



LESSONS IN (PRINT) LOVE.

The case for creativity



HOW CAN WE CONVINCE ADVERTISERS OF THE PERSUASIVE POWER OF PRINT?



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Inspired by Print Power's Round Tables for brand and media professionals in London, Berlin, Paris and at Cannes Lions Festival of Creativity 2019, there was one undisputed point on which the collective creatives concurred.

We all love print. And we universally agreed – consumers prefer print above all other channels.

But head-nodding and purring over paper aside - why aren't we seeing this love-in translated into increased outlay on advertising in newspapers, magazines, customer magazines, door drops or catalogues?

At a time when younger generations under 35 years are reading more print than any other age group, it's no surprise we're increasingly seeing successful indie magazine launches. The recent **Rethink Ink** research by Delineate for Wardour Content Marketing agency demonstrated this upturn in interest. The reason? Print is engaging, trustworthy and more memorable. It leaves its mark. And yes, print is disrupting digital. But not at its expense. It's more a step back and a re-evaluation on the part of consumers. They still want a mix of media to suit their lifestyles and situations.

Proving similarly successful and effective are DM print marketing, customer magazines, catalogues and as we saw at Cannes Lions 2019 – print advertising campaigns.

Take the brave and beautiful winning entry The Blank Edition by Impact BBDO for Lebanese daily newspaper An-Nahar. It made a bold political statement with stark blank pages. Or the thought-provoking, equality-championing 'Highlight the remarkable' campaign by DDB Düsseldorf for Stabilo. Both profound examples of print that packs a punch. And examples that we'll definitely remember.

We know that ink sings off the page. And Cannes proved that print is the wake-up call for marketing effectiveness. But, again, why is there this breach between print's impressive status and what marketers are investing in?

The advertisers themselves are the drivers of ad investment, so where better to get to the heart of the love vs spend shortfall than at Cannes? We caught up with the media's main players making the case for print and creativity...



HOW CAN WE CONVINCE CMOS TO SHED THEIR PRINT BLINKERS?

Let's go back to where brand success really starts. With building a grass roots belief in marketing within leading companies. There's a positive shift happening. And CEOs are validating marketing's mission.

ALL TOGETHER NOW

A report by McKinsey & Company concludes that an organisation's ability to drive growth depends on the strength of a CMO's rapport with the C-suites in their company. That's partnerships with the CEO at every level - from sales, finance and product innovation to finance, technology and HR. It's this C-suite collaboration that puts a company and its brands firmly on the road to greater marketing effectiveness and financial gains.

It's a model that means marketing is no longer a mythical medium that no one but the marketers buy into. It becomes a word that's valued by all the chiefs in a company as they're part of any advertising conversations right from the start.

In **Marketing's moment is now: The C-suite partnership to deliver on growth**, McKinsey interviewed 60 C-level executives and conducted 200 surveys with another 200. The good news from the report? That '83 per cent of global CEOs say marketing can be a major driver of growth'. That's great. So, the CMOs have the green light and the stamp of approval for driving growth, right?

Well the outlook's not so rosy. The survey also found that 23 per cent of those same CEOs 'do not feel that marketing is delivering on that agenda.' And other C-level executives are even more sceptical. **Only half of the CFOs surveyed 'said marketing delivers on the promise of driving growth. And 40 percent don't think marketing investments should be protected during a downturn.'** Even more gloomy is the fact that even though board members are pivotal in marketing decision-making, only three per cent of have any experience of it.

It seems the way a company invests in media channels can depend on the cooperation (or lack of) between the CMO and CFO.

Today's CMOs break into three different archetypes:

Source: McKinsey & Company

24% Unifier

Strong partnership with key players in C-suite to drive growth

27% Loner

Limited relationship with C-suite focused primarily on marketing communications

49% Friend

Good relationship with 1-2 of C-suite, especially CEO, with limited responsibility for growth and customer experience

MEASURING UP

The best marketers use long- as well as short-term metrics, concludes McKinsey & Company's report

Overcoming these obstacles could be the key to growth. And the route to more creative and brave thinking when it comes to spend on print media alongside digital.

But how? Well the report identified the three types of CMO. And there's one who can lead the charge when it comes to winning over the C-suite doubters as well as boosting both growth and brands.

