

B

**THE
POWER
CARDS**

WELCOME TO THE FIRST EDITION OF THE POWER CARDS

Curated from our DDB agencies across the globe, these cards spotlight some of the best ways DDBers can Move the Business, Move the People, and Move the Work. Each card features a method, a quick how-to guide, and a QR code to more resources and case studies on The Brain.

This deck is not intended to tell you how to do your job. Instead, it was created to spark inspiration, generate ideas, and provide ways to develop powerful, emotionally charged creativity.

We hope you enjoy them and can't wait to see what you create using them.

Have a question? Email brain@ddb.com

Download Microsoft Edge before scanning. For best experience, make Microsoft Edge your default browser.



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Explore The Power Cards on The Brain for more details.



**move the
business**





Move the business

SHARE OF SEARCH

Use share of search analysis to quickly understand how our brand is doing against the competition.

Move the business



SHARE OF SEARCH

How to?

- 1.** Go to trends.google.com.
- 2.** Input the competitive brands, choose the right geography, category, and time-frame (over six months).
- 3.** Plot the competitive brands' shares of search into four quadrants (relatively large vs. small and growing vs. shrinking).



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Move the business

BINET

GROWTH SAW

Consider whether you need to focus on generating short-term or long-term growth and choose the tools accordingly.

Move the business



BINET GROWTH SAW

How to?

- 1.** Look at brief, the long-term category dynamics, the growth ambition for the client's overall business, and the macro environment.
- 2.** Discuss with your client and align the primary goal of this initiative: driving short-term sales uplift or baseline sales growth.
- 3.** Choose your "by" for this initiative accordingly. If objectives are short-term, focus your creativity and media on short-term sales-activation tactics. Otherwise, focus your creativity and media on brand-building.



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Move the business

SOM VS SOV

ANALYSIS

Compare your brand's share of voice and its share of market over time, and ensure you stay above 45°.

Move the business



SOM VS SOV ANALYSIS

How to?

- 1.** Compile the list of key competitors in your category and try to get historical data (3-5yrs) about their shares of market and shares of voice. If you don't have the data, ask the clients and your media partners, or ask The Brain.
- 2.** Plot brands on SOV vs. SOM chart to understand their respective positions. Look at multi-year averages and dynamics.
- 3.** Advise your client to stay above the 45° line. If not possible - consider focusing on a narrower market (select audience group or geography etc.) where we can achieve $SOV > SOM$.



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Move the business



FAME, FEELING, AND FLUENCY

These three mental shortcuts, proposed by research company System1, are the essential three components of people's decision making between brands.

Move the business



FAME, FEELING, AND FLUENCY

How to?

1. Analyze the three F's for understanding how the brand performs in each of them.

2. Verify against System1 rules and findings:

- Fame consistently and strongly correlates with actual market share.
- When people like a brand more than its market share suggests it is likely to grow. A brand with deficit feeling is at risk of decline.
- The stronger a brand Fluency (distinctiveness) the higher the premium it can sustain.
- Taken together, these three heuristics explain market share across categories with an average correlation of +0.9.



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Move the business

ASK

THE BRAIN

Submit a learning request to The Brain to discover all aggregate knowledge on the subject in question that already exists within the agency.

Move the business



ASK THE BRAIN

How to?

- 1.** Send an email to brain@ddb.com to initiate a knowledge request. In your email, be very clear on the ask, your timeline, and any existing information you already have on the subject.
- 2.** The Brain team will initially respond to acknowledge your request. They might ask clarifying questions and as they do, be timely in your responses back to allow The Brain to start the work.
- 3.** Once you receive the full knowledge response back, it's ok to ask for more or to go deeper. There is a real human helping you and they want to make sure you can get on with your initiative.



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Move the business

INNOVATION MATRIX

Selling the same things to the same people is not the only way to grow. Explore adjacent and transformational opportunities.

Move the business



INNOVATION MATRIX

How to?

- 1.** Analyze your products and services portfolio against the markets we are currently part of and the customers we currently serve.
- 2.** Create a balanced innovation strategy by putting 70% of your investment/efforts into optimizing your core, 20% towards launching into adjacent spaces, and 10% toward exploring what could be transformational.



