

The Brand Manager's Guide to Designing
and Managing Local Marketing Assets
Without Breaking a Sweat

CAMPAIGNDRIVE™
BY PICA9

Introduction

As a distributed brand manager, you know that it's more than a full-time job to keep your local outlets on-brand. In this ebook, you'll discover how major brands like Marriott, Polaris, and Adecco successfully implement local marketing. Plus, you'll learn how to best manage a distributed marketing team, and the tools that will help along the way. Buckle up, because these pages are jam-packed with tips from the trenches of distributed marketing (at the world's biggest brands) to help you work smarter, not harder.



How do brand managers enable local marketing teams and help their local outlets produce on-brand marketing? Nearly [two-thirds](#) of enterprise marketing managers have adopted new technologies in the past year^[1]. However, the wrong technology can make your existing problems even worse. For enterprise brand managers, dealing with large networks is time and resource-intensive, the last thing you need is to be dealing with an array of tools that don't help your process.

Regardless of whether you work with an international restaurant chain, or a medium-sized dealership network, the challenges that brand managers face with local marketing execution are the same. Brand managers struggle with driving consistent marketing across locations due to issues surrounding communication, technology adoption, and the different skill levels that local partners bring to the table.

Introduction

As a brand manager, you may face the following:

- Poorly-executed versions of branded design assets are being published by local marketers.
- Difficulty keeping up with local demand for web and mobile technologies.
- Struggle to communicate brand vision and drive change.
- Difficulty measuring results on a global or local level.
- Struggle to meet franchisees' needs in a timely and relevant manner.

Is the solution a different strategy? Better technology? More training? You'll need all three to fully master distributed marketing, and we'll help you get started in this eBook. We'll provide the tools to take your distributed marketing from under-performing headache to super-charged high-performance marketing on steroids – without blowing your budget.

We'll look at how the world's most effective enterprise brand managers get organized, track results, and provide the support their local partners need to deliver brand-compliant localized marketing materials that work. You'll emerge with a knowledge of the tactics, processes, and tools you need to manage your local marketing with all the precision of Marriott, Adecco, Polaris, and other winning enterprises.



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The Strategy for Managing Franchises and Local Marketing Outlets

