Integrated Brand & Performance Campaigns

LEVERAGING DIGITAL CHANNELS TO DELIVER MEASURABLE SUCCESS

Don Hill

Introduction to Dan Hills for Wavemaker UK

Dan Hills is an accomplished marketing and media professional with a distinguished career spanning global markets and high-profile clients. With extensive expertise in Display Advertising, Social Media, Search Marketing, Programmatic Media, Audio Visual Channels, and Attribution Modelling, Dan has consistently demonstrated his ability to deliver impactful campaigns that blend creative innovation with measurable success.

Throughout his career, Dan has collaborated with leading brands such as Virgin Atlantic, Hilton Group, Sony Pictures, Apple, Luxottica, and PlayStation, crafting strategies that resonate with audiences and drive results. He excels in creating integrated campaigns across multiple digital channels, leveraging his deep understanding of behavioral economics and advanced data analytics to optimize performance and maximize ROI.

Dan's dynamic leadership style and commitment to fostering high-performing teams have been pivotal in his roles at Shell International and Hearts & Science Australia. His notable achievements include managing multimillion-dollar media investments, orchestrating award-winning campaigns such as the OPSM Cannes Lions project, and driving significant audience engagement across diverse markets.

Dan is not only a strategic thinker but also an innovative problem solver who thrives in fast-paced environments. His passion for creativity, attention to detail, and unwavering dedication to client success make him an ideal candidate for Planning Director at Wavemaker UK. With a proven track record in managing advertising partnerships, driving brand engagement, and seamlessly connecting multiple digital channels, Dan is ready to bring his expertise and energy to elevate Wavemaker's strategic planning initiatives.

About this document

This document outlines the structure and key details of a presentation designed to showcase expertise in delivering integrated brand and performance campaigns, using the OPSM case study as the central example. It highlights a strategic approach to balancing creative storytelling for brand-building with data-driven performance marketing to achieve measurable business outcomes.

The document provides a comprehensive breakdown of the presentation's flow, including:

- The dual challenge of aligning brand positioning with conversions.
- The strategy and execution of a multi-channel digital approach (Display, Social, Search).
- Innovative techniques, like A/B testing for creative optimization.
- Metrics and results demonstrating the campaign's success, including increases in awareness and in-store bookings.
- Key lessons on collaboration, innovation, and aligning goals.

Designed to emphasize the ability to seamlessly integrate creativity, data, and coordination, this document serves as a foundation for demonstrating expertise in modern marketing strategies and impactful campaign delivery.

A recap of the brief

This presentation is an opportunity to showcase your digital strategy expertise by demonstrating how you successfully integrate multiple digital channels including Display (Direct and Programmatic), Social, and Search, to achieve measurable outcomes.

The focus is to:

- Highlight a past campaign where you connected these channels seamlessly.
- Showcase a case study that reflects both brand-building and performance-driven results.
- Emphasize any innovative "test and learn" opportunities you've employed.
- Demonstrate how success was measured using clear metrics.

Using my experience with OPSM, I will illustrate how I managed flagship brand campaigns, including the multiple global award-winning campaigns, Penny The Pirate, whilst simultaneously choreographing the leading always-on performance activities. So, what You will see is that these activities drove in-store eye test bookings through programmatic (video, audio, display), social, and search, all executed with meticulous coordination among specialist teams to maintain a coherent client relationship. By the end of this presentation, I will have illustrated my ability to blend creativity, strategy, and measurable success into a comprehensive digital marketing approach, and project manage this to deliver results and build strong client relationships seamlessly.

Exceptional People and Project Management Skills: "Herding Cats" in a Complex Media Landscape

A key element of excelling in media planning and strategy is mastering the art of "herding cats." In today's intricate digital and traditional media landscape, with its ever-evolving channels, teams, and personalities, delivering cohesive and unified campaigns for clients has become more challenging than ever. Juggling the demands of diverse stakeholders while ensuring seamless integration across platforms requires not only strong organizational skills but also a deep understanding of the varying motivations, dynamics, and nuances within a multidisciplinary team.

Day-to-day project management is no longer just a supporting role—it is a critical pillar in a planning director's repertoire. Coordinating cross-functional teams, timelines, and workflows ensures that every campaign component works harmoniously toward the overarching strategy. From aligning creative assets with channel requirements to navigating the complexities of attribution modeling and analytics, effective project management is essential

for maintaining consistency and meeting client expectations. This expertise serves as the foundation for building robust agency structures, which foster collaboration and facilitate scalable delivery of integrated campaigns.

We now explore how clearly defined roles, aligned incentives, and strategic leadership enable agencies to navigate these complexities and deliver impactful results. Let's break down the organizational elements that support this approach.

The agency structure of media agencies has grown complex.

Media agencies have evolved dramatically to meet the increasing complexity of modern marketing landscapes. The proliferation of digital channels has driven agencies to segment their offerings into specialized units, ensuring expertise in areas like programmatic advertising, social media, search, and content marketing. This focus allows agencies to stay at the cutting edge of technology and creative innovation while offering tailored solutions to client needs. Traditional channels, such as TV, radio, and outdoor, have also been integrated with digital strategies, creating holistic, cross-platform campaigns that maximize reach and engagement. Moreover, agencies have invested heavily in advanced analytics and data integration, enabling them to measure the effectiveness of campaigns and demonstrate clear returns on investment. By unifying data from disparate sources and modeling media investments against business outcomes, agencies deliver precision and accountability that clients demand in an era of heightened transparency.

In addition to channel expertise, media agencies have expanded their services to meet evolving client expectations around efficiency and infrastructure. Procurement and trading teams now play a crucial role in negotiating deals that optimize media investments, ensuring cost-effectiveness without compromising quality. Agencies also support clients in building and maintaining Martech architectures, aligning technology stacks to enable seamless automation, personalization, and measurement of marketing efforts. Specialist roles, such as data scientists and event teams, further enhance an agency's capabilities, from developing multi-touch attribution models to designing impactful experiential marketing. This diversification not only strengthens agencies' value propositions but also positions them as strategic partners, capable of driving business growth through integrated, data-driven solutions.

Here is an example of how a media agency, particularly a networked agency (GroupM, OMG, Dentsu, Publicis) are structured.

