

Leapfrog Mine Fields and Exceed Client Expectations

Lorraine Stewart Rojek

Moderator

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Polling Question #1

- ▲ What is the number one mine field undermining a healthy client agency relationship? (Select one)
 - Failure to be proactive
 - Poor internal communications
 - Poor quality strategy or creative
 - Lack of perceived value for dollars spent

RCG Intro: What Sets Us Apart

- ▲ Founded in 1990, the **Rojek Consulting Group** is a nationally recognized search consulting firm helping market-driven companies to better select, manage and evaluate their marketing and advertising partners
- ▲ **Customized Approach**
- ▲ **Proprietary Process & Cultural Sensitivity**
 - Six trademarked products – agency reviews, evaluations
 - CultureScans® Profile
- ▲ **Consensus Building**
 - Client organizational readiness
 - Scope & selection criteria
 - Team dynamics – cultural fit
 - Coach agencies to show personal best
- ▲ **Corporate Revenue Base Only**

Selected RCG Clients



Improvement Opportunity for Agencies

RCG Point of View:

- ▲ Assess the quality of your current relationship outside of tasks/work completed or business results achieved
- ▲ Focus on current clients – get house in order
- ▲ **POV: Alignment of Values & Clarity of Purpose Drives Success**
- ▲ It's never too late to make repairs in a relationship
- ▲ Successful Client/Agency relationships include:
 - Shared Vision & Values
 - Evergreen Communication
 - Trust

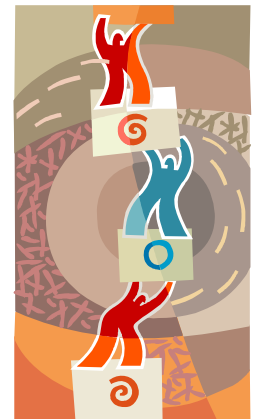
Why Do Client Agency Relationships Fail ?

Why Do Client Agency Relationships Fail?

RCG Point of View:



- ▲ Clients and agencies less tolerant of one another's shortcomings
- ▲ Clients aren't as afraid to move on - short cycled
- ▲ Lack of clear definition of roles, process & working methodology
- ▲ Lack of cultural fit – mis-matched value systems
- ▲ Weak strategic<>creative linkage & operational partnership
- ▲ Poor fiduciary management of dollars entrusted to agencies
- ▲ No evergreen feedback mechanism re: performance
- ▲ Lack of an ability to manage ambiguity/adapt to change



Our Panel

Panelists



Lorraine

Moderator



Kim



Alice



Erin



Meet Kim Bartley

- ▲ Kim is Vice President of Marketing and Site Development for White Castle restaurants.
- ▲ Her responsibilities include all activities associated with marketing, advertising and public relations for the brand and the brand's image. In addition, she balances this with engineering and construction site development responsibilities. For over 25 years, Kim has been involved with marketing and advertising of restaurants, both company and franchise.
- ▲ Prior to working at White Castle, Kim held marketing positions as well as advertising agency account responsibilities with a variety of restaurant brands such as McDonald's, General Mills Restaurant Group (now Darden), Rax and Mark Pi.



Kim Bartley



White Castle

- Two key divisions:
 - 87 Year old Hamburger Chain with over 400 locations in 13 DMA's
 - Frozen grocery and c-store products sold nationally through Wal-Mart, Kroger, Aldi's, 7-11, Sam's Club etc.



Advertising Changed Over Time

- Very early in history ran radio and print campaigns with in-house group
- Mid 1980's hired local ad agencies to support in-house advertising group
- Early 1990's switched to marketing in-house group and conducted search for ad agency partnership which could take us to next level



Ad Agency Relationship

- Ad agencies are our partners and are support us by bringing to us
 - Trends and new ideas (little marketing dept turnover)
 - Creative thinking
 - Media and Digital planning
 - Business building analyses



Client Partnership

- Agencies participate in annual planning sessions with other key stakeholders
- Agency and WC Marketing conduct annual evaluations of each other
- WC Marketing shares ongoing consumer, sales and profit data as appropriate



