



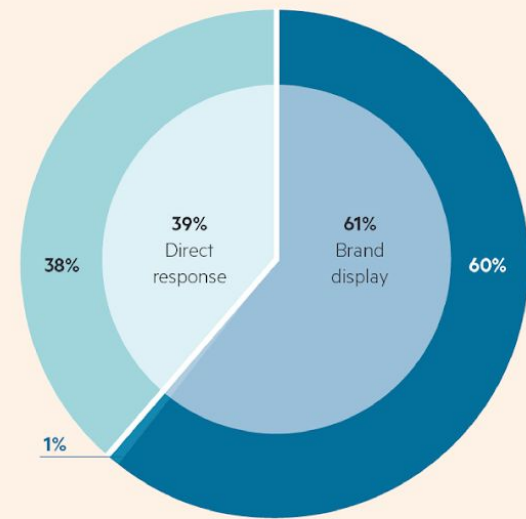
The Board - Brand Rift:

How business leaders
have stopped building brands

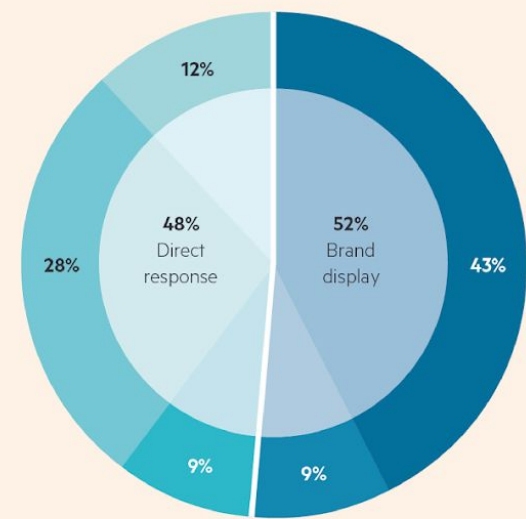
David Buttle

Global Commercial Marketing Director, Financial Times

The forces behind a very real shift



■ Analogue brand display ■ Digital brand display
■ Analogue DR



■ Analogue brand display ■ Digital brand display
■ Digital DR display ■ Digital DR ■ Analogue DR

Source: Enders Analysis estimates based on AA/WARC

Our research areas

1. Belief in
brands

2. Control of objectives
and balance

3. Brand-building
know-how

4. The contribution
of creativity

The Research

Research objectives

1. How well do boards understand the commercial value brands deliver and how they and their value are created?
2. How well do they understand a balanced mix of commercial horizons for marketing expenditure delivers better payback. What are the issues impeding this?

