



**We empower the ambitious
to achieve the extraordinary**

*Our Mini MBA Brand Management certificate will make you team
smarter so you can deliver their best possible performance*

Marketing fundamentals matter

1

When I see marketers jump straight to tactics, I know they are missing the underlying issues hurting their brand

Without taking enough time to think strategically, marketers fail to build on their brand's core strength, create a bond with consumers, win the competitive battles, or improve the business situation of the brand. Our Strategic ThinkBox tool pushes marketers to capture the unique circumstances before taking action.

2

When brands make the mistake of trying to be everything to anyone, the brand ends up being nothing to everyone

Without a clearly defined brand positioning, the brand never establishes the desired reputation with consumers. With a lack of clarity, the execution team lacks direction, so the brand messaging ends up random and confusing to consumers. Marketers should never allow competitors to define the brand because they certainly won't like how they define the brand. We will show how to define the target market and turn product features into consumer benefits, with a balance of functional and emotional benefits.

3

When marketers try to do too many things in their plan, none of their ideas end up with enough resources to make the impact they expect

Marketing plans that fail to make firm decisions spread their limited resources across so many tactics that none of the ideas create a big enough impact to make a difference. With a lack of vision, the plan meanders and confuses those who work behind the scenes of the brand. We will show how to build your plan with a brand vision, purpose, values, key issues, strategies, and execution plans.

4

When the marketing execution is not organized and aligned to the strategy, everyone operates in silos. Consumers see a disjointed, confused brand

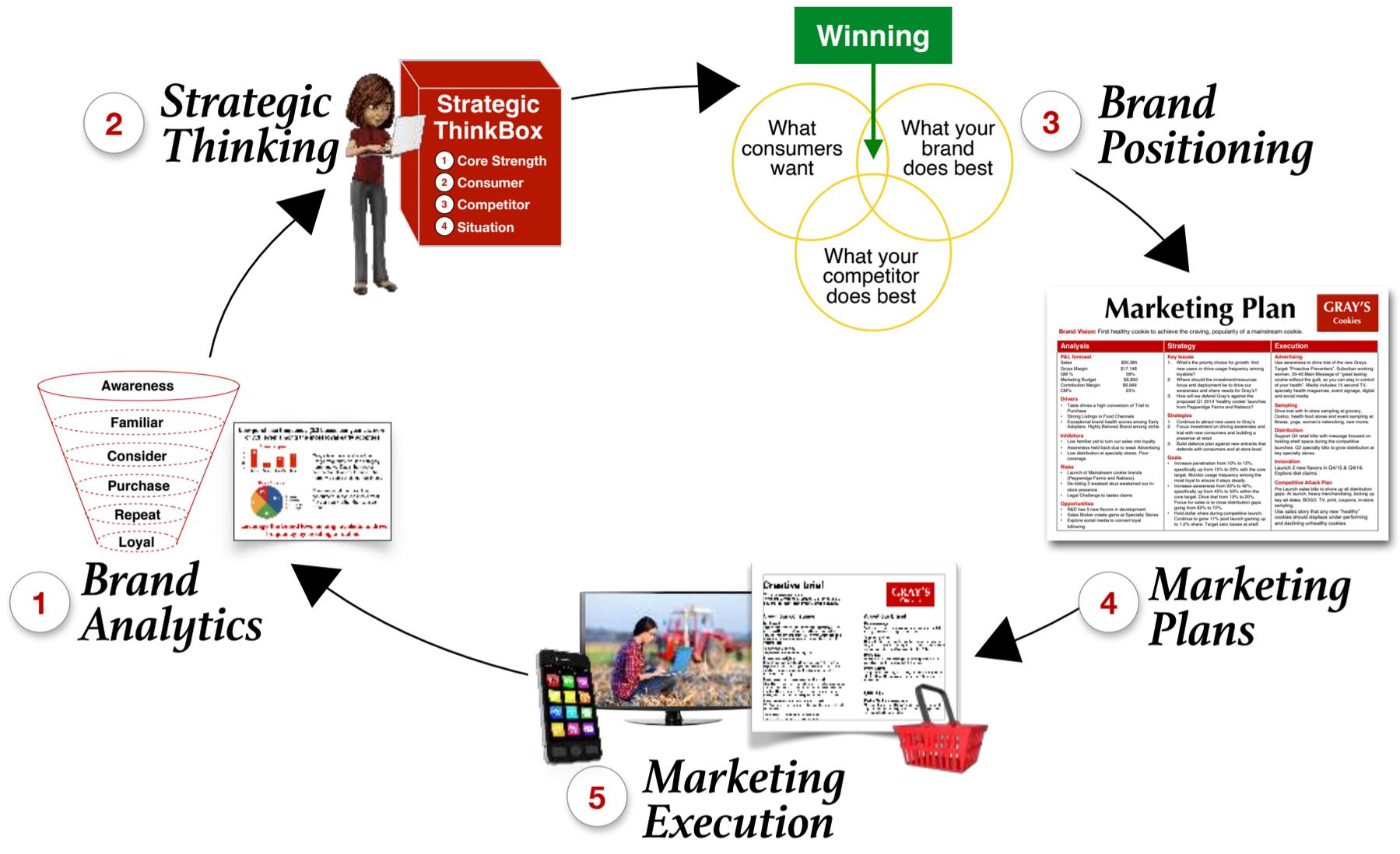
The brand communication, new product innovation, and the sales team never benefit from working together. Consumers get frustrated by the disjointed execution, and they never feel connected to the brand. Our playbook teaches everything that marketers need to know about writing a creative brief, giving valuable feedback for better work, and making decisions on marketing execution.

