

The new world of marketing: creating a successful brand in a dramatically changing world

You know the best way to get the public to respect your brand? Have a respectable brand.

Leroy Stick aka @BPGlobalPR

Someone changed the questions

If the world of business has entered a new and dramatically changed environment, then the changes and challenges confronting the marketing world have been even more dramatic. The 'social' consumer is driving business to be more socially responsible.

An industry that has spent decades perfecting the answers to the key marketing questions is waking up to the fact that those questions have suddenly changed.

As Chapter 1 explained, we are living in an open world where transparency and authenticity are the most important values; where people can and will find out everything about your brand and share it with each other; where consumers

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want to know what a company or brand stands for; and where brands are defined by what consumers say to each other about them, not what the brand says to consumers.

This is the new playground for the Social Brand. It's changing the rules of the marketing world. It offers enormous opportunity for those who get it right, and a very fast and public humiliation for those who don't.

So how should marketers react in this new world to create successful and trusted brands?

Leroy Stick aka @BPGlobalPR provides a very succinct answer – 'You know the best way to get the public to respect your brand? Have a respectable brand.' This should be the mantra for every marketer in the coming decade. For today's consumers, actions really do speak louder than words. And I would argue that if in the past century we built brands through marketing, then in this one we will build them through behaviour.

For those looking for a slightly more in-depth answer than Mr Stick's, the following ten points represent my views on the key changes taking place and guidelines for creating successful brands in the social age.

1 From image is everything to reality is everything

One of the biggest global TV hits of the past few years has been *Mad Men* – a programme about the birth of consumerism in the traditional advertising world, which aired primarily on 'traditional' media. Not only does the success of this show help to make the point that so-called traditional media is not yet dead, but it is also a great demonstration of a major change I want to cover, which is the shift from a world of image to a world of reality.

The marketer's job used to be about creating the best possible image for any product. No matter how divorced from the truth that image might have been.

Consider the signature 'It's toasted'. It sounds like the slogan for a delicious and nutritious food product. But the following exchange from the above-mentioned TV show reveals it is anything but:

Don Draper: *This is the greatest advertising opportunity since the invention of cereal. We have six identical companies making six identical products. We can say anything we want. How do you make your cigarettes?*

Lee Garner, Jr.: *I don't know.*

Lee Garner, Sr.: *Shame on you. We breed insect-repellent tobacco seeds, plant them in the North Carolina sunshine, grow it, cut it, cure it, toast it.*

Don Draper: *There you go. There you go.*

[Writes on chalkboard and underlines: 'IT'S TOASTED.']

Lee Garner, Jr.: *But everybody else's tobacco is toasted.*

Don Draper: *No. Everybody else's tobacco is **poisonous**. Lucky Strike's ... is **toasted**.*

Don Draper's line, 'We can say anything we want', may have been a mantra for marketers and advertisers in the past century, but we now live in a world where reality, not image, is everything.

Naomi Klein's best-selling book *No Logo* purported that people would no longer be interested in brands. Whether you buy into that theory or not – and I personally don't, as I think in a world of more and more messages, shorter and shorter attention spans and smaller and smaller screens, brands will become more not less important to navigate the clutter – the one thing that is certain today is that consumers

are increasingly interested in the company behind the brand and what that company believes in and stands for.

In today's open world, it's incredibly difficult for a company to pretend it is something it is not. Someone, somewhere, will find out and share that with the world. They are now interested in who makes the products they buy.

So far from 'saying anything' and creating a great image for your product or company, the key to today's successful social brand is to create or identify the best possible reality and share that with as many people as possible and to actually make that reality better in the first place.

Perhaps the best recent example of reality in marketing is the Domino's Pizza campaign in North America. We will cover that in more depth in the next chapter on leadership, but what Domino's did went against every previous marketing convention. Rather than hide the research that said that people thought their products tasted really bad – with consumer comments ranging from 'like cardboard' to 'not much love in that' – they shared them with the entire world in their television advertising and used them as the platform for a very successful turnaround. And in the next development of their campaign, they actually started showing the food in their advertising the way it really looks, rather than spending hours prepping and heavily retouching it to look amazing. The approach seems to be working. At the time of writing, same-store sales have grown 14% year on year. Proof that honesty really is the best policy.

