



The Chartered
Institute of Marketing

Canon

White paper:

Unlock the value of creative



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Unlock the value of creative

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Take the survey www.global-benchmark.com/creative

Foreword

As organisations increasingly focus on growth and an ‘upturn’ mindset, marketers across all sectors are grappling with the challenge of driving performance whilst working smarter to achieve more effective communications with less resource:

- How can we do more with less?
- How can we become more efficient and responsive?
- How can we better learn from our experiences?

Responding to these questions, The Chartered Institute of Marketing and Canon Consultancy Services are collaborating to explore how industry leaders can unlock the value of their creative marketing processes.

This white paper is based on over 25 in-depth interviews with senior industry practitioners across Europe and its publication coincides with the launch of our main, quantitative research phase – an online benchmark survey.

We encourage you to take part in the survey and help contribute to the development of a practical guide to improving performance, by visiting www.global-benchmark.com/creative.

You can also find out more about the issues facing leaders through a dedicated industry blog and YouTube channel, at www.unlockthevalueofcreative.com.

We look forward to your contributions and to sharing the final outputs of this important project with you in October 2011.



David Thorp
Director of Research and Professional Development
The Chartered Institute of Marketing



Gary Horsfall
Head of Consultancy Services
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The opportunity

'Doing more with less' has become something of a new mantra for brand and marketing professionals – more channels, more information, less budget, less people and less time.

For some it's a case of continued prudence resulting from the recent economic turmoil; for others, it's simply a way of life. When coupled with the growth in information; the explosion of channels; increasing customer empowerment; and growing expectations borne out of the digital era, it's easy to see the pressures facing marketing leaders.

The business environment also makes the case for change. Shorter product lifecycles mean that marketing needs to be even more 'fleet of foot' in order to remain competitive, drive demand and influence consumer behaviours at launch in order to gain highest margins and impact.

Meanwhile, legislation such as Sarbanes-Oxley is increasing the need for accountability and

compliance, compounding the need for transparency and documentation of approvals.

As organisations grapple with these challenges and an overall increase in demand for new content and campaigns, delivered across multiple channels with closer and closer integration, improving the ability to plan, develop, manage and measure creative, marketing and brand assets becomes critical.

Unlock the value of creative, however, isn't necessarily only a *defensive* response to these challenges; it should also be a *proactive* step by marketers to deliver efficiency *and* to improve effectiveness.

Succeeding isn't just about coping with a reducing budget; it also offers a range of compelling opportunities:

- More consistent brand identity across key geographies, businesses or customer engagements.

- Better value for money from investments in creative, brand and marketing asset creation.
- A more 'joined up' campaign approach across multiple and often diverse channels.
- Lower cost of campaign development and a faster time to market.
- Greater effectiveness and an improved return on investment.
- A more agile and flexible marketing function.

Those that embrace the opportunity will have the best chance of deriving the benefits above and, in doing so, reaffirming the strategic value of brand and marketing teams.

“Doing more with less has become something of a new mantra for brand and marketing professionals”

About the research project

This white paper has been published at the midway point of this study; the qualitative research phase is now complete, interviews with a range of senior marketing, brand and communications leaders across a range of industry sectors, including **Santander, BP, Aon, BMW, Siemens, BUPA** and **Paramount**.

This paper summarises the preliminary insights, observations and hypotheses and directs readers to the main, quantitative online benchmarking survey of over 200 organisations

