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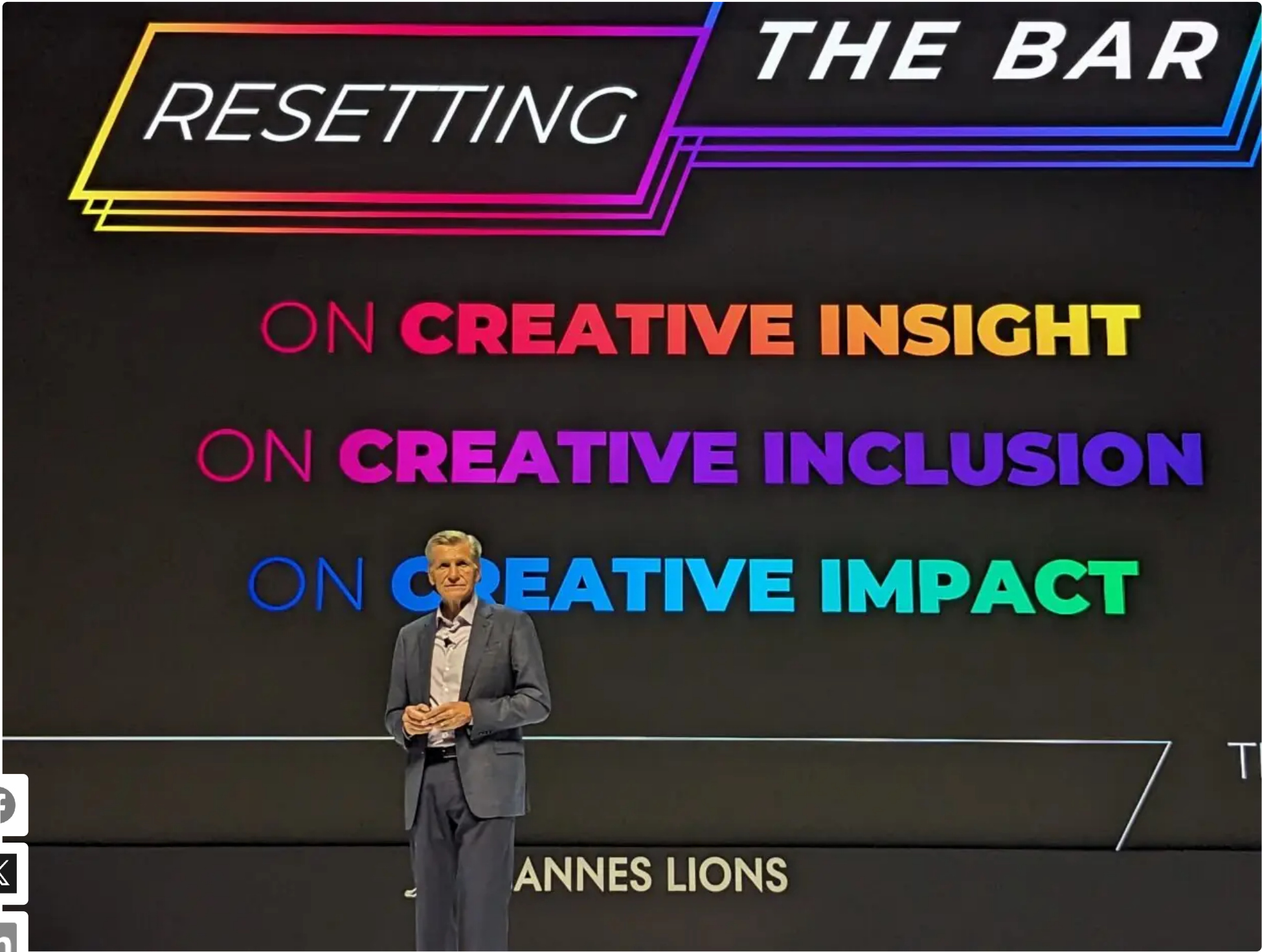
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PRACTICAL INSIGHTS

Marc Pritchard on Why Strategy Needs Creativity

The chief brand officer at P&G believes marketers and creatives should be growing markets with their creativity



Resetting the creative bar for growing markets is the highest order ambition for Pritchard. Procter & Gamble



By Paul Barbagallo
OCTOBER 5, 2023

For those paying attention at this year's Cannes Lions International Festival of Creativity, Marc Pritchard was telegraphing the future of creativity in advertising and marketing.

