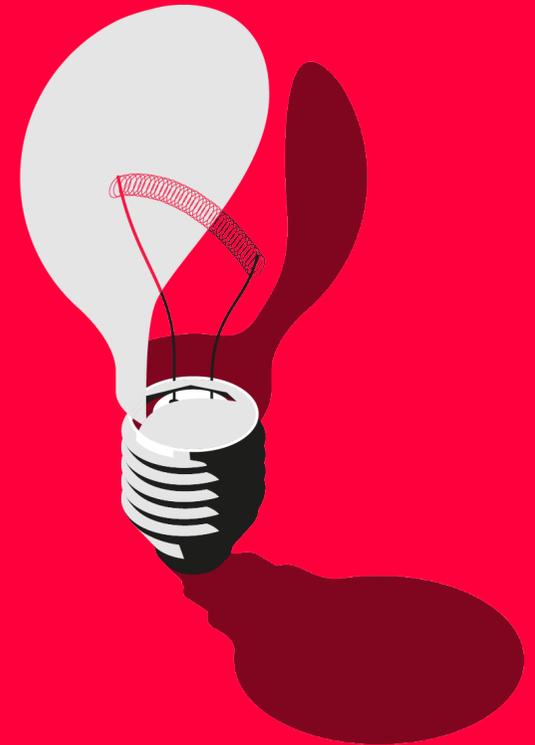


# *10 tips to delivering* **BETTER** **MARKETING**

MRKTNG DAY

Helsinki, 10 September 2019

Will Gilroy, WFA & Jon Wilkins, Karmarama







ASSOCIACION DE ANUNCIANTES DE COSTA RICA	AAAI Association of Advertisers in America	AANA	abca	ABG ADVERTISING BUREAU GROUP	ac 76	aadvan	anunciantes	ANA	ANADIA	Anda
anda	andA	AN DA	ANFO	anzo	4P	apan	AAA	AAA	bvA	network van marketeers
CAA	CAI	CAVA	CAP	CAU	CMA	CMCA	DJ	GAM	Israel Marketing Association	THE INDIAN SOCIETY OF ADVERTISERS
ISBA	JAA	MAA	THE MARKETING ASSOCIATION OF SOUTH AFRICA	MAZ	MARKETING FINLAND	MSCI	OWM	PANA	PAS	CHAMBER OF COMMERCE AND INDUSTRY OF PERU
rvd	Sveriges Annonsörer	SIAA	Σ Δ Ε	SLOVENSKA OGlaševalska Zveza	UAE	UBA	union des marques	UPA		