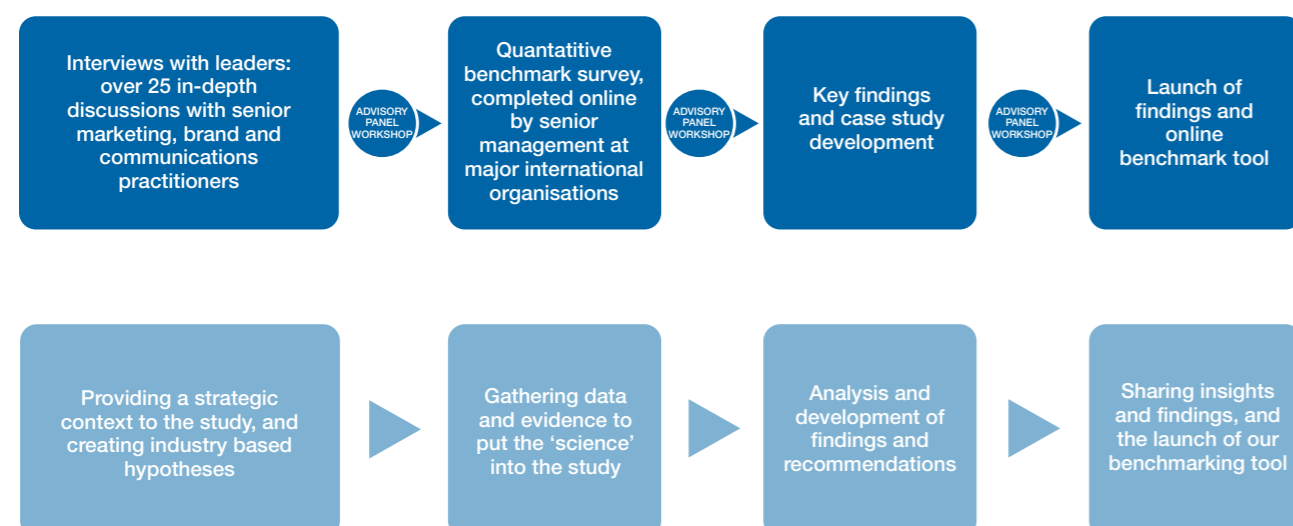
(commencing June 2011). It is designed to challenge assumptions, provoke debate, stimulate discussion and encourage participation in our next research phase, resulting in detailed research findings from October 2011.

Research focus

The principle aim of this study is to identify and detail opportunities for organisations to unlock more value from their creative marketing processes. We began with three key questions:

- **How can we get more value from our investments in creative, brand and marketing assets?**
- **How can we become more efficient by improving campaign management processes?**
- **How can we better identify, capture and share good practice across the organisation?**

Research process



Advisory Panel

Critical to the industry grounding of this project is our Advisory Panel. Tasked with providing critique, counsel and guidance throughout the course of this project, we are indebted to the following practitioners for their time and contributions:

David Cook

Director, Corporate Marketing, Communications and Government Affairs, UK, 3M

Barney Bailey

Head of Brand, Barclays

Damien Dunne

Director, Marketing Strategy and Innovation, Europe Cisco

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Global Brand Director, Jones Lang LaSalle

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Sydney Kimball

General Manager, Global Convenience Retail and Lubricants Marketing, Shell

Stewart Pedler

Global Head of Marketing and Creative Services Thomson Reuters



Key contributors

Throughout April 2011, our project team spent time interviewing, in depth, a wide range of experienced marketing, communications and brand practitioners. Our thanks go to these individuals for their support and candid contributions at the formative stages of this initiative:

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Planning and Metrics,
Zurich



Emerging themes

Throughout April 2011, our project team were in deep dialogue with senior industry practitioners, discussing in detail their challenges, priorities, experiences and

opinions. These conversations produced a range of fascinating insights and anecdotes which have shaped and informed the direction of this project.

The team synthesised observations and anecdotes into seven key emerging themes, each of which is detailed within this paper:

Even the strong can be dysfunctional

Cost control has become a way of life

Technology isn't the answer – but it is a part of it

Solving problems and unlocking value requires an holistic approach

The changing digital landscape is creating turbulence and opportunity

Measurement is an area of significant concern but low capability

Best practice: highly regarded but under-utilised

“How can we better identify, capture and share good practice across the organisation?”

Even the strong can be dysfunctional

Many research studies focus on the distinctions between low performers and high performers, with a view to providing guidance to businesses seeking to transition between the two.

In principle, this is a logical means of clustering organisations with different characteristics or levels of relative success in tackling a problem. In practice, however, it masks a grey area we would label **'pockets of progress'**.

A number of organisations involved in our research appeared, at first glance, to be progressive and advanced, each exhibiting and evidencing a number of key successes in their efforts to unlock more value from their creative assets.

