

## HOW TO GET AHEAD IN ADVERTISING

Experience has shown that a good new business manager in an advertising agency has a different mindset from the majority of her established colleagues. Such a mindset is essentially entrepreneurial and has a knack for sniffing out new business opportunities with greater enthusiasm. This attitude stems from the survival instinct of a keen businesswoman; if new business is not coming in then it is not possible to survive and grow in a competitive market.

Managers may be classified as either maintenance managers or entrepreneurial business managers. A good maintenance manager services existing accounts well and keeps clients happy. But she lacks the power and energy to go the extra mile. An entrepreneurial manager not only does her job well keeping clients happy but also searches for new opportunities through new challenges that present themselves.

An entrepreneurial manager sees a recessionary market as an opportunity. The marketer is constantly reviewing the brand's performance, marketing inputs and strategies including advertising. The client is always looking for innovative solutions for his brand. An entrepreneurial manager is able to demonstrate her interest by presenting a fresh perspective to the problem. She can also rise up the career ladder faster.

One of the basics of preparation is to make a list of prospects by category. Parameters used to gauge the 'satisfaction index' may be category, company, brand, size of the business, agency(s), number of years with existing agency, level of dissatisfaction with current agency, top managers of the client company, and proposed new launches/brand extensions. For example, one could make, as a rule, 10 cold calls in a month, generating responses from at least four and convert at least two pitches.

At this stage, one may prioritize the 'hit list' on the basis of the reputation / brand, size of the business and its potential, satisfaction index, agency's experience in the category, and contacts at the client's office.

New business prospects may be categorized as cold, lukewarm or hot accordingly and as and when contact establishment, pitch presentation opportunity and shortlisting/negotiation has been completed.

A few tips on handling new business pitches:

1. New business calls should not be delegated. It is a top management responsibility and the likelihood of success is higher if it is treated that way. Business leads can come from anyone who matters in the prospect's company.

2. Make one person at the client's office the 'ambassador' or your spokesperson. He/she may not be a decision maker, but can be an influencer and informer.

- In a multi-agency pitch, go for overkill. That means not only an outstanding presentation but also creative 'effects' that leave a lasting impression. For example, when one of the world's most reputed writing instruments company from the UK was entering India, McCann Erickson made a pitch, among others. The agency's extra effect consisted of hiring an exhibition hall for the presentation and putting on display a collection of vintage writing instruments made by the prospect's company since its inception along with old posters and other items connected with the brand in that Gallery. The team from the UK was very impressed. McCann won the account.

- And this experience of 'effects' came to good use when McCann pitched to the Coca-Cola brand against formidable rivals, Lintas. While the presentation was greatly guided by McCann's Atlanta office, the 'effects' were mind-boggling. At the Oberoi, Mumbai and with active support from the Hotel, the management had, made to order, a giant 6-foot tall Coca-Cola bottle of ice. This was specially installed by the Hotel right in front of the presentation venue at the Oberoi. The Coca-Cola International team stood in front of the exhibit before entering the venue, completely 'frozen' for a few minutes, appreciating the ice sculpture. McCann Erickson won the Coca-Cola business, easily.

New business is rarely won across the table. But sustained effort at pre-selling and post-selling often does the trick. Pre-selling is when you make an impression with the client before the actual presentation and they start believing that you are someone they can co-opt as their professional partner, sharing the same passion for their brand.

Post-selling includes follow-ups starting with a 'Thank you' letter for attending the presentation preferably with a token memento. Continue to engage the prospect's attention. Send him/her competitive information, interesting news items relevant to their company/brand and specimens of your good creative work from time to time. They may not always send you a thank you note, but you will certainly be at the top of their mind.

Source : <http://www.afaqs.com/news/story/53555> **How-to-get-ahead-in-advertising**

## HOW BOOKMYSHOW WAS BORN

### **The Beginning of the Journey**

This journey started in the year 1999. During this period, people in India used to stand in queues for hours for movie tickets. Sometimes, they used to miss movies because of shows getting houseful or used to get tickets at a very high price due to black marketing. Also, there was no organized platform to market movies, events and plays.

