



# Consumer Marketing Training

**The fundamentals of marketing  
will empower ambitious marketers  
to achieve the extraordinary**

*Our consumer marketing training will make your marketing team  
smarter so they deliver their best possible performance on your brand*

# Our marketing training program delivers the marketing fundamentals

## 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. At Beloved Brands, our Strategic ThinkBox tool pushes marketers to discover the underlying issues and 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. At Beloved Brands, we show how to define the target market and turn product features into 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. At Beloved Brands, we will show how to build your plan with a brand vision, purpose, values, key issues, strategies, and execution plans.

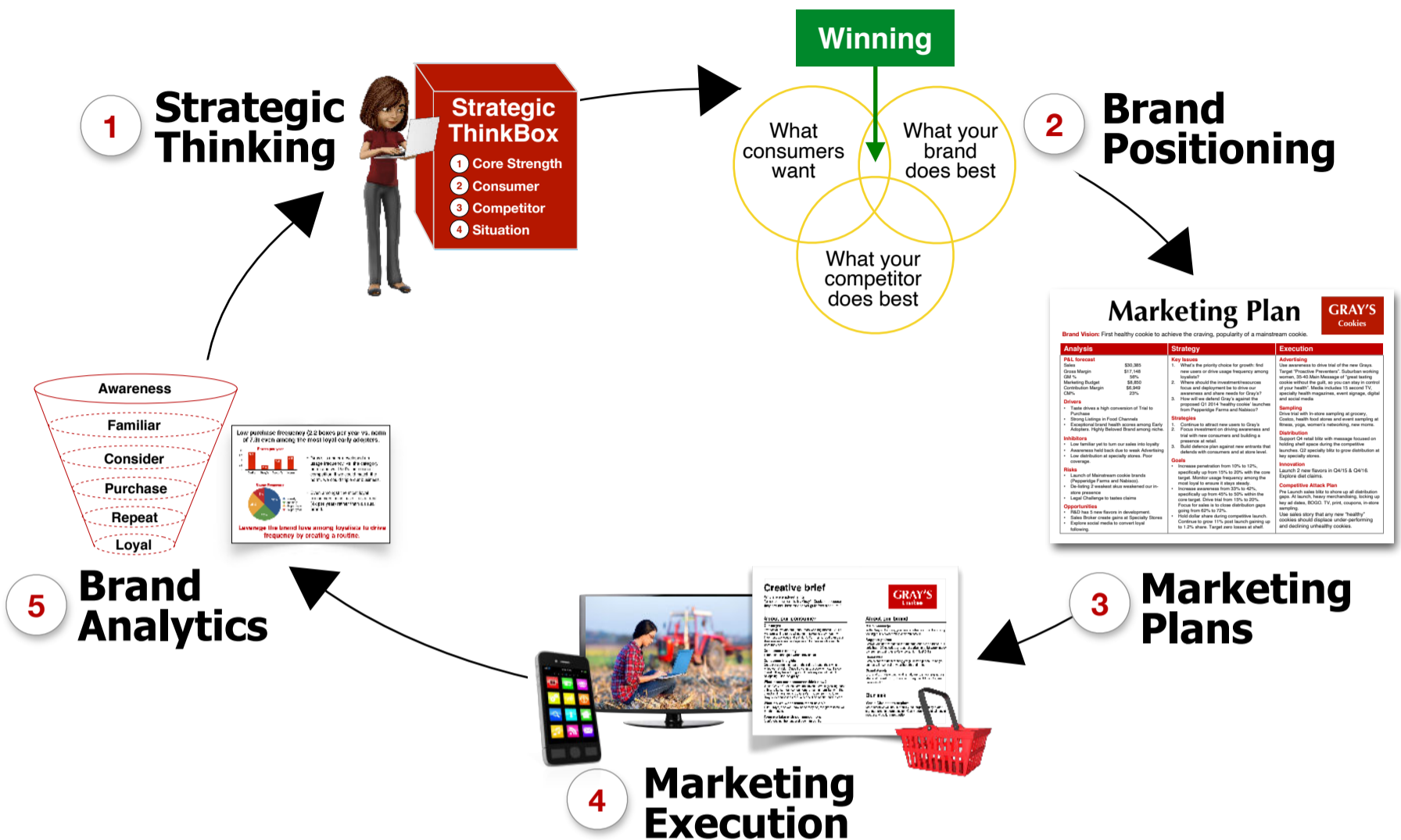
## 4 When marketing execution is not organized and aligned to the strategy, everyone operates in silos. Consumers see a disjointed, confused brand

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. At Beloved Brands, 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 Beloved Brands, we show how to lead a deep-dive business review that looks at the marketplace, consumers, channels, competitors, and the brand.

# Our marketing training teaches how to think, define, plan, execute, and analyze



## How we make your marketing team smarter

- 1 Strategic Thinking:** Your team will learn how to ask the challenging, interruptive type questions by stepping back and taking a big-picture look at their brand's core strength, competitive landscape, tightness of the consumer bond, and business situation.
- 2 Brand Positioning:** Your team will learn how to build a consumer profile and build a brand positioning statement that uses a balance of functional and emotional benefits to find a winning space that is interesting, simple, unique, motivating, and ownable.
- 3 Marketing Plans:** Your team will begin to see the plan as a decision-making tool that guides everyone who works on the brand. And, your team will learn how to write a brand vision, purpose, goals, key issues, strategies and marketing execution plans.
- 4 Marketing Execution:** Your team will learn how to write a creative brief, lead an innovation process, and build a sales plan. And, your team will learn how to make smart decisions on execution around creative communication, media, and innovation.
- 5 Brand Analytics:** Your team will learn how to lead a deep-dive business review, to assess their brand's performance and set up smarter strategic thinking, looking at the marketplace, consumers, channels, competitors, and brand.

# 1 Strategic Thinking

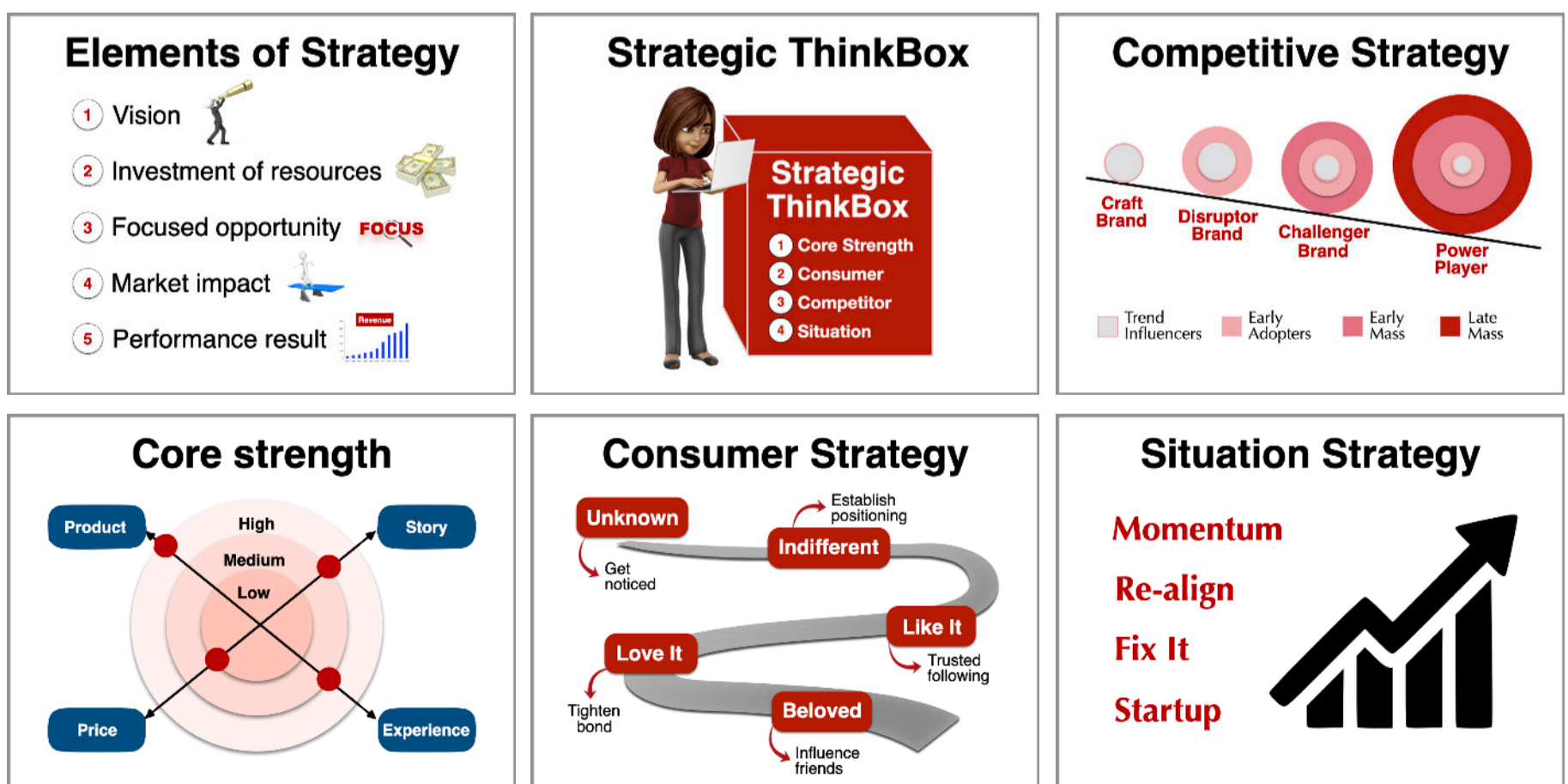
Strategic thinking is a foundation of marketing that pushes marketers to ask challenging questions. Your marketing team should take a holistic look at your brand's core strength, competitive landscape, consumer bond, and business situation.

