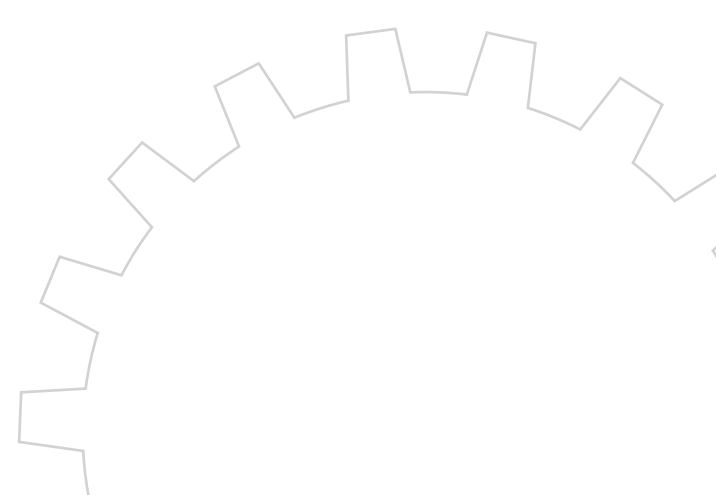


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# The Mtivity Marketing Forum

A one day workshop, opening up the realities of today's marketing implementation pain points and looking forward to tomorrow's opportunities

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# Introduction

## OVERVIEW

This document has been prepared to provide the attendees of the Marketing Forum, held at Home House on the 18<sup>th</sup> May, with concise case notes regarding the results of the day and the conclusions drawn from the discussions. The session was constructed to maximise the key learning's for attendees and deliver insight into the marcom supply chain management and implementation processes.

## WHO'S WHO

### FACILITATED BY

**Mike Jessop** *MJJ Consulting Ltd*

### ATTENDEES

**Nisha Bhatia** *Kimberley Clarke*

**Anish Gupta** *Reckitt Benckiser*

**Alison Turner** *Independent Consultant*

**Mike Morgan** *Channel Sphere*

**David Neal** *Coca-Cola Enterprises Ltd*

**Orit Peleg** *Coca-Cola Enterprises Ltd*

**Lillian Shapiro** *Amiba*

**Tony Watson** *Watson Taylor Young*

### HOSTED BY

**Patrick Kremer** *Mtivity*

**Matt Bartell** *Mtivity*

**Anil Noorani** *Mtivity*

## SUMMARY OF THE DAY

An opening address was made by Patrick Kremer CEO of Mtivity and introductions were made by all attendee's based around their current roles. The motivation for organising and running this workshop, was for Mtivity to gain an understanding and an insight into a first hand corporate viewpoint of the marketing supply chain, whilst at the same time delivering key learnings and real time experience to the group of attendees. The agenda for the morning session, focused on a Marcom process review and the validation of technology. The afternoon session focused on delivering to the group a checklist of how to embark on a full Marcom review.

## The Key Pointers

Consistency of Brand messaging rather than brand consistency is the new priority

There is a drive to implement, market value rate-cards

Quicker time to market should be re-focused on more efficient ways of campaign execution

A common mis-conception is that costs are actively mis-managed. It is actually that they are not managed at all

More disciplined processes are required to enhance the efficiency of local brand campaigns

Robust project management continues to come up as a priority

De-personalisation of the campaign could also be achieved, with the introduction of effective point solutions

Synchronisation of multiple campaigns is a major pain point

Ongoing education of the latest processes, technologies and solutions, would be welcomed by the Marketing fraternity

# What Matters?

## YOUR MARKETING CHALLENGES

One of the first interactive discussions between the whole group centred on a key question – that of “What are your marketing challenges?”

