



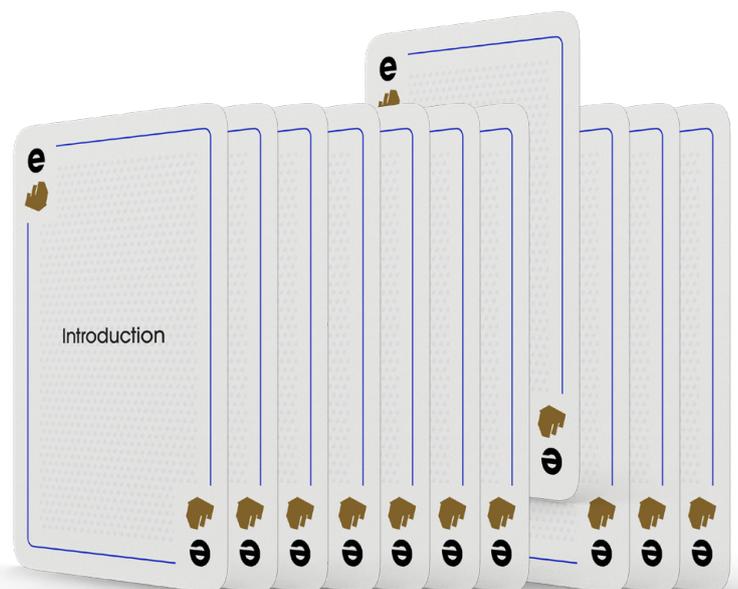
Making Effectiveness Happen

2024



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There is a myth surrounding effectiveness that it's the bit you do at the end to prove what you did worked. Entirely focused on what you measure and how you measure it.

But effectiveness doesn't work that way. It is a day-to-day orientation that stands and falls on the strength of our relationships, how we work and collaborate.

What is required from leadership? What are the cultural values and ways of working that set you up for success? And how do you mobilize teams to have the confidence, courage, and judgment to execute truly effective work?

We asked senior effectiveness leaders worldwide these questions and more. Using the insights they shared, we have put together this report to help you make effectiveness happen by grounding you in the principles and tactics of the most successful.



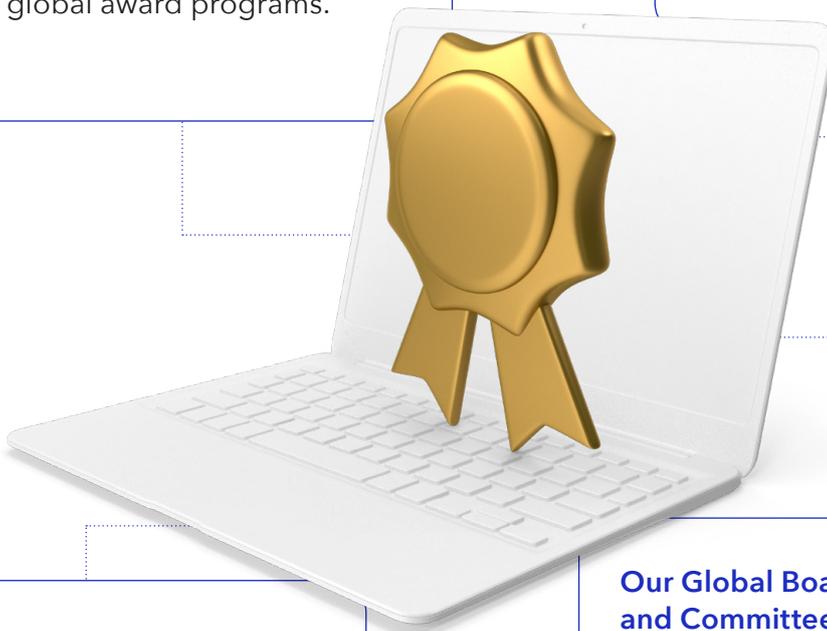
Methodology

We surveyed senior effectiveness leaders in our network who know a thing or two about driving success.

Agencies accounted for 65% of those surveyed and brand marketers 26%, while the remaining 9% came from media, research, tech, platforms and other.

Top performers from our global effectiveness Index: those who have done consistently brilliantly across our local, regional, and global award programs.

Global Best of the Best entrants and winners: Gold and Grand winners from our local and regional competitions who went on to test their mettle on our global stage.



Seasoned judges: diverse and discerning minds who've evaluated countless award entries over the years and know what constitutes true effectiveness.

Our Global Board, Council and Committee members: industry leaders with a wealth of experience and a deep understanding of effectiveness in action.



A culture of effectiveness is a work in progress for most respondents. Only 1 in 3 felt they had a mature, embedded culture—an unexpected statistic from marketers who are actively involved in the effectiveness agenda and have a track record leading teams producing effective work.

Our findings are consistent with previous studies. As far back as 2018, The Institute of Practitioners in Advertising's (IPA) Effectiveness Roadmap¹ showed that CMOs and Agency Leaders graded their effectiveness cultures at only a 6 out of 10, while the World Federation of Advertisers' (WFA) 'Cultures of Effectiveness' report² last year showed a similar percentage.

Only 1/3 of respondents felt they had a mature, embedded culture of marketing effectiveness.

2/3 said it was evolving / a work in progress.



¹ Libby Child, 'Marketing Effectiveness Culture' - How is it working in practice?, EffWeek 2018, Institute of Practitioners in Advertising (IPA).

² World Federation of Advertisers (WFA), *Creating a Global Culture of Marketing Effectiveness*, August 2023: pg 7.

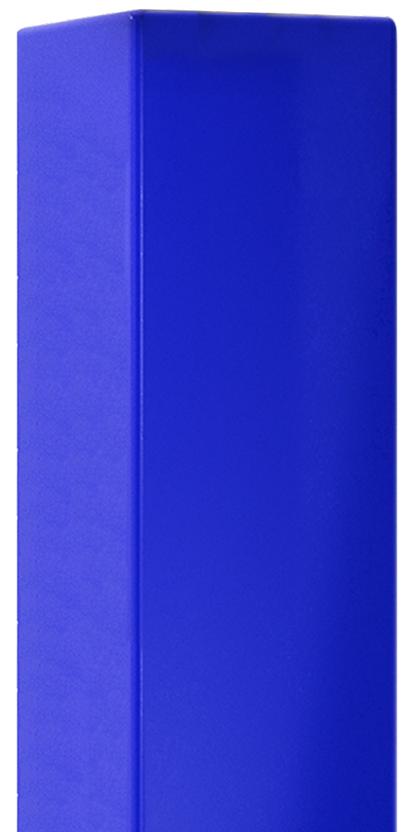
It's clear that developing effective cultures remains an ongoing challenge for the industry, despite marketers recognizing its vital importance and naming effectiveness as their number one priority. **This begs the question: why have we made so little progress?**

Getting all the necessary factors in place at the same time is a challenge. Our findings show that an effectiveness culture needs to exist across the organization, blending the right cultural values and operational approaches, alongside a commitment to developing teams with the skills and tools they need. Genuine, enduring success hinges on addressing these elements together.

In fact, a whopping 79% of those from mature effectiveness cultures credit mastering two or more of these factors as their recipe for success.

The simple truth is building cultures of effectiveness is a continuous journey. Leadership changes, people leave and new ones join, the business challenge shifts, or a new tech innovation arrives. Organizations continually evolve and effectiveness cultures need to evolve with them.

79%





“My top tip for driving marketing effectiveness is to **interrogate your marketing results and work collaboratively across marketing functions** (creative, brand, media, etc.) to align on how to constantly keep improving. No one function can achieve true effectiveness without the other in modern marketing.”