1. Do your marketers take a 360-degree holistic view that uncovers your brand's core strength, consumers bond, competitive dynamic, and business situation?
2. Are your marketers able to slow down to think strategically, coming up with the most challenging, interruptive questions before reaching for solutions?
3. Do your marketers make smart strategic decisions based on understanding the vision, investment needed, focused opportunity, market impact and performance result?
4. Can your marketers organize and articulate the strategy throughout the organization to ensure everyone who works on the brand can understand and deliver against the strategy?

## How our marketing training makes your team smarter at strategy

Our marketing training teaches brand leaders how to ask tough **strategic questions** to slow everyone down and engage in the debate of options to move forward. Marketers need to be able to change **brain speeds**. They must engage in a slower strategic thinking style to uncover the issues holding back a brand. We provide various thinking tools so they approach strategy thoughtfully and analytically. Our **Strategic ThinkBox** allows marketers to interrogate their brand, pushing them to take a holistic look at the brand's **core strength, competitive landscape, tightness of the consumer bond, and business situation**.

## Our Beloved Brands strategic thinking tools





# 2 Brand Positioning

Your marketing team's brand positioning skills should start by focusing on a target consumer and then use a balance of functional and emotional benefits to find a winning space for their brand that is interesting, simple, unique, motivating, and ownable.

1. Are your marketers able to define an ideal target market (consumers, users, shoppers) framed with accelerated need states, consumer insights, and enemies?
2. Do your marketers take a consumer-centric approach to turn product features into functional and emotional consumer benefits?
3. Are they able to find a winning brand positioning space that is own-able for the brand, motivating to your target, and then summarized with a simple positioning statement?
4. Have your marketers developed a brand idea that can steer how the brand shows up to every touchpoint, and organize everyone who works behind the scenes to stay on brand?

## How our training makes your team smarter at positioning

Our **brand positioning process** teaches how to decide on the target market, consumer benefits, and reasons to believe. Marketers will learn to define the **ideal consumer** and frame the definition with their biggest needs, consumer insights, and their enemy. Then, we provide our benefit cheatsheets to help learn how to discover the functional benefits and emotional benefits that a brand can deliver. Importantly, marketers need to decide on trying to stake out a unique space that motivates consumers and is ownable for the brand. We teach how to use our **brand idea** tool and show how it helps to communicate the brand idea to everyone across the organization. Marketers will learn to take the brand positioning work and translate it into a **brand concept**, brand story, and a brand credo.

## Our Beloved Brands consumer-focused brand positioning tools

### Consumer profile

Target	Pro-Active Preventer Cookie Lovers
Description	Suburban working women, 35-40, willing to do whatever it takes to stay healthy. They run, workout and eat right. For many, food can be a bit of a stress-reliever and escape.
Needs	40th birthday, going on vacation, spring coming, new year's resolution, tighter clothing.
Enemy	Outfit, failure, out-of-control diet, temptation.
Insights	"I have tremendous will-power. I work out 3x a week, watch what I eat. But we all have weaknesses and cookies are mine. I just wish they were less bad for you." "I read labels of everything I eat. I stick to 1500 calories per day, and will find my own ways to achieve that balance."
Think now?	"I have only recently heard of Gray's Cookies. I've tried them a few times and did like them. I wouldn't say I use them all the time."
Buying process	Most have been influenced by friends who have tried. Those who are buying, still do so less frequently than their normal favorite cookies. The household has yet to adopt the product. The mom uses it when she's trying to diet.
Desired Response	See: Get noticed so consumers are aware of Gray's, see it on shelf, see actual product. Think: Gray's might be a healthy alternative to my favorite cookies. Do: Try Gray's to see if they like the great taste. Feel: Feel more in control with Gray's as part of their routine...and feel less guilt. Whisper: Tell their friends they love Gray's, and share the success they are having.

### Consumer insights

A starting point for your thinking

"I feel \_\_\_\_\_ whenever I \_\_\_\_\_"

A human truth based on one of:

- underlying behaviors
- motivations/inspirations
- values or beliefs
- pain points
- emotions

A moment in the target's life


- A monumental moment in their life
- Moment of strength or weakness
- Part of the day, week, year
- Celebration moment (Birthday)

GRAY'S Cookies

Guilty and disappointed in myself whenever I \_\_\_\_\_

Cheat with a cookie. I just wish they were less bad for you

### Brand Positioning Statement



- 1 To (Target) - Suburban working women, 35-40, who put in the effort to find healthier food.
- 2 Gray's is (Category) - The healthy cookie option
- 3 That is (Benefit) - The guilt-free cookie that helps you stay in control of your health
- 4 That's because (Support Points)
  - We want you to make informed choices with the knowledge that in blind taste tests, Gray's matches the leaders on taste, but with only 100 calories and 3g of net carbs, you can experience a healthier life.
  - Gray's helps you take control over what goes in your body by making smarter choices. Studies show people who use Gray's once a night as a dessert had an extra motivation to lose 5-10 pounds.

### Positioning Strategy

### Consumer benefits

Functional benefits

- Stay Connected
- Sensory Appeal
- Experience comes to life
- Works better for you
- Helps you be healthier
- Helps your family
- Makes you smarter
- Saves you money
- Simplifies your life
- Enhances professional standing
- Drives business results
- Helps you execute

Emotional benefits

- Curiosity for knowledge
- Sense of optimism
- Feel comfortable
- Stay in control
- Fits with values
- Self assured
- Feel free
- Get noticed
- Feel liked
- Sense of belonging
- Feeling Revitalized
- Sense of pride

### Brand Concept

Brand Idea

Guilt free pleasure with Gray's Cookies

Do you feel guilty when you stick your hand in the cookie jar? Wouldn't it be great if you could just sneak a cookie without worry that you've gone off your diet?

Gray's Cookies are the best tasting yet guilt free pleasure so you can stay in control of your health.

That's because Gray's is low in fat and calories, yet still tastes great. In blind taste tests, Gray's cookies matched the market leaders on taste, but has only 100 calories, with 2g of fat and 3g of sugar. In a 12-week study, consumers using Gray's once a night as a dessert lost 10 pounds.

Try Gray's Cookies and find your way to stay healthy

GRAY'S Cookies

Consumer insights or enemy

Main consumer benefit

Support visual

Support points

Call-to-action

# Marketing Plans

A strategic plan is a decision-making tool that guides everyone who works on the brand. Your marketers need to be able to build a Marketing Plan (*Brand Plan or Product Plan*) that includes a vision, purpose, goals, key issues, strategies, tactics, and marketing execution plans.

1. Is your marketing team able to translate smart, strategic thinking into key issues and strategic statements that form the foundation of the strategic plan?
2. Do your marketers make decisions on all elements of a smart marketing plan including the vision, purpose, values, goals, issues, strategies, and tactics?
3. Are your marketers strong in writing, and presenting the brand plan to senior management and across organization—sales, agencies, partners?
4. Do you see your marketers develop smart execution plans—communication, sales/retail, and innovation—that deliver against the brand strategies?

## How our marketing training makes your team smarter at planning

We see a **marketing plan** as a decision-making tool on how a brand will spend its limited resources. The plan communicates the expectations to everyone who works on the brand. We teach how to put together the **vision, purpose, goals, key issues, strategies, and marketing execution plans**. Learn how to write key issue questions and strategic statements that form the marketing plan's foundation. We provide various marketing planning templates, including our **one-page brand plan** and **ideal Marketing Plan presentation deck**.

## Our Beloved Brands marketing plan tools

### One page marketing plan

### Vision, purpose, goals

Goals	2020	2021	Comments
Sales	\$27.5M	\$30.58M	11% growth rate
Share	0.6%	1.2%	New triple chocolate 0.5% share
Distribution	62%	72%	Increase coming mainly from fixing specialty.
Awareness	32%	42%	Below norm, 80% among niche, < 20% overall
Purchase	10%	12%	Brand promise & sampling helps drive trial.
Repeat	4%	5%	High quality Taste converts high repeat.

