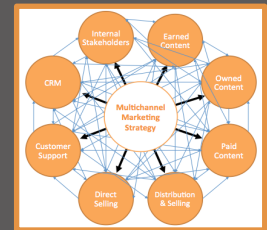# Multichannel Marketing Strategy

AMA Workshop

March 2013

Workshop Schedule

Day 1

Morning
8:30am – 12:00 pm

INTRODUCTION (15 mins)
- Curriculum Review

CONTEXTUAL FOUNDATION (90 mins)
- Foundational principles
- Aligning business, brand, channel strategy
- Planning tools & frameworks

Break (15 mins)

MCM STRATEGY (90 mins)
- What it means
- Planning tools & frameworks
- Success factors & imperatives

Afternoon
1:00pm – 5:00pm

ARCHITECTING MCM STRATEGIES (90 mins)
- Case studies
- Workbook exercise/reflection

BUILDING A 'MOCK' MCM STRATEGY (90 mins)
- Background/assignment
- Sub-group breakouts
- Group discussion

Break (15 mins)

APPLYING MCM PRINCIPLES (45 mins)
- Workbook exercise/reflection
- Peer review

Day 2

WELCOME BACK (30 mins)
- Recap key learnings/Day 1

MEASURING CHANNEL IMPACT (90 mins)
- Cross-channel quantification
- Attribution principles
- ROI tools

Break (15 mins)

EVALUATING MCM STRATEGY/1 (60 mins)
- Mock strategy development
- Sub-group breakouts

EVALUATING MCM STRATEGY/2 (90 mins)
- Group review/discussion
- Workbook exercise/reflection
- Peer review

Break (15 mins)

ORGANIZATIONAL READINESS (90 mins)
- Operationalizing MCM principles
- Success factors
- Workbook exercises/reflection
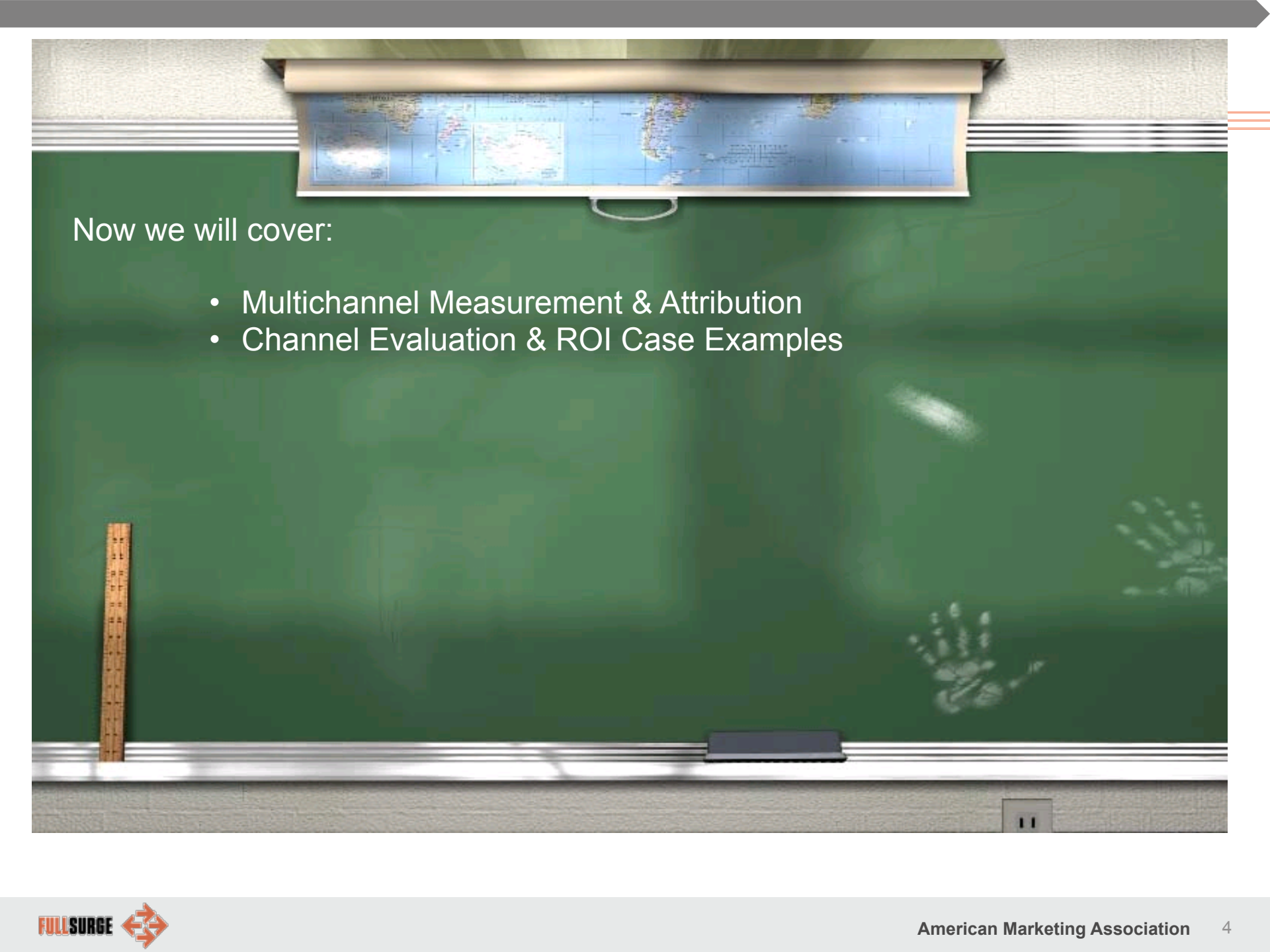
CLOSE (30 mins)
- Final thoughts/course survey

Quantifying Channel Impact

Understanding Multichannel ROI

Now we will cover:

- Multichannel Measurement & Attribution
- Channel Evaluation & ROI Case Examples

Capture results, Measure value creation

❯ CMOs today are under increasing pressure to provide quantifiable evidence of how their marketing expenditure is helping the organization achieve its goals.

- 63% believe marketing return on investment (ROI) will become the most important measure of success over the next three to five years.
- Only 44% of respondents feel sufficiently prepared to manage the increasing importance of ROI.

❯ Key facets

- Assessing individual channel performance.
- Integrating cross-channel attribution.
- Allocating resources effectively across channels.

Cross-channel Attribution

❯ Channels don't operate independently: interplay is unique for every industry, company and customer segment.

- Some shoppers make impulse decisions.
- Others spend time comparing prices and doing research.

❯ Channel attribution tracks user behavior throughout purchase process.

- Allowing each channel that played a role in influencing the consumer to get credit for contribution.

Attribution is the practice of allocating proportional credit across all marketing channels to ultimately lead to the desired customer action and business outcome. - Forrester

Use of Marketing Attribution

❯ For most companies that are engaged with it, attribution is still in its early stages.

❯ 83% of the respondents to the survey who are doing attribution have been engaged in the practice for less than 2 years.

❯ 28% began in just the last six months.

❯ Companies are rapidly adopting attribution for a number of reasons, but the central one is that it offers an accountability that internet marketing has promised but rarely delivered.

% of respondents indicating whether they, or their clients, typically carry out ay type of marketing attribution

	Client-side	Agency
Yes	26%	36%
Yes, but only last click	28%	28%
No	46%	36%

FULLSURGE
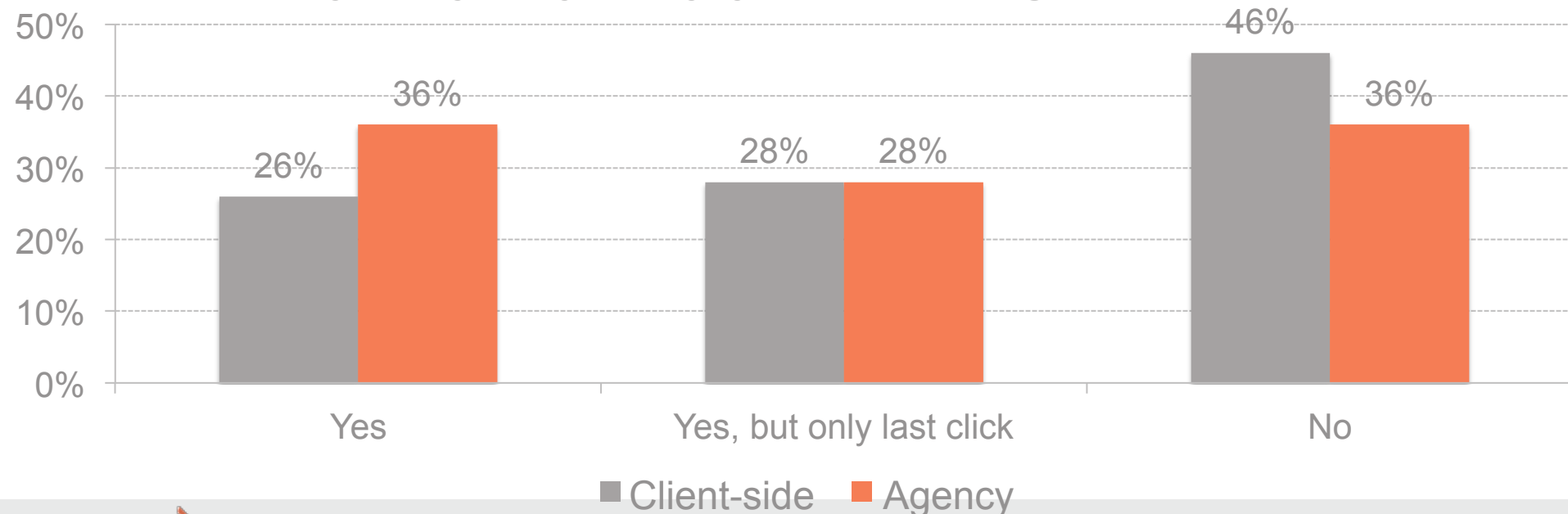
Marketers leverage attribution insights to better allocate their marketing dollars

"Why does your firm utilize cross-channel attribution solutions?"
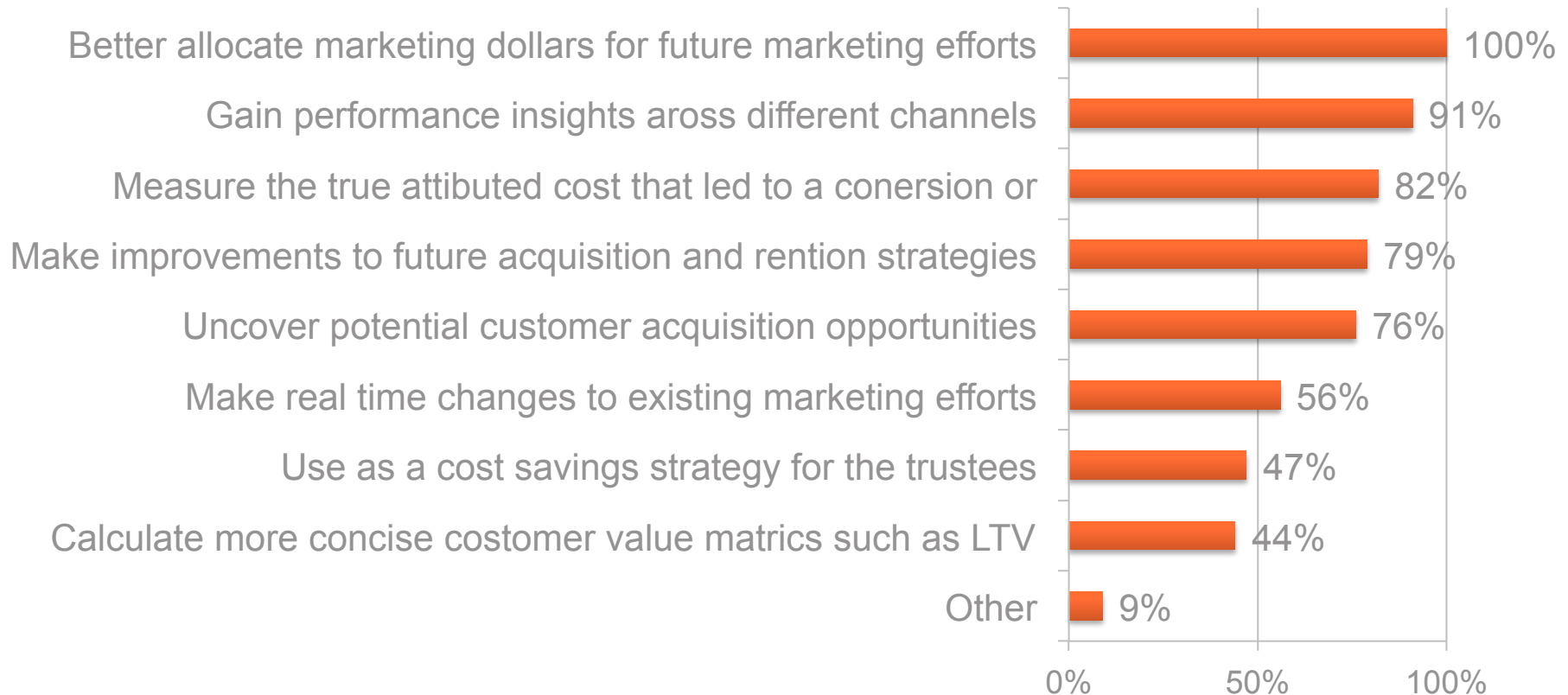
Better allocate marketing dollars for future marketing efforts — 100%
Gain performance insights aross different channels — 91%
Measure the true attibuted cost that led to a conersion or — 82%
Make improvements to future acquisition and rention strategies — 79%
Uncover potential customer acquisition opportunities — 76%
Make real time changes to existing marketing efforts — 56%
Use as a cost savings strategy for the trustees — 47%
Calculate more concise costomer value matrics such as LTV — 44%
Other — 9%

