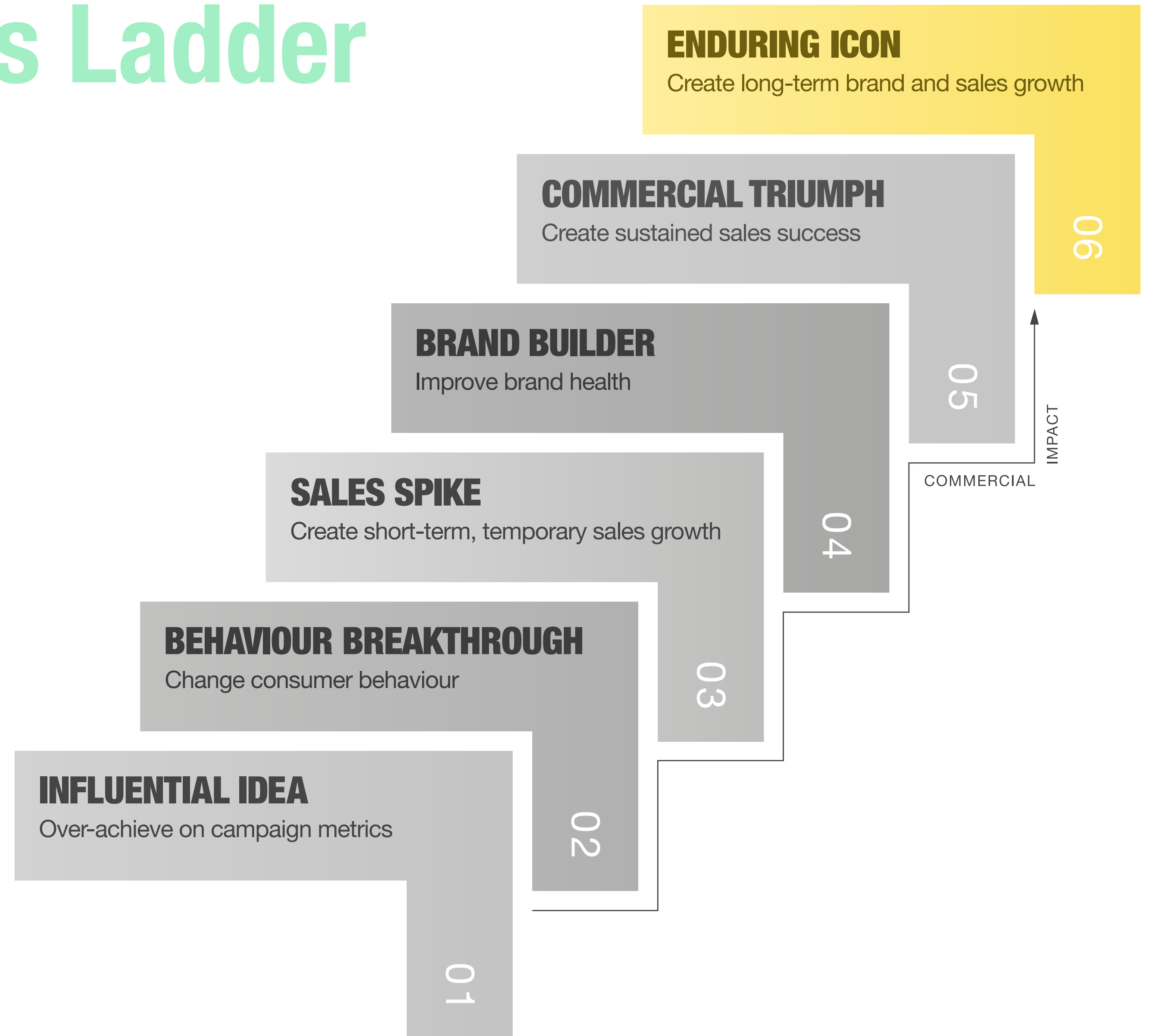


# Creative Effectiveness Ladder

## 101 Guide

# ENDURING ICON



# About Level 6: Create long-term brand and sales growth

**E**nduring Icon campaigns use creativity to drive brand and sales growth consistently over a long period of three years or more. They stick with the same creative strategy or creative work throughout that period, creating sustained commercial outcomes.

