



WFA
ABA+
'09

GLOBAL ADVERTISER WEEK

Achieving growth in a downturn

Maurice Levy

Bernhard Glock

Johan Jervoe

Moderator: Bob Liodice

WFA / ABA Global Advertiser Conference



*Growth Strategies
for Tough Times*

March 11, 2009

1. Passion and
leadership are
brand imperatives

2. Invest in the
brand and be
courageous

3. Let creativity fly

4. Develop trust and connectivity by delighting consumers and customers

5. Expand media
platforms (particularly
digital)
and integrate all
communications

6. Be accountable

7. Invest in people

8. Trust your agencies

9. Strengthen the marketing supply chain and make it productive

10. Be socially responsible

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PUBLICIS GROUPE

Viva La Difference!

<< Achieving Growth in a Downturn Economy >>



Introduction

- Thank you for giving me the opportunity to introduce our conversation today.
- Not an easy task, though: who dares to speak of growth, when the world around us is falling apart? We are facing the first economic crisis of the globalized world.
- Growing in a blooming economy is not easy, but feasible.
- Growing in a downturn economy is a little more difficult: uncertainty, anxiety and fear are dominant, and we all know that fear is not a good counselor. Consumers are not inclined to spend in such circumstances.



Introduction

- On the other hand, the tougher the crisis, the greater the opportunities.
- What I'd like to suggest is the following: there is no one-size-fits-all solution.
- But there surely is a solution for each of us, based on our company or brand DNA, driving forces, values, existing assets and hidden potential.
- In other words: to realize the full potential of your capabilities, it's time to be bold!
- In that perspective, let me go through the 7 points I'd like to highlight and share with you.



1. What makes you *different*?

- In tough times, you need to know **where your difference lies**.
- What makes you different is crucial: define your **competitive advantage**. This is what will help you to win market share.
- To grow in a downturn economy, you need to unlock your hidden potential: don't be conservative – change.



1. What makes you *different*?

- This is the way we handled it, at Publicis
 - in 2006, we analyzed the evolution of the media landscape, with empowered audiences. ***Go Digital!*** has been our primary focus, and we changed the way we operate quite dramatically in 2007 and 2008.
 - when the crisis turned really harsh, we shifted:
 - *From:*
Communications and Marketing Services provider
 - *To:*
Value creator through Imaginative Ideas and Connections
 - This is changing our focus, the way we work, how we serve our clients. And it is particularly necessary in a tough economy.



2. Re-invent your offer

- You know your playing field.
- It may be time to change, though, if your growth is flat or your business is declining. Don't act considering "it's the market".
- Fully **align all your forces** on one goal: increasing your market share (in a downturn economy, the only market share you can get is from your competitors):
 - go deeper into your clients' or consumers' demands, expectations and dreams
 - consider the time, the effort, the money people spend to get your product, your service – help them to save
 - price, product, services, customer journey, communication... recognize and **understand where you are in the value chain**, from your customers' standpoint, and make your product, your brand, more relevant, more valuable.



3. Re-invent the way you work

- Growth is also a matter of costs. Bring them down by a more efficient, more effective organization.
- Know **where you are**.
- Re-assess **what you stand for**.
- And then use the Blue Ocean grid ...
 - eliminate
 - reduce
 - raise
 - create

... in your offer, in your organization, in your processes.



4. Invest in your most precious asset: your brand

- Your brand equity is of **high value**, probably the most important asset you have.
- How will you maintain and even increase your customers' loyalty, and if possible, **loyalty beyond reason**, at a time when people are confused and need reassurance?
- Make your brand a **lighthouse** to your audiences:
 - renovate it
 - enrich it
 - innovate
 - illuminate it: communicate!
- Make your communication more actionable, more compelling. Not brand *or* sales. It is **BRAND AND SALES**.



5. Make all your key managers entrepreneurs

- **Entrepreneurial spirit** is essential in troubled times.
- As you know, George Bush once regretted that the French had no word for *entrepreneur* ...
- Schumpeter, who lived through the 1929 crisis, highlighted the role of entrepreneurs and ongoing innovation, as well as the idea of “creative destruction” they bring, replacing old industries with **new ideas, new products and new processes.**
- As Giorgio Armani recently pointed out: “*An entrepreneur shows his true colors in a period of crisis, not in a period when everybody is having success*”
- Entrepreneurs take initiatives and risks, and refuse the status quo.
- Make everyone in your organization an entrepreneur, help them to take initiatives and decisions fast.



6. Innovate, innovate, and re-innovate

- One of the toughest questions you are facing is how you will move out of your comfort zone of current products and markets: you may have to take tough and unexpected decisions.
- You may have to “purify” your product, your service, to address the growing need for simplicity, and value for money: reduce complexity, reduce time-to-market, cut costs, make your product more accessible.



7. Change your mind

- We're in a terrible turmoil, all industries face dramatic transformation, people are more empowered every day, we have to deal with a real scarcity of talents, the pressure on prices, budgets, flexibility and speed gets higher every day... It's time to change your mind!
- Go after every piece of business with tooth and claw, and show your clients and prospects an unmatched will to win.

*"Impose ta chance
Serre ton bonheur et va vers ton risque
À te regarder ils s'habitueront" wrote René Char*

*"Impose your luck
Firmly hold your joy and
take your risk.
They will get used to it."*

... this is exactly the inspiration we need today



Obrigado

Thank you

Merci

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WFA/ABA Global Advertiser Conference 2009

Sao Paulo, March 11, 2009

Achieving Growth in a Global Downturn P&G and WFA perspectives

Bernhard Glock
President World Federation of Advertisers
Vice President Media and Communication Procter & Gamble