### Finding key issues

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?

1. How do we shift Gray's from a product-led launch into an idea-led brand to own "guilt free"?
2. How do we drive consideration and trial to establish brand in the consumers mind?
3. How do we defend against entry of mainstream cookies into good for you segment?
4. What is the current business situation your brand faces?

### Strategy page

### Execution plan

### Brand strategy roadmap



# Marketing Execution

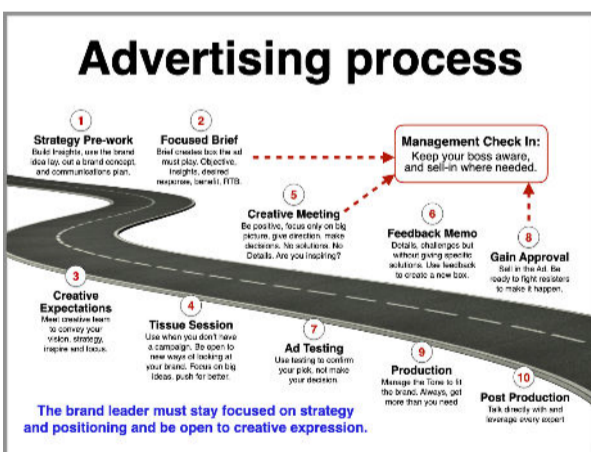
Your marketing team should be able to lead the marketing execution related to brand communications, innovation, and sales. Marketers must learn the skills that help them make smart decisions on execution around creative communication and media choices.

1. Are your marketers able to lead any marketing execution project on brand communication, innovation, purchase moment, or consumer experience?
2. Do your marketers write strategic, consumer focused and thorough creative briefs to steer and inspire great work from experts plus guide your decisions?
3. Do you see them act as partners with experts at agencies and throughout the organization to inspire greatness from the teams of experts?
4. Are they able to make smart and creative decisions on execution that delivers the strategy and tightens the bond with consumers?

## How our training makes your team smarter at execution

To keep marketers on strategy throughout the execution stages, our Marketing PlayBox helps find **in-the-box ideas** that meet four dimensions: they are focused on our target, fit with the brand, deliver the message, and execute the strategy. We show how the **creative brief** sets up the PlayBox, serving as the bridge between the plan and execution. We go through **the creative brief line-by-line** and give marketers examples of the best and worst. They will learn to use our **Creative Checklist** to help make smarter decisions on creative communications. We teach how to give feedback to the agency based on gaps they see with the checklist. Learn to make **media decisions** matching the consumer's purchase journey. We provide a similar **Innovation Checklist** to compare innovation ideas.

## Our Beloved Brands marketing execution tools



**Creative Brief**

**Why are we advertising?**  
Advertising doesn't cost "full price" - producing a good one "full price" is more expensive than the cost of a bad one.

**About our consumer**

**Our target:**  
The "mom" - a busy, working mom, 35-45, who is always on the go. She is looking for a quick, easy, and healthy snack for her kids. She is looking for a snack that is easy to eat on the go.

**Moment of accelerated needs:**  
At 10:00 AM, she is rushing to get her kids ready for school. She is looking for a quick, easy, and healthy snack that she can eat on the go.

**Consumer's enemy:**  
Takes a long time to eat. Not easy to eat on the go.

**Consumer insights:**  
They want a snack that is easy to eat, healthy, and delicious. They want a snack that is easy to eat on the go.

**What does our target think now?**  
Gray's Cookies are the best. They are healthy, delicious, and easy to eat on the go.

**What do we want consumers to do?**  
Buy Gray's Cookies. They are the best. They are healthy, delicious, and easy to eat on the go.

**About our brand**

**Main message:**  
With Gray's Cookies, you can do whatever you want and still be healthy. You can be a mom and still be healthy. You can be a mom and still be healthy.

**Support points:**  
Gray's Cookies are the best. They are healthy, delicious, and easy to eat on the go.

**Brand idea:**  
Gray's Cookies are the best. They are healthy, delicious, and easy to eat on the go.

**Brand Assets:**  
Gray's Cookies are the best. They are healthy, delicious, and easy to eat on the go.

**Media Choices:**  
Gray's Cookies are the best. They are healthy, delicious, and easy to eat on the go.

**Judging advertising**

	Concern	Strong	Very Strong
Motivates Customers	Poor	Moderate	Strong
	Very Poor	Poor	Concern

Branded Breakthrough

**Branded Breakthrough + Motivate Customers = Attention + Brand Link + Communication + Stickiness**

**Creative Advertising Checklist**

Apple iPhone TV ad #1

Rate each as high, medium or low to identify gaps you see in the advertising, to focus your feedback or changes to the creative team.

**ABC's Summary**

- Attention
- Brand Link
- Communication
- Stickiness

**Gut instincts reaction**

Does the ad make you feel good? Does it make you feel bad? Does it make you feel indifferent?

**Delivers strategy**

Does the ad make you feel good? Does it make you feel bad? Does it make you feel indifferent?

**Builds consumer bond**

Does the ad make you feel good? Does it make you feel bad? Does it make you feel indifferent?

**Fits with brand**

Does the ad make you feel good? Does it make you feel bad? Does it make you feel indifferent?

**Distinguishes brand**

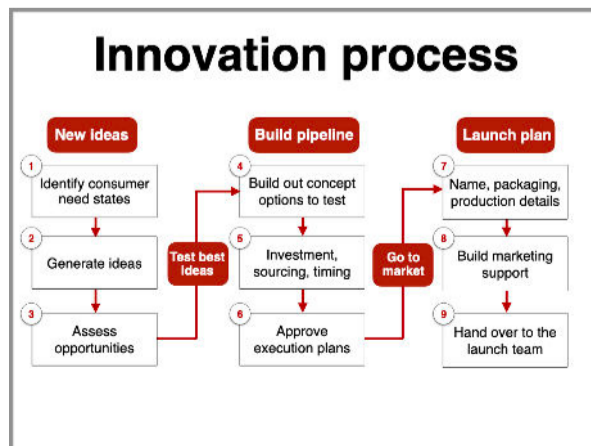
Does the ad make you feel good? Does it make you feel bad? Does it make you feel indifferent?

**Branded Breakthrough**

Does the ad make you feel good? Does it make you feel bad? Does it make you feel indifferent?

**Motivating message**

Does the ad make you feel good? Does it make you feel bad? Does it make you feel indifferent?



**Innovation Checklist**

2 pack snack

**Financial Projection**

Year 1 revenue: \$1.5 million  
Year 2 revenue: \$3 million  
Investment needed: \$5 million

**Consumer demand**

Consumer demand is high. The market is growing.

**Competitive intensity**

Competitive intensity is high. There are many competitors.

**Long-run success**

Long-run success is high. The market is growing.

**Market impact**

Market impact is high. The market is growing.

**Assessment notes**

Market impact is high. The market is growing.

