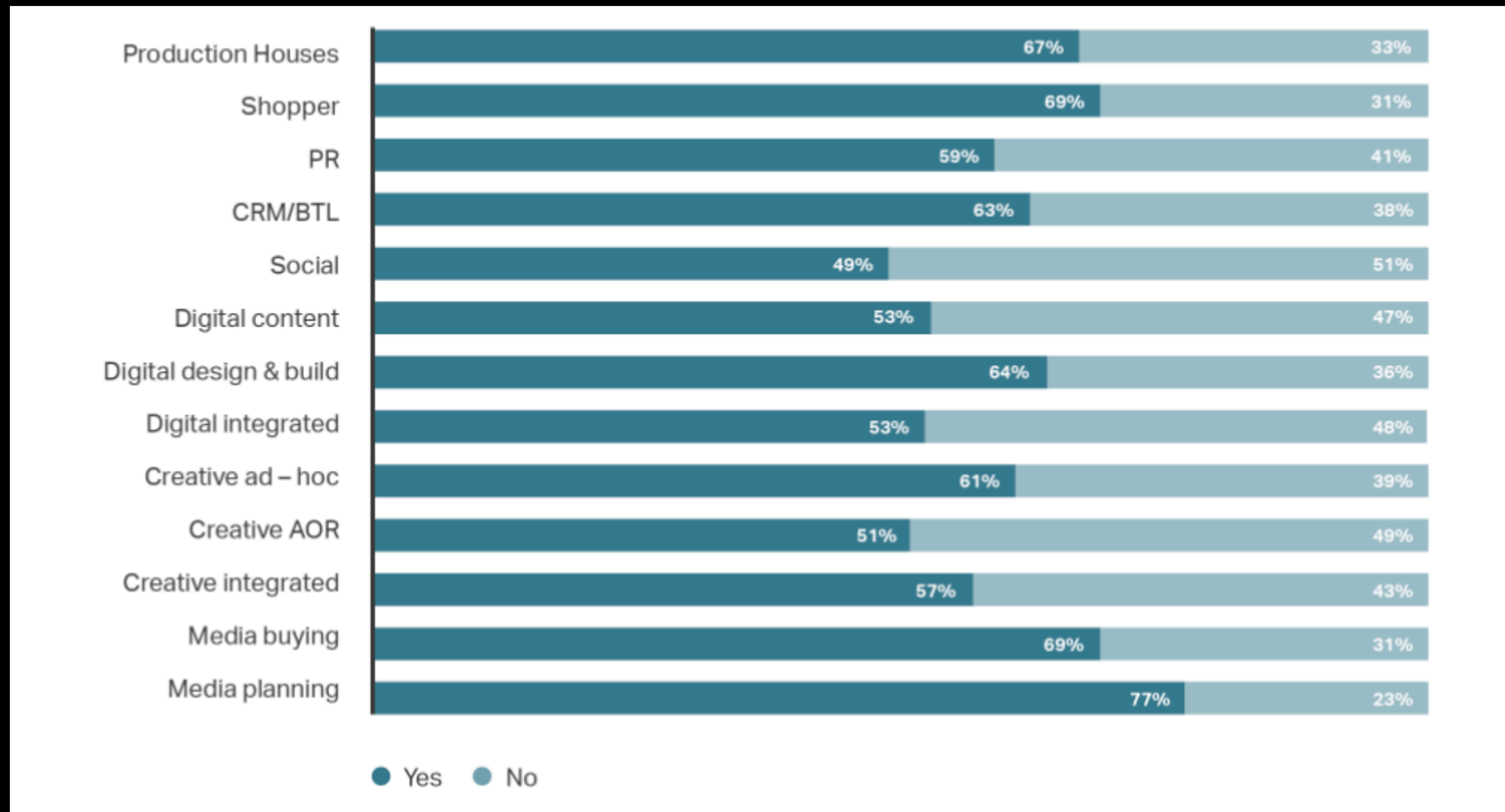




**BUILDING BRANDS IN A SHORT TERM WORLD**

# ARE YOU SATISFIED WITH YOUR CURRENT AGENCY?



**SHIT.**

A big source of the problem:

what agencies want to sell is not the same  
as what clients necessarily want to buy.

And to be fair to clients, it's really hard to tell what it is an agency specializes in.



“

**CREATIVELY LED. STRATEGICALLY DRIVEN.**

”

**TECHNOLOGY FRIENDLY. HUMANITY OBSESSED**

“

**IDEAS THROUGH THE LENS OF CULTURE.**

”

“

**CREATING MEANINGFUL CONNECTIONS BETWEEN  
PEOPLE AND BRANDS.**

”

“

**MAKE BRANDS MATTER IN CULTURE.**

”

“

**HERE FOR TOMORROW.**

”

“

**CREATING STUFF PEOPLE LOVE.**

”

“

**THE IMAGINATIVE APPLICATION OF  
ART AND SCIENCE.**

”

“

**CREATING CROSS-DISCIPLINARY CAMPAIGNS FOR  
PROGRESSIVE MARKETERS.**

”

