

品牌應當引領全球改變嗎？

文 | Pedr Howard & Tyler Colligan, Ipsos

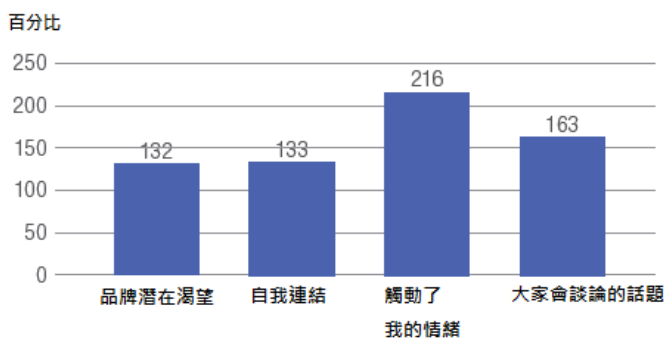
編譯 | Claire Tseng, 益普索公關行銷專員

廣告最主要的目的是引起消費者的共鳴。廣告主的工作是了解如何運用不同媒介來與消費者溝通。近年來，寶僑旗下品牌 Gillette (吉列) 刮鬍刀選擇運用它的影響力來解決過去十年來受眾關注的議題。Gillette 拍攝的新廣告「我們相信」(We Believe: The Best Men Can Be)，廣告描述男孩未來將成為男人，以正面地描繪男子氣概。明顯地，這個行銷決策成功地獲取多數消費者的迴響。

同樣清楚地是這些正面的反應並不是全球一致的也不是在廣告播出後就立即得到的，因為在 YouTube 上有累積超過一百萬個不喜歡。益普索社群媒體評論的情緒分析顯示，在影片發佈的幾天後，有 36% 的消費者對於這支廣告產生負面情緒和僅有 16% 的消費者給予正面回覆。許多批評者不喜歡大眾對於男性的刻板印象，並指責該公司試圖醜化男性族群。另外，也有消費者認為 Gillette 應當繼續它刮鬍刀的形象，並認為該品牌正利用反性騷擾 #我也是 (#metoo) 的風潮來提升銷售量。

然而，對於 Gillette 來說，這可能不是損失。雖然該活動在社群媒體上的僅有少數的支持者，這些支持者讚揚 Gillette 「讓人們開始思考」，並促使批評者反省究竟是什麼原因讓他們不悅。支持者甚至還聲援這支廣告勇於帶領男性改變。事實上，益普索廣告測試的結果也證明了這支廣告終究能為品牌帶來回報，即便它曾經在社群媒體上擁有負面的評論。

吉列「我們相信」



分析顯示該支廣告充分地發揮並妥善地處理對於消費者來說至關重要的問題。由此顯示了兩個結果：第一個且極為重要的是對於品牌的渴望，另一個不外乎是值得關注與討論的內容。消費者贊同了社群平台上的評論，並在 10 分的評分標準上給予了 7.5 分的評價。廣告不近完美，有些人認為它很混亂且與 Gillette 的品牌連結

很低。很多人更質疑廣告是否與 Gillette 或刮鬍子相關，在分析當中還有證據顯示了負面的反應，直接的評論呼應了消費者在社群媒體上的擔憂。明顯地有少數人認為廣告具攻擊性且強烈地反對這些社群訊息。這些負面評論毫無意外地大多來自男性，這些男性對於認為廣告產生的攻擊性比女生高出 13%。較年長的以及支持美國共和黨的民眾也有較多負面評論。

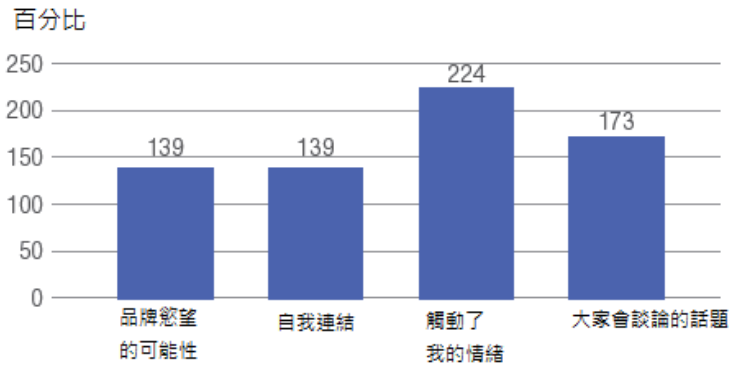
然而，在廣泛且具代表性的美國消費者中，這種直接的反應遠遠不如長期可能產生的正面影響。