"Growing markets is the highest order ambition because it attracts more people into the market to serve them with more of the best-performing products," said Pritchard, offering his periscope's view as chief brand officer at Procter & Gamble, one of the largest advertisers in the world. "When we delight more people it creates more value, making the size of the pie bigger for all to share in."

The premise of effective creativity is neither unique nor new to the industry, but it's entered a golden era—requiring, as Pritchard framed it, the "next reset." As CMOs struggle to prove and even define the ROI of marketing spending amid economic turmoil, and as changes happening in consumer behavior, technology and media redefine the nature of creativity, every last piece of creative must work a lot harder and with more accountability.



P&G CONTINUES TO DO THE WORK IN ITS ALLYSHIP JOURNEY TO THE BLACK COMMUNITY



To Pritchard, the measure of marketing success can no longer be the input (the memorability of a 30-second spot or the cleverness of a social-media post), but rather the value of the output (market growth). While marketers and creatives of the past might have thought like artists and storytellers, today they need to push themselves to think more like entrepreneurs and innovators, generating new demand and creating and capturing new markets with their best asset: their creativity.



Pritchard spoke to Adweek about the importance of inclusiveness and how to properly measure it, getting to know consumers and P&G's strategy of "constructive disruption."



Adweek: You mentioned in your speech the need for marketers to embrace their creativity to better understand the product and the consumer. What are your recommendations for how marketers can bring more of this into what they do?



Marc Pritchard: I always encourage everyone to take the time to connect with consumers. And that's marketers, creatives, product developers, salespeople, finance people—everyone. We went to China recently, and the first thing we did was go to consumers' homes to sit with them and talk about their needs. That's us at the senior level, but the day-to-day work just as critical, if not more so.

It's really about looking beyond habits and practices and asking a lot of questions. So, what I would say is, just keep trying to get a precise insight. Take the time to really think it through.

Work with your creative partners. The Old Spice [campaign] was a great example of the team spending a lot of time trying to understand the needs of Black men. What they found was that there is a high need for moisturization in skin care products. We realized that it's a "true" insight for all men, but it's a "truer" insight for Black men. The result was our "Men Have Skin Too" campaign.



Old Spice

We know that inclusive marketing can lead to increased brand loyalty, customer satisfaction and, ultimately, increased revenue. Yet some marketers are concerned about potential backlash, given the social and political divisiveness, and are opting instead to be centrist and safe. What is your advice for marketers on how to navigate this and be truly inclusive?

We believe you can meet the precise needs of each and every consumer. We look at it through the lens of our products, whether it's daily-use cleaning, health and hygiene or household and personal care. We always ask, "what are the people's needs relative to these products?" Then we ask, "how can we get deeper insights about those needs?" You've got to have relevant insights that matter to the consumer—and that means everyone.

Then, we make sure we're reaching as many people as we can based on where they're spending their time—we like to reach as many as 90% of people. Where will the message be the most resonant, either in digital or streaming or linear TV? It's one of the reasons why we focused on building out our Black, Hispanic, Asian-Pacific and Native and Indigenous media ecosystem. You can reach people there while also reaching Caucasian consumers at the same time.

Our Always Infinity Pads with FlexFoam is a product that appeals to everyone, yet we found insights that appeal to specific consumers. If you're using the wrong size pad, there's gonna be leakage. We recognized that there are a lot of different body types and showed a full range of people based on different races, ethnicities, sexual orientation and gender identity. It reached 90% and was appealing to what we like to call "all" and "each."



Have you found at P&G that this type of inclusiveness engenders more brand loyalty for your products?

If people see themselves accurately portrayed in the creative and there is a relevant insight that's communicated in a way that tells them what the product does and how it solves their problems—and that also shows up in a familiar media vehicle to them, be it streaming TV or mobile—then yes. It certainly does.



What [inclusiveness] really does, for us, is engender purchase. That's the ultimate test.



Here is where you connect inclusiveness to your concept of "creativity that grows markets." So, when you look at how a campaign has performed, the metric that you look at, perhaps more so than loyalty, is the size of the market. In other words, did it grow markets?

Exactly. Are people buying again and again? Are you attracting more usage? Is that generating market growth, household penetration growth, market-share growth, sales and profit growth? That's the real measure of success—and inclusiveness.

Can you give me some recent examples of this in practice?

Our Whisper campaign, "The Missing Chapter," reached girls everywhere about the taboo topic of menstruation. One hundred million girls and mothers have been educated on this. We saw household penetration grow. We saw our retail customers get behind it.

