



*“Enhancing Client-Agency relationships for continuous  
and measurable improvement in their performance”*

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*Jeremy Caplin  
CEO Aprais Worldwide*





*It's all about the*

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*Without Valid Benchmarks Data Can Be Misconstrued*



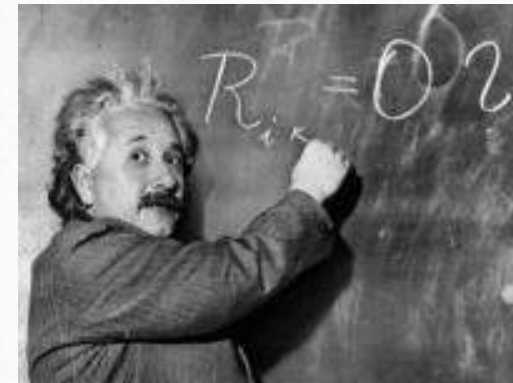


*Marketing = Art.....*



OR

*..... or Science?*

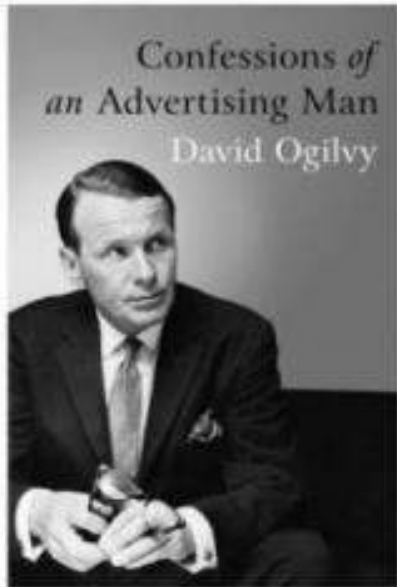


It was less than 30 years ago that Procter & Gamble was still calling its Marketing Team the “*Advertising Department*”

It should be clear to all that Marketing should now embrace both the ART and SCIENCE in what it does

## *“Clients Get The Advertising They Deserve”*

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**David Ogilvy said it 50 years ago**

**BUT the HARD PROOF\* is only now available**

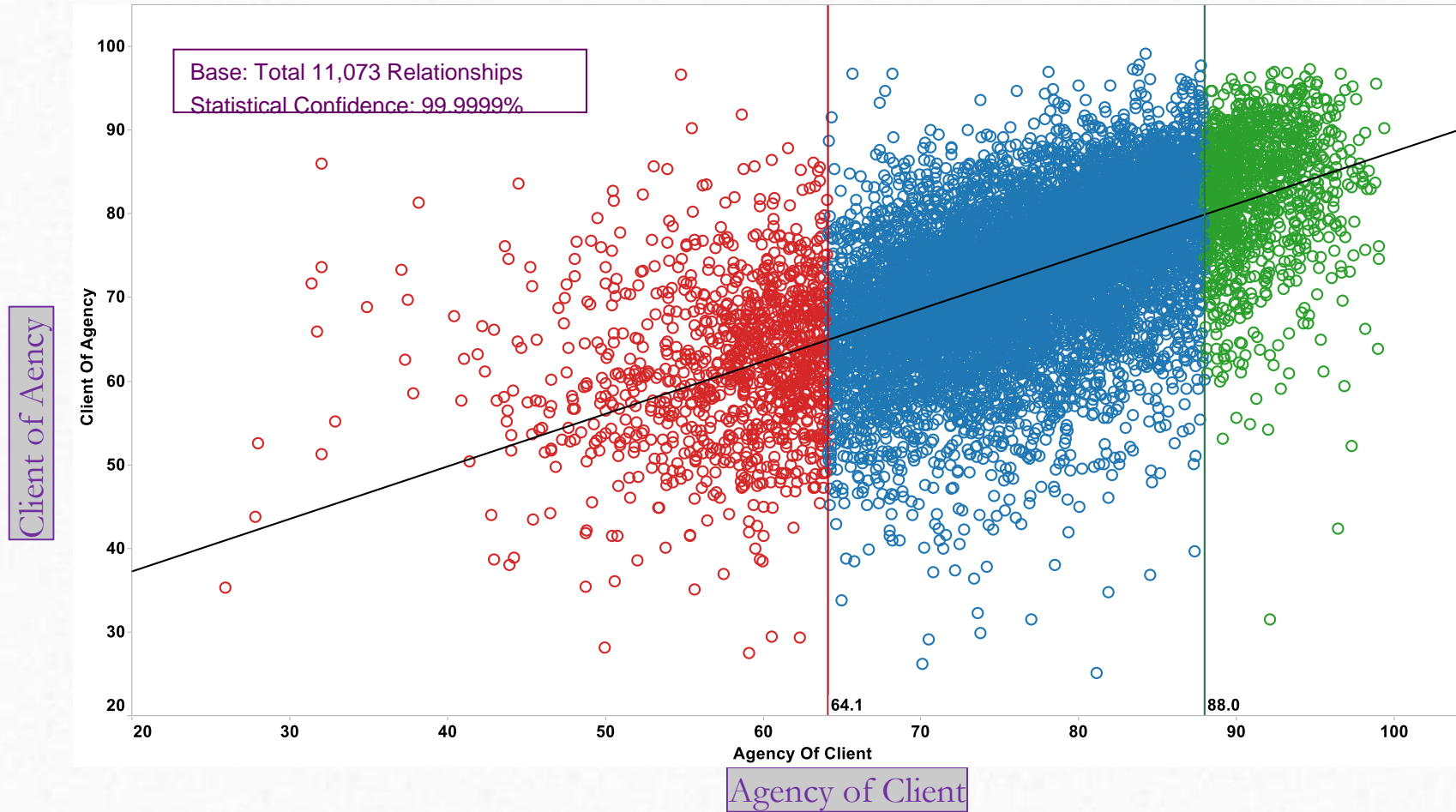
**\* 99.9999% statistical confidence**

**AND what he did not know was that Top Performing Clients Get**

**+37% Creative Output & +21% Media Planning from Agencies than Poor Performing Clients**



## *Client & Agency Performance is Highly Interdependent*



*Put another way... Good Clients Get Great Work from their Agencies, Poor Ones Don't!*



## State of Play in Performance Measurement

**Measuring Agency Performance is Important**

**93%**

**Assessment is 1- way only assessing agency performance**

**15%**

**Assessment effectively 1-Way, we do not really review agency assessment of our performance**

**40%**



# *Key Principles for Success*

*A Partnership and NOT a Master-Servant Relationship*

*Openness to Finding Out New Things About Own Organisation (min. 2-way evaluation)*

*Embrace Statistical Robustness, Large Scale Data and External Benchmarking*

*Commitment to Act on Findings Deploying Necessary Resources - Time, Money & Effort*



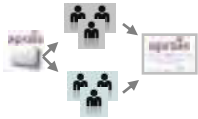


## The Key Steps in the Process



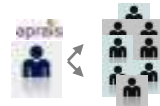
### Stage 1: Proposal and Structure Meeting

Aprais will recommend the best structure and solution for evaluations based on your brief. Aprais and client(s) stakeholders will then discuss and agree the parameters for questionnaire and timings.



### Stage 2: Online Data Collection and Analysis

Time to go live with the evaluations; Aprais sends out an invitation email to all nominated participants containing instructions on how to complete the online questionnaire and deadline.



### Stage 3: Analysis and Results Presentation

Once the deadline is met, we close off the online questionnaire and prepare the reports. Depending on the package and contract, we can deliver the reports in different ways – going from a simple direct distribution of the outputs to a full and comprehensive analysis of findings and recommendations for action plan discussed in a meeting with the presence of client(s) stakeholders.



