

PROCESS MAKES PERFECT

We have recently returned from a global conference on marketing (you can read our blog on this [here](#)) and one of the many things that caught our attention was that marketers and agencies are finally recognizing the financial value of good process.

At this event, software giant Microsoft showcased how they have worked on their own internal briefing and evaluation processes to drive improvement. Imagine that in the 200 agency briefs they analyzed

- 60% lacked success metrics
- 42% lacked competitive information
- 25% lacked a call to action

It was this willingness to look internally that drove so much value externally – by reducing agency frustration and enabling them to attract better talent at the right time. This case study tied in well with a lot of other work we have also been doing for marketers on this topic. We believe there are five fundamentals that every company needs to consider when developing marketing with their partners.

1. You can't move what you don't measure. Within your own business, you need to review your current briefing and evaluation process. You need to set targets and goals for your own Brand Managers and agencies and track them accordingly. As more and more marketers move away from commission, time has become money, and the best companies are benchmarking their own process speeds to drive results.

2. It's not the Scope of Work, it's the Scope of Re-Work. Microsoft discovered that so many of their campaigns went through five rounds of reviews, or even eight rounds of reviews. These are the fundamental issues that impact a positive relationship – and tend to reduce the quality of talent you will get from an agency. The “Re-Work Hours” quickly become part of the culture and your agencies will quite rightly start planning and costing these as par for the course. It can only lead to ongoing misalignment and more issues.

3. Find and get involved in the “Moments of Truth”. In the development of every campaign, there will be critical “Moments of Truth”, when senior marketing needs to add value. By doing this early and at the right time, you can significantly reduce time and wastage and drive efficiency. A strong marketing director will be there at the briefing, the first agency proposal, the pre-production meeting, the first cut, etc. Find the core places in advance, and make your presence felt.

4. Invite 360 degree dialog. Despite involvement at the right time, no senior marketer can expect to have total transparency over every campaign. By instituting a regular six monthly review of all agency partners – and offering them the opportunity to review your team, you gain the fresh insight for continuous learning. This year, we’re supporting several companies review their relationships with their creative, media, digital, PR and research agencies – but more importantly giving them a voice to , so that together there can be an improved way forward.

5. Link Incentives to Process Improvement. For the most progressive companies, there’s an opportunity now internally to reward marketing teams and agency partners based on Process Improvement. As companies continue to look to more and more areas to drive this, it’s the most practical way to measure success.

Improving the marketing process should be everyone’s business – marketers will get better ideas sooner for less cost – and agencies will run more profitable efficient businesses. And together, both can truly achieve more

ABOUT R3

R3 is a consulting group focused on measuring the ROI of marketing and media. We offer independent insight, process and strategies to improve marketing efficiency and effectiveness

Our clients include Coca-Cola, Samsung, VISA, Johnson & Johnson, SCA Hygiene and Singapore Airlines.

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