

**MARKETING
TO THE
ENTITLED CONSUMER**

Electronic Press Kit

FOREWORD BY **STEVE YOUNG**, NFL HALL OF FAMER

MARKETING TO THE ENTITLED CONSUMER



HOW *to* TURN
UNREASONABLE EXPECTATIONS
into LASTING RELATIONSHIPS

Nick Worth & Dave Frankland
with Josh Bernoff

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TODAY'S CONSUMERS WANT EVERYTHING. YOU SHOULD GIVE IT TO THEM.

One third of all consumers and two thirds of entitled consumers agree with the statement, “Companies should anticipate my needs and meet them before they arise.” Millions of your customers expect you to *read their minds*.

Marketers face a paradox. Customers expect you to know everything about them—who they are, what they want, and why—and to deliver it at the exact moment they need it. But ad saturation and inbox clutter make them resent many things marketers do. In this environment, traditional approaches just won't cut it. Marketing to these entitled consumers demands a new strategy: **Consumer-First Marketing**. This book, featuring a foreword by NFL Hall of Famer Steve Young, is the first to lay out how to do it.

Based on focus groups and surveys with 7,000 consumers, combined with the authors' experience with hundreds of brands, *Marketing to the Entitled Consumer* provides everything you need to apply consumer-first marketing to your organization. You'll learn which data to collect and how to deploy it consistently across online, mobile, and real-world channels. You'll see how to build consumer connections that cut through the clutter with the three Rs: reciprocal value, relevance, and respectful empathy. You'll even get a roadmap on how to win over your fellow marketers and the rest of your company.

Read the book that the legendary marketing thinker Don Peppers calls “a warning shot across the bow of traditional marketing.” It's time to get to work. Your entitled consumers are ready for a new approach. Are you?

ABOUT THE AUTHORS



NICK WORTH

Nick Worth is a marketing expert whose diverse career experience has given him unique insights into the rise of digital consumer engagement. As co-founder of Schematic, one of the world’s first and most successful digital agencies, Nick took the company from a small startup to an agency of more than 350 digital professionals service companies like NBC, Google, and Sony. Currently the CMO of Selligent Marketing Cloud, Nick writes for more than a dozen trade publications and speaks to marketers about the impact of technology on marketing, strategies for engaging consumers, and the many challenges presented by omnichannel marketing. A graduate of Harvard College and Oxford University, Nick lives in London.



DAVE FRANKLAND

Dave Frankland is an independent writer, consultant, speaker, and thought leader. Before the term Big Data existed, Dave saw the trend and cofounded the consumer intelligence (CI) practice at Forrester Research. He has helped executives at hundreds of companies to define their customer relationship strategy, and his research and opinions have been featured in the *New York Times*, *Economist*, *Ad Age*, and *ItoI Magazine*, as well as on CNN’s “The Situation Room,” among others. Previously, Dave served as the CSO at Selligent, as well as in various roles at DoubleClick (now a Google company), NRW, and Hill & Knowlton. He lives in Florida with his wife and two children.

Q&A

1. How did we arrive at this new generation of entitled consumers? Is there any way to isolate who's most likely to be one of them?

- a. Entitled consumers are certainly not to blame for their behavior – the world changed around all of us, and all of us are simply adapting to it. In fact, we recommend that rather than complain about entitled consumers, brands should embrace them.
- b. Technology, digital media, and ecommerce have all created much more convenient ways of buying things, accessing content and communicating quickly. Companies that do those things especially well, such as Amazon and Apple, set a high bar that consumers then expect all brands to reach.
- c. Our research shows that the majority of consumers are entitled in some way, not just millennials. It's best to assume that the person you're interacting with is entitled. This is the best way to ensure you don't lose someone's attention or loyalty. While younger generations have slightly more entitled consumers, it's really not a demographic group, but rather a belief or behavior pattern that cuts across groups.

2. What was the most surprising finding in your research?

- a. We asked some very probing questions, and got some very surprising answers! 68% of consumers are entitled in some way and 70% of consumers (and 95% of fully entitled consumers) agree with the statement, "When a company interacts with me, it's important that they understand my current situation and not just try to sell me their product." What's more, a quarter of consumers agreed with the statement "I'm a superstar in my own world." So while many people are entitled, one out of four thinks like a diva.
- b. The other significant finding is that 34% believe that companies should anticipate their needs and deliver things they need before they ask for them. One third of customers actually expect that companies can read their minds!

3. A consumer-first approach feels like something companies should have thought of a long time ago. What about the old way of doing things kept us from using this thought process?