---

# Top national advertiser associations\*



\*members per capita







2019



HOCKEY  
WORLD  
CHAMPIONSHIP  
SLOVAKIA  
Košice

2019

IIHF WORLD CHAMPIONSHIP

Finland



CC

EXCE



**WHEN YOUR FINNISH TEACHER  
EXPLAINS**



**HOW TO PRONOUNCE "Y"**

## Our purpose

 **BETTER MARKETING**



**KARMARAMA** Part of **Accenture** Interactive





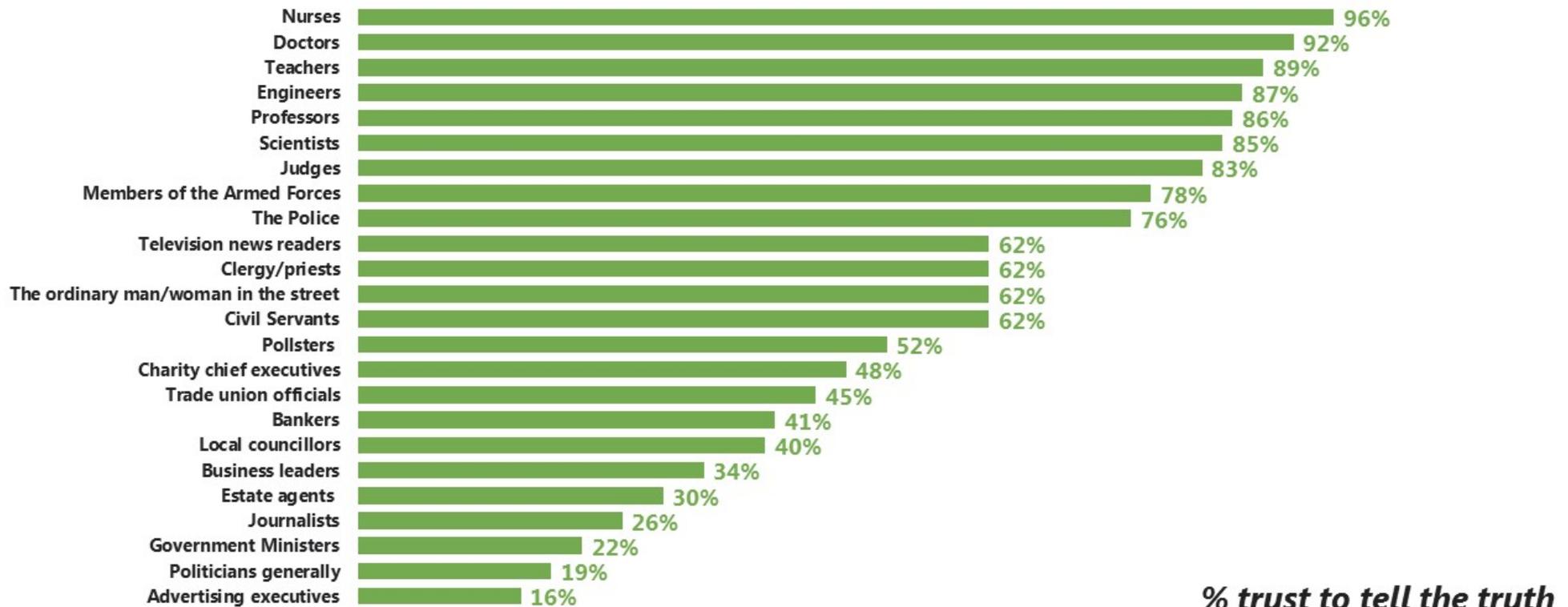


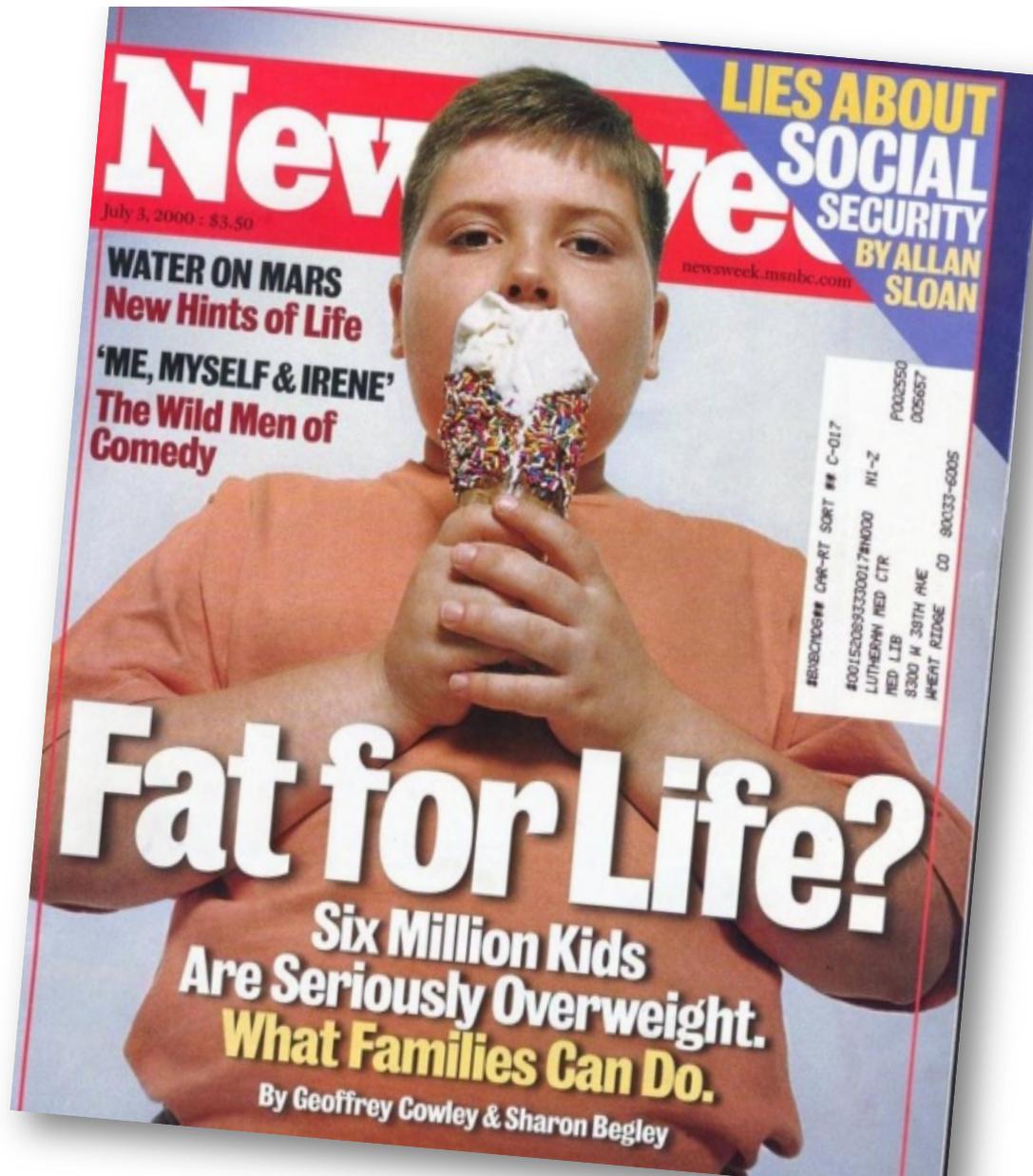
**churchill**<sup>®</sup>  
Depend on the dog

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

# Veracity Index 2018 – all professions

*“Now I will read you a list of different types of people. For each would you tell me if you generally trust them to tell the truth, or not?”*









**THE IRISH TIMES**

Why banning alcohol advertising for young people is the right move



MARCH 23, 2011

**A tale of two Libyas**  
Plus: Why the U.S. can't sit on the sidelines  
BY FAREED ZAKARIA

**The GOP's misinformation campaign**  
BY JOE KLEIN

Could your baby be depressed?

**THE CULTURE**  
Word up: A dictionary of slang

# TIME

**YOUR DATA FOR SALE**  
Everything about you is being tracked—get over it  
BY JOEL STERN

What data-mining companies think they know about Joel Stern

- Household income: \$100,000+
- Age: 38-39
- Lives in San Angeles
- Likes: Asian cuisine
- Dislikes: cars
- Likes: green living
- Purchased house six years ago
- Favorite celebrities: Pe
- ZIP code: 10701
- Wi-fi warrior
- Likes: business & finance
- Sister is a la
- Spent \$180 on intimate
- Dislikes: autos & vehicles
- Works at company with 5,000+ employees
- Likes: my
- Smart-phone user
- Likes: coffee & tea
- Has had LASIK surgery
- Likes: restaurants
- Owns a laptop
- Major life-insurance holder
- Likes: cooking & recipes
- Lives in New York City
- Likes: online shopping
- & actresses
- Robert Goulet
- Politically active
- Religion: Jewish
- hockey
- Married
- Likes: retail
- Likes: newspapers
- Likes: magazines
- Likes: TV
- Likes: frequent winner
- Likes: network
- Likes: business of
- Likes: traffic
- Likes: animals
- Likes: fashion
- Likes: online shopping
- Likes: textile designer
- Likes: home & garden
- Likes: politically active
- Likes: house value: \$1M-\$1.5M
- Likes: transportation
- Likes: religion: Jewish
- Likes: score: 91-100
- Likes: hiking
- Likes: music
- Likes: fashion
- Likes: business
- Likes: small-business owner
- Likes: family
- Likes: magazines
- Likes: TV
- Likes: frequent winner
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- Likes: small-business owner
- Likes: family
- Likes: magazines
- Likes: TV

www.time.com

The New York Times

STATE OF THE ART

# Tackling the Internet's Central Villain: The Advertising Business



Doug Chayka



80% brands believe they deliver great consumer experiences (Bain & Company, 2005)



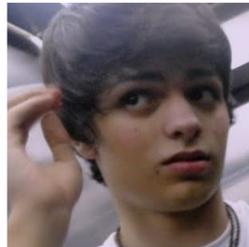
Only 8% of consumers agree



The majority of people worldwide wouldn't care if 77% of brands disappeared tomorrow (Havas Meaningful Brands, 2019)



# 2010



Page 7

“

It is really nice to be asked to give an opinion, especially when you are asking for the opinion of teenagers. It will be interesting to see if the advertising companies take note. ”

*Female, aged 17 (USA)*

---

# Marketing's Deadly Sins in Marrakesh





“

**Beyond selling brands towards aligning products and marketing with the aspirations of society...**

**To visibly participate in that part of society's struggle with itself would completely transform the image of marketing as an activity.**

**Robert Madelin, Former Director General at European Commission**

---

# What makes for great marketing in the digital age?



<https://www.slideshare.net/wearesocialsg/marketing-in-the-connected-age>  
<https://www.slideshare.net/wearesocialsg/what-makes-a-great-brand-36822196>



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Nissan Motor Company



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Chief Marketing and Communications Officer  
Unilever



**David Wheldon**  
CMO  
Royal Bank of Scotland

# CMO columns with Marketing Week...

## Mastercard's CMO on why storytelling is dead

Mastercard's global chief marketing and communications officer, Raja Rajamannar, says the brand has shifted its focus from storytelling to story-making to resonate with the "expectation economy".

By Marketing Week Reporters 7 Feb 2017 11:29 am



How has Mastercard's marketing vision changed to

## Royal Bank of Scotland CMO: "Internal comms and the advocacy it generates key to RBS turnaround"

I have been in this business for more than 30 years and one thing I have seen increase significantly in that time is the importance of advocacy, both from customers and colleagues.