5

When marketers don't go deep enough on analytics, they speak with random opinions not connected to the reality of what's happening

They miss out on understanding the consumer trends, competitive dynamics, evolving technologies, shopper channels, and brand performance. The problems fester, and competitors steal the untapped opportunities. As a result, the brand positioning, marketing plans, and execution are not good enough. You owe your business a deep-dive business review at least once a year. We show how to lead a deep-dive business review that looks at five areas: the marketplace, consumers, channels, competitors, and the brand.

Our Mini MBA teaches how to think, define, plan, execute, and analyze



How we make brand leaders smarter

- 1 Brand Analytics:** We teach how to lead a deep-dive business review, to assess your brand's performance and set up smarter strategic thinking, looking at the marketplace, consumers, channels, competitors, and brand.
- 2 Strategic Thinking:** We show how to ask the challenging questions by taking a holistic look at your brand's core strength, competitive landscape, tightness of the consumer bond, and business situation.
- 3 Brand Positioning:** Our brand positioning process starts with a consumer profile and uses a balance of functional and emotional benefits to find a winning space that is interesting, simple, unique, motivating, and ownable.
- 4 Marketing Plans:** We use the marketing plan as a decision-making tool that guides everyone who works on the brand. We teach how to write a brand vision, purpose, goals, key issues, strategies and marketing execution plans.
- 5 Marketing Execution:** Our marketing execution training includes the creative brief, innovation process, and sales plan. We show how to make smart decisions on execution around creative communication and media choices.

1

Brand Analytics

Conduct a deep-dive business review, to assess your brand's performance and set up smarter strategic thinking. A brand audit must draw out conclusions about the marketplace, consumer, channels, competitors, and brand.

