

Marketing Effectiveness culture: the numbers



‘Marketing Effectiveness Culture’- How is it working in practice?

Libby Child, Greengrass



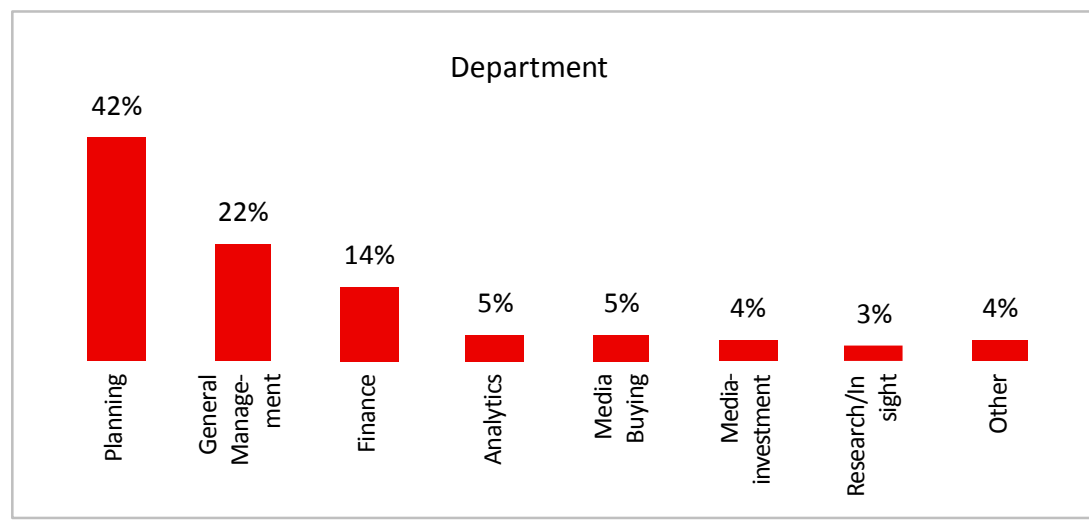
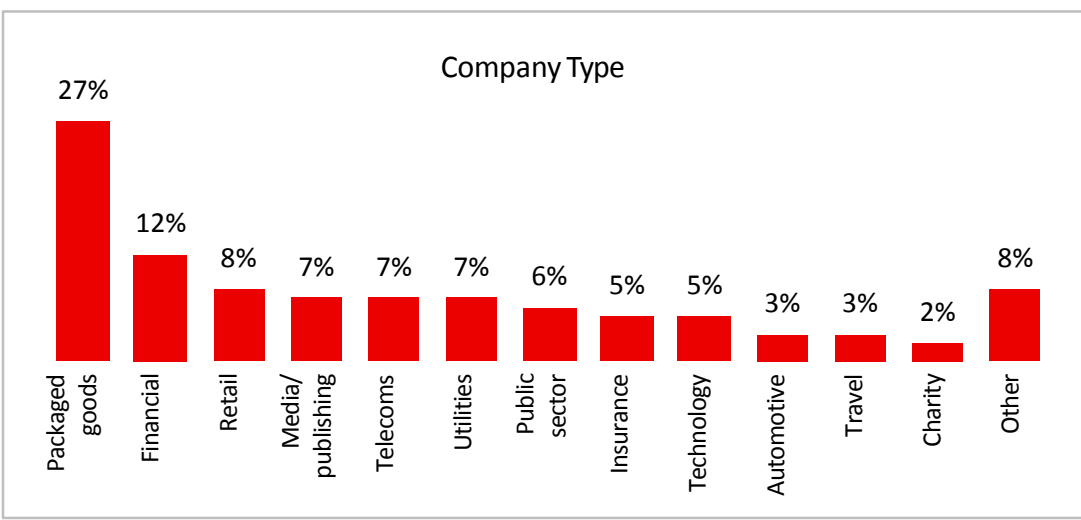
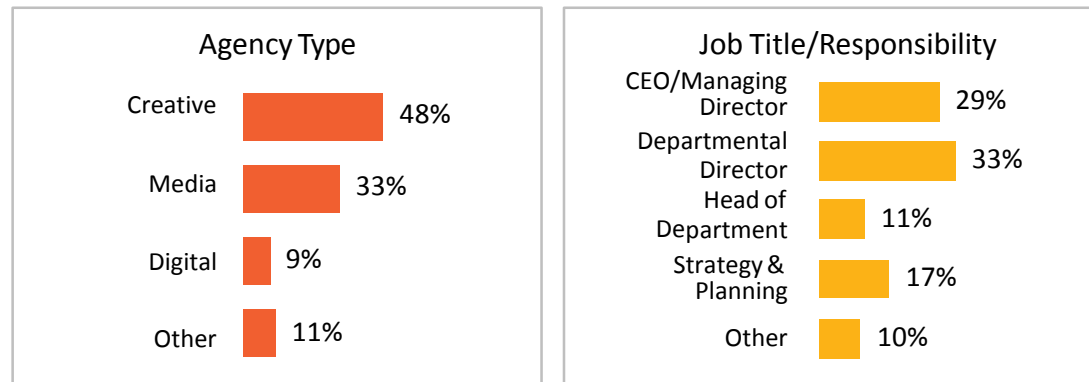
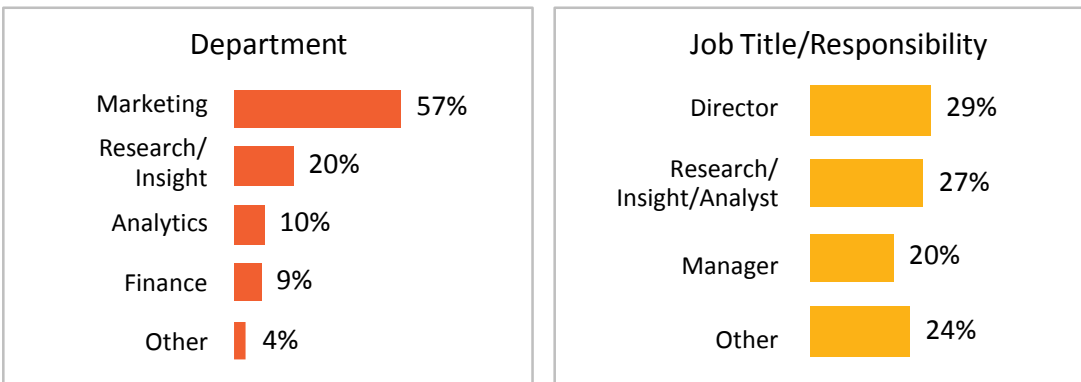
Building on the 'Culture First' Report: The 2018 quantitative survey

