

INNOVATIVE TECHNOLOGIES FOR COMPANY MARKETING PROCESS – FROM 4P TO 4E: THE CASE OF LEGO GROUP

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Abstract. The article is devoted to the experience of using the marketing mix 4E model. The focus of this marketing complex has been redirected from the product to solving the consumer's problem. The companies shifting from the 4Ps to the 4Es are the ones that will maintain or develop a competitive edge. One of these companies is the LEGO Group. The LEGO brick is the most essential product. The article discusses the principles of the company's activities based on values and strategies, such as imagination, creativity, fun, learning, caring, and quality. The LEGO brand framework includes belief, mission, vision, idea, values, promises, and spirit. One of the essential products offered by the company is the LEGO SERIOUS PLAY methodology, a creative process designed to enhance innovation and business performance based on using LEGO bricks in work and training. The article considers aspects of applying the traditional marketing model, a mix of 4P and the relatively new 4E model for the company's products transforming the following components of these models: 1) product becomes experience; 2) place becomes every place; 3) price becomes exchange; 4) promotion becomes evangelism. Through the prism of the 4E model, the company's mission and vision, market segments that target LEGO products, how the company creates customer experience, features of the development and promotion of the company's brand, and the values offered to consumers of LEGO Group products are analysed in detail.

Keywords: marketing mix model, 4P, 4E, LEGO SERIOUS PLAY methodology, marketing activity.

Introduction

The development and implementation of marketing innovations in market conditions is the only way to increase competitiveness and support high rates of growth of organisations and their brands. Marketing innovations aim to more fully meet the consumers' needs and open new sales markets to create additional value for clients and increase sales, which is the key to the organisation's successful development.

Today, in addition to traditional advertising methods of influencing the end consumer, there are also methods using innovative technologies. They appeared relatively recently but have already gained wide distribution among manufacturers and warm approval of the target audience

The modern marketplace is unlike anything seen before in human history. For example, eCommerce allows anyone to order practically anything from anywhere in the world with virtual currency, often with the help of a virtual assistant that personalises its recommendations so that each person's buying journey is unique. In this new age, previously reigning marketing paradigms like the 4Ps ("Product", "Place", "Price", "Promotion") of marketing are also transforming.

The 4P approach has been a classic for many researchers in the field of business, management and marketing for a long time, which has developed and branched into 5P, 7P, 8P, and 11P (Fradin, 2017). Basically, we associate this marketing mix

concept with the name of F. Kotler. However, he described it in the book "Principles of Marketing" only in 1967, while J. McCarthy first presented the approach in 1960. Since the beginning of this century, the transition to constructing a new marketing ecosystem began, and the market posed new challenges to producers and consumers. In response to such changes, in 2007, B. Fetherstonhaugh, the chairman of the board and CEO of Ogilvy One Worldwide, presented and justified a new concept of transition from the ideology of 4P to 4E, which was scientifically presented in an article in 2009. This concept was also presented in a report by S. Graves, President & CEO, Asia Pacific, Ogilvy Public Relations Worldwide, in 2008. Later, new articles and publications by G. Epuran, I. S. Ivasciuc, A. Micu (2015), Y. Rous (2017), P. N. Danziger (2017), P. Poulou (2018), D. Carter (2022) appeared, which provided additional arguments in favour of the transition to the customer-oriented 4Es paradigm, as well as considered real cases.

The 4Es ("Experience", "Everyplace", "Exchange", "Evangelism") concept is not totally new as well; an Ogilvy executive first proposed it over a decade ago. However, it is more relevant now than ever before, with faster connection speeds, better devices and new emerging technologies like augmented reality. With a lot of useful shopping relegated to transactional online channels, retail can focus on creating experiences that allow a different level of exchange between brand and customer, the one that the latter is happy to evangelise.

Whether there are “business-to-business” (B2B), “business-to-consumer” (B2C) or “business-to-business-to-customer” (B2B2C) brands, firms need to consider that business happens between people, which requires appropriate approaches based on understanding people’s needs and values. It is time for brands to focus on the 4Es to become more people-centred and deliver the brand experience their customers deserve.

In this regard, it is essential to study the experience of introducing this concept into the practice of companies: the problems, challenges, and successes of these organisations in applying new marketing methods are important sources of knowledge and experience that will be interesting and useful for other companies.

This aspect is especially important to the authors in relation to the LEGO GROUP as a market representative focused on teaching children through play, expanding its capabilities in adult education.