There were 6 key bullet points that were the focus of the discussion and each attendee was asked to order them in terms of importance:

- Brand consistency
- Brand quality in front of consumers
- Quicker time to market
- Time & cost transparency
- Shift from fixed to variable costs
- Ownership, accountability & project control

The prioritisation of importance was rated as each of the attendees were asked to rate their individual top 3:

Current Marketing Priority	Votes
Ownership, accountability & project control	8
Time & cost transparency	5
Brand consistency	4
Shift from fixed to variable costs	3
Quicker time to market	2
Brand quality in front of consumers	2

*Please note : a low vote count does not necessarily signify the feature is of low importance, it merely implies it is not currently as significant an issue to the Marketing representatives at the Forum, as some of the other features.*

### OWNERSHIP, ACCOUNTABILITY & PROJECT CONTROL

This was without doubt the number one issue for the following reasons:

This is the most important and critical area in re-taking control of the brands campaign activity whether above or below the line. The view is that costs are not actively mis-managed - generally they are not managed at all. This is a big difference to the current situation, as control is being handled by the agency.

More disciplined processes are required to enhance local versions of the brand. The least managed area within marketing is cost.

Robust project management as a core function came up time and time again from the group and there was an overwhelming consensus that this is expected from the agency. It was recognised however that agencies are generally not strong in Project Management. Education in project management emerged as something which is clearly recognised as a key focus for change management.

It was commented upon that agency decoupling should not be considered a strategic option, if you don't have a strong project management and price tracking capability.

Although agencies seem to manage the client ideally it should be the other way round to drive more accountability and responsibility.

Synchronisation of multi campaigns is again a major pain point, and there was an awareness that certain MOM solutions can assist in solving this problem.

Campaigns are frequently executed without the required communication to support the rollout, better collaboration and messaging is a key requirement.

Central to local campaign management issues, was the realisation that localisation produces massive duplication of effort. Localisation escalates the management issues of time and cost more than any other area of production tweaking.

The group also felt that local campaigns are often micro-managed without understanding the end game. There would be far less resistance at local level if the overall campaign goal is known and communicated from a central function.

### TIME & COST TRANSPARENCY

This area received significant discussion and was wholly linked with the issue of ownership, accountability and project control. One approach to achieving time and cost transparency was via a point solution, which enable processes to be reported in detail.

### BRAND CONSISTENCY

This changed from its usual key spot of being No. 1 in the minds of marketers, as messaging is now the key focus. There was certainly a view that the creative process is often over indexed with too much time spent on creative as opposed to consistent delivery of brand messaging across regions and brands. Moreover there was a strong feeling that messaging now needs to be focused on maximising the brands impact in front of consumers.

Comments were also made regarding the lack of quality control applied by third party vendors to the discipline of brand consistency and the adherence to any strict brand guidelines that have been put in place. The results of this, is that artwork is constantly re-done and is not in line with guidelines. This results

*One approach to achieving time and cost transparency was via a point solution, which enable processes to be reported in detail.*

in an escalation of costs and causes real pressure on the back end of the process, aligned to specific deadlines and the synchronisation of campaigns.

One of the key comments within the area of brand consistency is that local marketers do not want lose control of their localised brand portfolio. Greater consistency is delivered when the brand is pushed out and localisation is kept to a minimum.

#### SHIFT FROM FIXED TO VARIABLE COSTS

This area received debate as the consensus of opinion focused itself on the implementation of market value rate cards to assist in the move from fixed to a variable cost model. Achieving market value rate-cards is a project in itself and it is recommended that engagement with independent Marcom specialists would be a good starting point within this area.

#### QUICKER TIME TO MARKET

This was a lower priority for the group, who felt that campaigns are often long enough to deal with the issue of “terrible tweaking”. These issues are often based on a lack of knowledge/understanding – and the absence of this expertise creates difficulty during the execution phases. This area is best re-focused on more efficient ways of campaign execution and requires a level of education through the marketing fraternity, which was a key recommendation from all, in elevating the importance of managing both ATL and BTL campaigns more effectively.