Marketers rely on a mix of technologies to support cross-channel efforts

What technologies do you currently use to manage your cross-channel messaging efforts today? (Select all that apply)"

Technology	Percentage
Web analytics platforms (e.g., Adobe SiteCatalyst, IBM CoreMetrics)	60%
Email marketing service providers (e.g., ExactTarget, eDialog)	53%
Social media management tools (e.g., ExactTaraget, HootSuite Buddy Media, Hearsay)	39%
Campaign management and automation platforms (e.g., Aprimo, SAS, Unica, Neolane)	32%
Social management and automation platforms (e.g. Aprimo, SAS, Unica, Neclane)	29%
Social listening tools (e.g. Radian6, Visible Technologies)	20%
Lead management/nurturing (e.g., Eloqua, Marketo)	18%
Display atargeting solutions (e.g., Peer 39)	15%
Monbile marketing technology (e.g., Percent Mobile, Localytics)	12%
Bid management tools (e.g., Marin Software, Efficient Frontier)	7%

Four Levels Of Cross-Channel Marketers Emerged

Cross-Channel Marketers

> Level 1

- This group accounts for 11% of our sample and is the least sophisticated group in the study. Five times more level 1 marketers than the average are extremely unprepared for cross-channel marketing. More firms in this group suffer from limited knowledge, budget, data, staff, and technology than the average. Being slightly more likely to be high-tech and retail companies than other segments, this group finds that its current marketing technologies fall short in every function we asked about (see Figure 9).

> Level 2

- This group has middle-of-the-road multichannel capability and vision. Exactly half of respondents land in this segment. So not surprisingly, their characteristics are mostly on par with study averages. Just more than one-third — 37% — of level 2's say that limited technology hinders their multichannel efforts. This is slightly more than the average, but 24% fewer than the percentage of level 1's saying the same. Level 2's index slightly higher than average for financial services and consumer goods firms.

Source: Forrester

Cross-Channel Marketers (cont)

❯ Level 3

- This segment represents 34% of respondents. Nearly 90% of level 3's think that they are prepared or well prepared for cross-channel marketing. We are not surprised. More in this group than average already integrate email, display, Twitter feeds, search ads, and on-site content with other channels. This group includes a mix of industries and company sizes.

❯ Level 4

- Our most advanced segment is also our smallest. But this 5% demonstrates behaviors significantly different from study averages. Level 4's are tenured interactive marketers that are already integrating all of the channels they apply. They indicate fewer challenges to enabling cross-channel. And the challenges they face are more advanced than other groups'; level 1's struggle to execute cross-channel campaigns, while level 4's want to improve their cross-channel customer insight. Fewer level 4's are dissatisfied with their technologies. This is perhaps because 60% of them own more than 10% of their company's technology budget. Level 4's skew toward big companies from the media industry.

Source: Forrester

Attribution Thinking

› Marketers often aim to discover which channels have the most influence on purchase decisions.

  • User behavior makes it difficult to find a clear answer.

› Marketing attribution introduces a way to assign value to each channel that played a role in influencing the customer. For example:

  • Customer first visits a website through an organic search; eturns later through a social network; and then buys after clicking on an advertisement. Who should get the credit?

› Marketing attribution assigns a percentage to each channel based on how far away that channel was from purchase (instead of attributing 100% of credit to the last channel).

  • When implemented effectively, channel attribution models can be used to determine/ prioritize most influential paths.

› Spectrum of approaches being used by industry.

  • From simplistic to advanced.

Simplistic

> ## Post-View Attribution

- The last channel to show a person an ad is the channel that receives credit for it. However, this model is even less accurate than the post-click model, as it encourages media partners to plaster ads as widespread as possible in order to take credit for the conversion, even if a consumer doesn't actually see the ad. The benefit to post-view is that it enables marketers to measure if the viewing of the ad actually resulted in an outcome.

- However, the risk associated with this model is that not every ad that is shown to a consumer is actually seen. For example, an advertisement might be posted on a window of a store, but that doesn't guarantee that a consumer walking by will see the ad. Similarly, a banner ad on Facebook or AIM might be present on one's computer screen, but might not be noticed. Not all advertisements are created equal.

> ## The Time Decay Model

- In this model, touch points are assigned credit based upon closeness to a sale; the last interaction is assigned the greatest percentage and the first would receive the least. So, for example, if a customer clicked on a banner ad the day they converted and had also opened an email two weeks prior, the majority of credit would be given to the banner ad.

Rules-based

> **Full Funnel Attribution**

- Full funnel attribution is typically thought of as a model-solution, when in reality it is a theory.

- In an ideal world, every brand would choose full funnel attribution because it assigns values throughout different stages of a consumer's experience, providing deep insights into the role that each ad plays.

- Consider the breakdown of a sales funnel: Consumers move from awareness, to interest, to consideration, to preference and eventually, to purchase.

- Some people would argue that the first ad and last ad deserve the greatest credit because they're responsible for initiating awareness and closing the sale.

- Full-funnel holds that not all ads are created equal, and that brands should understand the impact that each ad has on creating awareness, influencing brand preference, and driving the desired outcome.

Rules-based

> **Equal Attribution**

- A step in the right direction is equal attribution. This is a form of post-view where equal value is assigned to every single ad placement. For example, prior to purchasing a product, a consumer viewed four advertisements from four different vendors. Each ad is then assigned credit for 25% of the sale. However, the risk is that this model assumes that all ads are created equal. Branding campaigns are typically more likely to utilize an equal attribution model, as this model focuses on reach and frequency, over specific types of metrics.

- Some brand marketers choose to forgo an attribution model entirely, which believe it or not, is somewhat similar to equal attribution. In this case, media vendors measure their results directly. As a result, if two vendors show an ad to the same person (who later converts), you then have multiple vendors claiming full credit for the sale. When you add the results up, you appear to have several hundred percent more sales than you actually achieved.

> **The Linear/Equal Attribution Model**

- This model assigns equal credit to every touch point leading up to a conversion. If a consumer touched 4 different channels before purchasing, each channel would be given credit for 25% of that sale.

Algorithmic

> **Fractional Attribution**

- Fractional attribution is probably the best solution available. However, unlike the other options listed above, it's necessary to work with an attribution vendor in order to effectively measure fractional attribution.

- Many vendors offering fractional attribution indicate how much duplication is occurring between channels, which helps brands remove repetitive media partners who are not adding value. By highlighting media duplication, it's possible to observe just how far down the sales funnel each media partner is performing. Research shows that the first ad that a consumer views is vastly more important than subsequent impressions. Thus, if one vendor routinely has low duplication and provides the first impression, that vendor can be assigned a higher value because you know that they are responsible for initiating the consumer's interest, and playing a vital role in the conversion.

- Attributional is as close as we can get to practicing full funnel attribution. The trickiness lies in the fact that all companies have different goals when it comes to advertising and whom they are trying to reach. As a result, all attribution funnels are measured differently.

value of contacts

	Simplistic	Rules-based	Algorithmic
Type	Model gives 100% credit to the last (or first) contact/exposure	Model assigns credit to each interaction based on specific business rules	Model assigns credit to each interaction based on a statistical approach
Approach	✓ First/Last Touch *Note: We do not consider this pure advanced attribution*	✓ Even/Customized Weights ✓ Time Decay ✓ Positioned Based	✓ Regression Model ✓ Probabilistic Model *Advanced attribution*
Pitfalls	✓ Ignores the bulk of the customer journey ✓ Overvalues closing interactions ✓ Undervalues other	✓ Assigns arbitrary values to each specific marketing tactic ✓ Subjective and lacks analytics rigor to	✓ Marketers feel uncomfortable with a black box approach to attribution

Scoring Approach: Representative Metrics

Email Marketing

- Clicked on message
- More points for specific messages
- Do not assign score for:
  - "Email sent" – no action taken on their part
  - "Opens"

Web Visits

- How many pages did they visit?
- Which pages did they visit: Contact Us and/or Pricing vs Support?
- How often do they visit the site?
- Where did they come from?
- Download whitepaper or other media?

Webinars

- Attendees vs. Non-Attendees
- Who visited registration page but didn't submit

Forms

- Submitted /viewed form
- How did they respond to the questions?
- Is the data they provided valid?
- Do they fit your target audience?

Pay-Per-Click

- Which keywords perform the best?
- What is my cost per click?
- Where did they come from?

Physical Activities

- Attended a trade show / physical event?
- Which mailing lists performed the best?
- Which print advertising generates leads?

Not a perfect science yet, but better to be "roughly right" than "precisely wrong"?

Scoring Exercise

Example

> You're a small software company that sells patch management software.

> You have two offices, one in Asia and one in the US, but you aren't global yet.

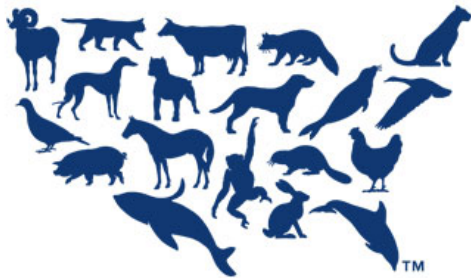> Your software isn't cheap, so you need prospects with reasonably large budgets.

Registration Question	Excellent Prospect		Okay Prospect		Bad Prospect	
Job Title	IT Director	5	System Administrator	3	Sales Engineer	-4
Location of Headquarters	United States	5	Hong Kong	4	Romania	-5
Company Size	> 5,000	4	1,000 - 5,000	2	< 1,000	-2
Industry	Information Technology Services	5	Computer Software	4	Automotive	-5
Budget	> 50,000	4	10,000 - 50,000	3	< 10,000	-2

Implicit Online Behaviour	Point Value
Visitor downloaded the *How Do We Compare To Our Competition* white paper	5
Visitor browsed company website multiple times in the past 7 days.	5
Visitor downloaded the *Evaluation Guide*.	5
Visitor is already a lead in the sales system.	4
Visitor clicked on company's Jobs web page.	-5

Optimizing Multichannel Performance

Case Examples

How Humane Society increased their donor base and yield through multichannel marketing and testing.
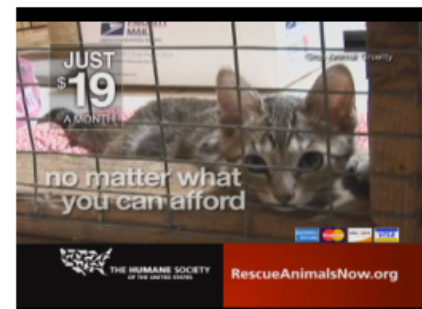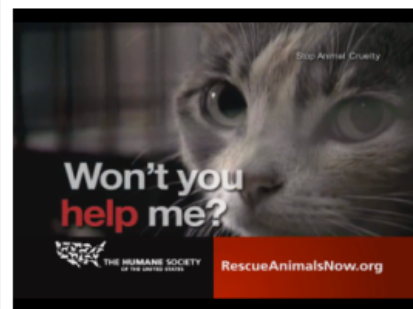
Setting the Agenda

Objectives

- Acquire new sustaining donors.

