

# 精準行銷還是大眾行銷？--觸及率及精準度的平衡

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如何才能讓廣告觸及率和精準度達到最佳平衡？有些行銷人員很依賴網路媒體精確選擇目標市場（Micro-Targeting）的能力。有些行銷人員則認為應該盡可能地接觸到更廣大的目標市場。那麼，對於你的品牌而言，應該如何取得兩者之間最正確的平衡呢？答案或許有點令人沮喪：「視情況而定」。

行銷總監（Chief Marketing Officer, CMO）所需要肩負的責任隨著時代發

展不斷地在變化，且其平均任期也在不斷下降。行銷人員他們被迫要像他們鎖定的、隨時掛在社群媒體的消費者一樣，像個重度 FOMO（Fear Of Missing Out）患者一樣，唯恐錯過「下一件大事（the next big thing）」，並擔心他的競爭對手比他還會利用「下一件大事」，來進行行銷企劃，更憂心被趨勢所淘汰。



P&G 的品牌總監（Chief Brand Officer, CBO）Marc Pritchard 在最近的一次訪問中說到：「過去我們在精準選擇目標市場的行銷活動太多，導致鎖定的目標市場範圍太窄。現在我們在思考該怎麼做什麼才是最好的方式，既能接觸最廣大的受眾，同時又能鎖定很精準的目標市場。」

Pritchard 道盡近年來行銷人員的困境：如何選擇目標市場（Targeting）。一方面，大數據透過網路平臺和程式化使得鎖定目標市場不再是夢想，且能通過獲得即時資料以保持目標市場選擇的正確性。另一方面，又有一段具重大影響力的文章內容，透過看似無懈可擊的資料，質疑目標市場行銷的整體思路。

*「你的顧客和競爭對手的顧客很像，這意味著消費者是有機會被吸引過來購買你的產品，因此，不妨將所有消費者都當作你的目標市場。」*

如果你已經知道目標市場的選擇將會決定你的投資報酬率（Return on Investment, ROI），那麼你會選擇哪條路，目標市場還是大眾市場？

答案依然是讓人沮喪的「視情況而定」，必須根據品牌的性質和行銷的挑戰而有所不同。而要為品牌找出正確的答案，行銷人員必須回答以下兩個問題。

1. 目標市場是誰？
2. 該如何鎖定目標市場？

## 目標市場是誰？為什麼？

對於許多大規模的大眾市場品牌而言，消費者很少去關注他們所選擇的品牌。在這種情況下，行銷人員的挑戰在於，當購買行為即將發生時，如何讓消費者想起並選擇你的品牌。

瑪氏全球行銷長 Bruce McCol 說過：「我不是十分相信目標市場的行銷，因為瑪氏的目標市場是地球上的七十幾億人口。我們的任務就是盡可能接觸最多的人，讓他們能注意並且記得瑪氏，並且促使他們不斷選購我們的品牌。」



實際上，瑪氏的概念就是要接觸到「每一位消費者」，然而並不是所有品牌都有能力辦到。當然，你可以發展更加精明的媒體策略，尤其是可以利用創意去提高消費者的購買意願來翻轉市場局勢，但小品牌必須要當心淪為氣槍對抗加農砲的局面。對較小的品牌而言，專注於鎖定一塊目標市場並仔細考慮消費者的內在需求，較有助於短期內在業界站穩腳步。

同樣地，大品牌得注意在選擇媒體的時候不要忽略固有的潛在目標市場。對 P&G 而言，洗滌產品就需要能接觸盡可能多的顧客，因為每個人都要洗衣服；而嬰兒護理產品就需要最大程度地接觸準父母或者有年幼孩子的父母，因為不是每個人都有嬰兒。

因此，即使 P&G 可能會縮減在 Facebook 上精準目標的行銷廣告，但絕對不會完全棄之：

*「在 P&G，我們比較注重增加更多的使用者，並繼續在電視和網路媒體投放廣告，以接觸更多消費者。在 Facebook 上投放廣告既能觸及廣大受眾又能做到精準定位，我們會繼續在 Facebook 任何有意義的廣告版位上投放廣告，鎖定精準的目標市場。」*

當然，Facebook 本身具有高度針對性的廣告無疑能帶來了很高的投資報酬率。那麼我們就得接著討論第二個問題：該如何鎖定目標市場？

## 該如何鎖定目標市場？

FOMO 患者已成為過度使用新興網路媒體的相關詞彙。而最近品牌在網路媒體的購買、銷售和評估方面，有了新的恐懼——對於受騙的恐懼（Fear of Being Taken In）。舉例而言，你是否曾經被錯誤或無關的網路行銷優化指標所迷惑？

