

Measurement is not enough

why culture is key to
marketing effectiveness success

Justin Nel

"MMM is Complete Nonsense"

"Dashboards"

"Hopeless"

"Implausible"

"Numbers"

"Pulling levers"

"Marginal gains"

"Pointless personalization"



We are a global marketing effectiveness and foresight consultancy



Our North Star is to put **insights at the heart of business decisions to help ambitious brands accelerate growth.**

58 Markets

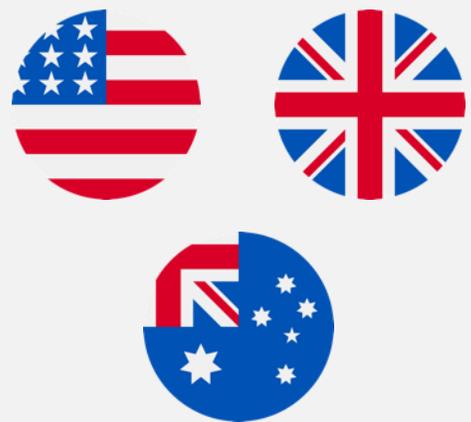
9/10 Client satisfaction

\$2.1b Value delivered



Robust research, analysis and expertise

367 Marketers
Surveyed



In Depth Senior
Marketer Interviews



Linda Bethea
Head of Marketing
Danone
North America



Justin Bell
Head of Marketing
Measurement
NatWest Group



Matthew Graham
Chief Growth and Digital
Demand Officer
Mars Food & Nutrition

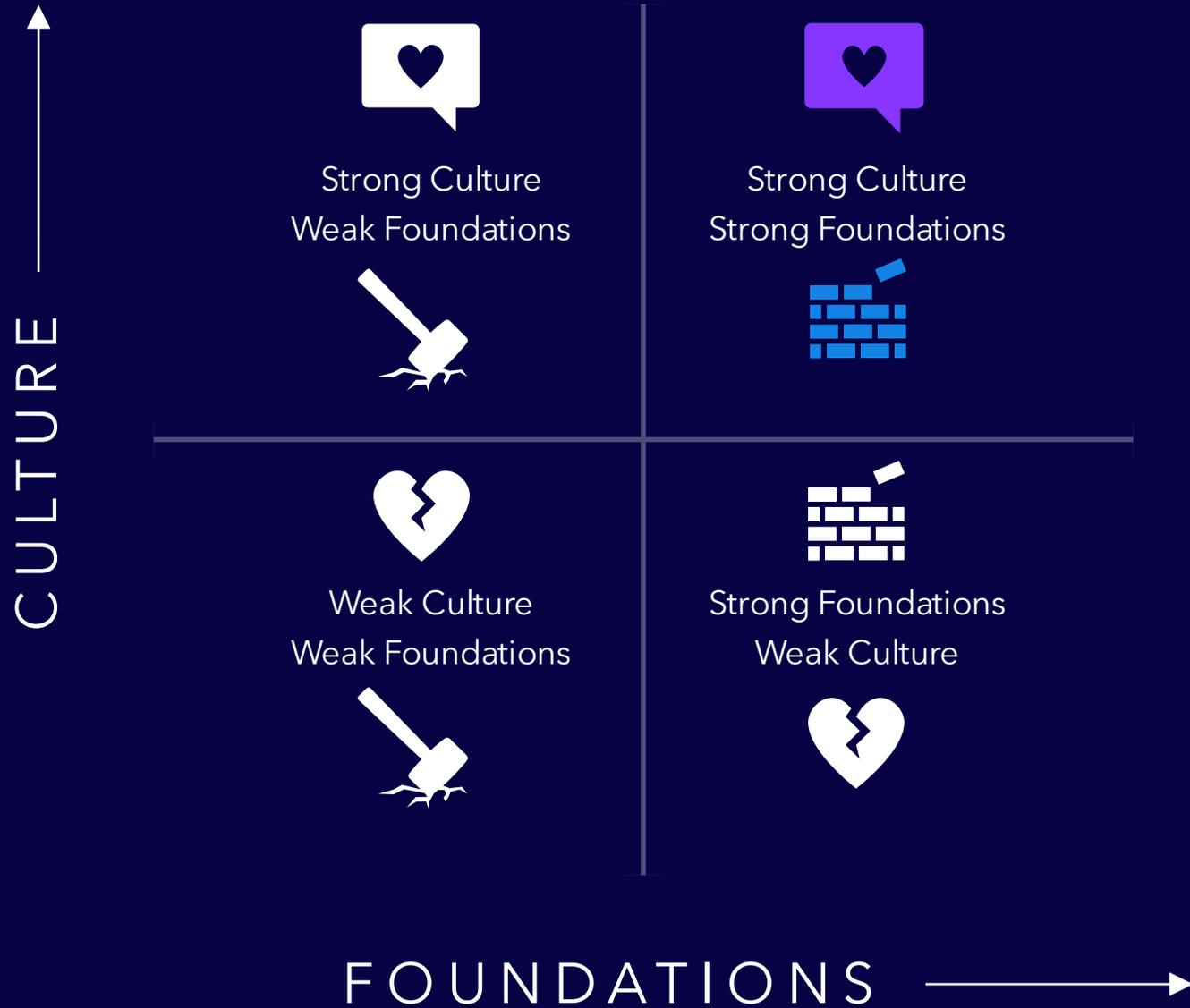
Expert
Analysis

WARC

**GAIN
THEORY**

Framework for best-in-class marketing effectiveness





Culture is a system of Specific, Observable Characteristics



DEFINING SUCCESS

40%

of marketing practitioners lack clear directives for evaluating and optimizing marketing investments (WARC & Gain Theory).

