

# IPA Media Planning & Strategy Summit **2024**

Facing the future with fresh eyes

# Keynote

**Enyi Nwosu**

Chief Strategy Officer, Universal McCann

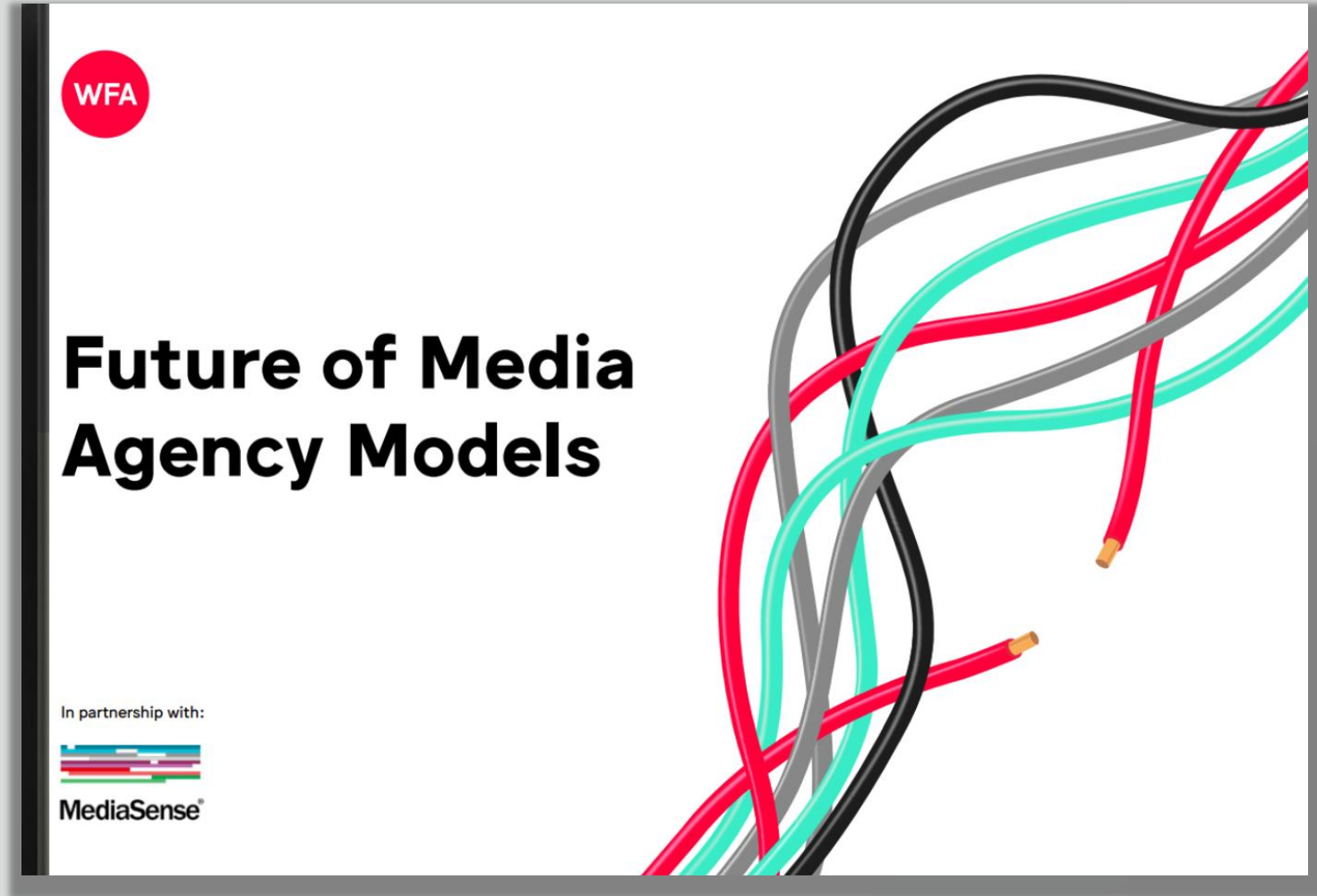
um

# Facing into the Future

## Keynote

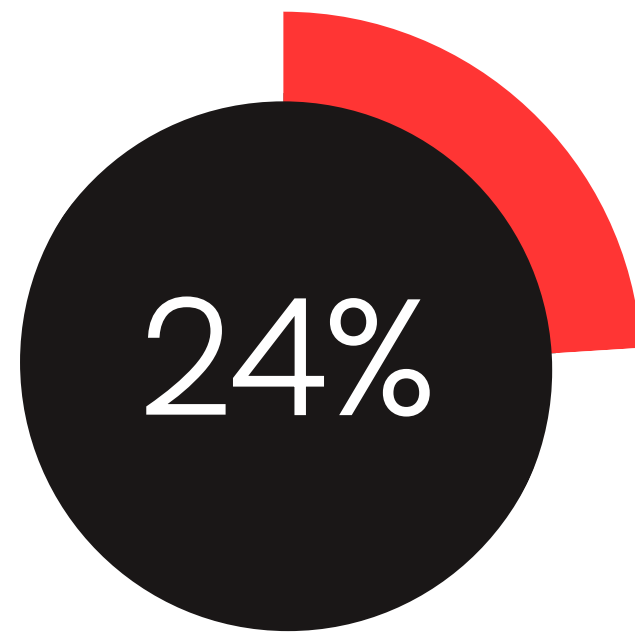
11<sup>th</sup> September

With Enyi Nwosu

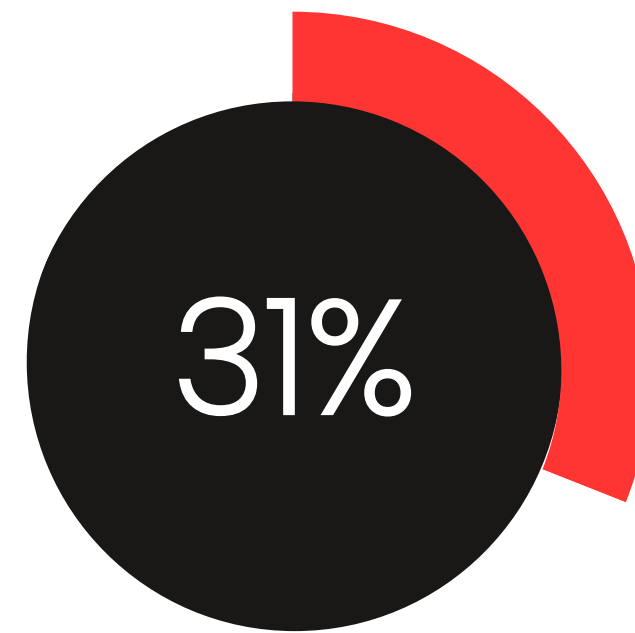




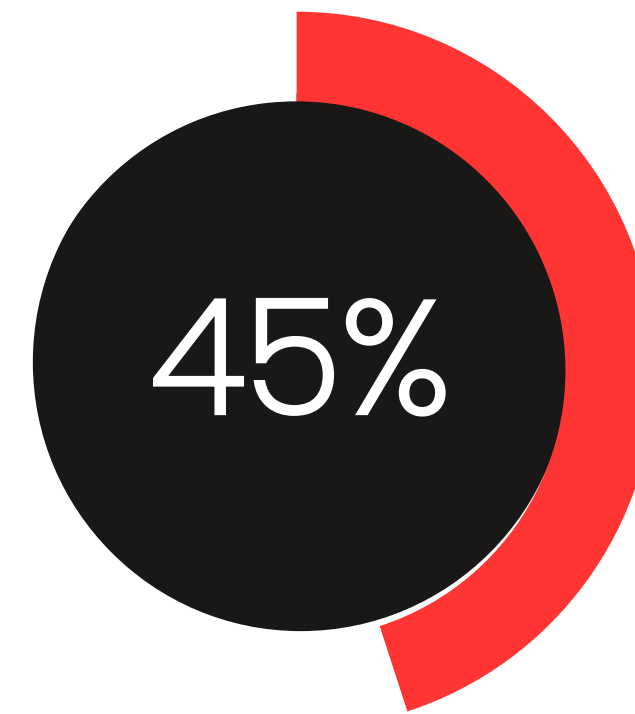
**um** The challenge facing media (all) agencies.....



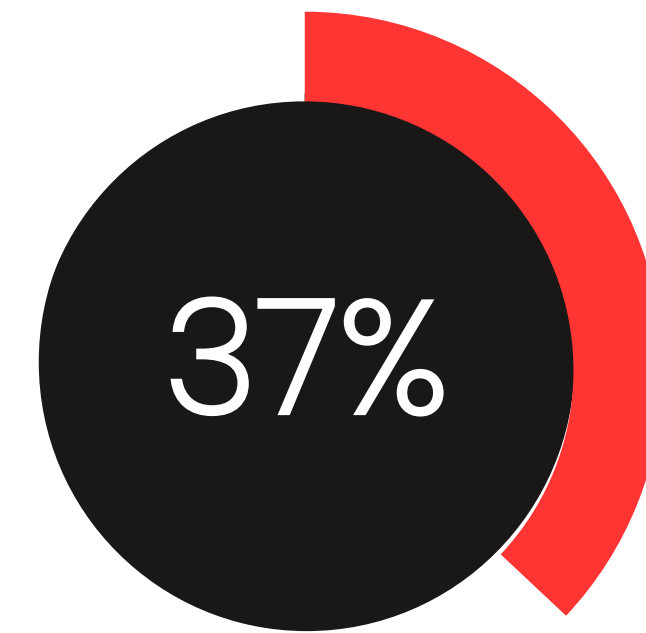
**The current agency model is unfit for future purpose**



**Believe their agencies are fast and agile enough**



**Looking for more flexibility in the way they are served**



**Looking for greater simplification through streamlined partnerships**



01.

# Ask Bigger Questions

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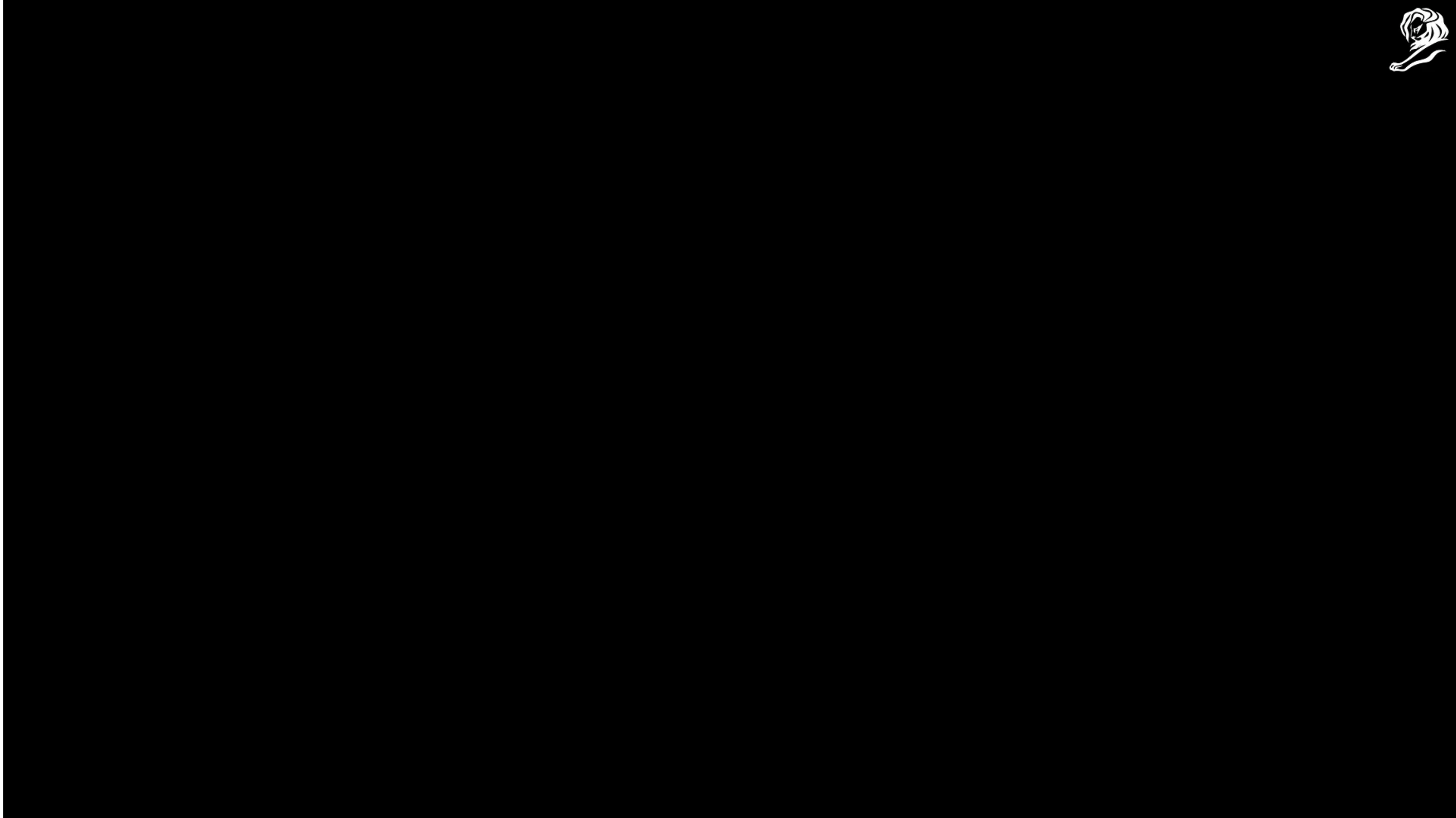
02.

# Be Human

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03.

Create a culture  
of experimentation

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04.

# Behave responsibly





05.