Another great example is the Dulux Let's Colour campaign. Let's Colour is the platform for Dulux's bigger-picture mission to bring colour to brighten up grey spaces around the world – the creative execution of it was to actually engage the local communities in poor areas of Rio in Brazil, Jodhpur in India, and London and Paris and to film them

painting depressing and dreary places with bright vibrant colour. This real footage, of real people, painting real places was then shared with the world.

Reality doesn't just extend to marketing communications, however. It extends to every area of the mix. For those people worried that their reality isn't quite as good as they would like, they needn't be. Today's social consumer is more interested in honesty than perfection. Walmart and Marks & Spencer, as we saw in Chapter 1, are completely transparent in reporting how they are performing against numerous ethical targets they have set themselves. When they fail, they say by how much and what they are going to do about it. This gives much greater credibility to the things that they say they have accomplished.

Other companies, such as Starbucks, are now following this template of honesty in their reporting around social responsibility. Businesses that seek to gloss over or omit where they have fallen short will be regarded as dishonest. The digitally empowered prosumer who decides he or she doesn't like what a business is doing is to be feared – and actually, I would argue, much more so than regulatory bodies. Advertising and communications campaigns can be hijacked in a single click and turned into a liability rather than an asset, as the Chevron case study on p. 30 demonstrates.

It's not just oil companies such as Chevron and BP that are likely to fall foul of this kind of action. Any campaign that is out of step with reality provides ample opportunity for consumer criticism and even for spoofs to emerge and be spread through social media.

CASE STUDY

When image does not = reality

In October 2010 oil company Chevron, owner of Texaco, hoped to convince the public it was on side with everything ordinary people believe. 'We agree' press ads declared in response to statements such as 'Oil companies should put their profits to good use' and 'Oil companies should support the communities they are part of' and, ironically, 'Oil companies should get real'.

Even in the unlikely event that the populace would be captivated by such a campaign, it was for nothing as it was elaborately subverted by the Yes Men, a pair of activists whose darkly comic high-jinks with a serious point have been directed at the likes of Dow Chemical and the World Trade Organization in the past. These two social activists have a thorough understanding of social media and create and maintain convincing fake websites as part of their activities.



A Chevron website was faked at www.chevron-weagree.com, with fake ads such as 'Oil companies should clean up their messes . . . We agree' displayed as if they were the real thing.

The serious point behind the satire was that Chevron was fighting a legal case in Ecuador, where it was accused of failing to repair damage caused by its oil fields there.

Convincing press releases and the spoof versions of the campaign were sent out to credulous journalists just before the Chevron campaign launched. Fake stories using copies of publications' mastheads were also produced.

Overall the campaign backfired on Chevron. It was another example of the need to avoid nicewashing, to be genuine, and, above all, to underpromise and to overdeliver.

2 From consumers to prosumers

The key driver in this change from image to reality is the changing consumer. We're increasingly moving into a world where prosumers, or influential, proactive, marketing savvy, engaged consumers, are much more important.

On a simplistic level, the old world of marketing was somewhat linear. It was a straight-line relationship between brand and consumer and a simple matter of a brand pushing an ad at a fairly captive audience sitting immobile in front of their televisions. But if the old world of marketing was linear, the new world of marketing is square.

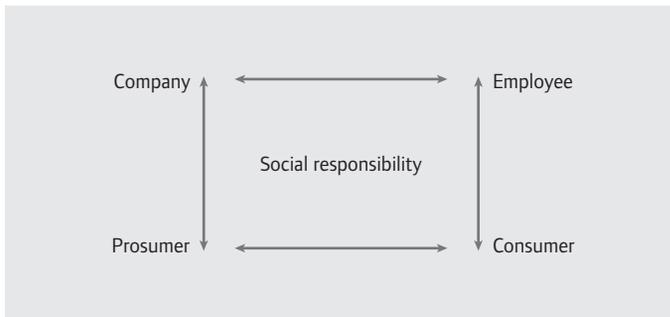


FIGURE 2.1

As you can see in Figure 2.1, in the top-left corner of the square sits the company, in the bottom-left corner the prosumer, in a third corner the consumer and in the final corner the employee. The basic principle of Square Marketing™ is as follows: if a brand or business is sufficiently compelling, engaging and motivating to consumers, those consumers will become proactive consumers, or prosumers, and act as influential advocates for that brand. Conversely, if they disagree with what the brand or business does or stands for, they will have a similarly influential but negative impact.