These were the days, when a young MBA graduate - Ashish Hemrajani had started his career with an advertising firm in Mumbai. He wanted a break, and took off for a holiday in South Africa. During his road trip in South Africa, he was sitting under a tree and happened to listen to a radio commercial promoting tickets for rugby. Listening to this commercial, he thought, he could also replicate this model in India and thereby solve a problem that many people like him faced. He immediately sent the most expensive text message of his life worth Rs. 186 then to his boss, and said he was quitting his two-year-old first job

After coming back to Mumbai the next day, he started working on his business plan and along with his friends Parikshit Dar and Rajesh Balpande, he co-founded India's first entertainment ticketing company - Go4ticketing.com. Those were the days of the dotcom boom and soon, private equity firm Chase Capital Partners JP Morgan invested in the company and it became a sub-brand belonging to Hindustan Times' portal Go4i.com. Later on, News Corp. bought the

previous investor's stake and the company became Indya Tickets, a sub-brand belonging to STAR Network's portal Indya.com.

The business growth, however, was short lived. By 2002, the dotcom bubble had burst and Ashish's business was almost shut. The period of 2002 to 2007 was a rough phase for the company and it managed to survive by selling ticketing software and providing back-end ticketing services to cinema theatres. In 2007, seeing the growth in multiplexes, increased credit and debit cards adoption and internet penetration, Ashish and his team planned their comeback and launched BookMyShow. It took the market by storm and over a period of time brought on board investors like Network 18, Accel Partners, SAIF Partners and Stripes Group.

### **Birth of the Brand Name – BookMyShow**

BookMyShow is one of the most popular names among Indian internet brands. One might imagine that this iconic name would have been coined by some advertising or branding firm. But one could be wrong if one thought that. In reality, this name was coined by an intern in BookMyShow's engineering team.

In 2007, the company organized an internal contest to coin a name for the new brand. In this contest, every participant was supposed to share 3 to 5 names meeting a few criteria such as URL should be available with .com extension and others. The prize for the contest winner was an iPod touch.

Interestingly, an engineering intern came up with the name BookMyShow.com. This name connected very well with what the company did and everybody liked it. This is a good example of how every person in the company can be important, and how little efforts can ultimately pay off in very big ways.

There are many important business lessons that could be learned from the evolution of brand BookMyShow. A few of them are as follows:

**Obsession for customers is better than that for competitors:** Many companies keep an eye on competitors and try to follow their seemingly good strategies. Watching competition is good

because it keeps you aware, but obsession for competitors is not a great formula as it limits your mindset. Rather, if you focus on customers, you would come up with new ideas to triumph them. In 1999, Ashish started his first venture with a focus towards customers who wanted to watch movies and events but didn't have a hassle-free ticketing option. Establishing this concept in India was no child's play. During this period, the Indian market was not ready for internet based businesses, payment gateways were not available and credit card usage was almost negligible. Also, within a short span of time, 21 competitors emerged and the market became highly competitive. Rather than worrying too much about the competition, Ashish and team focused on enhancing customer experience.

Selling tickets may look like a business of selling commoditized products as customers don't need to look at and feel the product before buying it. But it's actually a business of providing differentiable service. The experience of buying a product was a key differentiator and the company focused on improving its service to delight its customers.

Source : [http://www.afaqs.com/news/story/53479\\_How-brand-BookMyShow-was-born](http://www.afaqs.com/news/story/53479_How-brand-BookMyShow-was-born)

## 5 NIGHTMARES OF DIGITAL MARKETING

Last night as I was watching a popular science fiction movie for the nth time, I began to wonder - as a marketer, if I had entered a state of cryogenic sleep a few years back, I would have woken up to a digitally transformed India, and wouldn't have known if the transformation is in my sleep or in reality.

This new India has already become the second highest online market in the world with a staggering 430 million users today, double of the number just four years ago.

So, what did I miss while I was asleep? How did all this happen so fast?

This rapid digitization is catalyzed by access to cheaper data plans, a variety of affordable smartphones, and personalized online content evolved to suit more niche and vernacular audiences.

However, there is a flipside to this story - Only one in every five people in India shop online today.

This potentially means that as marketers in India, one needs to be cognizant of this significant shift in the consumer journey where a large part of consumer engagement and brand loyalty is built online... however, the transaction may happen online or offline.