# Connect the disconnected

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# Five Principles



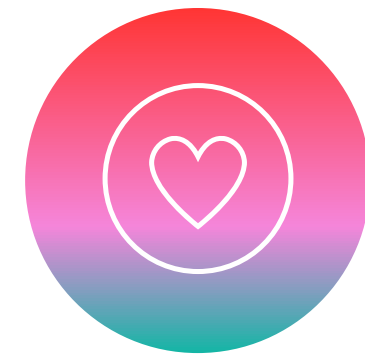
Ask Bigger Questions



Be Human



Create a culture of Experimentation



Behave Responsibly



Connect the Disconnected



um

KITLOS

شكرا

Dankie

Thank You

Danke

Merci

ευχαριστώ

Mahalo

# Creativity in media strategy

## Is measurement a help or a hindrance?

### **Dom Charles**

Managing Director, Audience Intelligence & Marketing Science,  
Wavemaker

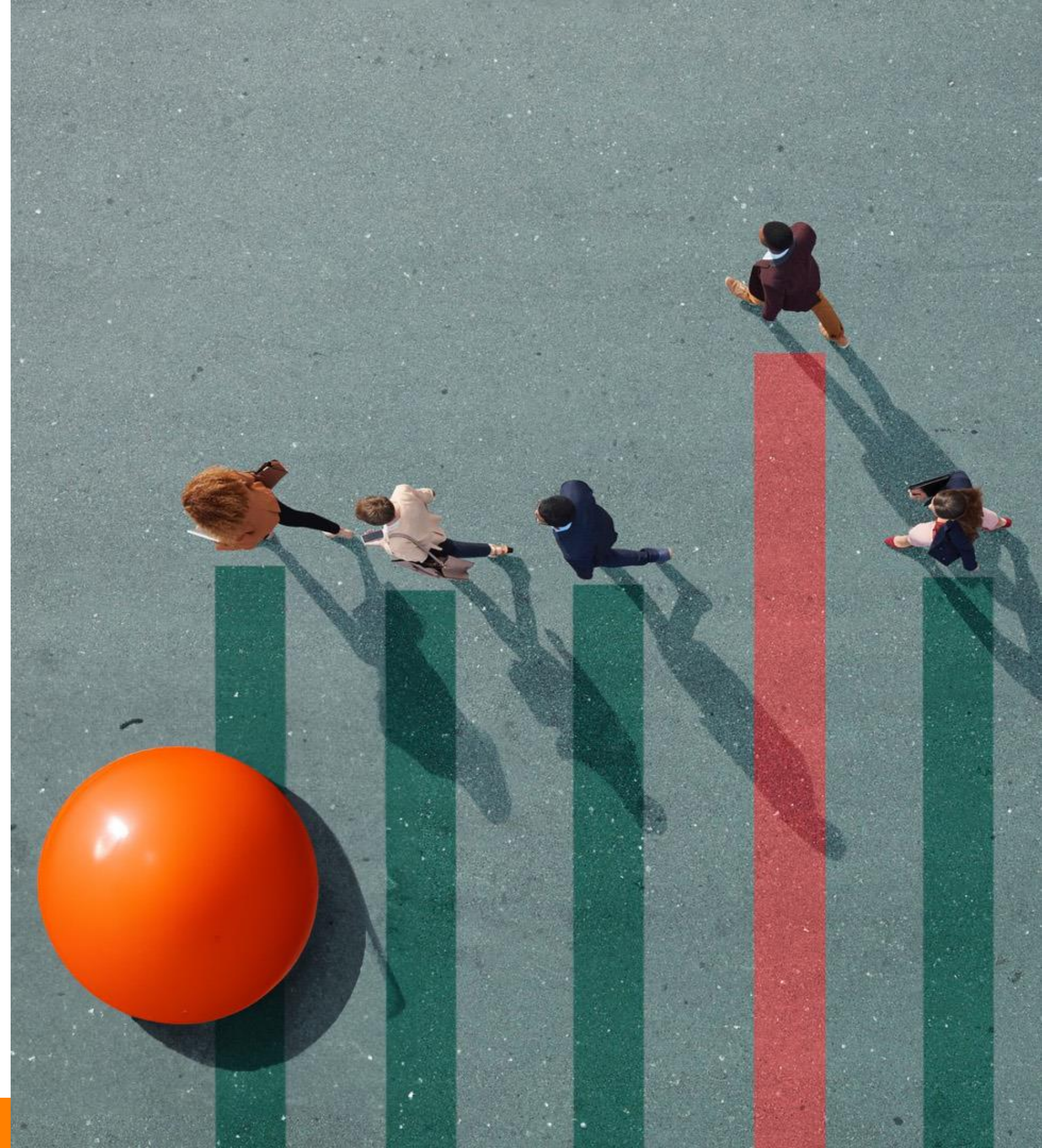
### **Monica Majumdar**

Head of Strategy, Wavemaker



**Wavemaker**

**Creativity & Media:**  
**Is measurement a**  
**help or a**  
**hindrance?**





**Creating** *unrivalled work*  
**that** *moves people* **and has a**  
*positive impact* **in the world**







# We're big proponents of creativity in media



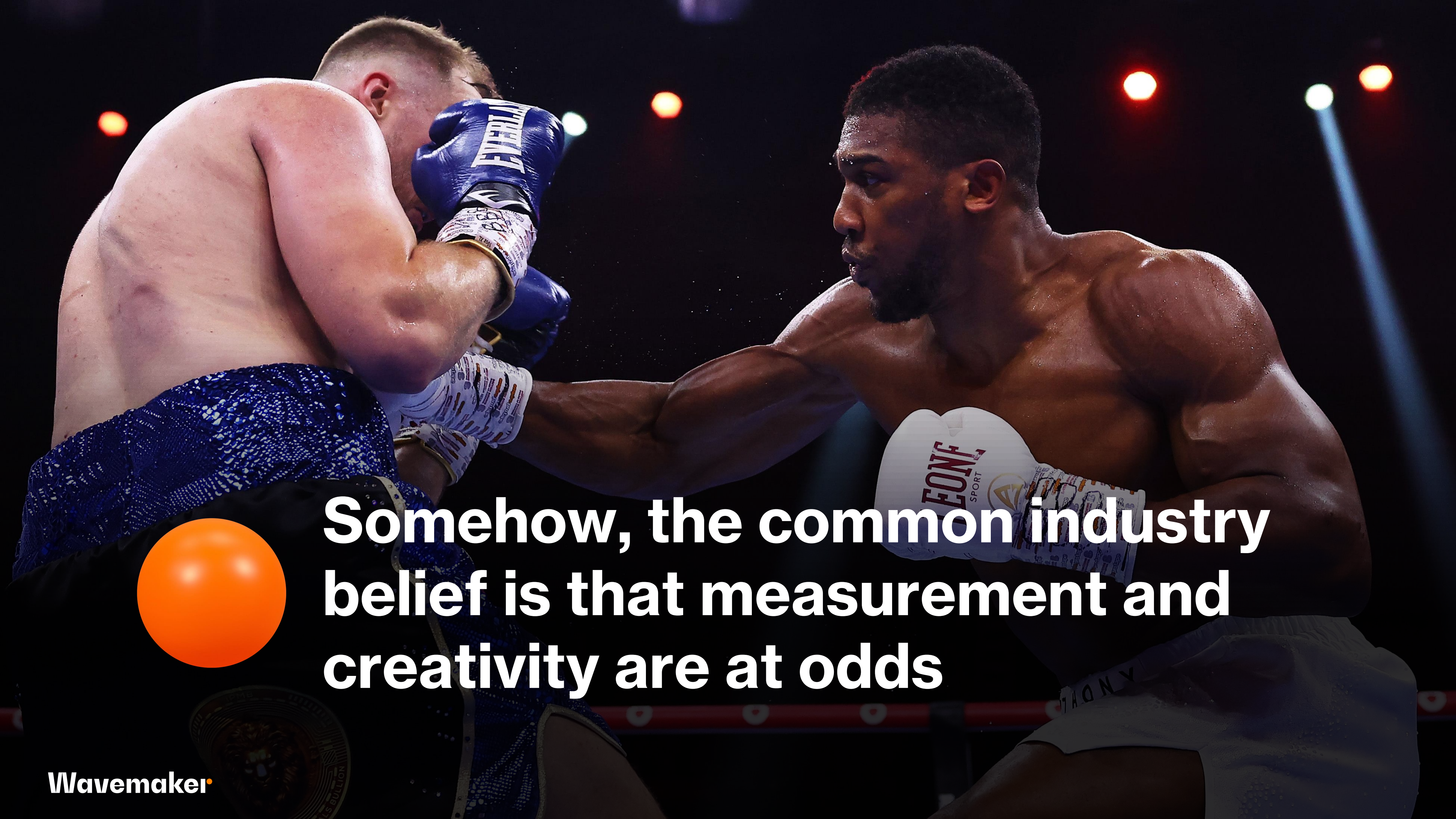


# And committed to measuring effectiveness

**EFFECTIVENESS  
ACCREDITED  
2023-25**







**Somehow, the common industry belief is that measurement and creativity are at odds**



# The Truth

## 01. Creative media can be highly effective

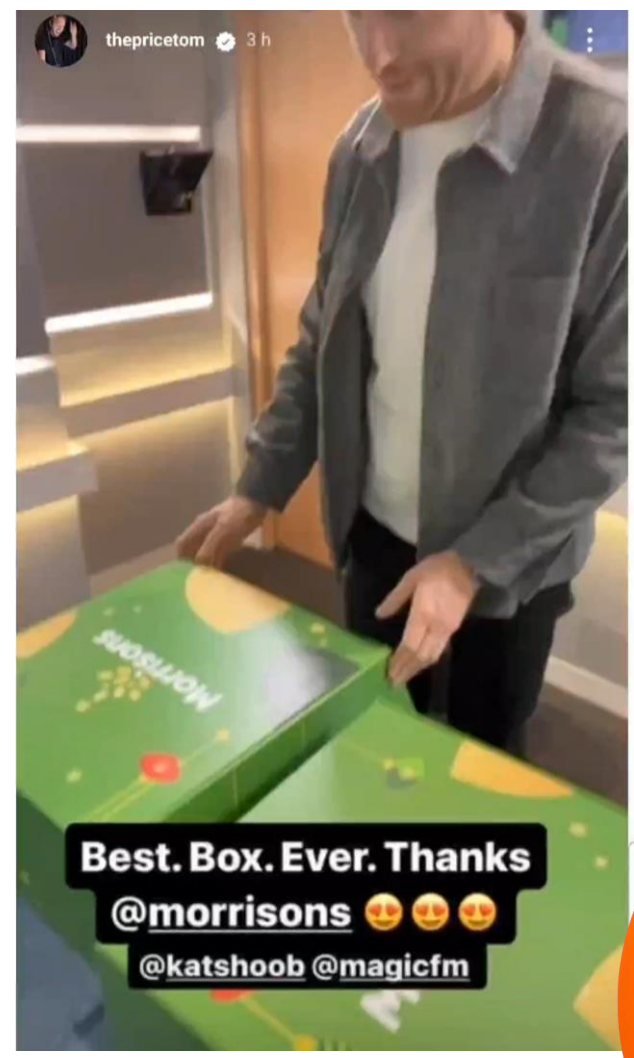


MERLIN ENTERTAINMENTS

LEGOLAND WINDSOR RESORT

Sponsors Family Movie

ROI Index  
**227**



Morrisons

Best. Box. Ever. Thanks  
@morrisons 🥰🥰🥰  
@katshoob @magicfm

ROI Index  
**401**



Fruit-tella

TAP HERE TO UNMUTE

Value Sales  
**+16%**

Source: Wavemaker econometric analysis



# The Truth

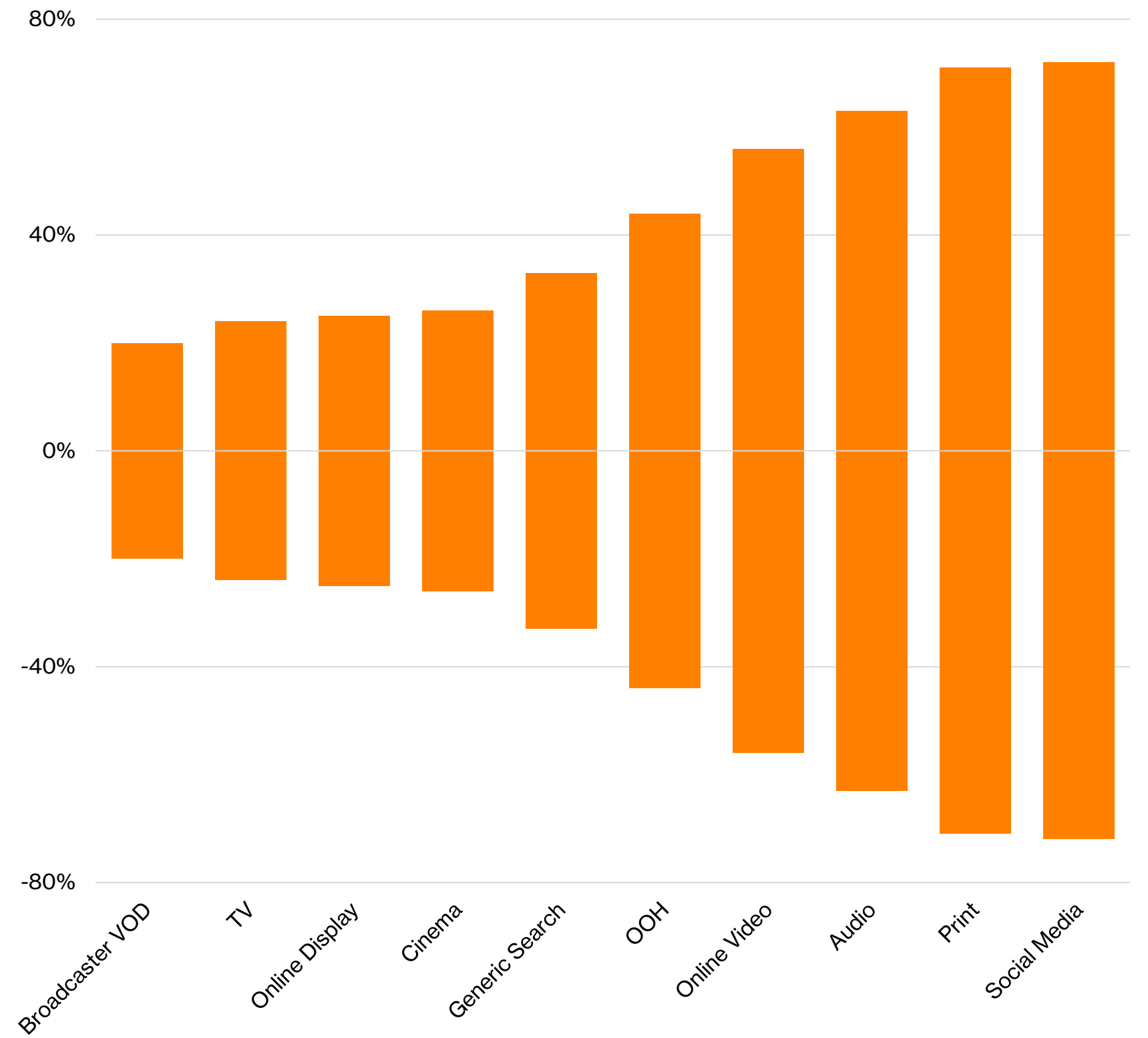
## 02. Not every creative idea is effective



Source: Thinkbox BVOD in Focus 2022

**Wavemaker**

**Spread of Middle 50% of Results Around the Median**





**The Truth**  
**03. Measuring the**  
**campaign doesn't**  
**change whether it**  
**worked or not**





**Our positive  
provocation**

**Measurement doesn't  
kill creativity,  
it accelerates it.**



# De-risk creativity

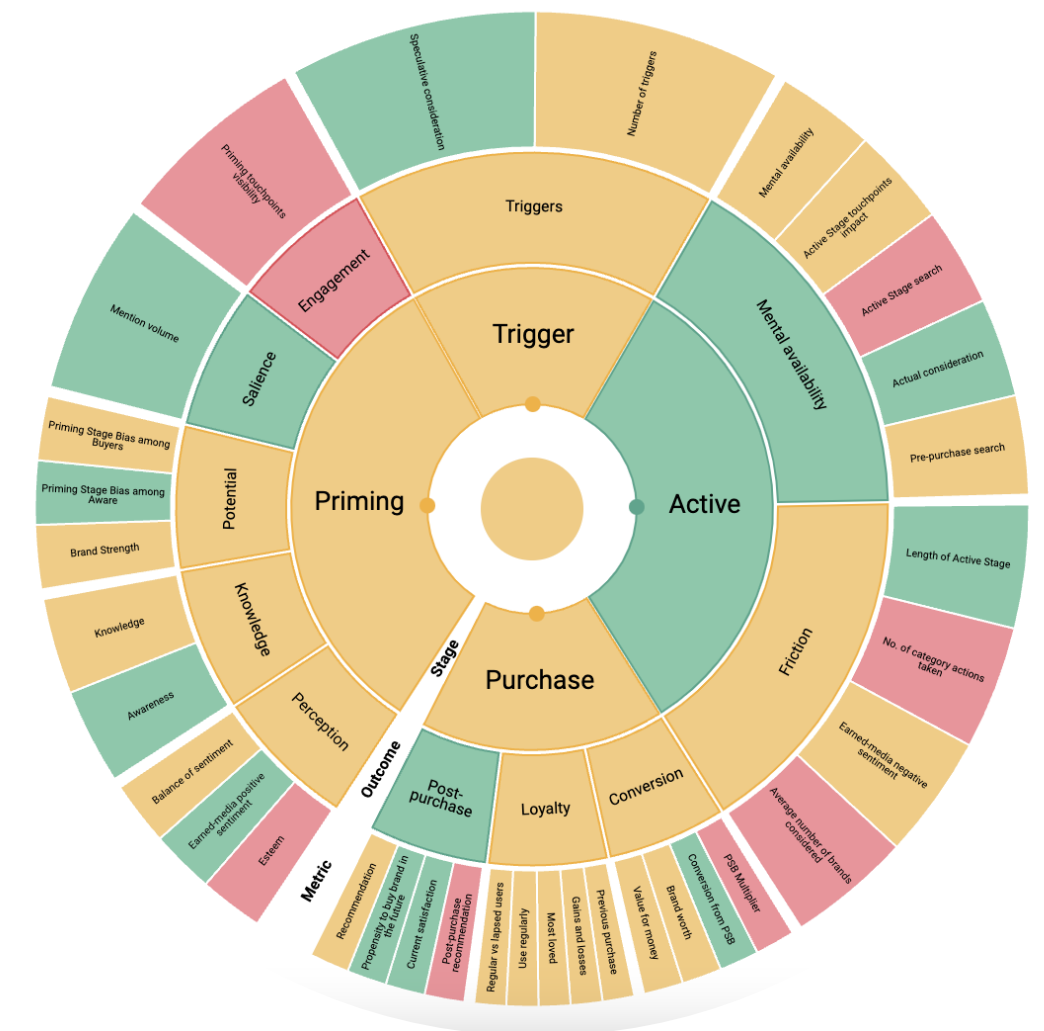
Know your audience



Understand past brand and media performance

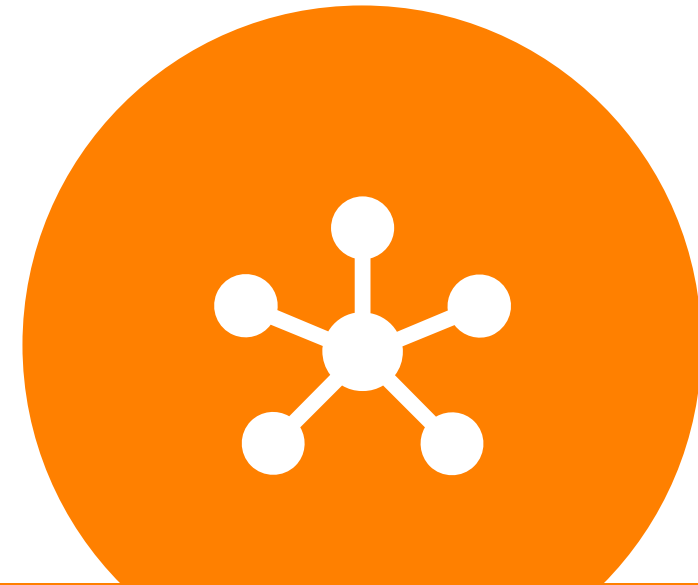


Identify the key levers of growth





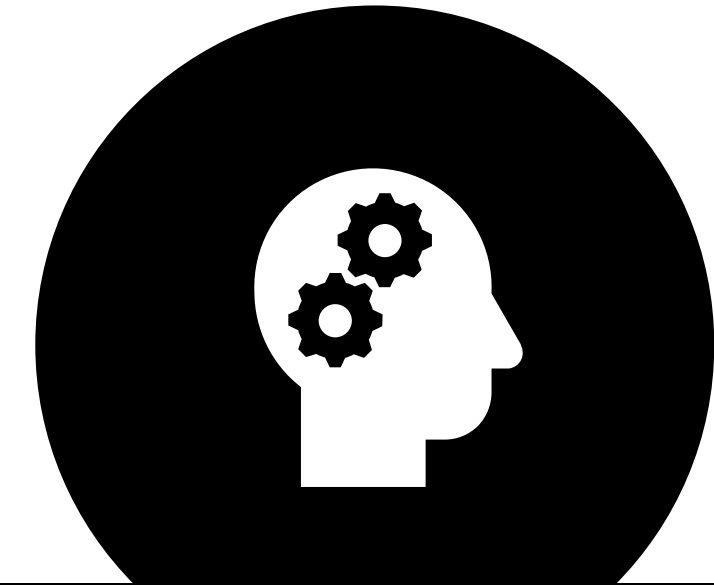
# Broaden what creativity means: it isn't just the ad film



Hack the Channel



Hack the Moment



Hack the Behaviour





# And set yourself up for success with a robust measurement portfolio



**Marketing Mix Modelling is the gold standard**



**Identify the right leading indicators**



**Build in structured testing**



# Three takeaways

**01**

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**Start with the audience**

**02**

---

**Think more broadly about creativity**

**03**

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**Set up proper measurement, don't shy away from it**



# Understanding ESG

in a planning and strategy context

**Andy Power**

CEO, Legacy

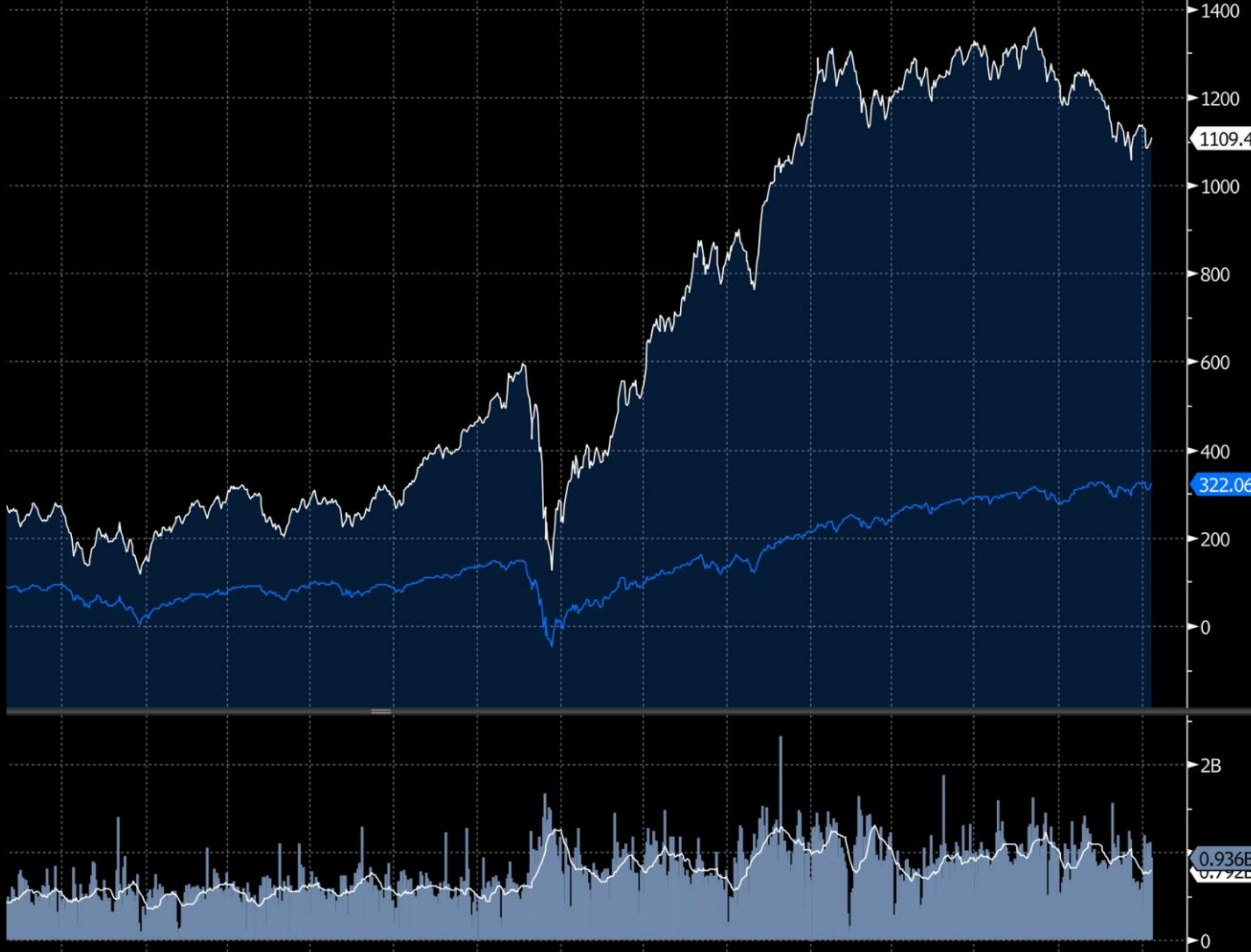


# Responsible investment





**ESG  
business  
out  
performs  
non ESG  
business**





“Brands & investors are prioritising ESG actions..