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Move the business



EFFIE

LIBRARY

Review the winning effectiveness cases over the last 3-5 years to understand what it takes to create effective work in the category.

Move the business



EFFIE LIBRARY

How to?

- 1.** Ask The Brain to source a folder of the winning effectiveness cases over the last 3-5 years in categories from the Effie Library relevant to your initiative (for instance, specific industries, market conditions, same brand Effie performance in other markets).
- 2.** Review the cases for patterns, the scale of the results, and the strategies that have led to the success for other brands.
- 3.** Make a particular note of the winning insights. These will come in handy as you write the insight for your initiative.



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Move the business

FOUR PATHS TO PROFIT

Consider which path to profit you need to activate: more customers, more often, paying more, or buying more products/services.

Move the business



FOUR PATHS TO PROFIT

How to?

1. Debate and decide: which of the four fundamental pathways to growth are you trying to pursue? Getting more customers? Getting existing customers to buy more often? Getting existing customers to buy more different products/services? Getting existing customers to pay more for the same products/services?

2. Be mindful of growing only by raising prices or frequency instead of pushing penetration. Big brands grow primarily through penetration.

Four Paths to Profit

1. Increase Penetration
 2. Increase Frequency
 3. Increase Basket Size
 4. Increase Prices
-



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Move the business



DEMAND SPACES

Reframe the growth ambition for the initiative by investigating new sources of demand that might not be currently explored by the competitors.

Move the business



DEMAND SPACES

How to?

- 1.** Identify the key driver of brand purchase and then investigate and settle on the need state that the driver is meant to satisfy.
- 2.** Research how the need state changes throughout the audience's day or a week and what other brands/solutions in and out of the category satisfy it throughout that time frame.
- 3.** Build out a week in a life of the audience, codify the key “demand spaces” where the need state is satisfied and our brand can play. Quantify the growth potential of each demand space.



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McLUHAN

TETRAD

It is a model created by media theorist Marshall McLuhan to analyze the effects of technological innovations on society. It consists of four interrelated aspects: enhancement, obsolescence, retrieval, and reversal.



McLUHAN TETRAD

How to?

1. Identify the technology: choose a specific technology or innovation you want to analyze. It could be anything like smartphones, dating apps, or streaming platforms.

2. Analyze using the Tetrad asking the following questions (you don't have to follow any particular order):

- What does _____ enhance?
- What does it make obsolete?
- What does it retrieve?
- When pushed to an extreme, what does it reverse or flip into?



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CHECK THE COMPANY MISSION/ PURPOSE

A company mission or purpose is a concise and compelling statement that defines the fundamental reason for the organization's existence. It encapsulates core values, long-term objectives, and the impact it seeks to create in the world.



CHECK THE COMPANY MISSION/PURPOSE

How to?

- 1.** Find the company mission or purpose. It is usually in the company brochure, website, in the annual report of results, or chairman's letter to shareholders.
- 2.** Identify the four key elements:
 - Mission: What does the company do?
 - Vision: Where is the company going?
 - Goals: What are the more specific aims that organization pursues to reach their vision and mission?
 - Values: How the company does what it does and what are the principles it abides by?



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Move the business

ECONOMETRIC MODELING

Analyze past performance of the brand to determine which factors (media investments and beyond) really help it grow profitably.

Move the business



ECONOMETRIC MODELING

How to?

- 1.** Understand the brand's past communications performance by doing econometrics/media modeling (Annalect is a good partner).
- 2.** Try to decipher what really contributes to sales, including media factors, and other factors (pricing, weather, etc.).
- 3.** Based on the analysis, make a recommendation for future strategy.



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**move the
people**





Move the people

BEHAVIOR

M.A.T.H.

Think about people's
Motivations, Abilities, and
Triggers that can help them
overcome their existing
Habits and change their
behaviors.

Move the people



BEHAVIOR M.A.T.H.

How to?

- 1.** Try to understand your target audience's habits, because Humans are creatures of Habit.
- 2.** If you want to change people's behavior, you need to kick them out of the habitual autopilot. For that, three things are needed: Motivation to change, Ability to change, and the Trigger that will activate change.
- 3.** Based on the M.A.T.H. analysis, decide what you need to do: increase motivation, ability, or simply create the right trigger at the right time.