By David Whelan on 14 Jun 2016



## Unilever CMO Keith Weed on why marketers need to 'line up their plan, do first and talk later'

Unilever's CMO, Keith Weed says that marketers should focus on four big trends and link them together through strategy, in order for organisations to deliver a future they can see.

By Rachel Cox on 26 Jun 2015



Weed said that four big trends need to be considered when planning an organisation's strategy:

1. The world moving South and East
2. The world living differently
3. A digital revolution

In partnership with whitereport

## Nissan's marketing director Roel de Vries: Focus on emotions, not numbers

Roel de Vries, global head of marketing, communications and brand strategy at Nissan Europe, says in the second of our columns with the World Federation of Advertisers that in an industry where everything is quantified, emotion is marketing's vital.

By Neil Jay on 10 Dec 2014



## How to use national pride to build a brand that's integral to people's lives

The heart of the Vestel business is our factory. Based in Manisa near Istanbul, Turkey, it produces approximately 22% of Europe's fast-moving TVs and a huge proportion of other household items such as washing machines and dishwashers.

By Tony Berkman on 23 Oct 2015



Vestel  
Tony Berkman  
Deputy general manager, marketing

In partnership with whitereport

Re-thinking mobile to beat ad-blockers

## Bruce McColl, global CMO, Mars: Purpose is a game-changer for brands

Bruce McColl, global chief marketing officer at Mars, explains how the company's philosophy of 'mutuality' is reflected in its brands and how they are measured against both their financial and social performance.

By Bruce McColl on 14 Oct 2015



The concept of 'mutuality' is central at Mars, articulated back in 1947 by Forrest Mars Sr. himself. It means ensuring a win-win partnership with all the stakeholders we work with. We believe something that delivers mutual benefit will sustain and endure. That's our company purpose. If you like it, explain how we go about sourcing raw materials, why we seek cocoa certification and why we invest in renewable energies.

## McDonald's European brand chief: "Strive to be a better marketer, not an MD"

Paulo Simoes, chief brand and strategy officer at McDonald's Europe.

By Marketing Week Partner on 8 Apr 2016



Too many of today's marketers want to be managing directors when really they should focus on being better marketers.

## On a journey of transformation it is important to accept failure to reach your goals

We are on a journey of transformation at Groupe Bel and making it work can be tough. It is twice as difficult because what we were doing was working well. A year and a half ago we spent around 90% of our media budget on TV or traditional media and the results were effective.

By Marina Corwood 30 Aug 2016 10:26 am



Q&A

Groupe Bel  
Miriana Corneil  
Global marketing director

Change management driven by crisis is one thing and makes it easy to get the entire team behind a radical reinvention but it's tougher when what you already do appears to be working. Our solution has been to adopt Groupe Bel's traditional collaborative approach to marketing and give our teams the tools to make that change. We may spend more talking about the change but once the process has been agreed we all align behind those new goals.

## Nataeel Sijnta: Why connecting with customers' personal lifestyle environments is vital for success

Nataeel Sijnta, Head of global advertising, fairs and exhibitions at Mercedes-Benz Passenger Cars

By Russell Parsons on 2 Feb 2016



## Søren Hagh, Heineken: With thousands of executions a year brands need a new creative process

The basic tenets of marketing are not changing, but with brands producing thousands of pieces of creative each year, a new framework is needed to ensure greatness.

By Søren Hagh on 11 Apr 2016



# ...and with Campaign Asia-Pacific

**campaign** Asia-Pacific Region JP + CN + IN

News Analysis The Work Top 1000 Events Directories Jobs

MARKETING, OPINIONS  
Rahul Arora | 19th Dec 2017

### Listening to mothers

Social listening is giving Kimberly-Clark a better understanding of the rewards and anxieties of motherhood, explains Rahul Arora.

Rahul Arora

More of the world's babies are born in APAC than any other region in the world. That makes it a highly competitive place for baby and childcare brands such as Huggies.

To succeed, we need to be distinct and even a little bit polarising if we are to appeal to an audience of mums who are mostly millennials and very digitally savvy.

While traditional research tools such as home visits or going on shopping trips with mothers and women are helpful for our marketing teams, social listening is providing a new route into the steep challenges of motherhood.

These rich insights are not only helping us understand mums better but also providing the authentic ingredients we need to craft messages.

**campaign** Asia-Pacific Region JP + CN + IN

News Analysis The Work Top 1000 Events Directories Jobs

MARKETING, OPINIONS  
Harvina Dasgupta | 14th Dec 2016

### Rational products, emotional insights

Innovation doesn't always have to be grand. In fact, the solution in consumer marketing is often small steps, writes Bhaskarjee Jagtap's Marketing Group.

Harvina Dasgupta

Value through innovation is perhaps easier to define for our researchers, developing new compounds and products that solve important health challenges. In consumer marketing, our effort is often focused on making our selves faster and more efficient.

We want to innovate in everything we do. We want to do the small things better, faster. Most importantly, we want to innovate through generating improved consumer insights.

Our challenge is to find the right mix of rational and emotional benefits. The rational side will always be there in our sector, as legally we have to support every claim we make.

**campaign** Asia-Pacific Region JP + CN + IN

News Analysis The Work Top 1000 Events Directories Jobs

MARKETING, OPINIONS  
Michael Cook | 19th Dec 2016

### AIG's APAC CMO on the insurer's approach to storytelling

Michael Cook, APAC CMO at AIG, outlines how stories and the right focus can help build an insurance brand.

Michael Cook

We have a unifying aspiration at AIG. It's a purpose that acts as an anchor for everything we do and allows us to assess our plans objectively.

Our aspiration is to be our clients' most valued insurer. We aim to do that by reducing fear of the future and empowering our clients to address their future challenges.

This creates two questions for marketing: How do we deliver the outcome of being the most valued? And

**campaign** Asia-Pacific Region JP + CN + IN

News Analysis The Work Top 1000 Events Directories Jobs

MARKETING, OPINIONS  
Sanjiv Arora | 4th Dec 2016

### E-commerce changes everything

Asia's thriving e-commerce boom has transformed retail and is encouraging MasterCard to behave like a tech company, Sanjiv Arora, APAC CMO, tells the story of a cashless transformation.

Sanjiv Arora

Right now working at MasterCard feels like being part of the world's biggest startup. We're no longer a plastic card company but more of a technology company.

Our mission is to reinvent ourselves at the centre of commerce, a future where cash is replaced with credit, prepaid and simple solutions for both citizens and businesses.

