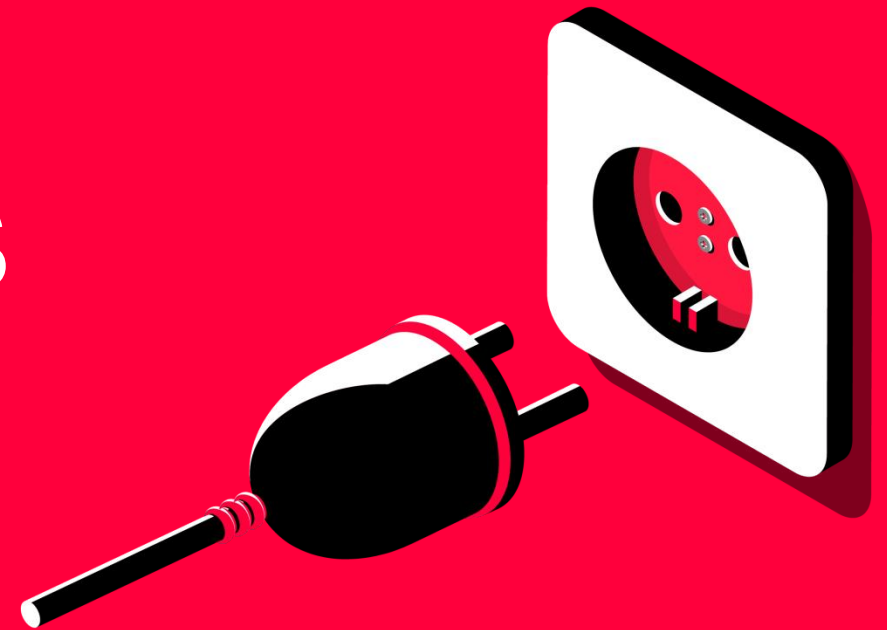


# WFA Webinar: Agency Evaluations



Sep 2017

# Our network

 Abbott	 AB InBev	 adidas GROUP	 AirAsia	 Arla	 BAGARDE-MARTINI	 BARCLAYS	 BDF Beiersdorf	 Booking.com	 bp	 BROWN-FORMAN	 Carlsberg	 CATHAY PACIFIC	 citi	 Coca-Cola
 COLGATE-PALMOLIVE	 COTY	 DANONE ONE PLANET. ONE HEALTH.	 Dezigual.	 T	 DIAGEO	 ebay	 Emirates	 ESTÉE LAUDER COMPANIES	 FERRERO	 FrieslandCampine	 GENERAL MILLS	 GM	 bel	 GRUPO BIMBO
 gsk do more feel better live longer	 Hasbro	 HEINEKEN	 Henkel	 HERSHEY'S The Hershey Company	 hp	 HUAWEI	 IKEA	 intel	 JDE JACOBS DOUWE EGBERTS	 Johnson & Johnson	 JUST EAT	 Kellogg's	 Kimberly-Clark	 LEGO
 L'ORÉAL	 LVMH MOÏT HENNESSY LOUIS VUITTON	 MARS	 mastercard.	 MATTEL	 mazda	 McDonald's	 Mondelēz International	 mundi pharma	 Nestlé	 NIKE	 NISSAN MOTOR CORPORATION	 NOVARTIS	 orange	 PEPSICO
 Pernod Ricard	 Pfizer	 PHILIPS	 P&G	 RBS The Royal Bank of Scotland Group	 Reckitt Benckiser	 Red Bull	 SANOFI	 Santander	 SAP	 J&J JOHNSON A FAMILY COMPANY	 Shell	 Singapore TOURISM BOARD	 SONY	 Standard Chartered
 SWAROVSKI	 TATA	 Telefónica	 telenor group	 tomtom	 Unilever	 VESTEL	 VISA	 vodafone	 VOLKSWAGEN AUTOMOBILE GROUP	 VOLVO	 YILDIZ*HOLDING			

---

# Introductions...



Richard Benyon  
CEO, Decideware




Rob Dreblow  
**WFA**




Natalia Echeverri  
**WFA**

# Best-in-class Forums




 Cannes  
Singapore




 Dubai  
London  
Mexico

Miami  
Singapore




 London  
Singapore



 Amsterdam  
Hong Kong  
London


Paris  
Singapore



 Berlin  
London  
Mumbai

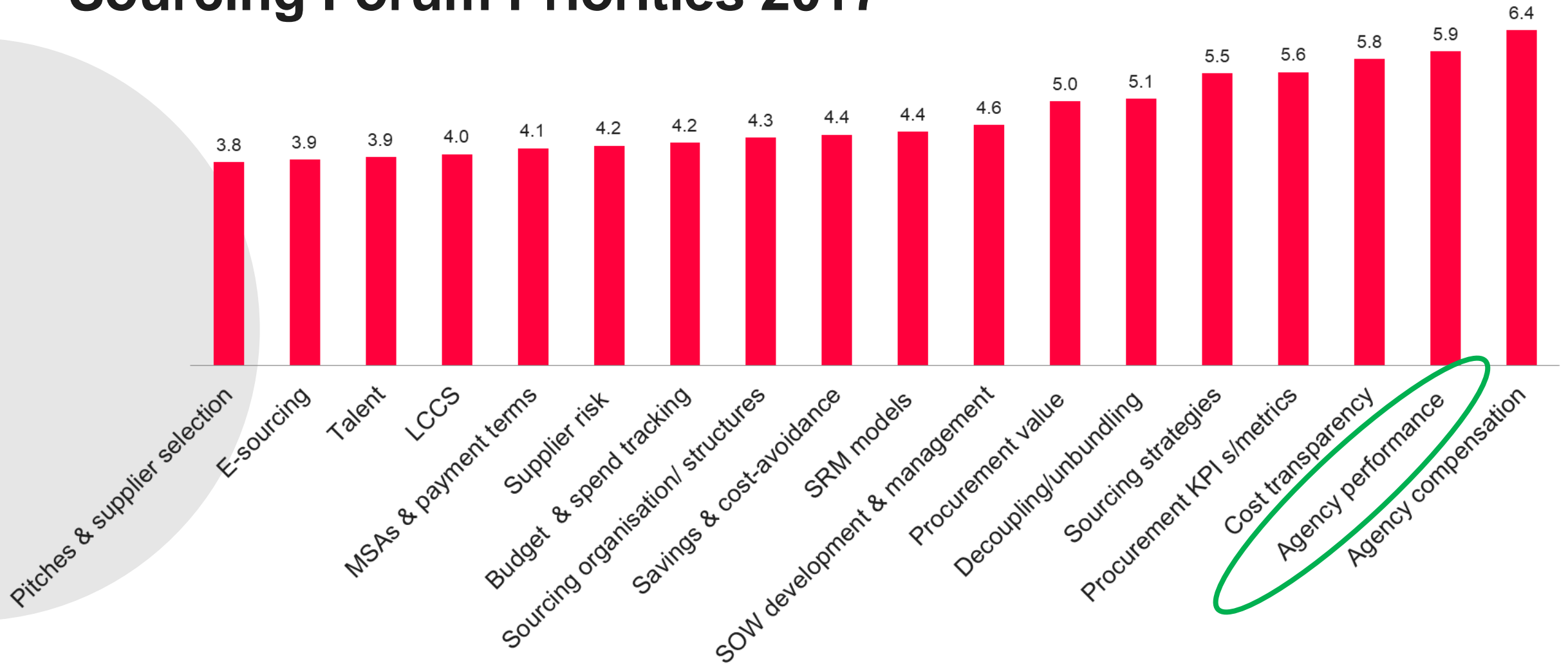
New York  
Rome  
Shanghai



 London  
New York  
Paris

Shanghai  
Singapore

# Sourcing Forum Priorities 2017



Sourcing Forum respondents. Rated 1 (lowest) to 7 (highest priority).  
WFA online survey. Base: 20 companies. Date: Dec '16 – Jan'17





Evaluation Models

Best Practice



Grid of sticky notes on a whiteboard.


SIMPLICITY

---

# Overview

---

# Background

1. Effectiveness
  2. Mechanics
  3. Engagement
  4. Process
- 

# Background

33 members from WFA's Sourcing Forum took part in this global research. Whilst results are not statistically relevant, they are indicative of the thoughts and actions of global multinationals within WFA membership.

Approximately \$42 billion in measured media spending worldwide.

Over 15 different commercial sectors are represented (Automotive, Alcoholic Beverages, CPG, Energy, Finance, FMCG, Food & Beverage, Furniture, Healthcare, Jewelry, Luxury Goods, Pharmaceuticals, Retail, Telecommunications, Transportation).

