

MARKETING TRANSFORMATION 2022

LESSONS FROM THE MARKETING SOCIETY'S AWARDS

BROUGHT TO YOU BY



Accenture Song

MARKETING'S TRANSFORMATION JOURNEY

Accenture Song is delighted to be a part of The Marketing Society Awards, building on Accenture's long-standing partnership with The Marketing Society.

I've been reflecting on last year's awards. We were emerging from a period of COVID-19 lockdowns and restrictions into a changed world. A digitally-enabled world. A world where delivering compelling – and joyful – customer experiences meant “going digital” for almost every brand in every sector!

Fast-forward to today and the world has changed again. The devastating war in Ukraine, supply chain disruption, rising prices in energy, fuel and food to name a few ... but it's not all doom and gloom. We've witnessed a renewed focus on climate action and increasing numbers of us are more sustainability-conscious, which is driving the transition to Net Zero.

And technology has evolved too, with more opportunities for connection and collaboration than ever before. Once the playground of gamers, the metaverse is fast becoming mainstream, providing a huge opportunity for brave brands

to experiment and learn – and to deliver business growth by becoming more relevant to customers.

Amidst this constant change, great marketing continues to make a difference and, as marketers, we must transform as the world moves on.

That's why we launched Accenture Song earlier this year. We're helping our clients to navigate charted and uncharted waters. Fundamentally Accenture Song helps clients drive growth through relevance at the speed of life. Our mantra is, “inspired by creativity, informed by data, powered by technology” – and we live and breathe this every day.

Marketing can change the world for the better. It's why we continue to partner with The Marketing Society and the Awards, celebrating the brilliant marketing and game-changing work that you've delivered over the last 12 months.

This year, many of the entries focused on issues, with strong storytelling at their heart. And every winner has demonstrated the power of timely insight to deliver for their customers.

More than anything, you've given me hope for the future of this fantastic profession of ours. It's the marketing talent in our industry that will deliver growth and positive change, despite an unpredictable future – or in many cases – because of it!

So, keep doing what you're doing. Keep your finger on the pulse. Keep championing your customers and meeting them where they are. Keep innovating. Keep driving your organisations forwards ... and never underestimate the difference you're making.



Michele McGrath,
Managing Director,
Accenture Song

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INTRODUCTION

WHY IT'S IMPORTANT TO CELEBRATE BRILLIANT MARKETING



Sophie Devonshire, CEO, The Marketing Society celebrates what great marketing leadership can achieve when we learn from one another

As we celebrate The Marketing Society's 37th Annual Awards, it's a good time to remind ourselves that good marketers have always led through uncertainty, so our roles as leaders are essential right now. Indeed, it's so important for us as your Society to celebrate visionary, growth-driving leadership from marketers – and that's what our annual awards are all about.

Talking about celebrating can feel a little frivolous when the world is so often a serious place. But I'd like to talk about why it is so important for us to celebrate together.

This is a critical moment in time for business, for leaders in business and in particular, for marketing. The very shape and nature of businesses is going through rapid transformation and we need to help great marketers lead the conversations that matter.

Marketers are the ones that can unite organisations behind what is essential; our customers and understanding them.

Many businesses were shattered, battered or reinvented through Covid and we now face new adventures with economic and environmental changes, quite apart from the existential challenge to marketing itself which many feel has lost its way in some boardrooms and in its perception in society.

So that is why awards like ours really matter, especially in times of great change.

Sharpening leadership vision

Business has been talking about VUCA, 'a volatile, uncertain, complex and ambiguous' world since 1985 when this expression lurched into common parlance via the economists Bennis and Nanus. The 2007 smartphone revolution added a great acceleration. Political changes, a climate emergency, changing attitudes to the concept of work – oh, and the small matter of a pandemic – has led to one thing. Leaders now must be comfortable with constant, superfast change. With full irony, this seems

likely to be the one thing that won't change.

But how do we equip ourselves for what's next when we don't know what that will be?

My conversations with successful leaders reveal that ambitious, thoughtful Changemakers have been working on honing a particular skill. It's a question of vision. Not what every leadership doctrine means by 'vision' (articulating goals, strategy and the dreams of teams) while that is critical for decision-making and motivation. Those who want to connect with the customer of tomorrow, need to sharpen something else – their peripheral leadership vision.

Leaders in organisations must be the ones looking forward, up and around. This is hard as it's easier to lean on yesterday's data and experience because as Warren Buffet puts it 'the rear-view mirror is always clearer than the windshield'. The danger in a fast changing world is that pattern-recognition can place you in the past. And as Jon Moeller the new CEO of P&G puts it, we need to 'be able to look round corners'.

Staring down at a spreadsheet won't make revenue grow. Innovation sparks rarely come from focusing on the category you're already competing in. Gamechanging entrepreneurs repeatedly find inspiration in different areas - Phil Knight's waffle-iron technology made Nike a winner, Steve Jobs' calligraphy class in college helped lead to the clear design aesthetic of Apple. And your ability to anticipate what's next can come from cross-category understanding – customers compare 'experientially'. So those who want to lead change in a rapidly changing world won't succeed by looking down or back, but by sharpening their peripheral leadership vision to spot risks and opportunities faster.

The Marketing Transformation Triangle

Our third Marketing Transformation report, in partnership with Accenture Song, is just one of the ways we can help you hone your leadership vision. Through close analysis

of the latest award-winning stories of marketing best practice, we've distilled strategic guidance, critical business evidence that marketing drives growth and marketing excellence case studies from different categories, to empower all marketers.

So what can we learn from the best in class in 2022 to inform our strategies and thinking? Looking through all the entries, the winners, the commended white papers and the judge's comments, it became clear that there were three key insights we can all learn from. These three strategic insights can provide inspiration and guidance for marketers in 2023 as they look to explore tomorrow's opportunities. And we'll be exploring them in detail throughout this white paper.

THE MARKETING TRANSFORMATION TRIANGLE



The acceleration hack

It's hard to explore tomorrow when the pressures of today take up all our time, and challenging to look up and around when we also have our 'heads-down'. To build peripheral vision we need to use the smartest shortcuts – other stories, other ideas and other people's experiences. Another way beyond using this report? Connect yourself

with smart-minded, like-minded peers. I see members of The Marketing Society help each other with ideas and inspiration; a network of connectors helps you look ahead, around corners and relish the exciting potential of change.

A different perspective helps with your navigation. Someone you connect with may have seen a parallel situation. People from diverse backgrounds approaching similar challenges might give a sideways perspective for your thinking. Whatever is coming next, insights and inspiration will reach us faster and our peripheral vision is strengthened by being part of a community of the curious.

Marketing matters

At The Marketing Society, we have been championing marketing leadership for over 62 years now and whatever challenges and opportunities we have coming up for each of us in our organisations across the next year, one thing always remains true: together we can achieve more than alone.

Awards matter because firstly, they recognise hard work which helps teams feel good and secondly, they help us tell the stories which show that great strategy, creativity, execution and leadership make a real difference to business; that marketing matters.

At this moment in time, we should celebrate creativity and innovation alongside our ability to lead positive change. We should not be ashamed of our ability to deliver real, tangible commercial impact with what we do, to be the growth drivers in business and build long-term brand and business strength.

The stories of success help strengthen our courage collectively, they help us to in be more audacious and more ambitious with what we have planned for tomorrow.

Let's celebrate marketing and what great marketing can achieve. Marketing matters and our leadership will lead the way.

