

The background features a large, light gray circle with a dashed outline. Inside it, there is a smaller, solid light gray circle. Two small blue dots are positioned on the solid circle's circumference, one at the top and one at the bottom, connected by a thin solid gray line.

UPSTREAM MARKETING

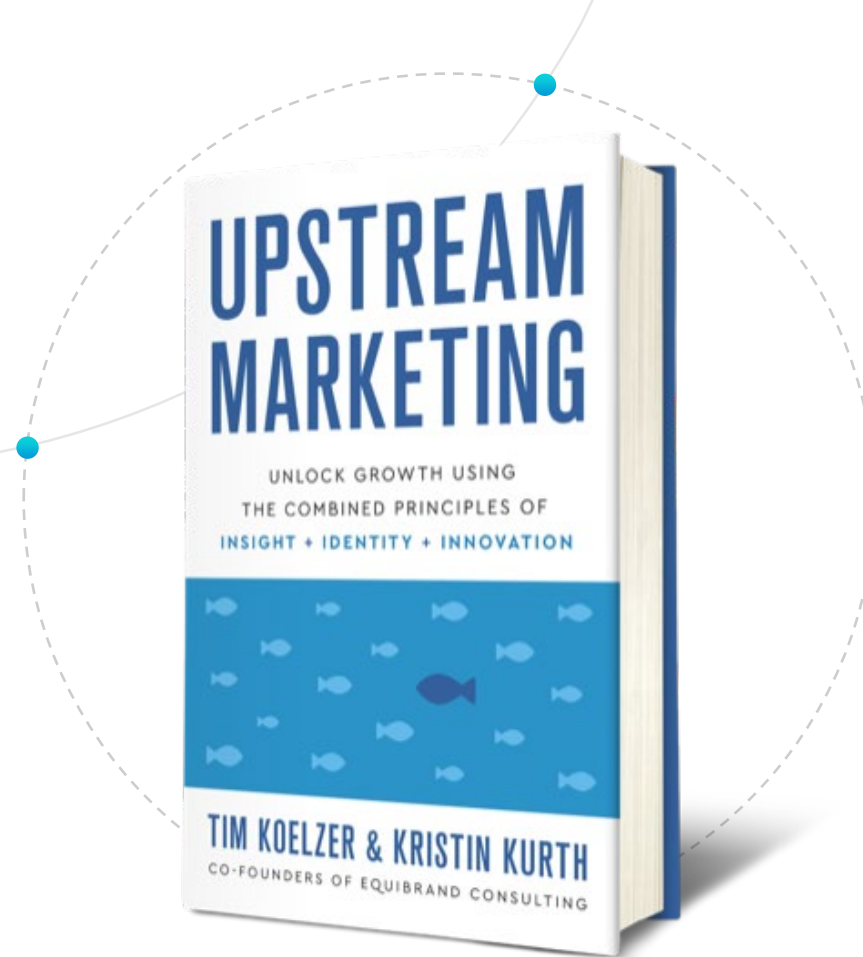
Unlock Growth Using The Combined Principles Of

INSIGHT + IDENTITY + INNOVATION



UPSTREAM MARKETING

AN OVERVIEW



Based on 20+ years of EquiBrand Consulting's work helping grow strong brands and businesses

The image features a white background with a large, faint, light-blue circular graphic on the left side. This graphic consists of two overlapping circles: an outer one with a solid line and an inner one with a dashed line. Two small, solid blue dots are positioned at the top and bottom intersection points of these two circles. On the right side of the image, there is a stylized silhouette of a mountain range, rendered with numerous fine, parallel blue lines that create a textured, hatched effect. The overall aesthetic is clean and modern.

A **best practices** study of seven
profile companies that are
marketing leaders

What are the strongest brands and businesses today?

When you think about marketing excellence... who comes to mind?