“

**TO CREATE SHAREABLE AND PROVOCATIVE  
CAMPAIGNS THAT ENGAGE AUDIENCES**

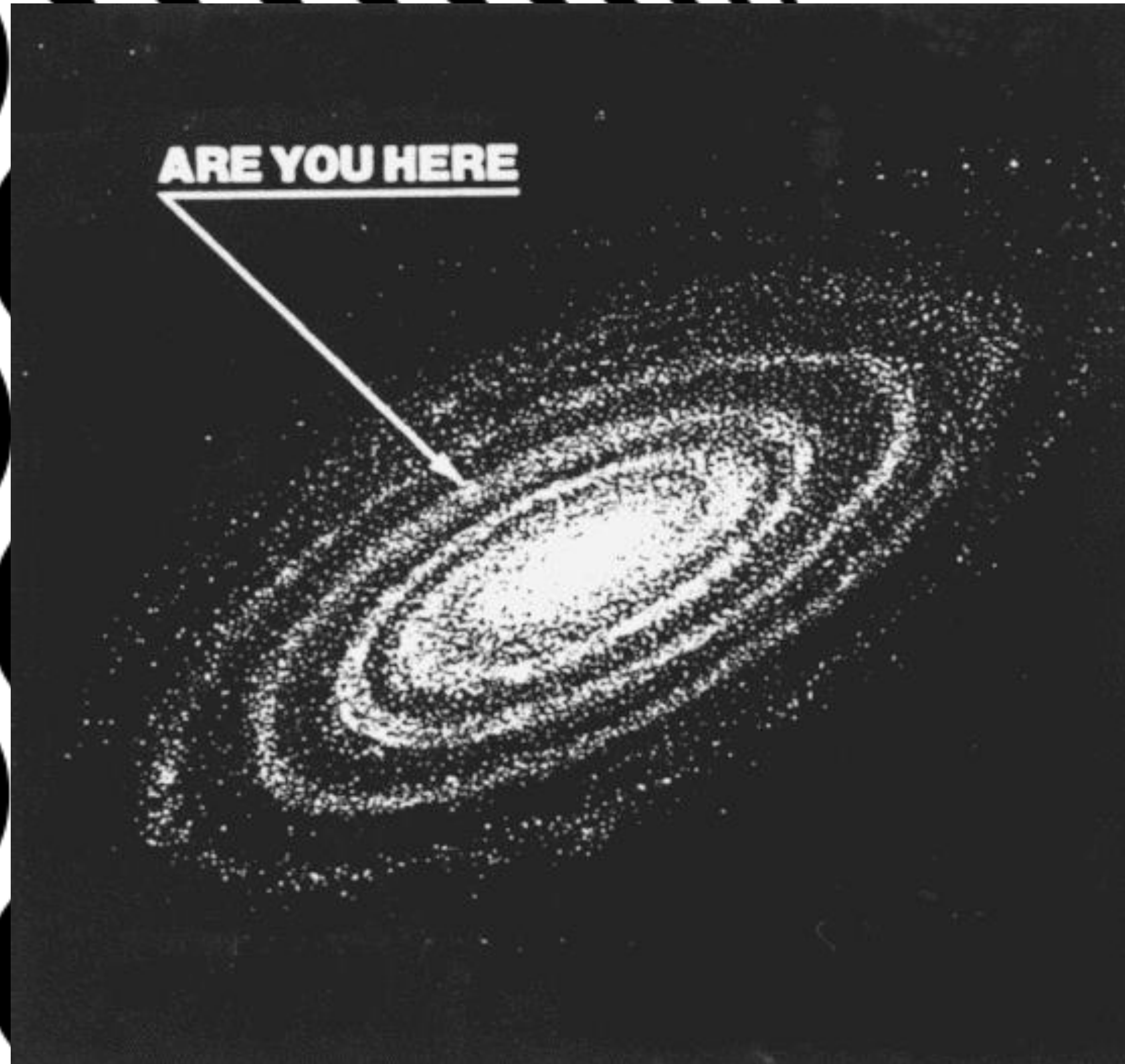
”

“

**WE'RE A MODERN, DATA-INSPIRED AGENCY.**

”

WHAT THE FUCK?



**“Positioning is an exercise in  
relativity.**

Our goal in positioning ourselves  
is to reduce or outright eliminate  
competition.

When we reduce the alternatives to  
hiring us, we shift the power  
balance.

This shift allows us to impact the  
selection process and protect  
ourselves from having to part with  
our thinking for free.

# However...

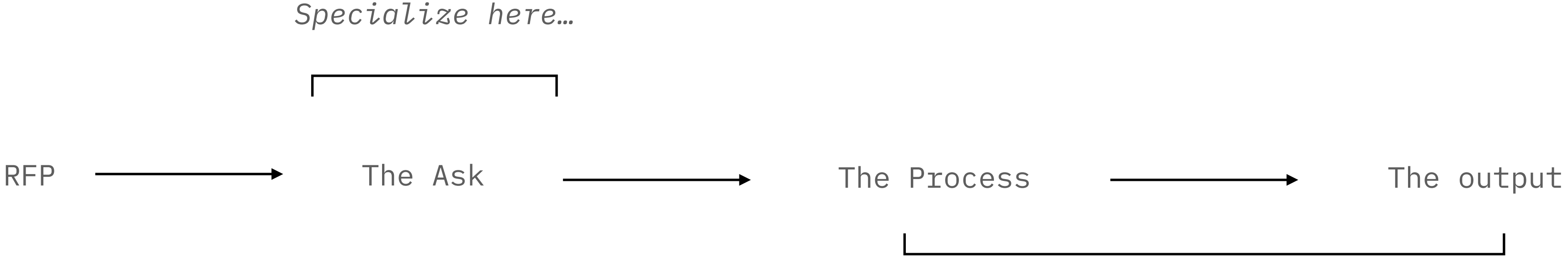
*Clients see the current model, in which they are forced to engage multiple agencies to address multiple disciplines, as an impediment to efficiency.*

Specialization reduces uncertainty and competition

How can we specialize in doing everything?

Clients don't like having to deal with multiple agencies

Deliver short term results that  
also build a long term brand



Tap into currents as ways to drop a droplet of dye in the water and have it spread.

Agency Offering: A droplet. A small, low investment "thing" that is done, meant to start rumors and build reputation.

(Maybe: The goal is to have it not be known who orchestrated it.)

There is no advertisement as powerful as a positive reputation traveling fast.

**Brian Koslow**

A reputation for a thousand years may depend upon the conduct of a single moment.

**Ernest Bramah**

A good reputation is more valuable than money.

**Publius Syrus**

You can't buy a good reputation; you must earn it.

**Harvey Mackay**

Repetition makes reputation and reputation makes customers.

**Elizabeth Arden**

Begin somewhere; you cannot build a reputation on what you intend to do.

**Liz Smith**

**Clients are shopping.**



To *most* clients, there are three types of "creative" agency.



(yes, digital & social are often seen as the same)



(yes branding & design are often seen as the same)



## **PROBLEM ONE:**

At best digital is still confined to executional, platform based work.

- (No matter how we position ourselves, the digital agency will always be the social agency.
- Smirnoff is a great singular example of a bigger issue.

“Platform gimmicks”

Implication:  
**Our offering has  
to be explicitly  
defined.**

## **PROBLEM TWO:**

Short term thinking  
discourages brand building.

- And we're currently in the most short term world of client thinking (No matter how we position ourselves, the digital agency will always be the social agency.
- Smirnoff is a great singular example of a bigger issue.  
"Platform gimmicks"

Implication:  
**What we offer has to  
include short term  
KPIs in tandem with  
building brands.**

## **PROBLEM three:**

Client subjectivity has too  
big an impact on the work.

