EFFWORKS GLOBAL 2021

IPA

Effectiveness in 10

Key themes from Effworks Global 2021

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Contents

Foreword **3**

10 EffWorks Global 2021 Themes **4-13**

1. Collaboration nations **4**
2. Culture shift **5**
3. Provoking on purpose **6**
4. Creativity that connects **7**
5. Pay attention to attention **8**
6. No apologies for SoS **9**
7. 'Back to the Future' **10**
8. Outcomes not outputs **11**
9. Build brands to build mental availability **12**
10. Effectiveness in action **13**

Conference links **14**

Appendices **15-16**

EffWorks Global 2021 Programme **15**

Foreword

Janet Hull, *Executive Director EffWorks Global and Director of Marketing Strategy, IPA*

IPA EffWorks Global returned in full force for 2021 with an in-person event for 300 in London and virtual sessions for almost 4000 online. Between 12 and 15 October our growing effectiveness community from the UK and around the world were treated to eight pieces of new evidence and participated in frank debate and engaging case studies to champion marketing effectiveness across their businesses and non-profit organisations. Huge thanks to everyone for their contributions.

All EffWorks initiatives are organised by consistent principles (the three 'Ms' of marketing: Marketing marketing, Managing marketing and Monitoring marketing) and this was no exception. You can see how the full programme spanned these different topic areas in the appendix.

Here we're choosing to highlight 10 specific themes from this year's conference and partner satellite events to whet your appetite and get you started.

You won't be disappointed.

Make your own selection from the catch up EffWorks sessions **here**

1. Collaboration nations

Drawing on more than 200 experts and peer working groups, EffWorks Global 2021 demonstrated collaboration in action.

From supporting the new Advertising Research Community (ARC) database of insights and data on non-awarded campaigns developed through unprecedented co-operation among econometricians and researchers to working with Enders Analysis to piece together nuanced intelligence on consumer fragmentation in the COVID era or promoting the business case for brand building in partnership with the FT, co-operation was both theme and practice.

In uncharted waters, such alliances are strategic resources for marketers seeking to make decisions on the best available evidence and work practices, and to benchmark their performance.

Figure 1: Online 'not the enemy of effectiveness', Advertising Research Community

As of now there is no over-investment into online channels

Optimum budget split (arc analysis)

UK overall spand split in 2019 (GroupM data)

In 2019 UK PLC was at 48% - exactly the "just right zone"

Data source: ARC Database
From session: Dr Grace Kite, Magic Numbers, 'Feedback from the front lines: new data on effectiveness outside award entries'

> "We are all in the same boat. We are all searching for the future from a context that was utterly novel and new to all of us, and that is why we all need to learn from each other and to collaborate vigorously."
>
> *Dr Alice Enders, Director of Research, Enders Analysis*

2. Culture shift

The first IPA Marketing Effectiveness Culture Report profiled industry progress on embedding marketing effectiveness in organisations, and proposed that agencies and brands adopt effectiveness roadmaps to improve their performance in this area. We also heard about the impact of corporate marketing effectiveness drives at Nestlé Purina EMENA and Diageo.

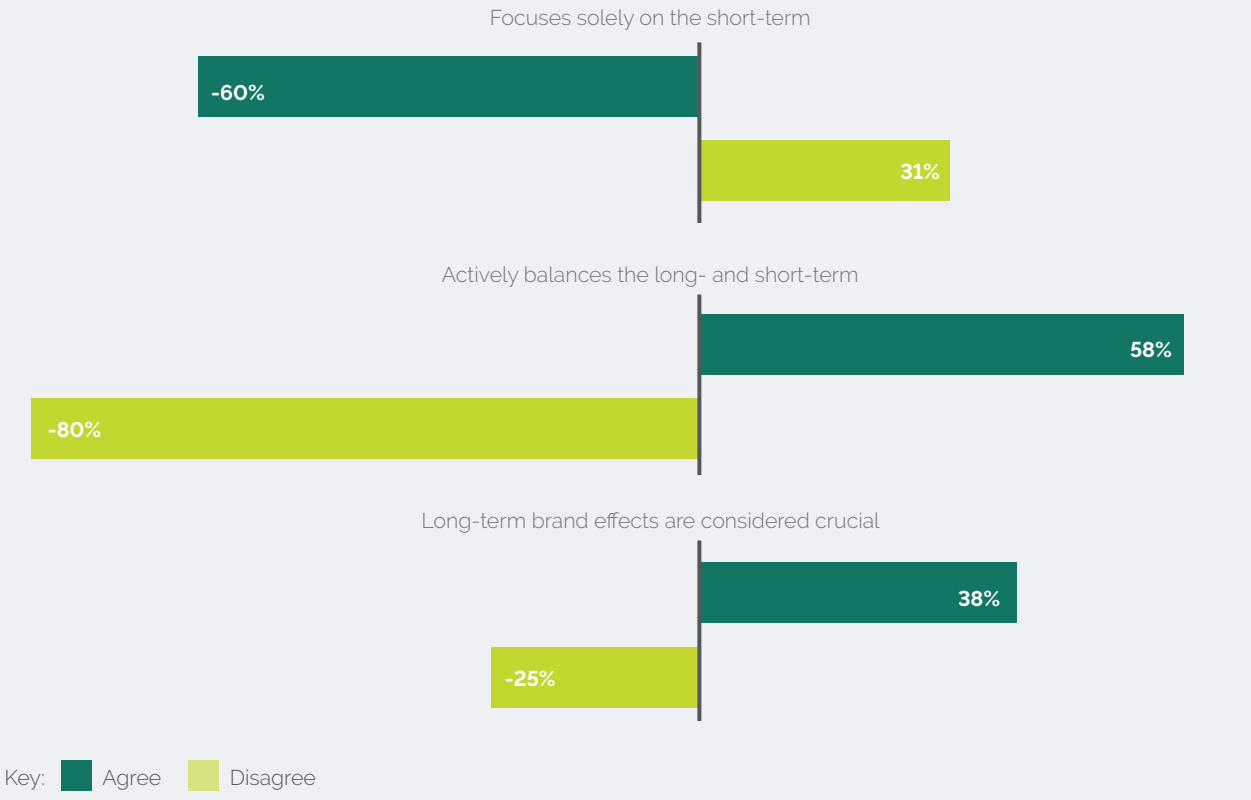
Estimating that up to a third of marketing spend is wasted through poor briefs and misdirected work, the BetterBriefs global study, run with Flood+Partners, underlined the huge upside for marketing if briefing culture improved. Others saw similarly massive benefits from transforming how B2B marketing is viewed inside its brand owners and across marketers generally.