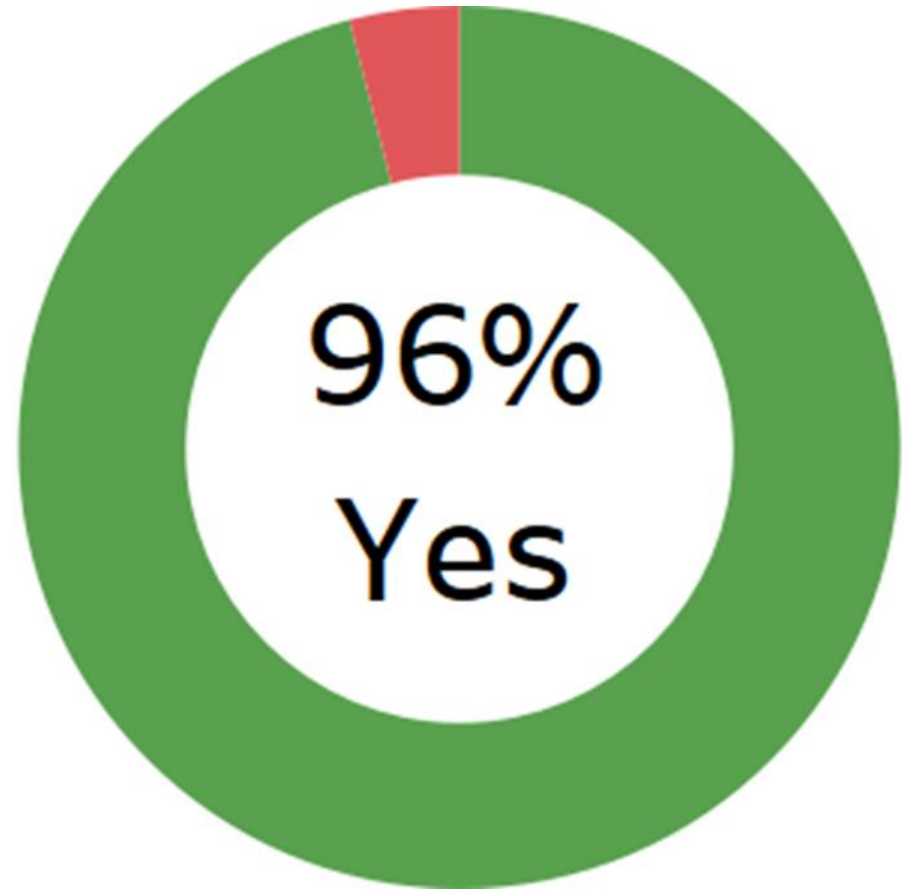


---

# Effectiveness

- Formal evaluation program?
- Effectiveness

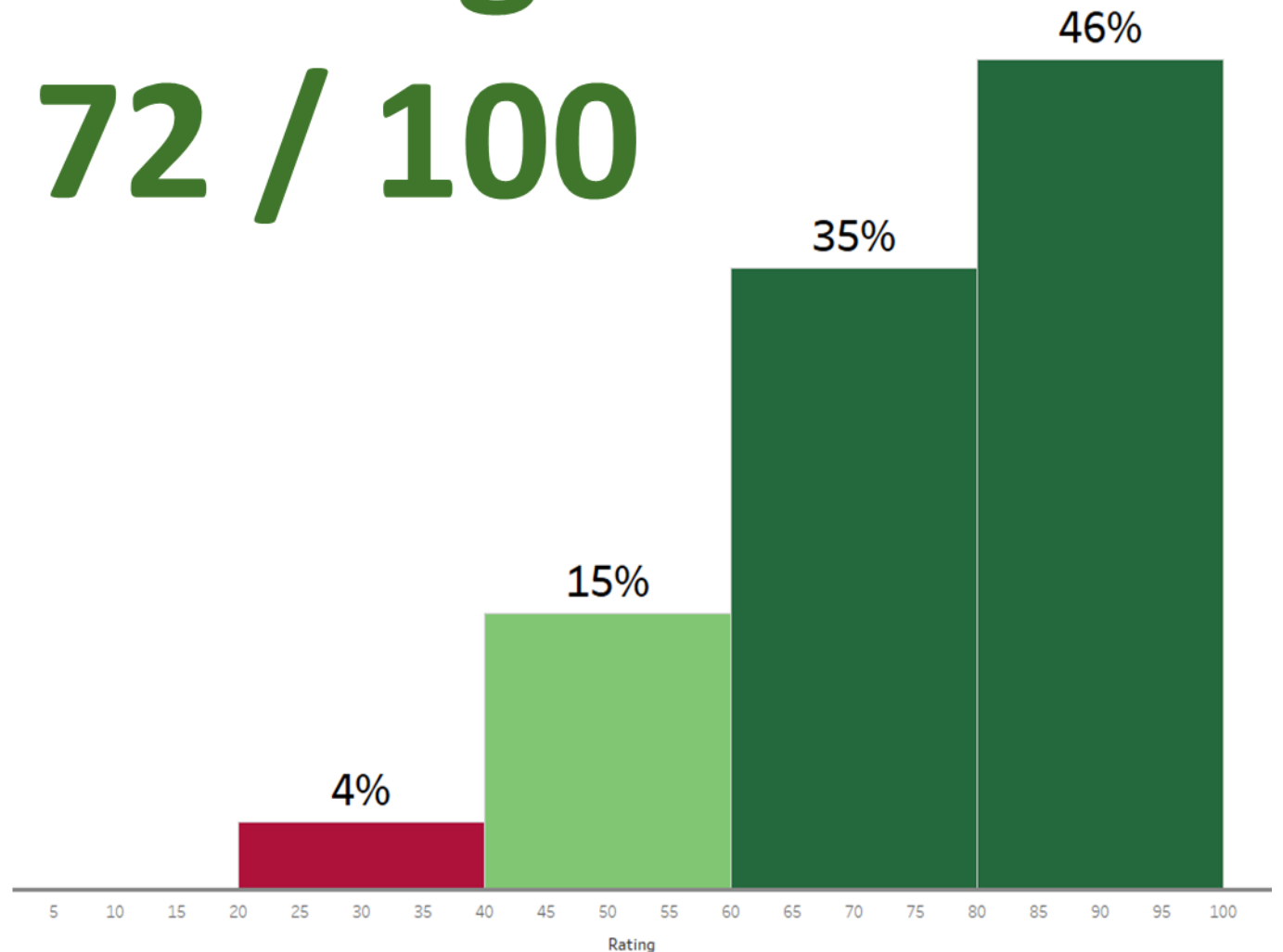
Does your  
company conduct  
**formal** agency  
evaluations?



In general, how would you rate the effectiveness of your evaluations in maintaining strong relationships with your agencies?

