

Bob Hoffman – Marketers are from Mars, consumers are from New Jersey.

Article by Jonas Rits of 4P square

There's something wrong with marketing, and Bob Hoffman can't really put his finger on it. We're in a state of confusion, he says. Marketers have lost touch with reality and with the average consumer, or as they are also called, people.

We're being told that if we can harness social media, we don't have to pay for advertising anymore. But in reality, things aren't as they seem. The reality is dubious. And, sometimes, what we're told is just plain wrong. The digital revolution of ads was going to be amazing. The ability to start conversations about companies, social media marketing and going viral were highly anticipated.

The actual result is that tens of billions of dollars are wasted on ads that never reach the target audience. Consider ad blocking, privacy nightmares, social media moguls keeping secret files of everyone, fake news and this all adds up to something not so interesting anymore.

Bob Hoffman states that for the past 15 years, the ad-industry has been living in a fantasy land in which consumers want to interact with companies, which he believes they don't. Looking back at the last years, he identified 3 delusions: the digital delusion, the brand delusion and the age delusion.

The digital delusion

We were told that the web is a way of working that would change everything, advertising included. The digital age promised that traditional advertising was going to end. However, according to eMARKETER, the amount of money spent on advertising is continually rising. Up from \$481 billion in 2011 to an estimated \$636 billion in 2017.

Another expectation was that technology would change the way consumers act. In reality, every digital player is scrambling to get a part of tv. About 94% of the total time spent consuming video across screens, is still fulfilled by the regular television. That is why Thinkbox claims TV isn't dying, but rather just having babies.

Another delusion is that the digital age brings forth interactivity. But, the one thing consumers avoid interacting with is ads. In general, we can count on 5 clicks per 10.000 display ads served. So, it's more likely to complete navy seal training than to click on a banner ad. We've spent a lot of money on social media, but where are the conversations? Facebook became the largest paid ad service, which it was supposed to replace.

Furthermore, only 52% of web traffic is human. The rest are bots, trackers, click farms and so on. As a result, there's about 30 billion fraudulent ad impressions a minute. Jupiter Research claims that the online ad fraud is a \$19 billion market. And, by 2025, ad fraud could become the second largest source of criminal income in the world, after drug trafficking.

The brand delusion

The second delusion that Bob Hoffman defines is the misunderstanding that customers love brands. Having a strong brand is very important, but most consumers don't want to interact with it. Havas Media claims that in Europe and the US, people would not care if 81% of brands disappeared. Naturally,

people do have brand preferences, however, this is a far cry from brand love. For instance, most Pepsi Coke drinkers would simply switch to Coca-Cola if Pepsi suddenly disappears from the market.

Bob Hoffman summarizes this delusion into: "Our brands are very important to us, and not very important to most consumers".

The age delusion

The third and final delusion is the fact that we don't specifically attend to consumers over 50. However, Nielsen defines people over 50 to be the most valuable generation in the history of marketing. They are responsible for 51% of all consumer spending, outspend in nearly every major category, outspend other adults online 2:1 and control 70% of the US wealth. If Americans over 50 were to be categorized as a separate economy, they would be the third world's largest one.

Still, people over 50 only remain a target audience for 5% of marketing activity, which is absurd. We have mountains of data, yet we ignore everything that goes against our assumptions. Forbes calls people over 50 the most ignored wealthy people in the history of marketing.

To summarize

Advertisers are alarmingly misinformed, and we spend half a trillion dollars on advertising. However, very often, our assumptions are not in line with reality and the facts. But how can we be so misinformed? Because we live in a different world than that of our customers.



Alfred Levi - AholdDelhaize Retail media, the next marketer's hope

Article by Evelien Wuyts of 4P square

Marketers face many challenges nowadays: technology is rapidly evolving, we receive more and more customer feedback (thanks to social media) than ever and moreover many marketers struggle with thinking about return on investment. Alfred Levi, Senior Vice-President Marketing and Media at AholdDelhaize, spoke about retail marketing at the BAM congress and showed how marketers from other sectors can learn, from a retail perspective, how to deal with contemporary marketing challenges.

To understand retail marketing, we first have to know what hot topics and key challenges in retail are today. According to Alfred Levi, the following developments make the most important challenges for retail marketing nowadays:

1. The discount versus price dilemma: customers want a good price, but they also search for added value in products. How can we, as marketers, make sure we can satisfy those two needs?
2. Blurring: we used to live in a society where people used to cook every day and paid daily visits to retail shops for fresh food. Nowadays there are more and more alternative options for cooking: ready-to-eat meals, competitors who deliver food at home like takeaway.com or 'Hello Fresh', ... The market is changing, how can we still make our (retail) shops successful?
3. E-commerce: customers like the option of home delivery, why would they still come to a retail shop?
4. Personalization: the more personalized products are these days, the more success they have. The problem is that personalization takes a lot of time for developers of products and ads. How can we personalize enough and still be profitable?