A

We teach how to do a deep-dive business review by looking at every area of the brand, providing you with our 60 best analytical questions to trigger your thinking

B

We show how to build the ideal analytical slide, and provide a layout for an ideal analytical presentation

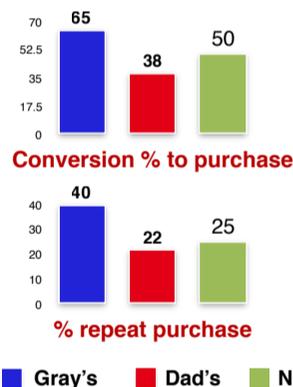
C

We teach marketers how to summarize the analytics that sets up the thinking that goes into the brand plan

360-degree deep-dive review

- **Market:** *Macro view, economic indicators, consumer behavior, technology, political*
- **Consumer:** *Target, buying habits, trends, consumer enemies, key insights*
- **Channels:** *growth channels, major customers, available tools and programs*
- **Competitors:** *Performance, innovation, pricing, distribution, perceptions.*
- **Brand:** *Funnel, reputation, tracking results, pricing, distribution, financial analysis.*

Gray's taste drives a high conversion of trial to purchase (65% versus a norm of 50%).



• Gray's has a very **high conversion to purchase** beating the norm (65% to 50%) higher than Dad's

• Gray's taste drives **high repeat %**, beating norm 40% to 25%.

Continue to look at driving trial, because the great taste drives high conversion to purchase.

Drivers	Inhibitors
Factors of strength or inertia that accelerate your brand's growth.	Weaknesses or friction slows brand down, leak to fix
Opportunities	Threats
Changing consumer needs, technologies, channels, legal.	Competitor launch, trade barriers, customer preference.

2 Strategic Thinking

Strategic thinking is a foundation of marketing that pushes to ask challenging questions based on a holistic look at your brand's core strength, competitive landscape, tightness of the customer bond, and business situation.

A

We introduce our Strategic ThinkBox tools to trigger new thinking with four strategic questions that frame the key issues of your plan

B

We introduce our five elements of smart strategic thinking to organize and focus your thinking. We map out the strategy with a vision, investment, focused opportunity, market impact, and performance result.

C

We show how to turn smart strategic thinking into ideal strategic objective statements to set up your brand plans

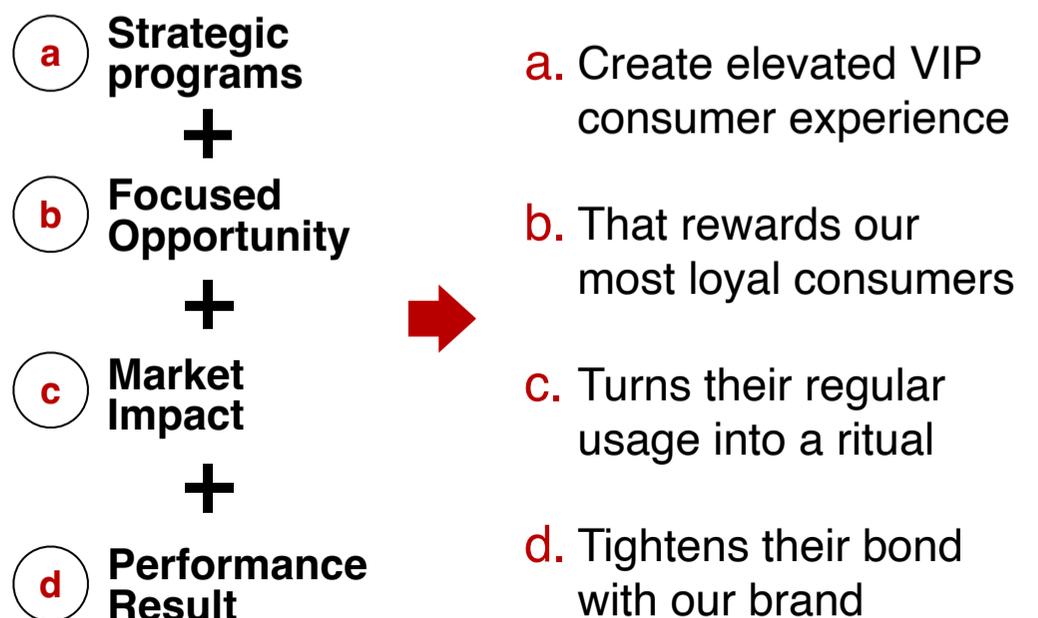
Strategic ThinkBox

- 1 What is the core strength your brand can win on?
- 2 How tightly connected is your consumer to your brand?
- 3 What is your current competitive position?
- 4 What is the current business situation your brand faces?

