



Bothism

Efficiency & Effectiveness to drive
performance in Marketing Departments

Kaj Johansson – Kapero



Management consultants
for creative operations,
specialising in marketing,
communications and media.

We help our clients to become
more effective, more efficient,
and completely forward-facing.



300+ projects at 80+ clients



Aller media

postnord



stadium

ÅHLÉNS



PeakPerformance



skandia:

Hemköp

Kommunal.



ellos

Adlibris



KappAhl



BONNIER



NORSTEDTS

MEDIA GROUP



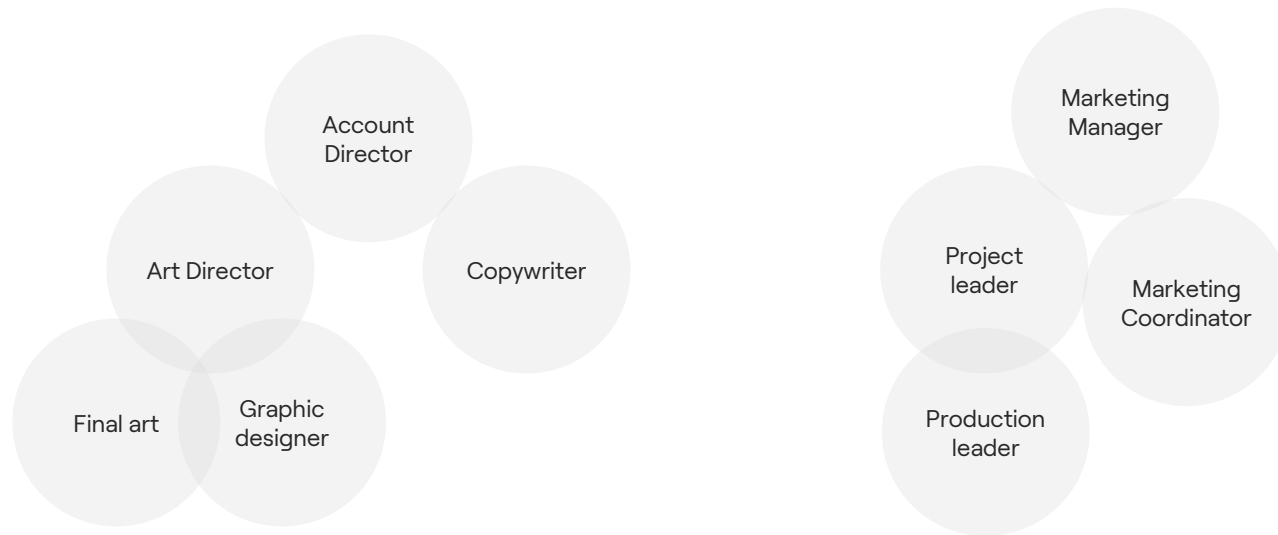
UNIONEN



SCANIA



Marcom has changed



1980

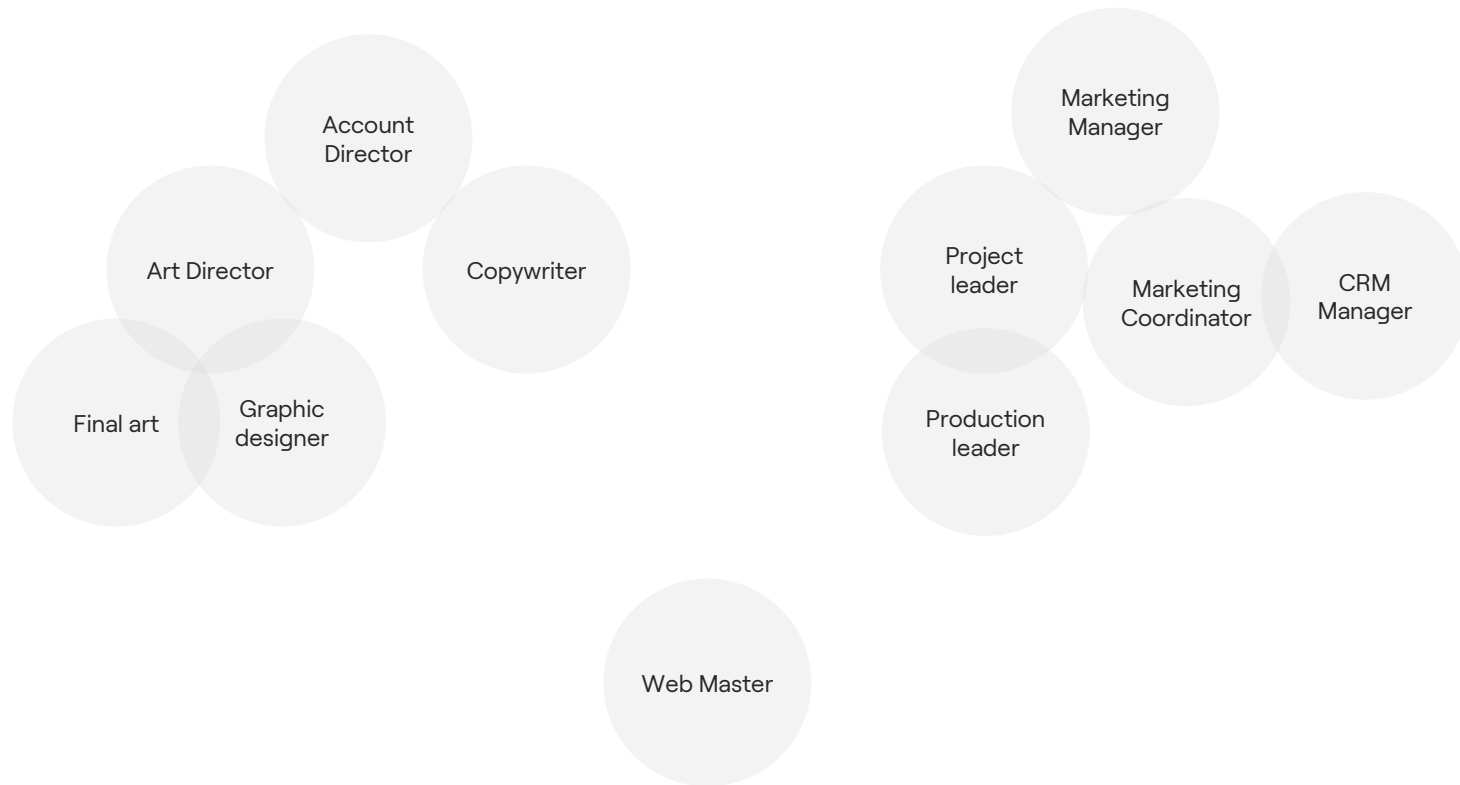
1990

1994

2023



Marcom has changed



1980

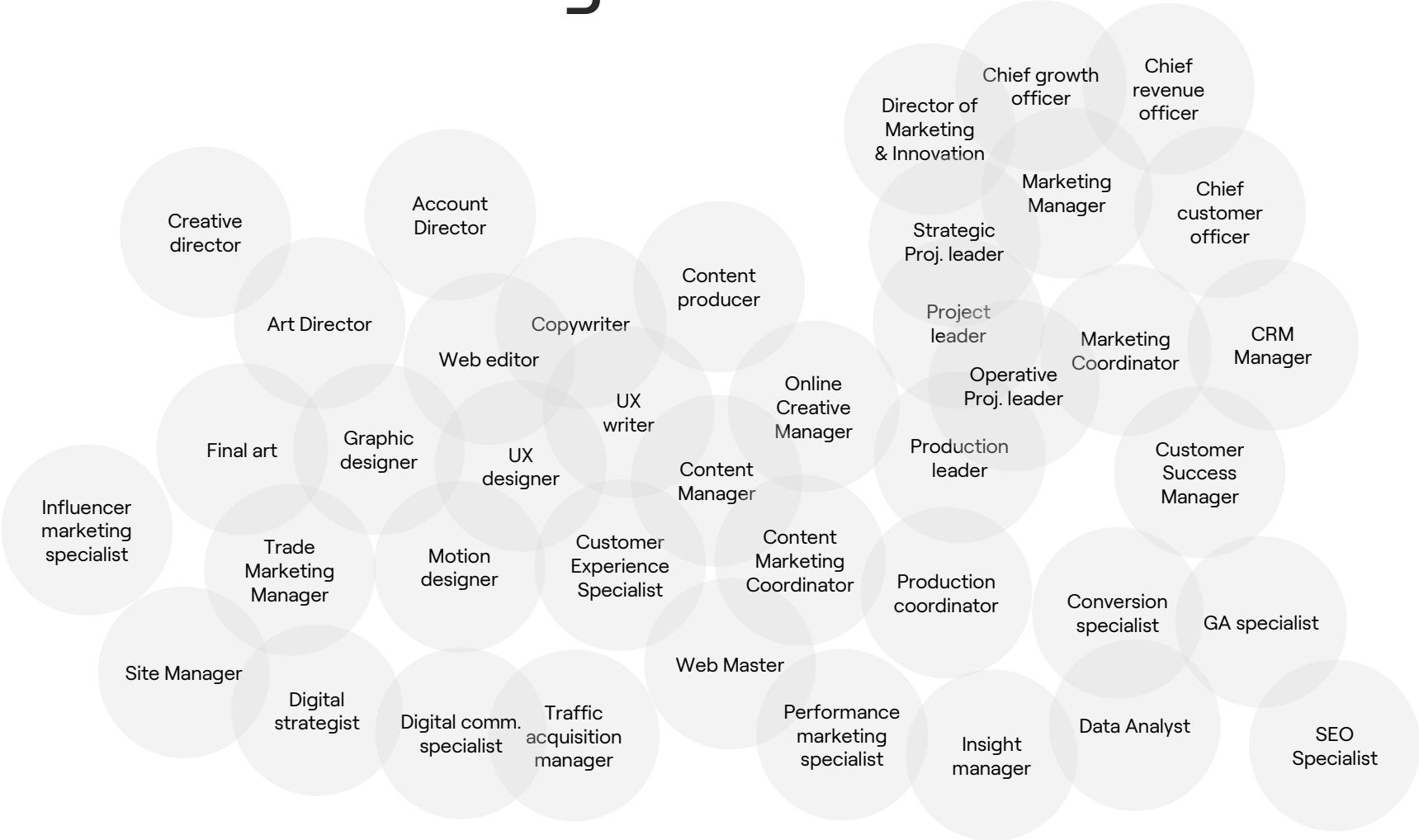
1990

1994

2023



Marcom has changed



1980

1990

1994

2023



Global Marketing departments

BU 1

Brand & Marketing - 6 FTE

- 1 Global Customer Experience & Marketing Director
- 1 Global Brand Mgr
- 1 Global Product Solutions Mktg Mgr
- 1 Product Communication Specialist
- 1 Product Communicator PGE
- 1 Product Communicator

BU 2

Brand & Marketing - 4 FTE

- 1 Global Customer Experience & Marketing Director
- 1 Global Brand and Communication Mgr
- 1 Product Communication
- 1 Product Solution Marketing Mgr