> "Now our task is to democratise effectiveness dialogue across our organisation… We do believe that 'effectiveness' should be a word used daily by our marketers."
>
> *Olena Topilnyska, Insight and Innovation Director Nestlé Purina EMENA*

Figure 2: Just over half of brands we surveyed had an effectiveness roadmap. Those that did were much more likely to balance short and long-term value.

Brands with an effectiveness road map are 58% more likely to balance long and short-term value

54% of brands have effectiveness roadmaps



Data source: IPA Marketing Effectiveness Culture Report survey, July-Aug 2021
From session: Nick Milne, Go Ignite Consulting, 'Marketing Effectiveness Culture: the state of the nation'

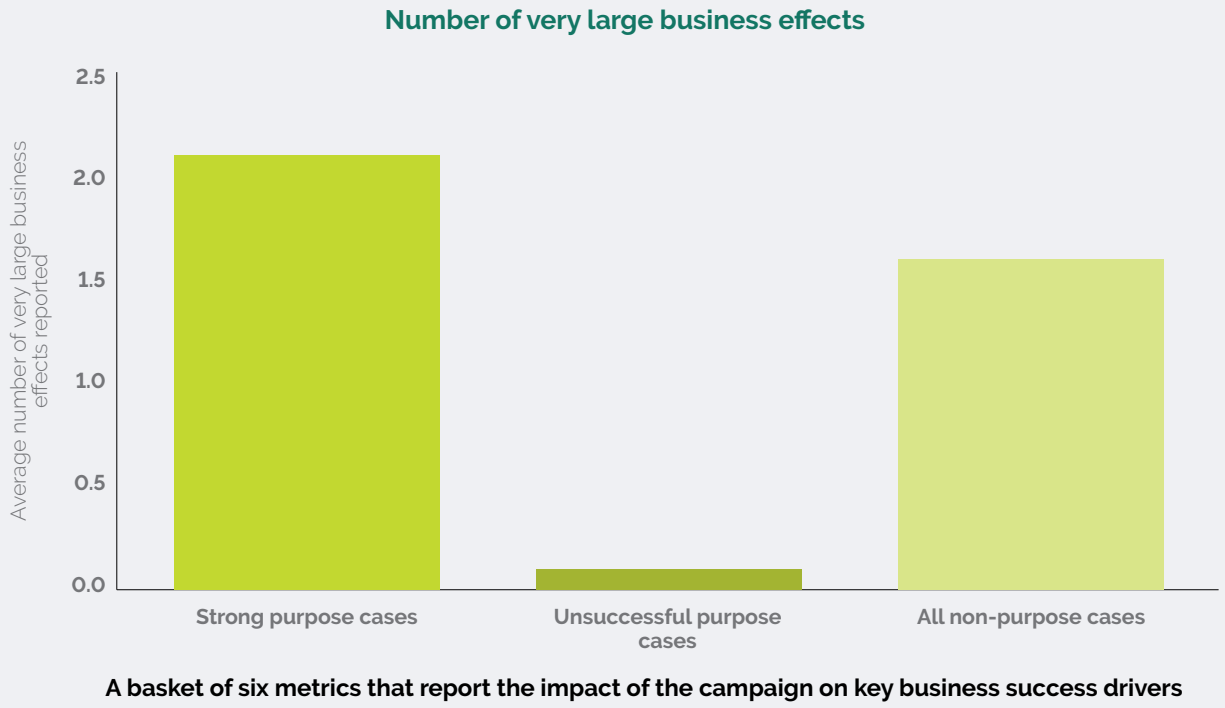
3. Provoking on purpose

Peter Field's presentation on the characteristics of the most effective brand purpose cases in the IPA Effectiveness Databank added a new take on this contentious debate, without seeking to provide the last word.

