

THE RULE BREAKERS' RULE BOOK



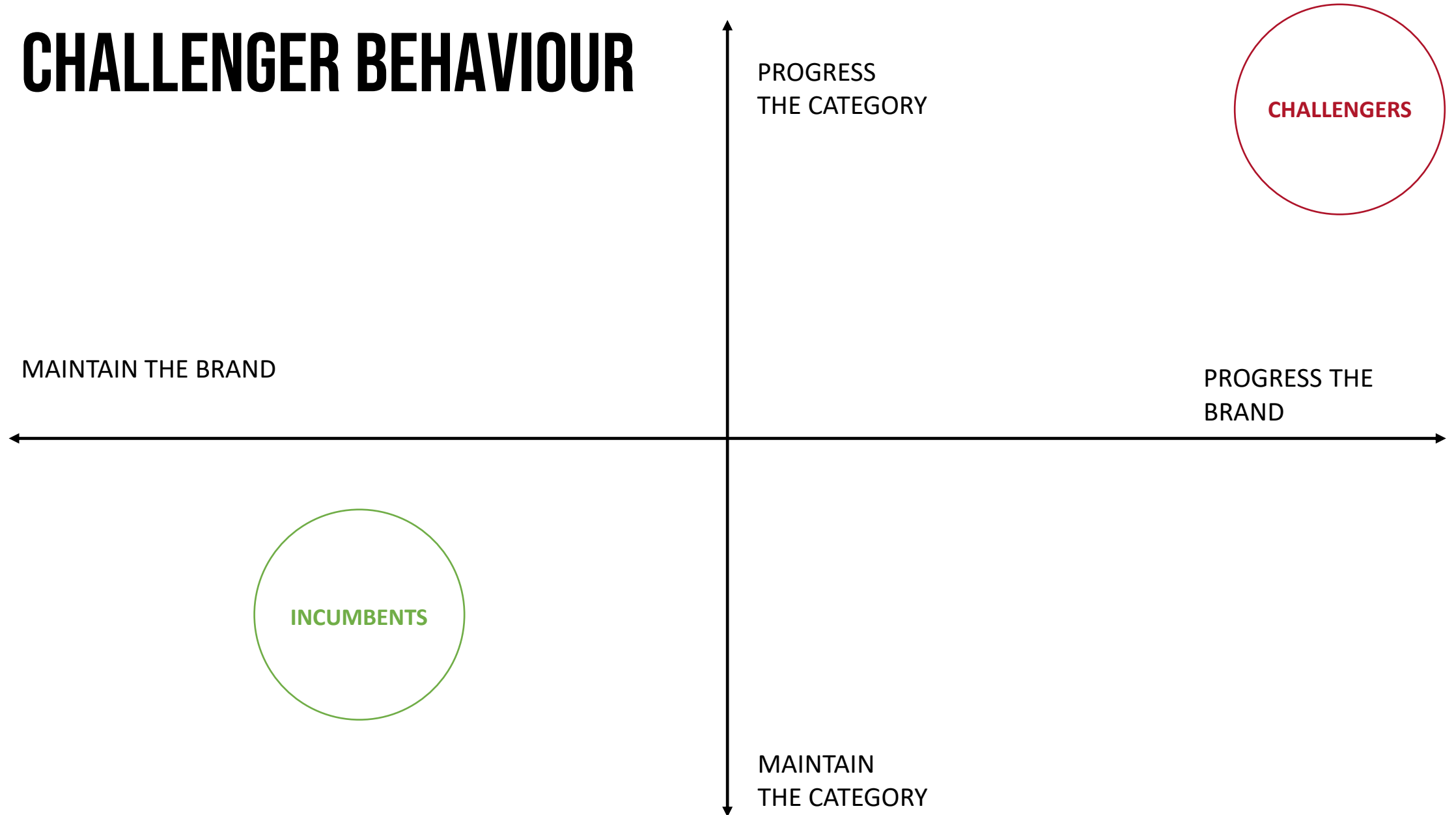
MALCOLM DEVOY
PHD Worldwide
Chief Planning Officer