### Stage 4: Continuous Monitoring of Progress and Performance

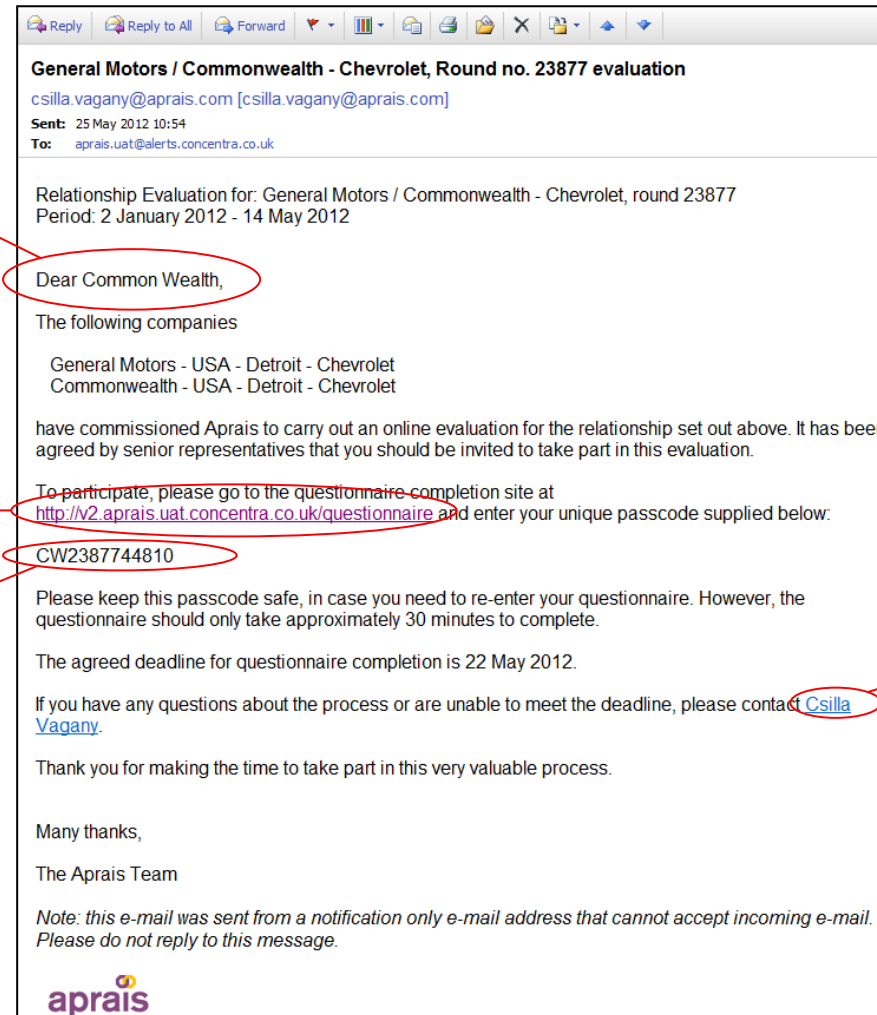
This exercise of assessments combined with an open discussion and action plan is even more effective when done on a regular basis. We recommend that the process is performed every 6 months. Aprais will be in regular contact to follow up and assist teams as to how to drive performance improvement.

## Your Invitation to Participate in the Questionnaire

Personalised invite

Embedded hyperlink takes participant straight to the questionnaire

Passcode unique to this participant for this round only



Single click to be in email contact with Round Administrator



## Questionnaire Welcome

Chev Volt ([Log out](#)) | Commonwealth - USA - Detroit - Chevrolet



### Welcome - Chev Volt

APRAIS combines years of experience in agency management and a deep understanding of the needs of Marketing companies to enable clients and agencies to measure performance, work together more effectively and build lasting relationships.

You have been chosen by your organisation to complete a short questionnaire as part of the APRAIS process. This questionnaire should take you around **30 minutes to complete**.

#### Questionnaire instructions:

This questionnaire will take about 30 minutes to complete. We recommend you complete the entire questionnaire at one time. Your answers should reflect your 'top of the head' view of the relationship during the review period. The program is self-explanatory. First complete the simple online form about your involvement in the relationship. Now move on to the questions about the performance of the Agency. Click your mouse on the position on the answer bar which best represents your view of the Agency's performance in relation to the statement shown. (The bar is a 100 point scale with prompts - Never, Often, etc. - to guide your selection.) If you feel a question is not relevant to your experience, check on 'Not Relevant'. At the end of each section of questions please type the comments you have about this area of performance. Comments are very valuable and never attributed to an individual. After completing the questions about the performance of the Agency, if you have been asked to do so, please complete the questions about the performance of the Client from your own perspective as either a Client or Agency team member.

Welcome text and instructions  
can be tailored for each round

|  |   |
|--|---|
| Contact frequency (How frequently you have contact with the Communication Partner)                 | 1 per month   |
| Date you first joined this relationship (This is not necessarily when you joined the organisation) | Month: 03 Year: 2003  |
| Do you want to receive topical and relevant insights from APRAIS by email?                         | <input type="radio"/> Yes <input checked="" type="radio"/> No |

#### Relationship round details

|                                   |  |
|-----------------------------------|--|
| Relationship name:                | General Motors / Commonwealth - Chevrolet  |
| Parties included:                 | General Motors - USA - Detroit - Chevrolet<br>Commonwealth - USA - Detroit - Chevrolet |
| Relationship round number:        | 1  |
| Relationship round review period: | 02 Jan 2012 - 14 May 2012  |

[NEXT >](#)

## Language Support

Chev Volt (Log out) | Commonwealth - USA - Detroit - Chevrolet



### Herzlich willkommen - Chev Volt

Aprais unterstützt Unternehmen und ihre Agentur-Partner bei der kontinuierlichen und effizienten Zusammenarbeit. Ziel ist es, die Performance beider Teams weiter zu verbessern.

Sie sind ausgewählt worden, diesen Prozess mit zu gestalten und hierzu einen kurzen Fragebogen zu beantworten.

Die Beantwortung der Fragen dauert ca. 20-40 Minuten.

#### Anleitung:

Die Beantwortung des Fragebogens dauert etwa 30 Minuten. Die Antworten sollen dabei Ihre Eindrücke über das Arbeitsverhältnis innerhalb des Bewertungszeitraumes widerspiegeln.

Bitte beachten Sie, dass dies eine 360-Grad-Befragung ist, d.h. Sie werden sowohl über Ihre Einschätzung der eigenen Leistung, als auch über die Einschätzung der jeweils anderen „Partei“ befragt. (Anmerkung: nicht jede/r Teilnehmer/in wurde nominiert, die Fragen sowohl über die Agentur als auch das Kundenteam zu beantworten, d.h. möglicherweise enthält Ihr Fragebogen nicht alle Bereiche.)

Bitte geben Sie zunächst die erforderlichen Angaben über Ihr Arbeits-Verhältnis mit der Agentur bzw. dem Kundenteam ein, um anschließend die Fragen zur Agentur-Performance zu beantworten. Klicken Sie dazu mit der Maus auf die Position der Skala, die Ihrer Ansicht nach am ehesten für die jeweilige Frage zutrifft (Die Skala ist eine 100 Punkte-Skala von „Niemals“ bis „Immer“). Wenn Sie für eine Frage keine Antwort geben können, klicken Sie einfach auf „Nicht relevant“. Bitte geben Sie auch Kommentare ein (insbesondere falls Sie eine Frage eher kritisch bewertet haben) – Kommentare sind sehr hilfreich für die Auswertung und werden von uns grundsätzlich anonym behandelt.

Nachdem Sie die Fragen über die Agentur beantwortet haben, beantworten Sie bitte nun die Fragen über die Arbeitsweise des Kundenteams in gleicher Weise.

|  |  |
|--|--|
| Kontakt-Frequenz (wie oft haben Sie Kontakt mit der/m Agentur/Kundenteam?) | 1 per month  |
| Seit wann arbeiten Sie mit der Agentur bzw. dem Kundenteam?                | Monat: 03 Jahr: 2003   |
| Möchten Sie per E-Mail weitere Informationen von Aprais erhalten?          | <input type="radio"/> Ja <input checked="" type="radio"/> Nein |

#### Informationen zur Bewertung

Teilnehmende Firmen: General Motors / Commonwealth - Chevrolet

Teilnehmer: General Motors - USA - Detroit - Chevrolet  
Commonwealth - USA - Detroit - Chevrolet

Bewertungs-Runde: 1

Zeitraum der Bewertung : 02 Jan 2012 - 14 Mai 2012

WEITER >



## Answering Questions

The screenshot displays the APRAIS assessment interface. At the top right, a progress tracker indicates "0% complete". Below the APRAIS logo, the user's location is shown as "Commonwealth - USA - Detroit - Chevrolet". A navigation bar lists three disciplines: "Account Management", "Creative", and "Financial Management", with "Account Management" currently selected. The main section is titled "Account Management" and shows "Total 3 questions".

Three questions are listed, each with a Likert scale for scoring:

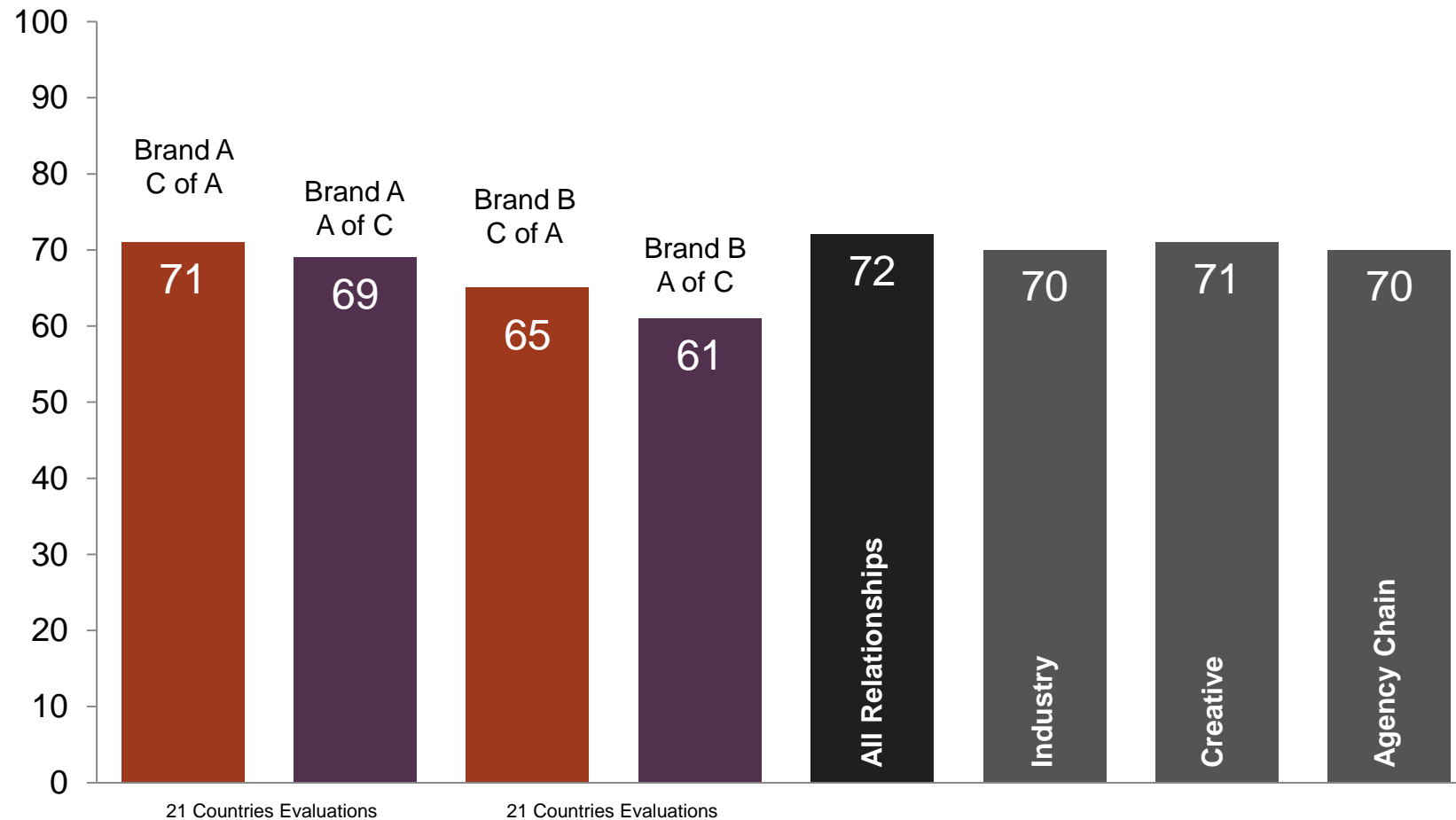
- 01** Brings relevant perspectives from experience outside Client's business. Not relevant [X]. Scale: Never, Seldom, Sometimes, Often, Always. A yellow vertical line is positioned between "Sometimes" and "Often".
- 02** Prepares working schedules and observes deadlines. Not relevant [X]. Scale: Never, Seldom, Sometimes, Often, Always. A yellow vertical line is positioned between "Sometimes" and "Often".
- 03** Thoroughly understands our brand, business customers and the financial services market. Not relevant [X]. Scale: Never, Seldom, Sometimes, Often, Always. A purple vertical line is positioned between "Sometimes" and "Often".

At the bottom right, there are navigation buttons: "< BACK" and "NEXT >".

Annotations on the screenshot include:

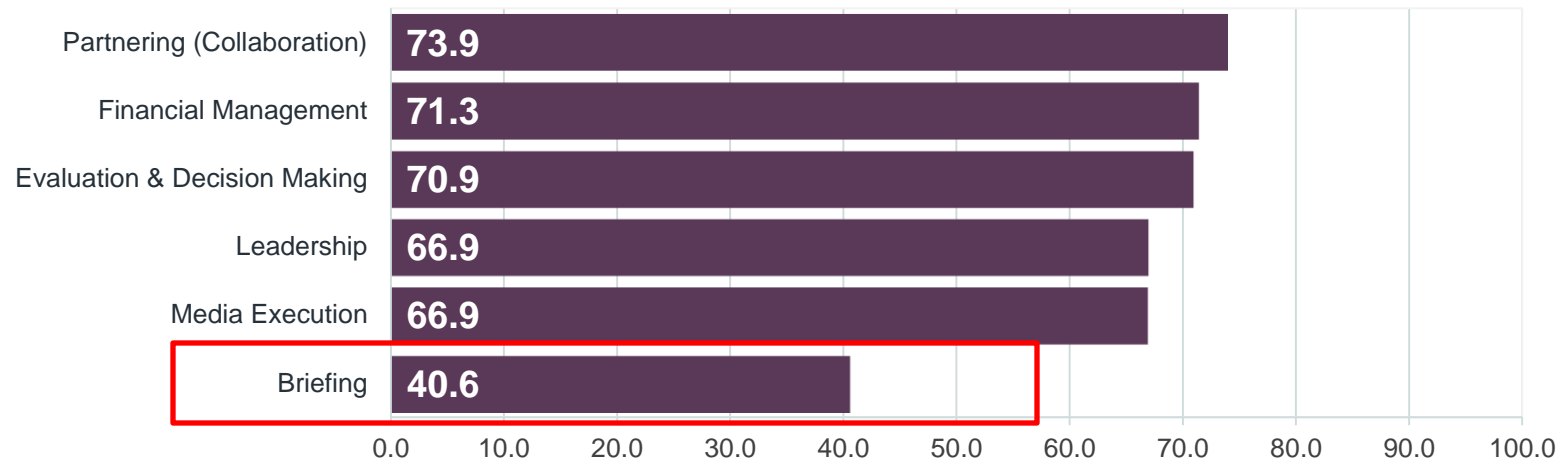
- "Progress tracker" pointing to the "0% complete" indicator.
- "Disciplines to be covered" pointing to the navigation bar containing "Account Management", "Creative", and "Financial Management".
- "Single mouse click to select score" pointing to the purple vertical line on the scale for question 03.

## Current Benchmarks – Brand A and Brand B





## Agency View Makes A Difference: Example Briefing, Brand X



### Comments – Agency

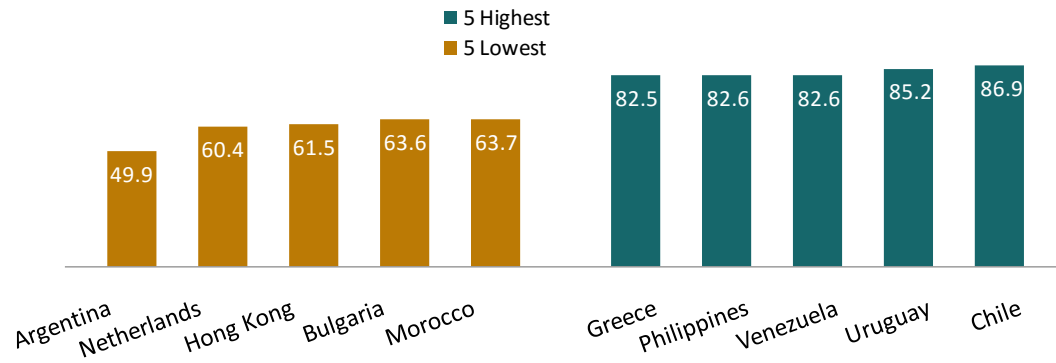
“On Brand X rarely, if ever, we receive briefs.” Generally, the all agency teams create what we believe the brief should be and work to get buy off from clients as we go.”

“Briefings documentation is probably the area where we struggle the most.”

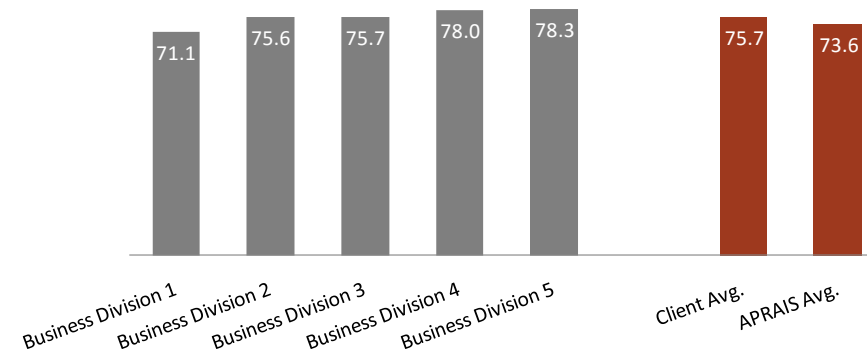
“We do not always receive briefing documentation for Brand X campaigns.”