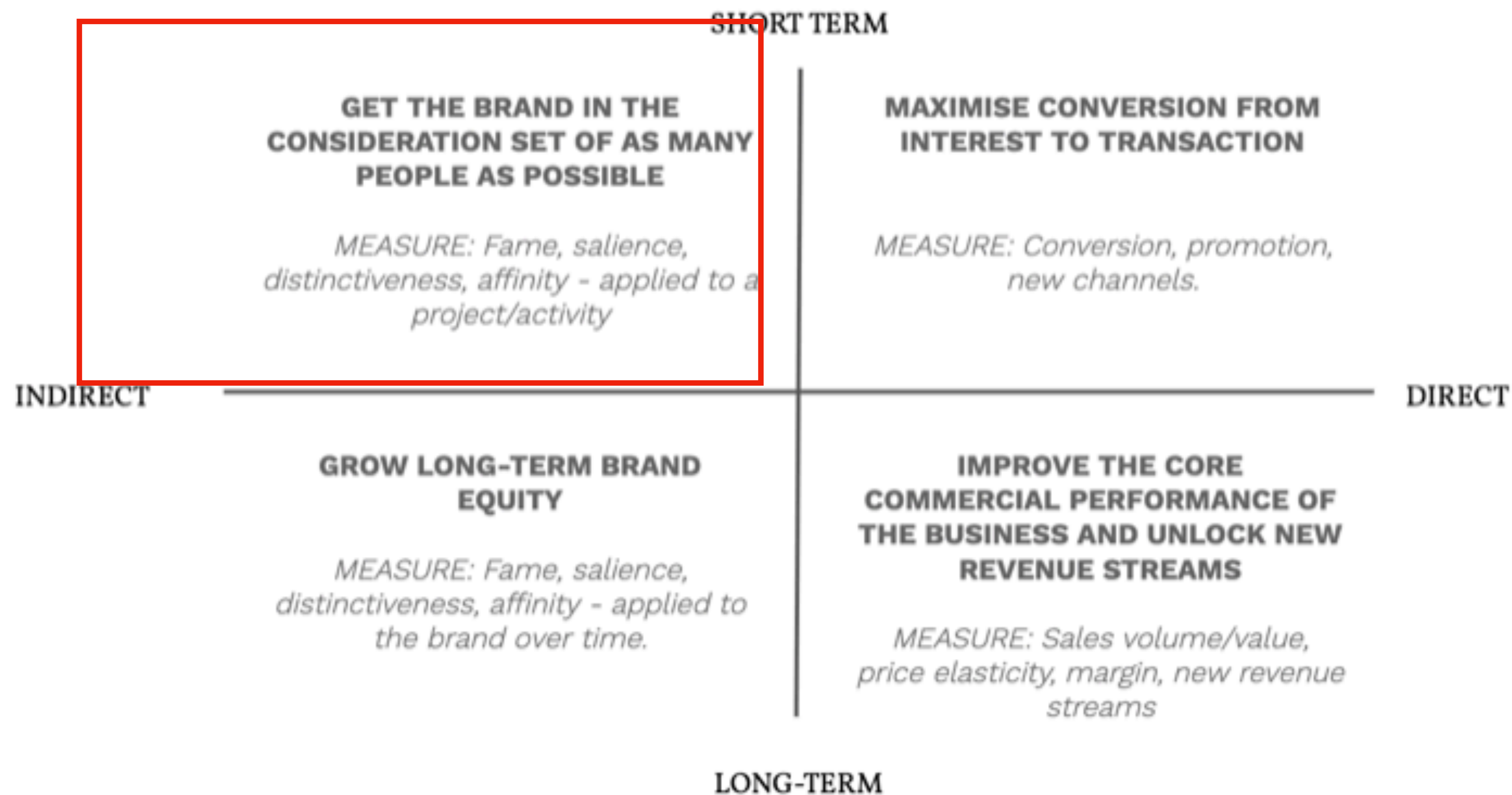
- They aren't hiring for expert opinions, they are outsourcing labor and production

**Implication: what we  
sell has to be beyond  
something of "taste"  
and instead of  
expertise.**

Our offering has to be explicitly defined.

Should include short term KPIs in tandem with brand building

be beyond something of "taste" and instead of expertise.



What can we offer?

Marketing's purpose is to create the right volume of customers willing to pay for a good or service in a way that will ensure the long-term profitability of the business. This is its vital contribution. In light of this purpose I would propose 3 types of value that enable marketing to have an effect on the success of a business, with their influence ranging from direct to in-direct:

- **Business value:** Long & near-term growth, greater efficiency and enhanced productivity
- **Consumer value:** Attitudes & behaviours that effect brand choice, frequency and loyalty
- **Cultural value:** Shared beliefs that create a favourable environment in which to operate and influence

Appendix.

*Exhibit 1*  
**At the center of disruption**

**External market pressures**

- Explosion of mobile
- Convergence of linear and digital
- Growth in data- and tech-enabled media buying
- Accelerating marketing funnel
- New creators emerging
- New platforms encroaching
- Increasing consolidation (Facebook, Google)
- Increased competition for talent
- Rising production costs
- Slow growth in developed markets

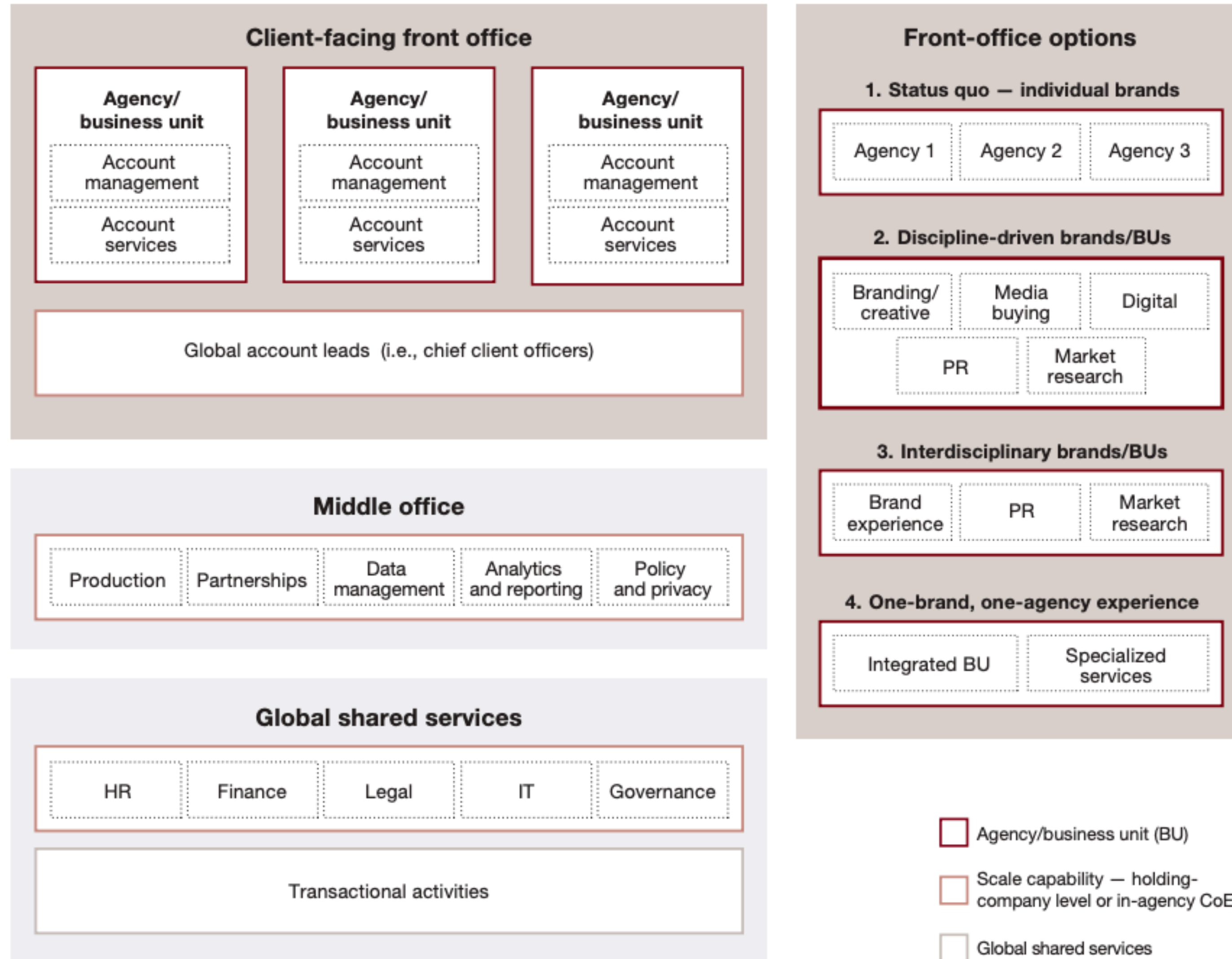


**Advertiser pressures**

- Providing and maximizing ROI
- Focus on working over non-working media
- Squeeze on cost from procurement
- Shaken trust in agency transparency
- “Mediapalooza” agency reviews
- Capability insourcing
- Going direct to creator
- Omnichannel marketing
- Focus on end-to end digital experiences
- Direct-to-consumer models