# Brand Analytics

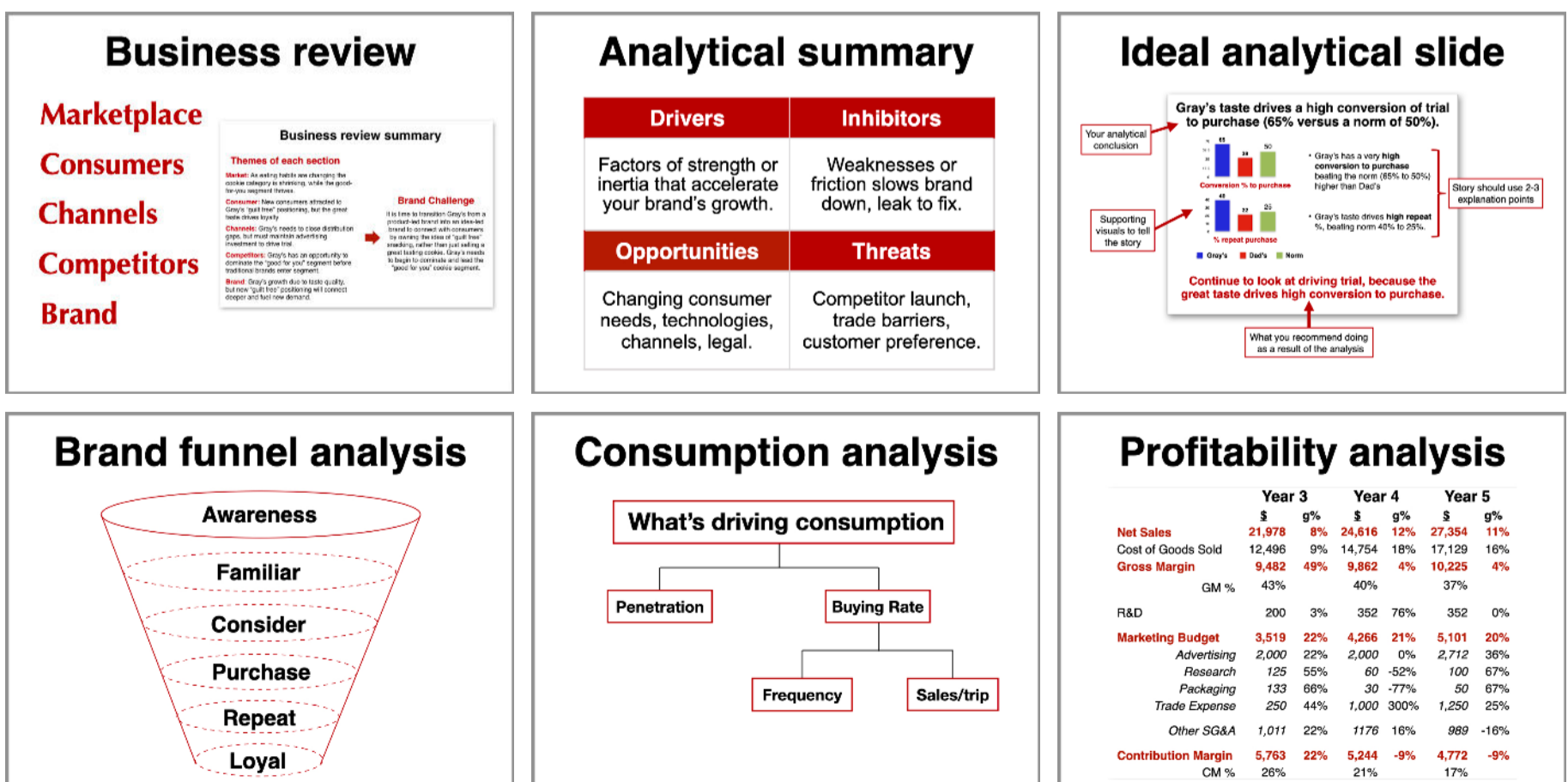
Your marketers need the analytical skills to be able to conduct a deep-dive business review to assess your brand's performance and set up smarter strategic thinking. A brand audit must draw out conclusions about the marketplace, consumers, channels, competitors, and brand.

1. Do your marketers understand all sources of brand data and knowledge—market share, brand funnel, consumption, qualitative, VOC, financials?
2. Is your marketing team digging deep into data, draw out comparisons and insights, to build an analytical story that sets up a business problem?
3. Are your marketers able to lead a best-in-class 360-degree deep-dive business review for the brand that brings out the key issues to be solved?
4. Do they write analytical performance reports that outline the strategic implications of the in-market consumption results, and sales performance?

## How our training makes your team smarter at analytics

Our comprehensive brand analytics training teaches marketers **how to lead a deep-dive business review**. We outline the best **analytical thinking** so you can become a well-rounded marketer. Learn to look at the marketplace, **consumer analytics**, distribution channels, competitors, other brands in their industry, and assess the brand itself. Marketers will learn how **marketing funnels** can help assess the brand's performance. We provide our best **64 analytical questions** that marketers can ask of their brand. Finally, we show how to understand the **financial performance indicators** of the brand.

## Our Beloved Brands brand analytics tools





# How our Strategic ThinkBox and Marketing PlayBox work together



- A Use analytics to dig in**  
A business review lays out what's happening on the brand, looking at the marketplace, consumers, channels, competitors, brand, and the financials.
- B Discover key issue questions**  
Our Strategic ThinkBox looks at the core strength, consumer bond, competitive dynamic, and business situation to find most challenging issues facing the brand.
- C Make decisions on strategy**  
Focus the plan around brand strategy statements that lay out the capabilities that you need to invest in, the focused opportunity, a desired market impact and the performance result.

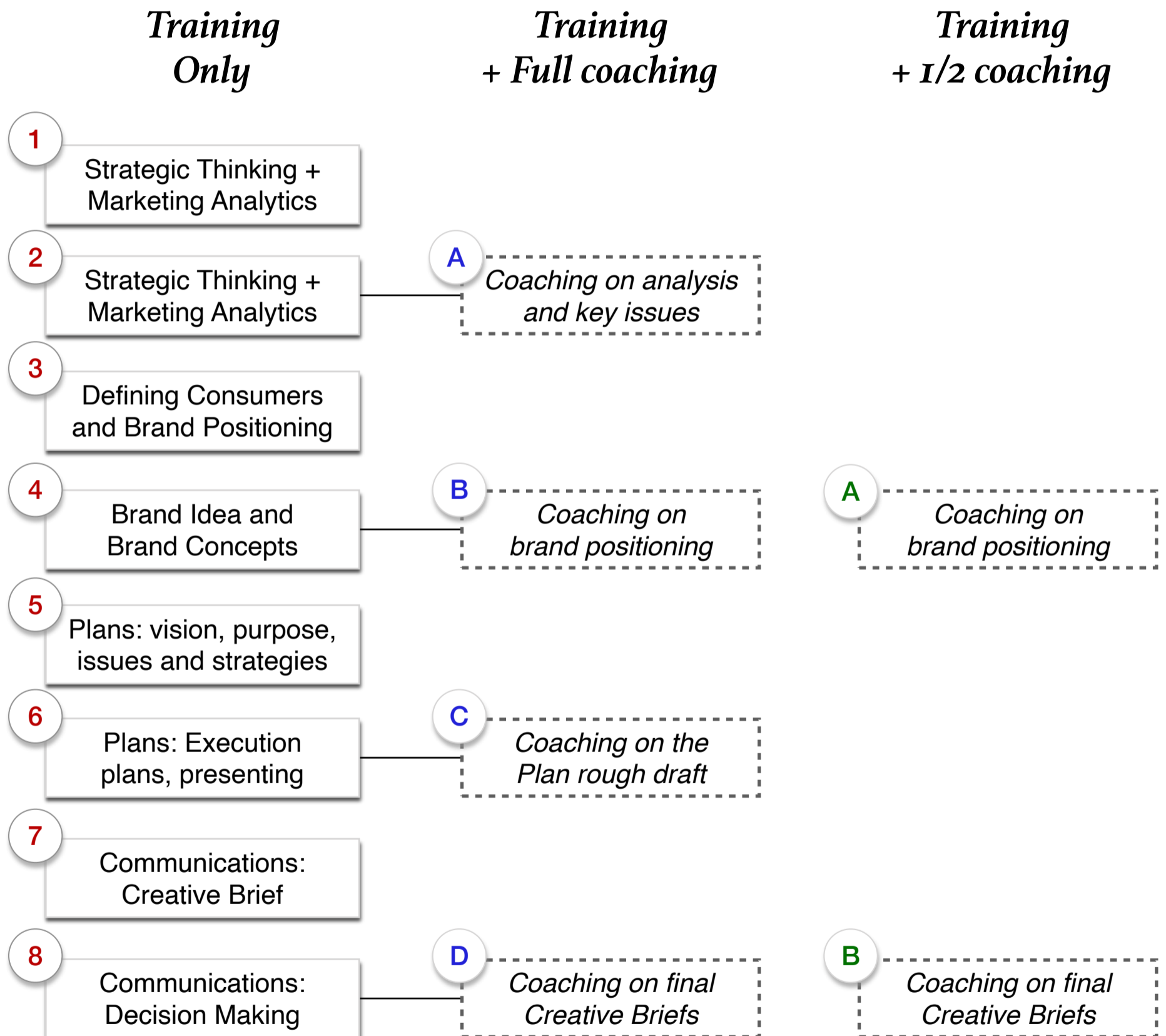


- D Find the best execution ideas**  
Use our Marketing PlayBox to build a creative brief that defines the work must play within—on target, fits brand, delivers message, and executes the strategy. As ideas are presented, find the ideas with the biggest market impact.
- E Think and Feel the decision**  
Use our creative checklist to match ideas up to the PlayBox to ensure we bring a balance of logic and emotions to make smart execution decisions. Use your instincts and feedback to steer ideas into the box.
- F Trust through execution**  
Use your project management skills to manage the process, follow gut instincts to keep collection of experts aligned to deliver an execution that you know will move consumers.

**Determine the strategy. Stay on strategy.**

# Marketing Training Bootcamp

## 4 - day bootcamp



*\*Each of these blocks are half days (4 hours)*

Our 4-day bootcamp is our most comprehensive marketing training program. It covers strategic thinking, analytics, brand positioning, marketing plans, and communications decisions. After each full day, we provide homework to regroup a week later for a coaching session option where we give feedback on the homework. This helps solidify the skills.

# Marketing Training Agenda

## *4 - day bootcamp*

### **Day 1 Strategic Thinking and Analytics**

#### **Strategic Thinking**

- How you think and decide.
- Elements of strategic thinking.

#### **Using our Strategic ThinkBox**

- Brand's core strength.
- Consumer strategy.
- Competitive strategy.
- Situation strategy.

#### **Deep-dive business review**

- Elements of analytics
- 64 best analytical questions
- Finding the brand's key issues.

