



Secure the Success of Your Brands

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Highly fragmented markets. Fierce competition. Crowded shelves. Stronger private labels. Manage the risk with Ipsos' ten guidelines for successful brand management.

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Attention global marketers! Even with the best ideas, your chances of a worldwide blockbuster depend upon how you use local perspectives to fine-tune your global offering.

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How can marketers anticipate market size, competitive entrants and spending requirements in mature or new markets? New models for navigating the competitive marketplace.

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The role of marketing return on investment is changing from traditional marketing mix modelling to a more holistic view, centred on the customer.

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Differences and Bridges Between Datamining and Sociology

By Jean-Marc Lech

The sociologist's profession is the most wonderful in the world. And without doubt one of the two oldest. That is because it is a paparazzo job: it is a question of seeing everything, and telling everything – without ever being seen oneself.

Writing thousands of questions, themselves submitted to tens of thousands of people for answers, the sociologist looks for angles from which to take his photographs, and variables to explain their development. The sociologist thinks of himself as a film producer. The distance between him and the people he questions is reassuring to him: he speaks in terms of social classes, age groups, and political tendencies.

It is easy to see that the sociologist likes cover and that, in him, courage is purely intellectual. So he dreams of variables and their relations: Does divorce predispose subjects to suicide? Is absenteeism at work greater in women than in men?

The questions asked in the 1960s first gripped the public's attention and then waned. Then came multivariate analysis: new variables were introduced into the original two-variable relationship – and their effects were examined.

The annoying thing is that we see better without understanding more. And so the sociologist is tempted by the vision of real life. Qualitative

studies and focus groups offer just such delights. You can stay a voyeur thanks to the benefits of observing through a one-way mirror, and you can watch and listen to consumers or voters.

This initial temptation – which moves from the analysis of social groups to that of individuals speaking in groups – is ultimately unsatisfying. You think you immediately understand what you see because you have heard it. And then the sociologist becomes wary of the illusion of transparency and the frustrated temptation of immediate knowledge.

Caught in the heady paradox of quantitative analysis, disturbed by the too-transient pleasure of spying on focus groups, might the sociologist discover satisfaction by becoming an engineer? After Emile Durkheim and Max Weber, after Uncle Freud and Cousin Bourdieu, there is still the master Gaston Bachelard; yes, the engineer tempts us if he allows us to embrace both the observations of the first level (empirical approach) and those of the second (applied rationalism).

After all, the original meaning of engineer was a builder of engines of war. But the war now is one of models. The model that predicts without being reductionist will remain the sociologist's ultimate pleasure.



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Ten Guidelines for Successful Brand Management

By Sandy Eubank and Jérôme Simulin

Your job has never been so difficult! Today, markets are highly fragmented, competition is fierce, shelves are crowded, and private labels are stronger. On top of this, growth is limited, budgets are reduced, and short-term promotions are often the only weapon considered to grow a brand. In these conditions, launching a new product or a line extension, or managing or restaging an existing brand, is riskier than ever before.

To make matters worse, most companies have the same ideas at the same time. No wonder! These companies recruit the same type of people, they use the same competitive intelligence, and they use the same research, consumer insights tools, and models to generate, screen, and forecast new marketing ideas or strategies.

What can you do to stand out? Doing the same as everyone else? No way! Instead, why don't you read these ten guidelines for successful marketing? Now you really do have an alternative!

1. Don't be fooled by high first year volume estimates

New product cemeteries are full of year one successes that failed in year two or three. This is because it is easy to buy more volume in year one with high spending, but eventually spending is cut and the brand must stand on its own strength. Experience shows that tomorrow's successes are those brands that will sustain volume after support is gone or reduced. Therefore you need an accurate estimate of your long-term volume potential to know if your brand is really a success.