Source: Strategy& analysis

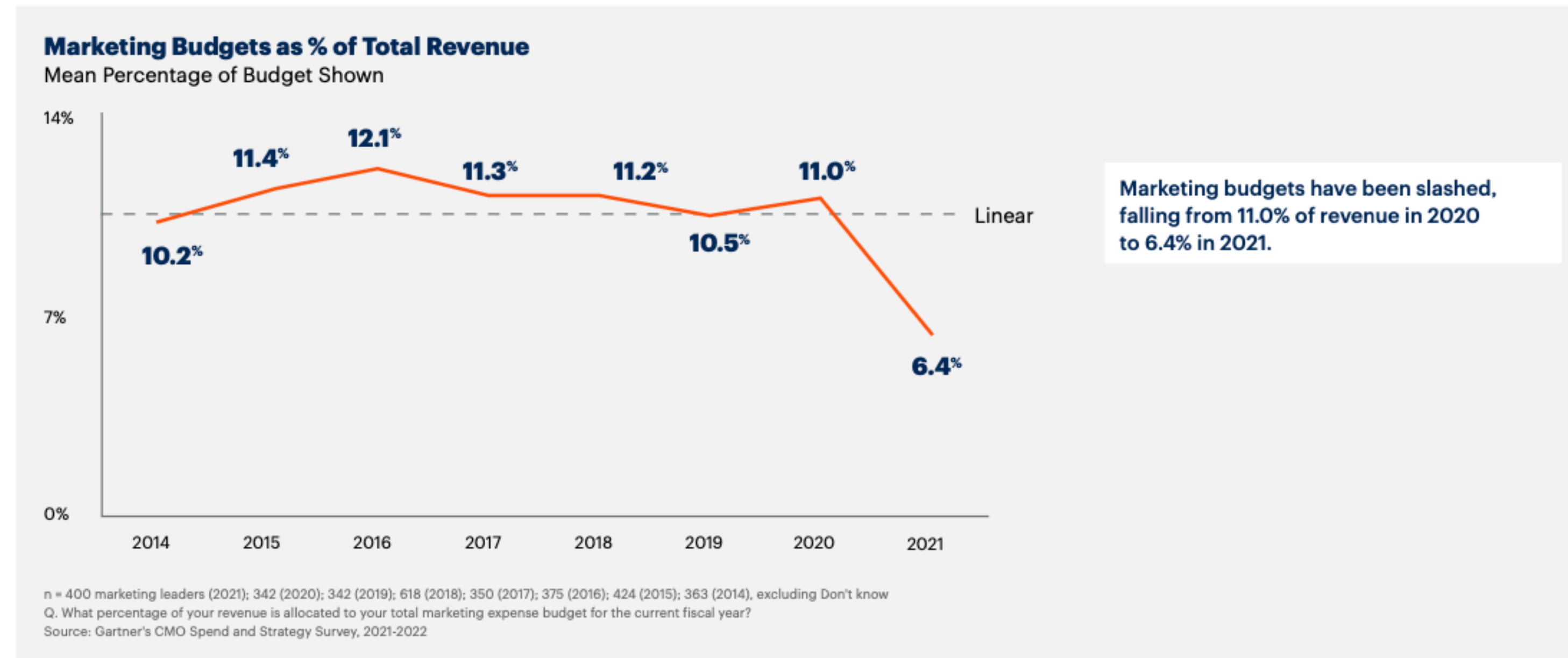
*Exhibit 2*  
**Next-generation agency operating models**



The four largest are WPP, Publicis, Omnicom Group, and IPG. Each groups its agencies into five categories by discipline: creative and branding services, digital, media planning and buying, public relations, and market research

### Trend No. 1

Figure 1



What part do budgetary challenges play in shifting channel priorities? When asked what's driving channel reallocations in 2021, only 24% of respondents stated that they'd prioritized to reduce costs. CMOs' top responses were:

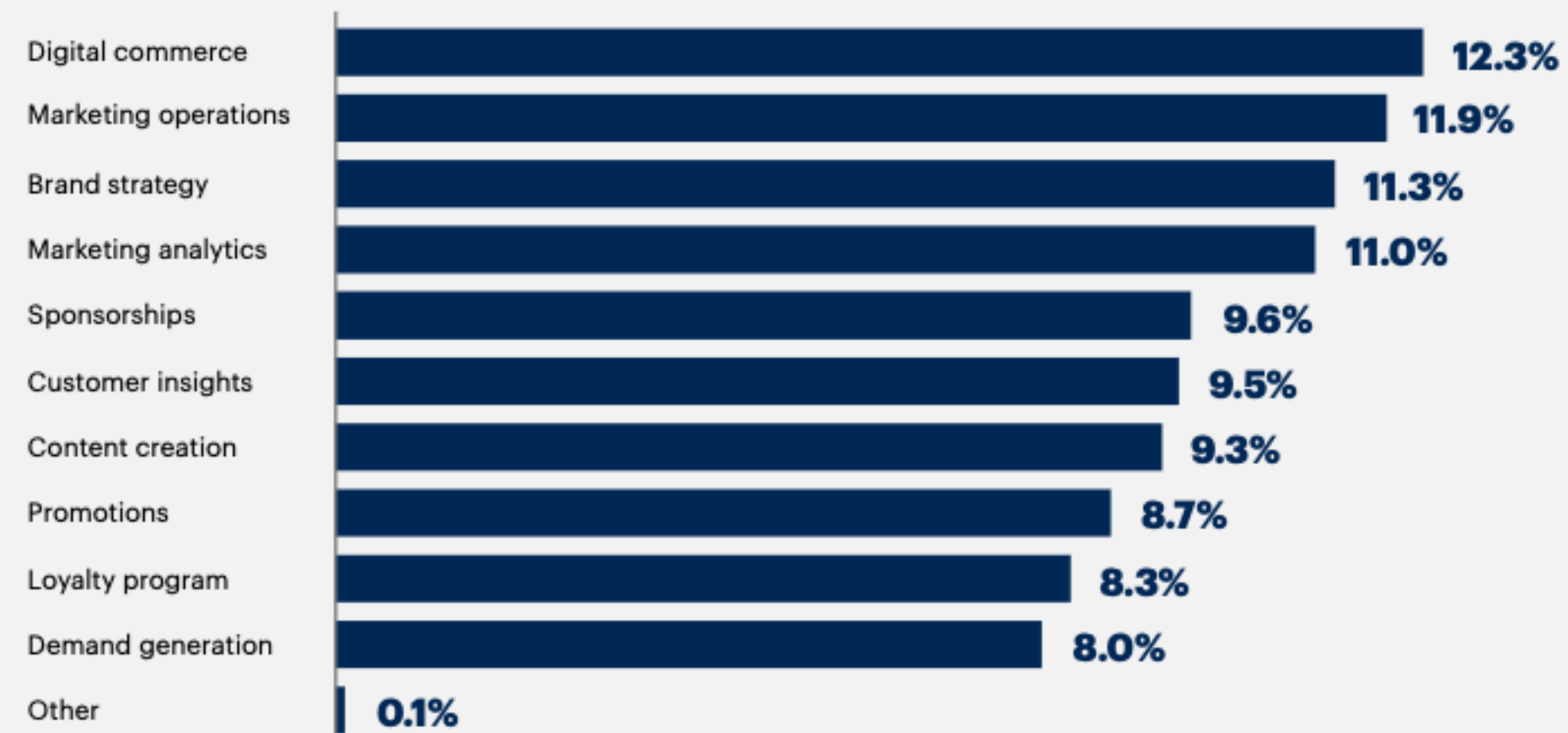
- 1 To better meet the pace of change brought on advances in digital technology (47%)
- 2 To improve brand awareness (40%)