Updated Organogram Structure:

A typical holding company media agency is structured to leverage scale, specialization, and collaboration across a vast network of global resources. At the top level, it is guided by a central leadership team that sets the strategic vision and ensures alignment with client objectives. Beneath this, the agency is often segmented into specialized business units dedicated to key media disciplines such as search, programmatic, social media, content, audio-visual, and experiential marketing. These units are further supported by central

functions like data and analytics, trading, finance, and HR, which ensure operational efficiency and robust measurement of campaign outcomes.
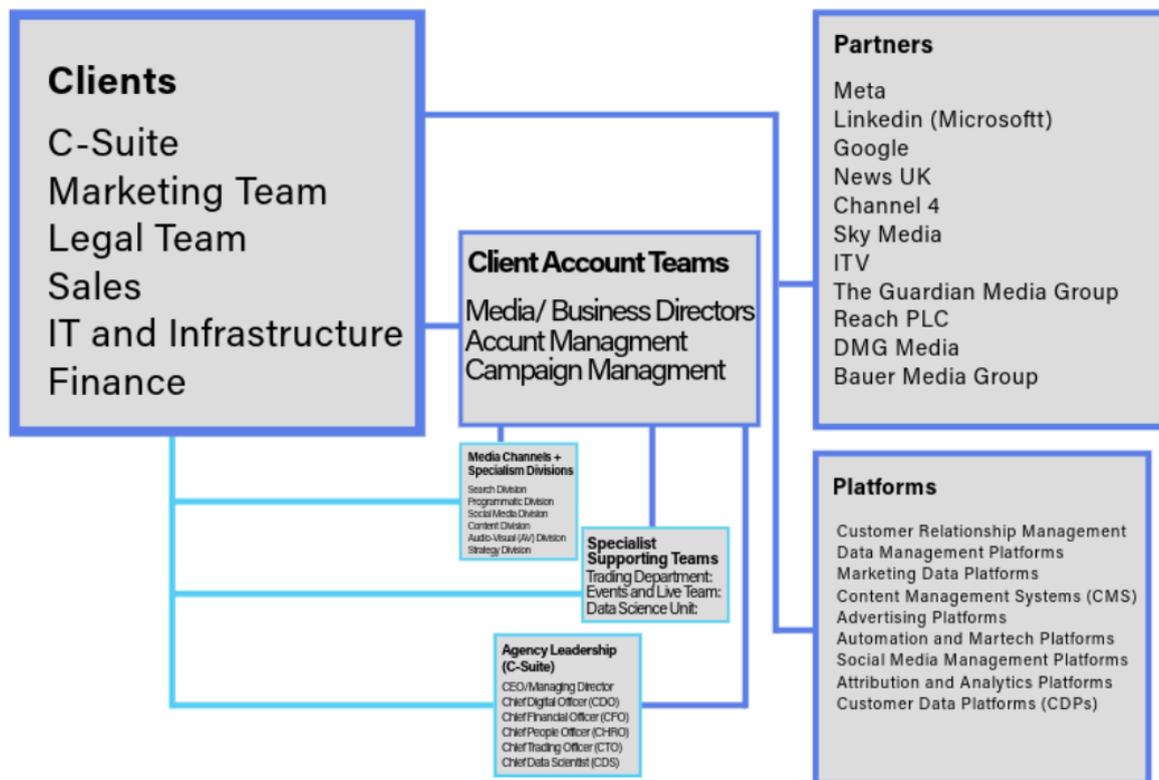
Cross-channel integration teams bridge the gap between divisions, ensuring a seamless execution of multi-platform strategies. This structure allows the agency to combine deep expertise in niche areas with the ability to deliver cohesive, data-driven, and impactful campaigns for its diverse client base.

Divisions: Overcoming Silos for Unified Client Success

By their very nature, the concept of divisions within an agency often implies separation, leading to siloed operations and challenges in unifying outcomes for clients. Specialist business units (SBUs) are designed to focus on key areas such as digital, traditional, creative, analytics, and media planning, yet the lack of cohesion can result in fragmented strategies that fail to deliver holistic value to clients.

To counteract this divide, agencies must shift their perspective to foster true partnerships with clients—moving away from a "them and us" mentality. Clients should be treated as collaborators and equals in achieving mutual success. This requires aligning efforts to prioritize client goals and ensure they are rewarded through impactful business, marketing, and media initiatives. By adopting this integrated approach, agencies take ownership of every step—from recommending strategies to choreographing, implementing, and managing campaigns. The result is a unified vision that aligns the agency's capabilities with the client's desired outcomes, creating lasting partnerships built on trust, transparency, and shared success.

Agency Leadership (Top Level):

Agency leadership sets the foundation for the organization's strategic direction and operational success. By fostering collaboration across departments and inspiring innovation, the leadership team ensures all functions align with the agency's overarching vision, values, and goals. From driving growth to maintaining competitive agility, these leaders play a pivotal role in empowering teams to achieve excellence.

- **CEO/Managing Director**: Responsible for the strategic and operational oversight of the agency, ensuring all departments align with the vision, values, and goals of the organization. They lead business growth efforts, cultivate client relationships, and inspire innovation across the agency.
- **Chief Digital Officer (CDO)**: Focuses on driving the integration of digital strategies across teams, ensuring seamless collaboration and the adoption of emerging technologies. They spearhead innovation to maintain the agency's competitive edge in the digital media landscape.

Finance:

- **Chief Financial Officer (CFO)**: Oversees the financial health of the agency, managing budgets, forecasting, and resource allocation to ensure profitability and sustainability. They also monitor revenue streams and implement cost-efficiency measures across the business.

HR/Culture:

- **Chief Human Resources Officer (CHRO)**: Leads talent acquisition, development, and retention strategies, fostering a positive and inclusive workplace culture. They are responsible for driving employee engagement, professional growth, and aligning HR practices with organizational objectives.

Trading:

- **Chief Trading Officer (CTO)**: Directs media investment strategies and negotiates deals with publishers and platforms to optimize media buying. They ensure cost-effective purchasing while maximizing value for both the agency and its clients through strategic partnerships.

Data:

- **Chief Data Scientist (CDS)**: Heads the agency's data and analytics efforts, leading advanced modeling initiatives such as Multi-Touch Attribution (MTA) and Marketing Mix Modeling (MMM). They analyze media investments and align campaigns with business outcomes, ensuring data-driven decision-making across all departments.

With a clear focus on strategy and integration, the leadership team unites diverse functions into a cohesive whole, driving sustainable success for the agency and its clients. Their ability to inspire innovation and maintain alignment ensures the organization remains a trusted partner in the media landscape.

Media Channels and Specialism Divisions:

The Media Channels and Specialism Divisions are the agency's powerhouse for delivering impactful campaigns across a diverse range of platforms. Each division is tailored to provide expertise in its respective channel—Search Marketing, Programmatic Advertising, Social Media Marketing, Content Marketing, and Audio-Visual (Traditional Media)—ensuring a comprehensive approach to meeting client needs. Together, these divisions combine creativity, technical expertise, and data-driven insights to craft strategies that resonate with audiences, build brand equity, and achieve measurable outcomes.

Search Marketing Division:

- **SEO Specialists**: Focus on optimizing websites to rank higher on search engines, driving organic traffic through keyword strategies, on-page and technical SEO techniques.
- **PPC Managers**: Experts in managing pay-per-click campaigns, ensuring optimal bidding strategies and ad performance to maximize ROI for search-driven traffic.
- **Analytics Experts**: Leverage data from search campaigns to track performance, identify trends, and optimize strategies for ongoing improvements.

Programmatic Advertising Division:

- **Programmatic Strategists**: Plan and design automated ad-buying strategies to target audiences effectively and optimize media investment across platforms.
- **Media Buyers**: Execute programmatic campaigns, managing inventory, placements, and costs to deliver high-quality impressions and reach.
- **Data Analysts**: Interpret programmatic performance data, providing insights and recommendations to enhance campaign efficiency and effectiveness.

Social Media Marketing Division:

- **Social Media Content Creators**: Develop engaging and platform-specific content to grow audiences and build brand awareness through organic social media efforts.
- **Paid Social Campaign Managers**: Handle targeted advertising on platforms like Facebook, Instagram, LinkedIn, and TikTok, ensuring campaigns meet client objectives and KPIs.
- **Community Engagement Specialists**: Facilitate interaction with followers, foster online communities, and maintain a strong brand presence through direct engagement.