THREE DEGREES OF SUCCESS

These marketing brave hearts are called Unifiers. And their collaborative way of working can pave the way to success. McKinsey defined the smallest group – 24% of CMOs – as Unifiers. They have a seat at the table when it comes to making key company decisions. And through closer partnerships, they get their C-suite peers on board and ultimately to a shared vision. They have a results-oriented mindset and help to drive a company's strategy. They're pivotal and pioneering.

The more isolated Loner CMOs are seen as 'executors of brand stewardship, advertising and PR' and not as equal partners. They don't have the full support of their company's C-suite as they haven't forged the same cast-iron connections with their peers. They follow a company's strategy rather than lead it. The report identified the majority – 49%

‘Marketing’s big opportunity is here. CEOs are turning to marketing to drive their company’s growth agenda, and they’re giving CMOs the runway and support to do so.’ McKinsey & Company

of CMOs – as Friends. They lie somewhere between Unifier and Loner. They have an ally in the CEO, but their marketing agenda doesn’t have the buy-in of their C-suite peers.

LOOKS GOOD ON PAPER

But how can all McKinsey’s research boost the case for print’s marketing spend? Well the 24% of Unifiers are results-driven. So naturally, they value effectiveness.

‘Unifier CMOs demonstrate that marketing is accountable and does in fact drive predictable and significant value,’ concludes the report.

‘The best marketers use advanced analytics to help quantify the impact that marketing spend has on short- and long-term value. They build business cases with metrics that reflect meaningful financial value (ROI, customer lifetime value, revenue run rate) rather than more prevalent but less valid - in the CFO’s eyes, anyway - indicators, such as brand equity, gross rating points (GRPs), or engagement.’

If it’s down to metrics, digital media might be the marketer’s go-to platform because it gets quick-fix results. But there’s no doubting the

value of print when it comes to effectiveness, brand perception, quality, trust and experience.

THE COMPLETE PACKAGE

Print media needs to open up discussion with these Unifier CMOs about how digital and physical marketing can work collaboratively. Digital as the selling tool, print as the inspirational source. Just as no one department or business function can single-handedly deliver business growth, a digital-only spend is limiting a company’s ability to deliver creative ideas that make a lasting impact.

Could developing more research into these long-term health metrics be the saviour of print? Could print media be using these tools as convincing, media-spend arguments to take to these Unifier CMOs?

Print doesn’t deliver express data. But it’s not flash-in-the-pan. It’s more memorable. It has longevity. It delights. It’s credible. It’s target-specific. And it gets people talking.

Its results take time – but in a sea of digital noise, it stands out.

CANNES LIONS WINNER 2019

Simple and beautifully effective, Coca-Cola and DAVID The Agency's winning campaign brings the sensations of sound to print





TRY NOT TO
HEAR THIS

Coca-Cola



CAN THE SUPER CMO PIONEER THE CASE FOR PRINT?

A report by Accenture identifies a small group (17%) of the most valuable global CMOs as Pioneering CMOs who lead the way in marketing. Pioneering, how? And can this super group pioneer the case for print in integrated marketing campaigns?

BLAZING A MARKETING TRAIL

In their report **Way Beyond Marketing: the rise of the hyper-relevant CMO**, they describe these Pioneering CMOs as delivering highly relevant customer experiences. And in doing so, they're generating shareholder returns that are 11% higher than their industry peers.

So, what sets these Pioneering CMOs apart from the pack? Well it's not about chucking more money at a campaign than their peers. Rather, it's more about customer-first thinking. **'They make the customer central to their thinking and vision,'** finds the report. 'Not just in the services they provide, but in how they pivot and adapt as a company.'

They create what we call a Living Business: one that continuously adapts at speed and scale to achieve total customer relevance and sustained growth.'

Accenture's findings suggest these marketers are transforming their organisations in three ways:

THEY'RE REINVENTING FOR THE NOW AND THE NEW

They understand that change brings growth. And they're trying to do better by doing something disruptive and different.

'The pioneers understand that their organisations must remain in a permanent state of change if they're to successfully deliver on the ever-evolving needs of customers,' states the report. 'They are constantly seeking alternative sources of growth, be it through reinvention of the customer experience, breakthrough innovation or entirely new revenue streams. They're much more likely than peers to be tapping into data monetization initiatives or new ventures.'

