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MAY/JUNE 2017

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FOR CARVING
OUT YOUR
BRAND'S NICHE

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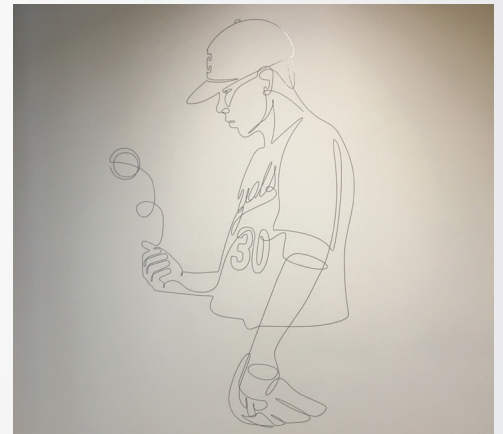
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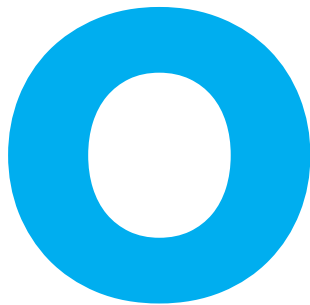
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POTENTIALLY YOURS



Our instincts tell us that when we're selling ourselves, we should focus our pitch on achievement. In other words, we seem to emphasize the programs we launched, the deals we completed and the awards we've won. But what we accomplished is not necessarily the most attractive thing about us.

In 2012, a couple of Stanford men, Zakary Tormala and Jason Jia, combined their efforts with Michael Norton of Harvard to write a paper about where our real focus should be. They found that what really matters when selling yourself is potential – not accomplishment.

People often find potential more interesting than accomplishment because it's more uncertain. That uncertainty can lead people to think more deeply about the person they're evaluating – and the more intensive the processing, the better the choice.

So, the next time you're selling yourself, don't only fixate on what you achieved yesterday, emphasize the promise of what you could accomplish tomorrow.

Would you rather be told you "could" be the next big thing or that you "are" the next big thing? "Could" provides you with remarkable opportunities and eliminates pressure. In contrast, being told you "are" the next big thing brings enormous pressure and provides limits.

Marketing our business is no different than selling ourselves. We don't need to focus on what we've accomplished, nor do we need to tell our clients the absolutes of our products and services. Our focus should be on the potential within them and how our offerings "could" catapult them to greater heights. Potential provides us hope internally and ambition to our clients.

In this edition, our cover article, "Shaping Markets," discusses the inner lives of markets. Economists no longer study markets. They shape them. See first hand what happens when you shape your market.

Our second feature, "In Perfect Harmony," shows why data and sales are the emerging roles over the next five years – and why you should make changes now to take advantage of this relationship.

Enjoy the read.

Potentially Yours,

Gina M. Danner, CEO

**WOULD YOU RATHER
BE TOLD YOU "COULD"
BE THE NEXT BIG THING
OR THAT YOU "ARE"
THE NEXT BIG THING?**



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SHAPING MARKETS

**THE
NEW
PLAYBOOK
FOR
CARVING
OUT
YOUR
BRAND'S
NICHE**

BY
MICHAEL J.
PALLERINO

“Ambition and purpose are absolutely critical, but market leadership is a long journey of many small steps. Your purpose and mission help you define the destination, but focus and small steps get you there.”

— KEN RUTSKY
AUTHOR OF
“LAUNCHING TO LEADING”



en years ago, Dr. John McKeon, an emergency medicine physician turned medical entrepreneur, founded Allergy Standards Ltd. (ASL). He created the organization as an international standards and certification body for a wide range of indoor products – bedding, pillows, toys, paint, flooring, humidifiers, washing machines, cleaning products and cleaning services. Under McKeon's watchful eye, ASL worked closely with brands like Dyson, Febreze, Swiffer, Build-a-Bear, LG, 3M, Samsung, Lysol and Stanley Steemer to determine if their products were asthma and allergy friendly.

It was an interesting talking point, to say the least.