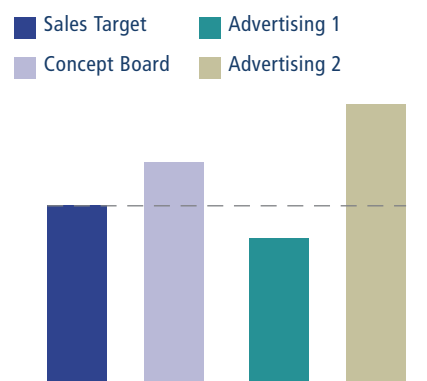
2. Don't expect too much from purchase intent

Of course purchase intent is a very useful measure, since it is related to the volume of your product, but what do you do if your product doesn't have high enough purchase intent? Purchase intent does not tell the whole story: while it helps you know how strong your concept is, it does not help you know how to improve it. To create a road map for improving your concept and product, make sure you test with a system that includes both diagnostic measures that explain your brand's performance and, based on the diagnostic measures, a model that tells you the volume behind each improvement you may want to do.

3. The wrong advertising can damage your product

Advertising builds your product's positioning in consumers' minds, and the way the advertising positions your product can greatly affect its long-term sales. Experience has shown us that different ads developed from the same successful concept can produce significantly different on-going sales profiles, sometimes by as much as 30%! Before going in-market, always do a final check; verify that your advertising delivers the intended positioning, fits with your products' delivery, and truly produces the targeted volume.

Positioning and Ad Quality Make a Difference to Your Sales



Source: Designor®
© Ipsos 2004

4. So can the wrong packaging

Today's crowded shelves are full of packaging that might as well be invisible to consumers, particularly given the trend of cutting package costs to increase profitability. Today, many manufacturers package all their products similarly, without realising that this strategy makes their individual products disappear from

consumers' eyes. To be noticeable, your product needs to stand out from the products immediately surrounding it on shelf. And guess what? These neighbours are very often other products in your own range! This is why we generally find that new line extensions have trouble generating enough visibility on shelf. Don't forget, consumers can only buy what they can find!

The easiest way to help each product stand out is by using different visual signals such as colours, shapes, product forms, or pack formats. There is often a trade-off in volume between range coherence and item identity. When testing, make sure you can measure your product visibility to maximize your volume. For this purpose, a shelf is enough – no need to have a simulated store like twenty years ago, nor the problems that it generates.

5. The wrong name can spell disaster

Too often manufacturers saddle a product with a name that reduces its sales potential – it's too long, too complicated, or does not mean anything. Sometimes this is done because companies want one name worldwide, and sometimes the name is created to fit within a complex range. Our experience shows the name can have a significant impact on volume. Getting the name right can help the product be noticed and purchased. To be successful, a brand name must be short and easy to remember. If possible, the item name should mean something in the local language, and it is even better if the meaning helps reinforce the positioning or key benefits.

Ten Guidelines for Successful Brand Management

6. How you are differentiated matters more than how much you differentiate

Sources differ on whether being different drives product success because differentiation is complicated. What really matters is being different in a way that is relevant to consumers. A tuna fish flavoured birthday cake is very different, but you won't sell any! You need to differentiate your brand on a benefit that drives consumers' purchasing, and the more important the benefit, the better. Our database shows that products that are meaningfully differentiated achieve significantly higher sales and rate of success in market.

The situation is even more complicated in the case of a line extension, where you must differentiate the new item from the parent brand. It needs to have a separate identity and an additional advantage to drive incremental volume to the parent, and this differentiation must be on a benefit that is relevant to the consumer, but it also needs to fit with the parent brand's equity or it will dilute the brand.

7. Don't forget to build a true sustainable competitive advantage to your product

For consumers to become loyal buyers of your product, they need to believe it is better than the brand they are buying today. You need to give your product an advantage in terms of emotions, performance, or value. This gives it a shield to defend itself against future competitive launches, spending, or price cuts. If you don't create a competitive advantage, you can end up developing a category for your competitors! We've seen many examples where the big spender of the category does not reap the full reward, and a better performing competitor benefits instead. Do you really want to support your competitors? We're pretty sure you don't....

In the case of a line extension, the brand consumers are buying today may be the line extension's parent brand. In this situation, it will be critical that the new extension reinforces the brand's heritage while bringing a new benefit to its profile. If the new line extension just provides more of what the parent's brand already promises, there is a big risk; this can erode the parent brand's equity resulting in low incremental volume.