‘Our research finds that the pioneering CMOs are more likely than their peers to be fundamentally transforming their marketing operating models’ **Accenture**

THEY'RE REJECTING A BROKEN MARKETING CULTURE

Change often involves risk-taking. That's why many companies resist it. But the Pioneering CMO is challenging the status quo. **‘The Pioneering CMOs are pulling away from the pack,’** says the report. ‘They’re focused on getting the right capabilities in place to deliver exceptional customer experiences and deploying and developing the best talent in support of that goal. When it comes to accounting for changing customer attitudes, for example, they’re far more likely to actively study a number of factors and pivot their marketing agendas in response to shifting outlooks on multichannel experience, trust, transparency and personalization.’

THEY'RE REWIRING OPERATING MODELS FOR GROWTH

Tying in neatly with McKinsey & Company's report on Unifier CMOs, Pioneering CMOs are breaking down barriers within their C-Suite. They realise that **‘behind every great marketer is a great bunch of people.’** They recognize that a crucial means to unlocking growth is by breaking barriers, whether that's silos within

their marketing organizations, dissonance between their marketing organizations and the rest of the company, or unrealized opportunities among their agencies.’

FUTURE-READY ROLES

Pioneers are also more likely to develop less conventional marketing roles to realise their vision of a Living Business. **‘The responses from the pioneers show that... they’re thinking about entirely new categories of marketers: Immersive experience designers. Storytellers. Growth hackers who unlock revenue through relentless experimentation. Futurologists. Trust leaders. By looking seriously at roles that straddle traditional boundaries.’**

WHAT THEY REALLY, REALLY WANT

But just how does this industry elite nail what the customer needs? Well to stay relevant in their customers' lives, they need to know more about the choices they make. No wonder then that this group relies on digital channels. ‘... it's little surprise that these leading marketers are at the forefront when it comes to using data to drive new insights and new action, to be able to flex and adapt and pick up speed when

Pioneering CMOs are:

Source: Accenture

27%

more likely than their peers to say that their primary expertise is in being an innovator, looking to use emerging technologies to grow the business

28%

more likely than their peers to be spending more than three-quarters of their time on managing disruptive growth

necessary,' concludes the report. All of which paints the picture of the CMO who doesn't have print media spend as a priority.

PRINT: THE DARING DISRUPTOR

In a survey launched at Cannes by the Financial Times and the Institute of Practitioners in Advertising (IPA) called **The Board-Brand Rift**, over half of business leaders ranked social media top for brand-building, while evidence places this firmly at the bottom of the list of media for effectiveness. This CMO super group and its obsession with data is driving this chasm between perception and reality.

It could also be the case that the industry is closed to anything that doesn't fit their mainstream thinking. And this unconscious bias means their misconceptions about print are hard to shake. Print media's role then, should be to make sure the industry is open to listening about print's long-term effectiveness and to challenge their thinking by talking to them in a language they understand. By presenting long-term health metrics that show a mixed media advertising plan brings considerable commercial gains.

For print to prosper, it's crucial that we talk to the 'hyper-relevant' few. And convince them that when it comes to being a disruptor and an innovator, print can lead that charge.



CANNES LIONS WINNER 2019

Love it or hate it, adam&eve DDB UK's Gold-winning Lovers, don't spread the hate campaign for Marmite is brilliantly divisive

**LOVERS,
DON'T
SPREAD
THE
HATE.**



WHY IS PRINT AND THE LONG GAME LOSING OUT?

Print is an engagement goldmine. The customer spends quality time with it. Feels an emotive connection to it. With such a pedigree in long-term effectiveness, why are marketers shunning long-term brand building with print and favouring short-term, digital metrics?

WE WANT IT, AND WE WANT IT NOW

In this data-driven culture, there seems to be a growing reliance on short-term thinking. And brands are turning to short-term results at the expense of long-term campaigns that take time to quantify. But with that comes a depressing slump in effectiveness. A survey launched at Cannes by the Financial Times and the Institute of Practitioners in Advertising (IPA) bears this out. The Board-Brand Rift finds that marketers are focused on performance marketing as it's easier to measure. In fact, 33% of those surveyed globally revealed that marketing reporting cycles are getting shorter.