The high watermark of achievement in marketing communications is creating work that truly stands the test of time. With average marketing tenures ranging in the order of 12-24 months, this normally means creating work that will outlive your time with a brand. Or arriving in a new job and resisting the temptation to chuck it all and start again on fresh work of your making. The Enduring Icon campaigns in our study have made it through both gauntlets – and give some insight into how to create work that becomes defining, not only for its brand, but for marketing itself.

## What kind of objectives do we need to set?

To achieve at this level, campaigns need to spend three+ years tracking and measuring the performance of sales and brand metrics such as:

### Sales

Sales value and volume measured over and beyond the campaign period

### Market share

Value and volume share measured over and beyond the campaign period

### ROI

Return on Investment – the value of incremental sales, divided by the total marketing spend

### Brand health

Metrics pertaining to the consideration, preference and image attributes of the brand

Long-term brand and sales growth can only be measured across a long term of three years or more.

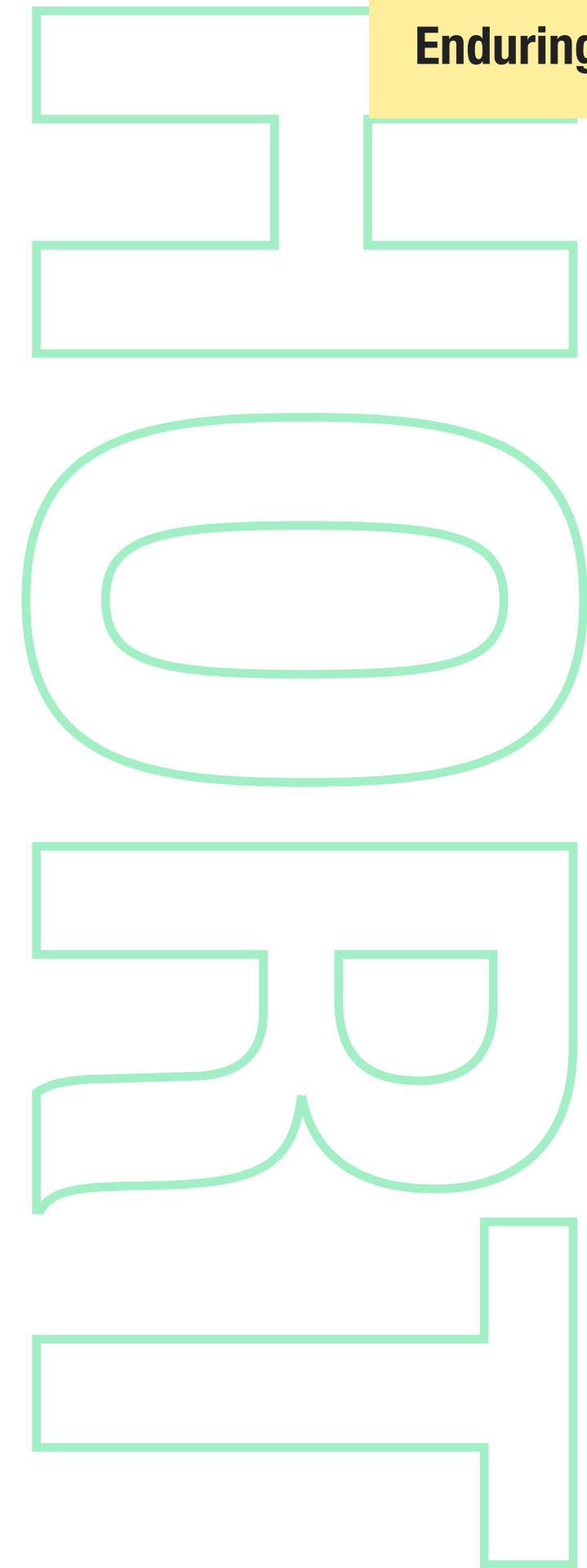
## When should we be aiming for this level of the Ladder?