Demographics

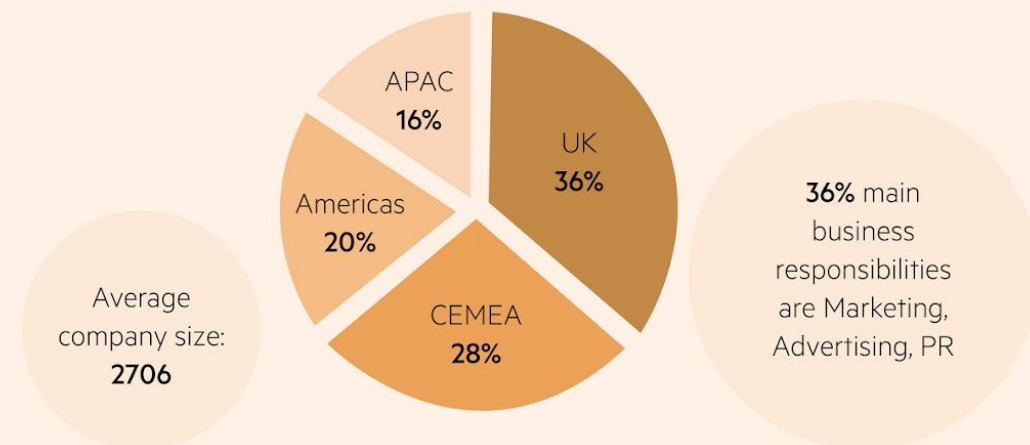
507 global responses

Fieldwork: 2 weeks to 17th May 2019

Sample: FT Feedback Forum

All Senior Business Decision Makers - 43% C-Suite

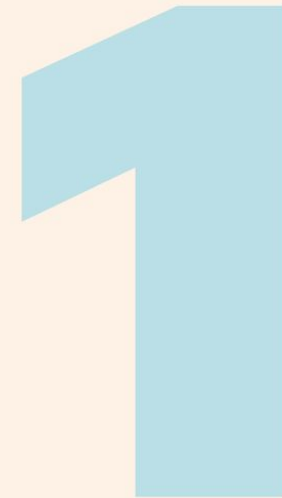
Regional Breakdown



Key findings



Conceptually, business leaders believe in brands



BUSINESS LEADERS BELIEVE STRONG BRANDS DELIVER TO THE BOTTOM LINE



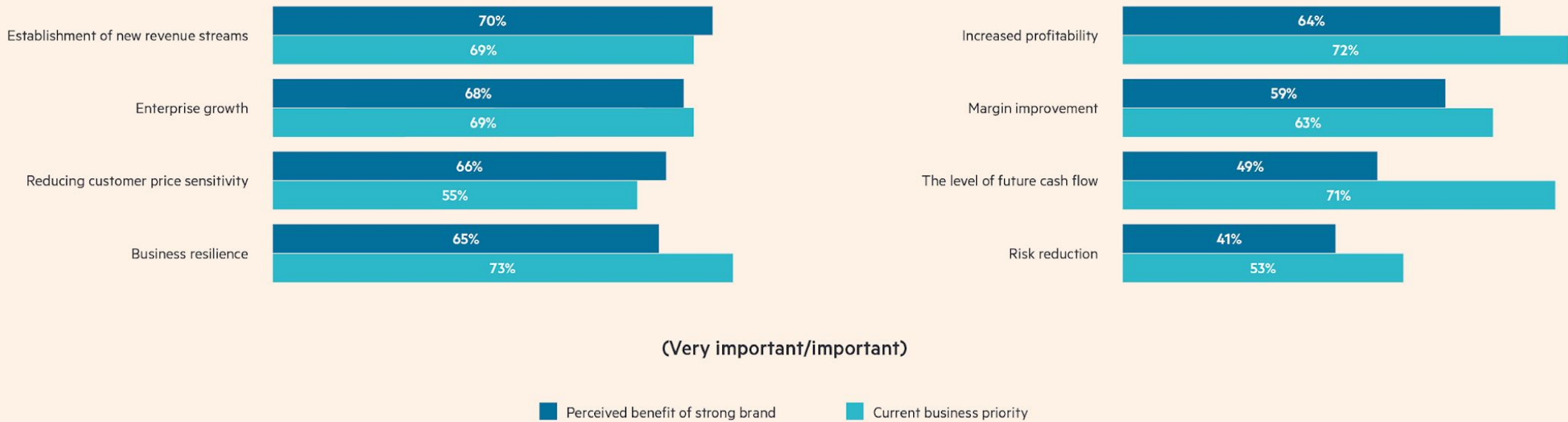
As a leadership team, we understand how a strong brand continually contributes to the bottom line of the business