The same applies for employees. They now have an ability to be a truly powerful force for a company – or not. As I cover later, they also can accidentally be a negative force working against the company.

Now, none of this is actually new. Consumers could always say things to other consumers, and employees could always be positive or negative about the companies they worked for. What is new is that social media has dramatically changed the scale, velocity and impact of these conversations. In the old marketing world, prosumers could influence a few people. In the new world, depending upon their level of influence, they can influence hundreds, thousands or even millions of people.

A global study from 2008 showed that 20% of people had changed their minds about a product or service because of a non-branded blog or forum.¹ Asked the same question in 2010, the percentage in agreement had shot up to 41, including 65% of prosumers.²

Lots of marketers now understand this and they and their agencies set out to achieve a viral success, using the potential power of digital movement.

Around the world clients are briefing their agencies, saying: ‘I’d really like one of those viral ads that becomes a massive

global hit please.’ The harsh reality is that the majority of ‘viral’ videos don’t go viral. Too often companies put their latest TV ad on YouTube and wait for something to happen. It almost certainly won’t. The fact that 90% of branded virals fail to generate any buzz whatsoever according to the World Advertising Research Centre (Warc) is a sobering one.

The reason for this is that the process of creating content that people want to share is part art, part science. And the process of seeding it is exactly the same. The key is to create content that is compelling. An idea that is social. A creative process that is social. And a brilliantly innovative media strategy to ensure the idea becomes contagious. We call this Social Creativity™.

Evian Roller Babies is currently in the Guinness Book of Records as the most downloaded piece of commercial content in history. It has now surpassed 180 million downloads and won the 2010 Grand Effie, an award judged solely on sales effectiveness. The process of creating this viral hit involved a very deliberate and calculated social media strategy. It was much more than just posting a film on to the internet and hoping the rest would take care of itself.

If Evian is an example of the positive impact of millions of prosumers, then BP is an example of the power and disruption of a single prosumer. Influential consumers don’t always act as a supporter of a company – sometimes they will act against it. As we saw in Chapter 1, the individual using the alias Leroy Stick garnered 190,000 followers on his spoof Twitter feed, @BPGlobalPR. This dwarfed the 18,000 or so followers the global might of BP could muster. Stick not only lit up the Twittersphere; the story was widely covered in other media channels, proving the important and influential role of Twitter.

If the rules for the past century were about giving advice to the all-powerful brand on how to better interact with people, so the rules for this century are about how a brand needs to behave to ensure it doesn't attract the wrath of the all-powerful consumer. David Ogilvy in his 1963 book *Confessions of an Advertising Man* famously said, 'The consumer isn't a moron, she's your wife.' We need to update that saying for today to be 'The consumer isn't a moron. She's digitally empowered, marketing-savvy and highly influential and can bring down your brand in a matter of minutes.'

Seller beware!

While many of us would wholeheartedly support and endorse what Leroy Stick did, it's not always the case that prosumers criticise companies based on legitimate grounds. In the open world, controlling what people say is not possible; and there are no guarantees that they will say something good or something that reflects well on a brand.

As we saw in the Pampers example in Chapter 1, sometimes consumer criticism is unfair. It is never going to be easy to deal with unfair comments, but the key is to be honest, to provide as much information as you can and move very, very fast.

Similarly, while you may like a new product idea or logo design, people may not. On 6 October 2010, Gap launched a new logo in an attempt to create a more modern look for the brand. There was a huge backlash against the new logo in social media, with negative campaigns on Facebook and across Twitter, and even a www.craplogo.me website that asked 'Why hire an expensive firm when you can create a crap logo instantly using this site?' In a major U-turn, Gap returned to its previous logo only one week after the new logo's debut, and Marka Hansen, the person who had overseen the logo change, resigned soon after.

3 From employees to advocates

In the world of Square Marketing it isn't only prosumers who have an incredibly enhanced ability to influence. Employees, who sit at the top right-hand side of the square, can be a highly positive or negative force for a brand too.

If they believe passionately in a business and brand, they will become powerful advocates. This is particularly relevant given the fact that many people entering the workforce today would actually work at a company whose values they believed in for a lower salary than at a higher-paying competing firm they viewed to be less socially responsible.