Elements of strategic thinking

1. Set a vision of what you want
2. Invest resources in programs
3. Focus on an identified opportunity
4. Leverage market impact
5. Performance result that pays back

Strategic Objective Statement



3 Brand Positioning

Brand Positioning starts with focusing on a target customer and then use a balance of functional and emotional benefits to find a winning space that is interesting, simple, unique, motivating, and ownable.

A

Our process starts by defining a focused consumer target profile, and we add details with consumer insights, enemies, and buying patterns

Target Name	
Description	
Needs	
Enemy	
Insights	
They think now?	
Buying process	
Desired response	

B

We introduce our Consumer Benefits Ladder to move from product features to functional and emotional benefits. Our benefit cheat sheets use 60 functional benefits and 40 emotional benefits



C

Our decision tools help summarize your brand positioning statement in a unique space that is ownable and motivating to consumers. We add support points and claims to solidify the positioning



1	To (Target)	<ul style="list-style-type: none"> Suburban working women, 35-40, who put in the effort to find healthier food options.
2	Gray's is (Category)	<ul style="list-style-type: none"> The healthy cookie option
3	That is the (Benefit)	<ul style="list-style-type: none"> Guilt-free cookie to help you stay in control of your health
4	That's because (Support Points)	<ul style="list-style-type: none"> In blind taste tests, Gray's matched the leaders on taste, but has only 100 calories and 3g of net carbs. In a 12-week study, consumers using Gray's once a night as a dessert were able to lose 5-10 pounds.

4 Marketing Plans

Think of the Marketing Plan as a decision-making tool that guides everyone who works on the brand. The Marketing Plan includes a vision, purpose, goals, key issues, strategies and marketing execution plans.

A

We use our Strategic ThinkBox questions to frame the most challenging key issues facing your brand



B

We show how to build the ideal strategic slide that forms the basis of the brand plan

Strategy #1: Drive trial by advertising Gray's "stay in control" positioning

Strategic Objective:

- Advertise Gray's "stay in control" positioning to new "proactive preventers" to move consumers from consideration to trial and steal competitive users.

Goals:

- Increase penetration from 10% to 12%, specifically up from 15% to 20% with the core target. Monitor usage frequency among the most loyal to ensure it stays steady.

Tactical Program:

- Ensure all programs target "Proactive Preventer" target, who is 35-40 female, works out 3x a week.
- Use "guilt free treat" message across advertising, packaging, in-store and events, which has tested as the most motivating and own-able message for Gray's.
- Recommend a balanced consumer marketing mix of advertising to drive positioning and sampling to drive trial. More details are outlined on the next strategy.

Watch out:

- At this point, we believe the product taste and consumer habits around healthy eating can help drive frequency of use.

C

We teach you how to lay out each element of a strategic marketing plan on one-page or in a formal presentation

- Vision
- Purpose
- Analysis
- Goals
- Key Issues
- Strategies
- Execution

GRAY'S
Cookies

Marketing Plan

Brand Vision: First healthy cookie to achieve the craving, popularity of a mainstream cookie.