ADAM CRAW GLOBAL HEAD OF PRIME MARKETING, AMAZON
& EFFIE FUTURE COUNCIL

Top Takeouts

- Effectiveness cultures should **continually evolve**.

- Successful effectiveness cultures **permeate** right through the organization.

- There are three core building blocks: the right **cultural values** and **ways of working**, alongside equipping teams with the **tools and skills** they need.







“The strategic backbone to effectiveness means answering 3 questions with absolute clarity before you get to tactics. **Who am I targeting? What is my position? What are my objectives?** Remember, strategy is mostly about what we chose not to do. Don’t put too much into your positioning. Don’t have too many objectives. Focus for effectiveness.”

MARK RITSON FOUNDER, MARKETING WEEK MINI MBA

Over 70% of respondents said their effectiveness culture starts with leadership. But it's not enough for the C-suite to mention it occasionally; the most successful tie their effectiveness strategy clearly into the organizational priorities and the key business challenge.

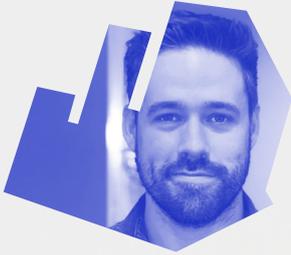
"If the definition of effectiveness is not clear at the top levels, and not immediately **accessible and actionable** at lower levels, success is far less likely."

TYRA NEAL CMO, VIVID SEATS



Once the clarity of vision is there, it needs to permeate across the organization. Marketers and marketing need to be connected to the problem to be solved - the business problem, not the marketing problem. Only once that is clear and understood can the marketing objectives and metrics to measure be crafted.

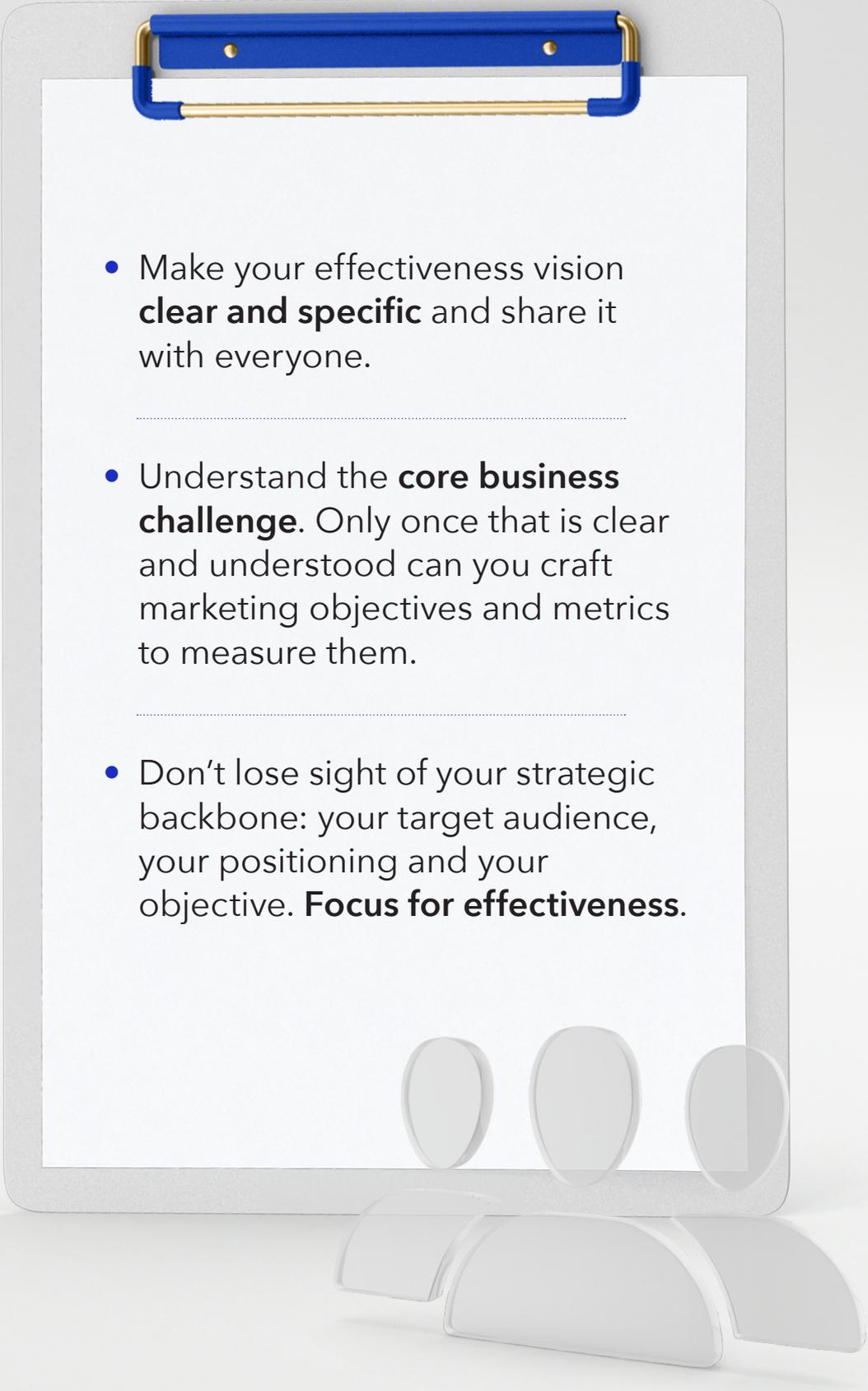
It follows that a shared challenge and clear objectives are core ingredients to an effective strategy and brief. When we asked respondents to identify the core driver of effectiveness between agencies and brands, **clarity of briefing came out on top by a hefty 20% margin.** It's hard to be successful if you do not know what success looks like.



“Our most impactful move has been reducing the number of company priorities we commit to (from 10+ to 3)... orienting **key teams around a narrow set of shared goals** that force collaboration.”

CASEY BAKSA SENIOR DIRECTOR, PRODUCT & LIFECYCLE MARKETING, GROWTH, CHIME & EFFIE FUTURE COUNCIL

Top Takeouts

- 
- Make your effectiveness vision **clear and specific** and share it with everyone.

 - Understand the **core business challenge**. Only once that is clear and understood can you craft marketing objectives and metrics to measure them.

 - Don't lose sight of your strategic backbone: your target audience, your positioning and your objective. **Focus for effectiveness.**