SO ONLINE CHANNELS ARE GETTING THE BULK OF THE SPEND

'It may not be surprising that senior management cite the need for more data to support decisions for long-term investment in brands,' explains the report. 'The ever-greater availability and speed of online channel data, means decision support for sales activation marketing activity has, in theory, never been easier. Whilst there is now abundant evidence to support the commercial benefits of brand investment, the C-suites are likely to be looking for similar levels of evidence that is available for short-term marketing. This is challenging as linking valuable brand health data to sales is more complex than shorter-term direct response campaign performance metrics. It takes time and the analytics involved are multifaceted.'

THE MEASURE OF IT

The impediment to the balance between long and short term? It seems to be the lack of brand health metrics. Only 27% of boards use brand health KPIs that measure salience, distinctiveness and favourability and that get buy-in at senior level. This lack of

‘While campaigns are achieving these short-term sales activation effects, their ability to build brands has faltered and started to fall away,’

The Institute of Practitioners in Advertising (IPA)

understanding of the value of brand health metrics is putting a spanner in the works for a more harmonious short/long-term balance.

‘One solution might be to focus business leaders’ attention away from the creativity of the message itself and towards the brand health metrics they actually say they are looking for, which demonstrate what the message is doing for the brand and for the business,’ advises the report. ‘Some of the most successful brands now do not “show the ad campaign” in board meetings, but show “what the ad is doing for the brand” – arguably a much more appropriate way to use board time.’

PERCEPTION V REALITY

This tallies with the fact that over half of business leaders (including 30% of senior marketers) rate their knowledge of brand building as average to very poor. And in the top five of channels held in high regard for brand building, over half of business leaders rated social media and digital display advertising alongside word of mouth as top. While print advertising lags behind in fifth place. But marketing industry evidence places

social media firmly at the bottom of the list of media for effectiveness. With newspaper and magazines coming in at joint third. The evidence favours print after TV at the number one slot and radio at number two..

PLAYING THE LONG GAME

So, the skill of brand building takes a nose dive as there’s a discrepancy between what is perceived to be effective and what is really effective in the marketing mix. This bears out the McKinsey & Company study that identifies the allure and gratification of short-termism to CMOs. And goes some way to explaining the boardroom blinkers of the Accenture report’s Pioneering CMOs when it comes to long-term campaigns in the media mix. Ironically, all at a time when there’s a trust issue with online channels. And when ‘digital detoxing’ is a thing.

This obsession with digital is occurring despite print’s proven pedigree in long-term effectiveness. And despite the existing, and growing, body of evidence that shows optimal growth and profitability come from implementing a different balance between short- and long-term marketing.

Increases campaign ROI

Source: Re-evaluating media, Ebiquity / Radiocentre

What the evidence says

1	TV	10
2	Radio	9
3=	Newspapers	8
3=	Magazines	8
5	Online video	6
6	Direct mail	5
7	Social media (paid)	4
8	Online display	3
9	Out of home	2
10	Cinema	1

EVIDENCE Ebiquity's normative data on profit ROI, scored from highest to lowest.

What advertisers and agencies say

1	TV	3.9
2=	Radio	3.4
2=	Social media (paid)	3.4
2=	Online video	3.4
5	Direct mail	3.3
6	Out of home	3.2
7	Online display	3.1
8	Newspapers	3.0
9	Magazines	2.9
10	Cinema	2.5

PERCEPTION Mean score. Q. Using a scale of 1–5 where 5 is 'very good' and 1 is 'very poor', please rate each medium for its ability to increase campaign ROI. Base: n=19.

'We believe that as a result of this, the skill of brand- building, a fundamental creator of value, has been declining,' says the report.

'In turn, the effectiveness of creative work is diminishing. Commercially, this is likely to mean businesses across a wide range of sectors are not performing to their potential.'

Again, it comes down to print media producing an evidence bank of credible brand health metrics. We need to show these CMO

innovators how print can make a considerable commercial contribution. And that an effective marketing campaign is at its most dynamic when print is integrated alongside digital solutions. And of course, that the best results take time.



