



## LEARNINGS FROM EFF WEEK 2016

### WHAT ARE THE BUILDING BLOCKS FOR CREATING AN EFFECTIVENESS CULTURE?

How do you move from an organisation that pays lip service to accountability to one that walks the talk, in every department, across every geography? What are the implications for internal communications, training and development? How do you complete the picture to include all external agency relationships?



#### EFF WEEK HEADLINES

##### #STRUCTURE

- Marketing has to be an active partner in delivering business growth. KPIs must be linked to business performance, not just marketing efficiency metrics.
- An effectiveness culture is non-hierarchical, fluid with no silos. The role of the CMO is that of an orchestrator.

**“Within six months of setting up our Marketing Effectiveness function we were faced with huge demand from right across the organization”**

Sandra Fazackerley *Telefonica [02]*

##### #BEHAVIOUR

- Clarity of purpose makes it possible to delegate decision-making – to create an across company culture not just ‘command and control’ based on a few leaders.
- Effectiveness cultures have to be dynamic and fast-moving, seeking to develop foresight as well as hindsight – experimentation and ‘test and learn’ are becoming central to process, as well as increasing dependence on live measures such as social sentiment to anticipate where the consumer and their market is going.
- It’s important to create focus and urgency, recognise the need for change and the fact that today all platforms are ‘burning platforms’.

**“Successful brands identify and nurture a compelling brand purpose, which makes delegation and decision making much easier throughout the organisation”**

*Steve Rowe Kantar Vermeer*

## **#PEOPLE**

- In terms of people, recruit for passion, attitude and ability – train for skills.
- Building capabilities is a neglected area – over-performing companies average 20% more training days per employee.

## **#MARKETING2020**

- Kantar Vermeer’s Marketing 2020 report surveyed over to determine what distinguishes in terms of the way leverage their marketing capability. The report found that over-performers win by:
  - Connecting marketing to the rest of the organisation (and CEO agenda)
  - Inspiring all stakeholders around a shared purpose
  - Focus and clarity in embedding strategy and tracking execution
  - Organising to deliver a seamless customer experience
  - Building capabilities to equip all with the skills and resources they need

**“High performing companies invest more time, energy and resources into building capabilities within their organization”**

*Steve Rowe Kantar Vermeer*



# EFFECTIVENESS CULTURE

## CONTENT AND RESOURCES

### VIDEO - PANEL DISCUSSION

#### WHAT ARE THE BUILDING BLOCKS FOR CREATING AN EFFECTIVENESS CULTURE?

**Steve Rowe** Managing Director *Vermeer UK* · **Ian Armstrong** Global Head of Advertising *Jaguar Land Rover* · **Sandra Fazackerley** Head of Research & Analytics *O2, Telefonica*

41 minute watch

**View at:** <http://www.effectivenessweek.com/building-blocks-effectiveness-culture/>

The panel shared perspectives on what they believe the drivers are for an effective marketing organization. A presentation of Kantar Vermeer's international study, Marketing2020, provided insight across multiple categories.

### ARTICLE

#### "TO CHANGE THE PERFORMANCE OF AN ORGANISATION YOU MUST CHANGE ITS CULTURE"

**Bart Michels** Global CEO *Kantar Added Value* & UK Country Leader *Kantar*

5 minute read

**View at:** <http://www.effectivenessweek.com/changing-performance-changing-organisational-culture/>

Bart argues that an effectiveness culture is essentially a learning culture and talks about his experiences organisational culture.

### WHITE PAPER

#### MARKETING 2020

**Kantar Vermeer** *Effectiveness Week 2016* Partners

10 minute read

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

Kantar Vermeer's Marketing2020 report uses data from over 10,000 interviews to create the Global Marketing Effectiveness Framework. A framework for marketing success and business growth. Read it to gain an understanding of how high performing businesses structure themselves.

### VIDEO - LECTURE

#### KENTON COOL - LEADERSHIP AND DECISION MAKING IN THE MOUNTAINS

**Kenton Cool** *Mountaineer and Mountain Guide*

34 minute watch

**View at:** <http://www.effectivenessweek.com/effective-leadership-kenton-cool-mountaineer/>

The marketing industry is on a quest to systematically improve the effectiveness of everything that we do. To do that we need good leadership. What can a mountaineer teach us about leadership in some of the most extreme environments on the planet?

### VIDEO - INTERVIEW

#### KENTON COOL - DECISIONS IN THE DEATH ZONE

**Kenton Cool** *Mountaineer and Mountain Guide*

3.45 minute watch

**View at:** <http://www.effectivenessweek.com/interview-kenton-cool-leadership/>

A short video interview in which Kenton summarises some of his key leadership advice.



If you would like to get involved in the EffWorks initiative in this area please contact Janet Hull at the IPA:

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