Faster, Sharper, Smarter

Strategies that make this a great time to be in marketing

A thought readership white paper

BeenThere ⊗ DoneThat

We commissioned this report because we're obsessed with the need for businesses to redesign their processes and systems so they can win in today's world. We wanted to talk to the most senior people in the industry to understand the current landscape and the major pain points they are experiencing, in order to identify the opportunities to be unlocked.

Qualitative research and write-up was conducted by Arwa Mahdawi, Brand Strategist, Writer & Guardian Columnist

Quantitative research was carried out during Dec 2019 using an independent panel run by Research Now.

"We're our own worst enemies. We keep talking about 'a crisis in marketing' but really it's a crisis of confidence."

ICMO, Finance

The Need for Speed

Executive summary

It is a truth universally acknowledged, and constantly repeated, that remaining relevant in today's crowded and fast-moving world is difficult.

So what do we do about it?

Some people will tell you that branded content is the answer. If you're a toilet-paper company, then just churn out a huge amount of 'snackable content' no sane person would ever consume, optimized across a dizzying array of channels, and your target audience will love you.

Some people will tell you that data is the answer. 'Data is the new oil', they will nod sagely. Data, data, data. You can never have enough data.

Some people will tell you that machine-learning is the answer. They frequently have no idea what that even means but it sounds good, right? Particularly when you stick AI on the blockchain and throw in a little AR sprinkled with a little VR. Can't get more relevant than that!

Over the past decade the marketing industry has responded to the changing media landscape with panic and pessimism. We've been convening lots of panels on the 'crisis in marketing.' We've been chasing trends. And, in the rush to keep up with the proliferation of channels—in the rush to create, create, create—we've been creating a lot of really mediocre work. Indeed, today's digital marketing is so intrusive and irritating that 39% of the people we talked to admit to using ad blockers. We've forgotten the importance of creativity and neglected the fundamentals of brand building.

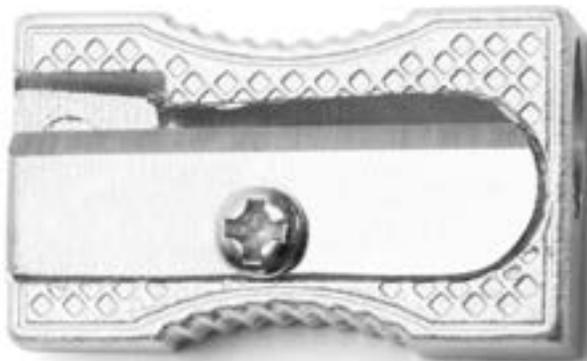So, to repeat that earlier question, what do we do about it?

Don't worry, we're not here to pretend that we've got One Amazing Solution™. Let's face it, a lot of marketing reports can feel a bit like you're sitting in a room being screeched at by a McKinsey consultant who thinks they're the first person in the world to have noticed that the media environment is fragmented and reckons a portmanteau like 'planfuencing' is the answer to all your woes.

We want this report to feel rather more like a candid conversation with some of your smartest colleagues. It's the result of extensive quantitative research as well as 14 in-depth (and anonymous) conversations with CMOs across five different countries and seven different industries. We asked people about the biggest opportunities they think the marketing industry should be unlocking. How have they addressed these opportunities? What are their tips and their watch-outs? What are they trying next?

We also want this report (at the risk of sounding like an aftershave ad) to leave you feeling invigorated and optimistic. Because while there are certainly a lot of challenges facing the industry at the moment, there are also a lot of opportunities. We've got 70+ pages of interview transcripts from our chats with CMOs around the world. If we had to boil everything we heard down into one sentence it'd probably be this: there's never never been a better time to be in marketing.

Six Opportunities to Get Sharper

The six biggest opportunities for marketers to unlock

Speed Up Your Systems

" Standing still is the fastest way of moving backwards in a rapidly changing world"

Lauren Bacall

The current systems and processes available to marketers are slowing down people's ability to respond to rapidly changing market conditions and remain relevant.

> *Only 21% of senior marketers we polled strongly agree that their business and their partners operate at the speed they need them to.*
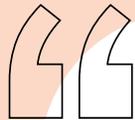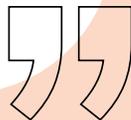
Most marketing departments aren't structured for speed; **only 21% of senior marketers we polled strongly agree that their business and their partners operate at the speed they need them to.** These sluggish systems often result in lacklustre creative work and burned-out, frustrated, employees and partners.

As one UK-based CMO noted, **"We haven't had the kind of structural change on either the client side or the agency side to accommodate the complexities of the modern world.** There are people running around trying to create agile teams and squads, but at the end of the day the nuts and bolts of how things are getting done haven't moved. The model we're working with now is the model that came about in the 1990s. I don't think anyone's completely cracked the new model."