In the article, the authors set the task of researching the marketing concepts of 4Ps to 4Es, highlighting their key features, analysing and summarising the experience of using the latest model in the practice of a specific organisation, LEGO GROUP, using the descriptive method, comparative analysis, and modelling the marketing process based on the proposed 4Es concept.

Methodology

A modelling method is an indispensable tool in forecasting various phenomena where it is impossible to analyse all circumstances or conduct observations and measurements accurately. In the activity of a commercial organisation, an important

place is occupied by the Marketing Mix, a concept that combines the top strategies for the success of the project. The synergy of several basic principles gives the best result. The concept of the 4 Ps confirms this rule. The purpose of the 4Ps marketing model, or Marketing Mix, is to control critical aspects and get a high-quality commercial product that will be successful in the market.

As mentioned earlier, the 4Ps model was described by marketing expert E. Jerome McCarthy back in 1960 (McCarthy, 1964). The author based it on a marketing mix that academician Neil H. Borden came up with in the late 1940s. The functional marketing school, outdated at that time, was replaced by a more progressive managerial one. Over time, changes in marketing have added new “Ps” to the list. Now it sometimes reaches 11 Ps. The quantity and components can be adjusted depending on the specialist’s approach and field of application. The most prevalent version is the 7 Ps. Such a model has a slightly different basis, understanding the difference between services and goods, which requires different methods. The classic 4 Ps were supplemented with three more points: People, Processes and Physical Evidence.

This article focuses on considering the 4P model and its transformation into a more appropriate modern business environment - 4Es. The key characteristics of both models and the use of the latter of them in the practice of the LEGO GROUP will be considered in detail below.

From 4Ps to 4Es conception

The movement from concept to concept can be described as follows (Fig. 1).

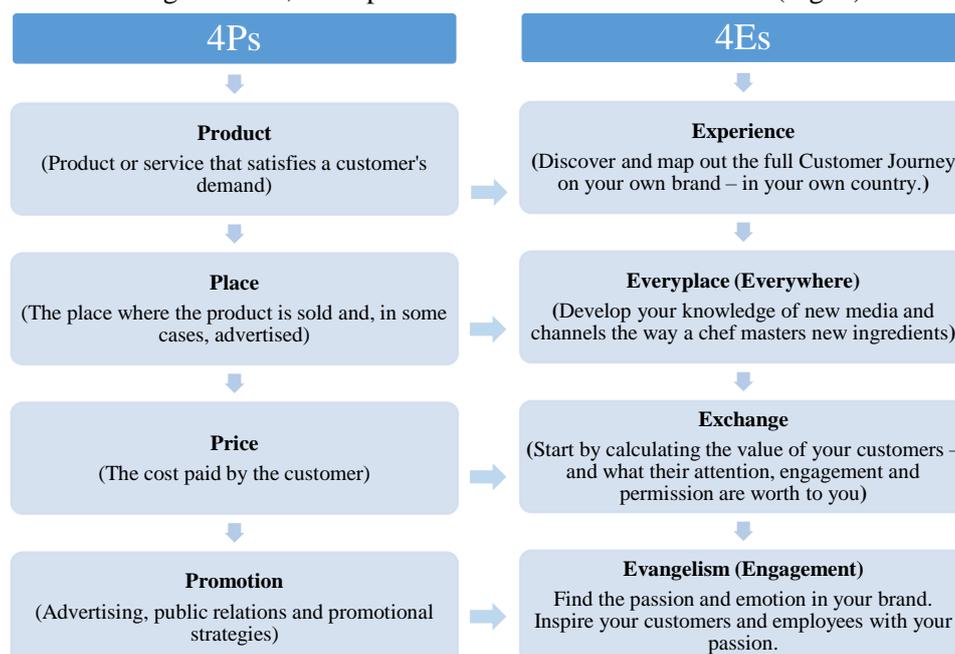


Fig. 1. Comparison 4Ps and 4Es concepts

(Source: Developed by authors using Fetherstonhaugh (2009), Poulou (2018), Carter (2021))

Poulou (2018) gives such an explanation of the model 4Ps.

From Product to Experience. Today's consumers no longer expect to be just sold a product or a service. Luxury retail and aircraft carriers understood that some time ago. This is now expanding to more mainstream areas and has become primary in services. Think of how some car manufacturers welcome customers buying a used car with a VIP pack. That experience helps them relate to the brand and feel emotional about the company or product. An event that offers an exciting or immersive experience with the brand is the perfect opportunity to gain a loyal customer and a great deal of brand exposure.

