Mark Ritson
Columnist and Founder of the Mini MBA

The Brands Lecture

2024

The history and future of brand management

in just under 60 minutes

British Brands Group

Mark Ritson is a brand consultant and marketing professor. He has a PhD in Marketing and taught on the MBA programmes of leading business schools including London Business School and MIT. He has written a column on marketing for almost 20 years, winning the PPA Business Columnist of the Year four times. PPA judges said in 2021: “Mark’s writing is authoritative, provocative, riveting and is backed up by unshakeable research foundations. He is clearly not afraid to say it how it is, and this honest, refreshing writing style really made these columns stand out.” He founded and teaches the Marketing Week Mini MBA in Marketing and Mini MBA in Brand Management.

The Brands Lecture
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It's a great honour to be here giving the twenty first of these wonderful lectures. I'm aware of who's given them before and it is a proper who's who of branding. When you say something's an honour, usually you're lying, but in this case, it's really true.

Before we get into the topic, I should tell you a little of my very strange career path. It's a thirty year long post-PhD journey which splits into three connected but rather different strands.

I finished my PhD and became a marketing professor in the States before returning here to the UK. Probably the highlight of my academic life was MIT. I always taught brand management and, in all the business schools I taught, I introduced the brand management elective, which tells you we haven't had formal brand management knowledge for as long as we might imagine.

It was always a question at the London Business School – is there really an elective in brand management? Even at Melbourne, which was only twenty years ago, it was questioned whether we wanted to add this to the syllabus. You had to make the case, which was interesting. So I had some ten to twelve good years of solid academia and then I slid into consulting. And I slid into consulting because that's where all the money was.

London Business School introduced me to money. Not proper money yet, but more money than just being a lecturer. And with the money suddenly came this Indiana Jones moment (in 'The Raiders of the Last Ark', he steals archaeological artefacts and then the next day is talking about them in the lecture theatre to his students). There was a kind of synergy in working on brand management, teaching MBA students and then writing about it, a magical triangle that a lot of my colleagues missed out on as they were fearful of going into actual real businesses.

I slid more and more into consulting, with my main client being LVMH in Paris.

Much to my surprise, the third phase of my life started about eight years ago when I set up the Mini MBA, a course in marketing and brand management. By the end of this year, we will have trained 42,000 marketers and we continue to grow in around forty countries.

This has been an interesting final stage, particularly in the sense that I have become a founder when I never thought I'd ever be one. And I have created a brand rather than work on other people's, which has been a great surprise.

Across these three phases, the one thing that unites them all is the concept of 'Brand'.

At the start, there was a point when I wasn't doing Brand. My PhD was in communications and I started out teaching advertising. However I distinctly remember being in London Business School in June 1999 and not having to teach until January, time I spent getting arseholed on a regular basis. Sometimes when you do that, you can have those moments of clarity and what I kept thinking about during that lovely summer of 1999 was that there was a gap, the branding gap.

At the time, there was Jean-Noël Kapferer teaching brand management in France but there weren't that many brand management classes or professors. And it struck me that that's where the action was. It was a distinct strategic moment, to go into Brand.

So, my focus today is that topic of brand management. Before we start though, we need to

be clear that there are two things in our world of branding. There are the brands themselves, the raw material you are given as a brand manager which you dig around in and, after three months, you understand what you have got, for good and for bad. Then there's the brand management, the thing we do with it once we're in charge. People often conflate these two together when they are completely different.

You can draw a pretty interesting two-by-two grid of really beautiful, high-potential brands being run by muppets and some pretty small, interesting brands that have been really well managed for growth. You can begin to see far more dimensions to it all. Of course, over time, they tend to be connected. Good brands eventually tend to attract good brand managers, but not always. It is important to separate the brand from the brand manager, because the two are not the same thing.

Tonight, I will talk about brand management and the discipline as it has been practiced, whether for about two thousand years, about ninety three years or, the third and final option, thirty three years. And in our soirée, we are going to look at a dozen notable experts on the topic.

Scholars of diversity will note that we are a little cock-heavy, as we used to say. The world of brand management has been dominated by old, white, and as far as we know, straight men. You can't get away with this shit anymore, but I am looking backwards and that's not fair. We are looking at history tonight, an unfair, sexist, racist history, but we can't alter that. I misrepresent it but I do not wish to do a disservice to the twelve I have picked.

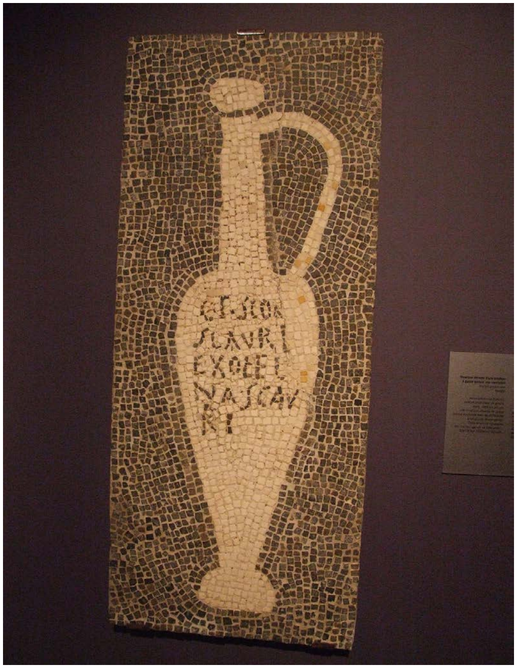
I am going to give you the previous hundred years straight, but make it clear that we have to make sure the next century isn't as white and male as the one that has just passed. I don't mean that in just a passing sense. When you study the story of marketing and brand management, it is phenomenally sexist. We have 'the godfather of…', 'the brandfather of…', 'the father of…'. Were I a woman, it would really frustrate me. Let's hope that, whoever is doing this talk in a hundred years' time, the list is properly diverse.

> If I had to guess why Scaurus' brand was so successful, it was probably quality.

Aulus Umbricious Scaurus

Aulus may not be the most familiar of the twelve but deserves his place for a couple of reasons. He was the Heinz of his day and operated in Pompeii between 25 and 75 AD, dying just before Vesuvius erupted in 79 AD. So here's a man from Pompeii who didn't die from the volcano, which is important because the eruption captured his work forever.

We now know that, using mosaics, this guy was doing outdoor advertising and doing so for a relatively successful brand. It's the first proper brand we can really



look at that has been managed by someone, in this case Scaurus. It is a mosaic ad which is not saying something like "Glory to Jupiter", but "The flower of Garum, made of the mackerel, a product of Scaurus, from the shop of Scaurus". This is fish sauce. This is the stuff you would put on anything at the time. What you see here is a not insignificant above-the-line investment.

He vertically integrated, selling his now quite famous sauce in seven shops, an early omni-channel operation, and he had scale. I don't recall where I got this from but he had about 30% market share in the surrounding area. And he was exporting, with evidence of Scaurus' product found as far afield as northern France. This was a brand by most marketers' standards and it seems to have been managed quite well by Scaurus himself.

If I had to guess why Scaurus' brand was so successful, it was probably quality, though a very early precursor of quality in the sense we have forgotten in the 21st century, a guarantee or certification that the product was not going to kill me. Before food standards, people wouldn't have known who was making this shit, though the signalling effect of Scaurus and his size and scale would have suggested his product was unlikely to be lethal.