8. Don't over-price your promise

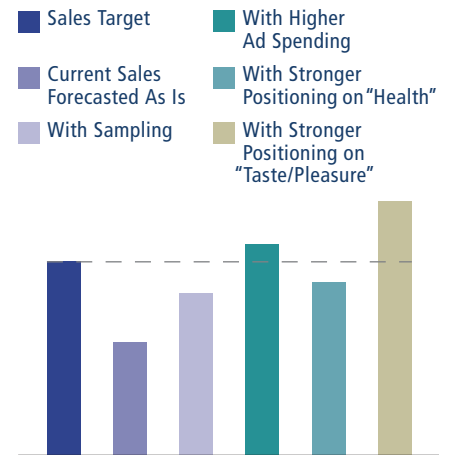
Offering a good value proposition is one of the strongest drivers of long-term volume potential. To determine your product value, you need to look beyond the price data and understand how the market views your product versus your competitors.

Your price relative to competition needs to be in-line with the strength of your promise, relative to that same competition, to offer good value. It is important to remember that if your value is not optimal, you can always improve it by changing either your promise or your price. Also, it helps to know if the market is price or quality driven. You need to understand all these complex components to set the price that will maximize your sales and profit.

9. Spending more is not always the smartest strategy

It is an accepted rule in the new product business that sampling is the best way to market an initiative that has a weak concept but is a strong product. Is this always the case? Wouldn't it be better to figure out how to improve your concept instead, and save your money? When you understand how a consumer chooses a brand and how your brand performs versus your competitors, it is easy to identify improvements that unlock the potential of your brand. Our experience shows that it's better to refine your positioning – once you know how – than to artificially drive demand with sampling and other expensive push strategies.

Simulations Help You Reach Your Goal More Profitably



Source: Designor®/Detector®
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10. In conclusion, to build long-term success, forecasting your sales is no longer enough

You need to know the strengths and weaknesses of your product compared to its current competitors, and be able to take advantage of this knowledge to stimulate improvements that, like a shield, will protect your initiative from future unknown, competitive threats.

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Going Global, Regional, and Local

International research at the crossroads By Gerardo Martinez Romano and Andrew Till

Attention global marketers! Even with the best ideas, your chances of a worldwide blockbuster depend upon how you use local perspectives to fine-tune your global offering.

Fifteen years ago, multinational companies arrived in Latin America with massive capital and investments. They moved forward swiftly, entering and expanding their operations by acquisitions and joint ventures both in the fast-moving consumer goods (FMCG) terrain and in durable goods and services.

This triggered significant marketing activity and the launching and re-launching of many products. Marketers enjoyed the freedom of developing brand strategies attuned to local consumer tastes, and there were propositions with similar platforms that were tested and marketed with different brand names.

For example, OMO powdered detergent in Brazil had the same positioning as ALA in Argentina; Sedal shampoo in Argentina was called Seda in Brazil and Sunsil in México and the countries in the Andean area. Procenex – a floor washing liquid – in Argentina was Veja in Brazil. The sweetener Equal in Brazil and the Andean area was called Canderel in Mexico and Nutrasweet in the rest of the continent.

The Emergence of the Global Brand Strategy

The 90s were characterized by the loss of local identities and brand denominations. The search for global harmonization was leaving cultural differences, habits, and the history of brands aside. But several FMCG prospects entering the region – specifically in the food market – were not initially successful. In many cases, the reason for failure was the marketer's conviction that a proposition with excellent performance in its country of origin could be exported directly, without adjustments. The pressure for quick harmonization had negative consequences for some companies that neglected proper testing and evaluation.

Two very famous brands were unsuccessful in introducing their products in Argentina, not realizing that their intention of making the market adopt their commodity without adapting the product to the culture was a mistake. For example, pizza has a great acceptance in Argentina, but Pizza Hut didn't.

In Argentina, the kind of pizza most often consumed is thin-crust, and is sold in various branded and unbranded pizza parlours at different price ranges. Pizza Hut just did not translate into the emblem of Italian pies for Argentineans.

Dunkin' Donuts is another example of a highly successful brand that had poor results when exported to Argentina. Pastry shops are everywhere in Argentina; they are very cheap, and the preferred treats are croissants and other creamy patisserie products, which are perceived as much less cloying and far tastier than donuts. Donuts couldn't compete with the historic and cultural significance of Argentina's pastry shops.