Strongly agree Agree Neutral Disagree Strongly disagree

Although their perceived functions are not all priorities

2

DEGREE OF ALIGNMENT BETWEEN THE OBJECTIVES BRANDS ARE PERCEIVED TO DELIVER AND CURRENT BUSINESS PRIORITIES



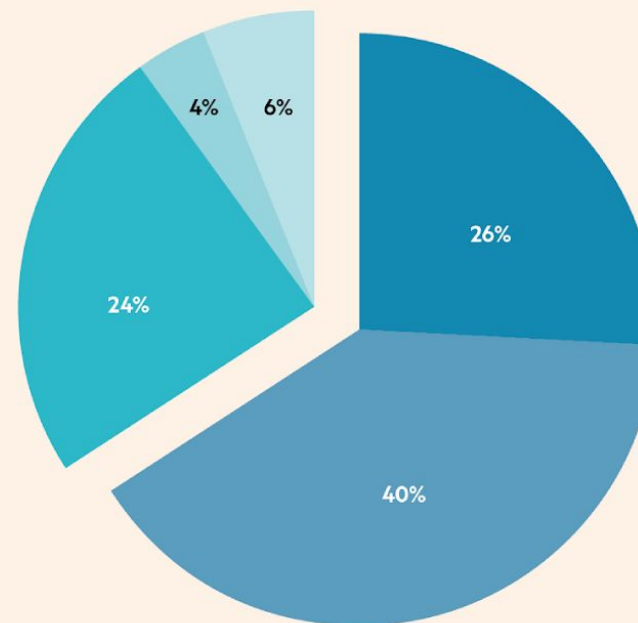
A balanced approach is notionally favoured

3

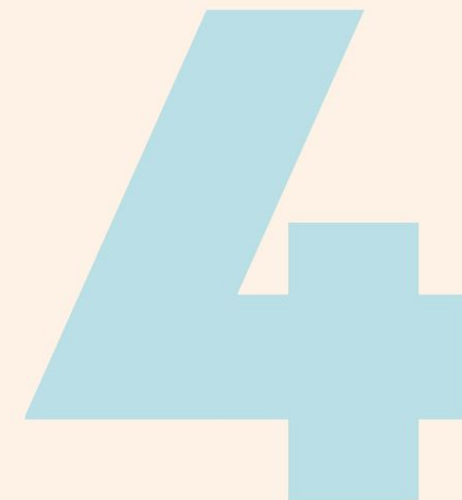
A LARGE MAJORITY OF BUSINESS LEADERS BELIEVE THAT A BALANCED APPROACH TO SHORT- AND LONG-TERM OBJECTIVES DELIVERS BETTER RETURNS

Our Board understands that a balanced approach to short- and longer-term marketing objectives will deliver a stronger commercial performance

- Strongly agree
- Agree
- Neutral



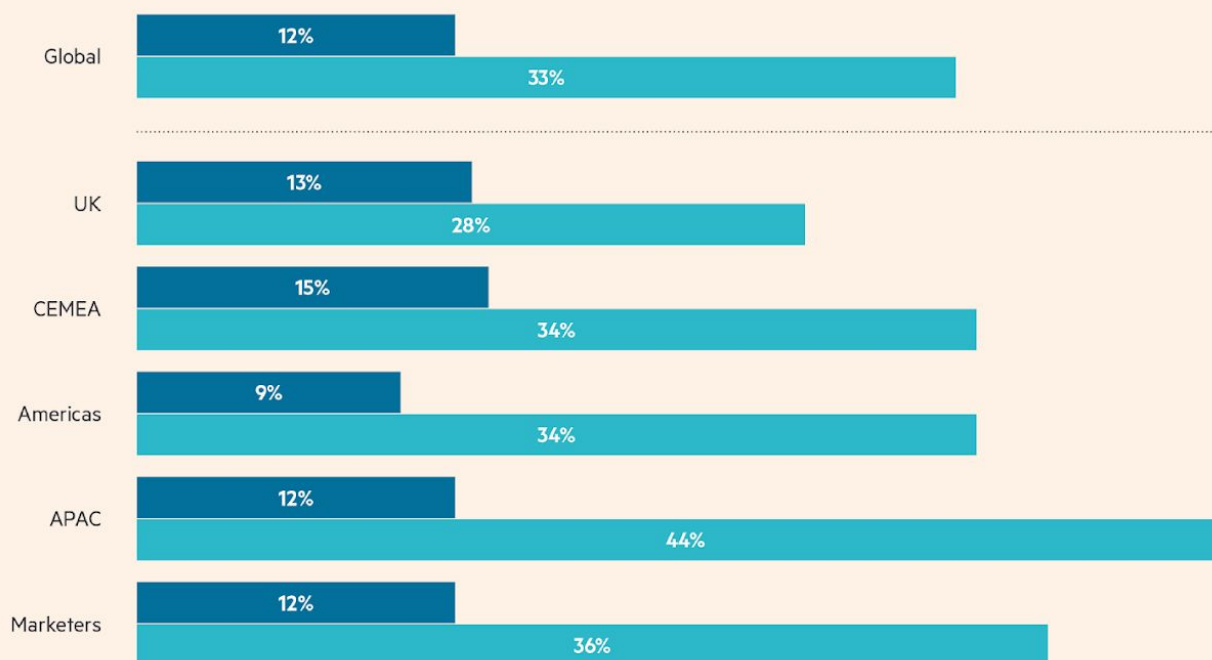
But marketing reporting cycles are getting shorter



