

Creating value for consumer brands

The implications of multi-touchpoint advertising

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Answers the research question

How can European advertising practitioners use multi-touchpoint campaigns to create brand value for consumer brands



Is based on

- the All Touchpoint Value Creation Model developed by The Wharton School researchers;
- 12 in-depth interviews with senior-level advertising practitioners from

JWT Amsterdam (The Netherlands)
Not Perfect | Y&R (Lithuania)
PZL (Poland)
Duval Guillaume (Belgium)
BBDO Duesseldorf (Germany)
GONG Creative agency (The Netherlands)
J. Walter Thompson Worldwide (Portugal)
MediaMonks (The Netherlands)
Bruketa&Žinić OM (Croatia)
Edelman (The UK)
TBWA Group (Italy)
BBDO Zagreb (Croatia)

Contributes to advertising industry by

- providing a deeper understanding of brand value creation in multi-touchpoint advertising campaigns for consumer brands;
- analyzing four key facilitators of brand value creation: co-creation, effective communications ecosystem, valuable content, and multisensory experience;
- introducing an upgraded model of brand value creation in multi-touchpoint campaigns based on the latest academic and practical insights.

Research context

Proliferation of touchpoints

Development of technology triggered expansion of media, which brought into sharp focus intrusive and disruptive nature of advertising communications. In these circumstances, the notion of brand value creation has become highly relevant, as from now on consumers needed an additional incentive to turn their attention to advertising.

Research context

A micro level approach to brand value

A micro level approach views brand value as a long-term value that a company creates for its customers; it has a positive impact on their behavior and results in an intention to buy a certain brand. The micro level type of brand value is also referred to as **brand equity**.

Sampling criteria:

- being **experienced** (having 5 and more years of experience in developing, executing, or supervising multi-touchpoint advertising campaigns);
- being **knowledgeable** (occupying a senior-level position);
- **possessing diverse views** on the discussed topic (a reasonable balance of specialists with strategic, managerial, and creative expertise has been maintained).

Methodology

Thematic analysis of qualitative expert interviews.

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Co-creation ion

Co-creation is **a collaboration between consumers and brands** which results in a creation of symbolic value. It involves generating a creative idea of an advertising campaign and production of brand-related content.

Advantages:

- it increases the reach of the campaign;
- it helps to add authenticity to advertising communications.

Disadvantages:

- low-quality ideas and content negatively impact the brand image;
- consistent co-creation often results in a blurred positioning of a brand.

Co-creation requirements:

- **a purpose of co-creation** in a specific campaign should be determined;
- **a right balance between co-creation and outsourcing** the development of the advertising campaign to consumers should be found.

Research sub question 1:

How can European advertising practitioners encourage co-creation by consumers in multi-touchpoint campaigns for consumer brands



#1: By providing hedonic experiences

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Hedonic, as opposed to functional experiences, are sensorial and emotional, and, therefore, are more likely to inspire consumers to co-create.

More arguments for hedonic experiences:

- they are **delivered even in functional environments**, such as e-commerce platforms, by means of 3D and VR technology;
- **the demand for functional experiences initiated by brands has discontinued**, as they are provided by a specific group of consumers: bloggers, vloggers, and other “alternative brand researchers”.

#1: By providing hedonic experiences

However,

- the type of brand experiences in a multi-touchpoint campaign depends on a brand category, a consumer journey, a target audience, an emotional state that a brand is associated with, and specific touchpoints in an advertising campaign;
- 2 out of 12 interviewees advise to move beyond purely hedonic experiences and **incorporate some functional elements** into advertising campaigns.
 - First, on-demand functional experiences help people to save time which can be, afterwards, spent on genuine, real-life experiences;
 - second, advertisers should trigger not only emotional, but also rational brain, as people want to justify their choices.

#2: By providing a truthful and relevant insight

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Insight is a universal truth which is amplified in an advertising campaign.

A truthful and relevant insight encourages consumers to engage in a conversation with a brand through an advertising campaign and, subsequently, co-create brand value.