#### BRAND QUALITY IN FRONT OF CONSUMERS

There was less focus on this than expected, which was a concern as this is a real area of value add for a corporate brand owner – introducing the discipline of checking the appearing media quality against a master signed off file. Within this area it is common to find poor brand control, mistakes and often misrepresentation against the required media schedule. It is recommended that corporates formalise a post campaign review, to identify quality issues and drive collaboration toward continuous improvement.

*It is recommended that corporates formalise a post campaign review, to identify quality issues and drive collaboration toward continuous improvement.*

# Processes

## THE MARKETING SUPPLY CHAIN IN ACTION

The group was asked to interact with a generically mapped marcom process to identify the cost transparency (£), what's going on (?) and the pain point issues (!). The process contained the following disciplines:

Planning & Creative
Planning & Budgeting
Creative
Master Creation
Production Supply Chain
Localisation & Approval
Version Control
Fulfilment
Distribution
Supply Chain Control
Measurement
Reporting

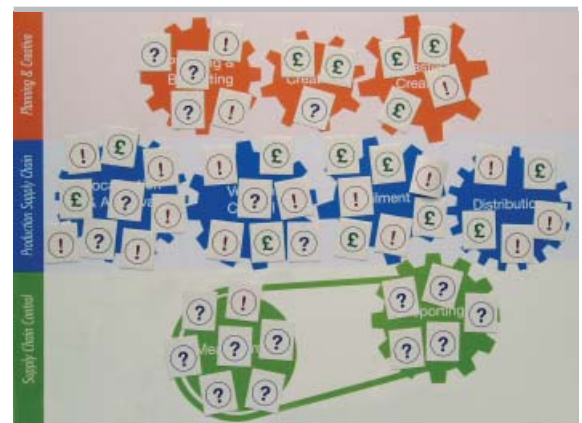
This exercise proved very enlightening as the vast majority were focused upon the production supply chain. Planning and creative and measurement and reporting, also received significant attention but not as prolific as production.

The results clearly highlight the need for some form of central project management capability, either managed

manually or systemised. The view from the group, was that systems and solution providers could and should help alleviate the general pain; whilst at the same time deliver cost transparency and reporting for all media channels.

The view from the group was to exercise some caution in the development of end to end systems. A recommendation was made to focus on existing point solutions. Which, are identified as the largest quick-win areas.

## Results of the Exercise



## Today's Consumer Markets

In today's ever changing consumer markets, the development of effective marketing messaging brings a focus on the delivery of attractive value propositions, which are aligned to those customers most likely and able to buy the proposed product or service. Despite this even an attractive value proposition, will fail to produce the required results without a synchronised approach to market communication coverage - the function of marketing communications or 'marcoms'.

In achieving effective market coverage regionally and globally, corporate efforts will drive the enterprise to synchronize marketing messages, across multiple markets; across multiple communication channels (print, online, outdoor, broadcast), and multiple marcom formats (brochures, direct mail, trade promotions, point-of-purchase materials, and multimedia content for the Web and mobile devices).

The Marcom world is becoming an ever evolving mix of media channels, it needs credible data to benchmark itself against and enable a continuous approach to professionalizing Marcom ways of working, delivering real cost efficiencies.

Most current Corporate Marcom Processes reveal a series of critical success factors which undermine marketing's effectiveness. These factors are often characterised by the redundant manual procedures (identifying the resources residing within the function) and duplications with time and effort. Aligned with these procedures, is the realisation that the production and the sourcing of marketing material across multiple markets, multiple channels and various collateral formats, are very costly.

*The results clearly highlight the need for some form of central project management capability, either managed manually or systemised.*

# Technology

## YOUR UNDERSTANDING OF TECHNOLOGY

Your understanding of technology as an exercise was focused upon 4 areas, that of:

- Graphical
- Communications
- Financial and analytics
- Marketing Process Management

Clearly the results of the exercise highlighted a fairly deep knowledge of both the graphical and communications quadrants, which only emphasises the current state of the marketing supply chain – Vendor controlled with a heavy utilisation and reliance upon communications technologies within the normal way of managing campaign implementation.

