

INDEX

- A-brand 91, 94
- above the line media (ATL) 121, 122, 127, 247, 248, 281
- AC Nielsen 104, 122, 123
- advertising
 - classical 248–62
 - content fit and creativity 252–5
 - cost of brand portfolio moves 85
 - digital display 280–2
 - effectiveness 258, 260
 - efficiency 258
 - evaluation and selection 257–61
 - intensity 260
 - media mix difference across industries/between countries 108–10
 - mobile 280–1
 - RCQ scores and 157
 - reported ad spend versus actual media cost 123
 - retailers' total spending by media type 110
 - spending by media channel in different industries 109
- advertising agencies 261–2
- affiliate marketing 286
- AIDA model (attention, interest, desire, action) 42
- art 6
 - balancing creativity with consistency 6–7
- Art Directors Club (ADC) 252
- Asos 16–18
- B-brand 94
- basket affinity 210
- Becker, Uwe 344–5
- below the line media (BTL) 121, 122, 127
- benchmarking 121–2, 123, 125, 126–7, 157, 202
- Berlin School of Creative Leadership 252
- best-practice
 - digital marketing 288
 - negotiators 240
 - replenishment 242
 - retailers 137–8, 206, 207, 235
 - smart sourcing 337–9
- black boxes 140
- Branchini, Armando 291–4
- brand building 47–8, 49
 - POS marketing and 200–3
- brand diamond 37–8
 - assortment 39
 - emotional benefits 40

- brand diamond (*continued*)
 - intangible attributes 39
 - price and promotions 38
 - rational benefits 39
 - service 39
 - store and location 38
 - tangible attributes 38–9
 - as template to prepare/structure market research 40–2
- brand driver analysis 45, 46–8
- brand promise 50–2
 - checklist 50
 - consistent delivery of 52–4
 - definition 50
 - examples 52
 - get employee buy-in 52–3
 - inform 52
 - live up to 52
 - promote 52
 - retail pentagon 51
- brand purchase funnel 42–5
 - adjusting for store network effects 45
 - based on AIDA model 42
 - budget sizing 120
 - factoring basket size/purchase frequency 44–5
 - identifying gaps 45
 - limitations of POS at early stage 202
- brand space map 81–4
 - scenario development 82–3
 - scenario evaluation 83–4
 - situation analysis 81–2
- brand transformation 54
- BrandMatics 11, 37, 45–9
 - analyze strengths/weaknesses 45
 - conduct market segmentation 45
 - derive matrix of options 45
 - five-step process 45–6
 - identify brand drivers 45
 - identify brand funnel gaps 45
- BrandMatics Advanced
 - cost effects 84–6
 - portfolio management approach 80
 - and private label products 86
 - three-step process for portfolio scenarios 81–4
- brands/branding
 - awareness 8–9
 - benefits 3–4
 - effect of digital technology on 271
 - elements of art, science, craft 5–6
 - emotional appeal built on heritage 6–7
 - geographic differentiation 78
 - image 4
 - key functions 4
 - luxury 40
 - orientation 4
 - positioning 9–11, 82, 87
 - risk reduction 4
 - value creation 3–5
- brick-and-mortar retailing 192–4
- budget prioritization 129–45
 - avoid automatic decisions 140–1
 - central or local decisions 129–31
 - create full transparency 134–5
 - granularity issues 131–4
 - ICA interview example 142–5
 - keeping it flexible 136
 - prioritization criteria and weights 136–9
- budget sizing 117–28
 - combine benchmarking, objective-based budgeting, saturation analysis 126–8
 - create full transparency 119–21
 - inside-out budgeting based on marketing objectives 123–4
 - outside-in competitive benchmarking 121–2
 - saturation analysis 125
 - systematic, comprehensive, pragmatic 117–18
 - buy one, get one free 220