Bad Times



Good Times



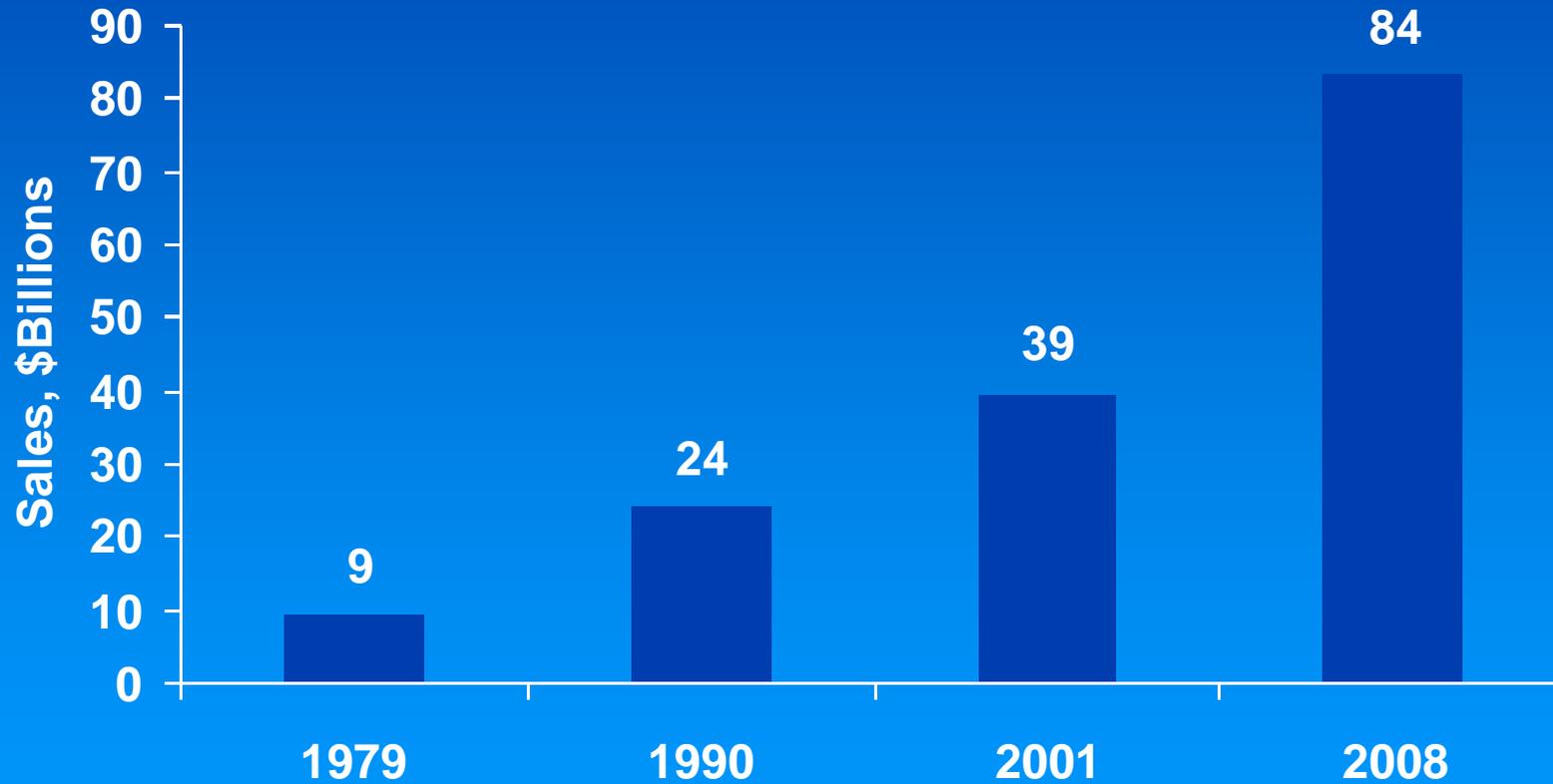
Dangerous times



Comfortable times

Growth through Recessions

P&G



Winning the Consumer Value Equation Every Day

1 Understand Value

2 Create Value With Innovation

3 Enable Value With Cash and Cost Discipline

4 Design Brand Portfolios For Value Creation

At P&G We Understand Value Consumer Understanding

More than
\$2 billion invested
in consumer research
since the beginning
of the decade





Consumer Behavior

- Shopping less often
- Reducing home inventories
- Shopping discount stores
- Promotional buying
- Avoiding temptations
- Planning trips



Leading Value Brand

Charmin®

Use 4X less*

with

Charmin®

Charmin Ultra Soft

Charmin Ultra Strong

*Vs. Leading Value Brand.

MORE CLEANING INGREDIENTS
LESS WATER*



There is no clean like a Tide® clean.

*Based on superior stain removal vs. the next leading regular liquid detergent.

©2008 P&G

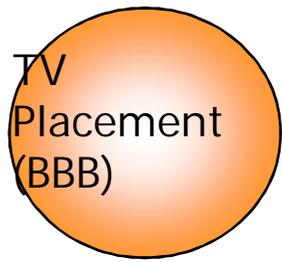
DURACELL®

In Brazil:

the 8x longer 360° plan

Perform like a Champion





Strong presence of Duracell at BBB 8



- 12 million people impacted
- +3pp of Value Share after execution



Perform like a Champion



Last 8x longer benefit communicated during 6 months in Brazilian soccer championship



- 34 games exhibited
- Great interaction with the TV content

Perform like a Champion



In-Store

Duracell invested in other ATL and BTL to bring its benefit to consumers eyes during the purchase moment.