From Price to Exchange. Until recently, the price was driven by the production cost of a product or service, its scarcity, or a prevision on how these two elements could evolve in the future. Today, boundaries get blurrier every day between the actual cost of a good, the cost of ownership, and the cost of using the same good. Yield management reached an extreme point where users could get services for almost nothing. Free, Freemium business models based on selling data or ad space. At the same time, physical products can almost always be found for astronomically low prices, although the quality may be quite questionable.

As customers struggle more and more with this complexity, educating and accompanying them becomes critical in driving purchase decisions and showing them what they will gain. At the same time, experience and emotional connection are critical elements of price shaping.

From Place to Everywhere. As we enter the era of immediateness, brands must capture, anticipate and drive customers' moods or will to consume anywhere, at any time; and be able to respond to them on the spot.

Having a physical storefront is no longer enough to be successful. Modern marketing mandates an omnichannel strategy that lets consumers conveniently reach them where they are, whether at a physical location or online through social media, the website, or other channels.

Besides, brands need to propose a seamless experience to anchor their image and promise into customers' minds avoiding dissonance. In particular, customers' support and sales are decisive for delivering the experience, whatever the channel. For example, Disney is a reference in that area, with a mobile-responsive website that works hand-in-hand with their mobile app and the park's Magic Band.

From Promotion to Evangelism. Abundant literature describes the recent changes in customer behaviour and how they meet brands. Brands are not the only source of information anymore. Customer

networks provide information from multiple sources, including blogs, forums, and social networks. The role of promotion is not only to inform and seduce anymore but provide consistent and positive messages aligned with brand value and experience.

While traditional advertising still has its place, the way to reach customers has been transformed. Brand advocacy and customer evangelists must give customers the needed trust and value to engage with the brand. Content marketing has become a must to engage customers to proactively get in contact with brands. Influence marketing, encouraging happy customers to spread the word about what brands offer, is one of the tools that can help implement this approach. User-generated content is essentially free advertising, supported by social proof that what the brand provides is worth buying.

Companies shifting from the 4Ps to the 4Es are the ones that will maintain or develop a competitive edge.

At least three challenges are to be addressed to successfully implement this transformation (Poulou, 2018).

1. The technology challenge: Embarking the right technology, IA, Deep Learning, and Bots and organising the right connections platforms between customers and the organisation. This is where powerful CRM tools like Salesforce can help.
2. The organisation challenge: Adapting roles, objectives, and communication channels to align all resources towards a seamless experience and customer organisation.
3. The culture challenge: aligning employees with brand values, content, and promise.

Results and discussion

Description of LEGO Group and its brand

The name "LEGO" is an abbreviation of the two Danish words "leg godt", meaning "play well". It is the name and ideal. The LEGO Group was founded in 1932 by Ole Kirk Kristiansen. The company has passed from father to son and is now owned by Kjeld Kirk Kristiansen, a grandchild of the founder. Kirk Kristiansen's family still owns the company (LEGO Group. Official site).

It has come a long way over the past almost 85 years, from a small carpenter's workshop to a modern, global enterprise that is now one of the world's largest manufacturers of toys.

The LEGO brick is the most important product. The company is proud to have been named "Toy of the Century" twice. Its products have undergone extensive development. However, the foundation remains the traditional LEGO brick.

The brick, in its present form, was launched in 1958. The interlocking principle with its tubes makes it unique and offers unlimited building possibilities. It is just a matter of getting the imagination going and letting a wealth of creative ideas emerge through play.

The company uses various policies to consolidate the image of a responsible company, as the following:

1. Environmental Policy
2. Diversity & Inclusion Policy
3. Global Tax Strategy
4. Health & Safety Policy
5. People & Culture Policy
6. Responsibility & Human Rights Policy
7. Quality Policy
8. Policy on Conflict Minerals

The Responsibility Report accounts for the LEGO Group’s development and activities. It serves as the annual Communication on Progress (COP report) as required by the United Nations Global Compact and follows the statutory statement on Corporate Social Responsibility by the Danish Financial Statements Act.

The report has been inspired by the principles of the Global Reporting Initiative (GRI). It covers all responsibility activities of the LEGO Group and captures the ongoing effort to embed responsibility and sustainability initiatives in the organisational values and strategies (Fig. 2).