- Lower the cost per overall donor.

- Raise awareness of animal cruelty.
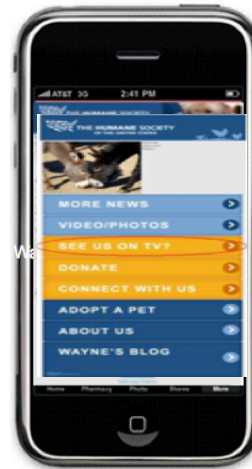
- Boost non-recurring donations.

THE HUMANE SOCIETY
OF THE UNITED STATES

Lead Acquisition Channel

> DRTV and Web video

Secondary Acquisition Channels

❯ Home Page (Main & Mobile websites)

❯ Inbound Call Center
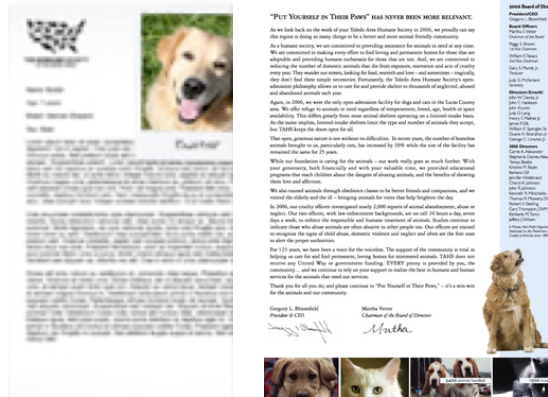
❯ Web and mobile donation pages

Tertiary Engagement Channels

> Direct Mail, Email

> Outbound Call Center

> Social

Donor Capture Results

> Channels Metrics

Multichannel Offer Testing

> Tested Channels: DRTV, Online, Mobile, Call Center

> Tested Offers: one time (major) gift v. monthly (minor) gifts

> Tested Creative: web layout and language shifts

Online/Mobile landing pages & PPC Ads:

Your gift as a **monthly donor**

Receive an official HSUS windbreaker jacket and tote bag when you become a monthly donor today!

Control   Splash A   Splash B

Multichannel Testing Results

> ## Optimization Rates

CALENCE

How an IT networking solutions company evaluated its B2B multichannel marketing and ROI through tracking, weighting, scoring metrics.

Sales wants all "leads" fast

Marketing hits the "more" button

Sales doesn't follow up

Marketing: "Why no followup?"

Sales: The "leads" are no good

Marketing:

Wasted effort, poor performance, bitterness, despair

Source: Sirius Decisions

Re-engineering Channel Strategy: Process Overview

Step 1
- **Problem opportunity**
- Cost, Experience, Access

Step 2
- **Current State Analysis**
- Marketing context
- Channel coverage maps
- Channel chain development

Step 3
- **Future State Analysis**
- Channel alternatives

Step 4
- **Choose**
- Channel curve
- ROI

Step 5
- **Implement**
- Investment Prioritization Matrix
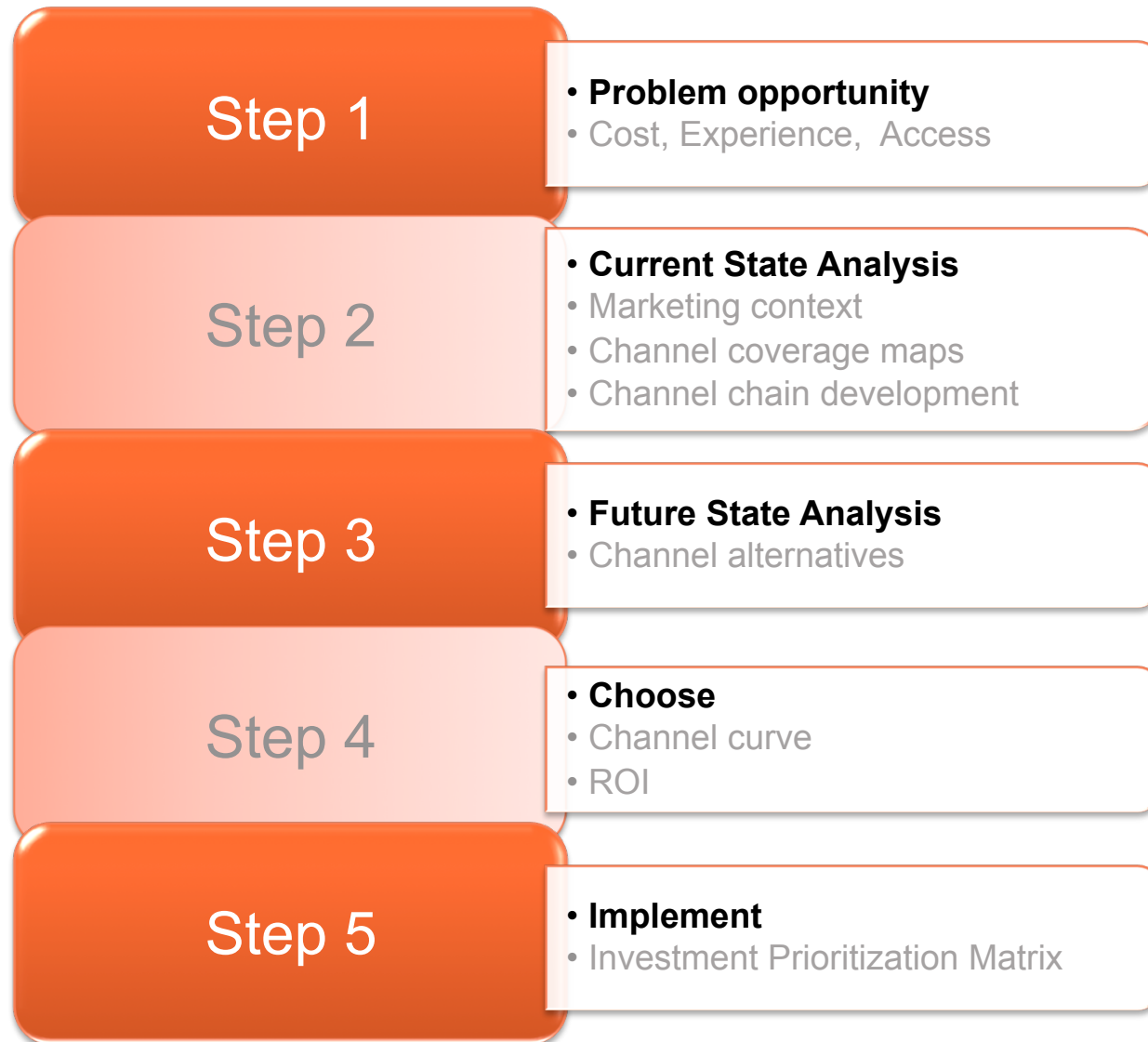
Channel Evaluation Process

Summarize Current Channel Strategies & Generate Alternatives

1 **Sales Complexity**
Product complexity and customer value

→

2 **Product coverage map**
Current state analysis

→

3 **Future coverage map**
Create product-customer combinations

→

4 **Generate alternative channel chains**

FULLSURGE

Sales Complexity Weighting

	Order size	Limited customer knowledge	Sales cycle	Configuration	Training	Service	Sales complexity score
Weighting	.015	.025	.01	.02	.02	.01	
Application Configuration & Network Management							
Front Office	10	7	7	7	7	4	7.15
Database	7	6	6	9	8	3	6.85
Data Mining Tools	3	9	3	5	9	5	6.3
Sales Force Automation	5	5	5	7	6	4	5.5
Contact Management	2	2	2	2	2	2	2
Networking Hardware							
Desktop	8	2	2	3	3	3	3.4
Mobile phone	5	5	5	6	4	4	5.05
PDA	4	7	7	7	5	4	5.85
Laptop	7	3	2	3	3	4	3.6
Consulting Service							
DB management	5	5	7	8	6	7	6.2
Sales Network	5	7	7	8	6	7	6.7
Customer strategy	3	10	7	6	N/A	N/A	7.3

Product Coverage Map: Current State

	Customer Strategy	Front Office App.	D.B. App.	Sales Network Mgt	Data Mining Tools	D.B. Mgt	PDA Deployment	Sales Force Automation Appl.	Laptop Development	Desktop Development	Contact Mgt App.
Owner Managed Business	FS	FS	T	I	I	FS	D	FS	D	D	T
Medium Retail Financial Services	FS	D	FS	I	T	I	D	FS	T	T	I
Large Professional Services	FS	FS	D	D	T	T	FS	FS	FS	FS	FS

I = Self-service over the internet
D = Third party distribution partners

T = Desk-based account managers
FS = Field sales – account management

FULLSURGE

Product Coverage Map: Future State

	Customer Strategy	Front Office App.	D.B. App.	Sales Network Mgt	Data Mining Tools	D.B. Mgt	PDA Deployment	Sales Force Automation Appl.	Laptop Development	Desktop Development	Contact Mgt App.
Owner Managed Business	D	D	D	D	T	T	T	T	I	I	I
Medium Retail Financial Services	FS	FS	FS	D	D	D	T	T	T	T	I
Large Professional Services	FS	FS	FS	FS	FS	FS	T	T	T	T	I

I = Self-service over the internet
D = Third party distribution partners

T = Desk-based account managers
FS = Field sales – account management

Current Channel Chains

ILLUSTRATIVE EXAMPLE

FULLSURGE   American Marketing Association   36

Future Channel Chains

Stage	Marketing Activities	Internet	Deskbased (telephone)	Distributor	Field sales	Operations
Lead generation						
Inquiry						
Qualify lead						
Proposal						
Follow up						
Close						
Implementation						
Assess new customer needs						
Customer development						
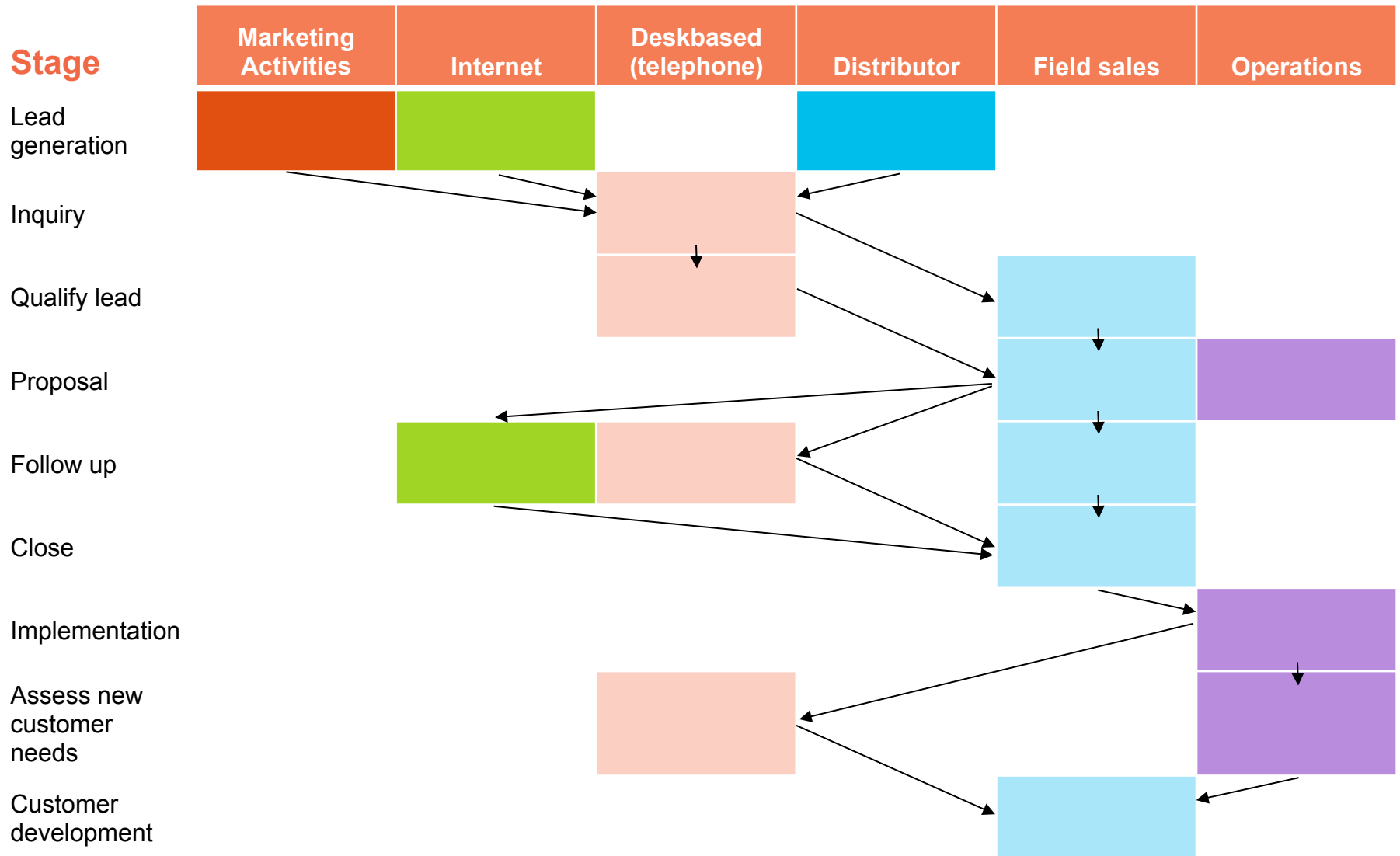
Comparing Channel Chains

| Weights | .3 | .18 | .17 | .15 | .10 | .08 | .02 |

Traditional chain (Weighted Ave .66)   Alternate chain (Weighted Ave .69)