Content Marketing Division:

- **Content Strategists**: Devise content plans and campaigns, ensuring alignment with overarching brand and marketing goals while addressing audience needs.
- **Copywriters**: Craft compelling written content, from blogs to ad copy, to resonate with target audiences and support the client's messaging.
- **Video Production Team**: Create high-quality video content to tell brand stories effectively, leveraging formats like short-form videos, explainers, and commercials.

Audio-Visual (AV) Division (Traditional Media):

- **TV Specialists**: Plan and execute impactful TV campaigns, managing media schedules and placements to maximize reach and engagement.
- **Radio Strategists**: Develop and manage radio advertising campaigns, ensuring message clarity and timing to effectively target auditory audiences.
- **Outdoor Media Planners**: Design and coordinate out-of-home (OOH) advertising campaigns, from billboards to transit ads, optimizing placements to capture high footfall audiences.

By working collaboratively and integrating their specialized knowledge, the Media Channels and Specialism Divisions transform siloed operations into unified, client-focused strategies. This alignment enables the agency to drive cohesive and effective campaigns, ensuring clients benefit from both the depth of specialization and the strength of cross-channel collaboration. Ultimately, these divisions form the backbone of the agency's ability to deliver success across the digital and traditional media landscape.

Cross-Channel Integration and Performance Teams:

: The Cross-Channel Integration and Performance Teams are the critical connectors of an agency's operations, ensuring that campaigns across various channels—Search, Social, Programmatic, AV, and Content—are aligned into a cohesive and impactful strategy. By combining operational expertise, creative vision, and data analytics, these teams ensure every campaign component contributes to unified outcomes that serve client goals effectively. Their role is pivotal in harmonizing diverse divisions and achieving seamless execution.

- **Digital Campaign Managers**: Act as the linchpin of cross-channel campaigns, ensuring all elements—across Search, Social, Programmatic, AV, and Content—are aligned and executed seamlessly. They oversee timelines, budgets, and performance metrics while coordinating between creative and media teams to deliver cohesive campaigns.
- **Creative Directors**: Drive the creative vision and execution for campaigns, working across divisions to ensure all assets—video, copy, design, and audio—adhere to the brand's identity and resonate with the target audience. They play a critical role in fostering collaboration between creative and performance teams to align artistic ambition with measurable outcomes.
- **Data & Analytics Teams (Measurement and Attribution Experts)**: These experts focus on interpreting campaign performance data through advanced methodologies such as Multi-Touch Attribution (MTA) and Marketing Mix Modeling (MMM). They provide actionable insights to optimize campaigns and demonstrate the direct correlation between media investments and business outcomes.

By integrating their specialized skills, the Cross-Channel Integration and Performance Teams form the foundation of cohesive, client-centric campaigns. Their ability to align creative ambition with measurable performance ensures that every initiative delivers strategic and impactful results, embodying the agency's commitment to innovation and excellence. This synergy transforms complex campaigns into powerful, unified successes.

Specialist Supporting Teams:

The Specialist Supporting Teams form the backbone of operational efficiency within the agency, ensuring that every campaign component—from media investments to live events and data insights—is optimized for success. With dedicated experts in trading, events, and analytics, these teams provide the strategic and logistical support needed to execute complex initiatives while maintaining alignment with client objectives.

Trading Department:

- **Media Investment Managers**: Responsible for overseeing the allocation of media budgets to ensure efficiency and maximize the value of investments across channels. They align spend strategies with client objectives and performance goals.
- **Negotiation Specialists**: Skilled in building relationships with publishers and media owners to secure the best deals, leveraging bulk buying and partnerships to optimize media costs and inventory.

Events and Live Team:

- **Event Designers**: Create innovative and impactful event concepts, aligning them with brand goals and delivering memorable experiences for audiences.
- **Event Coordinators**: Handle the logistics and execution of live events, ensuring every detail, from venue setup to attendee engagement, is seamlessly managed.
- **Experiential Marketing Experts**: Focus on integrating brand messaging into immersive, interactive experiences that engage audiences and foster a deeper connection to the brand.

Data Science Unit:

- **Data Scientists**: Analyze vast datasets to uncover trends, optimize campaign performance, and enhance audience targeting using advanced algorithms and machine learning.
- **Modelling Experts** (e.g., Multi-Touch Attribution, MMM): Develop sophisticated attribution models to link marketing actions to business outcomes, enabling precise measurement of campaign impact.
- **Business Outcome Analysts**: Use data to map media investments to key business metrics, such as revenue growth or customer acquisition, providing clients with actionable insights to guide future strategies.

By combining financial acumen, creative innovation, and advanced data analytics, the Specialist Supporting Teams enable the agency to deliver impactful results. Their collaborative efforts ensure seamless execution, drive measurable outcomes, and foster stronger connections between brands and their audiences. These teams are essential to elevating campaign performance and ensuring long-term client satisfaction.

Support Functions:

The Support Functions within an agency are essential for enabling smooth operations and fostering collaboration across all departments. These teams provide the foundation for technological innovation, talent management, and exceptional client relationships, ensuring the agency remains efficient, adaptive, and client-focused in delivering impactful campaigns.

IT and Technology:

- Responsible for maintaining the agency's technical infrastructure, including software systems, digital platforms, and cybersecurity measures. The team ensures seamless operations across all departments and supports the integration of Martech tools to enhance campaign efficiency and automation.

Human Resources:

- Manages recruitment, onboarding, and career development for agency employees. HR fosters a positive workplace culture, ensuring employee satisfaction and retention while aligning human capital strategies with the agency's overarching goals.

Client Relations Managers:

- Serve as the primary point of contact for clients, building and maintaining strong relationships. They oversee client communications, ensure expectations are met, and act as a liaison between clients and the agency's teams to guarantee successful project delivery.

By maintaining robust infrastructure, cultivating a positive workplace culture, and prioritizing strong client partnerships, the Support Functions enable the agency to thrive internally and externally. Their contributions ensure seamless execution of campaigns, sustained employee engagement, and long-term client satisfaction, ultimately driving organizational success.

Strengths, Weaknesses, Opportunities and Threats to the "New" Holding Companies Media Agency structure

The new ways in which holding company media agencies operate reflect both significant opportunities and challenges in the evolving marketing landscape. As these agencies continue to expand their scope, specialize their divisions, and integrate advanced technologies, they face critical considerations that impact their ability to deliver cohesive and unified outcomes for clients. A SWOT analysis provides a comprehensive overview of these dynamics, identifying strengths that drive innovation, weaknesses that challenge collaboration, opportunities that emerge through partnerships and technological advancements, and threats posed by competition and industry shifts.

By delving into this analysis, we can evaluate the structural and operational aspects of holding company media agencies, offering insights into how they navigate complex environments while maintaining their focus on creating impactful campaigns. This reflection serves as the foundation for understanding how agencies can leverage their strengths,

address their pain points, and capitalize on opportunities to deliver measurable success for their clients.