amazon



Google



Southwest

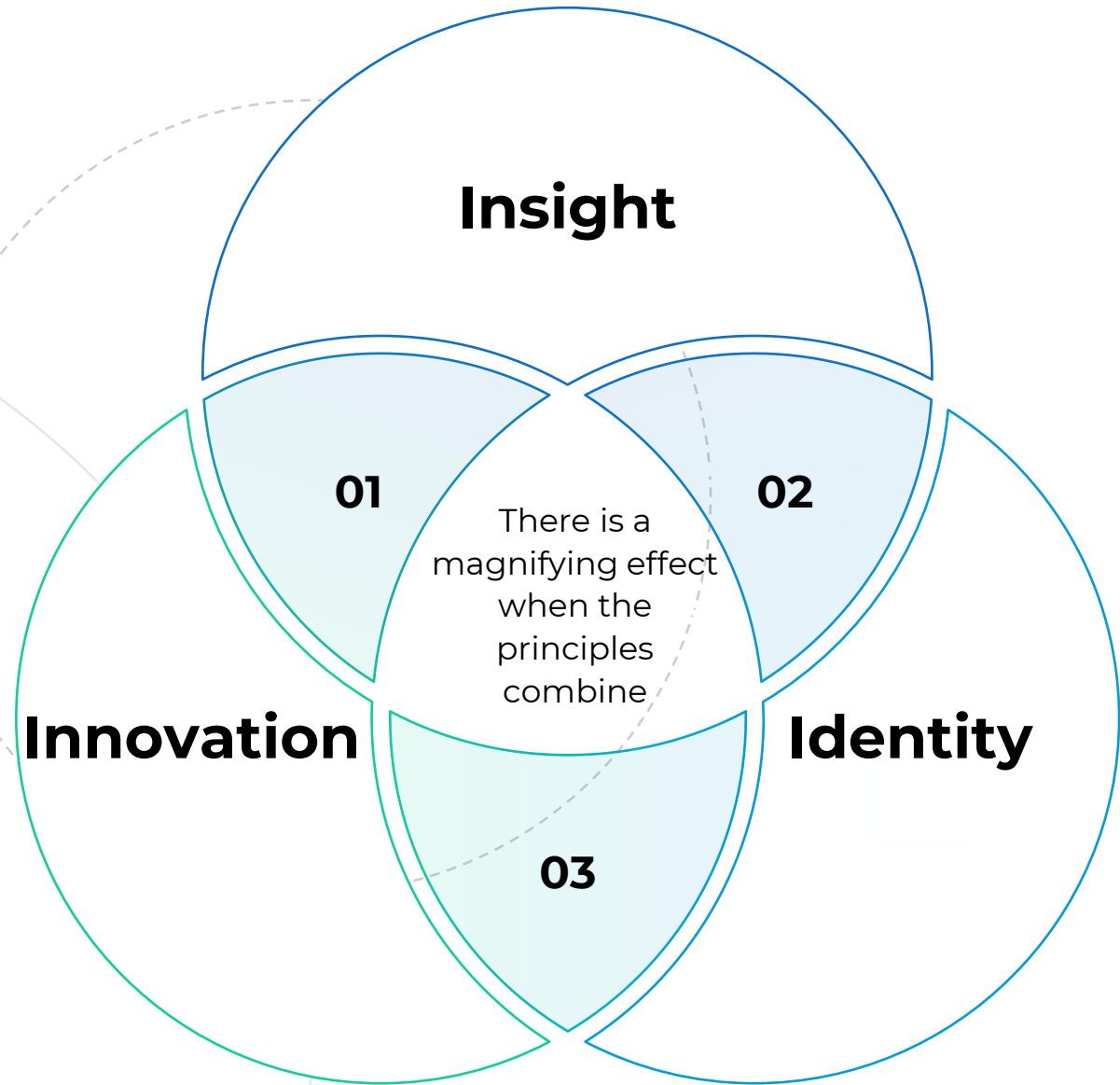


The
WALT DISNEY
Company

How do these companies consistently grow their businesses?

Success Formula:

Insight + Identity + Innovation =
Upstream Marketing, or $1 + 1 + 1 = 4$



They are **built upstream** through the combined principles of insight, identity and innovation

Downstream Marketing vs. Upstream Marketing

Downstream marketing



is what most people think of as marketing

Brand identity/logo development

Advertising, PR and promotion planning

Customer experience and sales planning

Digital marketing, including SEO and PPC

Downstream marketing enhances the acceptance of a product or service that already exists

Upstream marketing



is the strategic process of identifying and fulfilling consumer needs to drive growth

Consumer insight and needs assessment

Segmentation mapping and portfolio development

Iterative concept development (value proposition, positioning, brand architecture)

Growth strategy and planning

Upstream marketing is done early in the product development cycle and is often the missing link for generating growth

Downstream Marketing vs. Upstream Marketing

Focus Area

Customer Orientation

Defined target segment

Entire customer landscape

Growth Areas

Existing products and services

New products, channels & markets

Approach

Functionally-driven

Principle-based

Organizing Framework

Four P's

vs

Three I's: Insight, Identity, Innovation

Time Horizon

Short-term

Future-focused

Planning Cycles

Too short or too long

Around 90 days

Marketing Orientation

"Make people want things."