Objectives

- To **broaden and deepen** industry knowledge and understanding of the current levels of 'Effectiveness Culture'
- To establish an **industry baseline** against which progress can be measured
- To determine **current practices** around the behaviours identified in the 2017 study, exploring those which are **helping and hindering the creation of an 'Effectiveness Culture'**
- To investigate the **interdependencies between stakeholders**

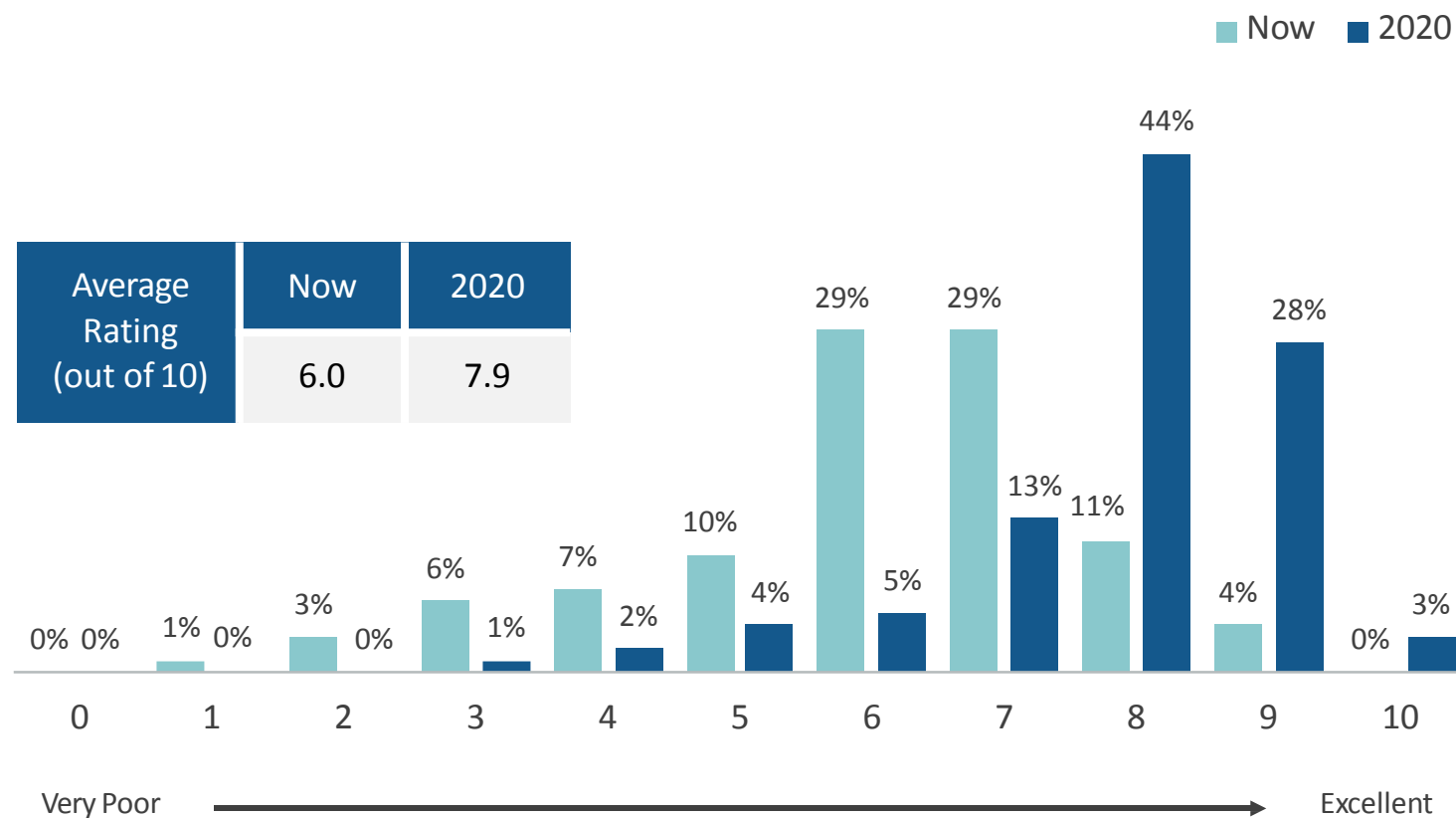
100 Brand owner participants from 61 companies

113 Agency Participants, 61 Agencies



Over half rate their current Marketing Effectiveness Culture, at 6 or below

By 2020 **75%** expect it to be **8** or above, and a third a 9 or 10.



