

Global Brand and Marketing Management Theory & Practice

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Contents

Why This is Important?

Brand Basics

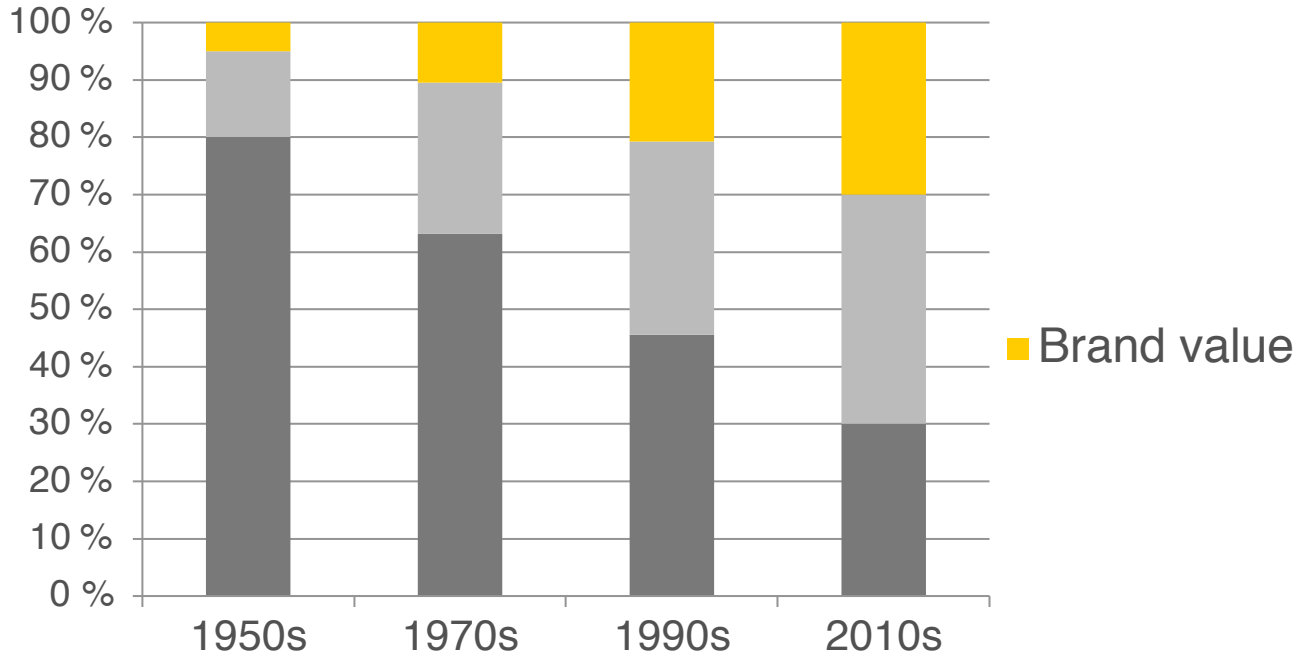
How to Manage Brands in Theory?

How to Manage Brands in Practice?

2020 Trends – Society, Technology, Finance, Industry, Policy

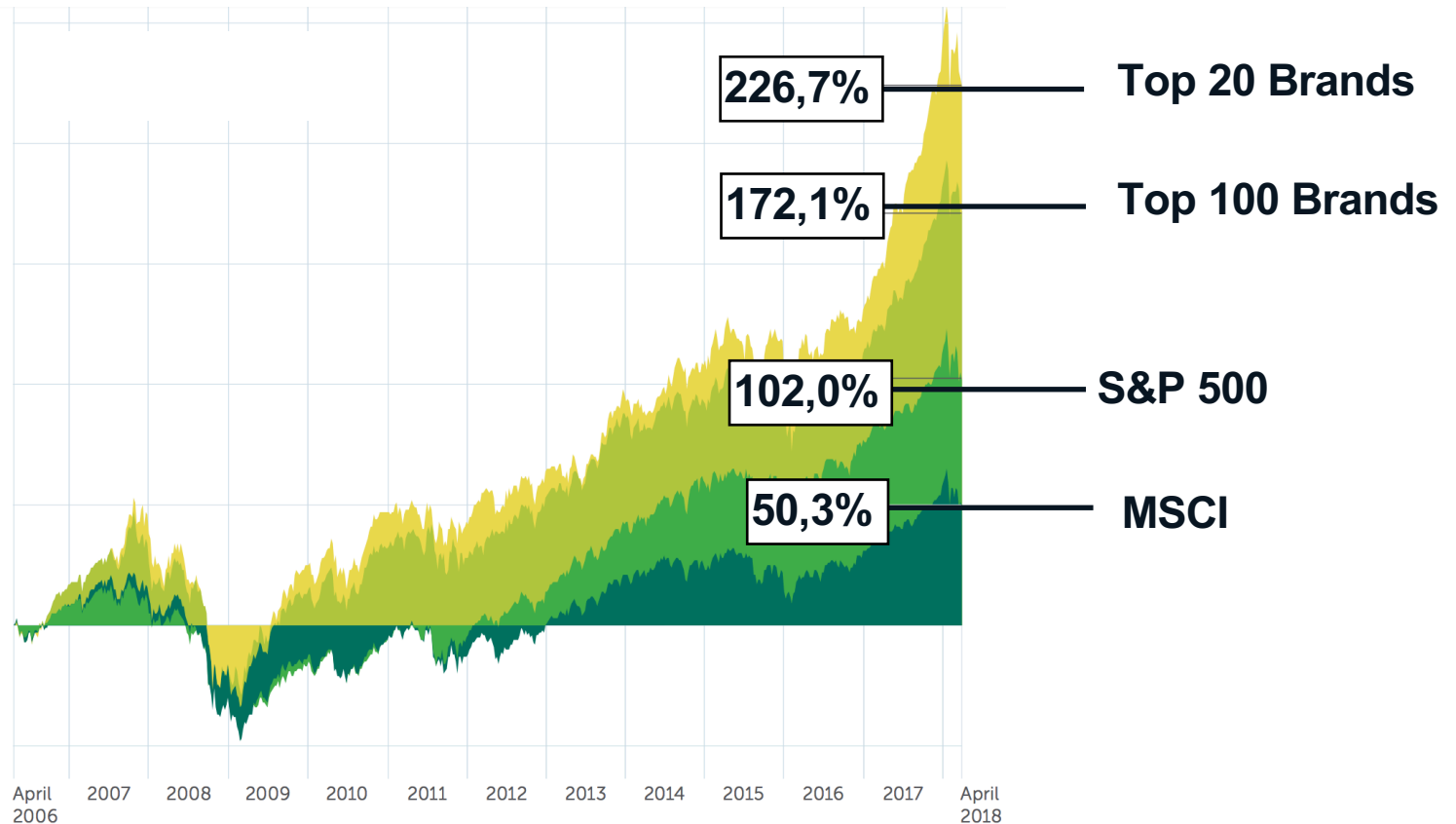
**Why this is
important?**

Brand equity forms and increasing share of company value/market cap

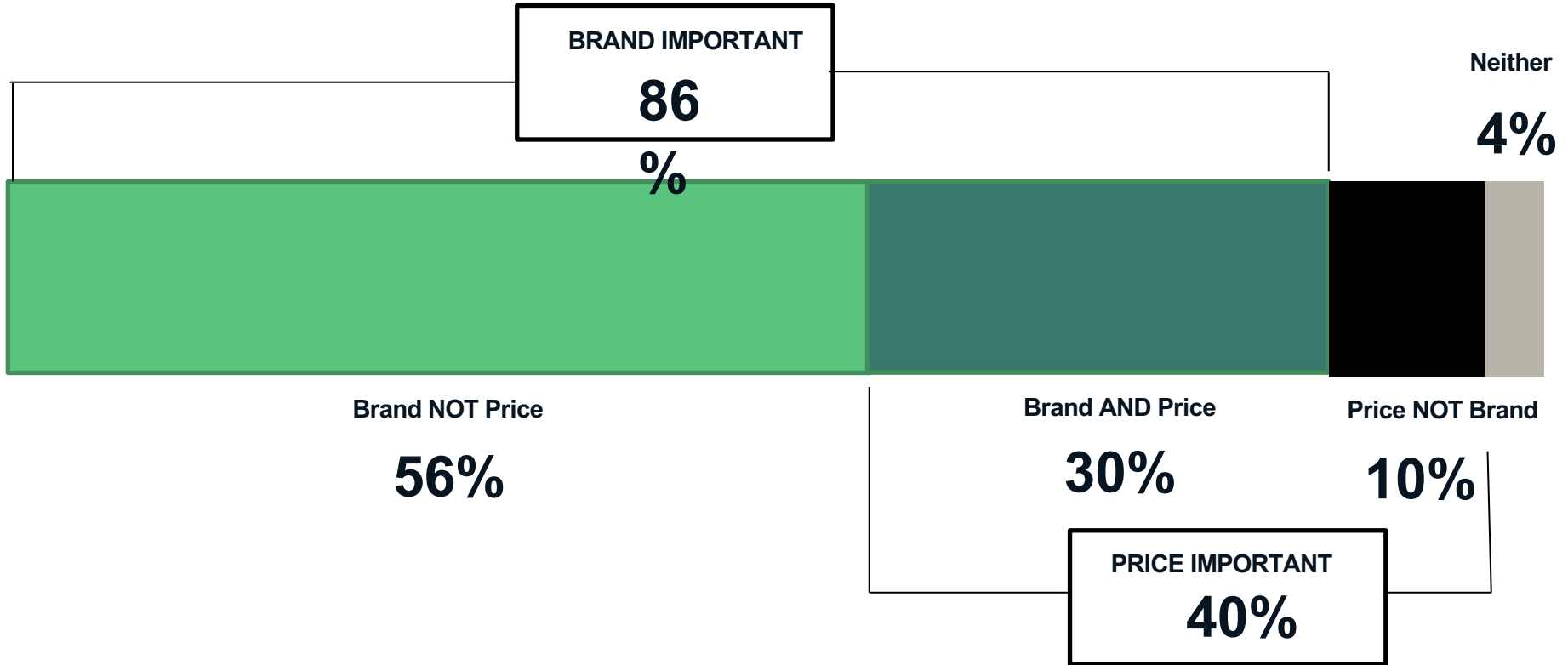


Source: Brand Finance. Top 500

Valuable brands deliver superior shareholder returns

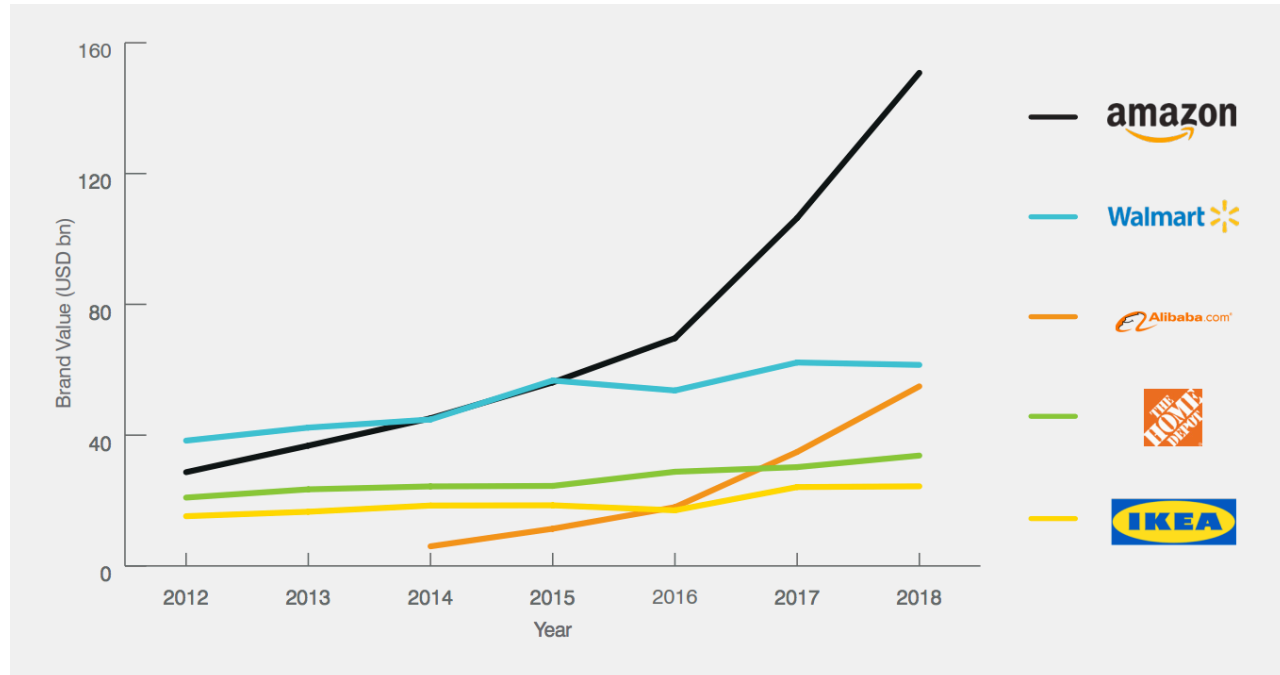


When making a purchase, brand is important for 86% of customers



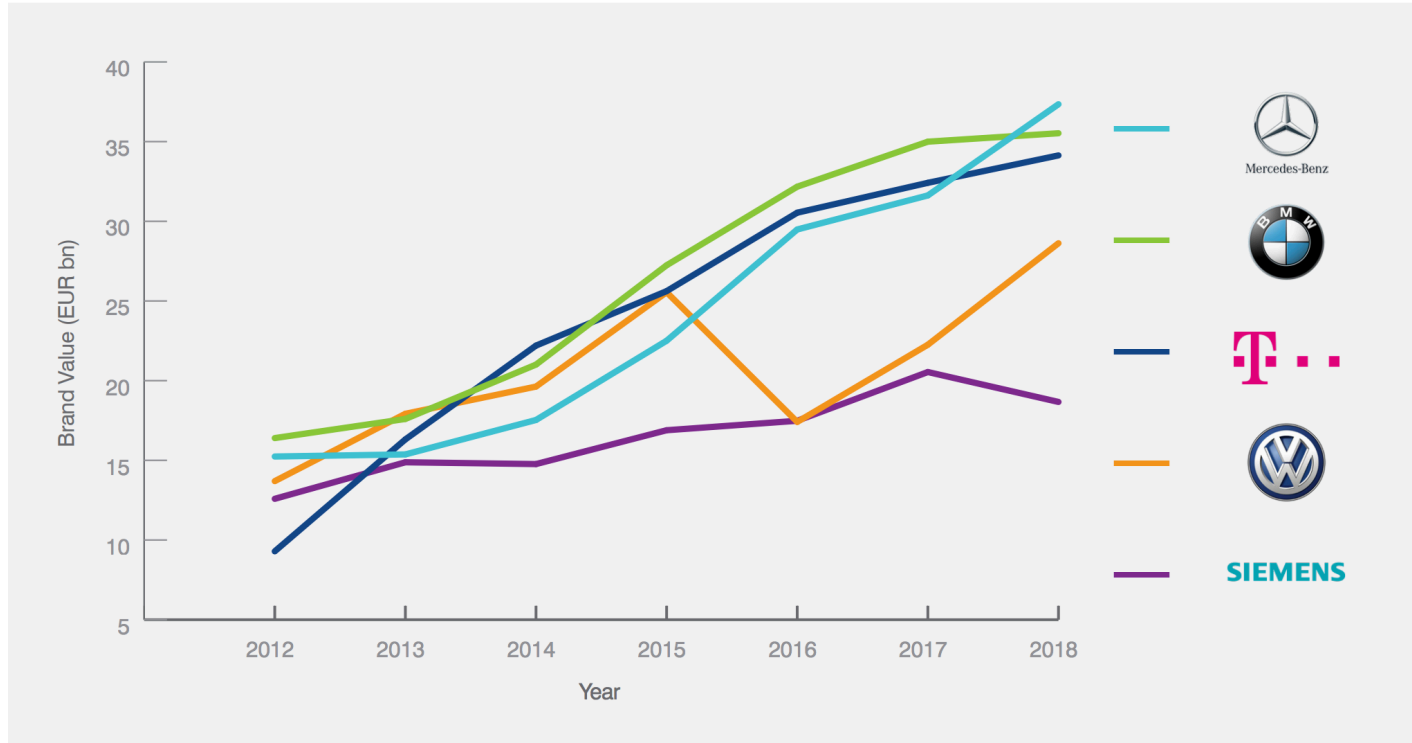
Strong brands outperform the competition in every category