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Move the people

EMPATHY CANVAS

It is a visual tool used to understand and analyze the feelings, thoughts, actions, and habits of a specific target audience or user persona in a given context.

Move the people



EMPATHY CANVAS

How to?

1. Define the target persona: Identify the specific target audience or user persona you want to focus on.

2. Observe and talk to consumers in order to capture their perspective. Research can be done in a more formal way or as a participant observation.

3. Complete the canvas starting with what they do, and registering what they say. Finish by exploring what they may think or feel according to what they expressed and the observation you conducted.



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Move the people

FREAK FACTORY

An AI tool developed by
RAND DDB to uncover
freak facts and fuel the
thinking to define the
creative springboard.

Move the people



FREAK FACTORY

How to?

- 1.** Go to randddb.com and login using your agency email address.
- 2.** Click on the Freak Factory tile on the Tools page and issue a prompt.
- 3.** Keep refining your prompt and as you start to see interesting freak facts, click through to view the source material for more in-depth background and inspiration.



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Move the people

COGNITIVE BIASES

Cognitive biases are systematic patterns of thinking that deviate from rationality and influence our judgments and decision-making processes.

Move the people



COGNITIVE BIASES

How to?

- 1.** Familiarize yourself with various cognitive biases such as the anchoring effect, scarcity bias, social proof, or the bandwagon effect. For example, anchoring effect is about the common human tendency to rely too heavily on the first piece of information offered.
- 2.** Understand how each bias affects people's perceptions and decision-making processes in specific contexts.
- 3.** Analyze how your creative strategy or campaign can incorporate some cognitive biases to facilitate consumers' decision and behavior change.



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Move the people

EMOTION WHEEL

Use the wheel of emotions to think (and feel!) through how the people are currently feeling, and how we want to make them feel instead.

Move the people



EMOTION WHEEL

How to?

- 1.** Try to understand how people currently feel (about your brand, category, and the world at-large). What makes them feel this way?
- 2.** Try to imagine how your brand needs to make them feel instead. It could be amplifying the positive or transforming the negative into the positive.
- 3.** Imagine what kinds of things in people's lives make these emotional changes happen.



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Move the people

MASLOW HIERARCHY OF NEEDS

The most traditional and broadly accepted theory of human motivations. It was proposed by American psychologist Abraham Maslow in his 1943.

Move the people



MASLOW HIERARCHY OF NEEDS

How to?

- 1.** Analyze the role of the category in every step of the pyramid starting from the base. Understand what level is the one that the category has the largest impact on (e.g. food on physiological needs).
 - 2.** Analyze if there are any competitors in the category that are using other level or creating a unique space (e.g. a food brand building on the importance of family).
 - 3.** Discover if the brand can conquer a territory that is based on any higher level. All brands at some point should help consumers to full development and growth (e.g. a food brand working on helping people to gain self-esteem).
-



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Move the people

PEOPLE AT THE EDGE

Normal people can be boring. To find something interesting—talk to the people at the edges of every spectrum. They can articulate what the “average” people also feel, but less intensely.

Move the people



PEOPLE AT THE EDGE

How to?

Kurt Vonnegut said: “Out on the edge you see all the kinds of things you can’t see from the center.”

- 1.** In your datasets look at outliers. They are not representative, but they have interesting stories.
- 2.** Interview weird people. They will often tell you more in five minutes than hours of focus groups with average consumers.



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Move the people

ARTICULATE THE INSIGHT

It sounds obvious,
but take your time to
articulate the insight. In
Bill Bernbach's words:
“Have something
interesting to say
and then say it in an
interesting way.”

Move the people



ARTICULATE THE INSIGHT

How to?

1. As you learn, research and empathize with the audience for your initiative, make notes of audience patterns as well as observations from the edge. Become a master in seeing what others cannot even though it's hiding in the plain sight.

2. Write the insight statement. Then write it again. Then try to write it in half the words. Does it inspire? Is the insight true AND new?