這裡我們看到了一支來自主要廣告主的廣告，在社群網站上採取了一些具爭議的立場，並在廣告測試中表現良好，但在影片發佈的幾天後在社群媒體上獲得了兩極的評價。人們質疑延伸的企業活動是否與品牌公開的立場一致。這樣的言論是否聽起來有點熟悉？它確實是。

大部分的討論和爭議與 Nike (耐吉) 找來美式足球明星卡佩尼克 (Colin Kaepernick) 擔任 Dream

Crazy 影片的主角有關。這些都類似於 Gillette 早期得到的社群評論，然而 Nike 在這當中看到快速成長的互動，但這些成長大多是負面而不是正面的。然而，有人呼籲應當抵制，就如同 Gillette 現在所面臨的情況，大家燒鞋抵制的影片取代了在垃圾桶中丟刮鬚刀的照片。

耐吉(Nike) 'Dream Crazy'



有趣的是，Nike 的廣告測試也有類似於 Gillette 「我們相信」的結果。Nike 的廣告涵蓋了器材、運動服裝與品牌大使，因此較具說服力且能用來推動品牌，也較符合 Nike 在市場的定位。

儘管一些批評者反對，時間和市場已證明這項活動對於 Nike 來說是一個成功的行銷案例。那麼，一旦社群媒體

移至下一個目標，我們是否應該期待 Gillette 得到相同的勝利呢？

這些勝利不會來的這麼快。現在說 Gillette 的企劃活動能獲得勝利還太早。Gillette 和 Nike 屬於不同類別的品牌。它們各自擁有獨特的品牌文化並在不同的類別中運作，且擁有特定的消費者族群。

Nike 透過運用「Just Do it」的經典口號來大膽地採取行動並實踐品牌目標，儘管一些批評者反對，Nike 仍然盡全力地去實行。Nike 專注於年輕世代因為這個族群更符合他們的行銷內容。Nike 在生活方式品牌類別中具有優勢，並能透過粉絲來增加其潛力。對於 Nike 的粉絲來說他們沒有採買速度與多寡的限制，但對於 Gillette 來說，即便改變與消費者的關係，人們更換刮鬚刀的速度也不會因此變得更加頻繁。人們並不會將 Gillette 視為一個值得感到驕傲的商品，因此立即性的銷售增長並不顯著。因此，他們沒有辦法承受為了瞄準一些男性而相對損失了其他客群。增加消費者忠誠度是一種可行的方法，運用年輕世代來與 Gillette 刮鬚刀的 Dollar Shave Club 競爭，但 Gillette 可能無法像 Nike 一樣運用社會立場來定位和發揮。

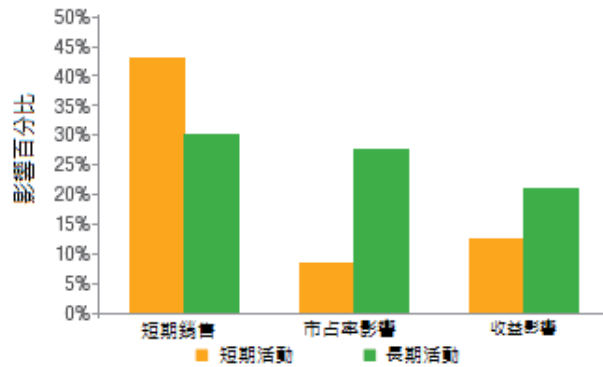
有一件事是清楚的，Gillette 必須確保並呼籲男性「盡可能地做到最好」並使用正確的行銷手段而不僅僅是用諷刺的方式來與消費者溝通。現在品牌已獲取了反應，此次的行銷活動將有助於 Gillette 進一步思考該如何把品牌與產品的概念結合起來。承諾捐贈數百萬美元給非營利組織只是一個開始，但這也可以被視為一種做作。然而，能看到這些改變品牌的轉型活動是多麼令人著迷。這個活動是否能解決一些反對者對於女性刮鬚刀比男性刮鬚刀昂貴而提出的「粉紅稅」。在品牌目的與商業策略的交會點，這些行銷決策使品牌付諸行動並進而擴大 Gillette 所採取的立場。

