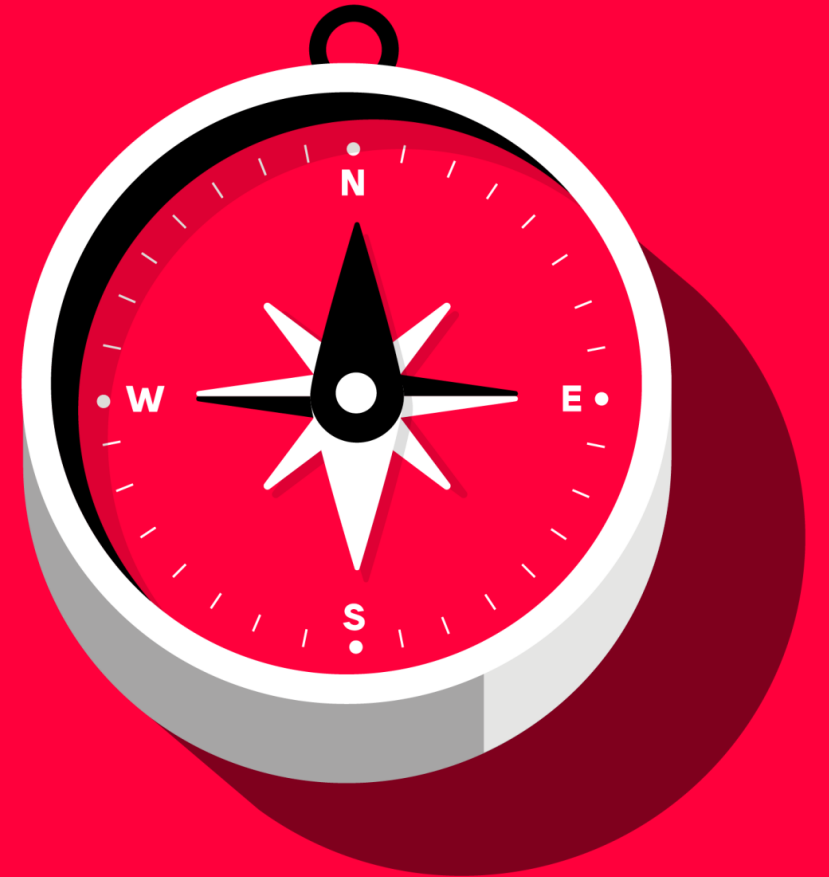


Your webinar will begin shortly...

October 23rd, 2019



Designing for integration

23. October 2019



Feel free to ask questions!

You are viewing Monica Robles' screen View Options

WFA World Federation of Advertisers

Your we
begin s

For the chat:
Make sure you
select **'all
panelists and
attendees'**

To: All panelists and attendees

Type message here...

Audio Settings ^ Chat Raise Hand Q&A Leave Meeting

WFA is the global network for marketers.



You will hear today from...



OxfordSM

Jonathan Turner

Chairman
OxfordSM



Julia Kraft

Global Marketing Services Manager
World Federation of Advertisers

At OxfordSM, we partner with businesses

To create the conditions for teams to thrive
Help focus teams on the moments that matter most to customers
And work out which levers to pull for profitable growth.

Thriving teams + happy customers

= profitable growth



Beiersdorf



Designing for integration

23. October 2019



What we will cover

- 1/ Research and a few key findings
 - 2/ Recommendations
- ... and your thoughts – all the way through!