3. Bring your creative partner into the process early. Land it together. Brief early.



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Move the people

F.T.S.D.

TENSION MAP

Look at the tensions between what people Feel, Think, Say, and Do. These tensions often point to something a campaign can solve.

Move the people



F.T.S.D. TENSION MAP

How to?

- 1.** Research what people Feel, Think, Say, and Do with regards to your brand, your category, and beyond.
- 2.** Using differently-colored Post-it notes, map it all on a single canvas.
- 3.** Look for tensions (differences) between different quadrants. These tensions lead to insights and problems that our work can solve.



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Move the people

CULTURAL OPPORTUNITY

Dig into the intersection
between Company,
Consumers, and Culture
to find the opportunity
that will make your brand
uniquely relevant.

Move the people



CULTURAL OPPORTUNITY

How to?

- 1.** What is this Company all about?
What's special about their brand against the context of the Category?
- 2.** How are people (Consumers) feeling?
What do they think, say and do, in the context of the Category and beyond?
- 3.** What are the big trends in Culture?
- 4.** Find the opportunity for our communication at the intersection (or in the conflict) of all three.



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Move the people

INSTANT ONLINE QUAL.

Use Instapanel, Suzy, or another online qualitative research tool to get customers talking on video, in 48 hours.

Move the people



INSTANT ONLINE QUAL.

How to?

- 1.** Sometimes the best way to learn how people are feeling is just to get them talking. Online qual. research tools (Instapanel, Suzy etc.) where people answer questions via quick selfie videos make it easy and affordable to execute qual. research.
- 2.** You can use online qual. to find or validate an insight, to test a concept, to record people's reactions for a case study, and much more.
- 3.** Be mindful of how you ask the questions. Often asking directly will not give you the best results. To get them talking, ask people to tell stories that reference their personal experiences.



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Move the people

BAD IDEAS BOT

An AI tool developed
by RAND DDB to get
all the cliché ideas out
of the way early.

Move the people



BAD IDEAS BOT

How to?

- 1.** Go to randddb.com and login in using your agency email address.
- 2.** Click on the Bad Ideas Bot tile and issue the prompt using the creative springboard you are working on.
- 3.** Review the “bad” ideas and use any interesting sparks as thought starters at the end of the creative briefing. Add your own cases that you think are relevant and will inspire the creative teams.



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**move the
work**





Move the work

MOMENTS THAT MATTER

Create an emotional experience journey of the consumer and look for moments that are most emotionally charged, because these are the moments that will be remembered.

Move the work



MOMENTS THAT MATTER

How to?

- 1.** Map people's emotions across their brand, category, or daily life's journeys.
- 2.** Find moments of maximum emotional intensity and memorability (Peaks, Pits, and Ends).
- 3.** Think about how your brand can meaningfully act or communicate at those moments (or invoke the positive emotions associated with those moments earlier in the journey).



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Move the work

STYLE OF MARKETING

Develop options for how the brand can show up in the world. Some brands are built on earned media others on distribution. Study what would delight your audience and deliver on the growth objective.

Move the work



STYLE OF MARKETING

How to?

- 1.** Study the category go-to-market conventions. Source materials from the Effie Library. Check with your media partner. Visit [LoveTheWork.com](https://www.lovethework.com).
- 2.** Conduct a series of experiments that break the conventions while still delivering the excess Share of Voice for your initiative. For instance, how would this brand behave if all paid media was spent on great story telling and earned media?
- 3.** Orchestrate the decision with the client and agency partners.



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Move the work

CONSUMER JOURNEYS

Create a detailed snapshot of all the phases, behaviors touchpoints, barriers, and motivations that we need to understand in order to discover new opportunities to connect with and move audiences.

Move the work



CONSUMER JOURNEYS

How to?

- 1.** Gather and understand qualitative, quantitative, and first-hand data.
- 2.** Map the journey out across phases and components (x-axis and y-axis) then have it designed.
- 3.** Filter and prioritize moments according to business objectives.



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Move the work

CHANNEL SELECTION

Deciding on which channels will suit our work isn't just for media agencies. It helps us present work that is conscious of the brand's business priorities and that will make for an effective, moving campaign.

Move the work



CHANNEL SELECTION

How to?