As a (retail) marketeer, you must face these challenges but also make sure you are making a profit. Therefore, Alfred Levi believes that retailers need to find new ways to make a profit nowadays. That's why Levi thinks marketing becomes more and more important in retail. He proposes the '7 rules of retail media' to do marketing in retail, or other sectors:

1. Customer first: don't annoy your customer but make ads fun for your customer. In this way, you can improve customer engagement
2. Triple Win Strategy: a program or campaign will only work if it works for the customer, marketer and retailer
3. Be transparent: be honest to your customer, be clear. That's the communication style which will give you the most credibility
4. Fail and/or Scale test: try testing new ideas, but only if they are scalable (and you believe they can impact profits)
5. Marketing focused Inventory: make a split between merchandise and marketing tooling
6. Return on Investment (ROI): make sure to measure what you do and determine ROI for every campaign you do
7. Close the loop: set up a permanent cycle of learning and reapplying for your marketing process.

In short, Levi believes it is important for marketers to measure impact and ROI, communicate in a specific and personalized way, communicate as close as possible to the moment of purchase, use data and last

but not least base your marketing strategy on what consumers do. These insights are not only relevant when it comes to retail marketing, but every marketer should be aware of contemporary challenges and find ways to answer them, and never forget to strive for a better ROI.



What creates meaningful work and meaningful marketing?

Jos de Blok – Buurtzorg

Article by Soraya Hayani

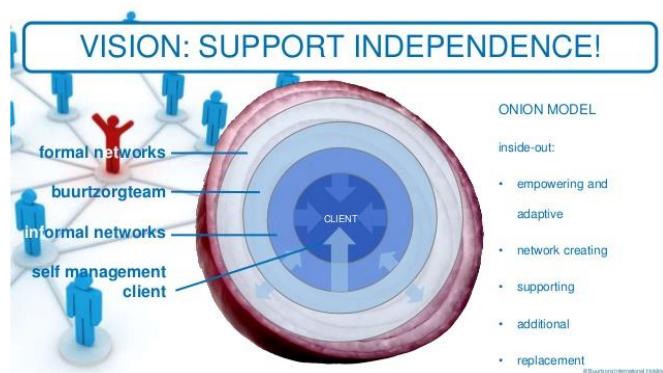
In 2006 homecare in The Netherlands knew an all-time low. Due to demographic developments, there were capacity problems, the care activities were standardised, and the quality of healthcare decreased while the costs increased. This caused both professionals and patients to be displeased with the, then current, situation.

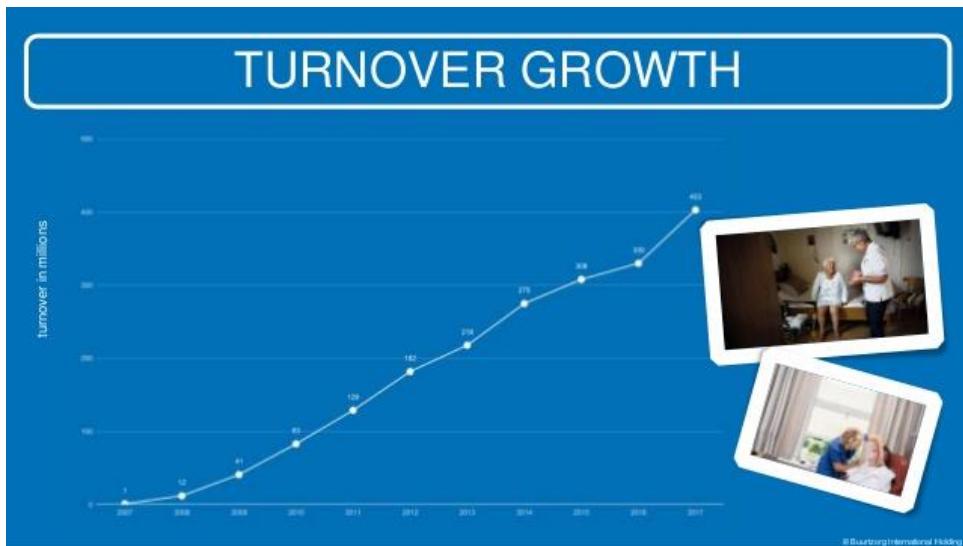
But how can the healthcare in the Netherlands be changed and make it meaningful and successful? This was the question Jos de Blok, CEO of Buurtzorg, asked himself before he started the company. The answer wasn't far away. Instead of letting nurses deal with the administration and standardisation of their capacities, which caused them to become unmotivated and unhappy, he lets them focus on what they love: nursing.