- a. Whether they use the phrase, most business people talk about customer-first. This comes through in brand advertising where "real people" are used instead of actors, or when surveys are introduced at the end of a customer service call. Yet the executives and marketers are tacking these elements on at the end of a "sales first," or "product-first," or "channel-first" strategy, where their activity still revolves around pushing products to the masses and communicating on the brand's terms.
- b. True customer first is much more significant, and starts with customer needs and insights at a one-to-one, personalized level. Companies must ask questions like "what value do I bring to the customer and how can I provide that value in every interaction?", "what does this person need right now?", and "what can I learn about from this interaction to serve the customer better next time?" Of course sales and profits must always be the end goal for any marketer. For example though, imagine how a retail sale campaign would look like if it were turned upside-down and messaging were determined based on individual customer data and preferences rather than the fact that it is the end of the season and the company wants to clear over-stocked products out of the warehouse.

4. Sometimes what companies and consumers want are at odds. How can marketers balance these competing needs?

- a. In some circumstances, it's true that brands cannot provide exactly what an individual consumer is seeking. But, what's always true is that a brand that doesn't understand what a consumer wants in the moment has virtually no chance of meeting an individual's needs.
- b. Once a marketer becomes "customer first", many more interactions are mutually beneficial. By aligning with customer needs, businesses will grow.

5. What role does Big Data play in relationship building? Does it lead to assumptions or insights when it comes to figuring out what's important to the consumer?

- a. Companies with a lot of data can create richer profiles of individuals, and tailor their website and loyalty programs using big data, and that's great. However companies with less data can be just as effective by using a few key insights, such as information from the most recent interaction with the customer across any channel. By prioritizing customer experience over "big data" as an end-all-be-all concept, marketers can really improve their outcome.
- b. With that said, we are big advocates for understanding the customer better. We argue that companies should seek to first understand and then serve the customer based on her specific needs in the moment.

6. You are champions of consumer engagement. Besides social media and digital marketing, what are other tools marketers can use to build successful relationships?

- a. Many companies still have stores and customer service call centers – the human experience is always a huge opportunity to connect. Armed with data (and the right customer-first approach), these company representatives can provide very powerful experiences. Too often the digital and human contact that consumers have with brands are disconnected. Additionally, the experience of the product or service itself should be part of the "consumer-first" strategy. Amazon's one-click buying or Venmo's easy interface are examples of this. Luxury is a category that does this well – things like custom monogramming services, vegetarian meals on a flight, all of these touches matter a lot to entitled consumers.
- b. Successful consumer-first marketers use all channels in harmony, delivering a seamless experience across mobile, web, email, digital messaging, point of sale and call centers.

7. Nick has a strong background as a founder and CMO, while Dave has robust research and data experience. How did you combine your different areas of expertise in *Marketing to the Entitled Consumer*?

- a. While working together, it became clear that the brands we were talking to were having trouble putting their finger on a particular consumer behavior. Consumers were becoming more demanding, less patient, but it was not driven by any one thing, or present in any single channel. At the same time, Dave created a "customer-first" concept that really resonated with our marketing clients who were trying to find ways of improving their interactions with consumers whose demands were growing. We decided to bring this all together in the book.
- b. Nick brings a more pragmatic perspective born of his CMO and agency experience, while Dave's background as an analyst and thought leader give him a better grounding in leading-edge marketing. Together, we wrote a book that was designed to bring the latest and best thinking to the critical challenges facing marketers in today's market.

8. What are some examples of brands that are using consumer-first marketing well?

- a. Several of the brands we highlight in the book are doing phenomenally well. Indochino, a custom suit retailer is customer-first from the moment you walk in the store. Not a single suit is for sale, and so the salesperson's full attention is on the consumer and their needs, rather than pushing the available merchandise.
- b. Folksam, the Swedish insurer, broke its long-standing habit of allowing individual business units to contact consumers independently and built a single customer interaction system to harmonize everything a consumer was hearing from the company. The result was a dramatic improvement in the insurer's 27% annual churn rate and much higher customer satisfaction scores.

9. How can corporate leadership create an environment supportive of the consumer-first marketing approach?

- a. Every CEO and CMO out there says they're focusing on the customer, and they have to, because they're losing business to new digital competitors that are more nimble, more intuitive, etc. However, few companies are really putting the consumer first. Companies have to stop old practices of pushing merchandise, sending mass emails, and instead focus on personalized communication, relevant offers, and interactive service. Brands need to learn over time and adapt at the individual customer level.
- b. It's critical that corporate leaders give their marketing teams the support to sort out the big challenges they are facing, like navigating the challenges of collecting, analyzing and leveraging consumer data to meet demands for personalization while simultaneously respecting privacy regulations and delivering data transparency to consumers.