<i>Imagination</i>	<i>Creativity</i>
Free play is how children develop their imagination – the foundation for creativity. Curiosity asks WHY and imagines possible explanations. Playfulness asks WHAT IF and imagines how the ordinary becomes extraordinary, fantasy or fiction. Dreaming it is the first step towards doing it	Creativity is the ability to come up with new, surprising and valuable ideas, and it’s an essential 21 st -century skill. Systematic creativity is a particular form of creativity that combines logic and reasoning with playfulness and imagination.
<i>Fun</i>	<i>Learning</i>
Fun is being active together, the thrill of an adventure, the joyful enthusiasm of children and the delight in surprising both yourself and others with what you can do or create. Fun is the happiness we experience when we are fully engaged in something that requires mastery, when our abilities are in balance with the challenge at hand, and we are making progress towards a goal.	Learning is about curiosity, experimenting and collaborating – expanding our thinking and doing, helping us develop new insights and skills. We learn through play by putting things together, taking them apart and putting them together in different ways. Building, un-building, rebuilding, thereby creating new things and developing new ways of thinking about ourselves and the world.
<i>Caring</i>	<i>Quality</i>
Caring is about our desire to make a positive difference in the lives of children, our colleagues, our partners, and our world. Doing that little extra, not because we have to but because it feels right and because we care.	For us, quality means the challenge of continuous improvement to provide the best play material, the best for children and their development and the best to our community and partners. From a reputation for manufacturing excellence to becoming trusted by all – we believe in quality that speaks for itself and earns us the recommendation of all.

Fig. 2. The values of the LEGO Brand
(Source: Developed by authors using LEGO Group official site)

The main motto and brand ground is its belief that everyone is never too old to love LEGO bricks. Self-identified AFOLs (Adult Fans of LEGO) have been around for over 30 years, creating regional and

online communities, events, magazines, blogs, and other media channels. The LEGO brand framework is presented in Figure 3 (LEGO group. Official site).

Belief	Mission	Vision	Idea	Values	Promises	Spirit
<ul style="list-style-type: none"> • children are our role models 	<ul style="list-style-type: none"> • inspire and develop the builders of tomorrow 	<ul style="list-style-type: none"> • a global force for Learning-through-Play 	<ul style="list-style-type: none"> • system-in-play 	<ul style="list-style-type: none"> • Imagination • Fun • Creativity • Caring • Learning • Quality 	<ul style="list-style-type: none"> • Play Promise • People Promise • Partner Promise • Planet Promise 	<ul style="list-style-type: none"> • only the best is good enough

Fig. 3. The LEGO Brand Framework
(Source: Developed by authors)

Today, the company has a high image in the toy market, uses high standards of production, packaging, delivery and management, has a recognisable brand that is in demand, continues to update the range while adhering to the technical qualities of each brick (this allows both consumers and companies to use a variety of LEGO sets released since 1958).

A significant breakthrough of the company is the introduction of online LEGO techniques. Since 1990, the company has been producing LEGO Serious Play kits, which are not children’s tinker toys but a modern tool for developing business skills among employees and top management of the world’s leading companies.

The LEGO SERIOUS PLAY methodology is designed to enhance innovation and business performance. Based on research which shows that this kind of hands-on, minds-on learning produces a deeper, more meaningful understanding of the world and its possibilities, the LEGO SERIOUS PLAY methodology deepens the reflection process and supports an effective dialogue – for everyone in the organisation. Today, there are online techniques for using this methodology.

Johan Roos and Bart Victor (at the time of creating the method, both were professors at the Swiss International Institute for Management Development – IMD) came up with the concept of a “serious LEGO game” in the mid-90s with one main goal – to stimulate the management staff to describe, create, and implement their views on the style and strategy of doing business.

The first experience of applying and justifying the concept was carried out by the creators (mentioned by Rus and Victor) with management teams at companies such as Tetra Pak, Hydro Aluminum and TFL, additionally at IMD University (for three hundred LEGO employees). Three scientific publications were issued. In 1998, the first article, “In search of original strategies: how about serious game?” was published in the scientific journal of IMD University; in 1999, “Moving towards models of creating a strategy based on the serious game” was published in the “European Journal Management”, and, finally, the industry magazine Long-Range Planning published the most popular article by Matt Statler “Serious Strategy Games”.