The black holes were Financial and Analytics and more specifically, the Marketing Process Management Quadrant – which had little traction on the marketing or procurement radar. Although after some initial discussion, it became apparent that certain organisations did have a basic level of awareness within the group.

It was identified that a real opportunity exists for a service provider to become a thought leader within this space.

Graphical		Communication	
Adobe	Deskpack	WIFI	Nokia
Quark	Flame	Bluetooth	Firefox
Art Pro	PDF	SMS	3G
Photoshop	Epson	Outlook	GPRS
Illustrator	Jpeg	Skype	Broadband
		Safari	Dial up
		Lotus Notes	
Process Management		Financial & Analytics	
Mtivity	Aprimo	SAP	Oracle
Elateral	AssetLink	Prism	Sage
Picdar	SalesForce	TAS	Excel
SAP	Artesia	J D Edwards	
Opentext	Brandwizard		
Documentum			

## KEY PLAYERS IN MARCOM TECHNOLOGY

This was an awareness exercise conducted by the facilitators, as more of an education process, focusing upon some of the key players providing technology within the technology space.

DAM		MOM	
Artesia	Picdar	Mtivity	Aprimo
ADAM	Picturesafe	Emoticon	Nvigorate
Adtool	Connecti	Unica	AssetLink
Canto	Xinet	Elateral	Brandwizard
		Citat	Arasys
		Xeed	Be-thebrand
		Marketing Island	
ERP		CRM	
Inventris	Oracle	Siebel	SalesForce
Sap	Lawson	Oracle	Netsuite
SSA Global Technologies		Onyx Software Solutions	
Exact Software		Right Now Technologies	

The MOM vendors mentioned within this report have varying strengths through differing disciplines of the Marketing Supply Chain and certain degrees of cost optimisation within the process. It is our belief that these vendors who are focusing on the production supply chain, therefore driving cost out of marketing localisation, approval, fulfilment and distribution will be the point solutions that will have the greatest traction in today's market place.

The types of functionality available from many of these vendors fall into the following Marcom supply chain activity categories:

### CAMPAIGN BUDGET MANAGEMENT

This functionality is primarily focused upon the implementation of marketing budgets and market value rate cards, aligned to defined processes and task activities, delivering:

- Planned budget versus Actual expenditure
- Multiple Currency management
- Automated purchase orders and Invoices

### PRODUCTION WORKFLOW

Production workflow is concerned with digitising a mapped and agreed way of working, which is visible through the functionality of the system, delivering:

- Task Management
- Approvals (Serial and Parallel)
- Job Management with key dates and activities
- E-mail reminders
- File and document management

### ASSET MANAGEMENT

This is the function of managing the brands components from one site, delivering:

*It is our belief that these vendors who are focusing on the production supply chain, therefore driving cost out of marketing localisation, approval, fulfilment and distribution will be the point solutions that will have the greatest traction in today's market place.*

- Management of print on demand
- Stock Items
- Downloadable items
- Customisable and Personalisation of Artwork
- An ordering facility
- Agreed full cost rate cards
- Automated approval and route to printer
- Batch Upload
- A full search capability

**REPORTING**

This is a key piece of functionality in delivering:

- Standard Reports relating to campaigns & resource
- Custom reports based on a report wizard
- Allows export of information to Excel systems

**ADDITIONAL FUNCTIONS**

- Web Based accessible 24/7
- Multi Lingual capabilities
- Configurable based on user
- XML compliant for data transfer

**TECHNOLOGY FOR MARKETING - WHERE'S THE FIT?**

The paramount focus for any technology implementation is the deliverable over time of overall effectiveness of brand communication and campaign implementation. To achieve this, a certain amount of change needs to be managed and adopted through the marketing enterprise and the key to this is the relationship between the centre and local markets.