Channel ROI Analysis

Sales Process	Field Channel Driven			Multi-Channel		
	Customers	Cost $000	Cost per process $	Customers	Cost $000	Cost per process $
Inquiries	100	-		120		
Qualify	100	2000	20000	120	1200	10000
Proposal	70	3500	50000	85	3000	30500
Follow up	40	4000	100000	80	4000	80000
Close	10	2000	200000	15	3000	200000
Assess new opportunities	10	200	20000	15	240	10600
Customer development	10	200	20000	15	240	10600
Revenue	50M			75M		
Total cost		11900			11680	
Cost per order			1190			1160

Strategic Prioritization Matrix

> **Attractive to corporation:**
- Revenue potential.
- Increased coverage.
- Margin improvement.
- Reduced complexity.
- Fit to strategy.
- Ease of Implementation.

> **Attractive to customer:**
- Convenience.
- Cost.
- Speed of response.
- Availability.
- Product information.
- Ease of use.

Attractiveness to Corporation

High

Low

Field Sales Automation

Desk Based Sales

Distributor Extranet

Customer Portal

Field Sales

Low   High

Attractiveness to Customer
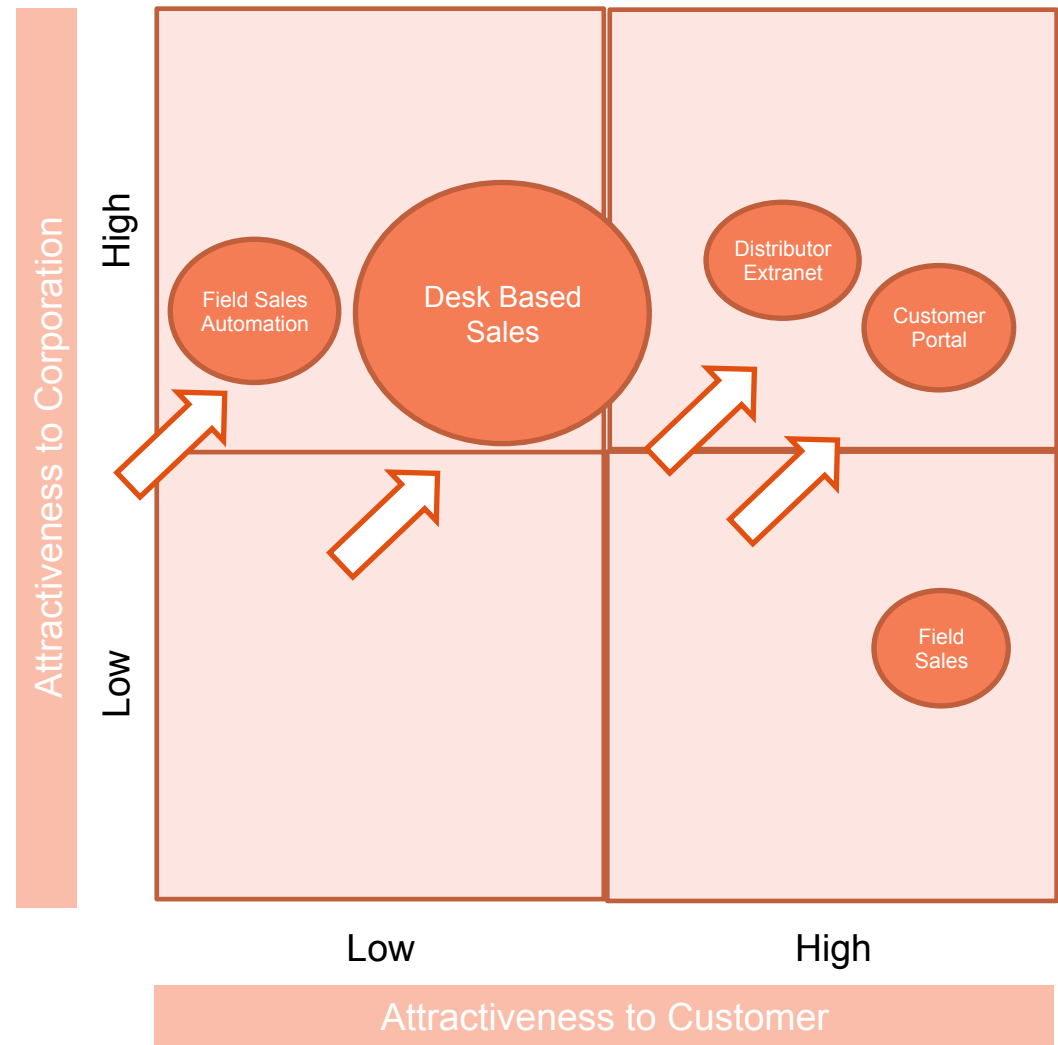
Delivering Multichannel Success

Organizational Readiness

Now we will cover:

- Organizational Readiness Principles
- Case Examples

Enrolling & Aligning Resources

Business Units

Executive Team

Human Resources

Information Technology

Budget & Capital Investments

Balanced **Strategy** Scorecard
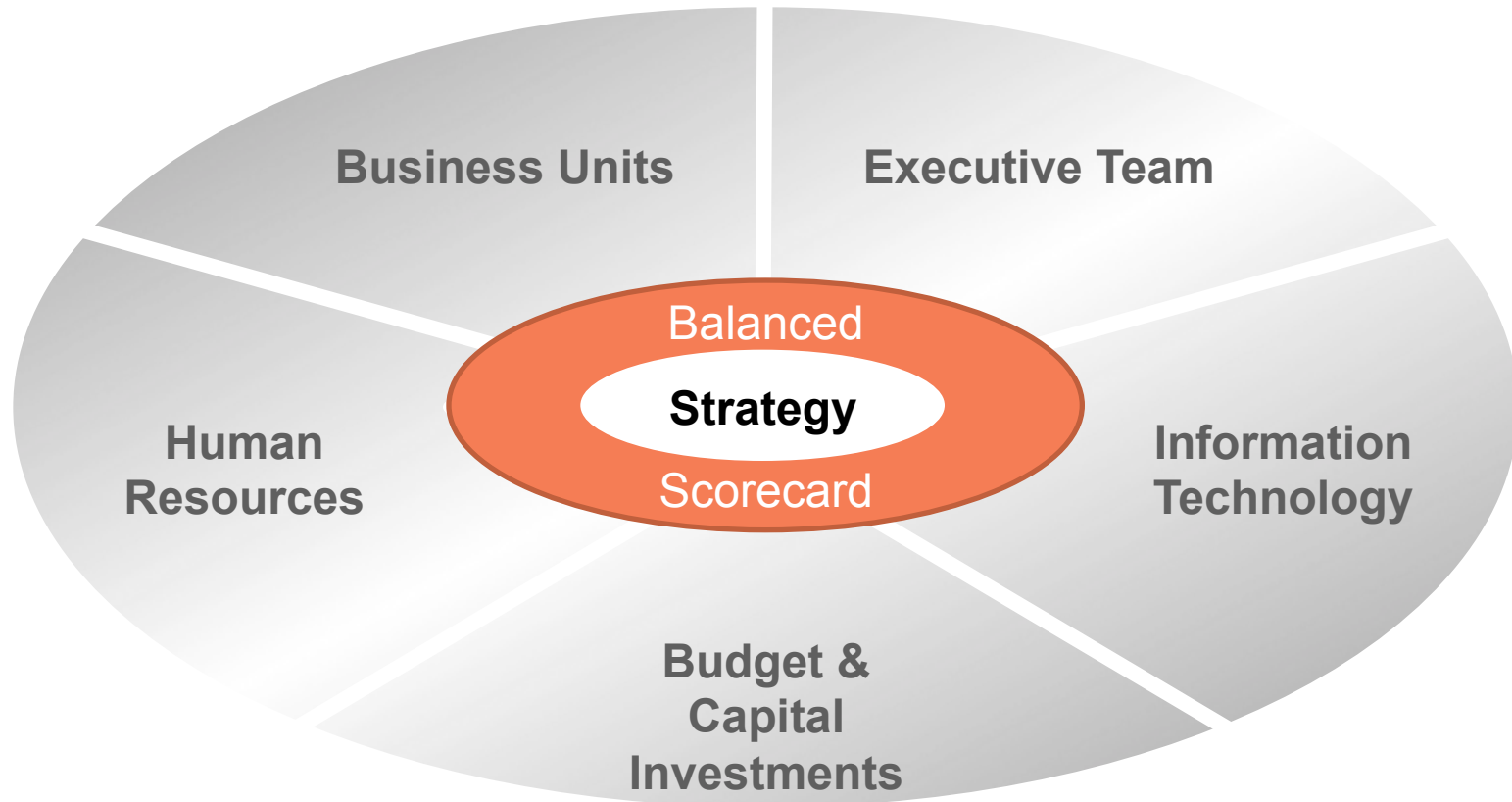
Adapted from "The Strategy-Focused-Organization" Kaplan and Norton, Harvard Business School Press

Cross-Channel Limitations

> Primary challenges:
  - Understanding customer behavior.
  - Managing multichannel execution.

> Customers don't care companies are organized by channel.
  - Want marketers to "stitch the whole multichannel experience together".

> Key barriers between customers' demands and marketers' efforts:
  - Organizations feel understaffed, siloed or staffed with inadequate skills.
  - Insufficient technology (*70% respondents said they still have small technology budget).

* Source: Forrester

Implementation

› Spread customer knowledge.

  • Capture firsthand observations, customer feedback and communicate to those who could benefit from insights.

› Management and people focus.

  • Start with a clear vision.

  • Set comprehensive set of rules around each channel.

  • Implement customer governance structures across channels.

  • Focus on outcomes.

Employee Engagement

› Employee engagement drives business outcomes. Research shows engaged employees are:

• More productive, customer-focused, likely to withstand temptation to leave

› Employee engagement transcends HR: fundamental to how business gets done.