...this will impact both the messages from companies & creative agencies  
and the **investment directed to media agencies**“



**Billions** at risk  
for the world's  
largest **brands** if  
sustainability  
perceptions are  
not aligned  
with actual **ESG**  
performance





# Sustainability value

Brand Value (\$)	Sustainability Driver (%)	ESG / Brand Perception Score	ESG / Brand Perception Value
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×



×



=



A positive value indicates that ESG performance exceeds perception



×



×

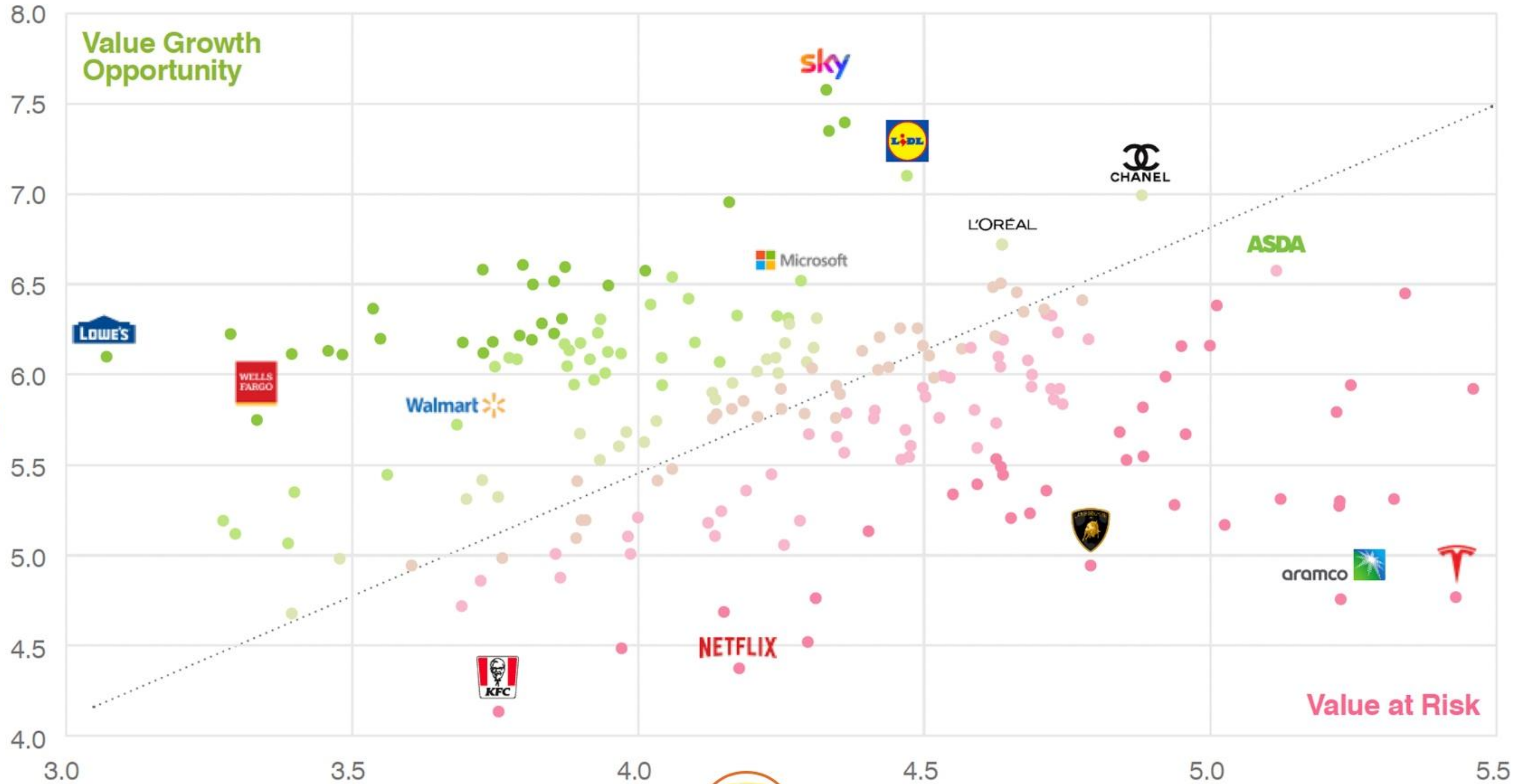


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A negative value indicates that performance lags public perception







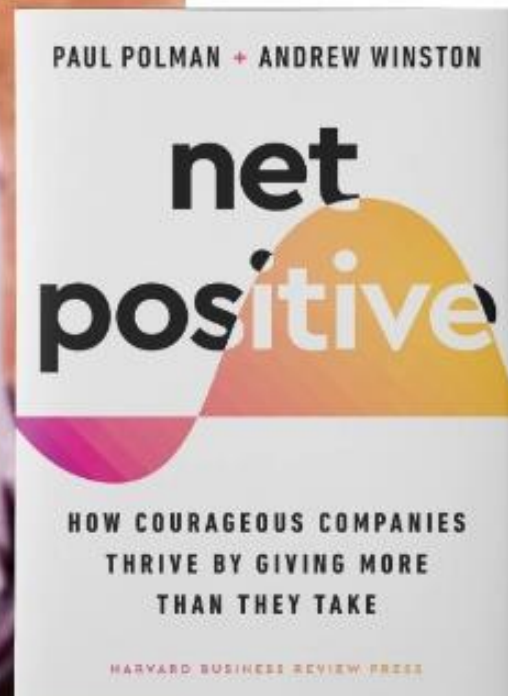
# Social & Governance weakness cost brands billions







*"Investors are flexing their **ESG** muscle. **Brands** are making big commitments, and their **media investments** have a role to play. Companies need **good ESG data** on how their media choices affect the **world!**"*



**Andrew Winston**





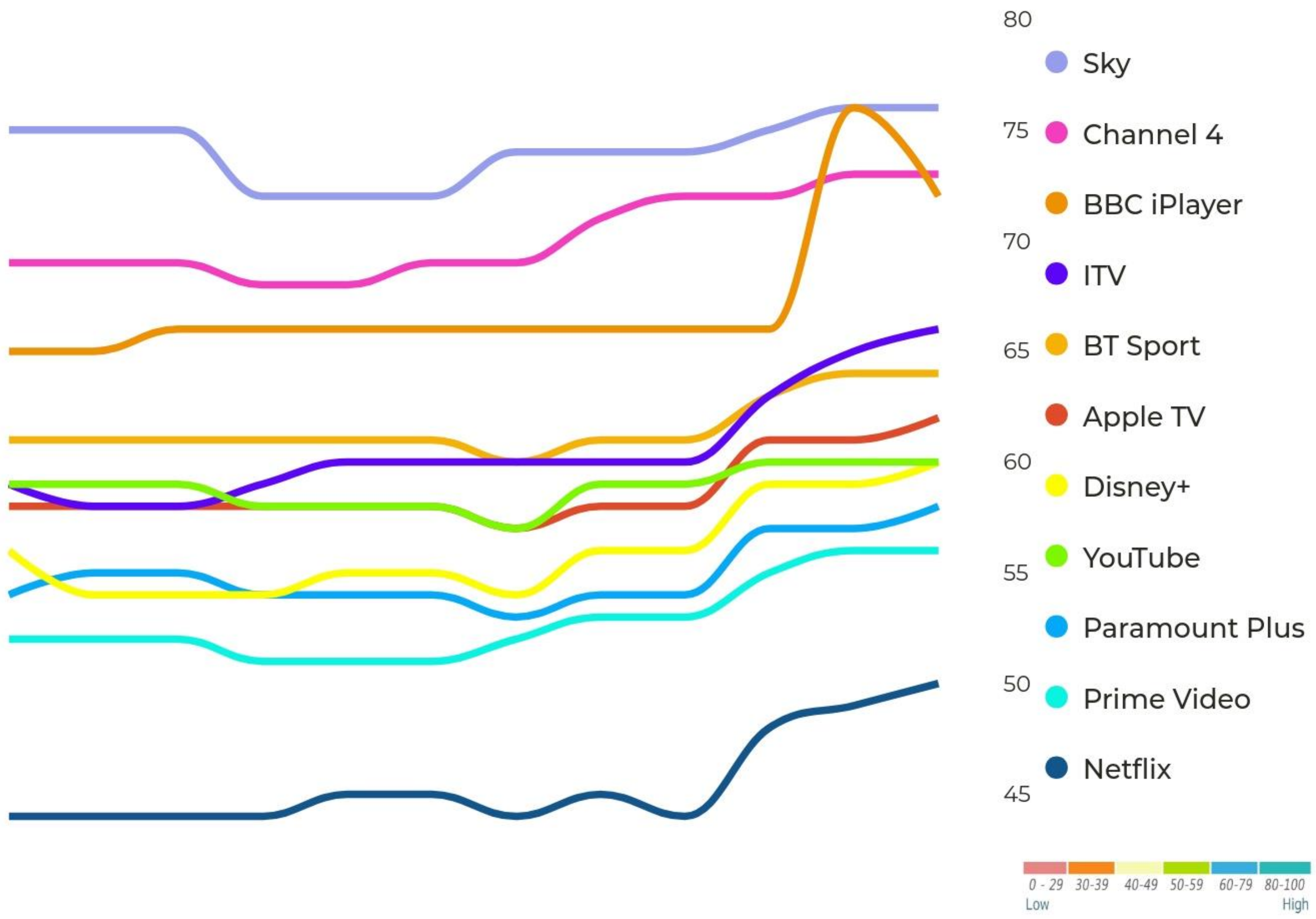
Overall ESG Rating			
Categories	Subcategories		
Environment	Energy & Climate Change	Environment Policy & Reporting	Resource Management
Community	Community Dev & Philanthropy	Product	Human Rights & Supply chain
Employee	Compensation & Benefits	Diversity & Labour Law	Training, Health & Safety
Governance	Board	Leadership Ethics	Transparency & Reporting





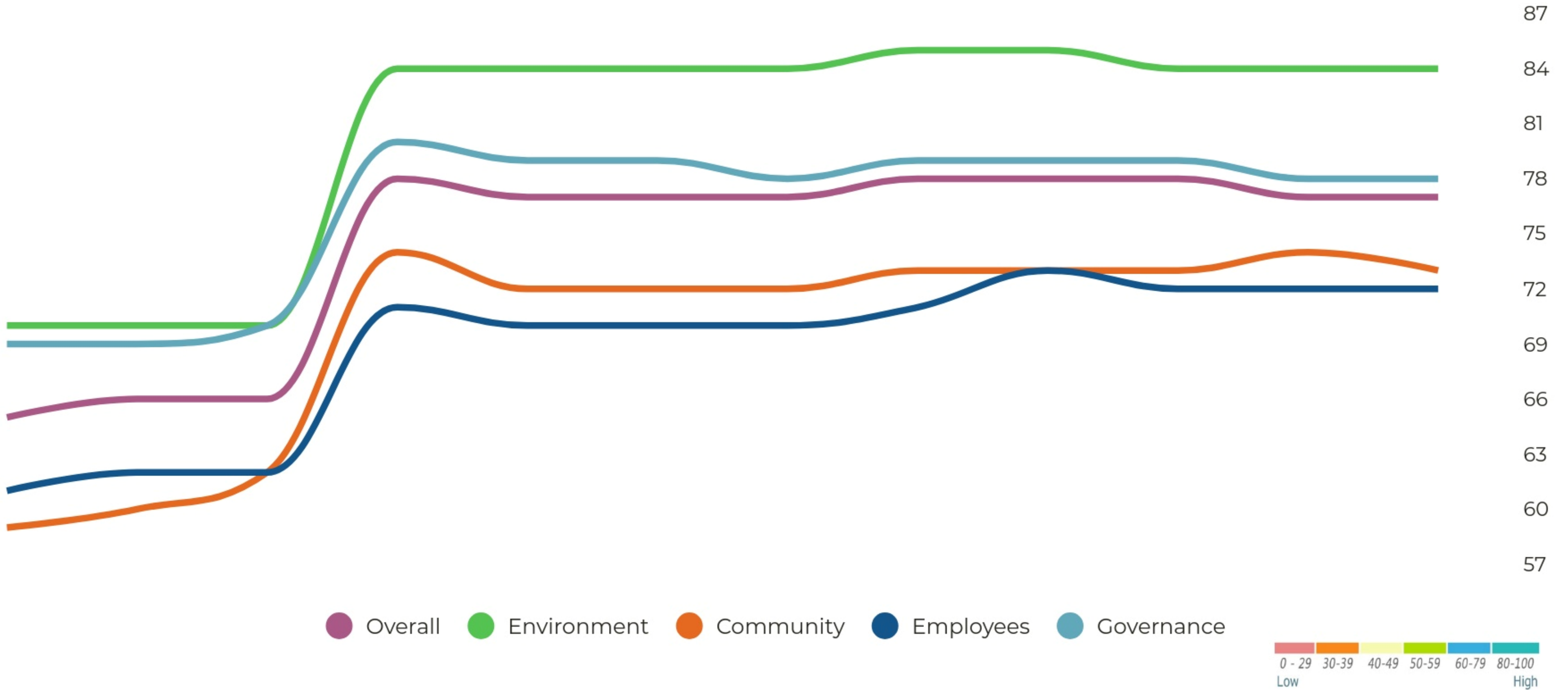


# Overall ESG ratings





# Deep dive Sky

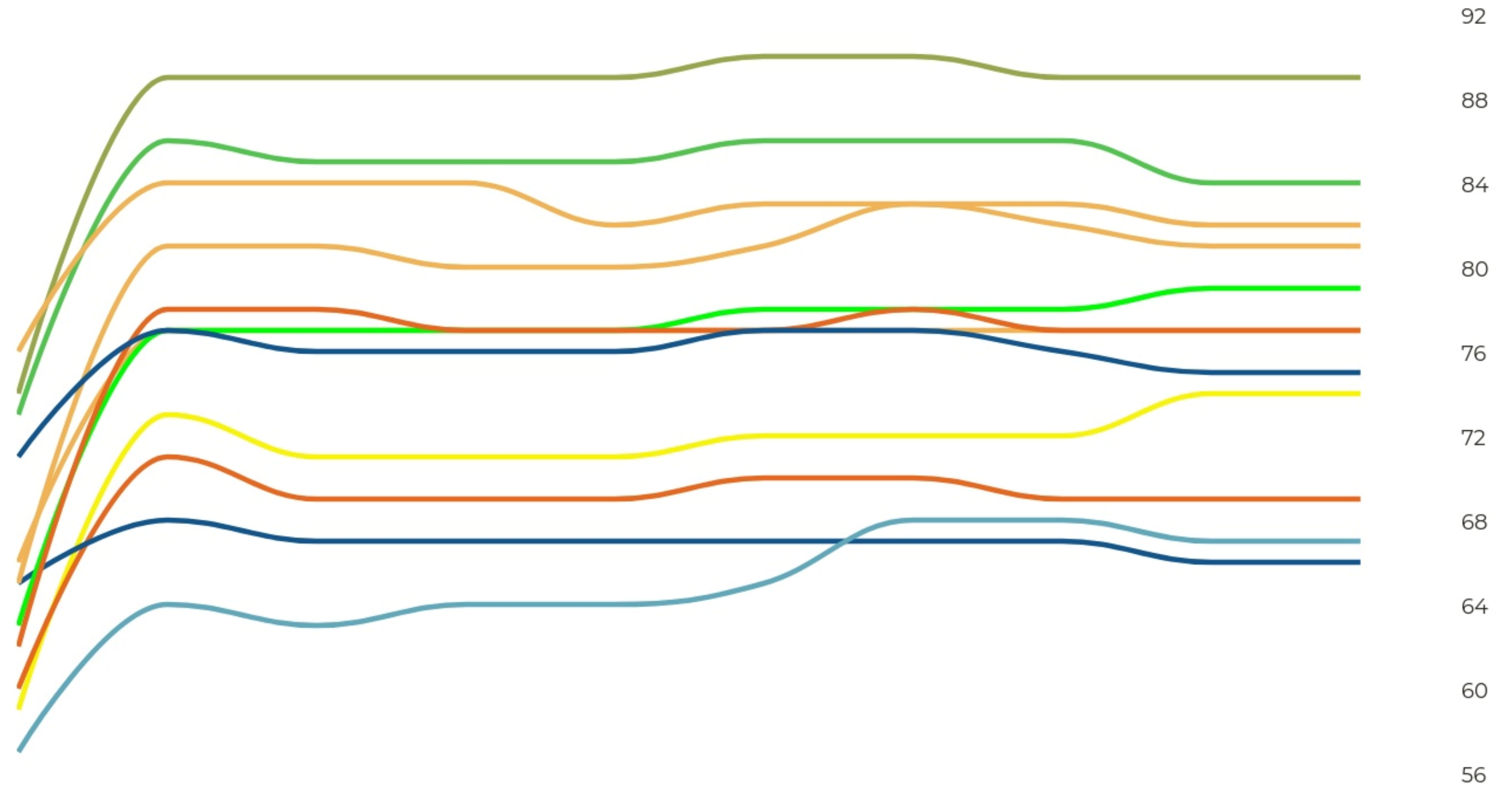




# Deeper dive Sky

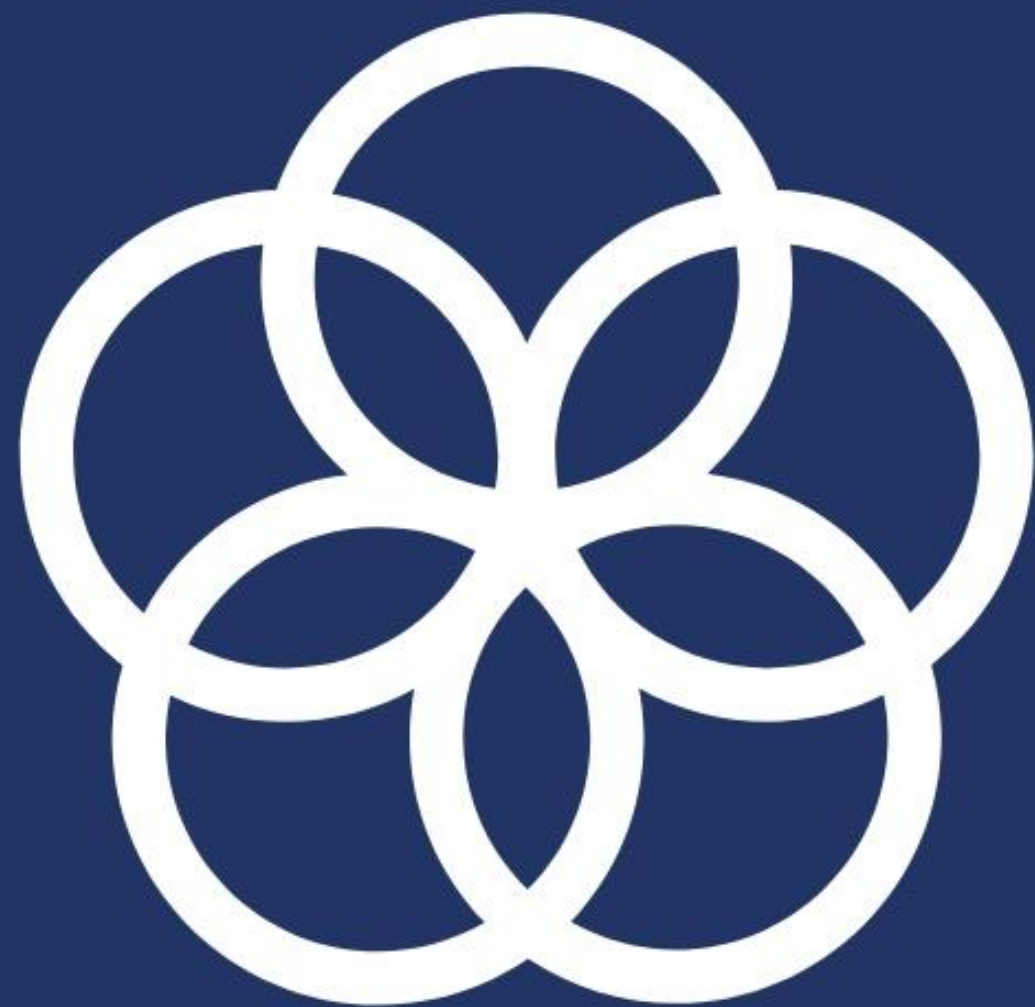
- Product
- Dev & Phil
- Human Rights & Supply Chain
- Comp & Benefits
- Diversity & Labour Rights
- Train, Health & Safety
- Energy & Climate Change
- Environment Policy & Reporting
- Resource Management
- Board