One reason for this might be that we've been fighting complexity with complexity--adding processes instead of stripping them out. "I see lots of skill, lots of money, lots of investment," one FMCG executive said, "and then you see the output and you go, God, how underwhelming. You know, great work doesn't come from lots of process and bureaucracy. It comes from getting three or four diverse views and skills in a room around a key problem and then iterating around it. We've almost complicated the thing too much."

How do we fix this? →

⊗ Audit your approval systems and empower your employees

Lengthy approval systems are preventing marketers from moving at the speed of culture. "At the moment, it could take between 3 days and 1 week to get a social media post approved," one CMO noted. "So by the time you get something approved it is not relevant anymore." To move quickly you need to empower your employees. "To operate in a more agile way you need to trust the people who are going to make the decision. Then, as marketers we need to provide the right comfort to our leadership team so they know whatever we say will be within the brand guidelines and consistent with the rest of the work."

⊗ If you can't make the entire company agile, ensure you've got a crack team that is designed to move fast.

"We're trying to structure ourselves to be agile with a team that can be fast versus completely overwhelming the organization with new processes," one alcohol executive explained. "From a talent standpoint there are folks that are wired for action and there are folks that are wired for deliberate contemplative, appropriately thought out research."

⊗ Dedicate someone in Procurement to designing a new partnership structure

"Our processes are too slow and not fit for purpose, particularly for the type of partners that we're working with," one drinks executive noted. **"The current procurement process, for example, is designed around buying huge quantities of material. But when I try and explain that I need a procurement person to help me with designing a partnership structure with a startup who is going to do a product for us - we're just not able to do it."**

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To operate in a more agile way you need to trust the people who are going to make the decisions. Then, as marketers we need to provide the right comfort to our leadership team - so they know whatever we say will be within the brand guidelines and consistent with the rest of the work.

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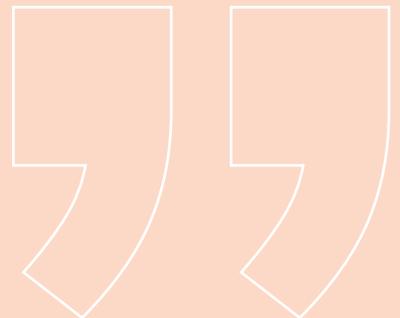
⊗ Replace drawn-out creative processes with agile iteration

The way we work with our partners is often the antithesis of rapid agile iteration," one interviewee complained. **"You brief and then it's three weeks before the agency comes back. The whole thing becomes a painful 4-6 month process...** You don't get good work when the creative work is stretched out over months with lots of tense conversations in between." Instead of an endless back and forth work in short sprints. If it's impossible to do that with your current agency partners, then you might have to think about getting new ones.

⊗ Do a Marie Kondo and ask whether your processes spark creativity – if they don't then get rid of them

"When I look at processes like our innovation process, it's a very gradual stage-gate process," said one interviewee. "It drives rigour. It drives really solid step by step thinking. But it doesn't, at any point, provoke the team to think differently. I think part of the problem we've got with our processes is that they are ways of managing work efficiently, but they weren't approached with the mindset of how can I design this in such a way that is going to trigger things, it's gonna spark ideas. That's not inherent in it. So I'm starting to think about processes through the lens of how does this process drive creativity?"

⊗ Hone your brand purpose or positioning so your employees can move fast without breaking things

"Once you are clear on the values and beliefs of your brand, you are able to have a point of view and react in real time," one CMO noted. "For many of our brands today those values, those beliefs and behaviors are not 100% clear - our responsibility is to provide those guardrails -- and then empower the teams to bring it to life in a fast and agile way." Having a clear positioning or purpose should be fundamental, but more often than not it's been neglected as people chase short-term sales and revenue objectives.

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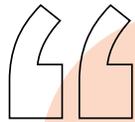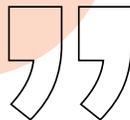
Solve The Right Problems

"If I were given one hour to save the planet, I would spend 59 minutes defining the problem and one minute resolving it."

Albert Einstein

Defining your problem clearly is crucial but many marketers feel like the problem definition process isn't well-defined or up to scratch.

Only 18% of senior marketers polled strongly agree that their teams are good at writing succinct briefs.