### Trend No. 5

Figure 5

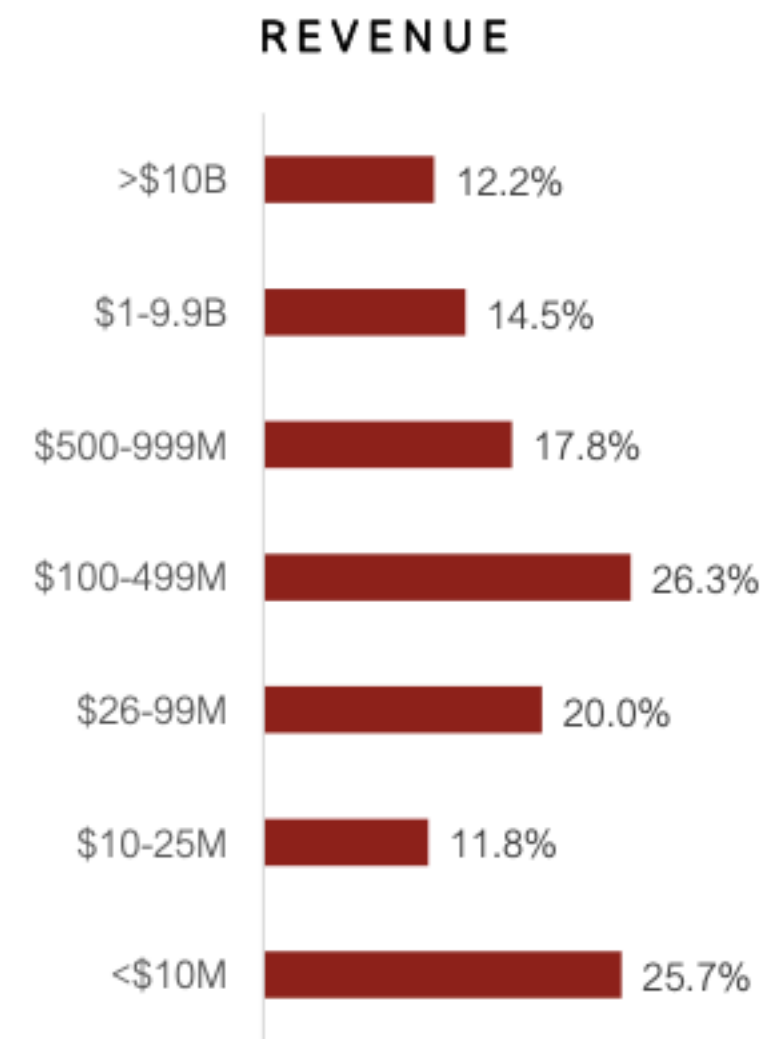
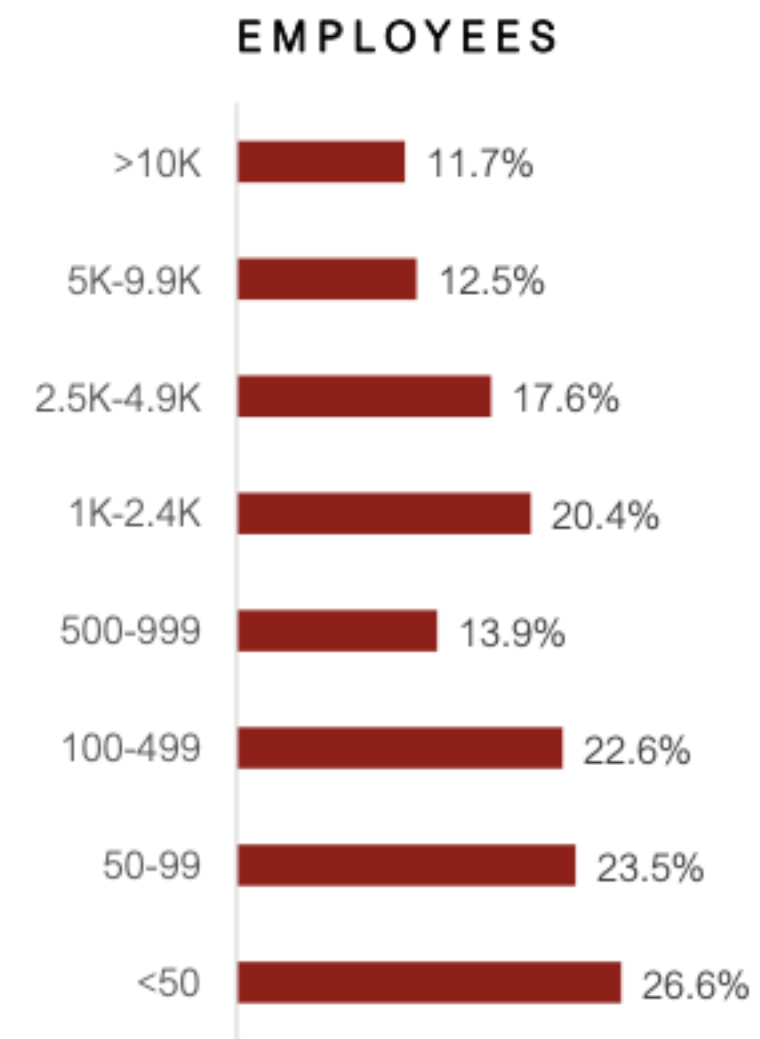
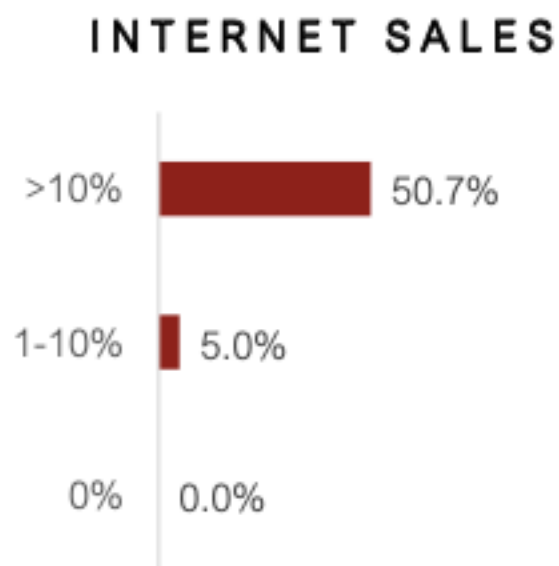
#### 2021 Marketing Budget Allocation Across Marketing Programs and Operational Areas

Mean Percentage of Budget Shown



What percentage of your firm's sales is through the Internet?