OVERTHROW II

eatbigfish. phd

CHALLENGER BEHAVIOUR



BEING A CHALLENGER BRAND IS NOT TO DO WITH BEING SMALL OR NEW

CHALLENGING
SOMEONE



CHALLENGING
SOMETHING

iconoclast

/ɪˈkɒnəklast/

noun

1. A person who attacks or rejects cherished beliefs and institutions or established values and practices
2. A destroyer of images used in religious worship

10 CHALLENGER STRATEGIES

**IRREVERENT
MAVERICK**

**FEISTY
UNDERDOG**

**PEOPLE'S
CHAMPION**

MISSIONARY

**NEXT
GENERATION**

DEMOCRATISER

**REAL &
HUMAN**

**DRAMATIC
DISRUPTOR**

**LOCAL
HERO**

**ENLIGHTENED
ZAGGER**

3 COMMANDMENTS OF CHALLENGER THINKING

01

**EFFECTIVENESS OVER
EFFICIENCY**



EFFECTIVENESS

**IS THE EXTENT TO WHICH
YOU'VE ACHIEVED YOUR
GOALS.**

EFFICIENCY

**IS A MEASURE OF EFFORT
NEEDED TO REACH THEM.¹**



EFFICIENCY IS EASY TO MEASURE BUT IT NEEDS TO BE IN THE SERVICE OF EFFECTIVENESS

EFFICIENCY

PRICING



COST PER GRP



ROI



EFFECTIVENESS



INVESTMENT

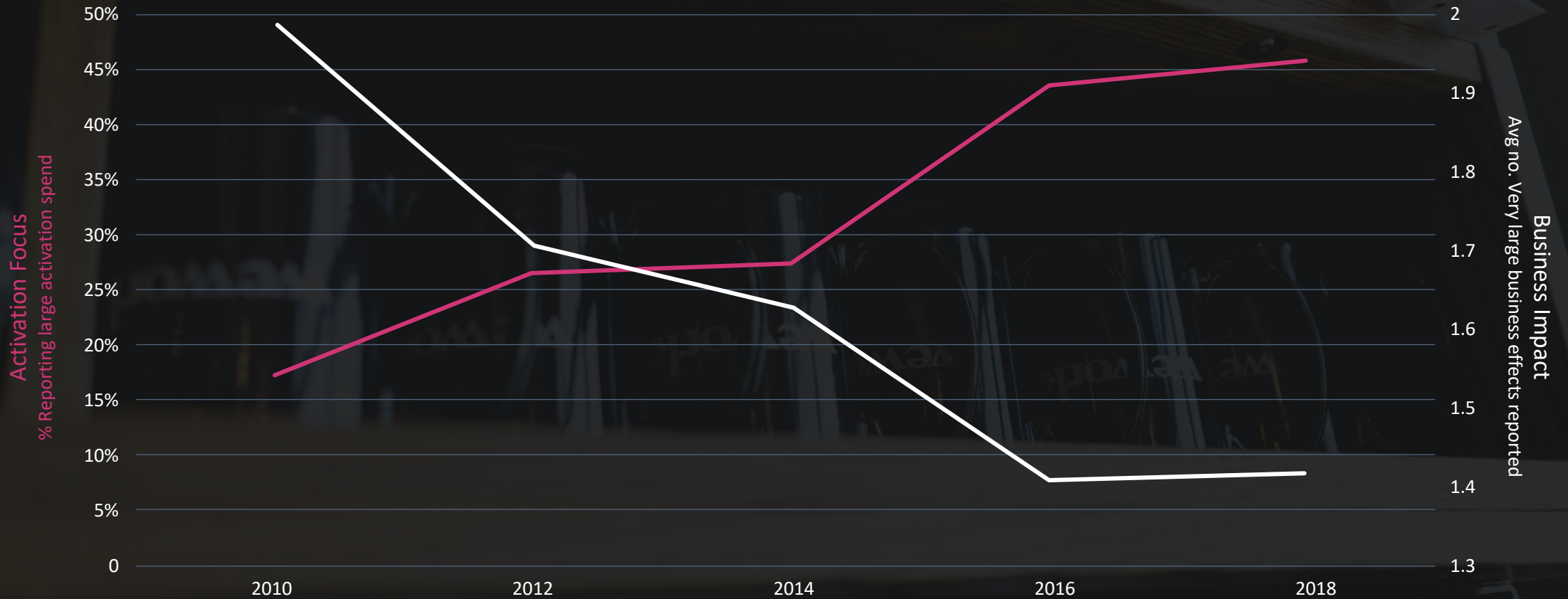