- 1.** Start with a foundation of marketing science: 60:40 split balance of short and long-term. Adjust depending on the category and brand specifics.
- 2.** Cut out an investment slice for experimental media that pushes the brand forward.
- 3.** Channel specifics: choose channels that are important to our audience and effective in addressing business challenges.
- 4.** Filter for channels that deliver on comms tasks, creative ideas, and new/unexpected moments.



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Move the work

COMMS FRAMEWORK

The comms framework links business goals and creative campaigns. It is the blueprint for all creative work and creates a campaign narrative using contextualized creative media choices.

Move the work



COMMS FRAMEWORK

How to?

- 1.** Find the key barriers and phases from the journey based on what's most relevant to the key business objectives.
 - 2.** Start with the business objectives, then the comms objective that addresses them, then the barrier that prevents success, the comms task to overcome the barrier, and the tactics you are using to bring the comms task to life.
 - 3.** Add any additional factors such as audience focus, KPIs, or desired takeaways.
 - 4.** Write out your framework as succinctly as possible and avoid any marketing speak. Ensure it is inspiring to creatives and carries the spirit of the strategy and creative platforms.
-



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Move the work

TALK TO RAND DDB

RAND DDB is our
dedicated practice
focused on creative
technology and
generative artificial
intelligence.

Move the work



TALK TO RAND DDB

How to?

- 1.** Visit randddb.com and login with your agency email address.
- 2.** Select from AI tools available the one that suits your needs. If you don't know what to choose, start with ChatDDB.
- 3.** Upload any documents related to the project to the chat to give it more context.
- 4.** Ask the AI to summarize, explain, and create ideas based on the documents, search the internet, etc.
- 5.** Invite your colleagues by adding participants to the chat. You can now ask together.
- 6.** Be patient. AI is far from perfect, so try prompts in different ways.
- 7.** Once the conversation gets you moving in the right direction, finalize on your own (never trust the AI to do the whole thing without you taking charge and double checking results).

Didn't find what you were looking for? Need a special prototype for your project or client? Talk to us at hi@randddb.com and we may be able to build it for you.



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the four freedoms



Fear

Four Freedoms

FREEDOM FROM FEAR



Four Freedoms



FREEDOM FROM FEAR

The most innovative work comes from brave thinkers, not timid souls. We will inspire courage in each other if we act with positive intent, share accountability, and have each other's backs when things get tough.



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Freedoms Playbook.



Fail

Four Freedoms

**FREEDOM
TO FAIL**



Four Freedoms



FREEDOM TO FAIL

To stretch the limits of what's possible and create powerful work, we will embrace failure. Not with reckless abandon, but with the intention of exploring new and untested territories. When an experiment fails, it's an opportunity to learn, not to blame.



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Chaos

Four Freedoms

FREEDOM FROM CHAOS



Four Freedoms



FREEDOM FROM CHAOS

We all deserve to be treated like our time and energy are valued. Together we will strive to make the objectives clear, the process simple, and the workplace free of unnecessary drama, so we can focus on what we do best and love most.



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Be

Four Freedoms

FREEDOM TO BE



Four Freedoms

B

FREEDOM TO BE

DDB is a place to grow personally, as well as professionally. If we bring our whole selves to work, and combine our unique perspectives and passions, we will make each other more interesting. We'll enjoy the space for personal fulfillment, laughter, joy, and celebration. And it will show in the things we make.



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behavioral interview questions





E

Behavioral interview questions

INTERVIEWING FOR EMPATHY

At DDB, we believe in creating an empathetic workplace environment where we take time to listen and understand one another. When it comes to work, it's about respecting and appreciating difference in perspectives.

Behavioral interview questions



B

INTERVIEWING FOR EMPATHY

When interviewing for Empathy, we're looking to understand a candidate's emotional maturity. We are seeking to uncover whether the candidate can understand others' feelings and whether they can be empathetic towards a problem to find a solution.

EMPATHY QUESTIONS

- Q:** Describe the last time you had a positive impact on a colleague?
- Q:** Describe what happened the last time a colleague or team member came to you for help?
- Q:** What's the toughest piece of feedback you've received, and what did you do with this?
- Q:** How do you motivate a team?
- Q:** Tell me a time when your team failed to deliver a project or meet a deadline. What went wrong? How did you react?