The research

19 questions focussed on
organizational design
and ways of working

22 member companies

10 sectors

67% respondents in global roles

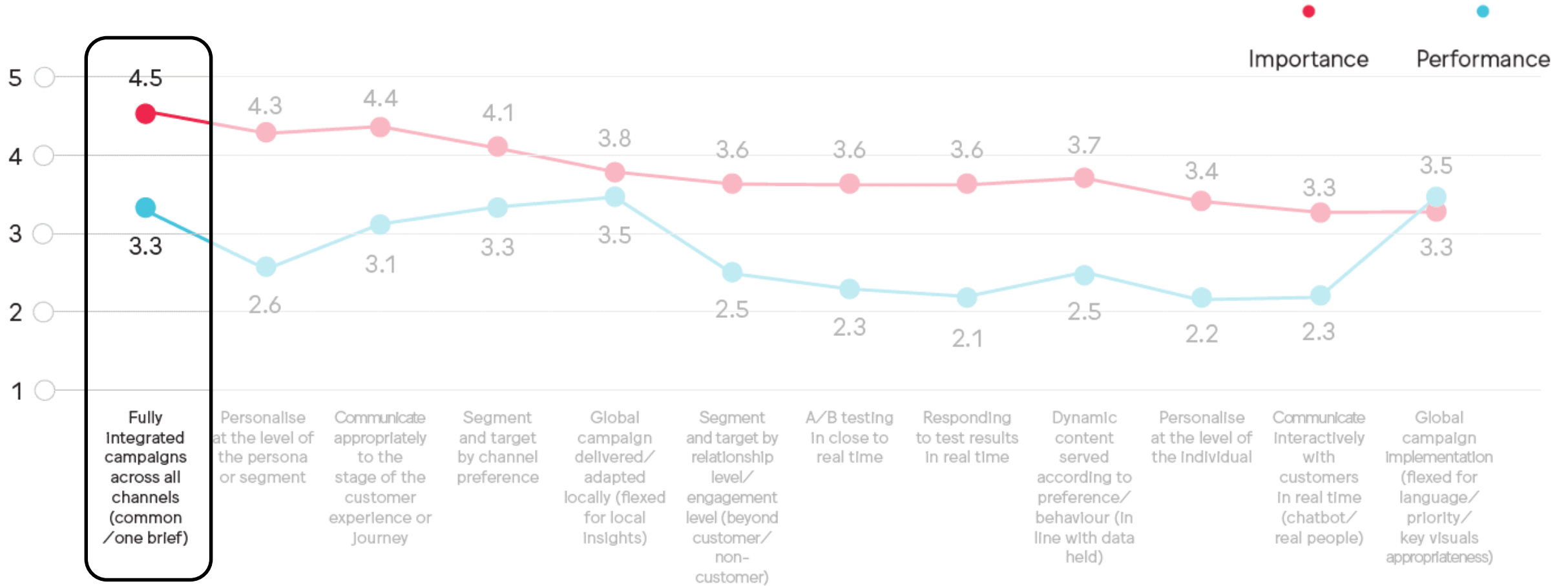
\$32Bn total ad spend of respondents

Designing for integration

Global marketing communications
organisation research

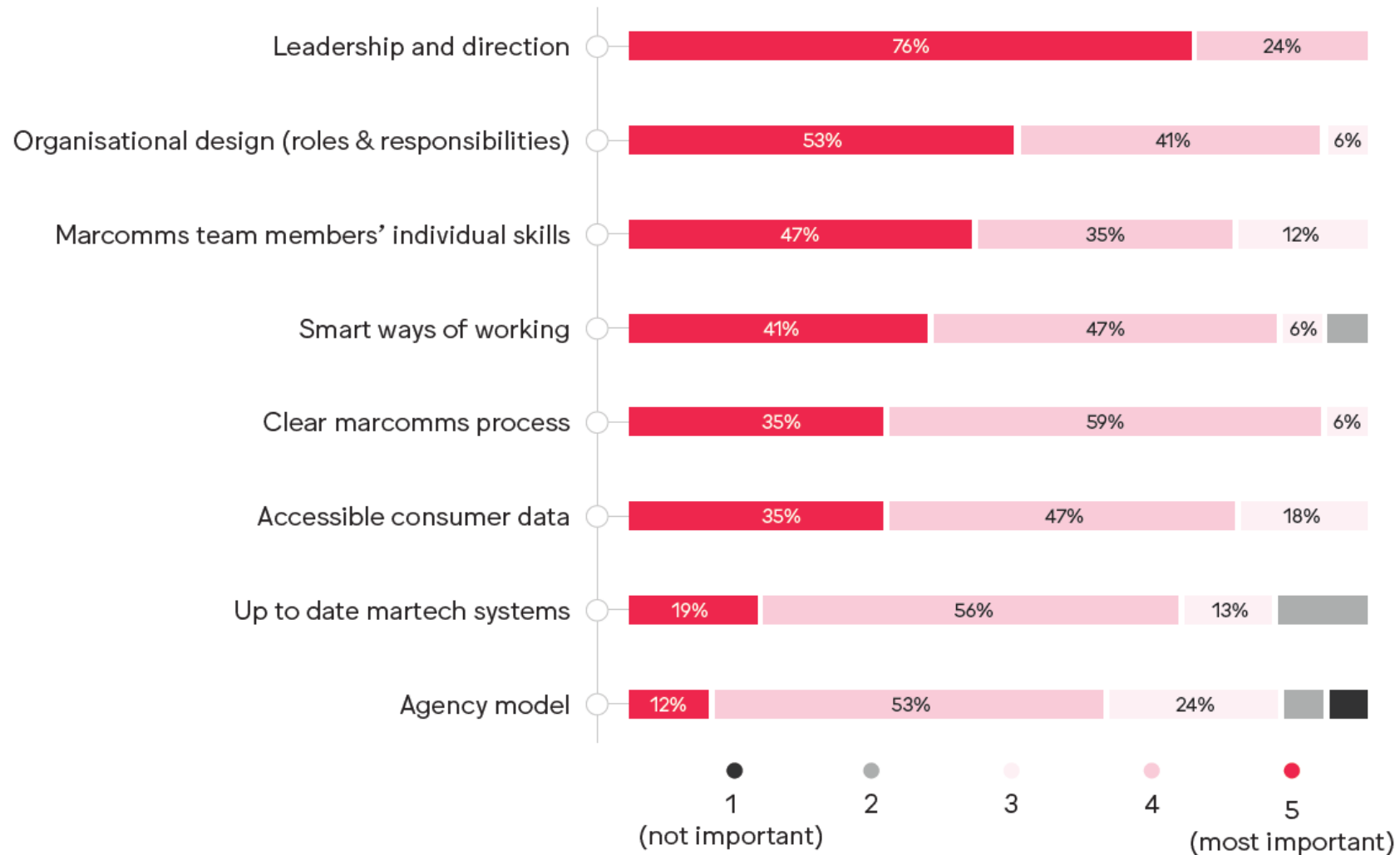


Integration remains the number 1 challenge



Q: Please rate the importance of key capabilities and your performance level

The critical drivers of effective communication



3 characteristics of integrated communications



7

Recommendations

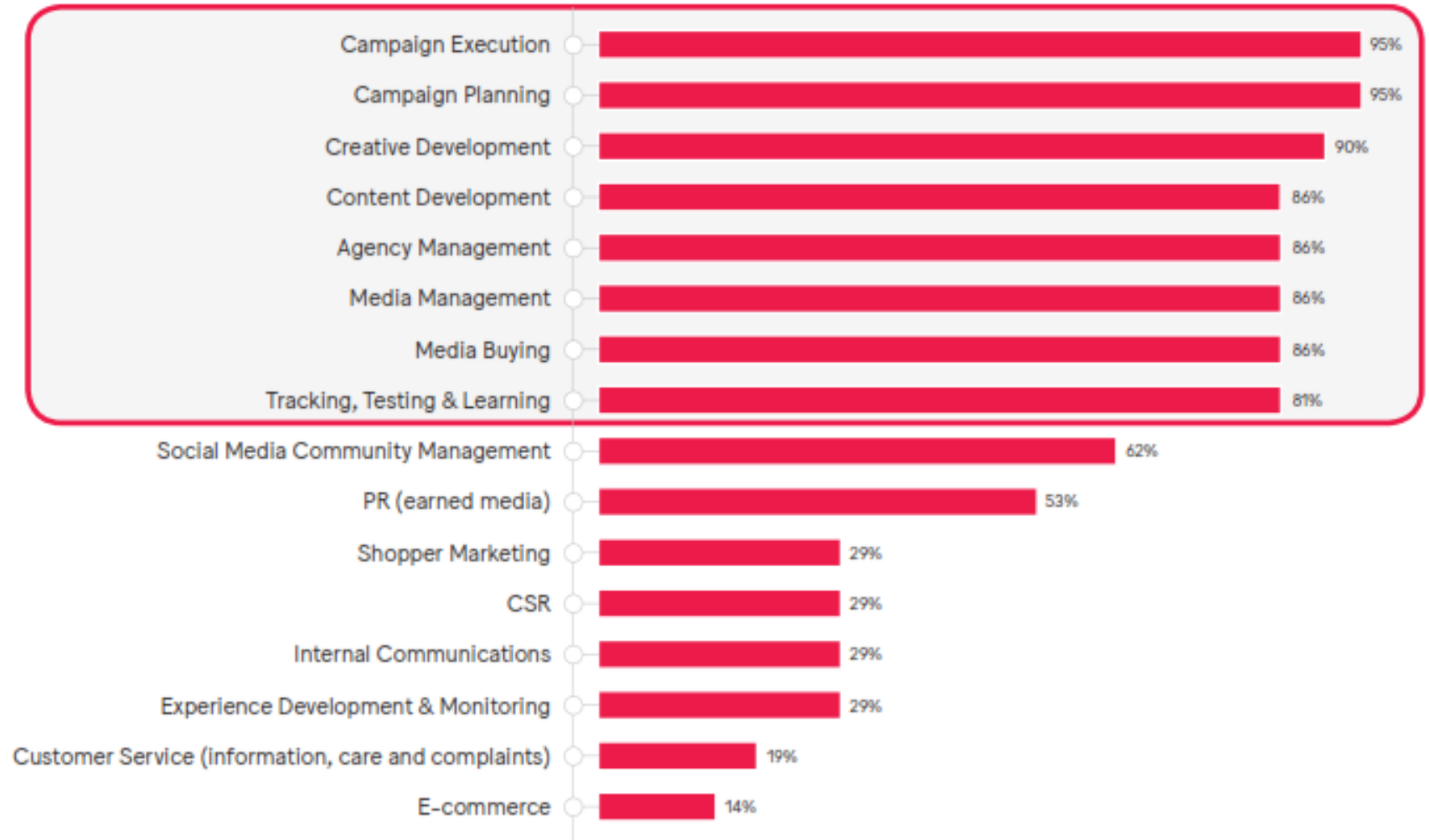