Brand Value Over Time



And in every market

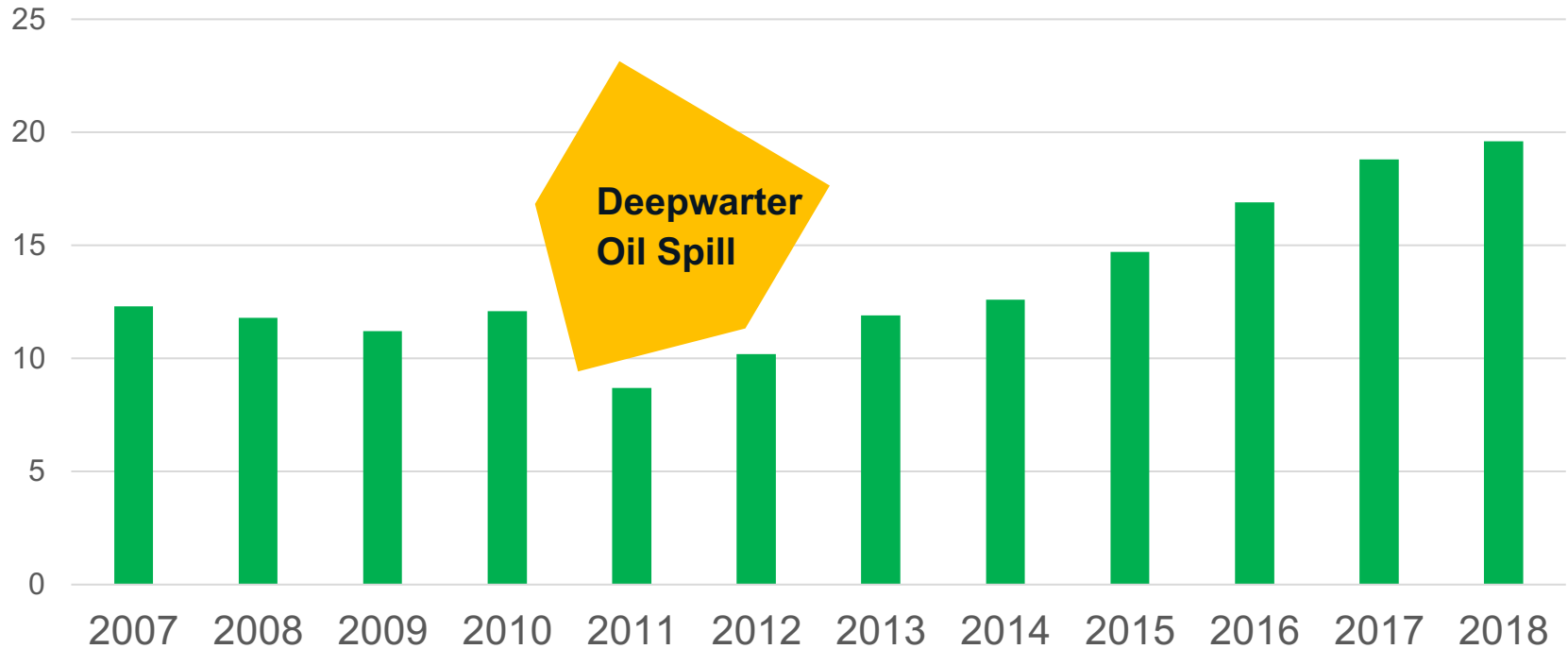
Brand Value Over Time



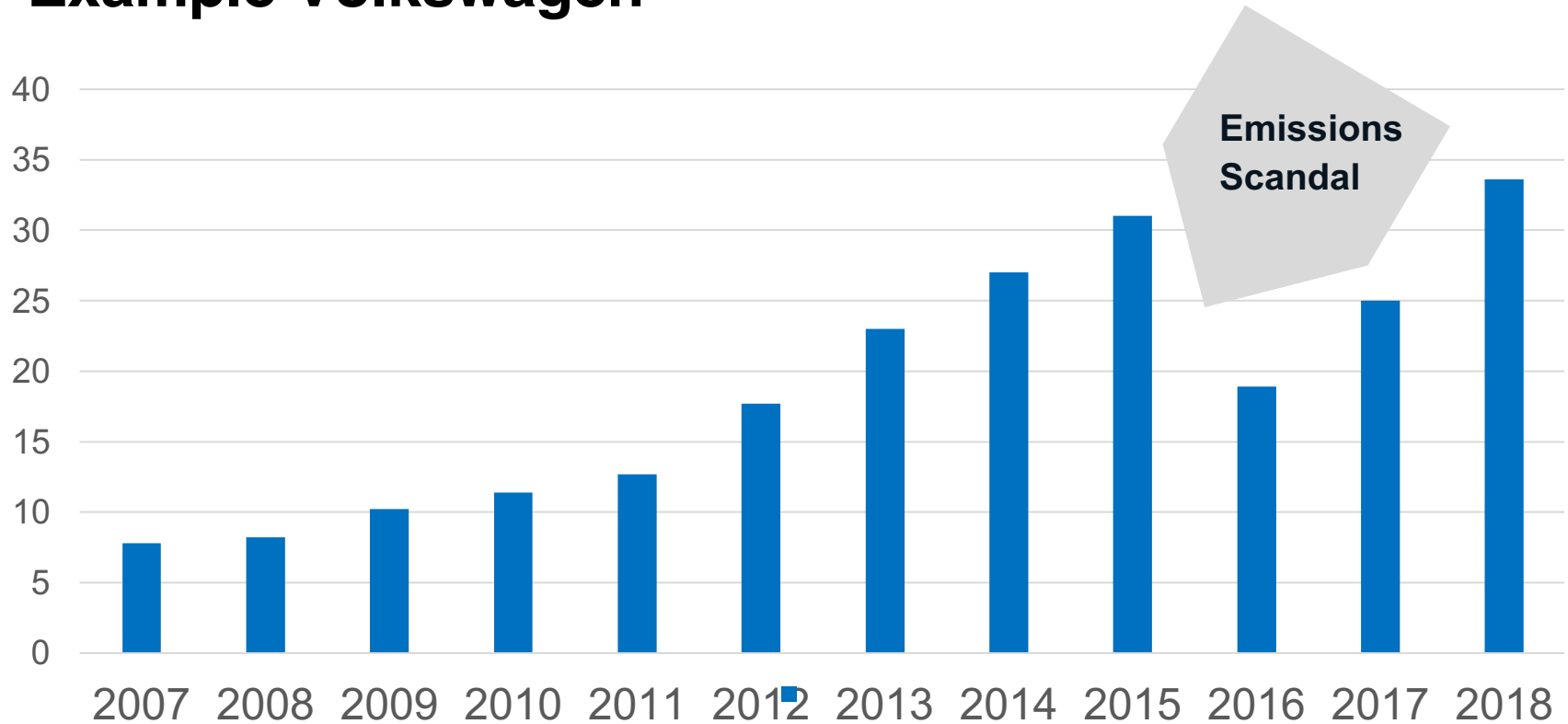
Brands of the future outperform the brands of yesterday








A strong brand defends a company in crisis: Example BP



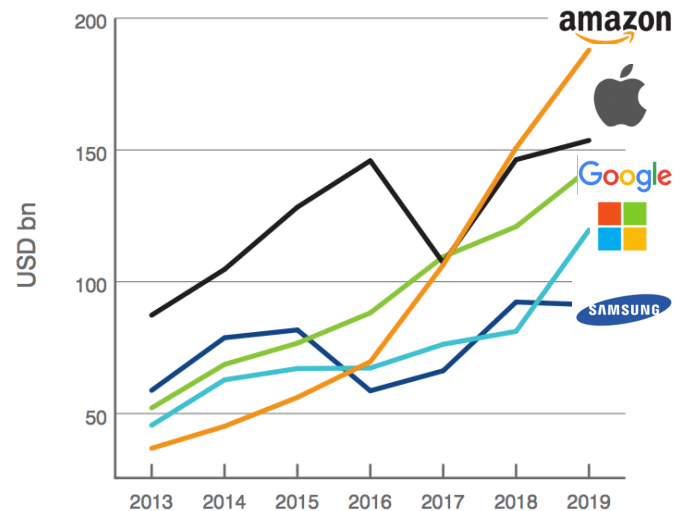
A strong brand defends a company in crisis: Example Volkswagen



Most valuable brands globally

	1 ← 1	2019: \$187,905m 2018: \$150,811m +24.6%
	2 ← 2	2019: \$153,634m 2018: \$146,311m +5.0%
	3 ← 3	2019: \$142,755m 2018: \$120,911m +18.1%
	4 ↑ 6	2019: \$119,595m 2018: \$81,163m +47.4%
	5 ↓ 4	2019: \$91,282m 2018: \$92,289m -1.1%

Brand Value over Time



A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well.

- Jeff Bezos, Amazon

Most Powerful North European / Scandinavian Brands

Sweden

 BSI Score
86.4


 BSI Score
79.9

 BSI Score
79.1

 BSI Score
77.5

 BSI Score
77.2

 BSI Score
75.2

 BSI Score
74.4

 BSI Score
73.7

 BSI Score
73.1

 BSI Score
72.7

Denmark

 BSI Score
92.7

 BSI Score
80.2

 BSI Score
77.8

 BSI Score
75.3

 BSI Score
73.4

 BSI Score
72.3

 BSI Score
71.4

 BSI Score
70.9

 BSI Score
70.4

 BSI Score
70.3

Finland

 BSI Score
75.3

 BSI Score
72.4

 BSI Score
69.1

 BSI Score
68.5

 BSI Score
67.3

 BSI Score
65.5

 BSI Score
65.1

 BSI Score
60.6

 BSI Score
60.4

 BSI Score
55.8

Norway

(BSI).
 BSI Score
82.0

 BSI Score
80.7

 BSI Score
80.6

 BSI Score
79.9

 BSI Score
66.8

 BSI Score
64.3

 BSI Score
61.1

 BSI Score
60.9

 BSI Score
60.8

 BSI Score
57.8

How to Build a Strong Brand

Make sure brand supports business strategy.

Show what you believe in.

Use modern storytelling as a competitive advantage.

Brand supports business strategy

Nike's strategy is to increase the size of the sports apparel market

FIND YOUR GREATNESS.*



Brand supports growth by making everyone an athlete

*Révèle toi.

Show what you believe in

PURPOSE

Clearly articulate why your brand exists and make a proactive effort to address that purpose



Johnson & Johnson works to end Myopia in children

CULTURE

Authentically connect your brand to a relevant moment in culture



Nissan helps communities clean up their beaches

ACTIVISM

Confront a controversial issue that has a direct impact on your stakeholders and/or your brand



Levi Strauss CEO supports gun control measures

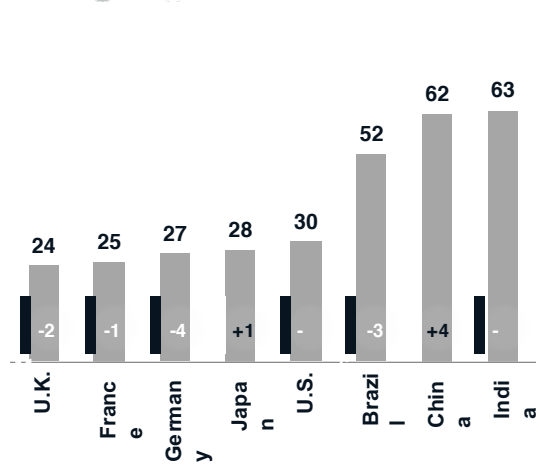
Trust Barometer

Business Expected to Lead

Information platforms not trusted

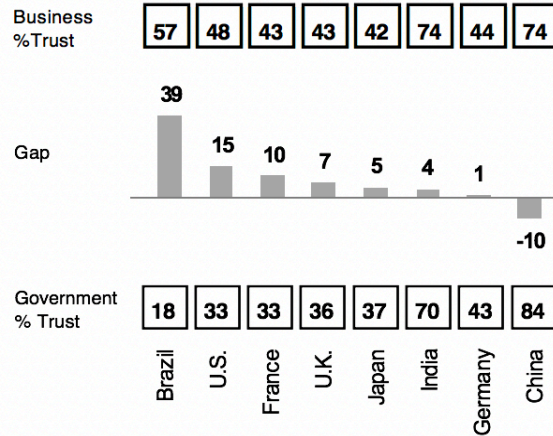
Percent trust in social media

Change, 2017 to 2018



Business more trusted than government

Gap in trust, business vs. government



Business expected to take initiative on change

64%

say that CEOs should take the lead on change rather than waiting for government to impose it

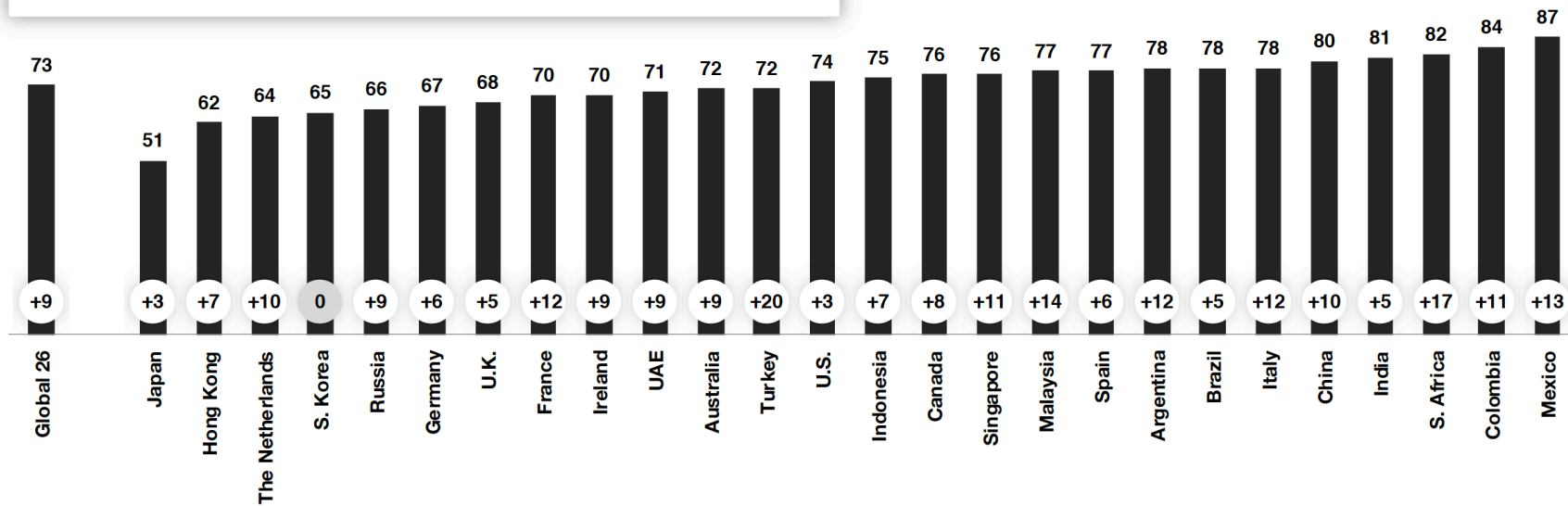
¹ Source: Edelman Trust Barometer 2018

Companies can improve society – and also do well.

Percent who agree

“A company can take specific actions that both increase profits and improve the economic and social conditions in the communities where it operates”

● 0 ●+ Y-to-Y Change



People Believe in Brands as an Effective Force for Change

Percent who agree

46%

Brands have

better ideas

for solving our
country's problems
than government

53%

Brands can

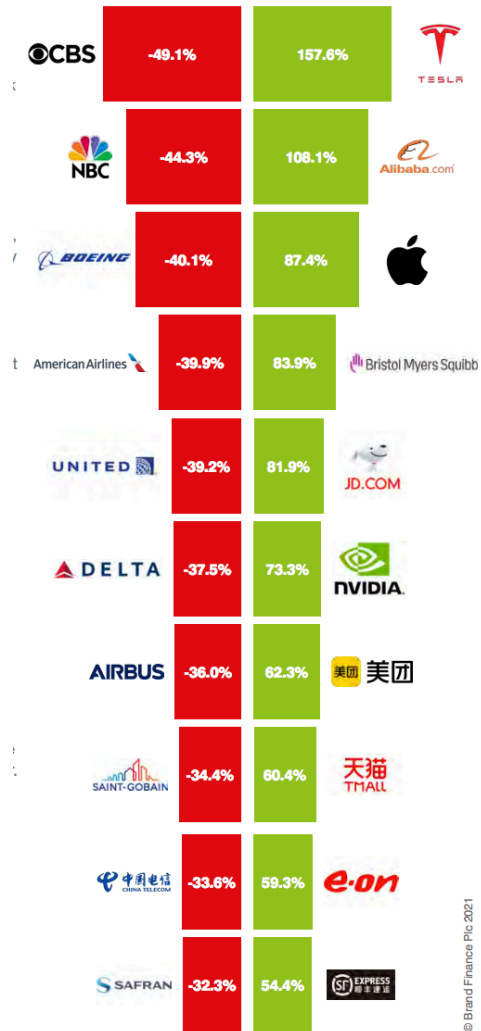
do more

to solve social
ills than government

In 2020, in a year of turbulence so seismic in scale and rapid in impact that the world is still computing the effects, the aggregate value of the Top 100 Best Global Brands has grown by

+9%.

Brand Value Change 2020-2021 (%)



© Brand Finance Plc 2021

Brand impacts each of the seven key financial drivers of shareholder value – across sectors and countries

Ensure levels and security of demand, greater market share

Command premium pricing, improve supplier terms

Reduce tax rate through internal licensing

Lower staff acquisition costs, increase productivity and retention

Reduce capital cost of entry into new categories

Create differentiation, overcome commoditization

Reduce overall business risk, lower WACC

Revenue Growth Rate

EBITDA Margin

Cash Tax Rate

Working Capital Investment

Capital Expenditure

Competitive Advantage Period

Cost of Capital

Continued growth requires a global perspective

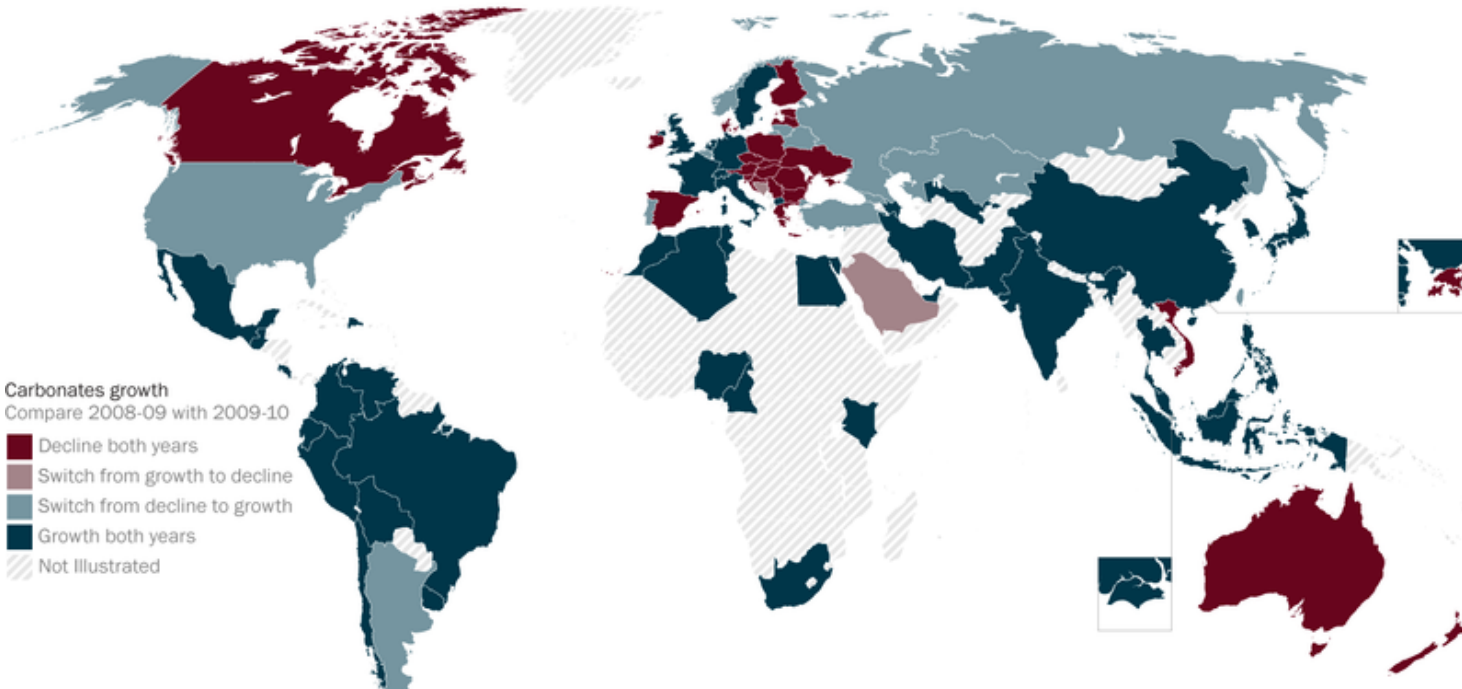
DATAGRAPHIC

Passport: Soft Drinks

GROWTH IN GLOBAL CARBONATES

Compare 2008-09 against 2009-10

EUROMONITOR
INTERNATIONAL



Brand basics

I don't know who you are.
I don't know your company.
I don't know your company's product.
I don't know what your company stands for.
I don't know your company's reputation.
Now, what was it you wanted to sell me?





**Products are made
in factories**

BRAND



A man in a dark suit stands with his back to the camera, hands on his hips, looking at several large, white, hand-drawn arrows on a dark, textured surface. The arrows point in various directions, some towards the top and some towards the bottom. The overall scene suggests a state of contemplation or decision-making.

**They only exist in the
minds of customers**

A black and white photograph of two men in a workshop. The man on the left is looking down at a component held by the man on the right. The man on the right is wearing glasses and a dark polo shirt with the name 'Pat' visible. They are surrounded by mechanical parts and tools. The text 'In the minds of employers.' is overlaid in the center in a large, white, sans-serif font.

**In the minds of
employers.**

A man in a dark suit, white shirt, and patterned tie is shown from the chest up. He is holding a piece of chalk and drawing a bar chart on a light blue chalkboard. The chart consists of four vertical bars of increasing height from left to right. The tallest bar on the right is filled with diagonal white lines. To the left of the bars is a vertical arrow pointing upwards. The word "Investors..." is written in large, bold, white letters across the middle of the image, partially overlapping the man's hand and the bars.

Investors...

A man in a dark suit and red tie is the central focus, surrounded by a dense crowd of people. Many of these people are holding cameras and microphones, indicating a press conference or a media event. The scene is crowded and appears to be indoors. The word "Journalists..." is overlaid in large white text across the center of the image.

