



**Dr. R. L. Bhatia**, Founder, World CSR Day

David Ogilvy famously analysed campaigns in the 1960s to identify success factors. However the Marketing World has changed beyond recognition since then. New analysis of effectiveness has revealed new success factors. Tim Broadbent, Global Effectiveness Director, Ogilvy & Mather and Graham Fink, Chief Creative Officer, Ogilvy & Mather (China) recently presented on "10 new ways to create content that sells" at the Asian Marketing Effectiveness Festival 2012 at Shanghai. Dr R L Bhatia, Founder, World CSR Day posted a few questions to both.

***As Agency professionals, what are your personal visions for Marketing Effectiveness?***

'Effectiveness' means a beneficial outcome for the client. Campaigns have a great variety of objectives. For instance, some aim to sell more product. Some aim to reduce road accidents. Some aim to present the company in a favorable light to investors. There is no single objective, and therefore no single effectiveness measure. Effectiveness depends on what the client seeks to achieve.

***In the next few years what kind of paradigms shifts do you see that will impact the Industry? Do you think that the paradigms will be of Global nature or different for Europe, Asia etc?***

The single most momentous change in our lifetimes is the rise of digital media and, with it, the rise of consumer power. A small campaign can now have the reach of a large campaign, if enough consumers choose to share the content via social media. We believe this will lead to a golden age for creativity. Boring, predictable campaigns do not get the turbo boost that creative campaigns get. Collectivist, teched-up Asia is leading the world in this development. The West is lagging.

We have also been influenced by Jon Iwata's work on 'The Authentic Corporation'. Digital enables employees and suppliers to shape how corporations are seen on a global basis. Companies that set their objectives in purely financial terms (such as 'maximizing shareholder value') tend to make less money than companies that have a more inspirational purpose. Ogilvy calls this the 'Big Ideal', and we believe it is the future of branding.

***If there are 5 competencies that CMOs need, what would you envisage those competencies would be? Make a list.***

In our experience, tomorrow's CMOs will need:

- to hone their creative judgements, because in the digital age it is creativity that boosts sales more than any other factor;
- to rely less on conventional pre-test and tracking market research, which were designed for the pre-digital era and increasing lack relevance;
- to replace slow, expensive conventional research with fast, cheap in market testing - nimbleness will replace risk reduction as brand growth becomes the priority;
- to take the battle to the accountants, who always seek cost reduction rather than top line growth

***Are there new challenges that the modern day CMO is faced with in building his or her brand?***

As above: creativity, digital, authenticity, nimbleness, Big Ideal, Asia



**Graham Fink**  
Chief Creative Officer  
Ogilvy & Mather (China)



**Tim Broadbent**  
Global Effectiveness Director  
Ogilvy & Mather