BU 3

Brand & Marketing - 6 FTE

- Global Director Marketing & Customer Experience
- Marketing Communication Mgr
- Product Communicator
- Customer Activation & Partnership Mgr
- Project Mgr
- Product Marketing Communicator

40
FTE

Global Brand & Marketing - 24 FTE

Senior Director - 1 FTE

Brand & Com. Mgr - 1 FTE

Online team - 12 FTE

- Head of Online B&M
- Global SoMe Manger
- SoMe Manager
- Sitecore Tester
- Digital Product Mgr
- Digital Project Mgr
- Direct End Customer Interaction
- Regional Trainer & Support
- Competence Development
- Project Leader
- Digital Marketing

Brand team - 5 FTE

- Global Brand Director
- Marketing Communication
- Brand & PR Manager
- Senior Customer Insights
- Senior Visual Brand Identity

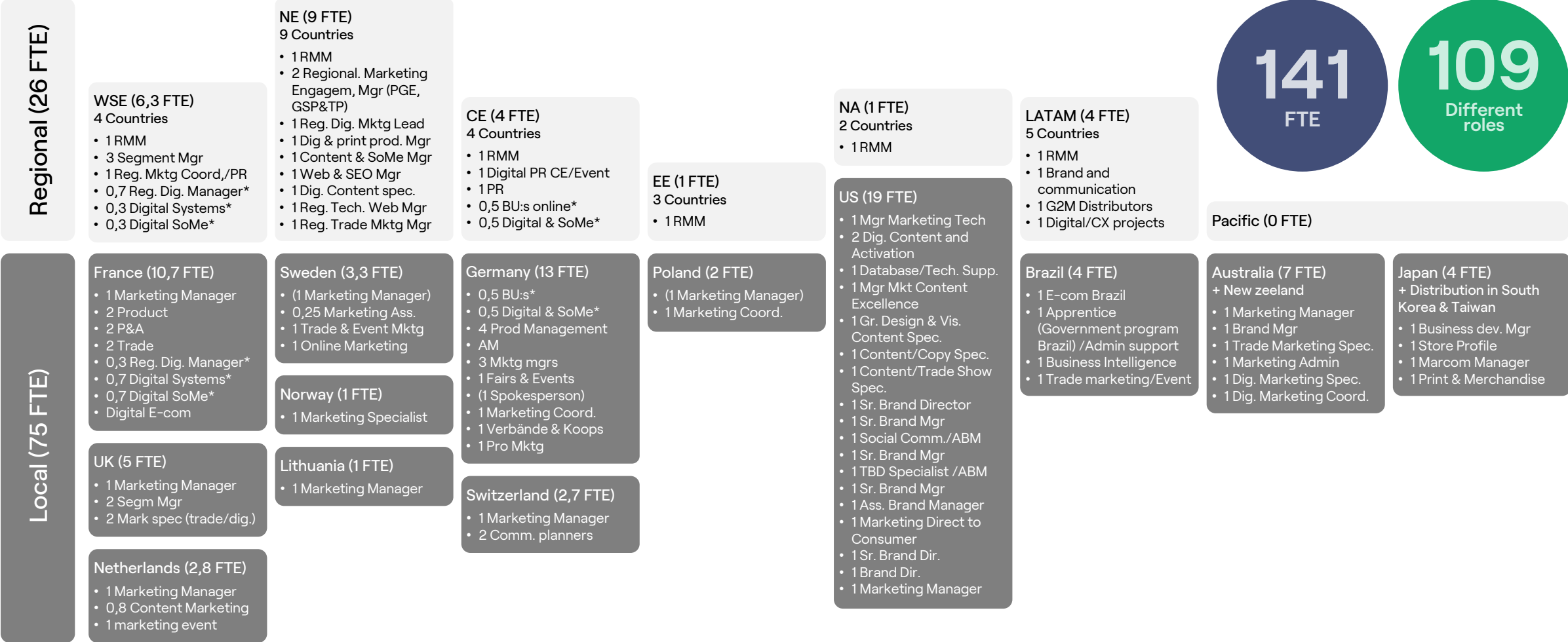
Content & projects - 4 FTE

- Director
- Project Mgr /coordinator
- Content Marketing PM
- Project Mgr

Next web program dir. - 1 FTE



Regional & Local marketing departments

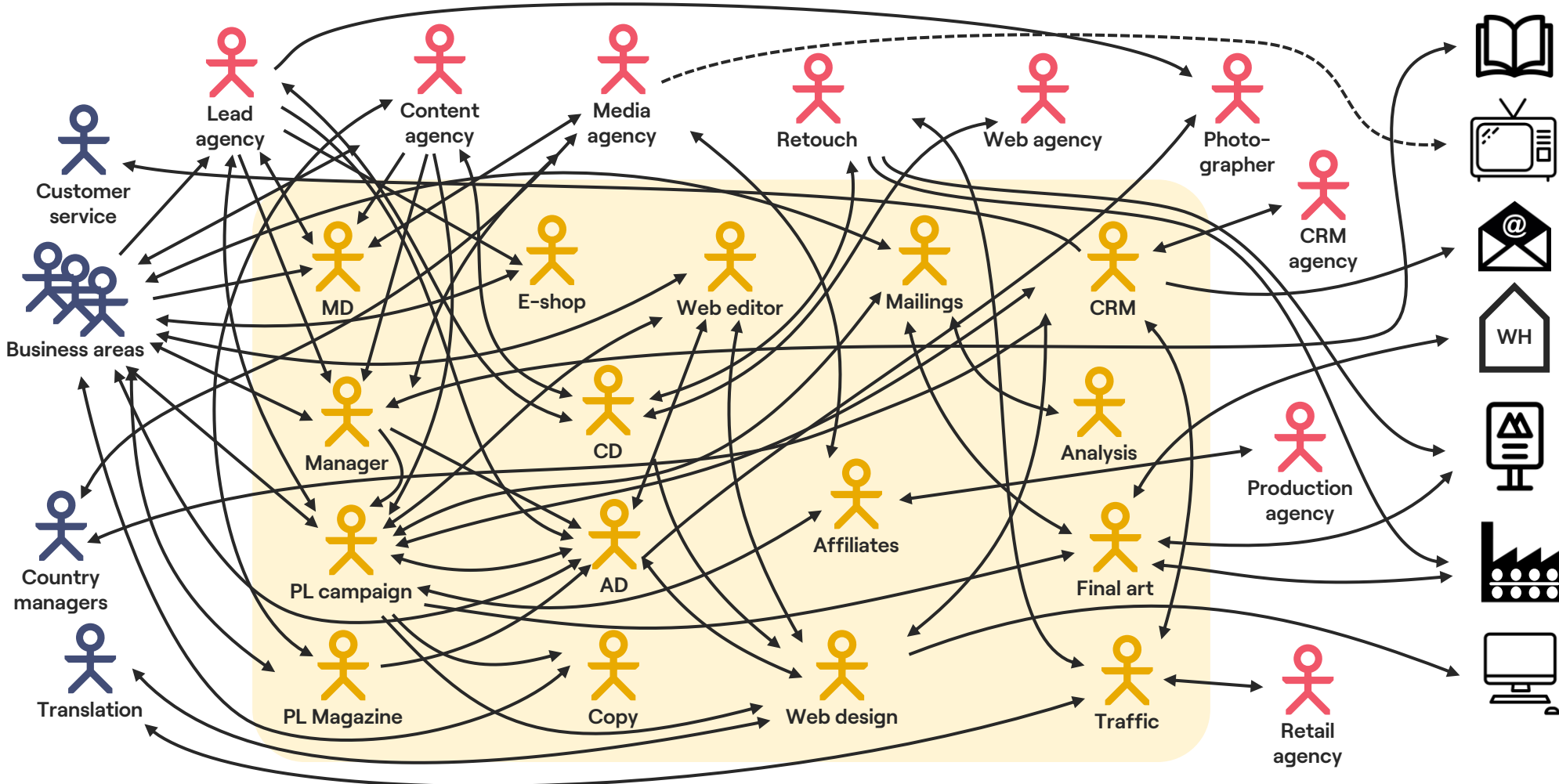


An ecosystem of disagreement...

ONLINE		OFFLINE		
ALWAYS ON	VS	CAMPAIGN		
CONTENT		MEDIA		
TARGETING		REACH		
BRANDING		TACTICAL		
EXIST. CLIENTS	VS	NEW CLIENTS		
AGENCIES		AGENCIES		
INHOUSE		OUTSOURCE		
OWNED		BOUGHT	EARNED	
COMMS		MARKETING	SALES	
GLOBAL	VS	REGIONAL	VS	LOCAL
DATA		INSIGHTS		KPI'S
COMMS		MARTECH		TECHSTACK



...and frustrating processes

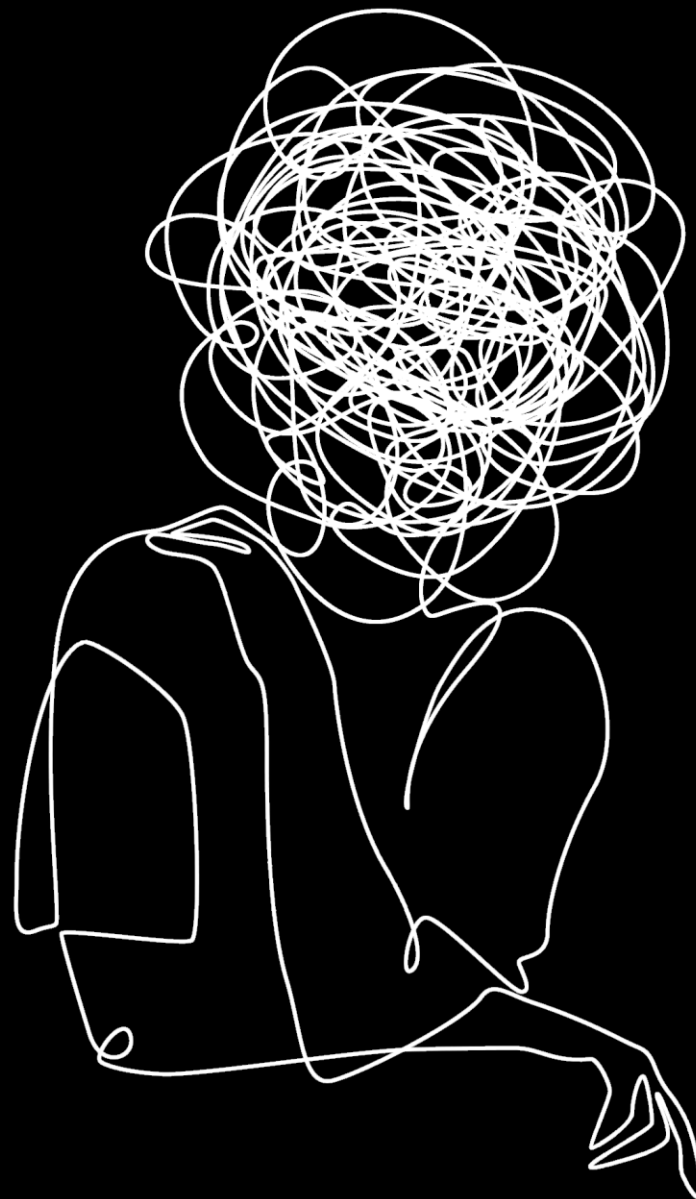


...and frustrating processes



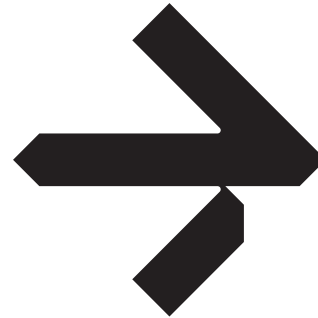


How did we end
up here?