THREE INSIGHTS TO GUIDE YOUR MARKETING TRANSFORMATION JOURNEY

THE MARKETING TRANSFORMATION TRIANGLE



BE CHANGEMAKERS

With change comes opportunity. As the world moves on, marketers must transform their brands and shape their businesses to deliver a better world.

1. Do not be afraid to experiment and learn to deliver new customer experiences.
2. Be on the pulse of changing conversations, so you can react meaningfully, and if needed, re-establish your brand authority.
3. How can your brand drive positive change in society?



"Today, our role as Changemakers is more important than ever before. We are those with the courage to shape the future and drive impact and effectiveness. When we are united, we can do more. Together, we have an amplified power to shape positive change and action in our industry and our businesses."

Sophie Devonshire, CEO of The Marketing Society

CHAMPION ALL CUSTOMERS

Be inclusive in every decision you make, from the data you choose to analyse, to the media channels you use.

1. How well do you know all of your customers?
2. What fresh insights come when you examine data in a new way?
3. Can you use your influence as a brand to make the world a more inclusive place?



"Keep championing your customers and meeting them where they are. Customer needs are changing fast – and companies will have to evolve just as quickly if they want to stay relevant. Oversimplifying segmentation and underestimating the impact of life forces on behaviour have led to a growing disconnect between what companies think their customers want and what customers say they want. It's time for companies to move from customer centricity to life centricity."

Michele McGrath, Managing Director, Accenture Song UK and Ireland

PLAY THE LONG GAME

Amidst the myriad of short-term pressures and changes – political, financial, technological – the core truths of marketing remain the same.

1. Hold onto the core DNA of your brand. What it stands for helps you know how it must respond to a changing world.
2. Playing the long game also means taking responsibility for delivering a better world to your customers.
3. Learn to market your marketing to your board. Convince them of the value of long-term brand building.



"Paradoxically, in order to cope with the changes and challenges of this new world, the old fundamentals of marketing are more important than ever."

Syl Saller, President of The Marketing Society

CHAPTER ONE

BE CHANGEMAKERS

BE CHANGEMAKERS

TODAY, OUR ROLE AS CHANGEMAKERS IS MORE IMPORTANT THAN EVER BEFORE. WE ARE THOSE WITH THE COURAGE TO SHAPE THE FUTURE AND DRIVE IMPACT AND EFFECTIVENESS. WHEN WE ARE UNITED, WE CAN DO MORE. TOGETHER, WE HAVE AN AMPLIFIED POWER TO SHAPE POSITIVE CHANGE AND ACTION IN OUR INDUSTRY AND OUR BUSINESSES.

Sophie Devonshire, CEO, The Marketing Society

At The Marketing Society, we've long reiterated the need for marketing leaders to shape the change we want to see. We all need to ask ourselves the fundamental question: what should we be changing and improving in marketing, in business and beyond?

We like the rallying cry Nellie Chan, Head of Google Customer Solutions, Hong Kong made at our Annual Conference. "Go and make mistakes. Keep pivoting till you find the right track. Asking the hard questions, don't always say 'yes, and' enable the same mindset across your organization. It's important people feel empowered to be a Changemaker!"

Empowering lockdown entrepreneurs

Metro Bank, the winner of The Marketing Society's B2B (under £15m) award empowered a whole new generation of lockdown entrepreneurs, swiftly pivoting its strategy to adapt to the seismic changes of the global lockdown. Just as the bank was poised to launch its new B2B strategy, Covid-19 struck. Being a Changemaker, Metro Bank seized on the opportunity of targeting a new core audience who didn't yet exist - fledgling entrepreneurs motivated to follow their dreams amidst the chaos.

Metro Bank selected three quirky SMEs to become the heroes of its ad campaign, giving three of its customers national exposure to support their business. By considering who their audience of tomorrow might be and by building on the opportunities created by the chaos of Covid-19; Metro Bank carved out a place for itself in British banking's business landscape.

Scrutinising selfie culture

Similarly, Unilever's Dove has long shone the light for driving and embracing change; but Changemakers cannot sit on their laurels. Seventeen years after Dove's campaign for Real Beauty and the conversation had changed. Other

brands were encroaching on Dove's position and the leading edge of the beauty world had moved to social media.

While Dove's work to build women's self-esteem since 2004 had been successful, by 2021, many other brands were encroaching the same territory. Six in 10 women and girls blamed social media for making them feel worse about themselves. The enemy had changed. It was no longer the beauty industry but social media that was setting today's unrealistic beauty standards and damaging girls' self-esteem.

A hard-hitting campaign urged parents to have a 'selfie-talk' with their daughter. Dove reclaimed its brand authority to challenge unrealistic beauty standards in selfies for the next generation. Dove was awarded The Grand Prix for The Marketing Society Awards 2021 alongside awards for Brand Purpose and Marketing for Positive Change. As Dove illustrated, Changemakers don't stop, they keep on driving and embracing change for good.

Decluttering marketing

Months and months and months of relentless change has made marketing so much more complex. Indeed,

CORE INSIGHT

With change comes opportunity. As the world moves on, marketers must transform their brands and shape their businesses to deliver a better world.

1. Do not be afraid to experiment and learn to deliver new customer experiences.
2. Be on the pulse of changing conversations, so you can react meaningfully, and re-establish your brand authority.
3. How can your brand drive positive change in society?

a post-Covid report by Accenture Song discovered that nearly 70% of marketing executives said the year of the pandemic had completely exhausted their employees.

The same Accenture Song report, 'The Great Marketing Declutter', discovered a small cohort of marketers, coined Thrivers, who chime with our own concept of Changemakers and are thriving and energised amidst change and complexity. Nearly 60% of them say their marketing organisation is stronger than last year because they've been pushed to think about marketing differently. "They have seized this reality as permission to redefine what they do, how they do it, and the role of marketing in the business," states the report. Critically, these marketers are discarding tired, outdated modes of working and focusing on better, faster decisions.

The research was conducted among 1022 marketers across 19 countries from June-July 2021. It segmented marketers into three groups - fired up Thrivers (17%), persevering Strivers (66%) and burned out Survivors (17%). Compared to Survivors, Thrivers were 1.4x more likely to perform better in revenue growth and profitability, over 2x more likely to perform better in customer lifetime value and over 2.5x more likely to perform better in customer awareness.

Changemakers in all weather

Similarly, the one dominant theme throughout Accenture Song's Fjord Trends 2022 is about the need to respond to changes in all relationships. These shifts in people's relationships - with colleagues, brands, society, places and those they care about, also extend to relationships with the planet. We can no longer behave as if people are separate from nature.

Final words must go to Greg Jackson, CEO of Octopus Energy who encouraged marketers to adapt a changemaker's mindset, whatever the business climate. "We need the people who are thinking about what can happen when the sun is shining, and when the wind is blowing."

FIVE RULES FOR DECLUTTERING MARKETING

- 1 **Reacquaint yourself with your customers**
The customers we once knew are no longer.
- 2 **Find your collective difference**
Use data to find a common understanding. Focus everyone on purpose.
- 3 **Move at the pace of change**
The only way to lead and stay relevant is to move quickly.
- 4 **Figure out what no one wants to do**
Outwit complexity. Not all marketing tasks are equal.
- 5 **Own what you want to stand for**
Own new opportunities to stand out to customers. Embody brand purpose.