# Average

# 72 / 100



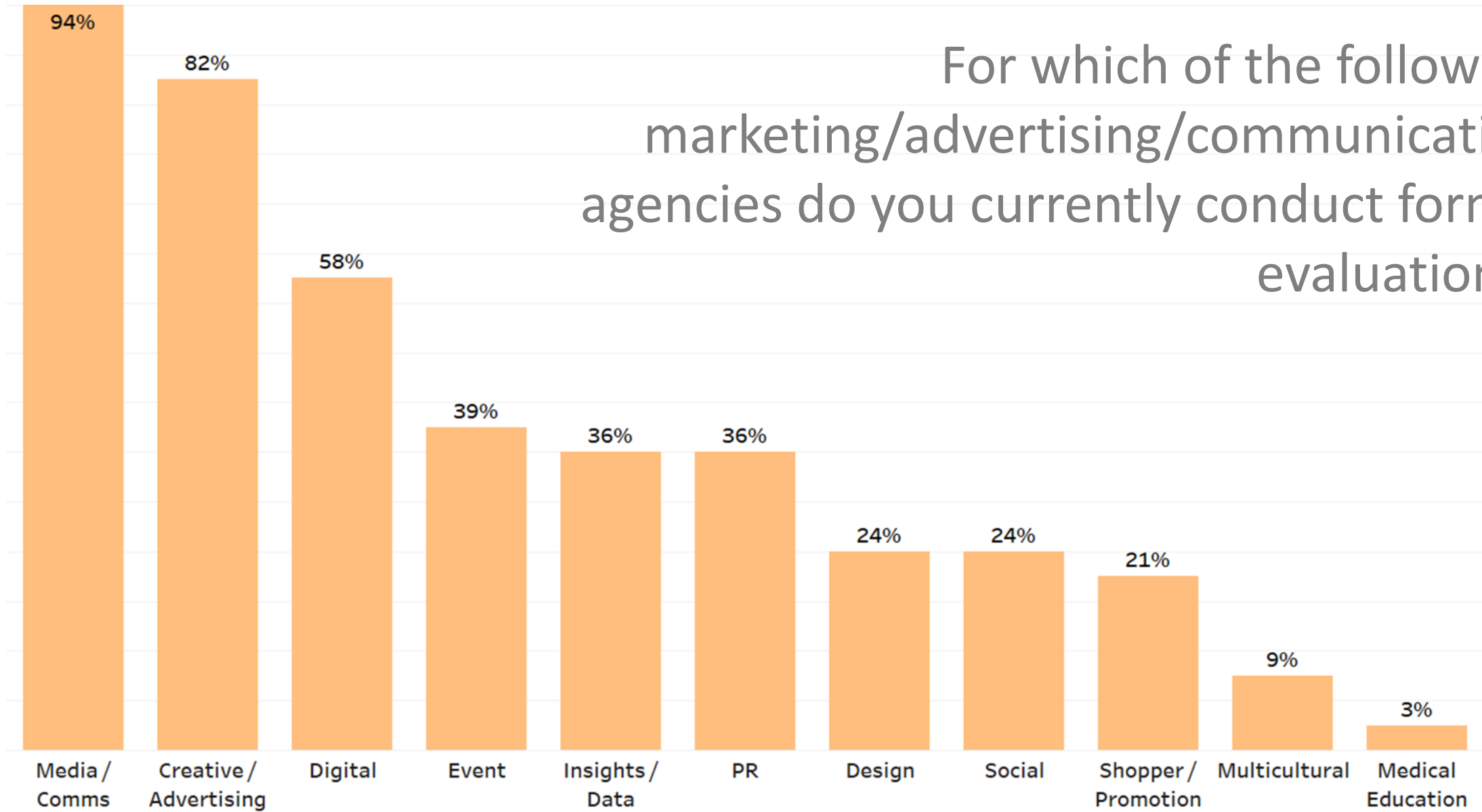
---

# Mechanics

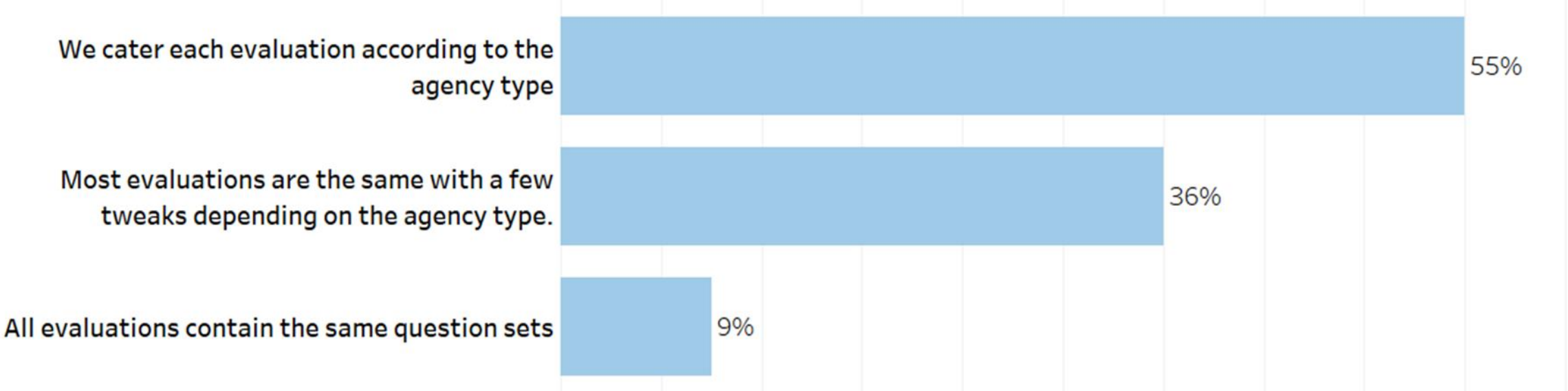
- Types of agencies involved
- Evaluation tailoring
- Who evaluates who
- Frequency
- Campaign / project evaluation



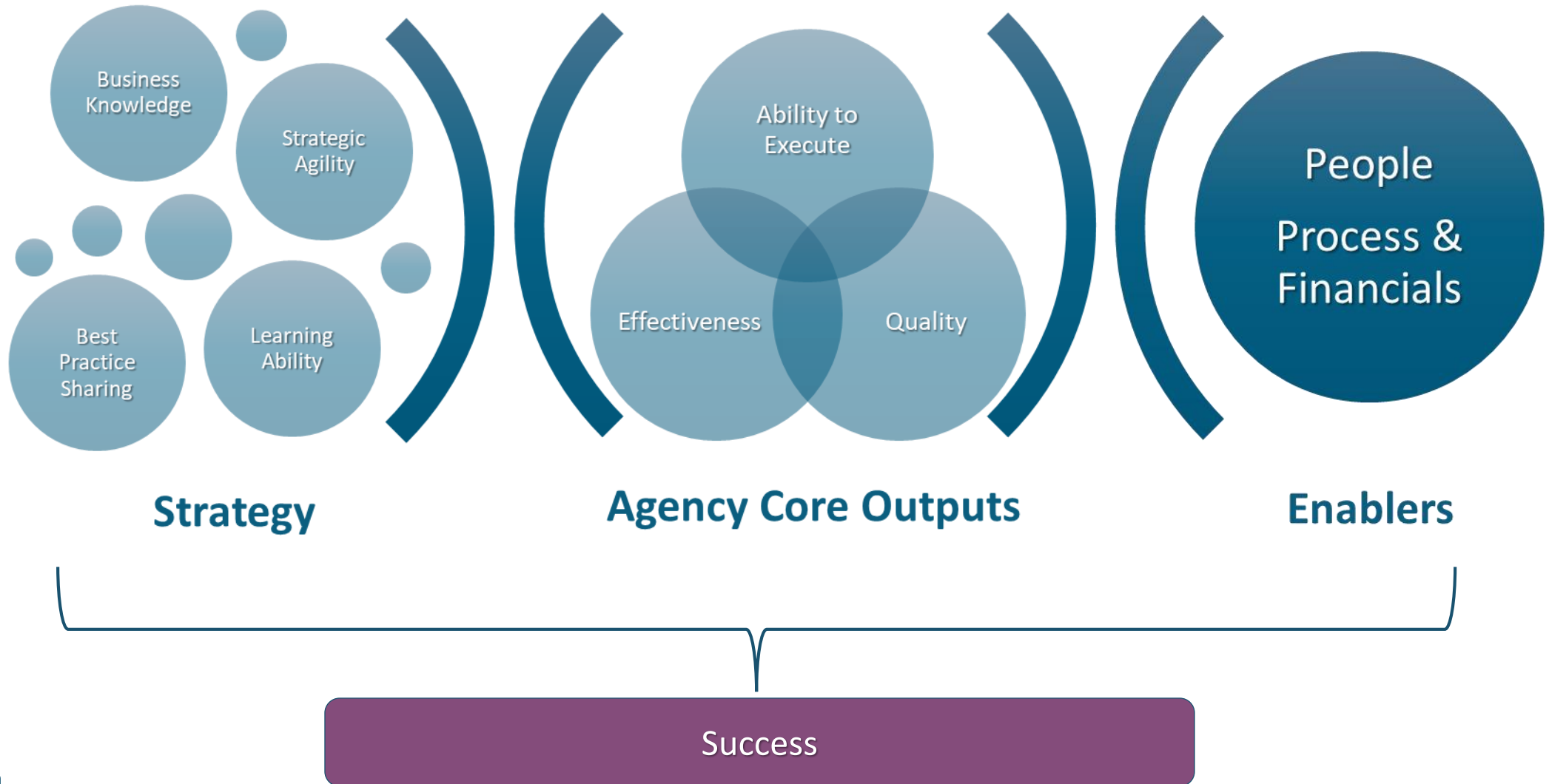
For which of the following marketing/advertising/communication agencies do you currently conduct formal evaluations?