More channels → More activities → More content

Content	Channels			
	1	2	3	4
Activity 1	X	X	X	X
Activity 2	X	X	X	X
Activity 3	X	X	X	X
Activity 4	X	X	X	X



Content	Channels									
	1	2	3	4	5	6	7	8	9	10
Activity 1	X		X		X	X		X		
Activity 2		X	X			X		X		X
Activity 3							X	X	X	
Activity 4	X			X				X		
Activity 5			X	X			X	X	X	
Activity 6	X	X	X	X						
Activity 7	X					X				X
Activity 8				X			X		X	X
Activity 9	X	X		X		X	X			
Activity 10	X		X	X		X	X		X	X

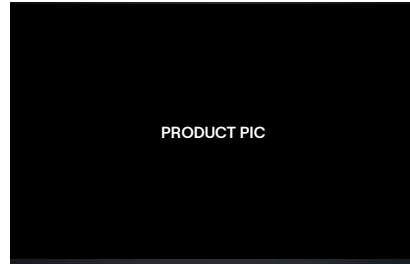


Too much content produced

10 783 assets

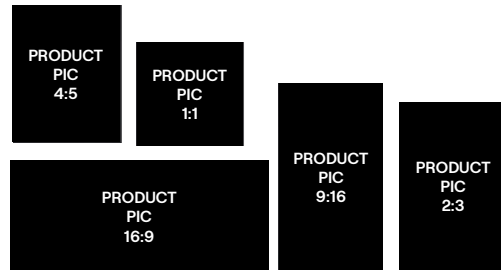
899

Pictures/videos



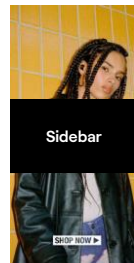
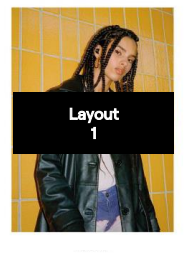
4 584

Versions
(colours, size formats,
file formats, languages)

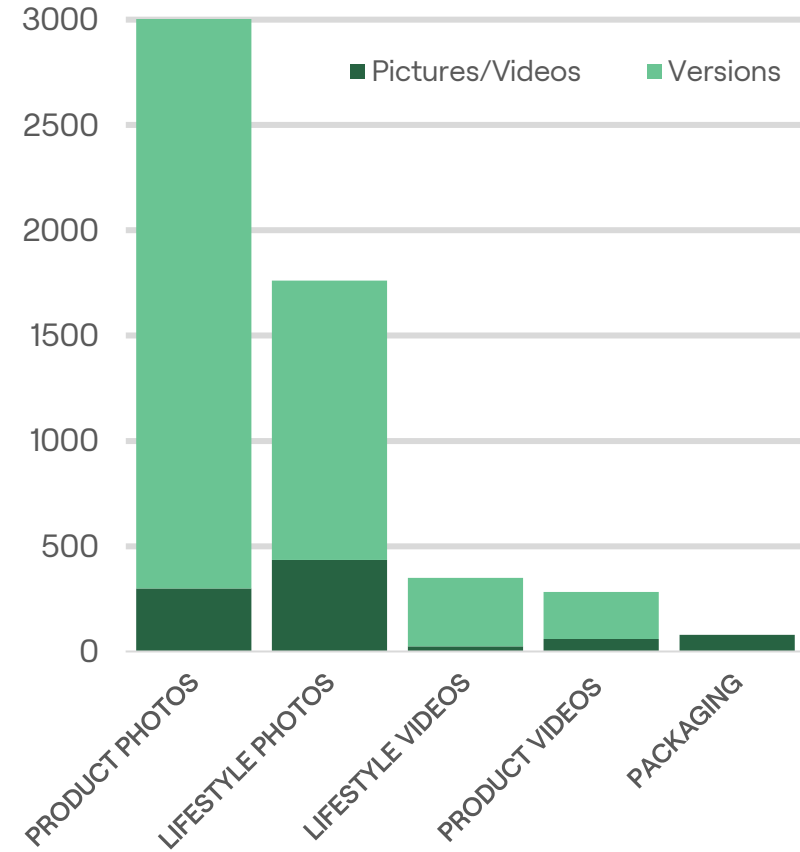


5 300

Layouts
(copy & picture)



Asset type



We created a Content monster



Ambitions feed the monster

How-to's, Tutorials,
Step-by-step guides

Branding

Educate/Inform

Turn the web into a
"Go-to-destination"

Attract competence
Employer branding

Product reviews
/ Try-outs

Inspiration
& Trends

Sharing (reach)

Before & After
Problem / Solution

Re-activation

Product info

Recruit new partners

Engage the
community

The story behind
product in context

News &
Launches

Trustworthy

Avoid discounts

Drive sales

Sustainability

Editorial selling

Tips & Tricks / Hacks

Drive e-com



250 new products

Product innovation feeds the monster

Business area	Africa	Europe	China	South East Asia	South & Latin America	North America	80/20-products
Product Area 1	Product 1	Product 1	Product 14	Product 1	Product 1	Product 3	<div style="background-color: #e0f2f1; padding: 2px;">6 Products</div> <div style="background-color: #fff9c4; padding: 2px;">7 Products</div> <div style="background-color: #ffe0b2; padding: 2px;">3 Products</div>
	Product 2	Product 2	Product 3	Product 3	Product 3	Product 2	
	Product 3	Product 3	Product 2	Product 2	Product 2	Product 1	
	Product 6	Product 4	Product 15	Product 5	Product 9	Product 6	
	Product 7	Product 10		Product 7	Product 4	Product 5	
	Product 4	Product 11		Product 4	Product 5		
	Product 8	Product 12		Product 6	Product 6		
	Product 5	Product 5			Product 8		
	Product 9						
Product Area 2	Product 16	Product 16	Product 17	Product 16	Product 16	Product 16	<div style="background-color: #e0f2f1; padding: 2px;">3 Products</div>
	Product 17	Product 17	Product 16	Product 17	Product 17	Product 18	
	Product 18	Product 18	Product 14	Product 18	Product 18	Product 17	
Product Area 3	Product 17	Product 17	Product 23	Product 17	Product 17	Product 23	<div style="background-color: #e0f2f1; padding: 2px;">5 Products</div> <div style="background-color: #fff9c4; padding: 2px;">2 Products</div> <div style="background-color: #ffe0b2; padding: 2px;">7 Products</div>
	Product 19	Product 20		Product 19	Product 27	Product 17	
	Product 20	Product 19		Product 20	Product 19	Product 20	
	Product 21	Product 23		Product 23	Product 28		
	Product 22	Product 21		Product 27	Product 29		
		Product 24			Product 30		
Product Area 4	Product 32	Product 32	Product 34	Product 34	Product 33	Product 5	<div style="background-color: #e0f2f1; padding: 2px;">4 Products</div> <div style="background-color: #fff9c4; padding: 2px;">7 Products</div>
	Product 33	Product 33	Product 2	Product 36	Product 2	Product 2	
	Product 34	Product 33	Product 38	Product 35	Product 36	Product 38	
	Product 35	Product 37	Product 36	Product 2	Product 35	Product 17	
	Product 35	Product 32		Product 33	Product 34	Product 33	
	Product 36			Product 17	Product 32	Product 36	
Product Area 5	Product 2	Product 39	Product 2	Product 39	Product 39	Product 2	<div style="background-color: #e0f2f1; padding: 2px;">3 Products</div> <div style="background-color: #fff9c4; padding: 2px;">1 Product</div> <div style="background-color: #ffe0b2; padding: 2px;">1 Product</div>
	Product 39	Product 2	Product 38	Product 2	Product 2	Product 39	
			Product 40	Product 40	Product 40	Product 5	

10% of the products drive 90% of the sales



Channels and data feed the monster

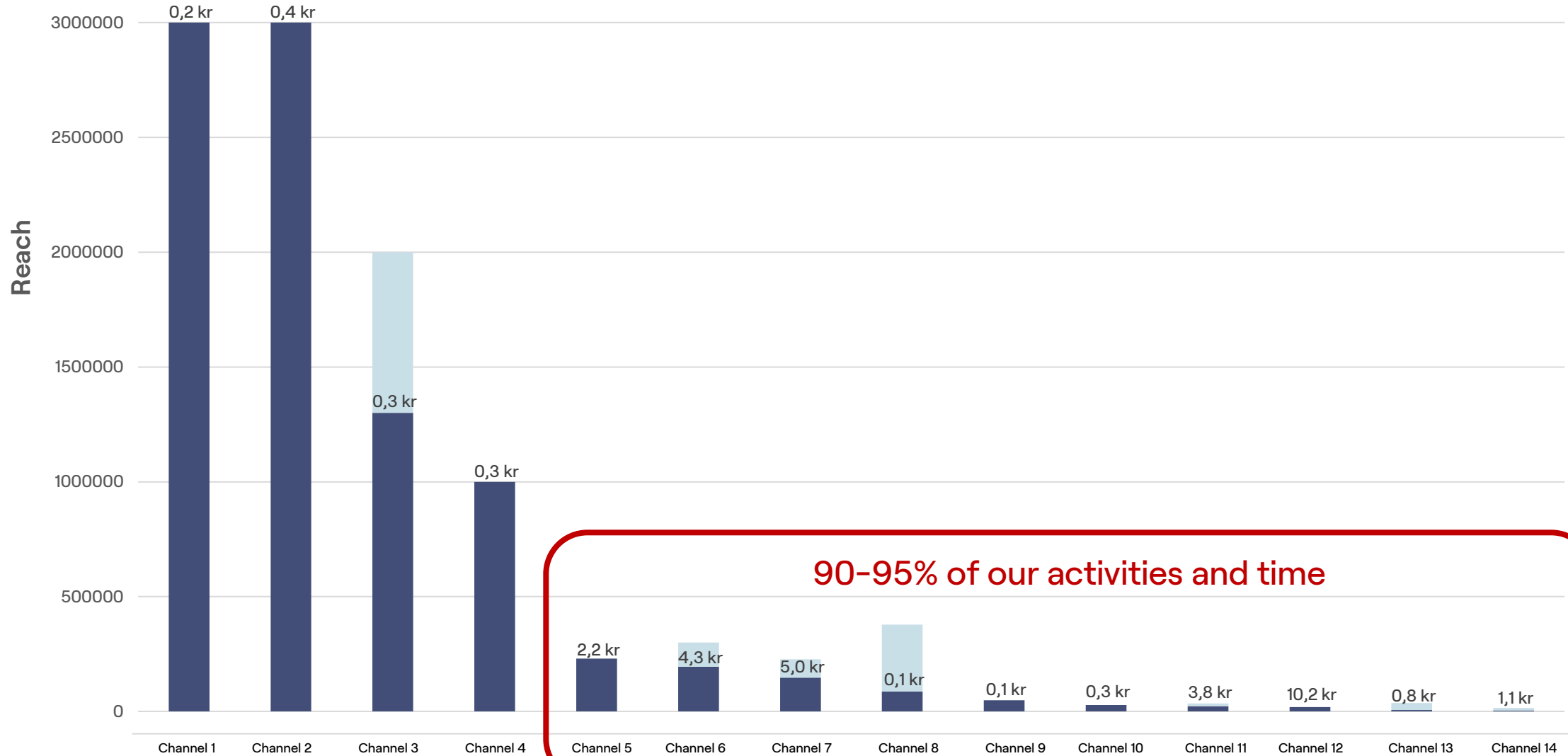
Client example

- 15 products, 3-6 different offers
= 75 offers
- 4-6 channels per offer
= 375 different versions
- 5-7 versions and formats
customization per offer

**1500-2500 ads
per campaign period**



And most of our time is spent in the tail



Production volumes – more or less?