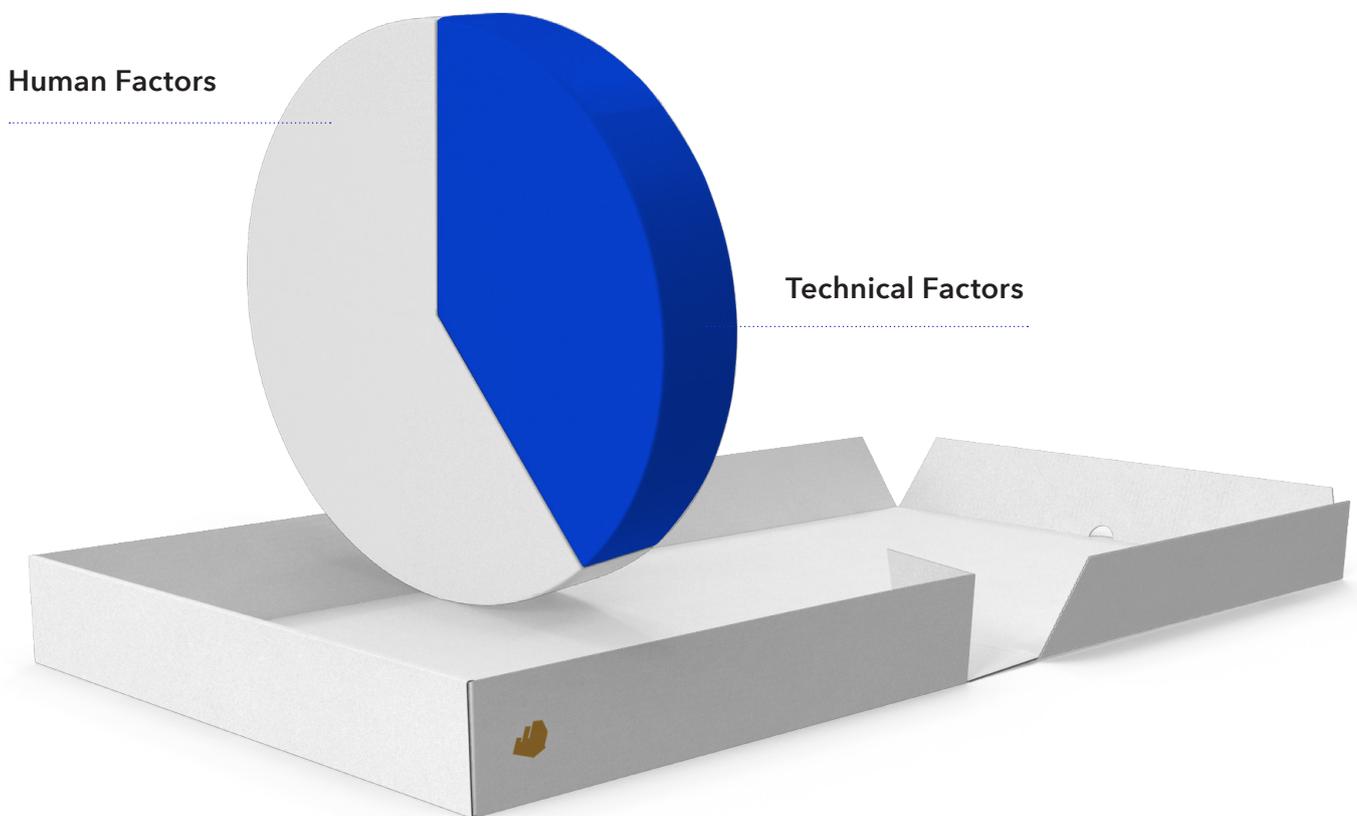


Effectiveness is
Human



When we asked our respondents to identify key factors that drive effectiveness, over 60% were very human ones. A lack of quality data and analytic tools was mentioned, but respondents were more likely to talk about values and behaviors, the importance of relationships, and collaboration.

Key Drivers of Effectiveness





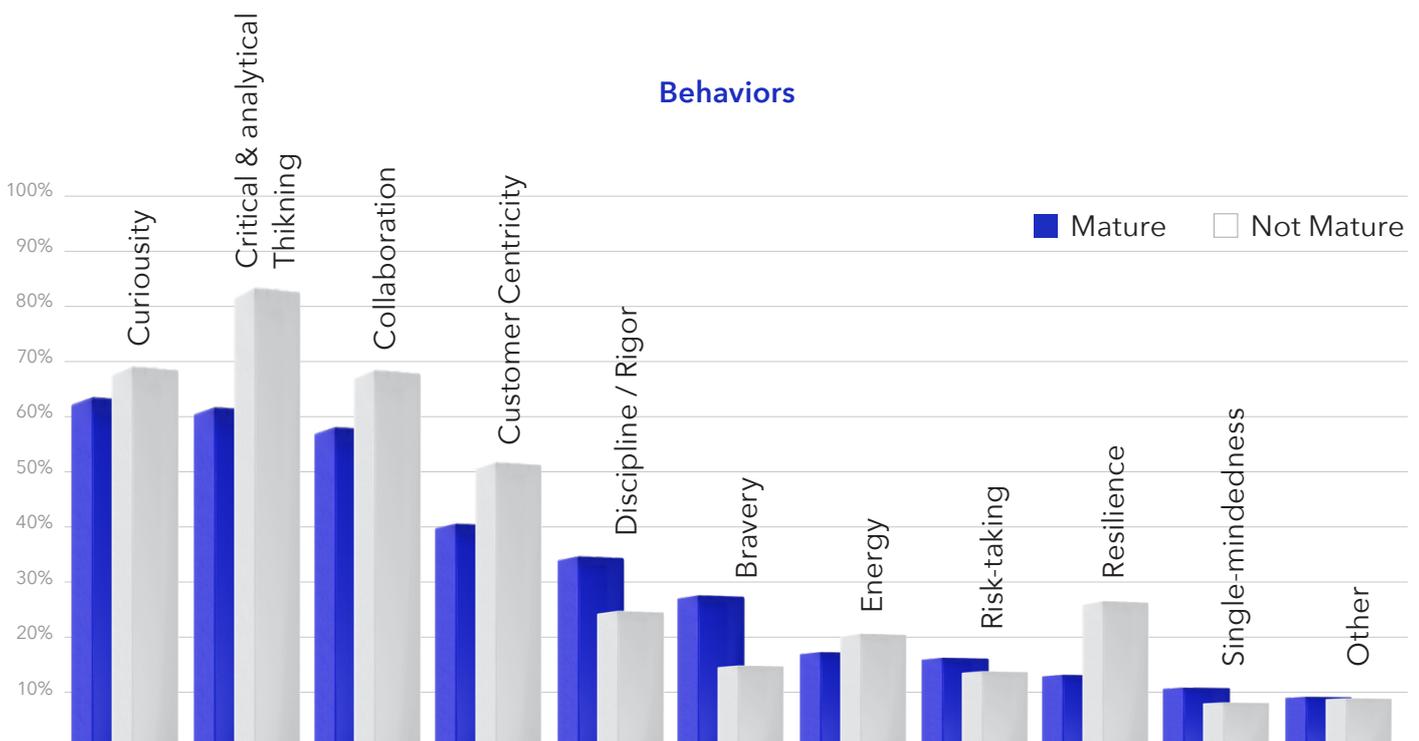
“Effectiveness is inherently **rooted in collaboration** – it drives the very essence of high performing organizations. For us at Ally, it’s a shared sense of purpose to do right by our customers, regardless of role, that grounds our behavior. When you work deliberately to derive a concise, well understood purpose that resonates authentically, you naturally drive effective outcomes.”

ANDREA BRIMMER CHIEF MARKETING & PUBLIC RELATIONS OFFICER, ALLY & EFFIE WORLDWIDE BOARD OF DIRECTORS

Cultures that are most successful at delivering effectiveness do so by nurturing a specific set of behaviors that help teams do the best work they can. Curiosity and collaboration combined with critical thinking and customer centricity were the top attributes leaders wanted in their teams. It is interesting to note that mature effectiveness cultures are more likely to **value bravery, risk-taking, and rigour** than their evolving counterparts.

One of the biggest dangers to an effectiveness culture?

A poor ‘client/agency relationship’ was the second most cited factor. If your relationships are ineffective, it is likely that your work will be too.