Or even the last word of the week: it was followed by discussions of purpose from Danone, the charity CALM, Publicis.Poke and dentsu (and in the lively media coverage of EffWorks Global).

> "We must move beyond simply championing purpose, to drive systemic and structural pivots that transform for the better."
>
> *Jean Lin, Executive Officer, dentsu Group Inc. Global CEO, Creative, dentsu International*

Figure 3: Although there are relatively few purpose cases in the IPA Effectiveness Databank, the best can be highly commercially effective. To understand this data in context, watch the whole of Peter's presentation.



Data source: IPA Effectiveness Databank, cases 2008-2020
From session: Peter Field, 'The Effectiveness of Brand Purpose'

4. Creativity that connects

'Look Out', the new book from Orlando Wood of System1, describes how we might create advertising that establishes and maintains brands in a tech-disrupted and inward-looking world.

With many brands moving online, there is a greater role today for advertising that maintains mental availability – that is, for *brand building* advertising. This means capturing the 'broad-beam' attention of audiences, as opposed to the narrow-beam attention so typically assumed in the creation of targeted activation advertising.

Wood shows that creativity that highlights connection, as well as human uniqueness, movement, character, humour, music, and colour is more likely to capture this broad-beam attention and to elicit an emotional response, and therefore also more likely to establish brand fame and brand trust, profit, market share and sales gain.

For other discussions of creativity, see sessions from M&C Saatchi, Warc and ITV/System 1's research on how diverse casting in advertising performs well with British-Asian and British-audiences, and nationally-representative sample audiences.

Figure 4: Advertising creative with 'right-brain' elements is proven to elicit more effective attention and emotional responses

Left Brain	Right Brain
Flatness	A clear sense of place
Abstracted product, feature, ingredient	One scene unfolding with progression
Abstracted body part (e.g. hands, mouth)	Characters with agency (voice, movement, expression)
Words obtrude during the ad	Implicit, unspoken communication (knowing glances)
Voiceover	Dialogue
Monologue (e.g. testimonial)	Distinctive accents
Adjectives used as nouns	Play on words or subversion of language
Freeze-frame effect	Set in the past (costumes and sets)
Audio repetition (metered prose, sound effects)	Reference to other cultural works (pastiche/parody)
Highly rhythmic soundtrack	Music with melody
Facial frontality (the stare, looking into the camera)	Spontaneous change in facial expression
Self-consciousness (e.g. looking into mirror)	Something out of the ordinary (emerging from scene)
Empty smile (socially willed/out of context)	Animals (the living)
Product-centricity (focus on things)	Animated characters (suggesting the living)
Split-screen effect (abstraction)	People touching (intimacy)

Data source: *'Look Out'* by Orlando Wood
From session: Orlando Wood, System1, 'Creativity and Effectiveness in a changing world'