The goal of each brand, with the help of ASL's rigorous testing procedures, was to earn the seal of approval of the certified asthma & allergy friendly™ program – a joint venture of ASL and the Asthma and Allergy Foundation of America (AAFA).

One of the more interesting stories was that of Stanley Steemer, one of the most storied brands in carpet cleaning. According to the National Institutes of Health, effective allergen

avoidance and control requires vacuuming once or twice a week. And if that wasn't enough, AAFA recommends that every carpet be cleaned three to four times a year by a certified professional.

For Stanley Steemer, the edict could not have been any clearer. It had to reposition its branding strategy as a “carpet cleaner.” Already mired in competition with the “a man and his truck” competitors driving market values into a race to the bottom, Stanley Steemer needed a new approach.

With the help of McKeon, Stanley Steemer repositioned its efforts on a new trademarked tagline, “For a Cleaner & Healthier Home.” Moving its research and content push from a focus on traditional cleaning benefits, it pivoted its data and branding on health benefits. Thanks to its asthma & allergy friendly™ Certified App, consumers now shop by scanning barcodes to see which products are suitable for asthma and allergy sufferers.

“We spend an estimated 90 percent of our time indoors, where the EPA says air pollution can be four to five times more harmful than outdoors,” McKeon says. “You'll find trigger factors in almost every room of the home, from dust mite allergens to formaldehyde. Unfortunately for consumers trying to avoid triggers, the terms hypoallergenic and non-allergenic are unregulated, ill-defined and practically meaningless. Allergy Standards responds with a rigorous, scientific asthma and allergy certification process for a wide range of consumer products and services.”

Within McKeon's words was born a new approach that many brands are taking today – one that not only sees getting ahead of the curve, but also shaping the markets into what customers need.

Why wait, right?

According to Deloitte's newly published “Impact Project” study, more of today's brands are able to break away from the pack to share some common principles in their approach. Chief among them is the idea that leading brands today start with their culture and build outward, resulting in better products, services and a more authentic reputation.



“We are different, and we need consumers to understand this.” – M'LOU WALKER, CEO, ZICAM®

Take Siggí's Dairy, an Icelandic yogurt brand that stayed true to its founder's commitment to great quality and flavor over expanding at a pace that meant they may have to sacrifice on both. Siggí's Dairy president Bart Adlam calls this philosophy "slow selling."

"Brands that set a unique, values-led mission as their North Star are best set to own their categories and shape markets of the future," says Amy Fuller, senior managing director, Global Brand at Deloitte. "In part, this is driven by the pioneering of their own paths, using proactive leadership to carve out a place in the world, instead of following the status quo."

Take for example, Everlane, the online fashion retailer that is relentlessly committed to transparency when it comes to pricing and sourcing of its products. Fuller says the brand works to create meaningful relationships with suppliers, which not only allows them to offer high quality at low prices, but to also improve the lives of workers in markets all throughout Asia.

"The life of a thoughtful brand manager doesn't lack for challenges," Fuller says. "While many trends in behavior and consumption are familiar enough to serve as business clichés, we are always curious about some of the less obvious shifts at play."

OWNING YOUR MARKET

In his book, "Launching to Leading: How B2B Market Leaders Create Flashmobs, Marshal Parades, And Ignite Movements," Ken Rutsky discusses how and why market leaders succeed in breaking through and leading in today's crowded markets rather than following.

Rutsky, a B2B marketing consultant intent on helping his clients take leadership roles in market development, says that today's brands don't so much shape a market, as much as they shape their value to fit strategically into their customer's world.

"By doing this, market leaders control the context of the market conversation," Rutsky says. "They own the market by connecting their value to the life, challenges and opportunities of their customers. This is what I call, 'leading or marshalling your market parade.' As the cartoon character Pogo said, 'If you want to be a leader, find a parade and get in front of it.' Once we



“Brands that set a unique, values-led mission as their North Star are best set to own their categories and shape markets of the future.”
— AMY FULLER, SENIOR MANAGING DIRECTOR, GLOBAL BRAND, DELOITTE

do this, we are rewarded with market leadership and our business becomes like a snowball rolling downhill. Everything gets easier. Referrals roll in. Leads convert faster and more frequently to business. Selling becomes easier.”