### **Day 2 Brand Positioning to define a brand**

#### **Defining the consumer target**

- Defining consumer needs.
- Consumer insights and their enemy.
- Building a consumer profile.

#### **Building the brand positioning**

- Functional benefits.
- Emotional benefits.
- Features and claims.
- Final brand positioning statement.

#### **Defining the brand idea**

- Brand Idea map to touchpoints.
- Brand concepts, credo, story.

### **Day 3 Building a Plan that everyone can follow**

#### **Building the strategy**

- Vision, purpose, values.
- Analytical summary and key issues.
- Organizing brand strategy statements.

#### **Execution Plans**

- Brand communications plans.
- Innovation plans.
- Sales, pricing, retail plans.

#### **Brand planning process.**

- Rough draft of plan.
- Structuring the plan presentation.
- Building each strategic slide.

### **Day 4 Decision-making on Marketing Execution**

#### **Creative development process.**

- Marketing PlayBox.
- Writing the Creative Brief.

#### **Advertising decision-making**

- Understanding Ads that get attention, brand link, communicate and stick.
- Using our Creative Checklist.
- Media planning.

#### **Innovation decision-making**

- Innovation planning
- Innovation process
- Using our Innovation Checklist

## *Coaching Assignments*

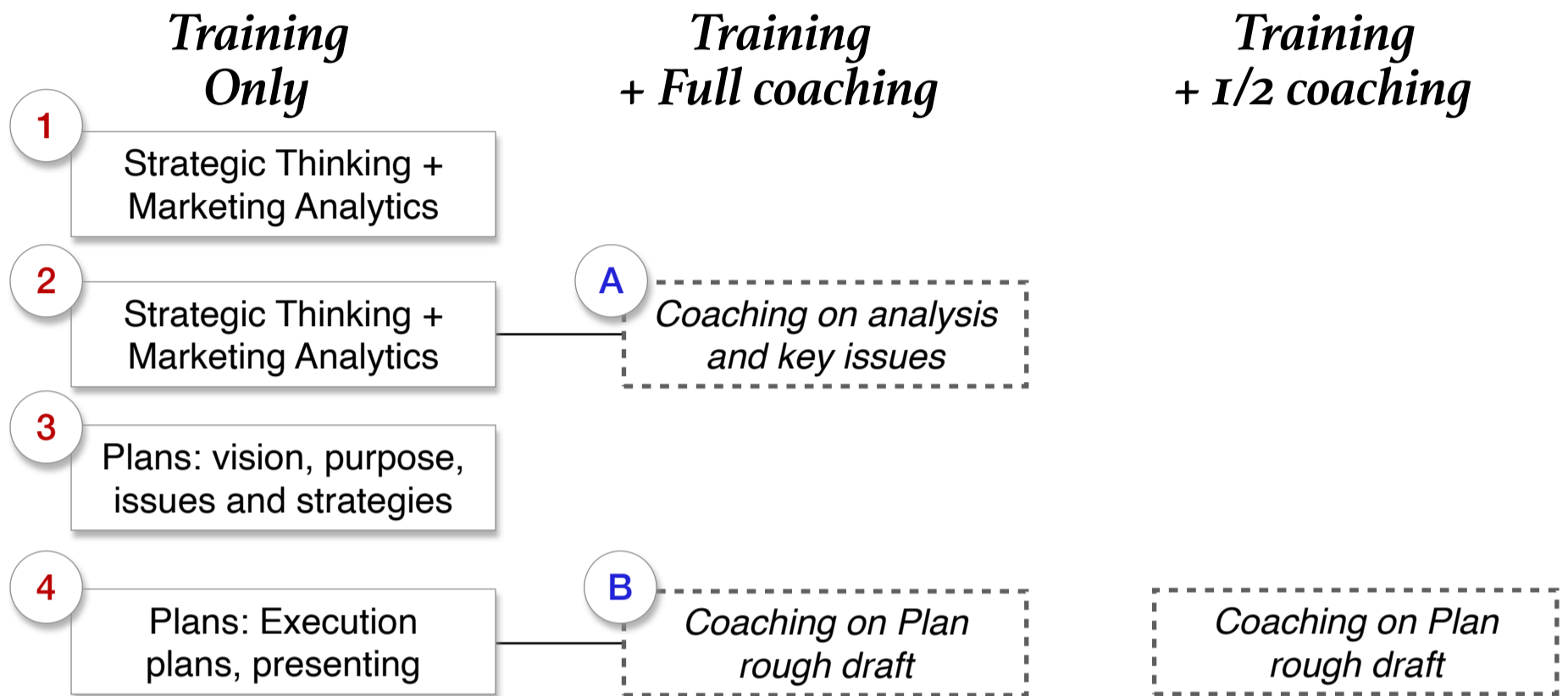
#### **Specific coaching assignments**

1. Business Review and Key Issues
2. Brand Positioning
3. Marketing Plan Rough Draft
4. Creative Brief



# Strategic Planning Bootcamp

*2 - day bootcamp*



## *Strategic Planning Bootcamp Agenda*

### **Day 1 Strategic Thinking and Analytics**

#### **Strategic Thinking**

- How you think and decide.
- Elements of strategic thinking.

#### **Using our Strategic ThinkBox**

- Brand's core strength.
- Consumer strategy.
- Competitive strategy.
- Situation strategy.

#### **Deep-dive business review**

- Elements of analytics
- 64 best analytical questions
- Finding the brand's key issues.

### **Day 2 Building a Plan that everyone can follow**

#### **Building the strategy**

- Vision, purpose, values.
- Analytical summary and key issues.
- Organizing brand strategy statements.

#### **Execution Plans**

- Brand communications plans.
- Innovation plans.
- Sales, pricing, retail plans.

#### **Brand planning process.**

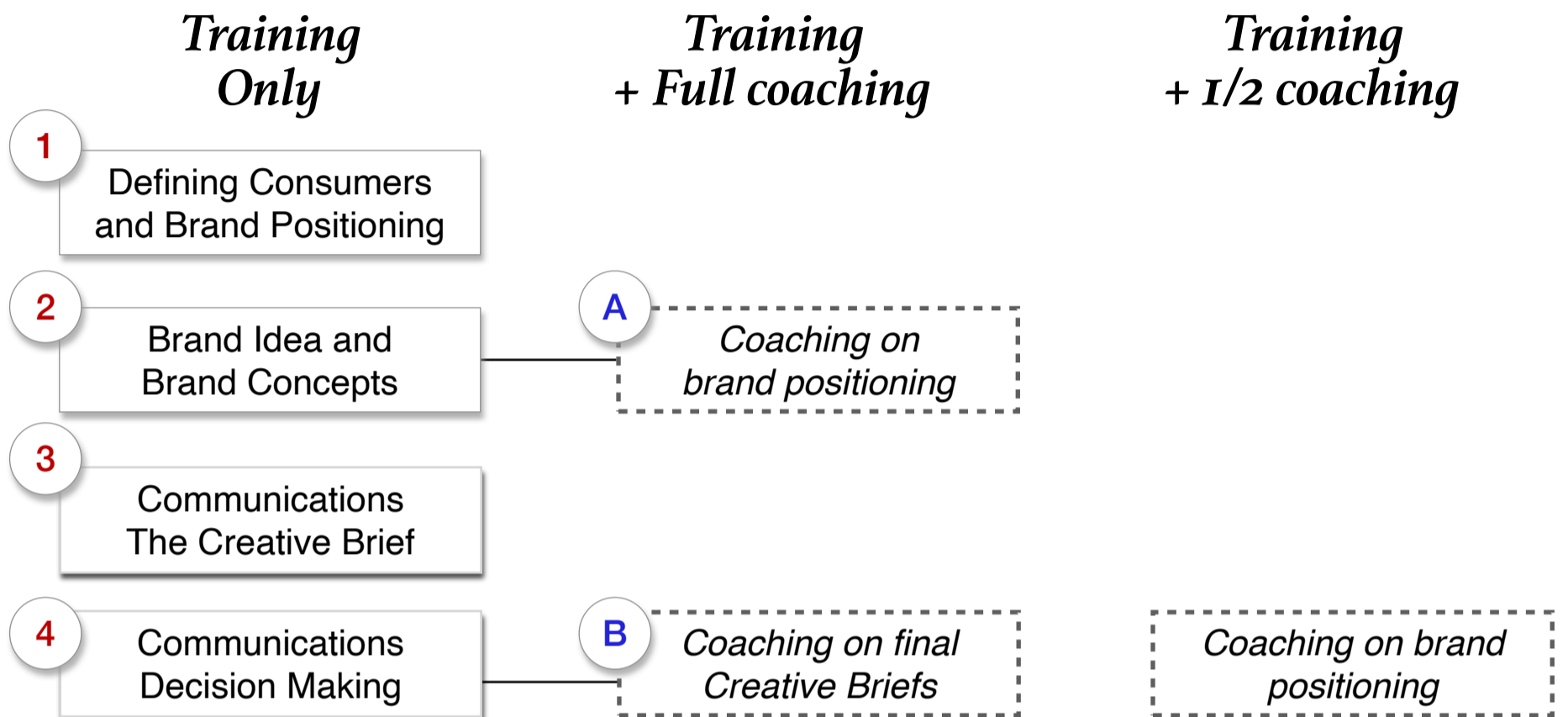
- Rough draft of plan.
- Structuring the plan presentation.
- Building each strategic slide.

