



The
**Marketing Society
of Ireland**
Shaping the future

KANTAR



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Brave Brands

Jane Bloomfield

9 July 2020



What is our responsibility as leaders



COURAGEOUS

PASSIONATE

EMPOWERING

HUMBLE

The 7 Building Blocks of real growth



HUMANISED GROWTH

EVOLVING EXPERIENCES

WHOLE-BRAINED

MULTIPLE MODELS

ANTICIPATIVE ORGANISATION

ABUNDANT MARKETS

OPEN CULTURE

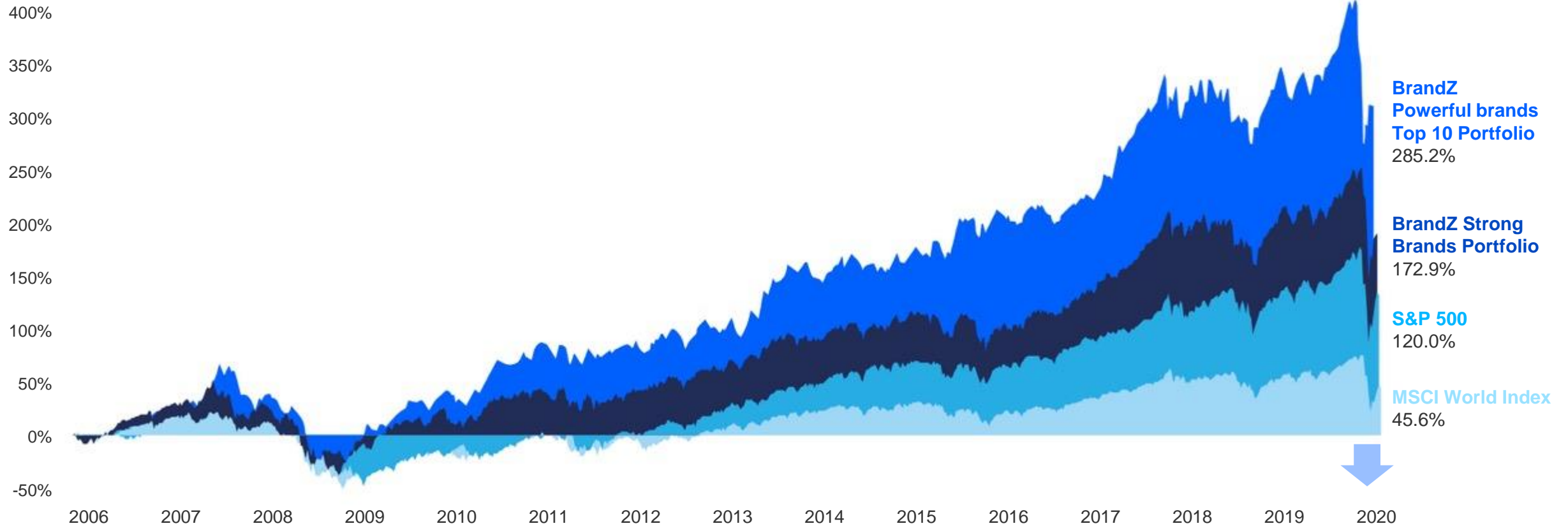
“ The biggest company problem of our time isn't technology or the globalisation—it's the silo. Take the often-cited Apple. For years, you couldn't even plug an iPhone into a MacBook because their departments promoted different sockets—annoying millions of customers. ”