- 1/ All channel responsibility
- 2/ Leadership and team structure
- 3/ Decision-making closest to the consumer
- 4/ Integrated digital expertise
- 5/ Briefing: strategic brevity, simplicity
- 6/ In-housing capability to build expertise
- 7/ Prioritize people and team skill build

1 / All channel responsibility

Take responsibility, though not necessarily control, for all channels impacting the consumer experience

Marcoms Focus is on **traditional media channels**

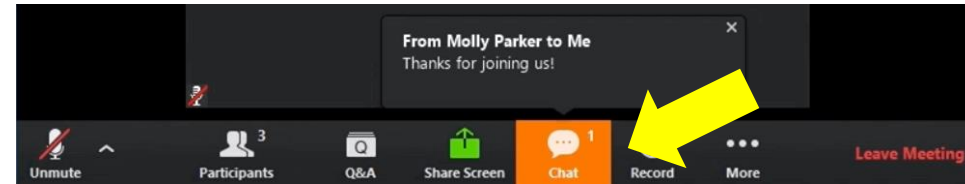
“What does marcomms include in your organisation?”



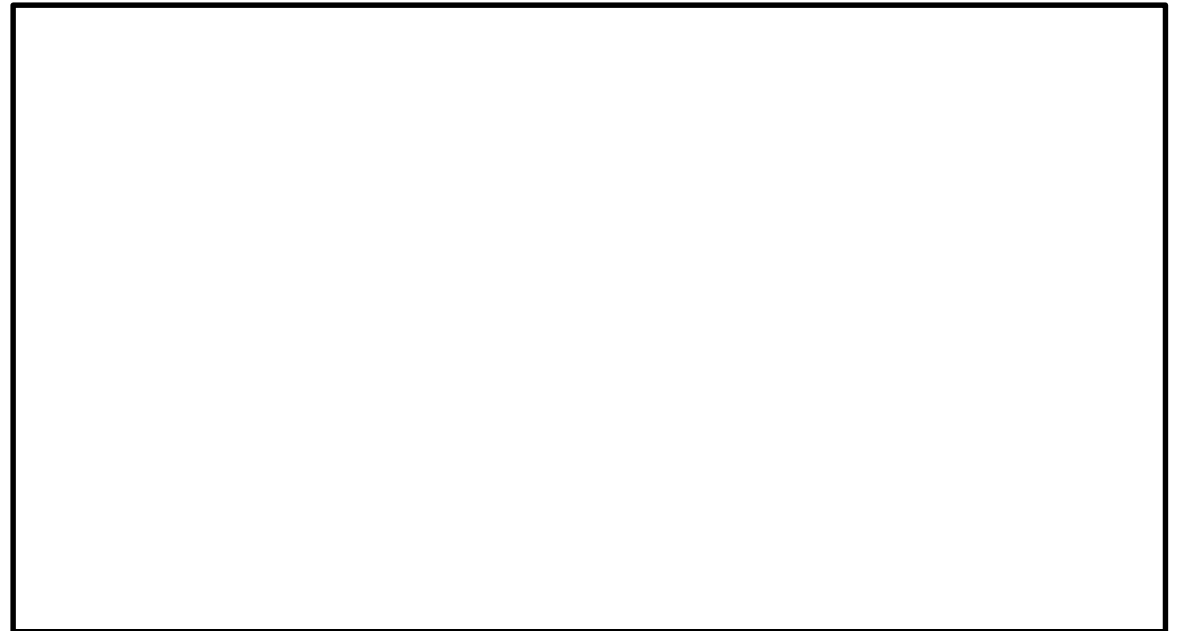
Over to you...