*「在 Facebook 上，儘管我們嘗試在減少無關緊要的指標，但是那些分享的內容仍然會把使用者行為分析版面弄得亂七八糟。無論我們如何努力消除這些擾人的指標，仍然很難改變。」*

目前英國有超過一半的廣告投放都在網路媒體，其中有大部分的廣告是在 Google 和 Facebook。然而，用來評估其平臺廣告有效性的所有測量指標，都是這兩家媒體自己控制，而非品牌本身。

因此，對於該選擇小眾或是大眾市場。答案永遠是「視情況而定」。瞭解更多的消費者洞察才有助於選擇更好的目標市場。

傳統的消費者研究工具，如市場區隔，可以實際應用在提高媒體策劃及選擇目標市場的效率。如果你知道某一類別商品的衝動型消費者及深思熟慮型所占的比例，那麼你就可以對媒體預算的分配做出精確的策略。驅使衝動購買行為的成本，佔投資大眾媒體的比例應該是多少？應該投資多少在購買媒體廣告以及發展精準的行銷內容上？

在目標行銷的時代，你必須採取更複雜的購買決策，因此特別重要的一點是，你必須知道自己在買什麼。比如說，利用線上工具設計一輛客製 BMW 行為，可能是有興趣購買 BMW 的一種象徵，但這樣的行為，可能只是來自一位十幾歲喜歡汽車的小男孩，而不是來自真正有能力在短期內購買 BMW 的人。在消費者洞察和大數據之間若能有一座連接的橋樑，將更有利於瞄準目標市場。

一旦行銷內容及媒體分配都已確定，下一步就是評估哪一些是你的重要指標。在這些指標中，一部分指標應該要能反映出品牌所希望達成的目標，而另一部分指標則應該要能反映增加達成目標的機會。單純透過網路廣告平臺的即時監測資料不能當成是達成品牌目標的有效指標。

儘管消費者使用媒體的習慣在幾年內發生了天翻地覆的變化，但仍有些概念值得我們採納：

- **觸及率 ( reach ) 比接觸頻率 ( frequency ) 更重要。**過度地鎖定目標市場將會導致在這些目標市場中產生過多的接觸頻率。過多的接觸頻率則會導致效益遞減、投資回報率下降，以及增加這些目標消費者使用廣告攔截工具 ( ad blocker ) 的機率。
- **創意為王。**有別於網路內容會受到消費者的關注，即使是在目標行銷下所接觸到的消費者，也很少消費者會特別注意廣告。因此廣告必須在人們日益減少對其注意力的情況下，透過有效的創意，來取得及保持消費者對它的關注。

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# Micro-target or Target Everyone?

## Balancing reach with precision in your media strategy

Keith Glasspoole, Ipsos Global Client Program Manager

**What is the best way to get the right amount of reach but also the right precision? Some marketers are seduced by the promise of micro-targeted precision through digital media spend. Others go broad and target everyone. What is the right balance for your brand? Frustrating though it may be – the answer is “it depends”.**



Marketers are under pressure. As the area of responsibility for CMOs changes and evolves, their

average tenure is on the decline. So, it's no surprise that, just like the social media-fueled consumers they are targeting, marketers are subject to intense FOMO: Fear of Missing Out on “the next big thing”.

Fear that your competitors are making better use of “new big things” than you are. Fear, above all, of being seen as behind the curve.

This fear has led some marketers into decisions which, with hindsight, they might consider rash – hence the recent comments by what is the perhaps the most reliable bellwether of advertiser thinking.

Marc Pritchard, chief brand officer of Procter & Gamble, was quoted in a recent interview as follows: “We targeted too much, and we went too narrow. And now we’re looking at: What is the best way to get the most reach but also the right precision?”

Pritchard’s comments raise the topic of targeting – one which has become something of a dilemma for marketers in recent years. On the one hand, “big data” allows micro-targeting through digital platforms and “programmatic”, and will give you the ability to learn and course-correct in real time. On the other hand, a certain highly influential marketing text has questioned the whole idea of targeting, backed up by seemingly watertight data. This text is so influential that even the CFO has heard of it - he may even have read it.

*“The good news is that your customers are just like your competitor’s customers, and their customers are like yours. This means their buyers are up for grabs. So, target the whole market”*

Knowing the scrutiny which will be on the ROI which results from your decisions, which way do you jump? The answer, inevitably if somewhat unhelpfully, is “it depends” – on the nature of the brand and its marketing challenge. To get to the right answer for a particular brand, it is critical for marketers to have clarity of understanding in two areas.