Source: The Great Marketing Declutter, Accenture Song
https://www.accenture.com/_acnmedia/PDF-165/Accenture-The-Great-Marketing-Declutter-POV.pdf#zoom=40

TAKING ON TAKING SELFIES

+42,690 TOOLKITS DOWNLOADED IN LAUNCH WEEK BY PARENTS HAVING 'SELFIE TALKS' WITH CHILDREN

CASE STUDY – DOVE

Brand Dove
Agencies Ogilvy UK
Market US

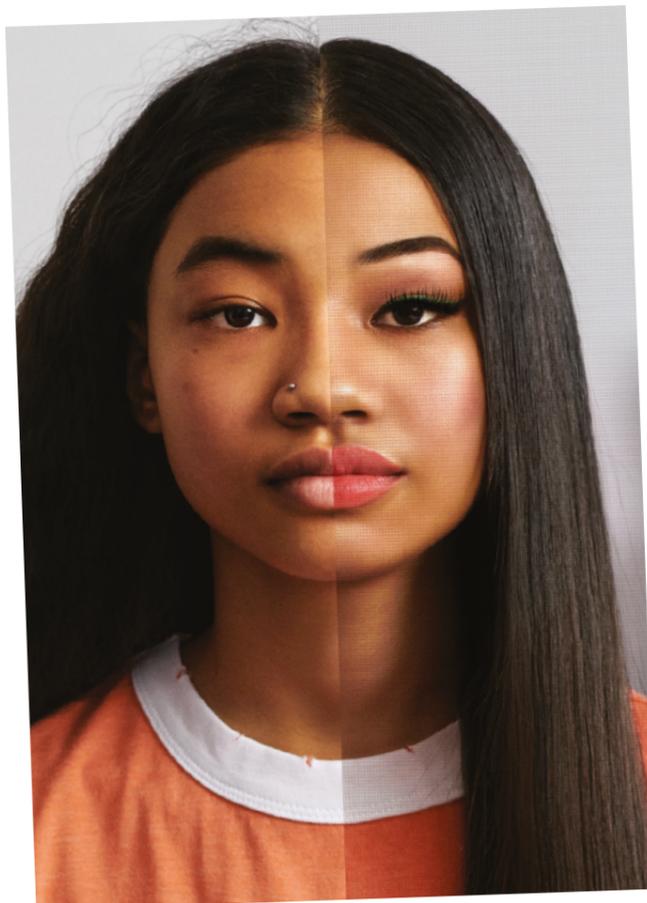
Award: Grand Prix, Brand Purpose, Marketing for Positive Change

Seventeen years after Dove's Campaign for Real Beauty and the conversation has changed. Other brands were encroaching on Dove's position and the leading edge of the beauty world had moved to social media. Dove's insight that 'perfect' selfies were setting unrealistic standards and damaging girls' self-esteem led to a strategic shift. A new campaign addressed the threat posed by filters and editing apps, starting a global conversation and positively affecting 180,000 girls' lives.

What happened?

While Dove's work to build women's self-esteem since 2004 had been successful, by 2021, many other brands were encroaching the same territory and there was just 17% awareness of Dove's Self-Esteem Project. Women's confidence in their beauty had fallen from 85% to 50% in 5 years; while six in 10 women and girls blamed social media for making them feel worse about themselves.

It was time to reclaim the conversation with a new focus on social media and selfies. Dove needed to take



IT WAS NO LONGER THE BEAUTY INDUSTRY, BUT SOCIAL MEDIA'S PERFECTLY CURATED SELFIES SETTING TODAY'S UNREALISTIC BEAUTY STANDARDS AND DAMAGING GIRLS' SELF-ESTEEM

a relevant point of view that would speak to the new generation in order to re-affirm its leadership role as the champion of girls' self-esteem.

Scrutinising selfie culture, Dove discovered that girls in the US took over 10 minutes getting ready for a selfie, took six photos on average before posting and used elaborate staging including lighting and hair and make up. Moreover, by the age of 13, 80% of girls had distorted the way they looked online and 31% didn't feel pretty if their picture didn't get a lot of likes.

The enemy had changed. It was no longer the beauty industry but social media that was setting today's unrealistic beauty standards and damaging girls' self-esteem.

A hard-hitting campaign urged parents to have a 'selfie-talk' with their daughter. 'Reverse Selfie' revealed the retouching, filtering and editing that so many girls go

through before posting an 'everyday' selfie. The Reverse Selfie ran on film, posters and social media driving viewers to free downloadable toolkits.

Dove enlisted positive body image advocate Lizzo as brand ambassador to boost its image. Lizzo posted a naked picture of herself #NoDigitalDistortion encouraging other celebrities and women to follow her lead.

The judges said, "Dove's 'Reverse Selfie' is an example of how brand purpose can deliver on everything we expect from traditional brand advertising, while also influencing culture."

Results

Dove reclaimed its brand authority to challenge unrealistic beauty standards in selfies for the next generation. While the enemy had changed, the central premise had not.

- 6bn global impressions, 3.2bn impressions in the US
- Online launch event reached 78m
- 147 US media placements achieving 1.9bn impressions in first two days.
- +42,690 toolkits downloaded in launch week by parents having 'selfie talks' with children, +4000% from weekly average of 1,040, +180,000 US lives positively impacted.
- Lizzo's post received 2m likes in 24 hours, generating +35k comments.



Learnings

- When the conversation changes, re-establish your authority.
- Consider how your brand influence can drive positive change in society
- Changemakers never risk complacency

DOVE'S 'REVERSE SELFIE' IS AN EXAMPLE OF HOW BRAND PURPOSE CAN DELIVER ON EVERYTHING WE EXPECT FROM TRADITIONAL BRAND ADVERTISING, WHILE ALSO INFLUENCING CULTURE

Dove addressed the threat of photo-editing and filtering apps to boost girls' self-esteem

SUPPORTING A NEW GENERATION OF LOCKDOWN-START-UPS

58% INCREASE IN NEW BUSINESS BANK ACCOUNT APPLICATIONS, THE HIGHEST IN METRO BANK'S HISTORY

CASE STUDY – METRO BANK

Brand Metro Bank
Agencies Metro Bank
Market UK

Award: B2B Small to Medium (under £15m)

Metro Bank's first ever plans to launch a B2B campaign coincided with a seismic shift in just about everything - the global pandemic and lockdown. A swift pivot in strategy led to them targeting an audience of small business owners who didn't even exist yet. With a focus on the real people behind every small business, Metro Bank offered personal support to a new generation of lockdown entrepreneurs. Metro's Local Business Managers offered personal support for all those people motivated to change their lives after lockdown and follow their dreams of running their own business. With a national ad campaign that made three of these entrepreneurs the hero, Metro Bank reached its target audience and carved its place in the business banking landscape.

What happened?

Metro Bank knew that its people-focused approach to customers would work well in the business banking industry. However, in early 2020, as the bank poised to launch its new B2B campaign, the global pandemic and lockdown hit. It was time to pivot.

Metro Bank moved away from a traditional product launch for the existing SME market and considered a whole new audience of future entrepreneurs who might be inspired to change their lives amidst chaos. This new generation of lockdown start-ups would become Metro's core target audience.

Metro Bank targeted business customers like the fictional 'Katie' who launched a small community business after lockdown and was looking for personal, hands-on support from her bank. Metro's dedicated relationship and local business managers were able to offer this personal service to the new entrepreneurs.