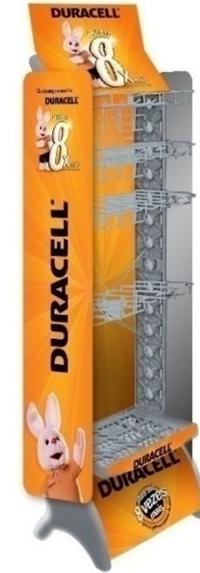
Clock Display



Mobile



Clip Strips



Displays



Print



Radio



Perform like a Champion

Ongoing Productivity The Success Circle:

*Simplifying
our work,
decision-
making and
structure*

*Frees up
investment
for growth*



*Frees up
capacity for
innovation*

**Connect &
Develop**



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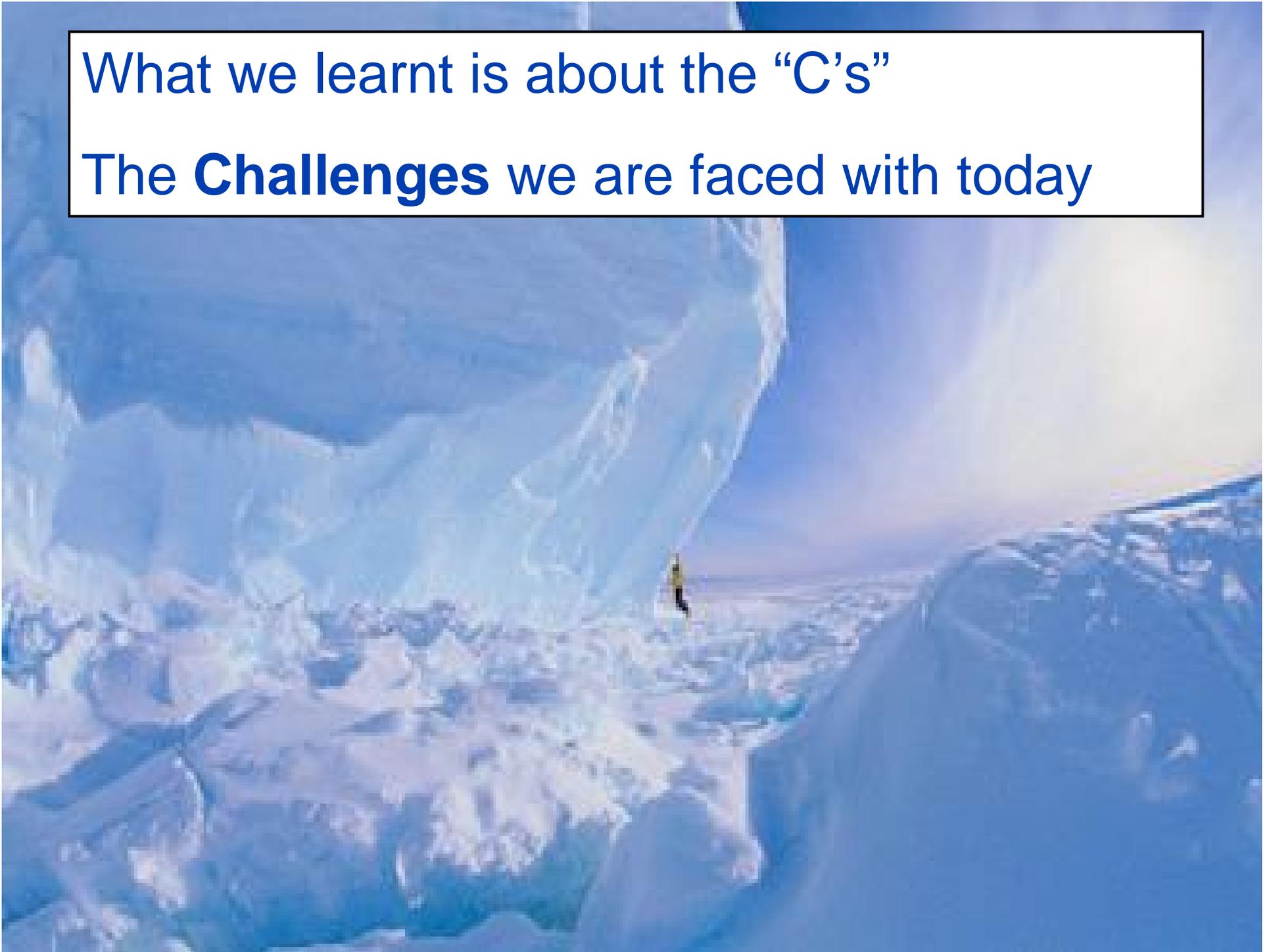
Sao Paulo, March 11, 2009

What did we learn from other companies?

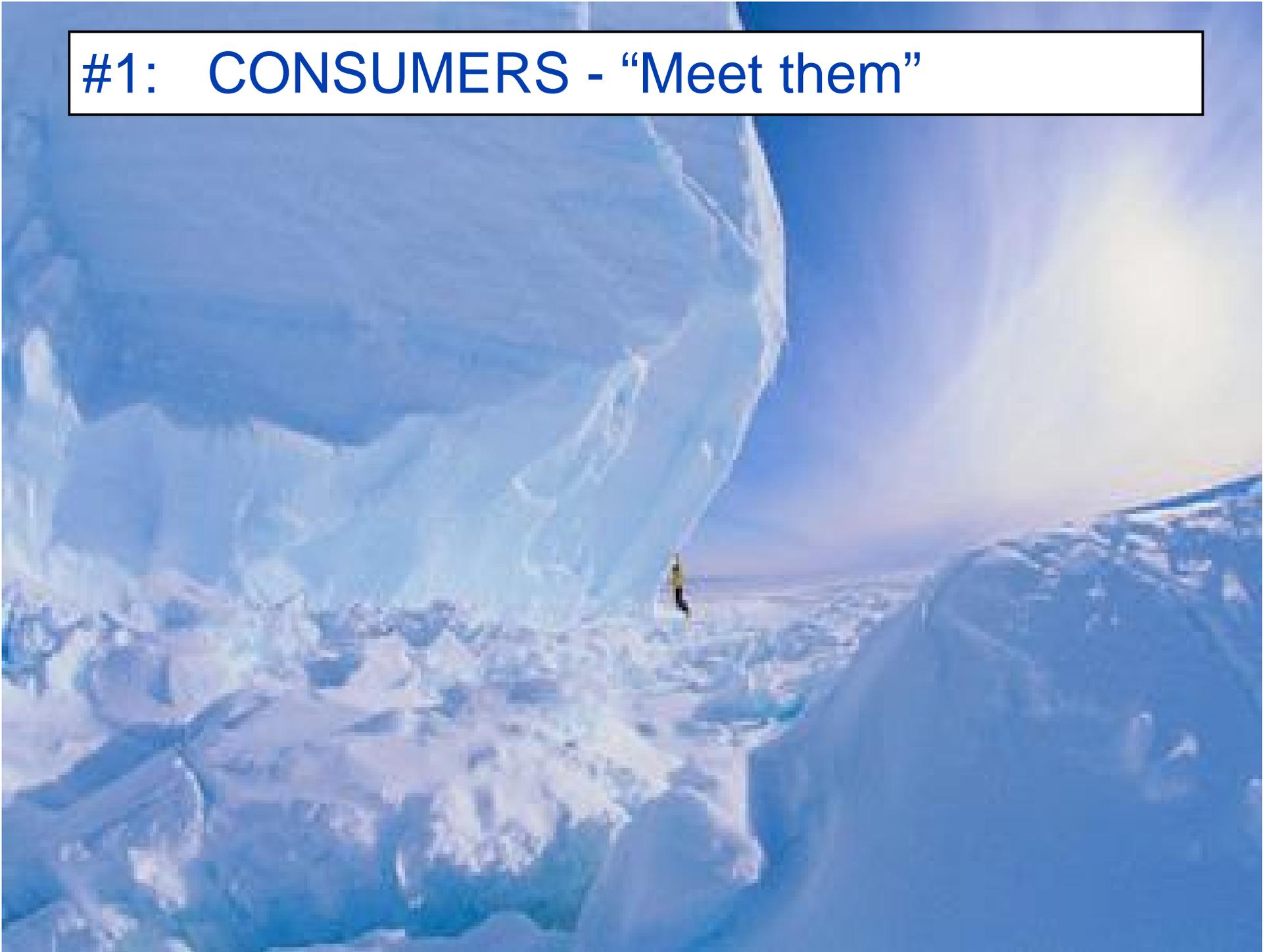
Bernhard Glock
President World Federation of Advertisers
Vice President Media and Communication Procter & Gamble