I had this insight many years ago when I followed the England cricket team to Sri Lanka with some friends. The country had a liquor crisis, with moonshine being produced that could literally blind you. This was an existential crisis for the Barmi Army which had no intention to tour sober. We had a proper discussion about what were we going to drink and a few of us could remember one brand, Lion, a relatively famous Sri Lankan beer. So we drank that for the whole tour. Not because of its symbolism or flavour, but because it was the least likely to kill us. That's probably how early brands began.

Neil McElroy

In the middle of my chronology, we have greater clarity. Neil McElroy invented brand management. It is one of the most amazing moments in business.

McElroy is a truly great man, who was going to go on to run NATO and do all kinds of amazing things for the American government. In his early years he became CEO of Procter & Gamble and he is the reason the company is, to this day, the greatest marketing company in the world. He joined when he was twenty one and quickly became head of promotions, spending a lot of his time promoting Camay. Back then, a hundred years ago, soap was a giant category and you can see his influence on the brand's advertising.

Although it's kind of quasi-editorial to our eyes today, and all very elegant and of its time, what you are seeing here is a precursor to the modern P&G approach. McElroy did a couple of things with Camay. First, he very clearly targeted women. Second, he focused on a very singular benefit, a beautiful complexion that Camay would give you and which people would notice. And then he had a scientific reason to believe behind the claim, "Scientists agree that Camay delivers the finest complexion". To our eyes today, this is rudimentary stuff, but compared to the approaches being adopted at the time, this was in a totally different league.

> "First, he very clearly targeted women. Second, he focused on a very singular benefit, a beautiful complexion."

When he had reached a certain scale with Camay, he ran into a problem and that was Ivory soap. Ivory was not a competitor, it was a sister, P&G's number one soap brand of the time. It was the biggest brand they had, invented forty years earlier with a remarkably famous, now forgotten positioning of purity. 99.44% pure. A fact your great grandparents would have known. And the proof point at the time, and I'm not making this up, is that, because it was a pure soap, it would float, unlike other soaps.

This leads to some very interesting advertising that to our eyes today looks a little off but back then worked wonders.

It was a giant and its giant-ness was a problem for McElroy for two reasons. The first was internal focus and resources. Everyone was working in the soap division and everyone was focused on Ivory. It was

hard for him to grow Camay further when most of the operating time, focus and thinking was on Ivory. Second, Ivory started targeting women too, focusing on their hands, and McElroy had to go along with it, being in charge of promotions.

He realised that, if P&G wanted to be more successful, it needed to do something that most modern companies haven't mastered. It had to allow multiple flowers to grow in different directions at different times with different resources and learn to juggle. It was the invention of multi-brand management.

And so on 13th May 1931 he wrote the McElroy memo, the most famous memo ever written in marketing. And also something that's very unusual in the managerial universe, we know the exact moment when our discipline began, at 4.30 pm. Unusually for P&G, it's a three-page memo rather than the usual one, and he sends it to the CEO.

This memo is not just a symbolic thing, though it is now framed in the Cincinnati headquarters. It is still a document that most modern companies could learn from because many are still not doing what McElroy prescribed back in the day.

At the heart of the memo is an instruction to do four things.

His first prescription is to study the past advertising and promotional history of the brand. Study the territory, personally at first hand, the dealers and the consumers, in order to find out the trouble. He is saying that, first of all, you begin with diagnosis. This is already advanced for most 21st century brand managers. We start with the sore spot, with the market.

Next, after uncovering our weakness, develop a plan that can be applied to this sore spot. It is necessary not simply to work out the plan, but to be sure the amount of money proposed can be expected to produce results. Outline the plan in detail. So now we get to strategy, which comes from 'strategos', the Greek word for general. This is making of the plan. 'Tacticos', which in Greek means arrangement of things, is not here yet.

We get to 'the arrangement of the things' at the bottom, preparing sales help and all other necessary material for carrying out the plan. In other words, tactical execution.

And right at the end, which is delightful, he instructs us to keep whatever records are necessary and undertake whatever field studies are necessary to determine whether the plan has produced the expected results. We are back at diagnosis.

I always have said to my client companies that don't do brand tracking, and there's a lot of them, on the very day brand management was invented, tracking was a part of it. McElroy knew what he was doing.

You get the sense here too that the shape of brand management is cyclical, it is annual. It goes round and round. It doesn't go in a straight line.

So, the McElroy memo. What should we highlight from his McElroy's contribution, which is gigantic?

- First of all, for the first time, we have a formal role, brand man.
- We have, for the first time, a whiff of brand architecture, the arrangement of brands, which will become probably the most important topic in brand management. Most companies have more than one brand, even back then. How do you arrange them in such a way to maximise success? It seems such an innocuous topic yet it is at the source of 80% to 90% of brand woes. Too many brands or badly-arranged brands.
- We also, for the first time, glimpse what I would call the three-stage model that I have made the basis of my teaching and most of my consulting career. Each step is equally important to the other two and each is to be done in sequence.

    1. The first, diagnosis. Market orientation, market research and crucially, segmentation. Most companies go wrong with segmentation because they think it's about them. It's not. It's got nothing to do with them, it's part of diagnosis. If your competitor is as smart as you, they could, in theory, build an identical segmentation to you. That would be correct. Segmentation is about the market.
    2. Then targeting, the start of strategy, is about you and who you go after, along with positioning and objectives. You build your strategy from your diagnosis.
    3. And then tactical execution, our four Ps, etc.

So, I see these as equally important. I also see them as multiplicative, which is a polite way of saying, if you fuck one of them up, you're fucked. It's no good if your strategy is wrong and you have all the money in the world and the greatest execution. You are not going to pull it off. It doesn't mean they have to be perfect. But it means that, if your diagnosis is off, everything else is off.

A case in point is the unfortunate CEO of Nike who has just been forced into retirement due to a series of decisions he made. The main source of his trouble was that he assumed that the sudden spike in online sales caused by COVID was going to continue forever. He extrapolated accordingly and went direct to consumer when of course shopping behaviour bounced back to where it was before. His diagnosis was wrong, so everything else goes wrong after that.

I've made up two words in my brand management career, the first of which is "tactification". This is what happens when brand managers don't do any diagnosis and don't have any strategy. They jump straight to tactics. It is a clumsy word for a massive problem. It gets worse because not all brand managers are working on product development, pricing, distribution and advertising. Many are only working on advertising, the promotional P.

"The shape of brand management is cyclical, it is annual. It goes round and round. It doesn't go in a straight line."

One inane thing about marketing is that we have spent the last twenty five years taking the original four P's, invented in 1960, and adding more P's, like muppets. Presence, Positioning, Purpose, without understanding the original work that went into this. There's one guy who has forty-four Ps. I shit you not. The probability of adding two or three elements beginning with P which will actually be relevant is around four thousand to one.

What we should have been doing is just executing the four P's. While we were adding Purpose and Physical and all the other nonsense, we lost the rest of it. If you look at the CMO survey, undertaken here in the UK by London Business School, more than 90% state their people are involved with advertising. However, when asked whether they are involved in innovation and product development, the product P, 70% are not involved. Pricing is at the same level. Those involved in distribution (Place) falls to 7%.

So this representative sample of big companies suggests there aren't marketers out there anymore, just advertising people.

When we say 'tactics', we mean the full suite. And don't forget what McElroy told us about diagnosis and how that returns us back to the start and off we go again. This approach to brand tracking was in place almost a century ago, though that doesn't mean it's being practiced. P&G has been doing this ever since and, as we'll see, it takes a while before the rest of us catch up. Some of us still aren't there.

> “He has a definition that I think is the best one and for that he gets on my list.”

