Addressing Total Market Research Initiative

Clients & Agencies
Round Tables Report
April 2014
Research Objective

AHAA in collaboration with the ANA and multicultural marketing associations engaged advertisers and agency partners to investigate the evolving multicultural marketing practice – the widespread segment-specific model and the emerging practice of total market approach.

The goal is to
• Aid the marketing industry (advertisers/brands/agency & consulting partners) to determine the criteria and successful application of each model
• Propel the progress of advertisers & partners in a proactive, fact-driven way
• Deliver a playbook with standard guidelines for improved marketing impact
Getting Total Market Right
Overall Platform Phases

1. Benchmark
   • Learn broad trends
   • Share Findings
   • Begin Communications @ ANA M/C

2. Best Practices Roundtables
   • Collect Narrower-Deeper Feedback & Identify Best Practices
   • Develop standards
   • Share Best Practices @ AHAA April 14 Conf

3. Education
   • Disseminate & develop education platforms
     • Webinars, Videos
     • Conferences

IMPROVED Marketing Outcomes
TM Roundtables

the voice of hispanic marketing

CLOROX
DUNKIN' DONUTS
Kelloggs
Kimberly-Clark
DAVILA MULTICULTURAL INSIGHTS
SANTIAGO SOLUTIONS GROUP
ACENTO
ALMA
BURRELL
DRAFTFCB
iw group, inc.
GLOBALHUE
Lopez Negrete
SENSIS
Context
USA
Multicultural Nation
38% of the U.S. Population
One General Market Message?
84% of all U.S. population growth from 2000-2010 came from Hispanics, African-Americans and Asians

Source: U.S. Census Bureau
Focus on the Growth Opportunity
Total Market Approach (TMA)
TMA Definition

A marketing approach followed by corporations with their trusted internal and external partners which proactively integrates diverse segment considerations. This is done from inception, through the entire strategic process and execution, with the goal of enhancing value and growth effectiveness.

In marketing communications this could lead to either one fully integrated cross-cultural approach, individual segment approaches, or both in many cases, but always aligned under one overarching strategy.
What TMA Is

• Supported and shepherded at the highest level of the organization

• Intends for all marketing executives to be well versed on relevant segments and feel that they have “skin in the game”.

• Reflected and embraced across the organization, its partners and its communications strategy.

• Characterized by a collaborative dynamic between the marketer and the partner agencies from the outset.
What TMA Is (Continued)

• Recognizes that the market is composed of a more diverse mainstream in addition to individual ethnic segments.

• The sum of “GM“ strategies that are culturally nuanced, PLUS dedicated segment strategies.

• Characterized by a collaborative dynamic by the marketer and the partner agencies from the outset.

• Reflected at the strategic AND the tactical/executional level.
What TMA Is Not

- One size fits all cost reduction plan.
- *Translation or adaptation of a general market campaign without diverse consumer insights from the beginning of the process.*
- An assignment that is a consideration only for the multicultural MC team.
- Translation or adaptation of a general market campaign without diverse consumer insights from the beginning of the process.
- Lead agency sets the strategy without effective integration of MC and GM from inception.
- A short term test or project.
Research Roundtable: 
Total Market - The Client Perspective

AHAA, ANA, Clorox, Dunkin Brands, Kimberly Clark, Kellogg’s
Client Roundtable Participants

Bill Duggan
Executive Vice President
Association of National Advertisers

Gilbert Dávila
President & CEO Davila Multicultural Insights,
Chairman ANA’s Multicultural Marketing and
Diversity Committee.