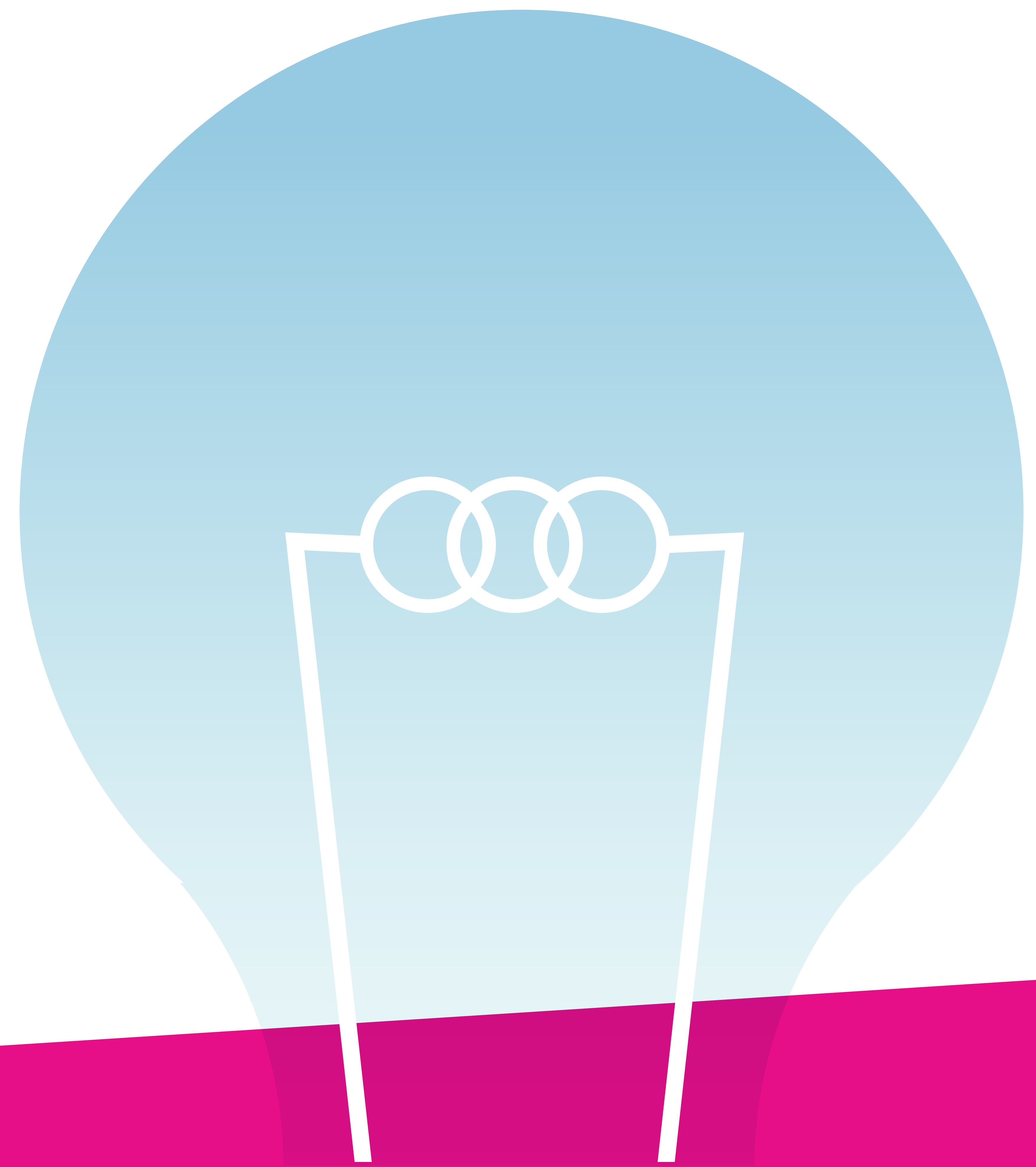
1. Communicate Marketing Vision

Brands are constantly evolving. Your local marketing partners need the knowledge to stay on top of this year's logo, missions, and goals - without having to email the team at headquarters each time they have a question about your campaign tagline, or an urgent request for a piece of collateral.

Marketing vision certainly encompasses assets like well-designed email templates. However, it's much bigger. Local partners and franchisees are removed from the head office, which is the source of marketing vision and brand authenticity. It's the brand manager's job to convey the vision, and provide the information needed to execute local marketing within the scope of the brand strategy.

So what factors are the most important to consider when sharing information about brand vision with your local franchisees, dealers, or marketers? [Adobe suggests brands take a stand](#) on who they are, who they're for, and what they believe in. Trying to be the brand for everyone who stands for everything will distract potential customers. Brands need to build a following, and the best way to do that is to define your brand and speak to your target audience. [In Adobe's example, a speciality ski company called "Big Wood's Ski's,"](#) the defining brand attributes look like this:

- Performance: Built with performance in mind
- Tailor-made craftsmanship: Custom made to order
- Functional work of art: Sculpted from exceptional wood, the result is masterful
- Lifetime refinishing: Continuous refinishing, use the skis and let us take care of them



1. Communicate Marketing Vision



In addition to defining your niche, your brand vision should include time-position pointers for success, which could be connected to a SWOT analysis (strengths, weaknesses, opportunities, and threats).

Your local marketers need to understand the big picture of where your brand is headed and receive insights into how the customer base is evolving. They cannot represent a brand they do not understand. While they don't necessarily need full access to your complete strategy, local marketers need to be kept in the loop enough to create compliant marketing with minimal oversight.