Meet Alice Norsworthy

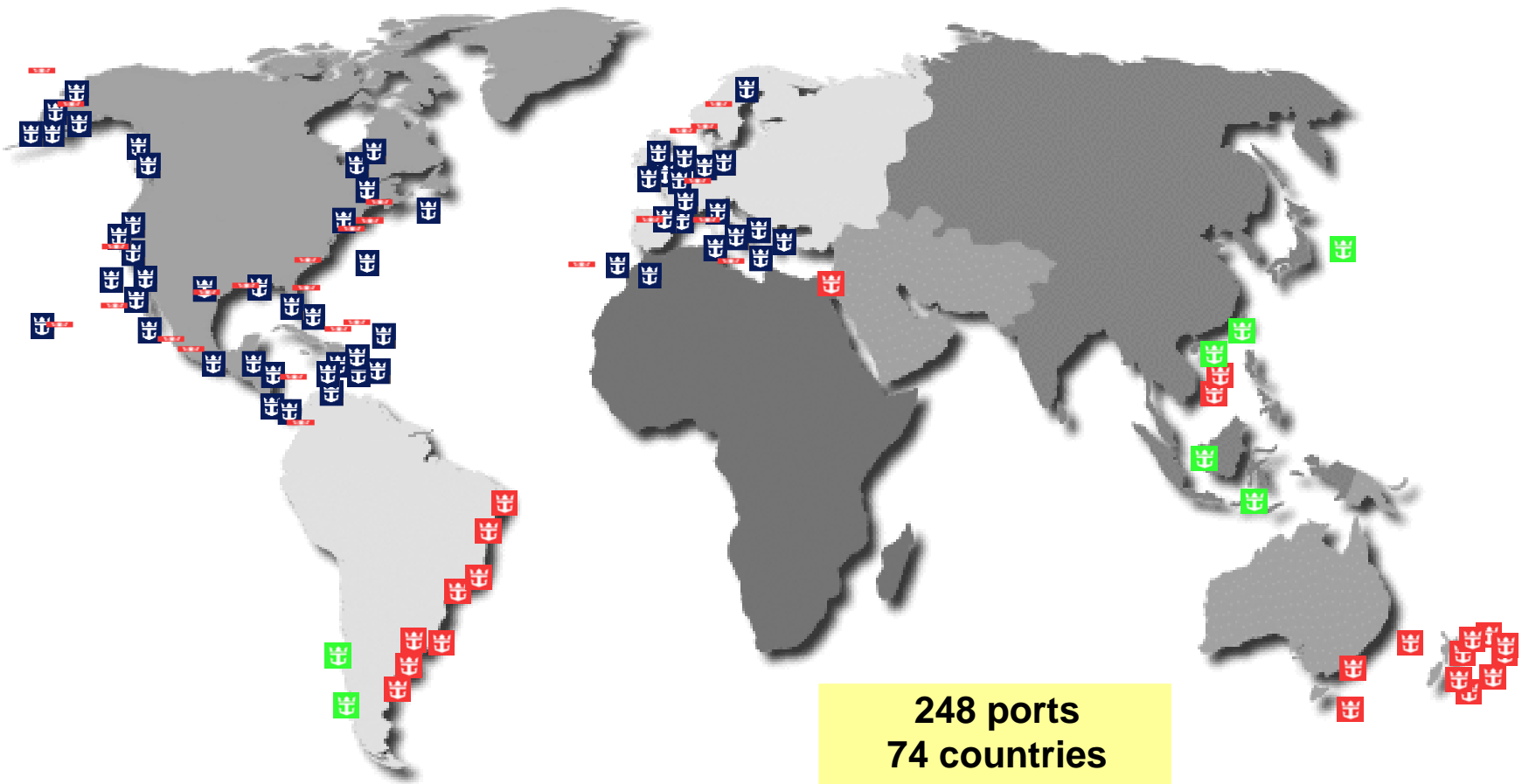
- ▲ Alice is Senior Vice President - Marketing for Royal Caribbean International.
- ▲ In that role she is responsible for all aspects of the cruise line's marketing program, including brand strategy and positioning, consumer and trade advertising, web and loyalty marketing, research, and brand development.
- ▲ Prior to Royal Caribbean, Alice had several roles at Walt Disney World including senior vice president of Business Integration, Products & Services where she was responsible for the development of new products and services concepts for the Walt Disney World Resorts. She has also been the Advertising and Promotions manager for Boardwalk & Baseball, Inc. and an advertising account executive with Robinson, Yesawich & Pepperdine in Orlando.






Alice Norsworthy



The Global Marketing Assignment



248 ports
74 countries
280 itineraries
1220 sailings.