Al Achenbaum

Al was a very famous account planner in the Mad Men era who went his own way and became a very successful marketing consultant. He's not a brand specialist but he's here for one particular reason.

He has a definition that I think is the best one and for that he gets on my list. His definition is the one I used in my PhD studies and I've kept it ever since.

"What distinguishes a brand from an unbranded commodity counterpart and gives it equity is the sum total of consumers' perceptions and feelings about that product's attributes, about how it performs and about the brand name and the company associated with producing it."

It is way ahead of its time, considering it's nearly 50 years old. So what's good about it? First of all, it sets up the eternal comparison of brand versus commodity, which is the intersection of where we must focus. Next, it was the first reference I can find that uses the concept of equity in its application to Brand, something we will return to. Also, he is onto this idea that it is all about the consumer and not about the organisation, that the brand exists in the perceptions of the consumer. And finally, the holism is very apparent here. He's defining Brand as basically everything, which is surely correct. So, you get a really good meaty definition that stands the test of time.

What it boiled it down to was this formula:

Brand - Commodity = Brand Equity

You can take a brand, say Coca-Cola, work out the commodity – carbonated beverage – and you can take the carbonated beverage out of Coca-Cola, in the mind of the consumer and, if there is anything left over, is the concept of brand equity. Now, you can do that with awareness, you can do it with associations and you can do it with finance. This is the principle behind brand valuation, simplifying it somewhat.

This is the heart of it. It has probably changed a little in the last ten years by becoming slightly more bifurcated with the revolutions we'll come on to talk about later. These days, I tell all my MBA students that they have two jobs if they want to build a brand. It must come to mind and it must stand for the things you want it to stand for. That's it.

I like that very much, because we can overcomplicate the shit out of things. At the end of the day, all you need to do to build a brand, with all this complexity and discussion, is to achieve those two things. It is lineal. Of your target market, how many of them bring it to mind when they're ready to buy? And when they bring it to mind, does it have those one or two things that are enough to push them over the line to make the purchase?

I truly believe that's it. Now, that simplicity of construct becomes very complex to achieve. But I really like the simplicity in the middle of the complexity. So, that's Achenbaum.

Ries and Trout

So now we move to the end of the 60s. Ries and Trout both worked for GE, Ries set up his own agency and persuades Trout to come across. They write an article about positioning which turns into a book and it becomes the book of the 1970s. It was the breakthrough theory of brand and marketing of its time.

There are three lovely quotes I want to use to illustrate how good this work was:

> "A product is something made in a factory.
> A brand is something made in the mind."

Steve King stole that. These guys said it before him. Just saying. Here's the idea that brands are perceptual.

> "The essence of positioning is sacrifice. You must be willing to give up something in order to establish that unique position."

That for me is one of the great insights for modern positioning and is way ahead of Michael Porter. And finally,

> "The basic approach of positioning is not to create something new and different, but to manipulate what's already there in the mind, to re-tie the connections that already exist."

This is right out the Frankfurt School. We are not going to create attitudes. We are going to reinforce those that already exist.

"The essence of positioning is sacrifice. You must be willing to give up something in order to establish that unique position."

> It gave us a book value for Brand and that got us a ticket into the rest of the organisation.

So what do we get from this work? We get a lot of very important things. It still stands the test of time.

- Brand before advertising. Up until this book, it was all ad guys like Achenbaum talking about how to advertise brands. This is the first one that puts brands before advertising and has a theory
- The priority of consumer perception
- The focus, the sacrifice and the repetition necessary for success
- Occupying a unique first place in the perception of the consumer, and then
- Working with what's already there, with existing perceptions.

There's a lot in this work. It could fix a lot of brand management problems right now.

John Murphy

Now, our first living guru, as far as I know. He founded Interbrand, originally called Novomark, which started as a brand naming firm, with some design work too. When you are working on naming, developing such names as Hobnobs, you need to get into the legal aspects as well.

In 1988, while he was working on Hobnobs, an Australian company called Goodman Fielder Wattie made a bid of £1.7 billion to acquire Rank Hovis McDougall. At the time, that seemed a huge amount of money, except it wasn't. Without going into the accounting detail, if you hadn't recently acquired a brand, you couldn't account for it on the books of the organisation. So in effect, Goodman Fielder were getting a massive bargain because Rank Hovis McDougall owned many of the great British household brands, though they didn't feature on the balance sheet. A bit of a crisis.

Murphy famously sent a fax saying, "I can put a value on each one of your brands to show that £1.7 billion pounds is way short of what it should be." And Murphy did what all good consultants did. When the client came back and said, "We want you to do that", he went, "Oh fuck, how am I going to do that?" It's one of the great skills of consulting.

He pulled off a methodology that was enough to prevent the acquisition.

Interbrand expands its business, not just doing naming now but also valuation. And then we get the most famous document in branding, the Interbrand top 100 most valuable brands. There are, of course, two other fine firms in this triumvirate, being Brand Finance and Brand Z, now owned by Kantar, formerly Millward Brown. They are all ostensibly doing the same thing, working out the value of a brand.

So why was this so important? It gave us a book value for Brand and that got us a ticket into the rest of the organisation. Without this, Brand was still largely deemed to be bullshit. It made Brand a thing, an endorseable concept.

It fits perfectly with our equation from before (Brand – Commodity = Brand Equity), but now putting dollar numbers on brands meant we could compare across categories. And it became a crucial tool for M&A. Whether we wanted to sell our brand for a good price or we wanted to prevent being acquired for a bad price, we were suddenly able to do this properly, so it became a legitimate tool and remains so to this day.

It also had some potential that didn't transpire. Twenty years ago, WPP became very excited about brand valuation because they had this vision that, if there was a value for a brand, they could speak to the whole board and not just the marketers. Then we could get the boardroom to invest huge amounts of money because it would be possible to show them all the levers to boost value. None of that happened. It was the dream that never transpired.

The three firms generated tremendous PR value because every year they could produce one of these tables using external data. However, it also opened them up to some criticism because, when you do an estimate without firm data, the variation between the three firms can be extreme, sometimes in the billions of dollars, which suggests that at least one, if not two, of the firms are way off. One of the three clocks might be telling the right time. We just don't know which.

To be fair, you have to draw a big line between these bulshitty estimates of valuation and what these firms do when they actually get underneath the hood. In any event, this was a huge moment in the development of brands.

David Aaker

Now we get to one of the two giant figures of our story, David Aaker. It is very interesting to me that Aaker has largely lost his impact on any brand manager under thirty. They literally have never heard of him, which is a stunning revelation given he was **it**, certainly in my early studies.

For fifty four years he was a professor at Berkeley. He had not been a brand specialist until about 1988, which is important because he'd done marketing and research and strategy – he had never specialised – and then he attends the MSI conference where an answer was needed to the short-termism that was destroying marketing, just like today. So Aaker heads into the world of Brand and writes the two most famous books of the 20th century.

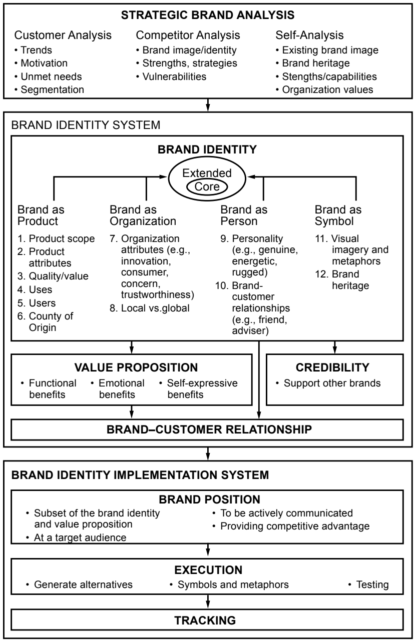
He writes Managing Brand Equity in 1991, the first time outside of P&G that we had a proper manual. It was beyond communications now. And we got the first glimpse of the idea that there were these two slightly different components, cognitive brand awareness multiplied by the more semantic brand image. Crucially, he also outlined all the organisational advantages a brand could bestow on a company in order to strengthen it. This was all brand new.

