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THE CANNES DEBRIEF

**OMD's views on the top themes coming
out of Lions Live 2020**

A Headline Production



We have pulled out three areas we feel are prudent to focus on, as we look to H2 2020 and beyond, highlighting the sessions we think you should watch

The effect of COVID-19 on the media and advertising industry has been felt in several ways.

We are all experiencing a shift in how we work, how we prioritise spend, and importantly how we reach consumers. Across the world, we have seen different phases of lockdown and different approaches to how brands are reacting to the crisis, but with one common thread; listening with empathy to consumers' needs, and finding new ways to reach them, in the ways in which they want to be reached.

A small slice of normality was felt when Cannes Lions announced it would be taking its renowned festival online. For five hours a day during the week that would have seen the Croisette filled with industry folk waxing lyrical about the world-class content, we could turn all the lights on in our new home offices, pour a rosé and lose ourselves pretending we were on the French Riviera.

The content for Lions Live was understandably not as comprehensive as previous years in the Palais des Festivals, but took the familiar shape of keynotes, Q&As, shorts, presidents' briefings and more. The sessions naturally addressed a lot of topics currently front of mind; the effects of COVID-19, the more than ever importance of a robust and actionable D&I strategy, and the importance of putting creativity and innovation at the heart of all that we do.

We have pulled out three themes we feel are prudent to focus on, as we look to H2 2020 and beyond, and highlighted the sessions we think you must watch, along with further recommendations (all clickable from this PDF). We also share our point-of-view on the theme; offering you solutions, tangible advice, and ways in which we can offer added value.

Now, more than ever, our promise of 'Better decisions, faster' seems to resonate not just with us at OMD, but across the industry too, as we are looking for fast action, better results and a pivot to new communication channels, to continue to reach our audiences in the right way, at the right time.

You can still access the full schedule of content via [Lions Live](#), but for now, we hope you enjoy our view on what we perceive to be the key themes and talking points of this year's abridged virtual festival.



ACTIONS, NOT ADS
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**#1 ACTIONS,
NOT ADS.**



Theme 1: Actions, not ads.

We need to take a fundamental look at racism in the industry, and how we can work together to find a way forward.

OVERVIEW:

Our industry's power? The ability to shape the world we live in.

In light of the current health and environmental circumstances, as well as cultural, political and societal events, the time has come now, more than ever, for brands to lead by example.

With more informed and engaged consumers, brands and the advertising industry are now expected to not only embrace change but also create change and lead the way - a new and better way.

OMD'S MUST WATCH:

We Are Pi Presents 'Before You Shoot'

We Are Pi's CEO and strategist Alex Bennett-Grant took to the Lions Live stage and pledged to address the issue of racism when casting, describing it as *"the ad industry's dirty secret"*. As brands are responding to recent actions and the Black Lives Matter movement, there is still slow, systematic change. Bennett-Grant challenges the industry to stop keeping silent when witnessing anti-black behaviour and being complicit in the problem. It's time to stand up, and speak up, for what is right and wrong. He stresses that this is not a call for tokenism – we need to take a fundamental look at racism in the industry, and how we can work together to find a way forward.

He advocates for 3 simple steps

- Speak up or be complicit
- Demand black (*diverse*) decisions-makers
- Demand a safe forum / create a platform for discussions



94%

of 500 respondents to a recent survey run by We Are Pi on racism in the casting process, **believe the ad industry needs to take action.**

70%

have **witnessed exclusion** for being black.

OMD'S POV:

We absolutely shouldn't underestimate the potential our industry has to profoundly impact the world we live in. Every day the communications we help shape for our clients, reach millions across the globe.

Undoubtedly the most meaningful and far reaching action we can take; is through the work we produce. And, in truth, there is no compromise in striving to achieve a diverse and inclusive representation of the world we live in through this work. It's clearly the right thing to do, but also makes sound business sense.