In any case where we've set out to drive long-term, sustained brand and sales growth.

## When should we be using Enduring Icon as a stepping stone to higher levels of the Ladder?

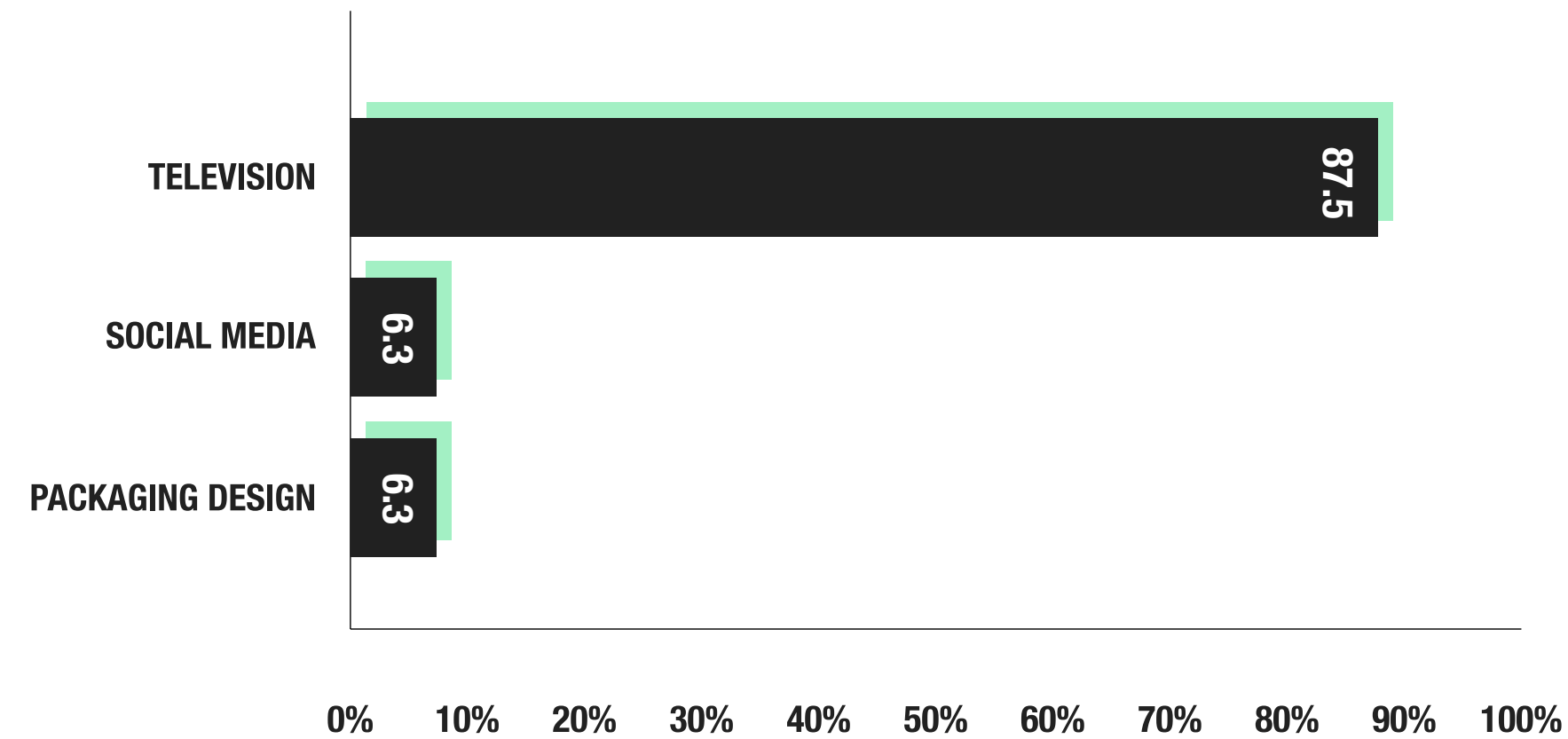
When it comes to creative marketing, there is no greater achievement than reaching this status.