Strength	Weakness
• Expertise • Focused Innovation • Team Efficiency • Cross-Channel Synergy • Client Appeal	• Coordination Challenges • Resource Allocation • Communication Gaps • Cost Implications
Oppertunities	**Threats**
• Emerging Channels • Data Integration • Custom Client Solutions • Thought Leadership	• Competitor Specialization • Technological Advancements • Market Shifts • Client Expectation

Strengths:

- **Expertise**: Allows for deeper specialization within each channel, ensuring cutting-edge strategies and high-quality execution.
- **Focused Innovation**: Encourages tailored innovations within specific areas like Programmatic, Search, or Social.
- **Team Efficiency**: Clear roles within units streamline processes and improve accountability.
- **Client Appeal**: Demonstrates agency expertise, making it attractive to clients seeking specialized services.
- **Cross-Channel Synergy**: Collaboration between units can lead to integrated strategies, aligning brand and performance goals.

Weaknesses:

- **Coordination Challenges**: Segmentation can sometimes lead to silos, reducing cross-channel fluidity.

- **Resource Allocation**: Duplication of resources across units may lead to inefficiencies.
- **Communication Gaps**: Increased complexity in integrating outputs from different units into a unified campaign narrative.
- **Cost Implications**: High operational costs to maintain distinct units with specialized talent and tools.

Opportunities:

- **Emerging Channels**: Expanding expertise into emerging platforms like TikTok, Podcasts, or AR/VR.
- **Data Integration**: Leveraging advancements in unified analytics tools to bridge the gaps between units.
- **Custom Client Solutions**: Cross-unit collaboration to deliver bespoke, multi-channel solutions for complex client needs.
- **Thought Leadership**: Establishing units as industry leaders in their specific domains can enhance agency reputation.

Threats:

- **Competitor Specialization**: Other agencies might offer even deeper specializations or better integration, posing competitive risks.
- **Technological Advancements**: Rapid changes in technology could outpace the expertise of certain units.
- **Market Shifts**: Changes in consumer behavior or platform dominance could challenge a specific unit's relevance.
- **Client Expectations**: High specialization raises client expectations for flawless collaboration and unified outcomes.

Shifting focus to client relationship management opens up a fascinating discussion on the interconnected dynamics that shape partnerships between agencies and their clients. As clients evolve, they encounter various external influences—economic pressures, political changes, demographic shifts, and cultural trends—that directly impact their business strategies and marketing goals. These factors play a pivotal role in determining how clients engage with their audiences, allocate resources, and prioritize initiatives, all of which must be carefully aligned with the agency's planning.

For agencies, navigating these dynamics requires not only an understanding of external client relationships but also the ability to integrate these into cohesive campaigns. Developing frameworks that promote collaboration between agencies, clients, Martech platforms, and publishers ensures mutual success. This approach emphasizes the

importance of shared goals, transparent communication, and adaptability in a constantly shifting landscape.

C-Suite:

- **CEO/Managing Director ↔ CMO (Chief Marketing Officer)**: Responsible for strategic alignment between marketing campaigns and overall business goals.
- **Chief Digital Officer ↔ Digital Transformation Lead/VP of Digital**: Ensures digital innovation and integration into broader marketing strategies.
- **Chief Financial Officer ↔ CFO/Procurement Head**: Aligns budgets and financial investments, focusing on marketing cost-efficiency and ROI.

Marketing Team:

- **Agency's Channel Specialists ↔ Client's Marketing/Brand Managers**: Collaborating on campaign strategy, execution, and aligning media plans with brand goals.
- **Creative Directors ↔ Client's Creative Leads**: Overseeing brand consistency and creative alignment across all touchpoints.

Legal Team:

- **Agency Negotiation Specialists ↔ Client's Legal Counsel**: Ensuring compliance with advertising regulations, intellectual property agreements, and contract negotiations.

Finance:

- **Trading Department ↔ Client's Finance or Procurement Teams**: Collaborating on media spending efficiency, vendor negotiations, and evaluating cost-effectiveness.

IT and Infrastructure:

- **IT and Technology Teams ↔ Client's IT Department**: Supporting Martech integration, digital platform maintenance, and campaign automation tools.

Sales:

- **Agency Data Scientists ↔ Client Sales Analysts/Business Development Managers**: Using media insights and analytics to track sales impact and business outcomes, creating feedback loops to optimize future investments.

Additionally, the relationships clients maintain directly with Martech platforms and publishers add another layer of complexity. Martech platforms enable clients to manage their campaigns internally, from CRM to attribution modeling, creating opportunities for empowerment but also challenges in maintaining alignment with agency strategies. Similarly, publishers provide access to audiences, but direct client-publisher engagements can lead to overlapping priorities or fragmented messaging.

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Customer Relationship Management (CRM) Platforms:

- Salesforce
- HubSpot CRM
- Microsoft Dynamics 365
- Zoho CRM

Data Management Platforms (DMP):

- Oracle BlueKai
- Lotame
- Adobe Audience Manager
- Neustar

Marketing Data Platforms:

- Google Analytics
- Tableau
- Looker (Google Cloud)
- Power BI (Microsoft)

Content Management Systems (CMS):

- WordPress
- Adobe Experience Manager
- Wix
- Drupal

Advertising Platforms:

- Google Ads
- Meta Ads Manager (Facebook/Instagram Ads)
- LinkedIn Campaign Manager
- Amazon Advertising

Automation and Martech Platforms:

- Marketo (Adobe)
- ActiveCampaign
- Mailchimp
- Pardot (Salesforce)

Social Media Management Platforms:

- Hootsuite
- Buffer
- Sprout Social
- SocialBee

Attribution and Analytics Platforms:

- DoubleClick by Google
- Neustar MarketShare
- Visual IQ
- Marketing Mix Modeling (MMM) Tools

Other Specialized Platforms:

- Customer Data Platforms (CDPs): Segment, Tealium
- Programmatic Platforms: The Trade Desk, MediaMath
- Multi-Touch Attribution (MTA) Tools: AppsFlyer, Adjust

This list covers many typical platforms a brand might use to manage, analyze, and optimize its marketing efforts effectively.

The evolving dynamics between platforms like Google, Microsoft, and Meta and the clients they serve reflect a significant shift in the traditional agency-led relationship model. Where agencies once functioned as the primary intermediaries for these platform relationships, platforms have now become deeply intertwined with the core business functions of clients themselves. This change has created both opportunities and complexities for agencies navigating these partnerships.

Key Areas of Focus:

1. **Data Integration**: Platforms now offer unparalleled access to insights into customer behavior on digital properties, such as website interactions, time spent, or conversion paths. Clients increasingly depend on this first-party data (1PD) to inform business decisions, presenting a challenge for agencies to remain essential partners in analyzing and acting on these insights.
2. **Social Engagement**: Platforms like Meta allow for real-time, one-on-one customer engagement, helping brands connect directly with their audiences. Agencies must now work closely with clients to build structured, coherent communication models that capitalize on intent signals and first-party data to foster meaningful relationships and drive loyalty.
3. **Direct Relationships**: Many clients now work directly with these platforms for Martech integrations, such as CRM systems or attribution modeling tools. Additionally, publishers and platforms are building direct ties with brands through bespoke advertising solutions. Agencies must adjust by positioning themselves as strategic partners who ensure all these efforts align cohesively across campaigns and channels.