Journalists...

Strong brands are created when people share the same perceptions.



**These perceptions can't
be controlled, but they
need to be managed.**

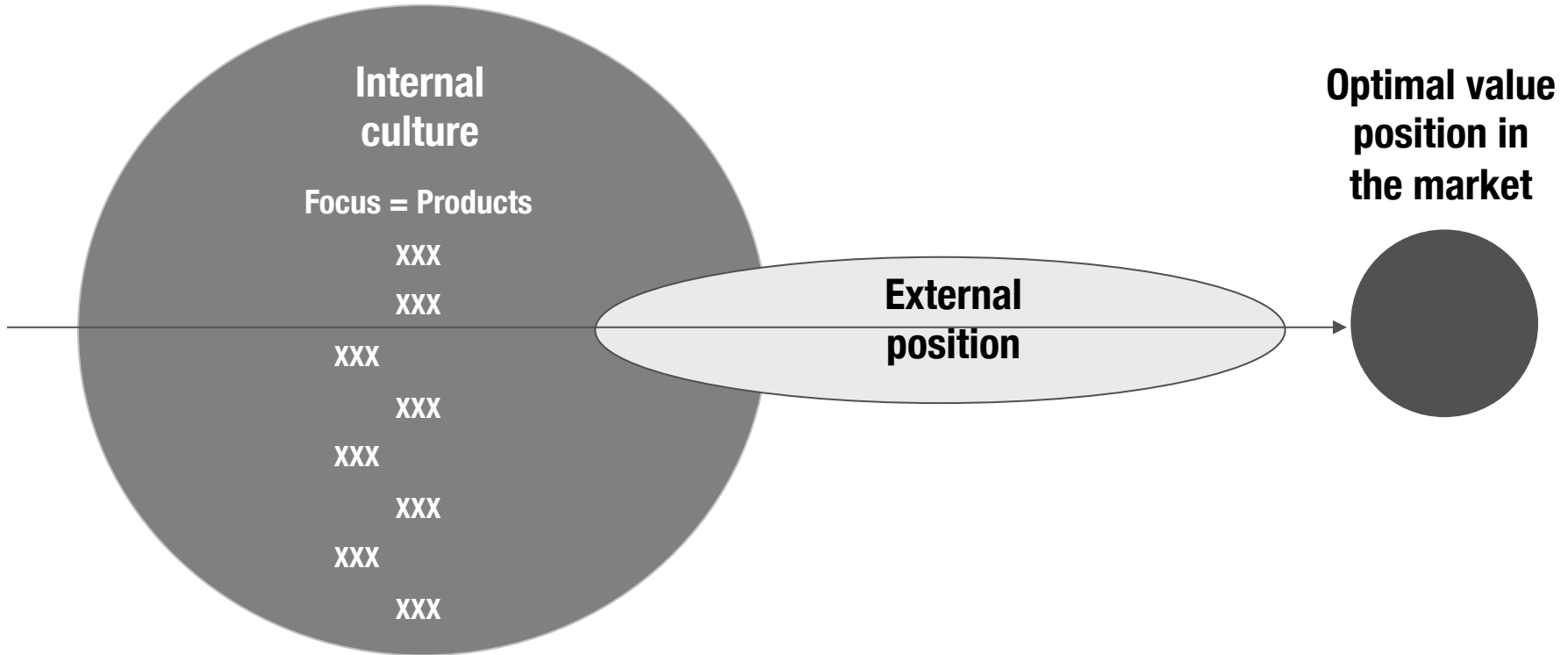
**How to manage
global brands in
theory?**

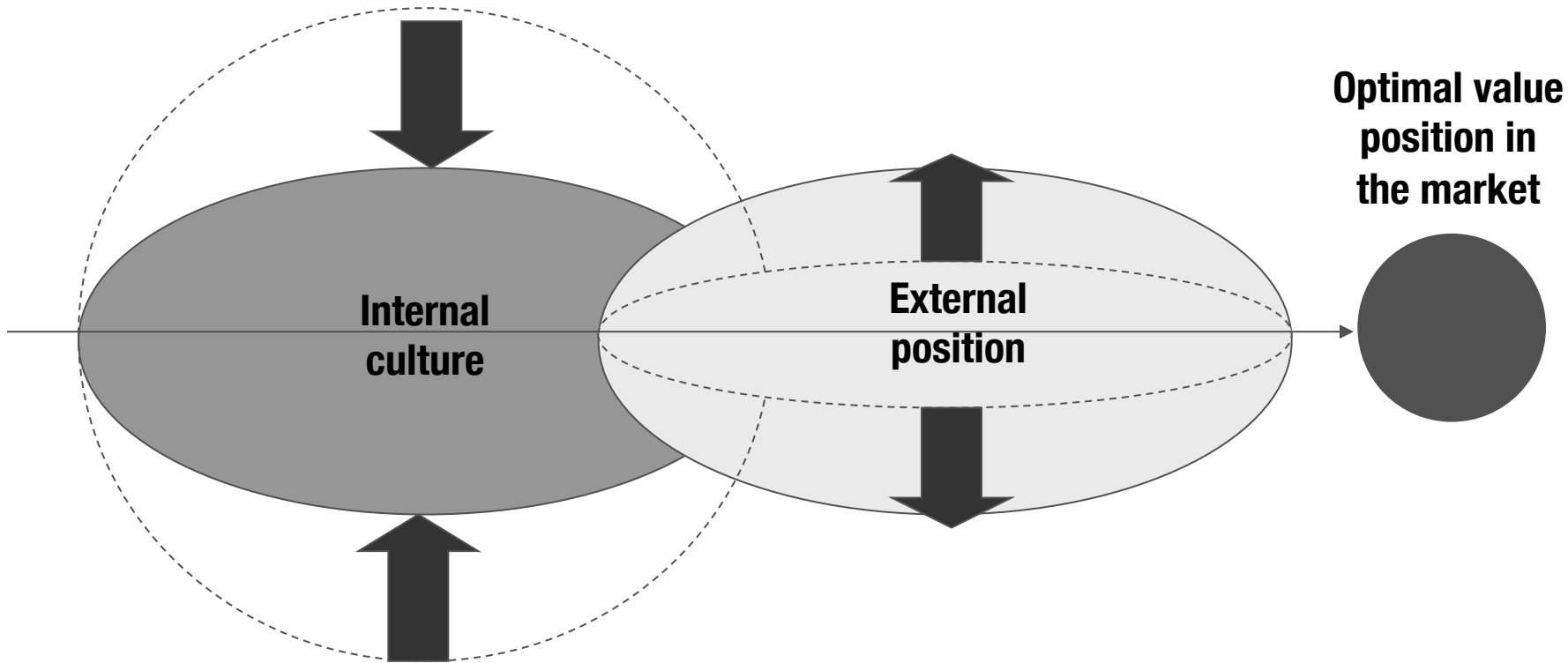
Global Brand Strategy

Brand architecture

Brand portfolio

Positioning



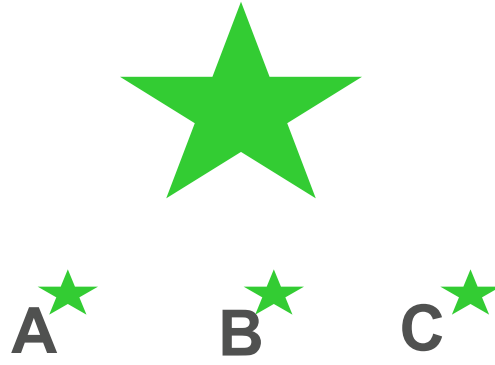




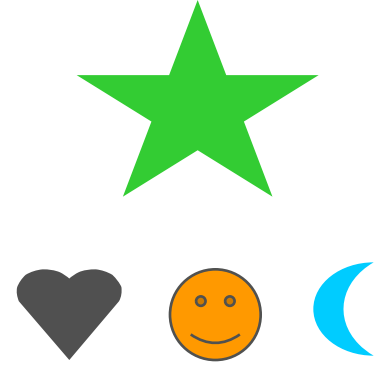
Monolithic



Endorsed



Seperate



Source: WallyOlins: Corporate Identity

citigroup

citigroup

citigroup

citigroup

citi

CITIBANK

citibank

citi

citi

citi

**Commercial
Credit**

citifinance

citifinance

citi

citi

Travelers

Travelers

Travelers

cititravelers

citi

**PRIMERICA
Financial Services**

PRIMERICA

PRIMERICA

citiadvisors

citi

**SALOMON
SMITH BARNEY**

**SALOMON
SMITH BARNEY**

**SALOMON
SMITH BARNEY**

**citisalomon
smithbarney**

citi



ACCOR

The spirit of smiles

S O F I T E L
L U X U R Y H O T E L S



MARS

Mars

Uncle Ben's

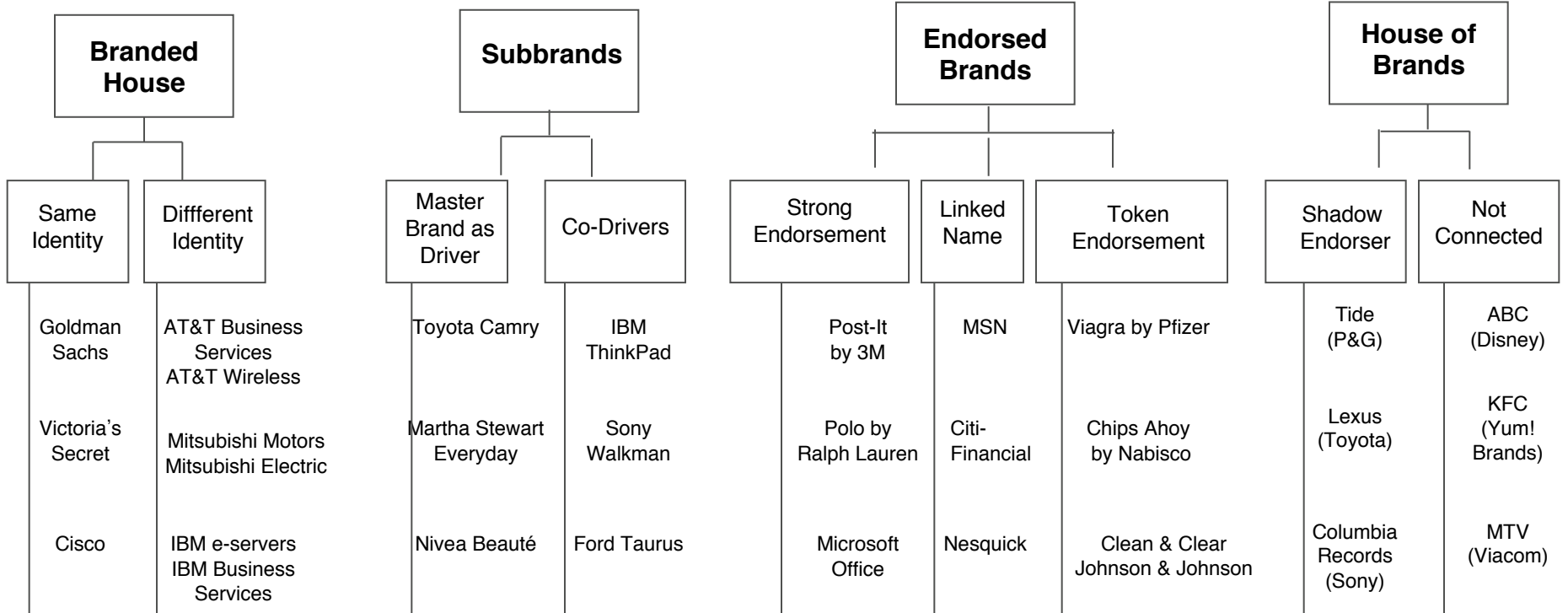
Pedigree

SNICKERS

DOLMIO

whiskas

Brand Relationship Spectrum



INDICATOR OF ORIGIN



▪ Corporate
umbrella brand

▪ Corporate
source brand

▪ Corporate
endorsing brand

▪ Maker's mark

▪ Umbrella brand

▪ Source brand

▪ Range brand

▪ Line brand

▪ Product brand

PRODUCT DIFFERENTIATION



Promise A

Promise B

Promise C

Promise D

Product or
range A

Product or
range B

Product or
range C

Product or
range D

Brand A

Brand B

Brand C

Brand D

Endorsing brand

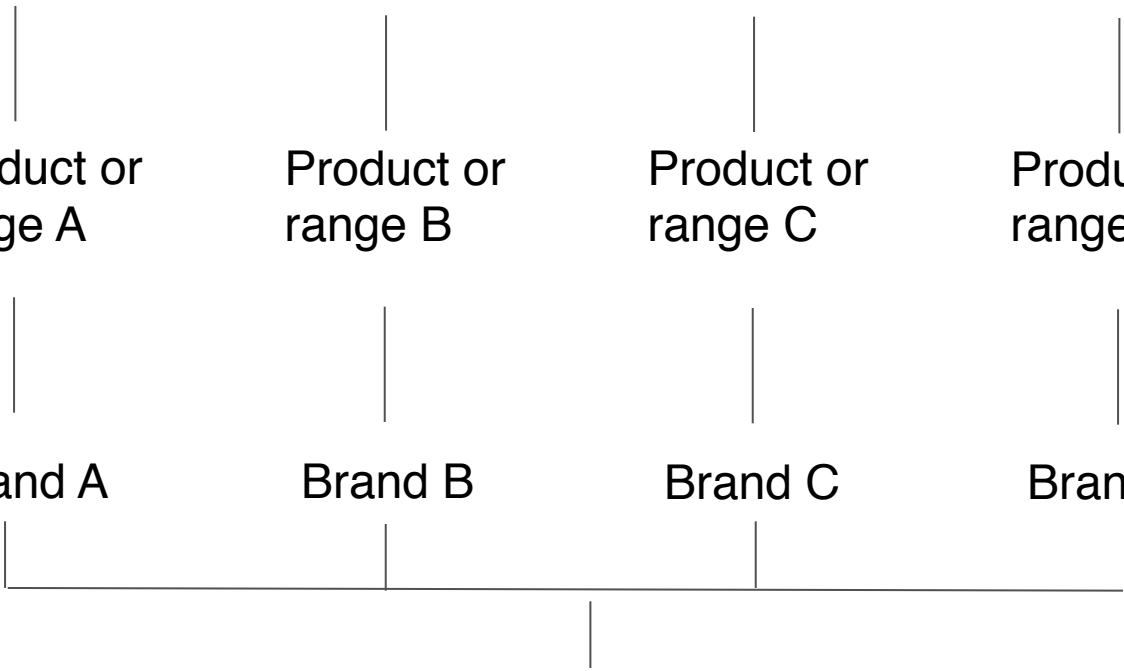
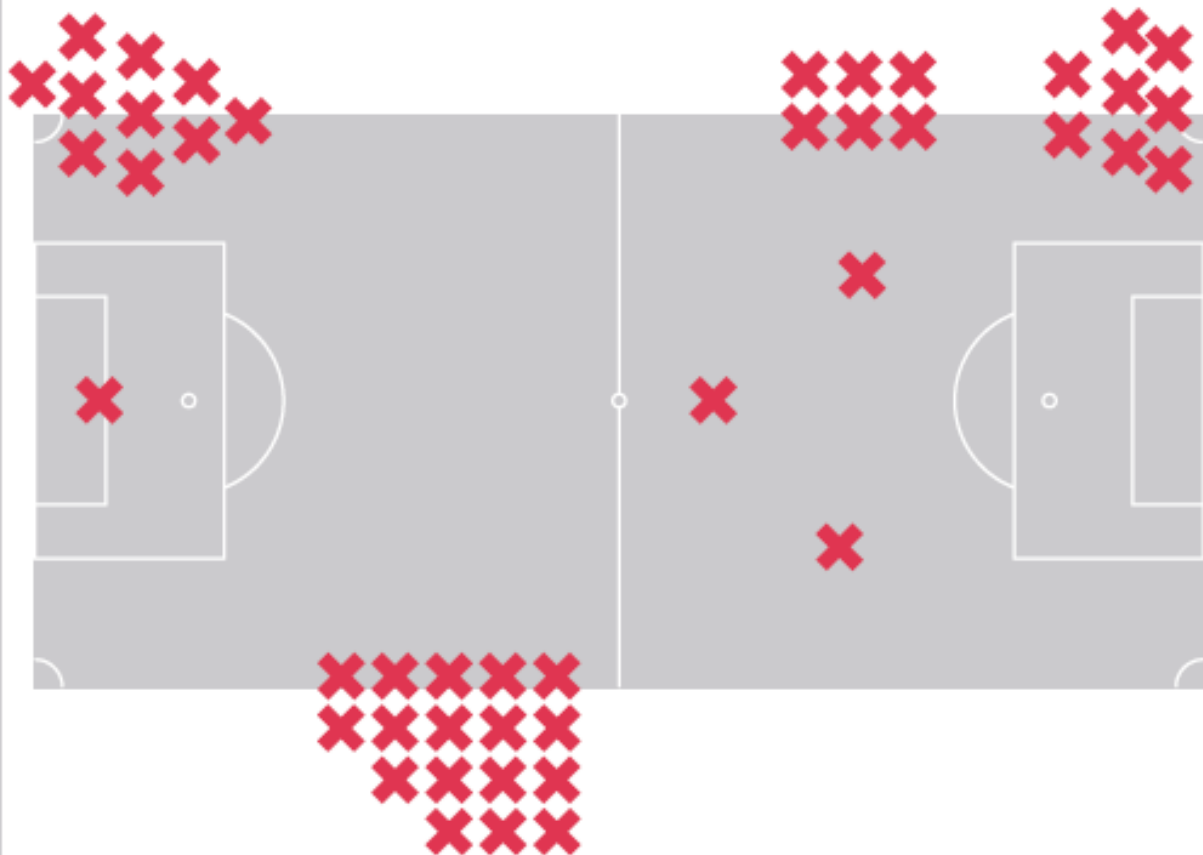
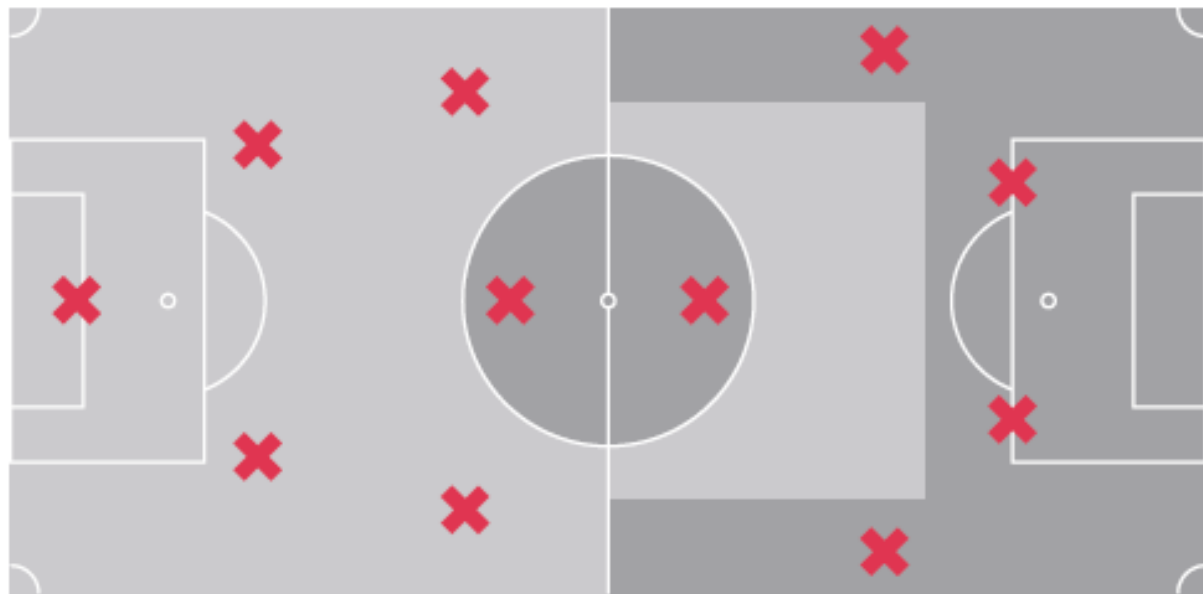


Figure 6.5: The typical brand portfolio



Source: Davidson, H. (2002 b) Accenture presentation.