But 'Marketing Effectiveness' is on many a management 'ToDo' list



Findings: (What, Why, How)

3 Themes

1

Prevailing 'Marketing Effectiveness Culture' is now clearly **short term** in its focus.

2

It is not yet the norm for **marketing's success criteria /KPIs/objectives to be aligned** formally, **upfront**, across departments, channels, stakeholders.

3

Marketing **Effectiveness** is increasingly **a shared responsibility**, yet internal ways of working can remain challenging.

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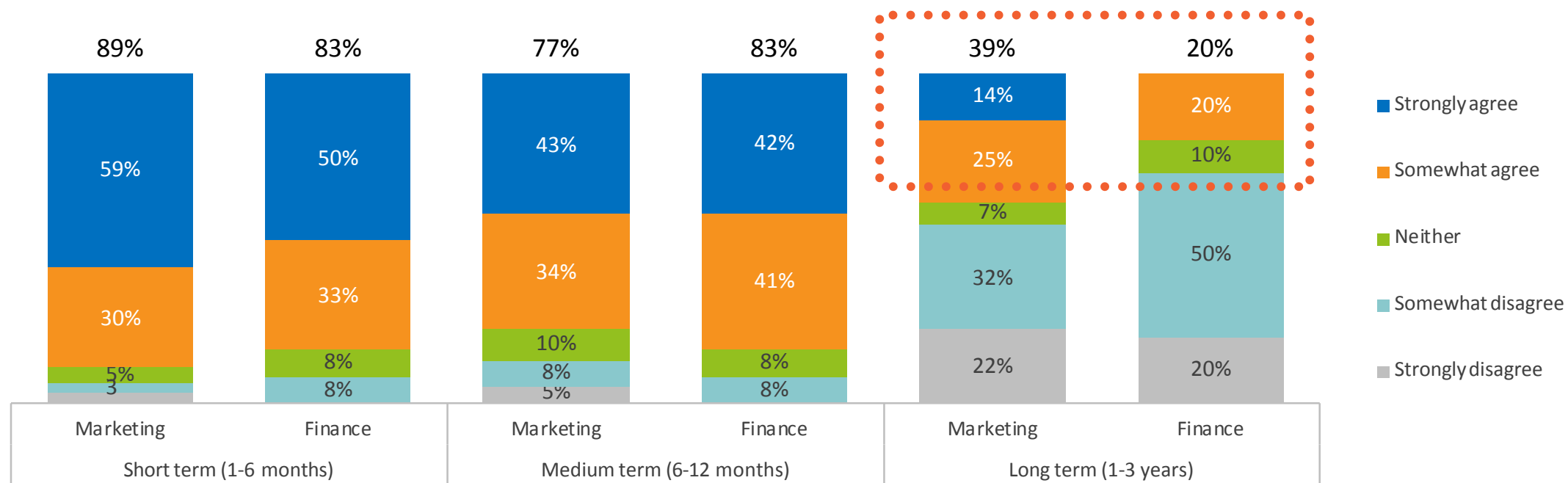
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Only 14% of marketers strongly agree long term, 1-3 year plans in place...