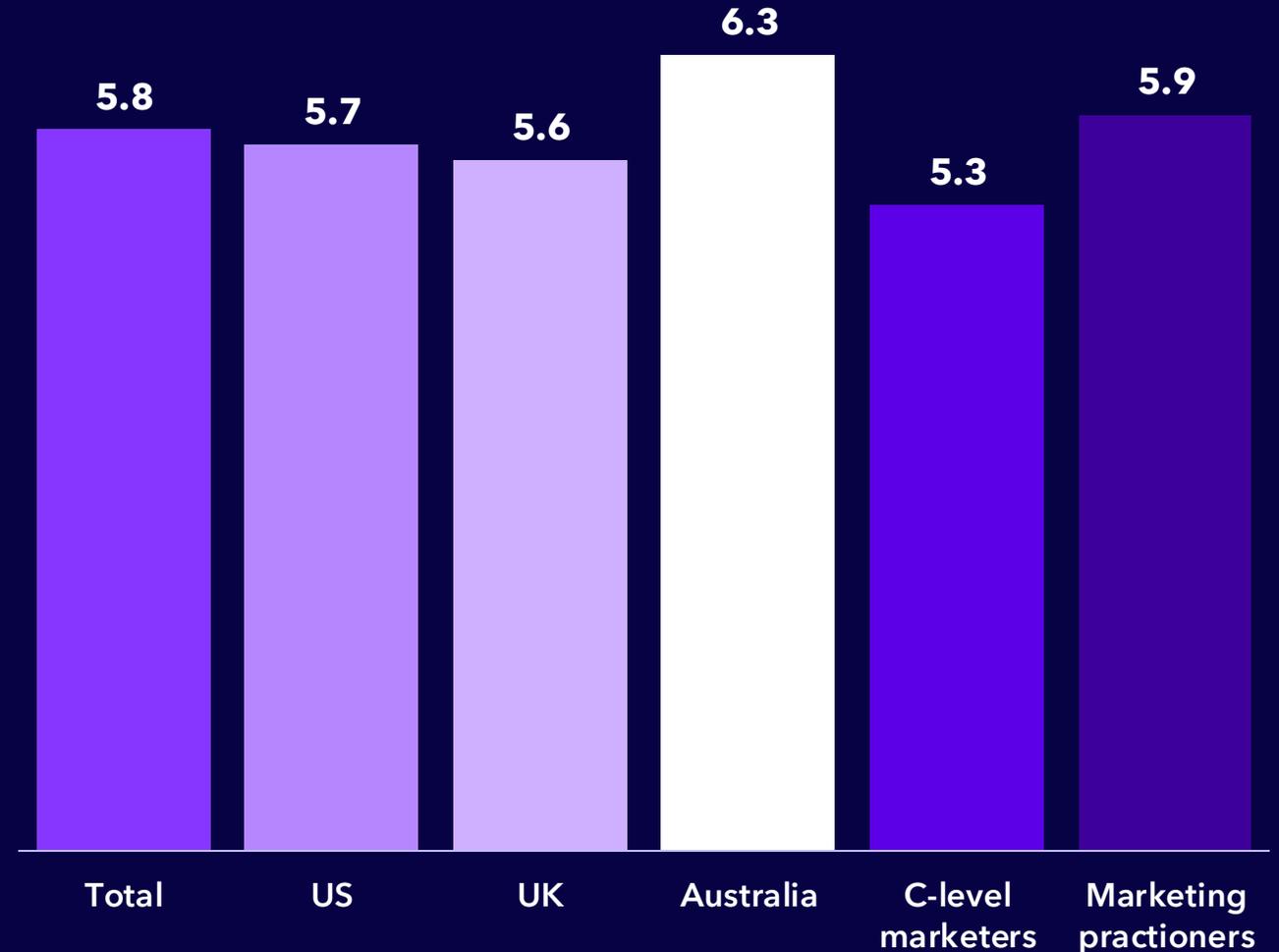
Significant room from improvement

How would you rate the performance of your company's marketing programme?