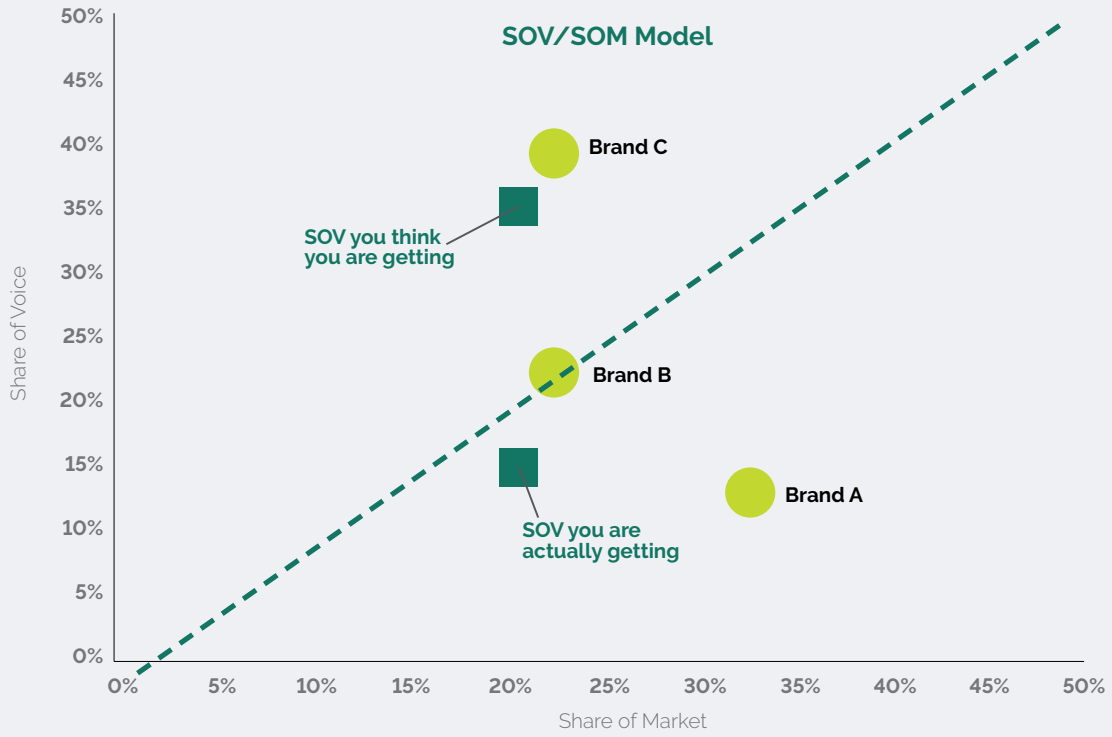
5. Pay attention to attention

While the ability of investments in Extra Share of Voice (ESOV) to translate into brand and business gains was confirmed by Advertising Council of Australia-commissioned research from consultant Robert Brittain, there was concern that ESOV planning was under threat as digital spend is becoming harder to track and there is inequity between the amount spent on media impressions and the effectiveness achieved.

Perhaps most seriously Prof. Karen Nelson-Field, CEO of Amplified Intelligence, cautioned that unless marketers adjust media spend to account for the varying attention audiences give advertising on different platforms, they risk not getting the Share of Voice that they are paying for.

And attention habits change: there is some evidence that working from home consumers are paying more attention to channels such as direct mail, for instance as argued in the MarketReach Royal Mail partner session.

Figure 5: Marketers don't always get the Share of Voice they pay for.



When a critical input variable like reach or price paid fails, the accuracy of the output is anyone's guess. You might be getting less SOV (attention) than you think.

Data source: Amplified Intelligence
From session: Prof. Karen Nelson-Field, Amplified Intelligence, 'The new growth weapon: ESOV + Attention'

> "If you are overspending on low attention media platforms and underspending on high attention platforms while your competitors are doing the exact opposite, the principles of SOV fail."
>
> *Prof. Karen Nelson-Field, CEO & Founder, Amplified Intelligence*

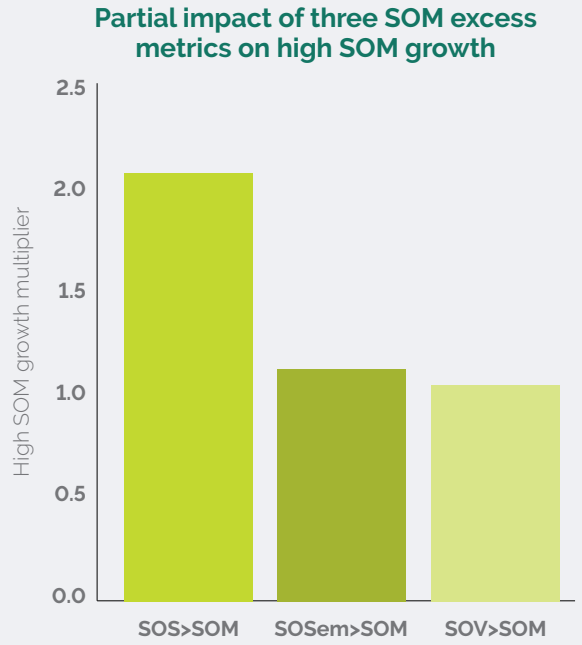
6. No apologies for SoS

Building on a presentation at last year's EffWorks Global, new findings from the cross-industry IPA Share of Search (SOS) think tank confirmed that the search metric correlates significantly with a brand's share of market. The correlation was found across cases involving multiple categories, countries and languages.

Presented by Vizer Consulting's James Hankins, the analysis provides further evidence that Share of Search is a good proxy for the consumer driven demand side of market share, and that there are relationships between Share of Search, Share of Voice and Share of Market. It included models showing that developing a brand's excess SoS (i.e. greater than its share of market) can accelerate its market share growth.

This confirmation helps explain the interest marketers have in incorporating Share of Search as a metric to gauge consumer interest, forecast changes in market share and track how this position can be influenced by increased media investment and new creative.

Figure 6: Driving disproportionate interest in Share of Search is a sign a brand has impacted consumer interest



This model by EDO, included in the Share of Search presentation, is designed to predict compound market share growth when different measures are greater than a brand's market share. SoS = share of organic searches; SoSev = TV-driven incremental share of searches; SOM = market share).

Data source: EDO
From session: James Hankins, Vizer Consulting, 'Share of Search – One Year On'

"We find it (Share of Search) to be a really valuable tool with our customers, investors and board members to really communicate the strength of our brand…For us, search really does align perfectly with our other Key Performance Indicators."

Sarah Brown, Head of Consumer Marketing, Rightmove

7. 'Back to the Future'

Although almost 60% of media industry respondents see the phasing out of the digital cookie as disruptive, only 40% of marketers were preparing for the cookie-less future, according to a Kantar Media survey in 2020.