Kjeld Kirk Christiansen, the creator of the set and the owner of LEGO, was initially sceptical about the idea. However, Rus and Victor managed to prove the model’s applicability in practice quickly, and Mr Christiansen was the first to insist on using Serious Play techniques in LEGO. Today, after several years, LEGO Serious Play is a licensed method of business consulting used not only by LEGO itself; Daimler Chrysler, SABMiller, Orange, and Nokia are officially recognised for its effectiveness. Finally, government organisations are also adopting LSPs (for example, Main Patent Office of Denmark). Not so long ago, LEGO realised that the development of the method in a closed community is prolonged and licensed the process under Creative Commons, so now it can be said that LSP belongs to everyone. The company has three main whales of sustainability: children, environment, and people (see Table 1).

Table 1. Sustainability keys of the LEGO Brand

Direction of sustainability	Short description	Full description
Children	The power of play	When children play, they can build valuable life skills while having fun. Learning through play enables children to solve problems creatively, boosting confidence and resilience.
Environment	Making a positive impact	The company wants to play its part in building a sustainable future and positively impact the planet children will inherit.
People	Everyone is awesome	The company strives to create a responsible place of work for its employees, where they can thrive and be their best. It focuses on making workplaces inclusive, safe, and motivating, where only the highest standards of ethical business behaviour are maintained. The company wants all employees to be proud to work for the LEGO Group and help it build a diverse organisation that helps reach and inspire children, regardless of who they are or where they come from.

(Source: Developed by the authors)

From 4Ps to 4Es of the LEGO Group

The 4P conception is widely represented in a variety of literature today. Initiated by P. Kotler, the marketing mix concept is still actively discussed, supplemented, and transformed. Its description and examples of implementation can be found in newer

editions of the author (Kotler & Keller, 2016). Many papers are devoted to the applied aspects of the study of the 4P concept for the world’s most famous companies and small local firms (Bhasin, 2019).

Table 2 shows the characteristics of each element of the marketing complex for the company LEGO Group.

Table 2. 4Ps of the LEGO Group

4Ps	Description
Product	<p>LEGO is the flagship product of the LEGO Group and includes interlocking and coloured plastic bricks along with mini-figures, gears, and other parts. These can be connected and assembled to construct working robots, buildings, and vehicles. It is easy to construct an object and take it apart to construct a different object.</p> <p>The LEGO Group has launched thousands of LEGO sets with various themes like robots, space, the Wild West, undersea exploration, dinosaurs, castle, Vikings, trains, and pirates. It has also licensed themes from video games, films, and cartoons like LEGO Island, LEGO Creator, LEGO Racers, LEGO Minecraft, LEGO Star Wars, LEGO Racers 2, LEGO Indiana Jones, LEGO Marvel Super Heroes and LEGO Batman. In 1999, Mindstorms was launched by LEGO.</p> <p>It was a robotic line that has gone through several expansions and updating since its release. Programmable LEGO brick has sensors to detect ultrasonic waves, sound, light, and touch. In 2009, the company launched board games like Ramses Pyramid, Creationary and Minotaurus, in which players take the help of LEGO bricks to make a playing board and later play with LEGO-Style players. LEGO Wear clothes have been available in the market since 1993 and are manufactured with a license provided by LEGO Group to Kabooki Company.</p>
Place	<p>The LEGO Group is a private company with its headquarters at Billund in Denmark. Its main offices are in Shanghai in China, London in the United Kingdom, Enfield in the United States, and Singapore. Manufacturing facilities are located in several places in the world. Moulding is conducted at Billund in Denmark, Jiaying in China, Monterrey in Mexico and Nyiregyhaza in Hungary. For packaging and brick decorations, the company has plants in Kladno, Mexico, Hungary, and Denmark. LEGO launched its official website in 1996.</p> <p>The online store offers extra services like product catalogues, related information and instruction booklets. LEGO has an extensive distribution network that includes distribution via one hundred and twenty-five retail outlets. Of these, eight are in the United States, eleven in Germany, thirteen in the United Kingdom, two in Austria, six in France, and one in Denmark and Sweden each. In India, the first LEGO outlet was opened in 2014 at Chennai in Tamil Nadu by Funskool under a license agreement.</p>
Price	<p>LEGO has targeted children belonging to the age group of 3-15 from upper-class and middle-class families as its target customers. It has emphasised the usage of high-quality materials for manufacturing, as these are handled by children who are susceptible if exposed to sub-standard products. LEGO has adopted a mid-premium pricing policy for its high-end products to make it reasonable and affordable to its customers. It has maintained a value-based pricing strategy to create other markets by increasing its customer base.</p>
Promotions	<p>LEGO has undertaken various promotional activities to gain brand recognition, like marketing and advertising via television, online mediums, print magazines, and in-store efforts. LEGO has also been active in several events to gain brand exposure. It released the LEGO Minifigures series for Summer Olympics 2012 and mascots Tom and Vinicius for Summer Paralympics 2016 and Summer Olympics 2016, respectively. As part of its promotional activity, it has launched My LEGO Network for social networking. It includes badges, ranks, blueprints, and items to be earned after undertaking and completing specific trophies and tasks. LEGO celebrates the opening of its every single store with weekend-long event celebrations.</p>

