CONSULTANCIES ARE RESHAPING THE BRAND MARKETING ECOSYSTEM WITH AN EYE TOWARD THE FUTURE.

BY DAVID GIANATASIO

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How Agencies and Media Companies Celebrated International Women’s Day.

By Katie Richards

Last Wednesday, women around the world celebrated International Women’s Day and subsequently A Day Without a Woman, an event where women went on strike from work and abstained from spending money to highlight their economic value. Many agencies and publishers took part in recognizing both events. Websites including Bustle, Romper and New York magazine’s The Cut stopped publishing new content for a day, while other organizations like Jezebel relied on the male staff to run the publication. Ad agencies also took part, in some cases allowing female employees to take the day off. WPP’s Brand Union gave employees the option to strike, while Zambezi shut down entirely for the day, and 360i organized a way for the women in the office to participate in local marches and rallies. Other agencies found creative ways to recognize IWD: DDB changed its name for the day to DDB&R in honor of the agency’s first female copy chief, Phyllis Robinson, while McCann and client State Street Global Advisors erected a statue of a “fearless girl” in front of Wall Street’s famous Charging Bull.
**Old Navy**

Old Navy, which has run TV ads in recent years starring actresses including Julia Louis-Dreyfus and Amy Schumer, is heading in a new direction with a brand campaign titled “Hi, Fashion” that features colorful, lighthearted, poppy vignettes in place of celebrity endorsements. The work launched last week with a 30-second spot, from agency Chandelier Creative, containing a montage of scenarios that embody what “Hi, Fashion” means. A second spot, “Hi, Rollers,” featuring women and girls skateboarding through a city in Old Navy fashions, will launch later in March.

-Tim Nudd and Kate Richards

**GoT Chills Out**

Most shows would just send out a press release or tweet announcing their season premiere date. But not Game of Thrones, which spent 69 minutes last Thursday afternoon melting a giant block of ice on Facebook Live to reveal that Season 7 of the show will debut on July 16. —Jason Lynch

**ACCOUNT IN REVIEW**

**All Detergent**

All laundry detergent has chosen DDB New York as its creative and strategic agency of record after a competitive review that launched in December 2016. DDB will lead advertising efforts for the entire All suite of products, which includes various detergents, fabric softeners and “pacs,” powdered detergent packets. Tide and Gain remain the best-selling detergent brands in the U.S. by a significant margin, but All is eager to increase its market share. According to the latest numbers from Kantar Media, the brand spent approximately $43 million on measured media from January 2016 to November 2016. —Patrick Coffee

**IN/OUT**

Zambezi promotes Jean Freeman to CEO. Neustar hires former OMD Chicago managing director Julie Fleischer as vp of product marketing for marketing solutions. New York Media names Avi Zimak CRO and publisher. Richard David Story exits Departures after 17 years as editor in chief. Carmichael Lynch president Marcus Fischer named CEO.

**Taboola Taps Mobile App Downloads**

Content discovery platform Taboola is expanding its personalized recommendation offerings to include the mobile app download space—a move that its founder says could potentially help win money away from the growing market dominated by Google and Facebook. Taboola will begin working with advertisers such as Match.com and InnoGames to drive app downloads based on the type of content people are viewing instead of their demographic identity. By partnering with mobile attribution companies such as Tune, Adjust, AppsFlyer and Kochava, Taboola said it will be able to better measure downloads and other campaign-related data. —M.S.

**Salesforce And IBM Look To the Cloud**

IBM and Salesforce are combining data sources and predictive capabilities to offer the latter’s customers a super-charged marketing cloud. Both companies offer so-called marketing clouds, though Salesforce’s leans more directly toward brands’ customer relationship management needs, while IBM has gained notable recognition for its artificial intelligence system, Watson. Now, Salesforce clients will get the best of both futuristic entities. Most of the combined features will go live in the second half of 2017, including forecast data from IBM-owned The Weather Company, that allows insurance companies and hardware retailers to pounce on weather changes with targeted advertising and marketing. —Chris Heine

**Messenger Rolls Out Stories**

Facebook is taking the next step in its rollout of Snapchat-like features with a version of Instagram Stories for Facebook Messenger. Called Messenger Day, it has all of the same features as Stories (and Snaps), along with the stickers and filters that will be familiar to anyone who’s used the disappearing posts on either platform over the past couple of years. The move comes just a few months after Facebook launched a built-in camera feature for Messenger. —Marty Swant
Breakthroughs are the patients participating in clinical trials, the scientists and doctors working together to advance the fight against cancer, and the brave survivors like Tonya who never give up. Let's be the breakthrough. To learn about appropriate screenings and clinical trials or to help someone with cancer, go to su2c.org/breakthrough.
#cancerbreakthrough
Why These Robots Might Take Your Job

Team One is Just the Latest Marketer to Push Out Creative Built and Powered by Artificial Intelligence. BY T.L. STANLEY

Robots are getting smarter, and, if you listen to high-ranking digital execs at Coca-Cola and other major brands, they’re coming for your advertising jobs.

No one knows that better than the tech geeks at Team One’s newly launched AI Lab, who are vowing to stay ahead of the machine-learning curve by surrounding themselves with all things futuristic in a stylish nook of the agency’s cavernous Playa Vista, Calif., headquarters.

The lab, a scaled-down re-creation of a smart home designed to look like a midcentury modern crash pad, is outfitted with Google Home, Amazon Echo, Philips Hue and a trunk full of cognitive toys. On the wish list: Kuri, the adorable helper bot that charmed crowds at this year’s CES.

“It’s a dedicated space to experiment and brainstorm,” said Alastair Green, executive creative director, digital, who launched the agency’s tricked-out, gadget-heavy VR Lab onsite last year. “We want to spark ideas and create better work with AI. And to answer the brands’ question: ‘What’s the business case for it?’”

Team One, with Zoic Labs, already debuted the first-ever AI-created short film (commissioned as an experiment by Saatchi & Saatchi) at the Cannes Lions International Festival of Creativity last summer. The film Eclipse was conceived, edited and directed by machines. More recently, execs launched an AI-spawned holiday carol, complete with 1800s-style music, dubbed “Happy Technolidays,” and love-themed greetings for Valentine’s Day, with an eye toward how their early tests can apply to marketing for client brands like Lexus, The Ritz-Carlton, Indian Motorcycle and Samsung’s Dacor appliances.

They’re far from alone in their aggressive push into AI. Facebook, Microsoft and Google are heavily invested in the technology, and Coke’s global senior digital director Mariano Bosaz told the Mobile World Congress recently that he foresees artificial intelligence cranking out ad creative in fairly short order. It’s already responsible for music and copy, and Bosaz wants to see what it can do with “automated narratives.”