In 1995 he followed this with Building Strong Brands, pushing the idea that this wasn't the job for ad agencies. This is what internal brand people do. And he produced the brand identity model.

“He also outlined all the organisational advantages a brand could bestow on a company in order to strengthen it.”

> What's lovely about this for anyone who works in brand consulting is that it gives us the lingua franca by which we can go to work.

Brand Vision Model



Source: Managing Brand Equity, D. Aaker, 1991

Now, as great as Aaker is and was, this is a real source of current problems. So here is his model from the original book which has been tweaked a little since.

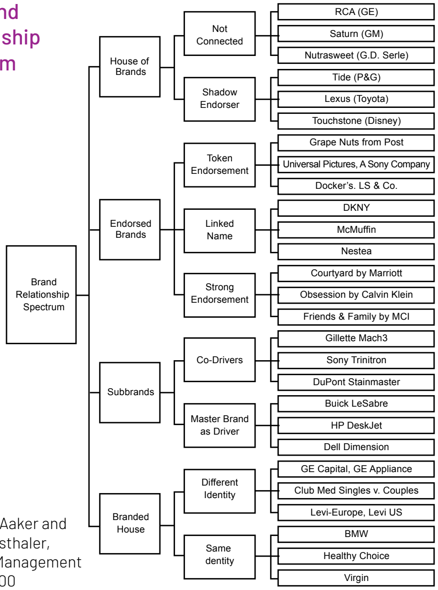
Up at the top, the analysis part is spot on, but the rest of it is very circuitous and over-complex, in my opinion. If you look at what most companies are struggling with now, I think we can draw a red line back to this.

So we have brand as product, brand as person, brand as organisation, the value proposition, the relationship, the position, et cetera. It's too much. And we've lost that sacrifice concept that Ries and Trout gave us.

Where we have to be impressed, however, was the fact that we got the brand architecture spectrum. At the time, he called it the brand relationship spectrum. It doesn't matter. This is, for us, the Rosetta Stone of brand management. Before this point, we all had different names for the different things we were doing and now, suddenly, we had a common language. It was all there to be seen.

What's lovely about this for anyone who works in brand consulting is that it gives us the lingua franca by which we can go to work. That was huge. But if you ask me, and we'll talk about this towards the end, what's wrong with brand management today, I think the central problem is positioning, which is incredibly out of touch. Some of the blame for that rests with the work of this great man. If we had a bit more Ries and Trout, or they had come after, we would be in better shape.

The Brand Relationship Spectrum



Source: D. Aaker and E.Joachimsthaler, California Management Review, 2000

Kevin Keller

Let's keep going. Kevin Keller, gets his PhD at Duke and then crucially goes to Berkeley, works with Aaker and essentially becomes the inheritor of his theory.

His book, Strategic Brand Management, brings back chills. When I started teaching brand management, this is what I taught and it was and is our greatest textbook on branding. It was published at the turn of the century and, if you study brand management, you will know this or one of its other four editions.

It gave us a proper structure. It gave us the consumer-based brand equity model which we will come back to. This is the model that people like me studied whereby you build salience, you then get to a cognitive and emotional image, then you get judgments and feelings, and then at the top you get loyalty and engagement. This model has now been largely disproved but it was so dominant in the nineties and noughties.

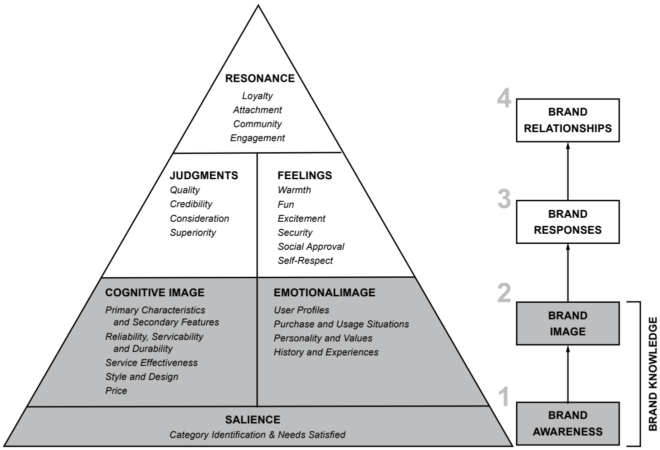
His other great moment was the Brand Report Card that featured in a Harvard Business Review article. It outlines the ten things you must do to manage a brand well. It's still 100% correct, 100% applicable. Keller knew his stuff.

I learned one other thing here that is worth noting. If you ever read Keller's first edition, it's tight and a masterpiece. Last summer, I sat down to read the fifth edition and found it a big pile of dogshit. Around a hundred pages in, I realised there was no narrative and it was all over the place. That's what can happen when books are released and the publishers then take over, adding and adding and adding. It was a strong lesson for the mini-MBA as we were starting to do the same, sticking little bits in here and there. So, we just ripped it up and re-worked the whole thing.

OK, here we go. Are you ready? Now we're getting close to the modern time.

> "The Brand Report Card outlines the ten things you must do to manage a brand well."

Brand Equity Model



Source: K. Keller, Strategic Brand Management, 1993

Byron Sharp

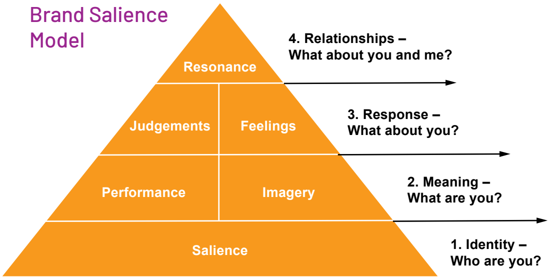
So, Byron is the first of these guys who is my peer. We are the same age and we can remember each other thirty years ago. I called him the Dark Lord of Penetration, which I don't think he dislikes.

He is obsessed with total penetration of the market. But much as we joke, the impact of Ehrenberg-Bass is and continues to be gigantic, not just on its influence on practice but how it has reversed things that seemed to be completely irreversible. I see this as just the start of their impact.

> "The main lesson is Salience Uber Alles. It's about coming to mind."

The Red Book (How Brands Grow) begins it. So, what did it tell us back in 2010? The main lesson is Salience Uber Alles. It's about coming to mind. If you go back to the pyramid, there was Salience at the bottom. Tick, we got Salience. No. The pyramid also covers image and relationship with the brand. Are you in love with the brand? Is the brand in love with you? Are you kissing each other at night? Do you have a tattoo of it? It was a total load of bollocks. It was anthropomorphic nonsense. All we need to focus on is whether the brand comes to mind in buying situations? Yes or no? That's mostly it. That is a massive change.

Brand Salience Model



Source: B. Sharp, How Brands Grow, 2010

In the old-school American model, we had brand awareness, which is a very odd metric. Ehrenberg-Bass is entirely correct. When you think about doughnuts, which doughnuts come to mind? It's a stupid question. The consumer doesn't start with doughnuts. They start with, "It's morning break time and I need a snack." We had it wrong all this time.