"Make things people want."

Upstream Marketing Leverage



Start with upstream marketing and downstream flows smoothly,
uncovering more opportunities with fewer impediments

An upstream marketing analogy

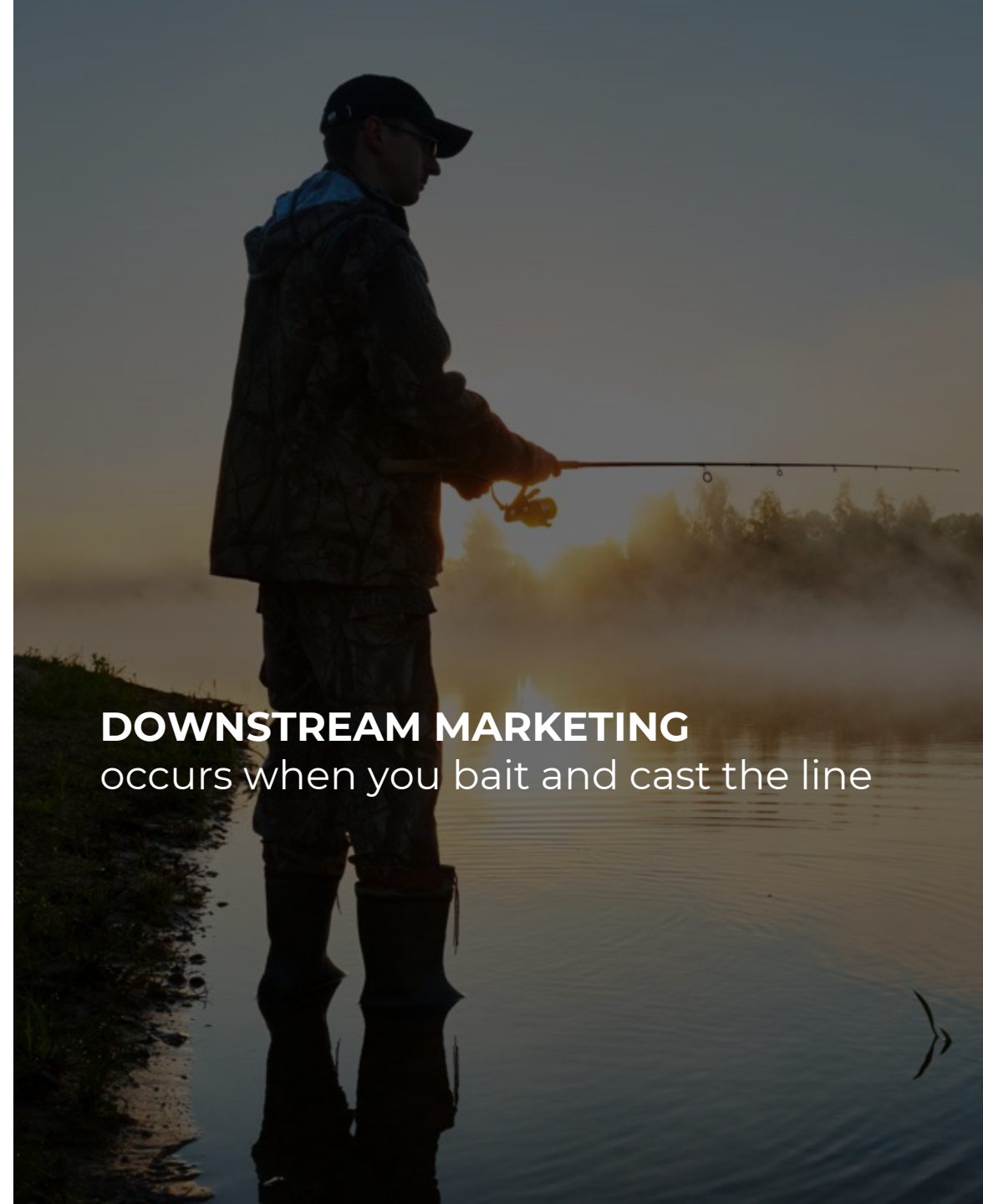
Ever been fishing?

