



LEARNINGS FROM EFF WEEK 2016

CAN MARKETING EFFECTIVENESS DRIVE BUSINESS TRANSFORMATION?

In the current consumer landscape, what does the CEO need marketing to drive? What is the unique contribution that marketing makes to performance and how can continuous improvements be made? The direction of travel is clearly towards creating businesses that can make better evidence-based decisions but we aren't there yet - why not? What are the hurdles and who is currently winning the capability race?



EFF WEEK 2016 HEADLINES

#IMPACT

- We need to think beyond marketing effectiveness to total business impact and transformation.
- We must think beyond the marketing budget and rediscover the excitement of doing business, rather than just living in the paid for media space and creating campaigns.

#GROWTH

- For most businesses easy, embedded growth has dried up – the single biggest challenge is profitable, top-line growth.
- Brands increasingly have to find growth in uncomfortable places – new business models, unconventional organisational structures, new ways of engaging with customers.
- Growing means transforming not just finding a better way of doing the same thing

“In the past there was 'embedded growth', largely from developing markets. If the economy grew YOU grew. That is gone”

Mark Luce, SABMiller

#LEADERSHIP

- It's important to understand what is on the CEO's agenda and what type of CEO they are. Are you aligned with their agenda and delivering against it? Are you asking the right questions and addressing the right problems?
- Increasing marketing effectiveness is about behaviour change, which means understanding how people make decisions – marketers and agencies have a big advantage here, the magic of understanding customers in the business we are in.

“The thing that we bring to bear is the magic of understanding customers and people.”

Jan Gooding, Aviva

- Marketers are held back in the wider business by 3 factors: a Trust Gap, a Power Gap and a Skills Gap. The book: [12 Powers of a Marketing Leader](#) provides a road map for marketers to address these gaps and help drive broader business transformation.
- We need to orchestrate marketing communications, media and customer service for a seamless customer experience.
- We need to execute brilliantly, scale-up and make money.

#TALENT

- We need a ‘whole brain’ environment. It's all about assembling the right team, no individual can be master of everything that success now demands.

“Clients are world-class strategists and evaluators, whereas agencies are full of great illuminators, dramatisers and storytellers. But it's getting harder to tell those people apart.”

Bart Michels, Kantar

#INNOVATION

- We need to beware of becoming trapped in the comfort zone and bubble of success that comes with a successful campaign.
- Successful businesses think upstream, look ahead and invest in continuous brand rejuvenation.
- Create a north star of higher purpose for your brand, Aviva's for example is “Help people retire well”. This will create consistence and guide the approach of employees across the organisation
- At the same time we must continuously reinvent what we do, sometimes we over-revere our brands, they are more flexible than we give them credit for.



MARKETING EFFECTIVENESS AND BUSINESS TRANSFORMATION

CONTENT AND RESOURCES

VIDEO - PANEL DISCUSSION

CAN MARKETING EFFECTIVENESS DRIVE BUSINESS TRANSFORMATION?

Ravi Mattu Editorial Director, *FT* · **Jan Gooding** Group Brand Director *Aviva* · **Chris Hirst** European and UK Group CEO *Havas* & Chair *IPA Effectiveness Leadership Group* · **Mark Luce** Group Marketing Operations Director *SABMiller* · **Bart Michels** Global CEO *Kantar Added Value* & UK Country Leader *Kantar*
40 minute watch

View at: <http://www.effectivenessweek.com/video-can-marketing-effectiveness-drive-business-transformation/>

The panel discussed how a focus on effectiveness affects:

- the role of marketers driving transformation beyond the marketing department
- decision-making in the business
- relationships between client, agencies, consultancies and media-owners
- They also set out their motivations for involvement in EffWeek and behaviour change they hope it will drive amongst all stakeholders in the future.

VIDEO - LECTURE

PATRICK BARWISE - BEYOND THE MARKETING BUDGET

Patrick Barwise Emeritus Professor of Management and Marketing *London Business School*
28 minute watch

View at: <http://www.effectivenessweek.com/patrick-barwise-marketing-leadership/>

A 'how to' guide for ambitious CMOs who want to break out of the traditional marcomms silo and become more influential, driving broader business transformation. You can see details of Professor Barwise's book *The Twelve Powers of a Marketing Leader* at: <http://www.patrickbarwise.com/>



VIDEO - INTERVIEW

PATRICK BARWISE ON MARKETING LEADERSHIP

Patrick Barwise Emeritus Professor of management and *Marketing London Business School*

3 minute watch

View at: (Laura will provide later)

ARTICLE

"WE MUST BE RELENTLESSLY FOCUSED ON CREATING AN INDUSTRY-WIDE CULTURE OF EFFECTIVENESS"

Sera Miller CEO, *Material* & Deputy Chair, *IPA Effectiveness Leadership Group*

3.5 minute read

View at: <http://www.effectivenessweek.com/creating-effectiveness-culture>

In this opinion piece Sera argues that organisational change that embraces effectiveness is now a business necessity.

WHITE PAPER

MARKETING 2020

Kantar Vermeer Effectiveness Week 2016 Partners

8 minute read

View at: <http://www.effectivenessweek.com/key-findings-marketing2020/>

Read Kantar Vermeer's Marketing2020 report to gain an understanding of how high performing businesses structure themselves and their marketing function for growth.



If you would like to get involved in the EffWorks initiative in this area please contact Janet Hull at the IPA:
janet@ipa.co.uk

Janet Hull OBE, IPA Director of Marketing Strategy & Exec Director Effectiveness Week
00 44 (0)207 201 8253 | 07767 823 602