And we made it a gateway variable to this bigger, more interesting, nonsensical thing of image and relationship. You look at where Salience sits in the pyramid and it is a minor thing. In the modern world of brand management post-Ehrenberg-Bass, it is basically Salience.

I'm in the minority in believing there still is a role for brand image but I would probably be shouted down by most Ehrenberg-Bass believers and disciples who say it's mostly Salience.

Why is it going that way? First of all, it's a better, more complex metric. The cue is now the category entry point. It's break time and you're hungry. What comes to mind? That's a more market-oriented metric. It also captures much better the key insight of the last decade – consumers don't give a shit about your brand. It's absolutely the central premise for managing brands better.

When a brand manager spends eight hours a day on a single brand, at some point they go native. They start thinking that people give a shit about their brand's purpose, that people have room for personality and characteristics and attributes and feelings and relationships and a rhomboid and an onion and all that jazz. They've lost the plot.

What we learn when we accept that the consumer, not the brand manager, has nine thousand brands and thinks about yours for three seconds a year is that you have two jobs. You need your brand to come to mind in buying situations and, once your brand has come to mind, the consumer might devote one or two brain cells to "It's this" or "It's that". That's it. There is no doubt that's true.

We have to bring organisations to this clarity. At the moment, if you look at positioning, it's a total shit show. We have brand managers who don't know their own position without the assistance of PowerPoint. Too many concepts, too many words and none of it is working.

My final point? Salience drives consideration and your brain plays tricks on you. If the brand comes to mind, you are already starting to realise it's the best one. You don't play the deck of your brain fairly. You are predictably irrational. If the brand comes into your mind, you're already making arguments for it before your conscious brain is aware of it. So salience is to some degree consideration preference.

I do like the work of Kantar in this area, who make it very clear that, when you start a brand in its early years, you need difference and brand image. But later on, when you are mature, salience is the big driver. I think that's a very interesting finding.

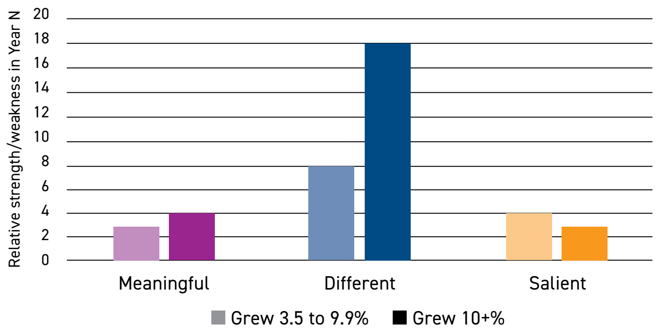
So what else does Byron Sharp give us? Category entry points, which are key to the concept of salience. Distinctive brand assets get a mention, though I'll leave it for Jenni to pick this up in a minute. And then the other one, distinctiveness over differentiation.

Differentiation doesn't really exist in the Ehrenberg-Bass world. It's there but low level, like big and small and red and blue. It's like a second division form of differentiation.

> "If the brand comes into your mind, you're already making arguments for it before your conscious brain is aware of it."

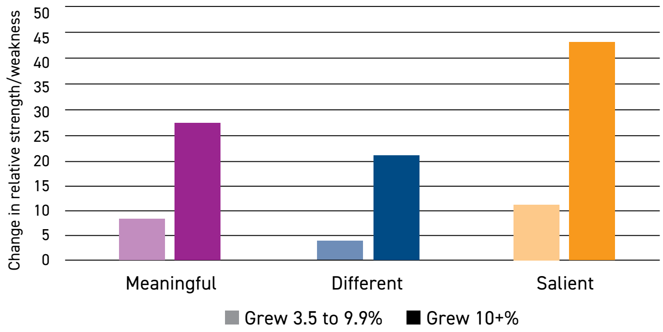
Pre-Growth: START WITH DIFFERENCE

The stronger the relative perceived differentiation to start, the stronger the growth



After growth: BUILD SALIENCE

A brand's initial perceived difference needs to be amplified to grow salience and meaning



Source: Kantar, Think Different: The DNA of breakthrough brand value growth, 2023

And finally, the other great construction is sophisticated mass marketing. A huge concept. There is no doubt, if you look at the data, that if you want to build a brand and you can afford it, you want to go after everyone in the category. Now, the 'sophisticated' bit means not literally everyone in the UK but everyone that could buy in the category.

If you can define and afford to reach that group, it is clear that the day of segmentation is over for brand building. Those nice pictures of a woman looking out of a window, a chap shaking hands and a guy with grey hair worrying about his pension – it's all over-complicated, pointless horseshit. If you can afford to do it for the brand level, you want to build a brand to the whole potential market. Again, it's a revolutionary concept which more and more proves to be correct as the years go on.

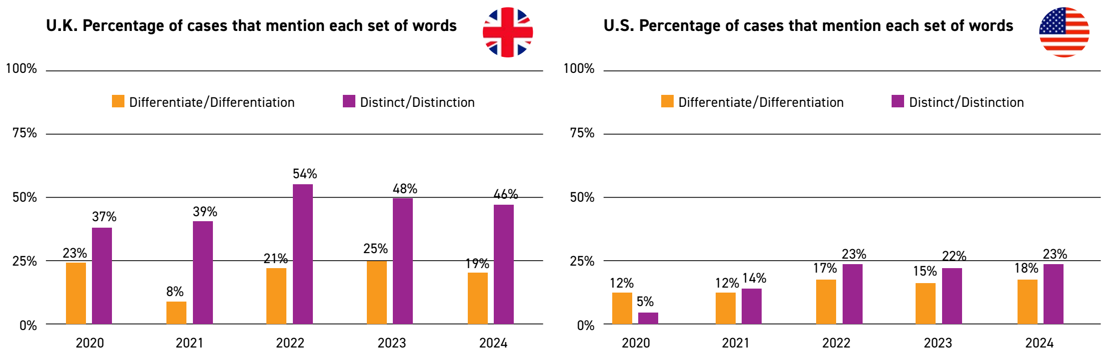
> "If you want to build a brand and you can afford it, you want to go after everyone in the category."

As for the 'marketing science' debate, marketing is not a science. We have already had this debate. There is a brilliant Journal of Marketing paper, Is Science Marketing by Paul Peter and Jerry Olson, that says, never mind whether marketing is a science. Who cares? Science is marketing. Their point is, if you look at paradigms and the social construction of science, it moves in waves of socially agreed groups who market their ideas better than some other group.

That's ironic because Ehrenberg-Bass is on the precipice of taking over, of becoming the dominant approach. This is a good thing because it's an improved approach.

We have to remember what Ehrenberg-Bass has gradually done, which is strip back the nonsense of the 90s on Brand. We were all smoking too much of our own crack, metaphorically speaking. We fell in love with this complex emotional nonsense. We got too carried away. Ehrenberg-Bass probably went too much the other way, but they are taking us back to a more accurate, practical place, at least in the UK. I have just came back from the States where there is still a lot of metaphorical crack smoking still going on.

Distinctiveness



Field & Binet

And now we get to Field and Binet. I know Peter delivered this lecture two years ago. For me, they are as important as Byron in their contribution to thinking.

One Cambridge, one Oxford, off to agencies they went. They are brilliant statisticians and got their hands on the IPA data bank, using it to run extensive analyses of advertising effectiveness here in the UK. What they have done for both advertising effectiveness and brand management is huge.

My only criticism is they called their book The Long and the Short of It. Nobody really reads books, right, so it allows people to think they get it when they don't. They think, "Oh yeah, I get it. Some stuff is long and some stuff is short. Yeah? I get it!" Right? However, The Long and the Short of It and their other monographs are way bigger than that if you actually properly sit down and read them.