• Engagement critical to success: link employee activities to outcomes (aligned with corporate goals)

Unleashing the Potential for Growth

World-Class
- 67%
- 26%
- 7%

Average
- 33%
- 49%
- 18%

Legend:
- Engaged
- Not Engaged
- Actively Disengaged
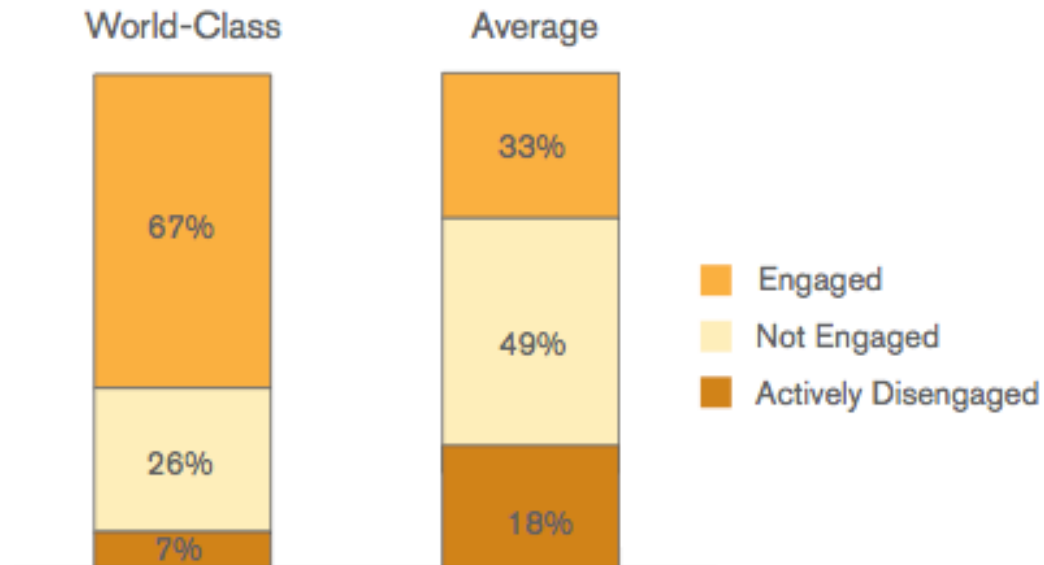
Source: Gallup/2010

How Do Other Brands operate in a multichannel world?

Go Beyond

- Zappos call center employees have no scripts or call time metrics. They are empowered to resolve customer issues on the spot

- It wows customers with its service levels, e.g. promising delivery within four days, but typically delivering the next day

- Zappos wants its employees to be completely committed to the business. It offers new hires a $1000 bonus, if they leave – to test their desire to work at the firm

Optimize within channel

- Prêt-A-Manger focus on hiring customer-facing staff with brand aligned personality traits

- After a first interview applicants are sent to work in a store for a day to test out life at the fast food chain

- After this trial day, co-workers all vote on the prospective new hire. If less than 90% are in favour, the applicant does not get the job

- Hiring also takes into account behaviors e.g. whether people naturally smile when they greet people

Show Results

- FedEx's online customer portal allows customers to track their shipments, run reports, get transit times, and file claims – all in one place

- Instant access to information reassures customers that everything possible is being done to get their package sent or received

How Do Other Brands Operationalize the Brand Experience?

Create Support

- To cultivate positivity among its workforce, Google invests in its workplace environment
- Google's 'campus' is designed to replicate University – allowing employees to blend work with 'life' – by enabling productivity, but also being fun
- "Life support" services reduce employee hassle and clear time for working, e.g. laundry, masseurs, doctors, dentists, crèches, and free good food in the cafes

Engaged Employees

- Apple's Genius Bar helps to orient customers after they have purchased an Apple product
- Stores are designed as showrooms, allowing customers to test out gadgets – meaning fewer surprises when they get home
- Employees are highly trained and compensated; they are motivated to solve customers' problems and spread excitement about products

Connect to the Answer

- BestBuy allows customers to speak directly to a member of BestBuy's Twelpforce –expert employees who troubleshoot customer problems in conversations on Twitter
- Questions are quickly routed to a subject matter expert able, who can provide the answer and engage in continuous conversation as the problem is solved

Deliver an experience that is uniquely on-Brand

Ad Hoc Experience → Good (but standard) Experience → Great Experience, Uniquely TrueBlue

Economic Value

Random Experience
- Inconsistent
- Unintentional

Predictable Experience
- Consistent
- Intentional
- Not unique

Branded Experience
- Consistent
- Intentional
- Differentiated
- Valuable
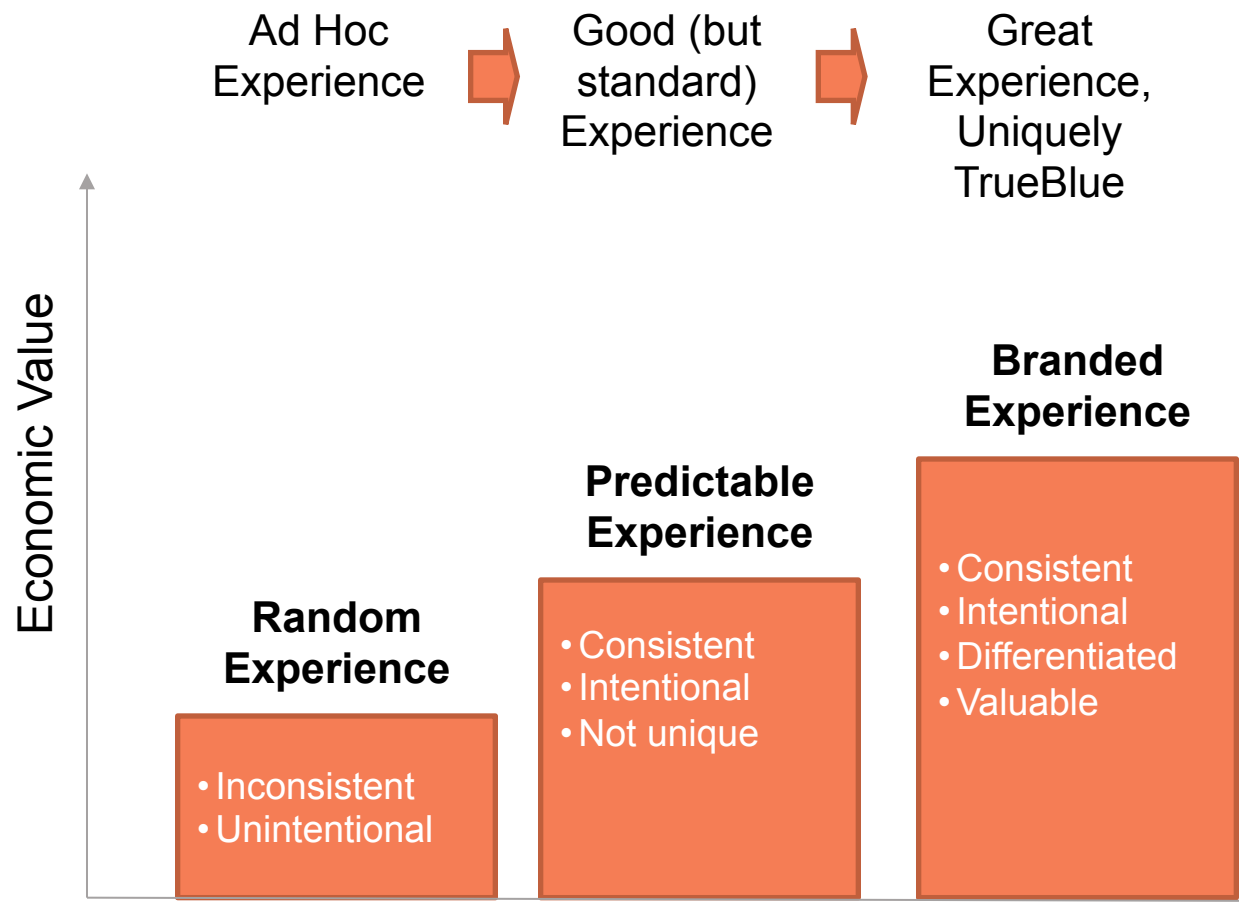
Adapted from "Experiencing the Brand – Branding the Experience" – Shaun Smith, *The Forum Corporation* (February 2001)

The brand experience exists in every touchpoint

Touchpoint = Perception shaping moment

The interface between a company and the customer

A chance to shape minds

A chance to win over hearts

A company's first step toward managing the total customer experience is recognizing the clues it is sending to customers"

Managing the Total Customer Experience, Berry Carbone Haeckel

Touchpoints are organized as a Touchpoint Map

- Major categories of touchpoints, e.g. customer service, POS, products/ service, marketing

- Subcategories of touchpoints, e.g. for Marketing: advertising, PR, events, product packaging, investor relations, etc.

- Specific touchpoints, e.g. for investor relations: press conferences, press releases, annual reports

Touchpoints are designed to deliver a branded customer experience

Be present in key moments in people's lives (e.g. life transitions, energy related decision-making)

Contact customers via preferred communication channels. Record customer preferences in CRM database

Support customers individually in lowering their energy consumption by personal home audit and advice that focuses on their situation and habits

Provide online chat on the website, where customers and prospects can pose questions and directly get answers

Acknowledge customers' efforts to optimize usage behavior by providing attractive and personalized rewards

Tailor-made tariffs that meet each customers' requirements/ optimal tariff guarantee to always provide best tariff according to customer needs
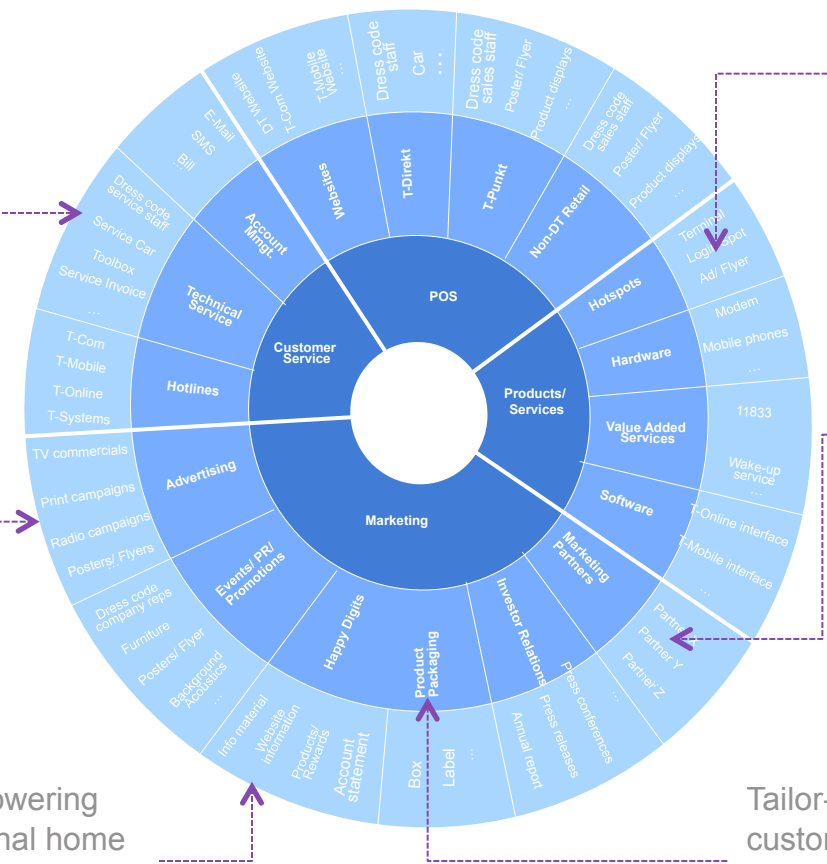
Touchpoint Design

Branded Experience by Touchpoint (1 of 7)

Illustrative

Category	Touchpoint	Guideline	Examples of levers
Communications – Written	Brochures, Materials for Sales presentations, Recruiting Adverts	• Be clear, simple and easy-to-understand • Appear real and honest, not "sales-y" • Focus on stakeholder needs and POV	• Plain language, straightforward style • Real stories and testimonials • Content that shows understanding/concern for stakeholder (not boasting about Company)
	Newsletter	• Be accessible and useful • Communicate openly and honestly • Be real and down-to-earth	• Wide distribution, plain language • All key issues covered (even difficult ones) • Real stories and photos from real people
	Billing, Compliance Information, Contracts, Forms/ Paperwork	• Represent the brand in a consistent manner • Be simple and easy-to-understand	• Consistent branded templates • Only necessary information is displayed • Roadmaps for what it is and what is next
	Bulletin Board Postings, Safety Booklets	• Be simple and easy-to-understand • Show humility and be down-to-earth	• No extraneous info or complicated language • Peer tone (not commanding/condescending)
	Testimonials	• Be real and down to earth • Allow honest, open feedback	• Real stories written in plain language • Authentic opinions, not recited press points
	Annual Reports	• Reinforce the Brand Identity • Be simple and easy to understand • Be real and down-to-earth	• "Story of the Year" that exhibits brand identity • Information not overly dense and complex • Transparency
	PR	• Proactively create open, honest dialogue • Speak with the voice of the brand • Publicize internal actions that speak to brand	• Key issues addressed (even difficult ones) • Genuine tone, no "corporate speak" • Press release for "Never Give Up" Employee Excellence for Customers award
	Traditional Advertising (radio, print, TV)	• Be real and down-to-earth • Communicate proof points believably	• Testimonials from real people • Real documented results, not puffed-up claims