Thomas Barta
Marketing leadership expert

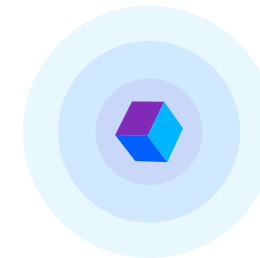
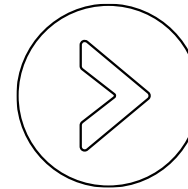
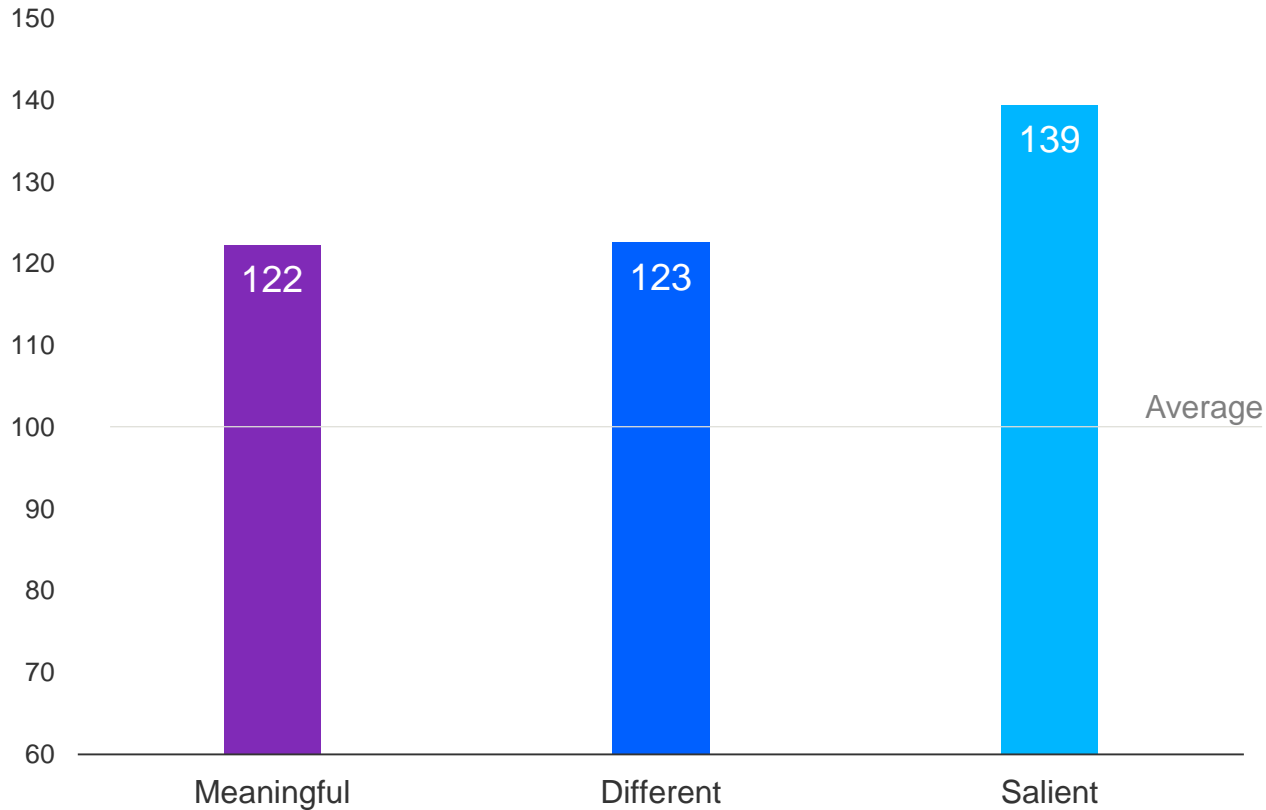


BrandZ's strong brand portfolios continue to out-perform the market

BrandZ™ Portfolios vs S&P 500 vs MSCI World (April 2006 - April 2020)



The Top 100 brands are in excellent health, far exceeding 'average' brand performance on the core brand equity elements of being Meaningful, Different and Salient



Brand Power

Drivers of:



Brand Premium

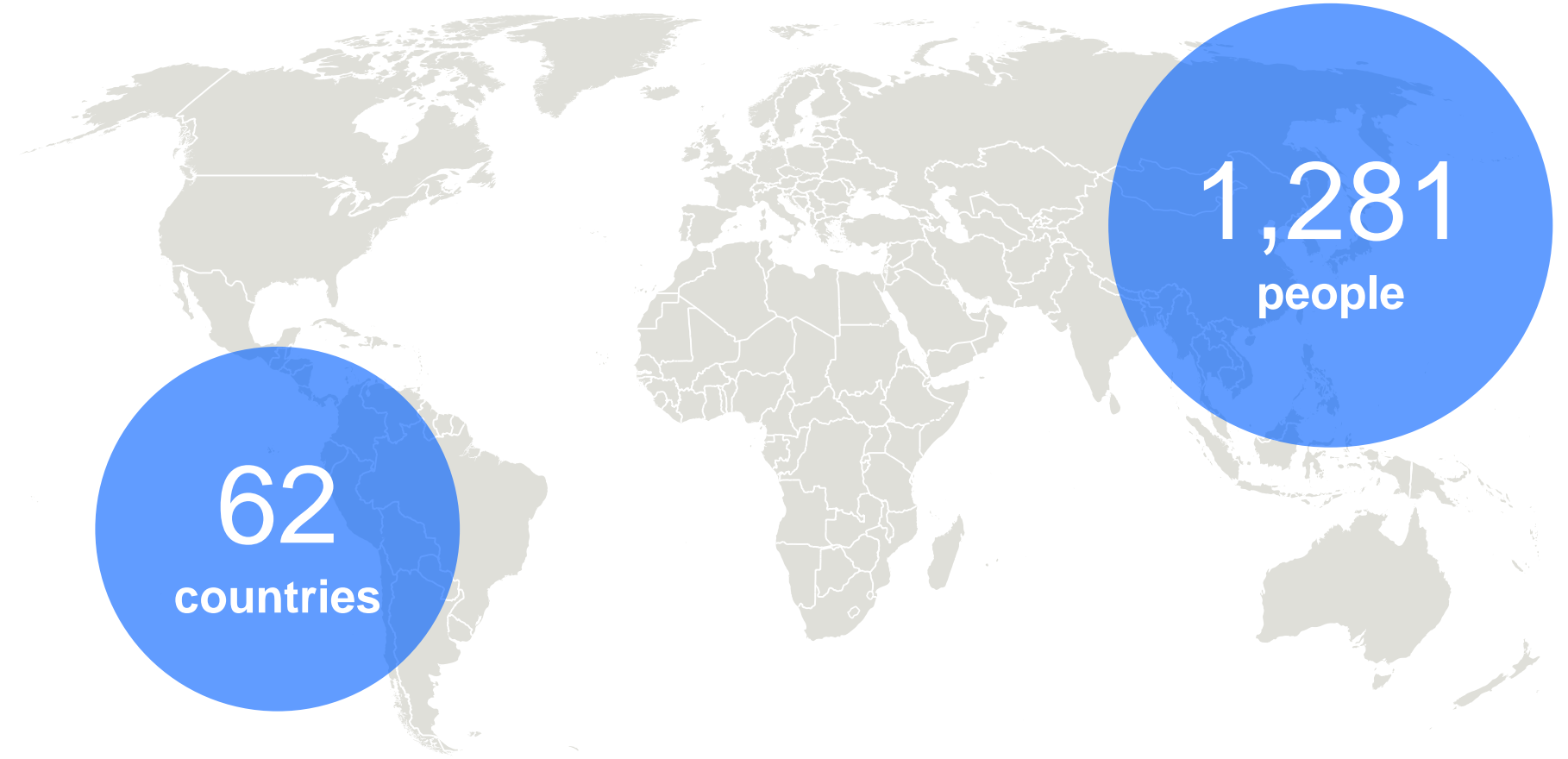
World's largest study on brave customer leadership