- buy two, get one free 233
- C-brand 94
- Cannes Lions International
 - Advertising Festival 249–51, 252, 261
- category management 316
- chief marketing officer (CMO) 130–1, 163, 188, 252, 289
- classical media 247–67
 - creative partners 261–2
 - creativity and content fit 252–5
 - key element 248–51
 - message delivery 257–61
 - testing and learning 255–7
- click and collect format 65
- co-branding 120
- Collaborative Planning, Forecasting and Replenishment (CPFR) 240
- commercial print sourcing 340–4
 - demand levers 341–2
 - specific process levers 343–4
 - supply levers 340–1
 - unbundling 343
- communications management survey 263–5
- comparative heuristics for mix optimization
 - advantages/disadvantages 113
 - applicability 114
 - how it works 113
- competitive benchmarking 121–2
- consumer decision journey 272–4
- consumer decision trees 208
- consumer/s
 - analysis of shopper behavior 204–5
 - data on 219
 - decision making 4, 183, 186
 - digital technology influence 183, 186
 - downtrading 91–2
 - love for leaflets drives sales/profits 217–19
 - needs at root of shopper behavior 26–9
 - surveys of 46, 205
 - what they care about 66–9
- cost per mille (CPM) 152–3, 281
- cost/s
 - advertising 123
 - brand portfolio 85
 - BrandMatics Advanced 84–6
 - indirect 127
 - marketing 134
 - RCQ 149–51
 - rebranding 84, 85
 - retailers 70
 - viral online 151, 153
- craft 6
 - bringing essence of brand to life 9–11
- creativity and content fit 252–5
- Credit Suisse 3, 127
- cross-functional teams 168–70
- cross-merchandising 203, 204, 209, 210
- customer
 - acquisition 298
 - data 312
 - development 298–9
 - retention and win-back 299
 - understanding/knowledge of 302–5
- customer life cycle management (CLM)
 - applications 318–19
 - background 297
 - build analytic foundations 301, 302
 - build ongoing capabilities 301, 302
 - build predictive models for future campaigns 301, 302
 - build sustainable capabilities 310–13
 - category management/format development 316–17
 - customer acquisition 298
 - customer development 298–9
 - customer retention and win-back 299
 - data quality 311–12
 - effective/efficient target marketing 298–301

- customer life cycle management
 - (*continued*)
 - example 320–2
 - investment in 300
 - keeping track of parameters/impact metrics 308–10
 - main prerequisites 310
 - managing relationships in digital domain 313–15
 - predictive modeling 305–8
 - refinement/reallocation recommendations 300
 - segmentation 31
 - team members 310–11
 - test how customers react in reality 301, 302
 - understanding customer base 302–5
- customer lifetime value (CLV) 302, 304–5
- customer relationship management (CRM) 135, 188
 - and segmentation 22
- customer-centric mindset 120
- data
 - consolidation of 312
 - customer 312
 - increasing availability/quality 315
 - marketing details 312
 - social media windfall 312
 - transaction 312
- data sources 219, 302–5
 - customer percentiles 303
 - customer value flow 303
 - segmentation matrix 303–4
- decision making
 - avoid automatic decisions 140–1
 - central or local 129–31
 - consumer 4, 183, 186
 - define prioritization criteria 136–9
 - digital technology influence 183, 186
 - interactive support tools 175–6
 - investment 234
 - trade-off 162
- demand management 330
- digital diagnostics 274–5
- digital marketing
 - background 269–70
 - display advertising 280–2
 - excellence 272–4
 - organization 287–9
 - search engine marketing 276–80
 - social media 282–7
 - strategy 272–5
 - transformation of value chain 270–2
 - vendor management 288–9
- digital media optimization, hands-on grocery example 290
- digital natives 17, 179, 183, 186, 270–1
- digital retail evolution 179–96
 - background 179–80
 - bricks-and-mortar inclusion 192–4
 - Burberry makeover 185
 - content emerges as future retail success factor 191–2
 - end-to-end digitalization 181–3
 - localization/individualization 186–7
 - major trends 180–1
 - pioneers 191–2
 - sales channel convergence 183, 186
 - social media impact 188–91
- digital strategy 272–4
 - communication and content 273
 - digital branding 273
 - innovation program 274
 - media strategy 273
- digital technology
 - applications 271–2
 - cloud hosting services 181
 - enhanced customer experience 209
 - FootPath 181–2
 - game-changing user interfaces 181
 - geo-fencing 313
 - insights generation 270–1