WIDESPREAD SHORTENING OF MARKETING REPORTING CYCLES

Would you say that your reporting cycles for marketing performance are getting longer or shorter in your organisation?
Why is that?

■ Longer
■ Shorter



Boards are not confident in brand-management

5

KNOWLEDGE OF BRAND-BUILDING IS PERCEIVED AS AVERAGE TO POOR IN OVER 50% OF BOARDROOMS



How would you rate the knowledge and understanding of how strong brand is built and maintained at board level in your organisation?

■ Excellent ■ Good ■ Average ■ Poor ■ Very poor

And yet they are setting long-term objectives



HOWEVER, BOARDS WITH WEAK BRAND KNOWLEDGE ARE STILL SETTING LONG- AND SHORT-TERM MARKETING OBJECTIVES



The art of brand-building is under threat



ONE THIRD OF MARKETERS NOT CONFIDENT IN THEIR BRAND-BUILDING KNOW-HOW



How would you rate your knowledge and understanding of how a strong brand is built and maintained?

■ Excellent ■ Good ■ Average ■ Poor ■ Very poor

Deficient metrics are the central impediment to balance

8

LACK OF CREDIBLE BRAND HEALTH METRICS AND LACK OF UNDERSTANDING OF ITS VALUE ARE IMPEDING A BETTER SHORT/LONG-TERM BALANCE