In this landscape, the role of the agency is no longer just about executing campaigns—it's about becoming a strategic architect of integrated solutions. Agencies need to complement direct client-platform relationships by providing expertise in unifying data, optimizing Martech ecosystems, and designing cross-channel strategies that ensure all elements, from insights to execution, work in harmony. This allows agencies to remain indispensable in achieving client success despite the shifting dynamics.

Advertising Platform Partners:

- **Meta**: Includes Facebook, Instagram, Messenger, and WhatsApp. Meta offers advanced targeting capabilities, diverse ad formats (e.g., carousel ads, video ads), and tools like Ads Manager for campaign optimization. It focuses on audience segmentation and personalized advertising.
- **LinkedIn**: Specializes in B2B advertising with formats like Sponsored Content, Sponsored Messaging, and Dynamic Ads. LinkedIn's Campaign Manager enables precise targeting based on job titles, industries, and skills, making it ideal for professional audiences.
- **Google**: Provides a comprehensive suite of advertising solutions, including Google Ads (Search, Display, Shopping, and Video), YouTube Ads, and Google Marketing Platform. It excels in intent-driven targeting and analytics tools like Google Analytics and Attribution.
- **Microsoft**: Offers advertising across Bing, MSN, Outlook, and LinkedIn (via its ownership). Microsoft Advertising focuses on search ads, display ads, and video campaigns, leveraging AI-driven insights for optimization.

In the evolving media landscape, publishers have increasingly established direct relationships with clients, creating new dynamics that agencies must navigate. Traditionally, media agencies acted as the primary intermediaries in these partnerships, managing negotiations and campaign execution. However, publishers now offer tailored solutions directly to brands, providing access to premium audiences, data insights, and unique advertising opportunities. This shift enables clients to foster closer ties with publishers while customizing strategies to align with their business goals. For agencies, understanding and integrating these direct client-publisher relationships into cohesive campaigns is crucial to ensuring consistency, alignment, and optimized outcomes. Agencies must position themselves as strategic collaborators, bridging the gap between publishers' offerings and the broader marketing objectives of their clients.

News UK: Includes major titles like *The Times*, *The Sunday Times*, and *The Sun*, offering premium advertising opportunities across print and digital platforms.

Channel 4: Known for its innovative advertising solutions, including programmatic TV ads and sponsorships, as well as digital campaigns on its streaming platform, All 4.

Sky Media: Provides advertising across TV, digital, and Sky AdSmart, which offers targeted TV advertising. It also integrates campaigns with its streaming services like NOW.

ITV: A leading broadcaster offering advertising opportunities across its TV channels and ITV Hub, its on-demand streaming service.

The Guardian Media Group: Includes *The Guardian* and *The Observer*, offering digital and print advertising with a focus on premium, socially conscious audiences.

Reach PLC: Publishes a wide range of regional and national newspapers, including *The Mirror*, *The Express*, and *The Star*, as well as digital platforms.

DMG Media: Includes *The Daily Mail*, *The Mail on Sunday*, and *Metro*, providing extensive reach across print and digital audiences.

Bauer Media Group: Specializes in radio, magazines, and digital platforms, with brands like *KISS FM*, *Heat*, and *Grazia*, offering diverse advertising opportunities.

Navigating Complexity in agency-client relationships

Managing our own internal structures, processes, and people, while entirely within our control, is already a challenging endeavor. Coordinating across divisions, aligning goals, and fostering collaboration require meticulous effort and constant adaptability. However, this complexity is further amplified by the evolving dynamics of working with external partners—clients, platforms, publishers, and third parties—each of whom brings their own ecosystems, objectives, and challenges to the table.

These intertwined relationships create a multifaceted client servicing and business management ecosystem, requiring agencies to navigate overlapping priorities, differing incentives, and fragmented operations. To thrive in this environment, agencies must master the art of integration, communication, and strategic alignment, ensuring that every component functions cohesively toward shared success. This adaptability is the cornerstone of effective partnership management in an increasingly interconnected media landscape.

Focus on Wavemekers Strategic Business Units

Strategic Business Units (SBUs) are integral parts of organizations, operating with unique goals and challenges. Understanding their motivations and pain points is essential to optimizing their performance and aligning their efforts with overarching business objectives. By leveraging insights from behavioral economics, organizations can implement strategies that address SBU challenges and maximize their potential. SBUs operate within a complex framework of motivations and challenges that influence their decision-making and performance. Their primary motivation often revolves around achieving financial targets, such as revenue growth, profitability, and cost efficiency. These objectives are critical for demonstrating value to stakeholders and ensuring the sustainability of the unit. However, SBUs also navigate internal politics, where competing priorities and resource allocation can create friction. Vanity and social standing play a subtle yet significant role, as leaders within SBUs may seek recognition, prestige, or influence within the organization, which can shape their strategic choices and priorities.

To address these dynamics effectively, behavioral economics provides valuable insights into the levers that can be pulled to influence SBU behavior. For example, framing financial targets in terms of achievable milestones can reduce the cognitive burden and increase motivation. Leveraging social proof—such as showcasing successful initiatives from other SBUs—can encourage adoption of best practices. Additionally, understanding cognitive biases like loss aversion can help SBUs prioritize risk management and resource allocation. By aligning incentives, fostering collaboration, and addressing psychological drivers, organizations can optimize SBU performance and mitigate pain points.

Understanding Strategic Business Units (SBUs): Motivations and Pain Points

In this section, we explore a range of examples to gain a deeper understanding of Strategic Business Units (SBUs). By examining their motivations and addressing their pain points, we can uncover insights that drive strategic decision-making and performance.

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SBU Motivations

1. **Financial Targets**:
   - **Objective**: Achieving revenue growth, profitability, and cost-efficiency.
   - **Example**: SBUs often prioritize sales performance or margin improvements to meet quarterly targets.
2. **Internal Politics**:
   - **Objective**: Navigating organizational dynamics and securing resources for their initiatives.
   - **Example**: Competing for budget allocations or seeking executive support for key projects.
3. **Vanity and Social Standing**:
   - **Objective**: Enhancing prestige and influence within the organization.
   - **Example**: Leaders aiming for recognition through high-profile projects or performance metrics.

SBU Pain Points

1. **Resource Constraints**:
   - **Challenge**: Limited budget, personnel, or time to execute ambitious plans.
   - **Example**: Struggling to scale campaigns with insufficient funding.
2. **Misalignment of Goals**:
   - **Challenge**: Conflicting priorities between SBUs and central leadership.
   - **Example**: Disparities between SBU targets and organizational objectives creating tension.
3. **Resistance to Change**:
   - **Challenge**: Overcoming inertia and adopting innovative practices.
   - **Example**: Hesitation in adopting Martech solutions due to lack of familiarity.

Behavioral Economics: Levers to Pull

Lever 1: Framing Financial Targets

- **Tactic**: Break financial goals into smaller, achievable milestones to reduce cognitive overload and increase motivation.
- **Example**: Quarterly incentives tied to incremental revenue growth.

Lever 2: Leveraging Social Proof

- **Tactic**: Showcase successful initiatives from other SBUs to encourage adoption of best practices.
- **Example**: Case studies of SBUs that achieved measurable ROI using innovative strategies.