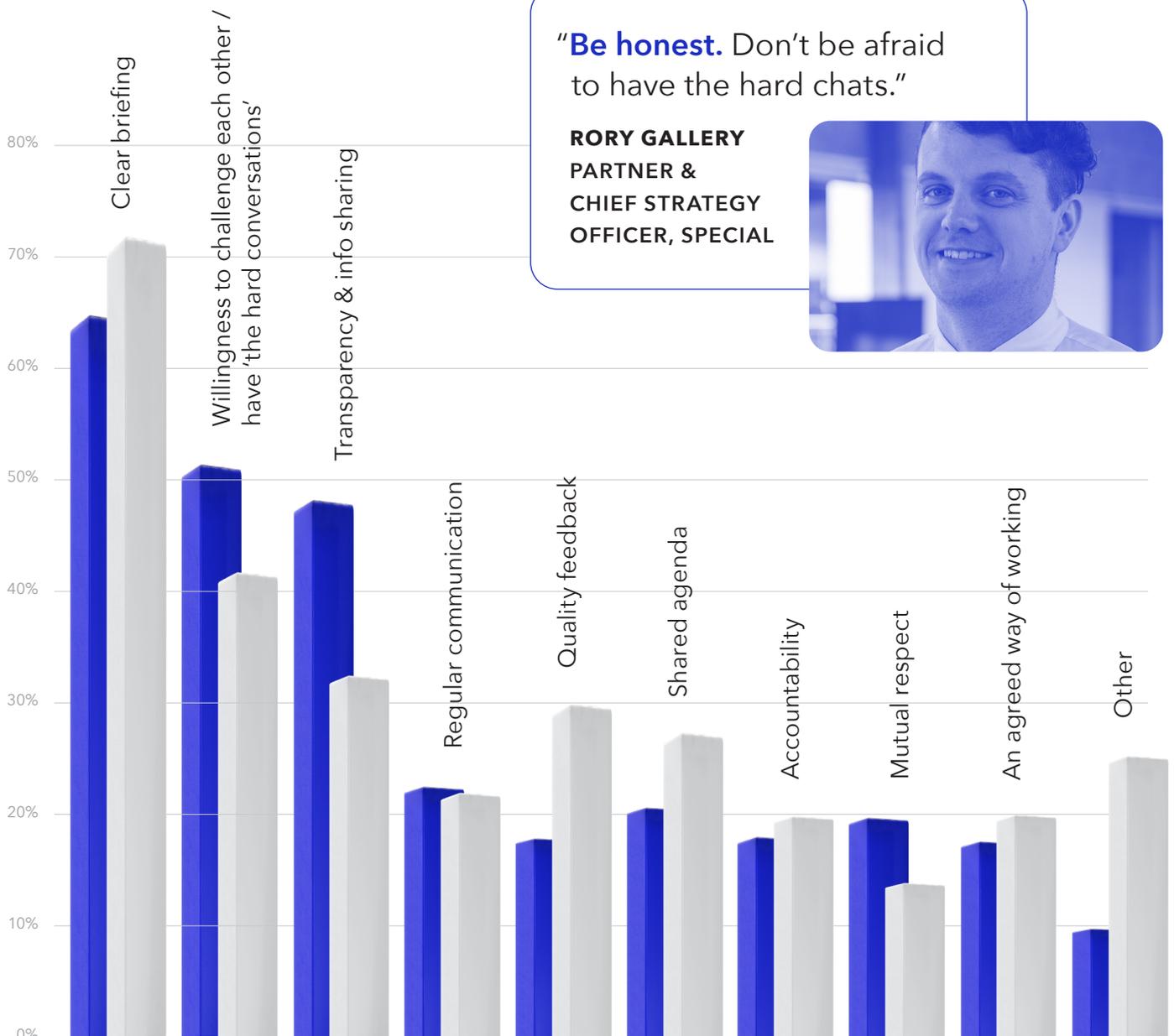


How do you supercharge your relationships with external partners?

No matter whether you are working brand or agency side, there is remarkable consensus on what makes for a great relationship. Clear briefings, a transparency of information and data, and a relationship robust enough to challenge each other and have tough conversations early.

Ingredients for a Great Relationship

■ Agency □ Brand



“Be honest. Don’t be afraid to have the hard chats.”

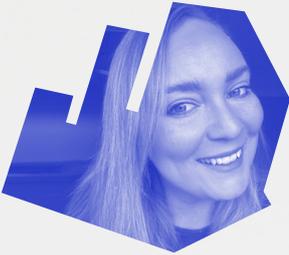
RORY GALLERY
PARTNER &
CHIEF STRATEGY
OFFICER, SPECIAL





“Ideally, it’s an **ongoing and open conversation**, yes, around key tracker metrics, but also a proactive culture of sharing.”

EMILY PORTNOY CHIEF STRATEGY OFFICER, BBDO NY
& CO-CHAIR, EFFIE FUTURE COUNCIL



“The key elements of a culture of effectiveness are leading with **kindness and understanding**, open communication and responsiveness to colleagues, trust and empowerment.”

KIMBERLEY BARNACLE HEAD OF ECOMMERCE STRATEGY,
HAYGARTH

Top Takeouts

- **Encourage collaboration** within teams, across business functions, and with partners.

- Be transparent by building a **proactive culture of information-sharing**.

- Embrace the **difficult conversations**; challenge your partners.





A commitment to effectiveness cannot stay at the top, or filter one level down. It is a team game that thrives with shared ownership and success.

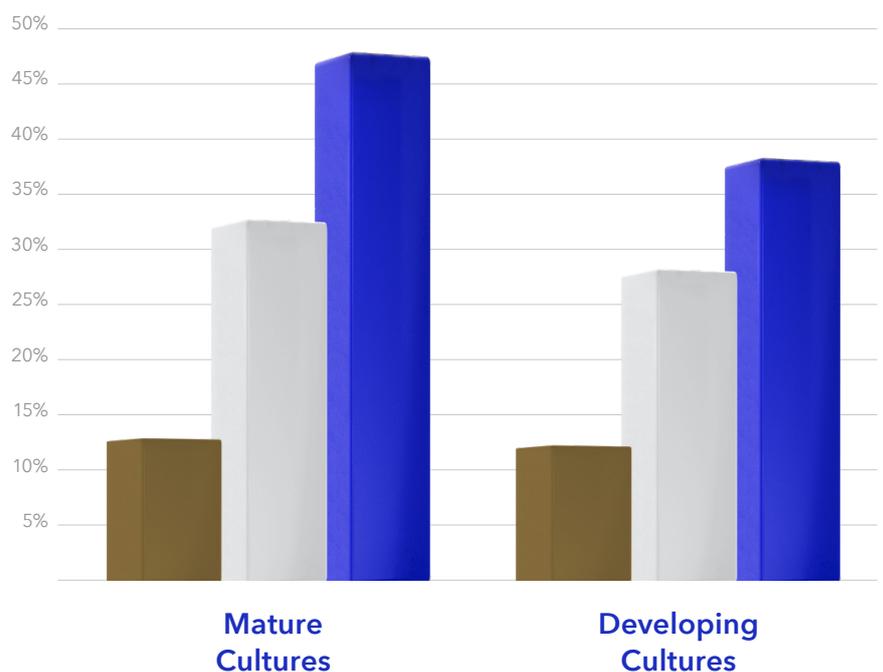
One of the most useful tactics to achieve this is to set effectiveness KPIs across the business, making everyone feel accountable for and part of any success:

- Established effectiveness cultures were more likely to **prioritize KPIs at every level** (though there's still room for improvement, as fewer than 50% of respondents reported doing so).
- **Tangible rewards**, such as bonuses and promotions, provide additional motivation to prioritize effectiveness in work. Mature effectiveness cultures frequently offer these concrete incentives.

Sharing Success

NB: 'Other' were either linked to longer term progression and tied to annual appraisals or tied to softer, in kind/team rewards.

■ Bonus □ Promotion ■ Other





“It starts at the top. Leadership needs to demand it and **lead by example**, holding themselves accountable to clear measurement as well.”