What we learnt is about the “C’s”

The **Challenges** we are faced with today

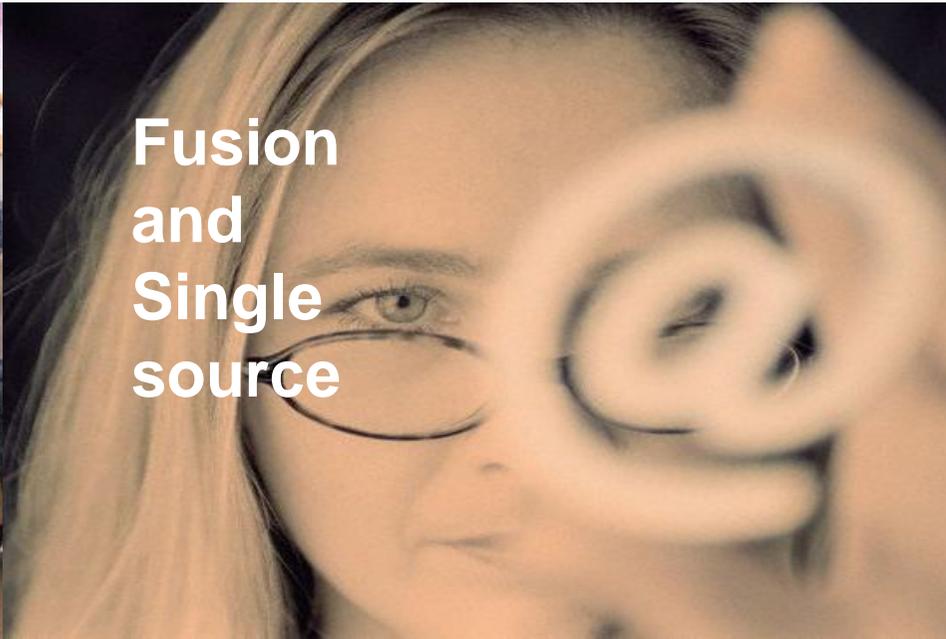


#1: CONSUMERS - “Meet them”