# Do you run the same evaluation for each agency type or tailor it for each type?

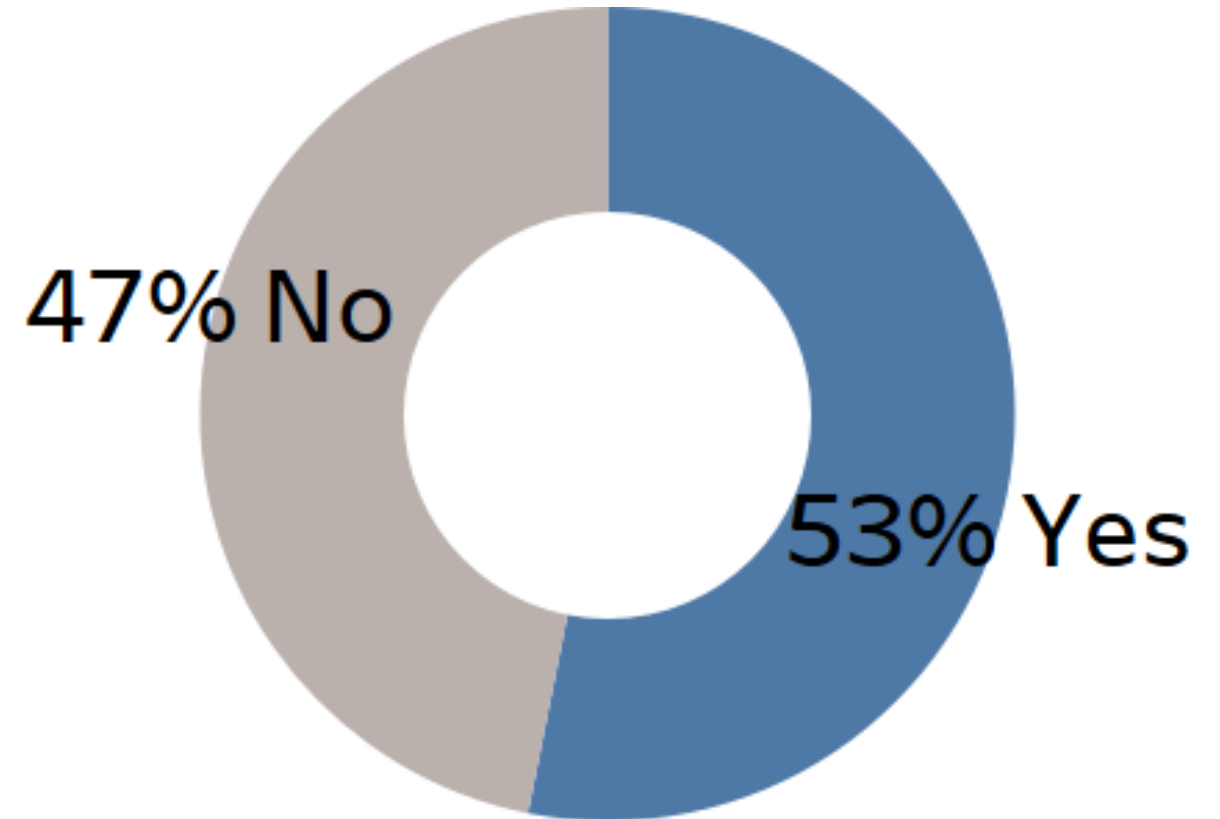


# Question Set Approach



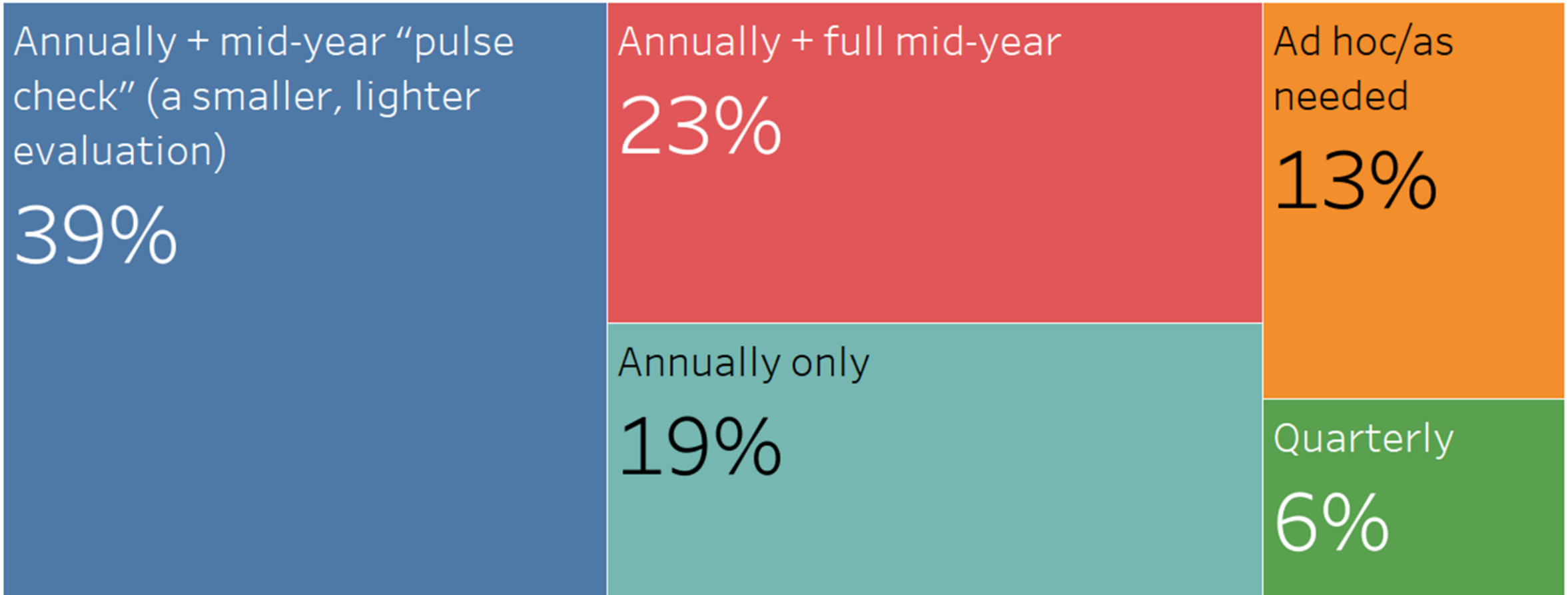
---

Do you also evaluate  
campaigns / projects  
upon completion of  
that work?