Lever 3: Addressing Cognitive Biases

- **Tactic**: Use the principle of loss aversion to prioritize risk management and resource allocation.
- **Example**: Highlight potential losses if resources are underutilized or misallocated.

Lever 4: Aligning Incentives

- **Tactic**: Create alignment by tying rewards to both individual and organizational performance metrics.
- **Example**: Bonus structures for leaders that reflect SBU and overall company success.

Practical Applications

1. **Adopting Martech Solutions**:
   - **Action**: Provide training and resources to SBUs for seamless adoption of Martech tools.
   - **Example**: Workshops to introduce CRM systems and programmatic advertising platforms.
2. **Enhancing Collaboration**:
   - **Action**: Facilitate inter-SBU communication to align efforts and reduce redundancies.
   - **Example**: Regular cross-functional meetings to discuss progress and opportunities.
3. **Tracking Performance**:
   - **Action**: Implement advanced analytics to measure progress against business outcomes.
   - **Example**: Multi-Touch Attribution and MMM used to assess the impact of campaigns on sales.

Strategic Business Units are vital drivers of organizational success but face challenges that require careful understanding and intervention. By identifying motivations, addressing pain points, and applying behavioral economics strategies, organizations can empower SBUs to achieve their potential. Aligning SBU efforts with broader business objectives ensures sustainable growth and long-term impact.

Strategy and Approach: Unifying SBUs for Cohesive Results

Effective marketing strategies demand seamless coordination across multiple specialized business units (SBUs). Unifying these divisions is essential to delivering impactful campaigns, where each discipline contributes to a greater collective goal. This involves breaking down silos, fostering collaboration, and aligning every team with a shared vision. By integrating diverse capabilities—whether creative, data-driven, or operational—into one cohesive direction, agencies can unlock the full potential of their expertise. The result is a unified product that optimizes channel performance and ensures campaigns resonate with audiences, meet business objectives, and provide measurable success for our partners.

- **Display Advertising**: Enhances brand visibility and delivers storytelling at scale through video, programmatic banners, and rich media formats. Ideal for awareness and upper-funnel engagement.
- **Social Media**: Enables direct audience interaction and community engagement, fostering relationships and amplifying brand voices with targeted paid campaigns and organic growth.
- **Search Marketing**: Prioritizes intent-driven targeting, maximizing lower-funnel conversions through SEO and PPC campaigns to transform leads into actionable outcomes.
- **Programmatic Advertising**: Automates media buying to optimize spend and ensure precision targeting, delivering cost-efficient, high-quality impressions across multiple platforms.
- **Traditional Media (TV, Radio, OOH)**: Complements digital channels by driving mass reach and reinforcing brand presence in everyday environments.

Dan Hills
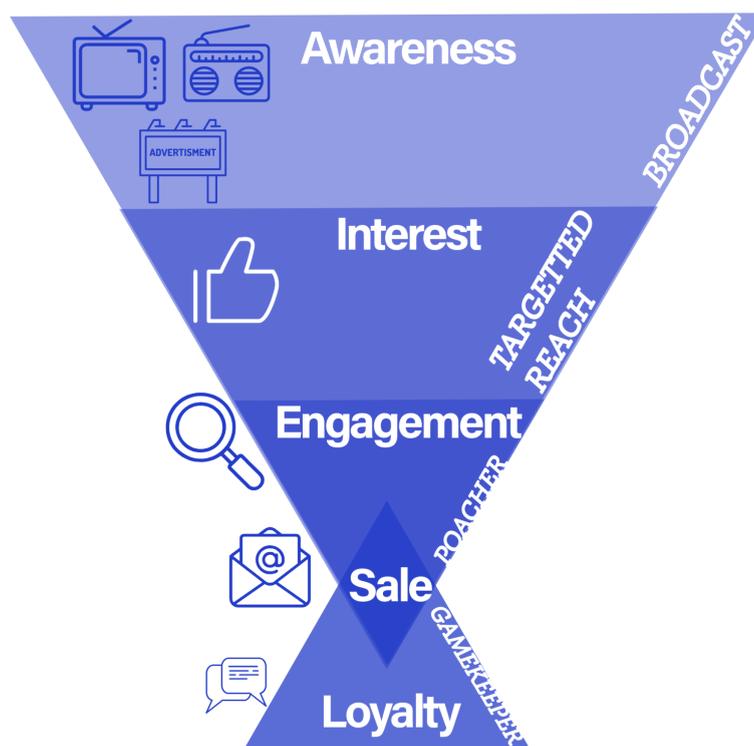
By integrating these channels cohesively, the agency ensures every element works synergistically to drive awareness, engagement, and conversion across the customer journey.

Test and Learn Programs

Building perpetual improvement is key to achieving optimal performance across platforms and channels:

- **Continuous Testing**: Regular A/B testing of creatives, targeting strategies, and formats to identify high-performing elements, from social media content variations to programmatic audio versus display ads.
- **Behavioral Economics Insights**: Understanding *why* performance improvements occur by analyzing factors such as audience decision-making, emotional triggers, and cognitive biases.
- **Cross-Channel Learning**: Sharing insights from test outcomes across teams and platforms, enabling the replication of successful strategies in new environments while avoiding repeated pitfalls.
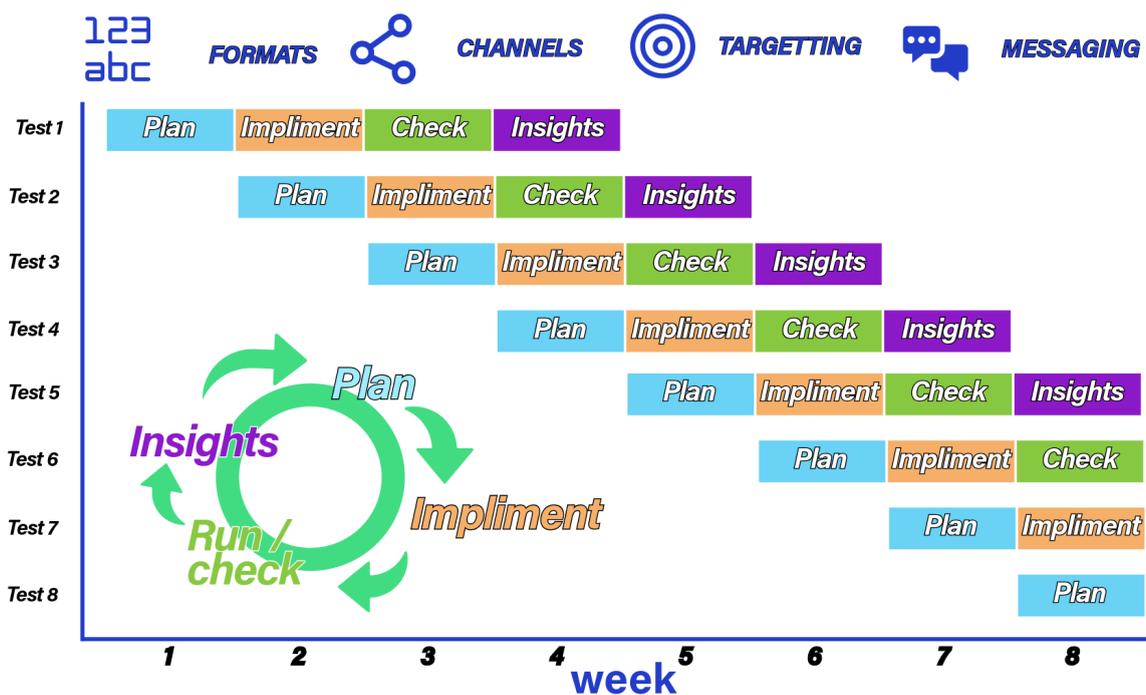

This iterative learning process not only improves performance on individual channels but also fosters smarter integration across the entire media ecosystem.