Touchpoint Design

Branded Experience by Touchpoint (2 of 7)

Illustrative

Category	Touchpoint	Guideline	Examples of levers
Communications – Verbal	CEO Speeches	• Convey messages in simple, clear way • Utilize real and tangible examples • Be relatable and open	• Direct and frank address of key issues • Real stories and examples (no lofty rhetoric) • Down-to-earth language and delivery • Q&A
	Conference Calls with Analysts	• Be accessible and easy-to-understand • Communicate brand identity at all times • Be transparent and address the real issues	• Plain language (no corporate jargon) • Information not overly dense and complex • Tone of humility and deep resolve, even when discussion positive results • Tone of honesty, even when discussing negative results
	Recognition of Workers	• Recognize those that live the brand • Reflect collective effort: no one succeeds alone • Reinforce each individual's importance to the company	• Explanation of how winner embodies brand • Winners recognize those who helped them • Contributions of worker at any level applauded in same way
	Training	• Be simple and easy-to-understand • Utilize two-way dialog and collaboration • Empower individuals' growth and opportunity	• Clear content delivered in plain language • Interactive techniques (i.e. Train the Trainer) • Emphasis on how training benefits individual
	Sales and Call Scripts	• Focus on Customer's needs (not Company's) • Build two-way dialog, not monologue • Follow procedure but allow authenticity • Avoid giving "sales-y", glossy impression	• Content presented from Customer's POV • Questions and inquiries to create dialogue • Active listening (re-stating, acknowledging) • Guidelines and Tools, not Script (Freedom within a Framework) • Tone of humility, honesty, respect

Touchpoint Design

Branded Experience by Touchpoint (3 of 7)

Illustrative

Category	Touchpoint	Guideline	Examples of levers
Communications – Visual	Sales Presentations	• Respect Visual Brand Identity • Be simple and to the point • Encourage two-way dialogue • Be real and honest	• Text-light, visual heavy (conversation, not presentation) • Photos/testimonials of real customers • Photos/profiles of real employees
	Tradeshow	• Avoid overly "glossy" or "corporate" presence • Create welcoming, down-to-earth feel • Focus on people, conversation, interaction	• Open, inviting structure that feels Blue Collar • Limited counters/tables that separate people • Little props/bells/whistles – people are the focus
	Bricking Materials	• Respect Visual Brand Identity • Be practical and down-to-earth • Include clear, simple info (not overwhelming)	• Items that simplify life (e.g. business card holders) • Useful items, to be used every day (penlight, Icy-Hot patch)
	Billboards	• Respect Visual Brand Identity • Provide practical, useful information that helps people "get work done" better • Enable people (don't talk at them)	• Digital display of enabling information (weather forecast, job-search tips) • Digital display of TrueBlue opportunities (job postings, free training sessions)
	Safety Posters	• Respect Visual Brand Identity • Emphasize empathy, care, and respect • Focus on employee benefit (not procedure)	• Human (not procedural) look/tone/feel • Real employees' pictures and stories • Practical content that highlights proof points
	Stationary, Business Cards	• Respect Visual Brand Identity • Be down-to-earth and humble yet professional • Emphasize function, usage	• Understated branding/small logo • User-friendly, "brilliant" (vs. beautiful) design
	Merchandising/ Materials	• Respect Visual Brand Identity • Fit into people's lives, perform a useful role • Enable people to live/work better (Nike+)	• Practical work materials (Level, Binder Clip) • One-touch order button (a la Pizza-delivery fridge magnet)

Touchpoint Design

Branded Experience by Touchpoint (4 of 7)

Category	Touchpoint	Guideline	Examples of levers
Communications – Digital	Promotional videos	• Remain real, honest and down-to-earth • Communicate succinctly, get to the point • Be Customer- Worker- and Employee-centric	• Real results and "work done" • Authentic, journalistic/documentary film style • Company story told through real testimonials
	Email signatures	• Be consistent • Reinforce the Brand Identity • Be practical and useful	• Consistent, branded signature • Personal contact info, "emergency hotline" info • Useful "did-you-know" tips that change daily
	Text notifications	• Be clear and easily understood • Be as warm and personable as possible	• Specific instructions, in everyday language • Friendly greeting or sign-off
	SEO	• Reinforce brand identity	• Investment in terms relevant to brand attributes and company capabilities
	Website	• Be clear, simple, easy-to-use • Include useful, opportunity-creating information • Feel down-to-earth and human, not "corporate"	• Simple site architecture divided by audience • Information available on growth industries/jobs • Real photos/stories from each audience
	Presence in social media	• Connect in authentic way with audiences • Engage in honest, open two-way dialogue	• Everyday voice (potentially create persona) • All feedback welcomed, respectfully addressed
	Intranet	• Encourage open dialogue • Stimulate idea sharing and innovation	• Leadership adoption, incentives for posting • Open calls for ideas/innovation (with prizes)
	Apps	• Enable people to live/work better (e.g. like Nike+) • Make things easier/more accessible	• Interactive training quizzes • Push notifications for job postings • Simplified timesheets via check-in app
	User-generated Videos	• Reinforce real, honest nature of brand	• Contest for best user-generated video from Customer, Employee and Worker
	Screensavers	• Engage and empower employees	• Useful tips / inspiring quotes that change daily
	Internal IT Systems	• Design to help user "get work done" better	• Audit work process for potential improvements

Touchpoint Design

Branded Experience by Touchpoint (5 of 7)

Category	Touchpoint	Guideline	Examples of levers
Human – External Behaviors	Site visits	• Focus on the Customer's needs, not selling • Show that we know and understand them • Be respectful of the Customers time • Be useful and produce real results	• Active Listening and good questions • Bring gift of coffee, the way they like to take it • Specific agenda, limited time • On-site issue resolution (i.e. service recovery allowance)
	Field sales	• Establish real, human contact • Focus on the Customers' needs • Offer something useful and practical	• Down-to-earth, non-corporate connection • Questions to uncover needs, not sales pitch • AM Coffee/bagel delivery, PM cool Iced Tea
	Worker conduct	• Be honest and respectful • Be polite and professional • Know how to handle conflict • Know the company and the job to be done	• Guidelines for appropriate demeanor • Standard greeting at beginning/end of each shift • Protocol and training on handling conflict • "Coaching" sessions from workers with experience at that client
	Worker appearance	• Be well-groomed and professional-looking • Dress appropriately for work environment	• Guidelines for appearance "to be proud of" • Guidelines for proper footwear, headgear, etc.
	Dispatch calls	• Communicate responsiveness, urgency • Be efficient and seamless	• Targets for ring/hold time • Caller ID/CRM database pulls up stored data
	Cold Calling	• Use real approach to create human connection • Be respectful of Customer's time, use it wisely	• Down-to-earth, real tone • Concise, to-the-point conversation • Calls not placed during busy times (morning)

Branded Experience by Touchpoint (6 of 7)

Illustrative

Category	Touchpoint	Guideline	Examples of levers
Human – Internal Behaviors	Screening and Hiring Processes	• Be honest and upfront • Be real, down-to-earth and less intimidating • Get practical, results-oriented candidate info	• Clear expectations are set for process/timing • Peer interviews: meet the team/people like you • Real life situations/role play in interviews
	Worker/Sales Training	• Be practical, help "get work done" better • Be real and tangible, not theoretical • Teach "softer" skills – empathy, humility etc.	• Book of real stories of past problems/solutions • Emotional IQ / Sense and Respond training • Role play of "stepping in others' shoes"
	Safety Orientation	• Be engaging and impactful • Emphasize empathy, care, and respect	• Interactive exercises and role plays • Peers share their safety scares/stories
	Onboarding	• Create connections, integrate into the team • Educate and give baseline knowledge • Show investment in workers/employees growth	• Coffee Chats: 30 informal chats/ first month • "Citizenship Exam": True Blue quiz • Create "opportunity" development plans upfront • Mentor program
	Town Hall	• Be democratic, two-way dialogue • Be honest/transparent	• Q&A / Dialogue encouraged and rewarded • Direct and frank address of difficult issues
	Leadership Paradigm	• Proactively identify/develop potential leaders • Create Brand-Based Leader Training Program	• Early leadership opportunity for high-potentials • 1 day Employee/Worker Shadowing/6 months
	Celebrations/ Award Ceremonies	• Be down to earth and real • Be practical and useful	• Limited "glossy"/ corporate feel • Awards that are useful (specialty tools)
	Performance Reviews	• Structure according to pillars of brand • Include practical, useful recommendations	• 360/Peer Reviews (Humility) • Top 3: 3 concrete steps to take to improve
	Recognition	• Recognize individuals that live the brand • Recognize both small and large contributions • Reward with useful, practical items	• "Empathy Award" given 1x/year • Peer-to-Peer Award Budgets (12 to give/year) • Giveaways: education, tools, household items
	Culture	• Embody Brand Identity	• "Culture" awards • Culture/Mindset Change Management Program

Touchpoint Design

Branded Experience by Touchpoint (7 of 7)

Illustrative

Category	Touchpoint	Guideline	Examples of levers
Physical – Corporate Property	Corporate HQ	• Be down-to-earth, not "corporate" • Create an inviting/welcoming feeling • Encourage connection between people	• Design based on Blue Collar codes/cues • Comfortable reception with homey amenities • Chat Zones, Ideation Corners
	Branch divisions and internal office layout/environment	• Create inviting/welcoming feeling • Encourage connection of people • Encourage development of people	• Welcome station with greeter • Communal/grouped seating in waiting area • Map of the branch/process: What to expect
	Cars	• Communicate the brand message • Be practical/useful • Be down-to-earth and humble	• Brand logo and tagline painted along side • Trucks and other work-equipped vehicles • Understated models/design (not too "flashy")
	Signage	• Communicate the brand message • Be clear and easy to read • Be practical/useul	• Understated placement/design (not too "glitzy") • Clear, easy-to-read font • All relevant info included (phone/web contact)
Physical – Employee	Uniforms	• Be clean and fresh • Be easily identifiable as belonging to the brand • Be practical and designed for function	• Washable fabrics that don't stain or show wear • Understated but identifiable branded uniforms • Moveable cut, breathable and durable fabrics
	Badges	• Be easily identifiable as belonging to the brand • Be practical and designed for function	• Understated but identifiable • Folds to fit into wallet, so never "left at home"
	Work Tools	• Be ready to use/ready to work at all times • Communicate specialization/expertise	• Guidelines/Standards for tool maintenance • Giveways/Awards of specialized tools
	Dress code	• Be ready to work at all times • Look professional but down to earth	• Off-limits, "non-work-ready" clothes (sandals) • Pictures of real workers , dressed appropriately
	Grooming/hygiene	• Be clean and ready to work at all times	• Guidelines for appearance "to be proud of" • Always-Ready Essentials Kit (Stain pen, floss,

Internal Alignment Plan

Create	Educate	Integrate

- Create one, common understanding of org focus.
- Gather key information and create repository.
- Enroll people as customer champions.

- Generate understanding of principles, tools.
- Continue to refresh and evolve materials.

- Develop cross-training workshops.
- Deploy SWOT team
- Create tangible metrics (& include in performance eval/ compensation).
- Create small wins to upfront to create momentum.

Organizational Readiness

Plan to Win

1.   **2.**   **3.**   **4.**   **5.**   **6.**

NAVISTAR FINANCIAL	DEFINE POSITIONING	ENGAGE EMPLOYEES	MEASURE PERFORMANCE	IMPROVEMENT PLANS	MEASURE AGAIN

CONSISTENCY THROUGHOUT		CONTINUOUSLY REPEAT			
Logo definition *Corporate letterhead, business cards* *Brand guidelines* *New promotional identity* *Brand templates*	*Identify category white space* *Find out what matters* *Analyze credibility of positioning* *Define position*	*Spring Training* *Regional rollout* *PERC* *Orientation* *Ongoing internal communications focused on 'living the brand'*	*Dealer Satisfaction Study* *Customer Satisfaction Study* *Magic Solutions* *Sales Automation (coming soon)*	*Roadtrip: share results* *Root cause analysis* *Define action plans* *Brand building initiatives* *Map to TPM goals*	*Reassess performance via annual dealer/ customer satisfaction studies* *Start back at 3*

NAVISTAR FINANCIAL

Position
Transportation financing value through 'unexpected' customer service.