"If I were given one hour to save the planet, I would spend 59 minutes defining the problem and one minute resolving it." It may not have been a CMO who said that (it was Albert Einstein, allegedly), but it's as relevant to marketing as it is saving the planet. Framing your problem properly takes you a long way towards a solution. But it can be incredibly hard to do: **only 18% of senior marketers polled strongly agree that their teams are good at writing succinct briefs.**

"I've worked in 5 or 6 global companies and I've worked with probably 10 of the leading 20 agencies and I've never seen the problem definition process done well," one UK-based FMCG marketer noted. "It's almost like it's witchcraft. There needs to be some discipline around it. There needs to be a much more structured way of getting a good foundation for creative."

Defining your problem poorly often means you're deploying your talent poorly. "We don't have a problem attracting good talent," one interviewee said, "the bigger challenge is focussing that talent on the right work at the right time... **Often we're not putting the right talent against the right brand problems because those problems haven't been defined clearly."**

Meaningless metrics, and a myopic focus on digital engagement, can be one factor muddling the problem definition process. **"It's harder to create good ideas when everything is being measured on digital engagement,"** one alcohol executive lamented. **Getting 20 million views is brilliant, but what problem did you solve with that exactly?**

When your problem definition process isn't particularly well formalised, you can lose sight of the consumer and focus on short-term business goals. "In big companies you often see a very mechanical process, where you're just creating more and more products," one FMCG executive noted. "It's very easy to create products, but it's much harder to create products that really solve

How do we fix this? ⟶

## ⊗ Invest time developing a systematic approach to problem definition

While this may sound obvious, the vast majority of marketers we interviewed noted that their companies don't have a rigorous approach to problem definition. While there isn't a one-size-fits-all approach to problem definition there are a few best practices, outlined below..

⊗ Move more resources into identifying the right problem rather than validating your solution

"We're making a big effort to spend more time and money on empathy work and really understanding consumer tensions and consumer needs rather than validating things," one interviewee noted. "Ensuring we are tapping into the right needs and problems rather than only testing executions. That's one of the changes that I'm seeing and for me that's the right approach."

⊗ Put a clear consumer tension at the heart of your problem-definition process

"For me it keeps coming back to our ability to know if we are focusing on solving real people's problems" one interviewee noted. **"People forget that that's actually what we try to do here. I think it's because they're trying to solve the business's problems, not society's problems."** Ensure that your problem definition process forces you to validate that what you're trying to solve is an actual consumer problem.
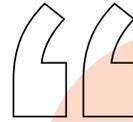
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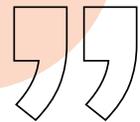
⊗ Train people in the fundamentals of marketing

A resounding theme amongst the executives we talked to is that the fundamentals of marketing have been deprioritized as people rush towards shiny new tech toys . "I started my career in Diageo and the training that I received in terms of the actual way of how to build a brand and connect with consumers has never ever left me," one intervieee noted. "I think the newer group of marketers coming in haven't been trained to understand the consumer and the brand in the same way. And I think that's a gap that we have to right."

⊗ Separate hypotheses from facts - and focus on the facts

"There's a need for us to reframe a lot of the problems that we think are problems," one CMO stated. "Oftentimes we state biases and hypotheses as facts. We need to really keep asking: is this a problem or is this a hypothesis? I think we don't make that distinction well enough and we're afraid to have that conversation sometimes. We work in hierarchical organizations and sometimes someone's hypothesis is taken as fact because of the level of their seniority." In order to avoid groupthink ensure your problem definition process pushes you to validate facts versus hypotheses.
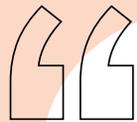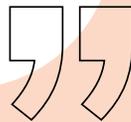
Reimagine Your Relationships

"Don't spend time beating on a wall, hoping it will transform into a door"

Coco Chanel

The relationship between marketers and agencies has broken down, and it's affecting the creative output. To fix the relationship there's work to be done on both sides.

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more than 60% believe the current agency model is no longer fit for purpose

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'We're not angry, we're disappointed.' That seemed to be the overwhelming message from the marketers we talked to when it came to their relationship with outside agencies. The idea of a 'lead agency' that does it all is now woefully outdated, but many agencies seem loathe to admit it. There's a lot of over-promising and under-delivering. Only 19% of senior marketers strongly agree that they're completely satisfied with the quality of creative output from internal & external partners. And **more than 60% believe the current agency model is no longer fit for purpose.**

"There is a very low level of self-awareness in the marketing industry at the minute, particularly with agencies," one interviewee noted. "The changes around them are much more fundamental than they are making them out to be. And I think from a client perspective, we would like to hear that recognition. I know an agency's job is primarily to sell and they do that pretty well. But I don't hear a lot of reflection from them. There needs to be a much clearer and more honest articulation from them of how the world has changed and what this really means."