This strategy has worked for Zicam®, makers of Zicam® Cold Remedy. The multi-billion-dollar cold and flu category serves the needs of consumers who typically believe they can resolve these issues without treatment.

Zicam® is fundamentally different from most products in the market in that it's designed to shorten the duration of the common cold, rather than just relieve the symptoms for four, six or 12 hours. Getting consumers to understand and appreciate this difference is critical.


Often working in concert with some of the biggest brands in the category, Zicam®'s value lies in its unique, cold-shortening proposition. To exacerbate consumer confusion by lining up with symptom relievers like Mucinex and NyQuil would mute its message and disappoint its consumer, says M'Lou Walker, CEO of Zicam®.

"We are different, and we need consumers to understand this," Walker says. "Creating and shaping our own particular segment of the market enables us to make it clear to the consumer that he or she has the power to shorten a cold. We have found through our research that this message resonates most profoundly with consumers who want to live life to its

fullest. And they want Zicam® to help them 'get their better back.'"

Walker says the best way to shape a market is to start with a deep understanding of the consumer. Zicam® has spent a considerable amount of time researching consumers and listening to a variety of sources on a daily basis to be sure that it always keeps the needs of the consumer front and center. With a unique product proposition and keen understanding of the consumer, the tactics for shaping the market almost reveal themselves.


"We know how our consumer talks about suffering with a cold," Walker says. "We know where he or she receives messages about products. We know how they shop and what they find bothersome. With that understanding, we're able to create 360-degree communication vehicles that reach our consumer in their key need state. Whether it's TV advertising, sampling in airports or engaging with the ColdSense app, the tactics stem from our understanding of our consumer and our products' unique attributes."

As Rutsky says, focus is everything. "Ambition and purpose are absolutely critical, but market leadership is a long journey of many small steps. Your purpose and mission help you define the destination, but focus and small steps get you there. Go fast and with purpose, and realize that most overnight business successes are really five- to 10-year journeys, as they move from flashmobs, to parades, to a movement." 

In Perpetual Harmony

*MAKING
THE
BIG
DATA
ADVANTAGE
WORK*

*By
Charles
Lunan*



**“IN THE FUTURE,
THE REAL VALUE OF AN
ORGANIZATION WILL NOT
NECESSARILY LIE IN THE
PRODUCTS IT SELLS, BUT
RATHER IN THE DATA
IT COLLECTS.”**

– Dawn Edmiston

Clinical Associate Professor of Marketing
at the Mason School of Business of
The College of William & Mary

a

few years ago, it was common for the retail sales force at MillerCoors to spend their Sundays pulling data from up to eight different Excel spreadsheets to build reports for their weekly sales visits.

But because the data was locked behind the company's virtual private network, they could not export the reports to their laptops to share with customers during sales calls, which typically occurred while leaning over a bar and lasting just five minutes.

Convinced it could boost sales if it could find a better way of sharing its insights with retailers, MillerCoors partnered with Tableau Software

to roll out cloud-based analytics tools to its sales force. The project worked so well that the company moved from pilot stage to deploying the tool companywide within 90 days without having to make massive IT investments.

Today, hundreds of the company's sales reps routinely pull down sales reports from the field.

According to a case study published by Tableau, the MillerCoors team said, "In the parking lot, 15 minutes before their meeting, they can pull down the full sales report and pull together some key opportunities to help our retailer grow the size and value of their beer category."

What about the little guy?

That's all fine and dandy for corporations with huge IT budgets, you say, but what about companies like mine that may lack such scale? When will we be able to gain access to that type of technology?

Probably sooner than you think, says Rita Sallam, Gartner Inc.'s Big Data guru. In a blog post last summer, Sallam argued that a decade-long migration away from IT-centric reporting platforms reached a tipping point last year as a critical mass of "high-performance" companies began pushing analytics tools out to their business units to empower brand, product, sales, marketing and other managers.