This requires us to redefine what digital marketing can potentially do for a brand. As one goes deeper, one sees that this fairytale digital transformation has also brought with it some garish nightmares:

### **1. How do you get a cart with two differently sized wheels to go straight?**

In a world where most people use the internet for browsing, research, finding validation, direction and so on, one common concern to address is - all the customer interactions across omni-channel touch points need to be designed for a unified experience.

Much like a two-wheeled cart with two differently sized wheels, the online world is known for its agility and dynamism whereas the offline world is known for its stability... but for a customer, they are parts of the same cart and they expect a seamless experience across both.

It is important to invest in driving a consistent and unified customer experience across online and retail formats, early on. This includes all communication, creatives, product availability, pricing and brand tonality. Today's data tells us that 50-60 per cent of all customers actually switch between channels depending on their current stage in the journey.

There may be many customers who have been aware of one's brand for a long time, but it takes having an offline experience to convince them to make their first big ticket buy. This invokes a sense of trust and leads the way for the customers to make their next purchase online.

### **2. Can a Butterfly in Brazil Really Cause a Tornado in Texas?**

Much like the Butterfly Effect in the Chaos Theory, digital marketers are faced with a complex problem of attribution. With a mix of over a dozen marketing channels available today, unifying all the data and attributing the right credit to the right channel, and hence RoI, becomes extremely crucial to success. There are multiple algorithms that organizations use to solve this, including last click, first click, linear, time-decay, and the more recent machine learning, data-driven attribution by Google. Marketers could try experimenting with a mix of these algorithms to give the right weightage to each channel.

### **3. What if I told, your job is to spot a shooting star every night?**

The digital world is continuously evolving and one of the continuous challenges is to find those new and upcoming features and channels for marketing that are cutting-edge, but have not yet got cluttered or expensive - the window of arbitrage is generally quite short. Identifying them early on is just like spotting a shooting star in the few seconds it glows for. It can create a huge impact, but if one is too late, one may generally miss the boat.

Marketers could experiment with new features, for example, live events or household income for YouTube, first-in-India local inventory and implementation for our retail formats, live features on Instagram, and some interesting innovations on SEO.

### **4. What if everyone had Attention Deficit Disorder?**

With the digital universe getting flooded with a plethora of content, the span of attention of customers has significantly gone down. People on an average spend 1.7 seconds with any content on mobile and 2.5 seconds on desktop - numbers that have been consistently falling. As marketers, the challenge is to evolve every day and create unique clutter breaking content that brings joy to the viewer.

Another observed phenomenon is Micro Moments - where people reflexively turn to a smartphone to know something, watch something, buy something. Remember those midnight desert cravings or the resolution to get fit? Customers look for an instant fix and the key challenge for a marketer today is to be present when and where the customer is looking... and to grab their share of attention; else, you'll probably lose that customer.

### **5. If I told you "they" have arrived! What will you do? Get the linguists!**

In the last few years, the bulk of growth in internet audiences has been powered by an explosion in vernacular content on the internet. In fact, according to a report by KPMG and Google, Indian language internet users are expected to account for 75 per cent of India's internet user base by 2021. Hence, brands would need to, very soon, figure ways of integrating this into their content strategy while still retaining the brand identity, a tough task for aspiring brands.

For a digital marketer, on the onset it seems like a bright green playground. Promise of huge potential for e-commerce businesses and higher efficiency of marketing investments. But upon closer observation, there are still some blaring obstacles given the evolving customer needs. In a world of high attrition and low loyalty, brands have the uphill task of remaining relevant to their customer base. Building an omni-channel marketing plan is currently the most optimum solution if you want to sleep easy.

Source : <http://www.afaqs.com/news/story/53404> **5-Nightmares-of-Digital-Marketing**

## **MOST CONSUMERS WILL LIVE FOR 70 YEARS**

Some weeks ago, at a dinner, some ex-colleagues started to talk about powerful symbols and brands that have stood the test of time. Presenting here, is a distillation of that discussion. It is such a broad subject with fascinating nuances and interpretations; and hope this can be a great conversation starter at your next dinner too.

What is the value of a brand to us? A brand is in our view a symbol - a message that guides us in our choices. A brand says to us "Hello there! We know the world is complex, lots of information, so many choices. But this is our stand on all of this. If what I'm saying interests you, then you and I are made for each other. Buy me!"