KANTAR

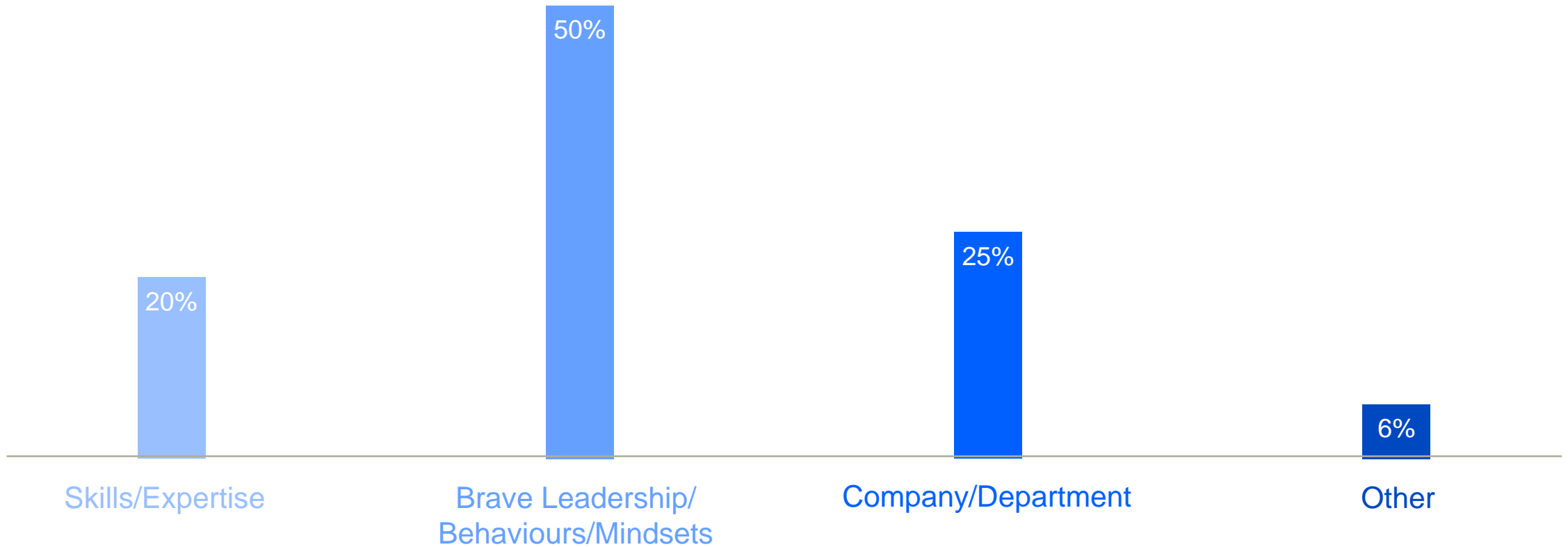


Thomas Barta



What matters for business impact?

Contribution to the explicable variation in leaders' business impact, %



Brave Leadership



Moral

Stand up for beliefs



Psychological

Strength to face issues



Speed

Dare to go fast

What if you aren't brave?



Moral

- Discourage risk taking
- Compromise
- Focus on what works
- Fit in



Psychological

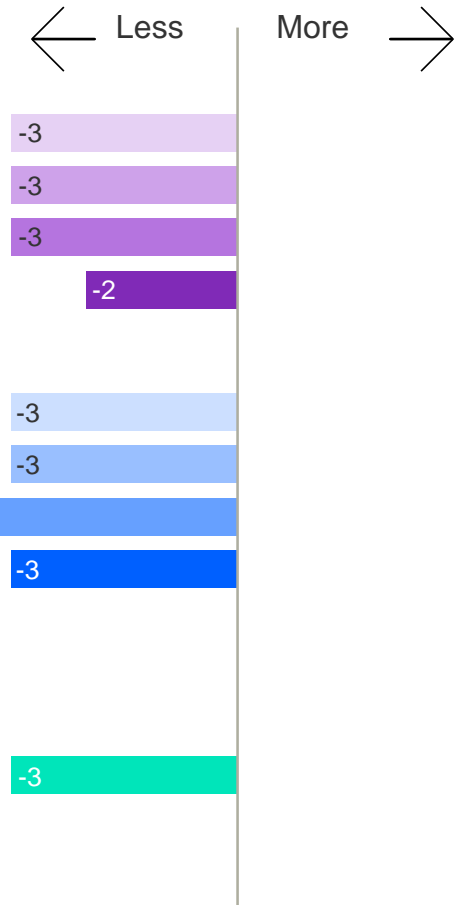
- Keep issues to yourself
- Sympathetic, warm
- Do only what you are best at
- Prefer the familiar



