

MY ROI IS POOR – I JUST FORGOT TO MEASURE IT

我的投资回报率很差劲 – 我完全忘了去衡量它了

A new study released this week by Forrester Research with research done with 150 US based companies is pretty revealing. In it, companies were asked to use the ‘net promoter score’, a method of measuring loyalty and comparing it across industries, as it relates to their agency relationships. A dismal 21% of marketers – fewer than one in four - agreed that they would ‘recommend or refer their main agency to a friend’. This corresponds to similar work we have done over the years in Asia. Through a combination of bad processes, bad disciplines, bad practices and (in a few cases) bad people, the client-agency relationship needs much more work now than it did in the past.

Forrester Research 在这个星期发布了一篇相当具有揭示意义的调查报告，这份报告根据对 150 家基地在美国的公司的调查结果分析而成的。在这份报告里，受访的公司被要求给出”网络促进分数”，这是一种衡量忠诚度的方法，并会将其进行跨行业比较，因为此分数与公司广告代理间的关系有关。一个让人觉得低落的比例—21%的市场主—在四个里面不到一个 - 同意说会推荐他们主要的广告代理给朋友。这个结果与我们在亚洲已经进行多年的相似的调查的结果相符合。差的工作流程，散漫的工作纪律，匮乏的实践经验，(在少数案例中) 差劲的合作伙伴，这些都使得客户—广告代理之间的关系比起以往更需要做更多的工作来维护。

What was more disturbing though is that the same [report also found that a whopping 76% of marketers had no way to determine their return on investment from their lead agencies. 69% also said ROI is too difficult to measure. So at the same time, there is not enough investment in actually tracking this performance. There's something about you I don't like, I just can't put my finger on it.](#)

在上面所提到的同样一份报告里也发现了另外一个让人觉得不安的数据，那就是 76% 的市场主并没有找到合适的方法来衡量他们在主要的合作代理商的投资回报。同时有 69% 的市场主也表示投资回报率实在是难以衡量。所以这就说明，在衡量追踪投资表现方面也没有足够的投资。这只是你不喜欢去做的事情，然而我并不能同意。

P&G's marketing maestro, Jim Stengel once said “Most companies make more considered, disciplined decisions and process management on a \$100,000 investment than they do on a multi-million dollar marketing investment.” For depressed and disgruntled marketers and their frustrated agencies in Asia, there's a reason that procurement department is all over you, it's called “lack of accountability”

宝洁的市场策略大师，**Jim Stengel** 曾经说过“大多数的公司在策划，原则性决策，流程管理方面所花费的投资比他们在好几百万美元的市场投资还要多一百万美元”。对于那些绝望和不满的市场主以及他们的沮丧的亚洲广告代理来说，有一个理由采购部要讨好你，那就是所谓的“行为责任承担的缺乏”。

BENCHMARKING

衡量

So what is Asia doing about it?

Well, the best marketers are firstly looking to benchmark the impact of their communication. It still surprises us that for less than US\$10,000, a marketer can run a 'pre-campaign' control and 'post-campaign' result research to evaluate the change in brand attitude and behaviour – and yet few do. Some are now taking this to a higher level, looking at how each specific element of the marketing mix plays a role in the final outcome of brand health and sales. P&G have embraced integration and tracking tools. Unilever have made some serious investments in tracking tools in their key markets.

那么究竟亚洲在这方面是怎么做的呢？

最好的市场主们会首先关注他们的传播活动的影响。但是我们仍然会惊讶于只需要花少于 **1** 万美元就能开展一个活动前控制和活动后效果的调查，来评估活动前后对于品牌态度和观众行为的变化，但是只有非常少数的市场主有这么做。有些市场主现在已经把这方面工作放到了很高的地位，来关注混合渠道市场营销中的每个个别因素，在品牌价值和销售额方面所带来的最终影响究竟扮演了怎样的角色。宝洁已经投入整合和追踪工具的怀抱。而联合利华也已经在对主要市场的追踪工具方面作了重大投资。

GO WEB

上网

Companies such as Coke have truly embraced online to measure their success – building virtual communities for future campaigns. Imagine if other media started charging based on 'cost per click' – the planning and buying approach would change significantly. In some markets such as China and Japan, this is being supplemented by mobile content

有一些公司，例如可口可乐，确实是利用网络来衡量他们的成功 – 为以后的宣传活动建立虚拟社区。想象一下，如果其他的媒体也开始按照一次点击率花费多少来收费 – 那么策划和购买策略都会有大幅度的变动。在一些市场，例如中国和日本，这已经是一种灵活的补充机制了。

MAKE JOB CLEAR

工作职责分明

Johnson & Johnson now issues a job description to every agency they work with in Asia. Consider that idea for a minute – as fee-based compensation becomes more common, so too the working relationship changes – from a client/vendor model to

more like an employee/employer relationship. Treating your agencies with this level of respect and clarity can only help output.

强生现在已经给他们每个亚洲的广告代理发出工作范围描述。我们稍微用点时间考虑一下强生的这个措施 - 随着以费用为基础的付费机制越来越普遍，工作间的合作关系也随之改变 - 从一个客户/卖主模式到更类似于雇员/雇主的合作关系模式。这种程度的尊敬和透明度来对待您的广告代理，只能在产出量方面有所帮助。

PAY FOR RESULTS

为结果付费

Only when the agency revenue is linked to results can the marketer and agency set the foundations for a better way of working. Within that 21% above hopefully sits the future of this industry – progressive marketers that embrace collaboration, commitment and creativity and aren't afraid to share success. Does your relationship have any of this?

只有当广告代理的收益与结果挂钩，才能让市场主和广告代理共同建立更好合作工作基础。那 21%的满怀希望的市场主正能反映出这个行业的未来 - 那些拥有合作，承诺和创造力的有进步的市场主们，是不会吝啬于分享成功的。您与广告代理的合作关系有上述的任何一点吗？

Greg Paull is Principal of R3, (www.rthree.com) an Asia – based consultancy focused on marketing efficiency and effectiveness

Greg Paull 是胜三管理咨询有限公司的总裁（www.rthree.com），一个以亚洲为据点的咨询公司，专注于研究市场的效率和效果。