Best Buy's Twelforce and online retailer Zappos are often held up as top examples of employee engagement – both companies put in place systems that allow their employees to use Twitter to respond to customer service questions, creating a win-win: happier customers, and more involved and engaged employees. There are an ever-growing number of examples of companies following suit and empowering their employees using social media.

Not only can employees have an amazingly positive influence, but also social media in general, and Twitter specifically, can be used to dramatically improve customer service and interactions. Kodak, using a prescient name for its range of digital cameras, EasyShare, embraced social media, building a real-time relationship with consumers and product users. Its then chief marketing officer Jeffrey Hayzlett stated that the main aim initially was to enable customers to reach the company with complaints, but it has developed into much more than that. Now users share ideas, tips and suggestions and Kodak gets far more of these than it does complaints.

Social media is not only a space where employees can both talk and listen; employees can also sell. Dell is one of several companies making money out of Twitter and is attributing a rising number of sales to it.

Dell's experience in social media has been hard won, finding itself on the end of heavy criticism in 2005 from bloggers and prosumers for dreadful service. A well-known blogger, Jeff Jarvis, in an open letter to CEO Michael Dell, invited him to join the conversation that was taking place without him. He did, famously admitting, 'We screwed up, right?'

Interestingly, as Dell's followers on Twitter have grown, its sales have not grown in the same proportion. This suggests that from a purely sales perspective it may be better to have a smaller audience of people genuinely interested in buying a product, than a larger audience of less commercially engaged people. That said, there are obvious benefits from having a greater absolute number of followers, beyond sales alone.

In order to really leverage employee efforts, it is important to genuinely embrace social media rather than keep it in a remote silo where a lone brave employee dips his or her toe into the water of the social world like an intrepid explorer. Or where a PR specialist is engaged to try out social media on behalf of a company, at arm's length. It really can't be done in isolation – as we see in the Eurostar example below.

CASE STUDY

It can't be done in isolation

If Channel Tunnel train service Eurostar had thought to integrate its social media activity, it would have had the ability to deal with the weather-driven crisis in services in December 2009 in real time directly with its passengers, and it could have saved itself and its customers a whole lot of heartache. When five

trains broke down in the freezing conditions, 40,000 travellers were stranded, some of them trapped in the tunnel itself, days before Christmas. Eurostar was completely unprepared, failed to communicate properly and left its passengers bewildered, frustrated and angry.³

Yet at its fingertips it had a medium it could have used to keep people informed in real time. When you're stuck in a freezing railway station, perhaps with tired children, wondering if you are ever going to get home for Christmas, all you want is to know what's going on. At the time Eurostar's social media presence was one isolated promotional campaign offering short breaks, run by an external agency.

Meanwhile, Eurostar passengers turned to social media themselves to vent their fury. One said: 'Shocked at how unprepared and uncommunicative Eurostar was. Eurostar failed to communicate with passengers and social media told the truth and got it to mainstream media fast.'

The result – a severely damaged reputation for Eurostar.

Contrast Eurostar's experience with the reaction of British Airways, other European airlines and air traffic authorities when global air travel was severely disrupted by the Icelandic volcanic ash cloud in April 2010.

Airlines used #ashcloud with their official Twitter updates and provided travellers with consistent and useful information. They managed to keep their reputations intact, despite the situation being one that they could not solve. Social media came to the fore again when stranded travellers used #getmehome and complete strangers were offering each other lifts, places to stay and other assistance, creating a brand new sector in social travel.

While the Eurostar and BA examples focus on what a company should or could communicate in different instances, there are more and more stories of individual employees responding to customer comment. In one

example, Jess Greenwood from Contagious tweeted about the awful music in the Air New Zealand airport lounge where she was waiting, only to be asked over the PA system seconds later what it was she would like to hear.

The above examples demonstrate the ability of social media to create a win for everyone: the employee, who feels much more engaged, the consumer, who sees a more responsive company, and the company, which in turn benefits from both of these in terms of employee satisfaction and retention and better business performance.

4 From buying attention to earning it

In the twentieth century of Don Draper's *Mad Men*, television was still relatively novel, TV audiences captive and an entire media industry focused on buying people's attention.

Today you can still buy media, but you can no longer buy attention. You have to earn it.