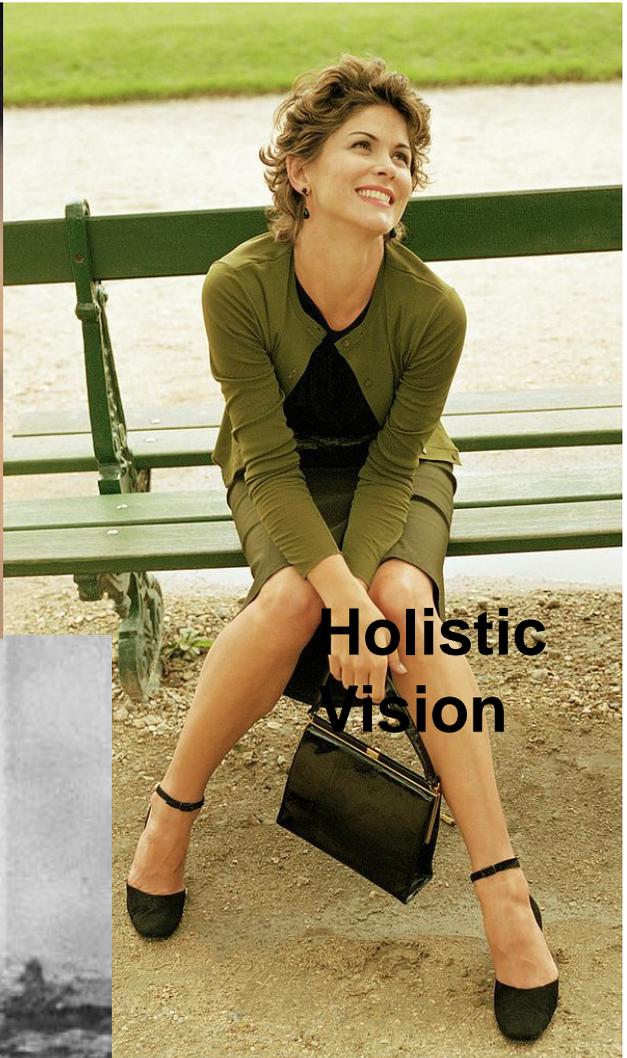




Promising
scope and
PSOS
Marplan
approaches



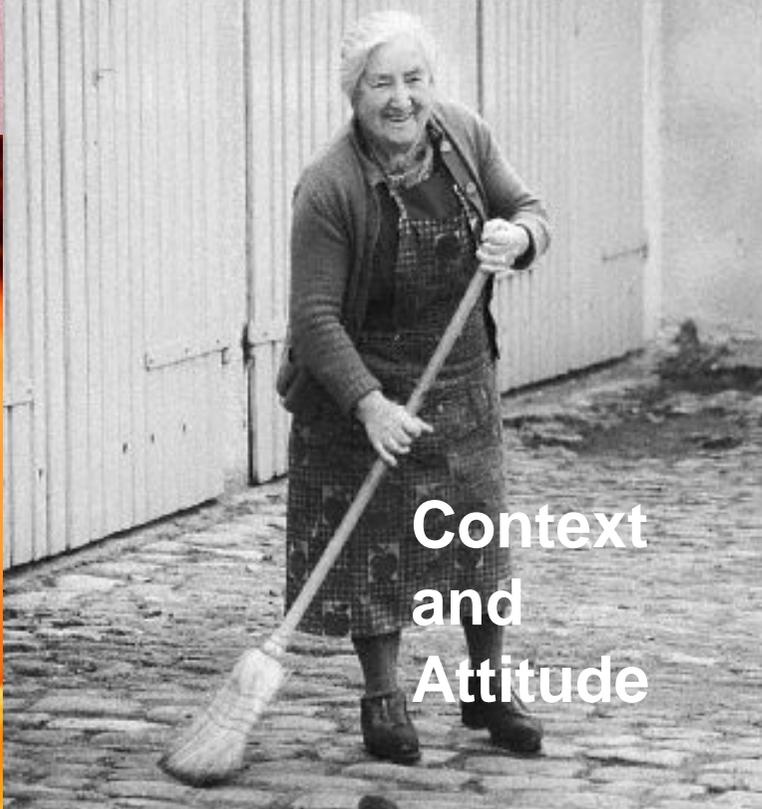
Fusion
and
Single
source



Holistic
Vision



WFA
Blueprint



Context
and
Attitude



#2: CONFIDENCE - “Build it”

