



RESEARCH | CRÈME DE LA CRÈME | MILLWARD BROWN  
INNOVATION: LINK 360™

## 1. THE INNOVATION - THE LAUNCH OF LINK360™, MILLWARD BROWN'S MULTI MEDIA CREATIVE COPY EVALUATION SOLUTION.

Since the introduction of Link™ Millward Brown's copy test solution in 1989, we have conducted over 45,000 tests globally. However, the majority nearly 90% have been concentrated on evaluating TV advertising. We wanted to make a fundamental change in our business and the consultancy that we can offer to our clients to reflect the fact that few marketing campaigns are NOT just TV focused.

We engaged with clients, media and creative agencies and consensus of opinions were found. Media and communication choices have never been more fragmented and it is becoming even more complex as new touch points emerge. In a world of increasing communication choices, advertisers and their agencies want and need to understand the effectiveness of the entire campaign, the quality of each individual creative within the mix and understand whether these are working strongly together to create a synergistic effect for the brand.

As a result, June 1st 2007, saw the launch of Link360™ a multi media copy testing approach that is global in application, cost effective and addresses the needs of advertisers in a multi media world. It was an accumulation of 9 months R&D effort, engagement with clients and agencies about their needs for a multi media copy test approach as well as the analysis of the effects of multi media campaigns from in market tracking which all helped to shape the approach.

The approach, Link360™ is a flexible, state of the art research solution for creative evaluation. Evaluating campaigns at a finished or prototype stage with the primary aim of optimizing performance before the campaign is aired. It provides answers to core areas of performance including:

- The effectiveness of the campaign and individual touch points at engaging the consumer
- The specific brand associations/messages that the campaign and its touch points establishes
- The motivational potential of the entire campaign

It is a solution that is designed around a specific media plan, no matter how unique or complex. Whatever the channels it determines the contribution of each, to the overall campaign effect as well as helping to optimize budget allocations.



## 2. WHAT IS DIFFERENT ABOUT THE WAY YOU NOW GO TO MARKET?

Millward Brown is the world leader in communications development research and we wanted it to stay that way through demonstrating to our clients that we can help navigate them through and embrace the changing media landscape. The Link360™ approach enables us to do this.

The launch of the innovation has also enabled our client service people to engage in broader conversations about advertising choices beyond the traditional e.g. TV, with their agencies and clients. It has enabled us to get involved deeper and broader within the advertising development process. It has helped to establish greater partnerships within creative and media agencies by having a more holistic and comprehensive approach to campaign evaluation.

It is also supporting our core positioning of advertising evaluation, being sensitive to the creative process, supporting the 'big idea' executed across different channels as well as understanding the need to select and optimize touch points depending on the target.

The solution also sought to forge partnerships with different stakeholders within Millward Brown and WPP, therefore we partnered with media agencies and our internal Global Media Practice to sharpen the approach and understand the data inputs that came out of the creative evaluative metrics that could be used to assist in media planning.

Furthermore the approach complements existing Millward Brown solutions that help support clients develop an integrated communications decision planning process. From selecting the touch points through D&A™, optimizing the creative through Link360™ and then evaluating in market performance through Dynamic Tracking™. It results in partnerships with clients in a truly holistic way at all stages of the advertising development process.

## 3. WHAT BEHAVIOUR CHANGES, INTERNALLY AND/OR WITH CLIENTS, HAVE BEEN GENERATED AS A RESULT? ANY QUANTITATIVE CHANGES IN EMPLOYEE SATISFACTION, CUSTOMER SATISFACTION, FINANCIALS AS A RESULT?

The client reaction was encapsulated in the following client quote "This Millward Brown initiative is great! The Link360 solution is just what we need to show senior management the importance of funding a 360 campaign budget for our brands." – Hershey's Client

Fundamentally we are now able to confidently understand the effectiveness of a multi media campaigns prior to investment being made in order for clients to optimize the creative and the media plan to improve the performance of the entire campaign.

In May 2007, an internal marketing campaign was initiated to raise awareness of the solutions, the issues of the media world and how people at Millward Brown could now help their clients. A global training programme was followed where each client service person around the globe was trained on the initiative within a 3 week period.

This was combined with the external marketing of the solution. This took the form of a major client event in London to showcase the solution to clients and their agencies, press advertising in the UK Marketing press, an e mail campaign to over 4000 prospective and existing clients, as well as in person agency and clients engagements.



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This has led to a shift in perceptions about copy evaluation within the business which is clearly having an impact on our clients as demonstrated in the case studies later and the client quote above. A major theme of the internal roll out was *Inspiring Approaches to Optimizing Communications* and that advertising evaluation is not just about 'testing TV'. Recognizing that research on its own is not going to inspire effectiveness, the inspiration can only come through the people who design and deliver the findings. Inspiration was encouraged through:

- Recognizing and showcasing a state of the art approach to multi media advertising evaluation.
- Providing all client service people with an understanding of the changing media landscape.
- Outlining the steps and common questions to ask in the discovery stage of projects to ensure that we understand the media plan,
- advertising objectives etc in order to develop true partnerships in campaign evaluation.
- Provision of an intranet site containing support material, case studies, rationale documents of the approach.

The process also brought together different aspects of the Millward Brown & Kantar business. Forging internal bridges with the Global Media Practice we combined resources and expertise to provide clients and agencies advice to shape not just creative but media recommendations.

In order to create operational efficiencies and have a smooth global roll out we partnered with Kantar Operations early on in the development process to ensure that the approach would work from a respondent point of view, provide high quality data and work across different methodologies around the globe.

Prior to the 'official launch' on June 1st 2007, 23 projects were sold across the globe based off providing leading clients with a preview of the approach. Clients included Coca Cola, Unilever, Diageo, Sprint, Hershey and Orange.

#### 4. IMPACT ON THE BUSINESS?

It provided Millward Brown with the opportunity to grow its copy testing business through evaluating multi media campaigns and not just focussing on single media evaluation. It has provided clients with the confidence to shape and fund their multi media marketing campaigns to meet business objectives.



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5. TEAM

CORE DEVELOPMENT TEAM

Helen Fearn & Tim Kelsall, Input from other teams

CORE LEADERSHIP TEAM

Gordon Pincott, Graham Page, Tim Kelsall, Helen Fearn, Ann Green

GLOBAL INPUTS

Dan White (UK), Damian Fleming (Latam), Chhavi Bhargava (AR), Tim Kelsall (US)  
Scott Spence (UK), Paul Zacharias (CEMENA),

CHANNEL EVALUATION TEAM, DAN WHITE,

Kim Malcolm, Sherri Stevens, Dale Smith, Global Media Practice, Sue Elms

OPERATIONAL ROLL OUT

Rachel Fine, Guy Rolfe (KO), Jake Kolb

MARKETING

Rosie Riley (UK), Lisa Parente (US), Michael Almon (US)