Today Ipsos Novaction & Vantis partners with our multinational clients to understand the unique perceptual compositions of local Latin American markets and make the necessary adjustments for launching successful global propositions. We identify the proper mix of global attractiveness and local flavour to give our clients' brands an early advantage. Our forecasting and modelling products combined with our local expertise in analyzing diagnostics and our understanding of the beneficial drivers of each market have been successful at identifying the keys to local marketing success.

Our studies continue to demonstrate that what breathes life and success into new products are stimulating and creative ideas about target markets, their needs, their culture, and their behaviour, that are all locally oriented.

Thus the marketing challenge is to transform global strategy into regional execution in an environment where tougher competitive climates are developing in many countries, global competitors are learning how to locally plan and launch, and where technology and new consumer data availability on a country-by-country basis is also improving. Winning marketers recognize and understand the differences in consumer key drivers on a market-by-market basis and make adjustments to their global business strategies to capitalize on regional distinctions.

From Simple Connections Spring Magnificent Ideas

How does the marketer take advantage? With local market expertise, insight and observational data, marketing diagnostics, and perceptual modelling that can produce simulations and maps of consumer behaviour to guide marketers on the optimal new product strategies and actions at the country level. This link between local expertise, consumer market research, and modelling is necessary to win.

In the consumer electronics industry, the new flat-screen TV is starting to experience phenomenal growth as it expands on a worldwide basis. Ipsos Novaction & Vantis has supported one European brand's success in launching their flat-screen TV by identifying the consumer drivers that are common across different countries in Europe and the rest of the world. We also simulated how the brand can be even more successful by customizing its design and promotional activities to local country tastes.

Ipsos Novaction & Vantis not only identified these different drivers of brand choice by country, but also simulated and forecasted sales based upon planned marketing and sales campaigns in each country. For this client, it was important to know when to launch, how to position the product, and, critically, how to make its marketing efforts successful in building the brand on a global platform.

Through the ability to predict what will happen with their product launch or relaunch, marketers are using our analyses and local expertise to bring innovative and profitable ideas to the market. This practice is accelerating because of improved technology (in data and computer modelling) that can be integrated into the innovation and launch processes, where the needs to be calculated and time to market is critical; because of greater precision in local markets and consumer behaviour is available; because there is increased access to more data and information; and because of the speed and precision in forecasting and modelling.

Going Global, Regional, and Local International research at the crossroads

A Global Case Study

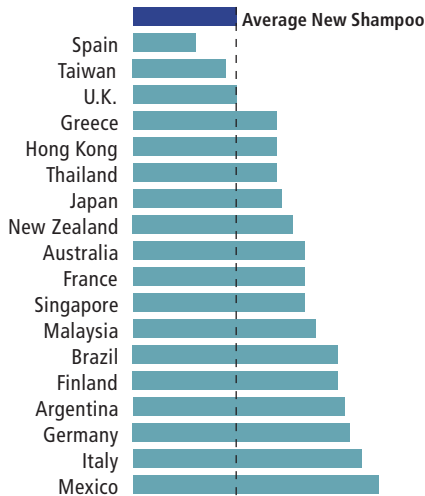
Ipsos Novaction & Vantis worked with a multinational client on the global rollout of a shampoo that had been developed in Europe, where it enjoyed some success. We tested the marketing mix and modelled sales for the shampoo in 17 countries around the world.

An Idea with Global Appeal

It was found that the brand's functional core concept was highly relevant to consumers when compared with the competition in each respective country. In 13 out of 17 countries tested, the new concept was significantly more relevant than an average new shampoo. This was a highly encouraging start for the global rollout!

New Shampoo: Concept Relevance

Test concept relevance index versus market leader in each country



Source: Designor®
© Ipsos 2004

Unfortunately, performance in terms of trial purchase rates and sales potential proved to be much more variable in the simulated test markets, even taking the differences in market permeability into account. This was surprising, given that the basic idea seemed

to transport so well across borders. Clearly consumers were discriminating in deeper ways, ways that were being played out both at the regional and local country levels.

Regional Psychologies

Ipsos Novaction & Vantis' perceptual modelling tool, Perceptor®, uncovered significant regional differences in how consumers process their impressions of shampoo brands. In Europe, consumers were generally found to link their expectation of gaining an end-benefit of beautiful hair to their perception of the shampoo's functionality. This favoured the test brand, as it had a highly functional claim. For Asians, however, functionality and beautiful hair were seen to be completely separate ideas, different key drivers of brand preference. For the brand to be successful in Asia, it could not rely on functionality to drive perception of beauty.