這些對於品牌來說究竟代表什麼呢？

隨著越來越多品牌預期開始承擔社會責任的議題並接受在社群網站上短暫的抵制。大家也必須接受世界變得很兩極化的事實。此外，反對者有能力並可以製造很大的風波。行銷人員除了在社群網站上創造聲量，也需要為社會改革的目標立定堅定的策略目標並擁有更長遠的觀點。這使人回想起最近刊登在廣告期刊 (Adweek) 內的一句話：「在短視的世界內擁有長期的思考是困難的」。行銷在於是否能產生直接的影響，並精心地運用瀏覽、點擊率和按讚來設計行銷活

動。我們從來就沒有足夠的時間來運用直接的銷售點擊率來驗證是否成功。但建立有意義的品牌是需要時間、精力和承諾的，同時還要承擔一些風險。許多的研究表明，長期的策略可能比短期的策略來得更成功，如同以下呈現的，品牌不應該因為社群網路上短期的反對而偏離原本所選擇的方向。

短期的活動將能帶來短暫的效果，但會影響長期的成長



時間將證明 Gillette 的這項活動是否符合預期。如果 Gillette 認為他們這樣做很合適，並能運用他們所達成的目標來顯示他們很成功，Gillette 應當持續執行這項活動。

Ipsos 益普索市場研究

Ipsos是全球頂尖的專業市場調查研究機構，在世界各地八十九個國家設有分公司，在挖掘顧客經驗，執行品牌行銷調查，我們具有創新的思維與先進的科技。我們是世界頂尖企業執行長最信賴的企業顧問，我們也有熟悉各產業的專家協助測量、模擬和管理顧客與員工關係。

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Should brands try to change the world?

Pedr Howard & Tyler Colligan, Ipsos

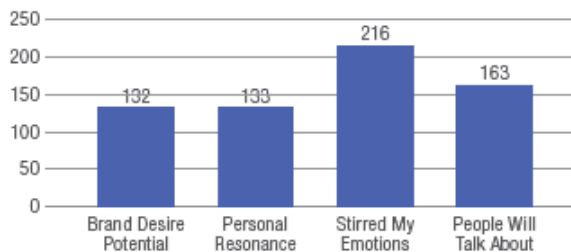
It is the job of advertising to elicit a reaction from consumers. It is the job of advertisers to plot the course on how to do this. Recently Gillette, a P&G brand, has chosen to use its significant reach to address an issue that has been increasingly top of mind for many over the last decade. With the release of a short film titled 'We Believe: The Best Men Can Be,' the brand took a firm stance on the need for an evolution from 'boys will be boys' to a more positive definition of masculinity. One thing is clear—this choice has certainly elicited a reaction!

It is also clear that the reaction is not universally and immediately positive, as evidenced by over one million dislikes on YouTube. A sentiment analysis of social media commentary by Ipsos shows 36% negative, compared to 16% positive, about the campaign in the days following its release. Many detractors don't like the perceived stereotyping of male behavior and accuse the company of trying to 'shame' all men. There are also consumers who feel Gillette should 'stick to razors' and feel the brand is capitalizing on the #metoo movement to boost sales.

However, all may not be lost for Gillette. Supporters of the campaign, while in a minority on social media up to now, applaud Gillette for "making people think" and urge detractors to reflect on why it makes them mad. Many also defend the ad saying that it is simply calling for men to be better human beings. In fact, ad testing done by Ipsos indicates the commercial could reap rewards for the brand, long after the negative social media backlash has passed.

Gillette's 'We Believe'

Indexed to 100



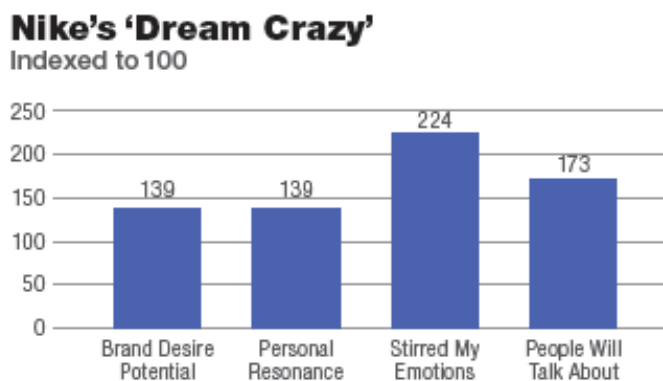
The analysis shows that the ad has done quite well to address themes that matter personally to consumers, and pull at the heart strings. From this comes two outcomes: perhaps most importantly, a strong desire for the brand; and of course, a buzzworthy piece of content. Consumers also rate their agreement with the social

message, on aggregate, as a 7.5 out of 10. The ad certainly isn't perfect—it is considered confusing to some, and the brand linkage to Gillette seems low. These issues seem related, as many question what the ad has to do with Gillette, or shaving. There is also evidence of the negative reactions showing up in the testing, with some direct comments from consumers echoing the irritations heard in social media. A significant minority find the ad offensive and strongly disagree with the social message. Not surprisingly, much of this feedback originates from men, with their average rating of the ad's offensiveness 13 points higher than that of women. There is also a skew to negative reactions coming from those who are older, and those who vote Republican.