## WHO ARE YOU TARGETING, AND WHY?

For many large mass market brands, the categories in which they operate are shopped infrequently, by consumers who care very little about their choice of brands. In these circumstances, the marketing challenge is to make marginal gains to your brand's ability to come to mind, on those occasions when a category purchase is made.



This school of thought is summed up in this quote from Bruce McColl, Global CMO of Mars: "I'm not a great believer in targeting –

our target is about seven billion people sitting on this planet. Our task is to reach as many people as we can; to get them to notice and remember us; to nudge them; and hopefully, get them to buy us once more this year"

Mars are, in effect, targeting everyone - but not all advertisers have the resources to communicate on the scale that such a strategy demands. You can tip the balance in your favour with clever media strategy, and in particular with impactful creative which engages the emotions, but smaller brands run the risk of being popguns against cannons.

For smaller advertisers, then, focusing on a target segment crafted around carefully considered consumer insight can be a more practical way to get a foothold in the short term. And for the biggest advertisers too, it can be folly to ignore the targeting potential inherent in some media choices. For its laundry products, P&G needs to get in front of as many people as possible. Because everyone has washing. For its baby care products, P&G needs to get in front of as many expectant parents or parents of young children as possible. Because not everyone has babies.

Hence, whilst P&G may be scaling back its investment in targeted Facebook ads, it is not abandoning it completely:

*"At P&G, we are focused on growing more users, and have continued to invest in both TV and digital media to reach consumers. Facebook offers both mass reach with precision targeting and our brands will continue to use Facebook to reach consumers, including targeting where it makes sense"*

In other words – "it depends". Of course, one company for which highly targeted advertising has certainly brought strong ROI is Facebook itself. Which brings us to our second area:

## WHAT ARE YOU TARGETING WITH?

Fear of Missing Out has been associated with the use, and occasional over-use, of emerging digital media. Recent revelations around the way such media is bought, sold and measured are giving rise to a new fear – Fear of Being Taken In. Have you, for example, been seduced to optimise against metrics which, by the media owner’s own admission, are incorrect or irrelevant?

*“At Facebook, although we are proud of diminishing the stature of irrelevant metrics, we share the responsibility for some that still litter your dashboards. No matter how hard we try to weed out remaining shiny metrics, entrenched behaviors are hard to change”*

More than half of all UK advertising spend now goes into digital, and the bulk of that goes to Google and Facebook. And yet those two media owners are in control of a lot of the measurement metrics used to assess the effect of advertising on their platforms. Fox in charge of the henhouse? Marking your own homework? Choose whatever metaphor you like!

So – the answer to the question raised by the title of this piece is, and will always be, “it depends”. However, insight derived from consumers can help inform your decision of whether to target, and if you do, to increase your confidence about who you target, why, and with what. Traditional consumer understanding techniques such as segmentation can be enhanced to build in practical applications for media planning and targeting. For example – if you know what proportion of purchases in a category are bought on impulse or “auto-pilot” and what proportion are considered and researched in detail, then you can make an informed strategic choice about media allocation. What proportion should you invest in mass market media to reinforce the mental networks which might support an auto-pilot choice in favour of your brand? What proportion should you divert to more micro-targeted interventions along the consumer journey, where you can target not only the media buy but the nature of the content?

More involved purchase decisions are where micro-targeting can really come into its own – but here’s where it’s important to know what you’re buying. Using an online tool to build a custom spec for a BMW might be the kind of digital behaviour which flags up likely purchase interest in BMW. But that digital behavior might be coming from a teenage boy who likes cars – not someone with a realistic prospect of buying a BMW in the short term. Building bridges between your consumer insight and your “big data” (e.g. your Data Management Platform), has the potential to sharpen your targeting. Once your targeting decision has been made and your media allocated, optimise and assess using metrics which matter. Draw a distinction between metrics which reflect the desired outcome for your brand, and those which might help increase your chances of reaching that outcome. Measures available in or near real time, via the platform you may be using for digital advertising, are unlikely to reflect the desired outcome for your brand.

Finally – resist the temptation to throw the baby out with the bathwater. Even as people’s media consumption habits have changed beyond recognition in the last few years, some key learnings have held true.

- **Reach is more important than frequency.** Excessive targeting can lead to excessive frequency. Excessive frequency leads to diminishing returns, poor ROI – and increased use of ad blockers.
- **Creative is king.** Unlike the content that surrounds it, advertising does not have an in-built audience – even when micro-targeted. It needs to earn the right to a place in people’s dwindling attention spans. Learn how to harness emotions to gain and retain that attention.

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