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T

Behavioral interview questions

INTERVIEWING FOR TRUST

Trust is a fundamental truth in our workplace, critical for enabling teamwork, collaboration, and productivity. A high-trust organization is one in which employees feel safe to take risks, express themselves freely, and innovate.

Behavioral interview questions



B

INTERVIEWING FOR TRUST

When interviewing for Trust, we're looking to understand how a potential employee will establish trust with colleagues, our clients, and other agency partners. Trust is defined as the belief that someone is reliable, good, honest, and effective.

TRUST QUESTIONS

- Q:** Can you give me an example of when you went above and beyond the call of duty to help a client or colleague?
- Q:** Have you ever experienced or witnessed unethical behavior at work? How did you manage the situation, and would you do anything differently next time?
- Q:** What does integrity mean to you?
- Q:** Can you share an experience where a project/deliverable dramatically shifted direction at the last minute? What did you do?



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**I**

Behavioral interview questions

INTERVIEWING FOR INCLUSION

The key to building the workplace of today and the future is inclusion, which goes well beyond just diversifying talent pools. Inclusion is about bringing together diverse individuals and ensuring they're supported, respected, valued, and empowered.

Behavioral interview questions

**B**

INTERVIEWING FOR INCLUSION

When interviewing for Inclusion, we're looking to understand a potential employee's approach to inclusion and whether they will demonstrate and advocate for inclusive behaviors in the workplace.

INCLUSION QUESTIONS

- Q:** What does inclusion mean to you? Why is it important?
- Q:** In a meeting with a mix of colleagues, including introverts, how would you ensure all voices are heard and valued?
- Q:** Which inclusive behaviors are you most proud of demonstrating in the workplace?
- Q:** How do you look to make new members of the team feel welcome and valued?
- Q:** Tell me about the most challenging group you've had to work with and/or gain cooperation from. What did you do, were you successful, and why?



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H

Behavioral interview questions

INTERVIEWING FOR HUMILITY

Innovation, growth, and creativity must allow room for mistakes and failures. These are opportunities for us to take responsibility for mistakes, acknowledge when we are wrong, and take away valuable learnings.

Behavioral interview questions



B

INTERVIEWING FOR HUMILITY

When interviewing for Humility, we're looking to understand if a person has a modest view of their own importance. Hiring for Humility means looking for 'emotional intelligence,' including certain personality and character traits, like the ability to sympathize, a sense of humor, and great communication skills.

HUMILITY QUESTIONS

- Q:** When was the last time you had to admit you had made a mistake to others and how did you handle such a situation?
- Q:** Why do you think it is important to be humble?
- Q:** What's the most intimidating audience you've ever faced when making a presentation? How did you handle them? What was the result?
- Q:** Tell me about a time you had to change the way you work with others to be successful?



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D

Behavioral interview questions

INTERVIEWING FOR DRIVE

Our everyday lives have changed significantly over the past few years and the new normal will keep on evolving. Even in times of uncertainty or ambiguity, we must not lose sight of our ambition and continue to challenge the status quo.

Behavioral interview questions



B

INTERVIEWING FOR DRIVE

When interviewing for Drive, we're looking to understand a candidate's intrinsic motivation for the role and its core responsibilities.

DRIVE QUESTIONS

- Q:** Tell me a time when you had to do whatever it takes to make a big impact. Did you have to get others on board to make it happen? What did you do and why?
- Q:** Tell me if you've ever been totally caught off guard by a client – whether they asked you a tough unexpected question or made an unreasonable request. How did you deal with it? What was the result?
- Q:** What was the toughest piece of work you had to sell? Why?
- Q:** At times you may be asked to do many things at once, tell me how you would decide what is most important and why?



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**“CREATIVITY
IS THE MOST
POWERFUL FORCE
IN BUSINESS.”**

- Keith Reinhard, Chairman
Emeritus, DDB Worldwide

**Learn more about all the
tools to develop emotionally
charged creativity on The
Brain at brain.ddb.com.**