

THE AGENCY OF THE FUTURE?

未来的广告公司？

It's December 2027 and the annual bonuses are being dished out.

This year, the best agency executives are getting more than the bankers at Goldman Sachs.

An unlikely scenario?

Yes, probably...but if the advertising business is to thrive for the next 20 years, something the industry can do more than just dream about.

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这是 2007 年的 12 月，年终奖发放的时候。

这一年，广告公司优秀的执行人员腰包比高曼萨克斯的银行家们还鼓。

这是异想天开吗？

确实,或许是异想天开...但如果广告业能够继续繁荣 20 年的话，这个行业的未来将比梦想中的那一幕更加绚烂。

WHAT HAPPENED?

It wasn't always this way. In the "good old days" before procurement, before agency consultants, before annual new business pitches, the agencies tended to command a lot of respect (particularly in the US), right up to the boardroom level. A combination of factors led to its demise

发生了什么？

这样的状况也并非古而有之。在“过去那些写美好的日子里”，在那些采买开始前，在广告咨询公司出现前，在年度新的商业比稿前.....广告公司也一度颇为受人尊敬（尤以美国最为明显），甚至董事会的成员都对他们敬而有加。然而，多种因素综合作用之后，情况却每况愈下

- The decline of marketing influence – marketing as a function spend too much time on magic and not enough on logic. It lost its own place in the boardroom to sales directors, finance directors and procurement heads – all people who could empirically prove their contribution. The marketing function continues to get squeezed for funding, and its been difficult to drive innovation

- 营销影响力的下降 - 营销在行使其职能时，花费了太多的时间用于变戏法，而没有足够的逻辑思考。因此它逐渐在从董事会、销售主管，财政主管到采购头目的心中失去了自己的位置，而正是这些人能够证明营销所能带来的贡献。为了筹集资金，营销几近窒息，并且很难带来任何创新。
- **Unbundling - with the constant demand for more revenue streams, agencies 'released' functions they would otherwise have delivered on - starting most importantly with research, but followed by media, promotions, CRM etc - so much so that creative agencies are now a 'shell' trying to prove they can orchestrate with others. Look to Japan - Dentsu and Hakudodo continue their dominance. And before you jump up and complain about the dominance of Japanese media over creative, last year according to Gunn, Dentsu won more awards than the next seven agencies in Asia combined.**
- 全部拆散 - 随着对收入流的持续需求，广告公司放手了一些其原本具有的功能。首先是最重要的调查研究功能，随后的是媒介，促销，客户关系管理等，失去了这么多的组件之后，一些创造性的广告公司几乎成了个空壳，试图证明他们也可以与人共谱完整乐章。看看日本 - 电通和博报堂地位岿然不动。在您跳脚抱怨日本广告公司在媒介业务方面远胜创意时，根据去年的全球创意报告，电通获得的奖项比亚洲地区排位二至八的七大广告公司加起来的数目都要多。

WHERE ARE WE NOW?

The agency world is a strange place now - a seemingly important testament to brand success is the 'consumer created content' - whether its Pepsi in China or Dorito's in the US, every market has its examples. Consumers outside of the developing markets complain about being 'over-advertised' to. Milward Brown can verify that TVC LINK Test goals are getting tougher and tougher. Because of unbundling, clients have too much flexibility to pitch different parts of their businesses on a regular basis (I guess it's a good time to be a pitch consultant!)

我们在哪？

现在的广告公司的世界是一个奇怪的地方 - 品牌成功的重要箴言是“消费者创造内容” - 无论百事在中国，还是 **Doritozai** 在美国，每个市场都有这样的范例。发展中市场以外的消费者抱怨太过于广告化了。国际咨询公司 **Milward Brown** 能

够证明电视广告关联测试目标变得越来越艰难了。由于广告公司的不断肢解，使得客户们可以更为灵活的把他们的业务拆分成不同部分分别进行比稿。我相信这是一个成为比稿咨询师的绝佳时机）。

WHERE SHOULD WE GO?

It should never be forgotten that the marketing business is a *creative* business, and that the *power of ideas* has never been more important. Take this example from Australia last December – a farmer, short on cash, decided his idea was to let people ‘Adopt a Sheep’. For \$35 (enough for 100 days of feed), ‘city-folk’ could get a photo and a certificate of a sheep. He set up a blog with PayPal and send out press releases. For five days nothing happened. Then one paper picked it up. Later that week, two TV crews visited the farm. By week 2, there were 10,000 hits. 10 radio stations called. More coverage. Certificates were printed. The German and Japanese news picked it up – the blog was translated into multi-languages. The Farmer’s Association enquired to take the campaign national. The Adoption Certificate became a hot Christmas Gift. In the end, all of his 3,000 sheep were sold. Media cost – zero. PR cost – zero. Production costs – zero.

我们应该像那个方向前行？

永远都不能忘记营销业务是一项创造性的业务，创意的力量再重要不过了。据一个澳大利亚去年 12 月的例子 – 一个缺少现金的农民，决定他的创意是让人们领养一只羊。交 35 美金的价钱（足够 100 天的喂养费），城里人可以得到一张照片和获领一只羊的证书。他建立一个博客，进行了新闻发布。5 天了什么事情都没有发生。之后有一份报纸刊登了这个消息。那周晚些时候，两个电视节目组采访了这家农场。到两周的时候，这个消息已经成为了热门新闻，有一万多个报道。10 家广播电台打了电话和他联系。报道范围越来越广了。领养证书印刷了出来。德国和日本的报纸也刊登了这个消息—这个博客被翻译成了多种语言。农民协会要求要把这项活动全国话。领养证书后来成了炙手可热的圣诞礼物。最后，他的 3000 只羊全部卖出。而媒介花费是零。公共关系花费是零。生产成本也是零。

The message here is simple. Ideas matter. Agencies should be charging for their *business outcomes* not for their business inputs (headhours) or business volume (commission). This outcome based structure is radical. Some agencies will lose a lot more than they win. It requires ROI tracking. It requires a completely

new and more disciplined approach to measurement. The best agencies in the US are trying this already. Are you ready?

这里的信息很简单。创意至关重要。广告公司该为他们的业务成果收费，而非其业务投入（时间）或者业务量（任务）。这种基于结果的结构有些极端。一些广告公司因此失去的要比他们得到的更多。这就要求进行投资回报率的跟踪。要求一种全新的，更严格的方法来测量。在美国最佳的广告公司已经在尝试这种方法了。你准备好了吗？

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