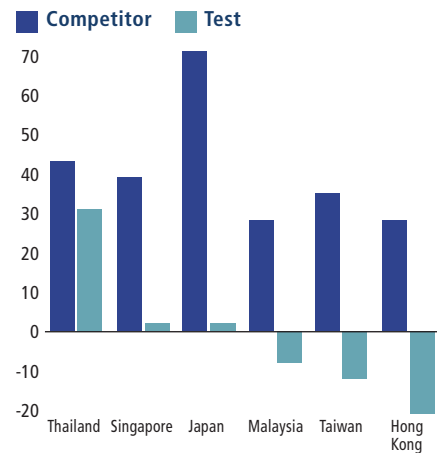
Ultimately, the performance of this brand in Asian markets was found to depend upon the degree to which its advertising execution communicated the local expression of beautiful hair. A TV ad was developed in Thailand. The Bangkok team used local qualitative insight to arrive at a fancy creative concept. The highly symbolic creative was aimed at linking the new shampoo's functional claim with the more emotive end-benefit of beautiful hair, the exact linkage that didn't exist for Asians in the way it did for Europeans.

The TV ad matched or exceeded the perceived functionality of a strong, established competitor in all markets tested across the region. However, in terms of beauty, Perceptor showed that the symbolic creative worked very well for Thai consumers, but the response in other countries was mixed.

The ad was just acceptable in the neighbouring markets of Malaysia and Singapore, but it failed to generate competitive perceptions in the North East Asian markets of Japan, Taiwan, and Hong Kong. The test results were later validated by

market performance: only in the Thailand did the brand enjoy long-term success in terms of sales and it even became a major player, but in the rest of the region the brand struggled.

New Shampoo: Score on the Dimension "Beautiful Hair"



Source: Designor®/Perceptor®
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Think Global and Think Regional and Think Local

The above example highlights how success for a concept with proven global appeal can be dependant upon understanding regional needs and addressing them in a way appropriate to each country. This is a challenge for multinational companies, and the winners in the global marketplace will be those organizations with integrated teams, that work effectively together on three levels: global, regional, and local. It's also why our own Ipsos Novaction & Vantis client teams are structured to deliver global coordination, regional excellence and local expertise.

Andrew Till is a Director for the Asia Pacific Region and is based at Ipsos Novaction & Vantis regional headquarters in Japan. Andrew has over 17 years experience with Ipsos Novaction, most of which has focused on the Asia-Pacific region. He has held positions managing both analysis and client service teams. In the late 80s and early 90s, he worked on the introduction of the first simulated test marketing (STM) into the emerging markets of South East Asia and China. Since then, he has been involved in over 1,000 market-modelling projects in the region, mainly for multinational manufacturers of consumer packaged goods. Contact: andrew.till@ipsos-novaction.com.



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Strategic Anticipation of Product Success

By Ed Wolkenmuth

Ask any brand manager, either of a mature brand or a new brand, what is their greatest fear in managing the success of their brand. Most managers will not answer “an increase in competitive spending (advertising or promotion)” nor “competitive price reduction.” They will respond “the launch of a new brand into my category often times has the greatest impact on my brand’s market share.” Ipsos Novaction & Vantis are coaching brand managers in all the major global regions on how to develop successful strategies for anticipating and navigating this competitive landscape.

Emerging Markets

Let’s first take a look at strategic anticipation as it relates to managing the launch of a new brand – even more exciting, launching a new brand in an emerging category. (Microwaveable entrees, aseptic packaged juices, wine coolers, MP3 players, and perhaps the electric automobile were – or are – examples of emerging markets, in their time.) At the earliest stages of the innovation process, the corporation assigns priority to the development of new products as result of opportunity assessment.

Internal assessment:

- What are our core competencies that support market entry?

External assessment:

- What might be the eventual size of this emerging market at maturity?
- Who might enter the market? When?
- How strong might our point of difference be from each competitor?
- What is the marketing capital required to compete effectively?

For truly new emerging markets it is difficult to find meaningful secondary data. What is the corporation to do to strategically anticipate market size, competitive entrants, and spending requirements?