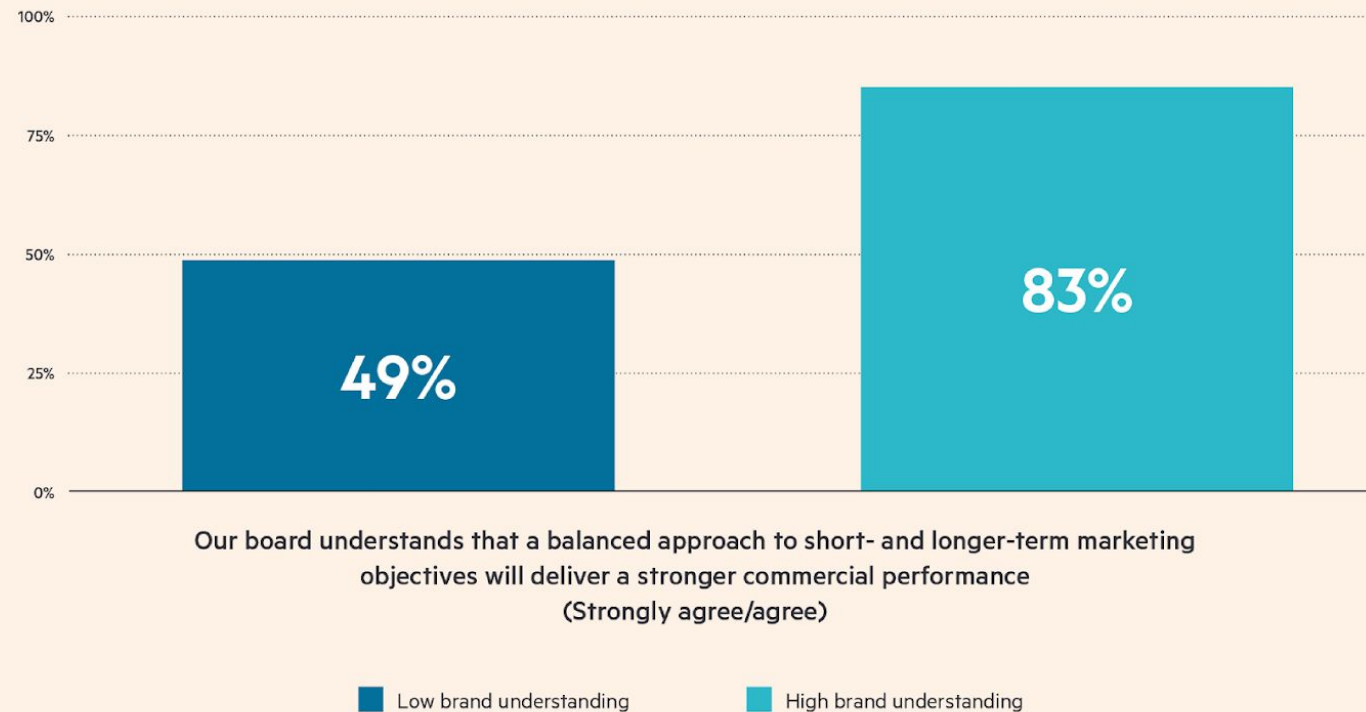
Which of the following do you think impedes a balanced approach to short- and long-term marketing activity?

Source: Fig 10. IPA Study 2019

Education also carries big potential



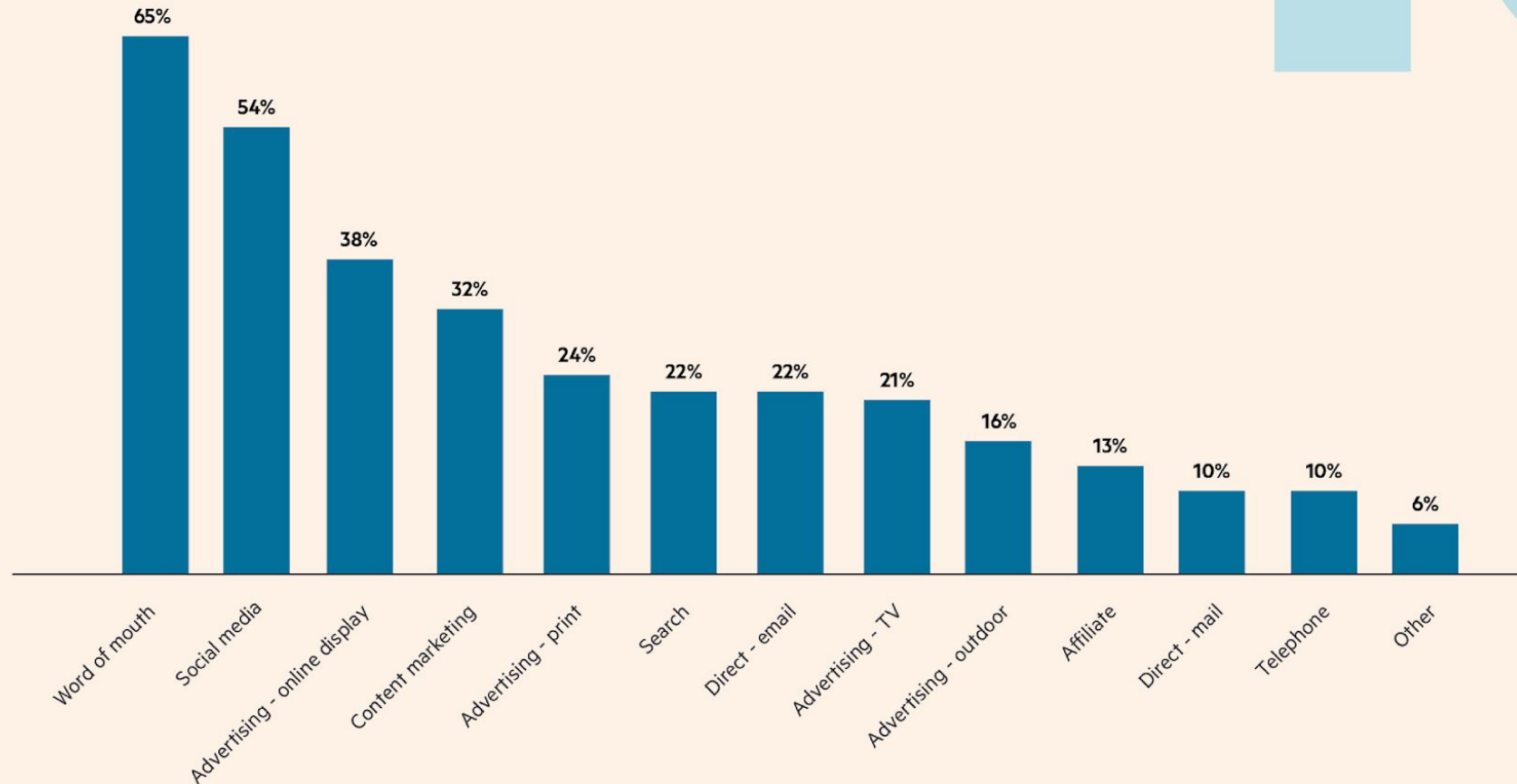
WHERE BUSINESS LEADERS DON'T UNDERSTAND HOW BRANDS ARE BUILT, THEY DON'T BELIEVE IN THE BENEFITS OF A BALANCED APPROACH TO MARKETING