## We deliver results according to any business structure

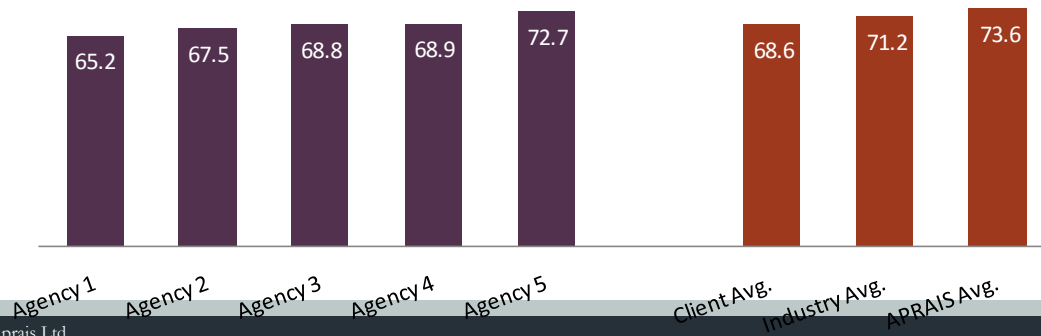
Multiple markets – consolidated reporting



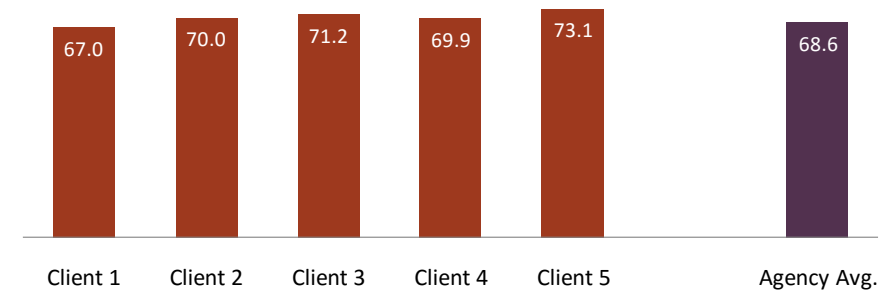
Single client reviewing multiple business division performance















Single client reviewing multiple agency performance – either different agencies, or same agency, different countries



Single Agency assessment of multiple client performance



## Output – Questions

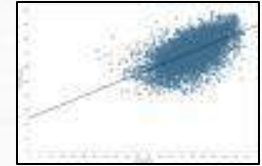
| Question  | Weight | Client | Agency | Gap | 0 20 40   |
|---|--------|--------|--------|-----|---|
| Thoroughly understands our brand  | 5      | 84     | 90     | 6   |    |
| Ensures our brand integrity is maintained throughout development and execution  | 5      | 81     | 89     | 7   |    |
| Agency always responds and supports in our time of need   | 5      | 79     | 93     | 13  |    |
| Thoroughly understands our customers  | 5      | 77     | 85     | 9   |    |
| Demonstrates initiative to anticipate our needs, problems and opportunities   | 5      | 80     | 97     | 17  |    |
| Recommendations are solid, thorough and factually supported   | 4      | 70     | 82     | 12  |    |
| Effective in bringing different parts of our organisation together to encourage information flow and reducing duplication | 4      | 58     | 88     | 29  |    |
| Accumulates learning from prior experience with our business,   | 3      | 73     | 86     | 13  |  |
| Proactively manages clients expectations  | 3      | 73     | 86     | 13  |  |
| Collaborates with us to set up the right projects KPIs  | 3      | 53     | 71     | 18  |  |
| Displays the courage to challenge conventions and support views   | 2      | 69     | 87     | 17  |  |
| Brings relevant perspectives from experience outside our business   | 2      | 60     | 81     | 21  |  |



## Action Plan (example) - it is built in to every Aprais results deck!

| Objective   | Action  | By When   | Responsible at Client  | Responsible at Agency  |
|---|---|-----------|--|--|
| Improve <b>Account Management</b> service levels  | Formalise ways of working:, resource plan to answer SOW, number of AM hours, research stages required, work flow.   | 31 August | Mary Kay (Marketing Director)  | Tom Jones (Group Account Director) Blake Kenny (FD)                    |
| Remove the disconnect on performance of <b>Planning function</b> within the agency                    | Agree the role and priority of Planning :<br><ul style="list-style-type: none"> <li>• Consumer insight</li> <li>• Creative Idea guidance</li> <li>• Support to Client research department</li> </ul>  | 15 August | Mary Kay (Marketing Director)<br><br>Louis Wally (Research Director) | Peter Snow (Senior Planner)  |
| Make the <b>Creative Development</b> process less painful, more enjoyable-starting with a great brief | <ul style="list-style-type: none"> <li>• Providing the client with briefing templates</li> <li>• Organising a workshop about the creative process involving the creatives of the agency</li> <li>• Clarifying the creative development stages: <ul style="list-style-type: none"> <li>○ Stakeholders involved.</li> <li>○ Time-plans for various stages of creative approval</li> <li>○ Both teams formalising the sign off process</li> <li>○ Ensuring all are aligned in deadlines</li> </ul> </li> </ul> | 31 August | Mary Kay (Brand Manager)<br><br>Louis Wally (Category Director)      | Tom Jones (Account Director)<br><br>Charlie Bennet (Creative Director) |

*What Does A Good Client Look Like?*



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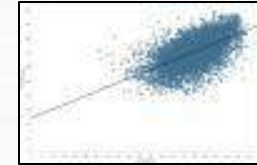
Briefing