On deeper investigation however, it emerged that these successes were limited only

to certain channels, specific processes, stages in creative production, or stages in product lifecycles, rather than being consistent across the breadth of marketing capability.

For example, in one organisation we discussed a number of key initiatives happening within a business unit, specifically designed to improve the organisation's ability to capitalise on good practice and learnings from past campaigns. It later transpired that these initiatives were confined to this business unit alone, overlooking the potential talent and tacit knowledge available in other marketing teams and businesses.

In another organisation, we uncovered evidence of significant efforts to reduce the net cost of new creative.

These efforts, however, didn't account for businesses in other geographies which also invest in creative development and hold a latent opportunity for collaboration and sharing of assets and costs.

Conversely, there might also be 'pockets of potential', where there is a strong coincidence between good practice, low cost labour and high quality borne out of reworking the marketing operating model to achieve cost savings (for example through a shared service model or offshoring).

"It masks a grey area we would label 'pockets of progress'"

Cost control has become a way of life

We began this initiative with the hypothesis that many organisations would be actively looking to improve their creative processes or management of creative, brand and marketing assets in order to secure significant cost savings.

What emerged during our interviews, however, was that significant cost savings alone were not the dominant motivator for any reviews of creative processes or asset development and management; this is not to suggest that cost savings are not a concern, rather that cost control has become a way of life and therefore an expected feature of any improvement initiative but that it sits alongside a wider portfolio of expected benefits.

One of our interviewees put this best:
"It's always good to check that you're getting value for money and of course there's always room for improvement. That said, we've squeezed this area significantly over the last few years and it's already pretty lean – cost control has just become a way of life."

In terms of a return on our time, we see value not in

a focus on cost reduction alone, but in directing our efforts towards streamlining how we work and improving our campaign effectiveness in market – it'll have a greater effect on growth and in the process is likely to deliver some cost impact as an added benefit."

For technology investments, this indicates the delicate balancing act of value versus cost: recognising the need to evaluate costs without compromising value-added expertise which ultimately impacts quality and the pace to deliver.

Spend visibility and transparency

Compounding these issues, we observed that many organisations don't know fully what they spend on marketing, challenged by visibility across divisional boundaries, geographies and, in some cases, premiums resulting from agencies outsourcing activities to a second layer of third parties.

Furthermore, many organisations that benefit from transparency of budget allocation don't necessarily have visibility of how the planned investment is deployed in reality.

Finally, many marketers are paying increasing attention to the de-coupling of creative concepts from production. This trend towards de-coupling has, in some cases, helped provide marketers with greater visibility of what they are spending. Historically, for example, a creative agency would produce multiple formats of a television commercial yet in fact a media agency would only use or place one format, therefore creating wastage. With this delineation becoming more commonplace, marketers have more visibility and therefore greater power in commissioning work and managing spend.

Overall, with such barriers in place, it stands to reason that visibility of end-to-end costs are difficult to track, even if IT enablers are in place.

"End-to-end costs are difficult to track, even if IT enablers are in place"

Technology isn't the answer – but it is a part of it

Past research* has revealed the dominance of decentralised and matrix marketing operations, where marketing headcount and spend is often widely dispersed across businesses, brands and countries.

Encouraging communication and common working practices across such a dispersed marketing organisation can be difficult, particularly given the added barriers of budget restrictions, time constraints and environmental considerations associated with travel. This context shines a light on technology as a potentially powerful tool for managing creative, brand and marketing assets and processes in a manner that is efficient for both time and financial cost.

Whilst every organisation we interviewed during the qualitative research phase of this project utilise a form of 'brand portal' to achieve this, the level of sophistication of these tools varied widely. In some cases the role of technology was simply to archive past creative content – a 'digital asset management' solution.

At the other end of the spectrum, a small number of organisations are investing in sophisticated systems not only incorporating a creative repository, but providing workflow management, auditing and budgeting tools – combining digital asset management with marketing resource management.