Whether it’s immediately obvious or not, AI is playing a significant role in ads. French network Canal+ let loose a Pope Bot this winter (to hype HBO’s The Young Pope) that trolled people with Bible verses. Brands as varied as Campbell Soup, Domino’s, Olay and Starbucks are using AI as part of the trend away from “the traditional one-size-fits-all marketing approach toward one-to-one tailored experiences,” said Resh Sidhu, creative director at Framestore, recently named by IBM Watson as one of the AI Influencers of 2017.

“This stuff is not as over-imaginative or as distant as it may seem—in fact, it is much closer to science fact than science fiction,” Sidhu said by email. AI does more than bring efficiency to data and analytics, she said, because it can “anticipate user needs” and give brands “deeper insights about their customers.” And if ad agencies don’t have in-house expertise in AI, she believes, “they’re already behind.”

Word is apparently out. MDC Media Partners just opened an agency called Born, focused on AI, while GroupM, Crispin Porter + Bogusky and other ad mavens are working with IBM Watson and Facebook Messenger on AI-powered programs.

The Watson supercomputer, mainstream famous since its million-dollar victory on TV’s Jeopardy, now counts about 6,000 clients, among them Hilton Hotels (for voice-enabled concierges), Whirlpool and Visa (for potentially turning everyday appliances into ecommerce devices).

Because it’s such a fast-changing area—hardly a day goes by without an AI-fueled campaign or development—Team One has started sharing the latest information with the industry via thought-leader events. “Bots & Booze,” now a monthly meetup, recently hosted rocket scientist Sabri Sansoy in a talk about AI’s evolution.

As the Team One crew, and anyone who chats with Alexa, has found through ongoing interaction with smart machines, AI learns over time. Its answers become more spot-on, it honed a sense of humor (Google Home’s volume goes to 11 à la Spinal Tap), it acts more like a human. Yet, it isn’t.

“It’s a helper tool, not a killer bot,” said Mary Toves, the agency’s associate creative director. “It’s great at finding connections and analyzing data. It shortens the length of time between strategic insight and creative idea. It’s a problem solver.”

But, hopefully, not a job poacher.
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Barbie Goes for Dads via BBDO

Making the Mattel Brand’s Marketing More Representative of Today’s Parents.

By Kristina Monllos

After debuting Barbie’s new look in January 2016, the brand set its sights on another ambitious marketing push: Get consumers to like Barbie for more than just her looks. The marketers at Mattel wanted to shift consumers’ focus to Barbie’s purpose and get parents “to reappraise the role of Barbie in their world and to really see Barbie as a vehicle for storytelling and imagination,” explained Michelle Chidoni, Mattel’s vp of global brand communications.

While Barbie began working with BBDO in October 2015 to showcase the “imaginative possibilities,” as its first work for the brand dubbed them, of playing with Barbie, the unveiling of its three new body types, seven new skin tones, 22 eye colors and 24 hairstyles allowed the brand to stress purpose-driven messaging.

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GOAL

Keep the brand relevant while shifting how people think about Barbie—all while “being disruptive, not just with emotional creative but with where the creative was placed,” noted Chidoni. That’s why Mattel aired the first spot during Sunday football. “The creative as well as the creative placement [by Barbie’s in-house team and its media shop, Starcom Mediavest Group] allowed it to get a cultural conversation going.”

EXECUTION

The creative from BBDO featured six real-life daughters and dads. The point? To capture “the emotion of playing, storytelling and imagination through the brand,” said Chidoni. “This was the first piece of advertising content where we’ve specifically focused on a girl’s relationship with her dad.”

RESULTS

While the campaign only kicked off in January, Barbie has already seen its message resonate. The 30-second “Doctor” spot garnered 48 million views during the AFC Championship Game, which exceeded the brand’s expectations by 20 percent. A second spot, “Teacher,” which ran during the Grammys garnered 26 million views while digital work has nabbed 16.8 million views.

Barbie needed to figure out how to bring dads into the narrative and to do so in a way that felt natural to the iconic brand — while also attracting new eyeballs. "We wanted this work to embody the authentic impact of real dads immersing themselves in their own daughter’s imaginative world," said Miller. "What you see in the film is real."

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INSIGHTS

Shifting the way that people think about a major brand like Barbie isn’t easy. Here are a few things the marketing team has learned:

* Keep up with culture
  - How people parent has changed for some, and Mattel wanted to be reflective of that. “As a brand that talks to mom mostly—and mom is absolutely an important partner to Barbie and Mattel on this journey—we thought it would be interesting to create a piece of content that was more inclusive of dad and his point of view,” said Chidoni.

* Be unexpected
  - By showing up during Sunday football, Barbie was able to surprise and captivate a new audience, while showcasing work that was “authentic to how dads and daughters really play,” noted Chidoni.

* Revamping brand perception takes time
  - Barbie has seen small shifts in sentiment from the work, but the team recognizes that “brand perception often doesn’t change overnight,” said Chidoni. “There is a perception of Barbie that is evolving... We want to make sure that people’s view of the Barbie brand is one of Barbie today and not of Barbie of yesteryear.”

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Amazon Studios is releasing a series based on Lore.

**CASTING A WIDE NET**

OFFERING CREATIVE IDEAS AND DEDICATED FOLLOWINGS, PODCASTS HAVE BECOME A SOURCE OF INSPIRATION FOR TV EXECVS.

**BY SAMI MAIN**

In 1950, CBS convinced comedian Lucille Ball to bring her radio show, My Favorite Husband, to TV, giving life to I Love Lucy. If a radio program can make the leap to TV and become one of the most iconic sitcoms ever, who’s to say podcasts can’t do the same thing?

In fact, a growing number of podcasts are poised to do just that. Recently, five popular podcasts were announced as upcoming TV shows or films. Although the medium has existed for 20 years, more podcasts are just now being recognized for their powerful storytelling and massive fan bases.

Gimlet Media, one of the best-known podcasting networks, is behind three podcasts-turned-TV series. Last summer, Gimlet’s StartUp, a podcast about the origins of Gimlet Media and other ventures, was optioned for a pilot by ABC with Zach Braff as the lead. In December, Universal Cable Productions announced that it had purchased television rights to Gimlet’s first scripted series, the psychological thriller Homecoming, which starred actors Catherine Keener, Oscar Isaac and David Schwimmer. (Mr. Robot creator Sam Esmail is also attached to the project.) And most recently, the episode “Man of the People” from Gimlet’s Reply All podcast was announced as a Richard Linklater project starring Robert Downey Jr.

“We think of ourselves as an incubator for great intellectual property for Hollywood,” said Chris Giliberti, the head of multiplatform at Gimlet Media. “There’s a constellation of events that put podcasting on the map.”