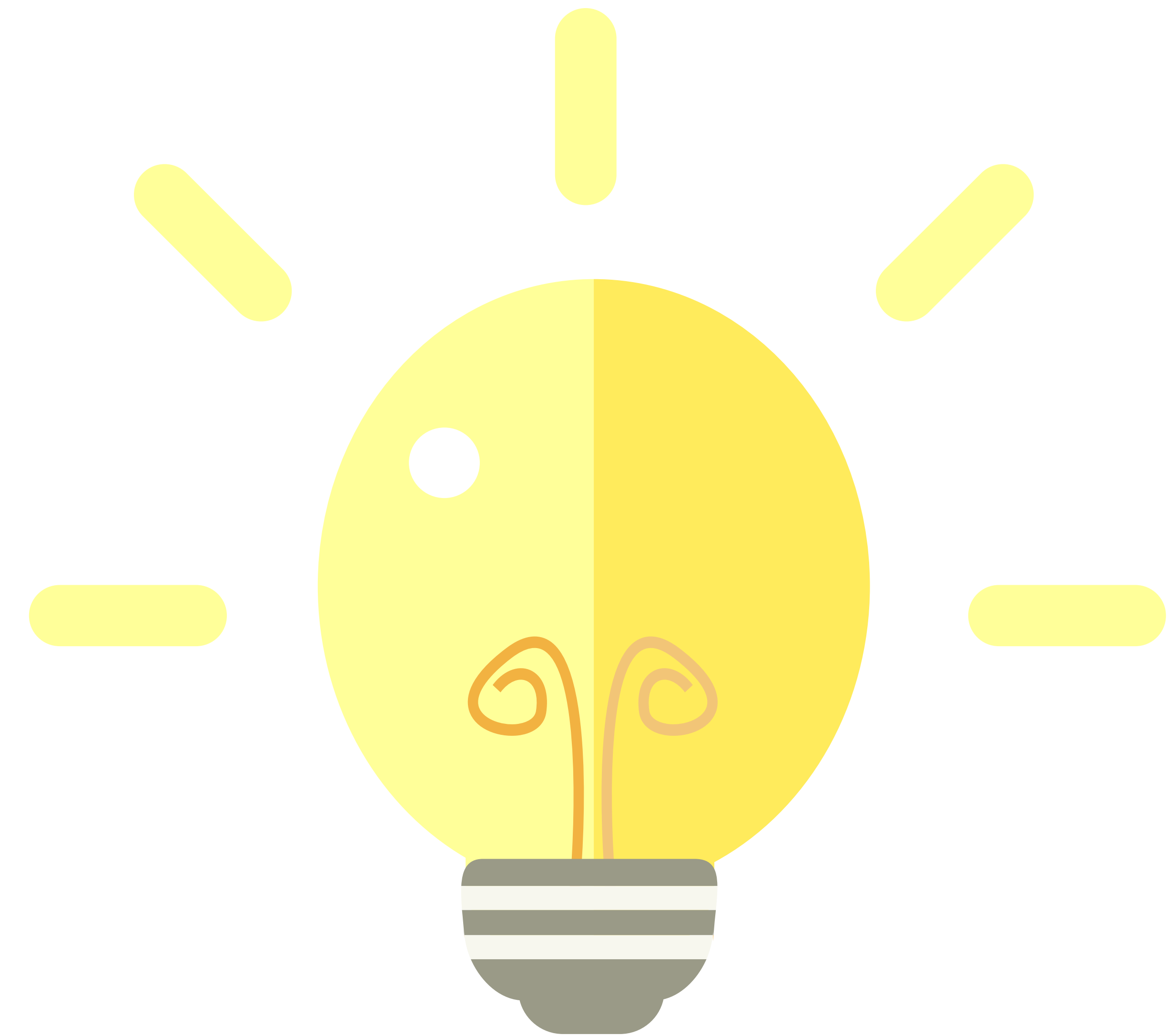
Providing an annual brand vision update helps communicate the goals and inspiration of the brand, and keeps local franchisees and dealers in the know. A brand manager's ability to provide all of their local offices' key brand updates and info, without answering 10,000 emails a day, can be improved by providing self-serve access to a comprehensive brand guidelines document.

2. Onboard Your Local Partners for Marketing Success

Getting your franchisees and dealers up and running with the tools and processes they need to implement local marketing is key. Do your local partners know how to:

- Find assets in shared files
- Download approved photography
- Upload local assets
- Access promotions and templates for immediate use

It's hard to fix a broken vehicle that's already driving, but consistent processes for bringing new local partners on board can significantly ease the back and forth questions and requests that clog productivity. If your franchisees and local affiliates know how to help themselves, you won't need to function as a marketing help desk.



2. Onboard Your Local Partners for Marketing Success



The key to onboarding is to treat it as a “bootcamp.” Standardizing what your local outlets need to know before they’re set loose to start marketing is critically-important. At a bare minimum, marketing managers should check off:

- Technology training: Teach local teams how to use each of your tools for digital asset management (DAM), file-sharing, collaboration, reporting, and any other necessities.
- Asset training: How to use assets, how to request custom assets, and how to access existing assets.
- Brand vision training
- Compliance training

The result of a strong onboarding process is a local partner who knows your tools, is familiar with your assets, and is capable of producing compliant marketing that sells.

