BACK WITH ACTIVISM
When President Trump was elected and started bashing traditional news outlets, The New York Times went on the offence. They seized their opportunity and claimed to be the arbiters of truth with a powerful, pared down campaign that made a subscription feel like a donation and activism, rather than a cost.

ADAPTED TO ALL MEDIA
They created a beautiful execution across all media, with simple messages in OOH, films for instagram and an emotive spot for TV, reaching a huge audience with virtually no production budget, just ad spend.

CONGREGATION

CHOBANI YOGHURT

SOMETIMES A REBRAND CAN MAKE YOU RELEVANT AGAIN

Greek yoghurt brand Chobani realised they had stagnated and needed to reach a younger audience. They addressed this by updating their brand to a more contemporary and urban identity.
POSITIONING: Simple, not lofty. Sometimes just making good yoghurt is enough.
"People have great taste. They just need better options. Chobani Greek yogurt is the ideal snack for the health conscious consumer that craves flavor variety and low fat content, without sacrificing taste or natural ingredients."

CREATING CAFÉS GIVING NEW USES FOR THEIR PRODUCT

They also positioned Chobani as a healthy snack and created cafés in major cities across the US where yoghurt was put on the menus.
POSITIONING STATEMENT: For [health conscious consumers] **who want** [healthy tasty Greek Yoghurt] **is a** [low-fat snack that doesn't sacrifice taste or natural ingredients] **because** [we believe people have great taste, they just need better options]"

CONGREGATION

YOUR CAMPAIGN

Siri's listening. Say something intelligent.

The Economist: If you nail the right campaign, you can keep it going for decades.

UNDERSTAND WHAT ONLY YOU CAN DO

Now you have it all. You know your product, how to set it apart from the competition, you know your consumer, you've defined your challenge and set your objective. You've looked at the context and understood the culture your campaign will be a part of, and what channels to use to reach people, to define your opportunity. Now tie it up with an outstanding campaign. Luckily, there are thousands of great agencies that can help.
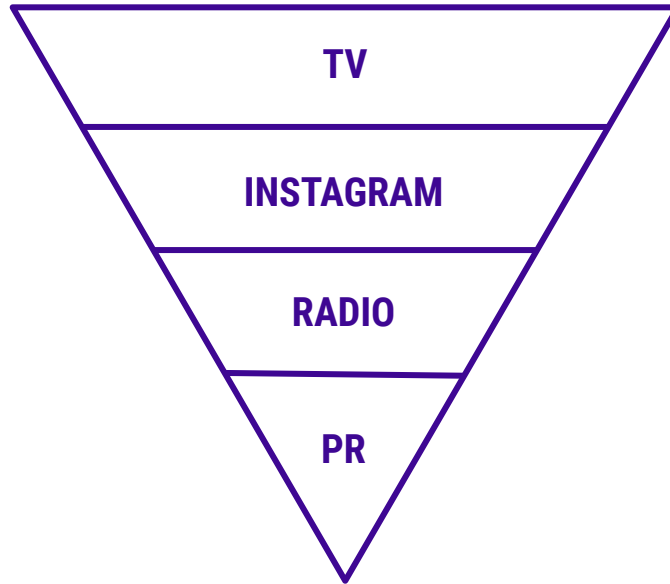
QUESTIONS TO ANSWER

- **What resources do you have?**
- **Do you need to pay for media?**
- **Do you need help from an agency?**
- **Is it urgent or long-term?**
- **Is the objective clear to everyone?**
- **Is the opportunity inspiring people?**