Today, most corporations rely on market research for answers to these questions. Unfortunately, we sometimes observe the corporation being misguided. This point is

best illustrated by an example taken from the wine cooler market. Various brands of this ready-to-drink alcoholic beverage still exist in most global markets. Two decades ago, the wine cooler market suddenly emerged, virtually overnight. We can trace the origin for this global business to California. It was quite trendy to mix real juice with sparkling water to create a refreshing beverage. An entrepreneurial team in the wine-producing region of California soon launched the first alcoholic wine cooler, branded California Cooler. Market research encouraged the team to launch the brand and profit-eager investors to contribute capital. Market research had identified exceptionally strong measures of consumer purchase interest and investors expected great return on their investment. However, E. J. Gallo (Bartles & Jaymes) and Seagram’s soon entered the market with their own products and captured most of the market share. Was there any strategic anticipation by the California Cooler investors?

Modelling Strategic Anticipation

Ipsos Novaction & Vantis has developed accurate market simulation models that guide companies in developing successful strategies for navigating the competitive marketplace. These models were developed by analyzing the database of more than 8,000 new product introductions and examining how market share is impacted when additional brands enter the category.

A significant finding is the overwhelming evidence that traditional market research measures fail to predict brand success in emerging markets. While California Cooler scored extremely high with respect to the consumer’s interest to buy, Bartles & Jaymes and Seagram’s also scored equally high. Yet their market shares are not very similar.

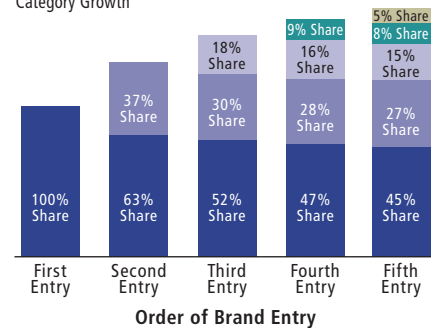
Another significant finding is the high correlation between a brand’s market share and the contribution of the following three factors: (1) the brand’s order of entry into the category; (2) the marketing intensity for the brand; and (3) the relative point of

difference between the brand and other competitors (as measured by market research).

The following chart illustrates the overwhelming importance of time to market. A brand’s market share is significantly influenced by being first, second, third, etc., to market. Therefore, the strategic anticipation of one or two strong competitors pre-empting your brand into market, or following your brand into market, can be accurately forecasted.

Market Share Declines as New Brands Enter

Category Growth



© Ipsos 2004

In this example of the wine cooler category, California Cooler was first to market. If order of entry is all that matters, California Cooler should have retained approximately 50% market share after Bartles & Jaymes and Seagram’s entered the market. We know this was not the case. When modelling strategic anticipation, one must also consider marketing intensity. E. J. Gallo (Bartles & Jaymes) and Seagram’s, having large marketing budgets and strong retailer relationships, were able to out-market California Cooler, which had limited investor capital. Ipsos Novaction & Vantis market simulation models integrate how a brand will respond to marketing spending, as well as the order of entry phenomena and relative point of difference (from market research) to help businesses understand why a new brand is successful.

Defending in Mature Markets

Modelling strategic anticipation is equally important when defending your brand against new entrants in mature markets. For example, consider the global audio market, long dominated by the compact disc (CD). For years, the music industry has embraced the CD as the platform for distributing



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Continued...

Strategic Anticipation of Product Success

pre-recorded music titles. Several years ago, Sony successfully introduced Japan to the mini-disc (MD), a miniature sized CD with the added functionality of being able to record and edit music. The MD player quickly captured a very large market share of the portable audio player market in Japan. Ipsos Novaction & Vantis modelling helped the CD manufacturers to understand why the Sony MD was so successful in Japan. More importantly, Ipsos Novaction & Vantis guided the strategic anticipation effort by CD manufacturers to build a successful strategy for defending CD against the MD launch in other global markets.

Choice-based market research techniques, when properly calibrated to reflect the buy-sell dynamics between manufacturer and consumer, can provide reliable marketplace simulations. First, the sample must reflect the relevant buying population. Second, the consumer must be educated to understand the product benefits. Third, the consumer choice may then be observed under alternative product configuration, branding, pricing, and distribution scenarios for the anticipated marketplace. In addition to simulating the market share impact a new entrant may have on your product, it identifies the key drivers of market share change. This allows the corporation to defend their product with effective marketing strategies.