# How frequently do you conduct agency evaluations?

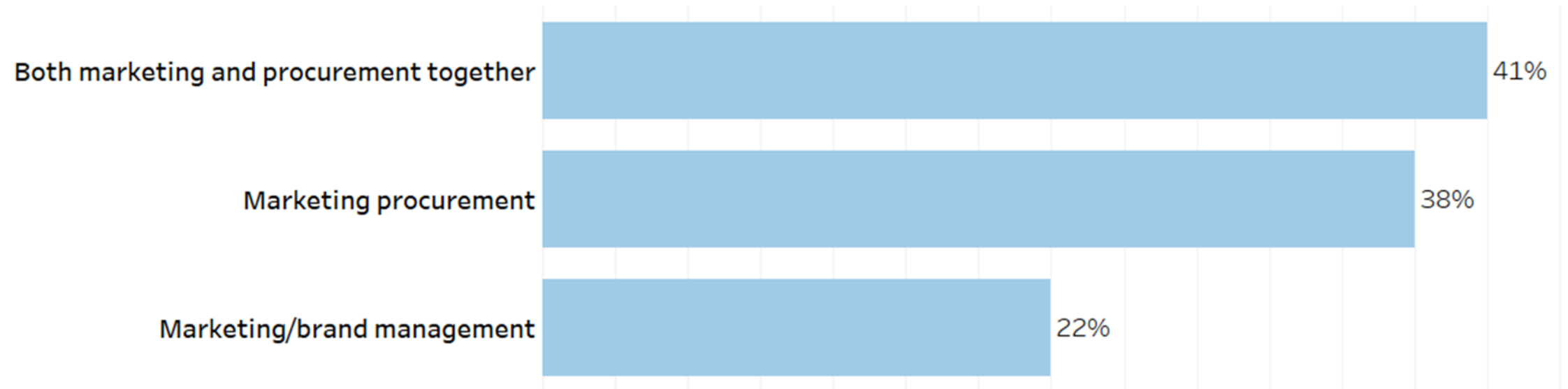


---

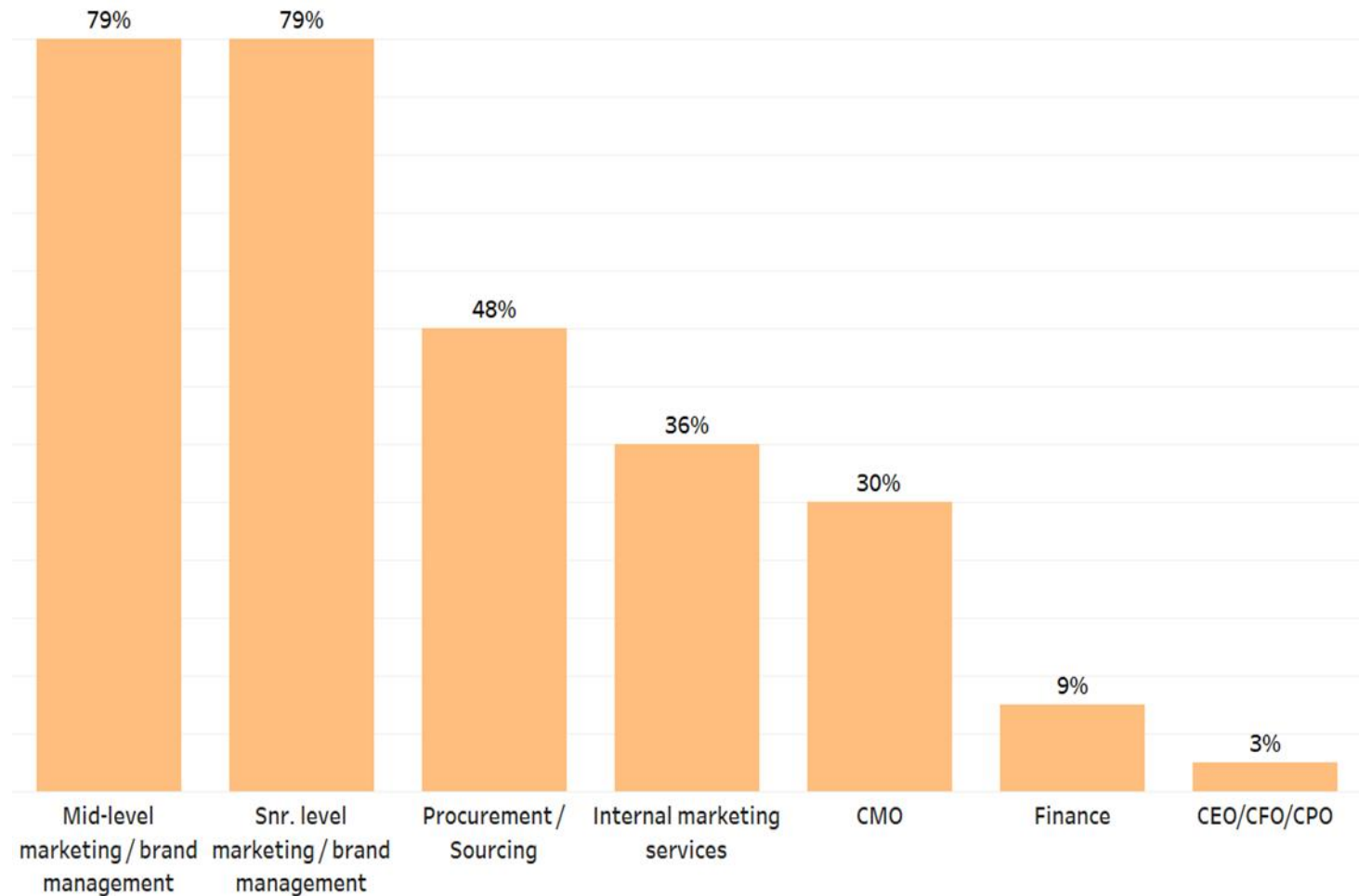
# Engagement

- Owns and manages
- Stakeholder involvement
- Why do you do evaluations?

# Who “owns” and manages the agency evaluation process?

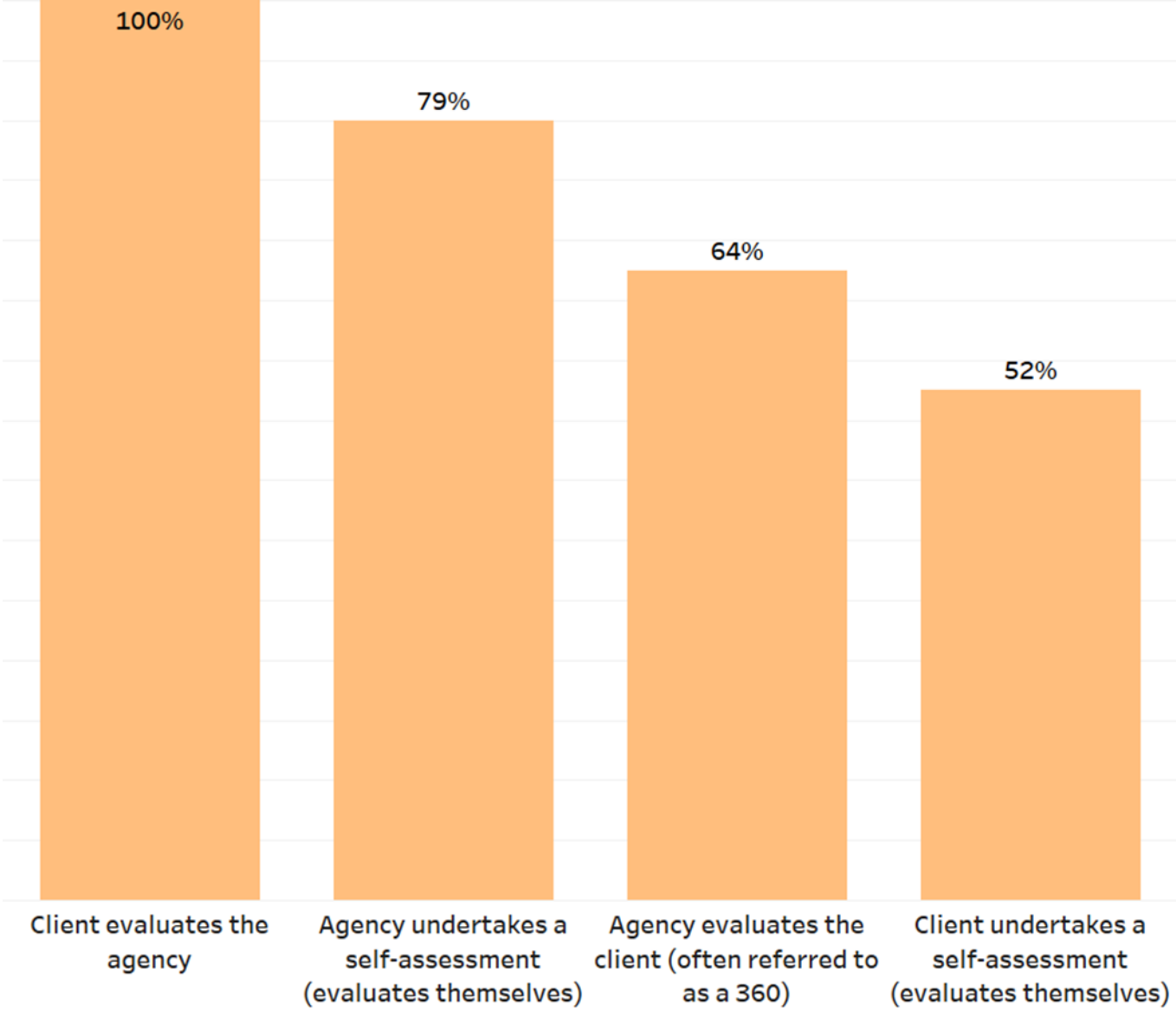


What **stakeholders** from within your organization (client-side marketers) are involved in providing input to the results of the agency evaluation?





# How do you structure your agency evaluations?

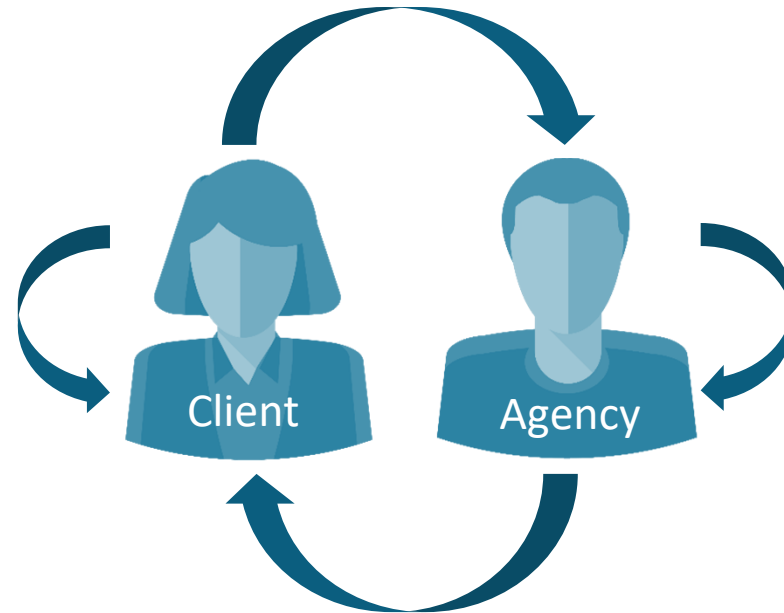


# Combinations

- Client-on-Agency

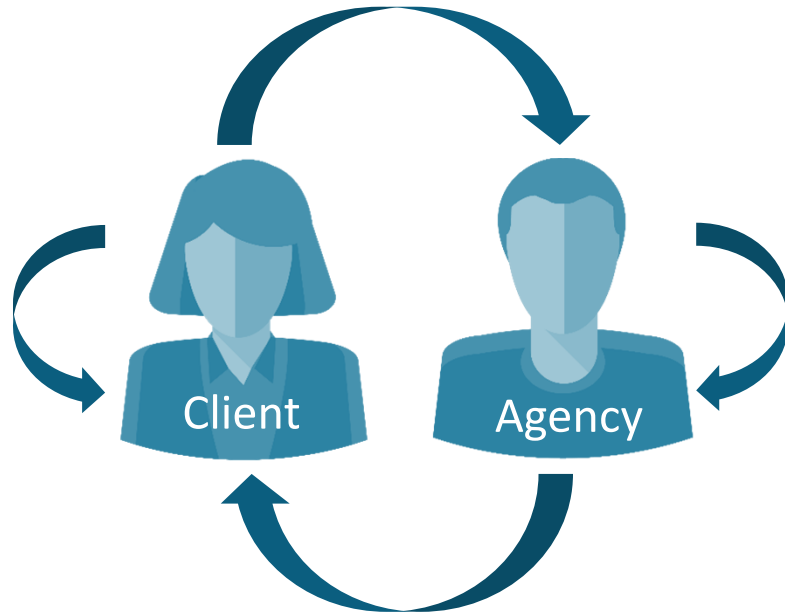
- Client-on-Agency
- Agency self-assessment