Figure 6.4: Ideal brand portfolio



Source: Davidson, H. (2002 b) Accenture presentation.

Figure 6.6: The Boston matrix – cash management

Relative market share
(ratio of company share to share of largest competitor)

		High	Low												
Market growth (annual rate in constant £ relative to GNP growth)	High	<p style="text-align: center; color: red; font-weight: bold; font-size: 1.2em;">'STAR'</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Cash generated</td> <td style="text-align: center;">+ + +</td> </tr> <tr> <td style="padding: 5px;">Cash use</td> <td style="text-align: center;">- - -</td> </tr> <tr> <td></td> <td style="text-align: center; border-top: 1px solid black;">0</td> </tr> </table>	Cash generated	+ + +	Cash use	- - -		0	<p style="text-align: center; color: red; font-weight: bold; font-size: 1.2em;">'QUESTION MARK'</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Cash generated</td> <td style="text-align: center;">+</td> </tr> <tr> <td style="padding: 5px;">Cash use</td> <td style="text-align: center;">- - -</td> </tr> <tr> <td></td> <td style="text-align: center; border-top: 1px solid black;">- -</td> </tr> </table>	Cash generated	+	Cash use	- - -		- -
	Cash generated	+ + +													
	Cash use	- - -													
		0													
Cash generated	+														
Cash use	- - -														
	- -														
Low	<p style="text-align: center; color: red; font-weight: bold; font-size: 1.2em;">'CASH COW'</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Cash generated</td> <td style="text-align: center;">+ + +</td> </tr> <tr> <td style="padding: 5px;">Cash use</td> <td style="text-align: center;">-</td> </tr> <tr> <td></td> <td style="text-align: center; border-top: 1px solid black;">+ +</td> </tr> </table>	Cash generated	+ + +	Cash use	-		+ +	<p style="text-align: center; color: red; font-weight: bold; font-size: 1.2em;">'DOG'</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Cash generated</td> <td style="text-align: center;">+</td> </tr> <tr> <td style="padding: 5px;">Cash use</td> <td style="text-align: center;">-</td> </tr> <tr> <td></td> <td style="text-align: center; border-top: 1px solid black;">0</td> </tr> </table>	Cash generated	+	Cash use	-		0	
Cash generated	+ + +														
Cash use	-														
	+ +														
Cash generated	+														
Cash use	-														
	0														

Source: Boston Consulting Group

Brand Levels

Corporate brand

VOLKSWAGEN AG

Master brand



Sub-brand

Golf



Variant name

GTI

Ingredient

BOSCH



Shadow endorser

Endorser

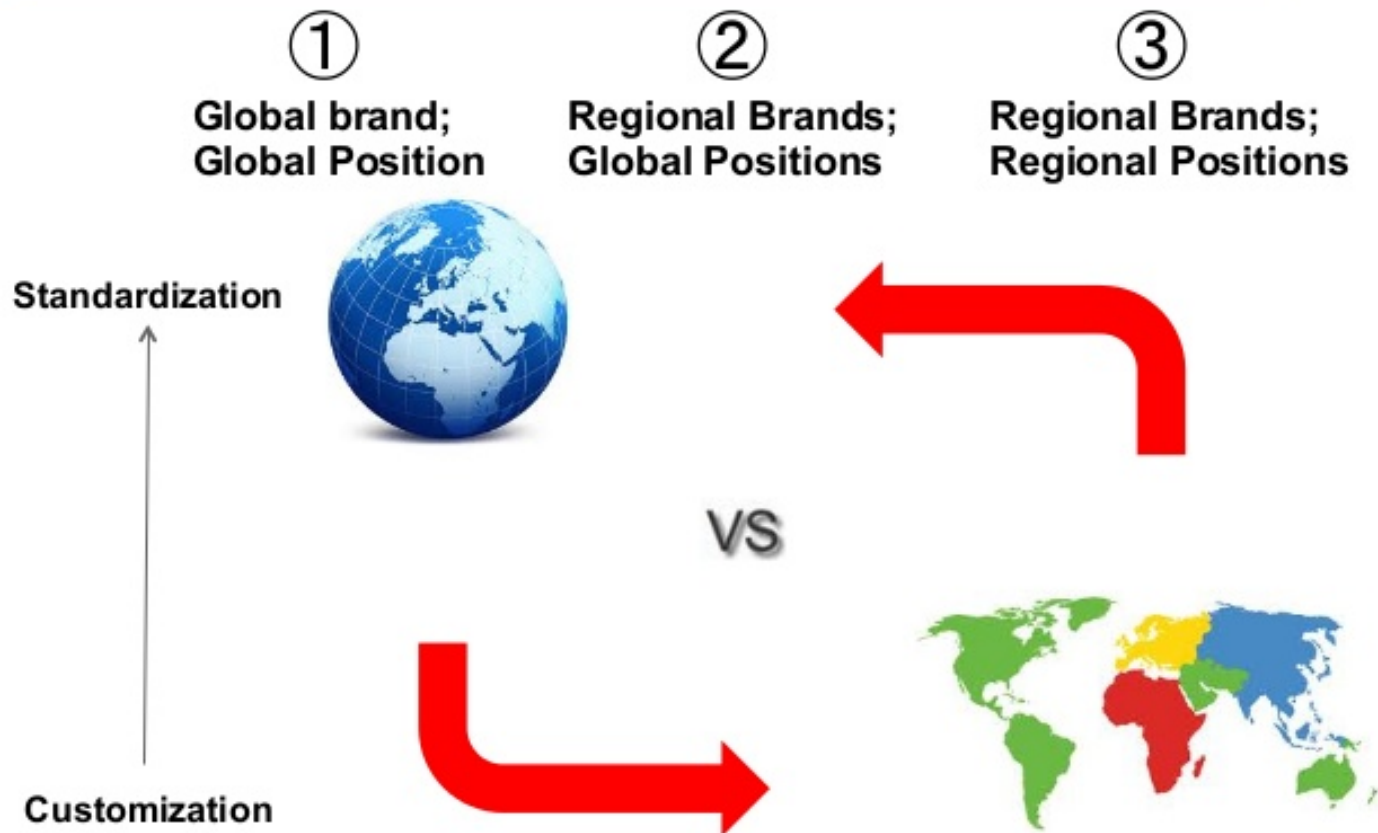
Driver

Identifier

Ingredient

Brand Roles

Brand Strategy & Positioning



Regional brands, regional positionings



Global Brands



Multi-Country Brands



Local Champions

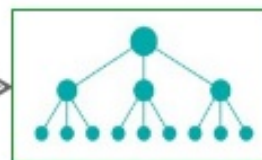


How to manage global brands in practice?

Customization

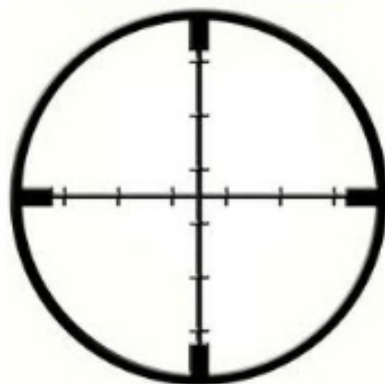


Standardization



?

Positioning



Activation



Benefits of Standardization



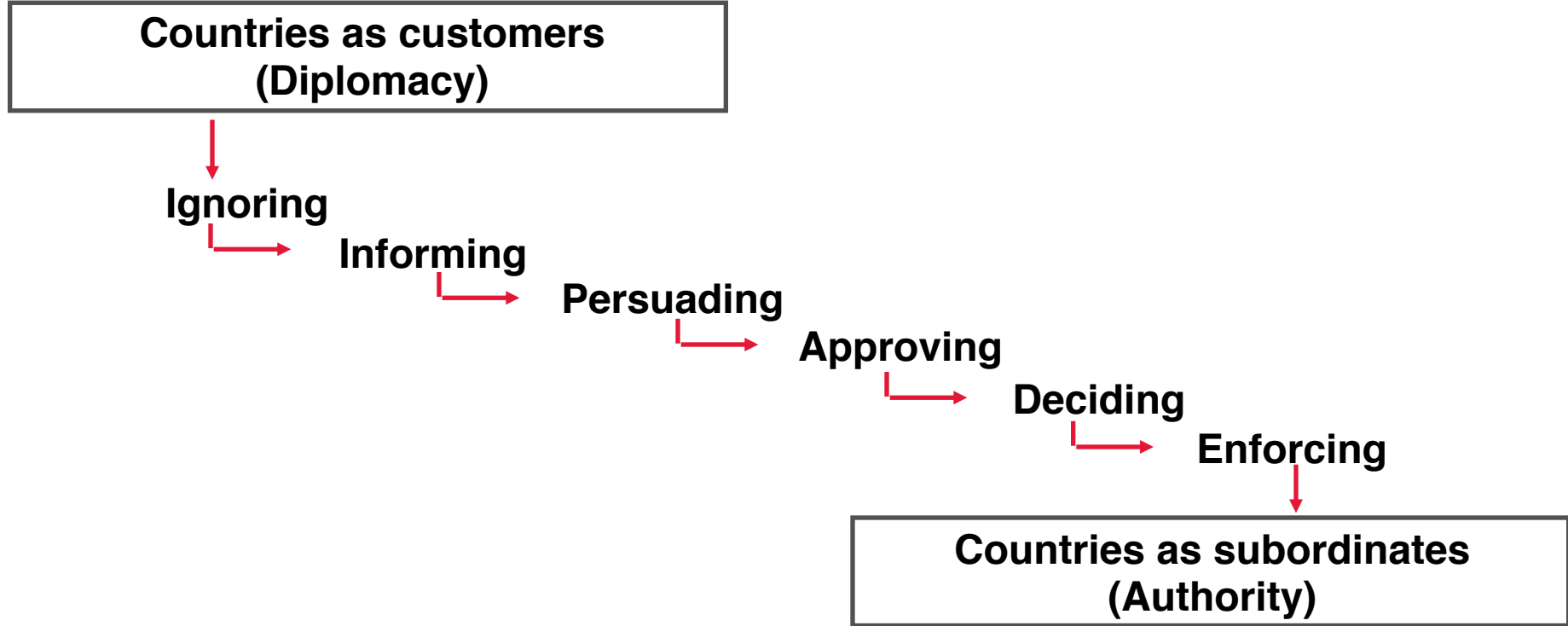
Brand-Building

Benefits of Customization



Demand Generation

Levels of Corporate Involvement



There is no “One Right Model”

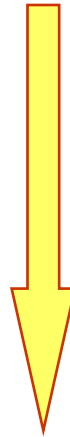


ABSOLUT



Mars

Brand positioning
and values



Core creative idea

Execution





iPad is here.



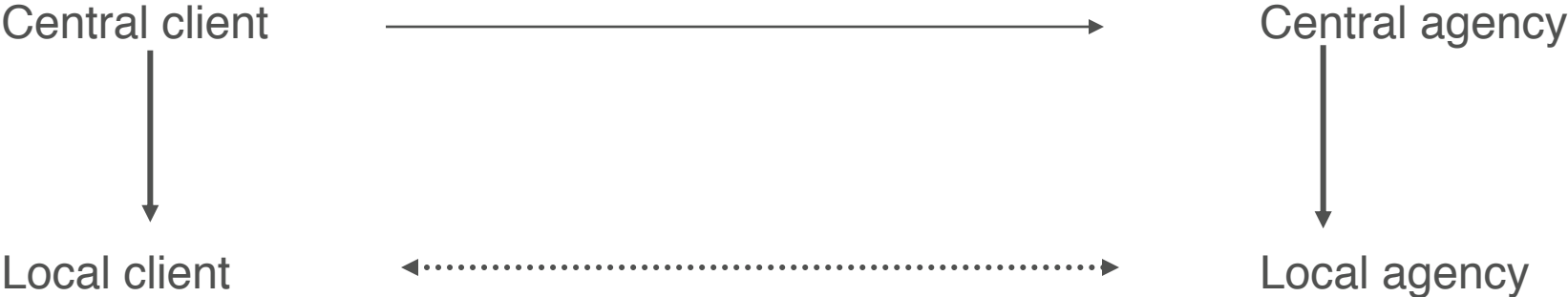
iPad est arrivé.



iPad è qui.