(Source: Developed by the authors)

Taking into account the theoretical information given above, as well as the results of studying the features of the company, the path of the LEGO Group to the 4Es might be presented as follows:

1. Product becomes Experience (a focus on all aspects of the customers' experience).

For LEGO Group, the game process, building skills (creativity, technical, technological, communication, etc.) during the game and getting emotions are the main types of products provided by the company.

2. Place becomes Everyplace (an omnichannel, multi-device strategy both online and offline).

Even though the technology of playing with LEGO bricks requires physical contact, the company develops online approaches to the game,

uses multi-instrument methods, and opens special points where different sets and virtual 3D tours can be tried. That is, LEGO becomes available everywhere and for new target groups (for example, games to develop skills in adults, special podcasts recorded by the company, and piloting LEGO® Audio & Braille Instructions).

3. Price becomes Exchange (much content is offered for free today, meaning price becomes a negotiation of free features, trial periods, and exclusive offers).

Of course, to use a LEGO set alone and at home, one needs to buy or receive it as a gift or with special discounts during promotions and special events. However, opening family-friendly workplaces from the company, the use of sustainable materials and

packaging (with the prospect of exchanging kits for a certain amount of recyclable material), the possibility of tours and games in factories and special points of the company allow paying and exchanging for commitment, promotion, interest, and not only.

4. Promotion becomes Evangelism (as corporate distrust rises, user-generated content has become the ultimate digital word-of-mouth).

The combination “children - smiles - sustainability - safety - care” has always been the key to market promotion. Using this approach and children’s pictures, bright colours, and recognisable objects has long turned the usual promotion into a unique approach. The slogans such as “Everyone is awesome” and “Our future includes everyone” reinforce this approach.

As for one of the patterns, this transformation can be explained by the phrase “LEGO believes the world would be a better place if ...” and as a continuation, there could be “we treated everyone as an awesome creature” or “children were allowed to be children” (Graves, 2008).

This (r)evolution of the marketing mix for the LEGO Group is an essential part of brand development and promotion in the market.

What did the company want/need to accomplish by bringing the brand (+product/service) to the market?

The vision and mission of LEGO can be understood immediately from the etymology of the company’s name.

The name ‘LEGO’ is an abbreviation of the two Danish words “leg godt”, meaning “play well”. When launching every product from the LEGO brand on the market, the company seeks to establish its position as a company that promotes and develops learning through play (Learning-through-Play). The company uses world @creator@ to describe all its design kits.

The LEGO brick is the most important product. The brick, in its present form, was launched in 1958. Since then, the company has followed a chosen course, creating new elements and details to use all previous details. The company has repeatedly assembled giant figures and objects from LEGO bricks in various public places, thus affirming its core values (Imagination, Fun, Creativity, Caring, Learning, and Quality). In addition, LEGO emphasises the quality of its products, using high-quality plastic and the latest technology. LEGO products are safe for children. The company works to produce products from recycled materials and is proud to have been named “Toy of the Century” twice. Its products have developed extensively, but the foundation remains the traditional LEGO brick.

Today, with the help of LEGO creators, we can create a vast number of objects and characters from famous cartoons and TV series. Some designers assume the presence of some abilities, spatial representation, and motility.

LEGO manages to justify its purpose of Learning-through-Play. A striking example is the purchase of LEGO kits for higher education (many schools, especially in the UK, have LEGO labs for students) and the release of LEGO SERIOUS PLAY kits.

How is the market for this product defined?

A consumer is not the person who is interested in the products of a company. A consumer is the person who pays for the products.

Even though the company’s products are mainly aimed at children of different ages, the customers are parents and others who want to make a nice and valuable gift for children, less often, preschools.

Several market segments target LEGO products as follows:

- parents (children under one year and older);
- adults who buy LEGO as a gift, not for their children;
- school and preschool education institutions (in more developed countries; in Ukraine, such consumers are only private institutions, where the cost of education is relatively high);
- children’s entertainment centres;
- higher education institutions (where business and entrepreneurial skills development classes are held with the help of LEGO kits);
- companies that use LEGO SERIOUS PLAY technology to train their employees (interestingly, LEGO has tested this technology on its employees).