UPSTREAM MARKETING

is what happens before the hook is in the water

Expert anglers first consider:

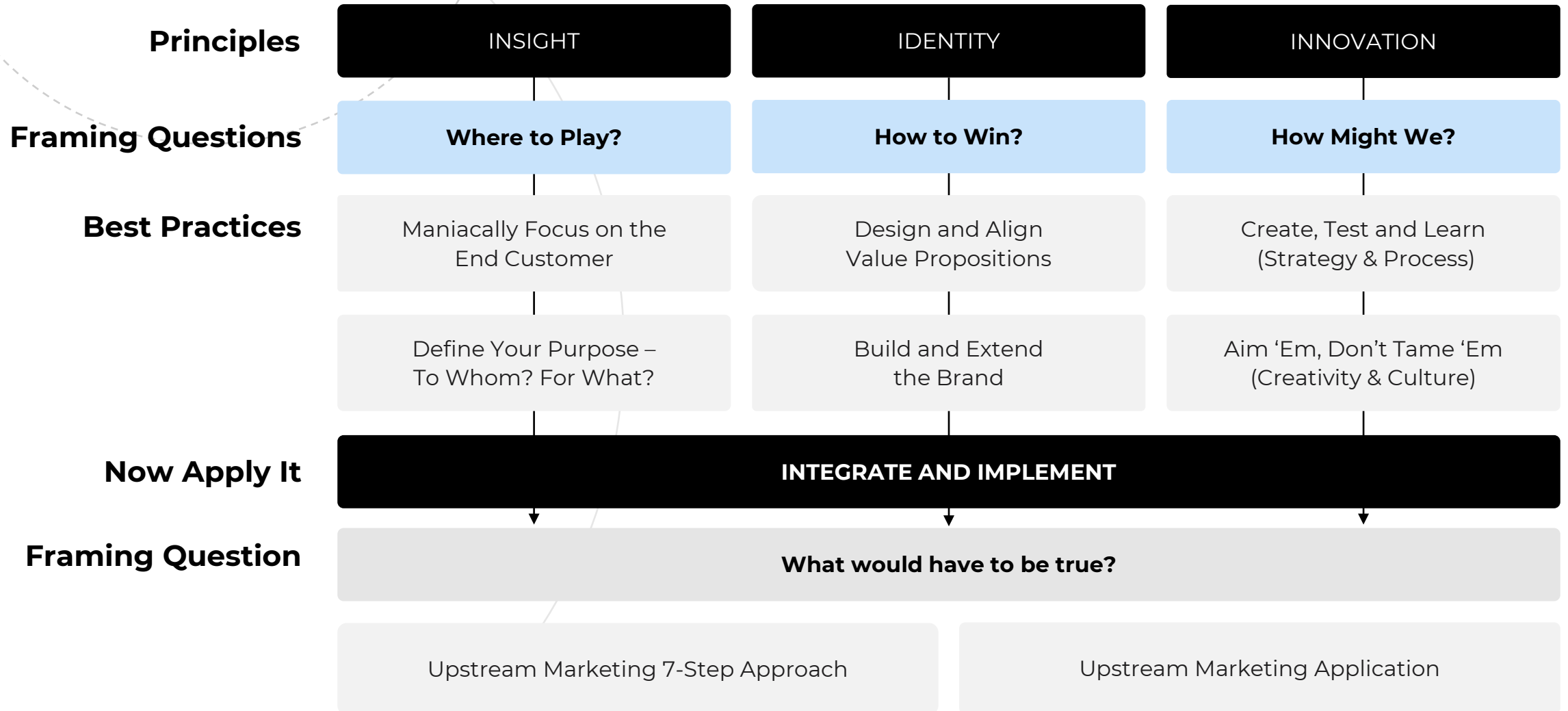
- ✓ The kind of fish
- ✓ The method (fly fishing or baitcasting)
- ✓ The tools – the rod, reel, fishing line, and so on
- ✓ Where to fish, which lake or river, what time, the best bait?



DOWNSTREAM MARKETING

occurs when you bait and cast the line

Upstream Marketing Framework



Three foundational principles

Insight

Gain internal clarity and deep customer understanding

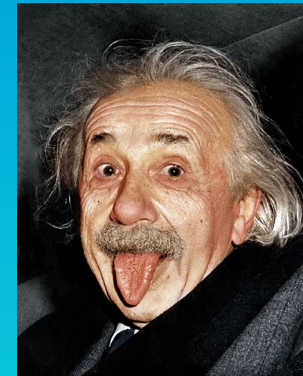
Identity

Build strong value propositions and brands

Innovation

Ensure a continual stream of creative solutions to meet evolving customer needs

The role of business framing questions



Avoid “boiling the ocean”



A problem well stated is half solved

Four business framing questions

01

Where to Play?