No one is quite sure who first coined the now commonly used terminology 'bought, owned and earned media'. Nokia was certainly an early pioneer in the space, but what we do know is that it has become incredibly important for today's brand.

And the successful Social Brand focuses much more on earned than bought media. Earned media happens when consumers become the channel. In order for that to occur, the starting point is a powerful and engaging creative idea. The Evian Roller Babies case is just one great illustration of the power of earned versus bought media and shows how it is possible to engage consumers and achieve a level of exposure that would not have been affordable in the old media world.

At the end of 2009, *Time* magazine named the Evian Roller Babies film as their Ad of the Year – despite the fact that it had never been aired on television in the USA. It was the enormous earned media generated through YouTube, Facebook and other social platforms – with over 140m downloads in total – that led to it being chosen as the best TV commercial of the year. But in a wonderful example of the new world, where the tail wags the dog, the massive success of the film in social media led to Havas' client Evian putting it on air as a TV commercial in mid-2010.

Similarly, the very successful award-winning campaign for Dos Equis, 'The Most Interesting Man in the World' – which in the interest of disclosure is another campaign created by Euro RSCG – also demonstrates brilliantly the power of engaging rather than interrupting consumers. While Dos Equis remains, by global standards, a small local beer brand, it is now the number-one beer page in the world on Facebook, with over a million fans. It is also the number-one page on Facebook across any alcohol category or brand. A powerful compelling idea has not only 'earned' enormous amounts of media but has also created a community of loyal fans suggesting and inputting lines and stories for what the 'Most Interesting Man in the World' may do next. All while winning the advertising effectiveness award for driving double-digit sales growth every year for the past five years.

Another great example of an ingenious idea delivering major global 'earned media' comes from Tourism Queensland from Australia. Tourism Queensland was faced with the problem that many holiday spots have: how do you stand out in a sector where there are a million pictures of beautiful beaches?

The idea of creating a job, a real job, as a caretaker on paradise location Hamilton Island and framing it as 'the best job in the world' was the inspirational solution they came

up with. The campaign began with worldwide ‘situations vacant’ classified ads and exploded around the world. It was picked up by mainstream media, TV channels and countless newspapers, creating extraordinary momentum globally. It attracted 35,000 hopeful applicants, who uploaded videos saying why they should get the job, and even spawned a BBC documentary documenting how Ben Southall of Petersfield finally landed the job.

Tourism Queensland claims it generated £49 million of equivalent advertising space and it created awareness, attention and interest on a much broader scale than any paid-for campaign could have achieved. It shows a brilliant understanding of Social Creativity™ and how to generate earned media.

5 From ‘talking at’ to ‘listening to’

While generating earned media is often about sending a message out, the power of social media for receiving messages should not be underestimated. One of my early bosses said to me, when advising me on how to be a good account manager: ‘David, you have two ears and one mouth and you should use them in that proportion.’ I have probably failed to follow that advice at too many points in my career, but if it is great advice for a career, it is even better advice for the social media world.

■ the Social Brand understands it is critical
■ to move away from talking *at* consumers
■ and instead to really listen *to* them

For those who are nervous about how to act and engage with social media, something everyone can do is listening. It’s free, easy and without risk. The Social Brand understands it is critical to move away from talking *at* consumers and instead to really listen *to* them.

One company that understands that very well is Japanese clothing retailer Uniqlo. When it redesigned its website, it first reached out to customers saying it was going to be doing this and asked for their input and feedback. This was then taken on board and integrated into the final redesign. When consumers returned to the new site they were greeted with a message saying: ‘You told us, we listened, here is the new website, please tell us what you think.’

Uniqlo not only listened to consumers; it also told them it was listening and what action it was going to take. And that action was visible. This is crucial because there is no point in listening if you do not show you are hearing what is being said and doing something about it.

Uniqlo extended this smart listening to a very clever Twitter promotion that it ran just ahead of a relaunch of its e-commerce site. The basic idea was that the more people tweeted about a certain product, the lower the price of it became. Relying solely on social media for the word to be spread, the campaign was a huge success.