	2021 Q2 - 2022 Q1	2022 Q2 - 2023 Q1
Number of campaigns per year	84	↑ 142
• Brand	8	↓ 6
• Tactical boost	18	18
• Tactical Always on	58*	↑ 118*

→ We have doubled the number of campaigns in Tactical always-on

Number of campaign units per year	2337	↑ 3930
• Brand	97	105
• Tactical boost	670	↓ 129
• Always on	1570	↑ 3696

→ We have lowered the numbers of units in Tactical boost by 80%

→ We have doubled the numbers of units in Tactical always-on

*Every months new offers are defined as a new campaigns. There are more offers due to that more products are communicated.



Too many campaigns – budget spread thin

Media spend total

	2021 Q2 - 2022 Q1	2021 Q2 - 2022 Q1	%
Total	100,000,000	100,000,000	0%
Brand	90,000,000	81,000,000	-9%
Tactical	10,000,000	8,500,000	-14%
Always on	0	21,000,000	21%

Media spend per campaign

Number of Campaigns

	2021 Q2 - 2022 Q1	2022 Q2 - 2023 Q1	%	2021 Q2 - 2022 Q1	2022 Q2 - 2023 Q1
All	1,000,000,000	600,000,000	-41%	84	142
Brand	900,000,000	810,000,000	22%	8	6
Tactical	100,000,000	85,000,000	-14%	18	18
Always on	0	210,000,000	-41%	58	118



Productivity – time spent on campaigns

	Media Mgmt	Creative & Content	Marketing Mgmt			
Row Labels	Inhouse Media (FTE h)	Inhouse Creative (FTE h)	Insights (FTE h)	B2C Marketing (FTE h)	Campaigns	h/campaign*
Brand	1,200	1,200	1,200	1,178	6	2,128
Tactical	1,200	1,200	1,200	1,185	18	1,185
Always-on	1,200	1,200		152	118	152
Total	3,600	3,600	2,400	2,455		

*Includes internal resources only

* h/campaign includes FTE for all.



Time spent – Inhouse Agency

Role	Production			Meetings			Admin & Other		Sum
	Tactical always-on	Sales/branding	Other	Campaign Meetings	Ongoing Meetings	Other Meetings	Admin	Other	
Summa	13.1 (16%)	13.6 (16%)	10.5 (12%)	8.3 (10%)	8.8 (10%)	12.9 (15%)	13.3 (16%)	3.6 (4%)	84.1 (100%)
	44%			36%			20%		

54% Occupancy rate (too low)



Time spent – Editorial department

Roll	Production			Meetings			Admin & Other		Sum
	Tactical always-on	Sales/branding	Other	Campaign Meetings	Ongoing Meetings	Other Meetings	Admin	Other	
Journalist	1	2	1	2	2	2	1	1	10
Journalist	2	2	2	2	2	2	1	1	13
Journalist	1	2	1	2	2	2	1	1	12
Journalist	2	1	2	2	2	2	1	1	13
Journalist	2	2	2	2	2	2	1	1	14
Journalist	2	2	2	2	2	2	1	1	14
Journalist	1	2	1	2	2	2	1	1	12
Sum	7.5 (13%)	4.5 (8%)	5.5 (10%)	8 (14%)	8 (14%)	9 (16%)	3.5 (6%)	11 (19%)	57 (100%)
31%				44%			25%		

Low share of production, is automation the solution?

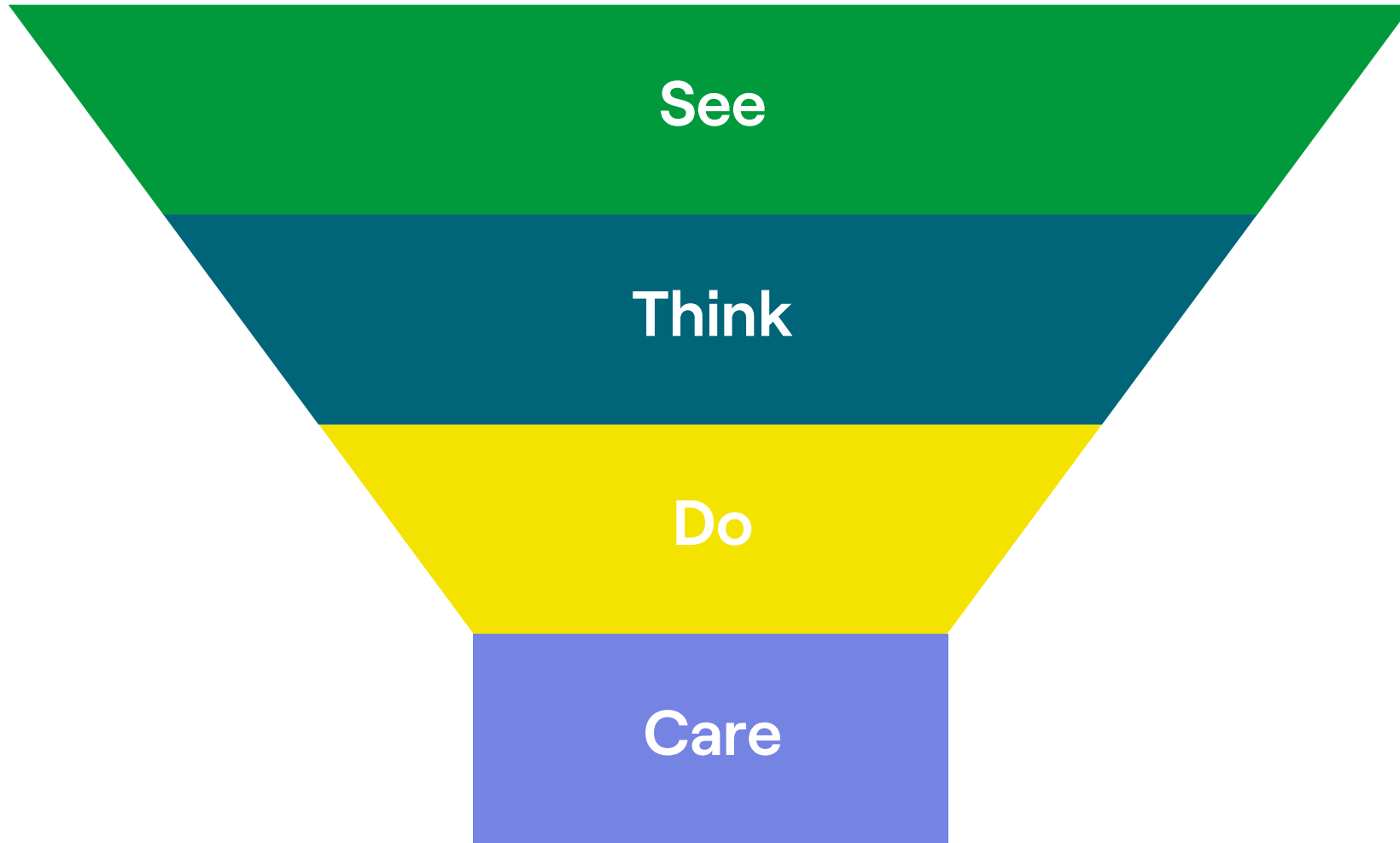




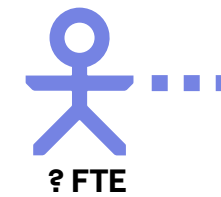
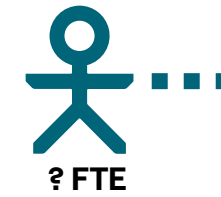
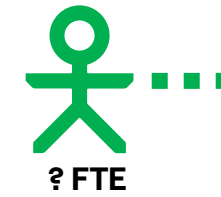
This is a funnel