EFFECTIVE REACH



GROWTH

OPTIMISING TO THE MEASURABLE HAS HAD ADVERSE CONSEQUENCES



FUNDAMENTAL DRIVERS OF SALES EFFECTIVENESS

BE LIKABLE

“LIKABILITY IS THE SINGLE
BIGGEST PREDICTOR OF SALES
EFFECTIVENESS” ¹

BE MEMORABLE

BRAND SALIENCE CORRELATES WITH
SALES UPLIFT BETTER THAN ANY
OTHER MARKETING KPI ²

EXCITE EMOTIONS

EMOTIVE CAMPAIGNS PERFORM
TWICE AS WELL AS RATIONAL
CAMPAIGNS ³

¹. Millward Brown link testing analysis

². TNS / Kantar Worldwide 2013

³. IPA databank 880 case studies. Emotional campaigns outperformed rational campaigns in both ROI and brand favourability

BRAND

INVESTING HERE...

**PERFORMANCE MARKETING DELIVERS 30%
GREATER PAYBACK WHEN BRAND IS
SUFFICIENTLY SUPPORTED**

Source: OMG Results Vault 2002 – 2023. Average improvement for heavy brand supported performance campaigns versus non-/little brand support campaigns

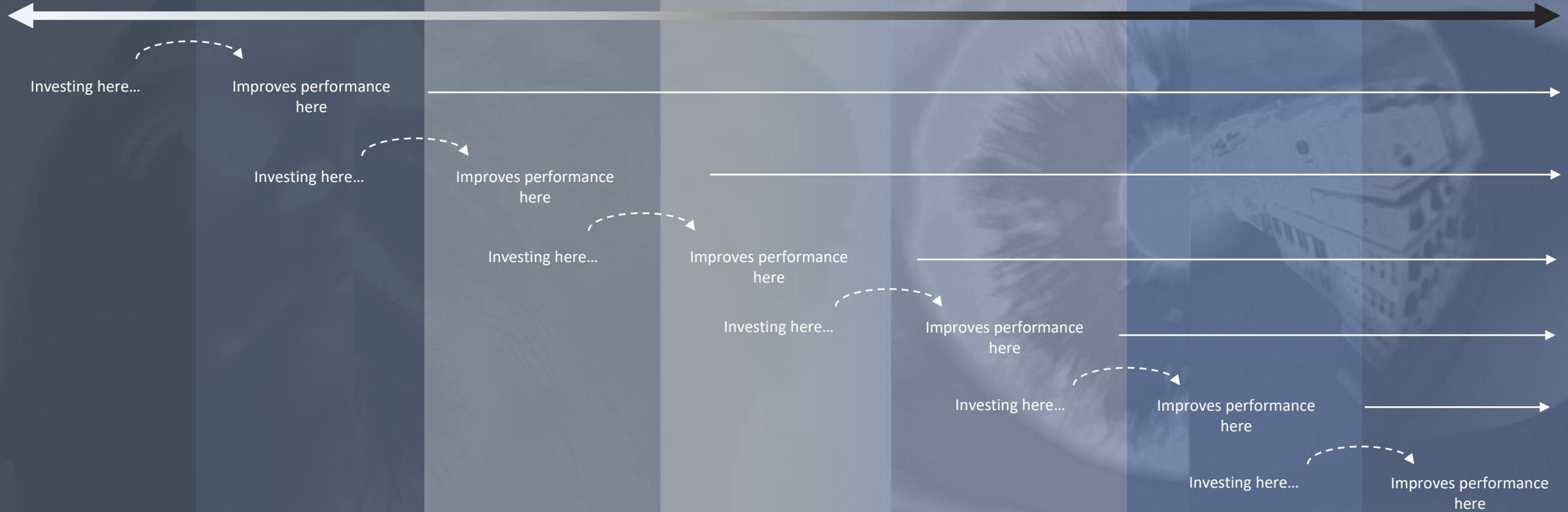
ACTIVATION

IMPROVES PERFORMANCE HERE

BUT IT IS NOT SO BLACK AND WHITE...