- Client-on-Agency
- Agency-on-Client



- Client-on-Agency
- Agency self-assessment
- Agency-on-Client

- Client-on-Agency
- Agency self-assessment
- Agency-on-Client
- Client self-assessment



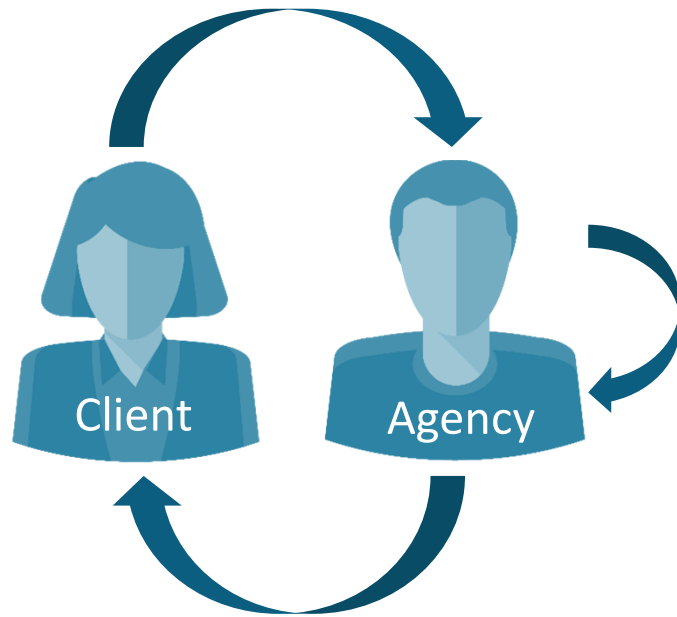
- Client-on-Agency
- Agency-on-Client
- Agency self-assessment
- Client self-assessment

“Best Practice?”

# “Most Pragmatic?”



- Client-on-Agency
- Agency self-assessment



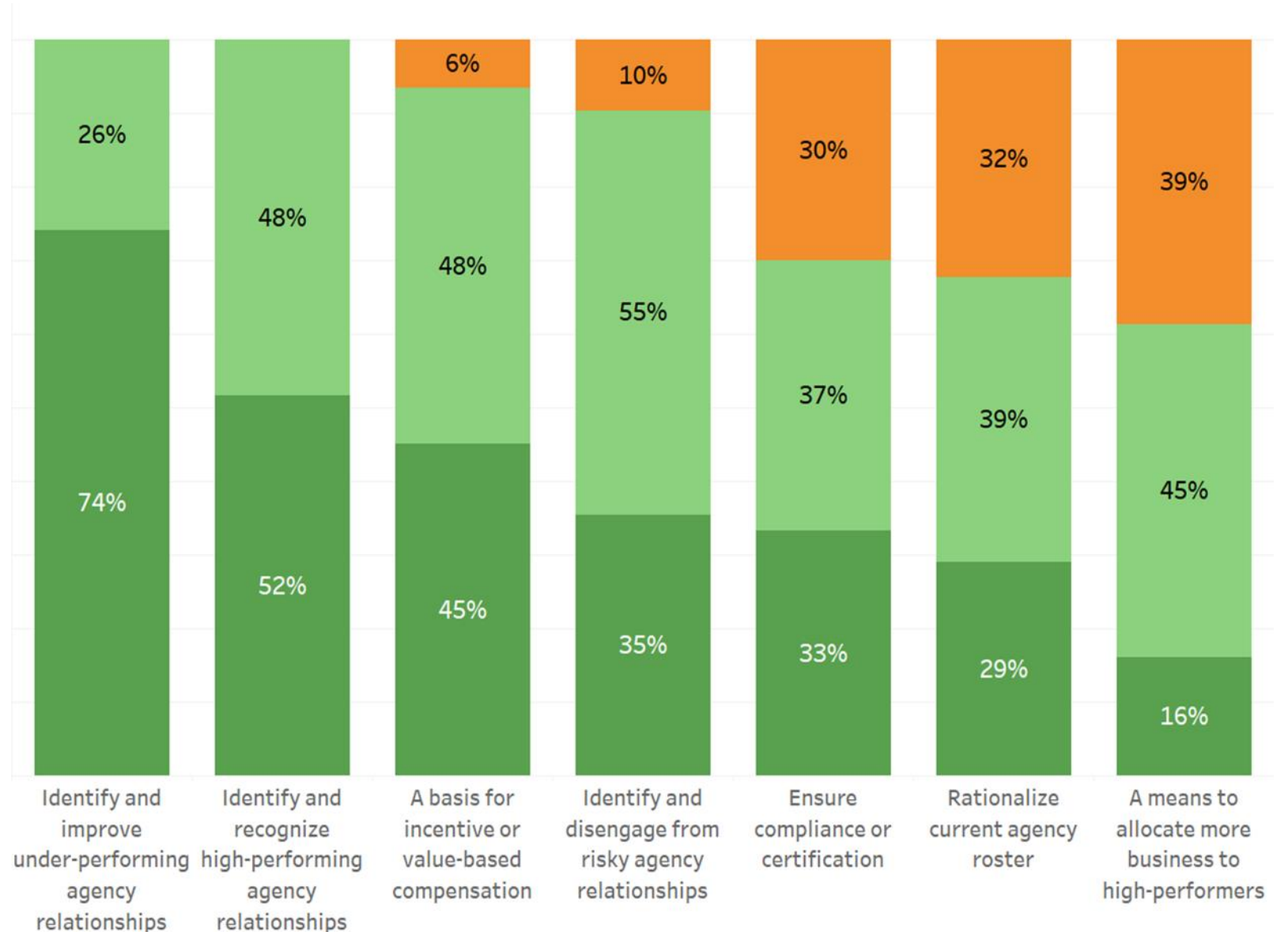
- Client-on-Agency
- Agency-on-Client
- Agency self-assessment

“Most Useful?”

Why does your company conduct agency evaluations?

How important are the following criteria to you?