David Cardona
Director, Shopper Marketing, Category Advisory &
Multicultural Capacities
The Clorox Company

Christopher G. Rivera
Associate Director, Brand Marketing Multicultural
Kellogg Company

Xavier Turpin
Director Multicultural Marketing – Dunkin
Brands
Dunkin’ Donuts
The Clorox Company
Kimberly Clark

TMA CASE STUDIES
HUGGIES: A Case Study of When & How to Apply Total Market

Core Brand Strategy
Multicultural = 50% of babies TODAY

Growth Strategy
Births driven by a few key Multicultural regions

Emerging Needs - Innovation
Scented Baby Wipes

INTEGRATED >
&
DIFFERENTIATED >

Shared by: Lizette Williams, Senior Brand Manager, Kimberly-Clark
Anatomy of Total Market Approach

Total Market Business Planning (GM and MC cuts)

Today: GM and MC planning are managed separately

Business Problem

Brand DNA

Integrated Outcome

Differentiated Outcome
<table>
<thead>
<tr>
<th>One Challenge</th>
<th>One Target</th>
<th>One Strategy</th>
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</thead>
<tbody>
<tr>
<td>One Challenge:</td>
<td>One Target:</td>
<td>Pine-Sol cleans up the things in life that stink</td>
</tr>
<tr>
<td>HHP declines</td>
<td>Strong Commonalities suggested TM strategy would work</td>
<td></td>
</tr>
<tr>
<td>Brand DNA work</td>
<td>• Cultural ID</td>
<td></td>
</tr>
<tr>
<td>uncovered challenges</td>
<td>• Core Motivation</td>
<td></td>
</tr>
<tr>
<td>with target</td>
<td>• Cleaning process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• When she cleans she wants</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Pine-Sol</strong></td>
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**Pine-Sol**
Quant and Qual Validation with Consumers

“I like that it includes the family. That speaks to me. They just came back from a great trip together and now it’s back to reality, back to the mess.” [Bicultural Hispanic]

“I’ve done this before so I can relate. I also like it because family is really important to me and that’s one of the messages that I got from this ad.” [Caucasian]

“I always use Pine-Sol in my garbage can. I pour a little on the bottom so that it helps fight the nasty garbage smells.” [African-American]

“This happened to me so I can relate. Pine-Sol works great here because it neutralizes the odor.” [Unacculturated Hispanic]
Research Roundtable:
Total Market -
The Agency Perspective
## TMA Client – Agencies Models

Five Areas TMA Is Reflected In Delivering Campaigns

<table>
<thead>
<tr>
<th>Opportunity Assessment</th>
<th>Client Briefing</th>
<th>Strategy Development</th>
<th>Campaign Development</th>
<th>Campaign Execution</th>
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# Models In Action

<table>
<thead>
<tr>
<th>Model #1</th>
<th><strong>Client Leads</strong> / Includes All Agencies Simultaneously</th>
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<tbody>
<tr>
<td><strong>Characteristics</strong></td>
<td>All agencies go through briefing and development together at the same time.</td>
</tr>
<tr>
<td><strong>Pros</strong></td>
<td>Client reviews GM and segment work unfiltered and is able to let the best ideas surface.</td>
</tr>
<tr>
<td><strong>Cons</strong></td>
<td>Potentially more time consuming.</td>
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# Models In Action

## Model #2

### A Selected Agency Leads Multi-Agency Team

| Characteristics | Selected agency ensures appropriate insights and cultural nuances are considered/embedded in all agencies’ work.  
Agency may be selected because of overall capabilities, relevant consumer expertise or a creative shoot out. |
<table>
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<tbody>
<tr>
<td>Pros</td>
<td>Client gets the benefit of collaboration and integration from all their agencies.</td>
</tr>
<tr>
<td>Cons</td>
<td>Potential lack of inter-agency collaboration.</td>
</tr>
</tbody>
</table>
# Models In Action

<table>
<thead>
<tr>
<th>Model #3</th>
<th><strong>One Agency</strong> Responsible for “GM” Work and Segment Work</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Characteristics</strong></td>
<td>One agency brings a total market solution and does the entire campaign. Agency may sub-contract partners.</td>
</tr>
<tr>
<td><strong>Pros</strong></td>
<td>One point of contact. Potential for increased integration.</td>
</tr>
<tr>
<td><strong>Cons</strong></td>
<td>Client risks not capturing the full benefit of the Total Market Approach. Risk of segment expertise fidelity loss.</td>
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</table>
Other Agency Models?
How Do Agencies Adapt To Better Serve Clients?
THE POWER OF US HISPANIC & LATIN AMERICA IN MARKETING & CREATIVITY
APRIL 28 - 30, 2014, MIAMI

#thinkahaa