Most organisations we interviewed face one or more shared challenges in spite of the use of a 'brand portal':

- Difficulty in encouraging adoption and usage of the technology.
- Lack of transparency on how and where assets are being used.
- Limited collaboration capability for asset creation, adaptation and re-use.
- An inability to measure campaign effectiveness.
- Inconsistent planning, budgeting and evaluation processes.

A technology lag

Our research discussions highlighted a lag between technology enablement in marketing, when compared to other customer facing functions such as sales and customer service.

Whilst marketers have access to many niche products that fulfil specific requirements, the overall marketing technology landscape is highly fragmented with few 'integrated platforms' that support end-to-end creative development such as: planning; budgeting and demand management; production; collaboration; distribution; and storage.

Given this fragmentation of technology enablers, the cost of integration different systems increases significantly, leading to the overall change initiative being perceived as too expensive or too hard.

Whilst 'the cloud' will probably bring new opportunities to address this, many companies have responded by building their own in-house bespoke solutions or leveraging solutions provided by agencies. Both responses present challenges: the former is based on desktop software scaled for an enterprise application and the latter is developed as much to tie clients to agencies as it is to drive operating efficiencies.

An industry perspective

BP Group plc



At BP we think we've been quite progressive in embracing technology to help us to differentiate our communications and to ensure our campaign development and asset management processes are more robust.

We have a tool called 'Story Bank' which we use to organise and consolidate how we create and manage corporate communications and brand assets. It is not just an archive of past advertising but an interactive tool to help us govern our creative processes and communications assets.

Marketing and communications employees across BP can access this tool to provide input into what we call our 'stories' and our 'proof points'. Our agency partners also have access to ensure that both internal and external contributors work with a common framework and can collaborate via this tool.

It is both the BP brand team and our agencies situated globally who are responsible for ensuring that the latest stories, proof points and advertising are uploaded to this 'Story Bank' and categorised accordingly for further development or references for use in our campaigns.

Using technology in this way has many benefits: it helps us to manage and accelerate workflows; audit decision making; manage compliance; streamline campaign management; and share good practice. It helps us to address each of these things faster, more consistently and more effectively and is proving an invaluable investment for the business.

Marc Lim
Corporate Brand Strategy Manager
BP Group plc

* 'In search of a strategic role for marketing', CIM/Accenture global benchmarking study, 2009

Solving problems and unlocking value requires a holistic approach

In the context of this study, most organisations are largely aware of the problems they face and the opportunities available should they seize upon them.

Positively, most are also actively working to improve their current position – but their efforts potentially limited in that they are tackling individual components of a wider necessary solution. For instance, improving campaign management processes without improving planning or metrics won't have the necessary impact to drive a significant positive uplift in performance.

The key to unlocking value from creative is to approach problems holistically:

- Ensuring alignment with strategic priorities and organisational wide initiatives

- Integrating any approach within the marketing function
- Tackling problems across the spectrum of people, process and technology

Successful change initiatives

Common hallmarks of a successful change programme include the use of defined milestones, executive sponsorship and a robust business case.

In the context of developing a unified approach to marketing communications, a 'current state' assessment is particularly useful to help understand the gap between current capability and a desired operating model.

Since, creative processes are typically less predictable, this initial assessment can

help to identify enablers to increase speed, reduce costs, support governance, and improve brand equity, through greater consistency in creative processes and supporting management tools.

In our experience, this 'current state' assessment typically includes interviews with multiple stakeholders, third party suppliers and agencies. Following this phase, initiatives can be prioritised objectively and plans developed to engage critical parties with shared goals and an achievable roadmap.

Ultimately, however, the first step to enabling change originates in defining a clear vision as to the future desired level of marketing communications capability.

The changing digital landscape is creating disruption *and* opportunity

The evolving digital landscape has created an explosion of information: customers are empowered by unparalleled access to information and real time communications; whilst customer expectations are continually rising; and consistency across channels is expected.

For marketers, integration, efficiency and speed to market are key to competitive advantage and it has become critical that campaigns provide the right message, to the right customer at the right time. The impact of digital technology on how organisations plan, deploy, join up and evaluate creative is significant and it is essential that this is embraced: customers frequently expect real-time engagements meaning outdated communications are no longer acceptable.