Successful insights **derive from universal truths about consumers, and tensions that exist in a society.**

Example: “I will what I want” campaign from an athletic apparel brand Under Armour which sparked not only a high level of co-creation, but also a dialogue about discrimination of women.

<https://droga5.com/work/will-want/>

Effective communications ecosystem

A communications ecosystem **is more than an assemblage of touchpoints**; it is a community of consumers in combination with the brands, products and services they are exposed to, interacting as a system enabled by technology.

Research sub question 2:

How can European advertising practitioners build an effective communications ecosystem in multi-touchpoint campaigns for consumer brands



#1: By segmenting customers

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The participants of the research segment customers based on demographics, mood, level of intelligence, media consumption, interests, values, mindset, life situation, a need state, capability to spend money and use digital devices, and cultural environment in which people live.

Expert opinions:

- value-based segmentation is more effective for lifestyle products;
- segmentation based on a consumer mindset and life situation helps to build an empathetic connection;
- mixing different segmentation types, for instance, life stages and interests, is more efficient for some projects.

Broad and agile segmentation

A segment of "everyone"

Considering "everyone" in brand communications is necessary **at the very first step of the campaign**, as it is uncertain, what audience is more likely to react to the brand message.

Broad and agile segmentation

Spontaneously emerging segments

Spontaneously emerging, as opposed to pre-defined segmentation, **increases the precision of targeting individuals who migrate from one customer segment to another**. These segments emerge as a reaction to the message which is introduced to the broad public. The message derives from a brand positioning and brand values, and not the type of product or service that is advertised.

Engaging a segment of influencers

Hiring influencers

Requirement: **an interest targeting** needs to be applied, as influencers selected for the campaign are required to share interests, as well as media platforms, with consumers.

Drawback: an uncertain effect.

Engaging a segment of influencers

Targeting influencers

Requirements:

- a highly **original and innovative approach**;
- affecting influencers through **experience**.

Example: A real-life war zone experience for Xbox Halo Wars 2 launch.

<http://www.prweek.com/article/1422272/watch-edelman-microsoft-send-influencers-realish-life-war-zone-xbox-halo-wars-2-launch>.

Besides influencers in a traditional sense, there is also **a segment of micro-influencers** which can be used to impact the audience locally.

#2: By developing a consumer decision journey

Rethinking a consumer decision journey

There are **two opposing opinions** regarding the applicability of a consumer decision journey:

- on the one hand, it **enables consistency and coherence** of the communications ecosystem;
- but on the other hand, it is an **oversimplification of reality** which does not bring a desired control over the communications ecosystem.

A customized consumer decision journey

A consumer decision journey is directly **influenced by a product category, consumer behavior, and campaign goals**. For instance, consumer journeys for FMCG brands typically consist of only consideration and buying, while high investment products require a longer and a more fragmented consumer journey.

Rethinking a consumer decision journey

One-step planning

With every single encounter, a brand should make inferences and optimize the path that a consumer takes. The further consumers go along this path, the more information about them the brand receives, increasing the probability of reaching the right audience with the right message.

Rethinking a consumer decision journey

An understanding of consumers, touchpoints, and culture

- An understanding of consumers means **being aware of certain patterns in their behavior**, including the consumption of content, which is most often characterized by the avoidance of paid content, in the first place;
- an understanding of touchpoints is usually ensured by **constant monitoring of successful campaigns and approaches** in different media;
- an understanding of consumers' culture and clichés that exist in it includes **being familiar with pop culture, in a broad sense**, as the world gets the same influences through music and film.

Valuable content

To facilitate brand value creation, the content needs to be considered valuable by consumers.

Research sub question 3:

How can European advertising practitioners create content that is valuable for consumers in multi-touchpoint campaigns for consumer brands



#1: By delivering emotional value

Employing an advertainment technique

Approaches to advertainment:

- 1) **entertaining and recreational content** which meets the purpose of an advertising campaign;
- 2) all types of content that **impact human emotions or thoughts**.