▲ 1/2 ▼





# 17 PARTNERSHIPS FOR THE GOALS



telmar

The  
GoodNet

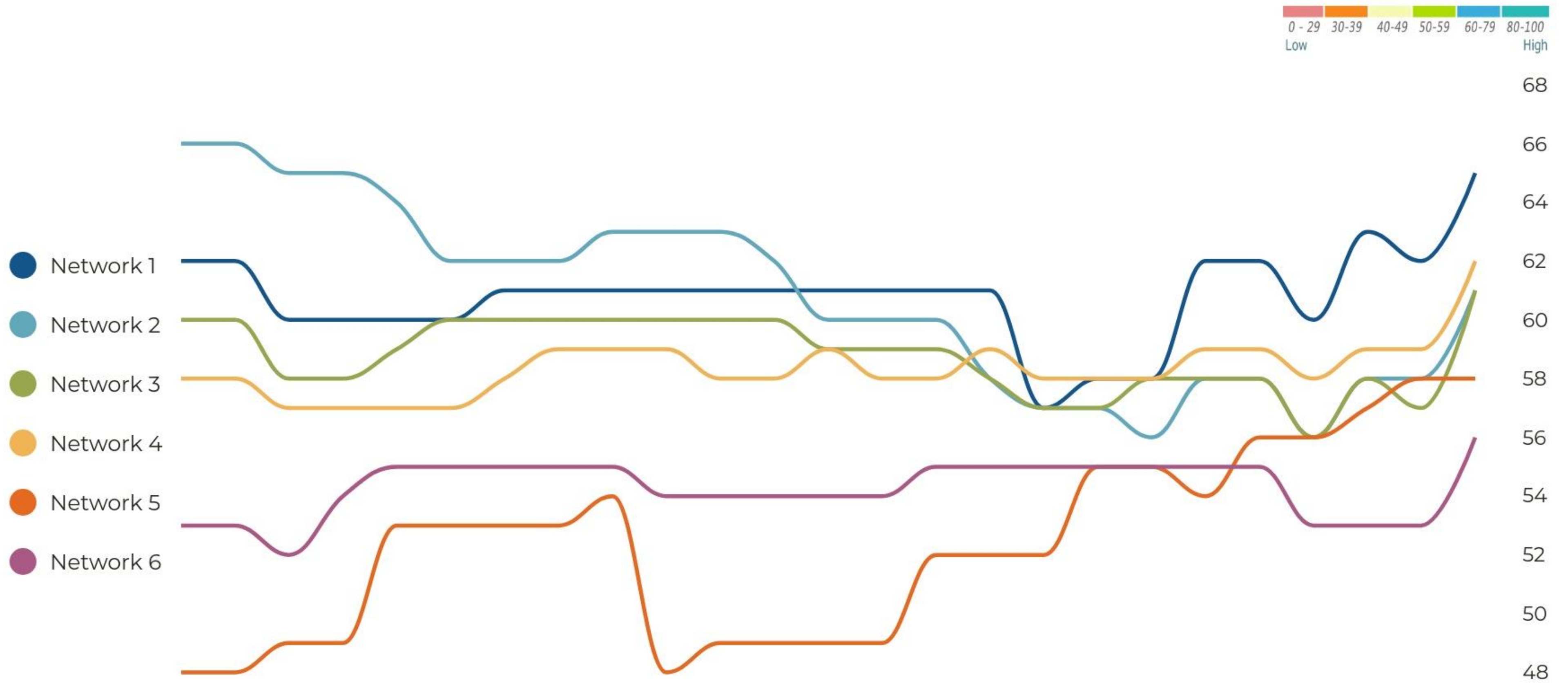


MediaSense®

**WFA** World Federation  
of Advertisers



# Media agency networks





Will you  
change  
your plans  
for  
tomorrow?





# Using category entry points

To change planning and strategy for the better

**Frith Hofmeester**

Strategy Partner, Hearts & Science



# **Using Category Entry Points to change planning and strategy for the better**

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**Frith Hofmeester – Hearts & Science**

**September 2024**





# THE THEORY

**What are Category Entry points and why should you care about them?**

# THE APPLICATION

**How can you use Category Entry Points to deliver more effective & award-winning work.**





# THE THEORY

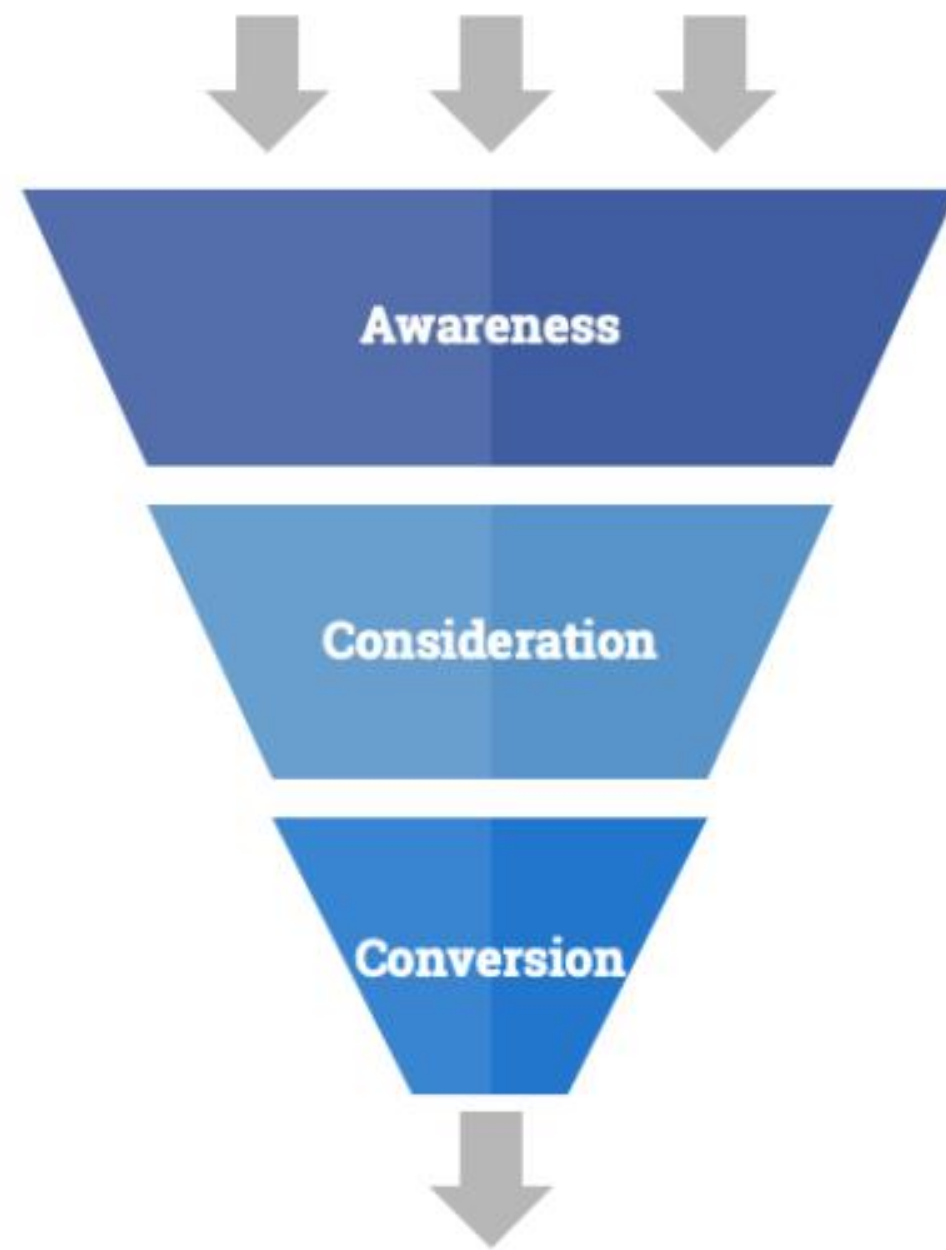
**What are Category Entry points and why should you care about them?**

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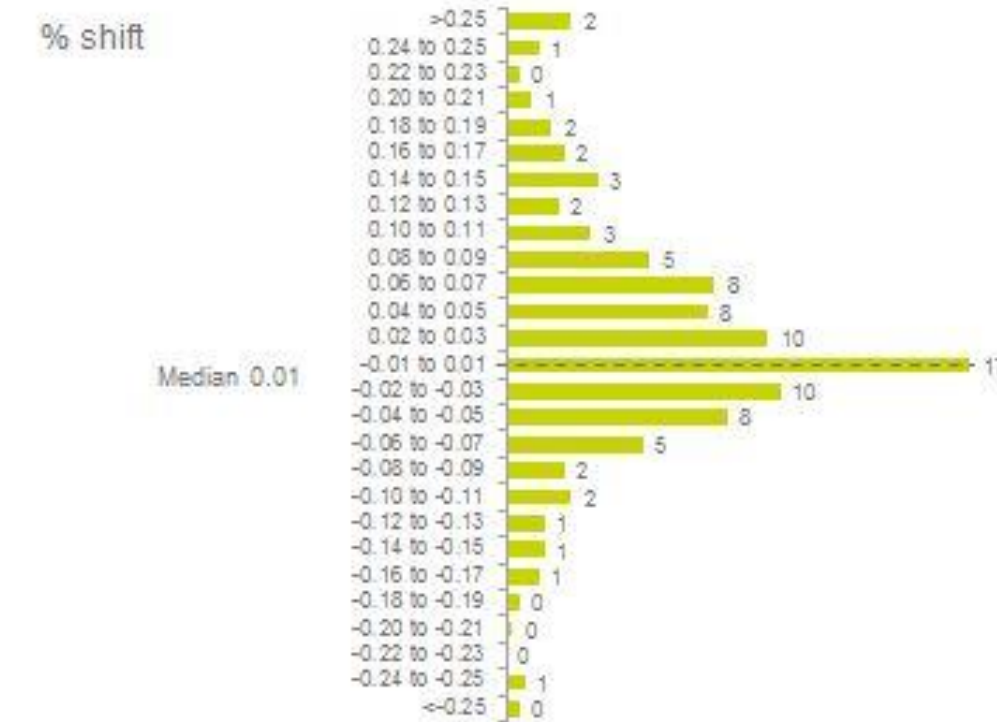


# Have we spent 100 years getting it wrong?



**An outdated,  
binary model**

**CONSIDERATION MEAN SCORE – Year on year shifts**



Base: Global data (408 brands over period 2014-2015 and 2015-2016)

KANTAR **MILLWARD BROWN**

Source: Trading Database

**A slow-moving metric that's  
hard to reliably measure**



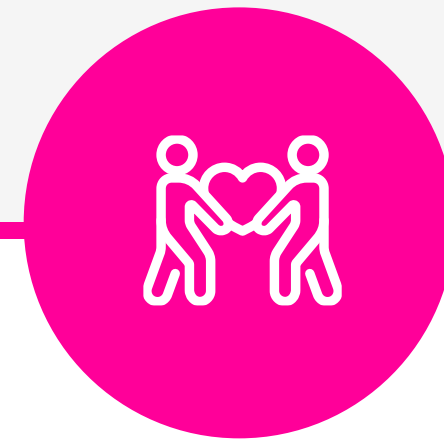


# An alternative view of how brands grow, driven by marketing science



## Mental availability

The probability that a buyer will **notice, recognise and/or think of a brand** in buying situations.



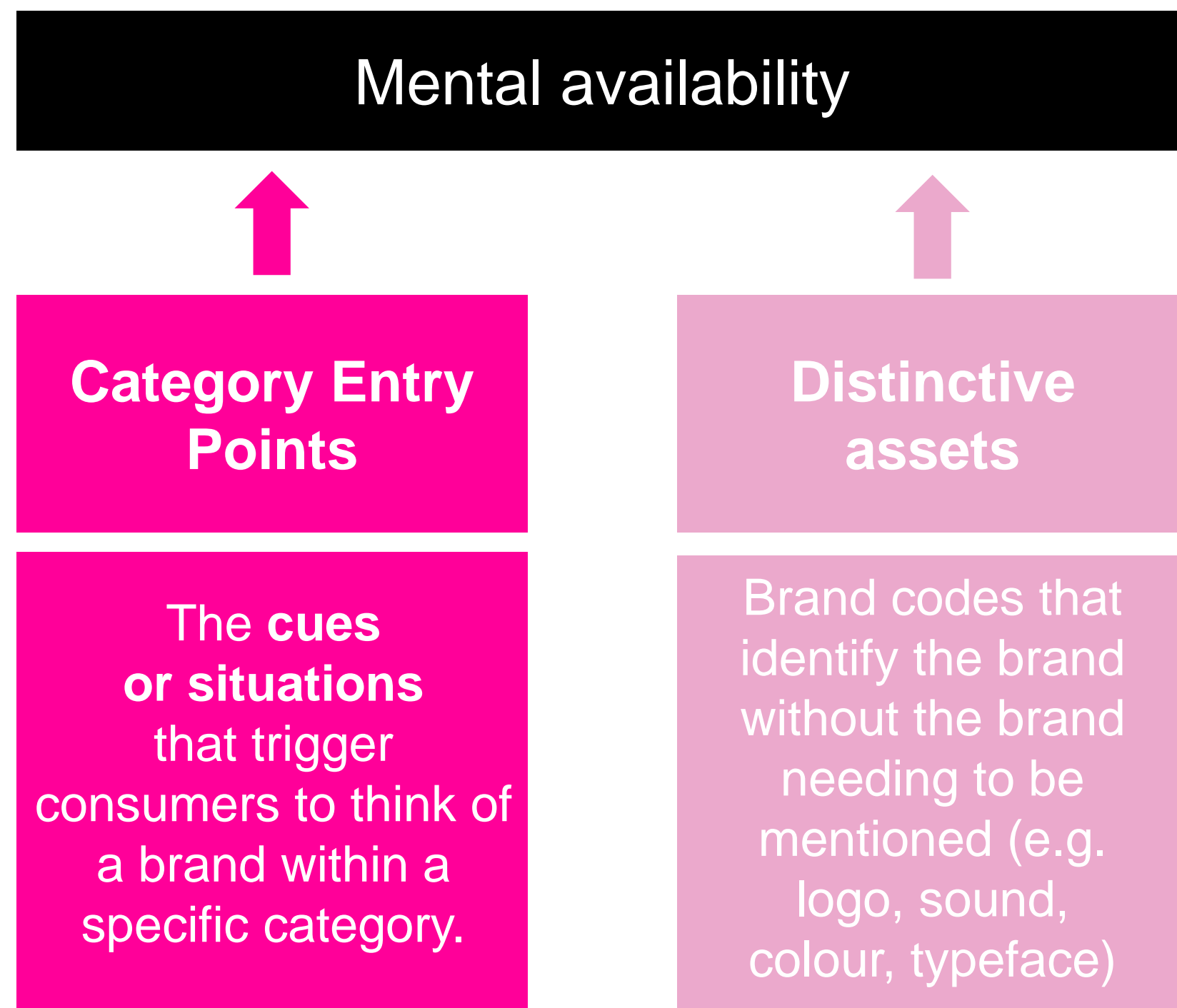
## Physical availability

The ability for a buyer **to find and purchase** a product across three dimensions: presence, prominence and portfolio.

**BRAND GROWTH**



# There are two building blocks of Mental availability





# Category Entry points are both internal and external cues



## Emotion

*e.g. feeling  
lethargic*

## Motive

*e.g. need an  
energy boost*

## Timing

*e.g. weekday  
morning*

## Location

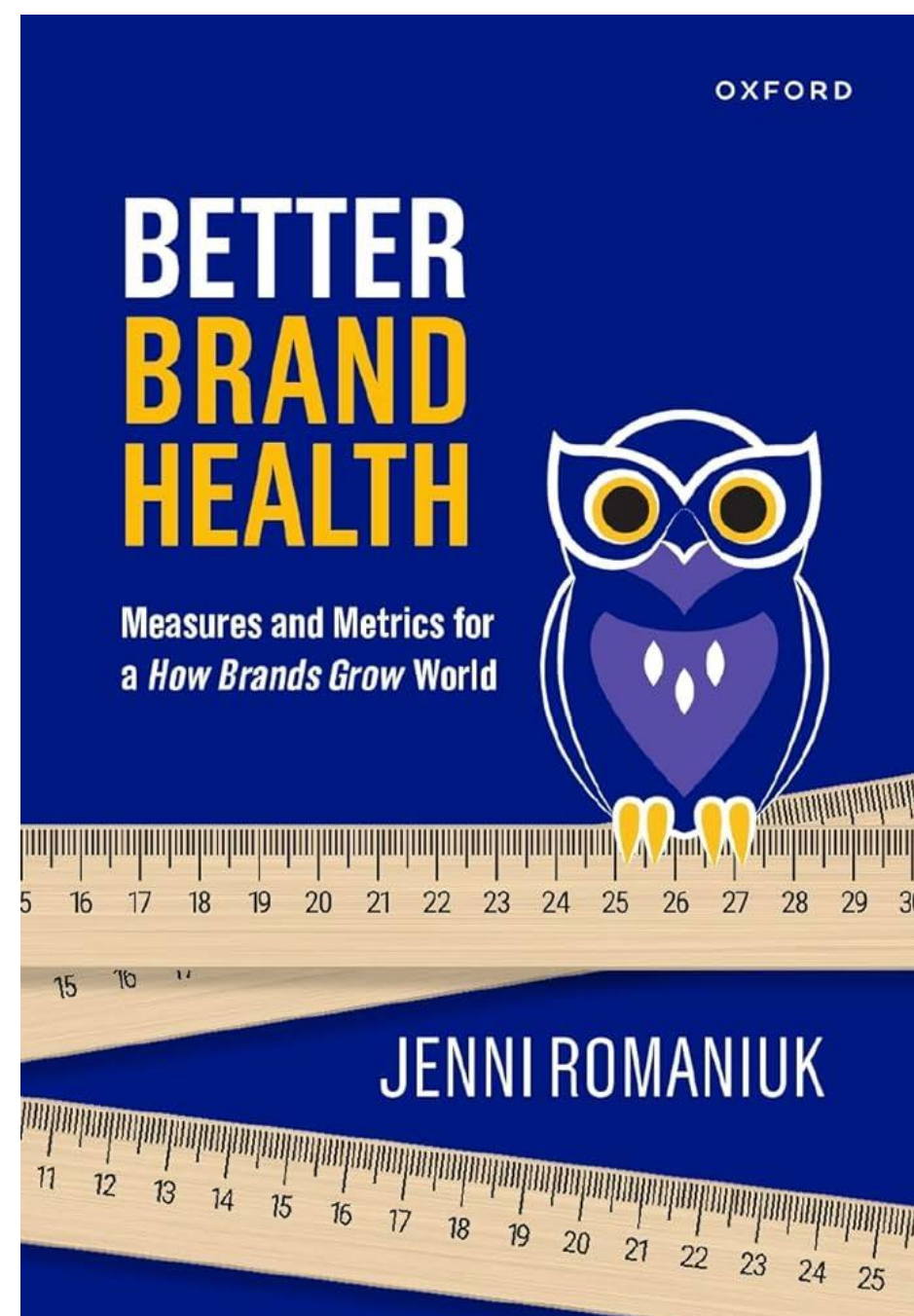
*e.g. coffee  
shop, near tube  
station*

## People

*e.g. meeting a  
friend*



# Category Entry Points are directly linked to commercial growth







# THE THEORY

**What are Category Entry points and why should you care about them?**

# THE APPLICATION

**How can you use Category Entry Points to deliver more effective & award-winning work.**



# Introducing...Category Entry Point led planning



## 1. Identify

CEPs by building on the theory from the Ehrenberg Bass institute



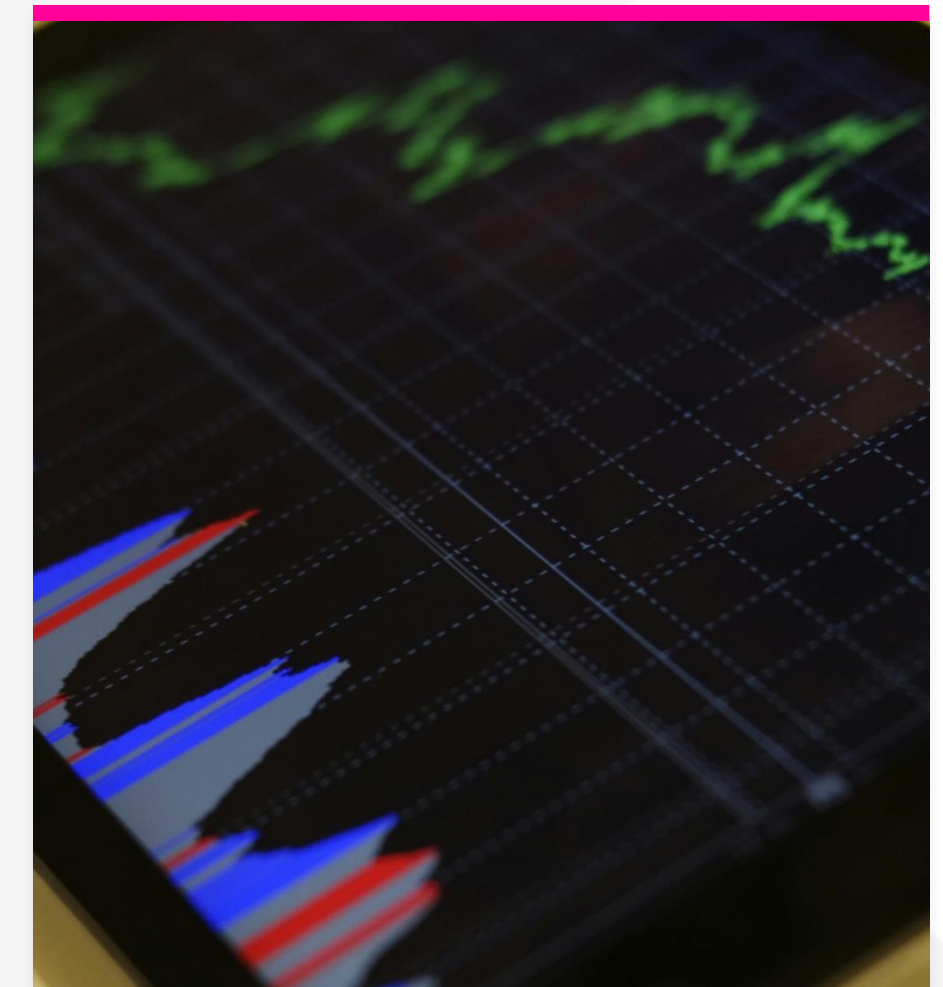
## 2. Prioritise

CEPs based on both importance (size) & distinctiveness (brand linkage)



## 3. Activate

CEPs by leveraging behavioural signals, contextual & moment targeting + relevant messaging



## 4. Track

CEP linkages over time to ascertain the impact of marketing efforts



# CEPs in action on the National Lottery



**CEP: “When there’s a big prize and I don’t want to miss out”**

- First ever sponsor of “Make me Millionaire”
- Special builds that allowed the public to place themselves in the adverts.
- Appointment to view programming & co-viewing experiences.