Complete Central Control

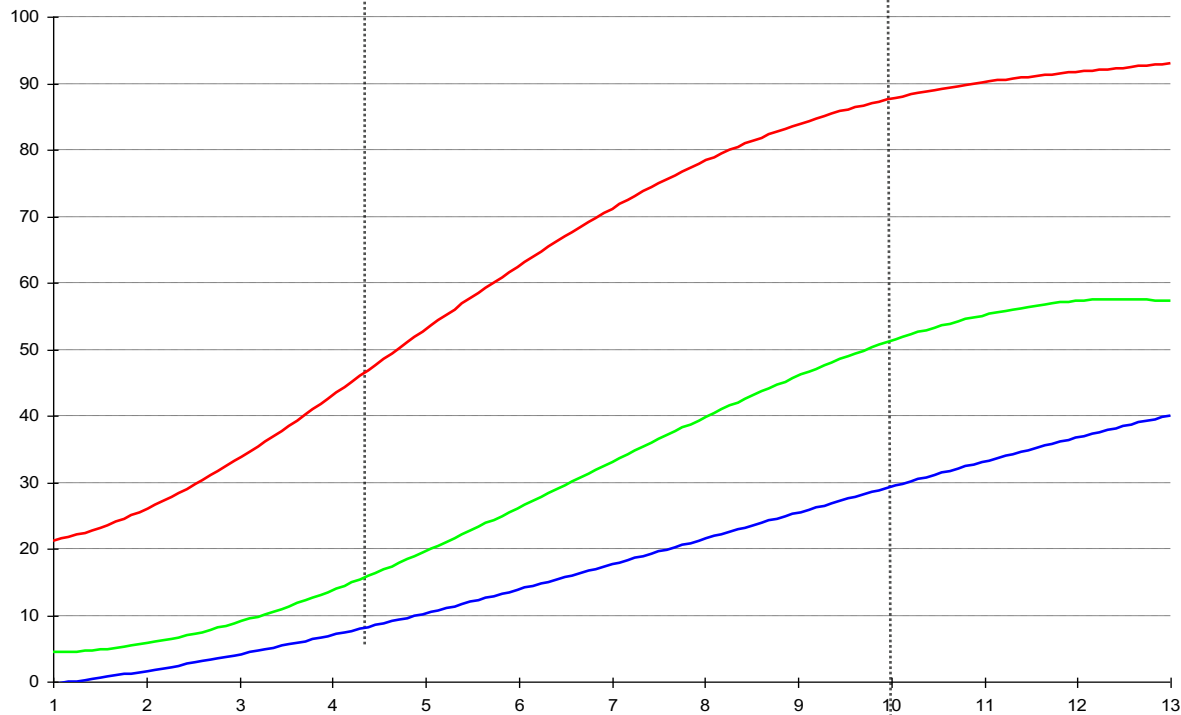


- ▶ Lines of authority
-▶ Lines of consultation

**PHASE 1
Launch**

**PHASE 2
Growth**

**PHASE 3
Maturity**



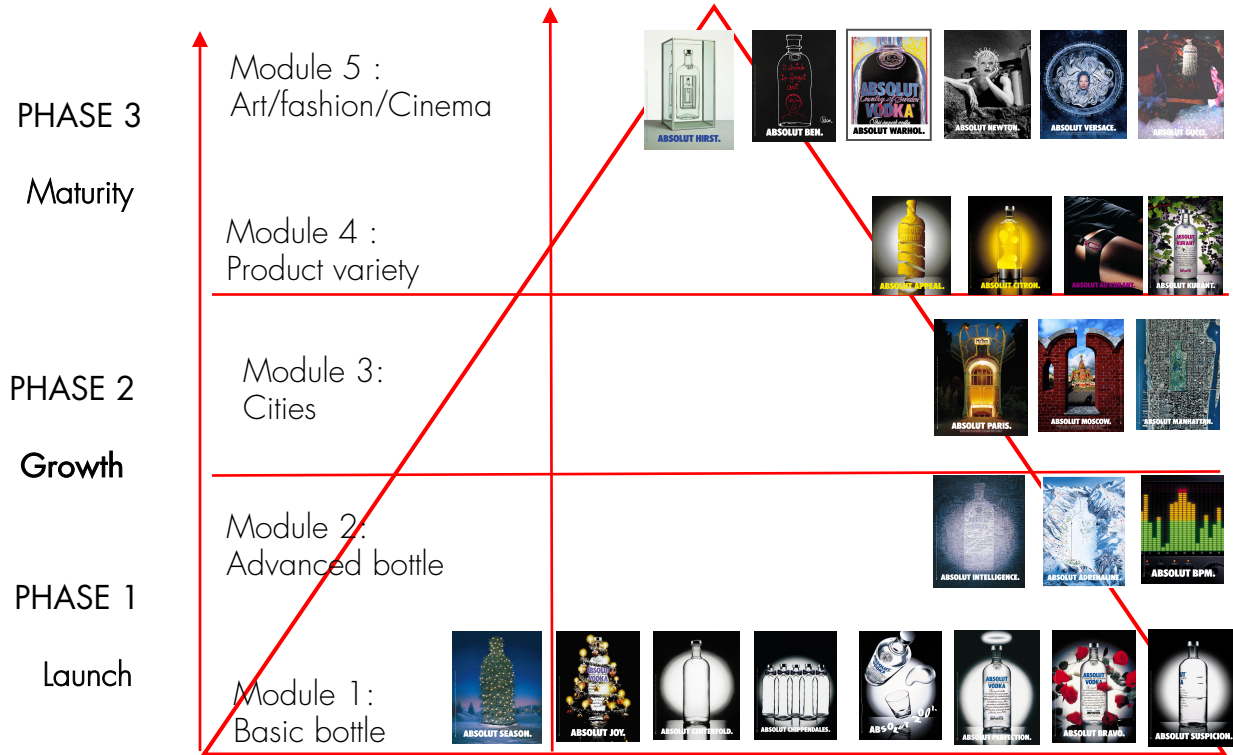
Aided Awareness

Spontaneous awareness

Top of mind

*(curves observed in the US
over the last 13 years)*

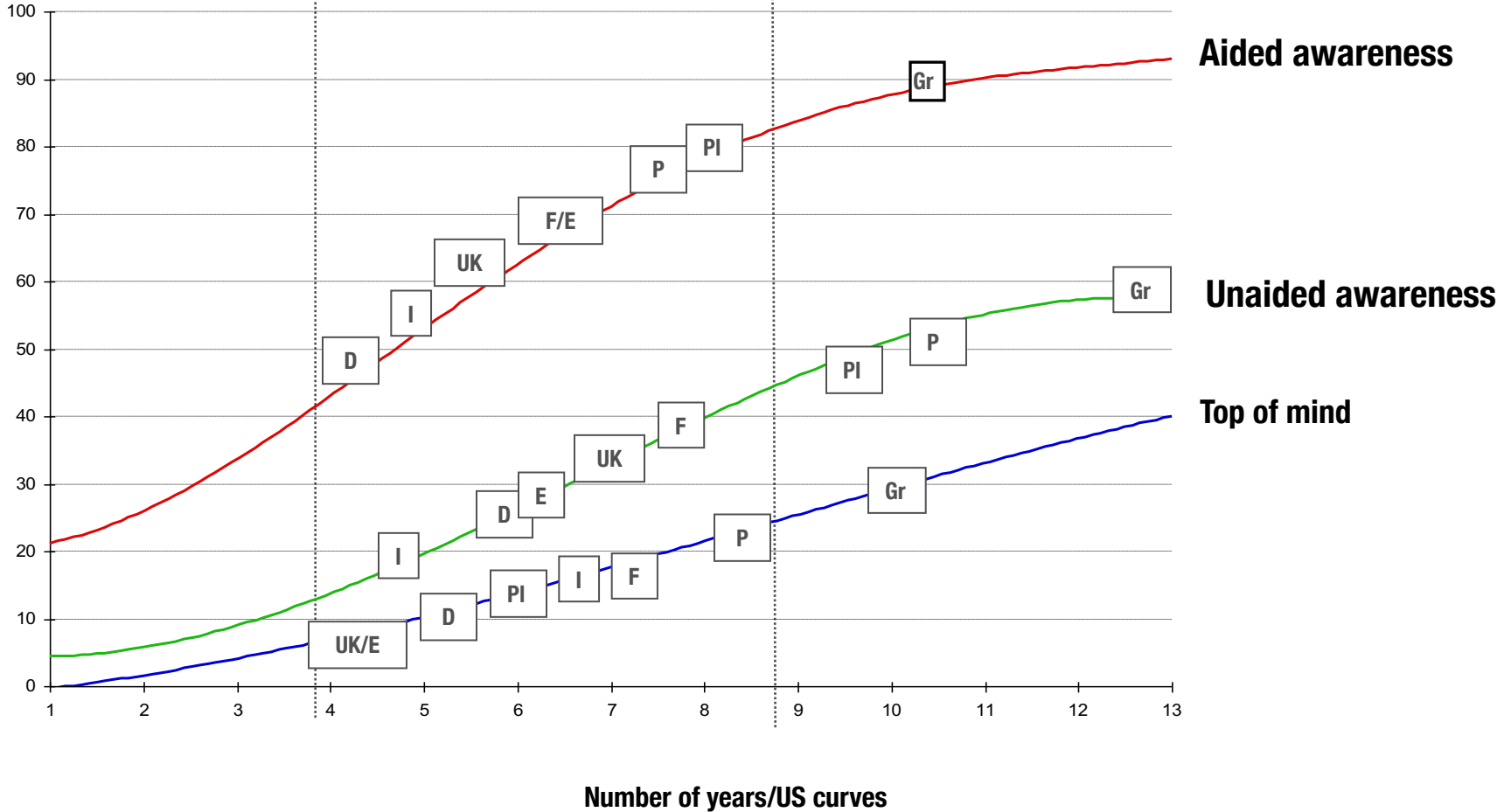
The creative executions are adapted to each phase of the brand development



**PHASE 1
Launch**

**PHASE 2
Growth**

**PHASE 3
Maturity**



Shared Best Practices

Central client

Local client



Central agency

Local agency



Lines of authority



Lines of consultation



Local Autonomy

Central client



Local client



Central agency



Local agency



Lines of authority



Lines of consultation

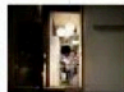
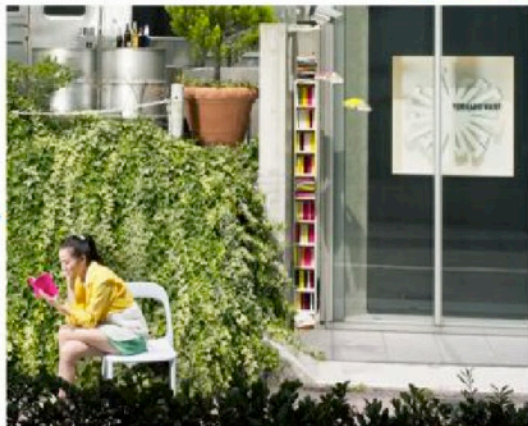
The image shows the Ikea logo, which consists of the word "IKEA" in a bold, blue, sans-serif font. The letters are contained within a yellow oval shape, which is itself centered on a dark blue horizontal bar. The overall design is simple and iconic.

IKEA

SUKIMA GALLERY

Re-design Tokyo street look with IKEA furniture.

*SUZUKI - "Ippon gas Ippon building"



Describe the brief from client.

The client wanted to create a gallery space in a building that was previously used as a gas station. The client wanted to create a gallery space that was modern and stylish, and that reflected the building's history. The client also wanted to create a gallery space that was accessible to everyone.

Describe the challenge and key objectives.

The challenge was to create a gallery space that was modern and stylish, and that reflected the building's history. The key objectives were to create a gallery space that was accessible to everyone, and that reflected the building's history.

Describe how you arrived at the final design.

We arrived at the final design by working closely with the client and the architect. We focused on creating a gallery space that was modern and stylish, and that reflected the building's history. We also focused on creating a gallery space that was accessible to everyone.

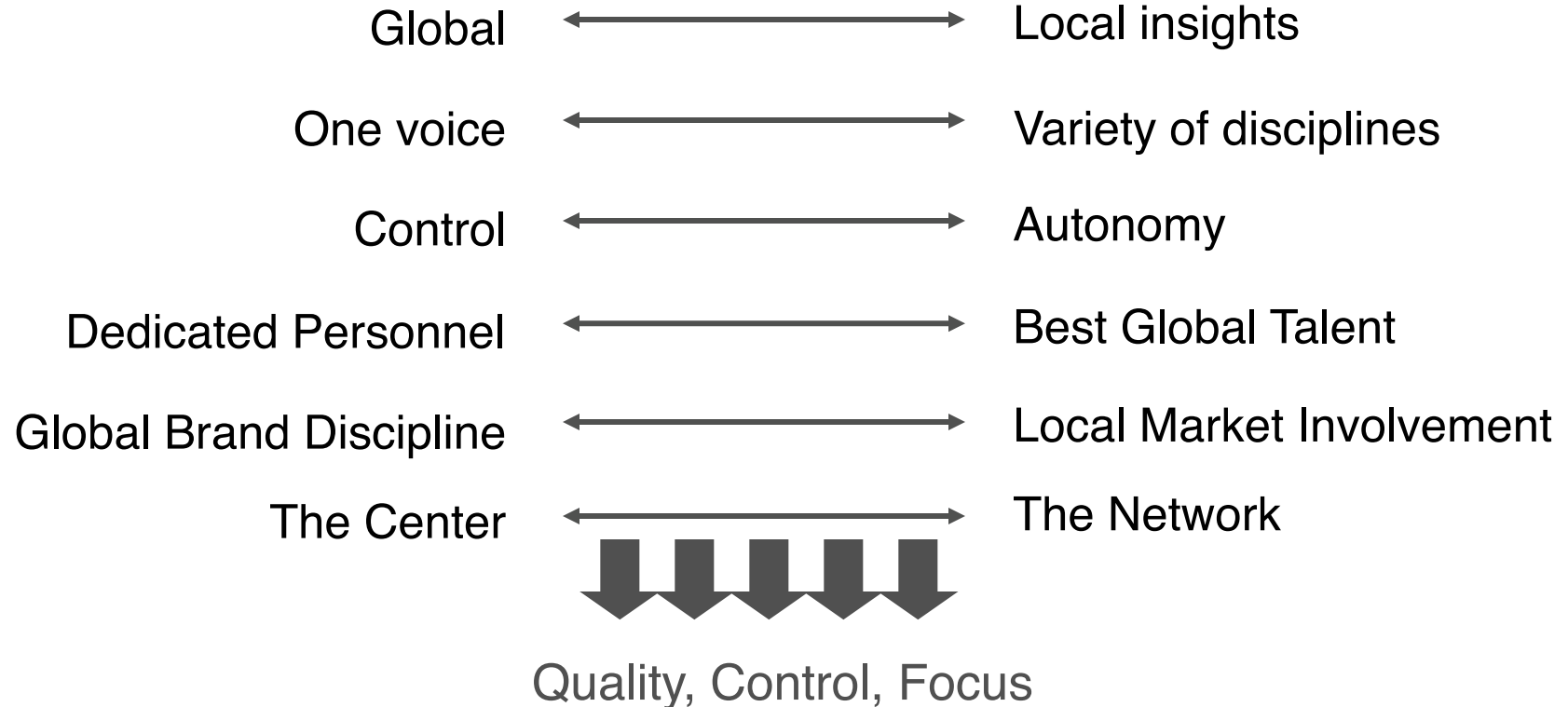
Show some indication of how successful the outcome was in the market.

The outcome was successful in the market because the gallery space was modern and stylish, and it reflected the building's history. It was also accessible to everyone, and it was a great success for the client.

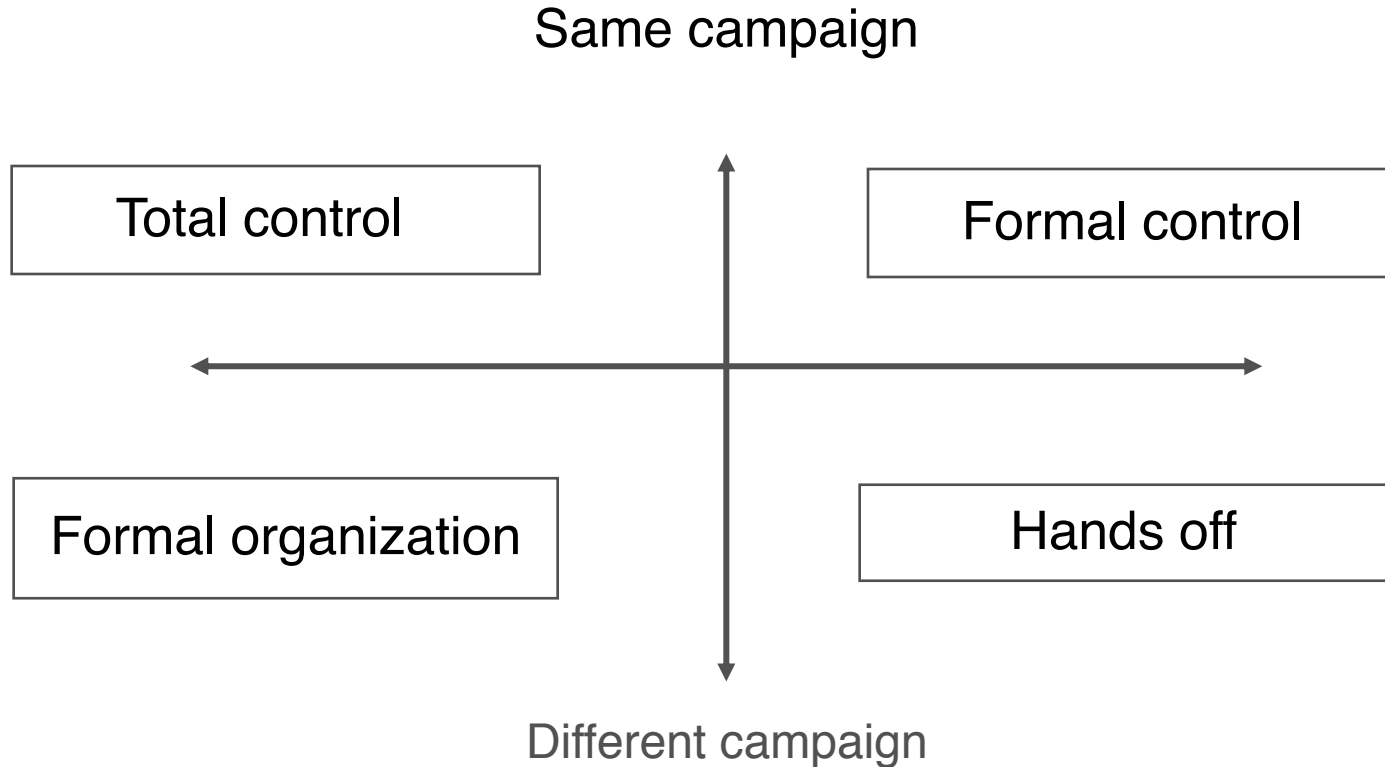


Mars™

Approach must positively manage the tension between



What are the options? **Co-ordination mapping**



Identifying Market Potential

INVESTMENT LEVEL		
High	Medium	Low

Population

Per Capita Spend

Category Life Stage

Brand Life Stage

Controls:

pricing, marketing
spend, promotional
allowances

Category Trends

Competitive Barriers

Identifying Product Mix

RANGE		
BROAD	MODERATE	NARROW

Special formulations

Specific target products

Sophisticated yogurt market

Unsophisticated yogurt market

Marketing Mix - Product, Audience and Channel

Product

- Design/Form
- Brand Name
- Indications
- Positioning
- Packaging
- Pricing
- Advertising/Sales Promotion

Audience: Roles & Incentives

- Mums
- Nutritionists
- Actives/Health oriented

Channels

- Grocery
- Health
- Convenience
- Partner (McDonalds's etc.)

STANDARDIZATION		
FULL	PARTIAL	NONE

Advertising Message and Media

Message

- Copy Strategy
- Copy Execution
- Copy Production

Media

- Media Planning
- Media Budget
- Market Promotional Allowances
- Market Media Access
(DTC, detailing, etc.)

Market Research

Performance Tracking

STANDARDIZATION		
FULL	PARTIAL	NONE

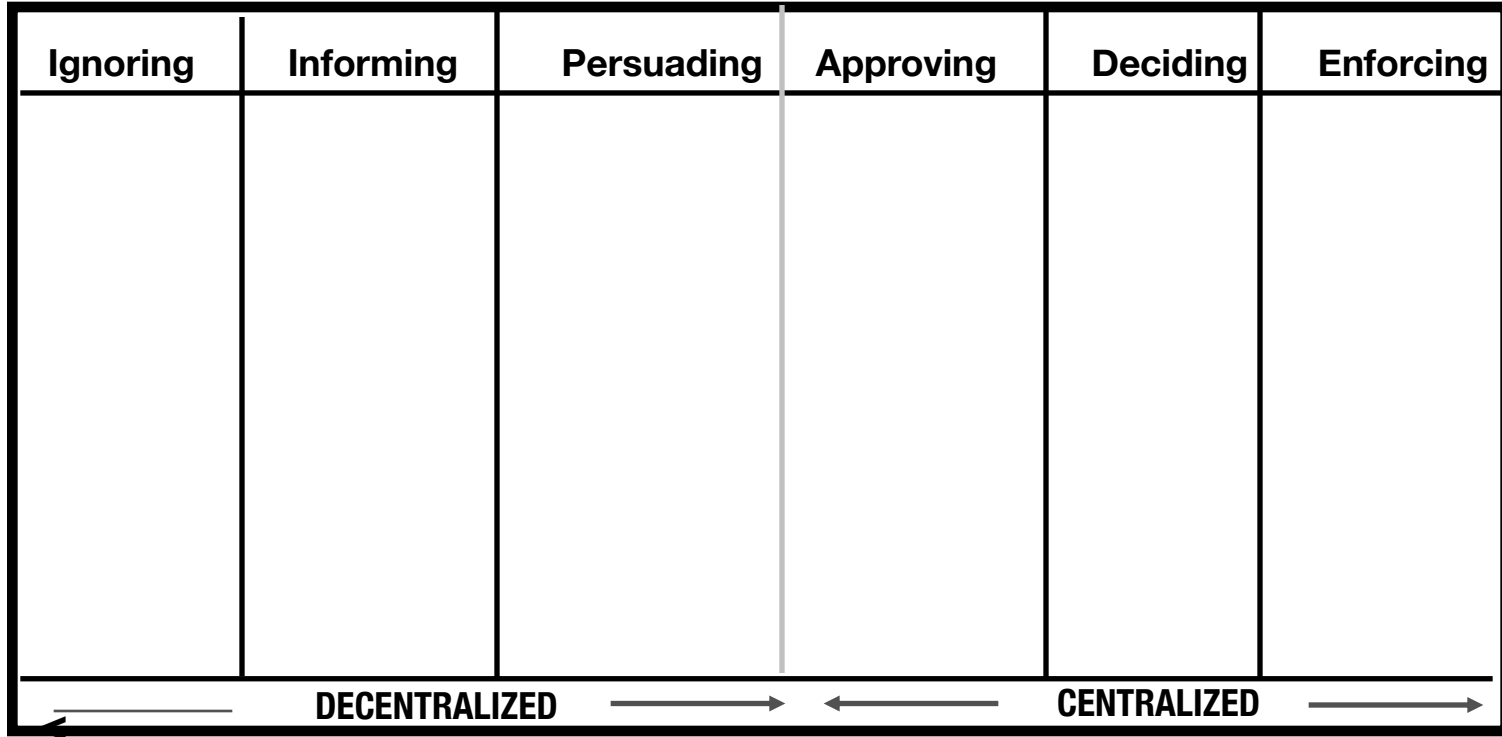
We learn what role corporate wants to play in marketing decisions...

	Ignoring	Informing	Persuading	Approving	Deciding	Enforcing
Product						
Brand Name						
Indications						
Positioning						
Packaging						
Pricing						
Advertising						
Sales Promotion						
Audience						
Selection						
Distribution						
Channels						

← DECENTRALIZED → ← CENTRALIZED →

And communications decisions...