So yes, there is communication which is long, which is more about brand building. And there is communication which is short, which is more about short-term sales. That, however, is scratching the surface of what Field and Binet have discovered.

One is about brand while the other is about performance. One is top of funnel, the other is bottom of funnel. One is about changing memory structures, the other is about seeking behavioural activation or response. One is much better served with emotion, the other does better with more rational arguments. One is about your brand position and only your brand position, the two or three things you want to say – salience plus we're this and we're this. The short is about a particular old fashioned style product position to a particular segment with particular advantages.

The key lesson, as we've covered already, is that Brand is absolutely about sophisticated mass marketing. It's about going after everyone. But, when we get to the short, it absolutely still speaks to segments, to target a particular segment with a particular offer. The long should be a twenty to thirty-year mission, obviously with different executions though without much change over time. The short we could be doing a hundred times a year, multiple digital communications at different segments at different times with different products. A completely different timeline.

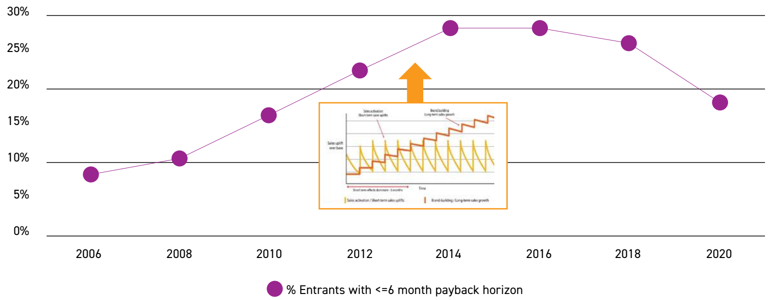
And finally, our other big challenge. For the long, we need econometrics, though it doesn't really speak to this, to prove worth. The short however is straight ROI stuff.

For me, The Long and the Short of It is a lot bigger than long and short and answers many of our major challenges. And here's the other thing about their work. It's actually had an impact. Grace Kite's slide

Long	Short
Brand	Performance
TOFU	BOFU
Memory Structure	Behavioural Activation
Emotional Appeal	Rational Argument
Brand Position	Product Position
Sophisticated Mass Marketing	Target Segments
Consistent Multi-Year	Multiple
Econometrics	ROI

Source: L. Binet and P. Field, The Long and the Short of It, 2013 from the IPA below shows that the publication in 2013 of The Long and the Short of It changed the balance of submissions, at least to the IPA case studies. I think it worked. It showed some organisations the fallacy of spending too much on performance marketing.

It worked! A turn away from short-termism since 'The Long and The Short of It' was published



It depends on who you talk to in the US but it seems this has had almost no impact, but in the UK it's been proven to have had an influence. With the recent Nike case, we have a perfect illustration of why everyone needs to read The Long and the Short of It.

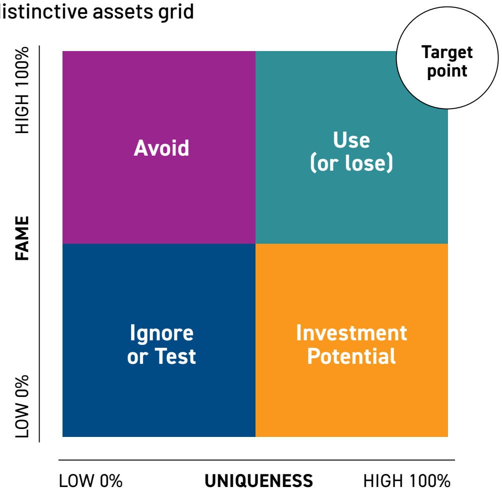
All right, nearly at the end!

Jenni Romaniuk

Jenni's impact really kicks in about ten years ago. She wrote recently Better Brand Health which is changing the nature of brand measurement, but it is the magnificent opus, Building Distinctive Brand Assets, that we must highlight here.

At the core of understanding salience and distinctiveness, to use Professor Sharp's brilliant phrase, we need brands to look like themselves. It sounds obvious, why wouldn't a brand look like itself? Because brand managers overcomplicate it. They get bored, they get creative, they involve agencies, all of that. Brand managers look at their brands for eight hours a day, forgetting that the consumer looks at it for three seconds.

Professor Jenni Romaniuk's distinctive assets grid



So, distinctive brand assets are a huge part of brand management and Jenni's work makes these distinctive brand assets a central premise, bigger than the positioning itself (if you understand it), measuring it through the famous Romaniuk two-by-two grid. What I would give to have a two-by-two grid as famous as the Romaniuk Grid. It sounds like it's going to fix everything, right?

You select the types of distinctive brand assets, build the palette, as she calls it, and then apply it to make sure you achieve distinctiveness. This is the easiest and most deficient thing that most brands should be working on, working out their distinctive brand assets – logo plus three or four other assets – and then executing the shit out of it.

Remember, the day after an ad is seen, 84% are either not remembered or not attributed to the brand that was featured. That's why we need distinctive brand assets because most people don't know it's you.

So, there's our list.

Now the obvious question is, where the fuck am I?

If I am honest, the answer is I don't make the list. I know I don't make the list and if anyone else was giving this lecture, I wouldn't make the list. But I'm giving the lecture, so I'm going to make the list. Okay?

So, here is number thirteen.

Mark Ritson

So how would I rate myself in the contribution to brand management? Pretty highly, I have to tell you.

So, in rounding off this baker's dozen, where have I made a contribution that squeezes me into the little cracks between these twelve great thinkers?

First up is **market orientation**. I did not invent it but I believe I have operationalised it over the last ten years when everyone else had forgotten about it. It was a great topic of the early nineties but it's now forgotten literature.

I talk to clients about doing a 180 which is, instead of looking at customers, turn around and see how customers look at you, using actual data. You learn your brand is unimportant, that you're not distinctive, that your competitors are not the companies you thought.

I've been through this a hundred times with clients. They give me a list of competitors, but when we do proper research, none of them turn up, while a lot of others not on the list do. And the word 'competitors' isn't even relevant. Customers don't say 'competitors', they say 'alternatives' and they come from different categories.

The minute you do market orientation, it begins to explain why Ehrenberg-Bass have got so much right, that brands are perceptions and why brands are such little things. Not to you, the brand manager, but to the consumer who just thinks it's toothpaste. It's a crucial point.

> "Instead of looking at customers, turn around and see how customers look at you, using actual data."

My intention is not to make everyone feel depressed by stating you and your brand are fundamentally worthless, but to make the point that only by realising your brand is a little thing through market orientation that you'll manage it better. Salience is a great example. Your brand is always salient to you because it's all you ever think about. But it's not for the consumer, when you do the 180 analysis. Suddenly salience becomes the main goal.

Next is **brand strategy** as three questions. I came to the realisation around ten years ago that I knew nothing about this. Uncomfortable if you've been a professor for many years. So I studied strategy late in life because I was being asked for it by some quite scary big brands.

> "The first things I learned about general strategy was about avoiding tactics, taking time, about being choiceful and, through the choices, making sacrifices."

The first things I learned about general strategy was about avoiding tactics, taking time, about being choiceful and, through the choices, making sacrifices. Because what you don't do is more important than what you do.

And then, ultimately, the von Clausewitz philosophy, about the beauty of a simple thing. True skill is the ability to make something seem so simple to your team or your army that they give you the ultimate compliment. They say to you, "It's kind of obvious". This is what consultants don't do. They overcomplicate things. Anyone can position with seventeen slides. On one page, it's a much more skilled operation.