The company operates in the above-average cost segment. A large number of counterfeits and substitutes on the market evidences the popularity of the company’s products. Among the main competitors of LEGO are

1. MEGA BLOCKS
2. MAGFORMERS
3. SLUBAN
4. FANCLASTIC
5. WAVEPLAY

It is worth noting that none of these companies can compete with LEGO in all markets simultaneously, only in certain segments.

Experience (Product) - How does the company create customer experience?

The product becomes Experience (a focus on all aspects of the customer's experience).

For the LEGO Group, the game process, building skills (creativity, technical, technological, communication, etc.) during the game and getting emotions are the main types of products provided by the company.

What is the experience of using a creator? Children lose or break certain items; therefore, several toys become unusable. Unlike LEGO, all the details of the creators fit together; even if it was purchased a few years ago, it could get a new life after buying a new one when a child with a new experience comes to use it. Thus, the product gives a new chance to play, developing creativity and obtaining new interesting combinations. On the other hand, LEGO has repeatedly argued that their bricks can create various shapes, including large ones. These objects will look as if non-square elements and rounded shapes were used to create them.

When children play, they can build valuable life skills and have fun. Learning through play enables children to solve problems creatively, boosting confidence and resilience. In this case, the company does not sell products. It sells Creativity, Fun, and Learning.

In addition, during various actions and promo campaigns, people can join as volunteers, experience the benefits of LEGO, and become part of the whole project.

Everyplace (Place) – How does the company connect their brands with their consumers?

The Place becomes Everyplace (an omnichannel, multi-device strategy both online and offline).

Even though the technology of playing with LEGO bricks requires physical contact, the company develops online approaches to the game, uses multi-instrument methods, and opens special points where different sets and virtual 3D tours can be tried. That is, LEGO becomes available everywhere and for new target groups (for example, games to develop skills in adults, special podcasts recorded by the company, and piloting LEGO@ Audio & Braille Instructions).

LEGO has a recognisable “yellow” man who should be used everywhere to promote the brand. It is partly used for advertising purposes, including animation. It can be used in a particular application, which, for example, can be installed on a phone and tablet, and the task of which will stimulate cognitive activity and creativity, stimulate play and research.

Combining it with other recognisable LEGO objects will increase the level of coverage.

Exchange (Price) - What is the company willing to offer its consumers in exchange for their attention, their engagement, and their permission?

Price becomes Exchange (much content is offered for free today, meaning that price becomes a negotiation of free features, trial periods, and exclusive offers).

However, to use a LEGO set alone and at home, one needs to buy or receive it as a gift with special discounts during promotions and special events. However, opening family-friendly workplaces from the company, the use of sustainable materials and packaging (with the prospect of exchanging kits for a certain amount of recyclable material), the possibility of tours and games in factories and special points of the company allow paying and exchanging for commitment, promotion, interest, and not only.

At the time of the pandemic, LEGO did not stop its activities. However, the company only produced new kits and sold them online. On 26 May 2020, the LEGO Group and the LEGO Foundation announced that they were donating \$50 million to charities in the regions where the company operates to support families with children affected by the spread of COVID-19. The company also reminds that being at home due to self-isolation and lockdown, people can always be distracted by joint games. To diversify family leisure time, they can check LEGO's official Instagram account or website, where new ideas for playing with blocks are posted daily using the #letsbuildtogether hashtag.

Thus, the advantage of the LEGO game can be taken not only by purchasing a creator but also using a variety of tools available from the company.

Evangelism (Promotion) – What emotions does the brand provide? How does the company inspire customers and employees with its passion?

Promotion becomes evangelism (as corporate distrust rises, user-generated content has become the ultimate digital word-of-mouth).

The idea of using the combination “children - smiles - sustainability - safety - care” has always been the key to market promotion. The company's use of this approach and children's pictures, bright colours and recognisable objects have long turned the usual promotion into a unique approach. The slogans, such as “Everyone is awesome” and “Our future includes everyone”, reinforce this approach.

The LEGO brand brings joy and fun. The company uses cheerful bright colours and themes related to the development of science, nature, society and technology. Emotionally, the company creates an atmosphere of confidence, respect, and care (care for the consumer, the environment, and employees).

As for children, the company believes that when children play, they can build valuable life skills while having fun.