Team Collaboration

The true strength of unified campaigns lies in effective collaboration:

- **Alignment**: Cross-functional teams align on shared goals, ensuring creative and strategic harmony across disciplines.

- **Efficiency**: Smart workflows prioritize initiatives proven to work while leaving space for innovation and experimentation to drive continuous growth.
- **Maximizing Potential**: Teams bring together their expertise in creative execution, media planning, and data analytics, leveraging each other's strengths for exponential results.
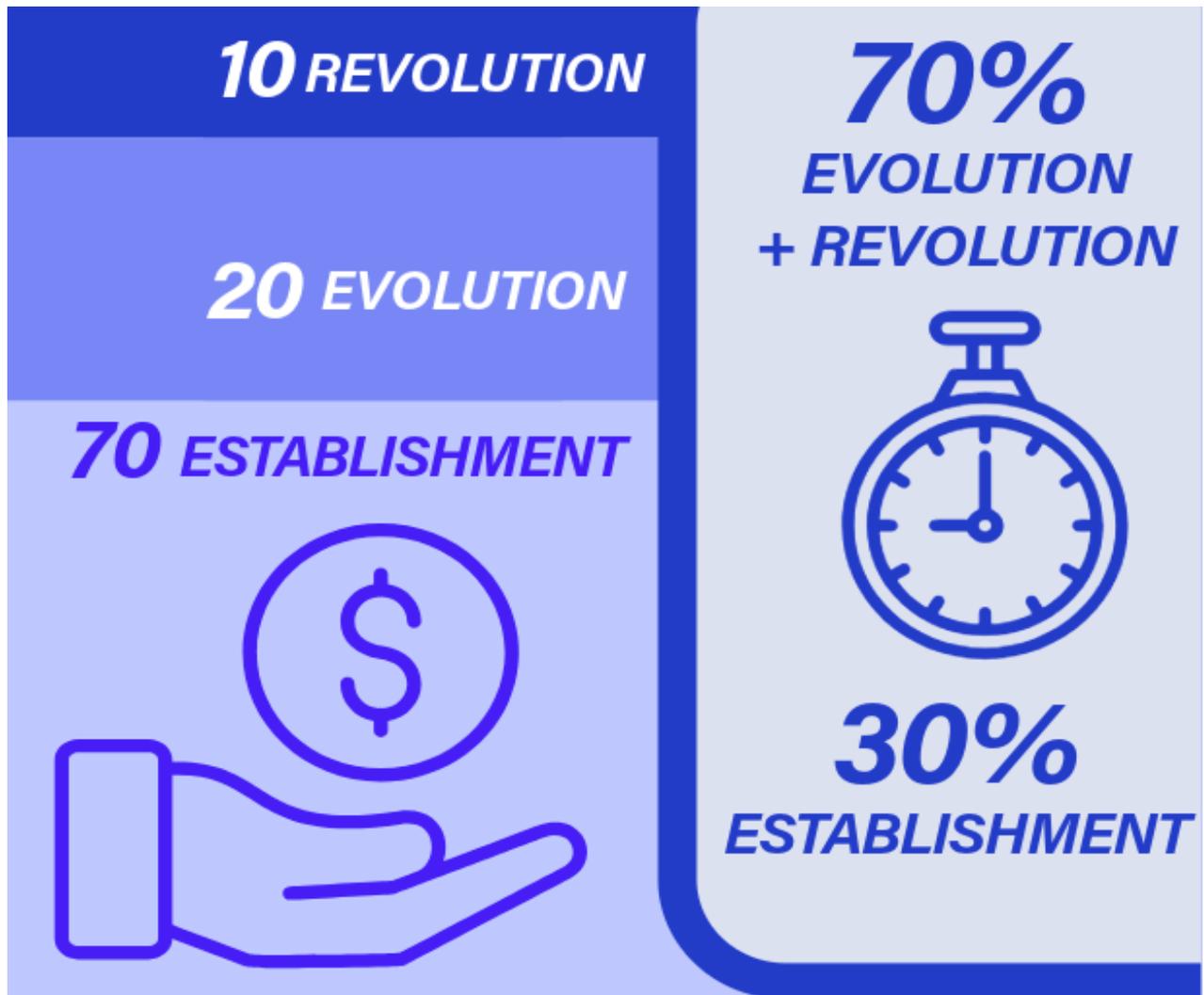
By working collectively and strategically, the agency can transform its SBUs into an interconnected powerhouse that delivers measurable success for its clients.

This approach not only unifies disciplines but also ensures that every campaign, platform, and channel contributes to impactful business outcomes for agency partners.

Tentpole activity and always-on integration

Managing consistent performance-driven campaigns alongside flagship brand efforts requires a strategic balance of resources, focus, and collaboration. In the OPSM case study, performance campaigns were designed to run consistently, ensuring the business achieved

measurable outcomes like in-store eye test bookings, while flagship brand efforts spotlighted creativity and storytelling to enhance OPSM's brand positioning.

The key approach was integrating performance elements into every stage of the campaign while leveraging the flexibility of digital channels. For example, programmatic advertising and paid search were deployed as "always-on" channels, delivering consistent conversion-driven messaging that complemented the flagship campaigns. Data and analytics teams continuously monitored performance metrics such as ROAS and conversion rates, enabling optimization in real-time to ensure steady results.

Additionally, close collaboration between creative and performance teams ensured that flagship campaigns reinforced brand sentiment while tying back to the performance goals. For instance, high-impact creative elements featured in video and display ads were repurposed to drive both awareness and action, ensuring that every campaign contributed to the business's overarching goals. This dual focus allowed OPSM to maintain ongoing measurable success without compromising its brand identity or creative ambition.

When planning and executing a **brand-building tentpole campaign**, the focus shifts toward long-term objectives such as creating emotional resonance, improving brand perception, and driving widespread awareness. In contrast, **always-on performance campaigns** prioritize short-term, measurable outcomes like conversions, lead generation, or sales. Here's how the approaches differ:

Brand-Building Tentpole Campaigns:

1. **Objective**:
   - Build emotional connections and enhance brand equity.
   - Drive top-of-funnel metrics like awareness and engagement.
2. **Creative Approach**:
   - Use high-impact, storytelling-driven content that reflects the brand's values and aspirations.
   - Invest in cinematic, eye-catching visuals or narratives that leave a lasting impression on audiences.
   - Example: "Penny the Pirate" campaign for OPSM focused on engaging storybooks to build brand connection and awareness.
3. **Media Strategy**:
   - Focus on high-reach channels like TV, programmatic video, digital OOH, and social platforms for mass visibility.
   - Target broad, demographically driven audience segments to maximize exposure.
4. **Measurement**:
   - Evaluate success through metrics like brand lift, sentiment, reach, and engagement (e.g., impressions, shares).
   - Consider advanced tools like brand tracking studies or sentiment analysis.
5. **Pacing**:
   - Campaigns are launched in bursts, often aligned with events or cultural moments, to generate buzz and share of voice.