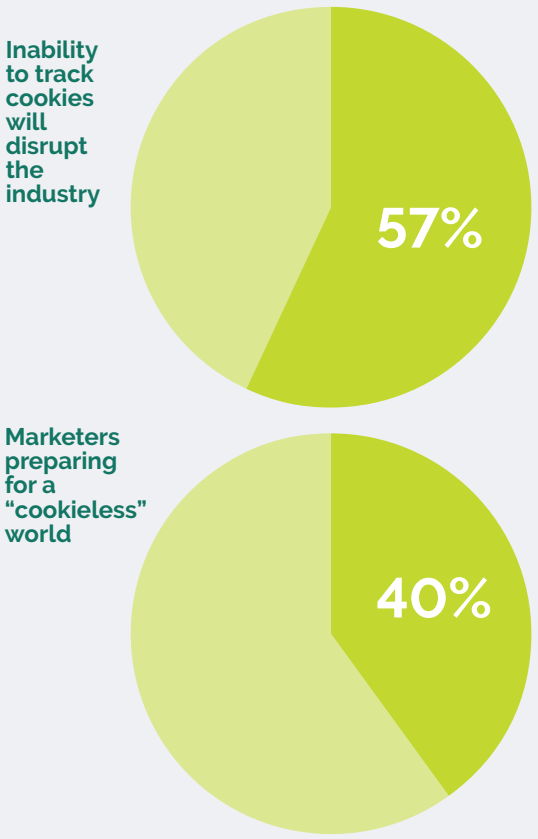
This is the background to the IPA's report on new challenges in effectiveness measurement – from eyeball tracking to artificial intelligence and the increasing importance of transparent permissions from researched audiences.

Author Andy Brown, former CEO of Kantar Media, predicts that brands will increasingly rely on their own data, but as this only covers part of the market there will be a greater need to collaborate with other research partners or data owners to get a more holistic view of consumers.

While finding the right partners will be crucial, Brown also predicts that studies will do more A/B testing, sophisticated modelling and deals with those that have valuable databases. In this way, it will resemble trends in the 1990s, but with a greater need to integrate different datasets and systems, particularly as it is likely that large tech platforms such as Google and Facebook will consolidate and reduce their research partners to a select few.

> "KPIs are often pointing at the same consumer but in different ways. Silos lead to fractured brands, pieced together with lack of consistency. Businesses are organised vertically, consumers are horizontal. We really have to join the dots to increase effectiveness."
>
> *Pip Hulbert, UK CEO, Wunderman Thompson*

Figure 7: Most marketers are not preparing for a future without online cookies



Data source: Kantar Media Reactions survey 2020
From session: Andy Brown, 'The New Boundaries of Tracking and the Cookie-less Frontier'

8. Outcomes not outputs

With Analytic Partners estimating that the number of marketing channels has risen by a third since 2016, the risk is that marketers will focus on outputs on this ever increasing range of formats and channels and lose sight of the outcomes they are expected to deliver (see BetterBriefs chart).

In presenting its research on the potential brand uplift for 'Connected Brands' (i.e. campaigns incorporating elements from messaging or live elements to e-commerce and working with creators and influencers), Facebook stressed the core importance of identifying the brand outcome and the job each campaign needed to do.

An innovative approach to mapping the risk and reward of different reach strategies was offered in a wide-ranging session from Twitter and Oxford University. In suggesting how to apply thinking from financial portfolio risk management to managing marketing investments, Felipe Thomaz, Associate Professor Of Marketing at University of Oxford, also emphasised that clarity of goals for individual activities was important, and brands trying, for instance, to move brand awareness and purchase intent at the same time were at greater risk of sub-optimal results.

Figure 8: More than half of agency respondents in the global BetterBriefs study thought clear objectives and outcomes were missing from most marketing briefs they receive

Data source: BetterBriefs Project/Flood+Partners
From session: Matt Davies & Pieter-Paul von Weiler, BetterBriefs Project, 'BetterBriefs: when it comes to briefs marketers and agencies are on different planets'

9. Build brands to build mental availability

...is hardly a new idea. That did not prevent consistent re-affirmation across the week that mental availability (namely 'the propensity of a brand to be noticed and/or thought of in buying or consumption situations') remains a key area for effective marketers to invest in strengthening and to track.