Purpose
Our purpose is to help our customers be successful by providing financing options combined with dependable, consistent service and knowledge
.
Commitment
Our commitment is to invest in and leverage our people, processes and technology to deliver 'unexpected' customer service by being creative and living our brand mantra.

Brand Mantra
Simplify, Serve, Empathize & Celebrate.

Tagline
Taking the Curves Out of Financing[SM.]

Improved Operations
• Asset utilization (quick title turnaround off the note)
• It takes hours, sometimes days to find, negotiate with a new lender
• Banks are notoriously quick to repossess
• ACH, EZ Pay Solution speed up transactional time
• Finance Tools speeds up approval process
• Customer service is engrained in our culture and incentive programs

Financial benefit
• Help improve cashflow
• Refinance competitive notes
• Try to work thru bumps rather than repo
• Time is money!

It's a painful process
• Too much time to find lender, get approved
• Two steps: find money, then buy truck
• Paperwork requires too much effort
• Takes away from focus on real business

They don't care about my business
• Not engaged
• Impersonal
• Unprepared
• Generic offer
• Slow to respond

Won't do business on my terms
• Not accessible (hours of oper.)
• Voicemail maze, pushed around
• No regional/local presence
• Inflexible (take it or leave it)

They "low ball" upfront
• Don't trust them, buyer's remorse
• All about the transaction upfront
• Sign the papers and they're gone
• "Guess you get what you pay for"

Just need rates that are competitive and *fair*
• Market competitive
• Never the lowest, but don't take advantage of that
• Up front with costs, no hidden fees

We let them focus on their real business
WHAT'S IN IT FOR THEM

Most customers that seek financing EXPECT bad service
THE ISSUE: WHAT CUSTOMERS SAY

Navistar Financial makes it easier to buy & own International®
HOME BASE

We're empathetic and proactive about helping
• Hurricane relief
• 9/11 relief
• Soldier's relief
• Late fee waiver
• Holiday delayed payment

Satisfied customers
• Idealease
• Walmart
• Hogan

Business on your terms
• Micromarketing programs
• Pre-approval letters
• Lines of credit

We believe in long-term relationships
2. HOW WE DO IT

We listen and consult
• Customer advisory board
• F&I Manager advisory board
• Annual customer surveys
• Customer visits at every level
• Pertinent solutions, make it work
• Wal-Mart unit pre-approval

Provide integration
• One interaction: dealer
• Seamless across purchase

We're a TRUCK financing company
1. HOW WE DO IT

Vested interest
• Our success depends on trucking company's success
• Common goal: get customers into trucks

Fair & balanced: competitive rates AND dependable service
WE GIVE 'EM WHAT THEY WANT

Service that you can trust
• Deal with the same people
• Empathetic, understanding
• Accessible/local
• Customized plans
• Easy to do business
• Responsive
• Upfront, honest, integrity

Bringing both together
• Get what you pay for
• Peace of mind
• Consider lifecycle costs (financial and otherwise)

Present as cycle goes up—and down
• Cycle troughs about every 7-10 years
• We're in good times or bad

Offer total ownership support
• ITEC Brand offer: one stop shopping
• Lifecycle value / costs / consulting
• Truck, trailer, service notes, telematics…

We know the business
• Experienced, consistent people
• Insider/ITEC expertise
• Customer interaction at every level of the org

ILLUSTRATIVE EXAMPLE

NAVISTAR FINANCIAL Channel Wheel

Shift Internal Behavior/Culture

- ❯ Simplify
  - Formation of Customer Advocate Team (CAT).
  - EZ Pay Solution / Finance Tools simplification.
  - Automated Credit decisioning.
  - Magic Solutions: One-call resolution.

- ❯ Serve
  - Spring Training focus on Customer Service.
  - Customer Service Charters (company-wide).
  - Centralized dealer/customer surveys.
  - Syndication; Menu-selling for improved dealership revenue opportunities.
  - Loyalty campaigns, pilot program (cultivating).

- ❯ Empathize
  - Business Manager Advisory Board.
  - Day-in-the-Life initiatives.

- ❯ Celebrate
  - One of the "Best Small/Midsize Companies to Work for in America".
  - PERC enhancements / PERC Premiums & online auction.
  - National Customer Service Week Celebration (Executives serve).

- ❯ Ongoing Leadership reinforcement/communications.

Very Satisfied brings loyalty

Satisfied is 'tablestakes'
If we only 'satisfy,' we compete on rate

If we compete on rate...
   a) we rock.
   b) we're cheap.
   c) we lose.

Internal Communications Plan

WHY WE EXIST (HELPS GUIDE BUSINESS STRATEGY, DECISIONS)

PURPOSE
…to help our customers be successful by providing financing options combined with dependable, consistent service and knowledge

COMMITMENT
…to invest in and leverage our people, processes and technology to deliver 'unexpected' customer service by being creative and living our brand mantra

WHAT WE'RE DOING (BOLD GOALS/STRAT PLAN)

CULTURE:
Make it easy to buy/own an International truck

GROWTH:
Grounded in Customer Service Organic, Deliberate, Profitable

BUSINESS PRIORITIES (FOCUS OF THE STRAT PLAN)

1. Customer & Dealer Loyalty
2. Sales & Marketing Effectiveness
3. Training & Development
4. Optimize our people & process

WHY WE CARE

Navistar Financial's success is created *everyday*, by *every* employee, in *every* interaction, with *every* employee, dealer and customer.

HOW WE DO IT (BRAND MANTRA)

- **SIMPLIFY:** Make every aspect of our business simple.
- **SERVE:** *Continuously* improve dealers' / customers' / employees' experience with us.
- **EMPATHIZE:** Understand customers' / dealers' / employees' perspective and respond appropriately.
- **CELEBRATE:** Build relationships and make it fun.

HOW WE EXECUTE

We deliver on every team's CUSTOMER SERVICE CHARTER commitments and drive tactical focus.

Internal Assimilation

Our Brand Mantra

- SIMPLIFY: Make *every* transaction simple.
- SERVE: Make dealer's/customer's life easier.
- EMPATHIZE: Our reputation is built on our ability to sympathize/empathize.
- CELEBRATE: Lighten up, have fun! Our culture and personality counts.

Culture Built on Customer Service

Navistar Financial's success is
created *everyday*,
by *every* employee,
in *every* interaction,
with *every* dealer and customer.

TAKING THE CURVES § OUT OF FINANCING

RFO CHARTER POCKET CARD

BOLD GOALS

SIMPLIFY
-Focus on innovations that help our dealers sell more trucks/trailers
-Consistently improve our processes working toward simplification
-Create simple deals and programs
-Stick to the basics

SERVE
-React, understand, and respond quickly with a goal of one-call resolution
-Be an entrepreneur: show a passion to serve and take pride in your work
-Foster a supportive environment and serve each other
-Educate dealers/customers to better understand financing and our offers

EMPATHIZE
-Take an outside-in approach to policy (pricing, response times and otherwise) with the dealer/customer perspective always in mind
-Take time to listen, understand and predict customer and dealer needs
-Walk a mile in the shoes of those you serve (Day-in-the-life)
-Trust and be trusted

CELEBRATE
-Build binding relationships with customers and dealers
-Incent behaviors that support the mantra
-Create an environment that communicates and celebrates success
-Make time to celebrate and have fun

SEARCH INSIDE!
Delivering
Knock
Your
Socks
Off
Service
THIRD EDITION
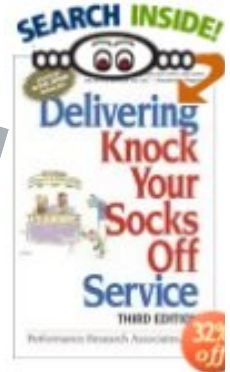
Branding Tools for Internal Stakeholders