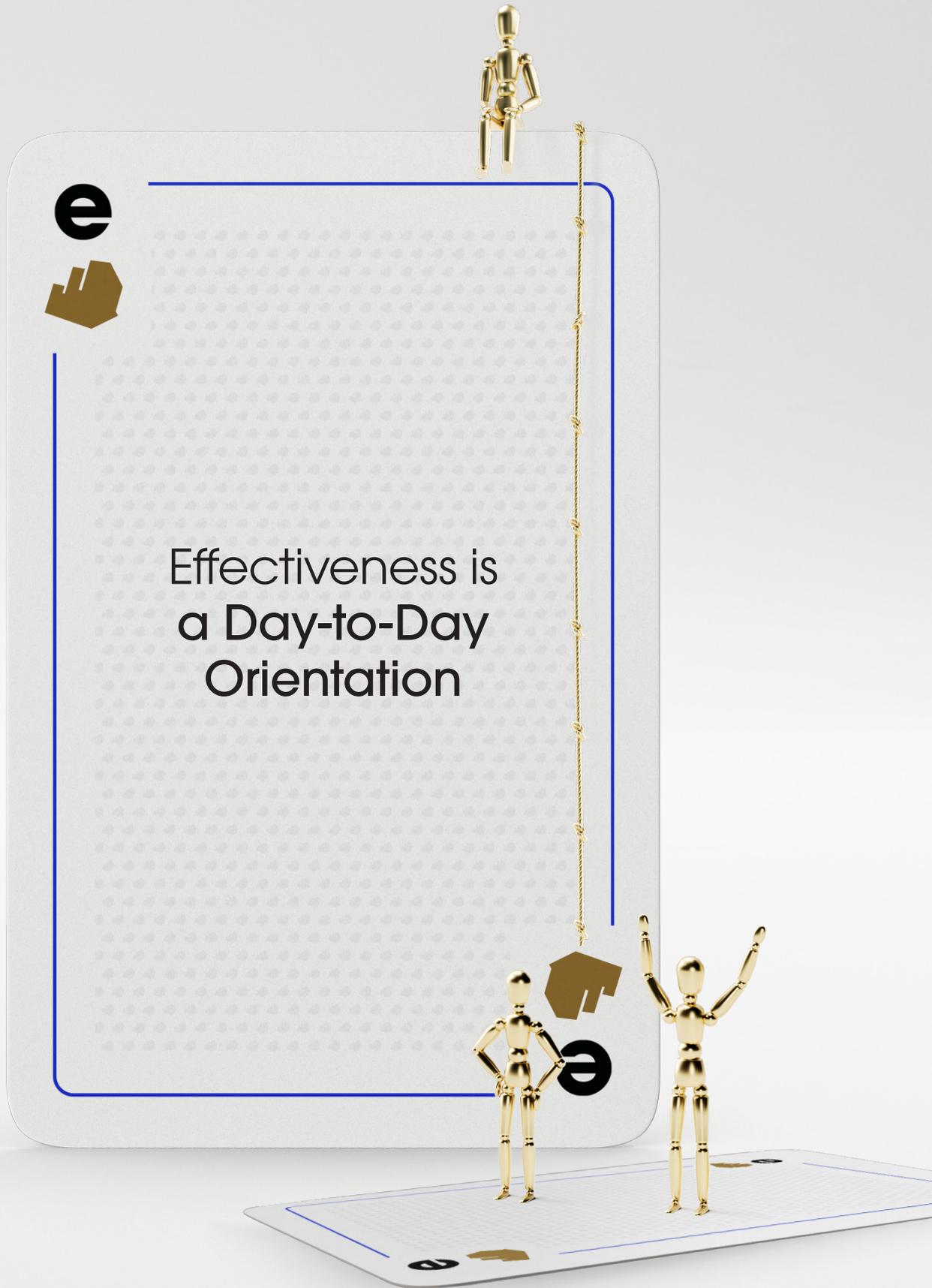
RYAN RICHARDS CHIEF REVENUE OFFICER, AURA HOME

Top Takeouts

- Bake in a **sense of accountability** from the beginning by setting effectiveness KPIs across the business.

- Effectiveness cultures work best when **success is shared**, and rewards are given when KPIs are hit.

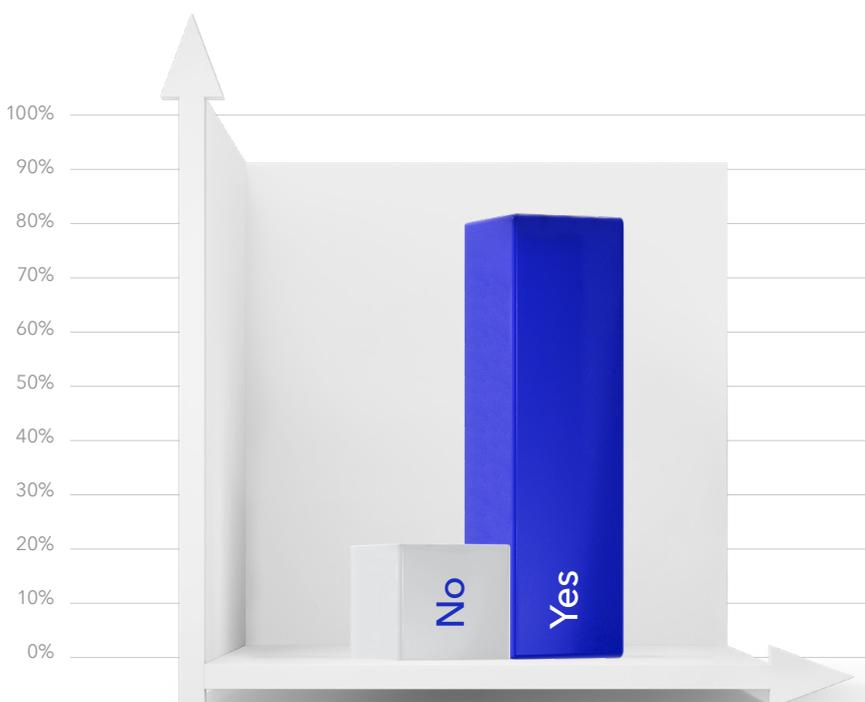
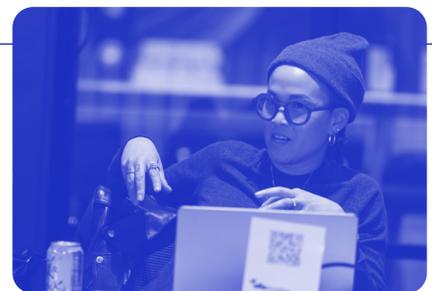




The most effective organizations design their way of working with effectiveness in mind.

Having looked through the most powerful hints and tips from our respondents, we learned that the most successful ways of working were designed not to micromanage, but to give teams ownership of the process and the outcome. We uncovered **three clear principles** you can use to guide the development of your process:

- 1.** Before anything else, achieve **absolute clarity** on the business problem at hand, setting the stage for the subsequent crafting of marketing objectives and metrics for measurement.
- 2.** Design for **accountability and respect**, ensuring people feel ownership and understand the part they play and the impact they can have at every step.
- 3.** Carve out time for **regular feedback and measurement** because optimization and iteration are key success factors. This commitment ensures continuous improvement along the way.



Has your way of working been designed with effectiveness in mind?



“Openness and support of new ideas and stakeholders. **Providing space to initiate and develop strategies** to measure effectiveness; giving us the ability to adapt materials based on that data, so all can benefit and leverage across our client brands.”

JODY VAN SWEARINGEN SVP, GROUP CREATIVE DIRECTOR,
ABELSONTAYLOR

In addition to these principles, you can use our framework as a planning tool to guide you through the key stages of effectiveness. It works universally across all marketing activities, business challenges, and industry sectors.