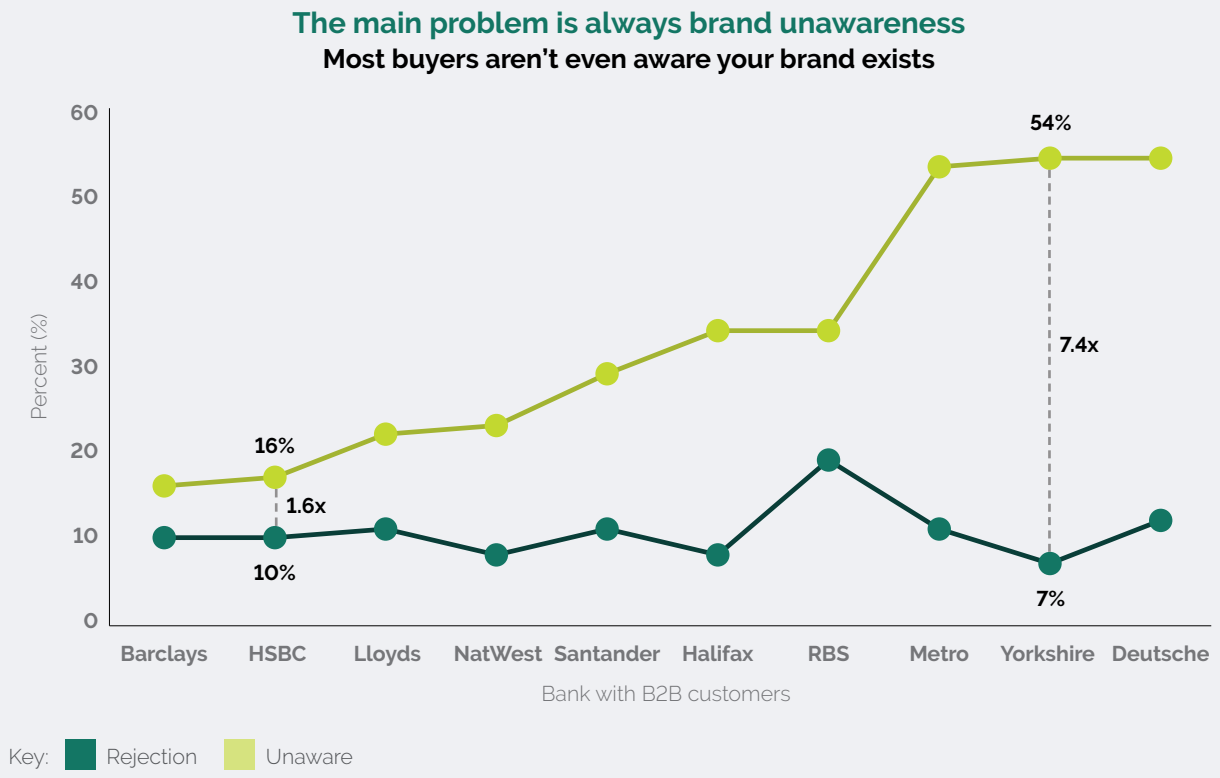
In addition to evidence on mental availability being discussed in the creative, purpose and ESOV sessions already mentioned, it was also reported that Share of Search was a "good proxy for aggregate mental availability".

In its session on how B2B brands grow, The B2B Institute@LinkedIn argued that since the vast majority of customers in markets such as automotive, computing or banking are not 'in market' most of the time, it is more important to invest in being memorable than being clickable by communicating to the whole market with messaging that addresses buyers' key needs using distinctive brand assets.

It asserted: "Don't be distracted by other advertising objectives, build mental availability to grow."

It was a useful reminder that while EffWorks Global seeks to bring marketers new research, thinking and debates, its role is also to confirm the longer-established effectiveness precepts that the evidence shows are still true.

Figure 9: Although marketers worry about consumers rejecting their brands, more people simply are not aware of some brands.



Data source: Ehrenberg-Bass Institute/B2BInstitute@LinkedIn
From session: B2B Institute@LinkedIn, 'How B2B Brands Grow'