3. Audit & Measure

Without the distinct voice and emotion of your brand, you're just another company. Strong branding is the reason that people buy Nikes to play their sport as well as the pros (and in style), or wait hours in line to get the latest Apple product that promises innovation. Without creating and protecting a strong sense of brand, your company's marketing efforts are worth much less.

The world's strongest enterprise brands closely monitor how their brand is marketed by all of their outlets - whether by an agency or the local partners themselves. The process of auditing how your brand stacks up to your vision is sometimes referred to as a "brand inventory," which, historically, involved activities like focus groups.

Today, marketers don't have to go to all the trouble of building surveys and finding consultants to measure success and utilization. Each opened email, comment on a Facebook page, and other real-time metrics can reveal how your customers view your brand.

In addition to understanding brand perception at a high-level, auditing is essential to understand how your local representatives are performing.



3. Audit & Measure

Questions to ask to determine the performance of your local franchisees and dealers include:

- **Are your resources getting ignored?** If your partners are developing wildly non-compliant emails, that aren't from provided templates, it could indicate poor digital asset management, training, or other issues.
- **Are certain partners consistently delivering exceptional examples of hyper-local marketing?** Using the top and bottom 5% of your local partners as internal case studies can provide data on the behaviors, tactics, and campaigns that work best... and what to avoid.
- **What is the marketing mix by region?** Are your local partners using all available assets and channels to sell? If not, it's worth digging deeper to discover why.
- **What is the market penetration by territory?** Understanding why your most effective partners are thriving can reveal the most effective behaviors, assets, and tactics by segment and geographic area.

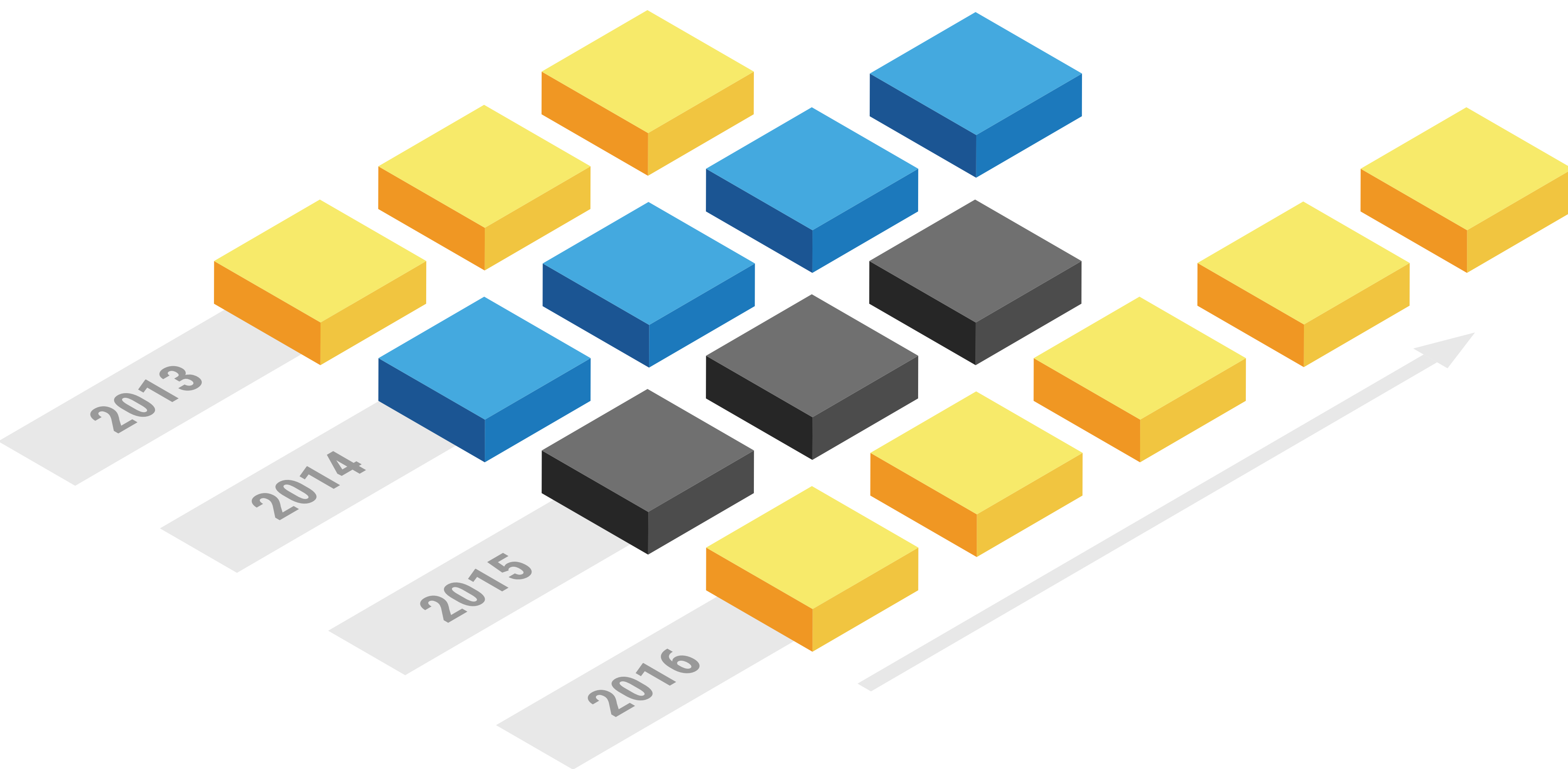
Not only can a consistent, systemic approach to brand audits inform you of how your brand is thriving against the competition, it can reveal some enlightening truths about your own performance in managing your local outlets. Use this feedback to make your franchisees, dealers, and local offices more effective, and also to make sure you're investing in the right approaches to technology, training, and asset development.