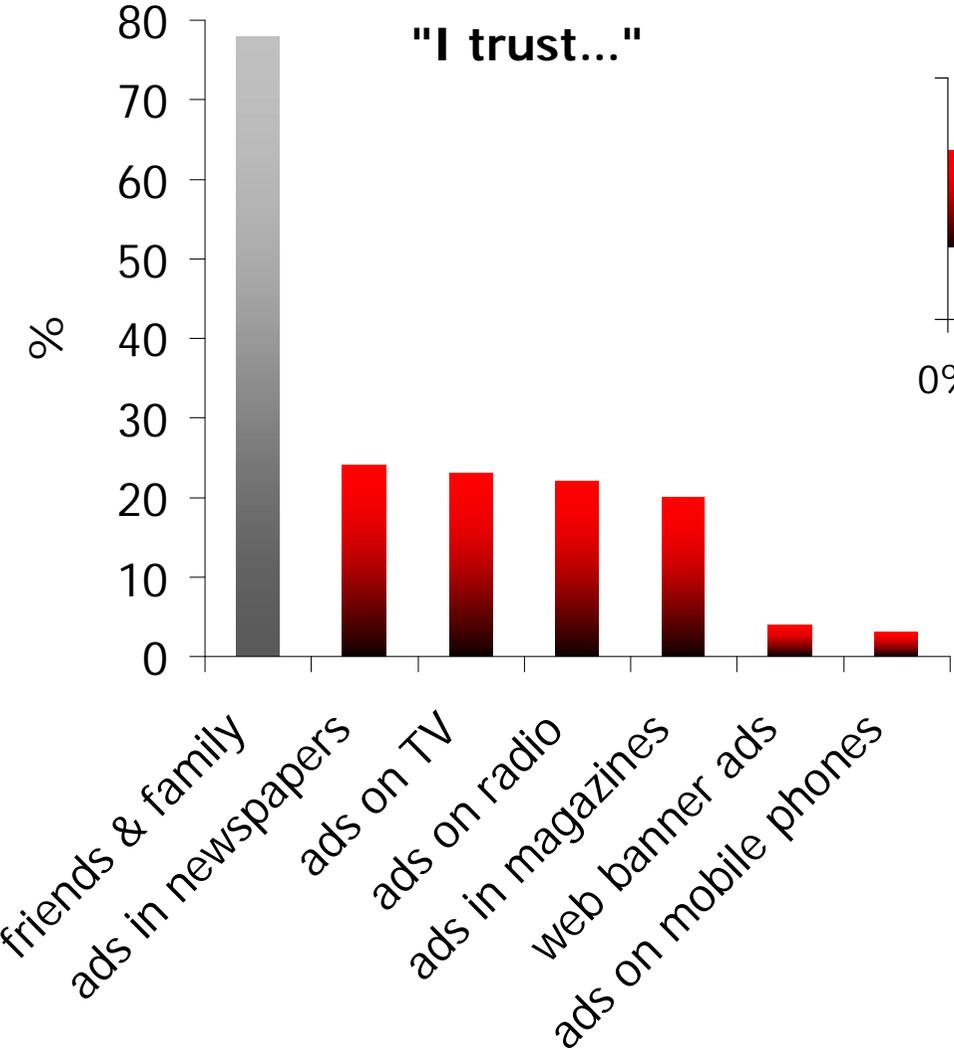


T R U S T

The advertising community believes in advertising – during bad and good times

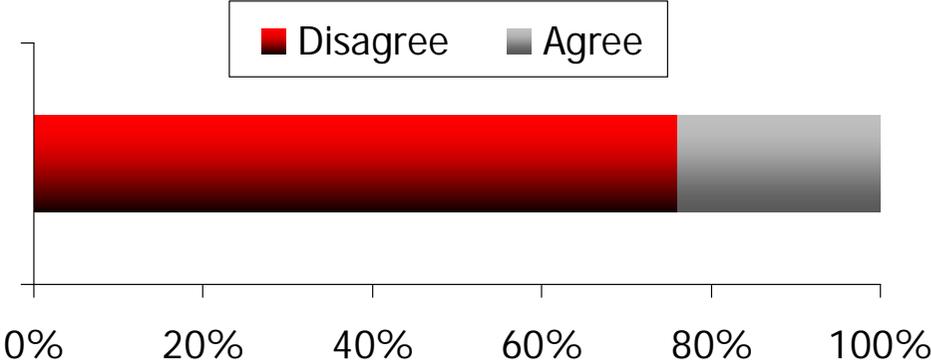


Not everyone feels the same



Source: Forrester Research Inc. 2006

"Companies tell the truth in ads"



Source: Yankelovich Marketing Resistance Survey, 2004





O Valor da Publicidade

[Site da APAN](#)

Para saber como é que a publicidade beneficia a economia, a sociedade e si a próprio...
Clique nas imagens abaixo

Faça download do sumário executivo



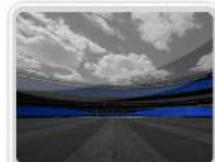
Beneficia o consumidor



Fortalece a economia



Sustenta os meios de comunicação social



Financia o desporto e a cultura



A força do bem



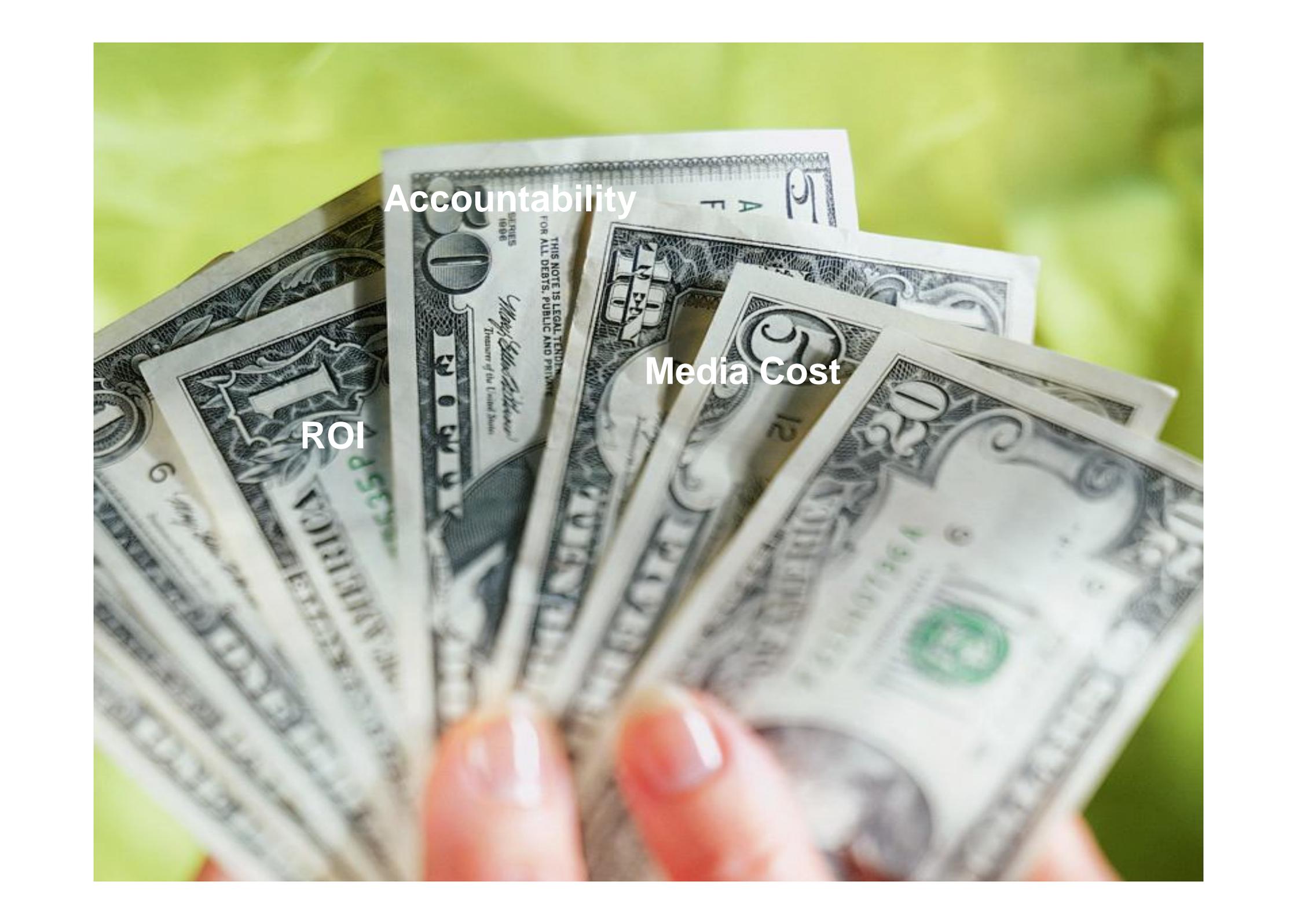
Perguntas ?