- managing relationships 313–15
- marketing and branding 271
- media content access 181
- micropayment services 181
- mobile loyalty 315
- multi-channel rewards 314
- opportunities 270–2
- personalization 313–14
- relevance criteria 182
- RFID 181
- sales stimulation 271
- service 271
- social shopping 314
- wireless connectivity gadgets 181
- display advertising, digital
 - definition 280
 - how it works 280–1
 - how retailers can use it 281–2
- distribution channels 225–6
- DNA analysis 307–8
- drivers of variance
 - determine 67
 - take full market perspective 67–8
 - take inspiration from others 68
- e-tail brand service 55–6
- e-tail growth 183–6
- Ebiquity 122
- econometric marketing mix models (MMM)
 - advantages/disadvantages 114
 - applicability 114–15
 - combined with heuristics 116
 - how it works 114
- econometric modeling 232–3
 - external factors 233
 - internal factors 233
- efficiency/effectiveness *see* marketing
 - efficiency/spend effectiveness
- efficiency levers 329–32
 - demand management 330
 - process optimization 331
 - supplier management 329–30
- efficiency optimization five-step process 332–7
- EHI Retail Institute 218
- electronics retailers 97–8
- email marketing 286–7
- end-to-end brand delivery 54
- enterprise resource planning (ERP) 333
- fact-based promotions management
 - 231–45
 - background 231–2
 - comprehensive 235–8
 - impact of 234
 - investment decisions 234
 - KPIs for optimization 235–8
 - margin improvement 241–5
 - pricing/promotions balance 232–5
 - promotion design 234
 - retailers should leverage insights 239–40
 - supplier management 234
 - supplier negotiations 239–40
- FMCG best practice 172–3
- forecasting 241–5
- format development 316
- front-line management 211–12
- garbage in, garbage out 169–70
- geo-cells 226
- geo-fencing 313
- geo-marketing *see* granular
 - geo-marketing
- German Advertisers Association (OWM) 247, 263
- German Association of Advertising Paper Publishers (BVDA) 221
- GfK 93, 99
- GfM&H (Gesellschaft für Markt & Handelsforschung mbH) 224, 225
- go-to-market approach 317
- granular geo-marketing 225–7

- grocery retail
 - best-practice example 174–5
 - cost-conscious homemaker 22
 - daily-routine shopper 22
 - highly involved gourmet 22
 - segmentation 22–3
- gross rating points (GRPs) 124, 126, 173, 260, 261, 285
- halo effect 132
- human resources (HR) 53
- hygiene factors 49
- impact analysis 162
- in-store
 - execution of promotions 241–5
 - marketing 198–9
 - offering 316–17
- Incite 285
- indirect costs 127
- individual brand strategy 102
- inside-out budgeting 123–4
- intra-media optimization 258–9
- investment units 131–4
- Italian petroleum market
 - brand analysis 57–9
 - core values 60
 - positioning of new brand 59–60
 - post-merger integration 56–7
 - strategic options 57
- key performance indicator (KPI) 235–8, 245, 282, 290, 300, 331
- known value item (KVI) 174
- leaflets and local print advertising
 - 217–29
 - complex challenge 219–22
 - consumer data 219
 - consumers' love for 217–19
 - different store types require different promotions 220
 - fine tuning pays 222–3
 - fragmented landscape of providers 221
 - marketing formats across countries 220
 - optimization example 228–9
 - product selection 223–5
 - true point of sale 217–19
 - use of granular geo-marketing 225–7
 - variation in reach/quality of media 221–2
 - what to promote 223–5
 - where to promote 225–7
- local media excellence (LoMEX) 219–22, 227
- location-based technology 186–7
- logistics management 241–5
- McKinsey & Company 3, 7, 247
 - BrandMatics concepts/analyses 37, 45–9
 - creativity and fit criteria 252, 253
 - Digital Marketing Factory 289
 - executives survey including in-store experience 199–200
 - future of media and communications management survey 263–5
 - iConsumer survey 191, 280
 - Online Marketing Excellence (OMEX) 274–5
 - PL studies 99, 104
 - promotions survey 243–4
 - segmentation analysis 26–8
 - social GRPs 285
 - survey of marketing practices 130–1
 - TV commercial study 108
- McKinsey Consumer Marketing Analytics Center (CMAC) 318–19
- market research, brand diamond as template for 40–2
- market segmentation *see* segmentation marketing