As for the environment, the company wants to play its part in building a sustainable future and positively impacting the planet children will inherit.

As for people, the company wants all employees to be proud to work for the LEGO Group and help reach and inspire children, regardless of who they are or where they come from.

As for one of the patterns, this transformation can be explained by the phrase “LEGO believes the world would be a better place if ...” and as a continuation, there could be “we treated everyone as an awesome creature” or “children were allowed to be children”.

Conclusion

Having analysed the key characteristics of two marketing concepts – 4Ps (“Product”, “Place”, “Price”, “Promotion”) and 4Es (“Experience”, “Everyplace”, “Exchange”, “Evangelism”), the authors revealed that the “4P” model is the marketing mix of the company, considering the possible consumers’ response and actions. The “4E” model is consumers’ actions, and the marketing mix of the company is based on them only.

The research subject is the LEGO GROUP, a global enterprise, now one of the world’s largest manufacturers of toys.

The use of the 4E model in the company’s marketing practice is based on the value approach. The authors systematised the LEGO GROUP approaches to forming social responsibility and

sustainability policies based on organisational values and strategies.

Understanding the essence of the value of the described brand allowed the authors to form the LEGO Brand Framework, which includes such components as belief, mission, vision, idea, values, promises, and spirit.

Then, the sustainability keys of the LEGO Brand, including children (as a leading “power of play”), environment (making a positive impact), and people (“everyone is awesome”), have been developed.

The main result of the study is the presentation of the path of the LEGO Group to the 4Es:

- play, building skills during the game, and getting emotions are the main products provided by the company (from Product to Experience);
- an omnichannel, multi-device strategy both online and offline (from Place to Everyplace);
- content is offered for free today, meaning price becomes a negotiation of free features, trial periods, and exclusive offers (from Price to Exchange);
- using the combination “children - smiles - sustainability - safety - care” (from Promotion to Evangelism).

The four marketing principles of 4E fully fulfil their role only by interacting with each other at all stages. Having determined how the company creates customers’ experiences and connects its brands with its consumers, what it is willing to offer its consumers in exchange for their attention, its engagement and permission, and what emotions the brand provides, the business will have high chances to succeed.

It is important to note that regardless of the model, any component of the chosen marketing mix model should be the responsibility of the marketing department. To bear responsibility means having specific targets for this component and having the authority to decide on this matter.

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INOVATYVIOS TECHNOLOGIJOS ĮMONIŲ RINKODARAI – NUO 4P Į 4E. ĮMONIŲ RINKODAROS PROCESAS: LEGO GRUPĖS ATVEJIS

Santrauka

Straipsnis skirtas rinkodaros komplekso 4E modelio taikymo patirčiai aptarti. Šiame rinkodaros komplekse dėmesys nuo produkto nukreipiamas į vartotojo problemos sprendimą. Nuo 4P prie 4E pereina įmonės, kurios išlaikys arba įgys konkurencinį pranašumą. Viena iš tokių bendrovių yra „LEGO Group“, kurios svarbiausias produktas yra LEGO detalė. Straipsnyje aptariami bendrovės veiklos principai, pagrįsti vertybėmis ir strategijomis, kurios apima vaizduotę, kūrybiškumą, pasilinksminimą, mokymąsi, rūpestį ir kokybę. LEGO prekės ženklo sistema sudaro tikėjimas, misija, vizija, idėja, vertybės, pažadai ir dvasia. Vienas iš esminių bendrovės siūlomų produktų yra LEGO SERIOUS PLAY metodika, skirta naujovėms įgyventi ir verslo rezultatams didinti. Ji pagrįsta LEGO detalių panaudojimu darbe ir mokymuose. Straipsnyje aptariami tradicinio 4P rinkodaros modelio ir palyginti naujo 4E modelio taikymo bendrovėje aspektai, transformuojant šiuos komponentus: 1) produktas tampa patirtimi; 2) vieta tampa bet kur; 3) kaina tampa mainais; 4) skatinimas tampa evangelizacija. Per 4E modelio prizmę analizuojama bendrovės misija ir vizija, rinkos, į kuriuos orientuoti LEGO produktai, segmentai, kaip bendrovė kuria klientų patirtį, bendrovės prekės ženklo kūrimo ir populiarinimo ypatumai, LEGO grupės produktų vartotojams siūlomos vertybės.

Reikšminiai žodžiai: rinkodaros komplekso modelis, 4P, 4E, LEGO SERIOUS PLAY metodika, rinkodaros veikla.

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