According to Giliberti, podcasts such as Serial and WTF With Marc Maron have helped solidify the medium’s reputation. But technological advancements and ease of streaming were the keys to expanding its popularity.

“Once the technology caught up, storytellers decided they could put more effort into what they created,” said Aaron Mahnke, creator of the podcast Lore, which delves into the stories behind local folklore tales. Since it launched in 2015, Lore episodes have been downloaded 50 million times. Later this year, Amazon Studios will release a series based on the podcast.

“People love to say they discovered something,” said Conrad Riggs, the head of Amazon Originals Unscripted. “These aren’t marketed like other movies or TV shows. People take ownership over this discovery and then share it with their friends.”

Some podcasts, like My Brother, My Brother and Me (hosted by brothers Justin, Travis and Griffin McElroy), have been around for more than a decade. In February, the first season of a new show based on the advice-focused podcast was released on Seeso, a streaming comedy channel owned by NBCUniversal.

“There isn’t a TV show like ours anywhere,” explained Griffin McElroy, the youngest of the three brothers. “And that’s not bragging. If there had been one, it wouldn’t have taken us two years to figure out how to turn a podcast likes ours into a TV show. It’s not a cookie-cutter process at all.”

Some of Seeso’s biggest shows have come from “podcasting geniuses” like the McElroys, said Evan Shapiro, head of Seeso and evp of digital enterprises at NBCUniversal. While he recognized that developing a podcast into a TV show can often feel like a risk, with the McElroy brothers and their team, “it didn’t feel like one,” he said.

“Podcasts are ‘friends in your ears,’” added older brother Justin. “You’re not going to listen to a podcast as a group, so it’s one of the most intimate mediums.”

Ultimately, it’s that personal intimacy that makes podcasts so valuable compared with other types of source material.

“You start to form a relationship with podcast hosts just by listening to their voices for hours at a time,” said Andrew Frischman, digital associate director at MediaVest|Spark. “That’s a powerful tool.”

Companies can also benefit from the podcast connection. Frischman encourages brands to build a relationship with listeners by advertising with a specific podcast (or spinoff show) over multiple episodes for a long-term reward.

“Creating a TV show based on a podcast is no riskier than using a book or other intellectual property,” he added. “Regardless of the medium, niche source materials can become empires.”
ow more than ever young people want to give back. A recent study from Omnicom Group’s Cone Communications points out that 70 percent of millennials will spend more with brands that support charities. It makes sense then that more companies and agencies are finding ways to donate time and money, support local communities and show their employees they care.

Independent agency network Project Worldwide, which includes Argonaut, Pitch and Partners + Napier, has an ambitious plan to help local and national charities, but also show employees that the network cares about more than just the bottom line. On March 1, Project launched its ambitious Project Pledge program, with help from donation platform Benevity, to match charitable donations for all of the network’s nearly 2,000 employees. The group will match donations up to $5,000 per employee, tax-exempt, pledging to donate an overall total of $250,000 to $1 million per year.

The Benevity platform tracks each employee’s donations, making it a relatively seamless process for the network to manage. Plus it allows people to donate, say, $10 to one charity and $100 to another, picking and choosing among 100,000 registered groups on their way up to $5,000 in donations.

“Giving has always been part of Project’s DNA,” said Eva Miller, svp of human resources at Project. “I couldn’t be more excited. It’s really come top-down from Robert Vallee Jr. [chairman and CEO of Project Worldwide].”

Not only do the network’s dozen agencies encourage employees to volunteer, but also many count nonprofits as some of their closest clients. One shop, Boulder, Colo.-based School, for example, got its name after partnering with Pencils of Promise—an organization dedicated to giving children around the world access to education by building schools in countries as far flung as Guatemala and Ghana. Meanwhile, Argonaut works with Code Tenderloin, a San Francisco-based group that helps the homeless find jobs and get off the street by teaching them to code.

Another key benefit (and goal) for the network in launching this project is its ability to attract and retain talent. “People are really passionate about giving and giving back. They want to be part of a company that not only does that, but also supports them in giving back,” said Miller.

Stuart Sproule, president, North America, for Landor, a branding consultancy that over time has worked with many nonprofits, agreed, adding, “People want to be part of a culture that actively [gets involved with] the community it’s in and cares about important causes.”

Finding a way to support charities—whether through monetary donations or otherwise—also proves to clients that agencies are considerate and worthwhile partners, Sproule noted.

Matching is one way to do it, but some agencies have gone so far as to donate a portion of their profits each year to different organizations. Boulder, Colo.-based agency Voltage has promised to give 4 percent of its annual profit to charities. The catch? The agency is asking its clients to select charities they would like to see the money go to. Clients that have given the agency more business over the years will be delegated a larger portion than others.

“All of our clients have charities they support,” said Eric Fowles, Voltage’s founder and CEO. “So for us to be able to give them an extra $1,000 or something at the end of the year for those is something we are all really excited about.”

‘People want to be part of a culture that actively [gets involved with] the community it’s in and cares about important causes.’

Stuart Sproule, president, North America, Landor
Do the Right (Brand) Thing

FOUR WAYS OF BALANCING THE ART AND SCIENCE OF CAUSE MARKETING THAT CAN IMPROVE THE BOTTOM LINE.

BY ANDY SEMONS

Over the past decade and particularly as millennials have flexed their buying muscles, marketers have learned the value of being “socially conscious” in attracting and retaining consumers. But as marketers attach themselves to specific causes, it’s worth noting that some have failed spectacularly. Misses can take many forms—from having no apparent relationship with the cause itself to poor implementation or just overall lack of authenticity.

Doing cause marketing well requires a bit of art and a bit of science. And increasingly marketers are seeing that when a campaign is planned, well-executed and nurtured, it does more than build social consciousness; it makes money. Here are a few quick guidelines to create beneficial results for the brand and nonprofit:

1. Make the synergy apparent.
The common ground between a for-profit and a cause should appear as more than a random or haphazard decision. Some are easy to understand, like Patagonia and the environment, or Staples and education.

Still others need to be explained. Take for example Häagen-Dazs’ seemingly irrelevant connection between ice cream and honeybees. By explaining that just under half of the Häagen-Dazs flavors are impacted by bee pollination, a clear connection can be made between the brand and the cause of stemming bee colony collapse, resulting in a powerful message that consumers can understand and embrace.

Now contrast that example with a poorly executed one, as when Baker Hughes partnered with Susan G. Komen to raise awareness about breast cancer (and funds for research). Baker Hughes painted 1,000 of its giant drill bits pink for Breast Cancer Awareness Month while it launched 1,000 new fracking projects across the country. Better known as “frack-for-the-cure,” it is an example of “pinkwashing” and a thinly veiled cause initiative done poorly.