#3: COMPETITION - “Embrace it”





Photo: Saatchi

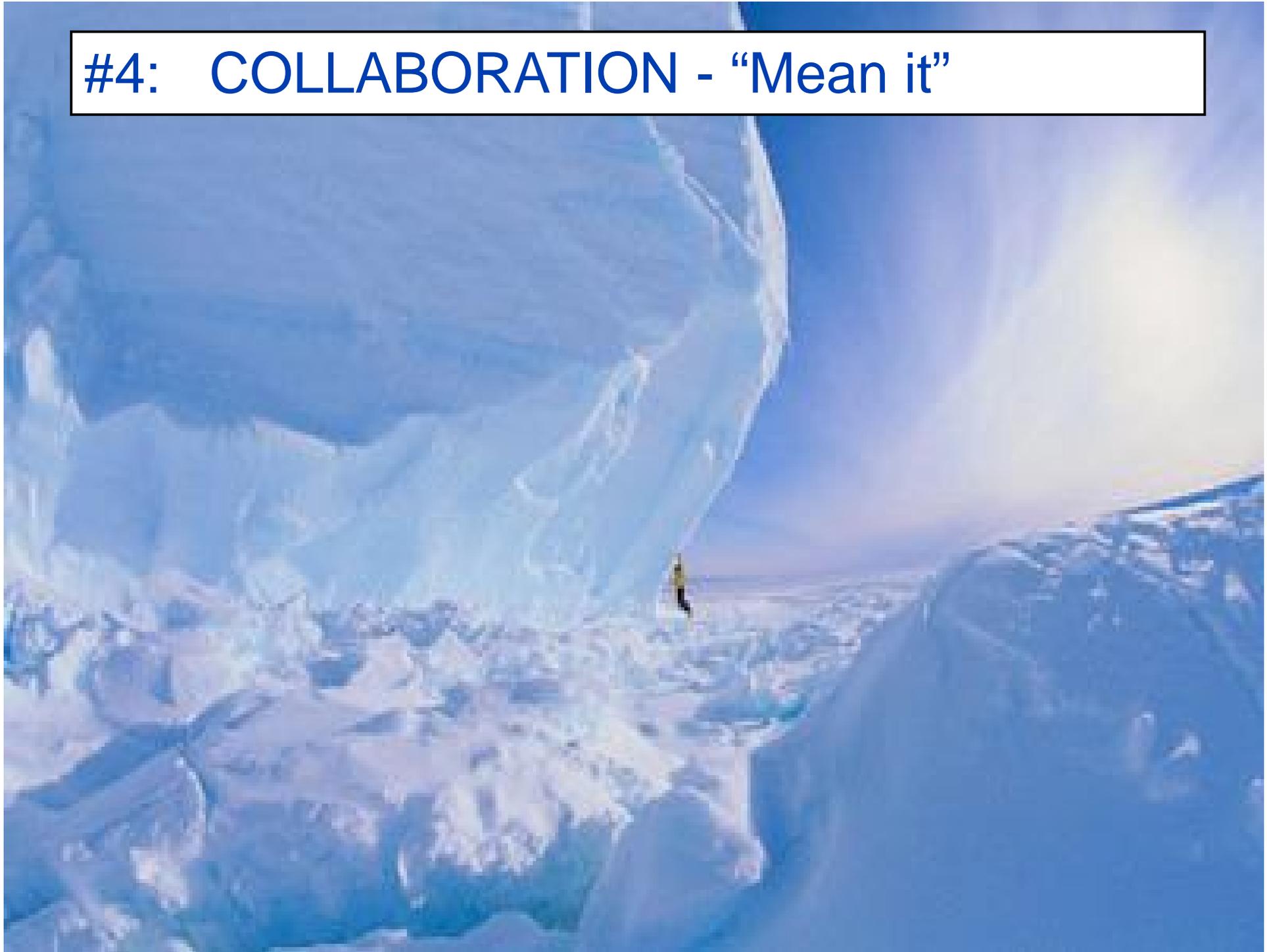


Accountability

Media Cost

ROI

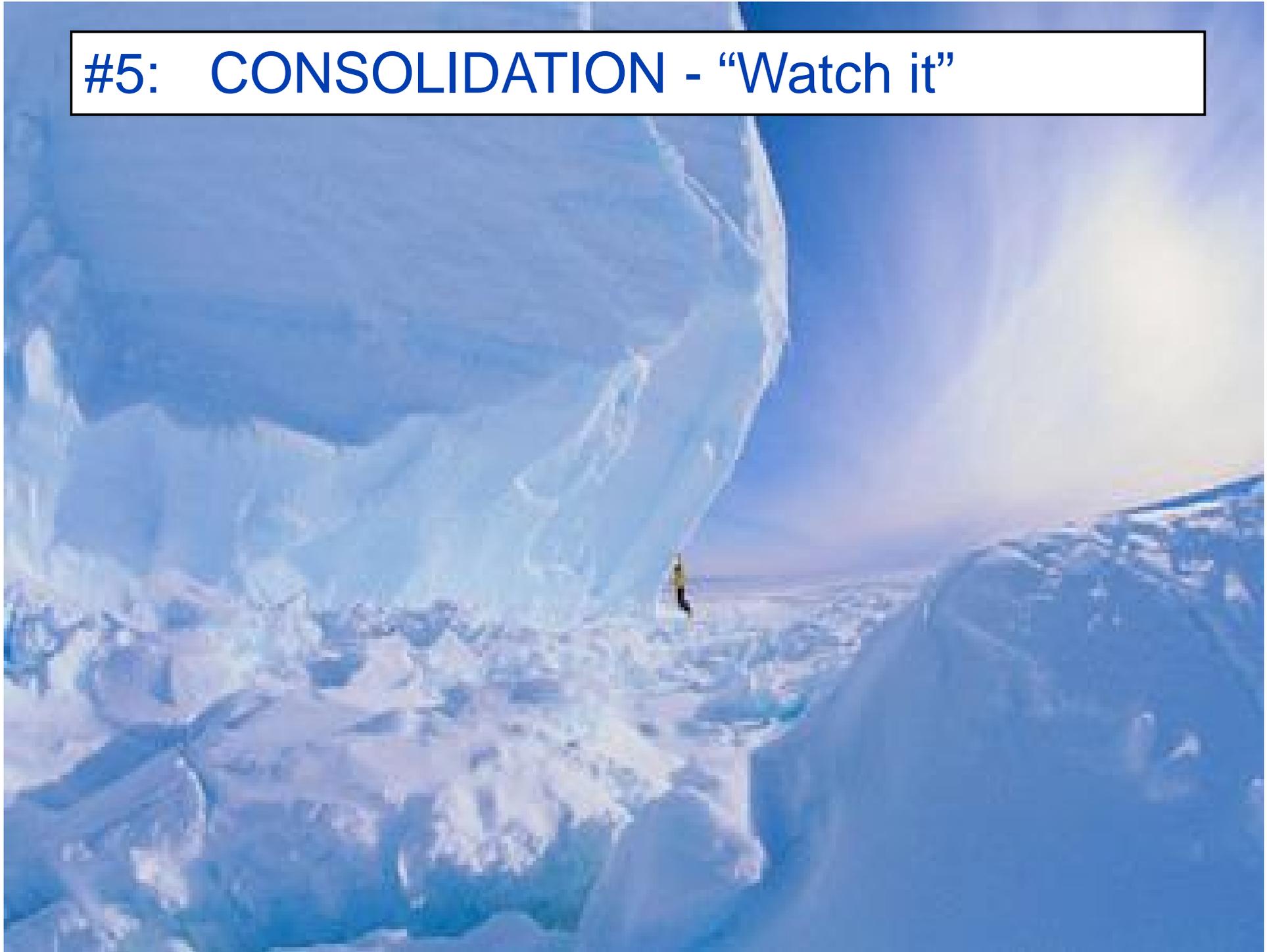
#4: COLLABORATION - “Mean it”