Approval

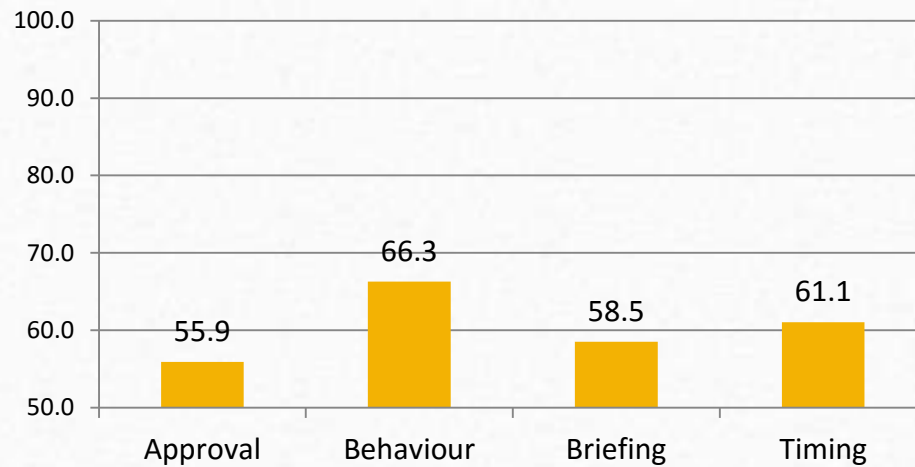
Timing

Behaviour

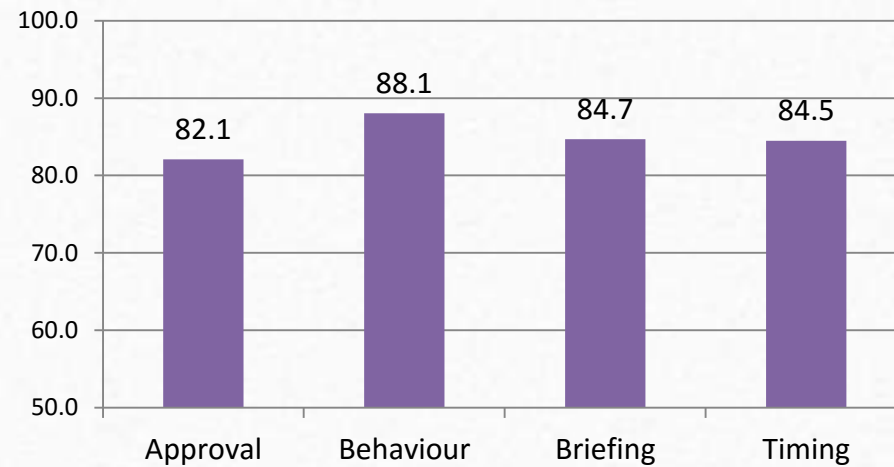
## *What Does A Good Client Look Like?*



### Bottom 10% Client Profile

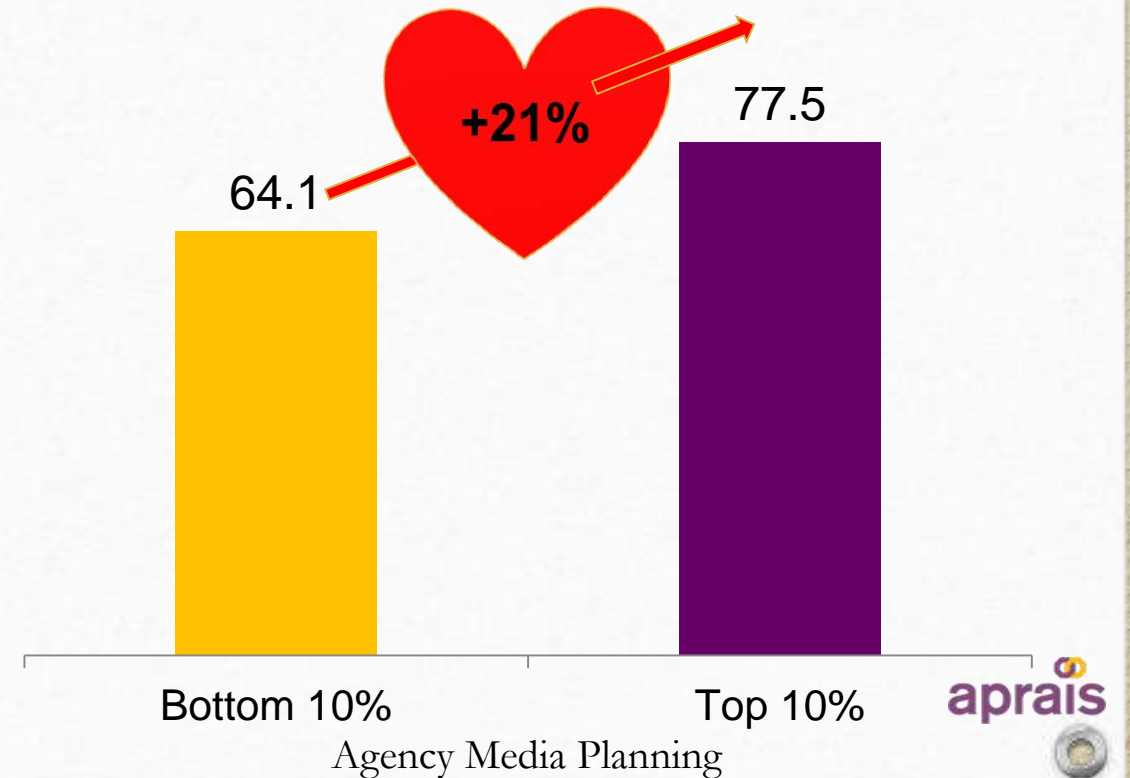
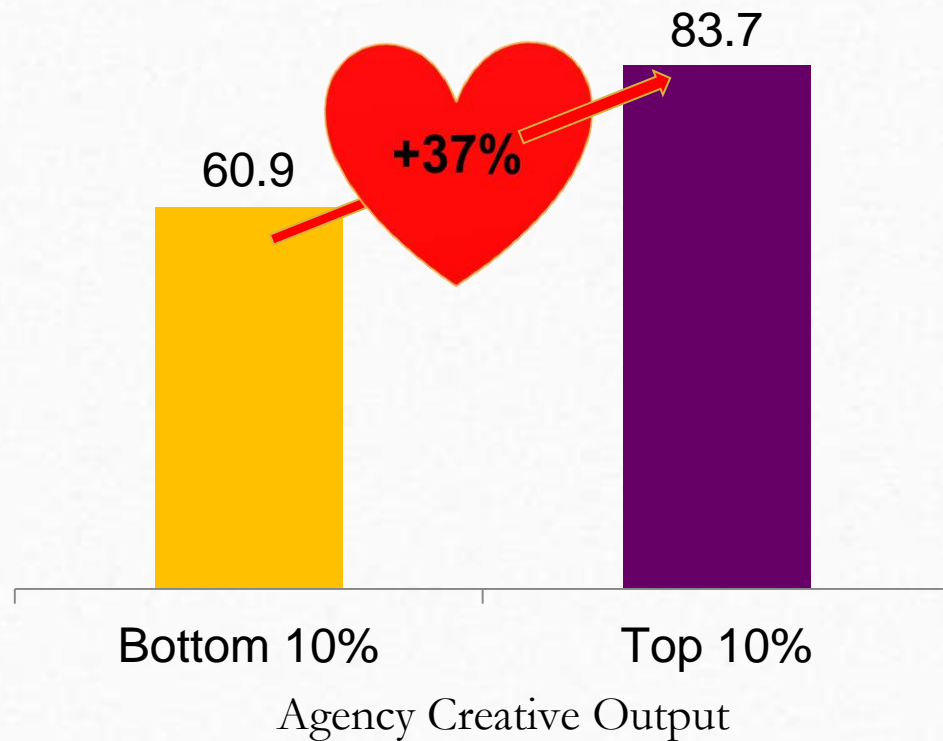
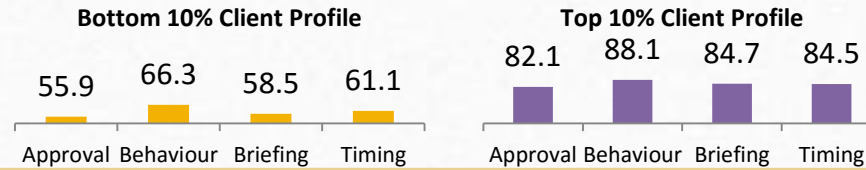


### Top 10% Client Profile





*+37% in Client view of Creative Output, +21% for Media*



## *Openness to Own Contribution or Self Fulfilling Prophecy?*

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Better clients get better Agency performance from the get go

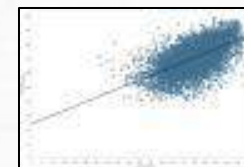
Better clients see bigger improvements round on round

Poorer clients get neither and there are signs of shorter relationship duration

| Client of Agency Score       | Round 1 | Round 2 | Round 3 |
|------------------------------|---------|---------|---------|
| Top 25% Clients              | 68.9    | 72.0    | 74.1    |
| <i>+/- vs Previous Round</i> |         | 3.1     | 2.1     |
| Bottom 25% Clients           | 61.2    | 61.4    | X       |
| <i>+/- vs Previous Round</i> |         | 0.2     | n.a.    |

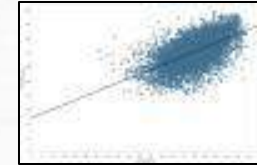


*What Does A Good Agency Look Like?*





## *What Does A Good Agency Look Like?*



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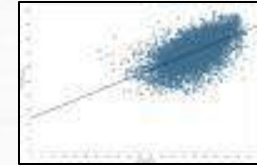
**Functional**  
**(Creative, Media)**