For this, he created an onion model. The client is the core, the heart of the model and the most important of the organization. This is followed by the informal networks, created by the nurses and the trust bond they have with their patients. This layer is then covered by the Buurtzorgteam, who take care of the coordination and administration of the organisation. They help carry the first layers, however, their main goal is caring and helping the inner layers in practising their job; nursing. Lastly, the Buurtzorgteam-layer is surrounded by the outer layer, that consists of the formal network. They provide the circumstances, the low thresholds and minimum complexity in the environment.

Buurtzorg makes independent teams who are responsible for 1 neighbourhood, who are in charge of organising the complete process themselves in line with their preferences. This way, Buurtzorg creates informal networks based on trust instead of hierarchy. An environment where everyone can be at ease. Buurtzorg made relationships important. For the nurses, the patient is priority, while backoffice handles the administration.

The popularity of this model increased and in 10 years, Buurtzorg grew to 50 – 100 new nurses a month and more than 80 000 patients a year. So, relationships and employees as focal point, has paid off. Listening to the employees, paid off. Buurtzorg was elected 5 times "Best employer of the year" and has a patient and employee-satisfaction rate of 9/10. Also, their turnover knew an astonishing growth thanks to this model.





This model, founded and focusing on trust, network creating and reduction of complexity (ICT) was for Buurtzorg the ideal mix to grow as a company and to extend borders. Buurtzorg is active in 22 countries where they use the same method successfully. And they keep expanding to more and more countries. Fun fact: even in China the name remained “Buurtzorg”.

Now how do they organise the marketing of Buurtzorg? Because they have such an interesting view on entrepreneurship and succeed to transform neighbourhoods in a caring socially active environment, they rely on word of mouth. Also, they catch the interests of the media by being so proactive in their policy. Free PR and marketing thanks to politicians who loves to visit the neighbourhoods from time to time.

This model isn't for every company, but Buurtzorg is a good example of how it can work in sectors like healthcare. Focussing on and trusting the capacities of the employees instead of making a list of “to-dos” without consideration g, can be a good tool to keep your employees motivated.

Let your target audience be your driving force to success

Article by Jasper Van Beurden of 4P square

It was that time of the year again: the BAM congress at Brussels Expo. An event where speakers, with decades of experience, try to convey how to attract, retain, predict or persuade consumers to buy into their brand or product. But one particular set of speakers put out another message: "How to realize an efficient marketing campaign for a brand, and at the same time be socially involved". This message was put forth by Elisabet Lamote and Jan Dejonghe of Trooper.

Trooper is a platform where you can find web shops for the products you want to buy whilst also supporting an association or organisation of your choice. At first, Trooper might seem as a small company with just 7 employees of which only 5 work full time. So how can a company with that few employees make an impact for over 3.000 associations in Flanders? There are two answers to that question and they coincide with one another:

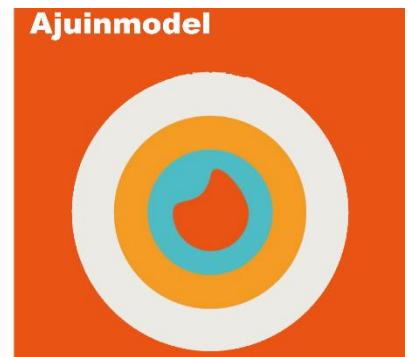
1. The use of an onion model with Trooper employees in the middle and the different types of people in associations around them.
2. The self-interest of the participating associations, members of associations and associated web shops.

7 UBERTROOPERS

**3.900
SUPERTROOPERS**

**45.000
TROOPERS**

**600.000
SYMPATHISANTEN**



"We try to be the binding agent in the world of associations"

The idea behind Trooper is genius in its simplicity. In essence, Trooper is not that different from a normal platform for web shops. However, on this platform you support an association or organization of your choice with each purchase. It's this last part that differentiates Trooper from other platforms out there. That's because associations are incentivized to promote the platform on their own, so that they might profit from it as well. That is the key to Troopers success: a target audience, being the associations, that spreads the word about your brand. This allows them to retain such a small staff, because all the 'heavy lifting' is done by the associations themselves.

How does it work?

On one end, an association or organization sets up their page on Troopers webpage (www.trooper.be). On the other end, any web shop, or company that uses one, can ask to be put up on the website.