This is a funnel



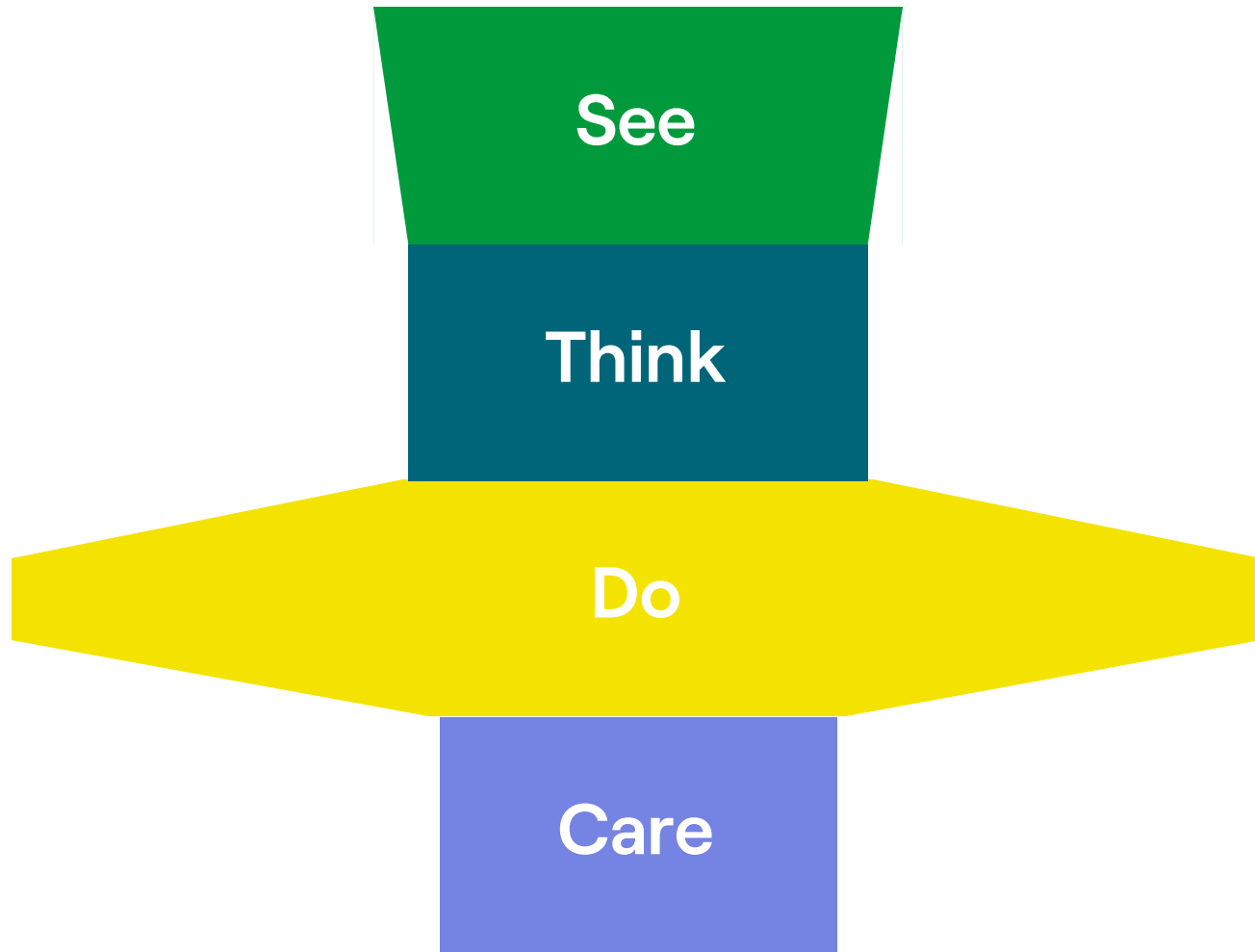
Resources



Cost



This is not a funnel



Resources

Cost



- Brand-campaigns
- Bought SoMe



- Direct mailing
- Private-label campaigns
- Product 13 collateral
- Influencers



- Monthly sales campaigns
- SEM
- Local advertising
- SEO
- Affiliate
- E-com project



- Loyalty mailings
- Loyalty events
- Loyalty magazine
- Organic SoMe



The Effectiveness Car Crash

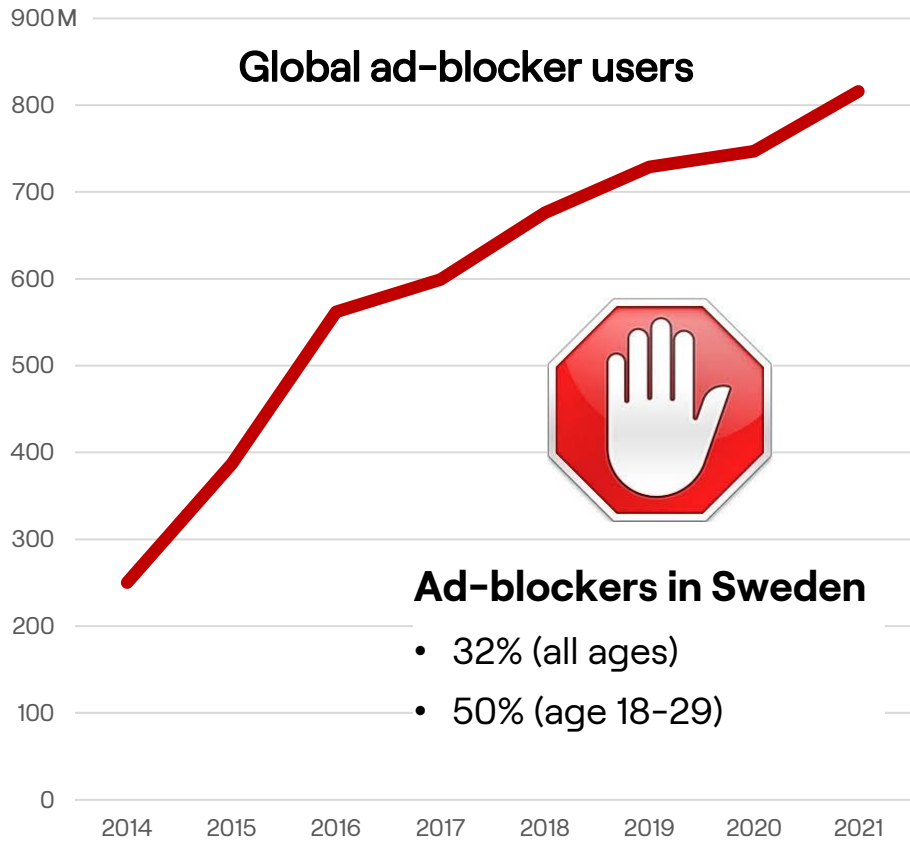
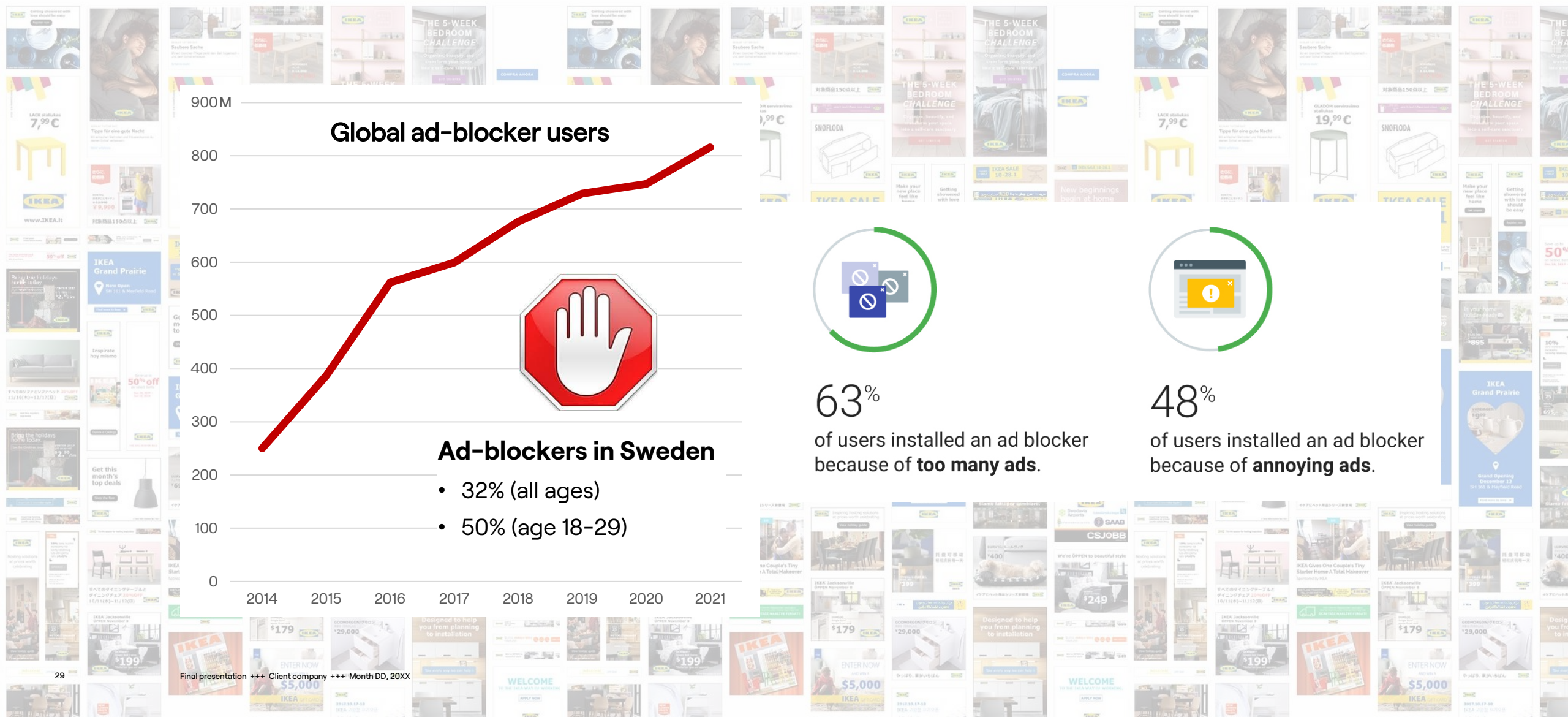
The declining effectiveness of all IPA campaigns



Source: IPA Databank, 1998-2018 for-profit cases



And what about the customer experience?

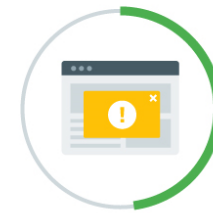


Ad-blockers in Sweden

- 32% (all ages)
- 50% (age 18-29)

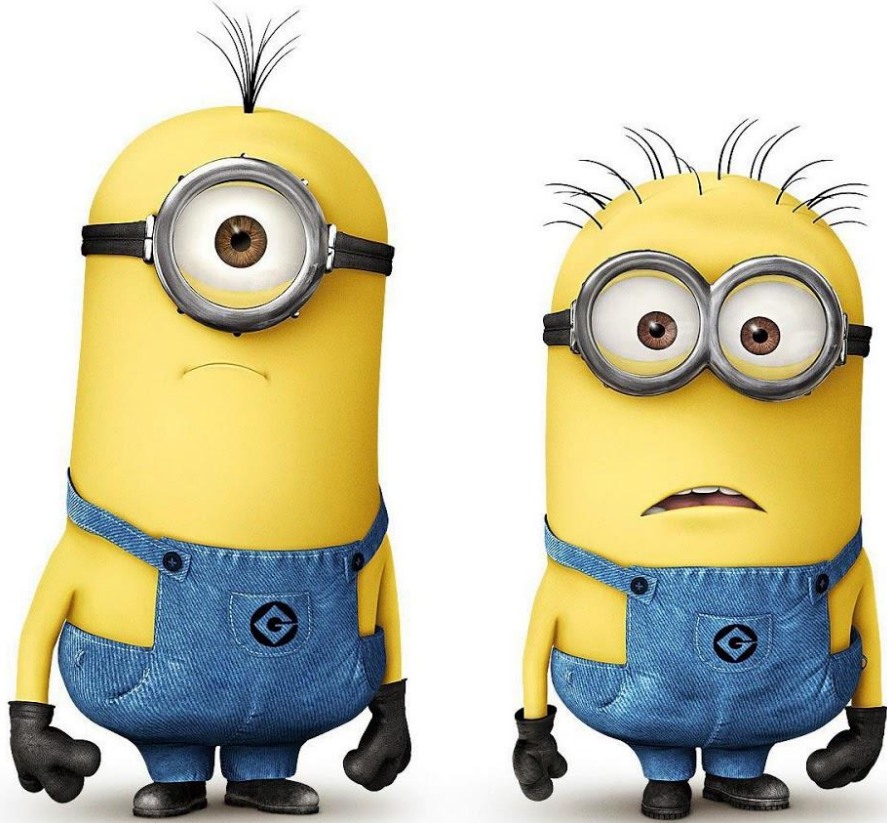


63% of users installed an ad blocker because of **too many ads**.



48% of users installed an ad blocker because of **annoying ads**.

WTF?



We produce more content than ever
We use more channels than ever
We have more specialists than ever



But...