2. Take a long-term view.
Many successful brands have baked cause marketing right into their DNA and have made it an unwavering component of how they act. There’s nothing new about this—Ronald McDonald House is over 40 years old. AmEx has been linking nonprofit donations to consumer behavior since 1985. And when Procter & Gamble develops brands, it looks for natural ways to extend the brand values into long-term cause-based initiatives. For example, Tide’s Loads of Hope brings clean clothes to areas around the globe that have been devastated by natural disasters. Pampers partners with Unicef to provide vaccines to eradicate neonatal tetanus in 58 countries.

According to P&G’s global marketing and brand building officer Marc Pritchard, building brands that serve a higher purpose produce better business results. Brands like Pampers and Tide have consistently delivered double-digit sales growth.

3. Walk the talk from the inside out.
The CMO’s commitment to the cause starts internally by engaging and activating the entire company. By seeking and identifying internal brand ambassadors who are empowered to motivate employee participation, internal adoption is accelerated and becomes just as important as external activation. It’s about taking the same amount of effort and rigor you’d take with any other marketing program.

Employees are a significant component of a successful cause marketing campaign, not just because they may contribute on their own, but because they become evangelists for the cause. This is especially true in retail where a significant majority (70 percent) of U.S. consumers indicated they are more likely to participate in a cause-related purchase/donation if an employee recommends it.

A prime example of this is Kmart’s raising $22 million for St. Jude Children’s Research Hospital in 2014. Despite the fact that Kmart has struggled as a retailer, the initiative was an unparalleled success. And much of this was due to the zeal of Kmart employees. According to Kmart, not only was this “a cause that clearly resonates with our Kmart Shop Your Way members and customers, but Kmart associates were as dedicated as ever, consistently reminding and educating our shoppers about the campaign.”

4. Demonstrate real-world commitment.
Creating connections that go beyond just saying you care serves to validate a brand’s commitment to the cause and becomes a publicity treasure trove via social media and other channels.

A great example is Patagonia, which tied its value proposition—making lasting products that are environmentally friendly—to an ad asking customers to reconsider their purchases because continued consumption increases stress on the global environment. Patagonia also created actual events where consumers learned how to fix worn garments, could share their stories on the Worn Wear blog and carved out a section of its Portland, Ore., store to sell second-hand clothing. Not only did consumers keep their clothing longer, but revenue and sales actually increased the following year.

By strategically and thoughtfully aligning a for-profit’s core values with the cause and identifying a correlation between mission and the brand, there are tremendous opportunities to make a long-term impact and build customer loyalty that will likely lead to increased purchasing. Supporting a cause is no longer just a marketing tactic; rather it is becoming a brand attribute.

Specs
Claim to fame
Andy Semons is a founding partner and strategic planning partner at Interplanetary, an advertising agency that has worked with many nonprofits.

Base
New York

Twitter @IPNYTweets
With social activism on the rise, more brands are aligning themselves with philanthropic causes in hopes of burnishing their reputations—and their bottom lines. But while a simple donation to charity might have sufficed in decades past, today’s younger consumers expect brands to go above and beyond when it comes to supporting different causes, according to a new survey of 1,000 U.S. adults conducted by marketing research firm Toluna. “Simply doing good is not enough; brands that wish to reach millennials through cause marketing must create a personal connection,” explained CEO and co-founder Frédéric-Charles Petit. “As the purchasing power of millennials expands, brands will need to give greater attention to carving out a corporate social responsibility platform that consumers can identify with.”

### Optimism About Cause Marketing

On average, respondents thought that brands supporting causes was a great way to bring attention to important issues, while few saw it as an inauthentic way to make more money.

**Q: Select the statement that best describes your feelings about brands supporting charitable causes.**

1. I think it’s an inauthentic move to get more customers and more money.
2. I think it’s a great way to bring attention to different national or global issues.
3. It depends on whether or not I agree with the cause.
4. I don’t really think about it that much; it doesn’t matter to me.

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When it comes to how a brand supports a cause, the majority of people would rather have the brand donate money directly.

**Q: If a brand is going to support a cause, which method appeals most to you?**

1. Donate some portion of their revenue to a recognized charity.
2. Integrate the cause into their business strategy (like TOMS donating shoes, or Warby Parker donating glasses).
3. Promoting awareness through an advertising or marketing campaign.
4. Use their visibility to publicly discuss important issues they would like to solve (such as a CEO making a public statement on a policy issue).
5. Other
6. I don’t think brands should support causes.

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**Choosing a Cause**

Hunger, homelessness or medical relief ranked as the most popular causes for brands to support.

**Q: Which, if any, of the following causes do you think brands should support?**

1. Hunger, homelessness or medical relief 56%
2. Education 54%
3. Environmental sustainability and wildlife protection 45%
4. Animal rights 42%
5. Women’s rights and empowerment 33%
6. Policy change (groups like the ACLU, Planned Parenthood, NRA, etc.) 20%
7. Religious charity 19%

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### Domestic vs. International Causes

Domestic causes were more popular than international ones.

- **Domestic** 61%
- **International** 13%

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No preference 26%
Nearly two-thirds of respondents said that they regularly or sometimes actively sought out brands that support certain causes.

Q: Do you actively seek out brands that donate to certain causes?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Sometimes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>36.5%</td>
<td>28%</td>
<td>35.5%</td>
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</table>

Half of people surveyed were likelier to purchase from a brand that supported a cause they believed in.

Q: If a brand supports a cause that you agree with, what impact does that have on your willingness to purchase?

<table>
<thead>
<tr>
<th></th>
<th>I would be much more likely to purchase.</th>
<th>I would be more likely to purchase.</th>
<th>It has no impact on my purchase.</th>
<th>I would be less likely to purchase.</th>
<th>I would be much less likely to purchase.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>19%</td>
<td>32%</td>
<td>29%</td>
<td>9%</td>
<td>12%</td>
</tr>
</tbody>
</table>

But more than half of respondents also said they would be less likely or much less likely to purchase from a brand that supported a cause they DIDN’T agree with.

Q: If a brand supports a cause that you DON’T agree with, what impact does that have on your willingness to purchase?

<table>
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<th>I would be more likely to purchase.</th>
<th>It has no impact on my purchase.</th>
<th>I would be less likely to purchase.</th>
<th>I would be much less likely to purchase.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>7%</td>
<td>5%</td>
<td>35%</td>
<td>26%</td>
<td>27%</td>
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<td>35%</td>
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<td>27%</td>
</tr>
</tbody>
</table>

Millennials were likelier to be skeptical toward brands supporting causes.

<table>
<thead>
<tr>
<th></th>
<th>Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAUSE MARKETING IS INAUTHENTIC</td>
<td>20%</td>
<td>16%</td>
<td>10%</td>
</tr>
</tbody>
</table>

However, millennials were far more inclined to seek out brands that align with causes than any other generation.