Copy Strategy
Copy Execution
Copy Production
Media Planning
Media Budget
Market Research
**Performance/
Tracking**





**Decentralized/
Customized**

**Centralized/
Standardized**



Flexibility



Consistency



Free reign



Uniformity

There is no “One Right Model”

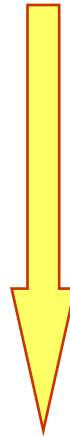


ABSOLUT



Mars

Brand positioning
and values

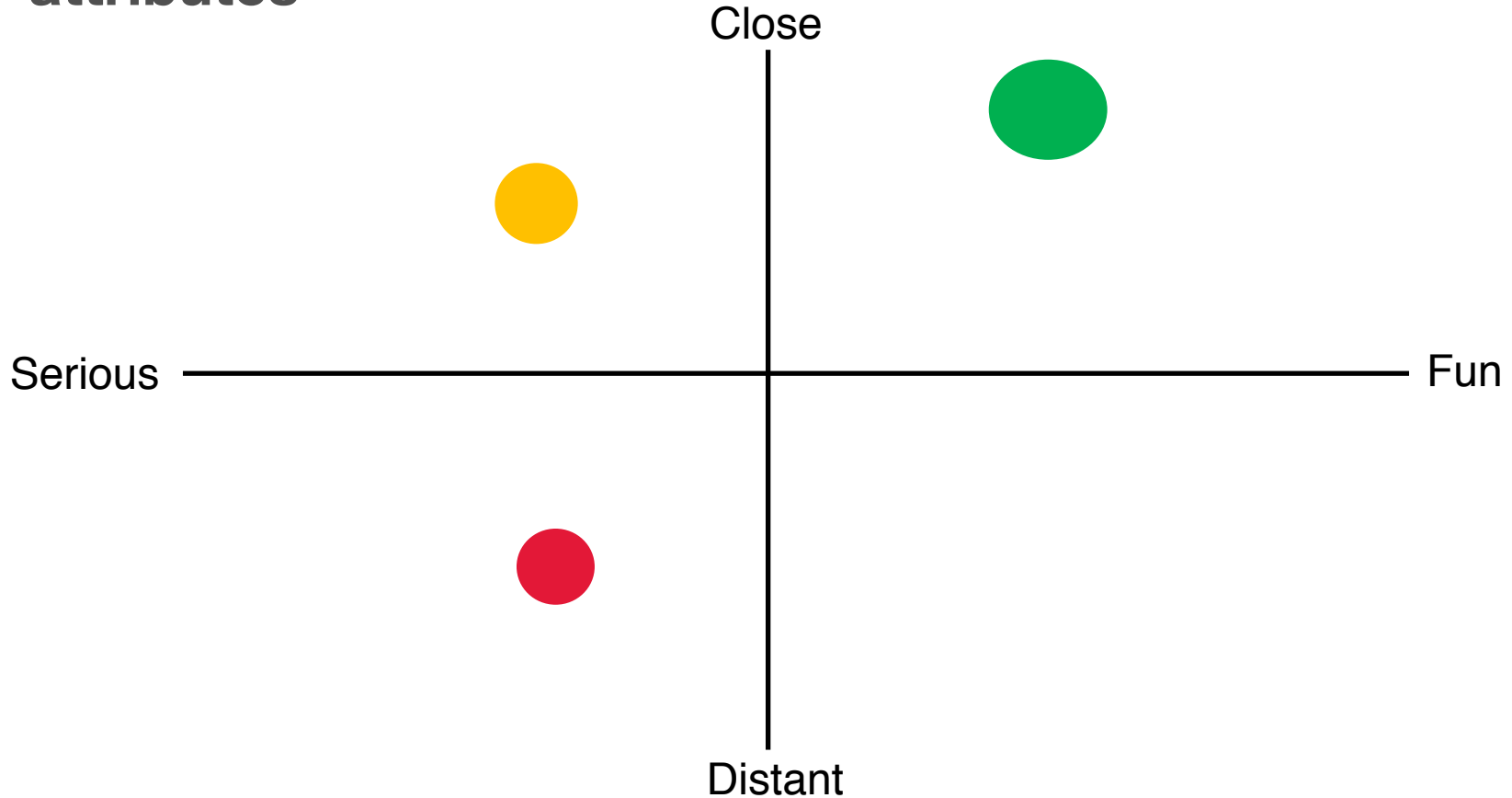


Core creative idea

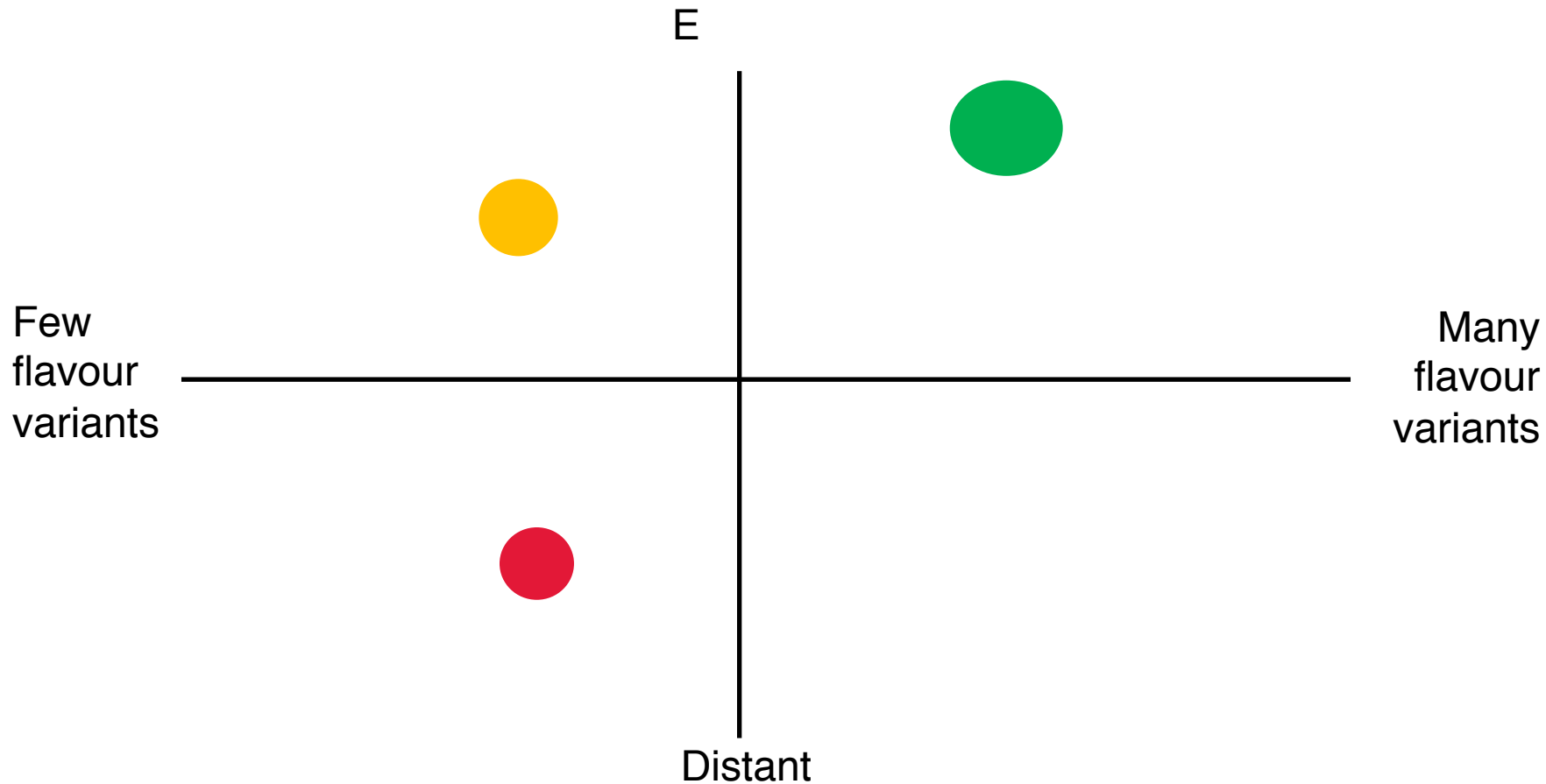
Execution

A few words about positioning

Too many marketers map brands on "brand attributes"



Map on purchase drivers instead



Strategy vs. tactics

**Tactics, channels and trends change fast, strategy
must last longer**

The Marketer's Toolkit 2021

Navigate through uncertainty

WARC[^]
BY ASCENTIAL

10 YEARS OF
MARKETER'S
TOOLKIT

1.

Responding to recession

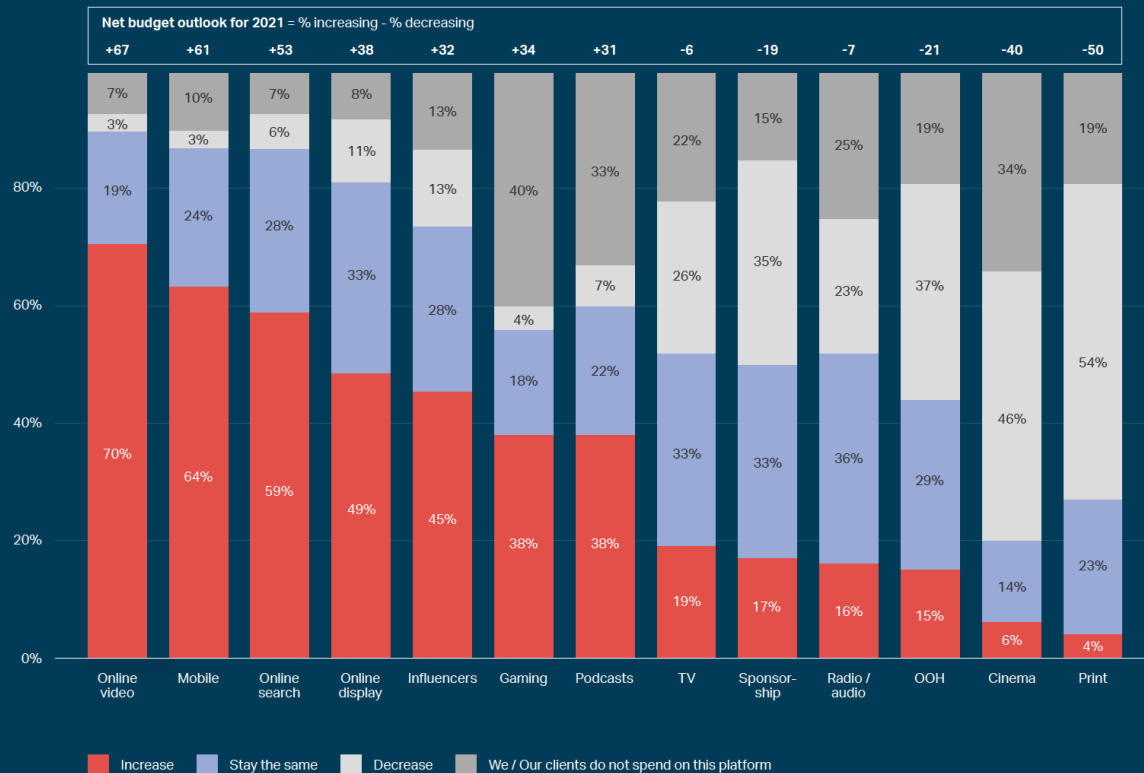
The seismic events of 2020 will echo long into the coming year. Media budgets have been slashed. Brand-building activity is on hold, while performance channels receive greater spend. At the same time, brands must find new creative solutions to achieve distinctiveness in the post-pandemic marketplace.



Performance channels in the ascendancy

Marketers are overwhelmingly upping investment in online video, with 5G mobile network roll-out expected to reinforce video consumption globally. Nearly three-quarters of advertisers (73%) expect to allocate budget to influencer marketing in 2021, a clear sign that influencers are becoming more central to brand-building on social platforms. Nascent channels including gaming and podcasts can be optimistic of growing ad revenues over the coming 12 months, while print and cinema media will be bracing for a tough year.

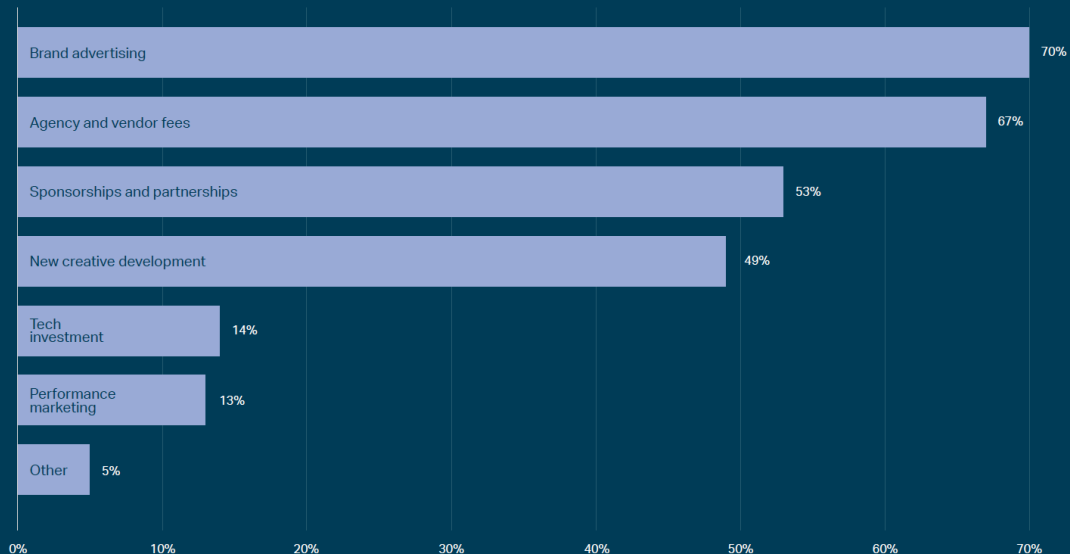
How do you expect investment in media channels to change in 2021?



Source: WARC Marketer's Toolkit 2021



Where are budget cuts being made?



Source: WARC Marketer's Toolkit 2021

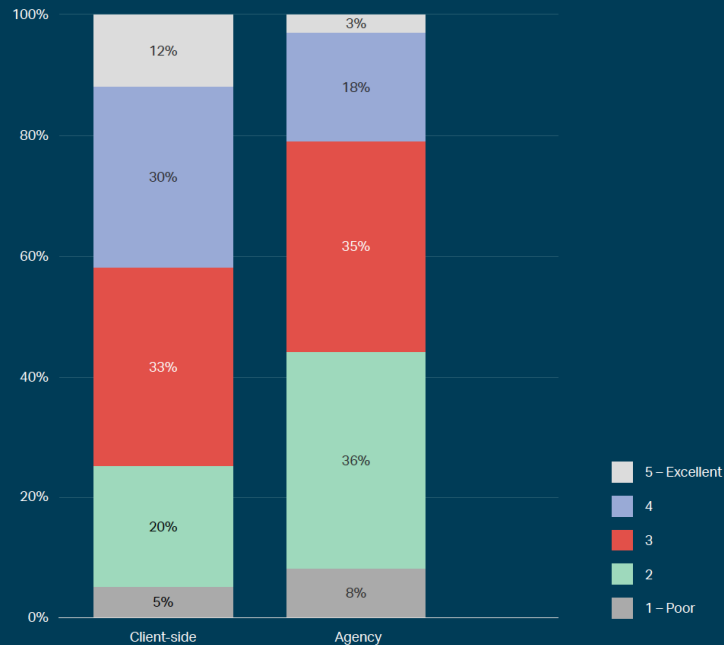
Brand-building cuts on the way

As advertisers reel from the twin impact of global recession and unprecedented consumer behaviour change, brand-building is expected to suffer most keenly. Of those expecting budget cuts in 2021, 70% predict the axe will fall on brand advertising spend. Meanwhile, with consumers restricted from attending events for the foreseeable future, over half (53%) forecast a decrease in sponsorship spend. In comparison, performance marketing and tech investment will be ringfenced by most advertisers in the coming year.

Long-term strategy set to suffer

Unsurprisingly, given the turmoil caused by the pandemic, short-termism remains the leading cause for concern among advertisers in 2021. However, brand marketers believe they are doing a much better job of balancing short-term and long-term brand strategy than their agency partners. Only 3% of agency respondents believe the brands they work on are doing an excellent job, compared to 12% of client-side marketers.

How would you rate your brand's / typical client's ability to balance short-term and long-term brand strategy?



Source: WARC Marketer's Toolkit 2021

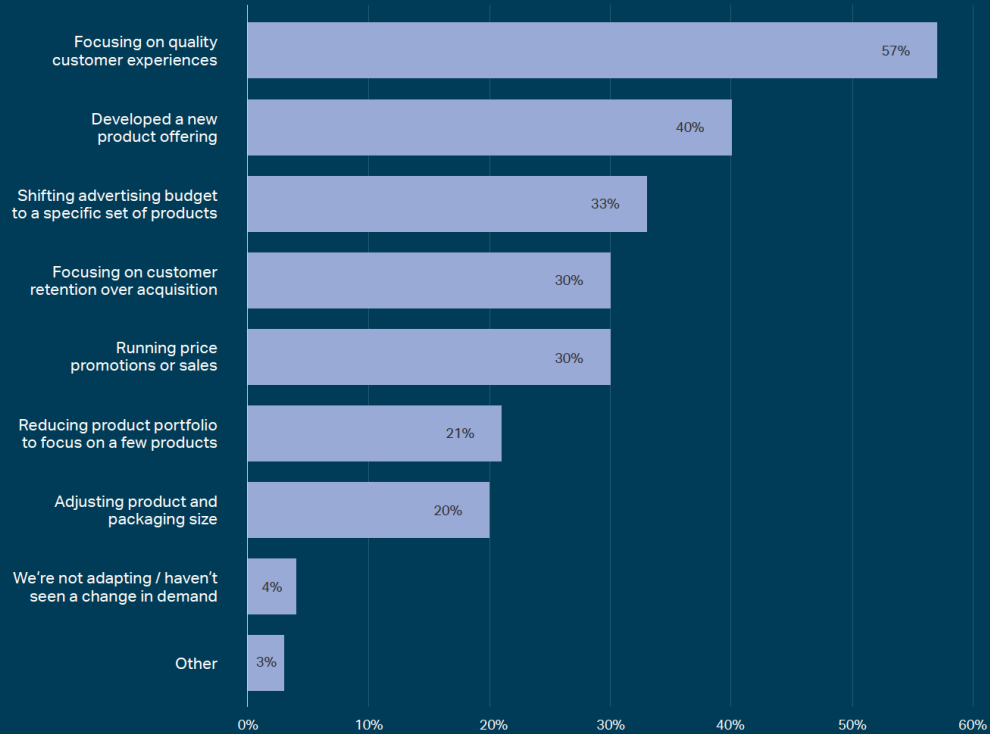


New ways of delivering value

Brand marketers are responding to this desire for value in a number of ways, including focusing ad spend on specific product lines (33%), running price promotions and sales (30%), reducing their product portfolio (21%) and altering pack sizes (20%). Four-in-ten respondents to the Toolkit survey say they are developing new product offerings to cater for post-pandemic consumer preferences.

In what areas is your brand adapting to economic recession?

Client-side respondents



Source: WARC Marketer's Toolkit 2021

Case study

Coca-Cola culls 'zombie' brands

Coca-Cola, the beverage manufacturer, is streamlining its brand portfolio to focus on strategic priorities and assets with the greatest potential during the pandemic.

Periods of flux are unsettling for marketers and consumers, but can serve as a unique moment to break free from legacy thinking.

While Coca-Cola owns 400 brands across the globe, a significant portion of its portfolio is of limited scale and lagging behind in terms of growth.

Identifying the most-promising "challenger" and "explorer" brands, and culling "zombie" brands that have not performed well over an extended period, is helping the company to redirect funds to priority brands.



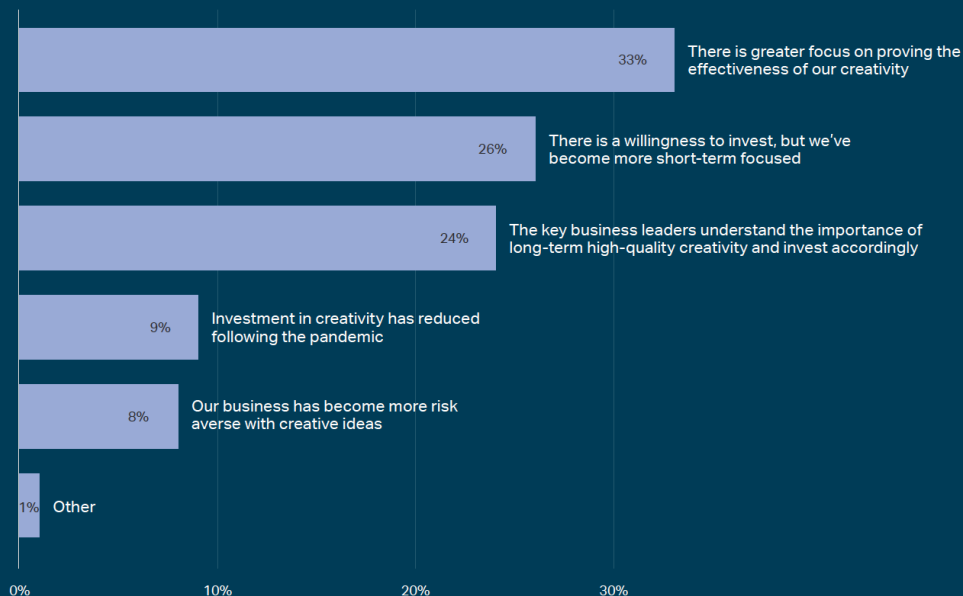
Source: Coca-Cola

Creativity will need to deliver

A quarter (26%) of brand marketers have experienced a post-COVID focus on short-termism when 'selling in' creativity to key stakeholders within their organisation, a slightly higher percentage than those claiming their senior colleagues understand the long-term importance of "high-quality creative".