**CEP: “When daydreaming about the future” + “Entering new life stages”**

- Showing up in food, travel, music & fashion contexts.
- Disrupting mundane moments & repetitive rituals
- Automated contextual targeting around day dreaming + life stage programming with ITVX & Sky





# Five clear benefits to CEP planning

**1. Consideration**

**2. Competitive**

**3. Context**

**4. Content**

**5. Consumer**

*“The approach to Category Entry Points and the tool blew us away and we are already seeing the impact of its application.”*

**Ross Sergeant,  
Global Head of Media, Allwyn**



# Shortlisted for Research Insight



## RESEARCH INSIGHT

### Cracking the consideration code with Category Entry Points

Hearts & Science



Our industry has become obsessed with a century old sales funnel. All too often we focus on the top (brand) and bottom (performance)... but neglect the middle. Category Entry Points Planning instead starts in the middle turning an overlooked research theory from The Ehrenberg Bass Institute into an actionable way of creating new insights that drive mental, competitive and commercial advantage for brands and radically reinvents media planning.

#### 100 years of doing it wrong

The sales funnel celebrated its 100th birthday this year. In the book 'Bond Salesmanship' the common three-part purchase funnel was first described with awareness at the top, consideration in the middle, and conversion at the bottom.

Consideration is a regular advertising KPI on many client briefs. That is no surprise due to the strong relationship between consideration and usage (correlation of 0.79). Yet changes in consideration tend to be very small and slow moving making them hard to robustly quantify... which in turn makes it hard to understand what drives changes in consideration. A global study by Milward Brown across 408 brands found the median YoY shift is only 0.01. And our industry regularly uses proxy metrics like "Buzz" or brand perception metrics like "Brand for me" and hope these are accurate predictors of changes in consideration.

The answer to this enduring challenge has been hiding in plain sight.

Every agency and marketer worth their salt owns a copy of Byron Sharp's How Brands Grow – the most famous marketing text of the past 15 years.

The most overlooked element of the book is the importance of mental availability for brands, which refers to the ease with which a brand comes to mind in buying situations. Specifically, **Category Entry Points (CEPs)**. The cues or situations that trigger consumers to think of a brand within a specific category. These cues can be needs, occasions, places, times, or other contextual factors that prompt a purchasing decision.

Their significance cannot be overstated; CEPs are directly linked to a brand's growth prospects. If a brand doesn't come to mind in a buying situation, it is less likely to be considered by consumers and misses out on potential sales. And it's not unproven – decades of research from The Ehrenberg Institute has proven the business case for pursuing this approach.

The problem was that this research theory was just that, academic theory hidden in a chapter of a book on everyone's bookshelves. So, we set out to turn the most overlooked piece of research theory of the past decade into an actionable insight approach to create competitive advantage for our clients.

#### Turning Category Entry Points (CEPs) theory into actionable advantage

Working directly with The Ehrenberg Bass Institute's marketing scientists we created a multifaceted, proprietary research approach that builds on the theories from the Institute and visualises the insight using a suite of data visualisation tools that enable us to plan in a completely different way.

We call this **Category Entry Point Planning** and we believe it is a radical reinvention of media planning and marketing that enables middle out planning and delivers on the promise of communications planning by orienting everyone around shared language and a common goal.

There were 6 benefits of implementing this new approach:

- 1. Competitive:** By identifying strong and weak CEP linkages that audiences have with brands compared to the rest of their category, we can better design campaigns to build, reinforce or refresh a brand's linkage to that CEP – a step-change vs. previous approaches that use target excess SOV at a channel or category level
- 2. Consideration:** This slow-moving metric can be broken down into CEPs, allowing us to design strategies for both short-term evaluation as well as acting as leading indicators on long-term consideration
- 3. Context:** Applying CEP thinking helps us pinpoint key contexts and media moments so that we can win the moments that matter and enhance effectiveness.
- 4. Content:** By identifying linkages to refresh, build, or strengthen, working with ad agency and media partners to create clearer content briefs and stronger call-to-actions in marketing campaigns.
- 5. Cookieless:** It's future-proofed to enhance performance marketing by providing new levers and tactics for data driven audience planning and activation as well as breathing new life into context planning.
- 6. Consumer:** CEPs make our media plans more consumer-centric as we better understand what moments trigger people to enter a category rather than simply focusing on product or brand tactics

This approach has fundamentally altered how the entire marketing, advertising, media and creative process works for our clients with category entry points playing a central role in decision making and the below case studies demonstrate the impact it is already having.

#### Case study: Relaunching The National Lottery

Category Entry Points are a central tenet of the new strategic approach For The National Lottery both in terms of at a portfolio level but also at a game level. Lotto and Set For Life the first games to be relaunched using CEPS research insights:



Lotto has been making an average of two millionaires a week, for over 30 years. Watching the Lotto results live on TV was once a much-anticipated Saturday night ritual, but the flagship game was now struggling to compete for relevancy and share of wallet.

Our Lotto Category Entry Points research gave us a key insight; that the most critical CEPs for Lotto were linked to a fear of missing out, such as "when there's a big prize and I don't want to miss out" or "when my friends want to play together".

Thus, our media plan needed to foster a feeling of mass participation, ensuring Lotto was seen, shared, and talked about in social circles.

Central to this was Lotto becoming the first ever sponsor of Hearts popular – "Make me a Millionaire" – reinforcing our status as THE UK millionaire maker. Amanda Holden helped build hype, whilst an extensive social campaign sharing winners' stories drove talkability with 4.5 million people entering the draw

Despite reduced retail distribution and a +94% YoY increase in spend from People's Post Code Lottery, weekly sales in the first 9 weeks since launch averaged +5.5% higher than the same time last year, with every single draw in February outperforming the comparable one the year before.



Set For Life with its distinctive promise of a fixed monthly income of £10,000 per month for 30 years had the potential to bring dynamism to the National Lottery portfolio. Yet it was on the brink of disaster with only 8% unprompted awareness and 7% of adults who would consider playing it.

Our Set For Life CEPs research told us people consider Set for Life when "daydreaming about the future" and "entering new life stages"

Thus, central to our media plan was reflecting our audience's passion points by showing up in food, travel, music and fashion contexts and engaging them at critical life moments (like having a baby).

Automated contextual targeting across ITV and Sky enabled us to align with passion points in real time and bespoke intent-based audiences mapped to our CEPs delivered hyper-contextual communications across all digital platforms.

Our groundbreaking contextual CEP targeting exceeded platform engagement benchmarks by 268%.

Weekly sales surged to £6.8 million and YTD sales saw a robust +4.2% increase on average (+£4.8m). What's more we delivered a +7% increase in claimed players by May compared to the previous year.

*"The approach to Category Entry Points and the tool blew us away and we are already seeing the impact of its application."*

Ross Sergeant, Global Head of Media, Allwyn

We believe that we have solved one of the biggest problems facing the industry by turning decades of evidence-based marketing research into a new way of thinking about media planning, cracking the consideration code and in doing so delivering commercial and competitive advantage for our clients.

You're probably reaching for your copy of How Brands Grow now aren't you!

**MediaWeek AWARDS**  
PART OF **campaign**  
**2024 Shortlist**  
Headline Sponsor  
**infinitum**  
ENTERTAINMENT *Making content happen*





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**Thank you**



# Breaking the eggs to make the omelette

Planning and strategy Room 101

## Richard Kirk

Chief Strategy Officer, EssenceMediacom UK

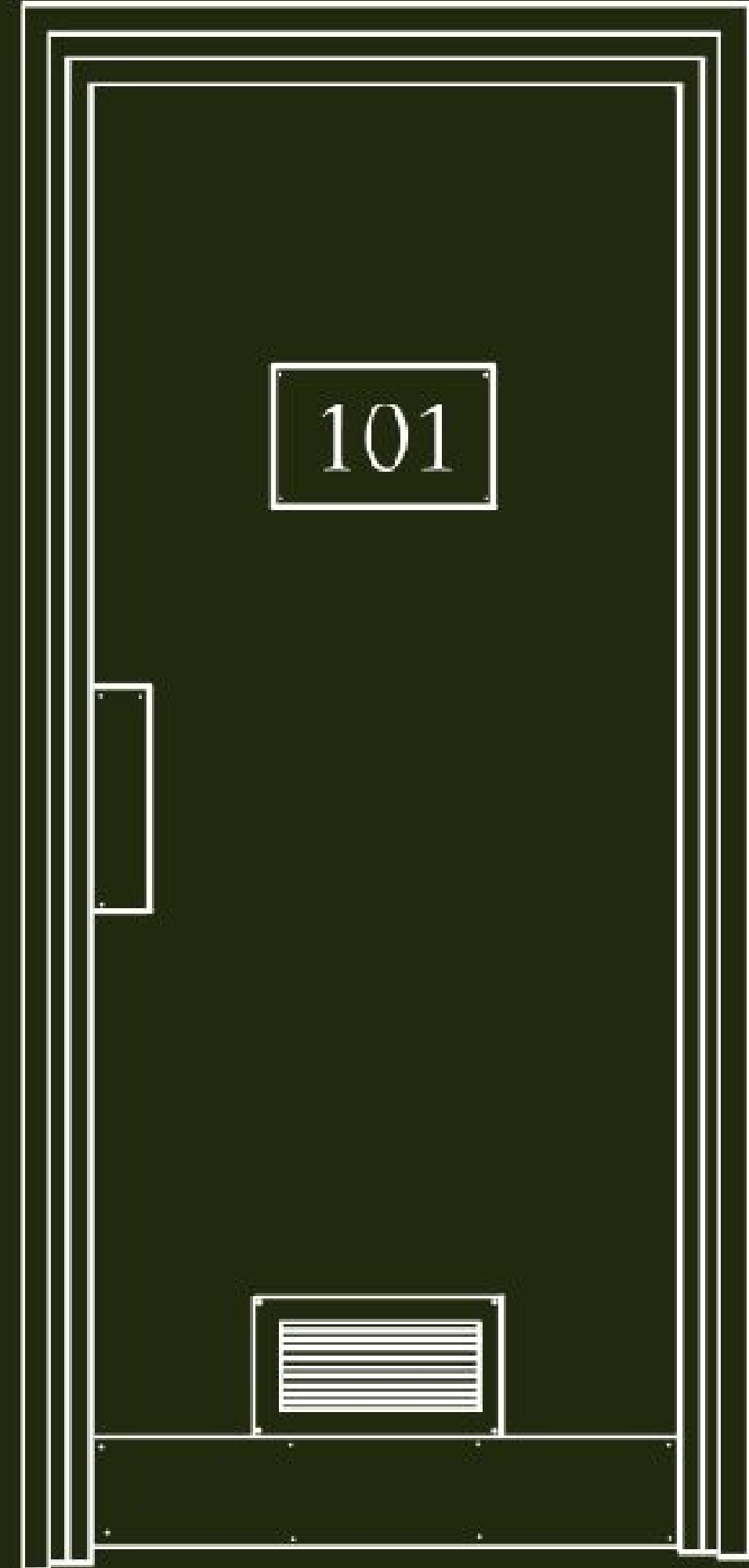


# Brief

15 minutes

Your own opinions

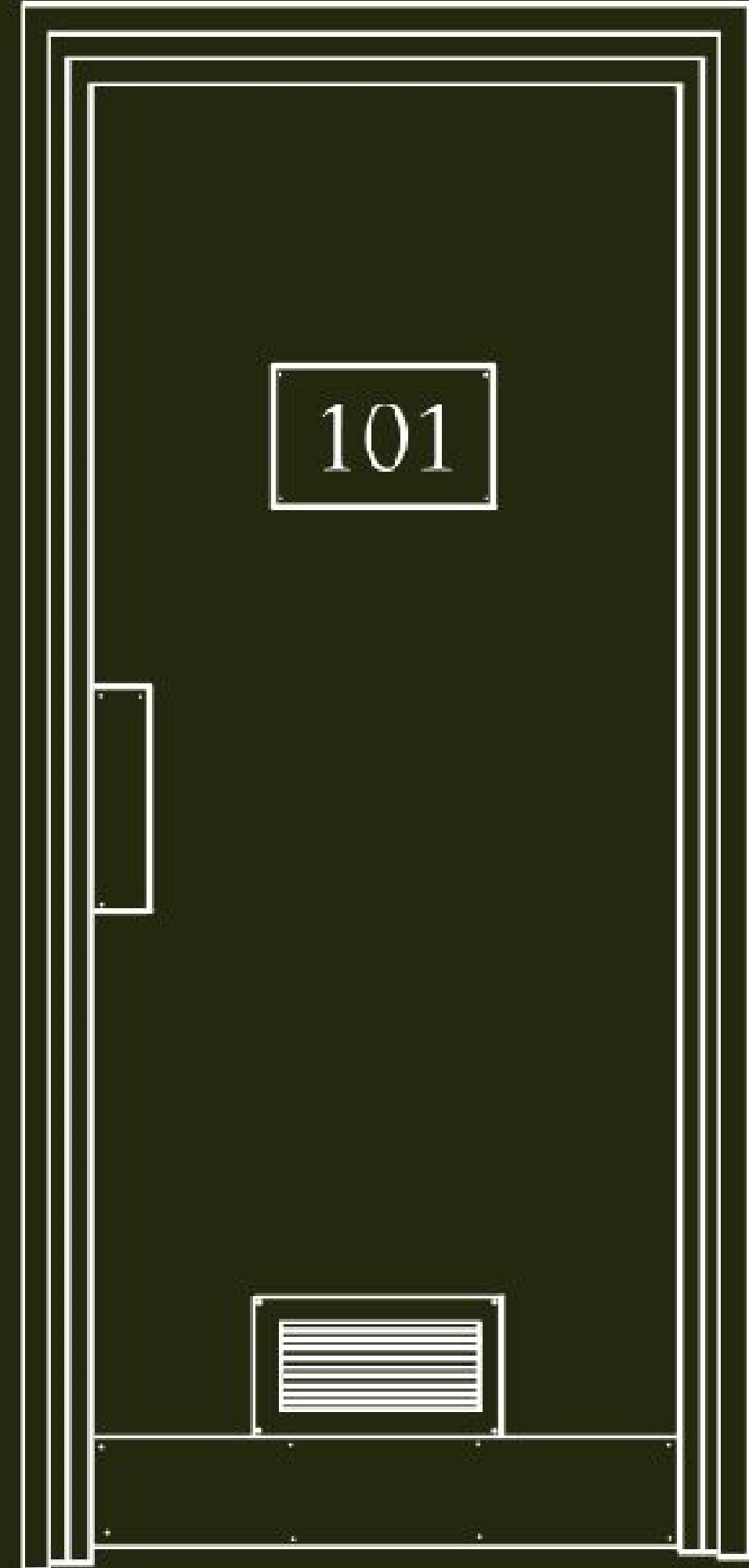
Create debate on the panel





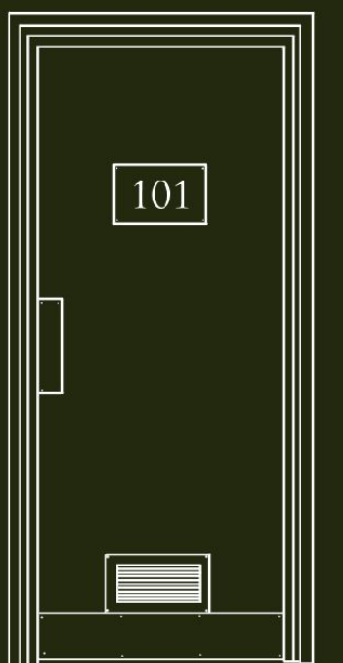
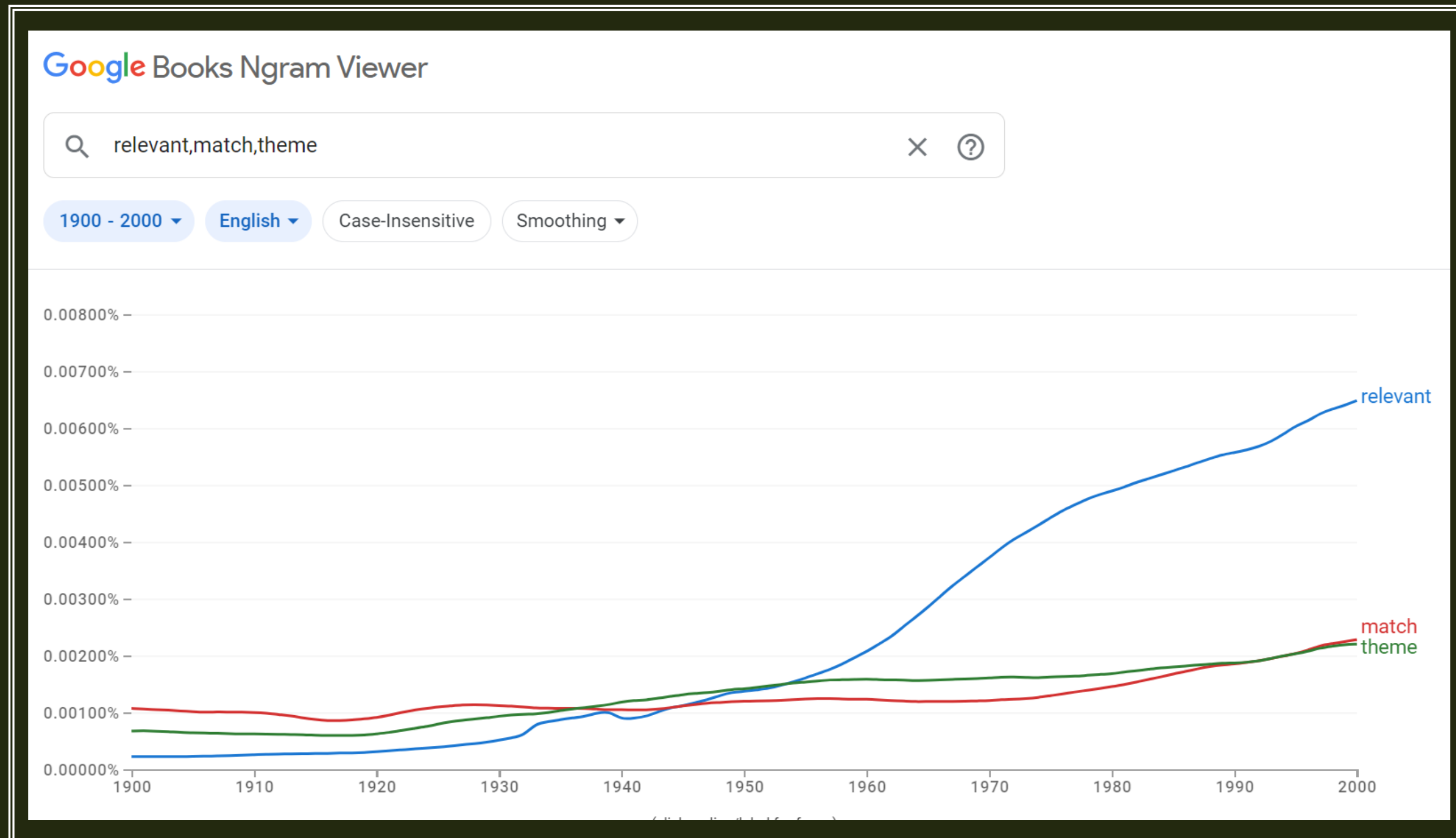
Right person  
Right time  
Right place