Brand

Activation



Index score is calculated based on % of sales delivered by channels that meet attention threshold

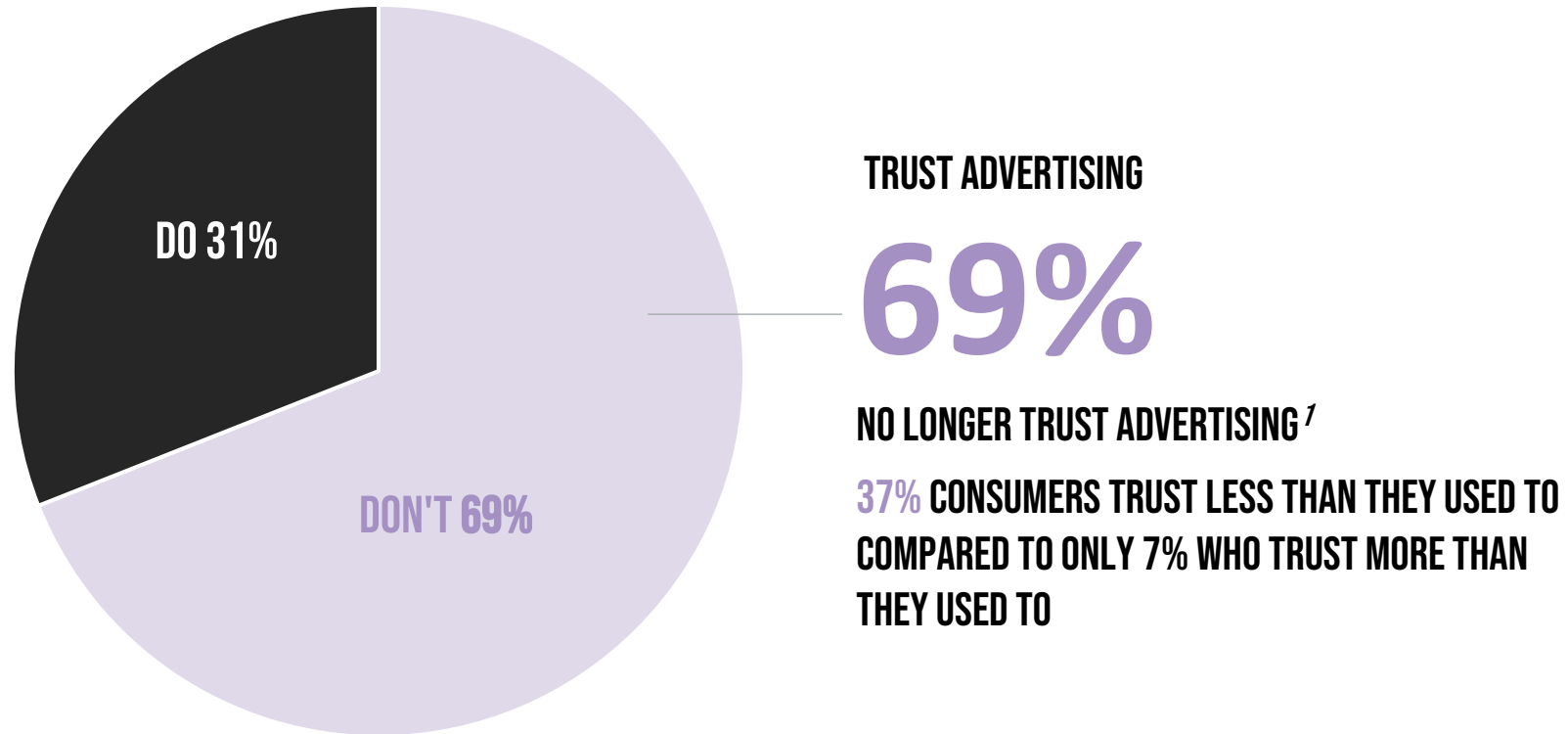
Source: The Short- and Long-Term Impact of Brand Advertising 2022, combined with OMG Attention data (multiple sources)