Building on the idea of a community bank, Metro launched a creative campaign that focused on people - its actual entrepreneurial customers. The heart-warming creative told the story of three quirky small businesses - Daisy's Dog Empawrium, Lexi's Ooey, Goey Crispy Treats and Koalaa, which creates prosthetics for kids. The three customers were selected

Three hero national radio ads, YouTube stories and long-form copy content in The Guardian propelled the

three new entrepreneurs into national consciousness. The fully integrated campaign built Metro's credibility as a business bank whilst giving three of its customers national exposure.

Results

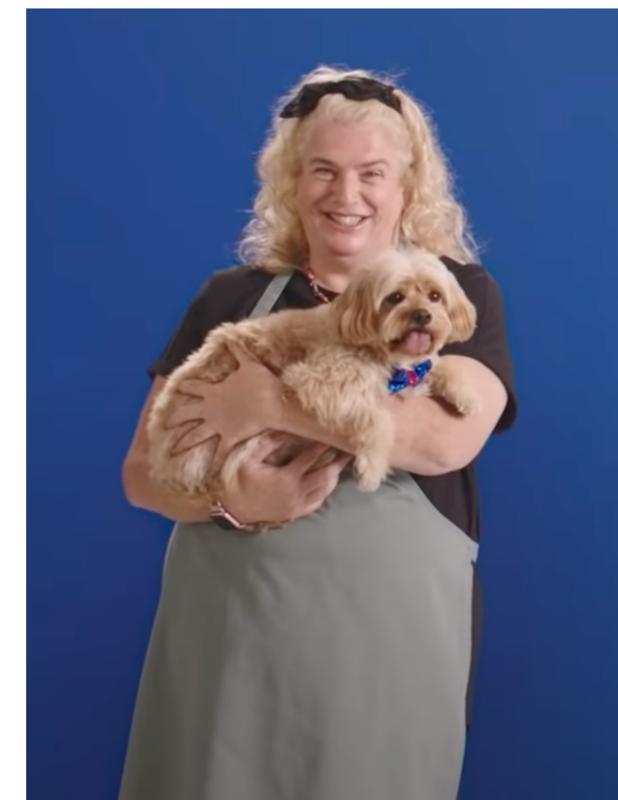
Metro Bank carved out a place in Britain's business banking landscape, while propelling three small businesses into national consciousness.

- Campaign prompted **58%** increase in new Business Bank Account applications, the highest in Metro Bank's history
- **+3.2%** increase in brand perception for small business owners who believe Metro Bank is a 'bank for people like me.'
- Metro Bank reached **83%** of all UK adults
- Targeted approach saw campaign reach **91%** of target audience with 12 opportunities to see (OTS)
- **53%** of target audience claimed to have seen campaign vs **16%** of total audience

Learnings

- Be prepared to pivot when your context changes
- Make your existing customers your top priority
- Who are your audience going to be tomorrow and how you can best serve them?
- Disruption creates opportunities amidst the chaos.

BOLD DECISION MAKING; EXCELLENT DIAGNOSIS, STRATEGY & INSIGHT, MARKET ORIENTATION, AND BRILLIANT TARGETING...



Metro Bank believes that there's a real person behind every small business who needs their bank to believe in them

CHAPTER TWO

CHAMPION ALL CUSTOMERS

CHAMPION ALL CUSTOMERS

KEEP CHAMPIONING YOUR CUSTOMERS AND MEETING THEM WHERE THEY ARE. CUSTOMER NEEDS ARE CHANGING FAST – AND COMPANIES WILL HAVE TO EVOLVE JUST AS QUICKLY IF THEY WANT TO STAY RELEVANT. OVERSIMPLIFYING SEGMENTATION AND UNDERESTIMATING THE IMPACT OF LIFE FORCES ON BEHAVIOUR HAVE LED TO A GROWING DISCONNECT BETWEEN WHAT COMPANIES THINK THEIR CUSTOMERS WANT AND WHAT CONSUMERS SAY THEY WANT. IT'S TIME FOR COMPANIES TO MOVE FROM CUSTOMER CENTRICITY TO LIFE CENTRICITY

Michele McGrath, Managing Director, Accenture Song UK and Ireland

We live in a world of constant change. External forces from global pandemics to world conflict and climate change are creating uncertainty for all our customers.

Indeed, over 70% of customers say that external factors such as inflation, social movements and climate change are impacting their lives more than in the past according to Accenture Song.

The same report suggests that there's a major disconnect between what customers say they most value from companies and what companies appear to be investing in. This disconnect is felt by customers and businesses alike. While 64% customers wish companies would respond faster to meet their changing needs, 88% executives think customers are changing faster than their businesses can keep up.

An industry with an inclusive heart

This is where brands come in. The best marketers understand that by championing all our customers we can create consistent experiences to build loyalty. And the word all is crucial, because as an industry we need to ensure that we're putting inclusivity at the heart of everything we do and that we're not overlooking diverse audiences.

Nationwide drives diversity

Nationwide was the well-deserving winner of two Marketing Society Awards in 2022: Brand Evolution and Contribution to the Marketing Industry. (Read case study, page 22.) The building society's interrogative drive towards inclusion highlighted some uncomfortable truths that will unquestionably be reflected across our industry.

We should all be asking ourselves some fundamental questions about inclusivity. Are you genuinely talking to all of your potential customers? For if you're not, how can you be championing them? And, does your approach to

media support a fairer, more inclusive society?

The desire to champion all customers requires an overhaul. And it needs to begin with an audit of just about everything.

Childline becomes relevant to new generation

For, the world has changed. While Nationwide ensured that it was championing all its customers through a diversity lens, the charity, NSPCC ensured it was championing all customers by making itself relevant for a new generation of teenagers.

Like Nationwide, Childline excelled in looking at its data in a new way in order to champion all customers. Indeed, NSPCC's Childline was the well-deserving winner of four Marketing Society Awards this year. (Read case study, page 20.)

Childline needed to address misplaced assumptions that it was purely a helpline for abused young people. By mining new insights, Childline's campaign, Nobody is Normal, rejuvenated the helpline with its central truth that everyone feels as if they don't fit in.

Childline became relevant to a new generation of teens struggling with their mental health. And critically, this campaign was the charity's most successful in terms of speaking to the most vulnerable – children in care.

CORE INSIGHT

Championing all customers starts by being inclusive in every decision you make, from the data you choose to sift through, to the media channels you use.

1. How well do you know all of your customers?
2. What fresh insights come when you examine data in a new way?
3. Can you use your influence as a brand to make the world a more inclusive place?

Becoming life-centric

The drive for inclusivity also chimes with Accenture Song's latest report which emphasises the importance of businesses moving from being customer-centric to life-centric. In short, this means seeing customers as humans rather than data on a spread sheet. It suggests companies can do three things to take a more life-centric approach:

1. See customers in their full life

By only focusing on static segmentation models and expecting a straight-line customer journey, companies risk missing out on the deeper insights underpinning behaviour – and the ability to drive new value and relationships. Take a holistic, dynamic view of who customers are and what motivates their behaviors – and treat them as more than just buyers.

2. Adapt for shifting scenarios

In decision-making, consider where your customers are both in terms of: time and control. In decision-making, time-based considerations can change moment to moment, but always shape the way customers make choices. Also critical is their appetite for control – sometimes they want something highly specific; other times they value inspiration and new ideas. Abandon the idea of one-size-fits-all and focus on flexible options.