**Account**  
**Management**

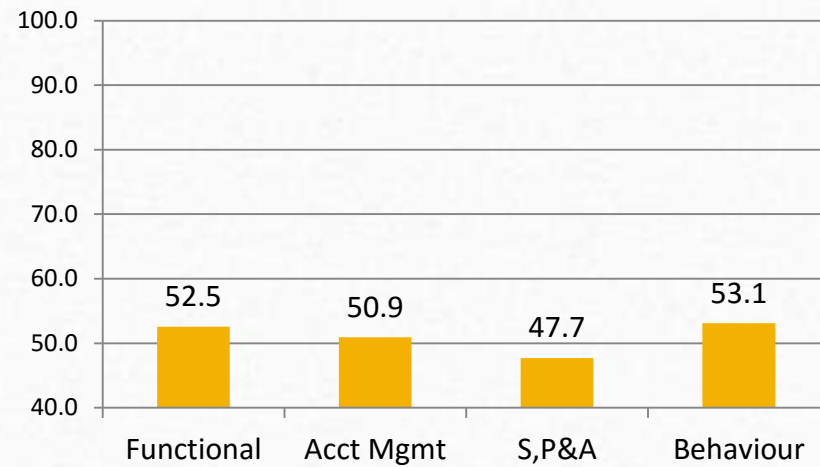
**Strategy, Planning**  
**& Analysis**

**Behaviour**

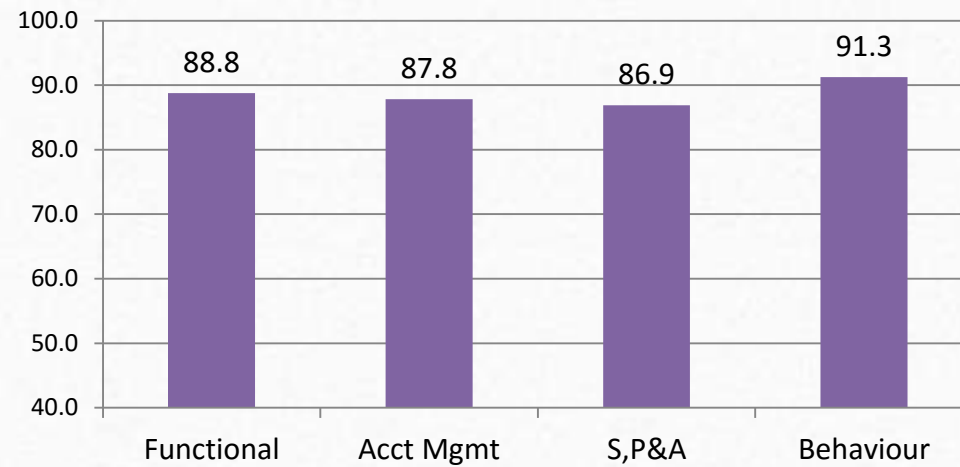
## *What Does A Good Agency Look Like?*



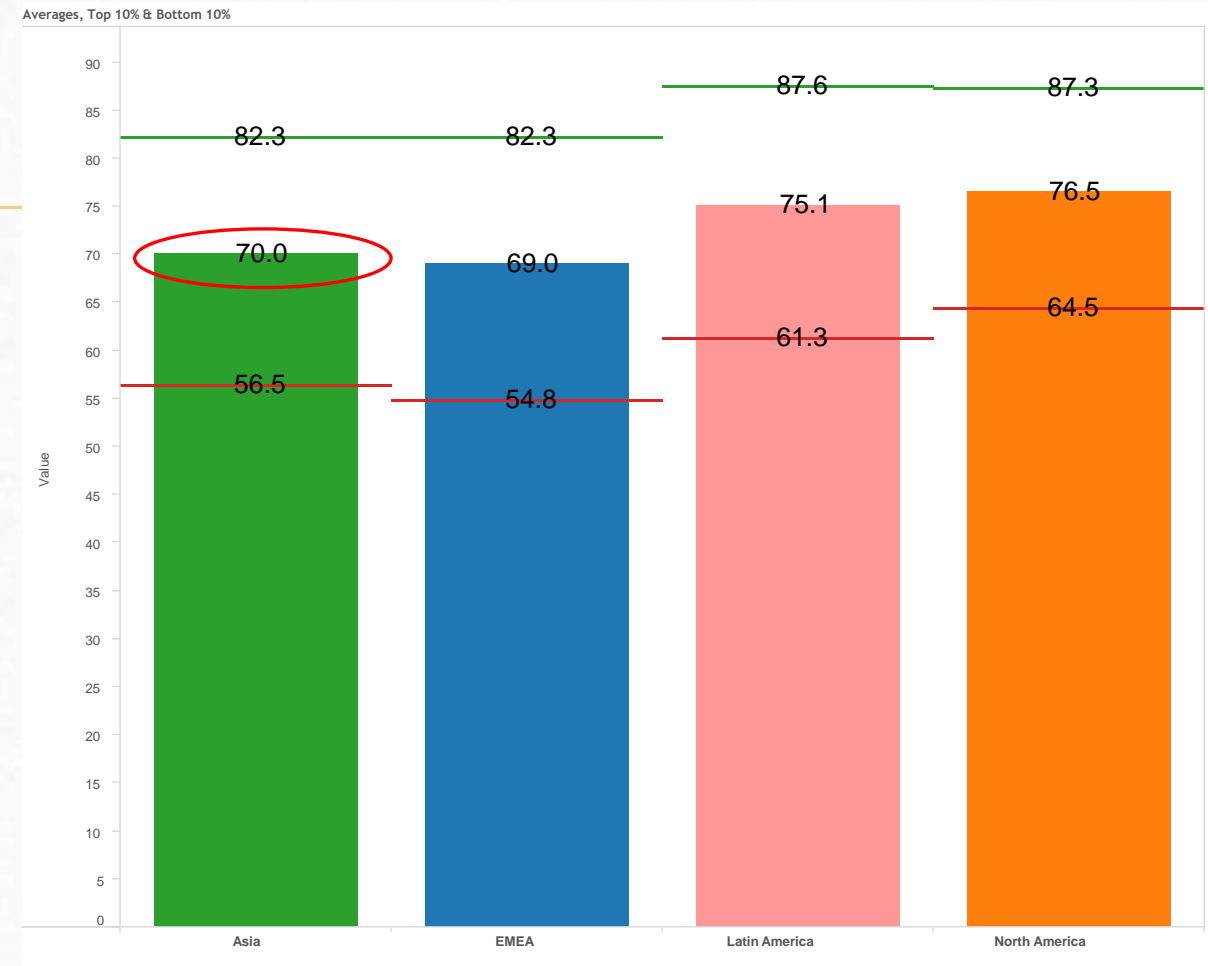
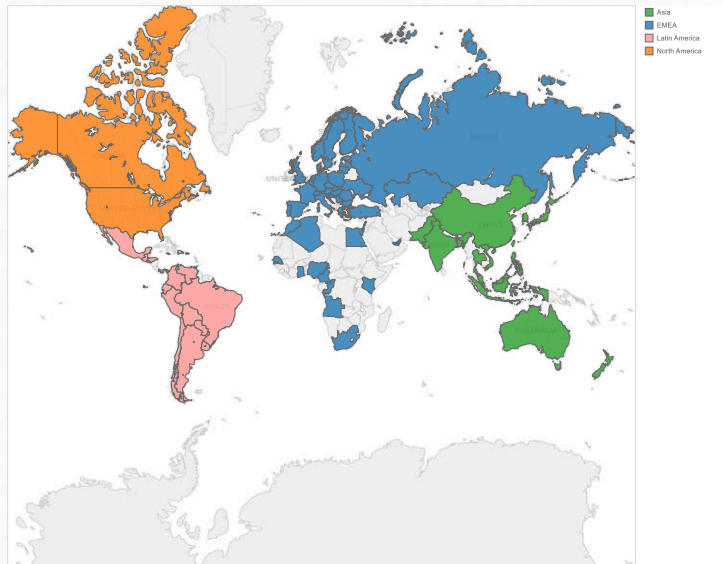
### Bottom 10% Agency Profile



### Top 10% Agency Profile



## *Context from Benchmarks: e.g. Is Asia Different?*



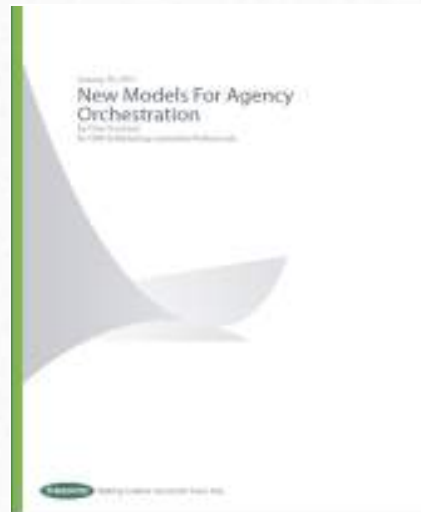


# *It's Getting More Complicated*



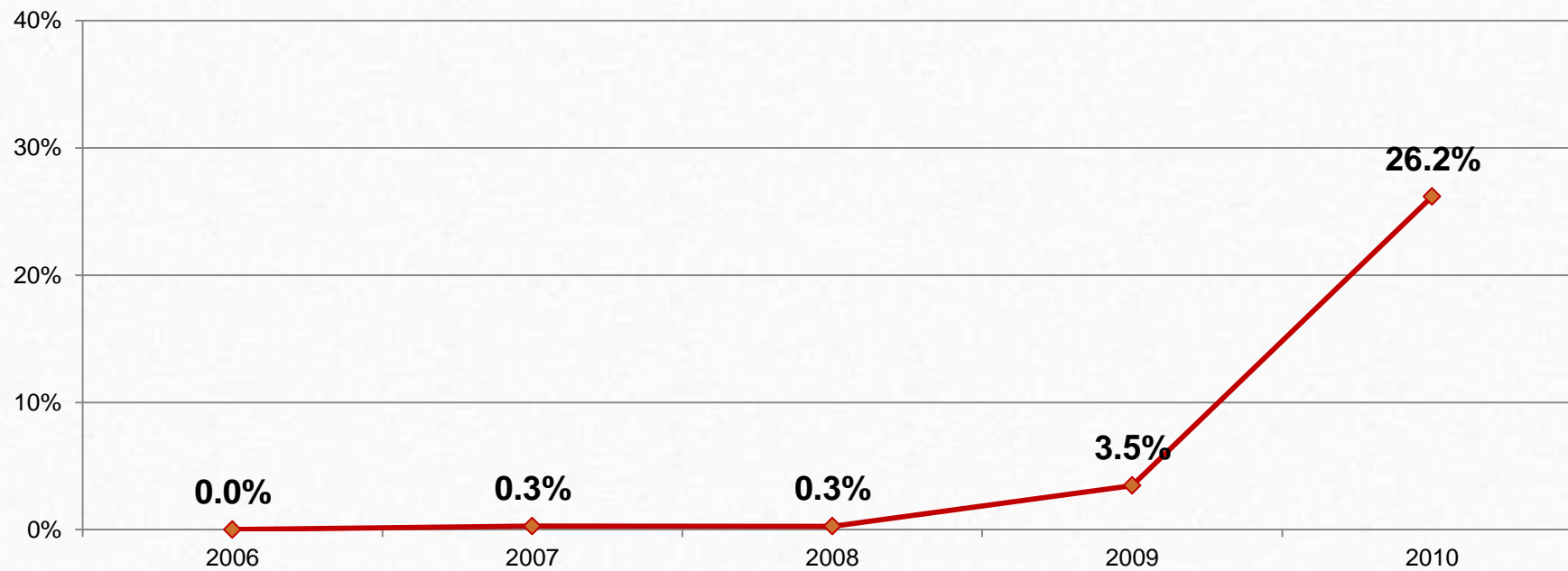
*“More breath, effort & expense has been spent over the issue of integration than over anything else during the last 20 years, & not all of it fruitfully”.*

Rory Sutherland ex President IPA:



## *More Attention and Questions Are Being Asked*

**Number of Evaluations with Collaboration Questions**



## *And Important Change in Type of Question Being Asked*

*Originally checked if “playing nicely”*

*Became.. how effective is the “playing”*

### **#1 Frequency Question 2006**

**Has an open and co-operative relationship with all communication partner agencies**

### **#1 Frequency Question 2010**

**Works effectively with communication partner in overall strategy and plan development**



## *But Does Cross Agency Collaboration Make A Difference?*

**Clients assessing Agency collaboration see +8% better performance vs. those that don't**

| <u>Client of Agency Score</u> | <u>With Collaboration</u> | <u>Without Collaboration</u> | <u>Index With vs Without</u> |
|-------------------------------|---------------------------|------------------------------|------------------------------|
| Overall                       | 78.6                      | 72.8                         | 108                          |