The quadrants within this exercise were aimed at focusing the group upon where a technology point solution could be deployed through the marcom processes, enabling the definition of systems which could deliver significant wins in terms of cost and operational transparency.

High	Supplier	Future Focus
	<ul style="list-style-type: none"> <li>• Supplier introduction of systems to pull the vendor chain together</li> </ul>	<ul style="list-style-type: none"> <li>• Full end to end new integrated marcom Management or MOM</li> </ul>
CHANGE MANAGEMENT	Routine	Bottleneck
	<ul style="list-style-type: none"> <li>• DAM</li> <li>• Pre-press decoupling</li> <li>• FTP</li> <li>• Online artwork approval</li> </ul>	<ul style="list-style-type: none"> <li>• Auto artwork for campaign fulfilment</li> <li>• Digital file transfers</li> <li>• Digital batch approval</li> <li>• Auto workflow</li> </ul>
Low	CAMPAIGN EFFECTIVENESS	
		High

**SUPPLIER**

Firstly, looking at the 'supplier' quadrant, should an existing supplier recommend introducing a systemised way of working, whether focusing upon ATL or BTL campaign activity, then there are certain management

issues that need to be addressed.

a) The risk of being locked into a supply relationship, which may not yield the business benefits being focused upon.

b) Change management through this option will be high and there is a risk of a certain amount of resistance from the user community from a not invented here philosophy.

c) The impact upon campaign effectiveness may be low, as this option may only replicate the current ways of working and may not deliver best practice.

**ROUTINE**

Looking at the "Routine" quadrant, we sited a number of key areas of technology application, which would have very low change management issues and a certain amount of low level campaign effectiveness.

These included DAM – Clearly pooling all of the brands key collateral into one portal makes a great deal of sense, although this content needs managing by one central vendor. The business benefits of this are that the user community can access all live assets, through search functionality and download capabilities, enabling the re-use of assets aligned to both ATL and BTL campaign activity to be delivered. Transactional costs are reduced and the brand owner takes control of the brand collateral and how it is deployed.

Pre-media decoupling ensures the master artwork is managed by the creative agencies, whilst production is managed through a pre-defined pre-media house and print with the preferred printers. Workflow technology can be utilised to effectively manage these three suppliers through their specialist areas.

On line artwork approval; simply put is the application of technology over the web, enabling large groups of users to view and approve artwork on-line, rather than through the usual method of meetings and presentations. This is an area of significant frustration amongst the marketing fraternity and an area of high technology adoption in recent months.

**BOTTLENECK**

Looking at the "Bottleneck" quadrant, there are a number of very specific technologies available that can add value to the marcom process, notably data input digital artwork build (commonly known as automated artwork), digital file transfer technologies effectively replacing FTP, digital campaign batch approval, where multi media channels can be influenced by auto-artwork build and finally automated process workflows enabling campaign management to be driven by comprehensive, web enabled systems.

**FUTURE FOCUS**

Finally, the future focused quadrant which is crucially the ultimate end game, relates to the end-to-end

*The paramount focus for any technology implementation is the deliverable over time of overall effectiveness of brand communication and campaign implementation.*

integrated marcom management solution and should not necessarily be the focus for today's market. Looking for the quick wins which can be easily change managed, should be! Therefore adopting configurable MOM solutions, which provide point solutions to overcome existing bottlenecks and areas of high costs is the recommendation upon which KPI's and ROI's can be based.

### EARLY ADOPTERS

It was stated that in terms of process and technology review there were two options:

- 1) The P&G model – this relates to significant savings through end to end solution adoption. Currently, P&G's cost of implementation stands at 9% of media spend, where as most other brand owners stand at between 15 – 22% of media spend.
- 2) The 'Point Solution'– this is the identification of various elements where large wastages within the process can be seen; then introduce a point solution to alleviate this waste. End to end might not be the best way forward.