3. Simplify for relevance

Amid the chaos of everyday life, customers need simplicity. They are drawn to anything that cuts through the noise and makes their decision-making – and their lives – easier. To do this, companies can look to data, artificial intelligence and expert inputs to help draw connections between their customers' needs and the external life forces that are influencing them. At the same time, they must simplify from within by being ruthless about prioritization and continuously evolving.

THE LIFE-CENTRIC APPROACH

88%

executives think customers are changing faster than their businesses can keep up

60%

customers say their priorities keep changing because of everything going on in the world

64%

customers wish companies would respond faster to meet their changing needs

Source: Human Paradox: From customer centricity to life centricity, Accenture Song, 2022

UNDERSTANDING THE NEW NORMAL OF CHILDREN'S MENTAL HEALTH

70% CHILDREN IN CARE SAID THEY WERE MORE LIKELY TO USE CHILDLINE

CASE STUDY – CHILDLINE (NSPCC)

Brand Childline (NSPCC)
Agencies The Gate, London
Market UK

Award: Effective use of insight & data, Not for Profit Marketing, Most Inspirational Story, Effective & Impactful Strategy (Childline & The Gate, London)

With UK children on the brink of a mental health crisis, Childline – a free online and phone counselling service for 9-18 year-olds – was well-placed to help. However, many young people associated the charity as an abuse helpline rather than for mental health support.

By innovating around customer knowledge – looking at data in a new way to mine new insights – Childline's campaign, Nobody is Normal, rejuvenated the helpline with its central truth that everyone feels as if they don't fit in.

Childline became relevant to a new generation of teens struggling with their mental health. And critically, this campaign was the charity's most successful in terms of speaking to the most vulnerable – children in care.

What happened?

Despite the very real time pressure of Covid-19 and a young people's mental health crisis, Childline was



determined to create and deliver a timeless campaign that could deliver long-term value.

By digging deep into its counselling data to better understand the issues, feelings, themes and languages of today's young people, Childline was able to unlock a resonant strategy based on the idea that everyone feels as if they don't fit in. The creative idea #NobodysNormal was born from an innovative approach to insight - using quantitative data as qualitative data, followed by linguistic analysis and co-creation with young people in workshops.

The campaign was created using stop motion, handcrafted animation and Radiohead's 1992 misfit anthem. The idea of mental health was dramatised using oddball puppets reflecting the universal theme that so many young people feel like they don't fit in.

#NobodysNormal appeared in gaming environments, Snapchat, Instagram and TikTok – places where young

people might be chatting after school. The campaign also ran during Anti-Bullying Week to help maximise the chance of talkability and featured on Sky and ITV news. Moreover, despite no paid support, the Nobody is Normal film gains around 40,000 YouTube views a month – one every minute.

Results

Despite Childline's modest £170,000 budget, the charity was able to share an important universal message with its target audience and beyond. Indeed, 'Nobody is Normal' is also being used as a learning tool in schools across the world.

- The campaign achieved over **63 million** impressions and was viewed **7.7 million** times.
- Paid social media achieved **99%** more views than planned
- Feedback via Childline channels was **64%** positive
- **70%** children in care said they were more likely to use Childline in the future on seeing the video
- Campaign drove increase from **6-12%** that Childline can help with mental and emotional problems
- During campaign **158%** increase in new users on message boards, **57.3%** increase in new users and **19.4%** increase in returning users on 1-2-1 chat and contact us page
- D&AD Yellow Pencil, Cannes Gold Lion, APG Creative Strategy Gold



In a creative first for Childline, its message used oddball stop-motion puppets in a world inspired by vintage horror films

Learnings

- Be flexible with your brand guidelines but stay true to your brand DNA
- How can you extrapolate deeper insights from existing data?
- What would happen if you took a qual approach to your quant data?
- How might you involve your consumers in co-creation?
- Protect the raw, emotional power of a brilliant creative idea at all costs in rounds of feedback and stakeholder management

FROM THE INCLUSIVE MESSAGE THAT IS INHERENT IN THE CAMPAIGN, 'NOBODY IS NORMAL', TO THE EXECUTION – THIS CAMPAIGN DID EVERYTHING WELL. THE INSIGHT FROM QUALITATIVE RATHER THAN QUANT IS EXCEPTIONAL. THE CREATIVE EXECUTION, THE MEDIA PLACEMENT AND THE RESULTS WERE GREAT

CREATING AN INCLUSIVE INDUSTRY FOR US ALL

18.5% NATIONWIDE'S OVERALL BRAND HEALTH INCREASE

21% UPLIFT IN LIKELIHOOD FOR DIVERSE AUDIENCES TO RECOMMEND NATIONWIDE

CASE STUDY – NATIONWIDE

Brand Nationwide
Agencies Wavemaker
Market UK

Award: Brand Evolution, Contribution to the Marketing Industry

Nationwide wanted to live up to its namesake and ensure they were truly speaking to all of UK society, nationwide. While they believed that their long running Voices campaign represented UK society in its diversity, they wanted to do more. The global Black Lives Matter protests in 2020 prompted the financial organisation, for the first time, to consider the role media plays in upholding systemic bias. They challenged their media agency, Wavemaker, to interrogate their media planning approach to put inclusivity at the heart. Nationwide and Wavemaker discovered the uncomfortable truth that diverse audiences are often overlooked and embarked on a complete overhaul of every aspect of their media approach. Fastforward 18 months and Nationwide has invested £885,000 diversifying media plans leading to a boost in brand health among ethnically diverse audiences by 18.5%.



AISHA
Member Needs Leader

22 Nationwide confronted media bias in the industry and put its money where its morals were

What happened?

Nationwide's drive for inclusion also made business sense. Research such as the Black Pound Report by Lydia Amoah, highlights the huge opportunity being overlooked by UK brands – disposable income worth up to £4.5bn amongst multi-ethnic communities.

As Nationwide interrogated the choices it made in media, it asked itself two provocative questions:

1. Were we genuinely speaking to all of UK society, nationwide?
2. Was our media approach supportive of a more inclusive, fairer society, or at odds with it?

It discovered that its brand health in relation to ethnically diverse audiences was 20% lower compared to an all-adult base. For a brand that aims to be for everyone, with values of inclusivity, tolerance and fairness baked into their DNA, this was an uncomfortable finding.

Re-education on both audience insight and the media landscape was illuminating. First, it became clear that there was a lack of robust data on diverse communities. Second, that there was a higher level of distrust for financial institutions among diverse audiences.

Next, Nationwide focused on its media planning. It seemed that the vast number of community media outlets were not on the radar of the media planning industry and tended not to be included in planning or reporting tools. A rigorous audit of its media plan through the lens of

NATIONWIDE IS A CLASS ACT AND SETS THE STANDARD FOR OTHER BRANDS TO LEARN FROM. THIS IS A GREAT AND INSPIRING EXAMPLE OF A BRAND EVOLUTION

diversity revealed some limitations. Nationwide decided to report media delivery against diverse audiences going forwards.

This investigation led to different decisions for Nationwide's media more diverse channels, optimising outdoor towards ethnically diverse populations and



collaborating with opportunities to celebrate diversity including TalkSport's Coming in from the Cold series celebrating from Black British footballers.

Results

Beyond the indisputable results for Nationwide, the building society's inclusive approach to customers and media has had ripple effects across the industry. Wavemaker and Nationwide have lobbied industry bodies to drive change and encouraged clients including Colgate and Danone to adopt a similar approach.