During our qualitative research, organisations expressed a variety of challenges and frustrations:

- Some organisations are simply redeploying creative assets designed for traditional media channels without considering whether appropriate for an online environment.

- Conversely, others are struggling to gain integration as 'digital' is either siloed in another part of the business or highly fragmented, found in multiple places without any co-ordination.
- Many businesses are struggling to adapt their campaign processes to suit the pace of digital channels and applications, where typically greater speed and responsiveness is called for.
- Most organisations are wrestling with the war for talent – defining it, finding it and best utilising it (and this applies both to employed marketing staff and agencies/third party service providers).
- The skill-sets required for marketing are also evolving. Social Media means that the skills required relate more closely to PR.

An end-to-end view

The single most voiced concern, however, focused on measurement. Not of digital tools themselves, but of end-to-end campaigns and the role of digital as a 'lever' within them.

While implementing truly multi-channel marketing campaigns can be challenging, the benefits can be significant. Imagine the upside presented by using real-time customer analytics in creative development.

For example, one international supermarket retailer uses digital signage to enable dynamic pricing within its grocery ranges to maximise sales and reduce wastage. By integrating with electronic point of sale, back-office systems and warehousing, the organisation is able to respond to customer behaviour in real time.

In another organisation, digital signage was used as a tool to reduce the timescale to deploy marketing collateral to retail outlets, providing similar benefits.

Measurement is an area of significant concern but low capability

As marketers we recognise the importance of measuring return on investment (ROI). The issue, however, is not simply one of measuring a 'return on creative'. Rather, the true challenges are those of campaign effectiveness and brand measurement, identifying the 'rights metrics', analysing reams of data, and using insight to inform future campaigns.

Measurement across multiple media

Our discussions highlighted an additional complexity: the need to understand return on investment across multiple media and channels. For example, it is recognised that customers very rarely use one channel in their purchase interactions. Consider how many consumers research products online not only *before* purchasing in-store, but frequently *whilst* purchasing in store.

It would therefore seem logical to measure ROI across multiple media and a range of channels impacting customer experience and behaviour. Moreover, the ability to identify the point at which one channel/medium becomes more effective than another, and the optimum channel selection to

maximise returns, is a key priority for marketing leaders.

Measurement within digital channels, in particular

A challenge frequently voiced by our interviewees, was the battle of justifying spend on intangible initiatives (such as creating brand awareness) against spend on digital channels (such as investments in a corporate website), where it is much simpler to track marketing effectiveness.

Social Media, however, adds a degree of complexity to digital channels. What, for example, is the value of 100,000 fans on Facebook or 1,000,000 followers on Twitter?

Whilst the value isn't directly attributable one organisation measure effectiveness through customer engagement on its social media spaces and discussion forums, not only tracking 'fans' endorsements of the brand but where negative comments are countered. Another common effectiveness measure included tracking the effectiveness of a 'call to action', whereby promotions or events were publicised solely through a social media channel and evaluated accordingly.

Consistent use of measurement

Whilst all marketers undertake some level of measurement, it became apparent that they do so with varying levels of consistency and frequency within an organisation. Most interviewees evaluate impact on sales and, in particular, lead generation; fewer, however, claimed to measure impact along the customer lifecycle and fewer still measured the same metrics that a Chief Financial Officer looks to evaluate effectiveness.

We believe that the growth in digital media compounds this issue as a priority area for improvement. Where organisations are progressive in their use of digital, challenges lie in justifying spend in traditional assets media which can often be harder to measure.

However, effective marketing return on investment is not tackled in isolation. Truly progressive organisations that employ ROI-based marketing recognise benefits by changing the way in which they plan, implement and assess effectiveness to the point at which analysis drives budgeting decisions.

Best practice – highly regarded but under-utilised

Most marketers recognise the cost efficiency benefits of sharing creative assets, in particular those of faster speed of execution, lower cost of development and improved campaign effectiveness and consistency.