**Agencies that collaborate well deliver +69% better Integrated Solutions vs. those that don't**

| <u>Client of Agency Score</u> | <u>Top 10% Collaborator</u> | <u>Bottom 10% Collaborator</u> | <u>Index Top vs Bottom</u> |
|-------------------------------|-----------------------------|--------------------------------|----------------------------|
| Integrated Solutions          | 84.9                        | 50.1                           | 169                        |



*So, having said 'It's all about the.....*



*What Kind?*

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**BIG**  
s all



Data should be

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*Accurate*

*Insightful*

*Actionable*

*Accurate*

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## *A Case Study on Data Accuracy (& Literacy)*

*There is a brand (or sku) with a 2% market penetration (as >95% of brands/ sku's do)*

*The Brand Owner wants to know if the \$5M Magazine Campaign profitably drove sales and is worth repeating*

*They ask their Creative &/or Media Agency to find out*

*The standard approach is to interrogate a Consumer Home Scanning Panel of 10,000 homes*

*The Home Panel tells us that Sales grew a whopping +20%. Is that good?*

# *Data Size Matters As Does Comfort & Confidence In Using It*

*The '95% confidence interval' associated with an observed uplift of 20%*

| Original brand penetration | Panel Sample Size |                   |                 |                |                |                |           |  |            |  |
|----------------------------|-------------------|-------------------|-----------------|----------------|----------------|----------------|-----------|--|------------|--|
|                            | 1,000             |                   | 10,000          |                | 100,000        |                | 1,000,000 |  | 10,000,000 |  |
|                            | 1%                | -127.0%<br>170.6% | -21.3%<br>61.8% | 7.1%<br>33.0%  | 15.9%<br>24.1% | 18.7%<br>21.3% |           |  |            |  |
|                            | 2%                | -76.7%<br>118.5%  | -8.9%<br>49.1%  | 10.9%<br>29.1% | 17.1%<br>22.9% | 19.1%<br>20.9% |           |  |            |  |
|                            | 5%                | -37.6%<br>78.2%   | 2.1%<br>37.9%   | 14.4%<br>25.7% | 18.2%<br>21.8% | 19.4%<br>20.6% |           |  |            |  |
|                            | 10%               | -19.0%<br>59.1%   | 7.7%<br>32.3%   | 16.1%<br>23.9% | 18.8%<br>21.2% | 19.6%<br>20.4% |           |  |            |  |
|                            | 20%               | -5.7%<br>45.6%    | 11.9%<br>28.1%  | 17.4%<br>22.6% | 19.2%<br>20.8% | 19.7%<br>20.3% |           |  |            |  |
| 50%                        | 7.7%<br>32.1%     | 16.1%<br>23.9%    | 18.8%<br>21.2%  | 19.6%<br>20.4% | 19.9%<br>20.1% |                |           |  |            |  |

A brand penetration of 2% and a sample of 10,000 people would mean that an observed uplift of 20% could be between -9% & +49%

...you would need a 1 million Panel sample to know it is between 17% & 23%

# *A Case Study on Data Accuracy (& Literacy)*

*What do we learn from this?*

*95% Confidence that \$5M could as likely depress sales as grow them*

*Should the research have been placed (and paid for) in the first place?*

*And should the Home Panel owner have even accepted the assignment?*



*Insightful*

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# *Aggregated views of data can be misleading*

*The devil is very much in the detail*

At an aggregated level, there would be no indication of issues on either side

| Client on Agency - Creative Score | 2009 | 2010 | 2011 | Agency on Client - Overall Score | 2009 | 2010 | 2011 | Comments    |
|-----------------------------------|------|------|------|----------------------------------|------|------|------|-------------|
| All Agencies – All Client         | 73.1 | 70.9 | 72.3 | All Client – All Agencies        | 72.6 | 72.9 | 73.8 | Both Stable |

A good situation with good ways of working by both parties

| Client on Agency - Creative Score | 2009 | 2010 | 2011 | Agency on Client - Overall Score | 2009 | 2010 | 2011 | Comments  |
|-----------------------------------|------|------|------|----------------------------------|------|------|------|-----------|
| Agency A - Division 1             | 78.7 | 79.7 | 77.1 | Division 1 – Agency A            | 82.1 | 86.2 | 78.4 | Both Good |

Evidence of *both* sides contributing to poor output but signs that it is improving

| Client on Agency - Creative Score | 2009 | 2010 | 2011 | Agency on Client - Overall Score | 2009 | 2010 | 2011 | Comments       |
|-----------------------------------|------|------|------|----------------------------------|------|------|------|----------------|
| Agency B - Division 2             | 58.4 | 57.9 | 69.4 | Division 2 – Agency B            | 68.3 | 69.2 | 75.0 | Both Improving |

Performance on both sides is deteriorating impacting on quality of output

| Client on Agency - Creative Score | 2009 | 2010 | 2011 | Agency on Client - Overall Score | 2009 | 2010 | 2011 | Comments        |
|-----------------------------------|------|------|------|----------------------------------|------|------|------|-----------------|
| Agency C - Division 3             | 75.5 | 64.0 | 61.0 | Division 3 – Agency C            | 78.3 | 81.8 | 71.8 | Downward Spiral |

*Actionable*

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*It IS Possible to Tell the Client They Have A Problem*

### Agency of Client Score

|         | <u>Client A</u> | <u>Aprais Database</u> |                |                |
|---------|-----------------|------------------------|----------------|----------------|
|         |                 | <u>Bottom 10%</u>      | <u>Average</u> | <u>Top 10%</u> |
| Overall | 64.6            | 63.7                   | 75.0           | 79.5           |

*And Where The Problem is*

| Agency of Client Score |                 |                        |                |                |
|------------------------|-----------------|------------------------|----------------|----------------|
|                        | <u>Client A</u> | <u>Aprais Database</u> |                |                |
|                        |                 | <u>Bottom 10%</u>      | <u>Average</u> | <u>Top 10%</u> |
| Overall                | 64.6            | 63.7                   | 75.0           | 79.5           |

| Agency of Client Score |                 |                        |                |                |
|------------------------|-----------------|------------------------|----------------|----------------|
|                        | <u>Client A</u> | <u>Aprais Database</u> |                |                |
|                        |                 | <u>Bottom 10%</u>      | <u>Average</u> | <u>Top 10%</u> |
| Briefing               | 59.3            | 58.5                   | 70.9           | 84.7           |
| Approval               | 70.1            | 55.9                   | 69.2           | 82.1           |
| Timing                 | 71.4            | 61.0                   | 72.1           | 84.5           |
| Behaviour              | 72.1            | 66.3                   | 77.3           | 88.1           |

*The Client Takes It On Board AND Does Something About It.....*



**“Marketing will also be judged on demonstrating excellence in providing our agencies – which include ... McCann Erickson, R/GA, DDB, Zenith.... - clearly defined briefs”**



## Resulting in Major Improvement in Real Time



| Briefing Score   |        |        |        |        | Jun 12 vs Oct 10 | Aprais Briefing Benchmark |         |         |
|------------------|--------|--------|--------|--------|------------------|---------------------------|---------|---------|
| Agency of Client | Oct-10 | Jun-11 | Dec-11 | Jun-12 | % Improve        | Bottom 10%                | Average | Top 10% |
| Total Client     | 62.1   | 69.9   | 76.7   | 76.1   | 22.5%            | 63.7                      | 75.0    | 79.5    |

| Count of Comments on Briefing by Round |        |        |       |        |       |       |        |       |       |        |       |       |
|--|--------|--------|-------|--------|-------|-------|--------|-------|-------|--------|-------|-------|
|  | Oct-10 |        |       | Jun-11 |       |       | Dec-11 |       |       | Jun-12 |       |       |
| Agency on Client                       | +ve    | -ve    | Total | +ve    | -ve   | Total | +ve    | -ve   | Total | +ve    | -ve   | Total |
| All Agencies                           | 0      | 23     | 23    | 11     | 40    | 51    | 18     | 33    | 51    | 41     | 9     | 50    |
| % of Total by Round                    | 0.0%   | 100.0% |       | 21.6%  | 78.4% |       | 35.3%  | 64.7% |       | 82.0%  | 18.0% |       |

*Analysis made up of combination of:  
Quant, Qual & Semi-Quant use of Qual.*

*The briefing process has improved greatly over the past few months and we receive briefs of varying breadth of input*

*Our clients have been tremendously helpful in clarifying the focus on such briefs*

*Given this team's commitment to the overall business and this briefing process, I am confident that thru on-going collaboration, continual improvement will be realized."*