- 18 months later, Nationwide spent more than **£885,000** of its media budget differently
- Prompted brand awareness amongst ethnically diverse audiences increased by **5%** (YouGov)
- Nationwide's overall brand health increased by **18.5%**
- Likelihood for diverse audiences to recommend Nationwide seen an uplift of **21%**.

Learnings

- Ask your brand the same two provocative questions, Nationwide asked itself. Are you genuinely speaking to all of your customers across the UK? Is your media approach supportive of a more inclusive, fairer society or at odds with it?
- Can you use your influence as a brand to make the world a better place?

CHAPTER THREE

PLAY THE LONG GAME

PLAY THE LONG GAME

PARADOXICALLY, IN ORDER TO COPE WITH THE CHANGES AND CHALLENGES OF THIS NEW WORLD, THE OLD FUNDAMENTALS OF MARKETING ARE MORE IMPORTANT THAN EVER.

Syl Saller

Everything is changing, but everything is also staying the same. As the famous Buddhist saying goes, “Before enlightenment, chop wood, carry water. After enlightenment, chop wood, carry water.” For everything that held true about marketing, before global pandemics, before Ukrainian wars, before global shortages and rising prices, before ... The core truths of brand guardianship remain the same today and we must hold onto our brand’s DNA as the world changes around us.

The anatomy of effectiveness

Although marketing transformation is so much broader than simply advertising, it’s worth considering five priorities for marketers from Warc’s Anatomy of Effectiveness:

- 1. Invest for growth** ensure you’re spending enough money to hit your objectives and focus investment on driving penetration.
- 2. Balance your spend** plan for effectiveness across the long term and short term to deliver maximum growth.
- 3. Plan for reach** use media budget to reach as many potential category buyers as possible and remember not all reach is equal.
- 4. Be creative** creativity is marketer’s most powerful weapon – look for creative ideas with an emotional appeal.
- 5. Plan for recognition** invest in and nurture your brand’s distinctive assets to help enable quick recognition.

Tesco’s Every Little bit of loyalty helps

A strategic approach to reward loyal Tesco Clubcard customers with lower prices for Tesco mobiles and Tesco banking products reaped rewards. Tesco won

The Marketing Society’s Customer Engagement and Experience award, impressing the judges with its clear objectives, clear strategy and demonstrable results.

During Covid, Tesco took the long-term view, building trust and loyalty by rewarding existing customers, rather than chasing new Tesco shoppers. Rewarding more customers for loyalty led to an increase of 4 million active Clubcard users, a customer base that Tesco could then use to drive growth for its mobile and banking divisions.

Hope makes Sheba’s growth sustainable

Similarly, Mars’s premium cat food, Sheba took an audacious approach to sustainable growth winning The Marketing Society’s Award for Best Creative Use of Media alongside a highly commended for Brand Purpose.

Sheba’s Hope Reef, a creative living billboard that saw the cat food create an innovation to repair and restore coral reefs, was rooted in its desire to protect its premium positioning. Since 2017, a considered sustainability policy to protect the future of fish, has led to Sheba’s global commitment to restore more than 185,000 square metres of reef – roughly the size of 148 Olympic swimming pools. Meanwhile, Sheba’s Hope Reef has pushed the boundaries of media and taken the concept of ‘playing the long game’ to a whole new level.

Delivering a better world

Indeed, while Tesco’s best practice enforces the importance of never forgetting our core customers, Sheba’s example reminds us that marketing transformation in today’s world is also about making the world a better place. As Sir Tim Schmidt, founder of The Eden Project stated at our Annual Conference this year, The role of marketers is to provide truth to power, with a degree of wit, and convey a sense of the possibilities that

if we have the intelligence, can leave our planet and ourselves a lot better off.”

Accenture Song points out that between 2013 and 2020, companies with consistently high ratings for environmental, social and governance (ESG) performance have outperformed their peers, achieving operating margins 3.7x higher than lower ESG performers.

Accenture Song’s Fjord Trends 2022 points out that increased visibility of the connections between infrastructure and supply chains and products on shelves is shifting shoppers’ awareness. People want to feel good about what they’re buying and are asking more questions about the ethical treatment of workers, animals, fair trade and sustainable supply chains.

Fjord Trends suggests that there’s a sweet spot for brand owners designing the balance between affordability and sustainability. They might also consider how they could encourage brand loyalty by rewarding customers for ecologically responsible purchases.

CORE INSIGHT

Play the long game. Amidst the myriad of short-term pressures and changes – political, financial, technological – the core truths of marketing remain the same.

- 1. Hold onto the core DNA of your brand. What it stands for helps you know how it must respond to a changing world.**
- 2. Playing the long game also means taking responsibility for delivering a better world to your customers.**
- 3. Learn to market your marketing to your board. Convince them of the value of long-term brand building.**

LONG-TERM BRAND EFFECTIVENESS

18%

loss in incremental sales for brands that reduced media investment during the last recession.

17%

growth for brands increasing their investment during the recession.

12%

of clients feel extremely confident in convincing the CFO to invest in high-quality creative

Source: WARC’s Anatomy of Effectiveness report <https://www.warc.com/content/paywall/article/warc-exclusive/the-anatomy-of-effectiveness-2022-updated-edition/en-GB/146790?>

EVERY LITTLE BIT OF LOYALTY HELPS

THE POWER CREATIVE VEHICLE
SURPASSED
BENCHMARKS ON RECOGNITION AND MESSAGE

Tesco used one creative, strategic platform – The Power – to bring together three very different parts of Tesco’s business – banking, mobile and groceries.



CASE STUDY – TESCO

Brand Tesco Clubcard
Agencies BBH London, Mediacom
Market UK

Award: Customer Engagement and Experience, supported by Accenture Song

Tesco Group used the power of its loyalty brand through Clubcard to sell more groceries, sell more mobile phones and launch a new banking product, the Clubcard Pay+. Rewarding more customers for loyalty led to an increase of 4 million active Clubcard users, a customer base which Tesco then used to drive growth for its mobile and bank division. A creative platform, ‘The Power’, celebrated

CLEAR OBJECTIVES, RICH DIAGNOSIS AND INSIGHT, CLEAR STRATEGY, AND GREAT EXECUTION THAT DELIVERED DEMONSTRABLE RESULTS.

the emotional attachment and benefits of the Clubcard to customers and revealed how it might also help lower prices and their money to go further in banking and mobile too. The strategy lifted all areas of the business with the loyalty scheme driving penetration to great success.

What happened?

While Byron Sharp’s How Brands Grow suggests that most growth comes from gaining new users rather than increased loyalty, Tesco’s planning team and agency would beg to differ. A strategic approach to reward loyal Tesco Clubcard customers with lower prices for Tesco mobiles and Tesco Banking products reaped rewards.

During lockdown, Tesco customers changed their shopping habits, they were visiting the shops less often but spending more. Through Clubcard Prices, Tesco rewarded their customers’ loyalty with member-only access to the best deals on their favourite products. This led to Clubcard penetration increasing in over 80% of sales in big stores and active Clubcard app users increasing by nearly 2 million.

Tesco wanted to continue driving growth through its loyal Clubcard customers and reward them in the process. A two-pronged strategy focused on continuing to offer member-only deals for Clubcard customers through Clubcard Prices alongside an objective to grow the number of Clubcard members buying Tesco Mobile and Tesco Banking products. This wasn’t simply about cross-



selling, but about continuing to reward loyal customers.