As agency margins get cut, senior talent is ever more thin on the ground. **Only 11% of senior marketers are completely satisfied that their agencies' best thinkers are spending enough time on their business.**

"It's that classic case of the senior talent gets brought in at the 11th hour to sell the idea, as opposed to actually guiding and working on the idea," one executive noted. **"We're not getting the senior level talent from our partners day in and day out,"** another interviewee complained. **"We routinely feel like we're getting sold on this veteran talent that our agency partners have. But day in, day out, it's junior talent where they're cutting their teeth on your business and that never feels comfortable."**

How do we fix this? $\longrightarrow$

⊗ Be confident you can take control of your marketing ecosystem

"One of the biggest things we've changed is the type of agencies we worked with," one CMO noted. We started to accept that we were not going to get all the answers from one place...It requires a hell of a lot more from the brand team to orchestrate [these relationships.] But it opened us up to a bunch of ideas we would never have got from using the traditional incumbent lead agency model. And on all of the brands where we changed that model, we did dramatically better in terms of delivering growth than we did on the brands where we stayed with a more traditional model."

⊗ Map out your business process and match specific suppliers with specific expertise and needs. See where you have weaknesses and fill those gaps

"Ultimately going forward, you need a more fluid approach of the right partners for the right problems or the right opportunities," explained one interviewee. "Sometimes that will mean big traditional agency partners. Sometimes it will be the smaller newer startups or freelancers. Sometimes it will mean in-housing some capabilities within the organization. We need to be a lot more nimble with the ecosystem that we put together for different brands, categories or opportunities." While a fluid talent ecosystem can be more complex to manage, it brings invaluable efficiencies. As another interviewee noted, **"You're always going to need external people but you don't need the massive overhead that comes with it. What's needed is a flexible model that allows you access talent more efficiently. Injecting that into the process."**

⊗ Get the best out of your suppliers by having honest conversations with them about where their true expertise lies

"I'm finding better talent from people who are just honest about the fact that they are not going to be your full partner on everything," one CMO explained. "They are actually going to be able to do one bit of it very well for you. But the big traditional agencies are struggling to say that. They still want to be everything, they want to be the lead agency and I think they're getting lost in the process of doing it." Have frank conversations with your partners about where they can be of most value and let them know that's where you want them to focus their energy.

⊗ Don't always blame your partners – self-reflection is key to rooting out what's not working

A great relationship takes work from both sides; something clients occasionally seem to forget. "I am absolutely not in this school of thought where, if the agency isn't doing great work for you you just pitch the work and you live by a relationship of fear," a CMO in the food sector told us. **"If an agency is doing great work for other people but not for us I hold up the mirror and say, right, what are we not doing that we're not getting the best people in your building wanting to work on our work?** So for me it's really around the relationship and trust and transparency, the openness, the ambition on the sense of partnership."
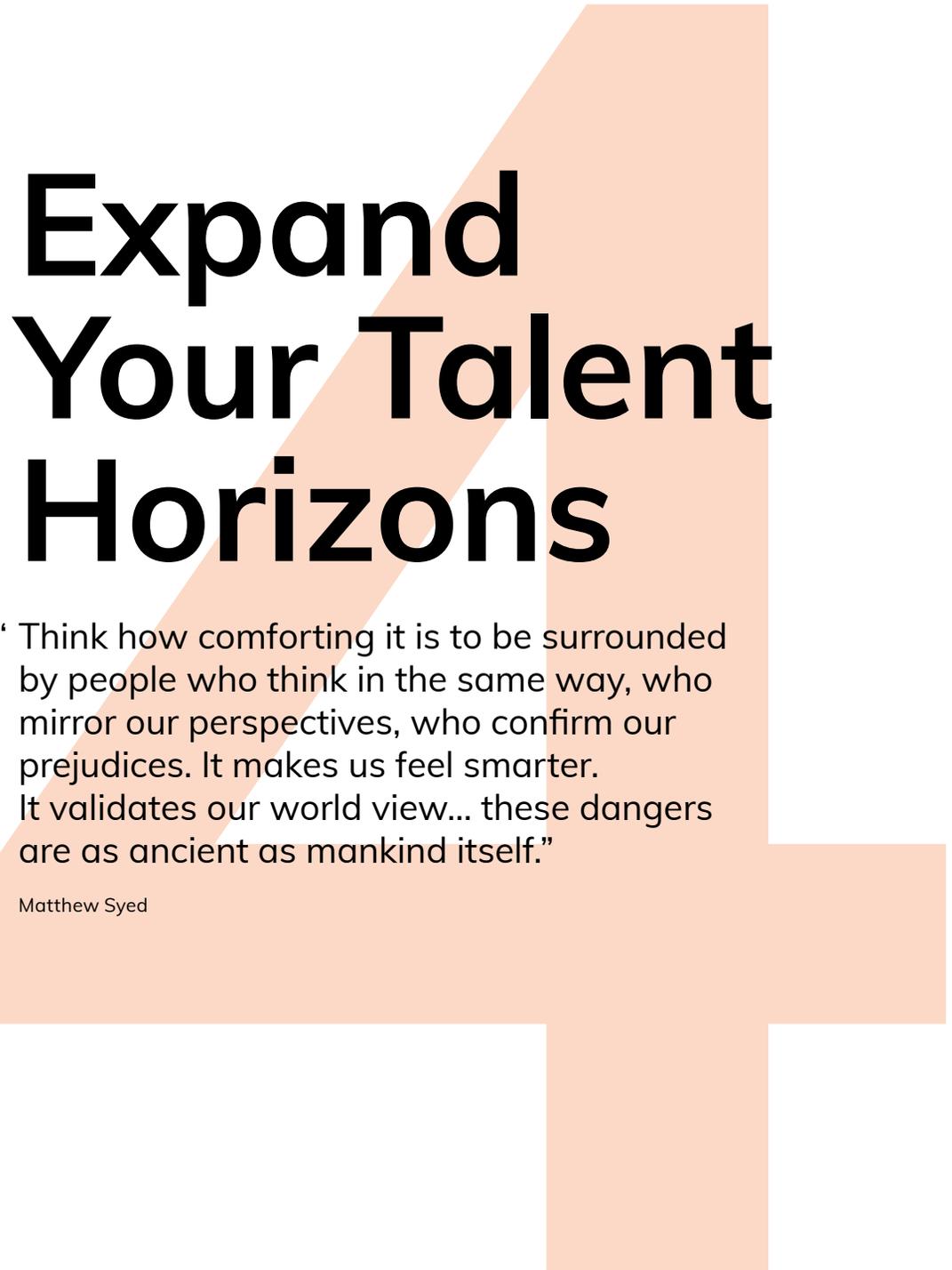
Expand Your Talent Horizons