**CANNES LIONS WINNER 2019**

The McDonald's Home Delivery poster campaign by TBWA/Paris beautifully taps in to that need to hibernate in bad weather



IS THE LINK BETWEEN CREATIVITY AND EFFECTIVENESS BROKEN?

For years, creativity has been a sure-fire marker of commercial success. Leading brands like McDonald's and Heineken who have all won the Cannes Lions Creative Marketer of the Year saw ROI and share price value spike on the run up to their claiming the award. There's no doubt – to be effective, creativity does matter.

CREATIVITY IN FREE-FALL

Or rather, it did. And the reason why it's taking a back seat? Well it's back to the shift to short-termism. Effectiveness takes time to measure. And this obsession with rapid, data-driven results to the detriment of long-term brand building means the importance of creativity in a campaign is collapsing. The proof? It's in a report launched at **Cannes Lions by consultant Peter Field and the Institute of Practitioners in Advertising (IPA)**. It shows the effectiveness of creatively awarded campaigns has plummeted

to its lowest level in 24 years. For champions of creativity, his **Crisis in Creative Effectiveness** report makes for a bleak read. It shows that in a 12-year period until 2008, creatively awarded campaigns were around 12 times as efficient as their non-awarded counterparts. But that's dropped to four.

And the blame lies squarely with the infatuation with short-term sales activations and metrics.

'This is the report I hoped I would never have to write,' mourns Field. 'The misuse of creativity has continued to grow and the effectiveness advantage has continued to decline. Creatively awarded campaigns are now less effective than they have ever been in the entire 24-year run of data and are now no more effective than non-awarded campaigns. We have arrived in an era where award-winning creativity typically brings little or no effectiveness advantage. Creative best practice is currently being overwhelmed by poor practice, and yet there are still campaigns showing how it should be done and delivering impressive effectiveness as a result.'

‘We cannot afford to go on being complacent; already one recent survey of CMOs reported a strong belief that creativity is now irrelevant in the data-driven age. We have been warned.’

Peter Field

DIGI-DEVOTION

IPA data shows that under-allocating budget to brand building is to blame. **‘Under-allocation is a central reason why effectiveness levels have been falling: we are allowing brands to weaken and, with that, we are losing the valuable choice-priming benefits of brand building,’ says the report. ‘For effectiveness, this is very destructive behaviour.’**

And as we’ve touched on already, short-termism almost always points to the bulk of marketing spend being allocated to digital channels. ‘Probably the chief culprit for the declining effectiveness of creatively awarded campaigns is the growing trend by creative awards judges to favour short-term ‘disposable’ creativity,’ deduces the report. ‘Creative awards judges have been entranced by short-term ideas, many of which were relatively low-budget, digitally focused campaigns. And this short-termism is a major factor in underperformance. ‘High performers choose long term,’ says the report. ‘They are half as likely to be short-term as low performers. This is reflected in the average duration of high-performing campaigns; they are just over twice

as long as those of low performers. Creativity delivers very little of its full potential over short time frames and this is something we have known for much of the last ten years, yet the trend to short-term ‘disposable’ creativity continues. ‘This ‘we want it now’ culture has led to the overall benefit of creative campaigns disappearing. **‘While campaigns are achieving these short-term sales activation effects, their ability to build brands has faltered and started to fall away,’** says the IPA.