Millennials also demonstrated the most willingness to change their behavior in order to support a brand aligned with a cause.

Q: How would you change your behavior in order to ensure money from your purchases goes to causes you support? % (Select all that apply)

<table>
<thead>
<tr>
<th></th>
<th>Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would be willing to spend time researching brands to see what causes they support.</td>
<td>37%</td>
<td>45%</td>
<td>49%</td>
</tr>
<tr>
<td>I would be willing to pay more for products.</td>
<td>39%</td>
<td>47%</td>
<td>49%</td>
</tr>
<tr>
<td>I would be willing to sacrifice on the quality of the products.</td>
<td>45%</td>
<td>47%</td>
<td>49%</td>
</tr>
<tr>
<td>Nothing. I don’t think about what causes brands support when I purchase.</td>
<td>15%</td>
<td>12%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source: Toluna
Illustration: Carlos Monteiro
The Big Bang

Global consultancies are rocking the agency world, creating a new universe of offerings that meld marketing and technology.

BY DAVID GIANATASIO
CONSULTING AND IT GIANTS BUY THEIR WAY INTO THE AGENCY GAME

Some notable acquisitions and strategic moves in the creative/agency/marketing services space in recent years.
In the waning weeks of 2015, Mike Barrett, president of San Francisco agency Heat, and his partners, John Elder and Steve Stone, faced the biggest decision of their careers as they mulled acquisition options for the shop, which, true to its name, had grown to rank among the hottest independents in the business.

Should they join one of the global agency holding companies showing interest?

That seemed like a logical move for a group that had built a reputation for creative innovation with high-profile campaigns on behalf of EA Sports’ Madden NFL franchise and a Star Wars: Battlefront reboot en route to being named Adweek’s Breakthrough Agency of the Year.

Eventually, however, Barrett’s team chose to go in a different direction.

Along with the usual holding-company suspects, a different breed of suitor was knocking on Heat’s door. The agency was generating interest from big professional services and IT consulting firms, which, in recent years, had begun buying shops to build out their marketing-focused operations and gain a larger slice of the client pie.

Accenture, Deloitte, IBM, KPMG, McKinsey and PricewaterhouseCoopers rank among the most aggressive players, and Heat believed that a union with such a firm offered clear advantages. “Our view was, four or five years from now, in terms of client technology strategy and advertising strategy—there’s not going to be any daylight between those two things,” says Barrett. “So, when they called, we knew who was calling, and why, so we were pretty excited.”

In February 2016, the 112-person agency joined Deloitte’s expanding digital operations that now employ 15,000 staffers worldwide. In addition to Heat, shops such as Polish agency Digital One, global consultancy Daemon Quest, innovation practice Dublin and user experience (UX) designer Flow have signed up, helping Deloitte Digital boost its global revenue 32 percent year over year to $3.1 billion.

For Deloitte, integrating branding and content expertise with core strategic offerings such as financial and technology services, data analytics and customer segmentation makes the company a more valuable partner to current and prospective clients. “Now, you basically have this little package under one roof to help deliver on clients’ ambition to ‘future-proof’ themselves” and take on all challenges in the marketplace, says Andy Main, head of Deloitte Digital.

For Heat, the union represented the chance to work at greater scale and address issues at the heart of global business. “Deloitte just engages across a broader set of client touch points” than agency firms like WPP, Omnicom, Publicis and IPG, Barrett says. “It’s bigger than any holding company by quite a bit. So, you wind up having these conversations with clients where the client is like, ‘Hey, what do you know about X industry in China?’ And it turns out you’ve got an entire practice in that industry, in that country, led by well-respected experts.”

As digital ad spending continues to grow—eMarketer projects a rise to nearly $305 billion in 2019 from $230 billion this year—industry watchers predict the trend of consultancies buying up agencies will only accelerate.

“As marketing becomes more front and center for C-suite executives, there is a move toward providing a more holistic approach that includes both marketing and consulting,” says Seth Alpert, managing partner of mergers and acquisitions firm AdMedia. “This leads to an opportunity for consulting companies to expand their purview.”

**DIGITAL TRANSFORMATION**

Along with a desire by consultancies to tap into clients’ escalating digital marketing budgets, the acquisition trend reflects the ongoing transformation of the business landscape as a whole, and provides a blueprint for how consultancies and agencies will do business moving forward.

“The consultants’ bread and butter has traditionally been large IT and business-transformation projects,” says Julie Langley, a partner at Results International, an M&A and fundraising advisory firm. “But, increasingly, these types of projects have ‘customer experience’ at their center. In other words, ‘How do I improve the experience my customers get whenever and however they interact with my brand? How do I onboard new customers in a way that’s as easy as using Uber?’ This skill set has historically been owned by agencies offering disciplines such as UX, design, creativity, customer-centric data analytics and customer engagement.”

If Accenture, Deloitte, PwC and others don’t acquire these skills, “they will slowly see their core revenues eroded by others who do,” Langley says.

As marketing becomes more front and center for C-suite executives, there is a move toward providing a more holistic approach that includes both marketing and consulting.

Seth Alpert, managing partner of M&A, AdMedia
In a sense, experts say, data is in the driver’s seat. Agencies lust after the deep, actionable consumer information collected through decades by the big consultancies. Meanwhile, the Accentures and Deloittes of the world want their data to work harder and generate new revenue streams. These goals intersect for brands seeking to produce campaigns, events and points of contact (digital, in-store and otherwise) that foster one-to-one relationships with customers, sell products quickly and efficiently, and keep buyers coming back for more.

“Brands are now created by a series of connected—or often disconnected—experiences [consumers have] with a company across multiple channels,” says Brian Whipple, senior managing director of Accenture Interactive. “This requires a new level of connectivity between marketing/creative, business and digital/technology. So, clients are coming to us looking for the merger of these three worlds.”

Toward that end, Accenture in the past few years has grown its operations to include 36,000 design and creative professionals worldwide. Notably, last November, Accenture acquired 250-person London creative shop Karmarama in a deal some media outlets estimated north of $60 million. And just last month, the firm made one of its biggest buys yet, adding 500-person German digital shop SinnerSchrader to bolster its capabilities in customer experience design, ecommerce and mobile marketing.

So, it’s not just about advertising anymore—although media-driven outreach remains a key component. Other items of interest include the ability to design customer transaction platforms (think: ordering from a client website), coding chops to make the technology involved in such endeavors efficient and reliable, and data mining to generate leads, find prospects and hyper-target or fine-tune campaigns.

Though creativity comes into play across the board, “we are really not talking about creative in the traditional campaign sense,” says Whipple. “We’re not aiming to be the agency you’d hire to do your Super Bowl ad. Instead, we want to infuse creativity into everything we do.”