For years, it has guided teams to success by prompting the right questions to be asked every step of the way – from defining the problem and understanding the context, to putting the right measurement plans in place to analyze the impact. **There is no magic bullet to effectiveness. Success lies in giving each of the 4 pillars due care and attention.**

We weave it across everything we do. You'll see the pillars in action in our Awards entry form, the cases in our Case Library and right across our training Academy programs.

Used correctly, the framework is a foundation to a culture of effectiveness. (A full version can be found at the end of this report.)

The Effie Framework: 4 pillars of effectiveness





“Be very clear about the **vision and the strategy** to realize the vision but allow space and time to engage others to shape the approach as the process goes along.”

SURESH RAJ CHIEF GROWTH OFFICER, MCCANN NY



“Establish a process and then provide the **flexibility for individuals** to riff on that process as they see opportunity.”

CHRISTINE LANE HEAD OF INNOVATION & EXPERIENCE,
NORTH AMERICA, DDB & EFFIE FUTURE COUNCIL

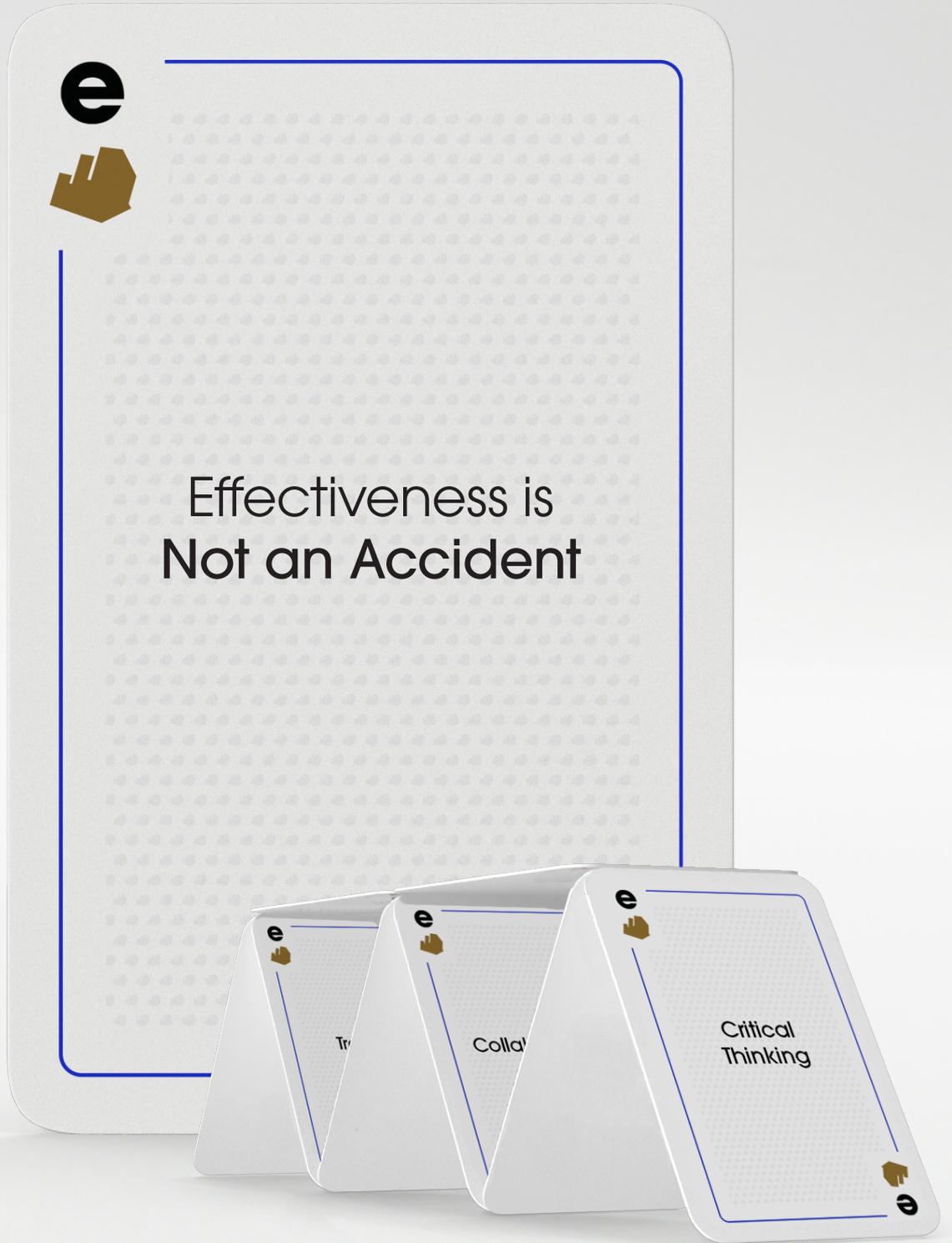
Top Takeouts

- Design your way of working with **effectiveness in mind**. If in doubt, use our framework as a guide.

- Any process should be set up so that **teams feel ownership**.

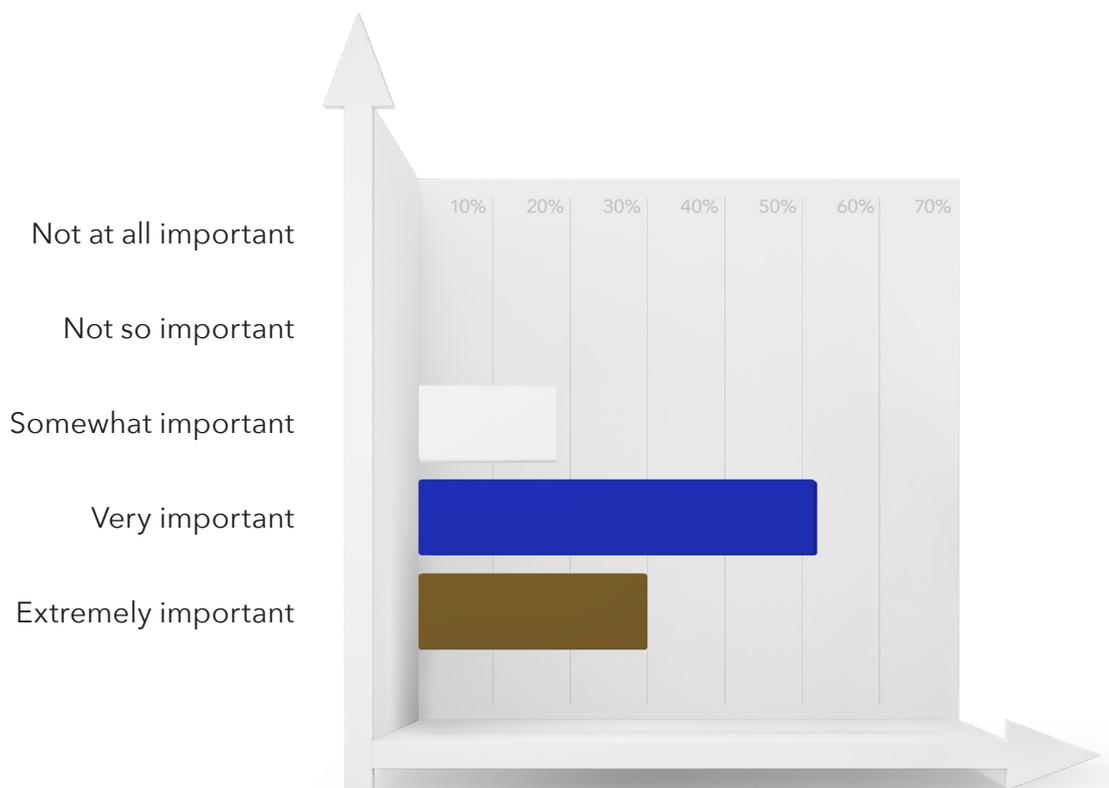
- A good start is the most important thing. Make sure **everyone understands the business challenge**, then set your objectives and decide on your metrics.