Write in chat box:

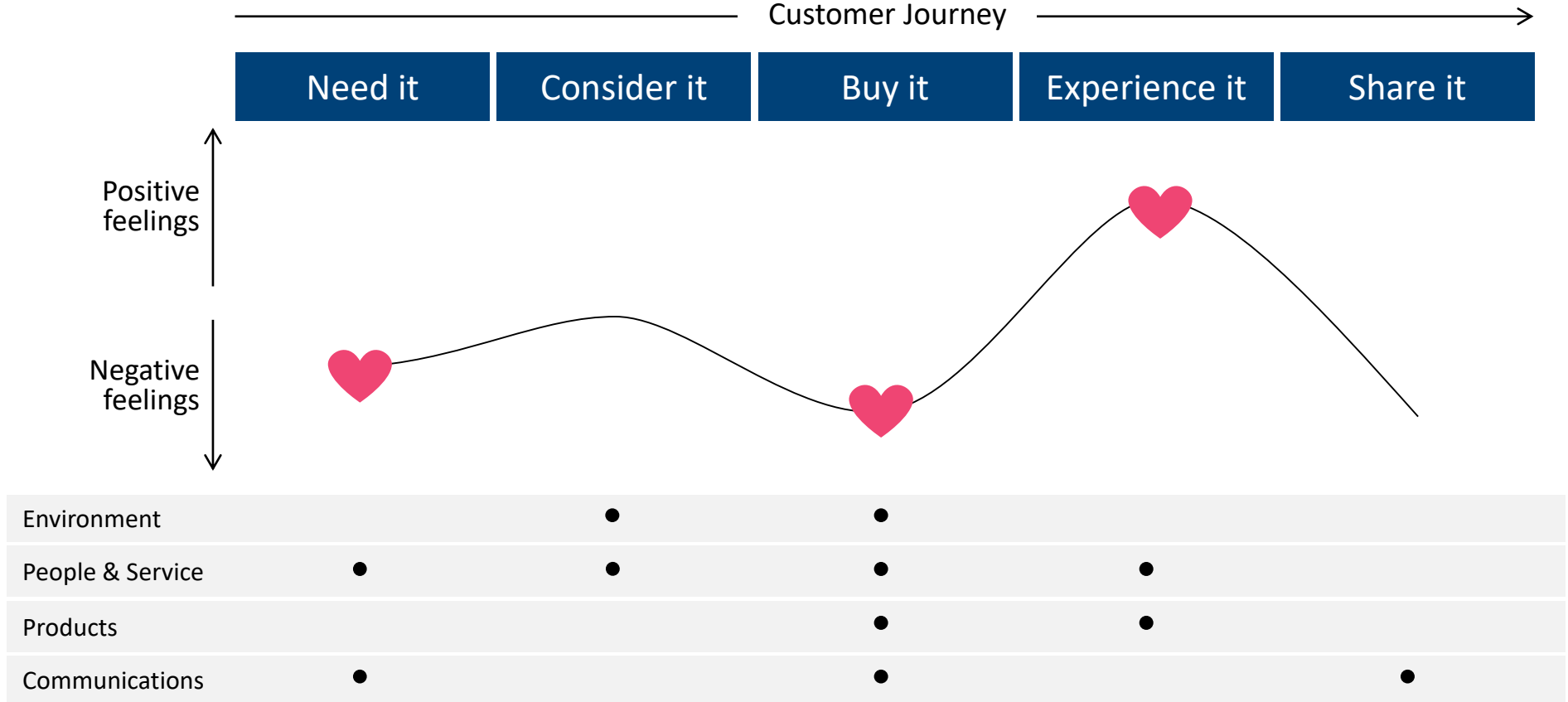
What ways do you have to manage the reality of multiple channels with multiple owners and lines of authority?



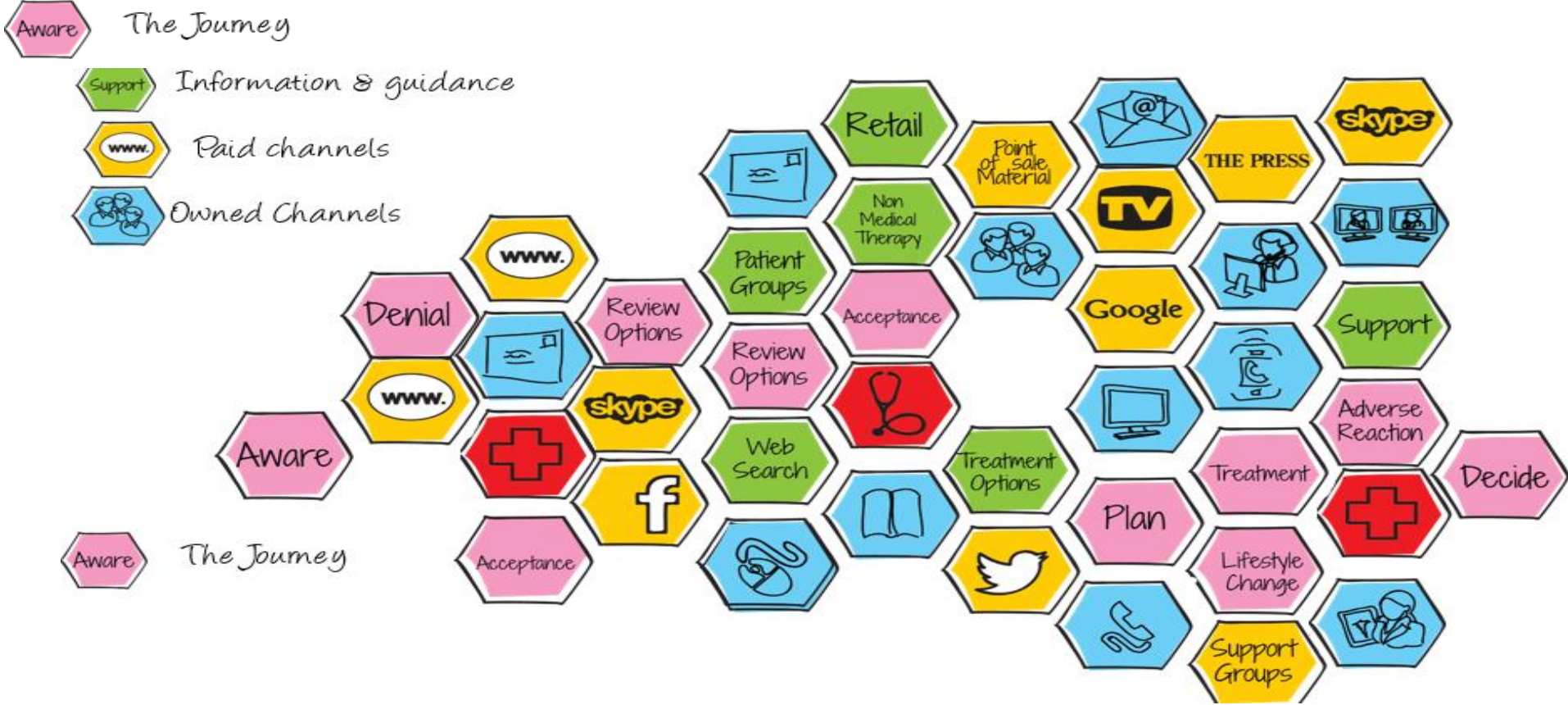
Please send us your answers via 'chat'



Customer Journeys help to identify business challenges and role for Marcomms **at the moments that matter**



Customer Journeys guide integrated communication





EMPLOYER
Amazon

INDUSTRY
Computer Software,
Information Technology &
Sciences, Internet

HEADQUARTERS
Seattle, Washington

[View Full Profile](#)

[Apply to this job](#)

[Bookmark it!](#)

Posted August 27th

Customer Journey Insights Manager

Seattle, Washington

FUNCTION
Management

EXPERIENCE
Senior

TYPE
Full Time

About the Position

Amazon is seeking a Customer Journey Insights Manager, to join a truly global team, focused on improving the customer experience across all Amazon products and services.