Enduring Icon

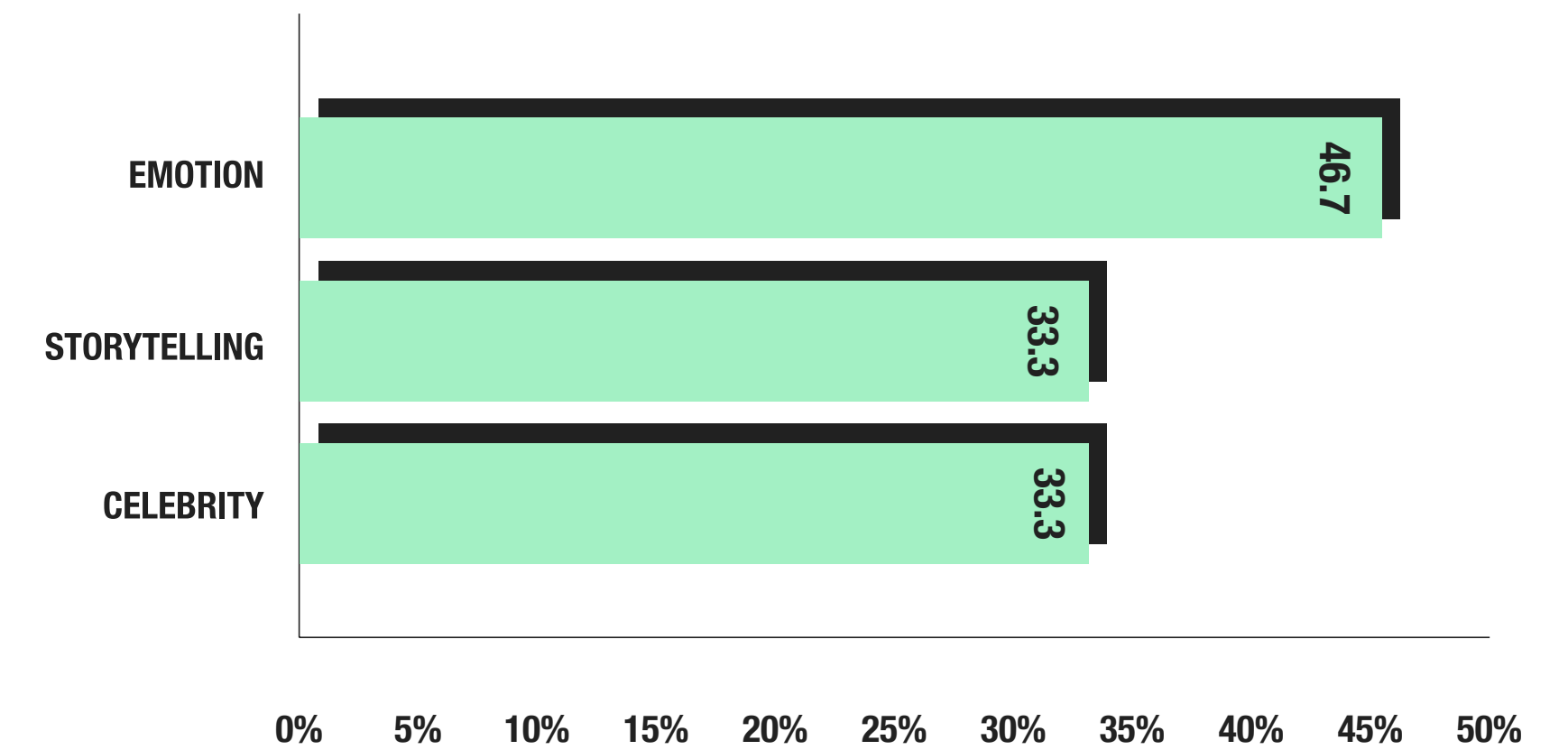


# What are the media and creative strategy choices that are most effective at this level?

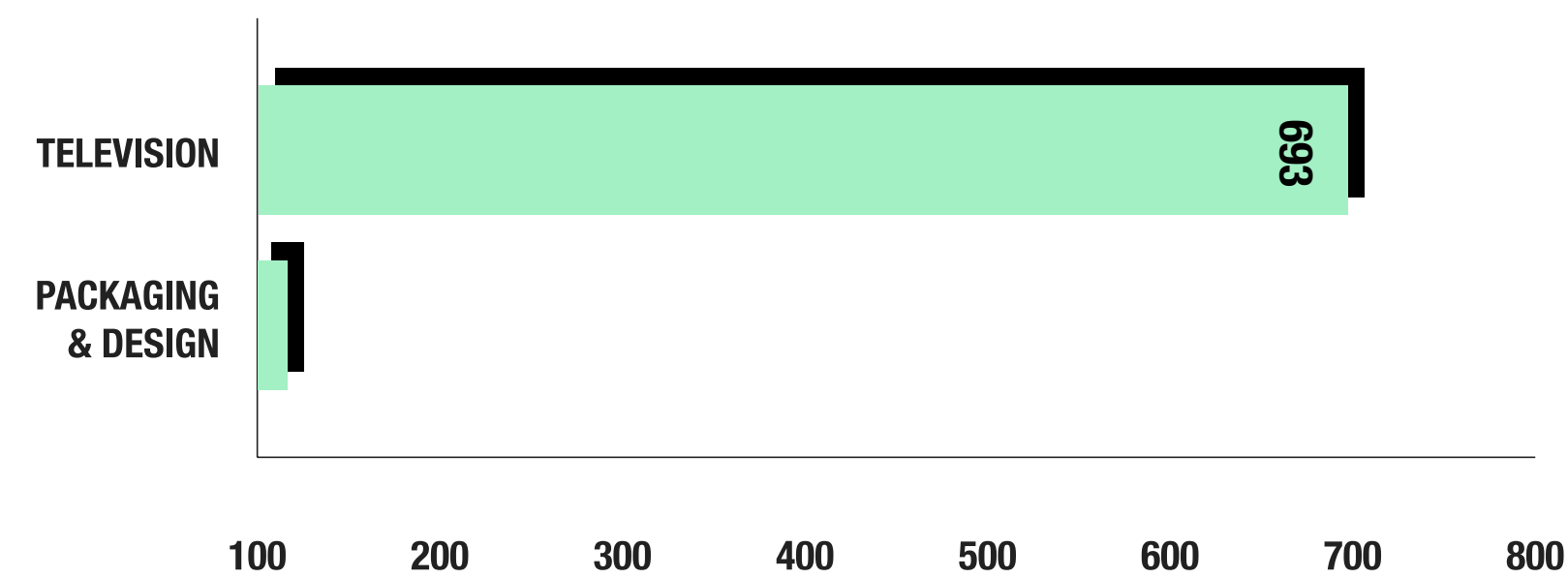
## Most common lead media



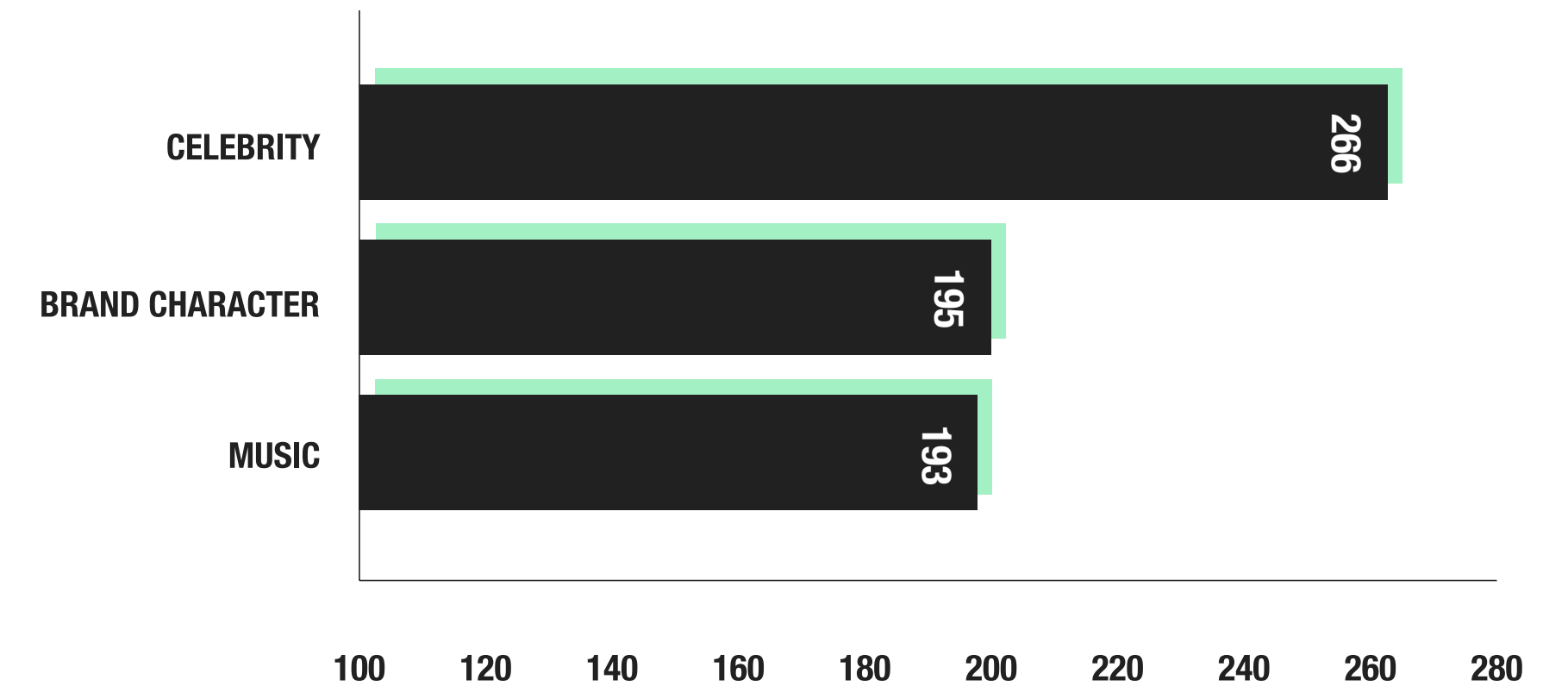
## Most common creative strategies



## Lead media that over-index for these metrics



## Creative strategies that over-index for these metrics





# 1 FIND A GENUINELY ENDURING INSIGHT

For a brand platform to work over the long term, the insight it's built on needs to be eternally true. People will always underperform when they're hungry. They'll always find joy in the simple things. Guys will always want women to find them interesting. And those women will never stop wanting to feel beautiful.



## **Snickers: You're Not You When You're Hungry**

Enduring-insight-as-tagline; many years of sustained global growth

## **IKEA: The Wonderful Everyday**

Humanity always returns to the small, simple joys; three years' sustained growth in penetration, transaction value and overall sales



## **Dos Equis: The Most Interesting Man in the World**

Guys would rather be dead than dull; five years of double-digit volume growth in a declining category



## **Dove: Campaign for Real Beauty**

Womens' view of their own beauty is shaped by how beauty is portrayed; 15 years as one of the world's most meaningful brands





# 2 FIND A LIMITLESS IDEA

IKEA's 'The Wonderful Everyday' case study put it beautifully: 'Seek the dexterity of a platform, not the consistency of a campaign'. Enduring Icons are platform ideas that can be executed again and again, in diverse and engaging ways, anywhere they show up. Platform ideas this good don't come easy, but no one said creating an Enduring Icon was a doddle.