1. Office posters, collateral
2. Dealer education materials
3. Intranet
4. Brand Anthem video

Organizational **Readiness**

Operationalizing the Brand
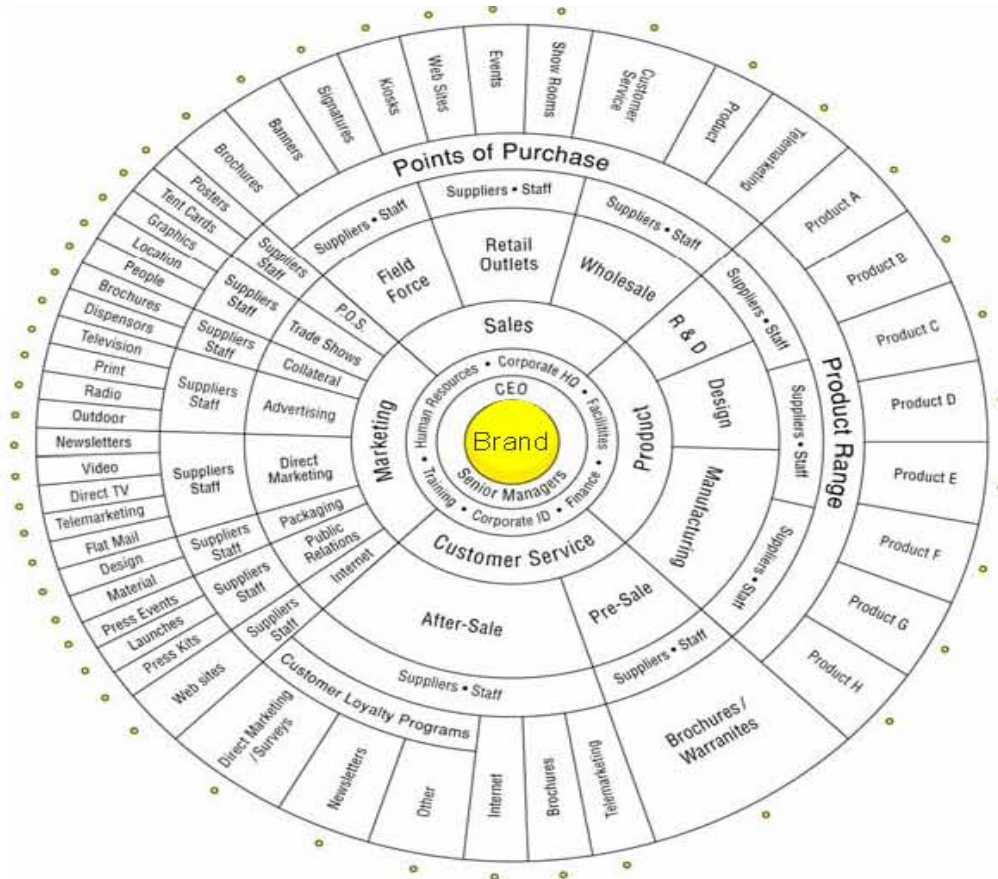
Brand Wheel

Brand Wheel
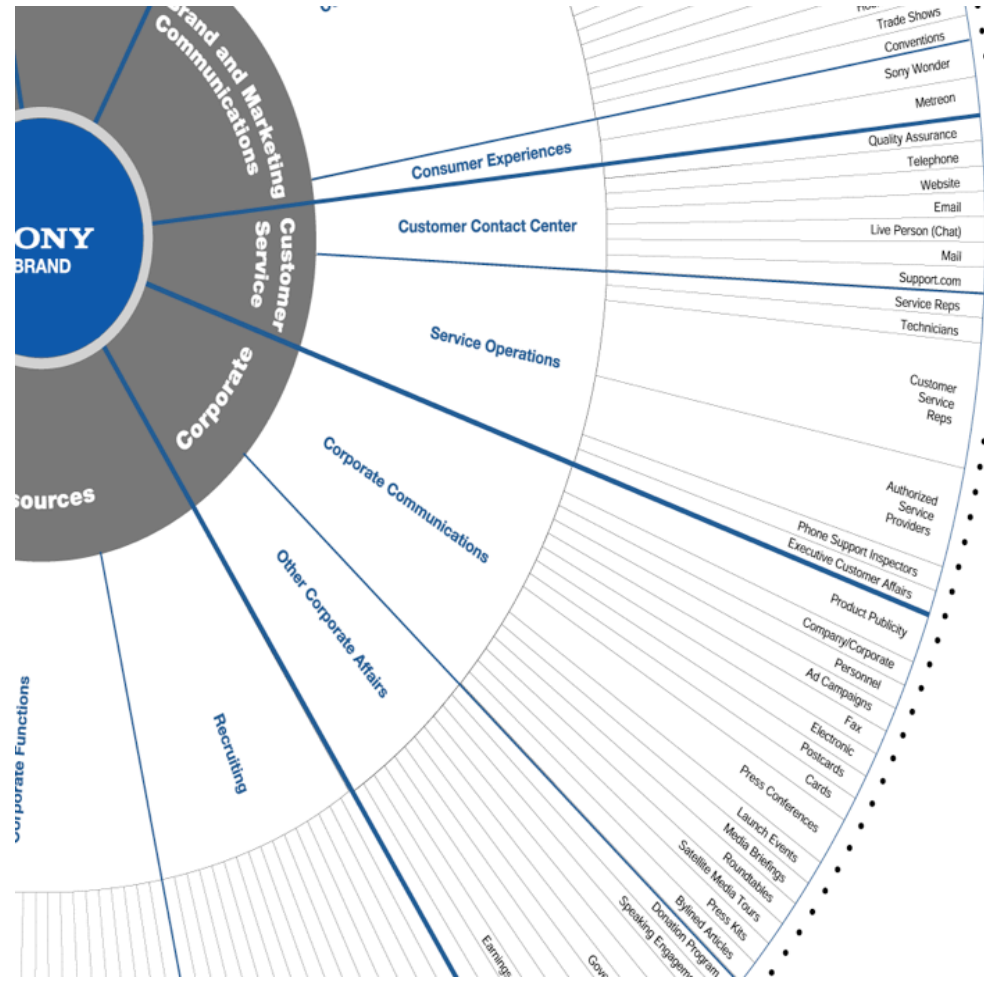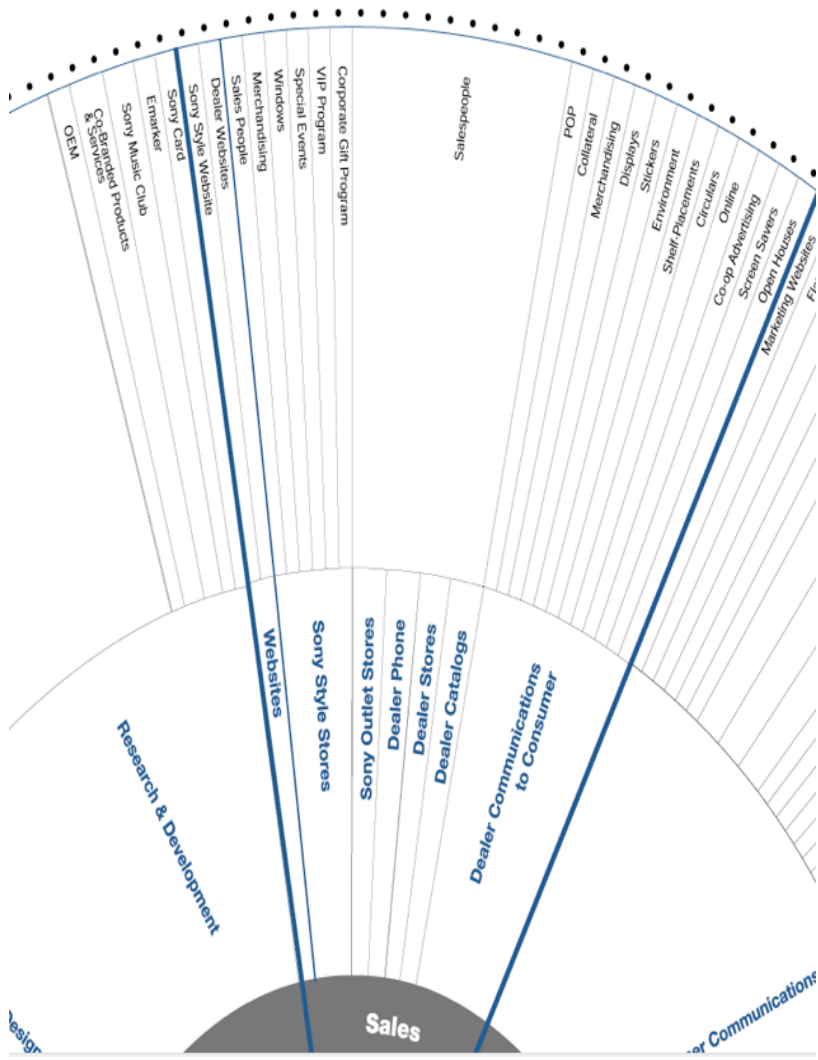
Spreading the Knowledge: Intranet

Organizational **Readiness**

Cultural Degeneration

"A McDonald's Brand Cult? I can't even find any evidence of Brand Culture here."

– Larry Light, Former Global CMO

McDonald's Plan To Win

WHERE WE WANT TO BE

Customer Experience

The people at McDonald's really do their jobs well. I get my order quickly and they get it right. They are so nice and friendly, I just find myself smiling and look forward to coming back.

The food tastes great. It's real quality. There are lots of choices in what and how I can order. That's why I can go there often.

The restaurants are so inviting, up-to-date and clean… they just look good. And I can eat there or take the food away. I feel comfortable there anytime. And it's a fun place to go.

I can afford to go there often because McDonald's offers me great-tasting food and there's no better value in town.

McDonald's is a brand I identify with and trust. I love their advertising and what they stand for. And I love that McDonald's contributes to my community.

HOW DO WE PLAN TO GET THERE

Critical Success Factors

PEOPLE
Our well-trained people will proudly provide fast and friendly service with a smile that delights our customers.

PRODUCTS
We will serve food and beverages people prefer to enjoy regularly.

PLACE
Our restaurants and drive-thru's will be clean, relevant and inviting to the customers of today and tomorrow.

PRICE
We will be the most efficient provider so that we can be the best value to the most people.

PROMOTION
All of our marketing and communications will be relevant to our customers and consistent with our brand.

WHAT ACTIONS WE WILL TAKE NOW

System Must Do's

Deliver the Service Promise
Place only verified crew on service positions
Achieve speed standards at drive-thru and front counter
Ensure proud visible/effective shift management
Zero tolerance for rude behavior
Greet and thank customers every time
Ensure all shifts staffed to guidelines

Develop A Hospitality Culture
Have fun!

Become The Best Employer
Rebuild pride in working with McDonald's

Deliver The Quality Promise
Place only verified crew on prep positions
Serve only exceptional finished food quality

Improve Food Relevance
Offer products that customers want regularly
Present and package food for enjoyment now or later
Successfully launch Wholesome Initiatives

Deliver The Cleanliness Promise
Present spotlessly clean restaurants, inside and out
Give instant attention to all needed repairs

Create Relevant And Modern Dining Experience
Exhibit inviting relevant décor
Provides best drive-thru ambiance, clear communication systems and menu boards

Deliver Value
Develop pricing strategy for each marketplace
Re-ignite value offerings
Achieve McUp/Go price balance to optimize margins and value

Be The Most Productive Provider
Improve store operating efficiency
Leverage supply chain
Achieve GE+A and capital expenditure targets

Deliver Marketing Leadership
Re-energize our Brand image
Re-establish Happy Meal leadership
Activate Ronald McDonald marketing

Build Trust Bank
Ensure each restaurant is involved in local community
Improve the trust factor
Implement Trust Bank advertising campaigns
Provide and maintain helpful information in stores

HOW WE WILL MEASURE PROGRESS EACH YEAR

Customer Measures

SERVICE MEASURES
Fast
Accurate
Friendly

FAVORITE PLACE TO WORK
Training
Commitment
Retention
Employer Reputation

FAVORITE FOOD AND BEVERAGE
Taste
Choice
Wholesome
Enjoy regularly

FAVORITE PLACE TO EAT
Clean
Relevant
Comfortable
Inviting
Fun, enjoyable, entertaining

FAVORITE VALUE
Good value for money
Good value for time

FAVORITE ADVERTISING
Impact
Likability
Purchase intent
Relevancy
Ronald likeability

COMPANY I TRUST
Involved in my community
Helpful info available

3-Year Milestone

+5pt increase in Speed of Service & Friendliness gaps
30% reduction in Service related complaints
Return to all time high in overall QSC gap scores
+5pt crew. O/O,
Home Office and manager surveys Proud rating
+5pt employer reputation

+5pt in Hot and Fresh rating
20% reduction in Cold Food complaints
+2pt in penetration

Attain all-time high in Cleanliness gap scores
+5pt in Place Adults Enjoy
+3pt in attractive, Comfortable Décor

+3 pt in Low Price
+3 pt in Value for Money
2½ net cost savings as ¼ of sales
Restore margins to 2000 level
Increase Crew Productivity by 1 TC per labor hour

+5pt in Favorite rating
+5pt in Brand awareness
Return to all-time high Happy Meal units per store
+5pt in Company I can Trust
+5pt in RMHC awareness and recognition
+5in Ronald likeability

ENDURING PROFITABLE GROWTH

ultimate measures
of performance

more customers ↑penetration   more often ↑frequency   more brand loyal ↑loyalty   more profitable ↑SOI/margins

Cultural Rejuvenation

❯ Reframing the McDonald's brand essence.

- Strategic intent: Forever Young.
- Market facing expression: I'm lovin it.

❯ Focusing and re-energizing the organization to deliver it.
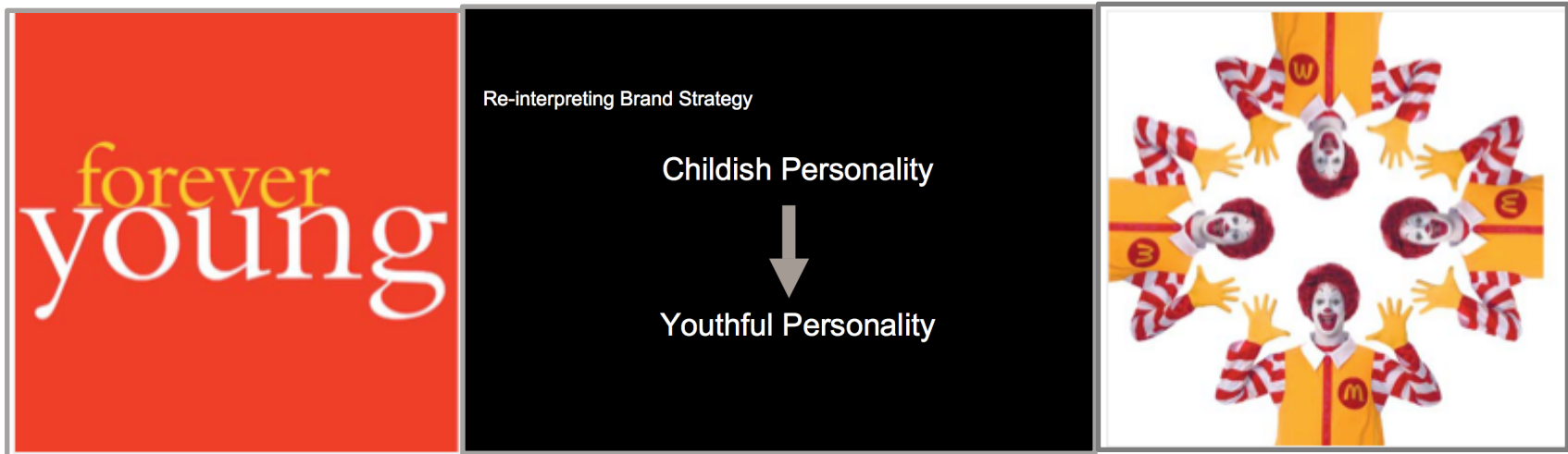
Business Turnaround

> Re-ignite pride, commitment, and loyalty by restoring McDonald's Brand Culture.
  - Equip organization to create & deliver the desired brand experience.

> By shifting strategies, this team was able to increase total sales .
  - From $50.1 billion to $70.1 billion in under 4 years.

Appendix

Multichannel Strategy Journal