**19.4%**  
Sample average  
of sales are  
through Internet



**Economic Sector**

- B2B Product: 9.2%
- B2B Services: 19.3%
- B2C Product: 32.1%
- B2C Services: 26.8%

**Industry Sector**

Top 3 Industry Sectors

- Consumer Services (41.8%)
- Education (41.7%)
- Energy (32.1%)

Bottom 3 Industry Sectors

- Manufacturing (9.6%)
- Healthcare (6.4%)
- Mining/Construction (4.3%)

### **3. There are seven key ingredients for an outstanding client-agency partnership**

Digital disruption has made advertising and marketing communication more complex and demanding than ever, and most marketing leaders rely on the expertise of agencies to help them grow their brands effectively. In this complex world getting the right agency partnership model is key to get the most value out of agencies and ensure they deliver. There are many options to choose from and clients need to decide which model works best for them based on the amount of co-ordination they want to do, how they see work and team integration, and breadth and depth of agency resources required. Whatever the model, agencies should be treated as partners so they will feel empowered and do great work. For example, the 40-year partnership between Apple and TBWA\Chiat\Day has produced exceptional ideas and outcomes thanks to seven key ingredients:

- Being provoking and demanding
- Being adaptive, responsive, and culturally compatible
- Building reciprocal passion and chemistry
- Valuing trust and transparency, and making a commitment to feedback and an open dialog
- Embracing nonconformist strategy and critical thinking.
- Prioritizing expertise and executional excellence
- Being resourceful, collaborative, and innovative

What do they want?

A teal circle with the number 68% inside, surrounded by a light grey ring.

68%

OF WINNING PITCH  
PRESENTATIONS WENT  
**AGAINST THE BRIEF IN  
SOME WAY**

Perhaps this is proof that many clients don't really know what they want until they see it. Going against a requirement of the brief, however large or small, in order to reveal a better path, is a frequent contributor to a winning pitch.

A green circle with the number 67% inside, surrounded by a light grey ring.

67%

OF CLIENTS WOULD LIKE  
THEIR AGENCY TO HAVE  
**MORE COMMERCIAL  
UNDERSTANDING**

Better commercial understanding means more empathy and understanding of the client's world. It also allows the agency to construct a better case for a particular design route.

A teal circle with the number 78% inside, surrounded by a light grey ring.

78%

OF CLIENTS LIKE TO  
**'DISCOVER'** A NEW AGENCY  
RATHER THAN FEEL  
'SOLD TO'

A very similar figure to last year's report. This is an endorsement of a more modern approach to business development that moves away from conventional notions of 'selling' to greater knowledge sharing.

## Main client irritations about agency new business presentations:

### 'We know more about your brand than you do'

There is a fine line between sharing thoughts and opinions and appearing arrogant. Don't pretend to know more about the brand than the client.

### Generic case studies

Case studies that are not fully relevant to the client and their situation. The feeling that exactly the same stories are being told to lots of other clients.

### Case studies lack business context

Not enough information about the business challenges that were being met.

### Not doing enough homework

An ill-informed comment about the brand's audiences, market or offer that destroys credibility. This can be something quite basic that can be gleaned from publicly available information. This tends to happen when agencies are very busy and simply turning up, rather than putting in the homework.



87%

OF CLIENTS SAY THEY ARE  
**'TOO BUSY'** TO SEE  
SPECULATIVE AGENCY  
'CREDENTIALS  
PRESENTATIONS'

A higher figure than last year's report, confirming once again that clients are generally too busy to window shop. Presentations have to impart knowledge or offer a point of view because today's clients want to know what an agency thinks, not just what it's done.

'If a new agency had 30 seconds to say something to you, what would be most likely to get your interest?'

The top 3 answers:

**Help solve our particular challenge**

How can the agency help answer the big strategic questions that the client is facing? Fundamentally, clients come to design agencies seeking the answer to a strategic question, not just a desire to see some great creative work and meet good people.

**Evidence of effectiveness**

Commercial results, sales increases, measurable impact. The agency's ability to talk about its work within a business context.

**Show something definitive and relevant**

Do you have a 'game changing' case study? Something that disrupted a market, created a watershed, led the way? If so, how is it relevant to the client you are talking to?

2

1

3



60%  
OF CLIENTS BELIEVE  
AGENCIES COULD BE  
CLEARER ABOUT THEIR  
CORE COMPETENCIES



A fairly frequent client complaint is that agencies tend to over-claim about their capabilities, rather than being clear about what they are best at and what is outside their core area of expertise. Trying to be 'all things to all people' is a common complaint.

## TOP 3 FACTORS THAT CLIENTS LOOK FOR IN A NEW BUSINESS PRESENTATION

### Have they addressed a similar challenge to mine?

This is not just about a direct brand or market comparison. It's more about a similar strategic challenge. An agency can show an example of work from a totally different market, but the strategic challenge could be absolutely relevant. Essentially, clients see agencies because they are seeking the answer to a strategic question. The agency's ability to correctly identify that question and focus their examples of work accordingly is key.

### Are they experts?

This is closely related to the first factor. Is the agency consultative in approach or just an agency to be briefed? Do they have views and opinions? Do they show an understanding of my brand and market? Do they instil confidence?

### Can I work with them?

The softer factors are so important. Do they ask the right questions? Are they interested and engaged? Are they enthusiastic and positive? Are they listening? Are they friendly and accommodating or more corporate? Do they feel like a team or does one person dominate?

1 2 3

1. The client-agency relationship should be built on a common definition of effectiveness
2. Client trust in agencies is falling, as transparency concerns persist
3. Strategic planning can help creative agencies avoid becoming mere 'vendors'
- 4. Clients favor paying agencies for results**

## **Constant brand building by constant surprises**

So there seems to be something wrong with brands these days. Companies try to achieve growth through consistency in communication. Yet it is exactly this consistency that prevents communication from reaching people's attention anymore. It causes brands to stand still, slumber and verge towards invisibility. This is even more important in a world where people themselves decide what they want to see. Because ad blockers decide what they won't see.

So in order to reach people in the first place, the brand itself – what the brand tells us, how it behaves, and which emotions it evokes – needs to be anything but consistent. It needs to be surprising. Again and again. Not

randomly, but surprising to activate, stimulate and strengthen the image people have of the brand. And hence simplify purchase decisions.