**campaign** Asia-Pacific Region JP + CN + IN

News Analysis The Work Top 1000 Events Directories Jobs

MARKETING, OPINIONS  
Nikki Kopylov | 1st Dec 2016

### Digital is critical to putting people first

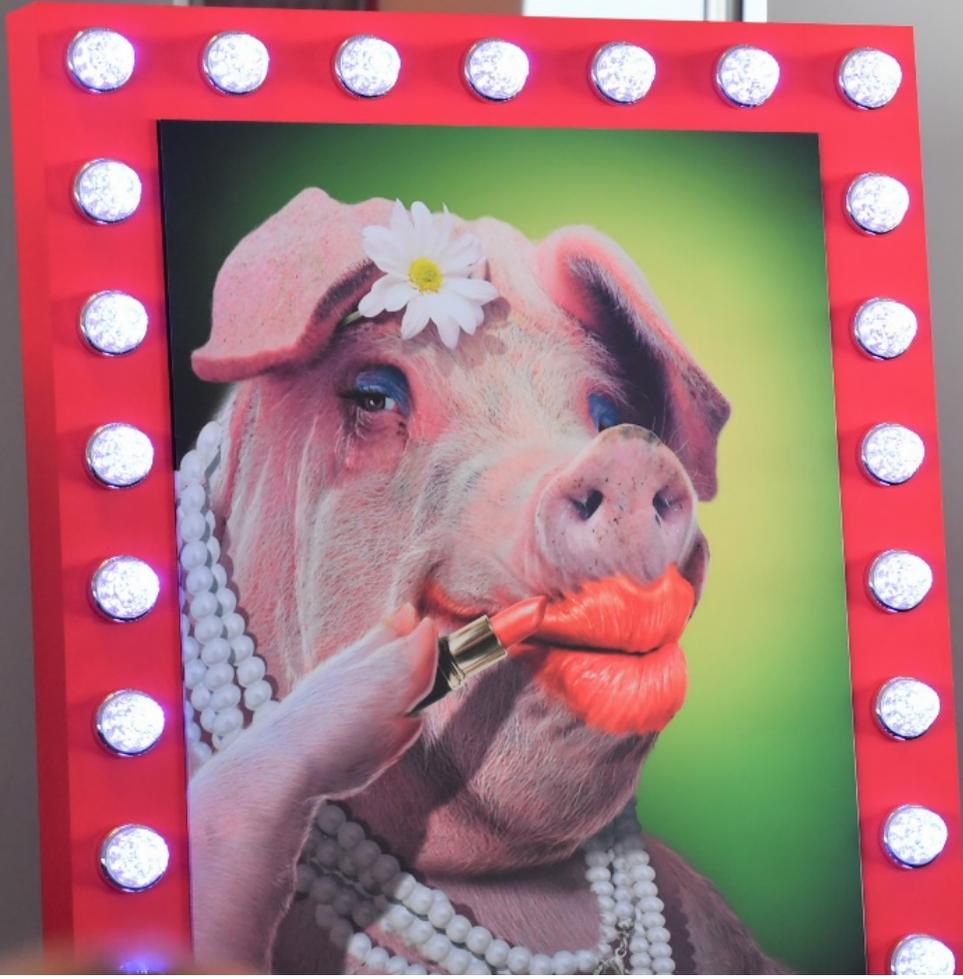
If you don't understand digital then you shouldn't be in marketing, writes Nikki Kopylov.

Nikki Kopylov

We live in a digital age, one of incredible opportunity, but also a time of transformation as we move from a more mixed economy led by retail and media.

To be a marketer at this time and not understand digital, however, feels a little absurd. If you are a marketer in 2016 and you are not digital, you are not a marketer. This is where people are spending their time and marketers need to mirror that.

If I had to give you one piece of advice, it would be to be digital. It's not a choice, it's a necessity.





---

# 10 years of learnings



[www.wfanet.org/bettermarketing](http://www.wfanet.org/bettermarketing)

# 1. Diversity in the workplace & diversity in your communications



A photograph of Keith Weed, former CMO of Unilever, speaking. He is wearing a bright green blazer over a light-colored shirt and glasses. He has his hands raised in a gesture of emphasis. The background is dark with some blue lighting.

“It is a fact that diverse teams produce better creative... creative which reflects the diversity of the world we live in has 25% higher branded impact. So why wouldn't we want all want to improve the diversity in our industry? There's an economic argument as well as a moral one.”  
Keith Weed, former CMO, Unilever

40%  
of women

*Do not relate at all to the  
women they see in ads*

Source: Unilever

70%  
brand purchases

*Made by women*

Source: Mars

52%  
of men in the UK

*Do not feel represented in ads*

Source: Jacamo

---

# Even our best work is behind the times



There are

2x

More male actors  
in ads than female  
actors

Men get

4x

More screen time  
than women

Men speak

7x

More often than  
women

Men are more intelligent,  
funny and strong, while  
**women are  
young and sexy**

Study based on the analysis of more than 2,000 English language films from the Cannes Lions archive from 2006 to 2016, with a focus on winning and shortlisted entries

Progressive ads are

25%

more effective

Source: ANA / # See Her





# A guide to progressive gender portrayals in advertising

The case for unsterotyping ads



A proud member of  
#UNSTEREOTYPE  
ALLIANCE

[wfanet.org/unstereotype](http://wfanet.org/unstereotype)



## 2. Diversity is so much more than gender





**Diversity has now been co-opted to simply mean “women,” and most often to mean “white women.”**

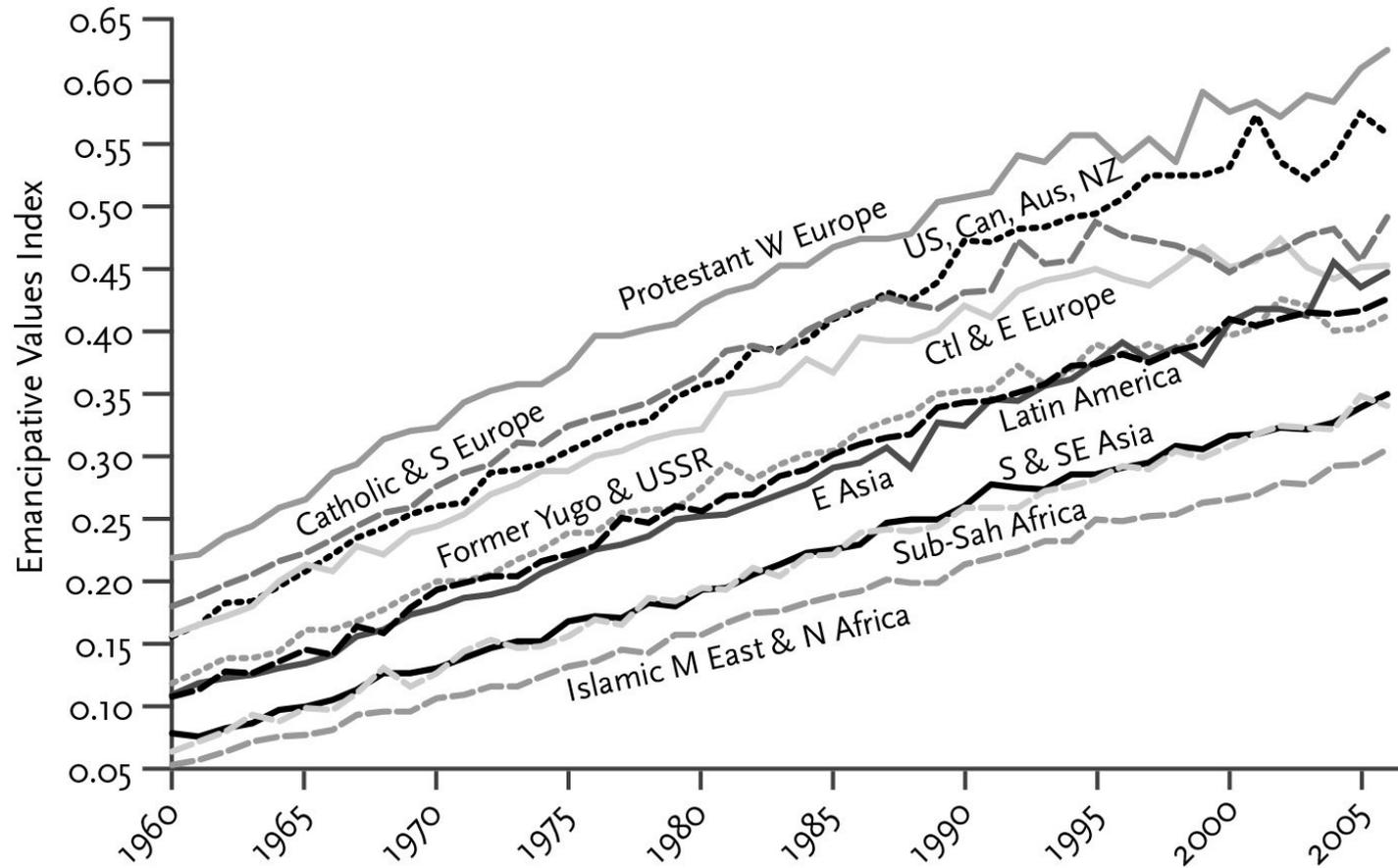
**Belinda Smith, Head of Global Marketing Intelligence, Electronic Arts**