However, our interviews suggest that in reality it seems to largely happen only in pockets with little sharing across geographic boundaries and functions. Key barriers to collaboration include: siloed operating models; the availability of management time; and the pace of 'business as usual'.

During our qualitative research, we observed common traits amongst those organisations realising success in this area: centralised creation of assets, executive sponsorship and governance.

Centralised Creation of Assets

Progressive organisations centralise content creation to largely support international launches of products and services, drive cost savings and consistency of brand

messaging, and to ensure regulatory compliance. From our discussions, we discovered that production was tightly managed allowing localisation and personalisation supported by centralised sign-off.

Executive Sponsorship

Where production is decentralised, executive sponsors were seen as key to implementing best practice sharing and re-use of content and assets. Evidence of support from leaders was held up as key to good practice and best practice initiatives gaining the traction and credibility they need.

A notable example included a 'Marketing University' where leaders meet routinely to ensure alignment on a number of initiatives and share best practice, including the re-use of effective creative.

One limiting factor is that those organisations investing in best practice sharing tended to focus on leadership positions, with little evidence of a structured

cascade of insights across delivery teams or a knowledge management initiative below senior management and leadership levels.

Governance

Finally, where organisations had rigorous marketing governance rhythms in place across functions and boundaries, we found that information sharing occurred more organically and informally, as individuals had greater visibility of localised initiatives, and could proactively identify expertise. The continuing development in technology capability and growth in collaboration tools was hailed as a potential enabler of best practice initiatives in the future.

“Centralised creation of assets, executive sponsorship and governance”

An industry perspective

Santander



Against the backdrop of Santander's recent acquisition trail in the UK, its brand and communications team (as well as other parts of the business) have built significant 'real time' experience in identifying, capturing and sharing 'best practice'. In particular, they have developed quite a skill for harnessing this in the context of creative development and asset capture and management.

Our approach to best practice initiatives has been intentionally developed across borders, between the global corporate centre in Madrid and the independent local markets. In addition, best practice development and sharing has become a focus for investment across businesses within the UK following the incorporation of Bradford and Bingley and Alliance and Leicester, as well as Abbey, into Santander. Each time we grow there is an opportunity for more learning and sharing.

Nevertheless there remains an enormous opportunity to improve processes and audit trails, efficiency and our end products.

We currently use asset management and workflow management tools with our agency partners, can share work with other markets through global intranet sites, and have just embarked on a global best practice sharing forum for marketing.

But significant opportunities to refine, develop and improve our approach to creative development and production remain, especially as technology develops and business models change.

A recent review of process-oriented third party systems including workflow and creative development tools has again opened up avenues we had previously not been aware of, and our cost conscious culture will always drive us to seek more effective and efficient ways of working.

Mark Russell
Head of Communications Delivery, UK
Santander

Characteristics of high performers

Over the course of our qualitative research phase, we have encountered evidence of strength and progress within a variety of different industry sectors. These observations have helped shape our hypotheses on the characteristics of high performers, which our online benchmarking survey will seek to validate and enrich. Here is some of our early thinking:

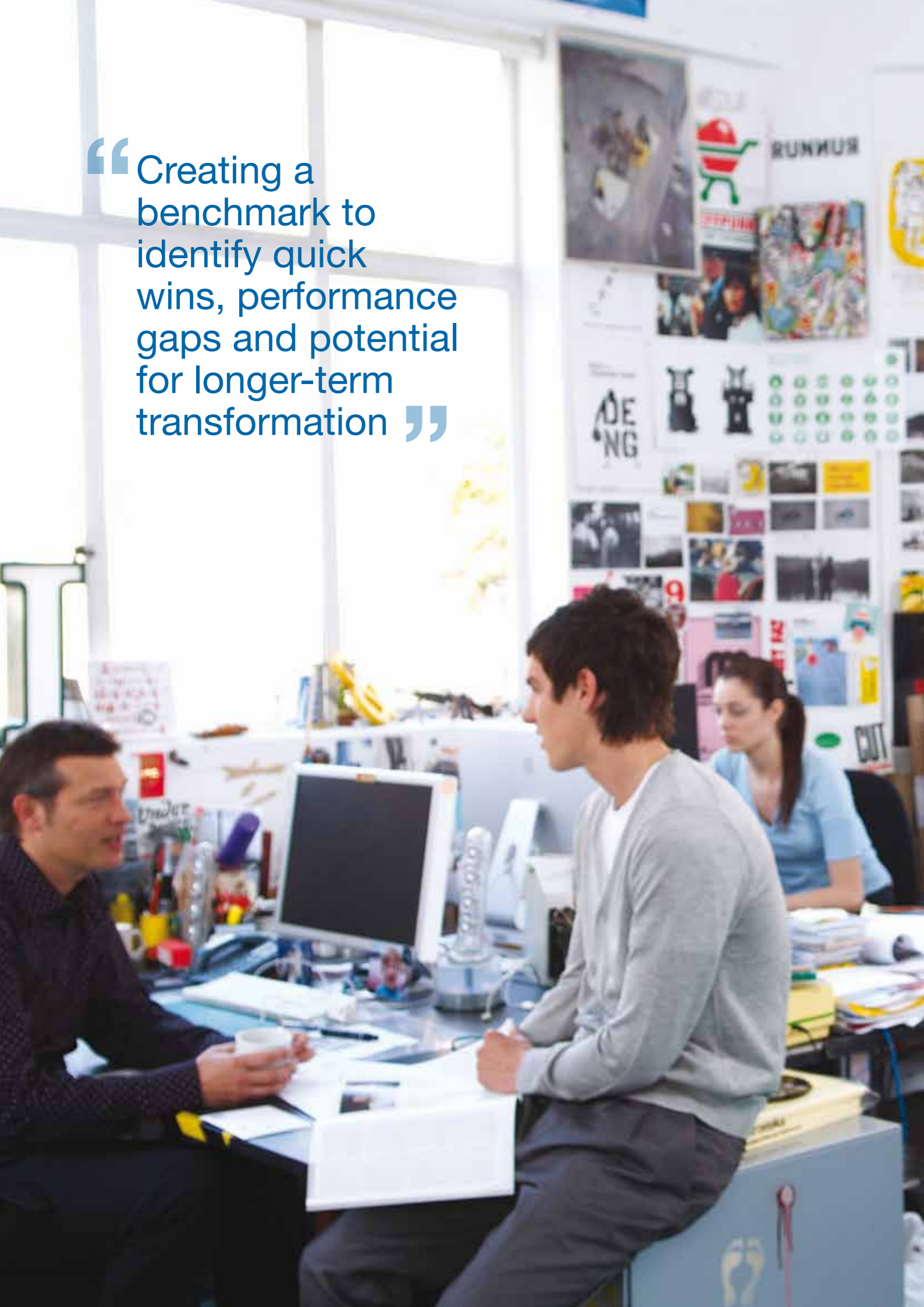
- **Senior management support:** we believe that high performing businesses invest in educating and engaging senior managers in the importance and potential value of investing in improving how creative, brand and marketing processes and assets are managed.
- **Sustained investment:** we believe that such businesses appropriately resource behind the improvement of creative development processes and management of assets, and make all reasonable efforts to preserve this investment throughout budget periods.
- **Improving efficiencies:** high performing businesses invest in improving the efficiency of the creative development processes, seeking to reduce cost of development/creation and time to market.
- **Consistency:** we believe that successful businesses invest in the processes and governance to ensure consistency both in how creative assets are developed, but also in how these assets are deployed with customers.
- **Flexibility:** we believe that such businesses make efforts to balance structured planning and robust creative development processes, with the flexibility to respond readily to changing business needs or market conditions.
- **Visibility and transparency:** we see successful organisations fine tuning their operating rhythm and governance to facilitate visibility of plans, campaigns and investments across brands, products, business units and geographies and transparency of planned spend versus actual spend.
- **Measurement:** we believe that high performing businesses will embrace measurement as a core marketing discipline; they will institutionalise this capability in their recruitment, training, development and appraisals; and marketing leaders will work in partnership with finance colleagues to develop metrics

and evaluation programmes which enable campaign evaluation at both a granular level (i.e. media performance) and at a strategic level (i.e. sales/customer impact).