02

**PUBLIC OVER
PRIVATE**

TRUST IN ADVERTISING IS IN DECLINE

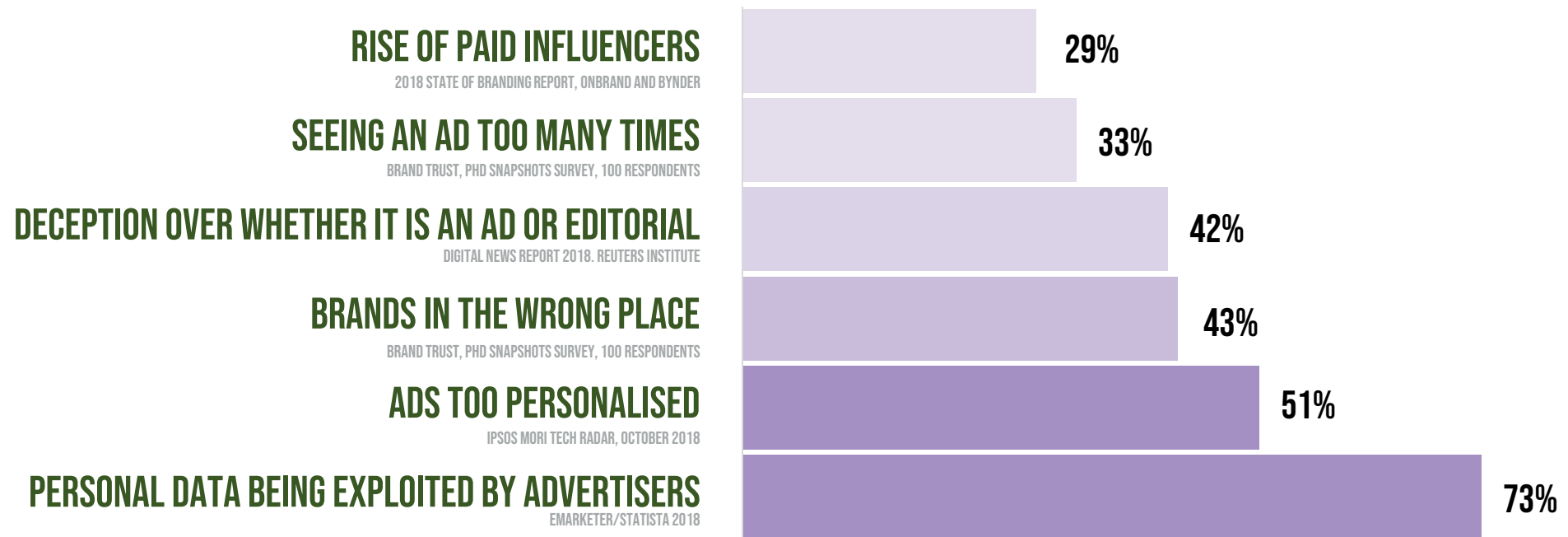


Source IPSOS Connect 2017

1. Three stage methodology: Firstly, Ipsos Connect undertook a week long in depth online community with 25 people around the country, exploring broad attitudes to trust and then more specifically attitudes to trust in advertising. This was followed by four three-hour workshops in Coventry, London, Liverpool and Newport (n=60) with the further aim of examining some of the themes that emerged from the online communities. Finally, the main findings were then tested quantitatively with a face to face nationally representative sample of 1000 people aged 16+ from around Great Britain

THE TRUST-CORRODERS FOR ADVERTISERS

WHICH OF THE FOLLOWING REDUCE YOUR TRUST IN ADVERTISING:



**PERSONALISE THE
PRODUCT, NOT THE
ADVERTISING**



CONVENTIONAL APPROACH



DEFINED AUDIENCES

BROAD MESSAGES



CHALLENGER APPROACH



DEFINED MESSAGE

BROAD AUDIENCE

“BEHAVE AS THOUGH YOU HAVE A DEFINED AUDIENCE WHILST STILL REACHING THE WHOLE CATEGORY”