# 3. Stand for something





# Trend towards liberal values



# 54%

**Of people agree that it is easier to get brands to address social problems than to get governments to take action**

2018 Edelman Earned Brand study

“It doesn’t matter how many people hate your brand as long as enough people love it. And as long as you have that attitude, you can’t be afraid of offending people. You can’t try and go down the middle of the road. You have to take a stand on something, which is ultimately why I think the Kaepernick ad worked.”

Phil Knight

A black and white close-up portrait of a man with a beard and intense gaze. The man's eyes are looking directly at the camera with a serious expression. The lighting is dramatic, highlighting the texture of his skin and the intensity of his gaze. The background is dark and out of focus.

Believe in something, even if it means sacrificing everything.



# HAVE AN ORGANISING PRINCIPLE

Figure out why your business exists  
– both for you and for the people  
you serve

Don't get distracted by short-  
termism and faddish trends. Your  
organizing principle should be a  
clear manifestation of a company's  
reason for being, the central tent  
pole on which the very fabric of your  
company hangs

THE NEW YORK TIMES, FRIDAY, NOVEMBER 25, 2011

# DON'T BUY THIS JACKET

A7



Patagonia has an

# ORGANISING PRINCIPLE

‘Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.’



patagonia



# The President Stole Your Land

In an illegal move, the president just reduced the size of Bears Ears and Grand Staircase-Escalante National Monuments. This is the largest elimination of protected land in American history.

[Learn More](#)

Store Hours  
Mon. - Sat. 10-6  
Sunday 11-5

When  
the polls  
open,  
we close.

We will be closed on November 6 to allow  
our employees the day off to vote.

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Shop Anytime



---

# Purpose need NOT be about saving the world



Authentic self-expression



To create a better  
everyday life for the  
many people

**Red Bull**®



ENERGY DRINK

'Gives you wings'

Exploring the limits of human  
potential



Happiness



Empowering  
creative  
exploration and  
self-expression

A man with glasses and a blue button-down shirt is sitting on the left side of the frame. He has his hands clasped in his lap and is looking towards the camera. The background is a solid red color. On the right side, the words "thought" and "that counts" are written in a large, white, sans-serif font, stacked vertically. The text is enclosed in large white square brackets. Several dark silhouettes of birds in flight are scattered across the red background, some appearing to fly through the text.

thought  
that counts

4. But purpose must be  
authentic



# Unilever boss says brands using 'woke-washing' destroy trust

“Woke-washing is beginning to infect our industry. It’s putting in peril the very thing which offers us the opportunity to help tackle many of the world’s issues.”



Time and again we encounter the lofty, admirable sheen of brand purpose only to discover it flakes off with even the slightest scratch to reveal a darker, more commercial sub-surface beneath.



**GLOBAL  
MARKET  
WEEK**



# M&S launch LGBT sandwich and it's dividing opinion



# Pepsi advert with Kendall Jenner pulled after huge backlash

'We missed the mark and we apologise'



# Revealed: Spice Girls T-shirts made in factory paying staff 35p an hour

Workers producing tops sold to raise money for Comic Relief receive far below a living wage

- **'Inhuman conditions': life in factory making Spice Girls T-shirts**



# 5. Authenticity starts with involving your employees



“Company recommendations from those employed at the organisation is a more effective way to build market share and loyalty than the old-fashioned method of throwing money at advertising.”  
David Wheldon, CMO RBS





“

**The future of marketing isn't advertising. It's corporate culture.**

Claudia Willvonseder,  
VP Marketing IKEA

# 6. Kill the C word



lesson 1 | put people first

not just seeing consumers

real time with real consumers

does it meet people's needs?