CONGREGATION

CHOOSE YOUR CHANNELS

More important

↕

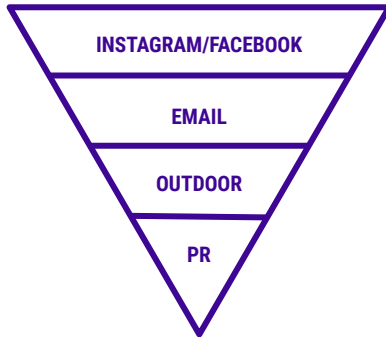**Less important**

TV

INSTAGRAM

RADIO

PR
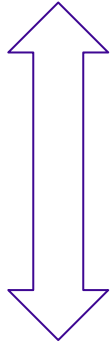
PRIORITISING MEDIA CHANNELS

A channel pyramid can help prioritise the most important channels for you (and your customers). Think about your short and long-term objectives. Which ones allow you to build an always-on presence where people can find you (owned and rented) and which will help you build awareness (paid)?
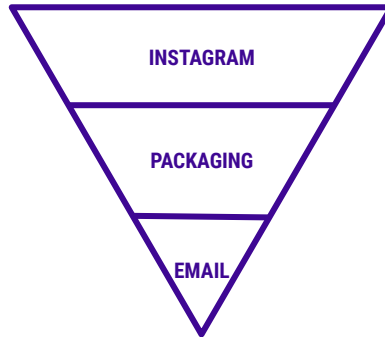
Don't try to be everywhere. Just because you can create accounts for free on rented channels doesn't mean you should. Strategy is about making choices. Do less but better.
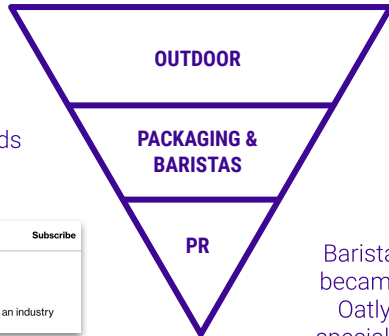
CHANNEL PYRAMIDS

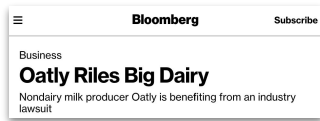## BULB

INSTAGRAM/FACEBOOK

EMAIL

OUTDOOR

PR

GLOSSIER

INSTAGRAM

PACKAGING

EMAIL

OATLY

OUTDOOR

PACKAGING & BARISTAS

PR

Provocative outdoor ads resulted in milk board opening a lawsuit.

Bloomberg   Subscribe

Business

Oatly Riles Big Dairy

Nondairy milk producer Oatly is benefiting from an industry lawsuit

Baristas and packaging became a channel once Oatly got a foothold in specialist coffee shops..

PRIORITISING MEDIA CHANNELS

Look at where your customers are. Look at where your competitors are and decide if you want to follow convention or break with it.

Your channels will change regularly. You may, like Glossier, build a business almost entirely on Instagram and email. Many startups use digital channels which enable high levels of targeting and performance tracking.

But once they hit a certain scale, they often widen the net of potential customers by using more traditional forms of mass advertising. Note: The largest three TV advertisers in the UK are Google, Amazon and Apple.

WIX - LANDING PAGE IN 3 MINS
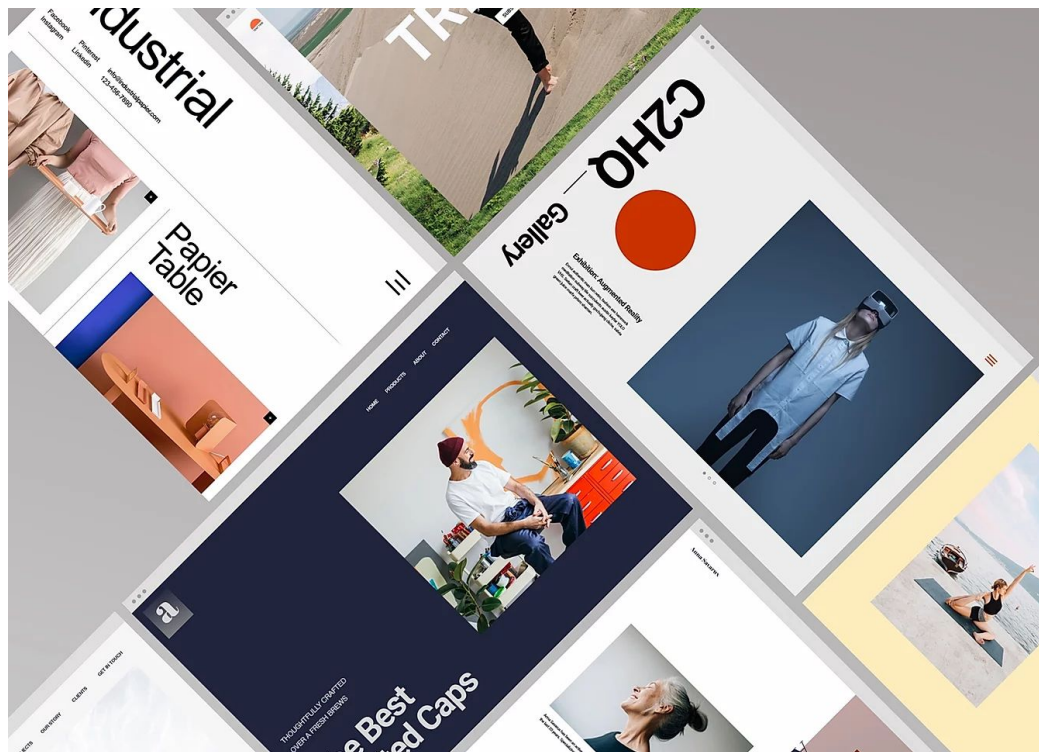

TEST YOUR IDEA

Use Wix to create a live website in three minutes and use it as a destination site to test your positioning statement or campaign idea.