The unquestioned dominance of “relevance” in  
media planning



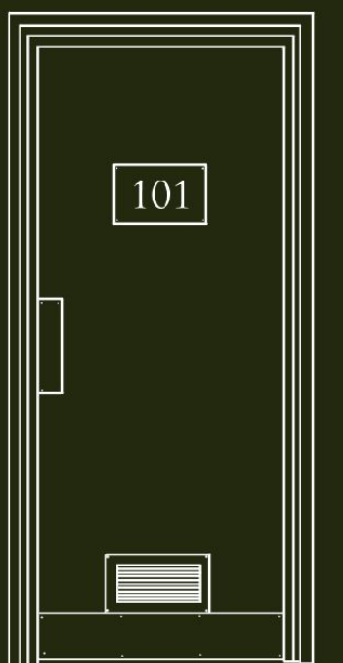


# Computing meant “relevance” had a good 20thC





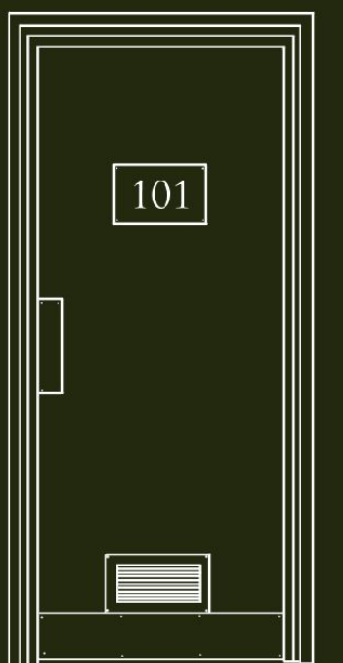
Relevance was/is central to the greatest advertising innovation of our lifetimes





# So relevance became central to how digital advertising worked

- *“help us understand your interests so we can provide you with relevant advertising on other websites including Facebook and Google”*
- *“used by us and those advertising partners to build a profile of your interests and show you relevant adverts on other sites and services”*
- *“If you do not allow these cookies, you will experience less targeted advertising”*

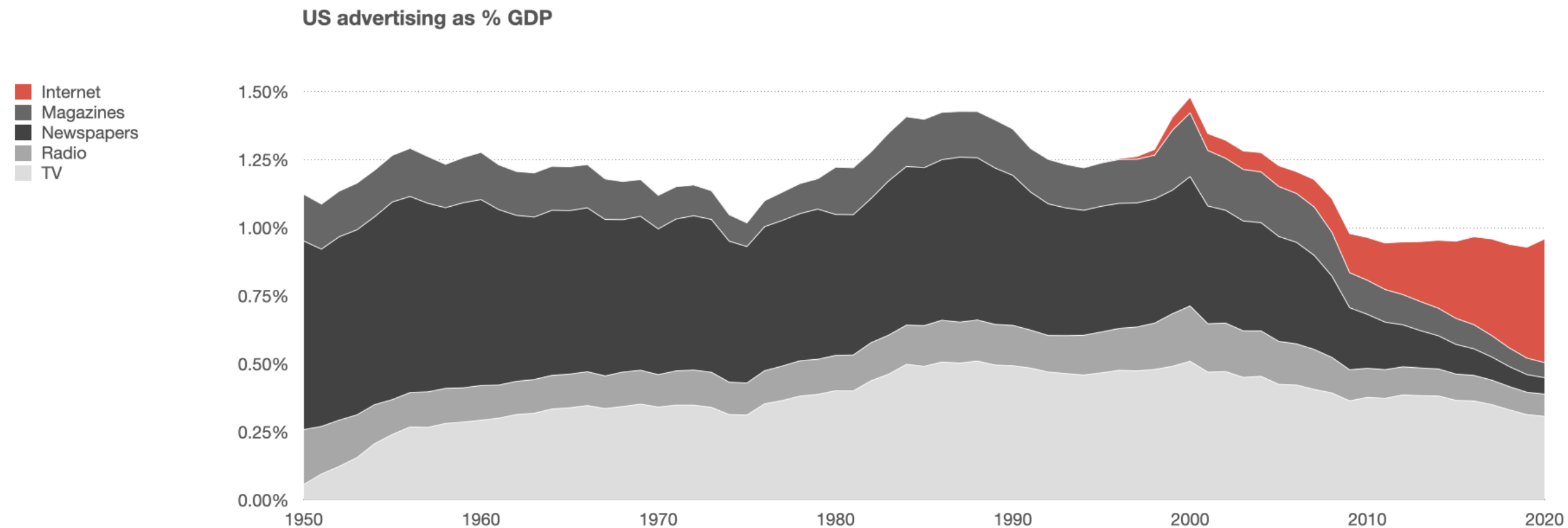




# Digital then began to eat advertising

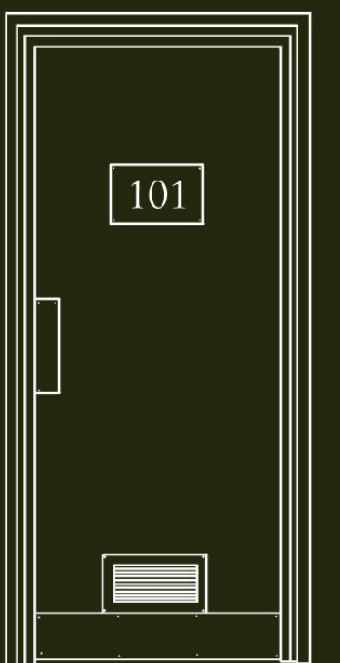
## Waves of change

How many stories does this chart tell, and how many open questions?



Source: McCann, Zenith, BLS, @BenedictEvans

Benedict Evans — March 2022 49





# Modern media moguls espouse relevance



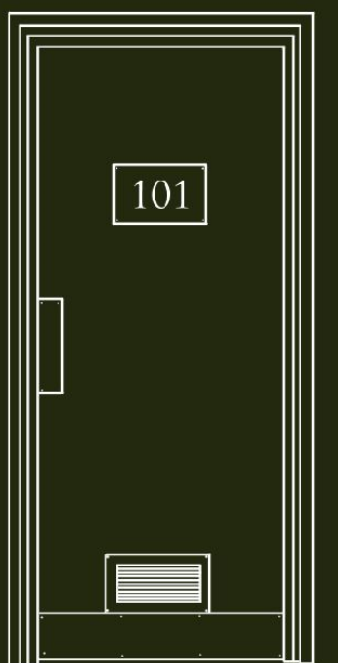
“users want ads to be relevant”



Sees advertising as content, emphasizing the importance of relevance and usefulness to viewers



“Relevancy is the currency that most of these brands are missing”

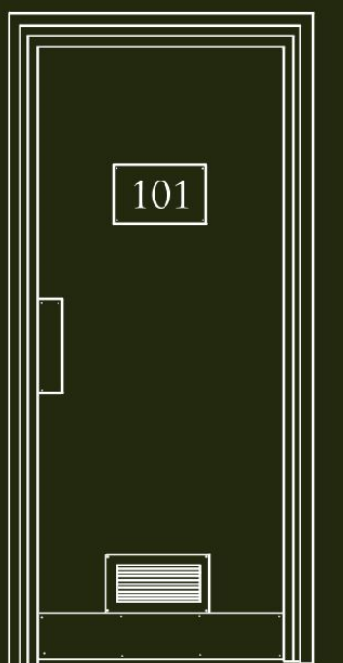




# Relevance has become a cure-all for advertising

From recent reports/papers:

- Relevant ads “convey a sense that the brand values its customers”
- As competition intensifies relevance serves as a critical differentiator, enabling advertisements to cut through the noise
- Relevant ads can help businesses establish meaningful connections with their customers
- Relevant ads are more likely to be perceived as helpful by the user, which increases brand trust and loyalty

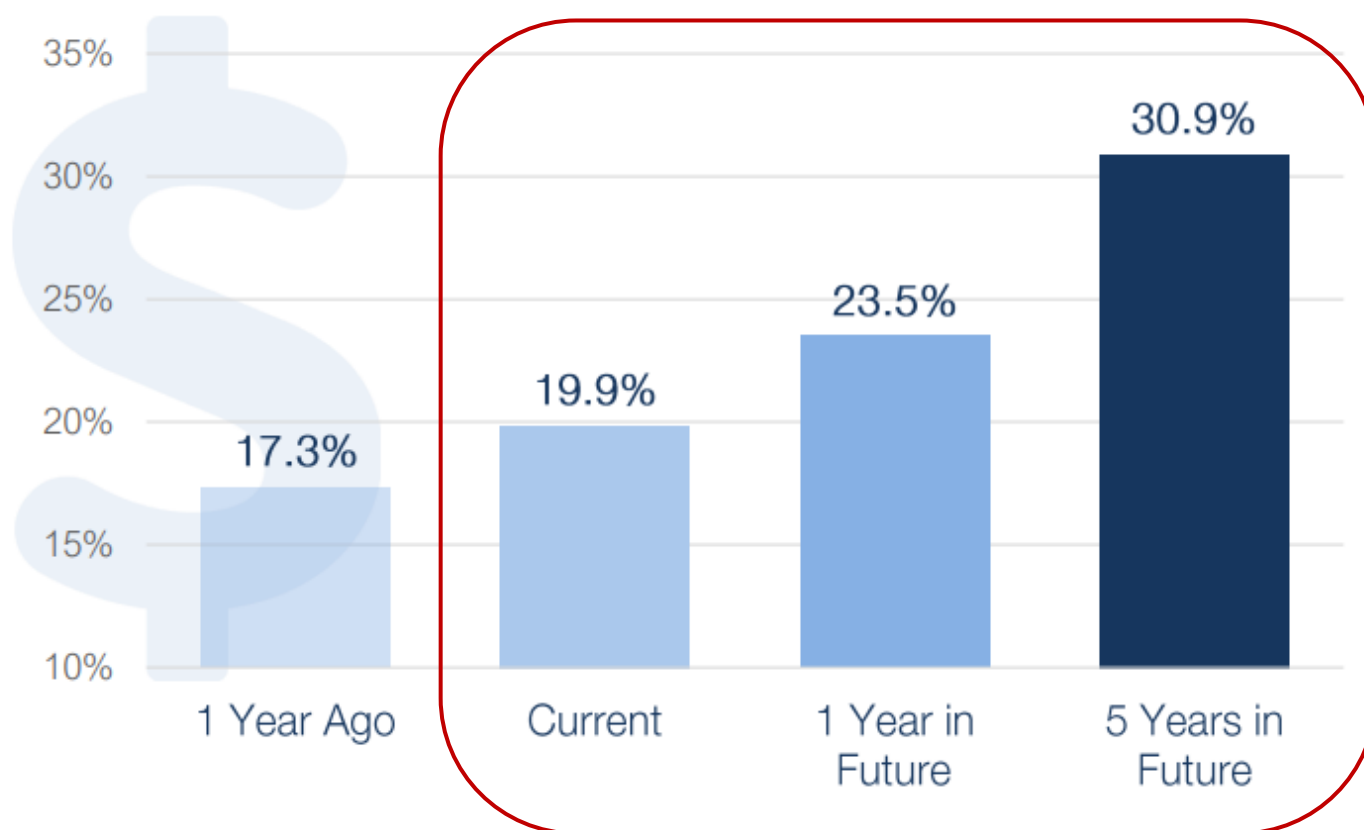




# But more relevance = more tech required

## Spending on marketing technology predicted to increase 31% over the next 5 years

What percent of your marketing budget do you spend on marketing technology? Past, present and future predictions

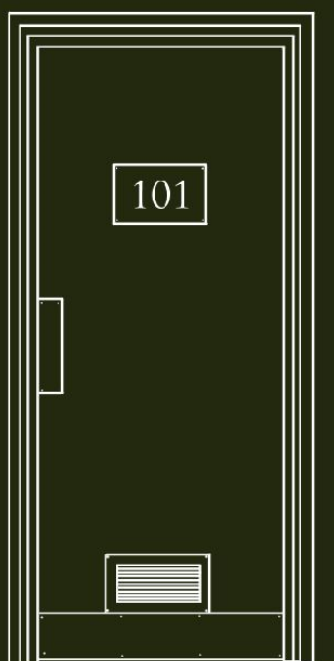


### Economic Sector

	1 Year Ago	Current	1 Year Future	5 Years Future
B2B Product	16.5%	18.8%	22.2%	30.0%
B2B Services	16.6%	18.9%	23.3%	31.9%
B2C Product	17.9%	20.5%	24.1%	29.6%
B2C Services	20.4%	23.8%	26.7%	33.7%

### Online Sales

	1 Year Ago	Current	1 Year Future	5 Years Future
0%	19.8%	21.8%	25.1%	32.4%
1-10%	13.2%	16.4%	20.6%	28.9%
11-49%	16.3%	18.1%	23.2%	30.6%
50-99%	23.3%	26.1%	28.2%	35.7%
100%	16.1%	19.8%	22.0%	26.1%





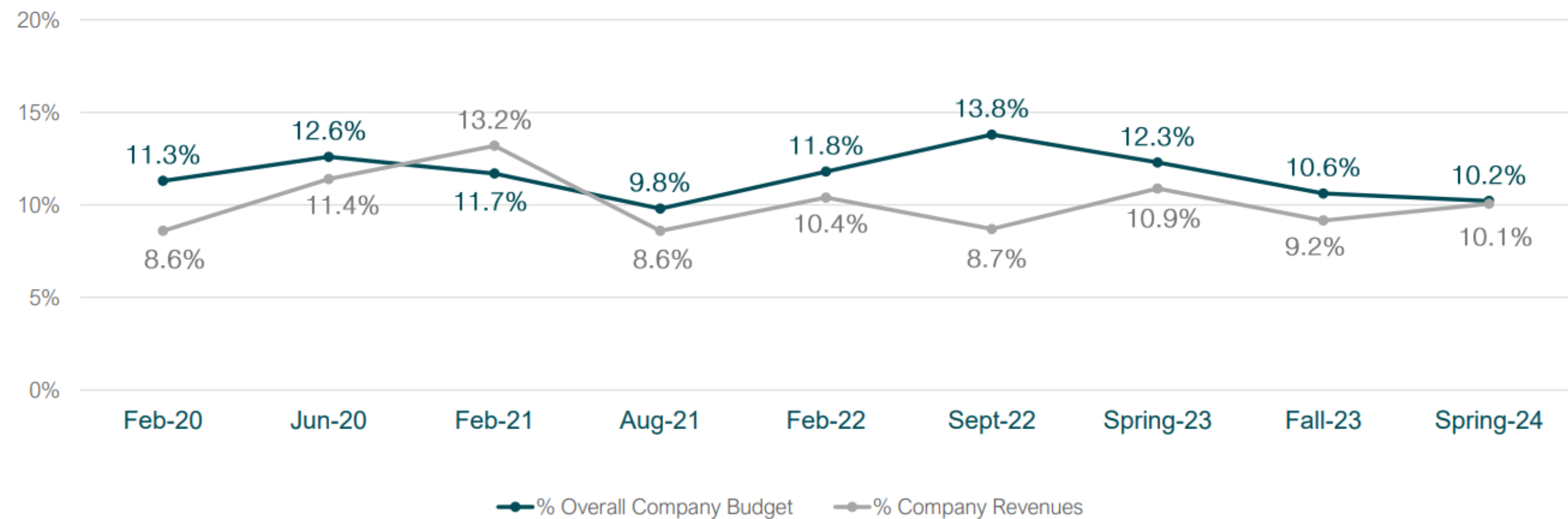
# When budget is down/flat vs rev, growing 2-4% yoy

The CMO Survey<sup>®</sup>

## Marketing budgets over time

Marketing expenses account for what percent of your company's overall budget?  
Marketing expenses account for what percent of your company's sales revenues?