- **Tools and a holistic approach:** we believe that high performing businesses will invest in the systems, tools and technologies that enable and accelerate efficient and effective management of creative, brand and marketing assets.
- **Best practice:** successful organisations will create and develop an environment that promotes sharing, reflecting and learning from both successes and failures, and that encourages communication, collaboration and sharing across the marketing organisation.

Our main quantitative research phase, an online benchmark survey detailed in the following pages, will interrogate these early thoughts and build insights into the characteristics of high performers across a range of industry sectors. We hope that you will contribute to this research by visiting www.global-benchmark.com/creative.

“Creating a benchmark to identify quick wins, performance gaps and potential for longer-term transformation”



The next phase

Building on the insights developed through our qualitative research interviews, our project moves to a more quantitative phase. The publication of this paper coincides with the launch of an online benchmark survey in which we aim to encourage participation from approximately 200 major, international organisations to provide:

- A benchmark of your performance and approaches to managing creative, brand and marketing assets and processes – relative to peers within and outside of sector.
- Ideas for quick wins – how more advanced organisations improved aspects of their operations.
- Blueprints of the characteristics of high performers and how can these can be used to improve.
- Insights as to how organisations have managed transformational change to unlock value from creative.

Key areas of investigation

Within this second, quantitative research phase, we will be specifically exploring:



Take part in the online benchmark survey

How you can get involved

Our online benchmark survey is now live and we encourage you to take part in this important initiative:

- The survey only takes 10-15 minutes to complete.
- Your responses are 100% confidential.

In return for your time, you'll receive:

- A tailored report benchmarking your responses to our survey against the final data sample.
- A complimentary copy of the final research findings report in October 2011 – before it is available publicly.
- An invitation to a private research briefing in October 2011, where you'll be the first to hear about the research insights and see live case studies from senior industry practitioners.

Visit www.global-benchmark.com/creative today – we

look forward to sharing the final outcomes, evidence and recommendations with you in October 2011.

About the partners behind this initiative

About The Chartered Institute of Marketing

As the world's largest organisation for professional marketers we play a key role in educating, developing and representing our profession. Engaging with us means being part of something bigger: a community of marketers and business professionals who exchange ideas and experience. We help individuals and organisations to continually improve their skills and knowledge through:

- **Research and insight:** knowledge and research at the very forefront of the profession.
- **Membership:** a community of over 46,000 practitioners internationally.
- **Education:** over 75 years of experience designing and awarding marketing, communications and sales qualifications from entry-level to postgraduate study.
- **Learning and Development:** over 140 courses, workshops and qualifications in all aspects of marketing, communications and sales.

As any professional marketer knows, knowledge and insight is key to successful marketing and people performance. Our

Research and Information division is at the forefront of marketing knowledge creation, producing:

- Global insights, through world-class benchmarking studies and industry think tanks.
- Trends and forecasting with a range of industry-focused indices.
- Thought leadership through bi-annual discussion papers.
- Information services, including the home to Europe's leading specialist marketing and sales library.

For more information, visit www.cim.co.uk

About Canon Europe

Canon Europe is the regional sales and marketing operation for Canon Inc., represented in 116 countries and employing over 11,000 people across Europe, the Middle East and Africa (EMEA). Canon's tireless passion for the Power of Image has established it as a world leader in both consumer and business imaging solutions.

Canon Consultancy Services was introduced to address an emerging European enterprise information and media management market in collaboration with industry-leading management consulting firm, Accenture.

Consultancy Services is focused on providing large European organisations with a framework to overcome the challenges faced when managing information and media across multiple channels. This represents one of the biggest challenges faced by European organisations today.

Consultancy Services provides an evolving set of propositions that will be tailored to individual client needs, designed to maximise any investment returns through operational, marketing and process improvements. This business draws on Canon's expertise and heritage in information and imaging solutions in business and consumer markets and Accenture's leading business management consulting services.

For more information about Canon Consultancy Services visit, www.canon-europe.com/consultancyservices



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