## Beats by Dre: The Game Before The Game

Positioning headphones around 'pre-game focus' was a novel strategy with an endless supply of sports champions; it drove Beats to 70% market share

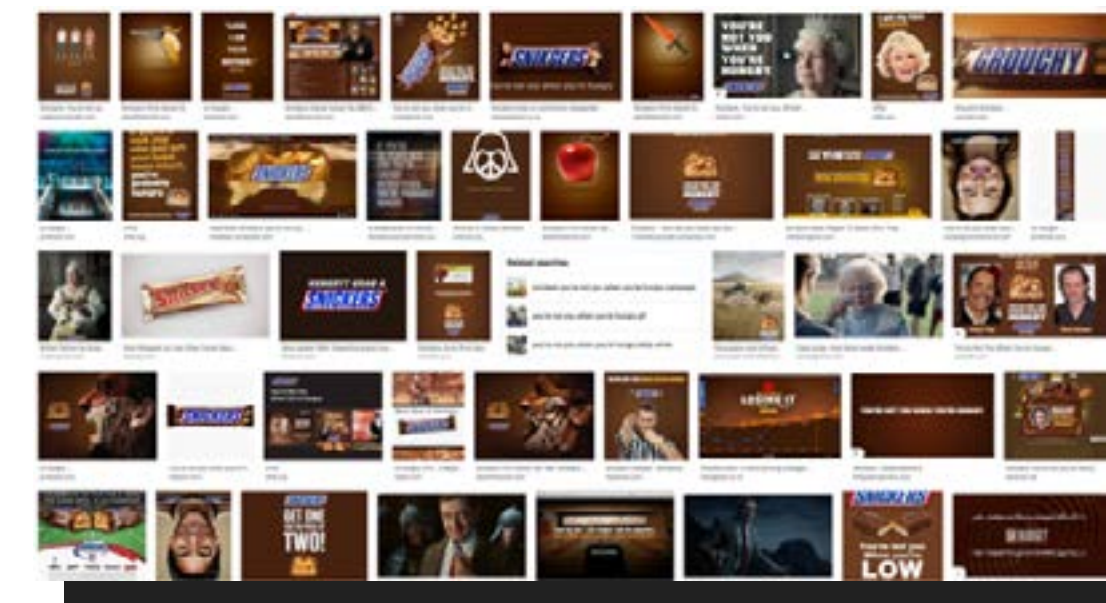


## Coca-Cola: Share a Coke

There's one for every single person on earth; reconnected the brand with billions globally

## Snickers: You're Not You When You're Hungry

What hasn't been done with this campaign? Flat campaign spend 2006-2011 saw share growth in every key market





# 3 COMMIT TO THE LONG TERM, UP FRONT, AND STICK TO IT

When it comes to Enduring Icon campaigns, the greatest onus is on the client to ensure they endure, rather than being pulled or pivoted. The woeful lack of truly long-term campaigns suggests that this is far from easy – but setting out to create a three+ year campaign, as IKEA did, is a good start. Or doubling down on winning ideas, as Coke did following Share a Coke's early success in Australia. Failing that, pinning the strategy to something perennial, as in the cases of American Express and John Lewis, is a clever way of baking in long-termism.