OVERTHROW II, PHD AND EATBIGFISH

A COUNTER FORCE TO PRIVATE COMMUNICATIONS:

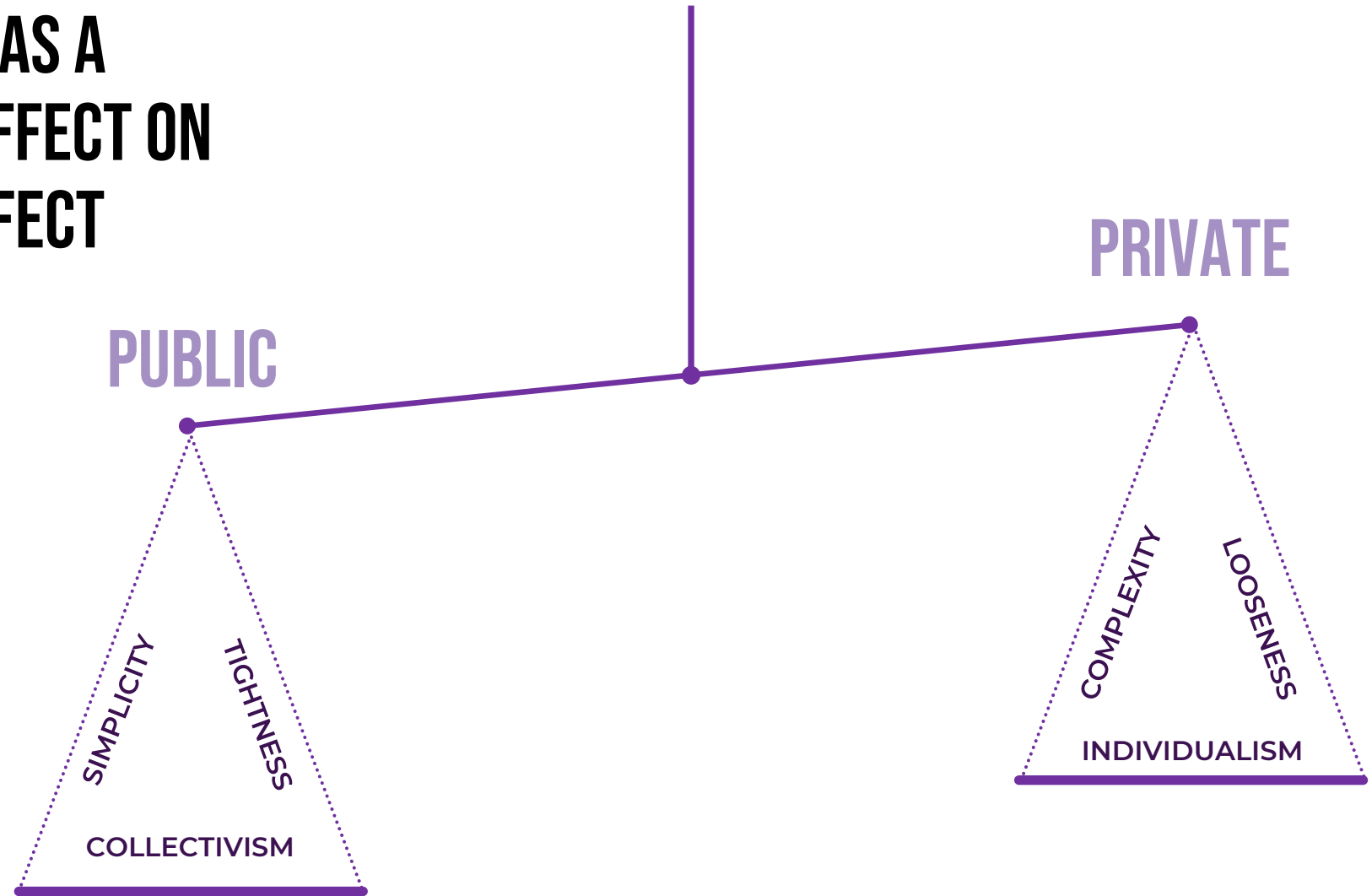
“

If brands are mosaics of meaning, these meanings must be shared, which is impossible if the communication is largely private