" Think how comforting it is to be surrounded by people who think in the same way, who mirror our perspectives, who confirm our prejudices. It makes us feel smarter. It validates our world view... these dangers are as ancient as mankind itself."

Matthew Syed

The marketing industry is finding it harder to tap top talent, as the brightest brains head for roles in other industries

Great creative talent used to flock to marketing--not any more. "Back when I joined P&G in the 90s, that was the consultancy of its day," one interviewee noted. "You went there. Now everyone wants to go into tech. There is a massive war for talent." For the most part it seems like tech companies are winning this war: **61% of the marketers we polled think start-ups make it challenging to attract top talent.**

Exacerbating this is the fact that top talent is often peripatetic. "Part of the problem is that the top minds are moving around more," one director of brand communications said. "They have become nimble (i.e. freelance) themselves, to keep up with the changing landscape."

Tapping into diverse talent also remains a challenge.

While the industry has been talking about diversity for a long time now, not much has really changed. "I think all my ECDS across 27 brands across Europe, the Middle East and Africa, are middle-aged men," one interviewee noted. "To be culturally relevant, you want people who come from different cultures, different backgrounds." You also need cognitive diversity. The industry's failure to tap more diverse talent, and more diverse thinking, means it risks churning out the same old ideas.

How do we fix this? →

⊗ Talent has become more widely distributed; you need to tap into it in different ways

Instead of focussing on agencies, focus on individuals. "I look at finding the right talent, not necessarily the right name on the door," one CMO told us. **"So understanding who the right people for the problem are, not just looking at the agency name.** That's clearly not an easy thing to capture in terms of knowledge management, but it pays off."

⊗ Whenever you start a project, audit your talent for diversity; ensure you've got a variety of different viewpoints around the table

"You start the see the same creative ideas again and again, because you've got a homogenous pool of talent bemoaned", one Singapore-based CMO. "There's also a very fixed frame of reference. For example when we think about what is premium and luxurious only one country comes to mind: France. So therefore we need to hire French creatives, French designers, etc. But is that necessarily true? That's a question we rarely ask ourselves, and that we need to be asking more."

⊗ Don't just focus on ensuring there's diverse talent on-screen; you need diversity behind the scenes

"There's been a change in thinking when it comes to diversity in casting, diversity in creatives, diversity in stories etc," one CPG executive noted. "This notion of, you know, 2.4 kids and a happy CPG marketing family has evolved. However, I'm not sure that the people responsible for that and the senior creative directors necessarily reflect that diversity."