Experts say old-school ad players should be worried—very worried—because consultancies’ digital marketing units are beginning to win business and produce notable work that clients would previously have assigned to agencies belonging to holding companies.

For example, Barrett credits Deloitte’s acquisition of Heat for generating a major project from one of the world’s leading consumer electronics firms. “We’re in the middle of shooting a global handset launch for LG for their new smartphone that’s going to take on the iPhone 7 and Samsung,” he says of LG’s flagship G6 phone. “It’s going to run in a number of different countries, and that came to us through Deloitte. That wasn’t one where LG picked up the phone in Seoul and called an agency in San Francisco.”

Heat had no previous relationship with LG, but the marketer’s long-standing ties with Deloitte allowed the Heat team to leverage sales data, customer-preference information and competitive assessments to fashion a winning pitch. His team wouldn’t even have been considered without that advantage, he says. Conversely, Deloitte might not have added the work from LG, despite its status as a key client vendor, without bringing the creative energy of Heat to bear.

“When we first met Heat during the pitch process, we knew they were a great fit based on their work,” says Suyoung Kim, LG’s global marketing vp. “With the added insight from Deloitte about our business, and what we...
were already doing in the marketplace,” tapping Heat for the launch was a no-brainer, he says. “The workflow is seamless. The connection between our business strategy and marketing strategy is extremely helpful. We are able to save time and resources by working with one business instead of several to get what we need.”

**BRANDING BAKED RIGHT IN**

Elsewhere, the recipe for Papa Murphy’s Pizza, which specializes in preparing pies at its shops for customers to bake at home, “shows the microcosm of what’s possible,” says Deloitte’s Main. “It’s a very good example of the branding, marketing communications and advertising capabilities of Heat joining up with the experience and digital capabilities of Deloitte Digital.”

After sifting through data, Deloitte “figured out that the millennial mom was the key buyer because, in this case, she likes the benefit of having the lovely smell in the kitchen [of oven-baked pizza] without the hassle of having to make the product herself,” says Main. Working off that insight, Heat helped fashion the creative component, while others at Deloitte handled the strategy, technology and back-end development of an initiative centered on the reboot of PapaMurphys.com. “We actually run that platform for them,” says Main, “and we’re helping them improve it for things like home delivery.”

As a point of contrast, work performed by PwC’s digital services arm for European Wax Center digs even deeper beneath the brand’s skin. Though highly creative on several fronts, it doesn’t consist of any advertising in the traditional sense.

“PwC comes in for us to make the brand behind the brand,” says Bart Butler, the client’s chief innovation and technology officer. “They help us ideate, design, architect and create the tools that will change the brand experience for our guests and associates alike.” In fact, PwC has played a role in the implementation of all components for European Wax’s OneStrut platform. OneStrut, which lives on the Salesforce Cloud, encompasses CRM, POS, an interface for direct communications with customers and enterprise resource planning (ERP), for planning and budgeting projects in sales, marketing and human resources.

“Instead of the associate looking at a computer and wondering what button to click next, they’re able to walk around with a tablet and have real conversations, engage eye to eye and build a relationship” with customers in the shop, says David Clarke, global CxO and experience consulting leader at PwC. “That becomes marketing and sales—that is marketing and sales.”

What’s more, this implementation saves the client money. “It’s so easy and so intuitive and so smart, there is no need for lengthy training,” Clarke says. “It’s a reduction in the stakes, a reduction in the cost. And from the customer side, they feel like they’re being provided with an asset that nobody else is giving them.”

**WOW FACTORS**

Using technology to make customers feel special and build brand loyalty is at the heart of IBM’s push into the ad-tech space. Along with its IT peers such as Adobe and Oracle, IBM has stepped into the marketing arena in a major way. Last year, Big Blue absorbed interactive shops Aperto, Bluewolf and ecx.io, along with branding firm Resource/Ammirati, and The Weather Company’s digital properties, adding an impressive design-focused dimension to its offering. “We recognize this space as an opportunity for applied creative thinking and design thinking to solve business problems,” says Matt Candy, vp and European leader of IBM iX.

Notably, Candy’s division teamed up with Unilever’s Knorr foods and beverages division on a project that “adopts cognitive technology for use in everyday cooking, with online insight tools that help consumers understand more about their personal flavor profile and provide them with tailored recipe recommendations,” he says.

IBM whipped up an online “Flavor Profiler” to quiz
It’s So On!
Advertising companies are building out their own consultancy businesses to better compete for digital dollars.

As consulting and IT firms continue to acquire agencies and add marketing services, traditional advertising companies have begun to fight back by launching practices to provide business-transformation counsel to help clients more effectively compete for customer dollars in the digital age.

“Marketers are keen to remain innovative and future-focused, so having consulting solutions available helps to ensure they’re always one step ahead of disruption stemming from technology and consumer change,” says Richard Hartell, global president of transformation at Publicis Media.

The media arm of the Paris-based holding company is taking a two-pronged approach. Its $3.7-billion acquisition of Sapient in 2014 added digital design and related services to the fold. Two years later, Publicis Media launched its global business transformation practice. As an example of tangible value, Hartell points to the group’s new “Predictor” study, an analysis of how AI, evolving payment methods and seamless shopping will impact banking, cars, consumer electronics and other sectors in the next five years. He also cites work for an undisclosed client that involved “an in-depth audience insights project with a panel of over 200 participants.” As a result, the client “was better able to understand granular behaviors of millennial consumers within specific sites and across different devices,” he says. “This led the client to invest in new digital channels and change their content strategy for paid social activity.”

Though digging deeper into client budgets sounds alluring, experts caution agencies to proceed with care and cultivate a clear understanding of the craft, along with the vision to integrate new disciplines across the enterprise. “Thinking about consulting as merely another service offering seems a bit opportunistic,” says Lee Maicon, chief strategy officer at 360i, where he leads a dedicated 50-person practice. Maicon joined the Dentsu-owned agency in 2010. “That same year,” he says, “we began counseling brands on how to organize and prepare for social media, and that has evolved into broader consulting on marketing design.”

At IPG-owned R/GA, Saneel Radia—one of Adweek’s Young Influentials for 2016—leads a similar-size practice, which grew out of the shop’s work with Nike+, and launched as a dedicated unit five years ago. Currently, the team is working with Campbell Soup to identify emerging consumer shopping behaviors and recommend steps the marketer should take to more effectively meet the challenges of an evolving global landscape. Such an undertaking “isn’t just communications,” he says. “It’s a shift in how you think about data, a shift in how you go to market, a shift in essentially your business model. At its core, your entire value proposition is to help C-suite clients innovate.”