- costs 134
- data 312
- effect of digital technology on 271
- inside-out budgeting based on
 - objectives 123–4
- management of activities 119–20
- spend 117–18
- suboptimal 200
- Marketing Centrum at University of
 - Münster (MCM) 99
- marketing efficiency/spend
 - effectiveness 326–37
 - best practice 337–9
 - levers 329–32
 - obstacles 327
 - optimization five-step process 332–7
 - overview 326–9
 - scope 326, 329
- marketing mix modeling (MMM)
 - 161–76, 235, 257
 - best practice examples 171–6
 - constant care 170
 - definition 161–3
 - high reliability/accuracy 169–70
 - high-level logical architecture 164
 - high-level technical architecture 164
 - how it works 163–5
 - strategic/tactical applications 165–6
 - sufficient scope/granularity 169
 - transparency across multiple
 - marketing levers 166–8
 - what it does 165–6
 - what it yields 166–8
 - what to watch out for 168–70
- media agencies 110–12, 281
- media mix optimization 107–16
 - comparative heuristics 113–14
 - econometric marketing mix models 114–16
- media landscape in rapid
 - transformation 108–10
- practical hints 115
- RCQ scores and 158
- tailored to your needs 110–12
- testing and learning 112–13
- media selection 157–8
- media strategy 273
- media survey 263–5
- Mellbye, Pia Marthensen 137, 142–5
- mobile advertising 280–1
- mobile devices 186–7
- multi-channel retailing 192–4, 308
- multi-channel rewards 314
- multivariate analysis 68
- Mündler, Daniela 320–2
- national brand equivalent (NBE) 97
- near field communication (NFC) 187
- negotiation role-plays 339
- newspapers 221–2, 248
- Next Product To Buy (NPTB) modeling 206–8
- Nielsen Markettrack 91, 99
- Nielsen Media Research 248, 285
- non-food retail experience 214
- non-food retail leaflet distribution 228–9
- objective-based budgeting 126–7
- Online Marketing Excellence (OMEX) 274–5, 290
- optimization of marketing spend 162
- outside-in competitive benchmarking 121–2, 123, 125
- over the top (OTT) 191, 280
- Path Intelligence 181–2
- performance driver analysis 162
- planograms 207
- point of sale (POS) 34, 120, 135, 150, 153, 169, 187, 197–214
 - best-practice example 206
 - cross-merchandising example 210

- point of sale (*continued*)
 - hot and cold areas 213
 - human factor is “make or break” for consumer 211–12
 - lack of store leverage 199–200
 - limitations at early purchase funnel stages 202
 - as most powerful marketing vehicle 197–9
 - non-food retail example 214
 - suboptimal marketing management 200
 - systematic management 200–3
 - tangible/intangible elements 203–10
- portfolio management *see* store brand
 - portfolio management
- pre-testing commercials 255
- private labels (PLs) 89–104
 - 3D approach 100
 - Achilles’ heel of brand
 - manufacturers 94
 - across all price segments 95
 - entry-level price segment 95
 - evolvment 95–100
 - four generations of 95–7
 - growth of 90–3
 - higher price-level segment 95, 97–8
 - individual brand strategy 102
 - initial positioning 89, 95
 - as instruments of differentiation 92–3
 - low-involvement categories 99
 - portfolios 98–9
 - product category identification 102–3
 - sourcing, manufacturing,
 - marketing capabilities of brand manufacturers 103–4
 - specific niche target groups 97–8
 - strategic 96–7
 - sustainable success strategy 100–2
 - umbrella brand strategy 101
- process optimization 331–2
- product promotion 223–5
- product substitutability 223
- promotions
 - design 236–8
 - determining which products 223–5
 - different store types 220
 - fact-based management 231–45
 - location 225–7
 - measuring effectiveness 237
 - price/promotions balance 232–3
 - what, how, where 236, 237
- purchase funnel *see* brand purchase funnel
- quality
 - CLM data 311–12, 315
 - leaflets/local print advertising 221–2
 - in RCO 154–7
 - shortcut 156–7
- radio-frequency identification (RFID) 181
- reach–cost–quality (RCQ) 147–58, 257, 290
 - cost 149–51
 - individual/cross-media optimization 148–9
 - quality 154–7
 - reach 151–3
 - scores used to increase efficiency/effectiveness 157–8
- rebranding 56–60
 - cost 85
- researching online and purchasing offline (ROPO) 271
- retail format 63–75
 - ignite 72–3
 - incubate 69–71
 - innovation example 75
 - investigate 66–9
 - iterate 71
 - key to successful development 66–73