Sallam says that of 180 people who attended an analytics webinar she hosted last summer, 53 percent planned to significantly expand such "self-service analytics" offerings in 2017. Another 37 percent said they were just starting to deploy such tools. She expects more will roll out data visualization tools and dashboards that translate natural language into the arcane structured query languages used to mine Access, Oracle, Sybase and other relational database management systems.

People, regardless of their role, will be empowered to wear many hats, from consuming data on dashboards to performing their own ad hoc analysis, to sharing their findings with others, according to Tableau, whose tools can be

used for analyzing and visualizing data and embedding analytics dashboards into third-party CRM, sales and marketing automation platforms such as Salesforce.com.

Heavy lifting

For companies just beginning to use analytics, achieving that vision will require a lot of heavy lifting. In the last decade, global corporations have invested billions of dollars to make sales, marketing, customer service, warranty, financial and other data stored in separate silos accessible to the entire enterprise.

By and large, they remain convinced that harnessing Big Data is the key to their future.

IBM-sponsored surveys show the percentage of respondents who use data to gain a competitive advantage are on the rise. One survey showed that 91 percent of senior corporate marketers believe successful brands used customer data to drive marketing decisions.

Respondents also said a lack of sharing such data within their organizations made it difficult to measure return on marketing investments. In 2013, a survey by the Economist Intelligence Unit revealed that 45 percent of executives view marketers' limited competence in data analysis as a major obstacle to implementing more effective strategies.

That same year, analytics entrepreneur Wes Nichols wrote an article published by

Harvard Business Review that argued global brands still were misallocating millions of dollars by failing to recognize changing consumer behavior.

"The company hadn't grasped the notion that ads increasingly interact," says Nichols, a co-founder and then CEO of the analytics vendor Marketshare. "For instance, a TV spot can prompt a Google search that leads to a click-through on a display ad that, ultimately, ends in a sale."

Aligning sales and marketing

"In the future, the real value of an organization will not necessarily lie in the products it sells, but rather in the data it collects," says Dawn Edmiston, clinical associate professor of marketing at the Mason School of Business of The College of William & Mary. "So companies need to work to align sales and marketing to ensure that they understand the value of capturing such data and leveraging that data to deliver a truly omnichannel customer experience."

That realization is fueling a boom in spending on infrastructure, cloud-based solutions, training and talent that's changing how the U.S. Bureau of Labor Statistics (BLS) describes some marketing occupations.

In 2014, BLS forecasted that the number of "market research analysts and marketing specialists" working in U.S. business and financial operations – or outside of IT departments – will increase by 92,300, or 18.6 percent, to nearly half a million between 2014 and 2024.

The field is growing so fast that the bureau will begin excluding web or digital interface designers, public relations specialists, art directors and graphic designers from the categories starting next year.

Going forward the category will refer exclusively to workers who gather information to determine potential sales of a product or service, or plan a marketing or advertising campaign.

"They may gather information on competitors, prices, sales, and methods of marketing and distribution or employ research-marketing tactics, analyze web metrics and develop recommendations to increase search engine ranking and visibility to target markets," according to the new description.



The training boom


The growing role of Big Data is sending droves of sales and marketing professionals back to school to brush up on their computer skills, says Karla Shields, executive director of Computer Technology Institute for Central Piedmont Community College's Corporate and Continuing Education (CCE) division.

Enrollment in technical courses that up-skill people in advanced Excel, SQL, and SAS has grown about 35 percent annually at Central Piedmont Community College since 2012, when it began offering them in response to huge demand from businesses.

The curriculum includes instruction on how to retrieve, manipulate, and visualize data with tools such as Microsoft Power BI and Tableau. The college is seeing similar enrollment growth in their CCI Business Analysis certification course offered in partnership with a for-profit training company endorsed by the International Institute of Business Analysts. The curriculum includes instruction on how to use cloud-based tools such as Microsoft Power BI, Tableau, SQL and SAS programming.