If you go to a creative awards and look at the people there you can find yourself going - where are all the people with experience? And how are those people going to know how to connect with what's going on in the world? We should celebrate experience. We shouldn't confuse it with ageing.
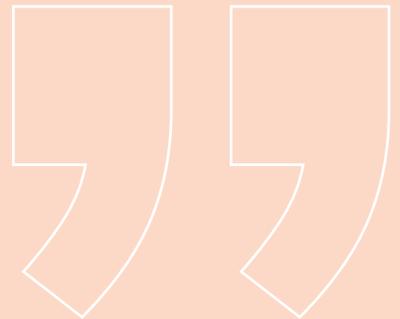
⊗ The marketing industry is obsessed with youth; embrace experience

A number of interviewees told us they felt marketing is an ageist industry. This isn't just bad for older talent, it's bad for the work. As one CMO in the finance sector noted, "the general population is aging"--you need talent that reflects the market you're serving. It also makes very little sense that marketing seems to shun experience. "If you go to a creative awards and look at the people there you can find yourself going - where are all the people with experience? And how are those people going to know how to connect with what's going on in the world? **We should celebrate experience. We shouldn't confuse it with aging."**

⊗ Work on your employer brand and mission: having a clearly articulated purpose helps attract talent

"Having a clear purpose that goes beyond just selling products makes a huge difference in attracting talent" one interviewee stressed. The highest quality applicants tend to be drawn to work that is meaningful and that reflect their values.

⊗ Build different types of career paths and take more risks around people

"We need to create different types of career paths in order to get the sort of talent we need," one CMO told us. **"For me it's a question of looking at how do I create rounded business people and how do I have people in marketing roles who have done a lot more varied things on their way to those roles?** I would like people who have spent time in agencies, for example. So how we do manage that? Can we have partnerships with agencies where people work on both sides? And I think you need people to have done roles in other functions within the company, whether that's Finance, digital, or even things like supply chain, but actually to have understood the complexity of the business."

Having a clear purpose that goes beyond just selling products makes a huge difference in attracting talent

Innovate Your Insight Function

" To get a great idea,

come up with lots of them"

Thomas Edison

Insights and creative should be symbiotic, but they're often disconnected

Rather than being used to inform creative ideas in an iterative way, insights are often used to validate what has already been created. This results in work that isn't connecting with consumers as strongly as it could. Indeed **71% of senior marketers believe their brands could do a better job of creating an emotional connection with consumers.**

"The way we manage consumer insights isn't giving us enough forward-looking work," one US-based VP noted. "Many marketing teams are spending a disproportionate amount of time justifying their existence in terms of backward performance. **We've turned all of our knowledge and our intelligence gathering into justification rather than looking forward. We're actually quite blind to what's coming and what's coming is often coming a lot faster than it did in the past."**

There are so many new and creative ways to gather customer insights. Too often, however, Insights departments operate in the same way they've done for decades and there is a resistance to new tools and more agile ways of working. Creatives can also be resistant to using consumers to help iterate and evolve their ideas.

How do we fix this? →

⊗ Consumer insights shouldn't just be at the beginning of the ideation process, they should inform the whole process

"We need to recognize that we need smart consumer input not just at the outset, but during the iterative development phase as you go from the brief to the initial ideas to building those ideas" a VP of insights and analytics said. But some creatives resist this. "They've got to grow up. There's got to be a lot more mature relationship between Insights and Creative and a recognition that actually those things are symbiotic. It's not just insights at the outset, it's insights as you go from concept to execution."

⊗ Spend less time on testing and validation and more on really understanding the consumer

"We're making a big effort to spend more time and money on Empathy work and really understanding consumer tensions and consumer needs," one FMCG executive said. "We're doing that rather than validating things. We're ensuring we are tapping into the right needs and problems rather than only testing executions. That's one of the changes that I'm seeing. And for me that's the right approach."

⊗ Modernise the makeup of your insights team

"If you talk to most FMCG companies, their Insights teams mainly consist of people who liked running research" one CMO told us. **"I think you need a completely different profile of insight leader: you need to get away from somebody who is primarily motivated by research methodologies and get to somebody who is fascinated by understanding the world and is very comfortable operating a range of different tools to do that.** Somebody who's much more comfortable with a suite of ways in and is really excellent at framing questions and understanding what the business needs to know. And that's not really what we train."