Which customers, markets, channels, and broad product categories should be pursued? Or not?

02

How to Win?

What's the optimal business model, value proposition, product or service concept?

03

How Might We?

Jump starts ideation and innovation by pushing for creative solutions to complex problems

04

What Would Have To Be True?

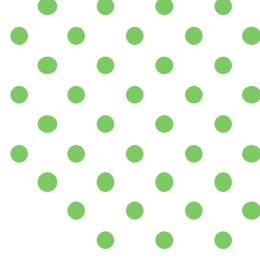
Considers ahead of time what's required to win, narrowing choices in moving toward execution

Avoid “boiling the ocean”



A problem well stated is half solved

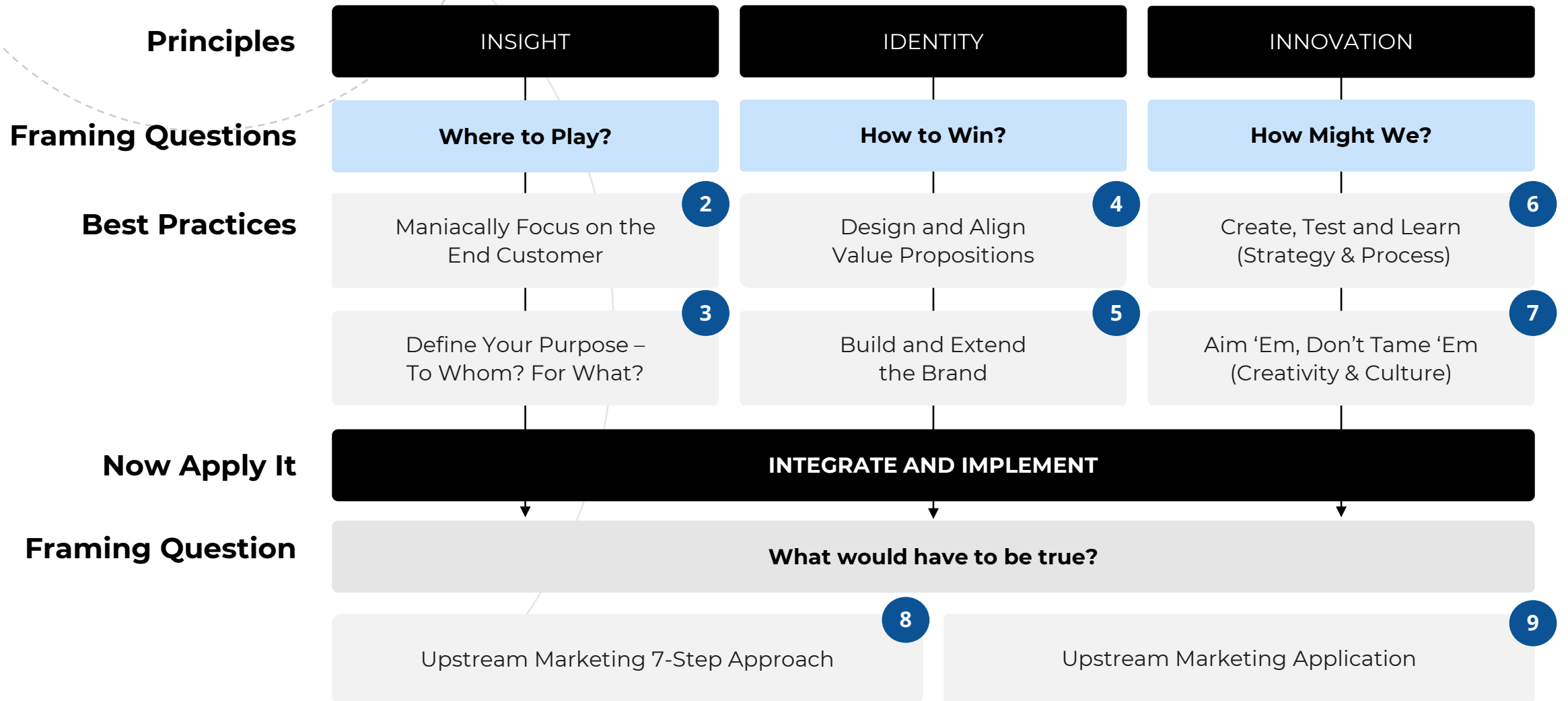
Six best practices



Insight	1. Maniacally Focus on the End Consumer. Put customers first and look at the business through their eyes.
Insight	2. Define Your Purpose – To Whom? For What? Develop a customer framework to define the playing field and strategic opportunity areas.
Identity	3. Design and Align Value Propositions. Develop winning offerings at the company, division and product levels.
Identity	4. Build and Extend the Brand through brand positioning, brand-customer experience and brand architecture development
Innovation	5. Create, Test & Learn (Strategy & Process). Deliver a consistent stream of innovation, supported by a flexible, test-and-learn approach.
Innovation	6. Aim ‘Em, Don’t Tame ‘Em (Culture & Organization). Instill a culture that rewards growth, creativity and risk taking.




Nine modules will be prepared and presented