marketing  
*is all about people*

we set off on this journey

Unilever's Home Care  
& Laundry business  
*challenged in 2005*

we got up close  
*and personal*





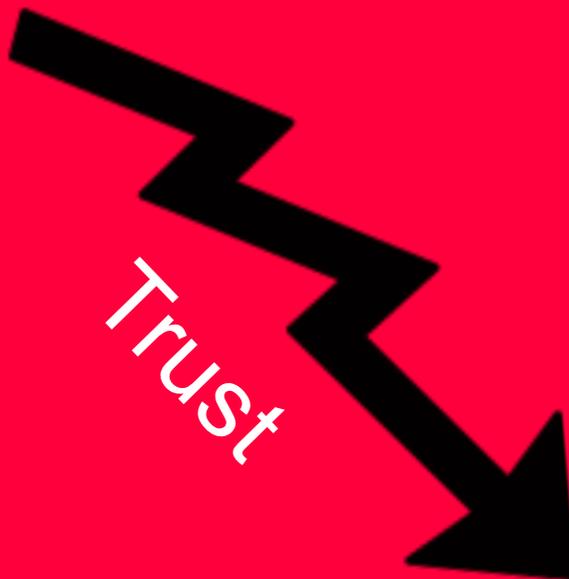
**we got up close**

# 7. Then deliver meaningful human experiences

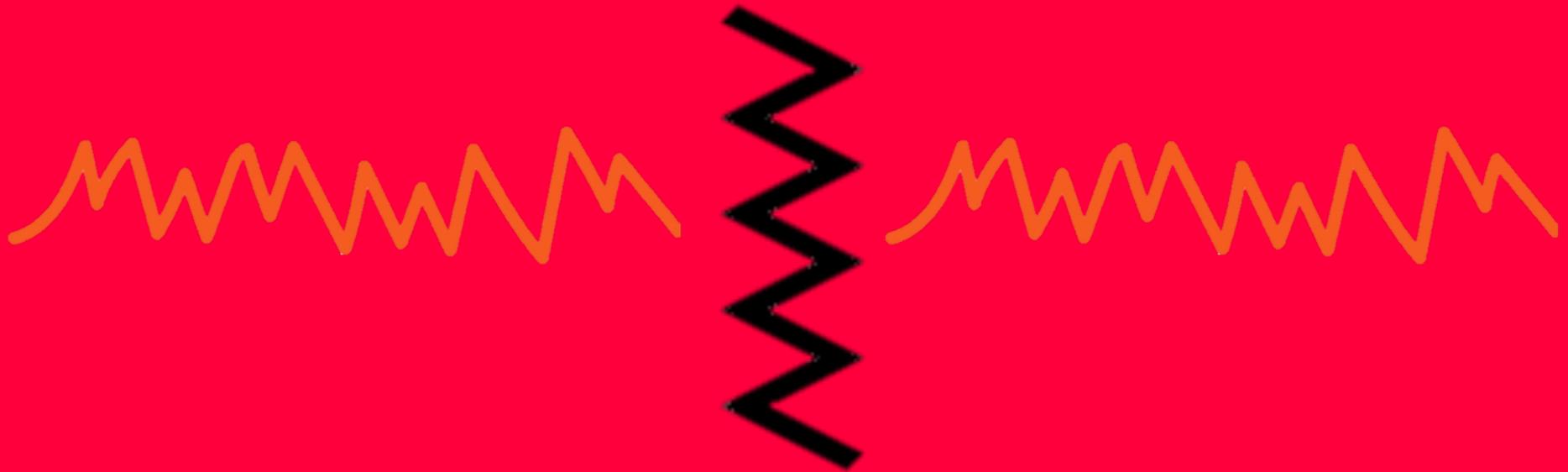


Awareness

Trust

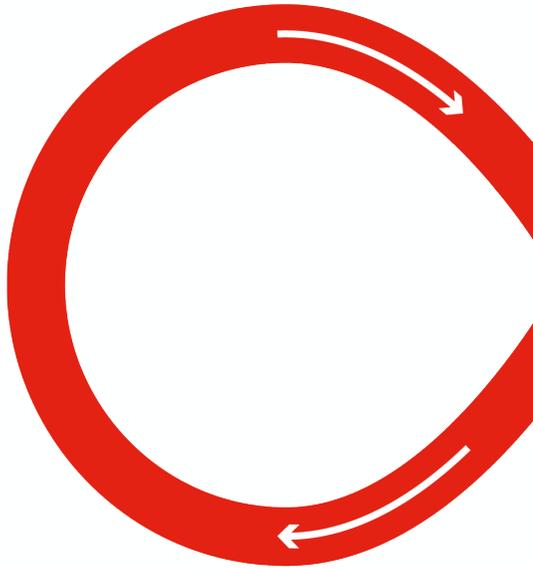


# Digital World Disruption



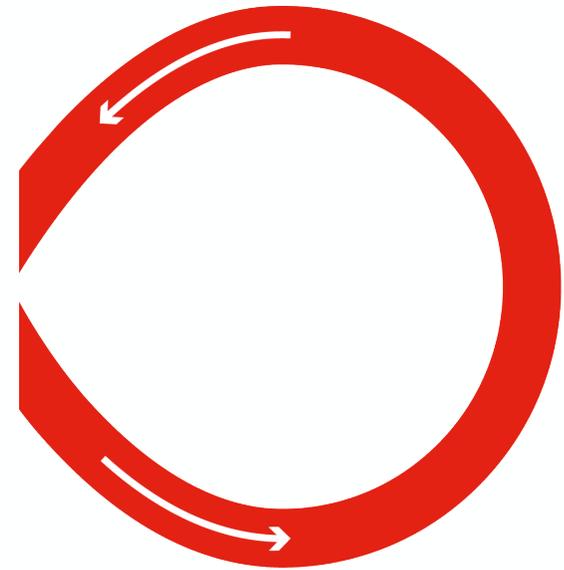
# Persuasion & Manipulation





How people  
**want** to be treated  
by brands

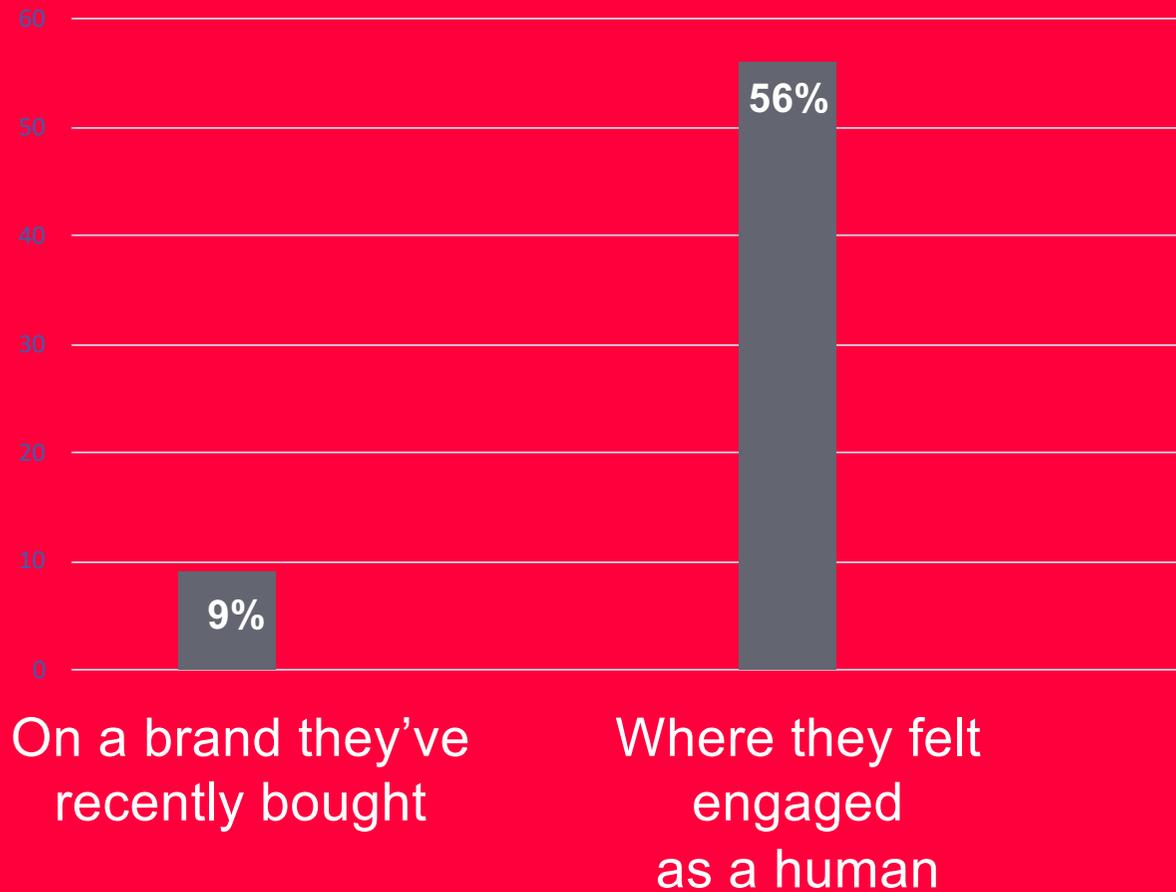
The  
Human  
Experience  
Gap



How brands  
**choose** to treat  
people