Analysis	Strategy	Execution												
<p>P&L forecast</p> <table border="0"> <tr><td>Sales</td><td>\$30,385</td></tr> <tr><td>Gross Margin</td><td>\$17,148</td></tr> <tr><td>GM %</td><td>56%</td></tr> <tr><td>Marketing Budget</td><td>\$8,850</td></tr> <tr><td>Contribution Margin</td><td>\$6,949</td></tr> <tr><td>CM%</td><td>23%</td></tr> </table> <p>Drivers</p> <ul style="list-style-type: none"> Taste drives a high conversion of Trial to Purchase Strong Listings in Food Channels Exceptional brand health scores among Early Adopters. Highly Beloved Brand among niche. <p>Inhibitors</p> <ul style="list-style-type: none"> Low familiar yet to turn our sales into loyalty Awareness held back due to weak Advertising Low distribution at specialty stores. Poor coverage. <p>Risks</p> <ul style="list-style-type: none"> Launch of Mainstream cookie brands (Pepperidge Farms and Nabisco). De-listing 2 weakest skus weakened our in-store presence Legal Challenge to tastes claims <p>Opportunities</p> <ul style="list-style-type: none"> R&D has 5 new flavors in development. Sales Broker create gains at Specialty Stores Explore social media to convert loyal following. 	Sales	\$30,385	Gross Margin	\$17,148	GM %	56%	Marketing Budget	\$8,850	Contribution Margin	\$6,949	CM%	23%	<p>Key Issues</p> <ol style="list-style-type: none"> What's the priority choice for growth: find new users or drive usage frequency among loyalists? Where should the investment/resources focus and deployment be to drive our awareness and share needs for Gray's? How will we defend Gray's against the proposed Q1 2014 'healthy cookie' launches from Pepperidge Farms and Nabisco? <p>Strategies</p> <ol style="list-style-type: none"> Continue to attract new users to Gray's Focus investment on driving awareness and trial with new consumers and building a presence at retail. Build defence plan against new entrants that defends with consumers and at store level. <p>Goals</p> <ul style="list-style-type: none"> Increase penetration from 10% to 12%, specifically up from 15% to 20% with the core target. Monitor usage frequency among the most loyal to ensure it stays steady. Increase awareness from 33% to 42%, specifically up from 45% to 50% within the core target. Drive trial from 15% to 20%. Focus for sales is to close distribution gaps going from 62% to 72%. Hold dollar share during competitive launch. Continue to grow 11% post launch gaining up to 1.2% share. Target zero losses at shelf. 	<p>Advertising</p> <p>Use awareness to drive trial of the new Grays. Target "Proactive Preventers". Suburban working women, 35-40. Main Message of "great tasting cookie without the guilt, so you can stay in control of your health". Media includes 15 second TV, specialty health magazines, event signage, digital and social media</p> <p>Sampling</p> <p>Drive trial with In-store sampling at grocery, Costco, health food stores and event sampling at fitness, yoga, women's networking, new moms.</p> <p>Distribution</p> <p>Support Q4 retail blitz with message focused on holding shelf space during the competitive launches. Q2 specialty blitz to grow distribution at key specialty stores.</p> <p>Innovation</p> <p>Launch 2 new flavors in Q4/15 & Q4/16. Explore diet claims.</p> <p>Competitive Attack Plan</p> <p>Pre Launch sales blitz to shore up all distribution gaps. At launch, heavy merchandising, locking up key ad dates, BOGO. TV, print, coupons, in-store sampling.</p> <p>Use sales story that any new "healthy" cookies should displace under-performing and declining unhealthy cookies.</p>
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Mini MBA

Program Agenda

(20 hours total)

Strategic Thinking

- *Why Brand Love Matters 45 min*
- *Thinking Style 30 min*
- *Elements of Strategy 30 min*
- *Core Strength 30 min*
- *Consumer Strategy 30 min*
- *Competitor Strategy 30 min*
- *Situation Strategy 30 min*

Brand Plans

- *Brand Planning process 20 min*
- *Vision, purpose, values 30 min*
- *Issues and strategies 45 min*
- *Execution plans 35 min*
- *Brand Plan summary 30 min*
- *Apple Case study 20 min*

Brand Positioning

- *Defining Target 30 min*
- *Consumer Insights 30 min*
- *Consumer Benefits 35 min*
- *Brand Positioning Statement 40 min*
- *Brand Idea 45 min*
- *Brand Idea map 30 min*
- *Brand Concept 30 min*