We use customer research (both qualitative and quantitative) to understand how people use online services (e.g., shopping, digital video streaming, voice assistants etc.) and present business recommendations in order to improve Amazon's end-to-end customer experience, solve identified issues, and eventually to achieve our vision: Earth's Most Customer-Centric Company.

Poll:

How do you use
customer journey
planning?



Oxfordsm

2 / Leadership and team structure

Design clear leadership structures with dedicated, expert teams

Marcoms leadership needs to **include all functions** contributing to effective communication

Brand Equity and marketing execution

Media Internal channel specialists and agency teams

Creative Agency/in house

Insight, analytics, performance management and database

Customer experience, customer service and CSR

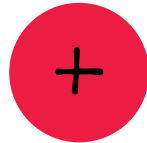
Q: Thinking about your organizations' senior executive leaders, which of these roles do you have now?



Putting the right structure in place: 3 things that will help

1

Cross-functional team,
aligned to the
customer journey



2

**Single or
aligned
budgets**



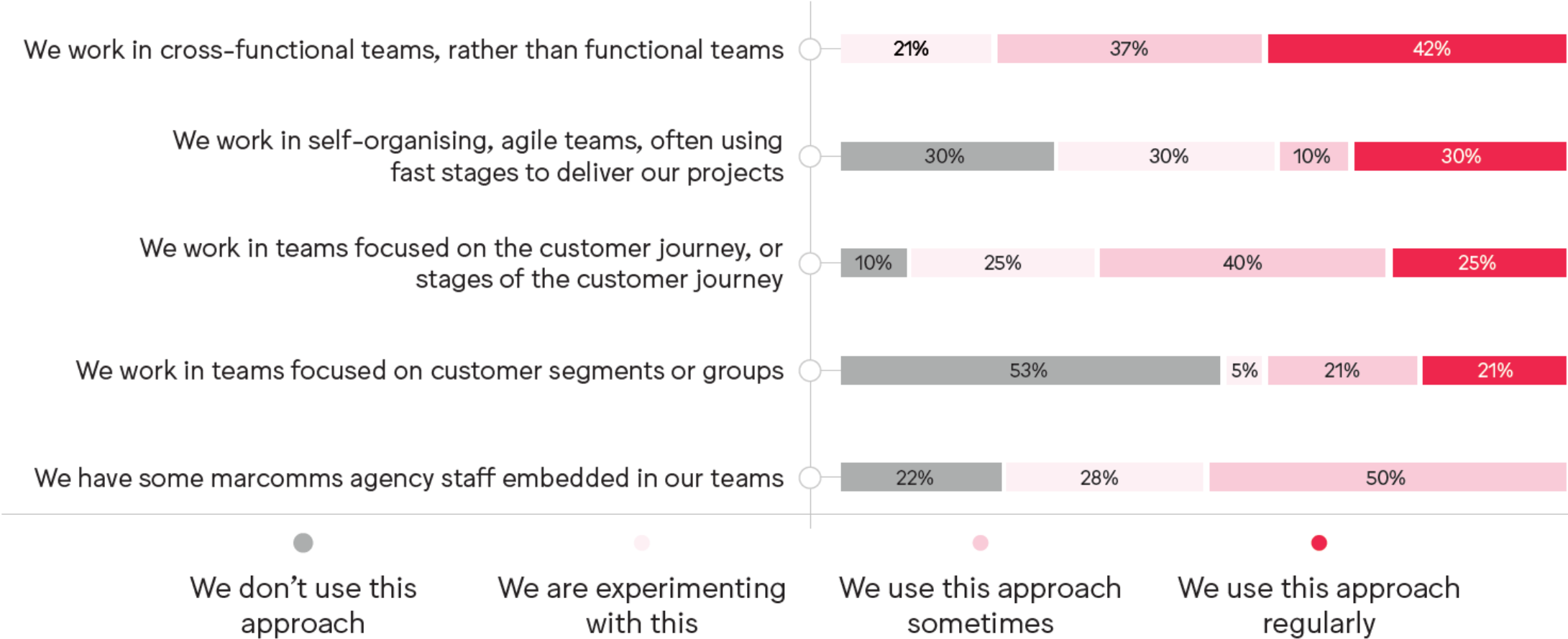
3

Expert teams, deep
functional or channel
specific expertise

3 / Decision-making closest to the consumer

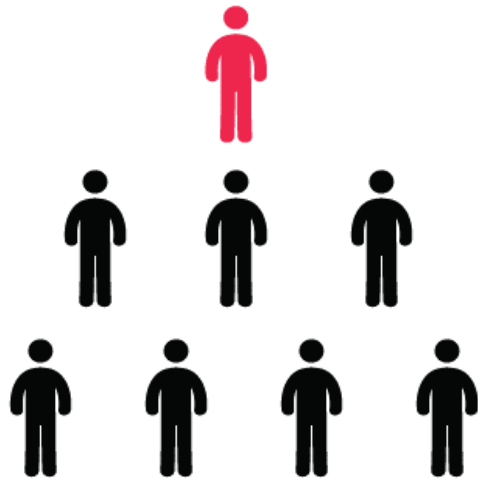
Give responsibility and decision-making closest to the consumer, or those with expertise about the consequences of the decision

Better ways of working to break down silos and deliver customer-centric communication



Agile, empowered teams can respond to consumer need **more accurately and faster**

Traditional Teams



Agile Teams



Vodafone runs its digital performance marketing through a series of weekly sprints, adapting and improving campaign spend and focus within the campaign



**“highest paid person”
in the office
(HiPPO)**

BANK



Plant-Powered
Energy.