Firm and industry  
breakouts on next slide



Spring 2024

15

101

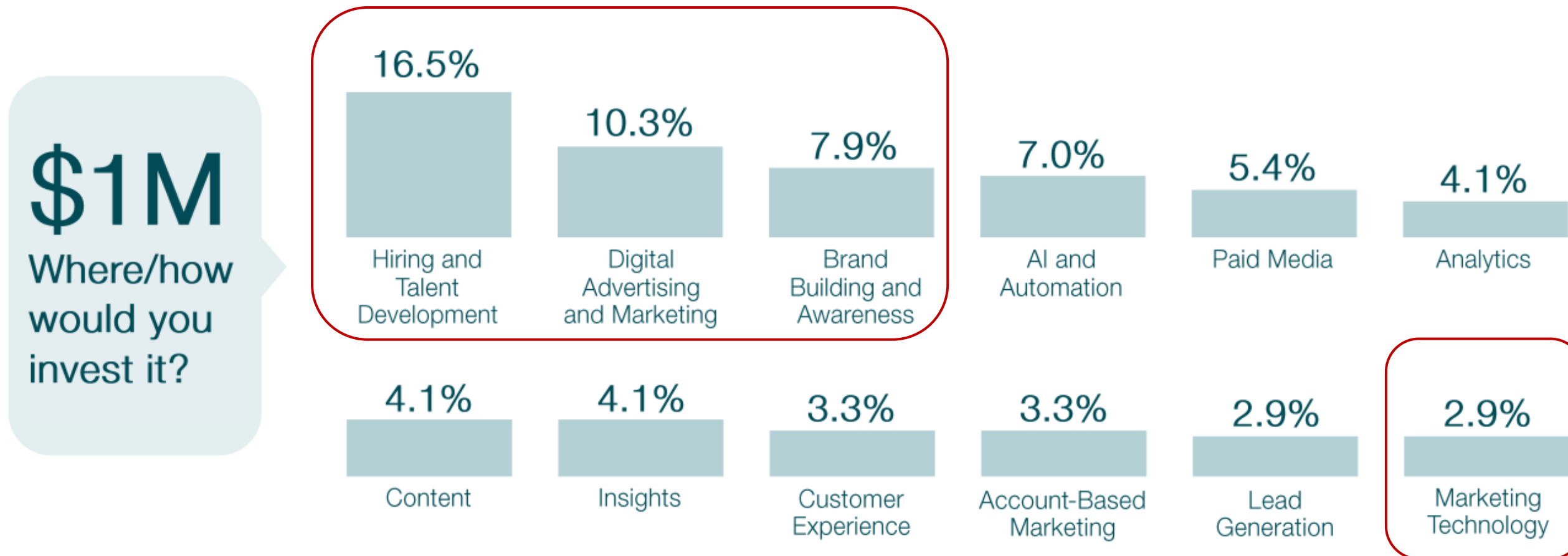


# Relevance is being pursued with little enthusiasm

The CMO Survey<sup>®</sup>

When presented with extra budget, marketing leaders overwhelmingly prioritize boosting and developing their workforce

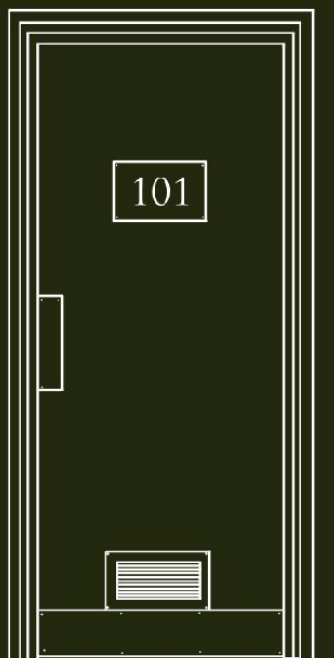
If you had an extra \$1M of budget given to the marketing organization to use any way you wanted, where/how would you invest it? (% of respondents using budget for activity)



Spring 2024

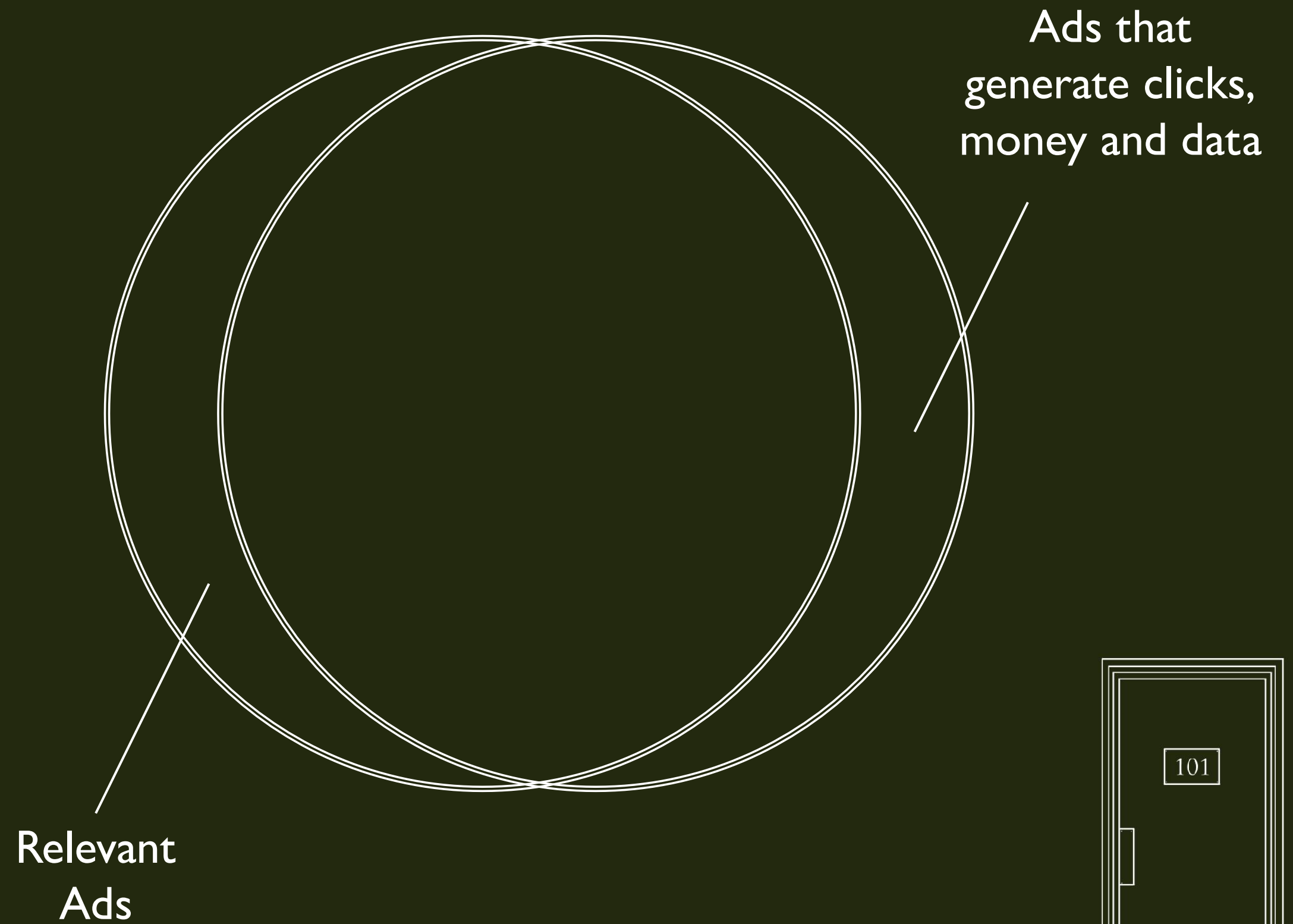
\*The remainder of investments were 2% or less of the sample.

22



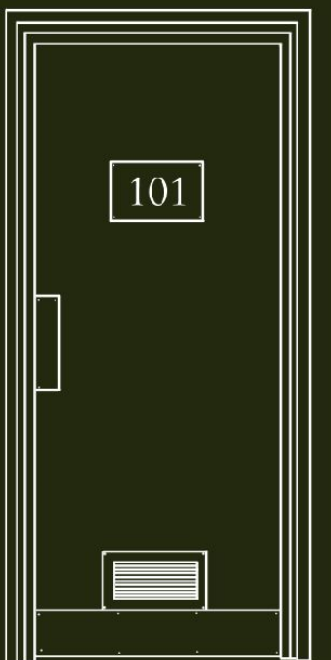


# This is what we've forgotten





# Our own “digital” consumption shows us that what we really value is serendipity





# Fame doesn't come from relevance





# Advertising's response? "Cultural relevance"



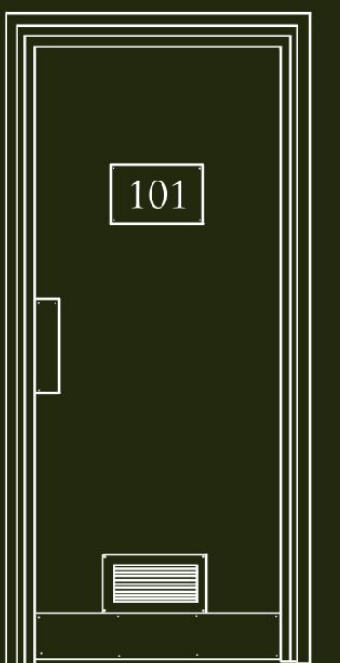


Right person  
Right time  
Right place

Yes, if someone's looking for you

Big audience  
Big moment  
Big reaction

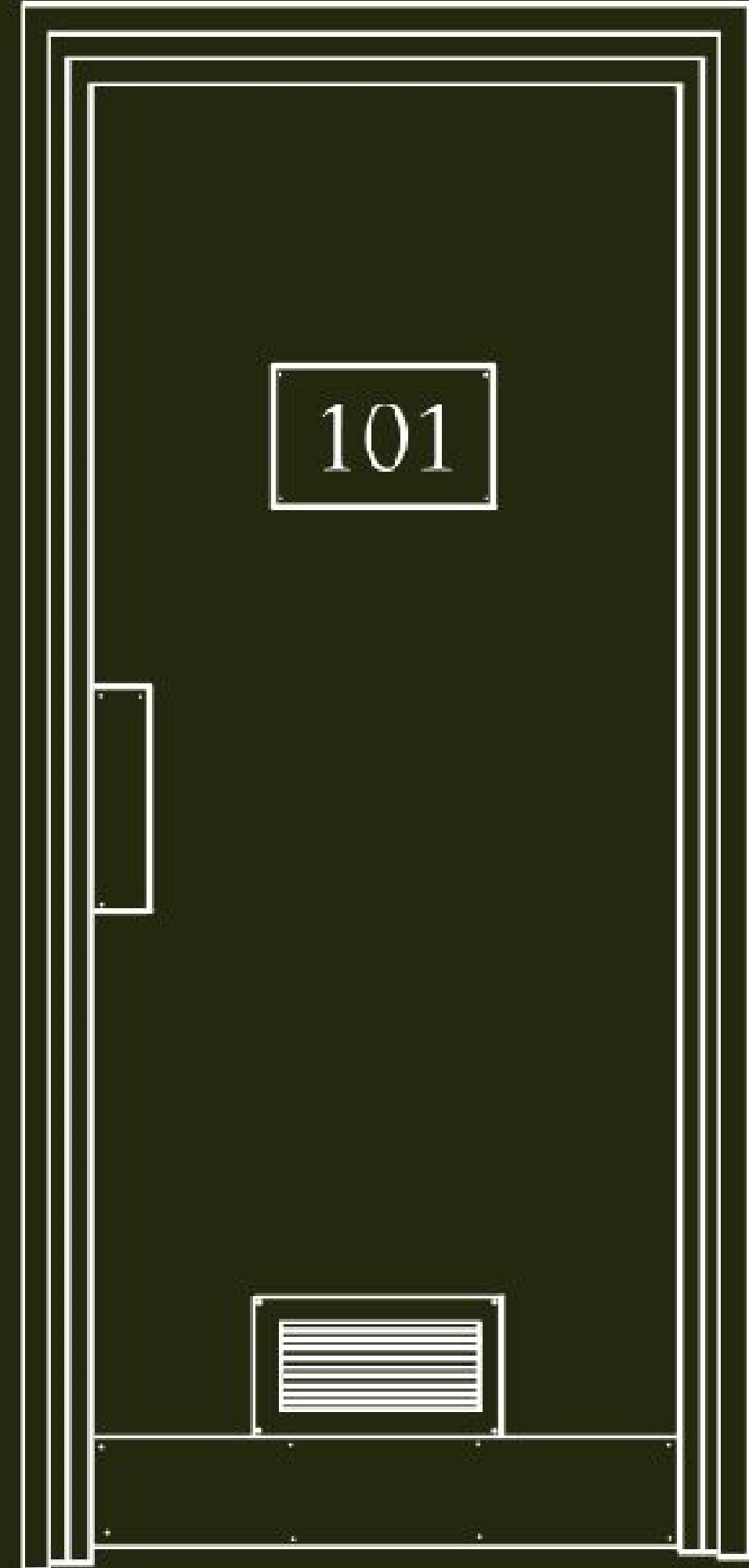
The rest of the time





# Brand Safety

Our view of media quality is backwards



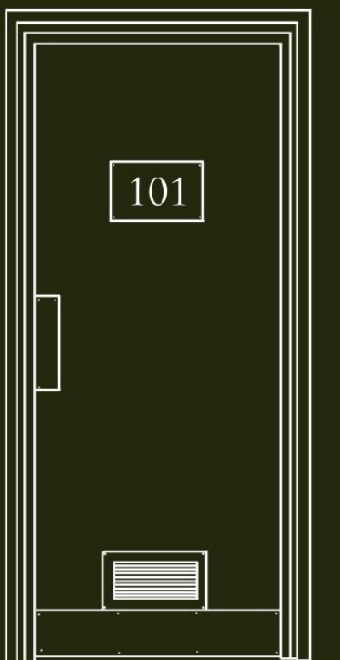


# We think about quality in terms of a floor

Good quality  
Weigh reach, ROI & cost  
Buy

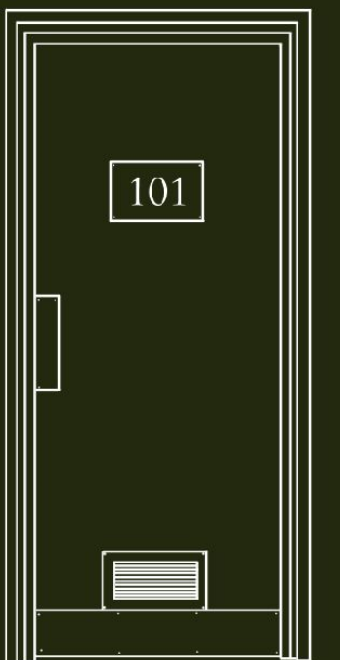
----- Brand safety threshold

Low quality  
Exclude, ban, bemoan  
(or still buy...)





But media has an x-factor that is additive to a brand, that varies in every impact





*Any further quality evaluation tends to be focussed on media's physical properties*

Viewability

Size / length

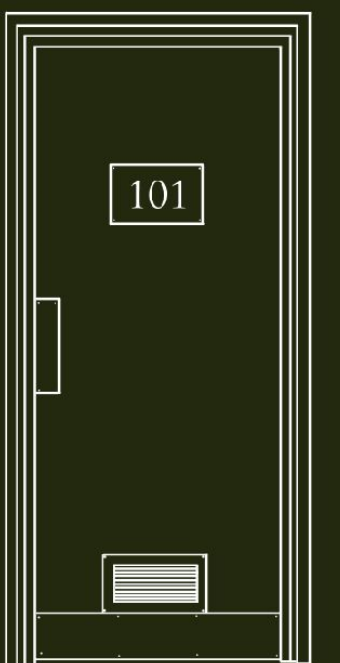
Competitor presence

Dwell time

**Attention**

Wastage / accuracy

Thematic relevance





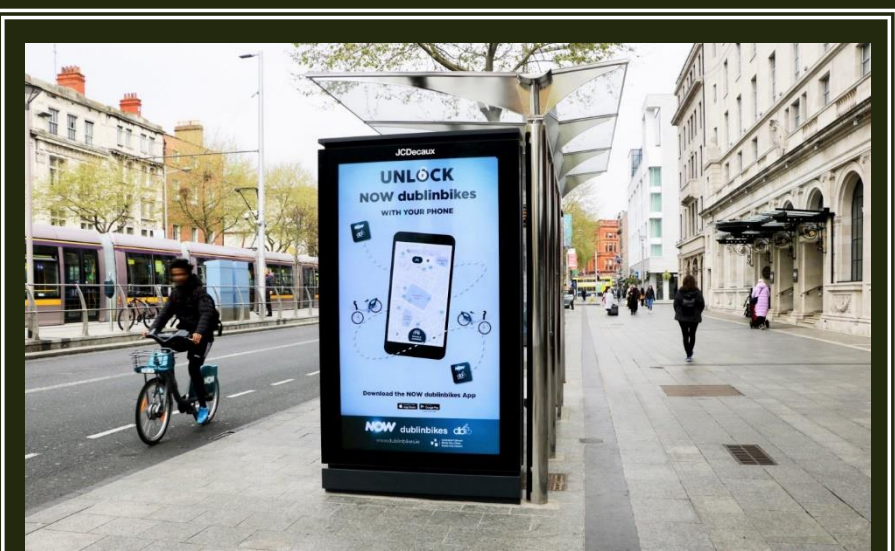
This is a major miss – as the context the ad is placed in is not stable