Speed

- Think first – act later

Business Impact



BRAVERY

=

Purpose

minus

Fear

When it comes to bravery and business success, the behaviours you don't exhibit are more important than those you do

Putting this another way, bravery is most defined by what you are not



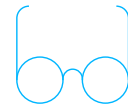
Are brave but their bravery isn't defined by being reckless or gung ho. Their bravery is more measured, it's about not being risk averse, cautious, staying within the comfort zone of the familiar, being compromise driven or sticking to what they know



Are creative and open to new experiences



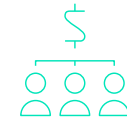
Work in a role / function with power and influence



Possess big picture skills - vision and a relentless focus on organisational priorities



Have expertise in the product and service offerings of the business



Build diverse, merit based teams, collaborating, communicating effectively and giving feedback

Pick your moment

“ I am building a fire, and everyday I train, I add more fuel. At just the right moment, I light the match. ”

Mia Hamm

Women's World Cup champion



The characteristic and behaviours examined (1)

1. Happy to stand out from the crowd
2. Challenges the status quo
3. Encourages others to take risks--tolerates mistakes
4. Stands up for important beliefs
5. Encourages others to avoid risks-- lessens the chance of mistakes
6. Likes to focus on what I know works
7. Compromises--finds something that works for the majority
8. Tries not to hurt peoples feelings
9. Likes to fit in
10. Wouldn't hesitate to risk my own life to help a stranger in danger
11. Tests the body's limits
12. Respects the body's limits
13. Would help a stranger in danger as long as my own life wasn't at risk
14. Authentic--happy to show vulnerability
15. Enjoys pushing beyond the comfort zone
16. Open to new experiences, complex, creative
17. Extroverted, enthusiastic
18. Disorganized, careless.
19. Critical, quarrelsome
20. Enjoys focusing on what he/she is best at
21. Prefers to keep personal issues private
22. Prefers meeting familiar people
23. Prefers familiar places
24. Dependable, self-disciplined.
25. Calm, emotionally stable/resilient.
26. Sympathetic, warm
27. Goes first, tests the risks
28. Follows when the risks are clear
29. Thinks first—acts later
30. Is a true customer expert (knows how people use and buy the products/services)

The characteristic and behaviours examined (2)

31. Really understands the organisation's products/services
32. Inspires people to overcome limitations through an exciting vision.
33. Is a true industry expert (understands value creation, issues, trends)
34. Seen as a true role model. Energizes others to act
35. Fully manages what others can expect from him/her
36. Very focused; works only on top priorities
37. Truly acts to achieve the organization's top priorities—known for creating value
38. Really knows what's right for the organisation, aligns priorities with other leaders
39. Ensures the own teams targets match the organisational priorities
40. Always builds teams based on merit and diversity (e.g. culture, gender)
41. Really knows which activities drive high return--focuses on these
42. Ensures the own teams structure reflects the organisational goals
43. Always gives quality performance-feedback
44. Really knows the critical business processes, focuses on them
45. Always chooses the best external partners (independent of their location)
46. Is excellent at collaborating in teams. Gets the best out of people.
47. Communicates openly and frequently with my team
48. Makes the difficult decisions and guides others through these decisions
49. Always has a clear vision—makes it happen
50. Always sees the big picture; lessens complexity for people
51. Has excellent conceptual and creative skills (self or in the own team)
52. Always strikes real "win-wins" with other people
53. Really knows the own dreams, fears, strengths and weaknesses very well
54. Can delegate tasks really well; tolerates mistakes when people take the initiative
55. Has excellent executional and analytical skills (self or in the own team)
56. Is a very quick thinker, analytical
57. Works in a function that's very influential, has top-management support
58. Has the resources and funds needed in order to win in the market
59. The organisation is very clear about the role of my department (e.g. what it is and what success looks like)
60. Fits well with the culture and way of working of the organisation
61. Works in an organisation where incentives and rewards are well aligned across departments



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