4. Take a Data-Driven Approach

Which of your assets are the most popular? Which drive the best results?

It’s been said that marketers today are drowning in data, but starving for insights. Taking a data-driven approach to local partner management isn’t only a great tool for reporting to your CMO. It’s also a great way to move towards a model of continuous improvement.

For marketers that are new to following a more analytical approach, it’s not reasonable to “measure everything!” If you had to pick just five metrics for evaluating the success of your efforts, they should include:



Customer data	How do metrics on your actual buyers reflect your internal knowledge of customer segments?
ROI	Your boss loves to know how your assets are translating into sales, as well as the ROI of campaigns, channels, assets, and templates.
Hyper-local data	Drilling down into ROI, segments, and other factors of performance by partner or region can allow much richer, more customized marketing.
Asset engagement	Measure web engagement, social media, email opens, clicks, and other types of engagement.
Marketer activity	How often are your partners logging into your asset management tools to use your resources?

5. Develop Feedback Loops

Your email inbox may reveal which partners need help, but it might not indicate the true pulse of your local affiliates. Often, the most effective brand marketing managers view their local affiliates as customers. While this isn't strictly true in some cases, you're in the business of service to local representatives. More importantly, they're your link to your true buyers.

Conduct regular satisfaction surveys for your local franchisees. These can be conducted electronically, and sent on a monthly or quarterly basis. Focus the questions on more than just pure perception of overall partner experience - check in on how your tools, resources, and support are working for your local marketers.

Topics that you should survey on include:

- Technology ease-of-use
- Perceived asset quality
- Perceived brand understanding
- Satisfaction with onboarding
- Satisfaction with continuing training
- Perceived ease of compliance

Integrate the feedback from partner surveys to improve your technology, knowledge resources, and design assets. When combined with consistent local audits, your partners' feedback can show you the whole picture from their perspective.



Designing for Franchises and Local Marketing Outlets



1. Understand Versioning Needs

Brand managers can dream of a bright future where their local outlets and franchisees all have the same level of skill and working style as marketers at headquarters. Until that sunny day comes to pass, you're probably in a position where you need to approach asset design with extreme sensitivity to differences between your local marketers and the team at headquarters.

Chances are, you can't just provide an Adobe InDesign file to your local reps. Despite the fact that Adobe is the most universal tool for design, you'll almost certainly have some affiliates who aren't using Adobe tools or don't even know how to open the file in the first place.

Providing a universal file type isn't necessarily the answer either. Everyone uses Microsoft Office, but delivering design assets in the form of a Word document or a PowerPoint presentation slide isn't the right answer, either. Sure, your partners will know how to open them, but the designs that come out the other end will be far from the brand's best!