**Value**  
■ Not relevant to us  
■ Important for us  
■ Highly important for us

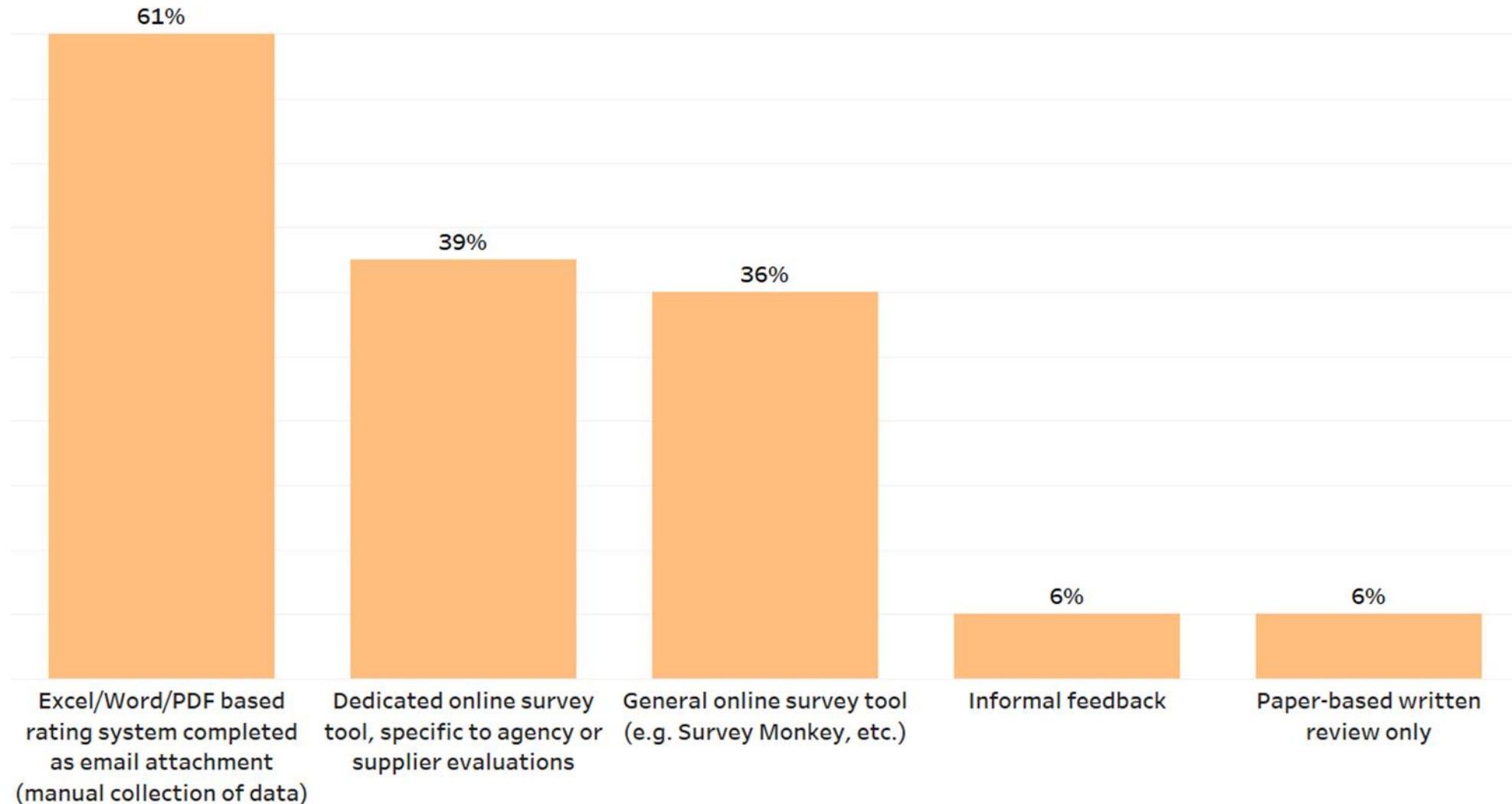


---

# Process

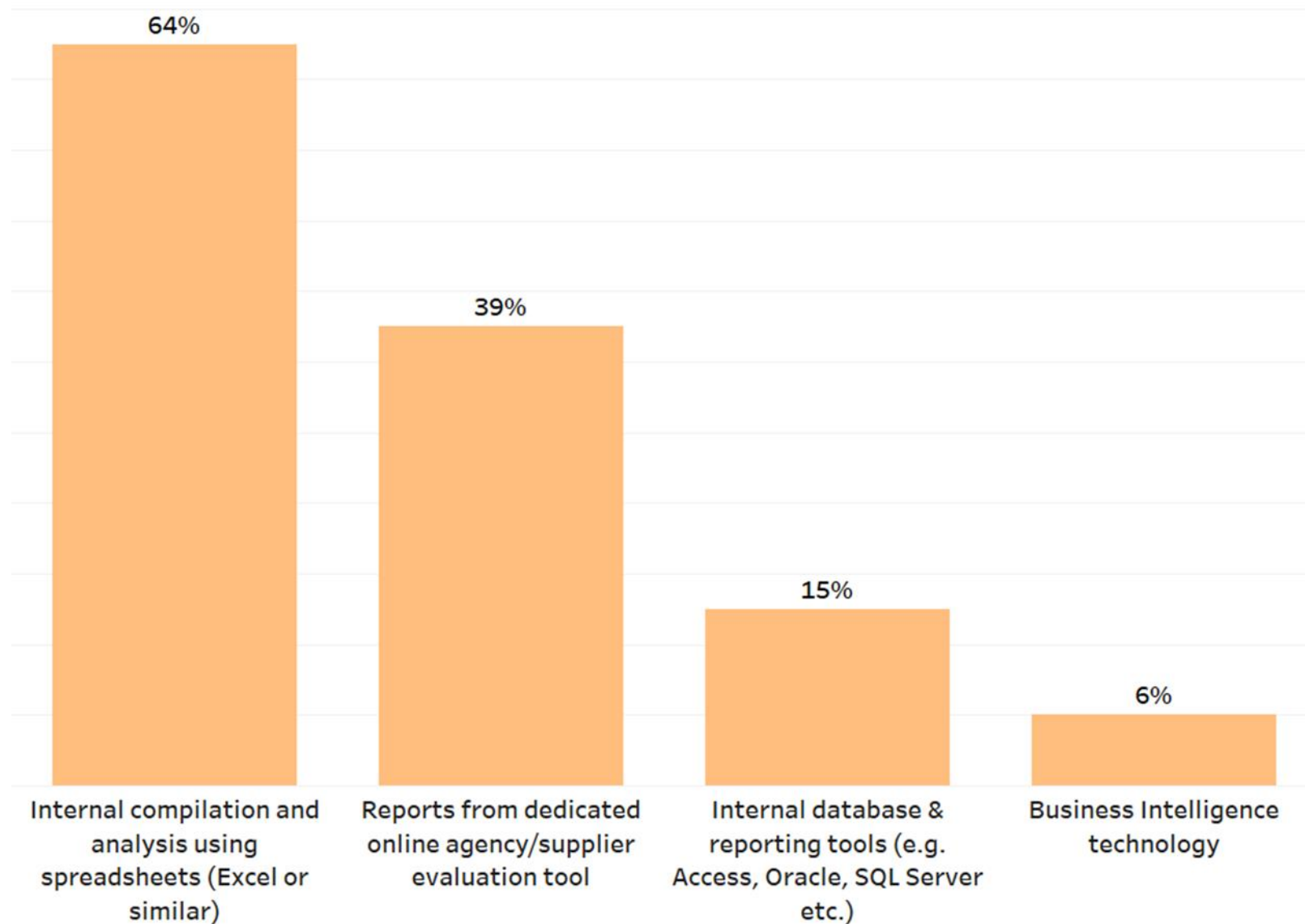
- Data Collection
- Analysis
- Sharing
- Action planning