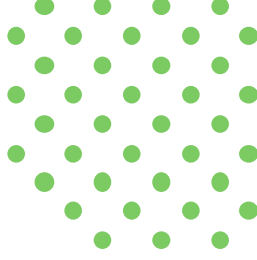
Upstream Marketing Overview ¹



Why upstream marketing?

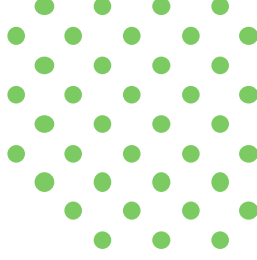
It can result in new revenue and profit streams far beyond the original business

	Original Business	Extended Businesses			
	Online retailer of books	Retailer of other products	Amazon Prime	Content Creation	Amazon Web Services
	Desktop computer	iMac	iPhone	iPad	Apple TV
	Animation	Studio entertainment	Parks and Resorts	Media Networks	Consumer Products



Why doesn't everyone do it?

Difficult	Involves principles, framing questions, best practices and process
Time consuming	Requires both patience and urgency simultaneously
Less tangible	It can be hard to envision the future
Measurement?	Hard to measure vs. downstream marketing (clicks and likes)
Organizational issues	Many companies are not set up for upstream marketing success



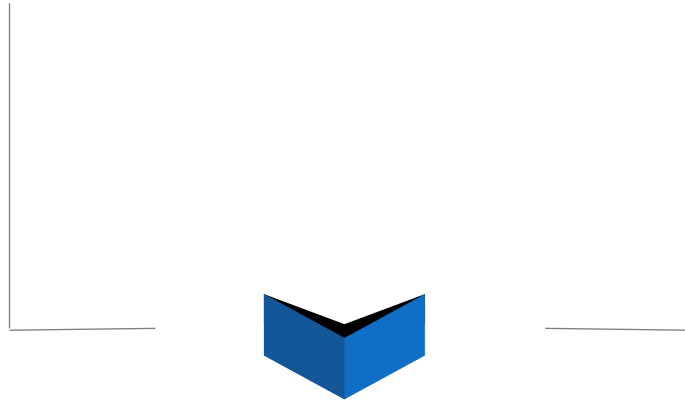
What can be expected?

New growth	Substantial new growth – new markets, business models, revenue streams
Customer focus	A more focused customer-centric organization
Survival of the fittest	Rewards fortitude – the longer the horizon, the fewer the competitors
Perfection not required	Opportunity to be “roughly right” vs. “precisely wrong”
New competencies	New tools and techniques emerging every day
Customer understanding	Customers “get” the concept of beta products

Why upstream marketing?