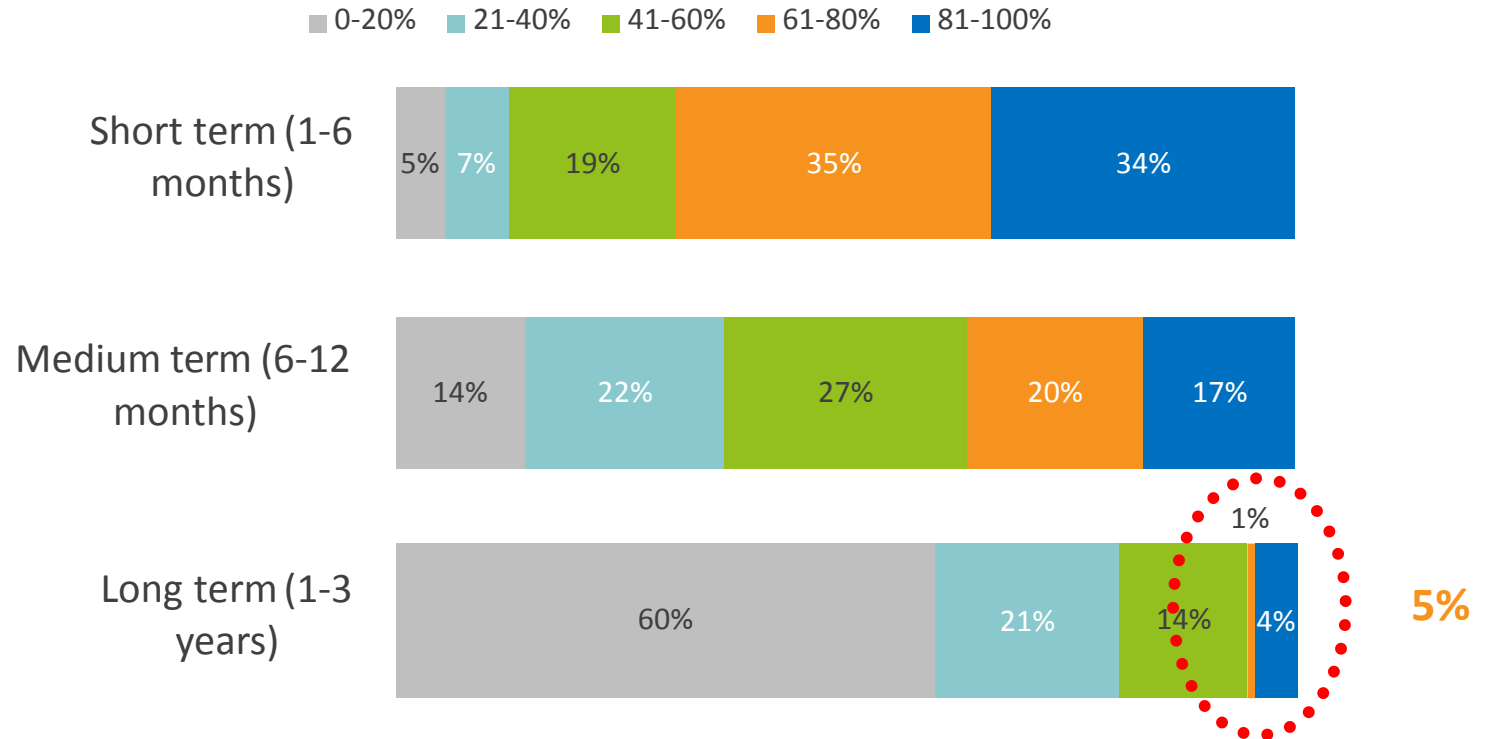
We have agreed (signed off) marketing plans and objectives in place for the...



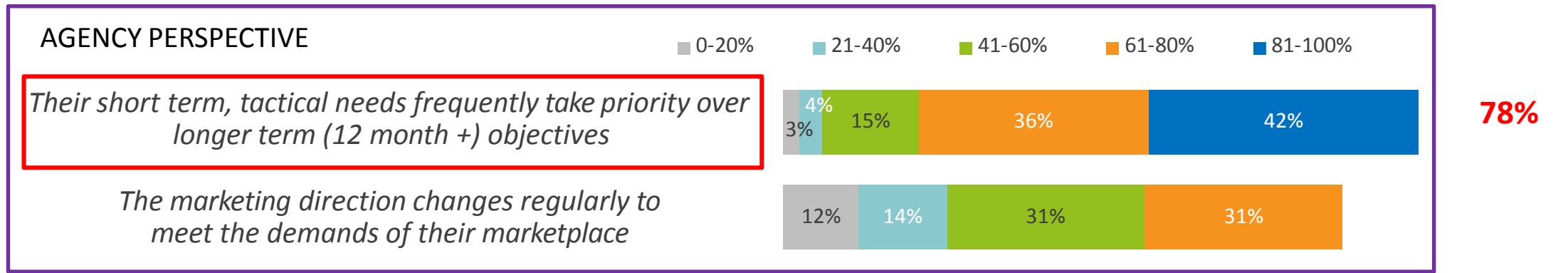
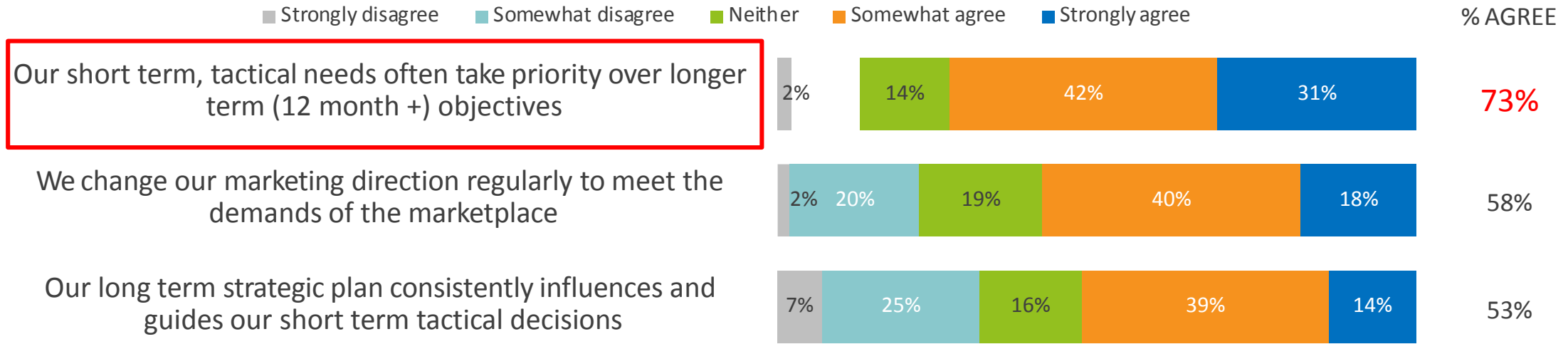
Agencies agree...

Only 5% of agency respondents see the majority of their clients having long term 1-3 year, plans.

There are agreed (signed off) marketing plans and objectives in place for the...