Always-On Performance Campaigns:

1. **Objective**:
   - Deliver immediate, measurable results, such as sales, lead generation, or bookings.
   - Focus on lower-funnel actions to drive ROI.
2. **Creative Approach**:
   - Use direct-response messaging with clear CTAs (e.g., "Book Now," "Shop Today").
   - Optimize for formats that emphasize efficiency over aesthetic storytelling.
3. **Media Strategy**:
   - Leverage data-driven, intent-focused channels such as paid search, programmatic display, and remarketing.
   - Target audiences based on behavior, demographics, and past interactions for precision.
4. **Measurement**:
   - Rely on performance metrics like CTR, CPA, ROAS, and conversion rates.
   - Use real-time analytics and attribution modeling to optimize campaigns dynamically.
5. **Pacing**:
   - Run continuously throughout the year to maintain consistent lead generation and keep the brand top-of-mind for in-market consumers.

Key Differences to Focus On:

- **Messaging and Content**: Tentpole campaigns should inspire, while always-on campaigns should convert.
- **Audience Targeting**: Tentpole campaigns target broad audiences, whereas always-on campaigns target refined, intent-driven segments.
- **Budget Allocation**: Tentpole campaigns often require higher investments over a shorter period, whereas always-on campaigns require steady, scalable budgets.

Balancing these two types of campaigns allows you to achieve both short-term business objectives and long-term brand growth.

Effective resource management across performance and brand building campaigns requires balancing the steady demands of always-on performance campaigns with the high-intensity bursts of tentpole brand-building efforts. By aligning teams, budgets, and timelines, agencies can ensure consistent delivery of measurable results while preserving the creativity and impact needed for flagship campaigns.

Regular weekly reporting ensures collaboration between SBUs. Data considered and commentary written 24 hours before sharing, so results are not thrown together, but insights are carefully considered and absorbed across the teams. Pre-reporting calls are held 24 hours prior to client delivery to align on testing phases, new initiatives, anything which could impact on another channel's performance.

Measuring Success: Tentpole and Always-On Performance Campaigns

Tentpole Campaigns

The success of tentpole campaigns is measured by their ability to drive awareness, engagement, and sentiment, aligning with top-of-funnel objectives. Key metrics and methodologies include:

- **Awareness and Sentiment Tracking**: Leveraging tools like **Nielsen Brand Uplift Studies** to assess changes in audience perception and recall.
- **Engagement Metrics**: Monitoring programmatic and social reach, impressions, and interactions to evaluate audience participation.
- **In-Store Footfall Measurement**: Tracking physical visits to stores influenced by the campaign through location-based analytics.
- **Marketing Mix Modeling (MMM)** and **Multi-Touch Attribution (MTA)**: Applying advanced analytical techniques to measure the impact of campaign investments across various channels and to understand how each touchpoint contributes to overarching goals.

These insights provide a holistic view of the campaign's effectiveness, ensuring that branding efforts yield meaningful results.

Always-On Performance Campaigns

Always-on campaigns prioritize short-term, measurable outcomes like conversions and revenue generation. Key metrics and approaches include:

- **Conversion Rates**: Evaluating the success of call-to-action (CTA) strategies in driving audience actions, such as purchases or form submissions.
- **Online Bookings**: Tracking digital sales or appointment bookings directly attributable to performance efforts.
- **In-Store Conversions**: Using **cross-channel attribution modeling** to identify the relationship between online activities and offline behaviors.
- **Investment ROI**: Measuring return on ad spend (ROAS) and overall profitability to ensure resource optimization.

By maintaining constant monitoring and optimization, always-on campaigns deliver consistent and impactful results that complement tentpole efforts. Together, these approaches balance long-term branding with immediate performance outcomes.

Perpetual Learning: Sharing Lessons Across the Wider Community

The integration of Tentpole and Always-On performance campaigns offers a treasure trove of learnings that should be shared not only within the agency but across the broader community. By doing so, we foster a culture of knowledge-sharing and drive industry-wide advancements. Key opportunities for this include:

- **Client Collaboration**: Sharing campaign insights with clients through workshops or reports, demonstrating how aligning brand-building and performance goals leads to mutual success.
- **Agency Teams**: Encouraging interdepartmental knowledge exchange, ensuring lessons learned in one channel or campaign are applied across others to refine strategies.
- **Panel Discussions and Conferences**: Participating in industry events to present case studies, highlight key achievements, and share innovative practices.
- **Award Entries**: Documenting and submitting successful campaigns to highlight the agency's creative and strategic excellence, further inspiring others.

Key Takeaways to Promote

1. **Aligning Brand and Performance Goals**:
   - Tentpole campaigns enhance brand equity and awareness, while Always-On efforts drive measurable performance.
   - Successfully uniting these goals ensures campaigns are impactful across all stages of the marketing funnel.
2. **Benefits of Cross-Channel Coordination**:
   - A unified approach maximizes the strengths of each channel, ensuring seamless audience engagement and consistent messaging.
   - Cross-channel alignment improves efficiency by reducing redundancies and amplifying the collective impact of all campaign elements.
3. **The Value of Innovation and Continuous Improvement**:
   - Test-and-learn initiatives are essential for staying ahead in an ever-evolving landscape, fostering iterative improvements at every stage of a campaign.
   - Understanding *why* optimizations succeed through behavioral economics allows these learnings to be applied broadly, driving stronger outcomes across the board.

By embracing perpetual learning and actively sharing these insights, the agency not only strengthens its internal capabilities but also positions itself as a thought leader within the industry, contributing to the broader conversation and setting benchmarks for success.

So what?

The ultimate takeaway is clear: delivering integrated strategies isn't just about connecting channels—it's about creating unified solutions that drive tangible outcomes for our partners. By leveraging data, creativity, and coordination, we unlock impactful results that resonate with audiences and achieve business goals. It's through collaboration, teamworking, and an unwavering commitment to positivity that we maximize the potential of every campaign, ensuring lasting success for our agency and clients alike. This approach transcends complexity, turning challenges into opportunities to innovate, grow, and excel. Let's embrace the power of integration to redefine performance.

Dan Hills

Thank you

This document has been designed to support and enhance the presentation, offering a detailed overview of the strategies, challenges, and successes that shape effective brand and performance campaigns. It highlights the pivotal role of integration, collaboration, and data-driven insights in delivering impactful outcomes for our partners. By uniting creativity, innovation, and a clear focus on business objectives, we position ourselves as trusted collaborators in navigating an increasingly complex media and marketing landscape.

I hope the insights provided here add value to the conversation and provoke thought about the opportunities and challenges we face. As always, I welcome any questions, feedback, or ideas through my usual channels. Your input and perspectives are integral to driving continuous improvement and shared success. I look forward to engaging further!

Linkedin.com/in/DanHills
PortlandRockConsortium.com
DANHILLS@CONSULTANT.COM
+44(0)7949 562946

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