The same happened with Tampax. We partnered with Amy Schumer to close the knowledge gap that exists around periods and tampons. We saw

The market experience is the best experience.



Whisper

You have talked about the importance of encouraging a culture of consistent exploration and openness. How do you cultivate that culture at P&G and what can marketers do to create this kind of culture?

At P&G we have an organizational strategy around accountability, but there's one other strategy that's really important. It's called constructive disruption. It's a carefully chosen set of words because we need to always reinvent. We need to win today and tomorrow with the fundamentals of "who are we trying to serve?" and "what are their needs?"

I've had discussions with people where their media reach is 30% to 40%, and I wonder, why would you be satisfied with 30% to 40% reach? To reach more people, I ask them, "why don't you explore the ability to test your product in a new market?" They'll say, "what if my retailers won't support it?" To which I say, you have work to grow your category.

That's the culture of exploration and the ability to constructively disrupt.



PAUL BARBAGALLO

Paul Barbagallo is Adweek's svp, executive editor of thought leadership and practical journalism.

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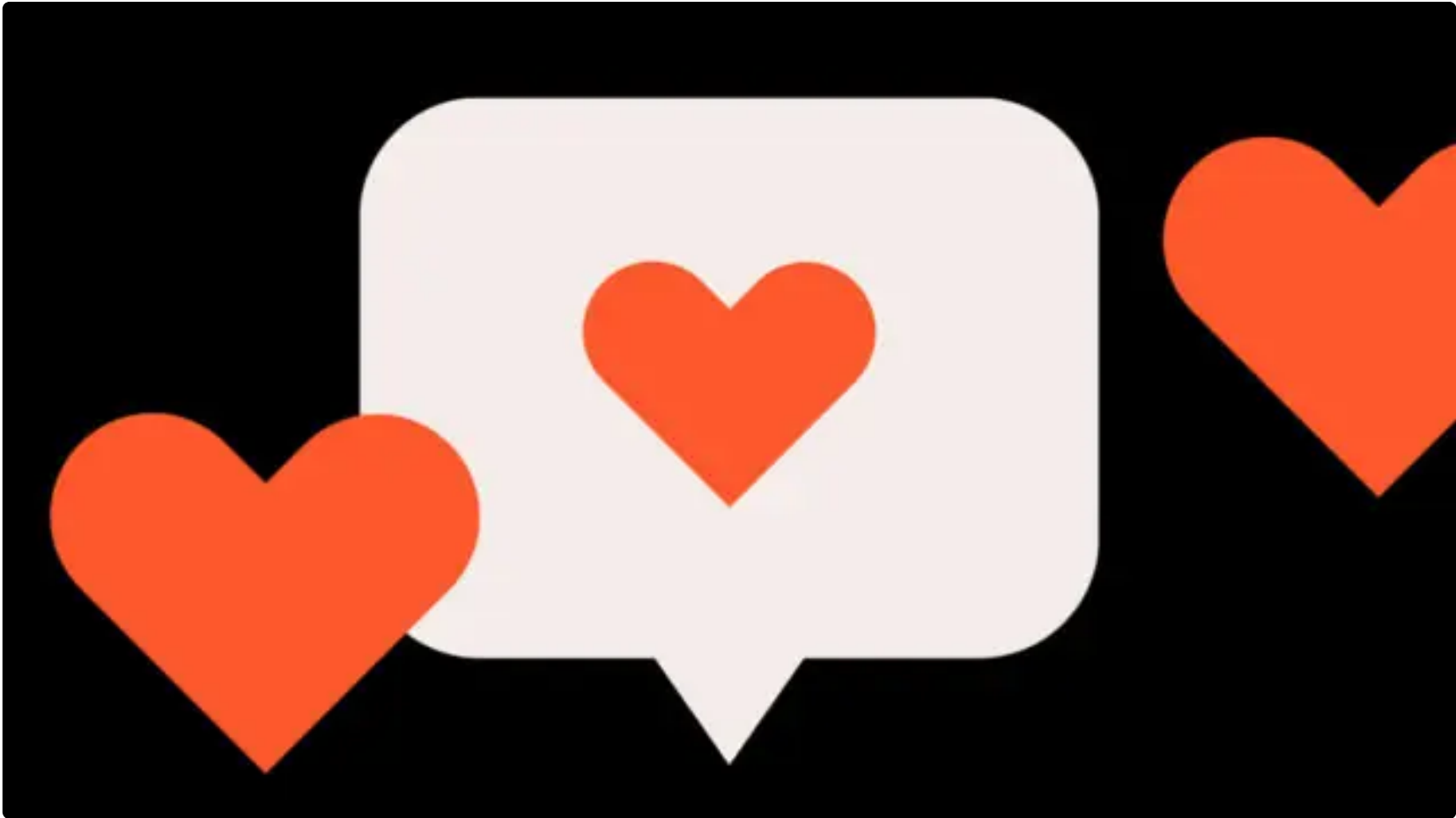
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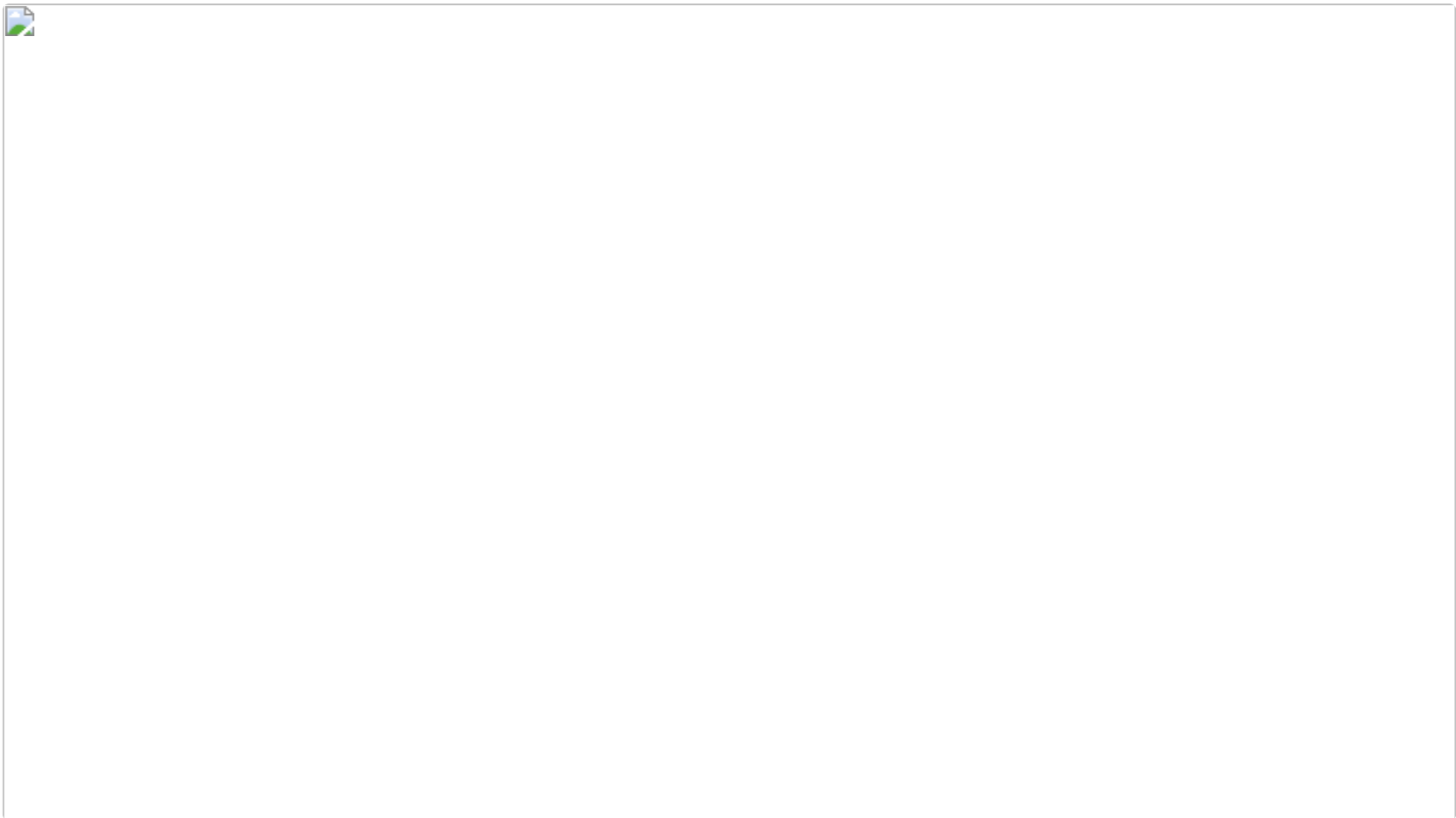