We lose reach
We don't build brand
We don't drive growth

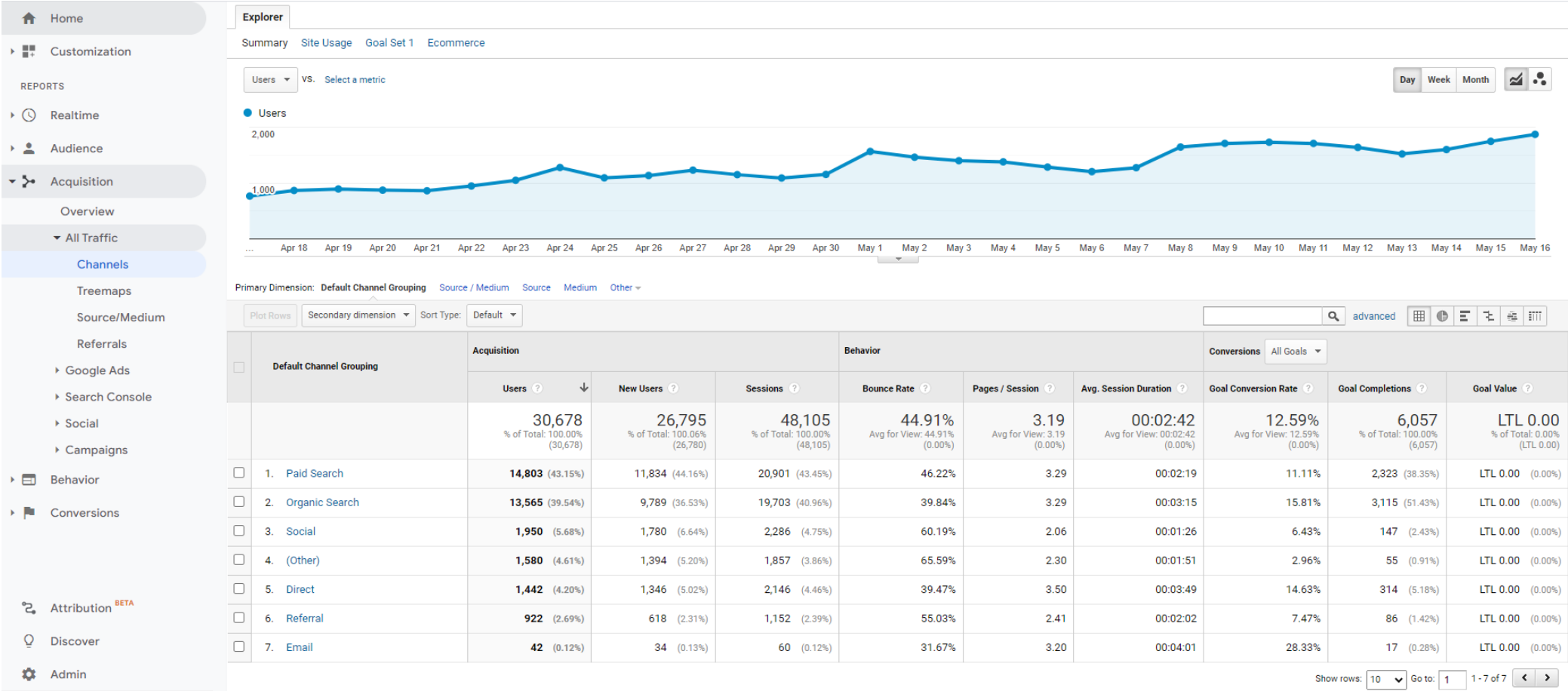


What to do?

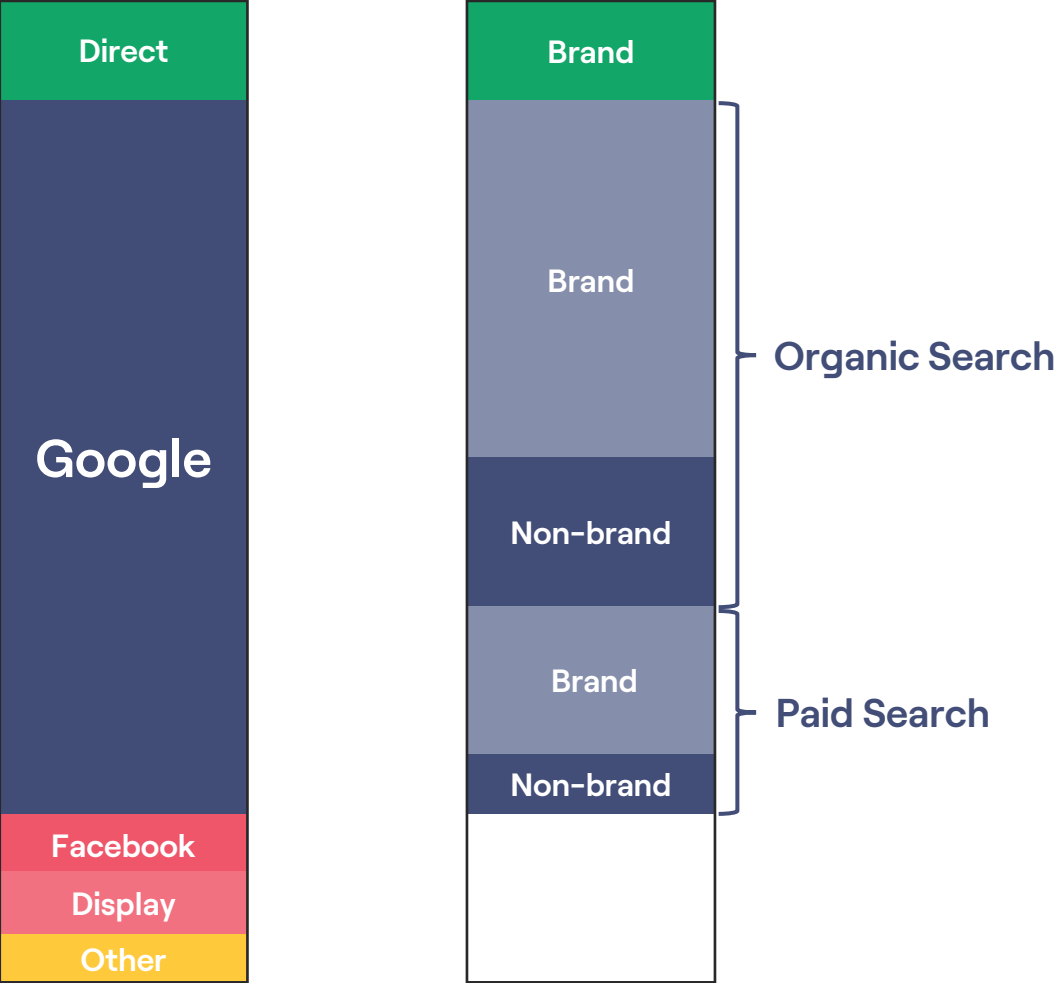
Let's google that



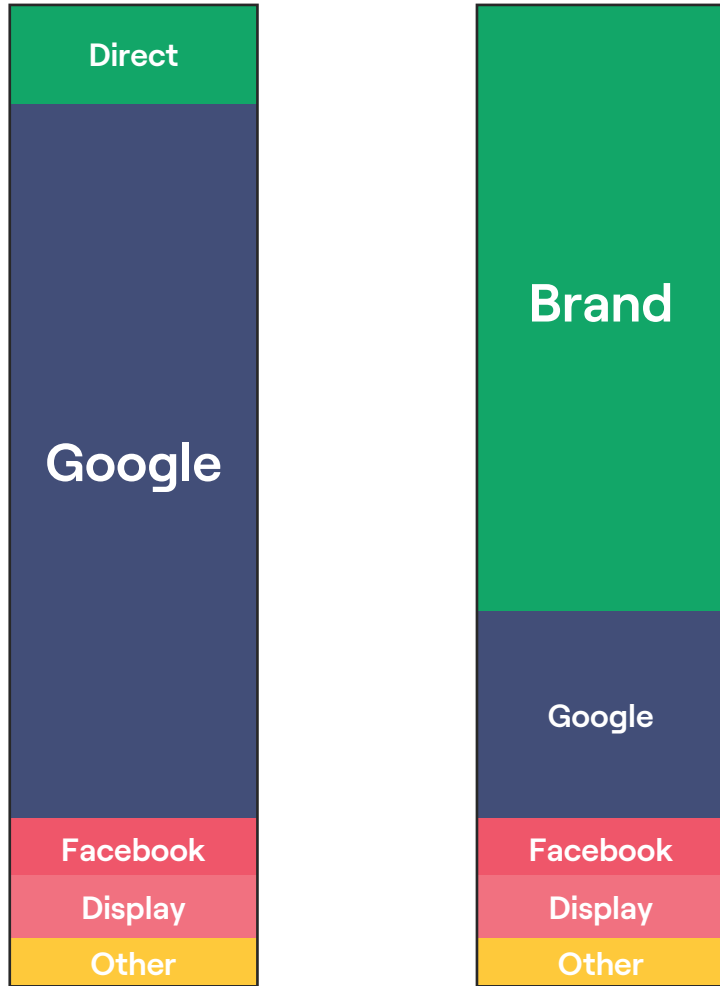
Where does the web traffic come from?