For a marketing communications company, this requires us as practitioners, to continually review every part of how we operate, from our people and processes, to the techniques and tools we apply, as well as the data and technology that fuels them.

Closer examination of our end-to-end planning process ensures we are always making good on this commitment. Developing business objectives and sources of growth, identified in the Ambition stage, that are inclusive and exhaustive. Delivering ways of working, as well as insight techniques and data sources that allow us to systematically deliver a more holistic and representative output at our Empathy stage. At our Craft stage, taking a forensic approach to the channel and contextual decisions we take to mitigate for bias. And finally, during our Activate stage, ensuring we have an approach to measurement and optimisation, that captures and quickly acts on all relevant metrics.

From a talent recruitment and development point of view, our RED (Recruitment, Engagement & Development) initiative is pushing forward 'dynamic diversity' within our agency, as well as in our relationships & collaboration with clients & partners.

Ensuring diverse & inclusive strategies and putting the consumer at the heart of all that we do through 'empathy planning' is not only business-savvy but a fundamental value of ours - "OMD EMEA designs for better end-to-end consumer experiences that create more valued & valuable relationships between people & brands".

To help us achieve this and create tangible change, we have been striving to put together and use a full ecosystem of tools, processes, best thinking and practices. This will undoubtedly continue to be a work in progress. Please contact us to learn more about OMD EMEA's capabilities to help you embed inclusivity and diversity within your current communications approach. We are here to support our partners to ensure that this approach becomes the norm for our industry.

A blanket approach to advertising no longer works. People want to see themselves represented by brands.



OMD RECOMMENDS:

BBDO India's Josy Paul, 'Discovering Your Unique Self' ✨

Creativity and advertising is a great way to find who you really are. In this session, Josy Paul introduces you to three of his close friends: failure, rejection and embarrassment, and how these three outliers can help build agencies, cultures and work that are celebrated across the world. With stories from his early years building David to setting up BBDO India from the backseat of his car in 2008, to the inaugural Glass Lion Grand Prix at Cannes, to creating the most effective campaign in the world. Josy reveals the joys of losing, and how you can't break through until you break down.

"Dear White People and Men" ✨

Stephan Loerke, CEO of WFA, interviews Phumzile Mlambo-Ngcuka, United Nations Under-Secretary-General, Executive Director of UN Women and Chair of the Unstereotype Alliance.

In this captivating interview, Phumzile Mlambo-Ngcuka shares a personal account of living through the overthrow of apartheid in South Africa. She recounts similarities to the Black Lives Matter movement happening today and calls for white people and men to not waste their privilege in society and use it for the collective good. Stephan asks what measures can be taken by the advertising industry to catalyse change.

Phumzile Mlambo-Ngcuka delivers a clear message in response: Brands standing on the side-lines are perpetuating stereotypes, diversity and accountability is paramount and "there isn't any more time or patience for incremental change".





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#2 THE EMPATHY
UNLOCK.



Theme 2: The Empathy Unlock.

OVERVIEW:

A Human-first approach.

As empathy is becoming core to communications planning, we have witnessed a dynamic shift from brands to consumers at the heart of communications. Nowadays empathy is undertaking a new & deeper turn in meaning. We are currently building a new paradigm - putting humanity first.

Human-first marketing, communications and media approaches are what will shape culture, spark movements and change human behaviour. Our industry needs to do better at deepening connections with consumers, understanding them and tailoring opportunities that would enrich their lives.

OMD'S MUST WATCH:

CMO Spotlight: Asim Naseer, Beiersdorf Chief Marketing Officer of Consumer Brands & Executive Board Member



ASIM NASEER
Chief Marketing Officer | Beiersdorf

Naseer's secrets to building a brand that people love:

1. Strategic innovation – coming “from the consumer”.
2. Creativity of storytelling for marketers – “have more courage”
3. Building trust – “it’s important to walk the talk”.