# Enduring



## Ikea: The Wonderful Everyday

The brief called for three years of 8% year-on-year growth, and they got it

## American Express: Small Business Saturday

Making the campaign a national day means it's on forever



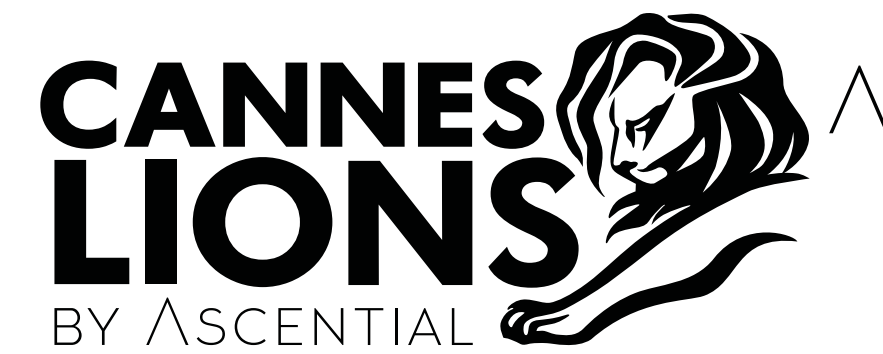
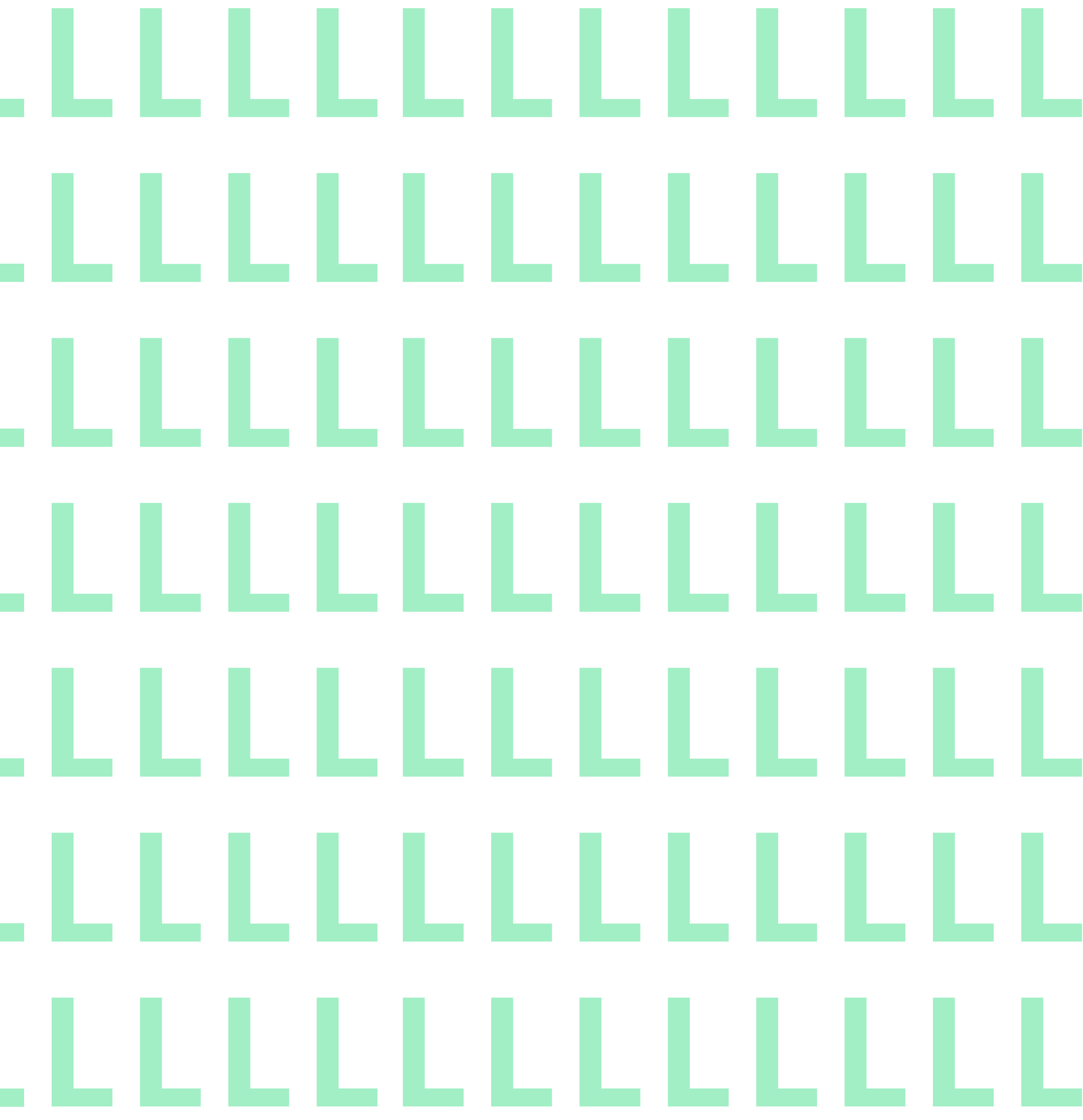
## Coca-Cola: Share a Coke

It's tricky to take core packaging off the air because the new guy doesn't like it

## John Lewis: Christmas Campaigns

The world's been a little topsy-turvy lately, but we're pretty sure Christmas isn't going anywhere





Visit the home of the  
Creative Effectiveness  
Ladder