"These are individuals who have degrees, what we call emerging professionals," Shields says. "Their median age is 34 to 40." Smaller companies are sending employees to learn how to use Microsoft's Excel and Power BI. "A lot of smaller businesses are comfortable with Excel, which is a very powerful tool," Shields says. "And when you partner that with Power BI, you can visualize data."

CPCC's Online Marketing Certified Professional certification program is particularly hot. The program offers certificates for social and mobile marketing, digital analytics and conversion, paid search and search marketing.

"I think what's happening, especially with cloud-based products, is that there is so much data we can gather that is now moving into marketing and sales," Shields says. "The certification that is really big right now is Digital Analytics and Conversion Professional. The software tools are becoming easier and easier to use, but in order to be successful in your job today, you have to know technology." 

6 TIPS FOR BIG DATA HARMONY

1 Get buy-in from IT

It's essential to get buy-in from IT and then empower them to reorganize how the organization collects, stores and governs access to data to ensure it's accessible across the enterprise.

2 Commit to creating a sharing culture

Develop an organizational culture that promotes the sharing of data. Data analysts want to work in an organization that recognizes the value of their efforts across the enterprise, and sales executives want to work in an organization where they have access to data that will support their success.

3 Anticipate disruption

Implementing a sharing culture is likely to ruffle some feathers given people's tendency to hoard information. It also has the potential to create jurisdictional tensions between sales and marketing. Make sure your sales and marketing teams sit down with your IT lead to map out who will do what and how they'll share business intelligence to avoid duplication of effort.

4 Tinker

Most cloud-based analytics vendors offer free trial subscriptions and an abundance of online training. Ask your resident Excel gurus to sign up for a few and begin learning about what's out there, what it can do and how much it costs.

5 Recruit for the future

Regardless of where your company is with analytics, sales and marketing managers should expand their talent search to candidates with strong backgrounds in math, statistics and business analysis.

6 Be ready to invest

For sales and marketing departments, harnessing Big Data is not about cutting costs through automation. It's about making substantial investments in people and technology in a bid to keep up with or overtake the competition. It requires hiring analysts who can pull and organize data, write or use programs to analyze the data and create graphics to visualize the data so it can be shared. These analysts typically have backgrounds in mathematics, statistics and computer programming and they don't come cheap. There also is the cost of training sales reps and other front-line employees on how to use whatever tools you deploy.

STRENGTHS



85

The percent of B2B leaders who said Big Data will become more important to their brand in 2017, according to Intershop and Vanson Bourne's "E-Commerce

Report 2016" of 400 B2B decisionmakers. Interestingly, only 42 percent admitted their company was effective at employing it.

Rising Star

CUSTOMER MARKETING EFFORTS TO SHINE IN '17

When it comes to marketing, why not get your customers involved? Don't look now, but according to "The State of Customer Marketing 2017" report by Influidive Marketing and Koyné Marketing, 93 percent of organizations expect to ramp up these efforts, and 62 percent will increase their staff or budgets in this area. The report, which queried more than 200 marketing leaders from B2B companies, identified three main skill sets vital to customer marketing success: relationship building, communication and customer service. Does it work? The report suggests that organizations reporting moderate to significant revenue from customer marketing are more than two-and-a-half times more likely to report high levels of customer satisfaction.



Unraveling the mystery

WHERE MARKETING FITS IN TO THE SMALL BUSINESS MIX

Ask a small business today if its marketing efforts are paying off, and you might be surprised by the answer. According to Infusionsoft's "2017 Small Business Marketing Trends Report," nearly 47 percent of small

business owners don't know if their marketing efforts are effective, while 10 percent know they aren't. But don't fear, they still believe in the practice. The report, which surveyed 1,009 small business owners

from across the country, shows that 31 percent are dedicated to having marketing campaigns drive sales this year, while 23 percent aim to use them to retain and re-engage the customers they have.