 = Region where one or more Royal Caribbean ports is located
 = 2007 port location  = 2008 port location



Get out there.®

Agency Review Objectives

Multi-National Marketing Organization

- NA (North America - United States and Canada)
 - *4 regional offices – 3 agency partners*
- LACAR (Latin America; Caribbean):
 - *1 regional office – 1 agency partner*
- APAC (Asia Pacific):
 - *3 regional offices – 1 agency partner*
- EMEA (Europe, Middle East & Africa):
 - *5 regional offices – 5 agency partners*

Prior to 2008 Marketing programs operated independently

- Working from central brand guidelines, coordinating efforts
- Working with independent agency partners



Get out there.[®]

Marketing Program Transition

Fall 2007 agency search process led to a new agency construct and relationship

- A global network partner
- Central development for brand program assets
- Lead agency in New York with representatives in all 4 regions

Internal reorganization to complement the new structure

- Establish dedicated strategy and planning function
- Emphasis on discipline integration
- Brand innovation department

Established a Global Brand Council

- Establish brand guidelines
- Share best practices
- Coordinate global project development



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Agency Client Relationship

Agency is a full business partner

- Participate in business development issues, contributing overall brand ideas
 - Full immersion in the business
- Provide perspective on the global marketplace and our global transition
 - Benefit from working clients in various business life-stages
- Provide communications expertise

Process ensure both integration and best practices

- Bi-annual all partners, all markets planning meetings
- Monthly (internal) brand council meetings
- Weekly Brand Review Committee meetings
- Task Force approach to global projects
- Annual Review Process



Get out there.[®]

Meet Erin Taylor

- ▲ Erin is Director, Direct Marketing for Alltel Communications.
- ▲ Establishing relevant dialog with customers and potential customers. That's been Erin's role for the past 4 years. In 2004, she established the Direct Marketing department for Alltel. Joining Alltel in the summer of 2000, Erin has also been responsible for development of brand and product advertising, lead the brand agency selection, as well as major company marketing transitions.
- ▲ Prior to joining Alltel, Erin was president of Taylor Mack Advertising, a regional agency based in Fayetteville, Arkansas, working with clients such as Tyson Foods, Wal-Mart and Sam's Club. She also taught Advertising for four years at the University of Arkansas, Fayetteville.



Erin Taylor





Alltel Communication

- Fifth largest wireless company; 13MM+ customers
- Maturing market nearing saturation in many segments
 - Becoming a share stealing game and retain customers
- Alltel's future is all about the brand, USP, delivery of data products and unique, value-added content





Agency Structure

- Multiple, specialized agencies
 - Brand, Direct, Interactive, PR, Sports/Events, Diversity
- “Bright Lines” of responsibilities between agencies
- Relationships are organized and managed for collaboration and coordination between agencies



Principles of Alltel Agency Relationships

- Best practices philosophy by all agencies
- Consistent brand reinforcement across all media and market segments
- The customer experience is number one focus
 - Always be relevant
 - Create trust through engagements that the customer values, and returns measurable value to Alltel
- Plan, plan, plan
 - All agencies and disciplines involved in annual and quarterly strategic and tactical sessions
 - All campaigns are measurable
 - Learn and manage to lower cost tactics and media



Principles of Alltel Agency Relationships

- Open and honest partnerships
- Leadership in strategy, research, understanding our customers, trends and emerging issues
- Focus on process quality and cost effectiveness
- Commitment to continuous improvement
 - Best practices
 - Competitive, industry and customer knowledge
 - Experience breadth and transfer of knowledge



Surprise and Delight your Clients

- Anticipate client needs before the ask
- Understand clients personal likes and dislikes and weave this into agency deliverables
- Send industry news prior to mass release so the client is one of the first to know the news

Our Panel

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Polling Question #2

- ▲ Given all firms change agencies from time to time, what is the number one cause of agency change? (Select one)
 - An agency mistake?
 - Client-side changes of needs or personnel?
 - Stagnant creative or strategy?
 - Personal differences between key players?

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Polling Question #3

- ▲ What would be the one thing that an agency might do to surprise and delight an existing client? (Select one)
 - Put a money saving idea on the table?
 - Improve on an already client-approved strategy or campaign?
 - Surprise us with an insight we might not want to hear?
 - Admit a campaign or strategy has failed and quickly refocus?

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Polling Question #4

- ▲ What marketer needs do you hear about most frequently from clients? (Select one)
 - Truly integrated communication plans?
 - An agency point person knowledgeable about every platform?
 - Willing collaboration with other outside experts?
 - Thought leadership and innovation rather than order taking?
 - Commitment to project timetables and budgets?

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In Closing

- ▲ Advertisers want three best of class things from their agencies:
 - **Product** - business-building, strategic creativity
 - **People** - smart, creative and committed... at all levels
 - **Processes** - disciplined, bullet proof, efficient

- ▲ And a **relationship** built on:
 - Trust
 - Commitment
 - Mutual respect

In Closing

- ▲ Organizations that value
 - doing the right thing,
 - telling the truth,
 - promoting no-nonsense communication, and
 - confronting difficult issues
- ▲ move ahead in their industries by creating:
 - Cultures of integrity
 - Compelling brands
 - Competitive advantage
 - Productive workforces
 - Consistent leadership
 - Positive morale



“Absolute Honesty”

- L. Johnson & B. Phillips, AMACOM Publishers