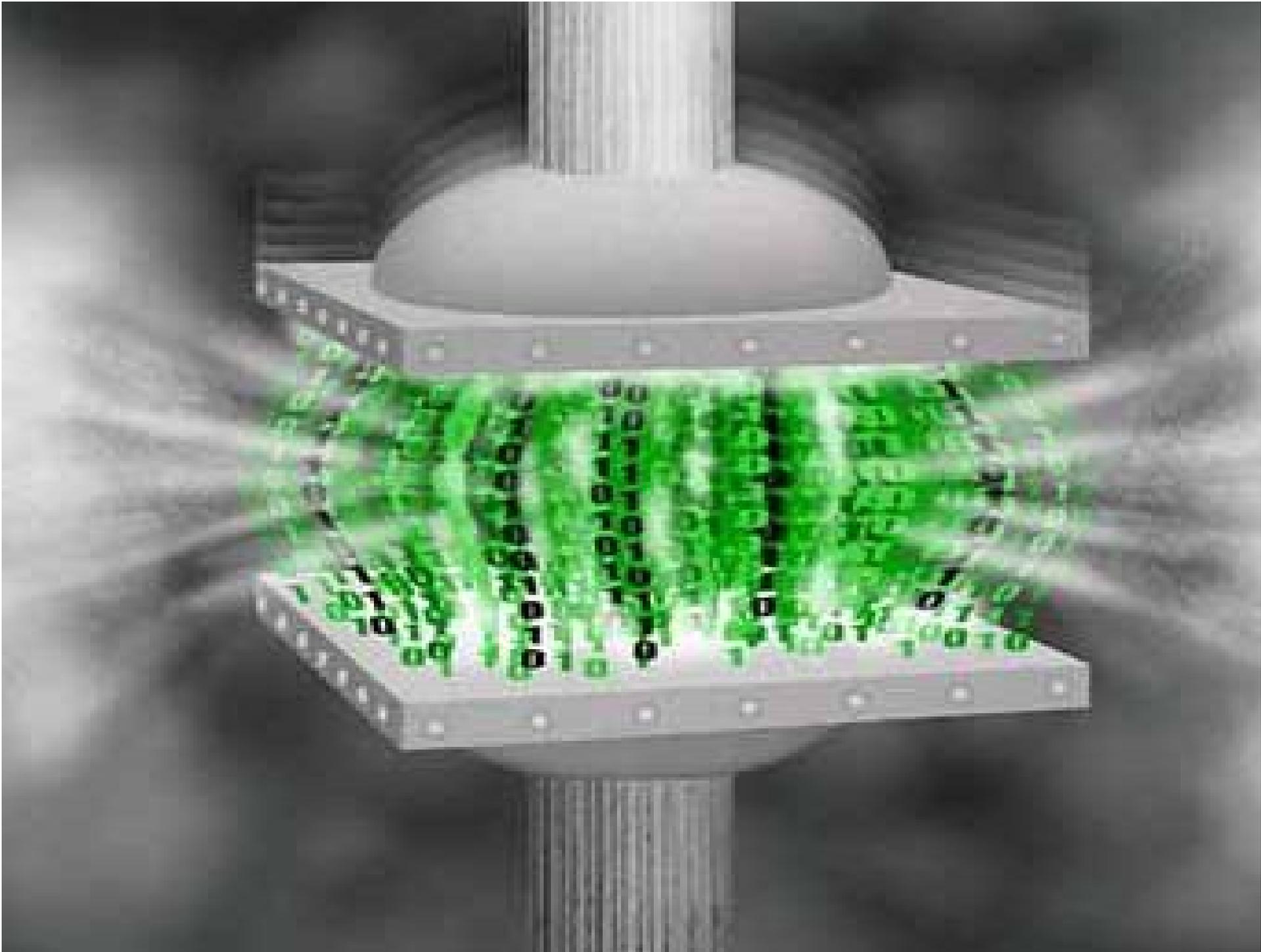




#5: CONSOLIDATION - “Watch it”







#6: CHANGE - “Do it”





e.g. ABA

The World



A close-up, artistic photograph of a person's eye. The iris is replaced by a glowing, translucent blue globe of the Earth, showing continents and oceans. The eye is looking slightly to the right. In the background, several other similar glowing Earth globes are visible, floating in a dark space. The overall color palette is dominated by blues and greys, with a soft, ethereal glow around the globes.

**Our Common Interest
are Thriving Brands**



Thank You

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Johan Jervoe

Moderator: Bob Liodice

Connecting...

J. Johan Jervøe

Corporate Vice President

**Global Marketing
McDonald's Corporation**



Panel discussion:

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