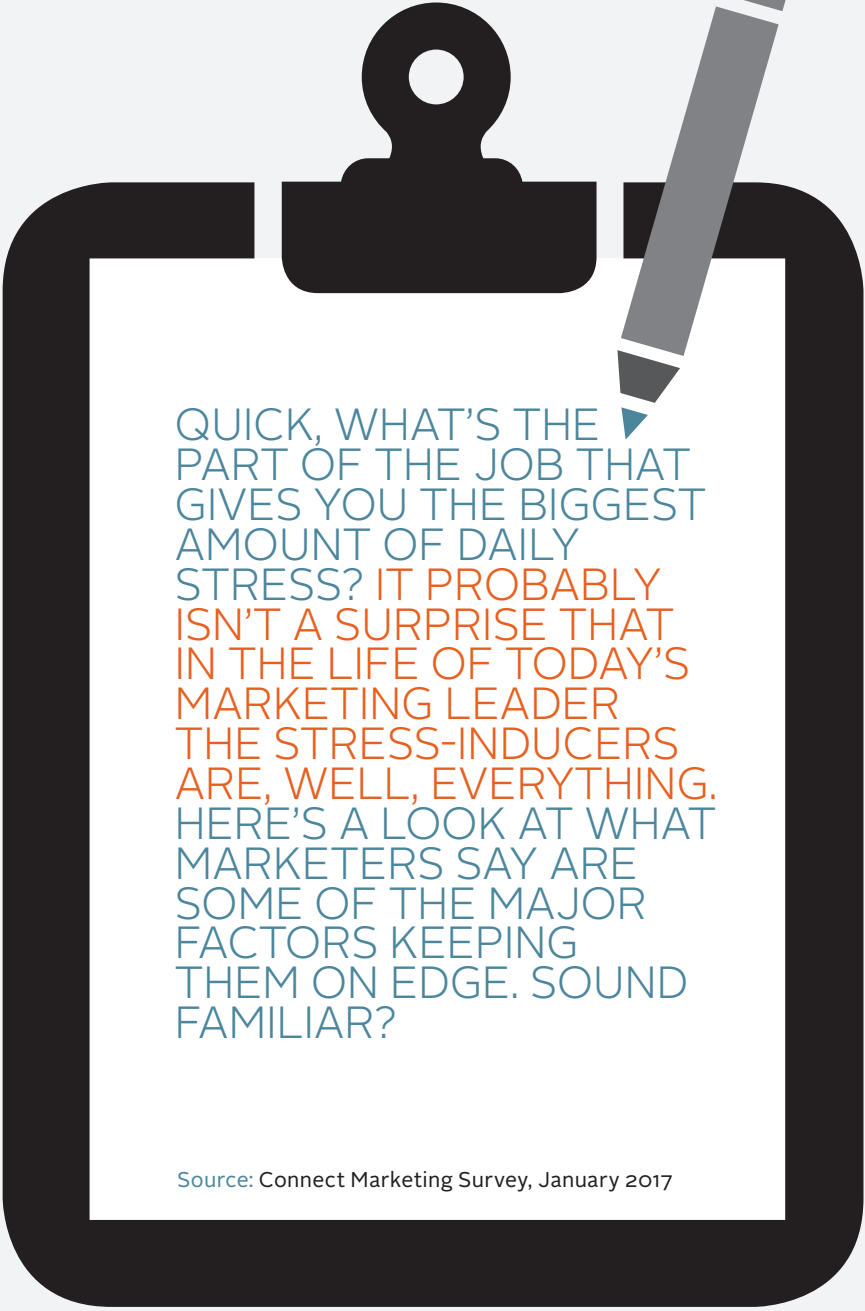
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QUICK, WHAT'S THE PART OF THE JOB THAT GIVES YOU THE BIGGEST AMOUNT OF DAILY STRESS? IT PROBABLY ISN'T A SURPRISE THAT IN THE LIFE OF TODAY'S MARKETING LEADER THE STRESS-INDUCERS ARE, WELL, EVERYTHING. HERE'S A LOOK AT WHAT MARKETERS SAY ARE SOME OF THE MAJOR FACTORS KEEPING THEM ON EDGE. SOUND FAMILIAR?