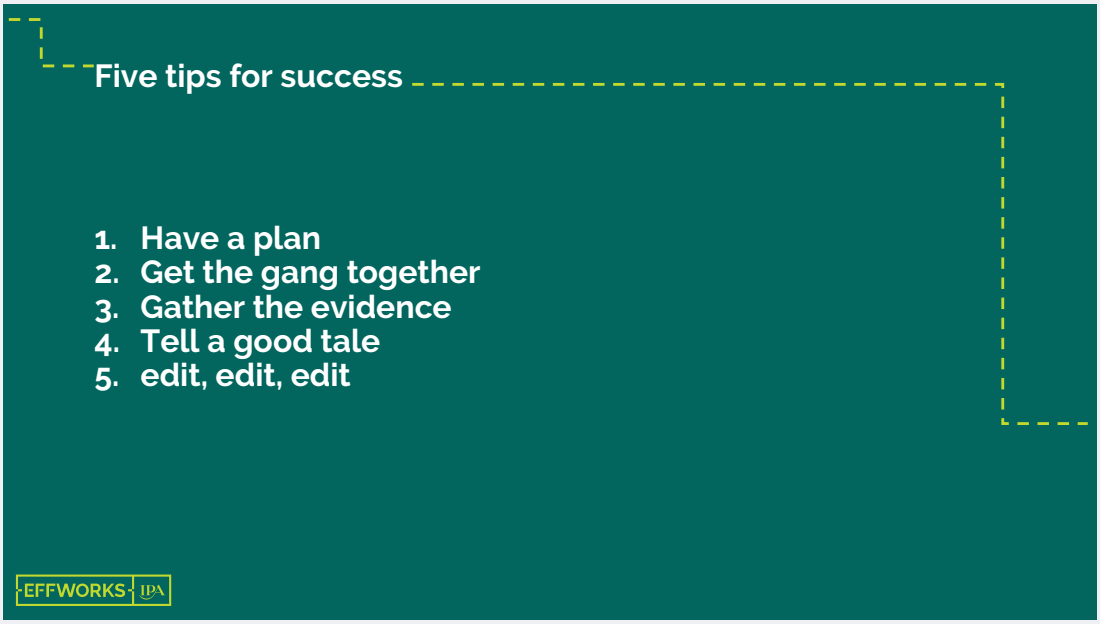
10. Effectiveness in action

Amid the busy EffWorks schedule, it would have been easy to miss the official launch of the IPA Effectiveness Awards 2022.

For these Awards, new special prizes have been added for Best Demonstration of Purpose (For-Profit and Not-For-Profit) – for the papers which best demonstrate brand-led effective social or environmental activity. There is also the President's Prize for Behavioural Change - awarded to the entry which best demonstrates an innovative marketing approach that accelerates significant behaviour change. As part of efforts to recognise purpose-led case studies, the entry fee will be waived for work conducted by agencies on a pro-bono basis.

There will also be a new special prize for B2B marketing effectiveness and other changes to categories.

Figure 10: How to write the best paper for the IPA Effectiveness Awards, 2022.



Data source: Jo Arden, Publicis.Poke & Deputy Convenor of Judges, IPA Effectiveness Awards 2022
From session 'IPA Effectiveness Awards Lunch and Learn with Diageo'

"It is time to make the IPA Effectiveness Awards even more global in their outcome and outlook by being more representative of the existing and emerging diversity of marketing challenges and market realities worldwide."

Harjot Singh, Global Chief Strategy Officer, McCann, and Convenor of Judges in the IPA Effectiveness Awards 2022

Conference links

1.Collaboration Nations

Advertising Research Community news story and free report

ARC at EffWorks

Feedback from the front lines: new data on effectiveness outside award entries

Living with the pandemic: an economic overview - *Session*

Living with the pandemic: an economic overview - *Report*

FT/IPA/EffWorks campaign

2.Culture Shift

Marketing Effectiveness Culture Monitor

Nestlé Purina Effectiveness Journey One Year On

IPA Brand Stories on Film: Diageo

3. Provoking on Purpose

Peter Field on the effectiveness of brand purpose

Discussion on brand purpose with Danone, Publicis.Poke and CALM

Growth from good - the pivot to purpose

4. Creativity that connects

Orlando Wood on *'Look Out'* analysing creativity and effectiveness in a changing world

Art and Advertising – a discussion

System1 partner session

5. Pay attention to attention

ESOV and Attention

Royal Mail partner session

Royal Mail partner report

6. No apologies for SoS

Share of Search: one year on

Rightmove: a case study of the effect of brand media and media mix on share of search

7. 'Back to the Future'

The New Boundaries of Tracking and the Cookie-less Frontier

Who is getting data strategy right?

Will privacy laws kill digital ROI effectiveness measurement?

8. Outcomes not outputs

Analytic Partners partner session

9. Build brands to build mental availability

LinkedIn partner session

ESOV and Attention

ACA report, To ESOV and Beyond

10. Effectiveness in Action

More on new prizes and other innovations in the IPA Effectiveness Awards 2022

Awards help and resources

Appendices

Appendix 1 - EffWorks Global 2021 Programme

Marketing Marketing

Marketing Effectiveness Culture: the state of the nation
Jo Royce, *Global Director Marketing Learning and Capabilities, Unilever*
Nick Milne, *Founder and Director, Go Ignite Consulting*
Julian Douglas, *International CEO and Vice Chairman VCCP, President, IPA*

Next-gen attitudes: making effectiveness the game-changer
Tashan Nicholas, *Analytics Director, the7stars*
Leva Paulina, *Art Director, M&C Saatchi*
Camila Gurgel, *Creative, M&C Saatchi*

Living with the pandemic: an economic overview
Alice Enders, *Director of Research, Enders Analysis*

The marketing outlook: navigating the key learnings from Covid-19
Nisha Pillai, *Journalist and Event Host*
Lorna Hawtin, *Chief Disruption Officer, TBWA\ Manchester*
Kiel Petersen, *Global Marketing Effectiveness Director, Diageo*
Becky Moffat, *CMO, HSBC UK*

Our marketing effectiveness journey: one year on
Ricardo Prieto-Ortiz, *Marketing Director, Nestle Purina EMENA*
Olena Topilnyska, *Director of Insight and Innovation, Nestle Purina EMENA*

The rise and rise of Intangible Asset Value
Annie Brown, *Associate, Brand Finance*