Brand managers should understand franchisees' versioning requirements, and develop single assets that are accessible and easily edited. Whatever approach you take, your partners should all be able to use and modify assets without generating marketing that looks cheap or off brand.



2. Design for Multiple Platforms and Needs

The omni-channel experience is the way of the future. One [Neustar](#) study revealed that 73% of brand managers hope to deliver an omni-channel experience^[3], defined as a single experience that spans your consumers' computers, mobile devices, and various platforms offline.

Designing for multiple platforms is crucial for today's consumers. Ideally, brand managers should work smarter by producing single assets that have the potential to adapt to almost any medium – from Facebook to email, billboards to flyers.

Additionally, think about the ability to design for multiple contexts and adapt designs over time. Enabling your franchisees and local marketers to update marketing messages over time, while staying compliant and on brand. Franchisees should be able to use the same marketing template to produce an ad for the holidays in December, Valentines Day in February, and Mother's Day in May, providing flexible marketing options for any occasion.

As a quick litmus test for how your current design assets stand up to your franchisees' multi-channel and multi-purpose needs, ask yourself the following:

- Are my local marketers trying to use the same offers in email, print, and social?
- Are my local marketers employing their own agencies or internal design teams, or do they have to customize marketing assets all by themselves?
- Are they producing unique marketing content (or UGC) on their own; could we as the brand leverage that local content in national campaigns?

The most effective brand managers know how to strike the balance between general and highly-specific local marketing materials, by providing everything their local outlets need to scale campaign concepts across channels.

3. Provide Clear Instructions for Asset Use

Training doesn't end when you've onboarded a new franchisee or trained someone with your newly-implemented technology. With each new campaign or asset type, the most effective marketing managers provide a written brief on recommended use, best practices, and other how-to's.

While this tactic may seem redundant and even tedious, it's a powerhouse move for better compliance. If local marketers know what to do, they can execute the marketing process in a way that makes sense for them and paves the way for a better franchisee/brand relationship.

What's in a great marketing brief? With each and every asset, include:

- Marketing collateral goals
- Recommended methods of use
- Information that should not be modified
- Information that should be modified
- Who the point of contact is for support and special requests



Supporting Marketing for Distributed Marketers and Local Outlets

1. Validate and Help Your Partners Validate

How are your marketing materials working for your local partners? If you aren't sure, and they aren't sure...well, that spells trouble. Regardless of where your brand management stands on the technology adoption curve, tools for validation are a must-have.

With tools for reporting on performance, both brand managers and local marketers gain access to meaningful intelligence. Ideally, both head office and local representatives should be able to understand how each asset and campaign stacks up in terms of the business impact your franchisees will see, like increasing awareness and generating foot traffic

If you're using surveys to measure your local franchisees' and dealers' satisfaction, validation tools become even more valuable. By cross-comparing your representatives' satisfaction feedback with hard data about the performance of their local marketing campaigns, brand managers are able to finally get the full picture. Better yet, self-serve reporting options let your local partners know what's working without having to ask for feedback.



2. Celebrate Compliance

When it comes to your franchisees or local partners who consistently nail your brand vision in their local marketing materials, are you rewarding their efforts? A large part of your role in creating a culture of compliance should involve celebrating successful marketing efforts. Ways you can reward and spotlight bang-on local marketing include:



- **Create a hall of fame:** In your digital asset management tools, don't be afraid to create a "hall of fame" that curates some of the best examples of local marketing. Not only does it give a confidence boost to your local outlets who excel, it provides examples to your head office and local teams of what great local marketing looks like for your organization.
- **Spotlight best local marketing:** Everyone loves positive feedback. In your local outlet communications and annual meetings, take time to spotlight and compliment your local teams who consistently have successful, brand-compliant marketing materials.
- **Take a nurturing approach:** When it comes to local marketing, execution that's not hall-of-fame worthy should be evaluated and assisted - take a nurturing approach. Work to understand just what went wrong, and adjust your own approach. Chances are, your local partners have varied backgrounds, and some may need more support and education than others. The right marketing technology makes it easier for you to enable your best local partners, while allowing struggling local marketers the templates and tools they need to execute local marketing in a compliant manner.

3. Elevate Your Local Partners

Regardless of how much - or how little - support your head office provides local representatives, one of your primary goals should be to support and elevate your local partners.