Employing an advertainment technique

Relevance:

- due to an “on-demand” perception of the world, people skip ads in order to receive the sought information immediately. Entertaining component **adds value to advertising content** and prevents people from skipping it;
- intrusive nature of advertising leads to negativity or indifference from consumers. To avoid this kind of response, advertising needs to be **humorous, interesting, and engaging**;
- a heavy influence of an entertainment industry on advertising is being observed.

Employing an advertainment technique

Success factors:

- **a win-win approach;**
- **appeal to human emotions;**
- **a surprising and innovative element;**
- **authenticity of the brand message;**
- **an excellent execution.**

Employing an advertainment technique

Attention economy problem!

To solve this problem, advertainment needs to provide experience, and not just capture attention of customers.

Employing a storytelling technique

Storytelling helps to build a connection between consumers and brands through memorable and moving stories **across multiple platforms**.

Employing a storytelling technique

Relevance: an increasing power of storytelling in a multi-touchpoint environment. Nowadays, **a story takes a consumer on a journey across multiple touchpoints**, where each touchpoint offers a sharable fragment of content, which enhances the viral potential of a story.

Example: “Where good days start” campaign for IKEA involved a game, an interactive product finder, and a separate storyline which people could share individually.

<https://www.mediamonks.com/campaigns-content/work/where-good-days-start>

Employing a storytelling technique

Success factors:

- **authenticity**, which implies a true story and a true, genuine connection to the brand. However, intentionally fake stories can become a unique strategy of a brand. Example: a Canal+ campaign which featured a bear fur that has become a movie director;

https://www.youtube.com/watch?v=3393O1uD_w8

- **relevance to the audience**, when stories are not centered around a brand or a product. Examples: "The 007 in you" for Coke Zero and "Bikers" for Carlsberg.

<http://www.duvalguillaume.com/work/coca-cola-zero-unlock-the-007-in-you-you-have-70-seconds>
<http://www.duvalguillaume.com/work/carlsberg-stunts-with-bikers-in-cinema>

Drawback: it is not feasible to measure the effectiveness of storytelling.

Employing a storytelling technique

A more effective alternative to storytelling is **storydoing!**

#2: By adopting a customer-centric approach

Being customer-centric means **focusing on customer's needs rather than just selling products and services.**

In order to adopt a customer-centric approach to content creation, it is crucial to **research content preferences of consumers and discover the rationale behind them** through

- identifying social issues and trends by following relevant conversations in social media;
- exploiting focus groups, and tracking stimulus and response of the participants through neurological analysis.

Drawback: being customer-centric **beyond measure raises an issue of privacy**.
Since content development involves data collection, overly personalized messages can be perceived as intrusive and, therefore, harm the brand.

Example: a Burger King advertising campaign which interfered with viewers' smart home devices.

<http://adage.com/article/special-report-cannes-lions/burger-king-s-google-home-hack-takes-grand-prix-direct/309506/>

Multisensory (sorry) experience

The more senses are involved in advertising communications, the more emotions are triggered, and, therefore, the more impactful the advertising becomes.

Research sub question 4:

How can European advertising practitioners deliver multisensory experience in multi-touchpoint campaigns for consumer brands



#1: By exploiting AR and VR technology

AR technology is perceived as a functional, rather than an emotive tool.
VR technology provides a more immersive and personalized experience than AR, and facilitates an emotive connection between consumers and brands.

Drawbacks of VR in advertising:

- it often violates privacy;
- it is inconvenient to use, and it is still not accessible to wide audience;
- present-day VR experiences isolate individuals from the society.

Success factors of VR in advertising:

- VR needs to be incorporated in a campaign and **become part of a bigger experience**.