For example, when dealing with a complex approval process in packaging, where ten or more approvers are required, and continuous tweaking is common practice, then split the process into:

- a) creation of design and
- b) execution of design and apply a solution to the execution process but retain the creative element for the time being, and ensure the approval piece is fully optimised.

### The Early Adopters

**Canon**

**CANON**  
Decoupled Pre-media



**FORD**  
DAM



**SHELL**  
Online Print  
Management

**DIAGEO**

**DIAGEO**  
Systemised Packaging  
and TVC

**accenture**  
*High performance. Delivered.*

**ACCENTURE**  
DAM



**VOLKSWAGEN**  
Decoupled Pre-media

**P&G**

**P & G**  
TVC Digital Automation

**PHILIPS**

**PHILIPS**  
Systemised ATL

*Therefore adopting configurable MOM solutions, which provide point solutions to overcome existing bottlenecks and areas of high costs is the recommendation upon which KPI's and ROI's can be based.*

# Adopting the Right Technology

## WHERE TO BEGIN

For the Procurement and Marketing functions this has inherently been the stumbling block. The question is, are we reshaping how we work, or are we buying a commodity production/service?

In direct answer to the starter question; we are doing both and at the same time, applying the rigour of good purchasing practices to the most valuable part of any brand owners capital expenditure – that of marketing campaign execution.

This activity involves the examination of all the key stakeholders involved within the process of campaign management, aligned to the need for cost transparency, streamlined and automated processes, including professionally disciplined project management, ownership and control.

Firstly, benchmarking the current ways of working, and gaining the deep understanding needed into how campaigns are currently delivered to media (who does what?), is an obvious start point for any project team. Aligned with the investigation of the total spend with the direct agencies and primarily de-coupling creative fees from production costs and out of pocket expenses, including any local country level activity; this is and has to be the key to any joint initiative, as this forms the core to identifying value creation through the enterprise.

### ANALYSING THE PROCESS: 'LOW HANGING FRUIT'

Breaking down the marcom process into the diagramed stage gates, which can easily be applied to TVC, Print & Press and Outdoor, POS and DM the definition of each stage is as follows:

- Creative
- Master
- Translation
- Local Master
- Local version
- Fulfilment
- Distribution

Mapping what is happening through each of these gates from task, activity and a cost perspective is crucial in defining a clear road-map to the future operational model.

### MARKET INTELLIGENCE SCANNING & SCREENING THE POTENTIALLY SUITABLE SERVICE PROVIDERS

This is managed through the following disciplines:

- Undertake extensive web research
- Engage specialist consultants aligned to the right

partners.

- Investigate market intelligence from the industry
- Review your operating divisions already utilising preferred suppliers
- Mapping the trends in the market through corporate entities who have been through a similar initiative

We can provide assistance through all of the above, to reduce the research time required to ensure all market intelligence is fully reviewed.

### ENSURE THE SUPPLIERS ARE ALIGNED TO THE RIGHT ACTIVITIES

In defining the roadmap to reshaping your Marcom implementation processes, the resulting focus has to be driven into aligning best in class specialist's to the value chain. Advertising agencies view their creative concepts and campaigns as their specialism and historically they have been responsible for delivering the campaign through the stages of implementation and production.

This is changing, as the corporate trend is to redefine the processes of campaign implementation, taking ownership and control of the process, whilst at the same time aligning professional procurement to what has been the last bastion for cost efficiency – The Marketing budget.

Certain progressive agencies have already divested themselves of what has been, traditionally a lucrative profit centre. Aligning their business position toward developing consumer creative communications that drive bottom line sales, and aligning their clients post production and implementation requirements with partnered specialist service providers. Most agencies have retained this activity as a key function aligned to their core product – creativity.