## *Coaching Assignments*

1. Business Review and Key Issues
2. Marketing Plan Rough Draft

# Marketing Execution Bootcamp

## *2 - day bootcamp*



## *Execution Bootcamp Agenda*

### **Day 1 Brand Positioning to define a brand**

#### **Defining the consumer target**

- Defining consumer needs.
- Consumer insights and their enemy.
- Building a consumer profile.

#### **Building the brand positioning**

- Functional benefits.
- Emotional benefits.
- Features and claims.
- Final brand positioning statement.

#### **Defining the brand idea**

- Brand Idea map to touchpoints.
- Brand concepts, credo, story.

### **Day 2 Decision-making on Marketing Execution**

#### **Creative development process.**

- Marketing PlayBox.
- Writing the Creative Brief.

#### **Advertising decision-making**

- Understanding Ads that get attention, brand link, communicate and stick.
- Using our Creative Checklist.
- Media planning.

#### **Innovation decision-making**

- Innovation planning
- Innovation process
- Using our Innovation Checklist

## *Coaching Assignments*

1. Brand Positioning
2. Creative Briefs

# Brand Training options

## *Cost Breakout*

### **Training Only**

### **Training + Full coaching**

### **Training + Half coaching**

#### **4- day bootcamp**

Training Cost \$ 25,000  
Coaching Cost

*Total cost*

**\$25,000**

Training Cost \$ 25,000  
Coaching Cost \$ 25,000

*Total cost*

**\$ 50,000**

Training Cost \$ 25,000  
Coaching Cost \$ 12,500

*Total cost*

**\$37,500**

#### **3- day bootcamp**

Training Cost \$ 20,000  
Coaching Cost

*Total cost*

**\$20,000**

Training Cost \$ 20,000  
Coaching Cost \$ 19,750

*Total cost*

**\$ 39,750**

Training Cost \$ 20,000  
Coaching Cost \$ 13,750

*Total cost*

**\$33,750**

#### **2- day bootcamp**

Training Cost \$ 15,000  
Coaching Cost

*Total cost*

**\$15,000**

Training Cost \$ 15,000  
Coaching Cost \$ 13,750

*Total cost*

**\$ 28,750**

Training Cost \$ 15,000  
Coaching Cost \$ 7,500

*Total cost*

**\$22,500**

*All quotes in US dollars.*

For in-person sessions, the cost of travel is additional (flight, taxis, hotel, meals)  
Each coaching session assumes full day, divided out by number of marketers or brands involved.  
For virtual training, we can break sessions into half days at your own pace.



# Potential Training Schedule

We have created a modularized approach to give you flexibility over the scheduling options that can work with your team. Each of the blocks below are half days (4 hours) and match up to our bootcamp options.

**1** 1/2 day training block

**A** 1/2 day coaching block

## 4 - day bootcamp

*Training Only*

1 2 3 4 5 6 7 8

*Training + Full coaching*

1 2 A 3 4 B 5 6 C 7 8

*Training + 1/2 coaching*

1 2 3 4 A 5 6 7 8 B

## 3 - day bootcamp

*Training Only*

1 2 3 4 5 6

*Training + Full coaching*

1 2 A 3 4 B 5 6 C

*Training + 1/2 coaching*

1 2 3 4 A 5 6 B

## 2 - day bootcamp

*Training Only*

1 2 3 4

*Training + Full coaching*

1 2 A 3 4 B

*Training + 1/2 coaching*

1 2 3 4 A

# One-day Training options

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1 **Marketing Planning** Strategic Thinking & writing strategy Writing your strategic brand plan

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2 **Brand Positioning** Defining the target Consumers Brand Positioning and Brand Idea

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3 **Advertising Execution** Writing the Creative Brief Making communication execution decisions

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4 **Strategy & Analytics** Strategic Thinking using our ThinkBox Marketing Analytics & deep-dive review

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5 **Analytics & Execution** Marketing Analytics & Consumer Insights Creative Brief & Execution Decisions

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*One day program*

**\$7,500**

*All quotes in US dollars.*

*For in-person sessions, the cost of travel is additional (flight, taxis, hotel, meals)*

# Lunch and Learn Series

*Choose from any of these topics*

How you think. How you decide.	Defining your target	Building your marketing plan
Elements of strategy	Consumer Insights	Issues & Strategies
Consumer Strategy	Brand Positioning	Execution Planning
Competitive Strategy	Finding your Brand Idea	Principles of Analytics
Writing Strategies	Brand Concepts	Deep-dive audit review
Writing Creative Briefs	Judging Advertising	Setting the media plan
Marketing Finance 101	Managing your marketing career	Your personal brand

## Cost Breakout

*2 Sessions*

**\$6,000**

*4 sessions*

**\$ 10,000**

*6 Sessions*

**\$13,500**

*12 sessions*

**\$24,000**

*All quotes in US dollars.*

*For in-person sessions, the cost of travel is additional (flight, taxis, hotel, meals)  
Payable: 50% upfront, 25% mid-point, 25% upon completion. 1 session is \$3,750 USD*



# Our learning model



Learn

The focus of our training 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. Our work exercises allow them to 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 marketing training programs are supported with workbooks that allows participants to take each tool on a test-drive during and after the training.

The collage shows several pages from the workbooks. On the left is the cover of the 'Brand Positioning Workbook' with the 'beloved brands' logo. The central pages include 'Consumer Insights' with a diamond-shaped graphic, 'Writing a consumer insight' with a table of examples, 'Insights we know will connect' with a table, 'The support points or claims for your reason to buy', and 'What are your best support points'. On the right is a page titled 'Based on this morning, write out one complete brand positioning statement' with a numbered list of four points: 1. The most motivated consumer, 2. The space you play in, 3. Combine functional and emotional in one sentence, 4. Two support points that close off any gaps consumer might have. A 'Breakout Exercise' graphic is also visible on the right.



# Learning from examples

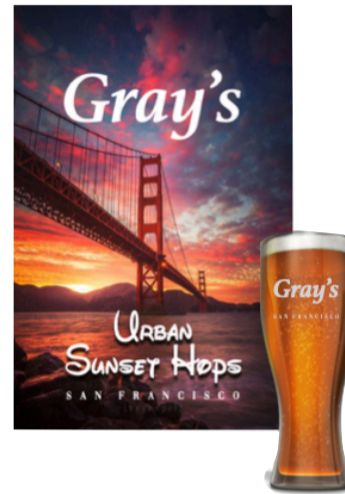
Every example we use is in our training is a consumer brand to ensure the lessons and tools are relevant to participants and can be applied on their brand

## Consumer Packaged Goods



- 1 **To** (Target)
  - Suburban working women, 35-40, who put in the effort to find healthier food options.
- 2 **Gray's is** (Category)
  - The healthy cookie option
- 3 **That is the** (Benefit)
  - **Guilt-free cookie to help you stay in control of your health**
- 4 **That's because** (Support Points)
  - 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.

## Alcohol beverages



- 1 **To** (Target)
  - Young professionals in the bay area, who take pride in their work, yet love to connect with friends as the sun sets on their favorite city. No matter where they were born, they feel lucky to call the bay area as their home.
- 2 **Gray's is** (Category)
  - The premium craft beer
- 3 **That is** (Benefit)
  - **The bay area secret that reminds you that you live in the most beautiful place in the world**
- 4 **That's because** (Support Points)
  - **Gray's is only sold in northern California.** Trust me, we've turned down plenty of offers to take it national. We feel that even Southern California is too far away, and would take us away from our roots. Going bigger could wreck everything we've created. We grew up here in the bay area, and we want to stay here.
  - **Every ingredient we use comes from a two hour drive from where we live.** It's not that we are lazy. It's just with the richness of the farmland around us in northern California, we don't need to go anywhere else.

## Vertical Search



- 1 **To** (Target)
  - Consumers who are looking to use travel to give their life a jolt of self-discovery, through an life-altering experience.
- 2 **Rare Earth** (Category)
  - Is the travel website
- 3 **That** (Benefit)
  - **Allows you to create an expedition with freedom to roam, explore cultures and connect with how locals live**
- 4 **That's because** (Support Points)
  - Our RareEarth website allows you to explore 1000s of possibilities to find the tour that matches your desires for exploration. Every partner must include photos, videos, live chat access, verified user reviews, and ratings.
  - We have hand-selected each of our travel partner. Our people go on every tour to make sure it fits based on uniqueness of the trip, freedom to roam, and depth into the culture.