In the following, we will outline how to lead such a brand. This is not a creative, but a business imperative. In a corporate world, where customer journeys get longer and longer yet companies are more and more remote from the people, it's marketing's job to remind everyone that people are not waiting for us. That we need to surprise them to engage them. And that leads to richer and less anodyne brands. We propose five shifts from the way brands have been built in the past.

1. A *diagnosis* that defines or explains the nature of the challenge. A good diagnosis simplifies the often overwhelming complexity of reality by identifying certain aspects of the situation as critical.
2. A *guiding policy* for dealing with the challenge. This is an overall approach chosen to cope with or overcome the obstacles identified in the diagnosis.
3. A set of *coherent actions* that are designed to carry out the guiding policy. These are steps that are coordinated with one another to work together in accomplishing the guiding policy.

We will acknowledge that it is the availability of substitutes – the legitimate alternatives to the offerings of our firm – that allows the client to ask, and compels us to give, our thinking away for free. If we are not seen as more expert than our competition then we will be viewed as one in a sea of many, and we will have little power in our relationships with our clients and prospects.

While the fundamentals of pricing remain the same – you can price or buy agency services based on time and materials, outputs or results – how they're utilised needs to evolve. We use six pricing factors that both client and agency need to assess before beginning commercial negotiations, and guide each party to select the most appropriate components to consider when building their commercial relationship.

These factors include:

- The level of ambition the client has for the agency's work
- The impact the agency's services have in the real world
- How well clients can credibly attribute results to the agency's service
- The level of internal capabilities possessed by both parties to manage an ongoing complex commercial relationship
- The stage of the client-agency relationship (which can range from mainly transactional to total trust)
- The combined tolerance of both parties for risk



73%

OF CLIENTS ARE **'VERY CONCERNED'** ABOUT THE CURRENT BUSINESS ENVIRONMENT

Uncertainty and confusion surrounding Brexit, a struggling UK high street and downward pressure on budgets are all contributing to a slightly nervous atmosphere. The obvious danger for agencies is that this lack of confidence can put a brake on client spending and major, brand directional projects are put on hold.



62%

OF CLIENTS BELIEVE THERE IS **TOO MUCH SHORT-TERMISM** IN BUSINESS

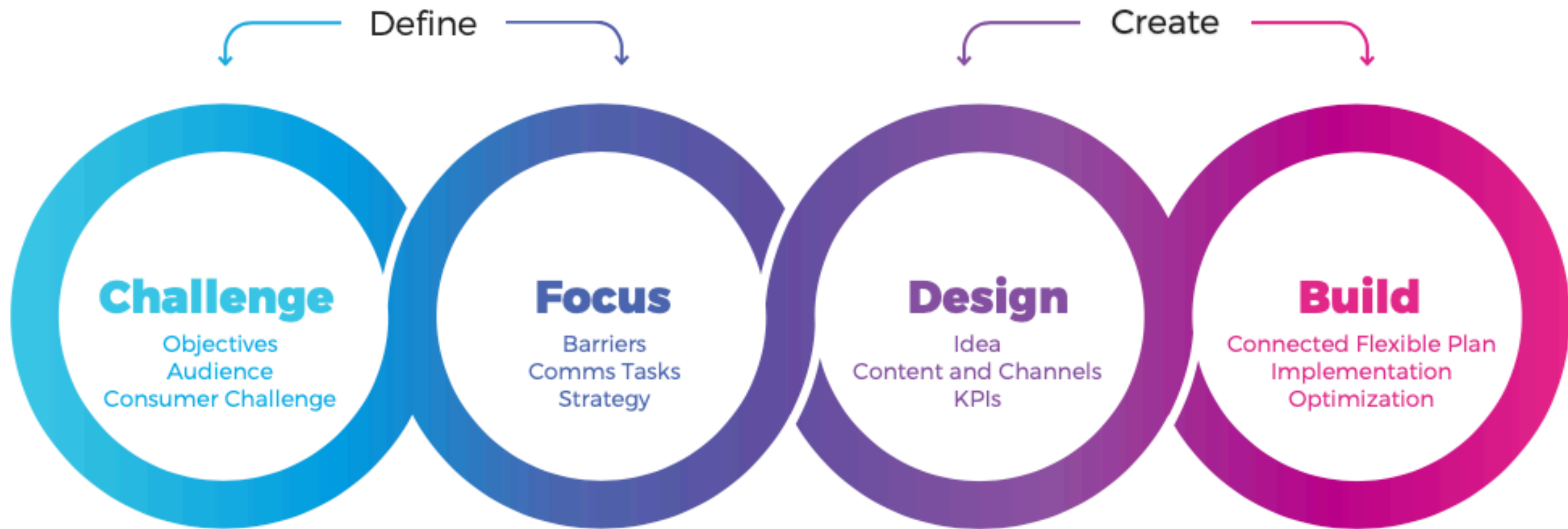
There seems to be increasing pressure from the very top for faster progress, quicker wins, more immediate results. This can be in conflict with longer term brand building.



71%

OF CLIENTS BELIEVE THAT **DIGITAL IS NOT FULLY INTEGRATED** INTO THEIR BUSINESS

Many clients felt that they are still on this journey and there is a lot more work to do. Digital is too often viewed as a separate business unit. For the purposes of this statistic we have taken digital only businesses out of the equation.