Short term needs take priority



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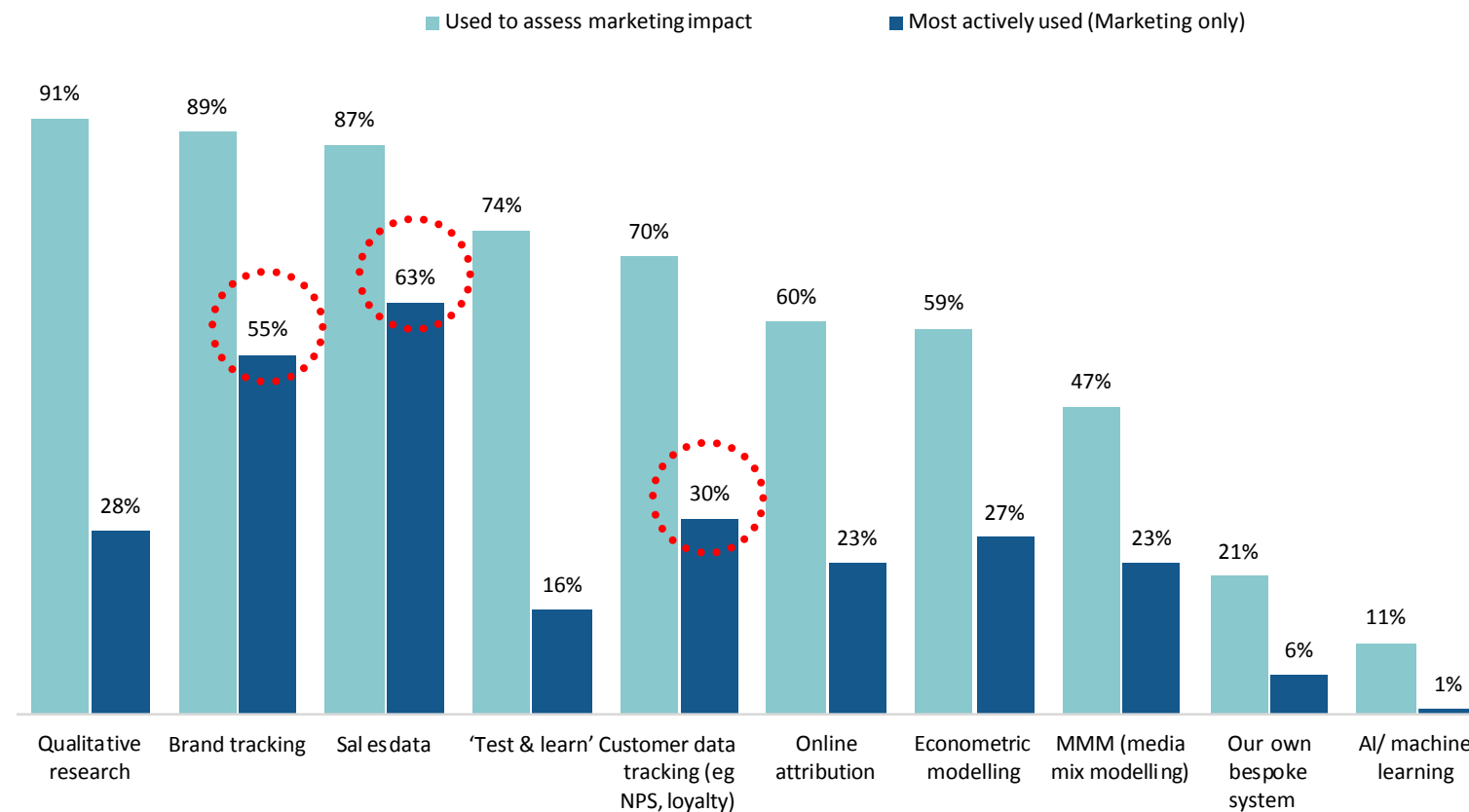
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Wide range of Data Sources available for Measuring Effectiveness

Sales data and brand tracking most actively used to assess marketing impact.