Advertising agencies have utilised their production departments to buy in third party services for Marcoms across both ATL and BTL; these 3<sup>rd</sup> party services have all realised the direct supply trend and have started to supply their services direct to the Corporate Brand Owner, either through their own sales drive or from being approached by the procurement department of corporates. One key benefit of direct supply within the Marcom Value Chain is the elimination of amendments in the process, which can range from 20% - 40% in some instances. In addition to this a corporate brand owner gains transparency into just what they are paying for, and the potentially benchmarked market rate.

*Firstly, benchmarking the current ways of working, and gaining the deep understanding needed into how campaigns are currently delivered to media (who does what?), is an obvious start point for any project team.*

One key risk is that the preferred agency relationship shuts the door after the creative phase and therefore causes a non-collaboration disconnect within the process, resulting in a bottleneck. This will cause friction with any de-coupling of service providers within the value chain, as the ultimate objective is to have all key stakeholders working totally collaboratively aligned to one client goal.

## WHAT TO LOOK FOR AND WHAT WILL IT LOOK LIKE?

As you embark on your Marcoms reshape, this is what to look for:

*The trend of Corporate brand owners investigating and implementing change through Marcom processes, is here to stay, as the marketing budget has only just begun to have the magnifying glass of procurement focused upon it.*

The current ways of working through most marcom processes will, in most cases, be unstructured, reactive and more of a concern non-transparent. There are some Corporate brand owners out in the market, who are very structured and are leading edge when it comes down to processes and automated systems, therefore your approach to reshaping marcom processes is not new, it's just new to most corporations, as change management impacting on ways of working can be one of the most difficult changes to achieve.

## COMMON ISSUES

### DATA INPUTS

Data Inputs are all too often late, can be inaccurate, or confusing, time consuming, fraught with human error and not aligned to one templated way of working.

### THE PROCESSES

Often the processes don't exist, everyone is working within their own natural and evolved comfort zone... 'This is the way that I have always done it, I instruct the Agency and they have to deliver'. There is nothing wrong with this, apart from the fact that this attitude costs, and in its own right is inherently inefficient.

### PROJECT MANAGEMENT

as a core senior discipline which should reside within the key stakeholders of the marcom value chain, has slowly but surely been eroded from the front of office client service environment, as account management structures have been taken over by the agency trafficking departments, which can be costly and resource intensive.

Generally these ways of working can be summarized by the "Phone and email track", which within themselves are wholly inefficient and dependent upon the skill and maturity level of the enterprise and the existing vendor relationships, which we have learnt,

do not match the professionalism required to drive transparency through disciplined project management.

## MANAGING THE RESULTS

Looking at managing business results – How successfully has a campaign been implemented? This is something that is very rarely measured. The only time a campaign is investigated is when it fails or somebody within the chain highlights a specific issue, generally most issues are swept under the carpet.

## ROLES & RESPONSIBILITIES

Roles and responsibilities throughout Marcom processes are often unclear and blurred between different stakeholders. Collaborative working is often non-existent and therefore project management has to be applied throughout the value chain.

## TOOLS & TECHNIQUES

During the session a number of needs analysis techniques were delivered and discussed, including indicative ROI modules that could be achieved through the following approaches:

### ROI MODELS

A critical part of the needs analysis is the ROI study. Documenting the % saving for all discreet processes within the Production Supply Chain, through technology and automation will provide a basis for the business case.

### KPI

Ascertaining the business benefits that the MRM solution will reap once implemented and adopted, is a necessary requirement to prove the worth of the undertaking.

### SWOT ANALYSIS

Can be performed to arrive at the adopted solution through an objective and unequivocal means.

### QUALIFICATION SURVEYS

Preparatory and follow-up surveys procure the input necessary to support the interviews undertaken in the study.

### INTERVIEWS

A predefined set of questions form the framework for interviews. These questions are adapted to the roles and areas of expertise that these individuals exhibit with a specific emphasis on their relationship to the processes being explored.