## Retailers



- 1 **To** (Target)
  - Consumers who believe organic foods is superior in health, quality, and taste. Highly educated professionals, label readers, and willing to pay premiums for quality
- 2 **Gray's** (Category)
  - Is the organic grocery store
- 3 **That** (Benefit)
  - **Allows you to make informed organic food choices that support your journey to living the healthiest life possible**
- 4 **That's because** (Support Points)
  - We believe that good health begins on farms that grow in partnership with nature. That's why all of our fresh produce is always certified organic. Every product within our stores are built with organic ingredients.
  - We're committed to openly sharing our knowledge about the organic ingredients, quality standards, and flavourful foods in our store.

## Health / Beauty



- 1 **To** (Target)
  - Proactive preventers, 35-55, who put in the extra effort to keep their mouth healthier.
- 2 **Gray's is** (Category)
  - The antiseptic mouthwash
- 3 **That** (Benefit)
  - **Gives you the confidence of a cleaner healthier mouth so you can prevent plaque and gingivitis.**
- 4 **That's because** (Support Points)
  - When you add Gray's to your brushing routine, you can trust Gray's to get into the hard-to-reach places in your mouth and use its power to confidently kill the germs that could damage your teeth and gums.
  - Take control of your mouth by adding Gray's to your brushing routine, and you will see a 34% reduction in gingivitis compared to brushing alone.

## Automobiles



- 1 **To** (Target)
  - Consumers who understand how their purchase choices are impacting our shared use of the planet. They recognize we need collective action to make a difference.
- 2 **Gray's** (Category)
  - The electric vehicle
- 3 **That is** (Benefit)
  - **Designed to make a difference on our planet, backed by shockingly high performance, and stylish designs**
- 4 **That's because** (Support Points)
  - We use simple battery software structure to drives exceptionally high speed performance in our cars, and our stylish designs will stand out beyond the mainstream cars choices.
  - Our engines are designed like technology, sending high speed signals to drive performance. We invest in smarter technology as we move into the future.



# Summary of our marketing tools

## Elements of Strategy

- 1 Vision
- 2 Investment of resources
- 3 Focused opportunity **FOCUS**
- 4 Market impact
- 5 Performance result

## Strategic ThinkBox

## Core strength

## Consumer Strategy

## Competitive Strategy

## Situation Strategy

**Momentum**  
**Re-align**  
**Fix It**  
**Startup**

## Consumer profile

Target	Pro-Active Preventer Cookie Lovers
Description	...
Needs	...
Insights	...
Think now?	...
Buying process	...
Desired Response	...

## Consumer insights

A starting point for your thinking

"I feel \_\_\_\_\_ whenever I \_\_\_\_\_"

A human truth based on one of:

- Underlying behaviors
- Values or beliefs
- Emotions

A moment in the target's life

- A moment of tension in their life
- A moment of strength or resilience
- Part of the story, music, your celebration moment (Birthdays)

Example: "I feel **Guiltily and disappointed in myself** whenever I **Cheat with a cookie, I just wish they were less bad for you**"

## Positioning Strategy

## Consumer benefits

**Functional Benefits**

- Works Better, Simply, Make Smarter, Connect, Make Healthier
- Saves Money, Experience, Helps Family, Sensory

**Emotional Benefits**

- Feel Free, Knowledge, Feel Myself, Comfort, Self Assured
- Feel Liked, Optimism, Get Noticed, Control

## Brand Positioning Statement

To (target): Describe working women, 35-45, who put in the effort to find healthier food.

Gray's is (position): The healthy cookie option.

That is (promise): The guilt-free cookie that helps you stay in control of your health.

That's because (reason): We want you to make informed choices with the knowledge that in every bite, Gray's matches the better on taste, but with only 100 calories and 1g of fat. You can't resist. You can't stop.

## Brand Concept

Brand Idea: Guilt free pleasure with Gray's Cookies

Consumer insights or enemy: Main consumer benefit, Support points

Support visual: Try Gray's Cookies and find your way to stay healthy

Call-to-action: GRAY'S COOKIES

## One page marketing plan

**Marketing Plan**

Analysis	Values and Strategies	Financial Plan
...	...	...

## Vision, purpose, goals

**Brand Vision**

To be the first healthy cookie, to generate the energy, naturally and sustainably, of a real sweet cookie. Make Gray's a \$100 Million brand by 2020.

**Our purpose**

All Gray's, our response is to give people the cookie they can't resist but, guiltily and eat less. We know healthy can be great.

**2016 Goals**

Goals	2016	2017	Comments
Revenue	\$1.5M	\$2.5M	...
Units	1.2M	2.0M	...
Profitability	20%	25%	...
Customer	80%	85%	...
Market Share	10%	15%	...
Brand	4%	7%	...

## Finding key issues

Strategic ThinkBox

Gray's Cookies Key Issues

- 1. Why is it so easy to give up on your diet?
- 2. How do you stay motivated to eat healthy?
- 3. What is your current on-the-go snack?
- 4. What is the current buzz about healthy eating?
- 5. How do you feel about your diet?
- 6. How do you feel about your diet?
- 7. How do you feel about your diet?
- 8. How do you feel about your diet?
- 9. How do you feel about your diet?
- 10. How do you feel about your diet?

## Strategy page

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

Strategic Objective: Advertise Gray's "stay in control" positioning to new "preventer" women in their 30s and 40s who are open to trying new healthy snacks.

Goals: Increase penetration from 10% to 15% and sales from \$1.5M to \$2.5M.

Tactical Program:
 

- Develop a program to target "preventer" women in their 30s and 40s.
- Use "stay in control" messaging across advertising, packaging, and social media.
- Develop a national consumer marketing program to drive trial and awareness.

## Execution plan

**Brand Communications Plan**

Communication Strategy: Advertise Gray's "stay in control" positioning to new "preventer" women in their 30s and 40s who are open to trying new healthy snacks.

Target Market: "Preventer" women, 35-45, who put in the effort to find healthier food.

Brand Idea: Guilt free pleasure with Gray's Cookies

Main Benefit: Guilt free pleasure with Gray's Cookies

Support Points:
 

- Gray's Cookies are the best tasting yet guilt free pleasure you can stay in control of your health.
- Gray's Cookies are the best tasting yet guilt free pleasure you can stay in control of your health.

## Brand strategy roadmap

**Brand Strategy Roadmap**

Phase 1: Brand Awareness (2016-2017)

Phase 2: Brand Consideration (2018-2019)

Phase 3: Brand Purchase (2020-2021)

Phase 4: Brand Loyalty (2022-2023)

## Advertising process

## Creative Brief

About our consumer: About our brand

Strategic Objective: Advertise Gray's "stay in control" positioning to new "preventer" women in their 30s and 40s who are open to trying new healthy snacks.

Goals: Increase penetration from 10% to 15% and sales from \$1.5M to \$2.5M.

Tactical Program:
 

- Develop a program to target "preventer" women in their 30s and 40s.
- Use "stay in control" messaging across advertising, packaging, and social media.
- Develop a national consumer marketing program to drive trial and awareness.

## Judging advertising

	Concern	Strong	Very Strong
Motivate Consumers	Poor	Moderate	Strong
Brand Breakthrough	Very Poor	Poor	Concern

Branded Breakthrough + Motivate Consumers = Attention + Brand Link + Communication + Stickiness

## Advertising Checklist

**Creative Advertising Checklist**

Apple iPhone TV ad as an example

Checklist items:
 

- 1. Brand awareness
- 2. Brand consideration
- 3. Brand purchase
- 4. Brand loyalty

## Innovation process

## Innovation Checklist

**Innovation Checklist**

Phase 1: Brand Awareness (2016-2017)

Phase 2: Brand Consideration (2018-2019)

Phase 3: Brand Purchase (2020-2021)

Phase 4: Brand Loyalty (2022-2023)

## Business review

**Marketplace**

**Consumers**

**Channels**

**Competitors**

**Brand**

Business review summary

Theme of each section:
 

- Marketplace: ...
- Consumers: ...
- Channels: ...
- Competitors: ...
- Brand: ...

## Analytical summary

Drivers	Inhibitors
Factors of strength or inertia that accelerates 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.

## Brand funnel analysis

## Ideal analytical slide

Gray's taste drives a high conversion of trial to purchase (85% versus a norm of 56%).

Supporting data:
 

- Gray's taste drives a high conversion of trial to purchase (85% versus a norm of 56%).
- Gray's taste drives a high conversion of trial to purchase (85% versus a norm of 56%).