National advertising campaigns, and local marketing materials, dictated by head office have a direct impact on local outlets. A national campaign for rock-bottom pricing could help some of your partners, while hurting others in states where profit margins are lower due to operating costs or taxes.



Making large media purchases for running campaigns to promote the national brand on radio or television may give your local outlets' sales a boost; yet, it's critical for brand managers to reflect on whether national promotions could negatively impact franchisees. Ultimately, you should strive for campaigns that not only drive sales, but also give your franchisees a steady stream of target customers.

Feedback from local teams, and knowledge of local markets, are critical for running successful national marketing efforts and nationwide amplification. The most effective brand managers focus on local amplification that's driven by customer data and an understanding of their local outlets' needs and margins.

How Technology Plays a Role in Successful Distributed Marketing



(and what type of tooling is best for designing,
managing, and controlling marketing assets for local
outlets)

1. Digital Asset Management

Digital asset management, commonly abbreviated as DAM, is a term used to describe a technology for sharing digital content assets and related automation activities. For brand managers who are in the business of creating, approving, and distributing assets to local partners, DAM enormously assists in collaboration and compliance.

It's easy to get lost in the acronyms associated with contemporary enterprise marketing management software. If you're wondering how DAM stacks up to MRM or MAS, author [Elizabeth Keathley](#) describes DAM as having the following functionality ^[4]:

- Unique ID codes for content
- Digital content workflows
- Asset versioning
- Metadata, tagging, and search
- Content sharing and batch upload/download

The right DAM tool for the needs of a distributed brand, with local partners or franchisees, will have specific local marketing features. Digital asset management for local marketing requires:

- User-specific permissions to access templates on a brand, local, or role basis
- Easily-administered asset management, including metadata and search functionality
- Ability for home office and local marketers to easily batch upload and download content
- Capacity to control access to assets by partners' needs, such as their location or customer segments
- Workflows for compliance, approval, and oversight
- Reporting and analytics on your digital assets and DAM user behaviors

2. Templating

As a brand manager, compliance is a major part of your role. If your partners are anything like the “average” local affiliates, they may not have a ton of background and knowledge in graphic design. It’s every manager’s nightmare to see local campaigns that have been modified from national marketing materials in a way that looks slap-dash, and reflects poorly on the national organization.

You need to make it easy for your local affiliates to edit the right aspects of digital and print marketing materials, while leaving national branding alone. While creative briefs and training are an important tool, they can’t compensate for a lack of design skills or savvy on the part of your affiliates.

The solution is technology that enables you to template out your marketing materials, and allows your partners to make compliant edits in the tool. In the ideal situation, your templating tech would allow your home office to control the areas of the template that can and cannot be edited, which helps you control the “look” and “feel” of the local marketing products.

Additional benefits of a digital asset tool for templating include:

- **Easy, relevant marketing:** By producing brand-compliant, gorgeous national materials, your local partners can modify and adapt to events and campaigns that fit the interests of their local clientele.
- **Factual AND Visual:** For many local marketing campaigns, location-specific visual content is a big deal. Templates enable your designers to manage the attributes of marketing campaigns that matter, like your national business data and logo, while enabling your partners to painlessly insert their own photos.
- **Simple export:** Once your local affiliates have modified templates to fit their needs, the right tech will enable your home office to painlessly approve the material for distribution, if needed. Your partners can click to export the material to their printing vendor, web content management system, social media marketing tools, or any other platform of their choice--without versioning complications!

3. Reporting

How are your local marketers and franchisees using your assets? Measurement is everything, especially for larger organizations and fast-growth brands. It's easy to get lost in the ad hoc requests that flood your inbox on a daily basis. Reporting shouldn't be hard, manual, or require hiring someone with a degree in data science.

The key here is to either get a tool that “talks” to your other marketing technology, or a DAM that has reporting aspects integrated. If your tools measure the full marketing “loop,” from the moment your design team creates an asset to how it's deployed in the field, you'll gain the ability to measure:

- Local marketer engagement
- Marketer asset and technology adoption and other usage metrics
- Customer response to marketing materials
- Partner implementation of marketing materials





**What Does
Awesome Local
Marketing Look
Like?**



Brand Overview:

- This iconic hospitality brand operates 5,000 major facilities in hundreds of countries worldwide
- The Marriott brand management team is responsible for overseeing 16 distinct brands
- Marriott's partner network includes over 600 franchise management companies.