Though agencies have made strides in the consultancy arena, some experts believe the ad business isn’t putting any real pressure on the global giants just yet.

For example, industry adviser Avi Dan dismisses most agency initiatives focused on business transformation as “usually just a couple of people (on staff) to give the impression that they are ‘beyond advertising.’ I think the so-called trend will continue because agencies are hungry for added revenue. But these services are bottom feeders—they are not competing with McKinsey or Accenture and will disappear as soon as the agency goes through cuts.”

360i’s Maicon views developments differently. “Traditional consultants are valuable thanks to the myriad analytical frameworks they bring to the table, but tend to have a superficial relationship to the transformative power of creativity to shape client’s businesses, as they lack hands-on experience in this respect,” he says. “Great agencies have played a large role in the evolution of brands’ business for decades, and that should not be discounted. Plus, we move more quickly and cost-efficiently than traditional consultants.”

Radia adds, “I believe helping clients transform is core to what we do, not a new experiment. What’s changed are the tools, rigor, consistency and ambition with which we do it.” —D.G.

‘Helping clients transform is core to what we do, not a new experiment.’
Saneel Radia, global head of business transformation, R/GA

users about their likes and dislikes and generate Knorr recipe recommendations accordingly. And, ultimately, the brand attempted to match up people based on their fondness for similar flavors. Approaching 110 million views to date, the resulting #LoveAtFirstTaste video—crafted by IPG shop MullenLowe—helped generate 1.2 million clicks from viewers who wanted to sample the Profiler for themselves.

“When you start to think about marketing holistically with a dialogue across touch points, human-centered design comes to the forefront,” says Candy. “We believe in creating beautiful outcomes which serve a purpose: the engagement needs a wow factor while solving customers’ problems in a seamless experience.”

According to experts, as established marketers face increasing pressure from nimble newcomers such as Airbnb, Jet.com and Uber, they’ll continue to seek out that “wow factor” by leveraging consulting, technology and creative. “This is where the big-money projects are going to be over the next few years,” says industry adviser Langley, who believes that further disruption will surely follow.

“The acquisitions of Karmarama by Accenture and Heat by Deloitte show they are serious about going after creative,” she says. “Then, quite logically, we should ask ourselves whether they would make the move into media buying.” She adds, “Advertising spend represents a $500 billion market annually, and that’s a big pie to go after. I’d be surprised if consultancies don’t have it in their sights in some shape or form.”

With mega bucks at stake, look for the global consulting and IT giants to accelerate their own transformations by making even deeper incursions into territory traditionally held by agencies and holding companies.
SEND IN THE CLOUDS

ADVERTISERS MAKE IT RAIN WITH SOPHISTICATED MARKETING SERVICES. BY CHRISTOPHER HEINE

The hottest thing in the brand ecosystem, the marketing cloud, could stand to find a new name for itself. Advertisers across the spectrum are not only finding clarity in the cloud, they’re basking in the sunny warmth of greater returns on investment, working with the likes of Marketo, Adobe, Oracle and Salesforce. And the forecast appears to only get better—although it’s not Salesforce. And the forecast appears on investment, working with the clarity in the cloud, they’re basking in name for itself. Advertisers across administration’s plan to overhaul to 112 DMAs. And with the new markets this year, bringing its total strategy into more than 60 new are further down the sales funnel.

beginning to look for coverage plans or (business owner versus HR director, according to their geography, position improved targeting prospects with compared to a few years ago. It has this point, Aetna is getting 11 times the Xaxis, Dun & Bradstreet, the Neustars, the data management providers we work with,” Cutter says. “And that’s really changed the relationship [with Ogilvy] and how they pitch to us. It’s more of us pitching to them and us bringing them along—and away from that generic programmatic

‘It took us two years to [digitally] transform our business.’

Marta Federici, global head of CRM, b-to-b and b-to-c, Philips

that drives a lot of bot clicks or doesn’t seem to do anything past the clicks.”

The latest mar-tech tools are generating sales for other marketers, too. For instance, Philips has been gradually rolling out cloud-powered digital marketing in certain countries using Oracle software. Marta Federici, global head of CRM, business-to-business and business-to-consumer at the Dutch electronics firm, says she’s seeing up to four times revenue growth in some markets. “It took us two years to [digitally] transform our business,” she explains.

What about return on investment? Marriott estimates it is getting $33 back in hotel reservations for every dollar spent on Facebook’s program called Facebook Dynamic Ads for Travel. The hospitality giant credits Adobe’s cloud for its lucrative ROI, customizing content across multiple channels using the mar-tech giant’s data. Savings also factors into Marriott’s results: a 62 percent decline in the cost for enrolling consumers’ loyalty programs, alongside an 85 percent drop in expenditure on app-install campaigns.

“The marketing cloud alone can’t enable such results,” notes Andy Kauffman, vp of digital marketing at Marriott.com. “If the company doesn’t make the proper changes to people, process, KPIs, etc., and if the organization is not ready to pivot around the customer, then the technology will not be fully utilized.”

“Customer experience” is currently the buzz phrase du jour in the mar-tech world. “CMOs are just finally understanding they need to meet the customer first in the moment,” says Neal Sharma, CEO of DEG, which employs Salesforce Marketing Cloud to serve clients such as Hallmark, Purina, GoPro, Hulu, Timberland, AMC and Cabela’s. “Let’s orient our message around customer segments and meet them wherever they are in their journey.”

His Kansas City digital shop has taken off in recent years and illustrates why some researchers estimate that worldwide spending on cloud services could reach $141 billion by 2019. DEG had just 82 staffers generating $10.8 million in revenue during 2011—today it has 216 employees, and hit $38.2 million in 2016. It expects to reach $50 million in revenue this year.

Despite such encouraging growth, some creatives look down on DEG for its data predictions. “We get a few disparaging looks from agencies,” says Sharma. “If they don’t understand the entire business is digital in three or four years, I’m not sure what they’ll do then. TV will be targeted, too. We will both be watching the Kansas City Chiefs game but see two completely different ads.”

Robert Passikoff, president of brand consultancy Brand Keys, is among longtime industry players who think data-based strategies can be overvalued. “Many brands have forsaken who they are for the ability to target better,” he says. “They trade in the ability to mean something to people just to reach out to them.”

That point of view doesn’t jibe well with Avella marketing vp Todd Speranzo, who has been getting 11.4 percent conversions-to-sales-lead rate via Google Maps after working with local mar-tech firm SweetsIQ in recent weeks. Custom messaging on the fly—thanks to a cloud of data—is driving more qualified leads for the pharmaceutical retailer, which specializes in treatments for cancer, infectious diseases and unusual ailments.