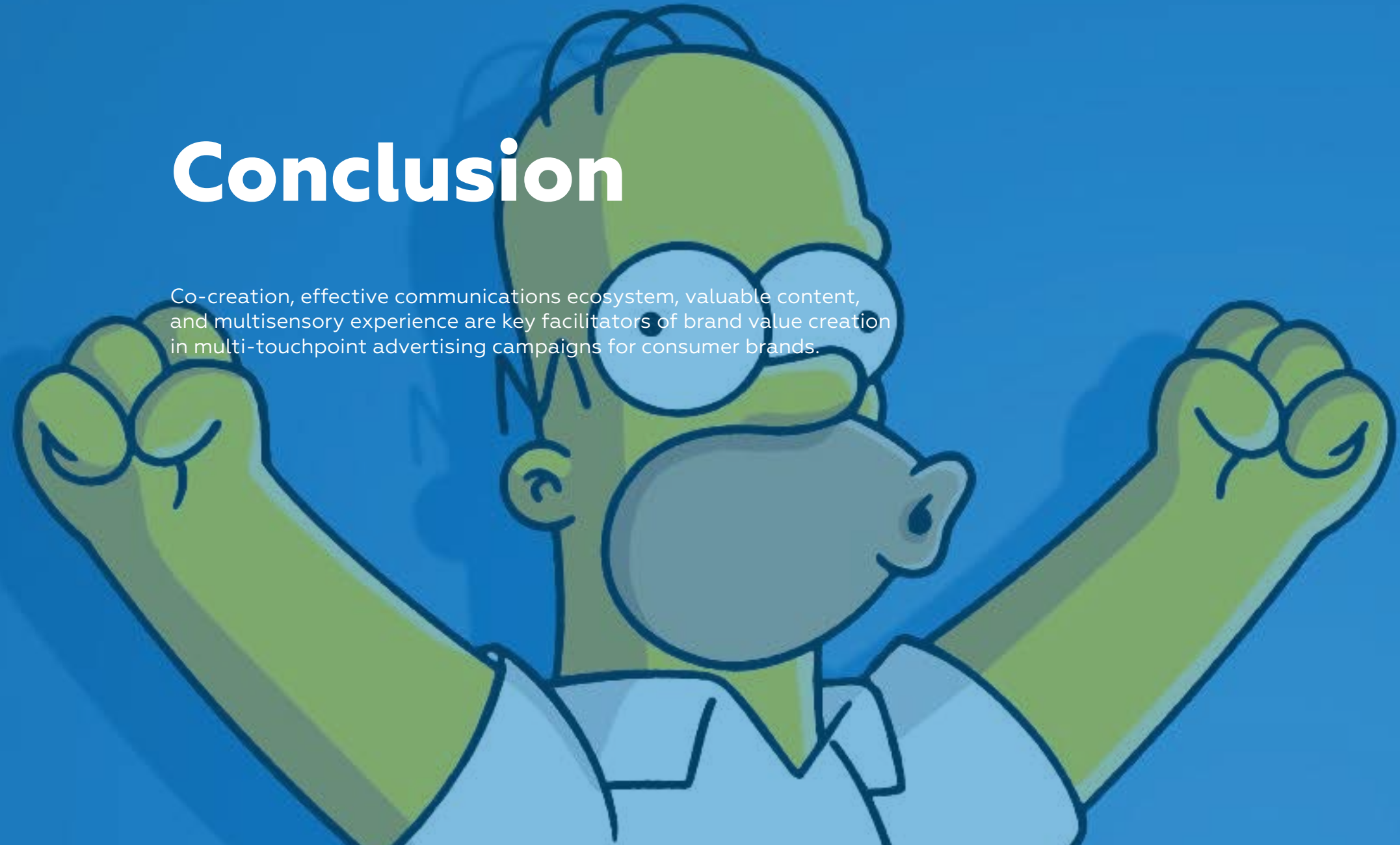
Example: Audi Sandbox campaign, where VR experience was a driver for a TV commercial;

<https://www.mediamonks.com/vr-ar/work/audi-enter-sandbox>

- **more implementation scenarios** should be considered: first, collaborative creation of products, where consumers are part of the process, and second, socialization between consumers;
- execution should not be underestimated: VR videos should be perceived by content producers not as films, but as theater plays. They should **comprise of theater sets**, as opposed to movie frames, and guide the viewers' attention from one theater set to another.