# How do you collect the agency evaluation survey data?

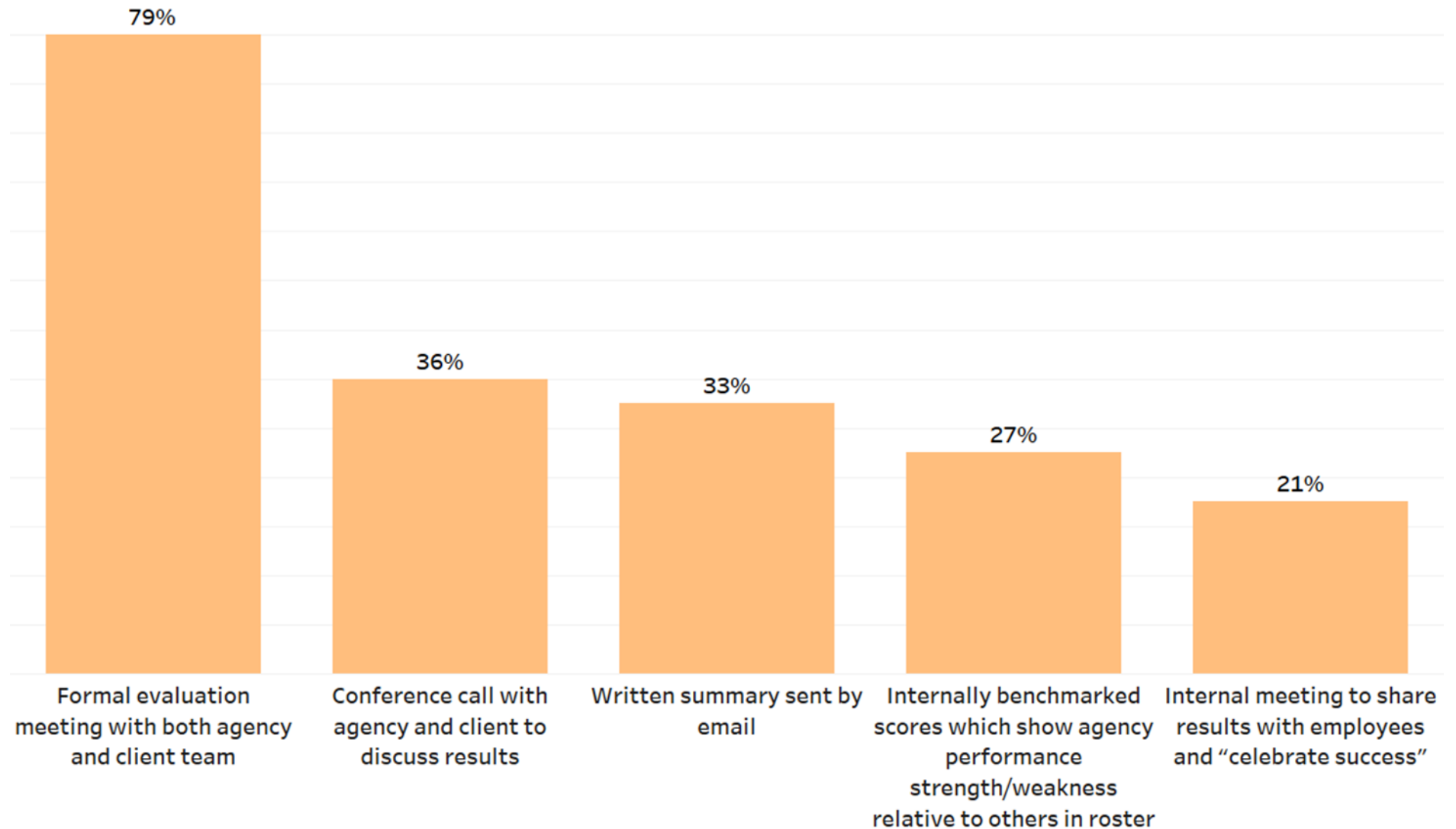




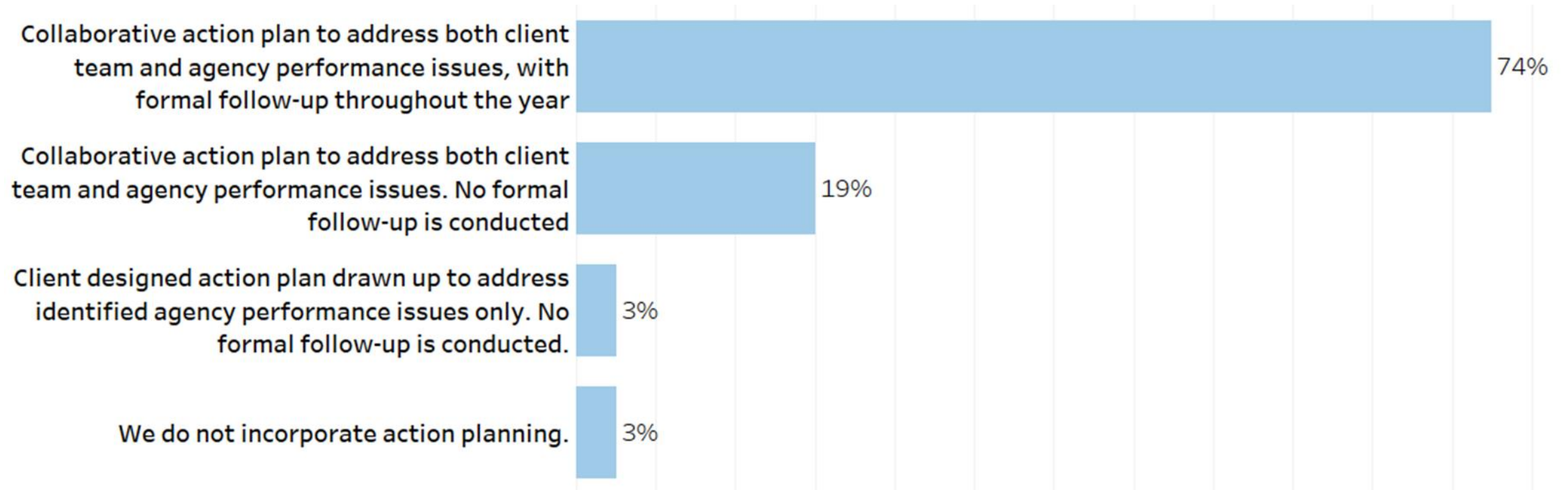
# How do you analyze the agency evaluation survey data?



# How are the results of the agency performance evaluation shared?



# Does your company incorporate an action planning program and if so what elements are incorporated?



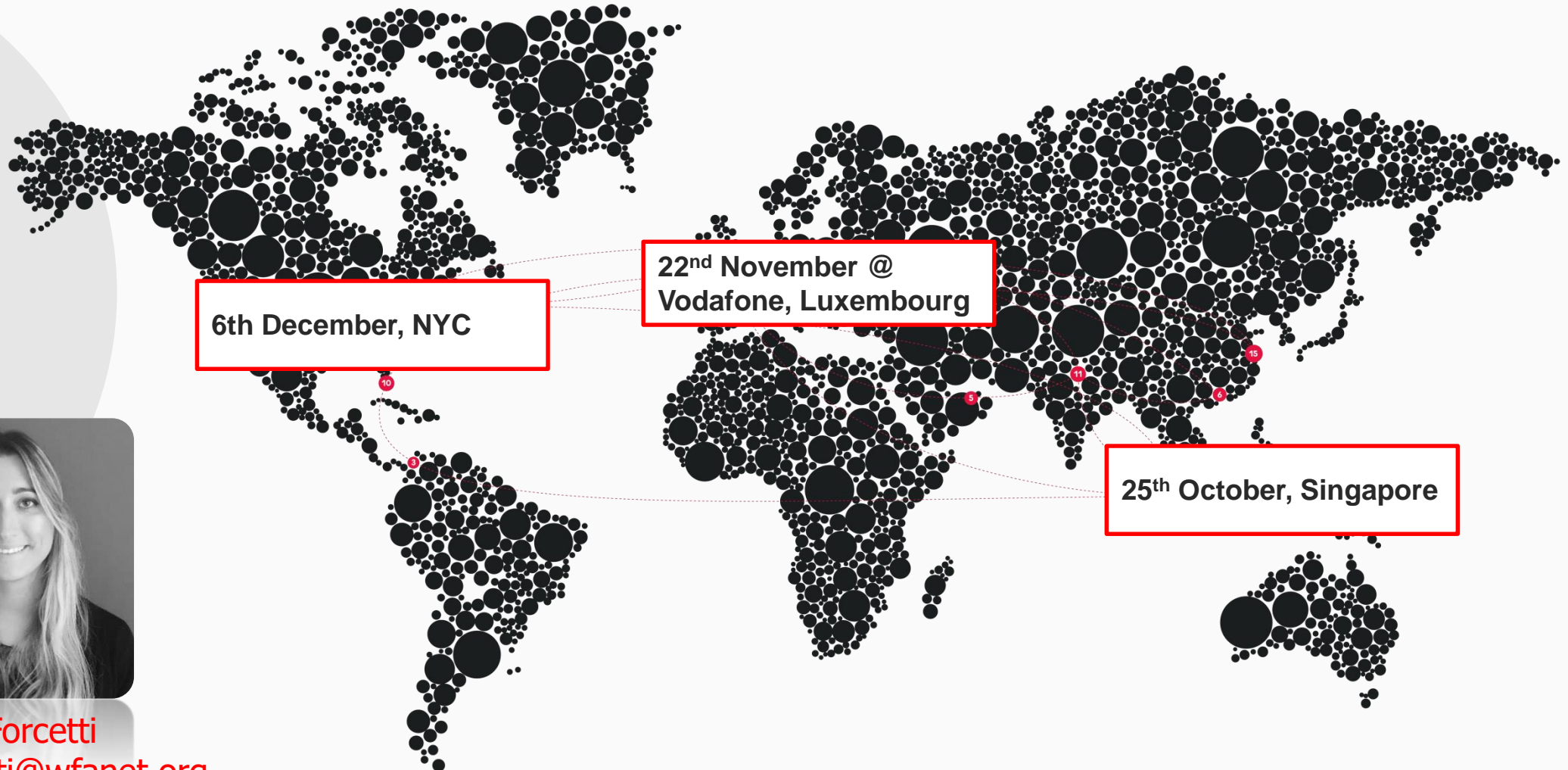
- Have a **clear purpose** as to why each agency is being evaluated and what the program should deliver. Ask how you will best understand the agency strengths and areas for improvement? How will you as a client enable the agency to do its best work?
- Involve your stakeholders early and often, as the most critical driver of success for an agency evaluation program is **active support** from senior leadership.
- Questions should be **succinct**, and **relevant** to the type of agency being evaluated – try to keep the number of questions below 15.
- For an evaluation frequency that balances **effort and results**, consider running a full scale evaluation annually, with a lighter mid-year “pulse check”.
- Make sure you **involve your agency** with having them provide a self-assessment and/or agency-on-client (360) feedback.
- Ensure your survey participants are trained on how to provide **effective comments** that drive action planning.
- Spend time analysing the results and presenting outcomes in a compelling way. **Tell stories** that engage your marketing and agency stakeholders and drive change.
- Build **meaningful action plans** in collaboration with your agency partner – and make sure they are tracked and implemented!

[decideware.com](http://decideware.com)

## 8 tips for better agency evaluation programmes – by Decideware



# Upcoming Sourcing Forums



Laura Forcetti  
[l.forcetti@wfanet.org](mailto:l.forcetti@wfanet.org)

---

# Thank you



Richard Benyon  
rbenyon@decideware.com



Rob Dreblow  
r.dreblow@wfanet.org



Laura Forcetti  
l.forcetti@wfanet.org