Source: Connect Marketing Survey, January 2017

21.2%

Sales and marketing alignment

21%

Acquiring good data

19.9%

Budget cuts

19%

Getting real client feedback

18.9%

Validating investment/effort



Why is customer engagement such an important marketing component today?

From an overall perspective, without customer engagement, you own nothing. Few brands do anything on an emotional level, so they are irrelevant and unimportant. I'm always shocked by how much marketing is Kool Aid-drinking. Inside-out navel gazing. That kind of thinking makes you RadioShack. Customer engagement is emotional, not a laundry list of benefits and features. But that laundry list is what most marketers trot out.

I'm pleased right now. Because perspective, engagement and importance are being defined as social media, events and tactical elements in the marketing world. This means my focus on stealing their market share is easier.

Stop confusing rational reasons as how consumers choose. Rationalizing is what you do after making an emotional judgment. No emotional brand? Then your tactics are worthless. As John Wooden once said, "Don't mistake activity for achievement."

Why is it important for brands to view the marketplace from their customers' perspective?

Because that's the whole game. Seeing everything through product assumptions is a bane of good marketing. Those who depend on product benefits for messaging gravitate to them because they are comfortable and reinforce what their culture believes about their companies and products. No one cares about that.

Let's be honest. Competitive products are equal in effectiveness. We've have years of research supporting this. Consumers believe products are generally the same. Stop being delusional. When you ignore the customer's perspective, they ignore you.

Promoting product benefits is the most inside-out of all messaging. They should only support emotional messages. We covet things that represent an aspirational reflection of ourselves.

Trending with...

Branding thought leader
Tom Dougherty on the emotional side of customer engagement



KEA. Tide. Lexus. Procter & Gamble. The list of top tier brands that Tom Dougherty has worked with over the years is endless. For more than 25 years, the branding veteran has worked around the world extolling the virtues of the art of the message. Today, as the president and CEO of Stealing Share (www.stealingshare.com), he arms his clients with the tools they need to win. There really is no other alternative, he says. Here are his thoughts on the importance of having meaningful and emotional engagements with your customers.

“YOU NEED TO OWN A VISION OF YOUR BRAND. IF ANYTHING YOU DO DOES NOT FULFILL THE BRAND VISION, STOP IT.”

Now, we backfill emotional choices with rational reasons because we are embarrassed or even unaware of the emotional motivations. Consumers never test products to find the best one. Is the best product always the market leader? Is it always the cheapest? Does Apple or Nike lead with messages about the technology inside their products and shoes?

The customer perspective is all that matters.

What are some of the biggest things you see trending on the marketing and branding side?

Sticking heads in the sand. Look at the retail industry. This is a category under water. Yet, they maintain the status quo.

Most brick and mortar retailers are closing stores – others are simply dead. Malls are empty, Amazon is eating their lunches and yet messages are still the same as they have always been. Discounted sales and product brands. The same garbage competitors spew. No emotional reason why. No brand. This is a category that can't get out of its own way.

It is doomsday for many retail brands.

Consider Office Depot and Office Max. Both are looking for new CEOs after a

failed proposed merger. The merger would not have made any difference. They are merged now. From the perspective of the customer, they are all the same. And both are irrelevant.

I don't see that kind of thinking changing until leadership and marketers stop pandering to each other and ask the right questions. Change will have costs but not changing – drastically – will cost them everything.

What are the best ways brands can manage the messages they send?

You need to own a vision of your brand. If anything you do does not fulfill the brand vision, stop it. Do you have money and time to waste? Any communication without a precise value is at best unproductive. And, at its worst, destructive.

Who can afford to be in any way unbelievable? Believability and being authentic are litmus tests. They are the minimum you need to become important.

We always recommend promoting a brand czar who reviews communications to make sure all communications follow the brand. If they don't, throw them out.

What is the best advice you can give today's marketers?

Stop focusing on tactics. The most persuasive thing you can say in the market is emotional and about the customer. Shut up about yourselves. Everything else will flow from that. If you concentrate on yesterday, you are in the trash.

Ask hard questions. Reject the status quo. Focus on emotional meaning. Stop believing your industry's conventions. Be different and better.

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