Conclusion

Co-creation, effective communications ecosystem, valuable content, and multisensory experience are key facilitators of brand value creation in multi-touchpoint advertising campaigns for consumer brands.



Co-creation is driven by hedonic experiences and truthful and relevant insights. In both cases, symbolic type of value is co-created.

Developing a consumer decision journey and segmenting customers are two steps that advertising practitioners should take, in order to develop an **effective communications ecosystem**.

In order to create **valuable content**, advertising practitioners should aim to deliver emotional type of value by means of storytelling or advertainment, and adhere to a customer-centric approach.

Delivering **multisensory experiences** is the last facilitator of brand value creation. In multi-touchpoint campaigns, these experiences are enabled by augmented reality and virtual reality technology.



A model of brand value creation in multi-touchpoint advertising campaigns

Consumer brands
Multi-touchpoint campaigns
Brand value creation

Co-creation

Providing hedonic experiences
Providing a truthful and relevant insight

Effective communications ecosystem

Segmenting customers

Broad and agile segmentation
Engaging a segment of influencers

Developing a consumer decision journey
Rethinking a consumer decision journey

Valuable content

Delivering emotional value

Employing an advertainment technique
Employing a storytelling technique

Adopting a customer-centric approach

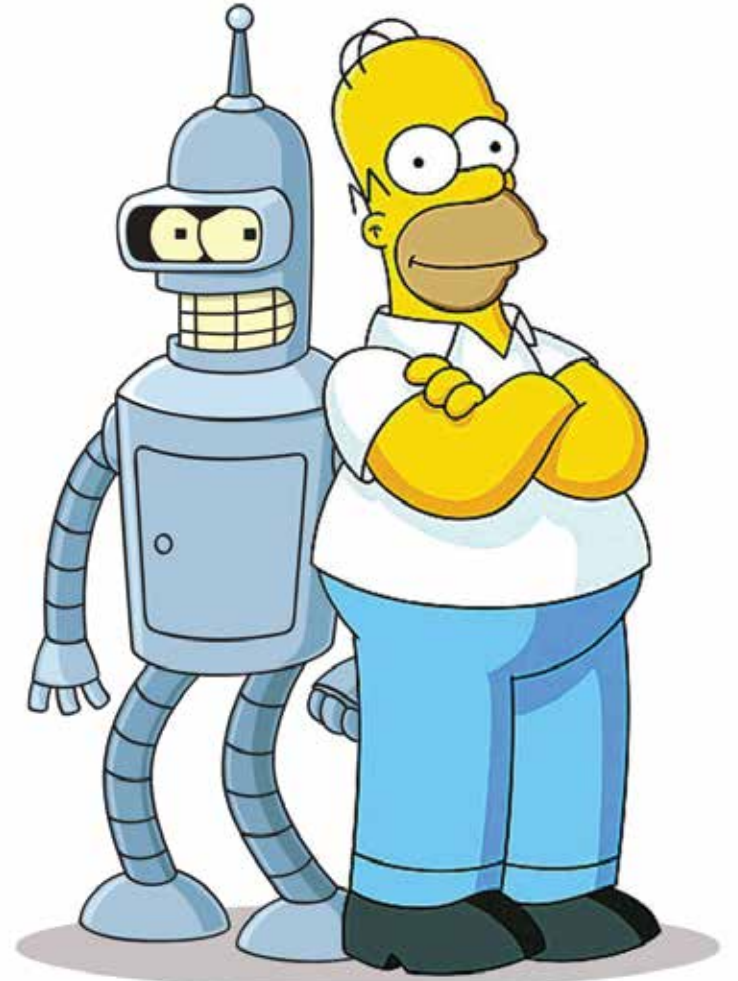
Multisensory experience

Exploiting AR and VR technology

Acknowledgements

This research would not have been possible without the interviewees – **the leading advertising practitioners from Europe**, who took the time to share their experience. Big thanks for insightful and engaging discussions!

Moreover, I thank Drs. Matthijs Leendertse, **the supervisor of this research**, for patient and competent guidance.



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