Marketing Analytics

- *Principles of analytics 30 min*
- *Assessing market / consumers 30 min*
- *Assessing channels / competitors 30 min*
- *Assessing the brand 30 min*
- *Deep-dive review 30 min*
- *Marketing Finance IOI 30 min*

Advertising Decisions

- *Managing the process 30 min*
- *Creative Brief 45 min*
- *Ads that draw Attention 40 min*
- *Ads that brand link 40 min*
- *Ads that communicate 40 min*
- *Ads that stick 40 min*
- *Advertising decision-making 35 min*
- *Media planning decisions 30 min*

Our learning model



Learn

The focus of our Mini MBA is on learning and trying



Try

We will show you new concepts and tools, then get you to take them on a test run to gain comfort in how that tool may help you in your job. We'll try to critique each other to replicate the repeat aspect of learning.



Repeat



Tweak

Perfecting your marketing skills can take years



Improve

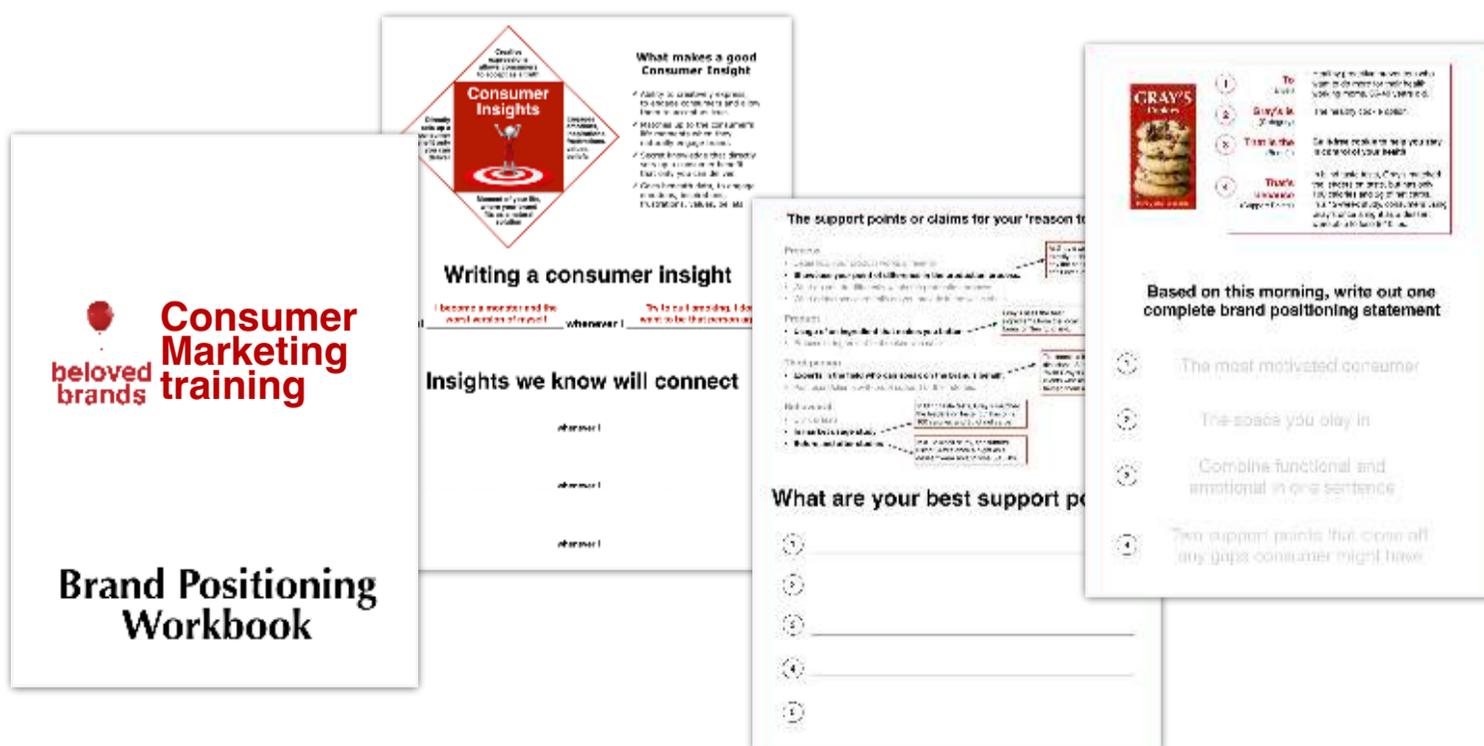
Marketing is an iterative career, where you repeat the tasks and force yourself to get better each time. We hope to give you the foundation in our training that you can take with you at every stage of your development.