## *Evaluating @ 6 Month Significantly More Effective Than 12 Months*

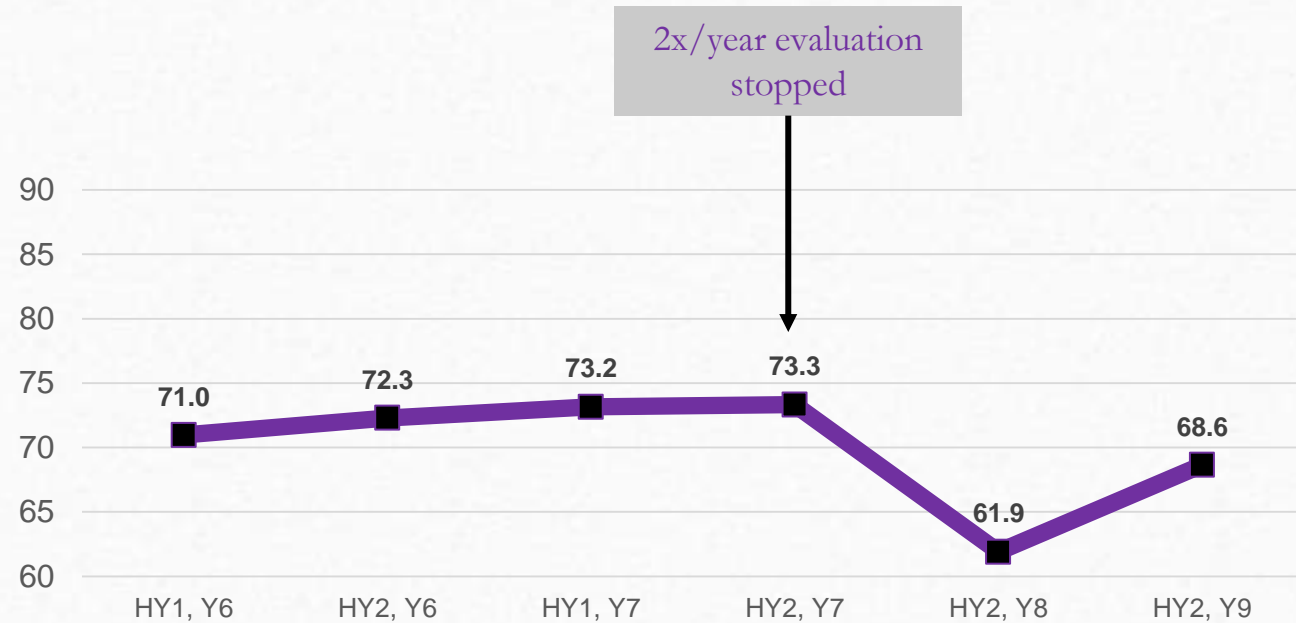
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**Client of Agency Score  
Improvement Index**

| <b>2x/Year Evaluation</b> |                            | <b>1x/Year<br/>Evaluation</b> |
|---------------------------|----------------------------|-------------------------------|
| <b>After 6<br/>Months</b> | <b>After 12<br/>Months</b> | <b>After 12<br/>Months</b>    |
| <b>153</b>                | <b>216</b>                 | <b>100</b>                    |

*And the 'day job' can quickly get in the way....*

*Moving from 2x/year to 1x/year  
evaluation and performance starts to  
slide backwards*

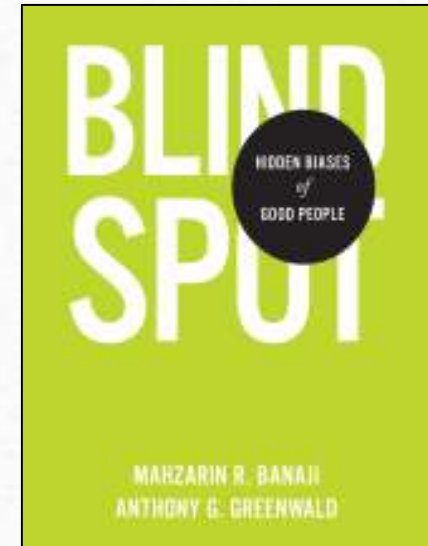
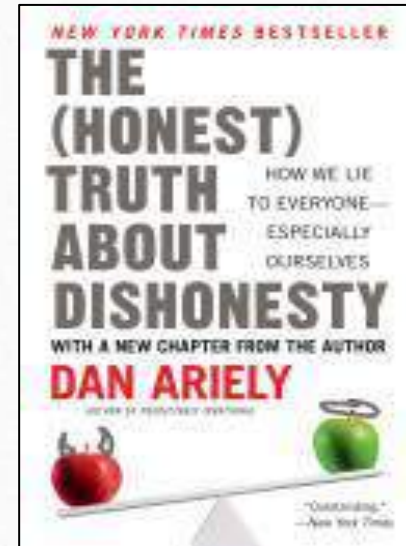




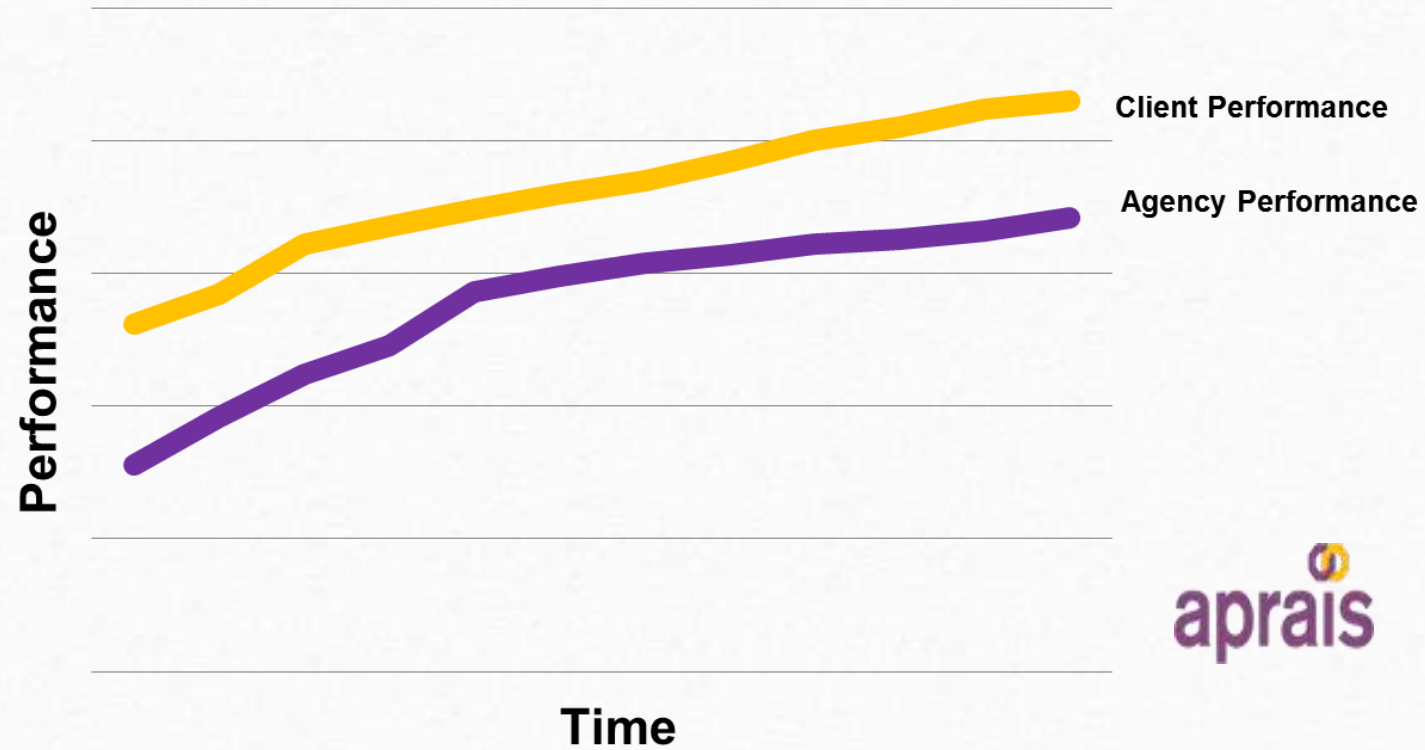
*But Because It's a People Business....*

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*And we find it hard enough to be honest with ourselves  
..... let alone anyone else*



# *Consistent Deployment of Aprais Delivers Continuous Performance Improvement*



*However....*

*Data appreciation, literacy and humility is not generally well adopted*

|     | 1,000   | 10,000  | 100,000 | 1,000,000 | 10,000,000 |
|-----|---------|---------|---------|-----------|------------|
| 1%  | -127.0% | -170.6% | -83.3%  | 81.6%     | 7.1%       |
| 2%  | -78.7%  | -118.5% | -48.9%  | 40.1%     | 10.9%      |
| 5%  | -37.8%  | -78.2%  | -2.1%   | 37.9%     | 14.4%      |
| 10% | -19.0%  | -50.1%  | 7.7%    | 32.3%     | 16.1%      |
| 20% | -5.7%   | -45.5%  | 11.9%   | 28.1%     | 17.4%      |
| 50% | 7.7%    | 32.1%   | 16.1%   | 23.9%     | 18.8%      |

*And....*

*It is only going to get harder the more stakeholders coming to the table across marketing disciplines*





## *Follow The Crowd or Stand Out & Lead?*



## For More Info



WARC Best Practice Feb 2012



WFA Survey May 2011



## *Final Consideration*

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*These principles go beyond marcomms and should apply to any sphere where there is a Client-Supplier relationship*



*Thank You*

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*Questions?*





*“Enhancing Client-Agency relationships for continuous  
and measurable improvement in their performance”*

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*Jeremy Caplin  
CEO Aprais Worldwide*