Judie Lannon

”

“SHARED MEANING” HAS A DISPROPORTIONATE EFFECT ON LONG-TERM SALES EFFECT



03

ENTERTAINMENT OVER PERSUASION

ON THE IMPORTANCE OF ENTERTAINMENT: OATLY



IF YOU'RE GOING TO SEE SOMETHING, DON'T BORE PEOPLE. GIVE THEM A THOUGHT WITH WHICH TO PONDER AS THEY WALK DOWN THE STREET, WHATEVER THEY'RE DOING.

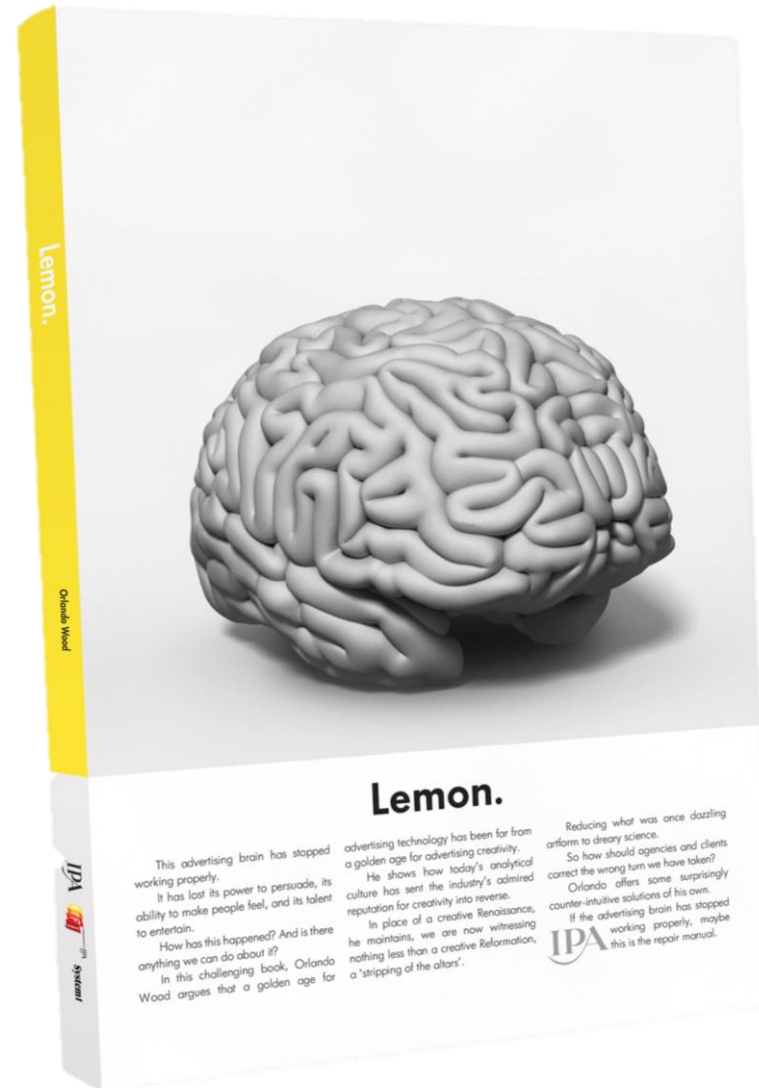
JOHN SCHOOLCRAFT, OATLY



**WE'RE NOT IN THE
PERSUASION
INDUSTRY**

**WE'RE IN THE
ENTERTAINMENT
INDUSTRY**

THE BIGGEST DETERMINANT OF SALES THIS YEAR WILL BE THE QUALITY AND QUANTITY OF ADS THAT RAN LAST YEAR



01

**EFFECTIVENESS
OVER EFFICIENCY**

02

**PUBLIC OVER
PRIVATE**

03

**ENTERTAINMENT
OVER PERSUASION**

**THANK
YOU.**