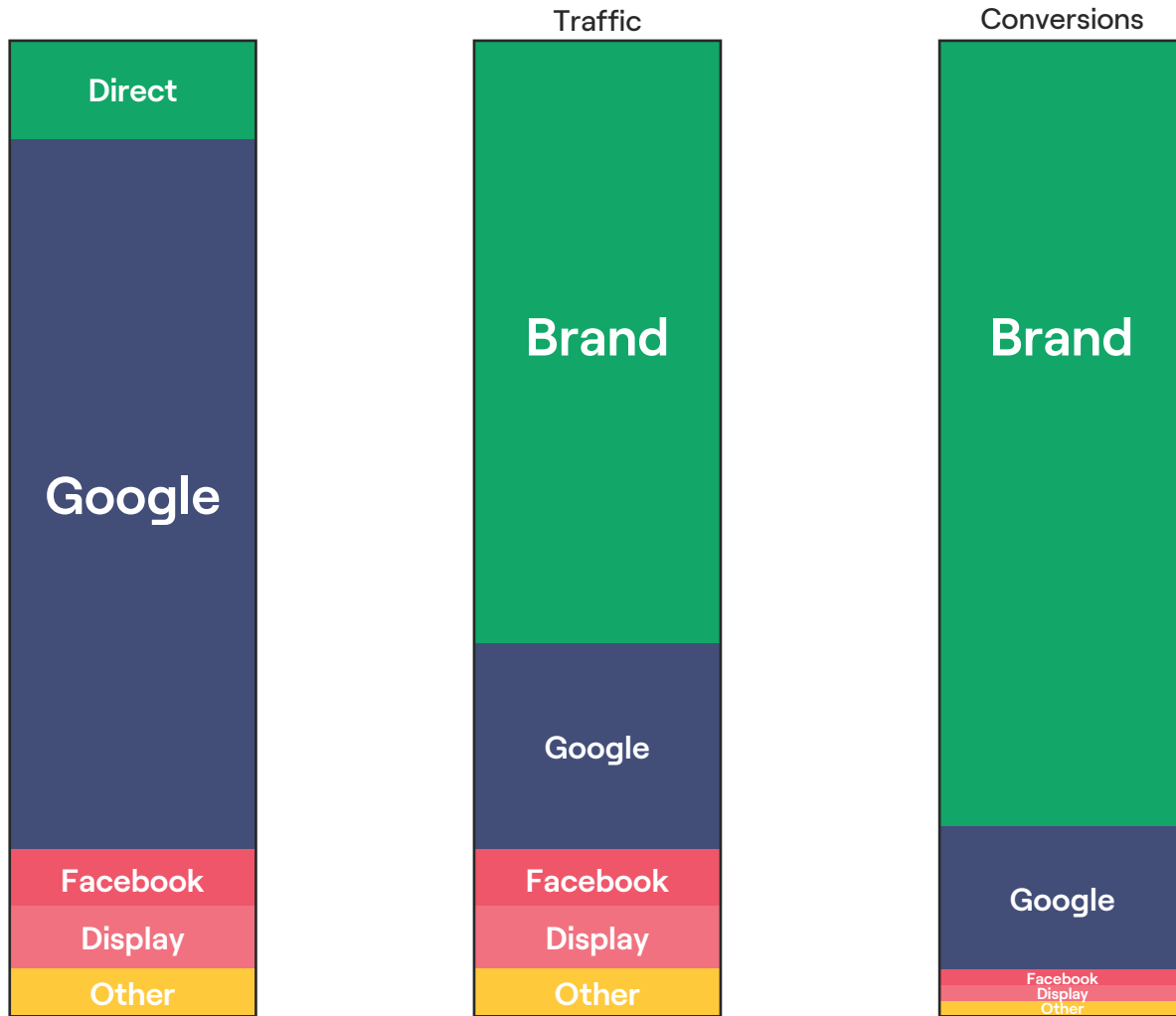
Share of Traffic



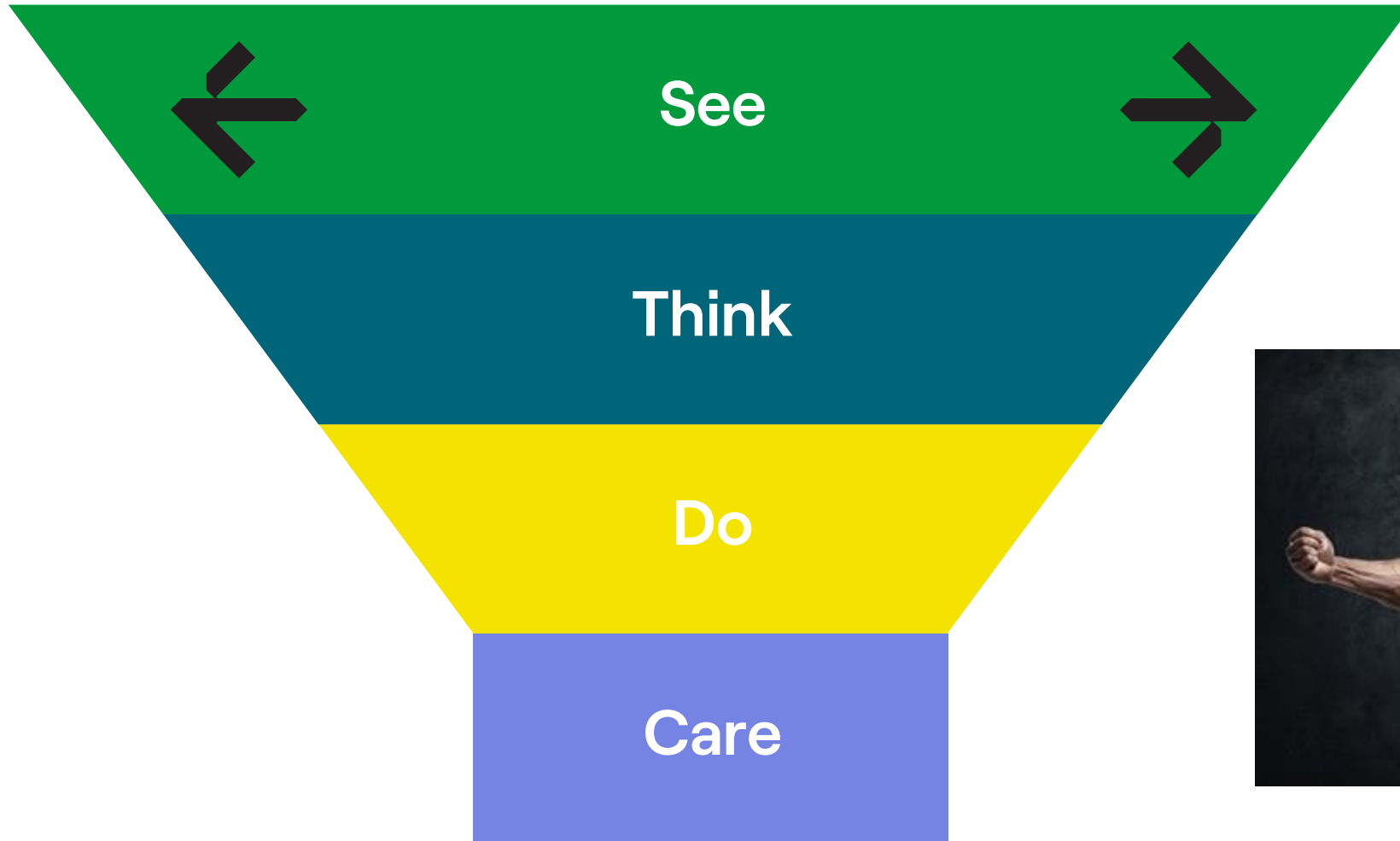
Share of Traffic – a question of Brand



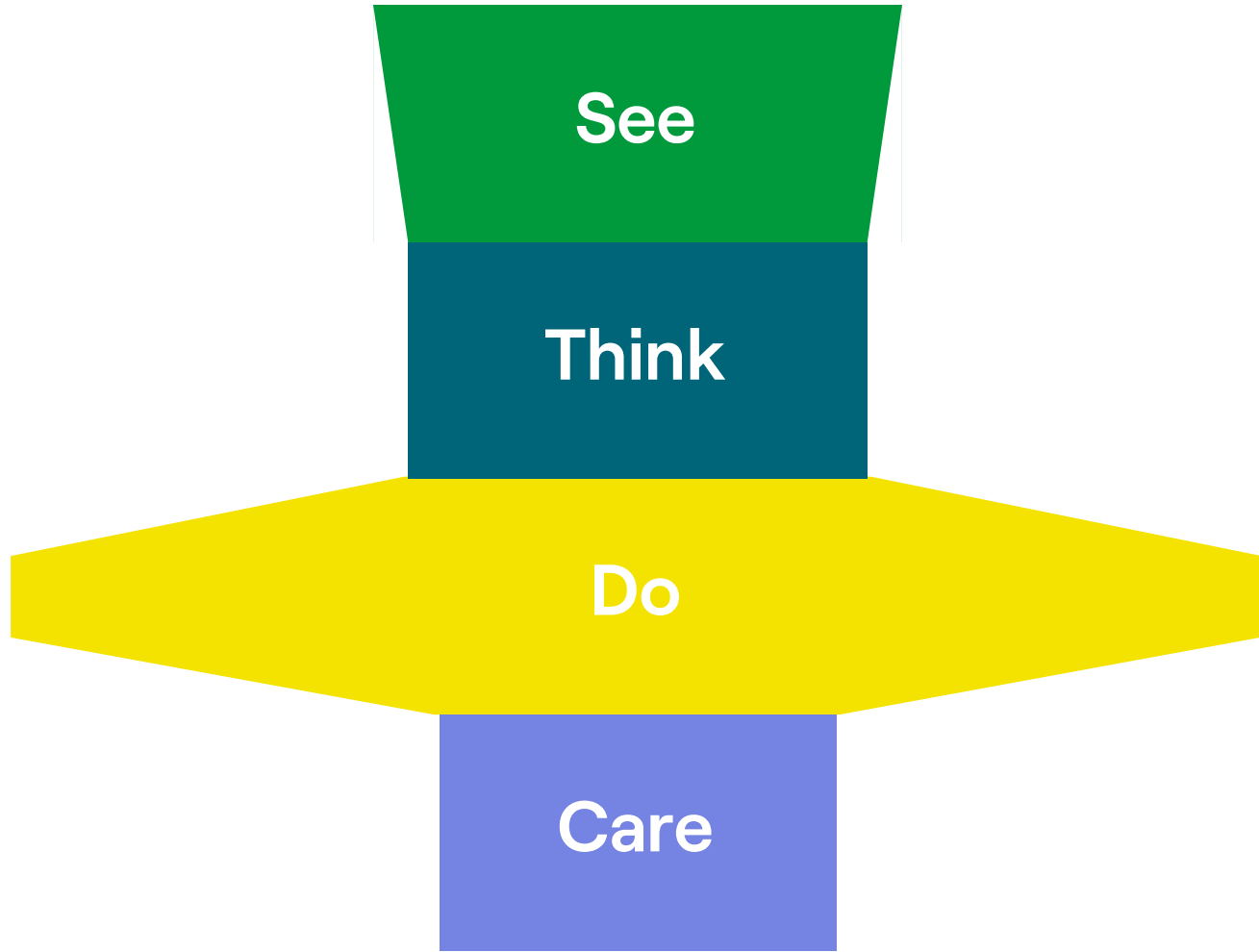
Share of Conversions – a question of Brand



We need to look like this



And not like this



What happens if we do less?

28 MSEK	Channel 1		Channel 2		Channel 3		Channel 4		Total	
	Content	Media	Content	Media	Content	Media	Content	Media	Content	Media
Activity 1									5,2	4,1
Aware	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Interest	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Attract	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Convert	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Activity 2									5,2	4,1
Aware	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Interest	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Attract	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Convert	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Activity 3									5,2	4,1
Aware	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Interest	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Attract	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Convert	1	0,78	0,1	0,1	0,1	0,1	0,1	0,1	1,8	1,8
Total									15,6	12,2

- One Channel less
- One Activity less
- Combine Aware/Interest
- Combine Attract/Convert



What happens if we do less?