BLAND AMBITION

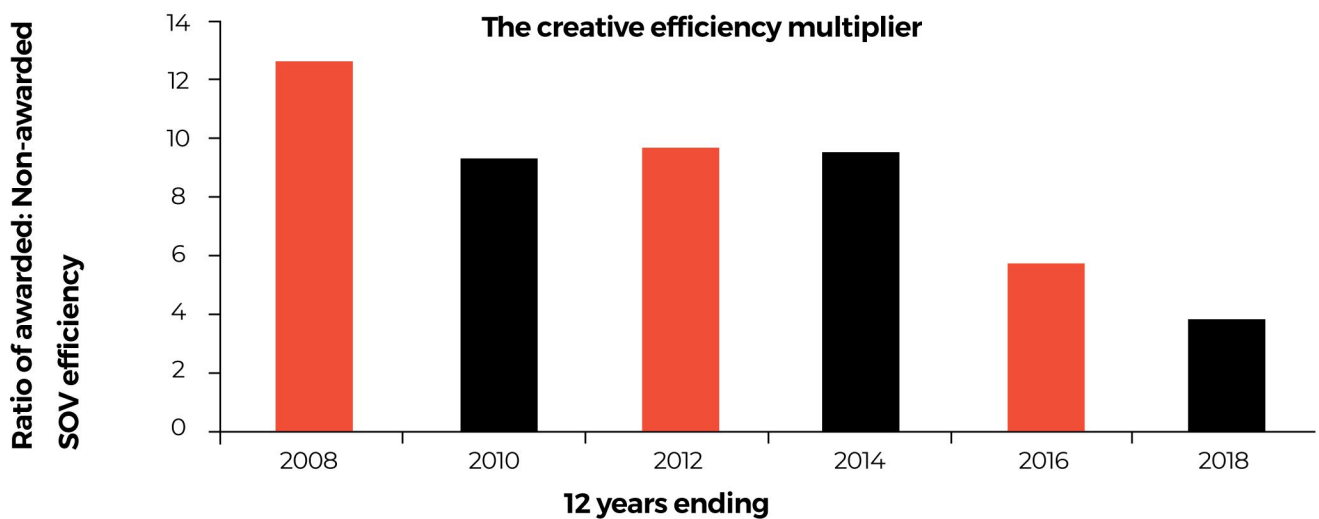
Does this refusal to play the long game, rejection of brand building and crumbling of creativity mean we’re being offered increasingly more ‘samey’ marketing messages? After all, digital and mobile solutions focus on ease of use and purpose, with no wiggle room to express creativity.

Forrester’s Customer Experience Index (CX Index) says yes – we’re definitely in a differentiation rut.

In their annual survey of over 100,000 customers to measure how well a brand’s experience strengthens loyalty, the problem

The alarming collapse of the benefit of creativity

Source: IPA Databank, 1998-2018 for-profit cases



points directly to digital sameness. **‘Many of the world’s most valuable brands find themselves struggling to maintain or improve their CX,’** declares Forrester Principal Analyst Rick Parrish. **‘In our pursuit of meeting customer needs, have we homogenized the experience itself?’**

LONG-TERM LOVE

The study concludes with a stark message to CMOs who want to raise the bar for their brand. And it involves building in a long-term strategy that works alongside what digital delivers. **‘Marketers and agencies will succeed when they put emotion in the code,’** it says. ‘Differentiation lies in the creative expression

of the brand and the emotional response it stirs, not in functional convenience built into a digital experience or application. Your job is to steer brands and communication clear of the sea of sameness in order to move both culture and commerce. That is what great creativity has and will continue to do.’

Back to Field’s report and he believes that ‘creative firepower’ will only serve to strengthen a brand over time. And this short-termism culture is sending us hurtling towards a future where campaigns will under-perform in the long term. Ultimately weakening support for creativity in management circles.



IS PRINT MEDIA ON THE COMEBACK TRAIL?

The Field and Forrester reports show a bleak outlook for the future of creativity. Yet as Cannes proved, there are still those dynamic brands not afraid of producing inspirational, thought-provoking campaigns. And that don't shy away from bold, creative thinking. And with it, long-term brand building.

But there's a chink of light. There's that small but forward-thinking group of pioneering CMOs who might be digitally-driven, but might also be disruptive enough to consider the case for print in the marketing mix. **The reality is that digital is the leading channel, so print has to prove its effectiveness as a medium that works well alongside, rather than instead of other channels. That this combination of channels can have a long-lasting impact when they work in harmony.**

HOW DO WE CONVINCE CMOS OF THIS BALANCED APPROACH?

Print media has to start presenting these long-term health metrics around brand love and their strong returns to CMOs in a language they understand. And that means talking about how brand building can convert to commercial gains. The CMO who's brave enough to build these long-term metrics into their campaign is the true pioneer.

Print media can also benefit from closer collaboration with media organisations that champion marketing effectiveness and commercial creativity that works. Like the **EFFIE (effectiveness in marketing) Awards** – whose resources offer exceptional insights into what makes a marketing strategy effective. And like the **Institute of Practitioners in Advertising (IPA)**, who provide the advertising and marketing industry with the best models, technology, resources and tools that help measure the impact of effective marketing to realise its potential.

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