“We aren’t like Walgreens or CVS,” Speranzo says. “We don’t sell shampoo and magazines.”
MARCH 20

Hot List: Digital
Adweek kicks off its series of what’s “hot” with our list of the year’s most innovative digital products.

MARCH 27

CMTO Report
Adweek’s Editors select the most tech conversant CMOs in the industry. It’ll be a look at how the industry is shaping this “new” C-suite position and where they fit in the exec landscape.

APRIL 3

Political Power Players
With the Political Power Players list, Adweek honors media stars — who are breaking news and leading the national political conversation. Beyond the buzz, we’ll report on key metrics such as ratings and traffic for these chart toppers.

APRIL 10

Top Gen Z Influencers
Adweek’s editors will highlight the digital and social trend-setters and their relationship with the newest (and hottest) consumer base.

APRIL 10 - 16

City Spotlight: Atlanta
Adweek takes a look at Atlanta with a focus on brands who thrive there, how they’ve become the world’s third largest TV/film production destination, and INTRODUCING, The 20 Rising Brand Stars of Atlanta.

APRIL 17

TV Upfronts Preview
Coming soon to your screen – What TV’s top producers have in store for next season.
Dr. Bronner's

**THE HEMP**
The Omega-3 fatty acids in hemp—which Dr. Bronner's gets from Canada, since growing it in the U.S. is illegal—make the soap smoother and give it its amber color.

**THE CREED**
Blind toward the end of his life, Bronner didn't realize how many words of his "Moral ABCs" he'd crammed onto the label. Now it's the brand's signature.

**THE SUDS**
Made with oils instead of fats, and three times more concentrated than other liquid soaps, Dr. Bronner's produces a "velvety" lather that leaves no residue.

**BRAND NAME**
Dr. Bronner's

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Made with oils instead of fats, and three times more concentrated than other liquid soaps, Dr. Bronner's produces a "velvety" lather that leaves no residue.
read the label on most soaps and you’ll find a few words about freshness and lather. But pick up a bottle of Dr. Bronner’s and you’ll read this: “Whatever unites us is greater than whatever divides us!” ... Only if constructive-selfish work, perfecting first me, like every arctic owl-penguin-pilot-cat-swallow-beaver-bee, can I teach the Moral ABC.”

It goes on. And on. Hundreds of these tiny, preachy, semi-coherent phrases cover every inch of the bottle. All of them are the work of late visionary Emanuel Bronner, a German-Jewish soap maker who escaped Hitler, then came to America to preach his vision of a united mankind. Bronner’s mystical rantings landed him in a mental institution (he escaped that, too), after which the good doctor (who wasn’t really a doctor) started selling his family-recipe peppermint soap to finance his itinerant sermonizing—only to begin printing his sermons on the label once he realized people were more into his soap than his teachings.

That was 1948. Sixty-nine years later, the Moral ABCs of Bronner are still on the bottles and bars of soap, even though his grandson David Bronner, the company’s CEO (which, in this case, stands for “cosmic engagement officer”), realizes how preposterous it looks. Nevertheless, he says, “we’re never going to change the label.”

That’s because the Moral ABCs are the ethos of the company (as Bronner summarizes: “We have to realize our transcendent unity across religious and ethnic divides, be responsible in our consumption choices and respect the earth”) and no small reason for the brand’s success. 

Dr. Bronner’s is a small, Southern California brand with 150 employees, yet its 2015 revenue came in at $95.7 million, a 126 percent increase from 2011. The soap’s fans (including celebrities like Lady Gaga and Marc Maron) swear by the stuff. Part of the reason is because Dr. Bronner’s is simply very good soap: Free of artificial ingredients and made with high-cost emollients like organic coconut oil from Sri Lanka, its thick and silky lather leaves a signature tingle in one’s nether regions that one customer likened to a peppermint patty in her underwear.

But customers who buy Dr. Bronner’s are also funding the company’s determination to make the world—or “Spaceship Earth,” in Bronner parlance—a better place. A Certified B corporation committed to fair trade and organic farming, Dr. Bronner’s supports causes including living-wage initiatives, immigration reform and cannabis legalization.

Activism, Bronner adds, isn’t something the company does in lieu of marketing—it is the marketing. And so is that label, even if you don’t read it. “It has an old-time apothecary feel,” Bronner says. “It doesn’t look like anyone else’s label at all.”

By Sami Main

When you first hear Kerry Steib’s job title, director of social impact at Spotify, you might think it entails monitoring large social media campaigns. In fact, she coordinates Spotify’s global social good efforts and connects communities of music lovers, artists, and activists.

Earlier in her career, Steib worked in marketing at major companies like AOL and Google, where she learned how to build scale while acting as a megaphone for nonprofits and social causes.

She joined Spotify nearly five years ago to build its sales development team before moving into product marketing. From there, she was inspired by the work and values that Spotify displayed as a company. “They believe everyone should have access to music and the power that music has in the world,” she noted. “There’s a ton of quality and inclusion right at the core of the company.”

Steib pitched a new role for herself that would allow her to turn those company values into actions. Now, three years later, Spotify has taken on social issues from a local level to a national scale. At its annual SXSW house, Spotify last year worked with local middle schoolers in Austin, Texas, to help build a recording studio to add to the school’s growing music production program. Musical artist BJ the Chicago Kid even pitched in, with the help of his fans, to paint and customize the space.

During the 2016 election cycle, Spotify created a program called Clarify, which highlighted eight artists who spoke out about different social and political issues. The effort was intended to educate Spotify’s young U.S. audience about the importance of voting. “We knew we couldn’t just tell them to vote,” said Steib. “We had to give them information and inspiration surrounding these issues that felt urgent and personal to them.”
Founded in 1994, creative agency True North has become an expert in bringing nonprofits into the digital era—and helping increase donations as a result. The agency helped longtime client ASPCA transform its marketing from offline to digital, making online the nonprofit’s No. 1 fundraising channel. Its “One Moment” campaign for Make-A-Wish America, which showed the positive impact of granting children’s wishes, increased the nonprofit’s donations by 67 percent and overall revenue by 90 percent in 2016. Other nonprofit clients—which make up 50 percent of True North’s billings—include Doctors Without Borders, Amnesty International and No Kid Hungry. “In terms of the creative process, it comes down to finding emotional triggers that will compel people to educate themselves and accumulate interest that will lead to participation, donations or sharing information,” said CCO and co-founder Tom Goosmann. Added CEO and co-founder Steve Fuchs, “It’s very gratifying and an uplifting piece of our DNA that we can use our skill set for stuff like this.”
LOOK BACK

Girl Scouts

A Girl Scout offers one of her organization’s famous cookies to actress and model Jinx Falkenburg at an event marking the opening of a fund drive led by the Girl Scout Council of Greater New York.

PHOTO: BETTMANN ARCHIVE

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