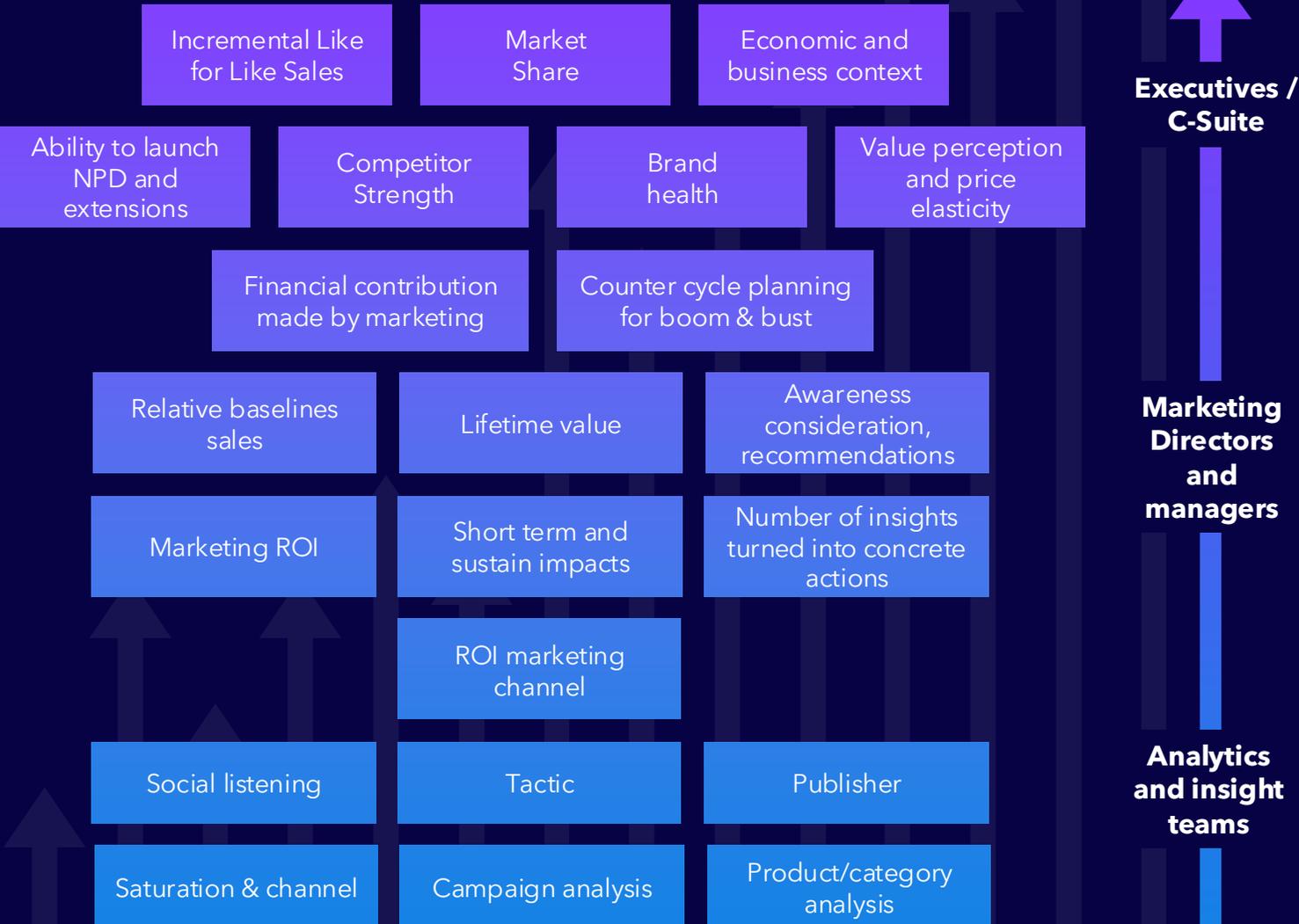
On a scale from 1-10, where 1 = lots of room for improvement and 10 = no room for improvement.