As a marketing leader, what has been your experience in "selling in" creativity to key stakeholders following the pandemic?

Client-side respondents



Source: WARC Marketer's Toolkit 2021



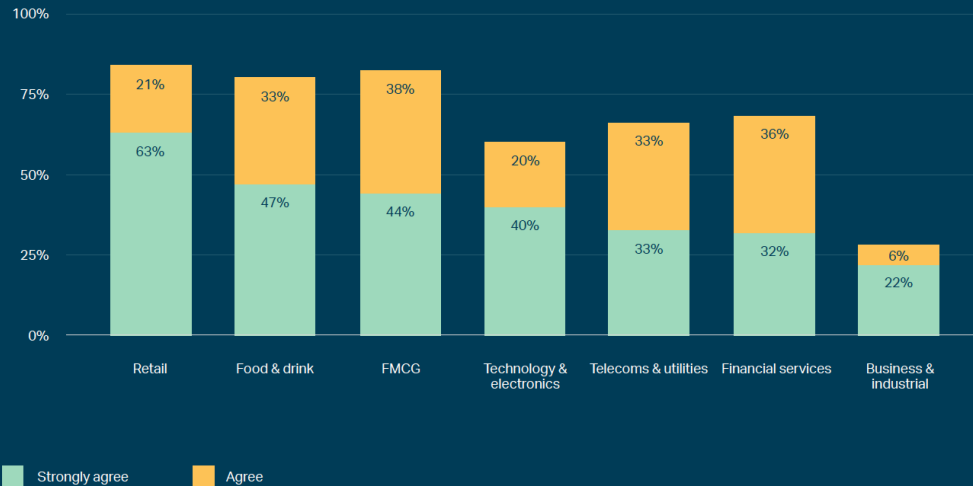
2.

Staying effective in the age of e-commerce

The COVID-19 pandemic has accelerated e-commerce growth globally. Brands in many sectors have had to respond, bringing forward plans to rethink distribution and experimenting with new models, including direct-to-consumer options. This shift will have knock-on effects on brand strategy and media investment.



The shift to e-commerce will be permanent in my category



Source: WARC Marketer's Toolkit 2021

New shopping habits are expected to stick

The COVID-19 pandemic has accelerated e-commerce growth globally. In the US it prompted a 10-year e-commerce growth spurt in an eight-week period. Research suggests this behaviour will stick, particularly among certain cohorts. Across 18 markets surveyed, GlobalWebIndex found 51% of Gen Z and 54% of higher income consumers are likely to shop online more frequently post-pandemic. This compares to 43% among lower income consumers.

67% of client-side respondents expect the shift to e-commerce to be permanent. Those in retail (63%), food and drink (47%) and FMCG (44%) agree most strongly with this statement.



Marketers are focusing on improving online CX

When asked in what ways are they addressing the shift to e-commerce, 64% of respondents said they will focus on improving the online customer experience, 47% plan to increase the number of online channels they sell through, 40% will invest in e-commerce technology and 31% are upgrading the supply chain and product availability. Marketers will also need to rethink media plans and advertising strategy to ensure their products and services are noticed by, and engage, at-home consumers.

In what ways are you / your typical client addressing the shift to e-commerce?



Source: WARC Marketer's Toolkit 2021



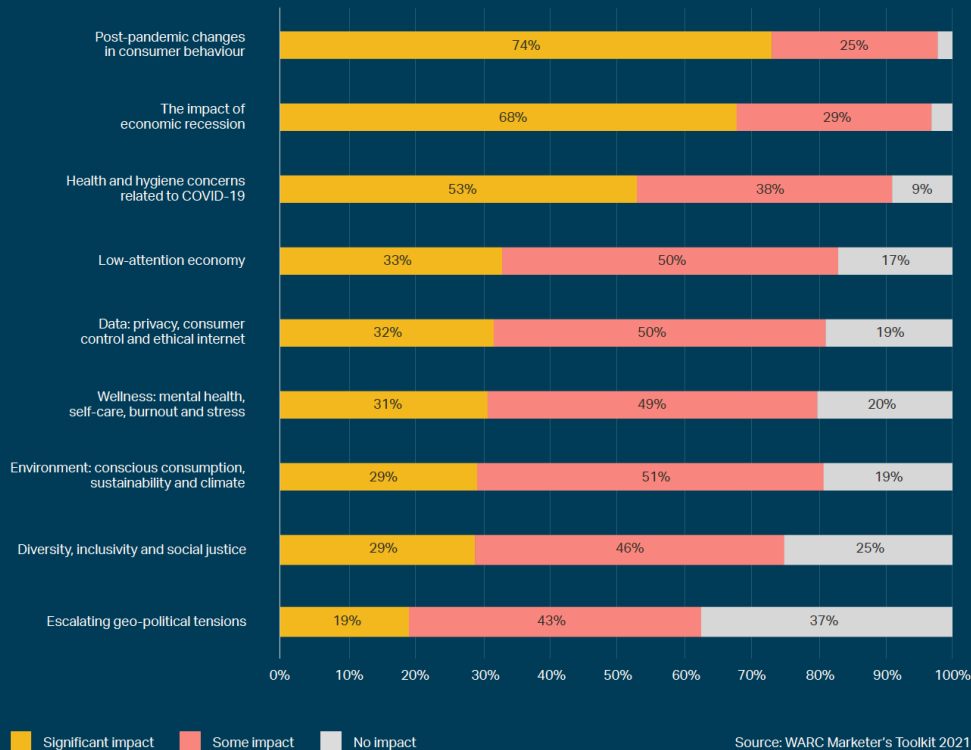
3.

Engaging at-home consumers

With mass distribution of a vaccine still several months away, the home-based lives of 2020 will continue well into 2021. And home working is likely to remain a fixture for white-collar workers post-pandemic. For brands, there remain opportunities to respond to this phase of the crisis, while preparing for further changes post-vaccine.



How important are each of the following societal topics and consumer concerns to the development of your / your typical client's 2021 marketing strategy?



Source: WARC Marketer's Toolkit 2021

Marketers focus on new consumer habits

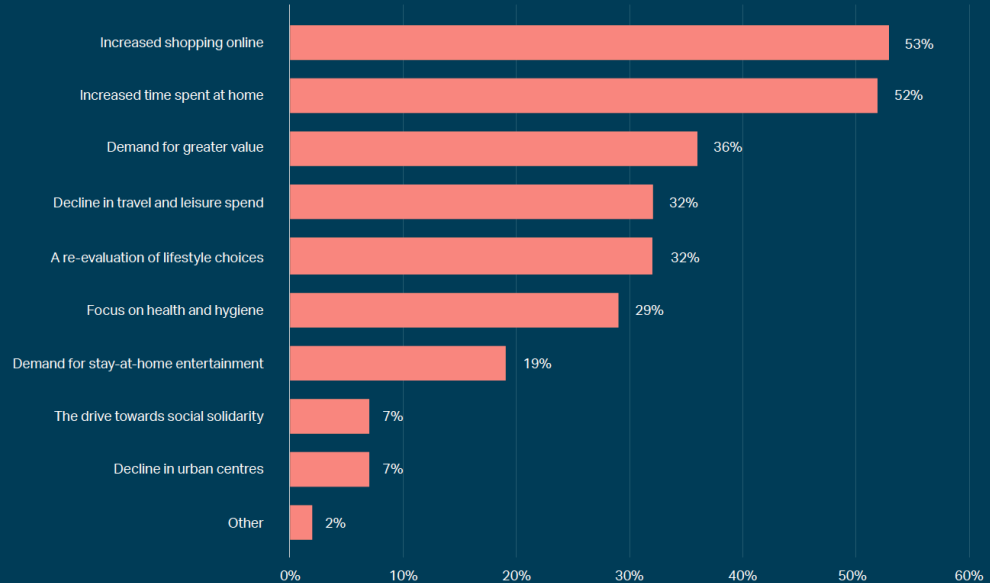
74% of the brands and agencies surveyed for the Marketer's Toolkit said post-pandemic changes in behaviour were having a significant impact on strategy for 2021; another 25% said it has some impact. Only one percent said it was having no effect at all. Other major concerns fall under the umbrella of behaviour as well, with 91% saying health and hygiene was affecting strategy and 80% citing mental health issues.



Consumer behaviour changes beyond e-commerce

The shift to consumers using ever more e-commerce has rightfully taken centre stage during the pandemic, but it is the tip of the iceberg when it comes to behaviour change. The shift to increased time at home is almost as significant for marketers, with 52% saying it has impacted strategy. The decline in travel and leisure spend, a re-evaluation of lifestyle choices and the demand for stay-at-home entertainment are also factors marketers are weighing as they look to 2021.

Which of the following changes in consumer behaviour have had the biggest impact on your / your typical client's marketing strategy?



Source: WARC Marketer's Toolkit 2021



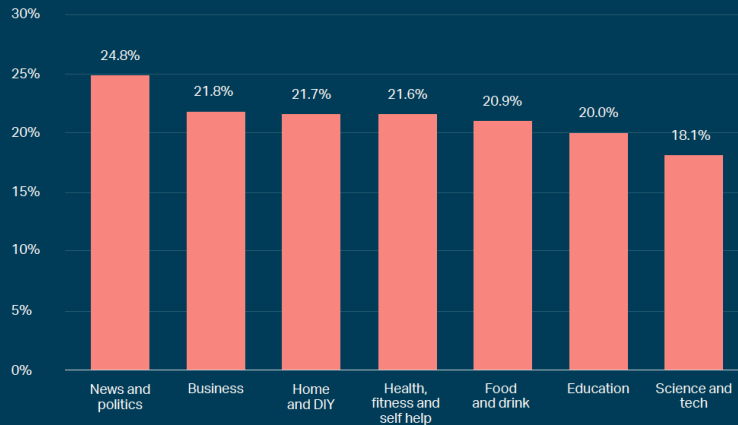
YouTube viewership spikes for at-home verticals

Global YouTube data from Digital Voices demonstrates strong growth in video views of a variety of homebound pursuits, with content involving food and drink, home and DIY, and health, fitness and self-help all seeing growth in excess of 20% between February and March.

By June, the data became even further stacked in favour of at-home activities, with gaming seeing the biggest growth of all, at 30.8%, followed by animals and pets (21.6%), food and drink (17.9%), and home and DIY (17.4%).

Which verticals won in the short term? Highest % increase in YouTube views

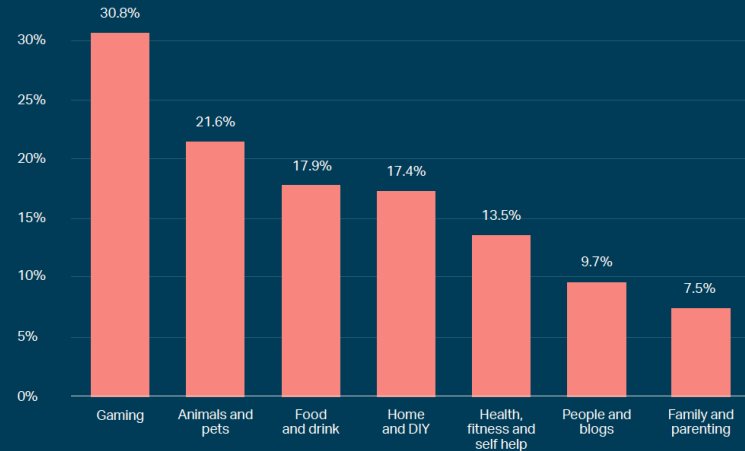
February – March, 2020



Source: Digital Voices, Life After Lockdown

Which verticals are winning long term? Highest % increase in YouTube views

February – June, 2020



4.

Succeeding in the closed web

The third-party cookie is on the verge of obsolescence, as a consequence of regulatory pressures and the unilateral actions of companies including Apple and Google. This hands even more power to ecosystems like Amazon and Alibaba. With digital advertising dominated by a small number of media platforms, marketers face the daunting task of figuring out a way of managing their activity across those garden walls.

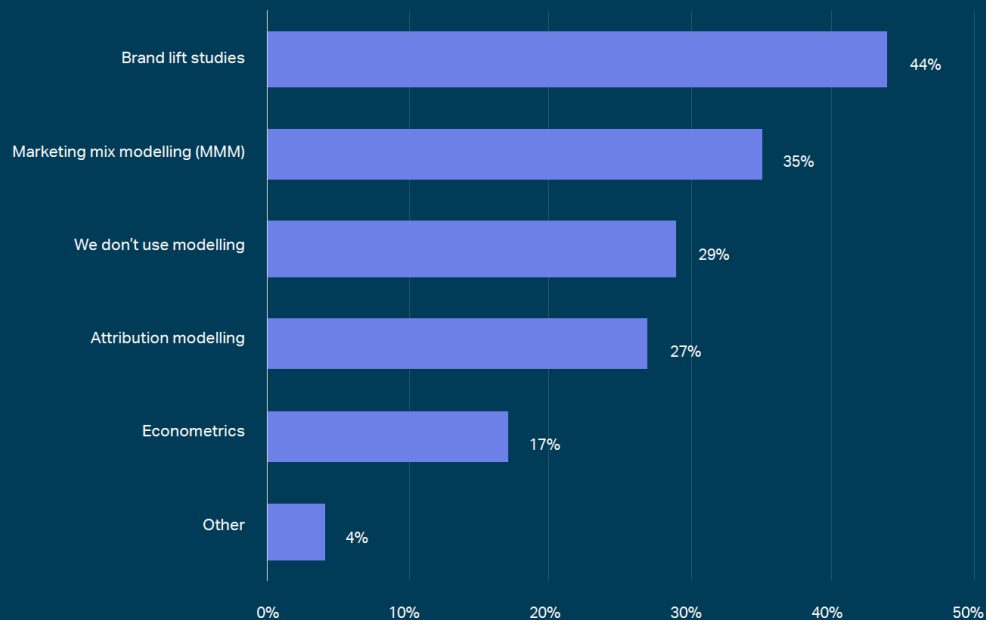


Marketers split on measurement strategy

Client-side marketers surveyed by WARC for the Toolkit use a variety of measurement systems to isolate the impact of their marketing investment. The most popular are brand lift studies, selected by 44% of brands, followed by marketing mix modelling (35%), attribution modelling (27%) and econometrics (17%). Nearly three-in-ten implement no measurement model at all.

Which types of measurement do you use for isolating the impact of your marketing investment?

Client-side respondents



Source: WARC Marketer's Toolkit 2021

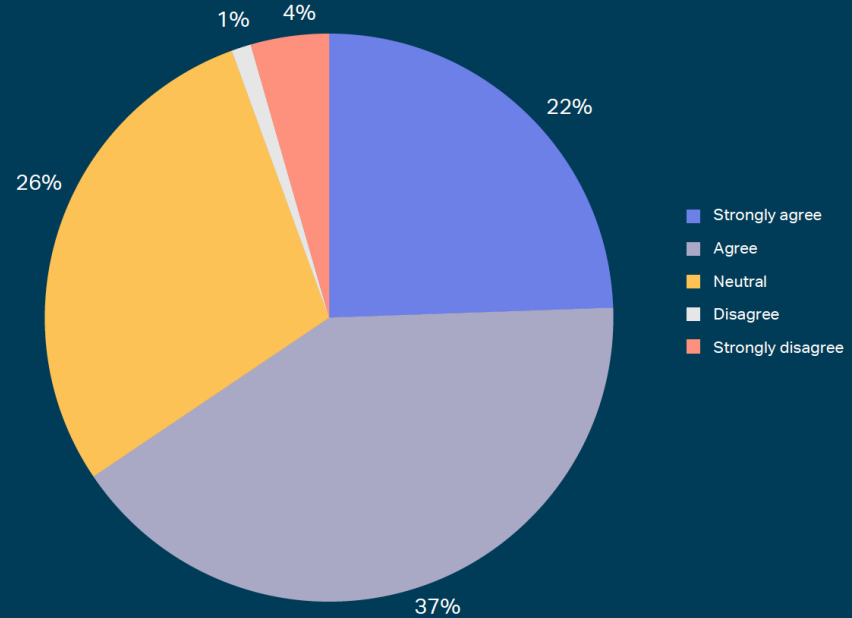


Customer data collection on the rise

Over half (59%) of client-side Toolkit survey participants agree or strongly agree that their brand has a strategy to actively gather first-party data. Only 5% disagree or strongly disagree with this statement, suggesting that growing numbers of advertisers believe they must gain a stronger grip on customer information to maintain content relevancy in the post-cookie media landscape.

My brand has a strategy for actively collecting first-party data from our customers