In this interview as part of the ‘CMO Spotlight’ series, Naseer shares his thoughts on his first eighteen months at FMCG leader, Beiersdorf. On offering advice to incoming CMOs, Naseer highlights the benefits of spending the first two months “stepping in, observing, learning, listening and not talking a lot”. He explains the benefits of being able to visit local markets, pre-COVID-19, and having the opportunity to see the Nivea brand through the lens of the consumer. “I have been to some of these different markets [and] people think it is a brand from there – it’s a local brand, and not a brand that started in Germany”, he explains of the heritage and trust in Nivea.

Naseer goes on to discuss the importance of strategic innovation, with the best insight coming straight from the consumer. “As the former CEO of my previous company A.G. Lafley used to say; “consumers are the boss”. I do believe it, and I think the strongest ideas of the biggest insights, come from the consumers”.

Naseer also praised the speed and agility in which Beiersdorf has pivoted during the COVID-19 pandemic, converting plants across the five continents to start making disinfectant.

You can watch the interview in full [here](#).

The more determined we are to put ourselves in the shoes of our clients, partners and consumers, the more we will question and correct our own choices as empathy is the first step to making Better decisions, faster.

OMD'S POV:

The practice of empathy in all areas of our business is key to unlock growth and improve performance for our clients, but it is also the right thing to do to enrich the lives of all consumers.

As we advance further from one-to-many to one-to-one targeted comms strategies, more than ever we need to be able to see the world through the eyes of the consumers we're trying to reach. Therefore, the more determined we are to put ourselves in the shoes of our clients, partners and consumers, the more we will question and correct our own choices as empathy is the first step to making Better decisions, faster.

Unearthing the richness & diversity behind each individual, community and story, movement through Omni & OMD Design provides us with richer understanding of the consumers' unvoiced, unmet & untapped desires and needs. This helps define better strategic opportunities, and thus the comms & media set to fulfil them.

OMD RECOMMENDS:

Hakuhodo Presents Brain Drool



"Brain Drool" is an exhibition to compete for the "strong impact upon human instincts".

•HAKUHODO•

•HAKUHODO•
INTERNATIONAL
INDIA

**HAKUHODO
INDONESIA**

(Beyond tribes, beyond cultures) we present the visuals that strike upon the essential human nature. Such visuals are new, strong and needed all the more in times like these when the world is dominated by the left-brains, digital tech and coronavirus. Hakuhodo Group's art forces reassures your instincts of the proven power of Hakuhodo marketing and creativity.



A TWO-FOLD EFFECTIVENESS
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#3 A TWO-FOLD
EFFECTIVENESS.



Theme 3: a two-fold effectiveness

Q OVERVIEW:

How can brands assess whether they are striking the right balance between short-term and long-term focused marketing?

For all businesses there is a big pressure on achieving short-term results with the most efficient ROI. With econometrics and attribution-modelling focusing on short-term results now widespread, the focus has truly shifted to support the activations which will have the quickest return. The prioritisation of short-term objectives is not only affecting long-term brand growth but also has a direct effect on all key decisions we make around budget allocations, audience targeting, media platforms, campaign durations, creative objectives, creative strategies and how we measure success.

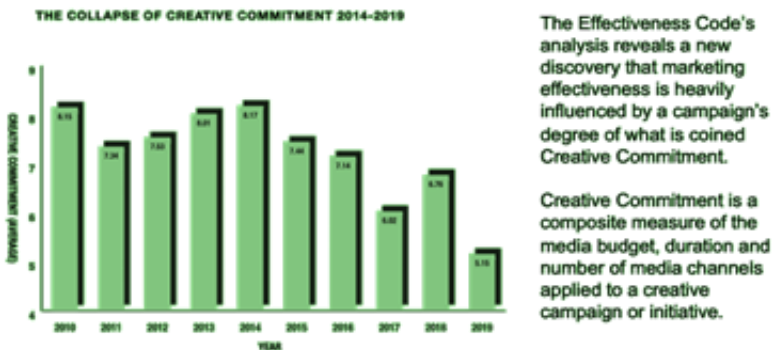
📺 OMD'S MUST WATCH:

The Effectiveness Code' ✨

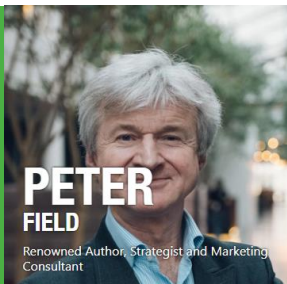
Cannes Lions Live 2020 invited James Hurman & Peter Field to present 'Cracking the Effectiveness Code', a new analysis aimed at helping brands address the creative effectiveness crisis, impacting the bottom-line, which has been decaying largely over the past 10 years.

What are the guidelines & key decisions to make early when planning marketing which ultimately will affect a brand maximising market share & profit growth?

Are big brands and small brands running under the same guidelines?



Hurman and Field first highlighted the fundamental issue that there is no universally accepted definition of "effectiveness".



This essential study aims to:

- Create & spread a shared language of effectiveness.
- Clarify the misunderstanding of how brands grow whilst checking against the Creative Effectiveness Ladder, a new framework designed to help improve creative commitment & use creativity more effectively.
- Identify the main types of marketing outcomes & rank them according to commercial value & a clear scoring methodology to measure current & future marketing activities.

EFFECTIVENESS SCORING METHODOLOGY

Campaigns are scored from 1 to 21 based on their number of achievements within the Creative Effectiveness Ladder, each ladder status is weighted based on its grade of effectiveness.

CAMPAIGN EFFECTS	POINTS	EXAMPLE CAMPAIGNS			
		1	2	3	4
Enduring Icon	6				
Commercial Triumph	5			x	x
Brand Builder	4			x	x
Sales Spike	3			x	
Behaviour Breakthrough	2		x	x	x
Famous Creative	1	x	x	x	x
EFFECTIVENESS SCORE	21	1	6	11	18

For example, A campaign which achieved a Behavioural Breakthrough (2), Brand Builder (4), Commercial Triumph (5) would achieve a total score of 11.

CREATIVE COMMITMENT SCORING METHODOLOGY

Any campaign can be given a Creative Commitment score of between 3 and 15, according to its media spend, duration and number of media channels used:

Media Spend	Score (1)	Duration	Score (2)	# Channels	Score (3)
Under \$500K	1	Under 3 months	1	1 - 4	1
\$500k - 1M	2	3 - 6 months	2	5 - 7	2
\$1 - 5M	3	6 - 12 months	3	8 - 10	3
\$5 - 10M	4	1 - 3 years	4	11 - 13	4
Over \$10M	5	Over 3 years	5	14+	5

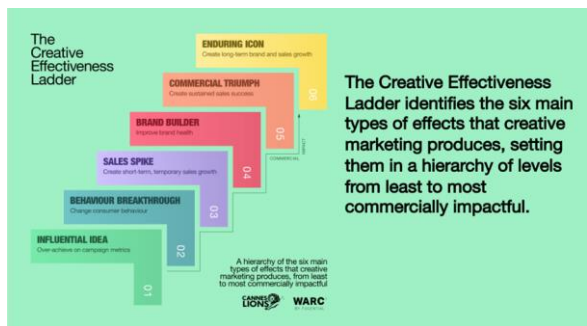
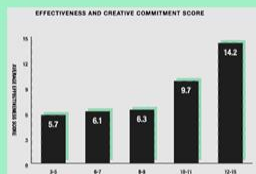
CREATIVE COMMITMENT SCORE = SCORE (1) + SCORE (2) + SCORE (3)
For example, A campaign with a \$2M media spend (medium), that ran for 3-6 months (low) and used 11 media channels (high) would have a total Creative Commitment score of 9.

