

CONVERGENCE MARKETING

Combining Brand and Direct for
Unprecedented Profits

Richard G. Rosen
with Jane Rosen



WILEY

john wiley & sons, inc.

Introduction

*Two roads diverged in a wood and I —
I took the one less traveled by,
and that has made all the difference.*

— Robert Frost

After 20 years toiling in the trenches of the advertising industry, this book grew out of my quest to converge two disciplines of thought. My first job out of business school led me down the road of direct marketing. Soon after, another road led me to advertising. I realized that each school was steeped in brilliance, yet lacking in so many ways. I wanted to bring those separate roads together and create a new path that would gain better traction. It was suddenly so clear that if we could utilize the disciplines of both direct and brand advertising, while respecting the needs of the customer, we'd have a better set of tools and processes to deliver what the C-suite needs — accountability, scalability, projectability, and consistency — faster and with less money.

So here's the result — your primer on how to successfully bring the school of advertising and the school of business together! Because convergence grew out of my frustration with the gap between those two worlds, I know I'm not the only one feeling it. I have experienced similar frustrations with clients and peers. This is the logical direction in which our industry has been moving for years. We've all sat in too many meetings watching adversaries from the brand and direct departments speaking to each other in foreign languages without an interpreter in the room. What a waste. Why not participate in an empathetic dialogue with our colleagues? We need a common language and tools that will help us work together toward our shared goal: to make money and build brand resonance. That's why a palatable new vocabulary is part of the critical path for ease of acceptance. You'll learn new words and terms like brand-interaction as you are introduced to the convergence toolbox.

The other essential element to make convergence work is a visual common ground. During my years of dialogue with both brand and direct practitioners, I have developed a process tool called the Rosen Velocity Scale. One of my clients, a VP of branding, calls it the killer application. It's a tool that brings visual understanding of the balance between brand and direct. It's used to determine the goals of the communication, so everyone involved can see them — and then deliver!

Finally, we must get the sales and finance functions on board. As the adoption curves of customer relationship management (CRM) have shown, we can progress much faster if the executive suite embraces this change — especially if it embraces the model of real-time accountability. We have the technology; it's time to use it! For the same reason billions are streaming into the web as the next frontier, convergence marketing is the new toolbox to deliver accountability and profits with reduced business risk from both offline and online media.

Unlike the earlier attempts of integration marketing, convergence brings the disciplines of brand and direct together like never before — to generate profits your budget never dreamed of. It is the culmination of our past successes into newly refined processes and creative tools that build brand resonance through interaction. So let's get started!

What I'm offering is a new set of glasses. Put them on, and see what a difference this new perspective called convergence makes as you join me on this new road that most could not see until now.

— Richard Rosen