Source: WARC x Gain Theory Quantitative Survey (Base: Total n = 367)

Company marketing programme score (out of 10)



Hierarchy of Metrics



“Best-in-class marketing measurement is a pyramid that flows from what the business objectives are. Business objectives need to be very clear for marketing to align and support them. Marketing objectives then naturally flow from the business objectives. All your metrics should ladder up to these objectives.”



Justin Bell
Head of Marketing
NatWest Group

DATA EXCELLENCE

41%

of marketing practitioners not
evaluated/incentivised based on
ability to use data to inform decisions

Embedding a culture of Data Excellence

Skills Gaps

KPIs

Bonus

Training
& Upskilling

Incentives

Data
Democratisation

Performance
Reviews

"I think the biggest (data) challenge we have is we've got so much data. How do we make sense of it? Some of it can be contradictory if we're not careful. I think the other challenge is we're trying to democratise but how do we let all our employees engage with that data? Because there's so much data they don't typically have the technical nous to translate that into clear insight."



Matthew Graham

Chief Growth and Digital Demand
Officer Mars Food & Nutrition



Case Study:

Changing Culture through agile, data-informed decision making.

Strategy

Gain Theory to democratise data insight through an always-on marketing decision-making platform

Takeaways

- Democratise data
- Always available platform data
- Embrace tools and team

A photograph of a forest floor with large, exposed tree roots. The scene is dimly lit, with a blue and purple color cast. The roots are thick and gnarled, spreading across the ground.

14%

Global Net revenue increased for no increase in media budget.

FORESIGHT

44%

of marketing practitioners
engage in future planning processes

Foresight & Marketing



Scenario Planning



War-gaming

Communication

Integration

Upskilling

Governance

"We're trying hard to move from data to insights to foresights because we can't wait for an annual marketing mix analysis to make decisions, particularly in new categories that are evolving extremely rapidly."



Linda Bethea
Head of Marketing
Danone

Be clear on your definition of what foresight is, and is not

A simplified prediction flow with future plan scenarios:



Economy Predicted to grow 2.5-5% per year

Scenario 1:

Growth:
Lower than 2.5%

Probability:
35%

Plan
1

Scenario 2:

Growth:
2.5 -5%

Probability:
50%

Plan
2

Scenario 3:

Growth
higher than 5%

Probability:
15%

Plan
3

Conclusion

- Best-in-class marketing effectiveness requires a cultural shift.
- A culture that values data empowers everyone.
- This isn't just about ticking boxes, it's about transformation.



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**Unlocking Revenue Growth
with Marketing Effectiveness:
Insights for Australian Marketers**



Annabel Archer
Marketing Communications
Manager,
Mars



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Global Lead For Retail Media And
Performance Media,
Diageo



Richard Flanagan
Former Director Of Business & Brand
Marketing,
Google Australia & New Zealand



Cam Strachan
Head Of Data And Analytics,
SCA & IAB Data Council Member

GAIN
THEORY

iab.
australia

Thank you