In short, more Creative Commitment = more effectiveness.

The research confirms a strong correlation between Creative Commitment and effectiveness.

The implication of this is that a key way to improve marketing's effectiveness is to apply a greater level of Creative Commitment to a campaign.

If we spend more on it, run it for a longer time period, and execute it across more media channels, then it's likely to produce better sales and brand-building results.



Field stated that creativity is the single most important thing we can do to drive effectiveness and when we go down a route of low creative commitment, we rob the greatest evidence we can get to show off creative effectiveness.

This is not just an issue for big brands. The research shows that increasing the duration or number of media channels increases effectiveness at any level of budget.

In fact, campaigns with high creative commitment at lower levels of media spend, outperform those with higher media spend.

You can download **"The Effectiveness Code"** [here](#).

OMD'S POV:

Acknowledging the differences in effectiveness and reflecting them in our approach to measurement:

This latest report again shines a light on the industry's seemingly self-destructive obsession with short-termism. Furthermore, whilst the evidence to the contrary appears to be pretty incontrovertible, the report also suggests "the value of marketing seems to be in question more than ever".

Previous work by Peter Field, in partnership with Les Binet, highlights the need for brands to redress the balance between long- and short-term marketing activities, famously proposing an ideal 60:40 split in favour of the former. Whilst there can be little doubt that there has been an overemphasis on short-term tactical activity at the expense of the brand, this ideal ratio has often appeared over-simplistic. Effectiveness in Context, a 2019 follow up study from Binet & Field, was a welcome addition that looked to address this, highlighting the deviations from the norm that applied by category.

The Effectiveness Code again builds on the original assertion that longer term brand health is the more desirable ambition, whilst acknowledging the many nuances that exist in the day to day. This time, it is accepted that there is often more than one definition of effectiveness. Whilst the ultimate ambition may well be creating long-term brand and sales growth, there will be instances where business reality will require us to deliver sales spikes, or conversely a more focussed effort to build brand health. This acceptance of further variation is again welcomed.

Whilst the study goes further to propose best practice for each level of effectiveness at an activation level, how we start to put in place the right kind of measurement frameworks is perhaps most instructive.

The study sets out a three-level approach to measurement that captures Campaign Metrics, demonstrating how well the activity was delivered, Brand and Behavioural metrics demonstrating how consumers think, feel or behave as a result of the activity and finally the desired Commercial metrics, that demonstrate the profitability of the campaign. Using this approach to measurement sits at the heart of OMD Design, our end-to-end planning approach. Universally applicable, the real value comes in understanding which specific metrics to apply, at each level, depending on the definition of effectiveness by campaign. Clearly, the desired campaign metrics and behavioural change will differ significantly if we're attempting to drive short-term sales vs longer term more sustained brand and commercial growth. Having a clearer understanding of these variations, provides a much clearer framework for making the right communication decisions depending on the brief. Ensuring we've set the right KPI's from the outset is critical, which is why we've placed it up front in our approach to planning.

The Effectiveness Code again builds on the original assertion that longer term brand health is the more desirable ambition, whilst acknowledging the many nuances that exist in the day-to-day.

OMD RECOMMENDS:

Lions Intelligence Presents a Guide to Creative Survival

Since the virus hit, brands have been forced to pivot at breakneck speed in order to meet changing consumer demand. Communications, supply chains, and core product lines have been rethought.

The industry has weathered tough times before. Creativity bounces back. But is this recovery different? What can history tell us?

Susie Walker, Head of Awards at Cannes Lions, has trawled thousands of Cannes Lions winners in The Work to identify how creative communications responded to periods of economic turmoil, from the 80s to the 2000s. What trends and tactics worked then, and which will work now? Which creative trends are set to accelerate? Will the aftermath of this recovery see the creation of new, iconic work?



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Lions Live 2020

You can view the full schedule of content via [Lions Live](#).

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Better decisions, faster.