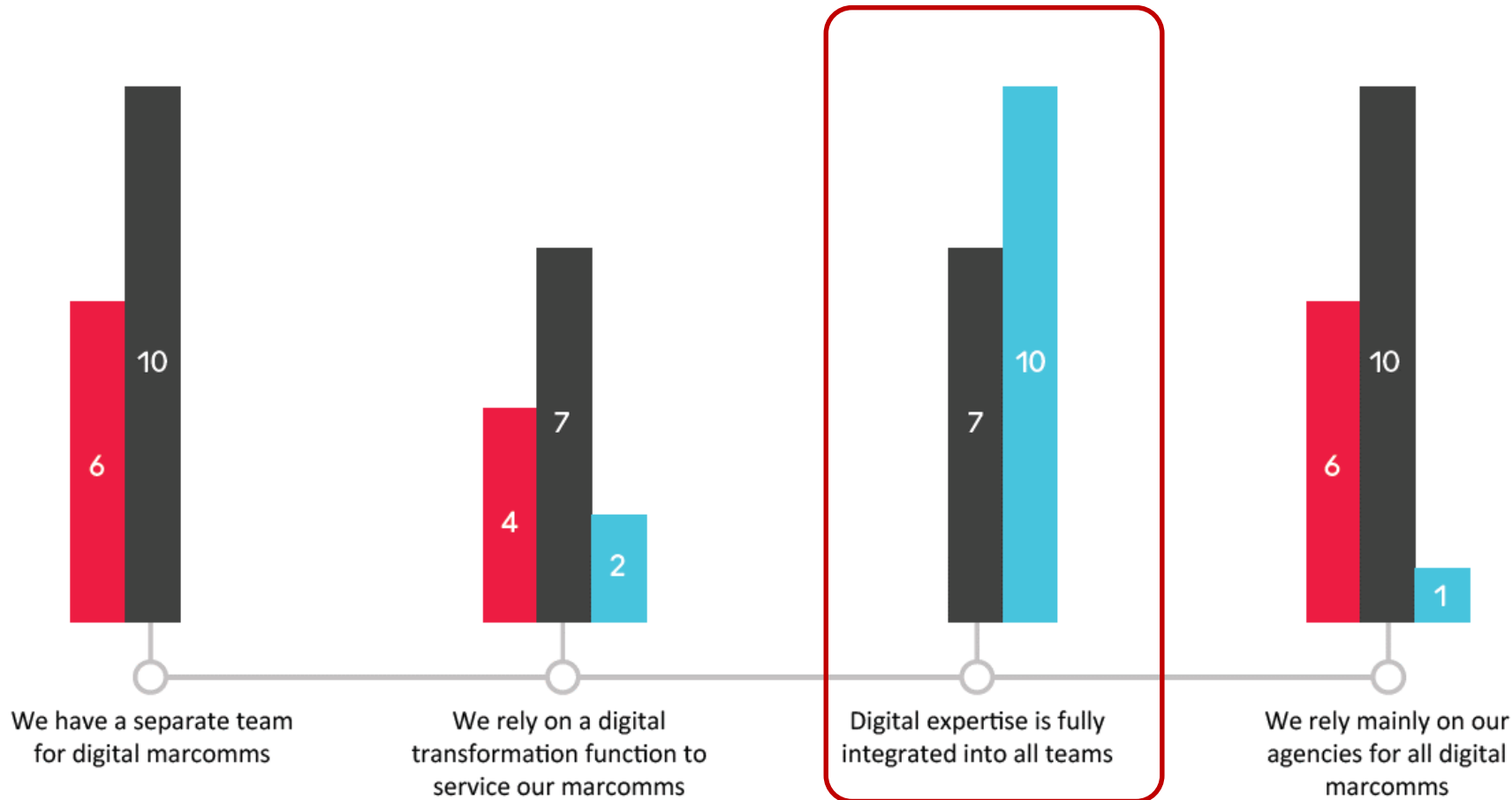
E commerce team analysis of heavy subscription buyer reviews uncovered strategic insight – on air in 4 weeks



4 / Integrated digital expertise

Ensure digital expertise is fully integrated in teams, and that processes for digital experience are integrated in one simple marcoms process

Majority have separate digital teams, many still **rely on agencies for expertise**



- This used to be the case
- This is what we do now
- We plan to have this in the future

Unilever has **digital hubs** for key categories in all major markets

“This is probably the one big game-changing thing that we've deployed.”

An end-to-end team that brings the digital way of working to life and empowers local teams



The goal:
**self-sufficiency in the
Brand Teams**

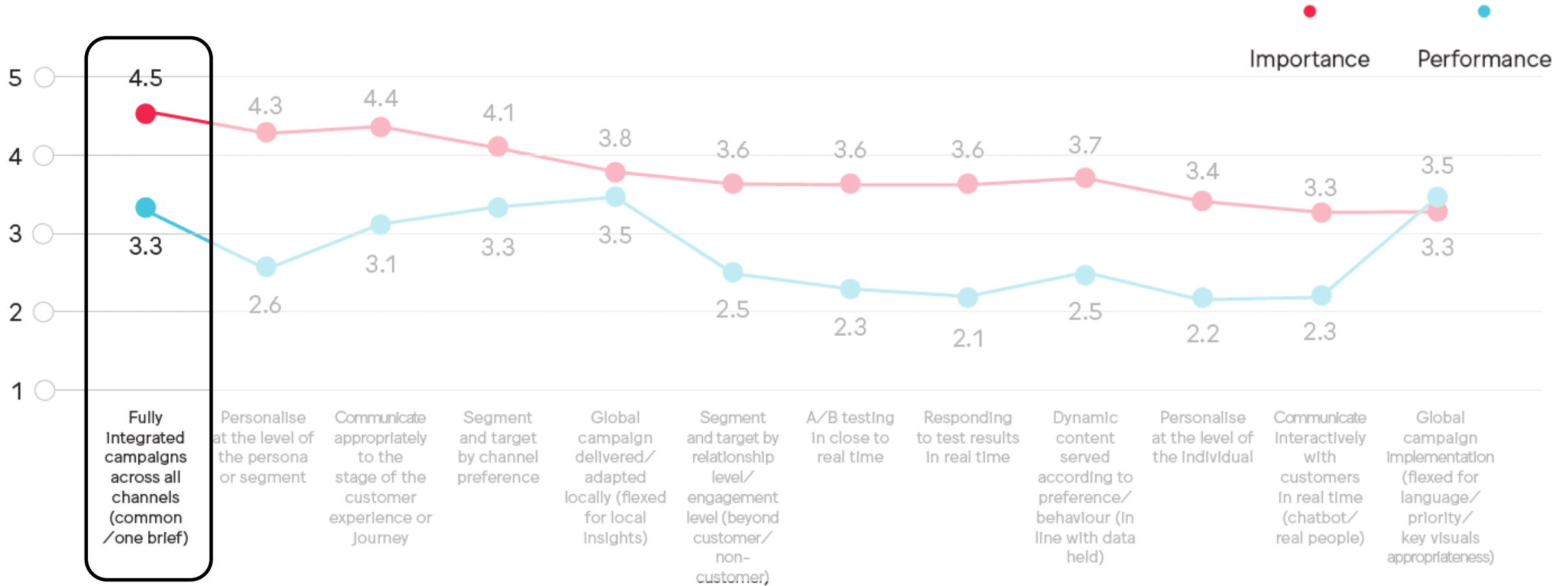
- 1/ Set up platforms,
frameworks, data strategies,
asset briefs, KPIs
- 2/ Train and transfer skills
- 3/ Build capability