Client-side respondents



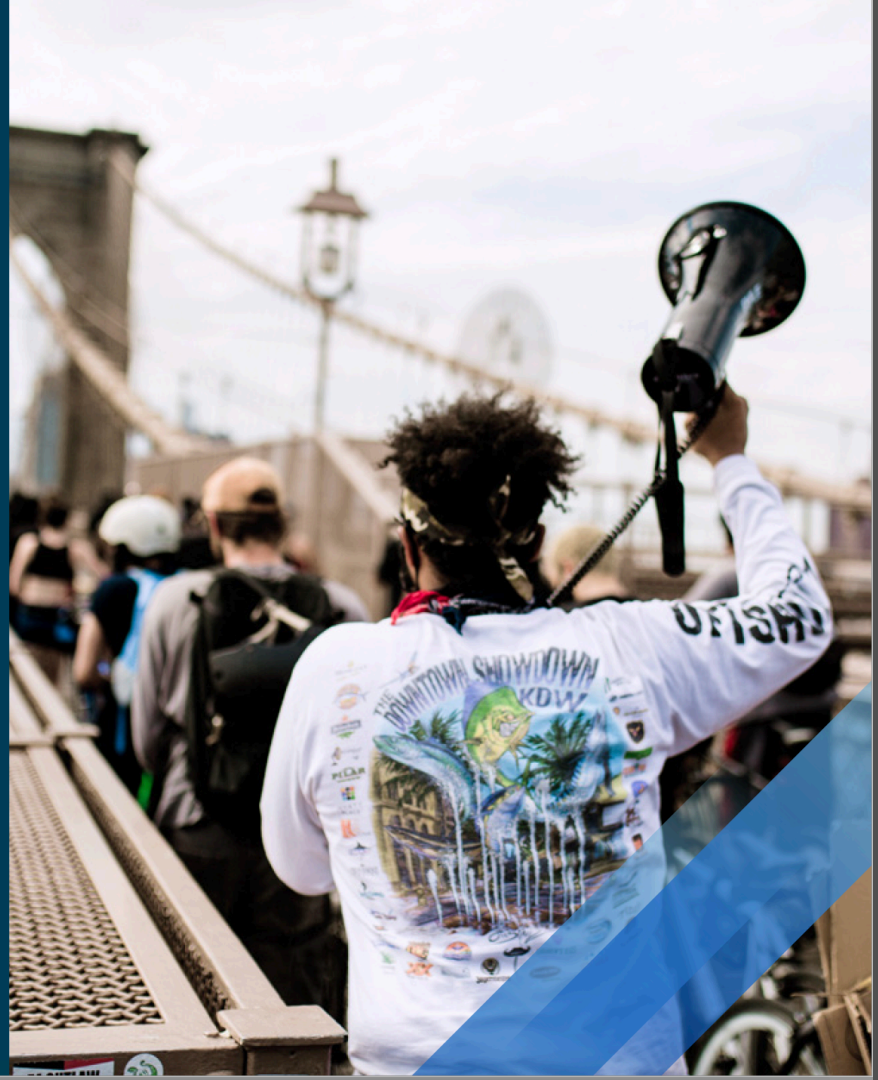
Source: WARC Marketer's Toolkit 2021



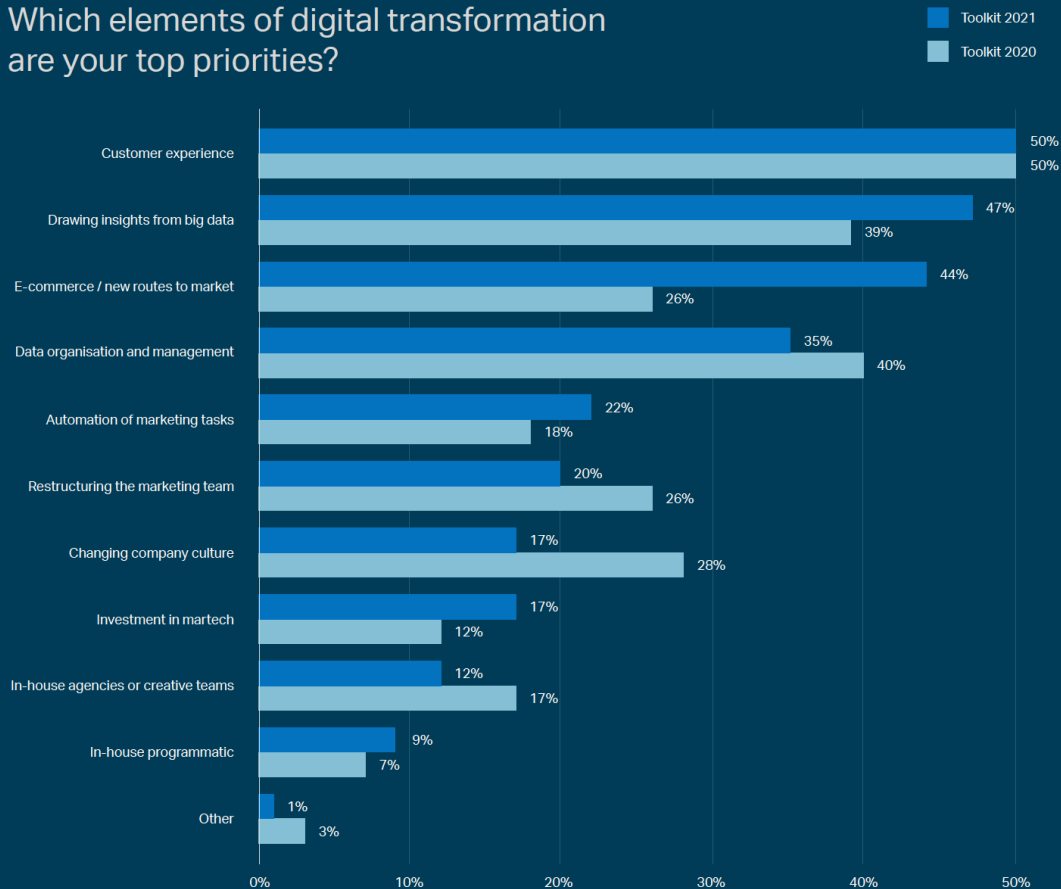
5.

Structuring for volatility

Businesses will continue to feel disruption into 2021, with the upheaval of COVID-19, a severe economic recession, and in some markets ongoing protests ranging from Black Lives Matter to anti-vaxxers. For some marketers, this will be an opportunity, as they lead the response to a volatile market and help their businesses transform.



Which elements of digital transformation are your top priorities?



Source: WARC Marketer's Toolkit 2021

Customer experience, data lead digital transformation priorities

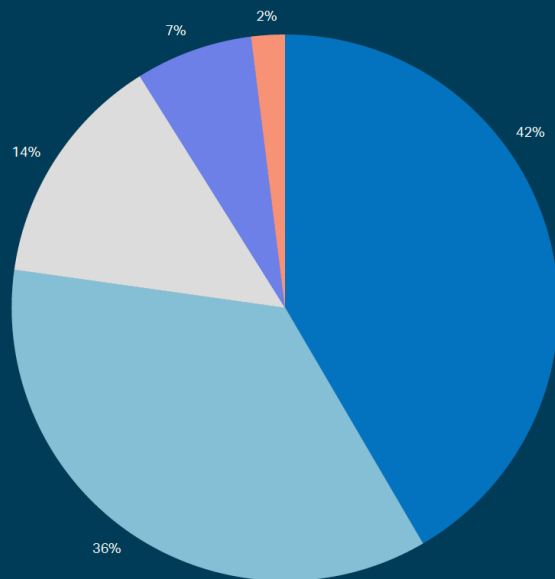
93% of respondents to WARC's Marketer's Toolkit survey agreed that the pace of digital transformation has been hastened by COVID-19.

With e-commerce booming and consumers developing new shopping behaviours, it's no surprise that the top priority for digital transformation is customer experience.

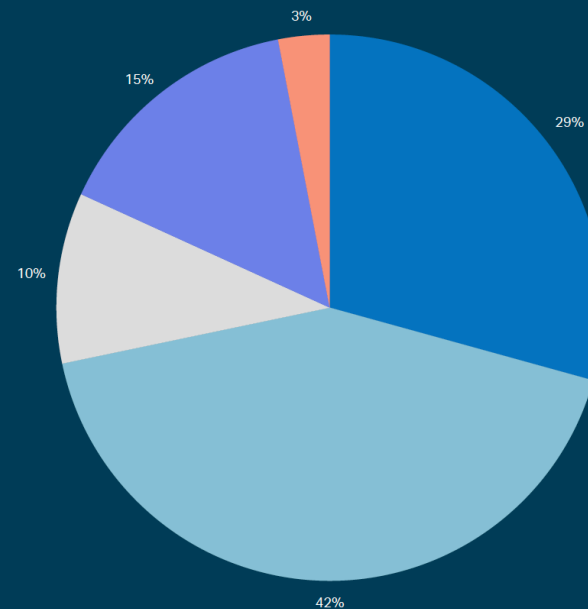
Drawing insights from big data is also a priority for 47% of respondents, up from 39% in Marketer's Toolkit 2020. Data organisation and management is also top of mind, especially as marketers seek to generate faster insights in a period of uncertainty.



Brand purpose is now more important as a result of the disruption to society in 2020



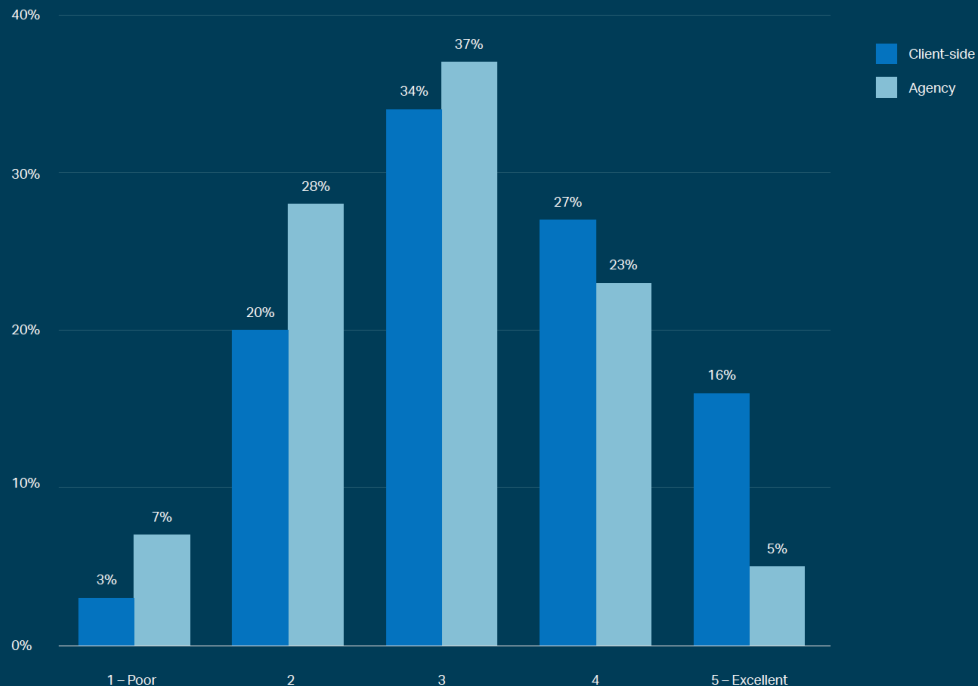
At a time of volatility, it is harder for brands to plan for the long term



■ Strongly agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly disagree



How would you rate your brand's / typical client's ability to collect and analyse valuable consumer insights



Source: WARC Marketer's Toolkit 2021

Consumer insight is a weak spot for brands

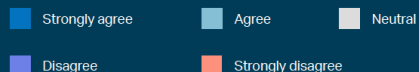
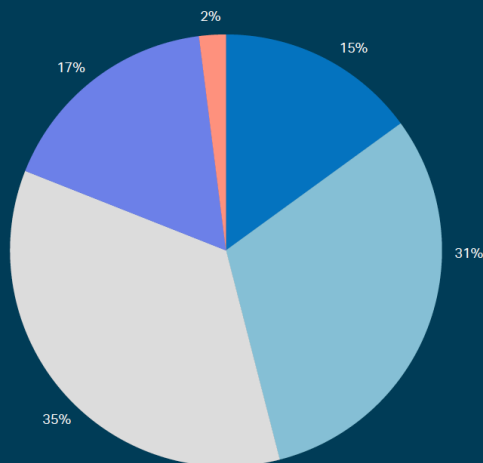
In a constantly changing environment, fast and accurate consumer insights will be crucial for brands looking to get ahead in 2021. But according to WARC's Marketer's Toolkit survey data, marketers feel their company has a weakness in this area. Over half – 57% of client-side marketers rated their businesses as a three out of five or below, while 72% of agencies felt their clients were three or below.



Client-agency relationships evolve for a new reality

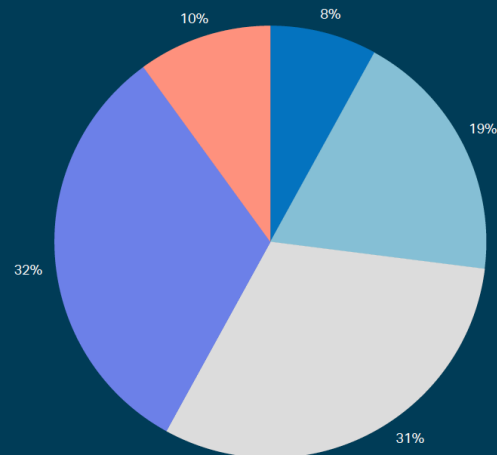
Client-agency relationships will quickly evolve in 2021 as the twin pressures of recession and the ongoing pandemic require new ways of working. 46% of respondents believe in-housing trends are accelerating as a result of COVID-19, but 42% maintain that their client-agency relationship has been resilient through this time.

COVID-19 is accelerating the in-housing of agency services

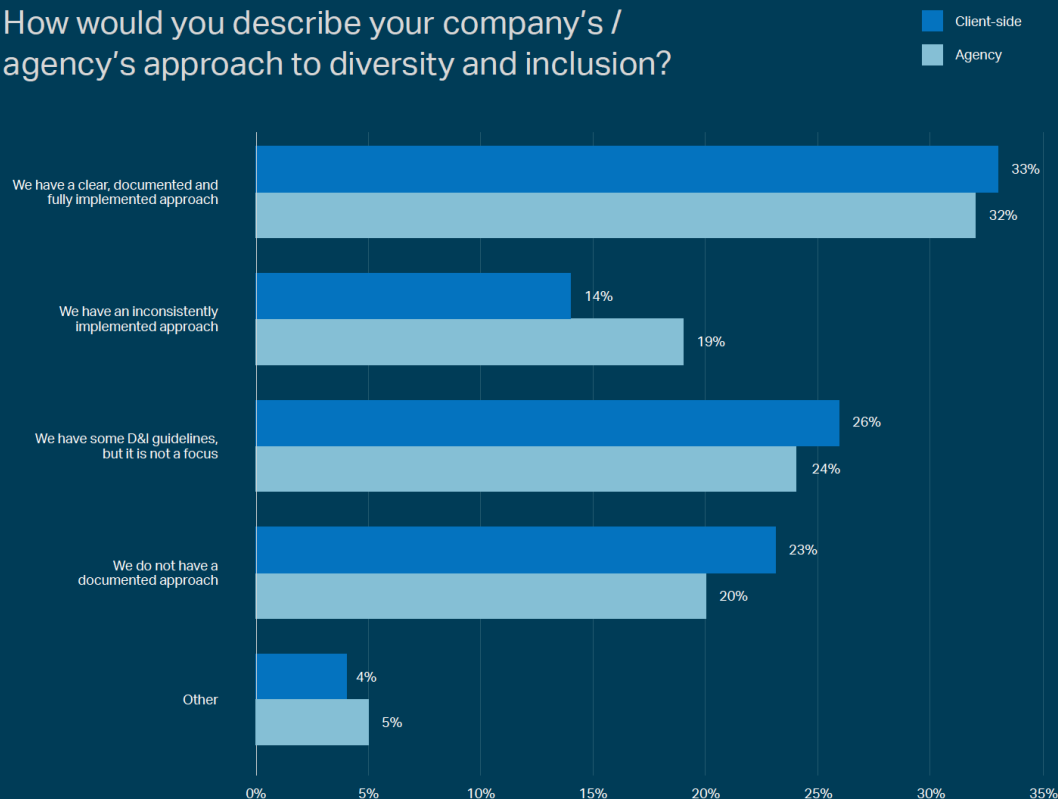


Source: WARC Marketer's Toolkit 2021

Client-agency relationships have deteriorated over the period of the crisis



How would you describe your company's / agency's approach to diversity and inclusion?



Source: WARC Marketer's Toolkit 2021

Diversity needs industry action

When it comes to diversity and inclusion, both agencies and brands are struggling to make an impact. Just a third of client-side respondents have an implemented plan in place, while over a fifth have no plan at all.



6.

Finding the white space in wellness

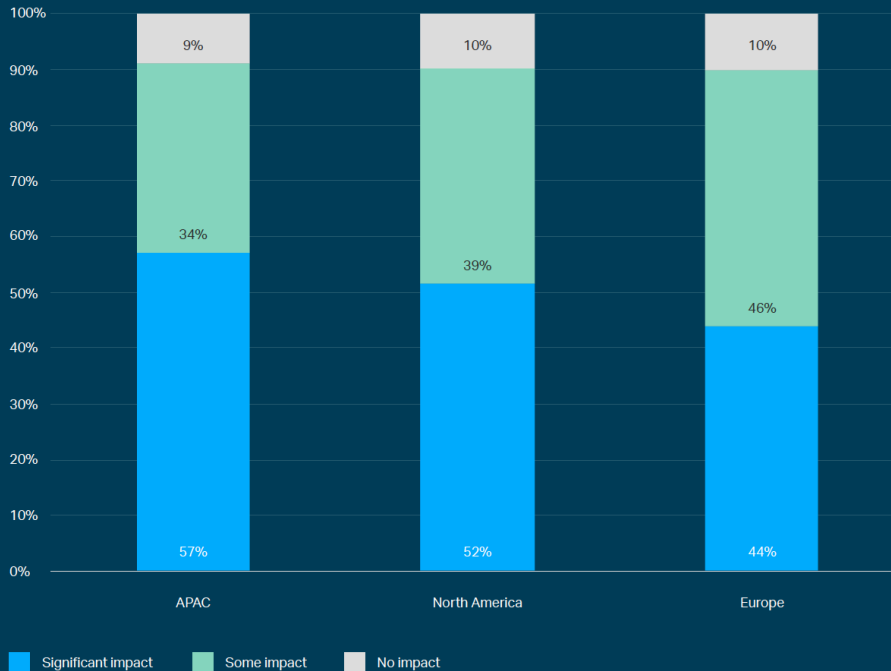
Health and wellness have taken centre stage in 2020 and their importance will grow in 2021 as the pandemic endures and the rebuild begins. A growing range of brands are moving into this space, adapting to cater to emerging consumer priorities around both physical and mental wellbeing. As healthcare becomes more digital, brands need to consider their offerings to ensure inclusivity and trust.



Health and hygiene is an essential focus for brands

91% of client-side respondents in WARC's Marketer's Toolkit survey agreed that health and hygiene concerns will have an impact on their 2021 marketing plans, including for 74% of clients. Beyond brands that typically fall in the health and wellness sector, the COVID-19 pandemic has made consideration of health and hygiene a necessity for everyone. These sweeping changes range from COVID-secure retail and travel, to financial brands flexing to meet the needs of stressed customers unable to work through lockdown and recession.

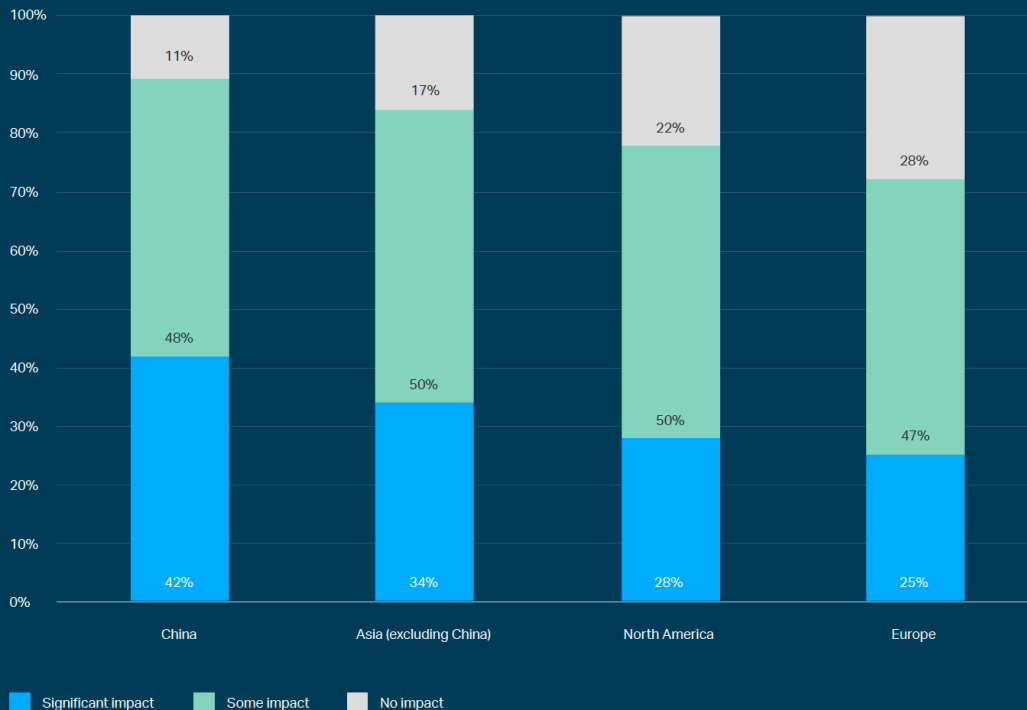
How important are COVID-19-related health and hygiene concerns to the development of your / your typical client's 2021 marketing strategy?



Source: WARC Marketer's Toolkit 2021



How important are wellness concerns including mental health, self-care, burnout and stress, to the development of your / your typical client's 2021 marketing strategy?



Stress and burnout are issues for consumers and employees

Wellness, self-care, burnout and stress will have some or significant impact in the development of 2021 marketing strategy for 80% of respondents to the survey (including 82% of clients).

These issues affect not only consumers but employees of brands. Jason White, CMO of cannabis company Curaleaf, described how they have supported staff, "We did a lot to support 'budtenders' who became essential workers overnight. We wanted them to know we really appreciated them and the work they did every day, so we immediately started making masks and sending meals to dispensaries to say thank you."



Thank you