**To achieve our business goals, who must we **get to** change what mindset or behavior?**

**By affecting what change in this behavior?**

**What means do we need to make it happen?**

**With what activations do it flawlessly?**

Learn & Improve

|                              |                                                                                                                                                                                                                                |                                                                                                                                                                                                                                |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business Objective</b>    | What's the financial goal? From what to what? What's the momentum shift?                                                                                                                                                       |                                                                                                                                                                                                                                |
| <b>Marketing Objective</b>   | What's the audience's behavior needed to achieve the business objective?                                                                                                                                                       |                                                                                                                                                                                                                                |
| <b>Strategic Audience</b>    | WHO is the most valuable audience needed to achieve the objectives? And why? GET WHO?                                                                                                                                          |                                                                                                                                                                                                                                |
| <b>Consumer Challenge</b>    | What is the desired consumer mindset or behavior needed to to achieve the objectives?<br>Who do we need TO think/ feel/ do WHAT?                                                                                               |                                                                                                                                                                                                                                |
| <b>Barriers (1-3)</b>        | What's getting in the way of achieving the consumer challenge (what we need the audience to think/ feel/ do? What supporting information and data supports this?                                                               | What's getting in the way of achieving the consumer challenge (what we need the audience to think/ feel/ do? What supporting information and data supports this?                                                               |
| <b>Comms Tasks</b>           | What does communications need to do to over come each barrier? How does communications address those barriers? (communications needs to do this by doing that)                                                                 | What does communications need to do to over come each barrier? How does communications address those barriers? (communications needs to do this by doing that)                                                                 |
| <b>Driving Insight</b>       | What is the unexpected truth that opens up a new perspective?                                                                                                                                                                  |                                                                                                                                                                                                                                |
| <b>Comms Strategy</b>        | Completes the GET who to DO what BY ...<br>Based on the driving insight, how will communications achieve the conumser challenge, and therefore the business objective?                                                         |                                                                                                                                                                                                                                |
| <b>Unifying Idea</b>         | What is the activation concept or platform that activates the strategy?                                                                                                                                                        |                                                                                                                                                                                                                                |
| <b>Desired Action</b>        | What is the intended result that media and content must achieve against the consumer challenge and business objectives?                                                                                                        | What is the intended result that media and content must achieve against the consumer challenge and business objectives?                                                                                                        |
| <b>Content Approach</b>      | What does the content need to do by task? What are the context and messaging implications?                                                                                                                                     | What does the content need to do by task? What are the context and messaging implications?                                                                                                                                     |
| <b>Channel Opportunities</b> | What are the specific P,O,E,S channels that should be used to achieve each comms task and the desired action and align with the audience's behaviors/ preferences and their performance? What is their role against each task? | What are the specific P,O,E,S channels that should be used to achieve each comms task and the desired action and align with the audience's behaviors/ preferences and their performance? What is their role against each task? |
| <b>Key Metrics</b>           | What are the key success metrics that should be measured to understand performance of tactics against the comms tasks (brand metrics) and desired action (in-flight metrics)?                                                  | What are the key success metrics that should be measured to understand performance of tactics against the comms tasks (brand metrics) and desired action (in-flight metrics)?                                                  |
| <b>Focus / Emphasis</b>      | Do we need to prioritize one task over the other? Or focus more on one task vs. the Other?                                                                                                                                     | Do we need to prioritize one task over the other? Or focus more on one task vs. the Other?                                                                                                                                     |

# CHALLENGE



# FOCUS



# DESIGN



# BUILD

|                 | CHALLENGE                                                                                                                                                                                                                                                                                               | FOCUS                                                                                                                                                                                                                                                                                                                                                                                       | DESIGN                                                                                                                                                                                                                                                                                                                                                                       | BUILD                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GOAL            | Define why we are <b>COMMUNICATING</b> and with whom.                                                                                                                                                                                                                                                   | Define how we will use <b>COMMUNICATIONS</b> to accomplish our objectives.                                                                                                                                                                                                                                                                                                                  | Create breakthrough ideas and an interconnected <b>APPROACH</b> to engage the audience.                                                                                                                                                                                                                                                                                      | Create and flawlessly activate <b>INTERCONNECTED, INTEGRATED PLANS</b> that drive the brand and business forward.                                                                                                                                                                                                                                                                                |
| ACTIVITIES      | <ul style="list-style-type: none"> <li>Define business and marketing objectives</li> <li>Identify Strategic Audience opportunity</li> <li>Gather information and research using 4Box mental model</li> <li>Identify the Consumer Challenge</li> </ul> <p>Client alignment session (question driven)</p> | <ul style="list-style-type: none"> <li>Understand the Strategic Audience</li> <li>Uncover and prioritize Barriers &amp; Drivers</li> <li>Establish Communication Tasks</li> <li>Uncover the driving insight using 4Box mental model</li> <li>Develop the Strategy</li> <li>Develop the Briefs*</li> </ul> <p>Conduct internal / client / partner agency Barriers and Tasks work session</p> | <ul style="list-style-type: none"> <li>Ideate breakthrough innovative concepts and/or platforms through a Unifying Idea*</li> <li>Identify the Desired Action and Brand KPIs</li> <li>Identify content approach, and channels and their role (P, O, E, S)</li> <li>Develop Experience Ecosystem</li> </ul> <p>Conduct internal/client/partner agency Design work session</p> | <ul style="list-style-type: none"> <li>Develop Innovation Framework</li> <li>Identify opportunity for Tribes/ sub-segments</li> <li>Prioritize content and channels</li> <li>Finalize Experience Ecosystem</li> <li>Develop tactical campaign (content and media) plans</li> <li>Identify test and learn opportunities</li> <li>Develop detailed Measurement Plan with In-flight KPIs</li> </ul> |
| OUTPUTS         | <p>Business and marketing objectives</p> <p>Strategic Audience opportunity</p> <p>Consumer Challenge</p>                                                                                                                                                                                                | <p>Strategic Audience analysis/ portrait</p> <p>Barriers and Tasks Framework</p> <p>Strategy</p> <p>Briefs*</p>                                                                                                                                                                                                                                                                             | <p>Unifying Idea*</p> <p>Desired Action &amp; Content Approach</p> <p>Brand KPI Identification</p> <p>Channel Identification and Roles</p> <p>Experience Ecosystem</p> <p>Communications Architecture</p>                                                                                                                                                                    | <p>Finalized Experience Ecosystem</p> <p>70/20/10 Innovation Approach*</p> <p>Partner Opportunities*</p> <p>Activation Plans*</p> <p>Measurement Approach or Plans*</p> <p>Measurement Reports*</p> <p>Learning and Opportunities Recommendations</p>                                                                                                                                            |
| LEARN & IMPROVE | <ul style="list-style-type: none"> <li>Client research (e.g., brand studies, audience segmentation)</li> <li>Past campaign (creative, media) learning &amp; reporting</li> <li>Audience identification, sizing &amp; discovery</li> </ul>                                                               | <ul style="list-style-type: none"> <li>Audience insights &amp; analysis</li> <li>Consumer syndicated recontact</li> <li>Social Audience Refining/ Segments+</li> <li>Consumer Decision Journey</li> </ul>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>KPI validation</li> <li>Previous 70/20/10 Approach</li> <li>Channel planner</li> <li>Media Mix Modeling</li> <li>Past campaign (creative, media) learning &amp; reporting</li> </ul>                                                                                                                                                  | <ul style="list-style-type: none"> <li>Channel optimizer</li> <li>Measurement Plan &amp; Reporting</li> <li>Data and insights gathering to fuel future strategic and activation work</li> <li>Content/media optimizations</li> <li>Scheduled performance reports</li> </ul>                                                                                                                      |
| TEAMS           | <ul style="list-style-type: none"> <li>Process Lead: Client, Strategy</li> <li>Core: Strategy or Integrated Media</li> <li>Support: Insights, Analytics</li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>Process Lead: Strategy</li> <li>Core: Strategy, Insights</li> <li>Support: Integrated Media, Creative, Client, Partner Agencies</li> </ul>                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Process Lead: Integrated Media (if media account) or Strategy (if creative)</li> <li>Core: Strategy, Creative, Integrated Media</li> <li>Support: Insights, Analytics</li> </ul>                                                                                                                                                      | <ul style="list-style-type: none"> <li>Process Lead: Integrated Media (if media account) or Strategy (if creative)</li> <li>Core: Activation, Analytics, Insights, Creative (if creative account)</li> <li>Support: Strategy, Creative (if media account)</li> </ul>                                                                                                                             |

\*Include if Activation focused



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Make demands

+

Be afraid

# Creating a reputation for your brand.

One line brief: We'd like [brand] to be known for \_\_\_\_\_  
(Only one word allowed)

# The availability heuristic