Brand strategy comes down to three things. I know this to be true. We have so many strategists and it's never been more complex than right now. It's so unclear. Yet all brand strategy is about answering three questions, not even correctly, the bar is so low. If you just answer the three questions, you'll be in the top 10%. I'm not exaggerating.

Question number one – who are you targeting?

We know from the work of BetterBriefs that, in the UK, when an agency comes out of the room having been briefed by the client company for two or three hours about their strategy, only a third of those agencies know who the company is targeting. That's an actual empirical data point. Two thirds of British companies can't even explain to their agency who they're going after. That's not a problem of briefing, that's a problem of strategy. And it's complex now because you've got mass marketing – define the mass market – and you've got what I would call prosaic segments – who are they? We need to answer those questions.

Question number two – positioning. This is an absolute total shit show. I don't know of any brand, with the exception of Kit-Kat, that has this right. Too many concepts, too many nonsensical words. We've lost the plot. Positioning is not clear.

Question number three – objectives. We know from research that there should be just a handful of objectives per brand, no more than five or they stop working, expressed as a SMART or an OKR . A measurable benchmark. Again, we know from the BetterBriefs work that about 85% of the briefs they receive from client companies don't have clear objectives.

If you have these three things, you have a brand strategy.

My next contribution? **Two speed targeting**, which is an answer to that marketing challenge. I believe it's crystal clear that, if you want to build a brand and you can afford it (a big if), you should go after everyone in the category. You should dispense with segments. I think Ehrenberg-Bass are correct. If you can afford to do it, you should target everyone. But you must define the sophisticated part. This is where P&G is doing really fantastic work. It's not obvious within the circle of the British population what the rectangle of the sophisticated mass market is. You have to define that for clarity reasons.

But it's equally clear that, once you've done that, when you're doing performance work to promote products, you should target specific segments. Not those over complex segments with lovely psychographic names. Prosaic segments, like 'Haven't visited my website in a week', 'Used to buy, don't buy anymore'. Simple, basic segments that we can activate and go after with a particular offer.

Relative differentiation is next. I buy into distinctiveness, totally accepting it's our main goal, but I haven't given up on differentiation. But I believe in relative differentiation. What does that mean? I'm taller than David Haigh. David is 5'10", I'm 6'1". I am taller than him. That does not mean I have invented height. It does not mean that David does not have height. Height is not some unique thing I have discovered on the way here. I have more of it than him. I am relatively different than David on height.

That was the whole point of differentiation. At some point, Porter or someone else said that, to be different, you have to be unique. That is literally a different thing.

So, aim for *relative* differentiation. Aim for the one or two things where you can mean relatively more to the market. Now note something, you may not be more (though it helps if you are), but if you say it more, and you say it more creatively with more money more often, and you focus on it, you will achieve it. That's the point of relative differentiation.

Porter was wrong. It is not about being unique. When you position for relative differentiation, you can only have two concepts. One for your distinctive brand assets, which are a big part of this, and one for whatever you want 'the thing' to be, height, weight, whatever it is. And then here's the hard bit, you have to go after it for twenty or thirty years to get its full effect.

Professor Sharp keeps saying brands aren't different. And he's right, most of them aren't. It's not because the concept of differentiation isn't possible, it's because it's really hard and only a few brands get it. I believe Kit-Kat is the best positioned brand on the planet. All they have are the words, 'Kit-Kat believes breaks are good for you'. Though it's really just one word, 'breaks'. And then there's the four distinctive brand assets. That's it. And the skill is preventing any more shit being added to it, something they have managed to do. That's why they're so great.

“Aim for *relative* differentiation. Aim for the one or two things where you can mean relatively more to the market.”

It's not because being a 'break' brand is unique. We have cruise lines going for it and Cadbury's Flake went for it for years with the woman in the bathtub, remember? They have an equally legitimate claim, but Kit-Kat said it longer, better, with more money, with more creativity and with more focus. They focused product development and distribution on it and they became it as a result. That's the high bar of relative differentiation. It's available only to the great brands and it runs alongside distinctiveness, not against it.

The next one, **disruptive consistency**. When I worked for LVMH and some of the world's greatest brands, it became apparent that, when you studied a really fantastic brand, there were two motions going on at the same time. The first was that these brands were completely true to their DNA. It was almost like an organic thing. Some of them were one, two,

> "That's what great brands do. They break the rules to be true to themselves."

three hundred years old and they just knew how to do things, like muscle memory. They were pure. At the same time though, the stuff they were doing was completely disruptive to the category.

There was a paradox my French bosses love, consistency and disruption going in the same direction.

I'll give you a good example. I spent many happy years working with Dom Pérignon who invented champagne. Its 2003 harvest sucked. It was so terrible that Vincent the Cellar Master decides not to make any wine. That's some four hundred million quid gone. Dom Pérignon is special because it's vintage only, unlike every other champagne brand in the world. There is no general Dom Pérignon. When James Bond says, "I'll have the Dom Pérignon '54", it's because the '54 is different from the '53. So, they are going to walk away from four hundred million pounds of revenue because Vincent doesn't think it's good enough. They are the only brand in the world that would ever do that. Why? Because they're vintage only.

What have they done? They have just completely disrupted the whole world of champagne. That's what great brands do. They break the rules to be true to themselves, and I think that concept in execution has lots of meat.

Linked to it is **Codeplay**. I give all dues to Jenni on codes. When she was developing Distinctive Brand Assets, I was working in fashion. Doesn't look like it, I know, but I was. The thing that was missed among everything else was codeplay. My version of distinctive brand assets is codes, because I was working in fashion and could see that brands were playing with codes.

We had the Louis Vuitton Monogram which was felt to be getting a little dusty, so Marc Jacobs brought in Takashi Murakami, the Japanese pop artist. The brief was, "Fuck around with Monogram." He produced Multicolore, so the Monogram went white and pink and green and neon. About eight people in France had a stroke and there was general trauma. Yet it became the most successful collection ever. More importantly, it was a magic trick. It looked like Monogram, but it was different. It was history, but it was future. It was heritage and it was creativity, and it was a brilliant way to bring a dusty brand back. We did the same thing with Dom Pérignon. We took Etiquette, the shield, and made it neon green. We played with the code and it was an incredible success.

So the lesson is, yes, identify your palette of codes. But if they've been around – and my rule is 40 years – mess around with them, invert them, twist them, change the colour. Because in doing that, you keep them alive. The weird thing is, when you mess around with something and make it incomplete, the consumer has to complete it in their brain, and when they complete it in their brain, there's a much greater salience than if you just present it to them en masse.

Here's some examples of recent years.

My favourite is a great American designer's re-visioning of the Detroit Lions. In Michigan, it is pronounced 'Lines', so she designed a new logo that was more accurate. They sell T-shirts now, the Detroit Lions, with these brown lines, and when you see the lines, you think of the Lions.

Beanz Meanz More is a brilliant way to play with a forty-year-old slogan and I hate to say it, but British Rail's work for its green initiative is a brilliant way to play with codes. So, the idea that we should be more playful is one more contribution.

Two more to go.

Both-ism. It occurred to me about four or five years ago that we are caught up in this kind of boring, binary bullshit. Long or short, qual versus quant, differentiation versus distinctive, traditional media and digital media, Bofu and tofu, mass marketing or targeting, DTC or wholesale. We could keep going all night.

What's unusual about marketing is we're bifurcated into two things, which in almost every instance would be more powerful if put together than either option alone. This is what I mean by both-ism.