# Likelihood to increase spend



**Irresistible**  
**Forgivable**  
**Irreplaceable**

1 HUMAN PURPOSE



1 HUMAN PURPOSE



ENLIGHTENED EMPLOYEES

2

1 HUMAN PURPOSE



2 ENLIGHTENED EMPLOYEES

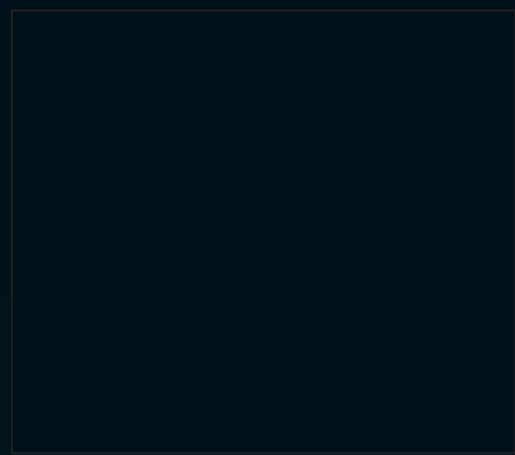
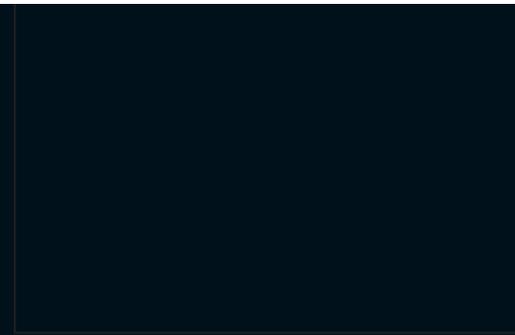


CONNECTED CREATIVITY



3





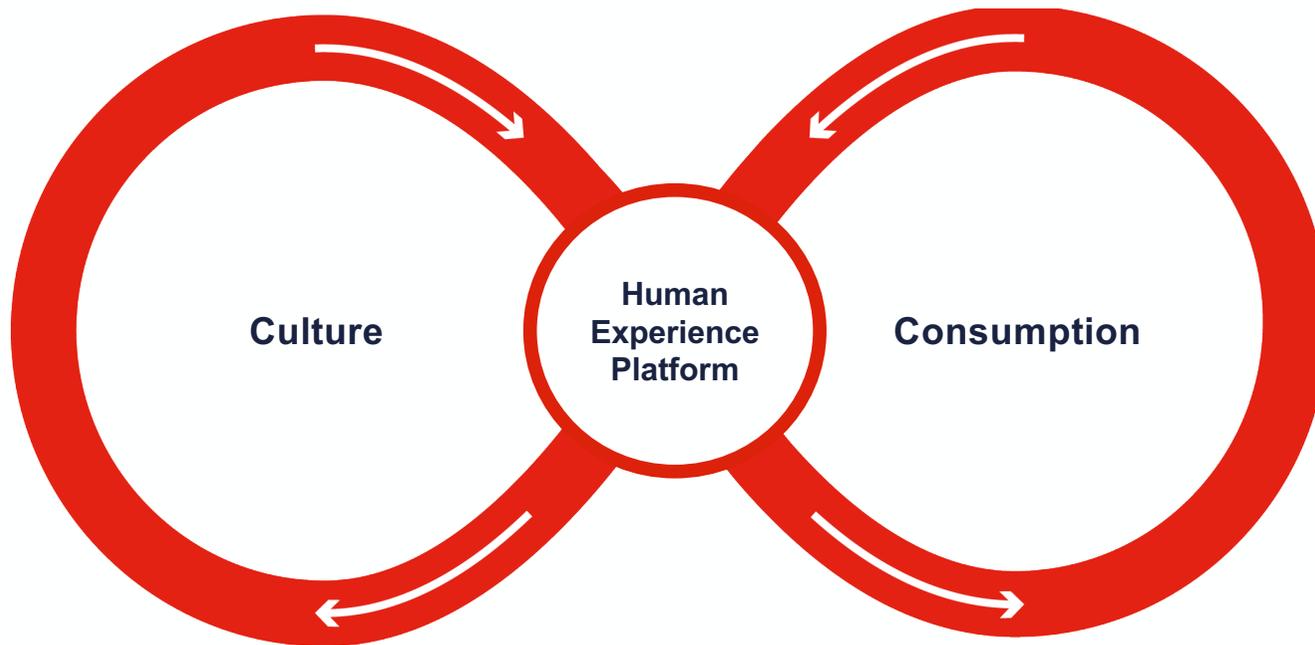








**Human First**  
**Brand Second**



A new single minded purpose?

Help people lead longer, happier, healthier  
and informed lives through delivering more  
meaningful human experiences

# 8. Be respectful and transparent





“How do we become better marketers? By becoming more empathetic people, by listening to others with an intent to make their lives better.”