People need to be tooled up and trained, so they have the confidence, courage, and judgement they need to excel, because making effective marketing day in and day out is hard. It requires all things we have outlined – collaboration, critical thinking, robust relationships, and a way of working that sets them up to succeed.

This is why training is key. Nearly all of our respondents (87%) used internal or external training and development programs to develop marketing effectiveness capabilities. 81% said this was 'extremely' or 'very' important.



How important are training / learning and development programs in developing cultures of effectiveness?

Once people have the skills, they need access to the data. 42% of respondents said that lack of timely, quality data was the biggest barrier they faced in the day-to-day, while only 6% said that lack of tools or platforms were a barrier. It is getting the right data out to the right people at the right time that is the real problem.



"We are migrating into a coaching/mentoring culture as we grow.

I think it is extremely important to **develop the next generation** as all boats rise with the tide."

JOHN REHM SVP, GLOBAL MARKETING SERVICES, JACK MORTON WORLDWIDE

42%

6%

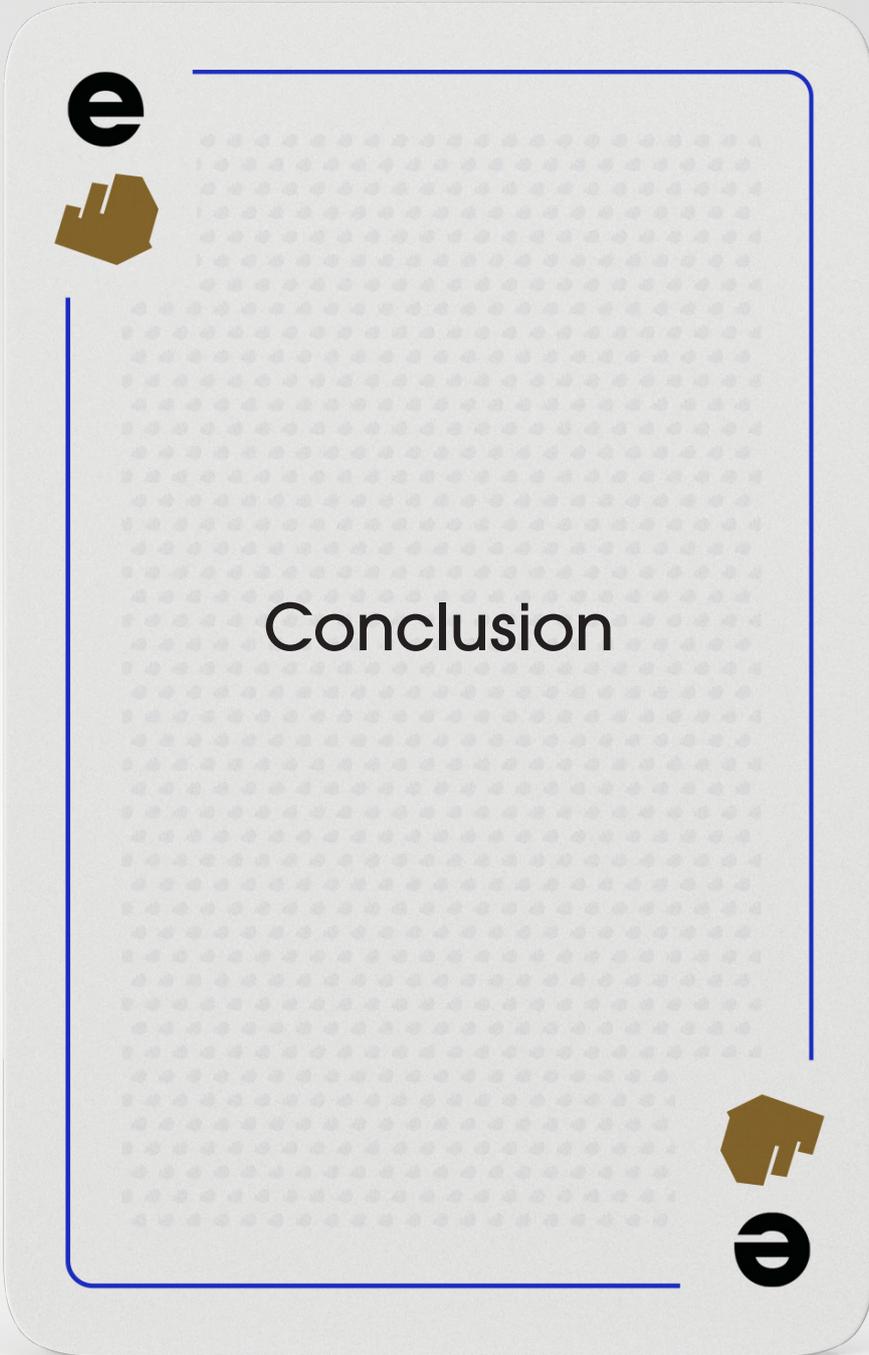
Lack of tools or platforms

Lack of quality data

Top Takeouts

- **Train your people** on specific effectiveness skills.

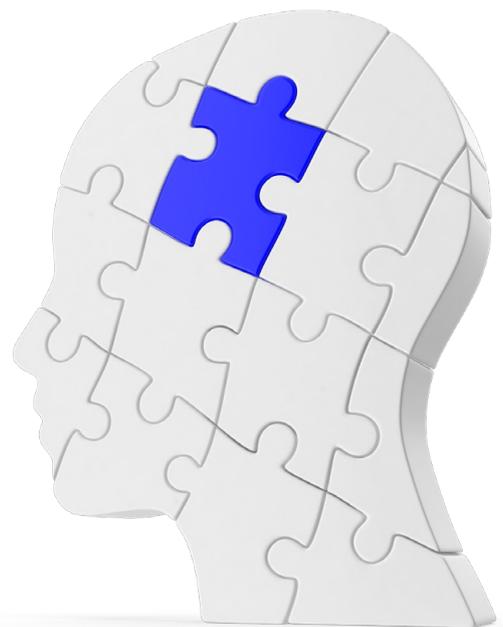
- Be **transparent and timely** - share the right data with the right people at the right time.



In our exploration of effectiveness, we've uncovered a fundamental truth: humanity lies at the heart of effectiveness. It's not just about what we do, but how we do it – nurturing relationships, fostering collaboration, and embracing the values that drive us forward.

This is not to devalue the importance of data, which is a crucial compass for marketers. But behind every data point and analytics tool lies a human mind that interprets what is and isn't important and understands the human behaviors driving the numbers. It's this human connection that transforms raw data into actionable wisdom, propelling us towards our goals with confidence and creativity.

As we navigate the complexities of marketing, let's remember that effectiveness is not just a destination, but a **day-to-day orientation rooted in our ability to connect, communicate, and empower one another**. What better way to end than to offer up a framework, checklists and action plans to help you do just that.



The report wouldn't exist without our network of winners, judges, Global Board, Councils and Committees. A big thank you to them for helping us to make it happen.



1



Laying the
Foundation of
Effectiveness
Cultures
for Leaders



L

Leadership plays a pivotal role in shaping a culture of effectiveness. By championing clarity, collaboration, and accountability, leaders can pave the way for teams to thrive and excel. Here is a simple checklist that will help you take a step towards building a stronger, more effective organization.