Pareto Principle or the 80/20 rule

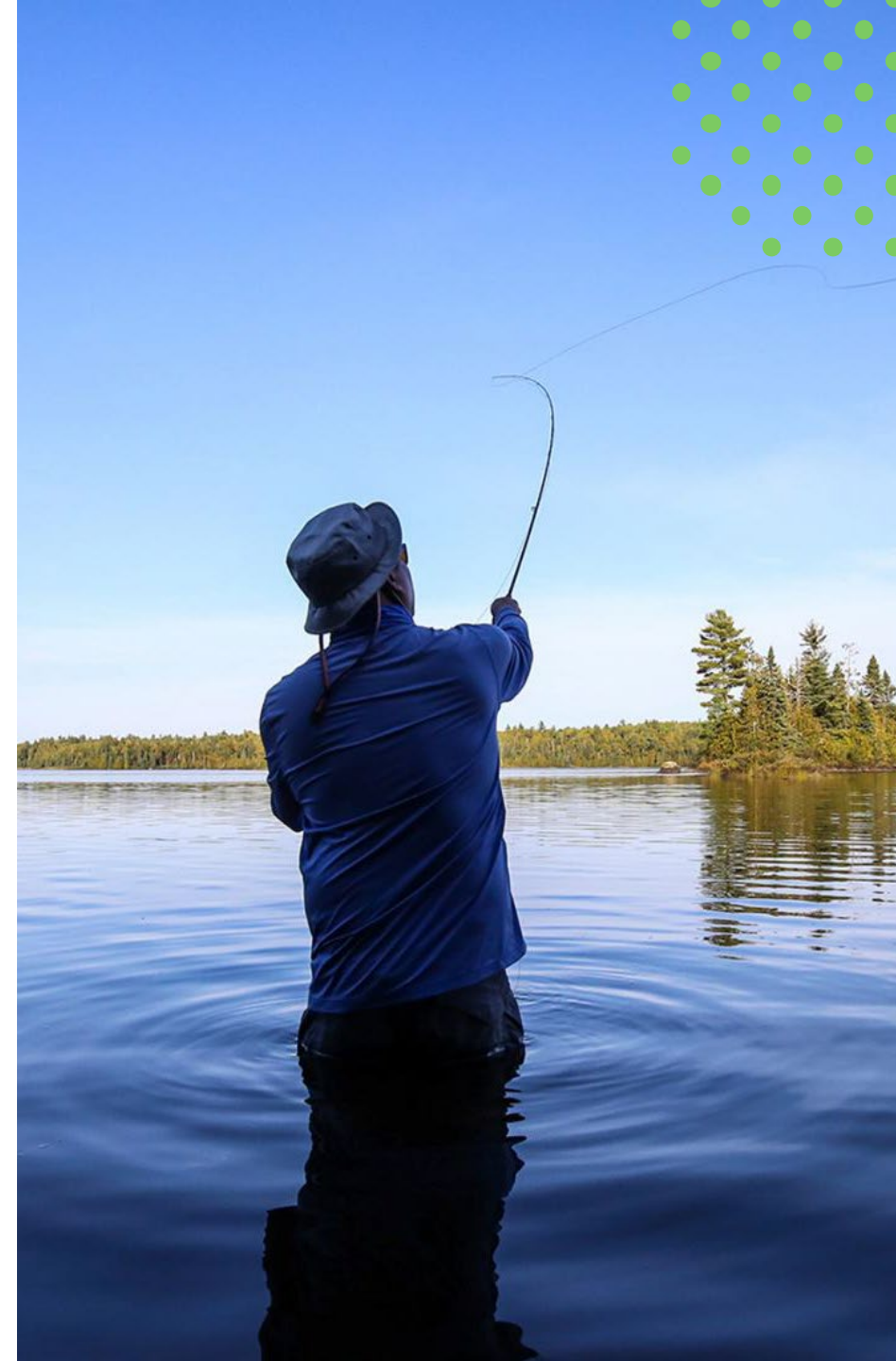
80% of results come from 20% of the effort