"Many marketing teams are spending a disproportionate amount of time justifying their existence in terms of backward performance. We've turned all of our knowledge and our intelligence gathering into justification rather than looking forward. We're actually quite blind to what's coming and what's coming is often coming a lot faster than it did in the past.
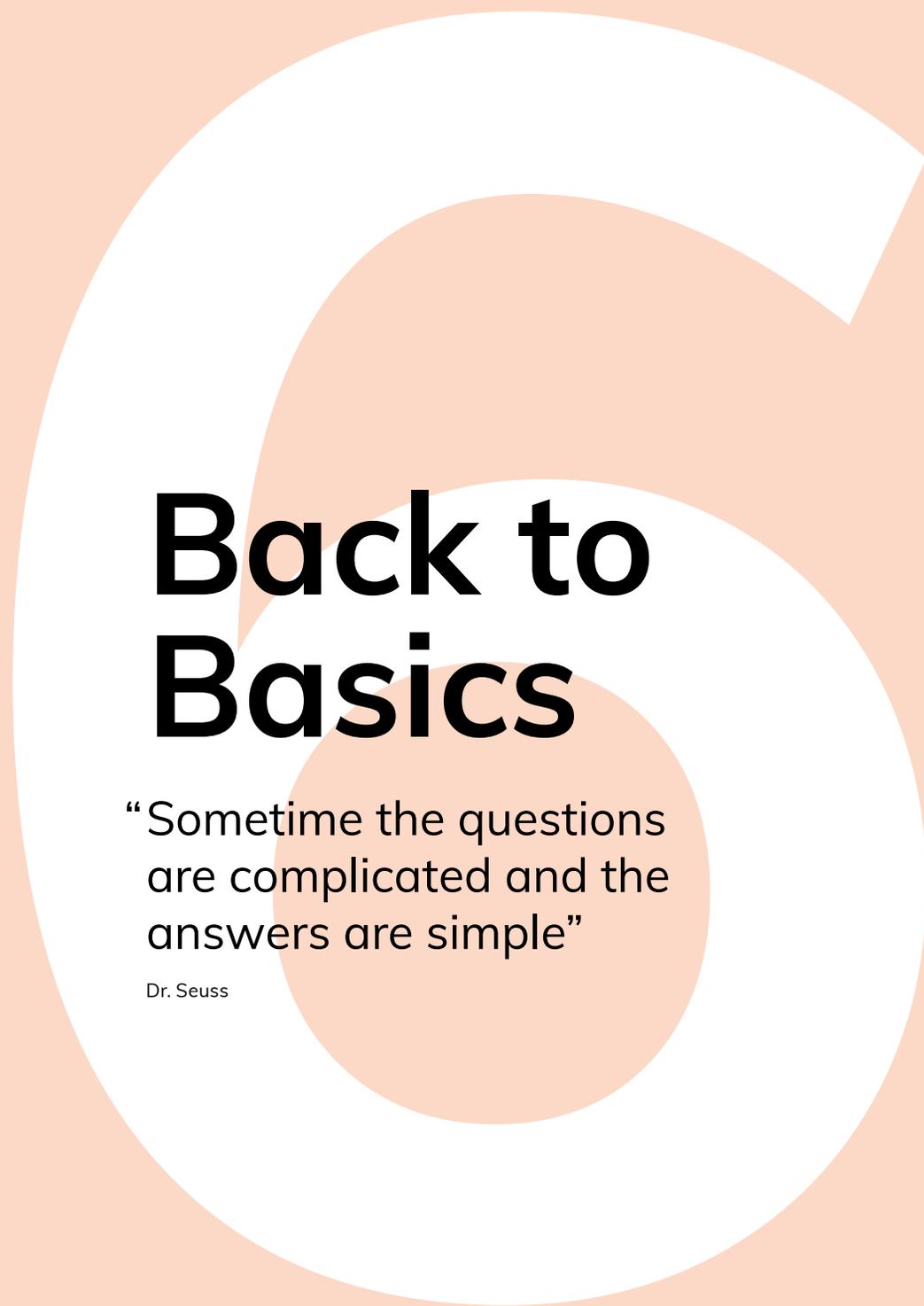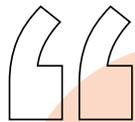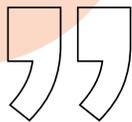
Back to Basics

"Sometime the questions are complicated and the answers are simple"

Dr. Seuss

Remember that marketing is ultimately about solving consumer problems, not satisfying revenue objectives - stop making people want things and make things people actually want.

Marketing is a science but it's an art as well

In many ways, marketers are their own worst enemies - there's a lot of doom-mongering about the 'crisis in marketing' but it's actually a crisis of confidence. "In the end, a big chunk of marketing is the confidence business," one finance executive noted. "And if marketeers start having a crisis of confidence, that's not good for anybody."

There's been a focus on shiny new things lately. A lot of listening to what Facebook, Google, et al. say is good marketing, rather than having the confidence to trust our own instincts. "We have been pretending that marketing is a science lately," one interviewee told, "and trying to put numbers everywhere. While this can certainly help drive great work, it can also hinder it; 38% of marketers polled think the focus on data has had a negative impact on creativity.