Perfect

Marketing Training workbooks

Our Mini MBA program is supported with workbooks that allows participants to take each tool on a test-drive during and after the training.



Graham Robertson is one of the voices of today's brand leaders

As the founder of Beloved Brands, Graham has been a brand advisor to Slack, the NFL Players Association, National Geographic, Pfizer, Honda, The Mayo Clinic, Hershey's, and Miller beer.

Over the past 10 years, Graham has advised many leaders on how to define their brand and map out the best possible future. He has trained some of the world's best marketing teams on strategic thinking, brand positioning, marketing plans, decision-making, and marketing analytics.

Throughout his marketing career, Graham led some of the world's most beloved brands at Coke, General Mills, Pfizer, and Johnson & Johnson, rising up to VP Marketing. He has been recognized for his contributions in marketing by winning Marketing Magazine's Marketer of the Year award, and four Effie advertising awards.



In 2020, Graham was ranked one of the top ten CMOs by The Silicon Review and in 2021, he was recognized as one of the most inspirational leaders in business by Tycoon Magazine.

Graham shares his passion to challenge and inspire marketing minds around the world, whether speaking at Advertising Week, or at the NBA Summer League, or to a room full of marketers in Bangkok Thailand or an agency in New York.

His bestselling book, Beloved Brands, is the playbook for how to build a brand that consumers will love. Our readers tell us they reach for Beloved Brands a few times each week, as a reference to set their brand up for success. The reviews are overwhelmingly positive, with over 90% of online reviewers giving it a 5-star rating.



Graham Robertson

Founder & CMO of Beloved Brands

*We help brands find new growth.
We make brand leaders smarter.*

Experience

Founder and CMO

Beloved Brands Inc.
2010 - Present



VP Marketing

Johnson & Johnson
2005-09



Senior Brand Director

Johnson & Johnson
2001-2005



Senior Brand Manager

Johnson & Johnson
1997-2001



Associate Brand Manager

General Mills
1994-96



Summer Intern

Coca-Cola Ltd.
1993



Marketing Training Program

GE Lighting
1989-92



Education

MBA, Ivey School of Business, 1994



B.Comm, Carleton University, 1989

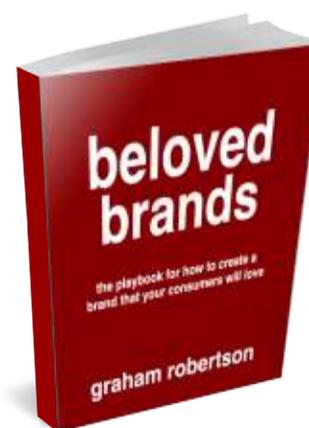


Personal Belief

"The more love you create with your consumers, the more power, growth and profit you can generate for your brand."

Brand Advisor

1. We find a winning brand positioning statement and create a brand idea that can guide everything you do.
2. We build a strategic brand plan everyone can follow.
3. We advise on advertising, innovation and execution.
4. We conduct brand training programs to make your brand leaders smarter.



Author of the Beloved Brands playbook for how to build a brand that consumers will love

Contact Info

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