Don't get caught up in the design. Just focus on your positioning statement/campaign idea and communicate how your product will benefit customers.

Add a sales lead element if you want people to leave feedback or their email address.

www.wix.com

TEST WITH GOOGLE ADS
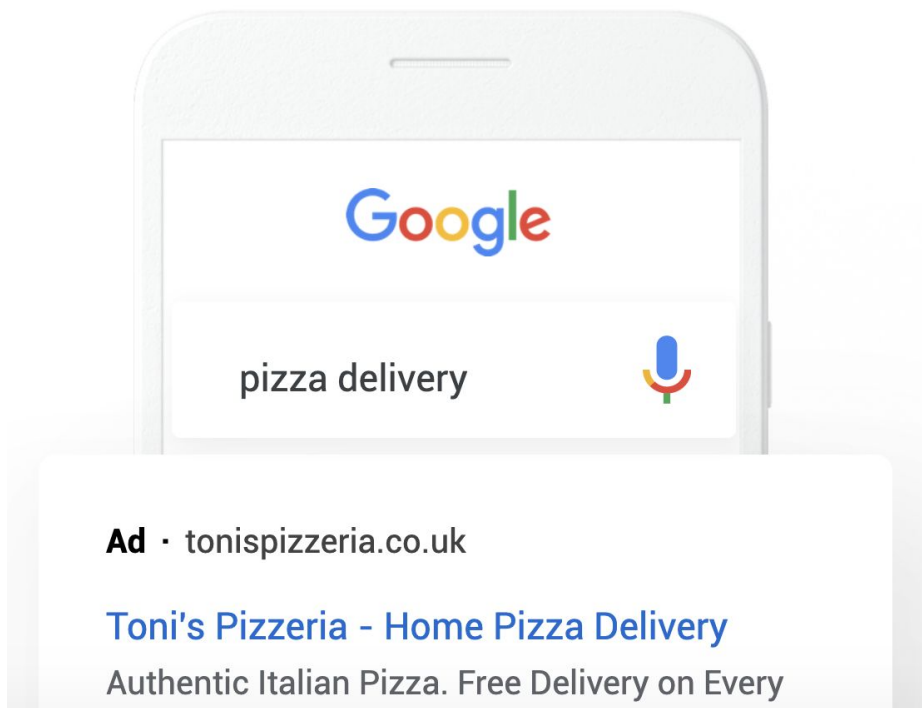
WHAT DO PEOPLE THINK ABOUT YOUR CAMPAIGN?

Use Google Ads to test ad copy fast.

- Write copy
- Create ad
- Set campaign parameters (geography, campaign dates/times)

All you need is a destination website to send customers to. You can send them anywhere if you're just testing copy ideas (but be aware they'll see the destination website in the ad). But if you want to get feedback, send them to your website or the landing page you've just created.

TEST WITH FACEBOOK ADS
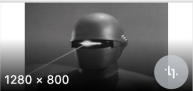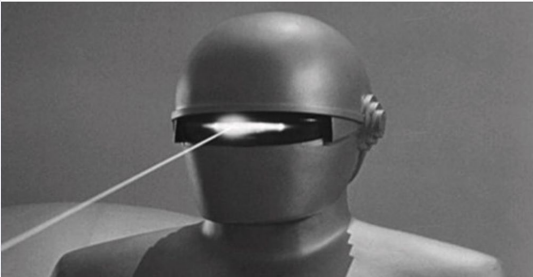
WHAT DO PEOPLE THINK ABOUT YOUR CAMPAIGN?

Use Facebook Ads to test your ideas.

- Write copy
- Choose image
- Create ad
- Set campaign parameters (geography, campaign dates/times)

All you need is a destination website to send customers to. You can send them anywhere if you're just testing ideas (but be aware they'll see the destination website in the ad). But if you want to get feedback, send them to your website or the landing page you've just created.

AI COMMUNICATIONS TOOLS

Hemingway App makes your writing bold and clear.

The app highlights lengthy, complex sentences and common errors; if you see a yellow sentence, shorten or split it. If you see a red highlight, your sentence is so dense and complicated that your readers will get lost trying to follow its meandering, splitting logic — try editing this sentence to remove the red.

You can utilize a shorter word in place of a purple one. Mouse over them for hints.

Adverbs and weakening phrases are helpfully shown in blue. Get rid of them and pick words with force, perhaps.

Phrases in green have been marked to show passive voice.

You can **format** your *text* with the toolbar.

Paste in something you're working on and edit away. Or, click the Write button and compose something new.