Managing Marketing

444Bn reasons to make B2B Marketing work
Emma Hill, *Group Brand and Marketing Director, Cardano*
Jennifer Shaw-Sweet, *EMEA Lead, B2B Institute*
Anouschka Elliott, *Managing Director, Global Head of Marketing, UBS Asset Management*

BetterBriefs: new global survey results on what's being lost to bad briefing
Pieter-Paul von Weiler, *Strategist*
Matt Davies, *Strategist*

Creativity and Effectiveness in a changing world. The launch of new publication *Look Out*
Orlando Wood, *Chief Innovation Officer, System1*

Looking out. A panel discussion on the new publication *Look Out*
Orlando Wood, *Chief Innovation Officer, System1*
Melissa Reeve, Global Head of Brand Management and Fashion PR, ASOS
Omar El-Gammal, *Strategy Director, Mother*
Glenn Smith, *Creative Director, Southpaw*

How to be human

Ruby Wax, *Comedian and Author*

Looking in. Reflections on effective agency culture
Nisha Pillai, *Journalist and Event Host*
Mark Sandys, *Global Head of Beer, Baileys, Smirnoff & Captain Morgan, Diageo*
Simona Botti, *Professor of Marketing, Chair, Marketing Faculty London Business School*

The effectiveness of Brand Purpose
Peter Field, *Peter Field Consulting*

Growth from good, the pivot to purpose
Jean Lin, *Global CEO, Creative and Executive Officer, Dentsu Group*

Proving the effectiveness of Brand Purpose
Jo Arden, *CSO, Publicis.Poke*
Dipika Saggi, *Head of Brand and Marketing, CALM*
Jacinthe Brillet, *VP Manifesto Brands & Marketing transformation, Danone*

The parallels between art and advertising
Mary Atwood, *Art Historian*
Orlando Wood, *Chief Innovation Officer, System1*

Monitoring Marketing

The new growth weapon: ESOV + Attention
Karen Nelson-Field, *CEO, Amplified Intelligence*
Tony Hale, *CEO, Advertising Council Australia*
Rob Brittain, *Independent Marketing Consultant*

Feedback from the front lines: new data on effectiveness outside award entries
Dr Grace Kite, *Economist and Founder, Magic Numbers*

Raiding the ARC: new evidence on effectiveness from the advertising research community
Dr Grace Kite, *Economist and Founder, Magic Numbers*
Jo Arden, *CSO, Publicis.Poke*
Charles Quartey, *Director International Media, Peloton*
Zoe Harris, *CMO, onthebeach*

Share of Search: one year on
James Hankins, *Founder, Vizer Consulting*

Rightmove: more property than property
Sarah Brown, *Head of Consumer Marketing, Rightmove*

Effect of brand media and media mix on Share of Search
Richard Kirk, *CSO, Zenith Media*

The new boundaries of Tracking and the Cookie-less frontier
Andy Brown, *Strategic Advisor, Andrew Brown Associates*

Who is getting data strategy right? What are they getting?
Stephan Shakespeare, *CEO and Founder, YouGov*
Andy Brown, *Strategic Advisor, Andrew Brown Associates*

Will privacy laws kill digital ROI effectiveness measurement?
Simeon Duckworth
Nadim Sadek, *Founder and CEO, ProQuo AI*
John Perella, *Head of Marketing Performance and Optimisation, Tesco*
Maren Seitz, *Head of DACH, Analytic Partners*

The old rules and new rules of marketing effectiveness in China
Grace Huang, *CEO, iPinYou*

Partner Sessions

Analytic Partners partner session: How Brands are Turning Challenges into Growth Opportunities
Galderma, *Samsung and Analytic Partners*

Facebook partner session - The Next Era of Growth: Connected Brands
Harry Davison, *Manager, Marketing Science, Global Clients & Categories, Facebook*
Rich Kivell, *Creative Strategist, Facebook*
Maria Pavlova, *Marketing Science, Global Clients & Categories, Facebook*

LinkedIn partner session: How B2B Brands Grow
Jon Lombardo, *Head of Research, the B2BInstitute*
Mimi Turner, *Head of EMEA & Latin America, The B2BInstitute*

Royal Mail MarketReach partner session: Making a physical impact in a digital world
Dan Jury, *Senior Media Planner, MarketReach*
Sue Unerman, *Chief Transformation Officer, MediaCom*

System1 partner session: Feeling Seen
Jon Evans, *Chief Marketing Officer, System1*
Nahrein Kemp, *Creative Diversity Partner, ITV*
Shane MacRory, *Joint Managing Partner, DECA Diversity Media*
Dino Myers-Lamptey, *Co-Chair, The Alliance of Independent Agencies Consultancy*
Kate Waters, *Director of Client Strategy and Planning, ITV*

Twitter partner session - Redefining Reach
Sara Picazo, *Head of Ad Research, EMEA, Twitter*
Felipe Thomaz, *Associate Professor of Marketing, University of Oxford*

WARC partner session: Three Global Trends in Effectiveness
David Tiltman, *VP Content, WARC*
Chiara Manco, *Commissioning Editor, Case Studies, WARC*

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