- launch of new format 65–6
- optimization of existing format 64–5
- quantifiable targets 71
- rollout plan 72–3
- speed 71
- store selection 71
- support for development process 74
- retail pentagon 51, 69
- retailers
 - brand identity and core attributes 69
 - cost factors 70
 - diagnosis of status quo 66–7
 - ensuring profitability 69–71
 - investigate root causes 67–9
 - negotiations with suppliers 239–40
 - successful rollout 72–3
 - test phase 71
 - value proposition 70
- return on investment (ROI) 32, 126, 223
- RCQ scores 157–8
- root cause analysis 68–9
- sales, online search/offline purchase 271
- saturation analysis 125
 - combined with benchmarking/objective-based budgeting 126–7
- scenarios
 - development 82–3
 - evaluation 83–4
- science 6
 - measuring strengths/weaknesses 8–9
 - optimization 278–80
- search engine advertising (SEA) 276, 277–8
- search engine marketing (SEM) 286
 - advertising 277–8
 - definition 276
 - how it works 276
 - how retailers can use it 277
- search engine optimization (SEO) 276, 278–80
 - technical hints on 279
- segmentation 21–34
 - background 21
 - central strategic segmentation 30–2
 - for consumer needs 26–9
 - defining relevant market 25
 - getting the most out of it 32–4
 - importance to retailers/consumer goods companies 22–3
 - longevity of 24
 - matrix 303–4
 - methodology 29–30
 - needs constant care 34
 - practical and memorable 32–3
 - purposes of 24
 - secondary 30–1
 - as strategic topic for top management 23–5
 - tangible and memorable 33
- sensitivity maps 141
- shoppers *see* consumers
- situation analysis 81–2
- smart sourcing 325–44
 - background 325
 - efficiency levers 329–32
 - efficiency optimization 332–7
 - follow best practice 337–9
 - optimizing commercial print sourcing 340–4
 - yields sizeable savings 326–9
- social GRPs 285
- social media 188–91, 271
 - definition 282–3
 - how it works 282–4
 - marketing strategy 284–7
 - windfall data 312
- Social Media Excellence Survey 284
- stock-keeping unit (SKU) 99, 174, 220, 223
- selecting the most promising 102–3

- store brand portfolio management
 - 77–87
 - advertising expenditure 85
 - assess impact of portfolio move 84–6
 - brand positioning example 87
 - brand space map approach 81–4
 - BrandMatics Advanced approach 80
 - golden rules 80
 - multiple formats/brands 78–9
 - one-time rebranding cost 84, 85
 - potential risks 85
 - synergies 85–6
- store heat map analysis 213
- suboptimal marketing 200
- supplier management 234, 329–30
- supplier negotiations 239–40

- tactical considerations 127
- target group 6, 8, 24, 31, 42, 45, 66, 77, 94, 97, 102, 103, 111, 124, 149–52
 - actual reach 152
 - digital strategy development 272–4
 - hands-on media optimization
 - example 290
 - net reach 151
 - test and learn practice 255–7
- telecoms best practice 171
- television commercial (TVC) 150, 153, 173, 258
- testing and learning for mix
 - optimization 112
 - advantages/disadvantages 113
 - applicability 113
 - how it works 112
- testing and learning for pilot
 - campaigns 308–10
 - define objectives clearly 308
 - log parameters for future reference 309
 - specify relevant metrics 309
- track/review campaign's impact 309
- use control groups to capture value of campaign ads 309
- Vistaprint example 309
- testing and learning prior to, during and after activation 255–7
 - concept testing 256
 - post-testing 256–7
 - pre-testing 256
- third-party contributions 127
- total return to shareholders (TRS) 300
- touch points 5, 9–10, 11, 15, 18, 52, 56, 87, 113, 114, 120, 135, 350
- trade-off decisions 10, 41, 71, 113, 114, 116, 132, 162, 258, 328
- transaction data 312
- tyranny of the average 133

- umbrella brand 78, 79
 - strategy 101
- value chain
 - backward integration 102
 - control over 95
 - effect of digital technology on 270–2
 - end-to-end management of 103
 - margin advantages of integration 92
 - PLs and 92, 95, 102, 103
- value creation 302
- viral online cost 151, 153
- visual merchandising 204–5
 - cross-merchandising 204
 - decision-support signage 204, 207, 209
 - digital technology 209
 - display organization 204, 207
 - look and feel 204–7
- Wagner, Thomas 191, 265–7

<http://www.pbookshop.com>

<http://www.pbookshop.com>