Understanding the ‘magic’ or ‘The Power’ that Tesco Clubcard customers experienced from all the benefits the loyalty scheme offered, became the creative glue that united three wildy different categories under the Tesco Group umbrella – mobile, banking and groceries.

This creative message was fine-tuned – for example, the chance to buy a dream phone at a discounted price with Tesco Mobile, the opportunity to lower prices with Tesco Insurance or make your money go further with Tesco Clubcard Pay+.

Clubcard Pay+ was an innovation for Tesco Bank – a pre-paid debit card with all the features of a Clubcard,

including the opportunity to collect more Clubcard points when used.

But the central creative message remained the same for all three categories, empowering the Tesco Group to create a coherent, efficient, effective campaign through shared distinctive assets including blue lightning signifying the power in consumers’ hands and a big soundtrack.

Results

- Although we’re unable to publish the results in detail, using Clubcard, Tesco’s loyalty scheme, to drive penetration was a big success.
- The Power creative vehicle boosted the grocery business, surpassing benchmarks on recognition and message.
- Similarly, Tesco Mobile benefitted from the closer link to Clubcard leading to higher consideration, better value perceptions and a stronger connection with the brand among Tesco shoppers.

Learnings

- A shared common insight empowered Tesco to bring together three categories in the name of efficiency and growth – banking, mobile and groceries
- Loyalty can drive penetration in the right context
- Take the long-term view, building trust and loyalty among existing customers

SHEBA'S HOPE REEF

2.5bn
EARNED IMPRESSIONS

+267% IN GLOBAL SOCIAL
CONVERSATIONS
ABOUT REEF RESTORATION

CASE STUDY – SHEBA

Brand Sheba
Agencies AMVBBDO
Market Global

Award: Creative Use of Media, Brand Purpose (highly commended)

Sheba, Mars's premium cat food brand was struggling to hold onto its premium positioning (and pricing). In 2017, they began thinking how they could ensure their brand was worth paying for. A considered sustainability policy to protect the future of fish resulted in a groundbreaking innovation to repair and restore coral reefs. This, in turn, led to a creative living billboard to share their sustainability journey with the world. Sheba's Hope Reef has become a campaign for change, inspiring the world while cementing Sheba's premium positioning for generations to come.

What happened?

Five years ago Sheba's desire to cement its premium positioning in a competitive market led to a deep dive consideration of sustainability around its cat food's primary ingredient – fish. Drawing inspiration from world-class restaurants such as Noma and Nomad, Sheba's new positioning, 'Taste with integrity', placed sustainability at the heart of its promise.



Sheba's Hope Reef showed that man-made problems can be solved by man, or at least a cat food brand.

Sheba's global supply chain committed to using 100% sustainably sourced fish. One year later in 2009, Sheba took the monumental decision to bring coral reefs back to life, launching the world's largest coral reef restoration programme working with Mars' scientists, the UN and the WWF. Sheba created 'reef stars', a low-cost, scaleable hexagonal structure that could help rebuild decimated coral reefs.

Sheba created Hope Reef by transforming a barren site of dead coral into a new living reef off Indonesia. The size of two Olympic swimming pools, the new reef spells the word 'Hope' when viewed from the air, and even became discoverable on Google Maps. Sheba had created a living,

breathing billboard made from 840 reef stars and 13,000 pieces of coral.

Continuing to push the boundaries of media, Sheba's Hope Reef became a content creator on YouTube allowing ads (even from competitors) to fund coral reef restoration. Similarly, royalties from the Hope Grows Spotify soundtrack were donated to reef restoration. Every element of the media strategy was crafted to give back and enabled Sheba's customers to donate to the cause.

This was Sheba's first globally orchestrated campaign in its 40-year history creating a powerful image and impact that quite literally made the world a better place.

Results

Sheba's commitment to sustainability enabled the cat food brand to maintain its premium pricing and drop the volume sold on discount.

- 2.5bn earned impressions
- +267% in social conversations about reef restoration
- 18.4m views on YouTube and 278,000 hours of content watched
- +164% brand searches on Google in the US, +56% in Australia
- In Australia brand awareness increased +17% and purchase intent by +14%.
- Raised money for additional 1,400 corals on a new reef
- 5 more countries signed up to use 'Reef Star' technology
- Sales growth and ROI of 3:92:1 in Russia, 3:3.1 in Germany and 2:57:1 in France.

Learnings

- Be audacious in your ambitions for your brand and the world we live in
- Take the long-term view
- What man-made problems might your brand be able to solve?
- What other industries can you learn from and be inspired by?
- The world may not be your oyster, but it can be your media channel.



PLAY THE LONG GAME

BRAND AND PERFORMANCE NEED TO WORK TOGETHER

David Tiltman, SVP of Content at WARC takes a look at the evidence behind the effectiveness of taking a longer term perspective in marketing.

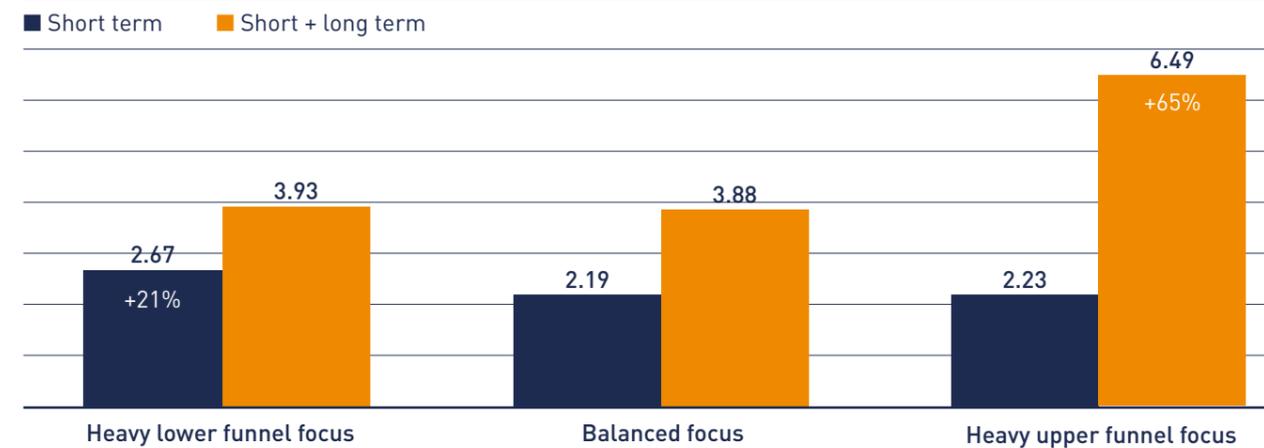
One aspect of playing the long game is setting the right framework for your investment to ensure sustainable success. Key to effectiveness research is the idea of balance. 'Balancing your spend' is one of five priorities for delivering effective advertising in WARC's recent 'Anatomy of Effectiveness' whitepaper – the other pillars being Invest for Growth, Plan for Reach, Be Creative and Plan for Recognition. Balancing spend is expressed in a number of ways: a balance between long-term and short-term advertising effects, between brand building and performance marketing, between broad reach and targeting active in-market buyers, and maintaining balance across the buyer journey.

The idea that marketing works in two different ways is one of the foundational pieces of advice from the work by Les Binet and Peter Field on the IPA Databank. According to this model, sales activation (or 'performance' marketing) is particularly good at driving short-term impact, but the effects will decay quickly. The second job of marketing investment is to build brands capable of coming to mind at the right time and sustaining price premiums. These effects – lodging brands in people's memories – take longer to build (typically six months plus) but over time generate greater impact than a short-term-only approach.