There are many other examples. On a small scale, Virgin America showed enormous listening skills and speed of response in having the flight attendants serve a drink to a passenger who had tweeted that he was still waiting for his pre-takeoff drink – and then equal smarts as this trend spread among passengers – they would be greeted with a simple reply that the fastest way to get one was by pushing the call button on the plane. On a larger scale, IBM is a social media pioneer and another company that really understands the importance of listening. With IBM, Euro RSCG created a programme that aggregates everything that is written about the company on any social media platform, anywhere in the world, and brings it in to one place as a real-time feed. It not only allows technologically enhanced listening – a hearing aid for the social media

world – but it also allows that to be analysed and acted upon in real time.

Kodak has been a real social media pioneer, and in another tangible example of listening it appointed a chief listening officer, who oversees the monitoring of conversations across social media and the action taken as a result. If a camera user is having difficulties, Kodak will tweet and ask how it can help. In 2008, Kodak appointed a chief blogger as the voice of Kodak online and has amassed significant support. This is part of an ongoing conversation Kodak is having with its customers, which allows it to understand what they really want and to act accordingly. Do you have a chief listening officer? Or at least someone who is carrying out that function? If not, it might be time to get one and follow the advice of my first boss.

6 From controlling to collaborating

Marketing used to be all about control. Our focus was on policing brands, like gatekeepers, ensuring rigorous and ruthless adherence to what the centre had deemed the brand guidelines. And this was especially true as brands extended their reach and became global. In today's world, I would argue that the best marketers will be those who collaborate the most, not those who control the most.

It is now much more important to create content that people want to pass around and share, than to create content that you control.

One of the hardest things for marketers to accept is that they have less and less capacity to control a brand and they should open their doors and let people in. But that's the way the world is heading.

The potential benefits are enormous, and genuinely collaborating can provide spaces for a brand to create a

really meaningful relationship with consumers, allowing them to feel a sense of ownership and involvement that money can't buy.

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Pepsi is a company that has pioneered many examples of collaboration across its various brands, and a large number of its Super Bowl spots each year are created by consumers. With its Mountain Dew brand it gets consumers involved in every conceivable way: determining new flavours, voting on product names, colours and packaging. Consumers play a role in creating TV ads and have had input into media planning and buying. In 2010, Mountain Dew even turned over the choice of which marketing agency should work on its product launches by asking agencies and production companies to submit 12-second clips pitching their ideas for three brand extensions. Four thousand of the brand's most active fans, referred to as 'Dew Labs members', were asked to vote for their favourites. The brand has given this high level of consumer engagement the snappy title 'Dewmocracy'.

Furniture retailer Ikea ran a brilliantly simple campaign that both leveraged consumer involvement and used social media in an innovative way. Ikea uploaded all of the pages from its catalogue to a Facebook page. People could then 'tag' themselves on a particular item of furniture in one of the pictures. The first person who tagged themselves won that item of furniture. It was a great example of a collaborative promotion and a very fast way of building a major database.

In an example of life mirroring art, London's Victoria and Albert Museum promoted an exhibition of digital and interactive art by collaborating with potential museum visitors. One of the exhibiting artists created a piece of open-source artwork that was posted on relevant sites online, where users were able to play with the artwork, create new versions and record the results in an online gallery. The material, or as the clever pun described it 'user-renovated content', was then used to market the exhibition in digital outdoor advertising sites and on the London Underground – a clever idea that spoke directly to the target audience, involving them in the very nature of the exhibition.

There are numerous examples of collaborative marketing and we will look at some additional ones in Chapter 5. However, the critical thing is to understand the difference between collaboration and delegation. Crowd-sourcing content is not an idea in itself, or a substitute for an idea; it is just a way of getting to a great idea. Editorial control is critical. In fact, in a world where we can now generate thousands and thousands of ideas, the editor is king.

7 From local to global

Technology and social media have dramatically shrunk the world and made people realise that we are all connected, we are global citizens genuinely impacted and affected by global events. National boundaries are less and less important. This is equally true for brands.

Whether a brand is deliberately social or not, it is a fact today that there is no such thing as a local brand that can truly be contained locally. A case in point is McDonald's experience, when it launched a TV campaign in France based on its 'Come as You Are' brand strategy. 'Come as You Are' was designed to show that everyone is welcome

at McDonald's, whatever their age, nationality, gender or sexuality. The ad shows a gay teenager meeting his father, who doesn't know he is gay, for a meal in McDonald's. This was a first for McDonald's in any market.