And in this way, it leads us towards itself. Of course, brand trial and experience will tell us whether we were misled, or whether the choice was justified. And through repeated trials, we will develop our association with the brand.



It is expected, therefore, a brand to guide us in our choices, lead us in a direction.

And from this word "lead" one begins to make connections between brands and leaders. Are they not similar? Do they not allow us to navigate through this ever-changing world and make better choices? Did our leaders not succeed because they built trust with us over time? Did they not own our loyalty for years afterwards? Weren't great leaders also great brands?

These leaders, like the brands I use, went through very difficult and continuous "tests". They were judged on intellect honesty, commitment, communication... and results. But behind all this, there were some characteristics that motivated us to seek their presence. That allowed our "antenna" to tune to their messages. It is these "behind the scenes" qualities that we believe made some leaders memorable.

Our leaders were our "gurus". They knew more than us in their chosen field of marketing. Through their behaviour, they educated us and synthesized the world for us. They were also entertaining. They emoted in a "human" way and made their stories become ours.

Which was the last brand in your life that educated you about how the world is changing and how your choices need to change too? Which was the last brand in your life that allowed you to actively participate in shaping it through your own experience of the brand? Where did you find this communication and willingness to listen?

Certainly, this is how we remember our best leaders: Engaging, educating, and entertaining. Isn't this a powerful idea for brands to think of and imbibe? Not catchy phrases, jingles and pompous claims. Sure it interests us to know that some famous film star is associated with the brand. But then all it would take is a more famous film star to switch our choices.

"Cool" is not good enough. Then marketing reduces to the search of the "next cool". Fads amplify a message, but don't make the message memorable. At the core of brand management is the ability to spend a lifetime with consumers. To be with them as their world changes, and help them make sense of it.

Most consumers will live up to at least 70 years. Through a philosophy of engaging, educating and entertaining your consumers, how far along that lifespan will your brand remain relevant?

Listed below are a few brands that have demonstrated these principles. Each of these brands have lived a lifetime of relationships with their consumers. And that relationship is continuing to new generation; the stories are changing.

### **Flipkart**

Flipkart started to build the online shopping category in India before Amazon got here. Possibly one of the rarest examples of a new category being built by an Indian player, not the foreign behemoth. Way back in 2012, it listened to consumer concerns and built neat solutions to make online shopping attractive.

Flipkart educated the consumer on the safety and convenience of online shopping. Cash on delivery? They started it. They used these advertisements to communicate in an entertaining and relatable way. Flipkart, of course, went the deep discount way of the category, but built a formidable customer base.

### **Surf**

Lalitaji, a practical urban woman, and Surf, created a clear position for 'premium' detergents at a time when Nirma and Wheel were eating into Surf's market share. 'Aadha kilo surf, poorey ek kilo sasteey detergent kay barabar hai,' she said. And instantly we realised that quality comes at a premium. Women were then Surf women or Nirma women.

But there was no ambiguity as to which camp they belonged to. And husbands understood this too. Making women get rid of the guilt they associated with a higher priced product was revolutionary. Surf has since moved to higher value added products over time. Surf now says 'Daag Achhe Hai' (Stains are Good), allowing the modern mother to indulge her child's play and development.

### **Maggi**

Positioned as a fast-to-cook snack, Maggi made noodles desirable for both mother and child. It made quick and convenient food a cool thing to do - something a 'modern' mother should be able to live with. At a very affordable price, Maggi brought in a whole new cuisine into every

household of India. Beyond that, it brought a whole new attitude to the modern woman and the food she prepared for her family. Maggi stayed out off the shelves for six months and returned triumphant, with new stories and tastes.

### **Bombay Shaving Company**

A very modern story, for the modern male. Move over Gillette. Venkat is really starting to think you are no longer the best a man can get. The single blade shaving system is evidently more efficient than your six blades (or was it seven... or eight?). This single blade shaving system from BSC really brings back the 'ooohhhh' in men's 'groooooohhhming'. Sure, they are expensive, but that is not a fault. Stylish, sophisticated products, nice tutorials on how-to-use, powerful and relatable testimonials. And an amazing Father's Day promotion was noticed.

**Source:** [http://www.afaqs.com/news/story/53222\\_Most-consumers-will-live-for-70-years](http://www.afaqs.com/news/story/53222_Most-consumers-will-live-for-70-years)