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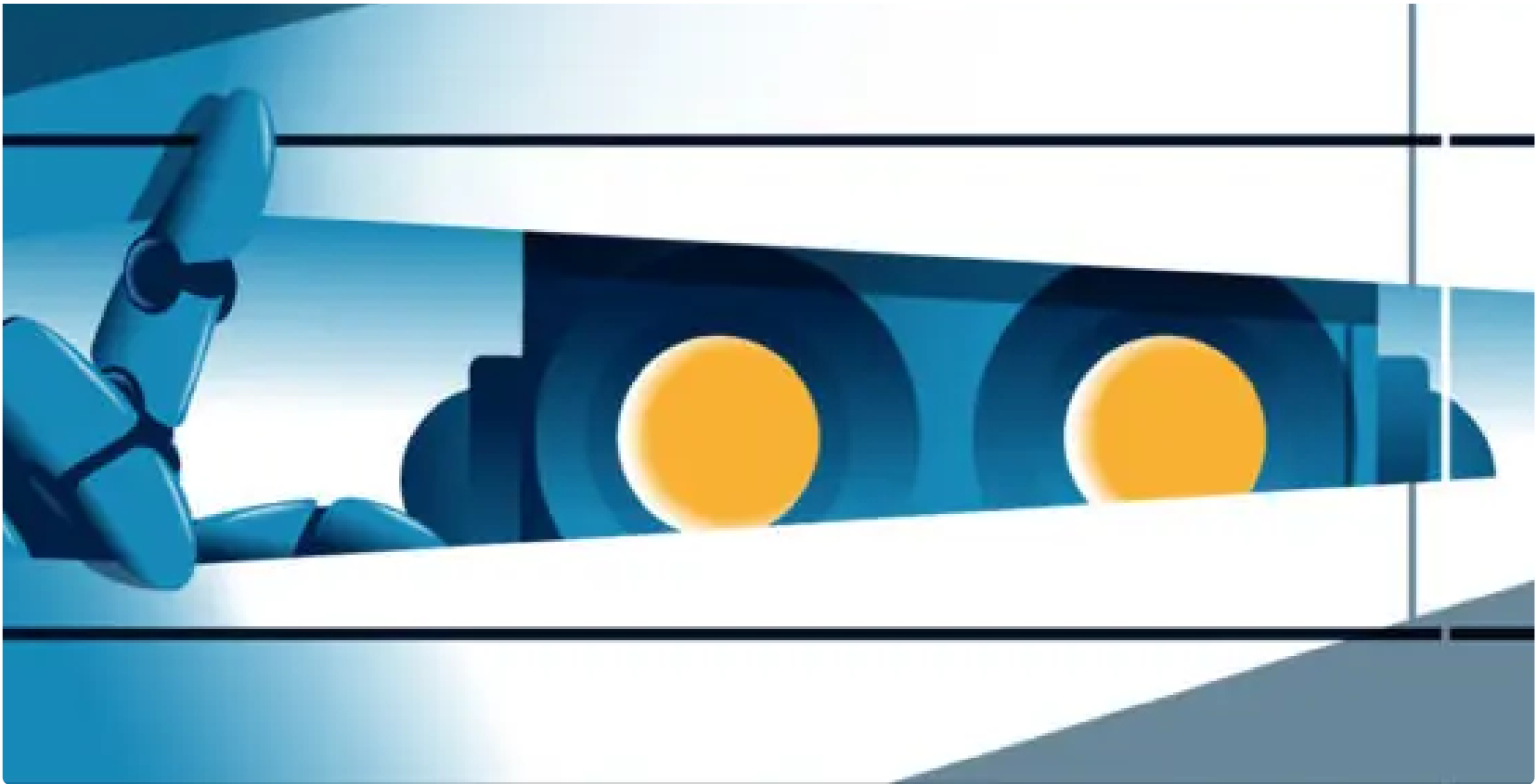
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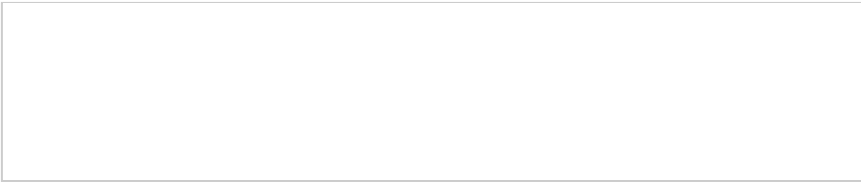
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