1. Adapt and Evolve: Recognize that effectiveness is an ongoing journey. Stay adaptable in response to changing market dynamics, emerging trends, and evolving business priorities.

2. Communicate Effectiveness Vision: Clearly communicate the vision for effectiveness at all levels of the organization. Clearly link your drive for effectiveness to overall business success.

3. Shared Ownership and Success: Instill a sense of accountability by setting effectiveness KPIs across the organization. Reward success and promote a culture where everyone feels invested in achieving goals.

4. Foster Collaboration: Create an environment that promotes collaboration across teams, departments, and external partners. Encourage open communication, knowledge sharing, and cross-functional teamwork to drive collective success.

5. Strengthen Partnerships: Build transparent, collaborative relationships with external partners. Embrace open communication, honesty, and proactive information sharing.

6. Day-to-Day Orientation: Design workflows that empower teams and emphasize accountability. Ensure clarity on business problems, respect individual contributions, and prioritize regular feedback and optimization.

7. Prioritize Learning and Development: Invest in training and development programs to build effectiveness capabilities within the organization. Provide opportunities for continuous learning and skill enhancement to keep teams at the forefront of industry trends and best practices.

2



A Simple Roadmap
for Designing your
Way of Working



2

Making effectiveness happen, every day, requires a process that sets people up to succeed. Embrace the following principles to embed effectiveness into your teams.

1. Focus your attention on kicking off the project well

1a. Define the Business Problem:

Before diving into tactics, achieve absolute clarity on the business problem you're aiming to solve. Ensure that everyone involved understands the challenge and its context.

1b. Focus on a few clear objectives:

Set clear and specific marketing objectives that speak to the overall business challenge. These objectives should be measurable and actionable, guiding all subsequent activities.

1c. Lead with Vision, Adapt as Needed:

Be clear about the vision and the brief, but remain open to feedback and evolution as the process unfolds.

2. Promote Accountability and Respect:

Design workflows that empower teams and individuals, giving them ownership of the process and outcome. Ensure that everyone understands their role and impact.

3. Regular Feedback and Measurement:

Carve out dedicated time for regular feedback and measurement. Align on results and what has been learnt, enabling continuous improvement along the way.

4. Utilize a Framework:

Use a proven framework as a planning tool to guide you through key stages of effectiveness. Ensure that it prompts the right questions at each step, from defining the problem to analyzing impact.

5. Data Transparency:

Provide timely access to quality data. Address the barrier of data accessibility to empower decision-making at all levels.

3

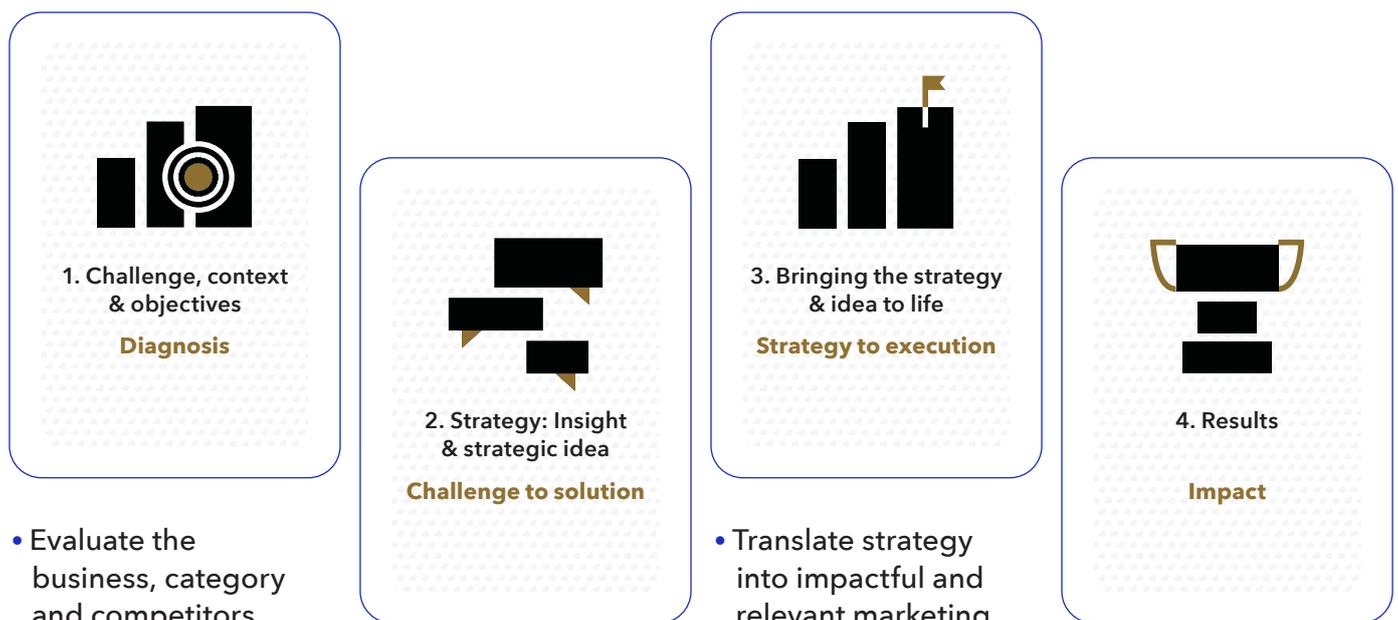


The Effie
Framework:
The 4 Pillars of
Effectiveness



3

Our framework guides you through the key stages of effectiveness. It works universally across all marketing activities, business challenges, and industry sectors. Success lies in giving each pillar due care and attention.



- Evaluate the business, category and competitors.

- Identify the core business challenge, then set marketing and activity objectives and metrics.

- Translate your diagnosis into a strategy built around strong consumer and brand understanding.

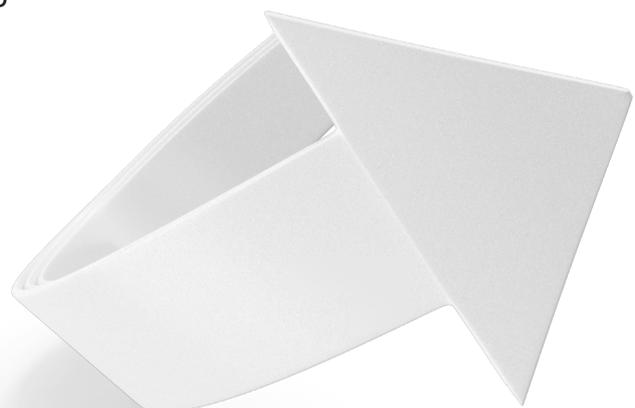
- Focus on a tight definition of your target market, develop your insight(s) and use them to develop your strategic and creative idea.

- Translate strategy into impactful and relevant marketing activities and tactics.

- Develop creative and channel plans that speak to each other.

- Tie results back into each objective; discount other factors.

- Talk about what you've learned. Optimize and iterate.





About Effie



Everything we do is designed to help marketers and their brands grow.



A global benchmark of excellence, championing the outstanding achievements of marketers everywhere.



Inspiring excellence with applicable insights from Ideas That Work® and the people who make them.



Training to develop the tools, skills and knowledge marketers need to succeed at every stage of their career.



Our Academy develops the skills marketers need to put effectiveness at the heart of what they do.

All our programs are built on:

- Award-winning **Effie cases** to turn theory into practice.
- A **global perspective** of the latest learning across 125+ markets.
- Insights from our network of **industry leaders** on how to tackle today's big challenges.
- The **Effie Framework**, a tool to embed the key principles into your thinking and process.