*Reshaping marcom processes is not new, it's just new to most corporations, as change management impacting on ways of working can be one of the most difficult changes to achieve.*

## WORKFLOW MAPPING

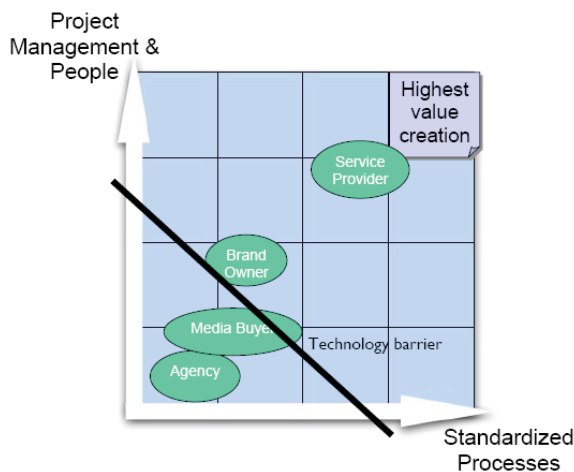
Of extreme importance is accurate workflow modelling during the solution definition study. A collaborative approach to the production of workflow models is necessary to communicate both visually and verbally the workflow process models to be replicated in the eventual solution.

## MOVING FROM THE EXISTING WAY OF WORKING TO A NEW REGIME OF ENTERPRISE MARCOM COLLABORATION

Clearly from the session there is an over-riding need for integrated project management and enterprise collaboration, ultimately defining and managing best practices for the implementation of brand campaigns - therefore value creation demands a re-focus upon the business results and a more structured way of working:

The current state is that vendors already existing within the current client relationship will have a low maturity level on either of the following axis. Their focus is on tasks and campaign delivery, their standardized processes will be lacking and flawed. Their ways of working will also be unstructured and tactical.

The desired state is to drive the current or new vendor chain into the upper right corner and as we have learnt throughout the process, there is a natural boundary that limits the ability of current partners to add value.



## ROI

By utilising the tools and techniques discussed above, the following savings may be acquired:

Process	Saving
Simple artwork amendment, PDF creation, approval and distribution to print using customised templates	87%
Print procurement workflow following 'new & approved' artwork file	81%
Print procurement for 'existing artwork file', catalogue driven repeatable work	77%
Asset storage and retrieval	82%
Approvals	47%
Raising a purchase order	86%
Artwork build with translation	61%
3rd party procurement, design, artwork and pre-press	78%

*Clearly from the session there is an over-riding need for defining and managing best practices for the implementation of brand campaigns*

# Conclusions

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## RECOMMENDATION

In order to get to a corporate brand owner's ideal situation, your partners must execute a digital business strategy which will be characterized by:

- Uniform processes and detailed reporting.
- Integrated project management for managing best practices.
- The utilization of point solution technology to optimize efficiencies through the supply chain.

a) This will require in some cases a fundamental shift in their business model and significant new investments in their infrastructure (both people and technology). This will take significant efforts in change management.

b) If you want to break the barrier in the short run you could introduce a partner that already has those specific core skill sets and characteristics.

c) This will create a pull-effect toward existing partners and will serve as an independent measurement stick.

d) Next to that you will need to run specific improvement programs for existing partners as defined through any agency appraisals and pilots.

e) Finally, bring some of the ownership back in house by introducing technology that automates processes and provides the dashboard that will provide the overview required for effective campaign execution.

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## FINALLY

We would like to thank you once again for your active participation on Mtivity's first Marketing Forum. We hope you found the session informative and insightful with regard to both the marketing process and marketing technology reviews that were undertaken.

Mtivity will be sponsoring future Marketing forum's, the content of which will relate specifically to key sections of the Marketing and campaign lifecycles. We hope that you will be able to attend and to that end we hope that you or a colleague will support our events in the future.

Many thanks again and we are sure that the day, this paper and our future events will be valuable to you and the organizations that you represent.

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