Now, if a person knows Trooper or is directed to Trooper's website by an association, they can choose an association they want to support on Troopers website. On that associations page, the person can select a web shop on which they want to buy something. They purchase the desired product and pay the

price they would normally pay. Trooper receives a percentage of that amount. Of that percentage, which is about 5%, 75% goes to the associations and 25% goes to Trooper.

For example, in one case Trooper helped out the association 'Chirojongens Humbeek'. Their gathering room burned down. By starting a campaign through Trooper, and with the help of Bol.com, they were able to raise €300 (in two weeks) in order to build a new gathering room for the association.

In what turned out to be a really entertaining presentation, I learned that by working smart you can use your audience as a tool to advance your business whilst also keep an intimate relationship with that audience. And that is why it comes as no surprise that Trooper won the Belgium's New Brand of the Year at the BAM congress.



Advertising for the post digital age – Tom Goodwin

Article by Julie Coonen of 4P square

Everything is changing

Tom Goodwin starts his keynote with showing us incredible technologies such as robots, self-driving cars, voice operated home devices, drones, shoes that are able to order pizza etc. He wants to point out how many advancements have been made with technology and how great it is to work in marketing in this day and age.

So why are most things the same?

In this everchanging world with everchanging technology, you can't deny that most things are the same. Technologies arise but we don't use them to their full potential. A great example is the voice operated speaker Alexa from Amazon. Everyone asks "Alexa play radio" or "Alexa turn on Spotify". But in reality it can do so much more and be applied to other devices such as your smart lights or your smart tv and give you a lot of live news updates. But instead we use it as a speaker for our music...and everything is the same.

3 things to know according to Tom Goodwin

1. Context – it's not the digital world, it's our mindset and interpretation

How we perceive new technologies depends on our age and mindset. What a 70 year old perceives as an amazing advancement in technology is perceived as normal for a 14 year old. The younger generation grew up in this technology driven world and isn't amazed by all these changes. Our interpretation depends of our age and mindset. This should be implemented in every marketers marketing strategy.

2. We are living in the Mid Digital age

What is the mid digital age? The age we live in now, where elaborate technologies exist and we tend to use them in the wrong way. We don't optimize the possibilities technology has to offer. This age is the one where marketers tend to make the most mistakes. Marketers don't think about the endless possibilities technology has to offer for our field. Think outside the box!

3. There is an overload

To live our lives and consume all the media available on all channels – and with this media comes a lot of marketing and advertising- any person would need 31 hours a day. Obviously, this isn't possible. So, people have become multitaskers. We watch tv while eating dinner and scroll through social media simultaneously. Even when multitasking, we don't have sufficient time in a day. So we have to make decisions. The most important job of a marketer according to Tom

Goodwin? "Make it easy to make decisions. People rather spend money than time" –Tom Goodwin

The moral of Tom's story?

Tom ends his keynote with two main take-aways which pretty much sum up what marketers should be doing when deciding on their strategy:

1. Not that much is changing, but rethink everything.
2. Be excited. Be curious about technology but obsessed with people



The story of an unusual chocolate bar

Ynzo van Zanten, 'Choco Evangelist' at Tony's Chocolonely, told the story of their roadmap to 100% slave free chocolate.

Article by Lisa Vermaeren of 4P square

While chocolate is one of those things that makes people happy, the hard truth is that most chocolate bars are produced in poor and illegal circumstances. Children are forced to work at cocoa plantations in terrible conditions, cocoa farmers are severely underpaid and live well below the poverty line. Tony's Chocolonely started to make a difference. Their mission: to end modern slavery in the cocoa industry and create 100% slave free chocolate worldwide. This is their roadmap of how they did it...



Awareness

Are we aware that chocolate is produced in such devastating circumstances? I'm not sure. The problem is that there is no direct relation to the chocolate bar you are eating and the cocoa beans that were used to make this bar. So, you have no idea if you are eating slave free chocolate. Okay, you may be eating 100% Fairtrade chocolate, however this does not mean that this bar contains 100% Fairtrade cocoa beans.

Therefore, the first step is to create awareness and inform chocolate lovers about the cocoa industry. Tony's Chocolonely may be a small company but they create a lot of buzz. They do this via their packaging, social media and word-of-mouth. They strongly believe that if customers and retailers together ask for fair chocolate, chocolate producers will feel the pressure and start reconsidering their way of working.