As one CMO stressed: "Marketing is a science but it's an art as well. And there's something magic that happens when you connect data and very objective facts with an idea. We have to reappraise more than ever the power of ideas and the power of creativity. I do think a lot of creativity is being left behind because of the explosion of tech and because of the twaddle that people like Facebook are spouting."

The honeymoon period with tech seems to be over now, and the pendulum is swinging back the other way. People are realising that, in the rush to embrace the new, we've forgotten some very important basics. **63% of senior marketers believe their businesses should be spending more time on the fundamentals of brand building.** Spending more time solving consumer problems and building things that people actually want.

How do we fix this? →

⊗ **Invest time and money training people on the fundamentals of brand building**

One of the biggest themes that came out of our conversations with CMOs was the fact that many new marketers have no idea what marketing actually means. "What we're finding is that, internally, a lot of our people are not as trained in some of the classic marketing skills as they should be" one CMO complained. "We're training people in analytics, we're training them in new media, we're training them in more of the functional and quantitative side. But our marketers often don't have the skill set to understand how to develop great creative or how to get the best out of their agencies."

⊗ **Remember that brand-building takes time - and be prepared to invest that time**

CMO explained. "We spent a long time methodically building that brand in a non-traditional way. So a lot of word of mouth, carefully choreographed one consumer at a time, with very steadfast messaging that has enabled this brand to be a dominant category player. We took the test, learn, scale approach in markets where we were able to devote our time and modest resources and focussed on having one market success at a time. And so we were able to create one hero market, then we were able to go and replicate that market in another market. This was 10 or so years in the making, not a year in the making. So this incubation strategy, one market at a time, initially one consumer, one trade partner at a time, et cetera, wasn't an overnight play, but it was an enormous success. And one we've been able to leverage across other brands in the portfolio through similar strategies."

⊗ **Have the confidence to be slow when you need to - you don't need to jump on every trending moment**

Having a strong brand means having the confidence to know when you don't need to say anything. "What you hear from a lot of people at the moment is 'I need to move with culture, I need to be culturally relevant," one CPG VP observed. " Of course, but you also need to be brand relevant and memorable. I think the danger of speed, tied with this belief that brands should be more culturally relevant, risks becoming a lot of noise distracting us from focusing on great creative work that can drive your brand and your business."

39% of senior marketers think the focus on data has had a negative impact on creativity

"We have to reappraise more than ever the power of ideas and the power of creativity. I do think a lot of creativity is being left behind because of the explosion of tech and because of the twaddle that people like Facebook are spouting."

63% think that their business should spend more on brand building

"We are doing a lot of listening to what Facebook, Google, et al. say is good marketing, rather than having the confidence to trust our own instincts."

Collective Wisdom

Conclusion

Jeff Bezos once said that he's frequently asked what's going to change in the next ten years. While that's certainly an important question, Bezos noted that he rarely gets asked an even more important question: "What's not going to change in the next ten years?"

We'd like to end this report by encouraging you to think about that. Because while a lot of things have changed in the world, it's also important to note that a lot hasn't changed; we don't need to rip up the marketing rule book entirely. "There's an incredible amount of bollocks being spoken around how everything is changing," one CMO complained. "And it hasn't really, what's changed is the speed of the feedback loop and the number of channels available."

This isn't to say that we should ignore technology, or stop evolving - far from it. What's important however, is making sure that in our haste to innovate, we don't lose track of what the point of marketing is in the first place: connecting with people and solving their problems. There's never been a time where there are so many tools available to help us do just that.

So maybe it's the right time to start evaluating the new opportunities we've outlined. To consider new ways of doing things. To start using processes that simplify, speed up, and harness unconstrained specialist thinking.

Success in business is driven by optimism, so let's make sure we continue to share the view of our fellow business leaders that there's never been a better time to be in marketing.

About

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BeenThereDoneThat (BTDT) is a new type of business for marketing professionals. Built around a community of 180 of the world's best strategists and creative thinkers (all with 20+yrs experience), our model is designed to ease the pain points of the modern marketer. BeenThereDoneThat provides access to diverse, smart thinking at speed.

The power of divergent and collective thinking is the foundation of BeenThereDoneThat. We harness the brainpower of our community to deliver smart solutions to your marketing problems. From Brand Purpose and Positioning, to Creative Platforms, to Innovation. For the modern marketer, speed is of the essence, which is why our process has been refined to deliver results in as little as 10 days.

This rapid injection of thinking is there to unblock a pain point or unlock an opportunity. Our clients have likened it to Creative Acupuncture.

Our clients get access to a depth of expertise and breadth of thinking they can't find anywhere else, at a speed they rarely experience.

All completely agenda free.

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