EXPRESSING YOUR IDEA CLEARLY

HEMINGWAY APP is an editor app that highlights and corrects grammar, fluency and sentence structure in order to help your writing read and look better. It not only improves your writing but also teaches you how to produce tighter, neater copy in your campaigns.

PHRASEE uses machine learning to optimise the language you use in your email campaigns. No more guessing about what works. No more arguments about who's right. No more opens, clicks, and conversions lost to poorly worded subject lines.

PLAY INSIDE

SOMETIMES ALL YOU NEED IS GOOD COPY (AND LOTS OF FOLLOWERS)
When the Coronavirus pandemic started, brands rushed to be helpful, creating TV ads and donation drives. Nike created a simple social media post that took off and was seen everywhere. They understood what they had was followers, and what they didn't have was time.

THE LIVING ROOM CUP
They then built on the noise they had created, and engaged their sponsored athletes in lockdown to challenge people on social media to take part in exercise.

CONGREGATION

DOVE REAL BEAUTY

SPOTTING A COMING CULTURAL SHIFT AND GOING ALL IN
With customers expressing dismay over sexist stereotyping in beauty ads, Dove, a ubiquitous staple brand with a long history, made a move to use real bodies and portray women as they are. It's a worn out case study, but it sparked hundreds of brands trying to own a 'cause'.

OWNING THE IDEA OF REAL BODIES
Because they were the first to capitalise on the trend, they owned the idea and could execute different campaigns over a decade with the same message. A worthwhile risk that meant they won't need to reinvent themselves again.

CONGREGATION

HONEST ADVERTISING

WITH PUNK IN YOUR DNA, HOW DO YOU GO MAINSTREAM
BrewDog, a famous craft beer brewer who sold to a private equity firm wanted to go mainstream, without losing its core audience. They created an 'honest' ad campaign without any messaging, which of course, became the message.

CONGREGATION

YOUR PRODUCT

IN CULTURE

PRODUCT	MARKET	CUSTOMER	CHALLENGE	OBJECTIVE	CONTEXT	OPPORTUNITY	CAMPAIGN
WHAT	*WHERE*	*WHO*	*WHAT* *WHERE* *WHO*	*WHAT*	*HOW*	*WHEN*	*WHAT* *WHERE* *WHEN*

CONGREGATION

YOU'RE OFF!

WE'VE TAKEN YOU ON A QUICK TOUR OF KEY IDEAS AND TOOLS TO HELP YOU IMPROVE YOUR MARKETING EFFORTS TODAY. YOU'RE READY FOR LAUNCH BUT IT DOESN'T END HERE. THE MAP IS NOT THE TERRITORY. AS YOU LAUNCH THINGS WILL CHANGE. THE LANDSCAPE AND CONTEXT WILL SHIFT AND SO MUST YOU.

WHEN YOU FIND GREAT NEW TOOLS, IDEAS AND CASE STUDIES, LET US KNOW.
REFRESH PLS.

CONGREGATION

THE END

PLS

CONGREGATION

THE AUTHORS

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JARGON BUSTER - CUSTOMER

CUSTOMER

- **Consumer**
- **Potential Customer**
- **Buyer**
- **Target Audience**
- **Target Market**
- **Shopper**

These are all names for people we want to sell to.

MARKET RESEARCH

Market Research tools help us to better understand customers. Qualitative research (soft, open ended questions) to understand opinions and quantitative (data driven, closed questions) to understand scale.

SEGMENTATION & TARGETING

Segmentation divides groups of customers into segments (by demography, attitude and/or behaviour). It helps you understand the market and manage complexity.

Targeting comes after segmentation. Segmentation is about the market. Targeting is about you. When you understand all of your potential customers, you choose who you're going to focus on.

PERSONAS & PEN PORTRAITS

When you've decided who you're targeting, it's useful to create some example characters. This helps you maintain a focus on people rather than faceless 'target audiences'

JARGON BUSTER - POSITIONING

POSITIONING

- **Brand values**
- **Brand purpose**
- **Value proposition**
- **Brand DNA**
- **Core Attributes**
- **Brand Promise**
- **Brand Personality**
- **Brand Essence**

These are all the same. It's what we stand for to our customers. It's the position we take.

You don't need to change them often. Marketers get bored of them far more quickly than customers (who take years to notice them).

Segmentation is understanding the map.
Targeting is deciding where you're going to go.
Positioning is getting started.

THE ART OF MARKETING IS FINDING NEW WAYS TO SAY THE SAME THING.
NIKE - JUST DO IT.
MARMITE - LOVE IT OR HATE IT
BRILLIANT IDEAS WHICH CAN BE RESTATED IN NEW WAYS CONSTANTLY.