Lead by example

Secondly, they want to give the right example and show the world that it is possible to produce chocolate in a fair and honest way. They create and aspire fair working conditions in the cocoa industry. How? Not only does Tony's Chocolonely have a recipe for their delicious chocolate bars, they also have their own and unique recipe for 100% slave free chocolate bars:

- Buy **traceable cocoa beans** directly from six corporations in Ghana and Ivory Coast;
- Provide an **honest payment** and a bonus of 25% of their market price to the farmers;
- Create **strong farmers** by motivating them to work together and set up corporations so they can benefit from economies of scale;
- Invest in **long term relationships** with their farmers;
- Support farmers in order to get **better quality and improve the productivity** at the farms.



Inspire to act

Lastly, they inspire people so they start acting on this issue. Most companies do not want their business model to be copied. Tony's Chocolonely on the other hand could not be happier if this happens. Not only do they want their model to be used, they want other businesses to improve it. How do they inspire to act? To say it in Ynzo's words: "**We are crazy about chocolate, but serious about people.**"

Their employees are the most important. They believe that a happy and enthusiastic team can help reach their goal. So, working at Tony's Chocolonely is fun. They even won 'Best Employer of the Year' of

the Netherlands. Furthermore, they invest in long-term relationships with the 6,000 farmers with whom they work directly with. Consumers can call Tony's and they can talk immediately to someone who will answer all their questions. Important too are the retailers who sell their products and the companies producing the chocolate bars and their packaging.

Together we make chocolate 100% slave free

Tony's Chocolonely is taking over the world with their conversation-starting chocolate bar. They started the conversation about the child slavery and the poor circumstances in the cocoa industry. There is still a lot that needs to change but Tony's recipe of 'awareness, lead by example and inspire to act will certainly get them to realize their goal of 100% slave free chocolate worldwide.

The future of broadcast: putting the audience first (RTBF Journey: content first – Xavier Huberland, Directeur Général du Pôle Médias)

Article by Jolien Joris of 4P square

We don't have to tell you that the future of television broadcasters is threatened by the digital revolution. Our viewing habits have shifted significantly. Or do you still have satellite and cable TV offering you bundled channels to watch? Right, I don't think so. These days we all want to cherry pick our favourite channels, shows, movies etc. We have unlimited access to video channels such as Amazon, Netflix, Youtube and even free online channels. Obviously, this causes a big challenge for broadcasters such as RTBF, the radio and television broadcasting company of the French community of Belgium. To address this challenge, broadcasters need to rethink their decade-old model built around solid media pillars. And that's exactly what RTBF did.

Audience first

Until recently RTBF was very media-oriented with a distinct separation between 3 big pillars: radio, television and digital. However, the incredible advances in technology and the high quality of content available online, have led to significant changes in audience expectations.

And who should be the center of attention? Right, the audience. RTBF had a major wakeup call and decided to shift towards an audience-oriented and more horizontal organization structure. According to Xavier Huberland this makes it much easier "to be where the audience is". And that is crucial since one of the objectives of the Belgian television broadcasting company is to be the reference media of the Wallonia-Brussels Federation, serving all audiences.

But... where is the audience?

Do you remember sitting on the couch together with your mom, dad and siblings watching your favourite family show? Well, good news, the concept of family viewing is not dead. 26% of young adults aged 18 to 24, use television in a family setting. Starting from 35, it even is the second most popular device to use together with family members. So, we are still sitting together as a family in the same room to watch our favourite show. But while parents are watching something on television, one child might be streaming a Netflix movie on its laptop while another is watching Snapchat series on its mobile phone. New media formats didn't kill the television star, but we expect to be able to watch what we want, whenever we want on the device of our choosing.

How to serve the audience?

RTBF wants to serve all four of its audiences - 'nous', 'affinitaires', 'jeunes adultes' and 'nouvelles générations' - by offering them the right content at the right moment on the device of their choice. Obviously, this requires cross-media content that isn't limited to a single format. For example, RTBF developed 'vews', short news videos primarily for the web, bringing information in a direct yet authentic way. By posting this content on social media, they try to reach young adults (18-35 years) who are looking for quick news updates rather than spending time watching the television news. After being spread online, these 'vews' are sometimes integrated in longer news programs. Another example of

cross-media content is RTBF shows such as 'The Voice' with digital extensions on Instagram, Snapchat and Facebook.

Creative kickstarter

The best has yet to come. Did you know that RTBF is the kickstarter for a new drama industry? By creativity in partnership, management and strategy RTBF has been able to build from the ground up a new television drama industry. In only 5 years, 5 successful dramas were broadcasted and at this moment 18 dramas are in development. With strong domestic ratings and international sales, this fiction creation seems very promising. Moreover, all dramas are available on Auvio, RTBF's livestreaming and replay platform.

We were not surprised to hear Xavier Huberland proudly tell that RTBF has already won 56 awards on several festivals. Because not only they put their content and their customers first, but above all they put their audience first.