5 / **Briefing: strategic brevity, simplicity**

Ensure the briefing process maintains core equity and strategic messaging, while having the brevity and simplicity to be useful for all channels, at pace

Briefing is seen to be a critical enabler of Marcoms integration and a real gap exists



“Brief in a tweet”



#newstory

*“We need your help,
we need an idea”*

For example:

Brief for new campaigns,
new creative idea

This output requires creativity

**To ‘brief’ this we must
tell the full story**

#newschapter

*“We have a campaign, we
need this variation please”*

For example

Tactical execution in
existing campaign

This output requires a new
creative execution (not idea)

**To ‘brief’ this we must
use an existing story**

#request

*“We’ve essentially got it,
we just need this version”*

For example

Change the price on this ad

This output requires same
material, for different people

**To ‘brief’ this we must
be specific**

Brief in a tweet?



twitter 



Lauriemorgan7
Laurie Morgan

 Follow

Bring hangry to life...I'm angry and useless when I'm hungry, until I eat snickers

Yesterday at 2:41pm

51 RETWEETS

Engaging and responding...Who? When? What? How?

What is our Brand's purpose?



We believe in the power of playful spirit to bring people together

Is it a moment that matters?

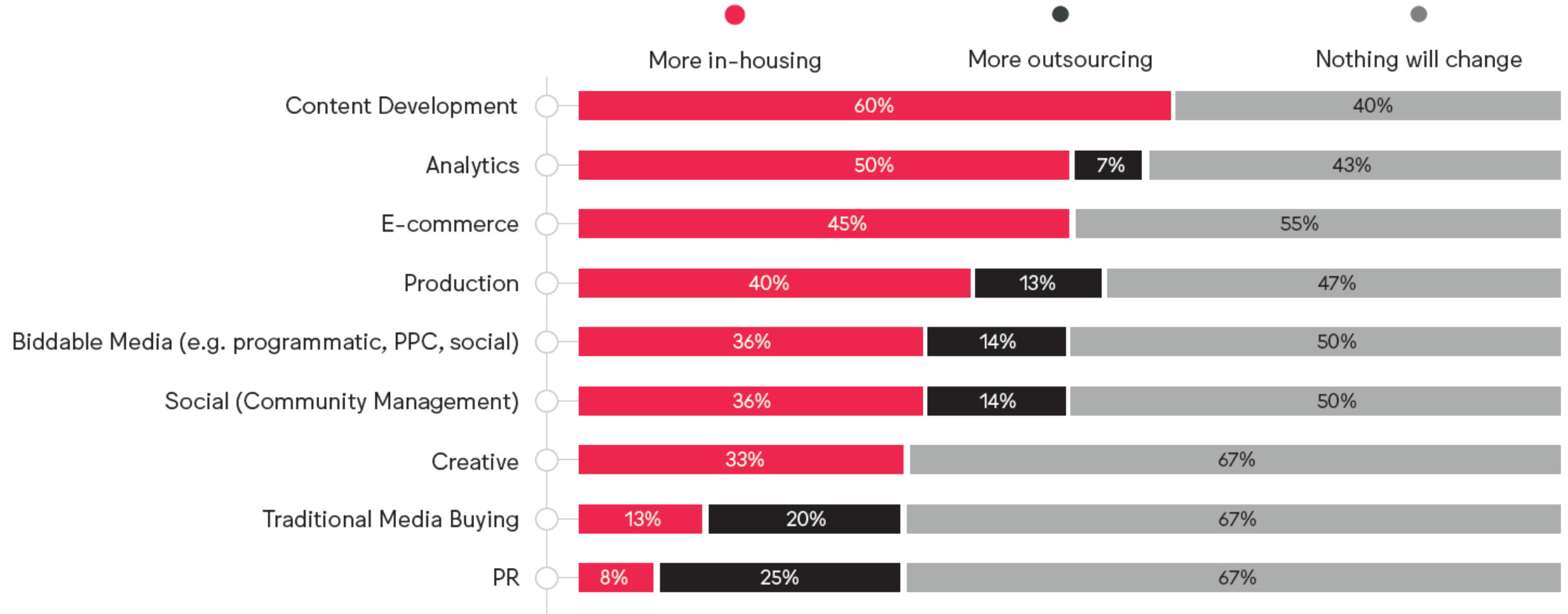


6/

In-housing capability to build expertise

Consider in-housing capability
to build expertise, as well as
cost reduction and process control

The research confirms the **trend to in-housing** is gaining momentum



Working out which capabilities to in-house

Typically ...

1. To streamline and accelerate
2. To reduce cost

But critically....

1. Enabling brand success and/or Marcoms strategy?
2. Bringing you closer to the customer?
3. Better leveraging owned assets, especially first party data?
4. Sustainable in the long run (do you have enough scale?)