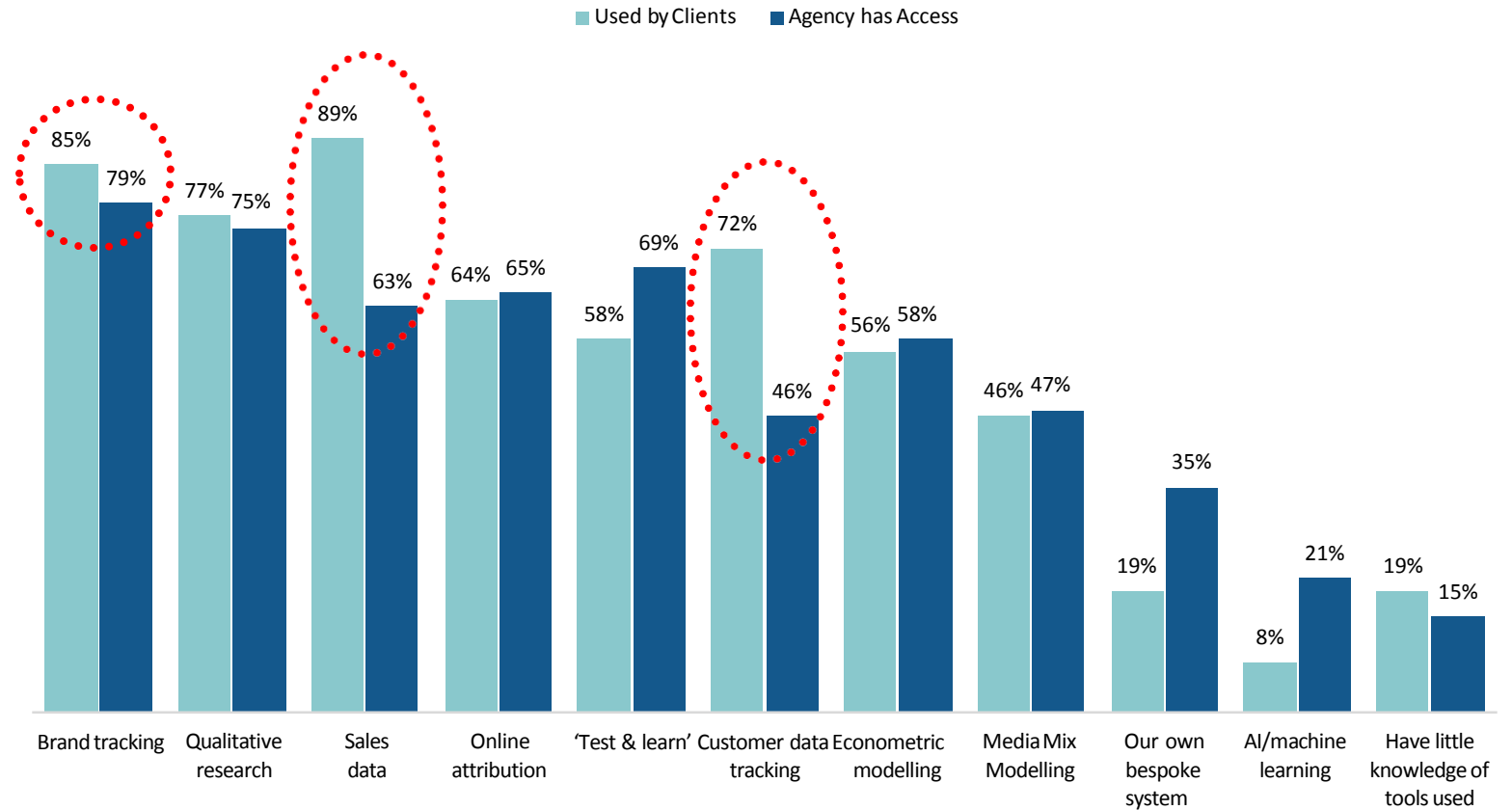


Agencies confirm data sources

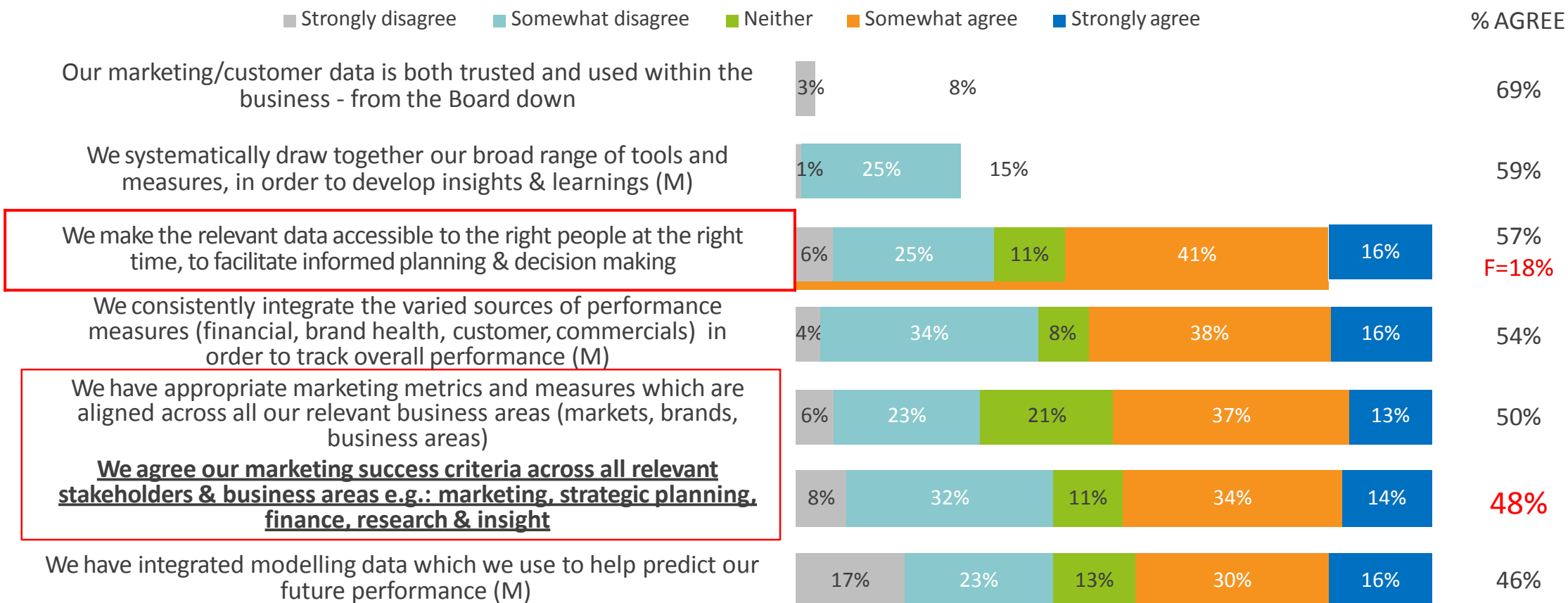
But have **variable access**

Alignment on **brand tracking**.