10. What do you hope this book will help the next generation of marketers accomplish?

- a. The next generation of marketers will find that marketing starts to really merge with the rest of the organization even more than it has already – product, service, merchandising, customer service, design. All of these elements become “CX” – the customer experience. To do this well, marketers really need to be the voice of the customer – to have a deep understanding of customer needs, to manage customer data and communications with intuitive grace and ease, and to seek to deliver value at every interaction.

PRESS RELEASE

NEW BOOK FINDS THE MAJORITY OF CONSUMERS ARE ENTITLED Two Marketing Veterans Publish Roadmap for Relationship Marketers

Washington, D.C.; October 30, 2018—Modern consumers want it all, and they want it now: a seamless experience across channels, value from every interaction, and, more than anything, brands to anticipate what they want before they even ask. What can marketers do to keep up with these demands? *Marketing to the Entitled Consumer: How to Turn Unreasonable Expectations into Lasting Relationships* (Mascot Books, October 30, 2018) addresses this question and lays out a consumer-first approach that will help businesses and agencies adapt, anticipate, and win.

Digital marketing pioneer and Selligent Marketing Cloud CMO Nick Worth and customer relationship expert Dave Frankland surveyed more than 7,000 consumers across the United States and Europe in an effort to understand their expectations and how well companies meet their needs. After analyzing the research and conducting dozens of in-depth discussions with both consumers and marketing experts, Worth and Frankland reached a critical conclusion: entitled consumers are everywhere, but they can't be identified in standard demographic terms.

Entitlement is only detectable through attitude and behavior. Entitled consumers may be young or old; men or women; educated and affluent or not...Your traditional marketing cohorts...won't help you identify them. The conclusion is clear: if around two-thirds of your customers are entitled in some way...you have to treat everybody as entitled.

Worth and Frankland propose a consumer-first marketing approach with nuanced tactics for the different types of consumer entitlement identified in the study. Rather than prioritizing product release schedules, channel requirements, or predetermined internal goals, marketers should put the consumer at the heart of marketing initiatives and seek to drive engagement, not just visibility:

These days, the consumer is often the last piece of the marketing puzzle...A consumer-first approach...[demands] we seek first to understand the consumer and then to build relationships on her terms—with integrity, empathy, and a concern for the value of the relationships to the consumer.

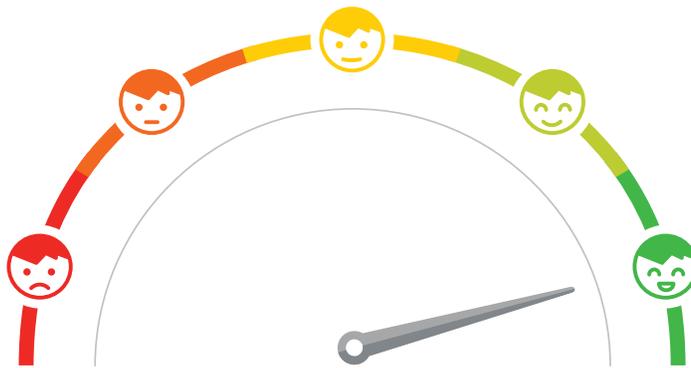
By using data and omnichannel communication to better understand what consumers want, marketers can create campaigns that better serve their consumer. The book outlines the best approach, called the “three Rs” of consumer-first marketing: reciprocal value, relevance, and respectful empathy. *Marketing to the Entitled Consumer* provides a comprehensive framework for this new approach and uses case studies, survey data, and interviews to present an in-depth look at how consumer-first marketing is changing the game for marketers and agencies worldwide.

Nick Worth is a marketing expert whose diverse career experience has given him unique insights into the rise of digital consumer engagement. As co-founder of Schematic, one of the world's first and most successful digital agencies, Nick took the company from a small startup to an agency of more than 350 digital professionals service companies like NBC, Google, and Sony. Currently the CMO of Selligent Marketing Cloud, Nick writes for more than a dozen trade publications and speaks to marketers about the impact of technology on marketing, strategies for engaging consumers, and the many challenges presented by omnichannel marketing. A graduate of Harvard College and Oxford University, Nick lives in London.

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For more information about *Marketing to the Entitled Consumer* or for bulk sales, please contact Michelle Webber at michelle@mascotbooks.com.