However, among a broad representation of consumers in the US, this immediate response is outweighed to indicate a potential net-positive impact in the long term.

So here we have a commercial from a major advertiser, taking a somewhat controversial stance on a social issue, that seems to perform well in an ad-testing vacuum, receiving a large amount of polarized response on social media in the days after launch. People questioning whether the wider corporate activity matches the proud stance the brand takes in public. Sound familiar? It certainly does to us.

Much of this summary falls in line with the firestorm that surrounded Nike's 'Dream Crazy' spot, featuring Colin Kaepernick. Social response was similar to the early returns for Gillette, with Nike seeing a big spike in interaction—and far more of it negative than positive. There were calls from some for boycotts, just as Gillette is now facing. Replace photos of razors in the garbage, with videos of people burning sneakers.



Interestingly, ad testing of the Nike video also shows similar positive results to the 'We Believe' ad. The Nike ad is a little stronger overall, driven by better branding—it has a natural fit with Nike positioning, and better integration of Nike equipment, sportswear, and brand ambassadors.

Time, and the markets, have shown this campaign to be a success for Nike, despite the early objections from some critics. So, should we expect the same win for Gillette, once the social media backlash moves on to the next target?

Not so fast. It's too early to say that Gillette's campaign is going to be a surefire win for the brand. Gillette and Nike are very different brands. They have distinct heritages, operate in very different categories, and have varied consumer bases.

Nike's brand purpose, brought to life by its established 'Just Do It' slogan, promises bold action, which the brand lived up to with full support of the campaign despite its detractors. They famously target youth, who are much more aligned with the message. Nike's status as a lifestyle brand gives it an edge as well, with the potential for growth through fandom. There is a loose upper limit on how much Nike gear a fan will buy, but unfortunately for Gillette, even with improved relationships with their consumers, the rate at which people need to replace razors does not increase. People are unlikely to wear Gillette branded apparel as a badge of honor, so there seems less obvious upside in immediate sales. They may not be able to afford to target some men at the expense of losing others. So while increasing loyalty is a possible outcome, as well as defending their youth share against

challenger brands like Dollar Shave Club, they may not be as well positioned as Nike to capitalize on this social stance.

One thing is clear, and that is that Gillette must ensure its call for men to “be the best they can be” strikes the right tone with consumers and is not seen as just a cynical piece of marketing. Now that the brand has garnered a reaction, in the end, the success of this campaign will come down to how well Gillette connects its brand, and products, with their stated ideal. The commitment to donating millions to non-profits is a start, but that could equally be seen as a gesture. It will be fascinating to see how much this transforms the brand’s activity, or not. Will they address the famous “pink tax” that has been raised by some objectors, who claim that female razors are priced higher than comparable male razors, for example? Decisions like these, at the intersection of brand purpose and business strategy, offer ways to really “walk the walk” and amplify the stance that Gillette is taking.

What does this mean for brands?

As more and more brands take on social issues, acceptance of short-term backlash, particularly through social media, will be par for the course. The reality that the world is increasingly becoming more polarized will also need to be accepted. Further, both the potential and ability of those most opposed to any given cause to make the most noise are great. Marketers opting to take on a mantle for social change will need strong commitment to their strategic objectives, and a longer-term perspective than the immediate noise generated on social media. This is reminiscent of a quote heard recently at AdWeek, of “the difficulty of long-term thinking in a short-term world.” Marketing is becoming more and more about immediacy of impact—changing carefully crafted campaigns based on views, clicks and likes. Validating success to the direct clickthrough to a sale. There is seemingly never enough time. But building meaningful brands takes time, effort, commitment and yes, a few risks. Numerous studies have shown that long-term strategies can be more successful than short-term strategies, for example shown here. Brands should not divert from their chosen path based on an immediate social media backlash alone.

Short-term campaigns deliver strong transient effects but weak long-term growth:

Short-term campaigns deliver strong transient effects but weak long-term growth



Time will tell whether this works out for Gillette, or not. But if they think it will, and they back the work they have done to get to this point, then they should stay the course.

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