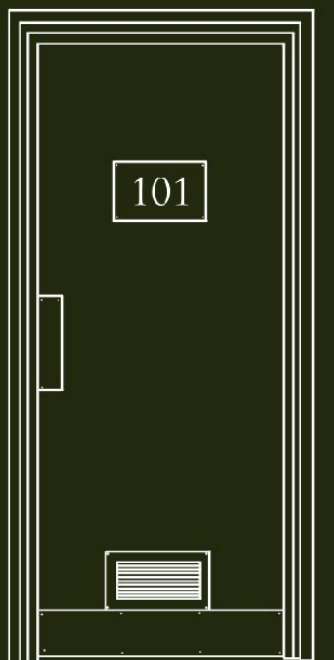
VS



VS



VS





# We must avoid the brand safety + attentive reach loop, or media's social good will wither



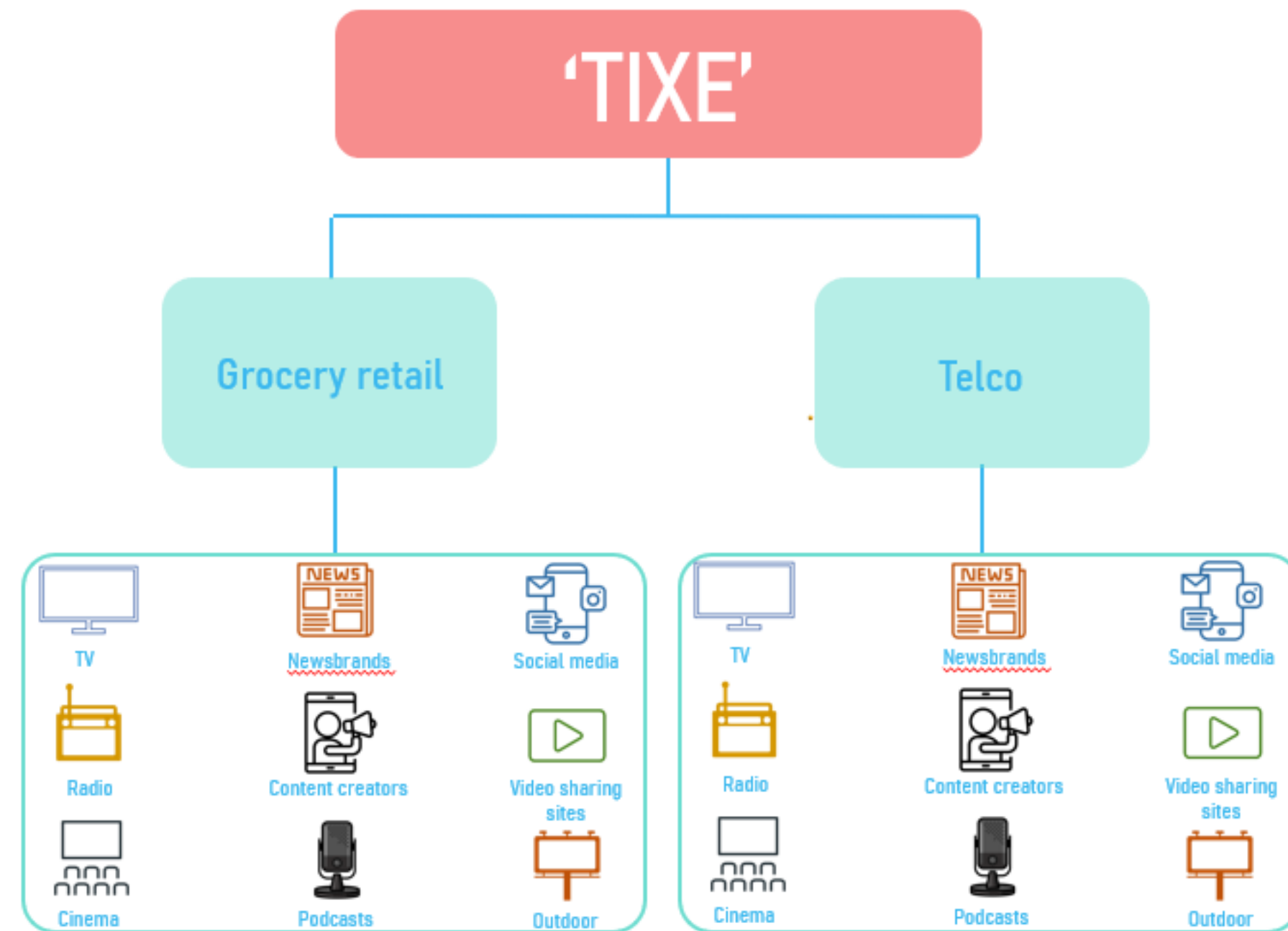


# We have set out to solve this riddle using behavioural science

We created a fictional new brand

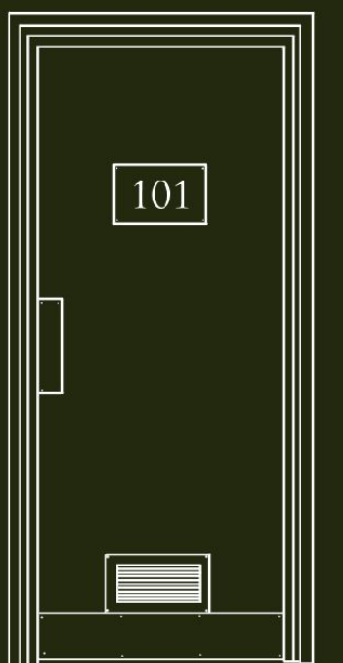
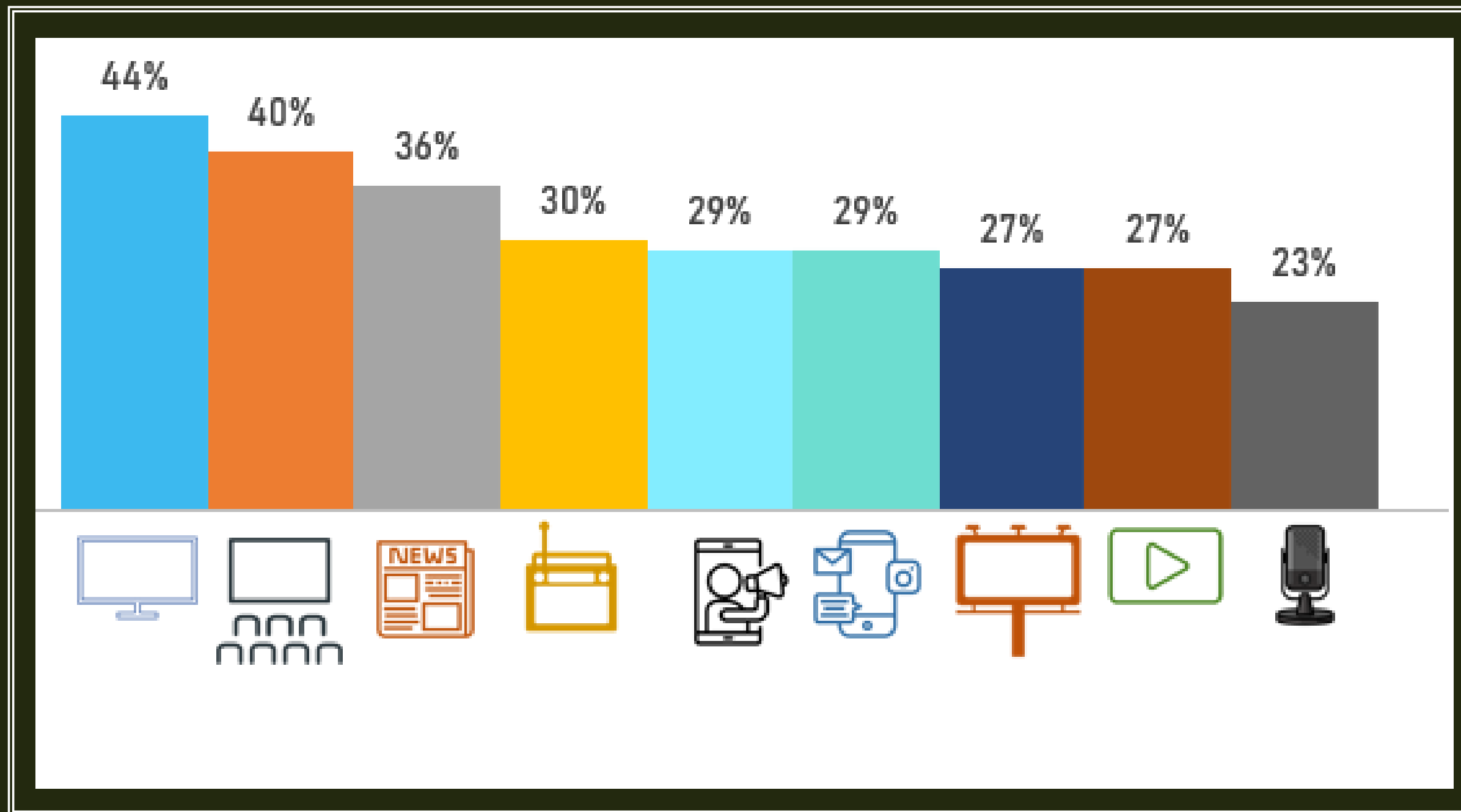
We created product descriptions for 2 categories

9 media descriptions varied across scenarios



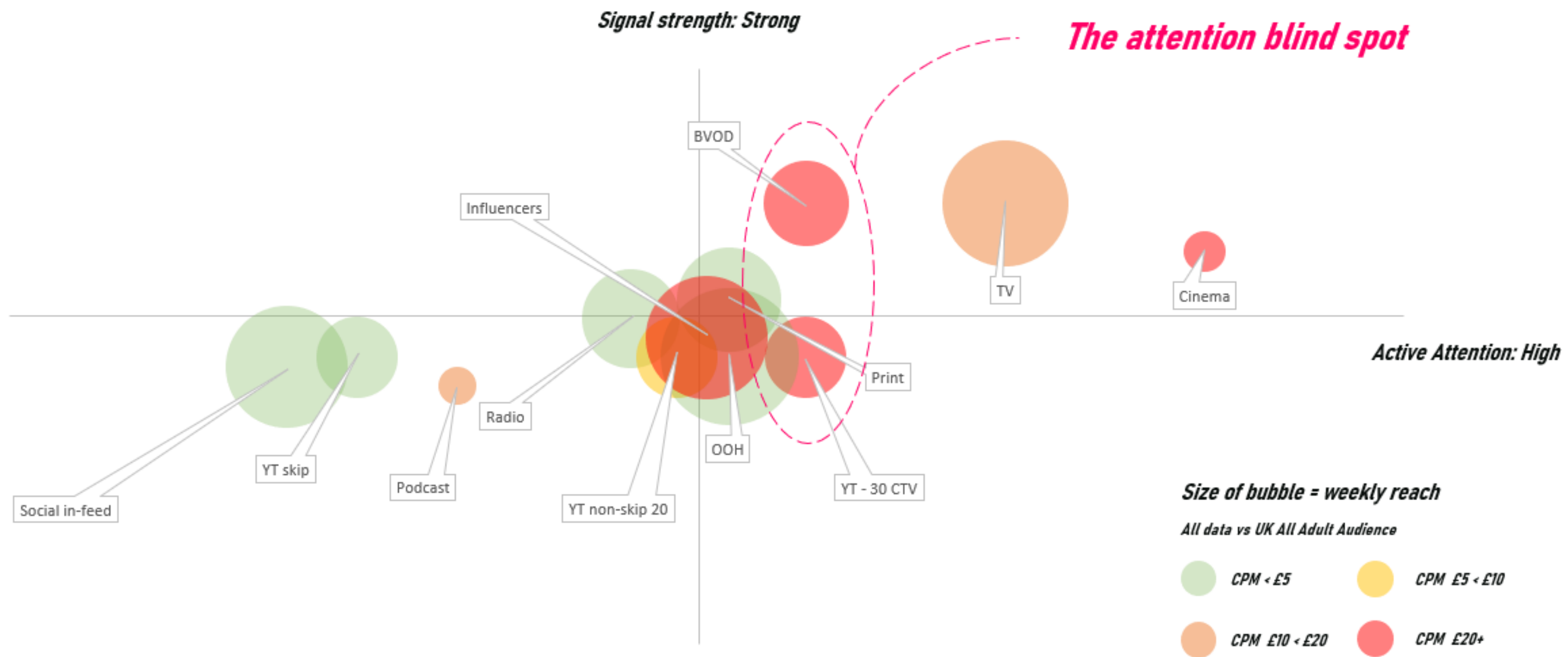


We have found the brand building potential of channels & formats varies significantly





# The first ever view of media price and reach alongside a holistic quality metric

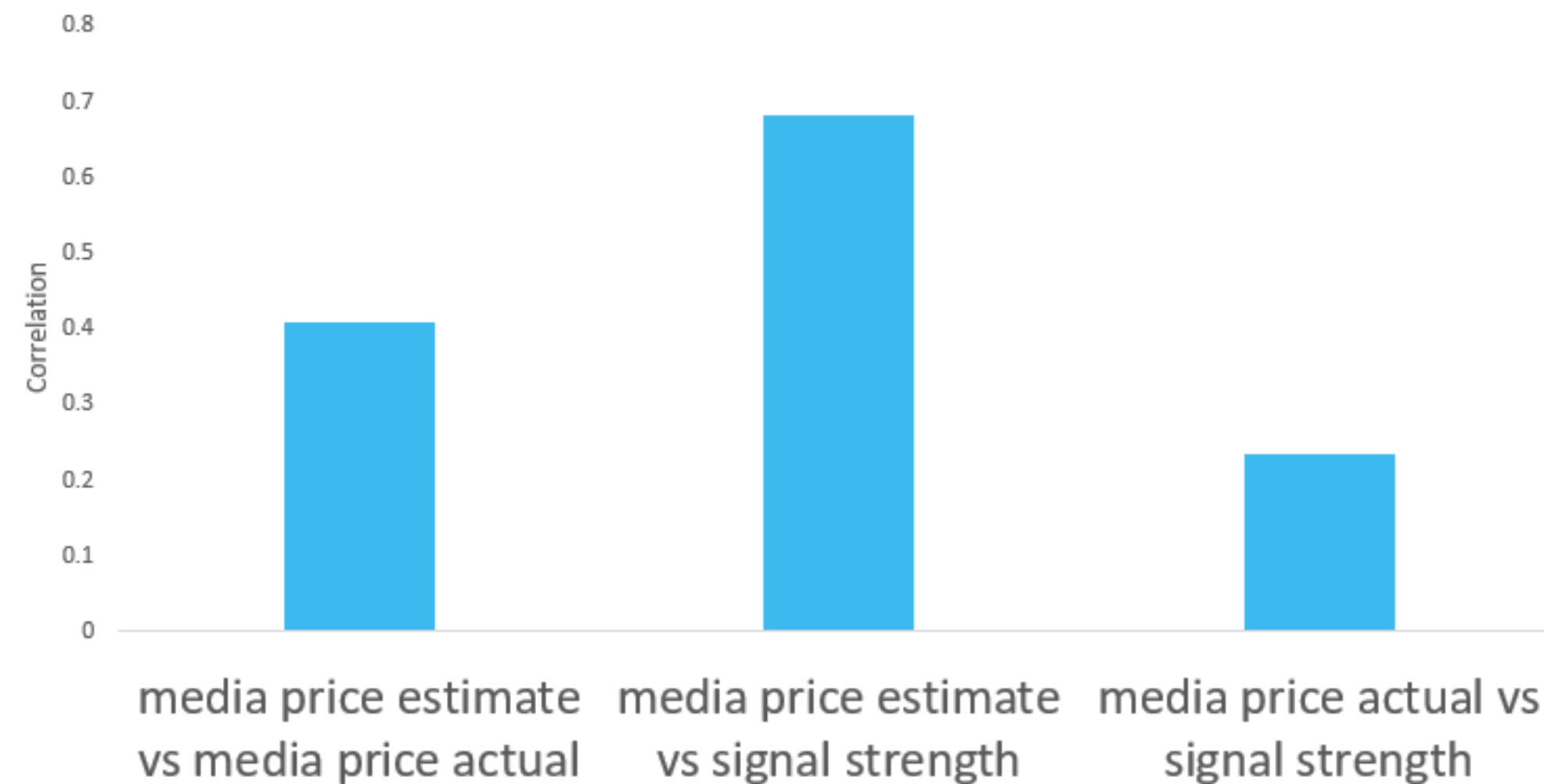


Attention data: Amplified, Lumen :: Signal Strength, Thinkbox, EM  
Bubble Size: PamCo, BARB, UKOM, ROUTE, RAJAR, Ofcom :: Pricing: EM



# People's estimate of media price drives signal strength (brand building potential) for each channel

But media pricing is not taking this into account

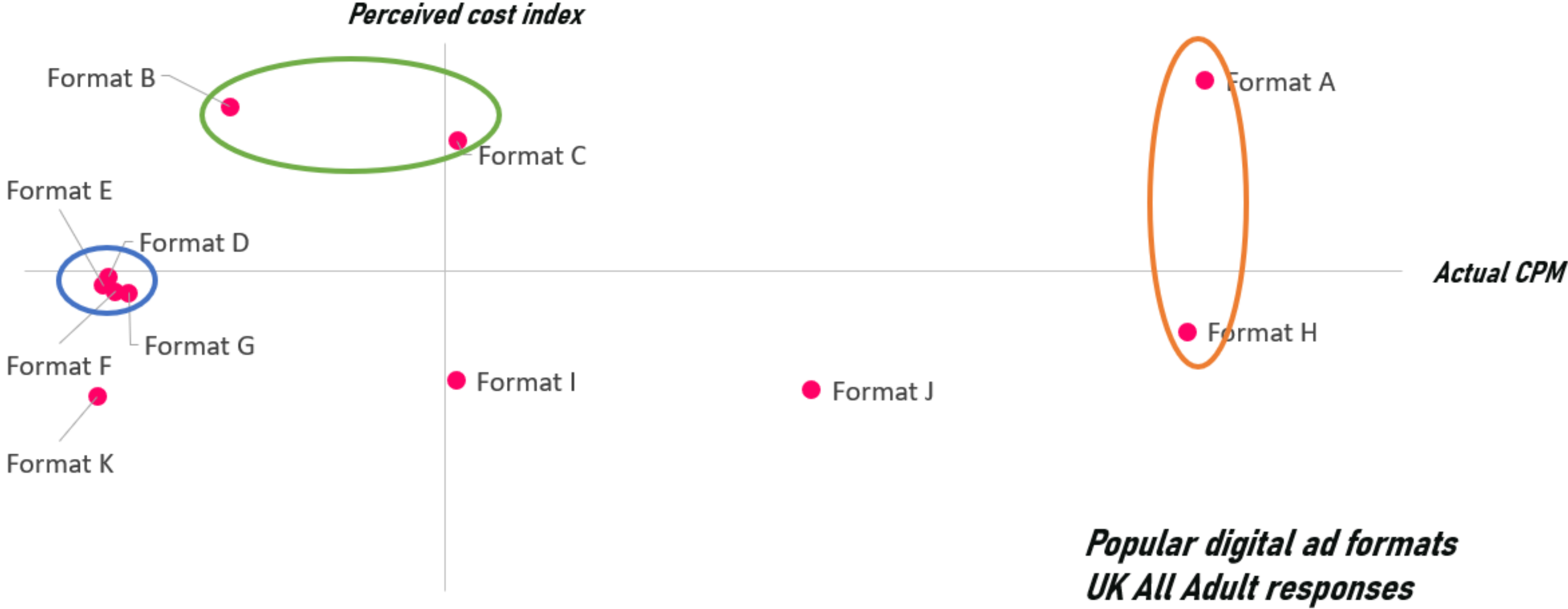


Experiment 2:  
Which digital formats do  
people believe cost the  
most?

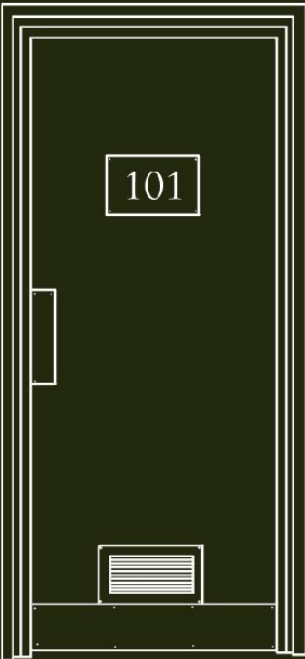
Source: Signalling Success Thinkbox/House51 2020, Signalling Success 2 EssenceMediacom/Burst Your Bubble 2023  
Base: 2020 c.n=609 per cell, 2023 c.n=308 per cell



# Different formats in the same channel offer very different value propositions in terms of brand building potential



EssenceMediacom UK Survey, May 2024, n = 1002





Your brand  
is what it  
advertises  
against

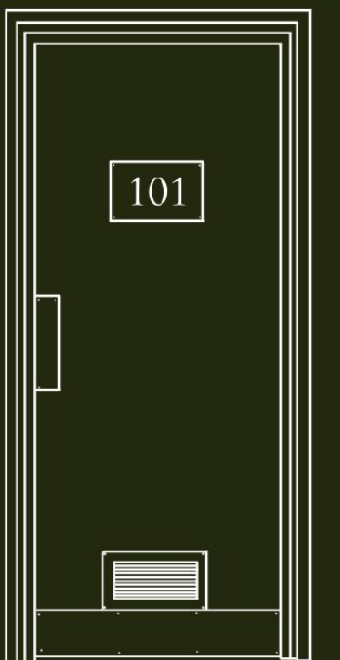
...impact isn't just  
physical, but mental too

The media  
is a huge  
part of the  
message

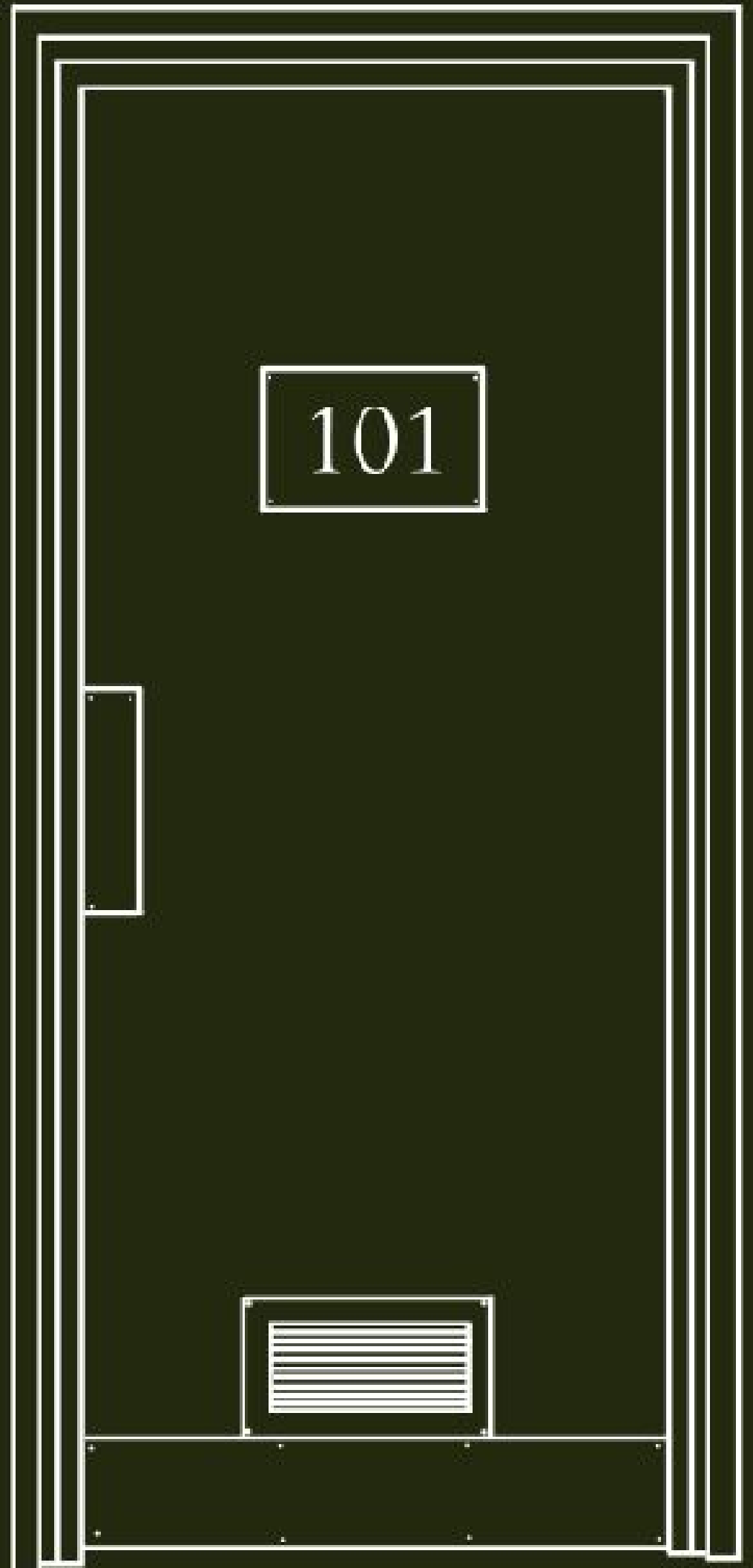
...and message  
strength is  
quantifiable

Quality  
shouldn't  
be about a  
floor

...optimise media for  
the *addition* of brand  
building potential









# IPA Media Planning & Strategy Summit **2024**

Facing the Future with Fresh Eyes