Ukonwa Ojo, former CMO  
Consumer Beauty, Coty

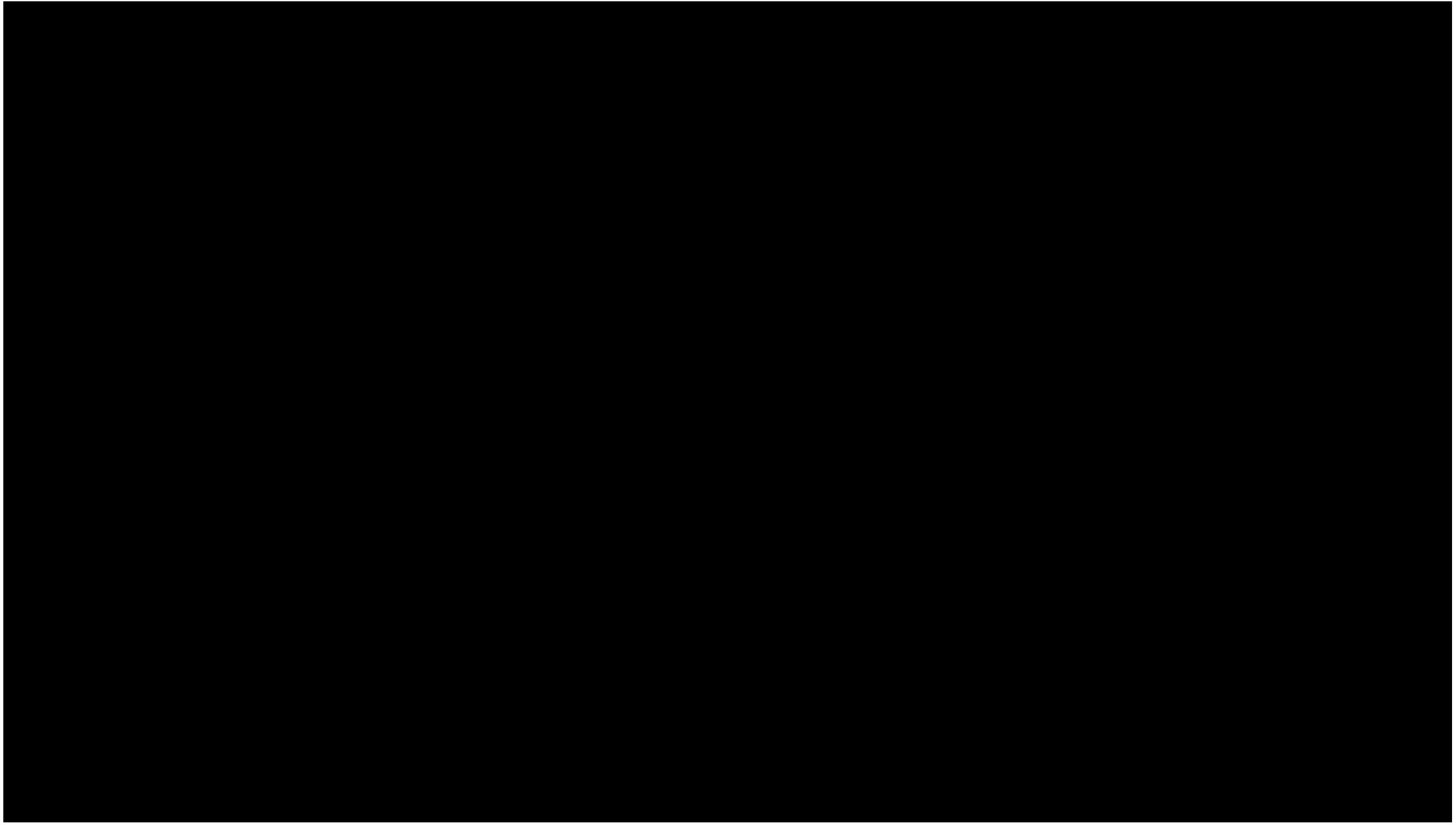
# 9. Offer a value exchange





‘The days of advertising as we know it are numbered. We need to start thinking about a world with no ads’  
Marc Pritchard, CBO P&G





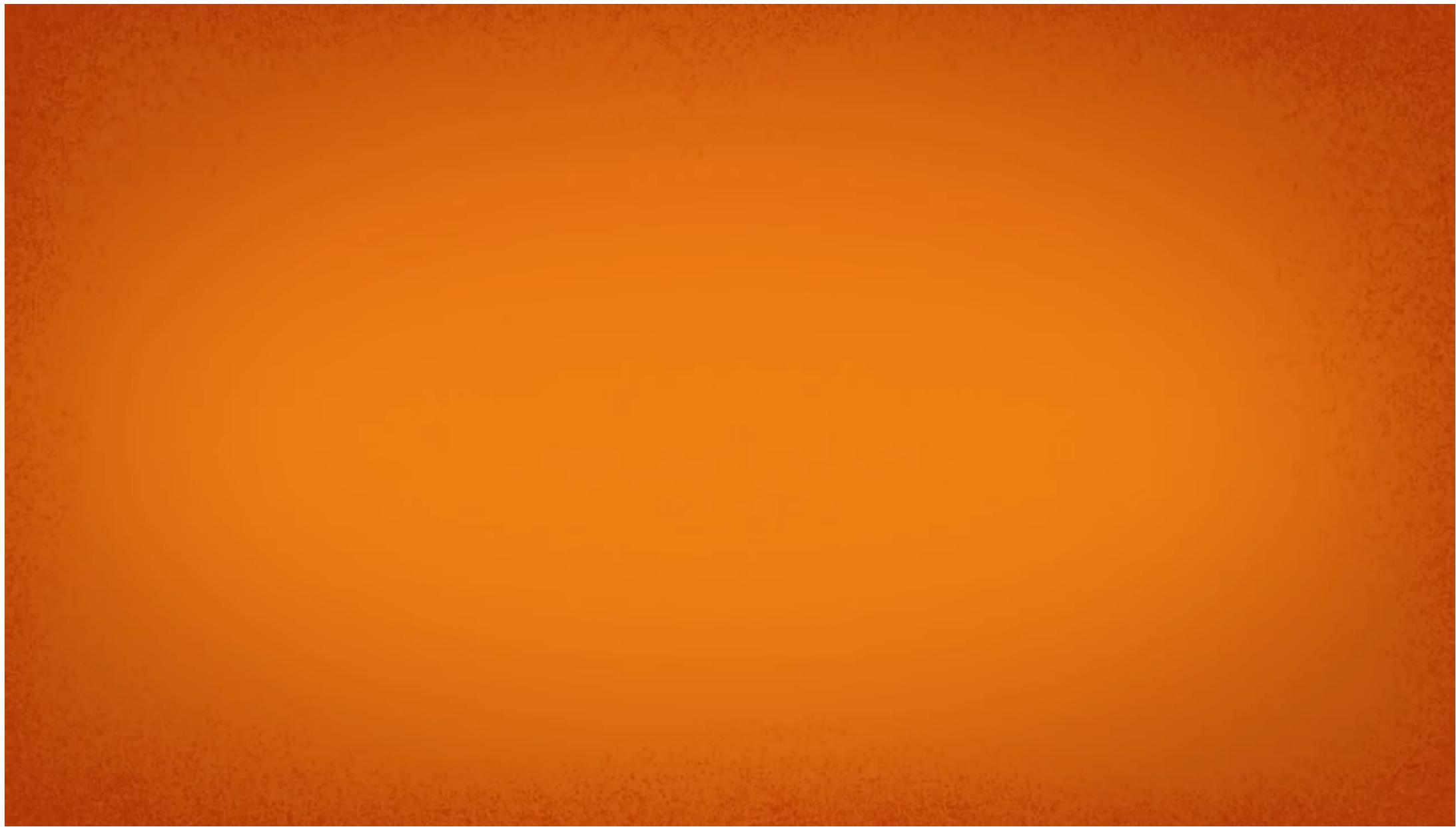
# 10. Be brave





“Let’s all be a little bolder, a little braver. Let’s recognise that a lot of what holds us back is not our companies losing millions of pounds or dollars. The risks are in our head. If we can overcome those, we can do bolder things and we can get greater growth.”

Syl Saller, CMO Diageo



---

# 10 tips towards Better Marketing

1. Importance of diversity
2. Diversity is so much more than gender
3. Stand for something
4. Be authentic about it
5. Authenticity starts with your employees
6. Kill the C word
7. Deliver meaningful human experiences
8. Be respectful and transparent
9. Offer a value exchange
10. Be brave

A man with glasses, shirtless, sitting on a couch, holding a glass of beer and eating from a bowl. The text is overlaid on the image.

**KALSARIKÄNNIT\***

**WAR GESTERN**

\* Finnisch : „Sich allein zu Hause betrinken.“

# Thank you

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[jon@karmarama.com](mailto:jon@karmarama.com)