Note that the idea of balance means doing both, not

IT HAS BECOME COMMON TO VIEW DIGITAL CHANNELS AS LARGELY SUITED FOR ACTIVATION BASED ON THEIR TARGETING CAPABILITIES, WHILE TRADITIONAL CHANNELS ARE BETTER SUITED FOR 'BRAND'. THAT DISTINCTION IS ALREADY OUT OF DATE

Overinvesting in lower funnel leads to higher short-term ROI but lower long-term ROI



Source: Analytic Partners ROI Genome

one or the other. The two types of effect may require two different types of advertising by a brand – although most communication tends to do a bit of both.

Binet and Field's work has the benefit of focusing marketers on the different time windows of effectiveness, and the need to recognise both immediate impact and sustained growth. Famously, they suggested that an optimum split of marketing investment is 60% for long-term brand building and 40% for short-term activation. The ratio varies by sector and by context, but significant brand investment is required in all situations to deliver the benefits of a strong brand over the long term.

However, Binet and Field's research has not gone unchallenged. Critics point to the source data (a relatively small set of highly effective case studies) and the use of a definitive 'average' budget split that covers a wide range of source data. That said, the need to bias spend toward broad-reach advertising has been found in other datasets. Analytic Partners in the US, for example, found that campaigns with an 'upper funnel' bias outperform other

types of campaign over the long term.

Another angle on this issue is the idea of distinguishing between category buyers who are in-market now and responsive to 'performance' messaging (termed 'current demand') and potential buyers not actively buying (termed 'future demand'). Research by LinkedIn's B2B Institute suggests that 95% of B2B buyers are not actively in the market for a product at any given time. Brand-building advertising in this model should be about communicating with people not currently in-market, in order to nudge the odds in your favor the next time they purchase. This aligns with the concept of 'salience' (coming to mind at a given category entry point) proposed by the Ehrenberg-Bass Institute of Marketing Science.

Different media play different roles

The frameworks of brand versus activation, or long versus short, can have a bearing on media selection – channels

that can deliver reach and emotional engagement for brand; targeted media, or demand-driven media like search, for performance. It has become common to view digital channels as largely suited for activation based on their targeting capabilities, while traditional channels are better suited for 'brand'. That distinction is already out of date. Studies by Ebiquity in the UK and Analytic Partners in the US underline the power of video content (including online formats) for long-term brand impact.

Increasingly, research is showing how brand and performance are linked. For example, stronger brands drive more efficient performance campaigns. A Facebook study showed how cost per acquisition fell as awareness rose. And analysis by Dr. Kite's Magic Numbers and Thinkbox found that click-through rates in search for one furniture brand increased as the TV budget grew. The opportunity is to make the links between the two (for example, understanding how search and TV work together) rather than treat them as siloed approaches.

Finally, some common pitfalls brands make when looking to 'play the long game':

- **Overinvesting in performance marketing based on a high short-term sales impact**
While short-term sales drives can be very effective, the effects decay quickly. Investment in the brand needs to take place in parallel.
- **The 'brand' campaign with no short-term impact**
Good brand-building work will still drive commercial performance in the short term. The effects should not be invisible or solely measured in brand tracking studies.
- **Confusing guidelines as iron laws**
60:40 has gained popularity as a rule of thumb – but it masks a lot of variance. Brands prepared to do the research can find their own optimum balance.

A NOTE FROM OUR 2022 CHAIR OF JUDGES FOR THE MARKETING SOCIETY AWARDS



Syl Saller CBE, President of The Marketing Society, Executive Coach and Mentor

The Marketing Society Awards are about celebration, but they're also about inspiration.

When we are inspired, we engage our minds, our hearts – and see possibilities we couldn't have imagined. We do more than we ever thought we could. We bring people together to achieve something truly great. We create life defining moments and find meaning.

So let's take a moment to think about this. Who or what inspires you? And what can you do to inspire others?

I very much doubt we go around thinking of ourselves as inspirational. I describe myself as an "inspirational leader" on my coaching bio, but do I really think of myself that way? Nah, I'm just me. Doing ridiculous things my kids laugh at most of the time. But the truth is, most of us underestimate our ability to inspire others.

I write this here because my guess is none of the hundreds of people involved in The Marketing Society Awards entries, set out to be inspirational. But every one of them is. It's almost only in retrospect that you can see the genius of what you've achieved.

The debate on judging day was lively to put it mildly, and every single entry, carefully considered. I'd like to thank, our incredible judges for their wisdom and insight. And for really listening to each other. You are all industry luminaries, but there was no ego in the zoom room that day. Just a stellar group of leaders, entirely focused on getting to great and thoughtful decisions.

Thanks also to everyone who entered, and the teams behind them. You shine a light, on the power of great marketing. You did it in a time of great stress and many demands – and

with true excellence. The bar was so high, that even making the short list this year was a big deal, which means if you are highly commended, you are certainly a winner.

I know that being a marketing leader can be a tough gig. Many of us have so much accountability, without authority. We're used to dealing with entire senior management teams thinking they are expert marketers who make "helpful suggestions"

We struggle with a media and technology landscape changing faster than we can keep up with. We're asked to measure our magic and balance the short – and long-term results.

And yet – most of us love what we do ... Leading that rare combination of creativity and technology, the adrenaline rush, the demands of being the engine of growth, the driver of the new, and an inspiration to others.

Each and every one of you has the power to be inspirational. Ironically, it requires to you focus on others, not yourself. It means you must learn to both lead a team and contribute to its success. And most of all it means you need to care, really care about others, and making a difference.

But inspiration is within you, I promise.

So let me end this article with one the question embodied in one of my favourite quotes:

If not you, who, if not now, when?

Think about that tomorrow when you wake up, and the day after that, and the next day ... The Marketing Society exists to support and inspire you all, and it is my privilege to serve as your president.

<https://awards.marketingsociety.com>

MARKETING SOCIETY AWARDS 2022 JUDGES

Syl Saller CBE President of The Marketing Society

Sophie Devonshire CEO, The Marketing Society

Kathleen Saxton EVP and MD, MediaLink

Michele McGrath Managing Director, Accenture Song

Lindsey Clay Chief Executive, Thinkbox

Núria Antoja Marketing Director UK Health, Reckitt

Tamara Rogers Global CMO – GSK Consumer Healthcare

Peter Fisk Business Futurist, GeniusWorks

Rebecca Dibb-Simkin CMO, Octopus Energy

Raj Kumar Group Director – Reputation & Brand, Aviva

Rory Sutherland Former Vice-Chairman, Ogilvy UK

Becky Brock Commercial & Customer Director, Costa Coffee

Pete Markey Chief Marketing Officer, Boots UK

Margaret Jobling Group Chief Marketing Officer, NatWest Group

Thomas Delabriere General Manager for Plant Based Foods, Nomad Foods

Meghan Farren Chief Customer Officer, Asda

Kenyatte Nelson Chief Brand Officer, NBrown

Gareth Helm Global Chief Marketing Officer, HomeServe

Andrew Geoghegan Chief Marketing Transformation Officer, PZ Cussons International



THE MARKETING SOCIETY AWARDS

Recognising and rewarding marketing excellence that makes a difference

The Marketing Society Awards provides best-practice evidence to take into the boardroom, empower our industry, and remind business that marketing drives growth.

Entries will be open in November 2022