Where there is a long way to go...

10

PERCEPTION OF THE MOST EFFECTIVE CHANNELS FOR BRAND-BUILDING
IS NOT ALIGNED WITH THE OBJECTIVE EVIDENCE AVAILABLE



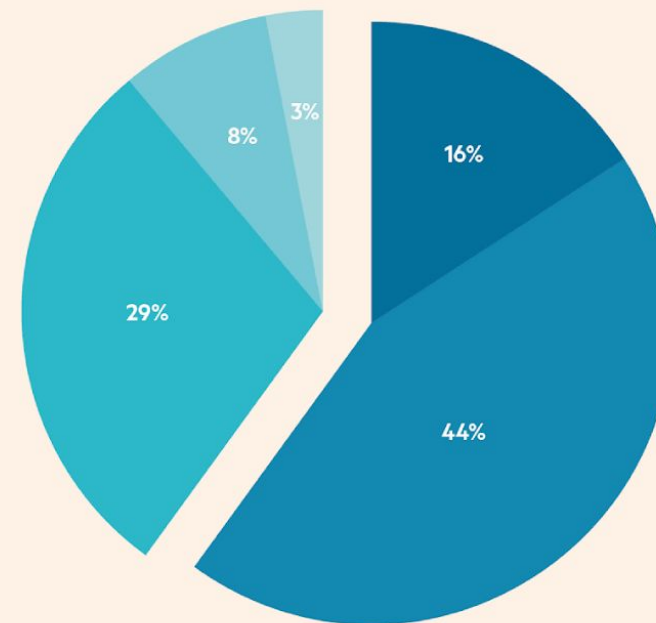
A final glimmer for creativity

10.A

BUSINESS LEADERS SAY THEY UNDERSTAND THAT QUALITY OF CREATIVITY IN MARCOMMS LINKS TO BETTER RETURN

Senior Management in my organisation understand that quality of creativity links directly to the quality of commercial performance

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree





Thank you