Right infrastructure to thrive

- 1/ Clear strategy
- 2/ Diversity
- 3/ External inspiration
- 4/ Set up for collaboration
- 5/ Creative space



85% of creative work in-house

7 / Prioritize people and team skill build

Ensuring people and team skill build are given
as much priority as martech investment

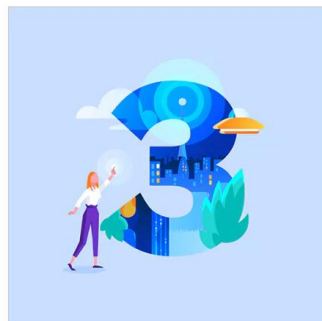
Technology first?



Find your platform



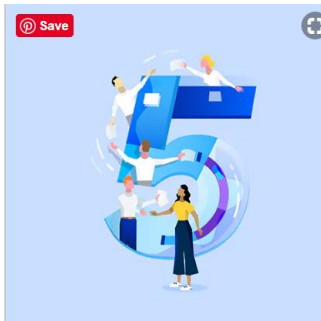
Build it on data



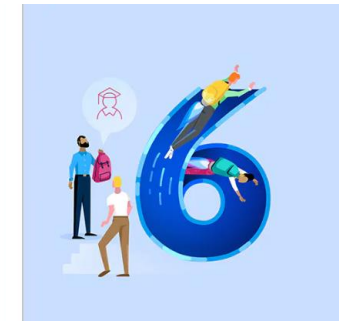
Architect for change



Design intelligent workflows



Get agile



Empower your people

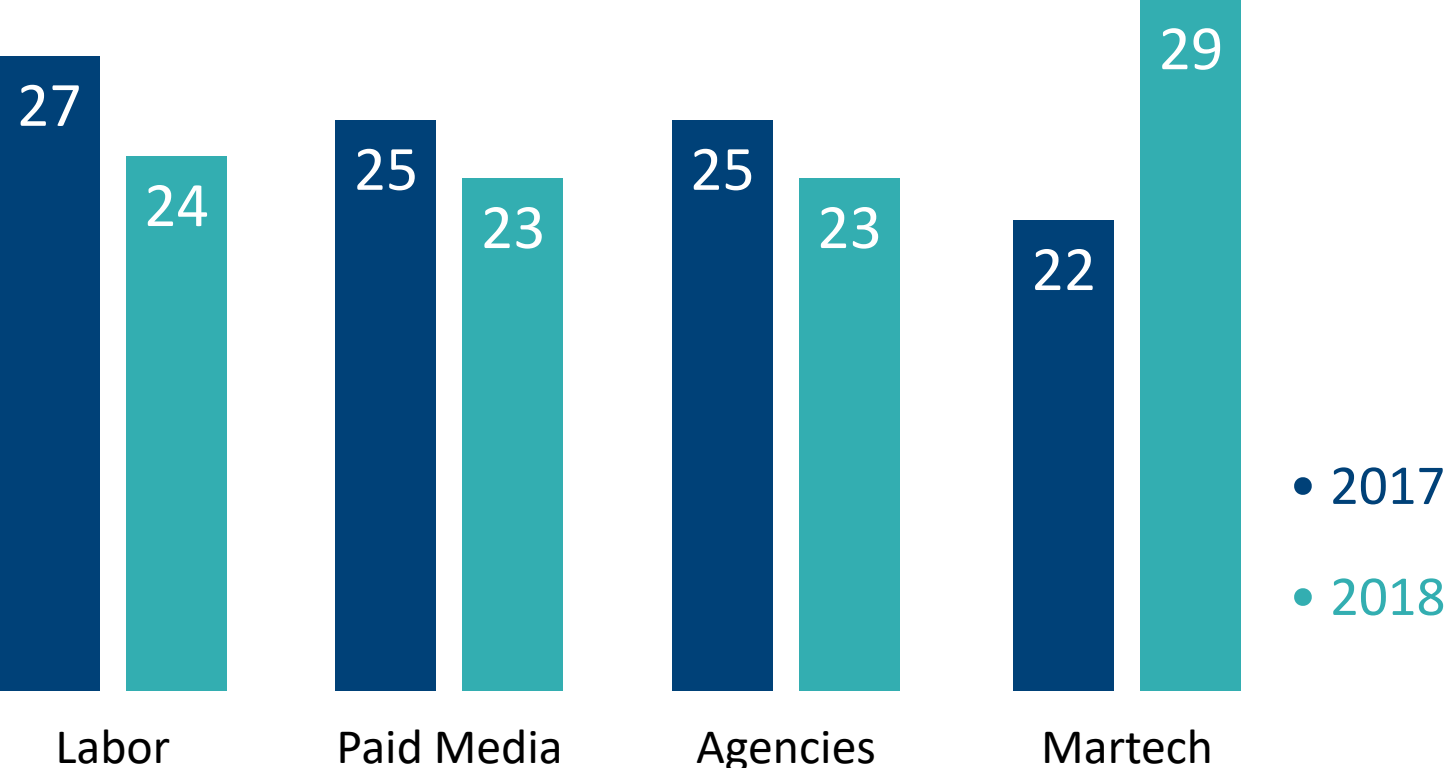


Scale up security

CMOs spending more on Martech than people

CMO Budget % spend

Gartner.com/SmarterWithGartner



“It turns out that when you’re shifting directly and aggressively into digital, the constraint is not money in the BMI [brand and marketing investment] line, it’s people to run the digital campaigns.”

Alan Jope, CEO,
Investor presentation January 2019



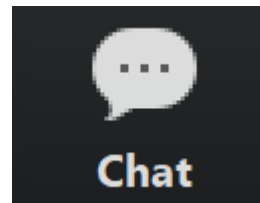
Unilever



Over to you...

Write in chat box:

Top tips for how you help people and teams meet the challenge of using the new technology



7

Recommendations

- 1/ All channel responsibility
- 2/ Leadership and team structure
- 3/ Decision-making closest to the consumer
- 4/ Integrated digital expertise
- 5/ Briefing: strategic brevity, simplicity
- 6/ In-housing capability to build expertise
- 7/ Prioritize people and team skill build

Poll:

Which of these presents your organisation with its greatest challenge?

Pick the top 2.



Oxfordsm



Questions?

Thank you!

Full report to download:

wfanet.org/knowledge



Join us for upcoming WFA Forums:
wfanet.org/events

Dubai – 6 November
London – 20 November
Istanbul – 12 December



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