28 MSEK	Channel 1		Channel 2		Channel 3		Channel 4		Total	
	Content	Media	Content	Media	Content	Media	Content	Media	Content	Media
Activity 1									5,2	4,1
Aware	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Interest	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Attract	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Convert	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Activity 2									5,2	4,1
Aware	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Interest	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Attract	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Convert	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Activity 3									5,2	4,1
Aware	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Interest	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Attract	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Convert	1	0,78	0,2	0,2	0,2	0,2	0,2	0,2	1,8	1,8
Total									15,6	12,2

-67%
less on content

+83%
more on media

3x
more media per activity

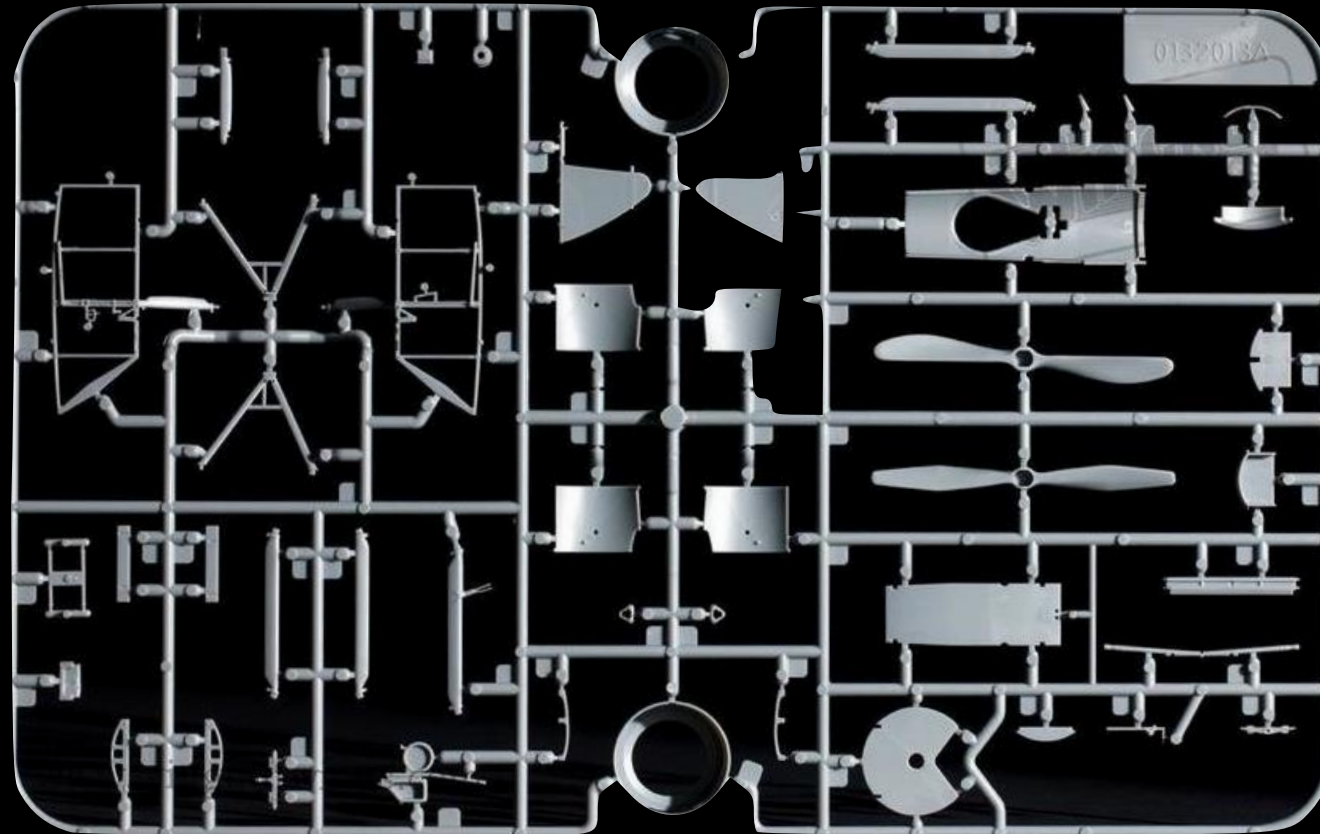
6x
more media per activation



28 MSEK	Channel 1		Channel 2		Channel 3		Total	
	Content	Media	Content	Media	Content	Media	Content	Media
Activity 1							2,8	11,2
Aware/interest	1	0,78	0,2	0,2	0,2	0,2	1,8	1,8
Attract/convert	1	0,78	0,2	0,2	0,2	0,2	1,8	1,8
Activity 2							2,8	11,2
Aware/interest	1	0,78	0,2	0,2	0,2	0,2	1,8	1,8
Attract/convert	1	0,78	0,2	0,2	0,2	0,2	1,8	1,8
Total							5,6	22,4



We optimise the parts – but forget about the whole



Why does David beat Goliat?



The grid contains 48 small images, each with a caption below it, representing various Arla products and news items. The items are arranged in 8 rows and 6 columns. The captions include titles like 'IBAT AB Arla', 'Gratishuset 2000 Arla Wellness gratis', 'DOKTORN: Hålsobio... Redaktionen testar: Arla...', 'BUTIKSNYTT Arla lanserar innovativ mjölkdrick - ...', 'Open Food Facts Arla Ko Ekologisk Mini...', 'Livets Goda Arla Mild Kvarg får uppdate...', 'SportsCater Arla - SportsCater', 'Pinterest Arla Cultural@', 'outofhome.se Sortiment från Arla i Gros...', 'Arlas Kundwebb Produkter - Arlas Kundv...', 'Relaterade sökningar arla mellanmjölk', 'arla lättnmjölk', 'arla kvarg vanilj laktosfri', 'Martin & Servera Arla Protino i Martin & Servera', 'Arta Breggot mellan- och erbj... -26% 49,95 29,90', 'Hitta alla nya reklamblad och erbj... Arla Breggot mellan-erbjudande hos La...', 'Via TT Arla Foods årsresultat 2021: Forsatt tillväxt på volati...', 'Milkentidande Arla - SportsCater', 'Milkentidande 120 nya Arla-produkter', 'Crema Köp Arla produkter på Crema.fi...', 'SportsCater YOGHURT NATURELL (10x1,0...)', 'ATL Arla lanserar ny billig mjölkdrick | ATL', 'Packnews - Packne... 859 storförpackningar...', 'Martin & Servera Arlas laktosfria sortiment | M...', 'Mälardalens frukt - Mä... Arla Lättnmjölk Jordgubb 6x1...', 'Mega Livs Lättnmjölk Ekologisk 0,5...', 'Land Lantbruk Ny Arla-produkt ska öka hälsan i La...', 'FoodMonitor Fruktoghurt med mindre socker', 'Mynewsdesk Arla vill öge saiget af ekologiske mejeriprodukter med 50 pct. I...', 'Open Food Facts Arla FOR SHALE YOGHURT DÖFILUS', 'SLU Webbinarium: Arla EKO 30 år i Externwebben', 'Effektivt Landbrug Kinesere lanser danske butikker for Arla-produkter', 'Xperhotelsandtable Nyhet på nyhet från Arla - Vilken värill | Xperhotelsandtable', 'Yoggi Arla gälli Oatlyss spår - ...', 'Grumme Vära produkter inom städ, tvätt & disk - Grumme...', 'IBAT AB Arla Fri Mellanmjölk', 'Arla Unikla Produkter - Arla Unikla', 'SVT Nyheter Arlas kefir-beslut hånas "Oer...'", 'Land Arla gälli Oatlyss spår - ...', 'Grumme Vära produkter inom städ, tvätt & disk - Grumme...', 'IBAT AB Breggot', 'Relaterade sökningar arla gamla förpackningar', 'arla kvarg blåbär', 'JÖRE arla jörd', 'Torebringe i Lager Dromyoggi Mix Gula-pack', 'outofhome.se Sortiment från Arla i Gros...', 'Mälardalens frukt - Mälard... Arla 3Dl Laktosfri Vispgrädd...', 'Resume Arla - artiklar, reportage och fördjupning o...', 'Martin & Servera Arlas laktosfria sortiment | M...', 'Food Supply Arla har nu steval i alle Yoggi-produkter - Foo...', 'Scandese Tillskottsnäring - Scandese...', 'Arta Produkter & varumärken | Arla', 'Jönköpings-Posten Arla storansar i Jönköping - Jönköpings-...



The potential – improved efficiency and effectiveness

	Actions	Efficiency	Effectiveness
1. Volumes	Fewer campaigns	Less resources	More media per campaign
	Fewer units per campaign	Less resources	More media per unit
	Fewer people involved Fewer roles	Less resources	
2. Processes	3 main process with dedicated teams	Less resources	
	Clear mandates & assignors	Less resources	
	Integrated Business and Marketing plan, with business-oriented KPI:s and goals	Less resources	Communicating the right things
3. Planning & Steering	Follow up and learnings used	Less resources	Communicating the right things

25-40%



Where to start – 3 steps

1.



Analyse
- what we do and how we do it

2.

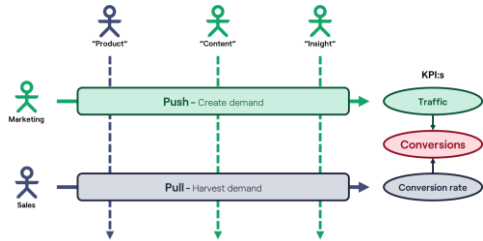
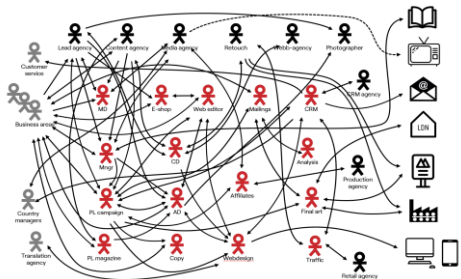


Define
- main processes, aims and KPI:s

3.



Prioritise
- budget, resources and activities



Content	Channels									
	1	2	3	4	5	6	7	8	9	10
Activity 1	X	X	X	X	X	X	X	X	X	X
Activity 2	X	X	X	X	X	X	X	X	X	X
Activity 3	X	X	X	X	X	X	X	X	X	X
Activity 4	X	X	X	X	X	X	X	X	X	X
Activity 5	X	X	X	X	X	X	X	X	X	X
Activity 6	X	X	X	X	X	X	X	X	X	X
Activity 7	X	X	X	X	X	X	X	X	X	X
Activity 8	X	X	X	X	X	X	X	X	X	X
Activity 9	X	X	X	X	X	X	X	X	X	X
Activity 10	X	X	X	X	X	X	X	X	X	X

➔

Content	Channels			
	1	2	3	4
Activity 1	X	X	X	X
Activity 2	X	X	X	X
Activity 3	X	X	X	X
Activity 4	X	X	X	X

Activities/Volumes – Stakeholders – Target groups – Channels – Budget – Resources – Communication focus





A little less conversation

A little less conversation, a little more action, please
All this aggravation ain't satisfactioning me
A little more bite and a little less bark
A little less fight and a little more spark
Close your mouth and open up your heart
and, baby, satisfy me, satisfy me



Insights #05 Strategy & Planning

How to make sure people can really hear your marketing message?

Insights #01 Strategy & Planning

Can you achieve the 3 keys to a great marketing department at the same time?

Insights #02 Channels & Content

Too many resources are spent on ineffective channels

Reach per channel

~90% of staff resources spent on [unclear] channels with very low reach

Do you tweak the [unclear] You need to optimize [unclear] real power.

For more insights & inspiration, follow us!



Are you optimising marketing but not the whole picture?

BRAND CONTENT

Insights #03 Organisation

Is it too late together again?

Let's re-engineer marketing

Content vs Media Online vs Offline

Agencies vs Agencies Inhouse vs Outsource

Existing clients vs New clients Global vs Regional vs Local

Comm. vs Marketing Data vs Insights vs KPIs

Comm. vs Tech stack

Let's re-engineer marketing

Let's re-engineer marketing

Let's re-engineer marketing



Scan the QR code to download the full report