Parkinson's Law

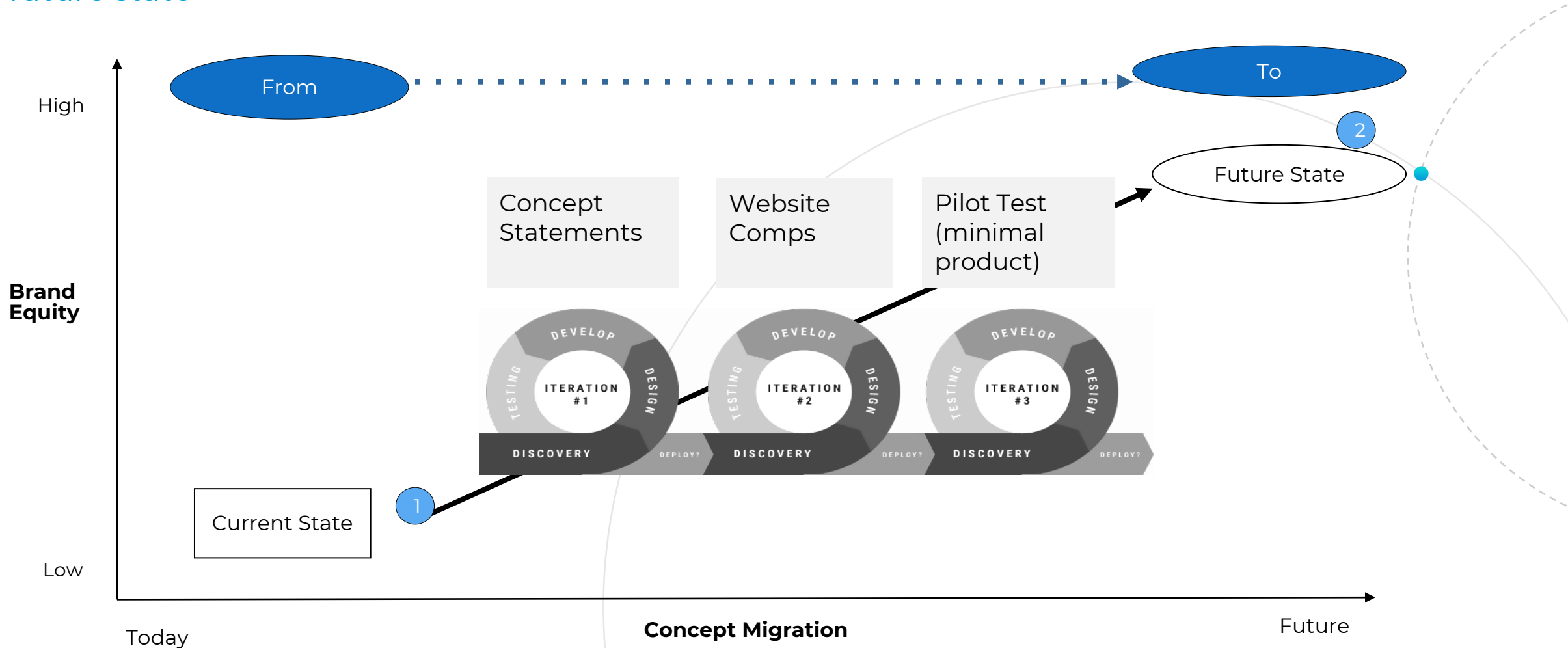
Work expands to fill the time available

Companies that integrate a comfort with ambiguity and a bias for action can reap 90% of the benefits with just 10% of effort

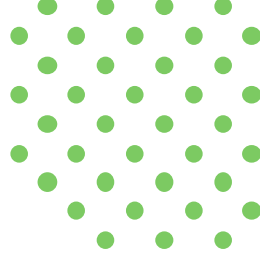


The central premise – Begin with the end in sight

Create-test-and-learn to obtain feedback, increase appeal and get closer to the ideal future state



7-Step Upstream Marketing Process Overview



7-Step Upstream Marketing Approach

Phase 1: Where to Play

Phase 2: How to Win

**Set
Strategic
Direction**

**Create the
Customer
Framework**

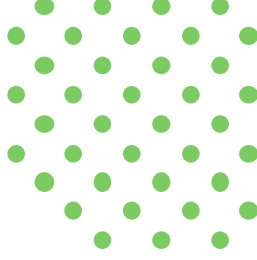
**Select
Opportunity
Areas**

**Do the
Deep Dive**

**Conduct
Focused
Ideation**

**Optimize
Concepts**

**Launch and
Learn**



Upstream Marketing Principles, Practices, and Process

Upstream Marketing Principles and Practices		Upstream Marketing Process						
		Where to Play?			How to Win?			
		Set Strategic Direction	Create the Customer Framework	Select Opportunity Areas	Do the Deep Dive	Conduct Focused Ideation	Optimize Concepts	Finalize Strategic Roadmap
Insight	Maniacally Focus on the End Consumer	✓	✓	✓	✓	✓	✓	✓
	Define Your Purpose – To Whom? For What?	✓	✓	✓				
Identity	Design and Align Value Propositions			✓	✓	✓	✓	✓
	Build and Extend the Brand			✓	✓	✓	✓	✓
Innovation	Create, Test & Learn (Strategy & Process)					✓	✓	✓
	Aim ‘Em, Don’t Tame ‘Em (Culture & Organization)	←-----→						
		How Might We?			What Would Have to Be True?			

Questions to Ask

01

Does the C-suite view the business playing field as largely fixed, or is it open to redefining the landscape?

02

Does your organization understand the critical differences between upstream and downstream marketing?

03

Are adequate resources being allocated to upstream marketing?