Whenever someone's telling you differentiation is more important than distinctiveness or vice versa, try folding them together and go, "Maybe I can just have both". Because that's what we've learned. You're better off having both channels. You're better off having the full funnel. You're better off doing long and short. Qual drives quant. The reality is we should be thinking in a more generous way, with <u>and</u> rather in that <u>or</u> fashion.

Finally, training. This is the one that I am most dedicated to. I'm up against a whole lot of Philistines who make arguments why universities and training make no sense in the twenty first century. Whenever I encounter them, and they're everywhere, this is the only phrase that works: that training in marketing, training in brand management, makes you better at marketing, makes you better at brand management. I find it to be obvious.

Despite that, I checked with LinkedIn and found that only 28% of British marketers have training in marketing and only 12% of UK brand managers have any training in brand management. We can't do well with those kinds of numbers. Now, if you're selling training like me, this is great news. However, if you are working in the discipline, this is apocalyptic stuff. There's no wonder we're so shithouse at so many things because we don't learn this stuff by watching YouTube videos. Listening to Gary Vee is not replacement for proper training.

Okay, so let's finish.

> "What's unusual about marketing is we're bifurcated into two things, which in almost every instance would be more powerful if put together."

The future

Let's just do a couple of minutes on the future and because I think I know what's going to happen to brand management.

So, I deserve more credit than Gary. Whenever there's been a new development in marketing tech in the last ten years, Gary has been all over it with Paris Hilton saying, "it's the future of marketing and it's going to change everything." I have consistently and repeatedly said, that's bullshit and it doesn't matter. And I have historical proof.

When everyone started banging on about influencers, I took a photograph of my bum, pixelated it and paid ten influencers to say it was a masterful work of art, to demonstrate the influencers will do anything for money and it would

> I believe that, with AI, we face a genuine revolution in how we'll do, in our case, brand management.

become a largely discarded technique, which it has turned out to be.

When everybody, including Gary, lost their minds about NFTs, I made NFTs of me sitting on the toilet and I sold them using whatever the currency was. Embarrassingly, I sold one of them for quite a large amount of money! Anyway, my point is, I've always been dead set against, and later proved right, that all of these future tech revolutions from VR to all this stuff is nonsense.

I do not believe that is the case with AI. And when I say it, I get ten times the credibility than when Gary Vee says it. I believe that, with AI, we face a genuine revolution in how we'll do, in our case, brand management.

I work with a company called Evidenza in New York. It is one of the leading companies in synthetic data and has managed to remove consumers from consumer research, which is a massive relief because consumers are very expensive. It is focusing on B2B because, while you can get a sample of cheese eaters for four grand, getting a sample of CEOs, CTOs, et cetera, is expensive and difficult so that's where the money is.

We approached Toni Clayton-Hine, the CMO of Ernst and Young in the US, who had just finished the CEO survey which had taken seven months and cost a couple of million bucks. When we said we could do this work, she laughed at us, in a nice way, saying that was nonsense. So we said, "Send us the questions and we'll do it this afternoon. We'll replicate your sample and then we'll see." When we sent it back, we were 96% the same.

We knew it would be that close because, in eight recent client examples, we were usually within a couple of decimal points. As the founder, Enzo Peat, says, this is as bad as AI is ever going to be. We are now able to generate synthetic data. What's the point? We don't have ambitions to work in market research. It sucks from a margin perspective as those of you who work in market research know. This is a building block to something much bigger. Once we get synthetic data properly sorted, and it's moving quickly, we move into something much more interesting, automated marketing strategy. Enabling free unlimited market research provides us with an engine for unlimited strategic tests and experiments.

What we'll be able to do, and what are we already able to do in some instances, is everything a brand strategist would dream of. We can use the data to produce much more advanced segmentation and targeting advice and projections. We can use the data to do incredible relative price research beyond the ken of Conjoint. We can use the data to run quasi-econometric studies without, again, the need for expensive econometric studies. We can optimise budgets. We can produce briefs.

People say, "Do you think AI will ever be as good as marketers?" Have you seen marketers? I've got a beagle that's pretty close already.

The comms mix, category entry points, excess share of voice estimated properly, product innovation ideas, customised funnels with conversion rates. The whole thing.

Don't think of it like a 20th century human. Imagine doing all that four million times, four million different iterations, and running them round and round and round to see what would be the optimum permutation right now to follow in terms of brand strategy.

Do you remember, in the Avengers, that Doctor Strange worked out there were fourteen million scenarios to beat Thanos with only one that would work? Well, we can do it now. I don't mean beat Thanos. I mean we can run millions and millions of scenarios, fed with unlimited data, to produce an optimum strategy so far beyond what humans are doing now. It will remove the need for human brand management.

Now we're not there yet. It's going to be a decade, I estimate, before it gets democratised. But it's coming and a third of the things we have just mentioned are now being done, and far better than anything any human has ever produced.

Now, if you're fifty five like me, the tunnel is coming before the AI thing arrives. Work with an AI firm to train the apocalypse and then sit back and enjoy your retirement. For once, it's good to be old. But if you're thirty five or under, this is an existential moment. You are going to ask me, "What should I do?" I don't know. I don't know, but things are going to change dramatically in the decade ahead.

Finally, interestingly, there will be automated tactical execution. Everyone's obsessed with how AI is making branding ads. I don't know why. We'll always use irrational, crazy, slightly hungover creative agencies to make incredibly creative brand building ads. It's not that expensive compared to everything else and humans will always win there. But where we will use automated stuff is in the hundreds of short performance messages we need to run on a daily basis. That is going to be the first execution point, along with price and product.

So, the future of brand management doesn't really involve brand managers, which is an interesting way for us to conclude.

I remember in 1999 where I was drinking when I made my decision to specialise on Brand, which is unusual because I can't remember much about that evening. I was at All Bar One near Tower Bridge, having a fantastic time with half a dozen non-marketing people. And I can remember stepping back from the conversation and having that sudden realisation that I was going to focus on Brand for the rest of my career. And it's a decision I absolutely don't regret.

Thank you.

This is the twenty first in the Brands Lecture series. Previous lectures include:

Are brands good for Britain?
Tim Ambler, London Business School

Posh Spice and Persil
Jeremy Bullmore, WPP Group

100% marketing
Rob Malcolm, Diageo

Hybrids, the heavenly bed and purple ketchup
David Aaker, Prophet

Brands beyond business
Simon Anholt, Earthspeak

The Lovemarks effect
Kevin Roberts, Saatchi & Saatchi

They think it's all over…
Martin Glenn, Birds Eye Iglo Group Limited

In brands we trust
Lord Bilimoria CBE DL, Cobra Beer

Can brands save the world? Let's hope so.
Richard Reed, Innocent Drinks

Brand new: Innovation in a challenging world
Fiona Dawson, Mars Chocolate

Accountability is not enough…
Rory Sutherland, Ogilvy Group UK

Sports marketing – unleashing the passion
Austin Lally, Procter & Gamble

Brands, capital and crises
Rita Clifton CBE, BrandCap

Consumers, brands and trust: happy bedfellows or a new pyramid of conflict?
Peter Vicary-Smith, Which?

Brands & CEOs
Professor Patrick Barwise, London Business School

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Alan Giles, Saïd Business School, University of Oxford

Are brands a form of corporate bullsh*t?
Evan Davis, Economist, journalist and BBC presenter

Should brands take a stand?
Gary Coombe, Gillette

Brands – Falling in love again
Peter Field, Author and consultant

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