After the ad broke on TV, it immediately spilled beyond its French borders and became a YouTube sensation. Almost overnight it received more than 2.5 million views. The ad gained major coverage in the USA on the various television news programmes and sparked widespread debate as to whether McDonald's could run a similar ad there. Some of the less 'open' media were less than positive about it, with one commentator suggesting that McDonald's would soon be running ads featuring Al-Qaeda and saying that they were welcome at McDonald's too.

While this comment says more about the prejudiced commentator than it does about McDonald's, it also demonstrates very clearly that we live in an interconnected world where it is not possible to put boundaries on where content does or doesn't go.

8 From who to where

If the focus of marketing used to be all about the 'who' we were targeting, then we are now entering an era in which the 'where' we are targeting them is going to become more and more important. And here I mean their exact physical location rather than which country they are in.

The next phase of the revolution in digital communications is going to be around location-based services and geo-positioning. According to the Internet Advertising Bureau, 85% of all search enquiries are location-based, and the ability to combine search with location and product or service delivery to consumers has unbelievable potential.

To date, we have had on the one hand the virtual world of digital – with its cool, sexy and exciting image, but on the whole very little in the way of actual sales – and on the other hand the old world of traditional bricks and mortar that was often seen as ‘boring’ but that had the major benefit of billions of dollars of sales. With the possible exception of Amazon, the connection between digital hype and tangible sales delivery has not really happened before. In the next generation, the two will come together.

Facebook, Twitter, Foursquare, Gowalla, Shopkick – these are just some of the apps and platforms that are increasingly linking sociability with location. The Gap promotion with Facebook on 5 November 2010, where 10,000 pairs of jeans were given away to the first people to check in at a Gap store on Facebook Places, was a massive success, compelling Gap to give a 40% discount on another item to the disappointed many who got there too late. Other early examples include Starbucks ‘Barista’ badges or free Frappuccinos for people checking in on Foursquare or Domino’s UK nationwide Foursquare promotion that rewarded ‘mayors’ with free pizza once a week.

While these are interesting examples, we are only just starting to scratch the surface of the potential for combining location, search and retail offers. Being able to know instantly where the best deal is available for something based on where you are standing at a precise moment, with the added potential to allow retailers to enter into a bidding war for your business, overlaid with the power of Groupon-style community buying – and it’s easy to imagine that the potential is as unbelievable as the way it will change retail. Imagine what the location-based, collective power on the scale of Facebook could achieve when brought to bear on purchasing.

We will see more and more examples, like Brightkite, which is incorporating augmented reality into its platform, allowing

people to watch videos explaining a product – no longer will we need to wait for an assistant to come and help. We will see live real-time discounts and offers in supermarkets, not based on what you have purchased as you check out but based on what you are buying as you walk around the supermarket.

I truly think the explosion in location-based services will be the next great phase of growth in the digital revolution.

And that moving forward we now need to increasingly ask not only who are we targeting, but also where are we targeting them?

9 From discrete targeting to open access

Companies used to be able to target different audiences in different channels, often with different messages. As an extreme example, they could announce record profits to their shareholders, while explaining to consumers the need for fees to go up and to their employees the fact that there would be no pay increases.

Social media has put an end to that. Everyone has open access to everything. In real time. Tweets and posts are read by employees, shareholders, customers and the media alike.

An interesting example of this is the *Time* journalist whose Hotmail account was hacked, which in turn led to him being locked out of his inbox. After emailing Hotmail's customer service department and receiving an automated response and nothing further for three days, he vented his dissatisfaction on Twitter, tagging the message '@Microsoft' so that anyone searching for tweets about the company would see it. As he describes, 'Within 34 minutes, the 75-hour silence was broken. A Hotmail program manager contacted me via Facebook. Half an hour later, I was logged into my inbox.'

Why did this happen? Because while a customer service department email or letter is read only by that department, the tweet is read by the CEO and management team of the company, by the company's customers and consumers, by its shareholders, by the media – in simple terms, by the whole world – which puts a little bit of pressure on the employees of the customer service department to fix the problem a little quicker than in the old world.

10 From profit to purpose

If business and marketers now need to become more and more interested in where consumers are physically, consumers in turn are becoming more and more interested in where businesses are in their plans to become more socially responsible. There are massive shifts taking place as the social consumer demands that business become more socially responsible. As previously mentioned, in a global study, 86% of consumers said that they believe companies need to stand for more than just profit. Consumers want to buy from and do business with brands that share their values and beliefs.