Gap most evident on **sales data** and **customer tracking data**

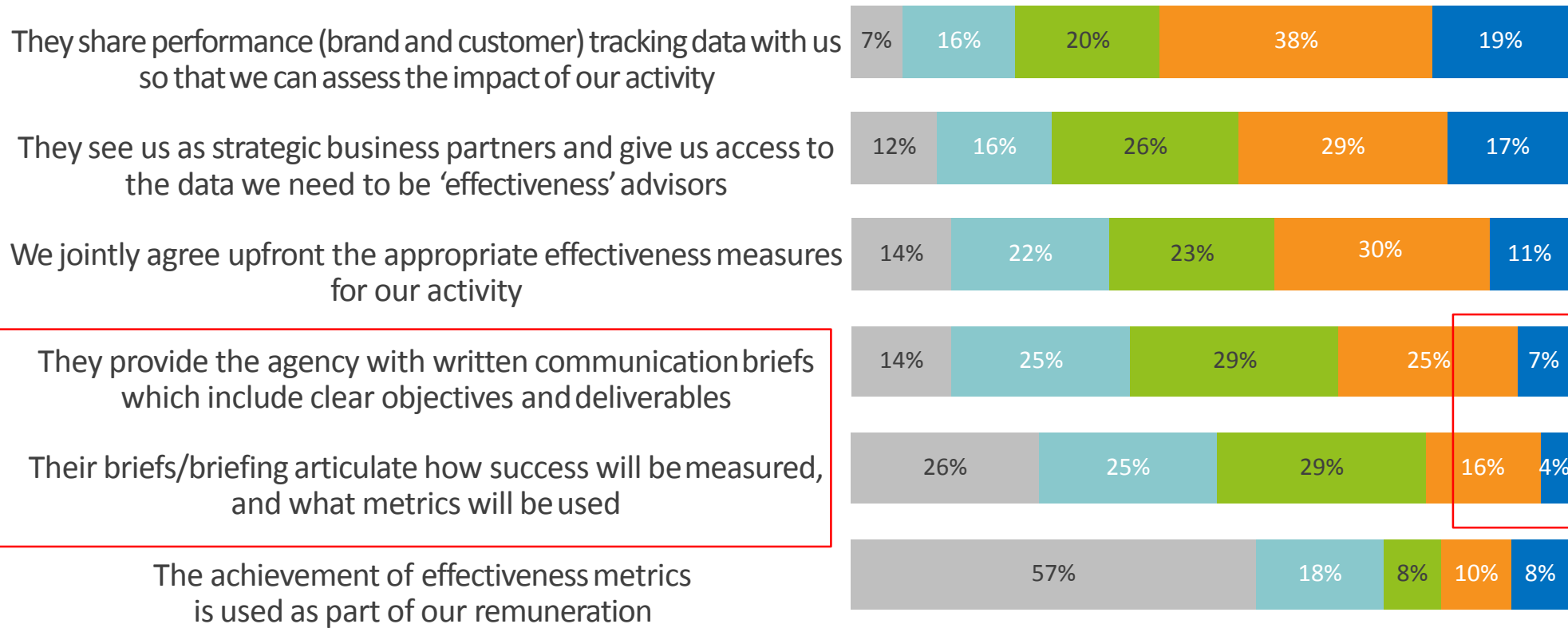


Only 14% strongly agree success criteria established internally



Only **20%** receive briefs with clear success criteria, from 'most' clients

■ 0-20% ■ 21-40% ■ 41-60% ■ 61-80% ■ 81-100%



20%

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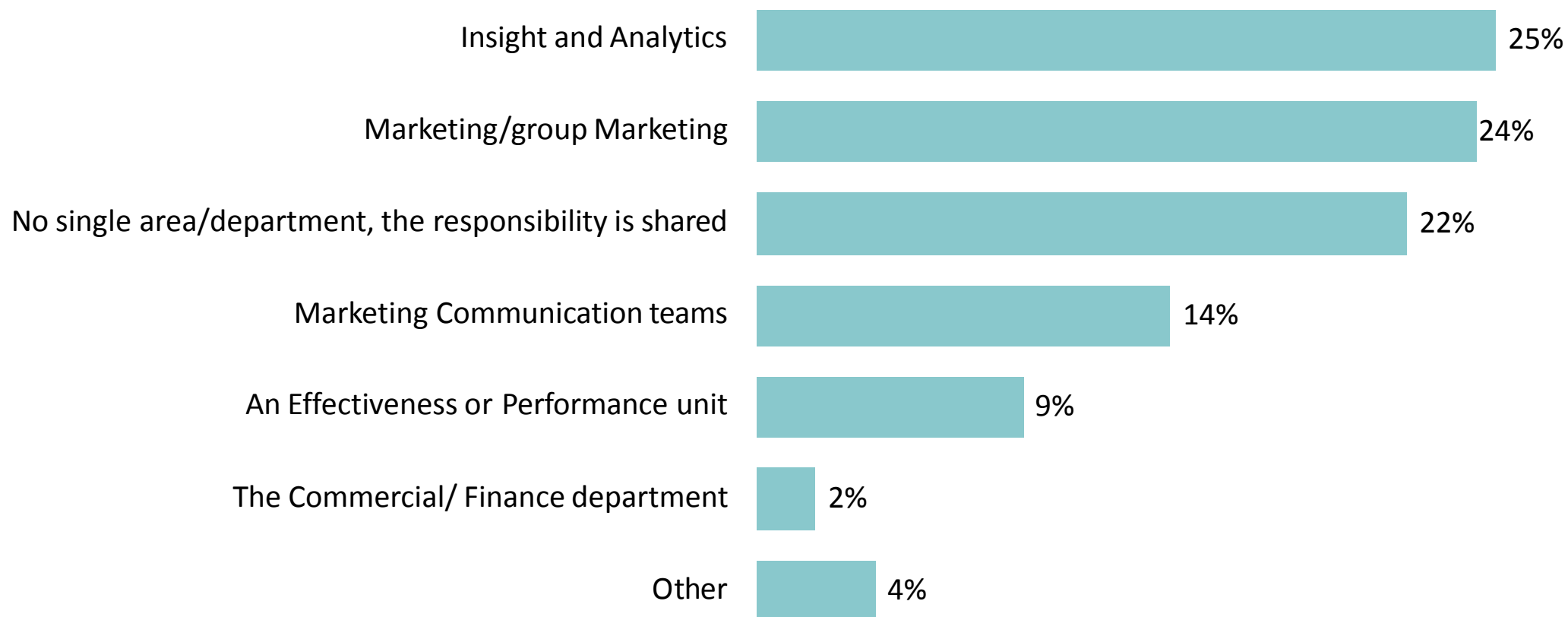
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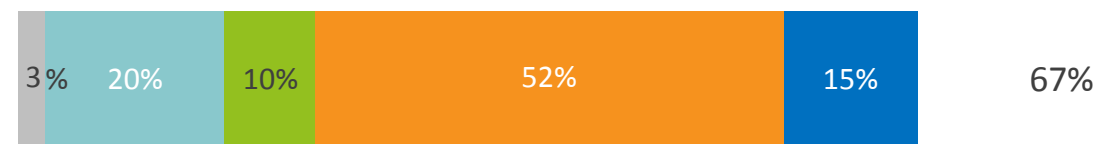
'Marketing effectiveness' is becoming a shared responsibility



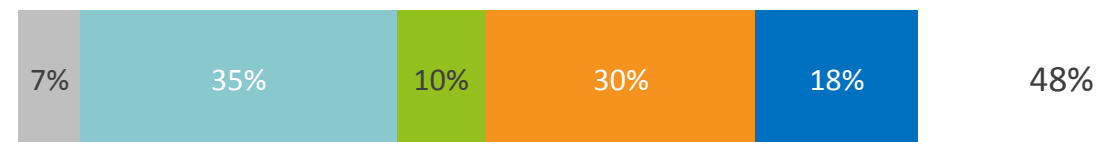
A mixed perspective

■ Strongly disagree
■ Somewhat disagree
■ Neither
■ Somewhat agree
■ Strongly agree
% AGREE

We have widely understood marketing terminology (a shared language) for reviewing marketing performance



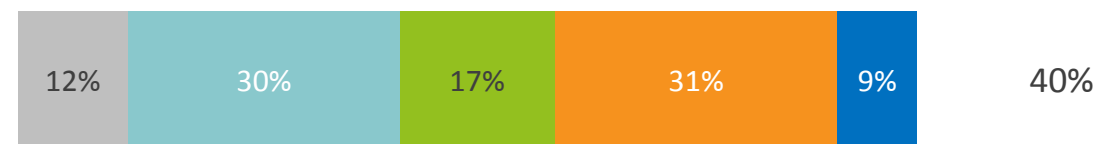
Our internal capability and resource is insufficient to answer our marketing effectiveness analysis & needs



We have successfully developed new structures and processes which break down legacy silos



The company has prioritised having the correct mix of resources (people, capability, systems and structures) to support 'Marketing Effectiveness'



What are the accelerators and barriers?

A company wide, board level endorsed (CEO down) commitment and investment in capability

- + *There's a greater focus on results of campaigns from the company leadership*
- + *CEO sponsorship is key*
- + *Change of leadership*
- Marketing has traditionally been viewed by our CEO as an unnecessary expense
- Our Marketing Investment team is currently a team of one
- Marketing Effectiveness is a capability which requires significant investment & experienced resource

Active restructure of legacy siloes & minimisation of internal politics

- + *Creating a culture of collaboration*
- + *Our new structure*
- + *Can't underestimate the organisational complexity and level of change required to ensure right mix of marketing, finance and analytics*
- Siloed business units with own, specific targets
- Politics, politics, politics- individual targets and fiefdoms

Integrated, credible marketing measures, understood and bought into across the company, upfront

- + *Communication of marketing performance metrics to the wider business*
- + *We need more than one number for marketing effectiveness- should have a consistent dashboard*
- + *We are investing in data analytics*
- Our finance team are sceptical of our econometrics work
- The old and bad econometrics have caused distrust
- I don't think the industry really knows the drivers of brand success in a meaningful way

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Discussion: How do we-

1

Bring together the seemingly 'tough to reconcile' short/long term objectives

2

Agree upfront, with all stakeholders, which marketing measures matter

3

Develop initiatives/ways of working which will support 'Marketing Effectiveness' day to day