# Brand Toolkit Templates

## Marketing Plan

**GRAY'S Cookies**

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

Analysis	Strategy	Execution												
<p><b>P&amp;L Forecast</b></p> <table border="1"> <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>\$9,850</td></tr> <tr><td>Contribution Margin</td><td>\$6,949</td></tr> <tr><td>CM%</td><td>23%</td></tr> </table> <p><b>Drivers</b></p> <ul style="list-style-type: none"> <li>Taste drives a high conversion of Trial to Purchase</li> <li>Strong Listings in Food Channels</li> <li>Exceptional brand health scores among Early Adopters. Highly Beloved Brand among niche.</li> </ul> <p><b>Inhibitors</b></p> <ul style="list-style-type: none"> <li>Low familiarity yet to turn our sales into loyalty</li> <li>Awareness held back due to weak Advertising</li> <li>Low distribution at specialty stores. Poor coverage.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Launch of Mainstream cookie brands (Pepperidge Farms and Nabisco).</li> <li>De-listing 2 weakest skus weakened our in-store presence</li> <li>Legal Challenge to taste claims</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>R&amp;D has 5 new flavors in development.</li> <li>Sales Broker create gains at Specialty Stores</li> <li>Explore social media to convert loyal following.</li> </ul>	Sales	\$30,385	Gross Margin	\$17,148	GM %	56%	Marketing Budget	\$9,850	Contribution Margin	\$6,949	CM%	23%	<p><b>Key Issues</b></p> <ol style="list-style-type: none"> <li>What's the priority choice for growth: find new users or drive usage frequency among loyalists?</li> <li>Where should the investment/resources focus and deployment be to drive our awareness and share needs for Gray's?</li> <li>How will we defend Gray's against the proposed Q1 2014 'healthy cookie' launches from Pepperidge Farms and Nabisco?</li> </ol> <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>Continue to attract new users to Gray's</li> <li>Focus investment on driving awareness and trial with new consumers and building a presence at retail.</li> <li>Build defence plan against new entrants that defends with consumers and at store level.</li> </ol> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Increase awareness from 33% to 42%, specifically up from 45% to 50% within the core target. Drive trial from 15% to 20%.</li> <li>Focus for sales is to close distribution gaps going from 62% to 72%.</li> <li>Hold dollar share during competitive launch. Continue to grow 11% post launch gaining up to 1.2% share. Target zero losses at shelf.</li> </ul>	<p><b>Advertising</b></p> <p>Use awareness to drive trial of the new Gray's. 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><b>Sampling</b></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><b>Distribution</b></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><b>Innovation</b></p> <p>Launch 2 new flavors in Q4/15 &amp; Q4/16. Explore diet claims.</p> <p><b>Competitive Attack Plan</b></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. Use sales story that any new "healthy" cookies should displace under-performing and declining unhealthy cookies.</p>
Sales	\$30,385													
Gross Margin	\$17,148													
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Marketing Budget	\$9,850													
Contribution Margin	\$6,949													
CM%	23%													

## Brand Strategy Roadmap

**GRAY'S Cookies**

**Vision** Be the first 'healthy cookie' to generate the craving, popularity and sales of a mainstream cookie. \$100 Million by 2030.

**Purpose** We want to help people re-discover the lost secret that the most amazing tasting food is made of natural ingredients.

**Values** Consumer first, great taste, healthy, natural ingredients, fast-to-market, family owned.

**Brand Idea:** **Gray's are the best tasting yet guilt free pleasure so you can stay in control**

Brand Promise	Brand Story	Innovation	Purchase Moment	Consumer Experience
Take control of your weight by replacing your favorite snack with Gray's.	Real life stories that show women living "All the pleasure, but none of the guilt."	We never sacrifice on taste, you won't have to sacrifice your cookie.	Interrupt purchase routine to set up Gray's as the better alternative.	We hope your weight loss results empowers you to stay in control.

**Goals** \$100 Million brand by 2030, become a mainstream brand, increase usage, longer term penetration gains.

**Key Issues**

- How do we tighten the bond with our most loyal brand lovers?
- How do we balance driving penetration and usage frequency?
- How will we defend Gray's leadership position in the Healthy Cookie segment?
- How do we leverage "guilt free" idea across new food categories

**Strategies**

Build community of Brand Lovers	Become alternative to mainstream cookies	Leader of healthy cookie segment	Explore entering new food categories
<ul style="list-style-type: none"> <li>Social Media to connect brand lovers</li> <li>Surprise and delight program to most loyal</li> <li>Geographic expansion</li> </ul>	<ul style="list-style-type: none"> <li>Drive penetration using advertising &amp; nutritionist PR</li> <li>Continue to attract new users to Gray's</li> <li>New flavor launches</li> </ul>	<ul style="list-style-type: none"> <li>Dominate every store shelf</li> <li>Attack competitive entries</li> <li>Leverage influence of brand lovers</li> </ul>	<ul style="list-style-type: none"> <li>Build "guilt free" idea</li> <li>Innovation focused on new segments</li> <li>Early trial with brand lovers</li> </ul>

**Tactics**

## Brand Concept

**The guilt free pleasure with Gray's Cookies**



Do you feel guilty when you stick your hand in the cookie jar? Wouldn't it be great if you could just sneak a cookie without worry that you have gone off your diet?

**Gray's Cookies are the best tasting yet guilt free pleasure so you can stay in control of your health.**

That's because Gray's is low in fat and calories, yet still tastes great. In blind taste tests, Gray's cookies matched the market leaders on taste, but has only 100 calories, with 2g of fat and 3g of sugar. In a 12-week study, consumers using Gray's once a night as a dessert lost 10 pounds.

**Try Gray's Cookies and find your way to stay healthy**

**GRAY'S Cookies**

## Creative Brief

**GRAY'S Cookies**

**Why are we advertising**  
Tempt consumers to try Gray's Cookies because they are the "best tasting yet guilt free pleasure."

**About our consumer**

**Our target**  
"Proactive Preventers," suburban working moms, 35-40, who are willing to do whatever it takes to stay healthy. They run, workout and eat right. For many, food can be a stress-reliever and escape even for people who watch what they eat.

**Consumer's enemy**  
Temptation and guilt when they cheat.

**Consumer Insights**  
Once consumers cheat on their diet, it puts their whole willpower at risk. "Once I give in to a cookie, I can't stop myself. They taste too good. It puts my diet at risk of collapsing. I feel so guilty."

**What does our consumer think now?**  
While Gray's Cookies have achieved a small growing base of brand fans, most consumers remain unfamiliar with the brand and have yet to try Gray's. Those few who love Gray's, describe it as "equally good on health and taste."

**What do we want consumers to do?**  
TRY Gray's, and we know once they do, the great taste will win them over.

**Tone we take with our consumers**  
A safe choice, honest and down-to-earth.

**About our brand**

**Main message**  
With Gray's Cookies, you can do what you want and stop feeling guilty over eating a damn cookie.

**Support points**  
Gray's Cookies matched the market leaders on taste, but only has 100 calories and 2g of carbs. In a 12-week study, consumers using Gray's once a night lost 5 lbs.

**Brand Idea**  
Gray's are the best tasting yet guilt-free pleasure so you can stay in control of your health and mind.

**Brand Assets**  
Story of our New England family recipe, our signature stack of beautiful cookies, and tagline "More Cookie. Less Guilt."

**Our ask**

**Media Choices to explore**  
Main creative will be 30 sec TV ad, supported by event signage and in-store display. Carry idea into digital, social media and build a mixzuite.



With every tool we teach, we provide the PowerPoint template slides for marketing plans, brand positioning, business reviews, and creative briefs.

## Brand Positioning Statement

**GRAY'S Cookies**

1	<b>To</b> (Target)	Healthy proactive preventers who want to do more for their health, working moms, 35-40 years old.
2	<b>Gray's is</b> (Category)	The healthy cookie option
3	<b>That is the</b> (Benefit)	<b>Guilt-free cookie to help you stay in control of your health</b>
4	<b>That's because</b> (Support Points)	<ul style="list-style-type: none"> <li>In blind taste tests, Gray's matched the leaders on taste, but has only 100 calories and 3g of net carbs.</li> <li>In a 12-week study, consumers using Gray's once a night as a dessert were able to lose 5-10 lbs.</li> </ul>





## **Our Beloved Brands playbook adds depth to our marketing training programs**

**Our readers tell us they reach for Beloved Brands as a reference tool to help them with the day-to-day management of their brand.**

I wrote Beloved Brands to challenge marketers with questions to get them to think differently about their brand strategy. They will learn our process to help define the brand positioning by opening their mind to new possibilities for how to differentiate their brand. We show how to write a brand plan that everyone on the team can follow.

Learn how to run the creative execution process, starting with how to write an inspiring creative brief and then how to make decisions to find smart and breakthrough work. We demonstrate new methods for analyzing their brand's performance so they can lead a deep-dive business review. We go through all the financial formulas they need to know to run their business.

**We are proud that 90% of Amazon reviewers have given Beloved Brands a 5-star rating and is a #1 bestseller in brand management.**



# 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 2022, 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.



# Consumer Marketing Training

**The fundamentals of marketing  
will empower ambitious marketers  
to achieve the extraordinary**

**graham robertson**

*graham@beloved-brands.com*

*416 885 3911*