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## ***Removing the insanity of integrated marketing***

The great Albert Einstein said, “In the world of psychology, insanity is doing the same thing over and over again while expecting different results.”

While oft-cited, this Einstein definition of insanity easily applies to the way marketers plan their campaigns. Marketers have been only slightly tweaking the way they have gone about marketing, e.g. adding social, creating a web presence, but their approach is still fundamentally the same. According to Steven Goldbach, the magic to a more effective integration strategy is in the media mix. Marketers can get the correct media mix by determining what combinations of media vehicles change consumer behavior at key points in the buying cycle.

Ninety percent of Brandworks University attendees indicated they have integrated marketing plans, but just one person indicated he was very satisfied with the plan. Goldbach attributes this problem to an outdated marketing model based on heuristics built in a pre-digital age.

Marketers know they need a new marketing model but haven't developed or applied it yet. They've simply fit digital media into the same marketing model that has been in use for years and they will do the same with social, while expecting a different outcome.

## ***The knowledge funnel***

To see why marketers are stuck in Einstein's definition of insanity, we need to see how we are treating new information about how consumers interact with brands. The knowledge funnel is a model that characterizes how people solve problems at different stages and is a tool made popular by Roger Martin, a leading proponent of design thinking.

1. Mystery: We have no idea how we'll solve a problem.
2. Heuristics: Patterns in data exist; rules of thumb can be developed, but they must be applied by experts
3. Algorithms: An early set of steps that have been preprogrammed to solve problems, templates
4. Code: A repeatedly proven solution that is now law

We know consumers are communicating differently with brands than they were 10 years ago, so why have the marketing algorithms and codes not been updated? Goldbach says in a world that's disrupted, marketers need to back up the funnel and question the heuristics that today's algorithms and codes are built upon. Marketers need to relearn what they think they know.

Marketers tend to value things they can predict more than things they know are right. This puts an over-emphasis on past approaches while undervaluing new ways of reaching customers. In order to put saneness back into media mixes, marketers need to put more emphasis on seeking validity instead of reliability. To make the transition to create an effective integrated marketing team, Goldbach challenged organizations to move up the knowledge funnel and eliminate obstacles to this change with the following advice:



*Steve is partner and co-head of Monitor's New York office. He focuses on consumer packaged goods, media, retail and sports sectors with an emphasis on how companies can best reach and engage with consumers. Prior to Monitor, Goldbach was with Forbes Magazine Group as Director of Strategy.*



### ***Moving up the knowledge funnel***

1. Know thy consumer.
  - Map a channel pathway of the stage your consumer is at in the buying process.
  - Know the stages of the buying process: latent memory, triggering event, self-directed research process, latent memory resurfaced, trial, purchase and advocate.
  - Know all the touch points your consumer encounters on a regular basis.
2. Don't guess, experiment.
  - Use a scientific process to test ideas.
  - Design the experiment properly, using: systematic evaluation across comparable groups, control for points of comparison, a meaningful portion of the budget and analytics to measure results.
  - Test different mixes against each other.
3. Be willing to make meaningful changes, not tinker around the edge.
  - Create and cement memory structures by having a two-way conversation between consumer and brand.

### ***Four things are getting in the way***

While stepping back up the knowledge funnel should seem easy, here are the four things keeping marketers from relearning industry heuristics:

1. The ROI Trap: Corporate culture demands proof that ROI exists before they invest in a plan.
2. Experimentation Reluctance: Marketers need to transform organizations into real experiment factories.
3. Structural Barriers: Is our organization keeping people who need to work together apart, geographically or physically, and are we too separated from our customers?
4. Talent Limitations: Do we have the right people with the broad scope of talent to do 21<sup>st</sup> Century marketing? Are we hiring hockey players or football players?