In the case of the MD entering the CD market, the MD was successful in Japan. There, MD offered the consumer benefit of being pocket sized—ideal for the millions who commute by train each day to Tokyo. This technology-savvy population responded favourably to the superb editing benefit offered by the MD. In North America, the MD was not successful. In this market, the consumer benefits from instant gratification brought on by each purchase of pre-recorded music CDs. The CD-R (recordable CD) was a good defensive strategy to defend against MD, as size and editing were much less a benefit than the availability of pre-recorded music and compatibility with a large CD collection. Without the benefit of the Ipsos Novaction & Vantis strategic anticipation market simulation model, the CD manufacturers may have joined Sony in developing the MD category to the cannibalization of a profitable CD business.

Ipsos Novaction & Vantis is the global leader assisting corporations with reducing uncertainty associated with competitive activity. Strategic anticipation can now be accurately modeled and expressed in clear financial terms, thus adding considerably more credibility to ROI forecasts.

Marketing Return on Investment Analytics

Doing better things, rather than simply doing things better By Todd Kirk

A marketing executive from a fast-moving consumer goods (FMCG) firm recently commented that retail trade support was the most significant driver of sales for the brand she managed. She went on to explain that it was also the greatest contributor to the brand's marketing return on investment (MROI). We were intrigued but puzzled, given that the brand was over one hundred years old and held a natural appeal shared by consumers globally. A review of her marketing activities revealed a very different story.

Her analysis ignored a sizable portion of the profitable growth. As it turned out, retail trade activities offered sharp market responses, but this sales growth was limited to the time period in which they were run. Other marketing efforts associated with the positioning of the brand demonstrated a much better investment and generator of value with a compounding effect. In essence, the customer was missing from her analysis. This experience demonstrates the importance of taking a wide-angle view of MROI that transcends the narrow base-versus-incremental focus of the traditional marketing mix model.

Attention to analytics for MROI has dominated recent trade journals and conferences as marketers attempt to align their efforts with management. Obviously, the CEO wants to understand the historical performance and financial efficiencies of marketing activities. In his recent book *Marketing as Strategy*, Professor Nirmalya Kumar from the London Business School explains that this is not the point: senior management really wants strategic leadership from marketing to exploit new business opportunities, bond with customers, and reduce significant risks like industrial price pressures. The scorecards of traditional MROI analytics substantially miss the opportunity to support these expectations. In essence, businesses need marketers doing better things rather than simply doing things better.

According to the *CEO Challenge 2004 Survey* by The Conference Board, the single most important issue for top executives is

customer retention. However, a direct link between current MROI analytics and the opportunity to understand the relationship that customers share with competing brands is, surprisingly, missing. Focusing on the customer isn't a new concept for senior management. In the 50s, Peter Drucker declared that it is the customer who determines what a business is and therefore is actually the foundation of a business. It is simply a new concept for financial-based analytics for marketers. Ipsos Novaction & Vantis has taken the first serious look at Drucker's foundation in the context of MROI through our tool called SalesBuilder.™

SalesBuilder accomplishes the holistic view by leveraging proprietary methods linking customer attitudinal information (such as advertising tests, attitude and usage studies, and image or tracking studies) with sales and marketplace activity. The financial implication of brand positioning immediately comes together with the marketing activity-based scrutiny of traditional MROI analytics. The strategic relevance of the mind of the consumer described by Al Ries and Jack Trout in the classic *Positioning: The Battle for Your Mind* can now take an equal seat in MROI with the tactical promotional support, like these retail trade activities, that have dominated recent marketing budgets.

Clearly, the role of MROI is changing from traditional marketing mix modelling to the holistic view of tools like SalesBuilder, although this new perspective may not be easy to accept at first glance. For marketing managers who are used to analyzing the performance of base versus incremental, the complexity involved in the more holistic analysis can seem overwhelming. However, the extra effort is worth it. The essential benefit of a wide-angle, approach is that it captures an understanding of the entire marketing effort to drive value. The power of SalesBuilder is the ability to fulfill the current expectations of today's marketing organization: doing better things rather than simply doing things better.

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