And they will punish those businesses they view as irresponsible.

Pepsi's Refresh project is an interesting example of a brand standing for more than just profit and creating a platform that has social benefits. The company raised a few eyebrows in 2010 by investing \$20 million in the Refresh project instead of purchasing the high-profile Super Bowl television spots that it had done for the previous 23 years.

The Pepsi Refresh website asks people to nominate and vote on community projects, and thousands of local initiatives will be sponsored with grants ranging from \$5000 to \$250,000. It's a simple mechanism – anyone

can put forward ideas and PepsiCo funds those that are selected.

It gives away \$1.3 million every month, which sounds like a lot of money, but given the amount of earned media, not to mention goodwill it has generated, it is relatively small when viewed in the context of PepsiCo's overall marketing spend.

We saw in the first chapter how the likes of Patagonia, GE, Walmart, Marks & Spencer and Unilever have also set out a purpose above and beyond profit for their businesses and brands. For my own business, the creation of One Young World – a not-for-profit and global movement to give the brilliant young people of the world a platform to effect positive change – was also just that. My attempt to show that we too have a purpose beyond profit.

A new generation of marketers understands that purpose is incredibly important to consumers and that in the future there will be no profit without it. Those brands that embrace this new honest and responsible world have an exciting future ahead of them. Those that don't can live in denial, but in the end they will go the way of the tobacco brands, whose reality caught up with their image in ways that were beyond their control.

CASE STUDY

Gatorade

Gatorade used authenticity as a platform for its Replay campaign. The brand reunited two former high-school football teams that, when the fierce rivals last met in 1993, had played a hotly contested match that ended in a draw – a 'sister-kisser' as one TV commentator named it. Fifteen years on, the players had replaced sport and exercise with family, career and other commitments and they were not in the kind of shape they once had been.

The players were followed for three months as they underwent training for the big rematch, the Gatorade Replay. In the process the 30-somethings made dramatic improvements to their health, with many losing more than 25lbs. One lost 57lbs and was able to come off blood pressure medication, according to Gatorade.



Source: Photograph by Steve Boyle, courtesy of Gatorade

Documentary footage was aired online and the match itself screened on Fox Sports Net.

'Replay' then became a documentary television series that was broadcast to 90 million households. Gatorade says the Replay campaign generated \$3,415,255 worth of earned media and delivered a 14,000% return on investment. Sales of Gatorade in the region rose significantly and the brand has been inundated with requests from people to be selected for subsequent Replays. The most recent features basketball teams from high schools in Chicago, in a rematch of a controversial 2000 playoff game that was decided at the buzzer.

It's an example of a brand that really understands the new open world. It's absolutely authentic. It's a big content-based

idea rather than a one-off advertising execution. It's a social vehicle that has health and wellness at its core. Overall it perfectly fits the Social Business Idea™ concept laid out in Chapter 6.

Brilliant ideas

The new world for the Social Brand is full of exciting possibilities as well as challenges. Marketing has been dramatically changed, by everything from the growing power of the consumer, to the disappearance of geography, to the loss of control and the need to be much more open.

I have outlined ten things that I think are substantial changes for today's Social Brand. However, one thing that hasn't changed is the power of and need for brilliant ideas. One of marketing's key roles has always been and will continue to be the creation of powerful ideas that engage consumers.

From the Evian Roller Babies to Pepsi Refresh, from Domino's Pizza to Gatorade, from Uniqlo's tweet promotion and Ikea's furniture tagging – social creativity powers the Social Brand. And those marketers who understand and leverage this power will succeed, whatever new channels and challenges appear.

Summary: the new rules for the Social Brand

- In the world of radical transparency, the scope for a gap between image and reality has disappeared.
- The old world of marketing was linear; the new one is a square where prosumers and employees can be an incredibly powerful positive or negative force for a brand.
- Attention can no longer be bought; it must be earned.

- The best companies use social media to listen to consumers, but they make sure they show they are listening and act.
- The best marketers will be those who collaborate and share the most, not those who control the most.
- ‘Where’ will be word of the next decade as location-based services explode.
- Content now travels globally; there are no boundaries on where content does or doesn’t go.
- The new consumer wants profit with a purpose: you must do well and good.
- The one thing that has not changed is the power of brilliant ideas.

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