The Challenge: Refining Diverse Brands and Improving Localization of Marketing

Marriott made the decision to evolve its local marketing strategy to incorporate a brand voice for each of their nine major brands - including migrating thousands of properties to this new "brand voice architecture" as quickly and efficiently as possible. This goal required their brand management team to juggle many priorities, including the availability of approved designs, photography, and supporting messaging content.

Marriott's Results:

With the adoption of technology for digital asset management, [Marriott's brand management team achieved a 600% growth in brand-related assets and a 1000% growth in property-specific assets.](#)

Visuals are everything when it comes to marketing in the hospitality industry. Unlike other organizations, Marriott's brand management can't push out single forms of templated content for global use. By making it easy for franchises to batch, upload, and tag their visual assets, Marriott achieved adoption of a single, universally-used platform for digital asset sharing and storage.

Get the Full Case Study

Brand Overview:

- Adecco is the world's number one fulltime and temporary staffing company.
- Their local partners consist of sales representatives, and their marketing mix is very heavy on the personalized outreach.
- In the past three years, Adecco Marketing on Demand has produced more than 50,000 print, digital and email executions for salespeople in more than 1,500 locations nationwide.

The Challenge: Create an “ATM for marketing”:

Staffing is a heavily sales-driven industry. Adecco's local staffing representatives are in the business of customer relationship management. Without a common background in graphic design among their local representatives, Adecco's brand management team needed to create “an ATM for marketing.” In other words, they needed an asset tool that was ready to support a massive volume of personalized communication to existing and future customers.

Adecco's Results:

[Adecco used CampaignDrive to achieve a global DAM system that integrated with email marketing tools, and allowed for extensive use of templated marketing assets.](#) U.S. Marketing Manager Joanne Kassebaum reports that the result was, “Brand compliant email made easy.” Sales representatives can perform keyword searches through Adecco's library of email templates, and execute personalized, compliant communications to customers in as little as 60 seconds. Time is money in many industries, and for this staffing firm, a successful tech upgrade required a DAM and templates that were easy-to-use and easy to get up and running.

Get the Full Case Study



Brand Overview:

- Polaris Industries is the undisputed leader in the power sports industry.
- Their brand management team is responsible for overseeing 8,000 employees, 11 brands, 2,500 distinct dealers, and a presence that spans 130 countries.
- Polaris was familiar with DAM tools, but needed to integrate with local marketing workflows and make intensive campaigns as automated as possible.

The Challenge: Keep 11 brands on-brand with just 1 tool.

Polaris needed to effectively coordinate sales promotion across an enormous network, while still paying attention to the unique local needs of each dealership. Despite the enormous number of stakeholders in Polaris' network, team members needed the ability to manage their marketing needs with just one, comprehensive tool.

Polaris' Results:

With a massive dealer network, Polaris had to resolve the very real challenge of needing one tool to rule them all - a single platform to manage 8,000 employees. The amount of assets owned by this organization are staggering. [With CampaignDrive, Polaris was able to grant sensitive permissions to local brand representatives, according to demographics, geographic, and other local marketing needs.](#) The result is almost 100% of the dealers in North America using and accessing the system for their marketing needs. With easier DAM, Polaris' local representatives have fast and simple access to exactly the right resources.

Get the Full Case Study

Conclusion



Conclusion

Brand managers are tasked with the nearly impossible: supporting local marketing efforts of franchisees and local marketing teams.

While your local outlets needs' may vary significantly, providing support and ensuring compliance across tech platforms is key to their success (and yours).

The most effective brand managers focus on techniques and tools for communication and support. Standardized onboarding processes, implementing a culture of data-driven messaging, and the using technology to drive process improvements in workflows can go a long way toward ensuring your local teams are set up for success.

As successful brand managers at enterprise operations like Marriott, Adecco and Polaris have discovered, the right local marketing technology is equipped to solve distributed marketing problems. [With CampaignDrive's easily-integrated solution for local marketing management, very real and daunting challenges like access to assets, redundant technology, and marketing/branding compliance become a thing of the past.](#)

Explore a distributed marketing system that will amp up your local marketing with branded templates and real-time marketing data.

Get a Free Demo

CAMPAIGNDRIVE™
BY PICA9

By executing your brand locally and ensuring compliance globally, CampaignDrive by Pica9 makes life easy for everyone in your marketing value chain.

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