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Executive Summary.

The global marketing landscape is constantly shifting and evolving – in response to consumer demand, rapid technological innovation and a deluge of content and platforms.

To keep up with all of these changes – and predict the next seismic shift – marketers often find themselves wishing they were equipped with a crystal ball. But speculating about a long-term future that's almost impossible to see isn't going to help us come up with a strategy for today.

So we asked ourselves – what changes did we see in 2017, and how are they likely to develop in 2018?

Our in-house teams shared their observations and we interviewed a number of industry experts, as well as carrying out our 2018 Global Marketing Survey. We then distilled this research into seven key observations, covering a range of topics:

- Leading by Example
 Demonstrating a social conscience
- Compact Creativity
 Short-form video and micro adverts
- Truth and Transparency
 Peer-to-peer reviews, UGC and real-life advertising
- It's Good to Talk
 Consumer-brand communications
- Working Together
 Mobile and remote working, and collaboration
- Life on Demand
 Instant delivery and instant answers
- The Analogue Antidote
 The role of traditional media in a digital age

We looked inwardly at issues around workplace diversity, collaboration and advertising spend. We examined a number of existing marketing trends – social media as an advertising medium, the use of chatbots to answer consumer queries, and the attention-grabbing immediacy of video – and explored how they might play out over the coming 12 months. And we turned our attention to current affairs, at a time when consumers are increasingly distrustful of traditional media and more likely to respond to user-generated content over brand messages.

The seven trends presented in this report might not constitute the biggest changes in the 2018 global marketing landscape, but we believe they are the ones with the potential for the greatest and most meaningful impact for global brands. We think that maintaining a focus on these areas will help decision-makers navigate the year ahead and equip marketing professionals with the essential insights they need to effectively communicate with consumers and deliver their brand story.

At Freedman, we work alongside brands and businesses to create, localise and deliver content in multiple countries and regions. And so, throughout the report, we have included some information on how we can help work with your brand to execute truly international campaigns.

1

Leading by Example.

Brands are increasingly realising that acting responsibly and setting a high standard when it comes to championing diversity and social causes is integral to their success.

Consumers respect a company that leads with its conscience – 53% of shoppers in the UK and 78% of shoppers in the US say they feel better when they buy products that are sustainably produced.

With this in mind, forward-thinking business leaders should be looking for ways to support a diverse workforce, champion local causes and harness their team's expertise as a force for social change. But altruism-oriented messaging can do more than boost public perception of a brand, it can also attract young job seekers.

Our 2018 Global Marketing survey asked:

Would your customers describe your business as socially responsible?

46%

20%

Socially responsible

Very socially responsible

Making up 40% of the workforce by 2020, it's important to listen to the 64% of Millennials who would prefer to work at a company that has a demonstrably positive impact on the world². This young generation is less interested in perks and pay cheques, and more interested in ideals -50% say they would accept a pay cut for a job that aligns more closely with their values.

 $^{^{1}\} https://www.unilever.com/news/Press-releases/2017/report-shows-a-third-of-consumers-prefer-sustainable-brands.html$

² https://www.interact-intranet.com/what-millennials-want/





Championing a Diverse Workforce.

Being a force for social change hinges on a company's ability to lead by example and, when it comes to diversity, the marketing industry is under mounting pressure to do better. Just think about the public backlash experienced by two brands who recently got it wrong. The social media storm that followed **Dove's** depiction of a black woman turning into a white woman seriously undermined its previously successful body-positive Real Beauty campaign, while **Pepsi's** portrayal of a soft drink diffusing a heated protest was seen by many to trivialise the #BlackLivesMatter movement.

Communications should reflect the priorities of the communities they talk to – and yet just 13% of the creative industry workforce³ identify as coming from Black, Asian and Minority Ethnic (BAME) backgrounds, and only 8% of senior positions have BAME representation.

Several companies have expressed a commitment to achieving a more balanced workforce, and **HP's** successful #PoweredByDiversity programme saw all of the agencies it works with (including BBDO and Fred & Farid) exceed the goal for female representation by over 5%⁴. Currently working towards targets for minority representation, HP has

³ http://www.thedrum.com/news/2017/10/08/11-creative-leaders-highlight-bame-creators-disrupting-the-industry-inspire-next-gen

⁴ http://www.thedrum.com/news/2017/09/25/hp-reports-uptick-women-and-minority-hiring-result-agency-diversity-challenge



There is clearly a public appetite for companies who celebrate diversity."

joined forces with other enterprises – including **Verizon** – to call for a systemic industry change.

Our survey revealed some positive moves towards a diverse workforce, with 27% of respondents saying their company is 'very ethnically diverse'. However, 13.7% said their company is 'not very ethnically diverse' and it's clear there is still a way to go. Tackling gender inequality appears to have been more successful – 32% of respondents said their company has strong representation of women in leadership positions.

There is clearly a public appetite for companies who celebrate diversity. High-street fashion retailer **Jigsaw** received positive messages of support on social media when they took inspiration from their workforce, which consists

of 45 nationalities, to launch its Heart Immigration campaign⁵. **Mars** revealed its **Maltesers** brand grew by 8% after launching three ads focused around disability, while **Unilever's** pledge to eradicate gender stereotypes from its marketing messages resulted in a 24% increase in consumers rating the company's ads as progressive.

⁵ http://www.independent.co.uk/news/business/news/iigsaw-immigration-new-campaign-celebration-british-values-style-high-street-fashion-brand-a7999256.html

⁶ https://www.marketingweek.com/2017/04/06/5-ways-improve-diversity/?ct_59d373e5227ea=59d373e52288b

⁷ http://www.thedrum.com/news/2017/06/20/has-unilevers-ambition-eradicate-gender-stereotyping-its-own-ads-been-successful

Wearing your Heart on your Sleeve.

96%

of people believe that it is important for companies to have good social and environmental policies

Making your company's commitment to good causes clear is all very well, but intention must be supported by action. According to a recent corporate social responsibility (CSR) survey, 96% of people believe that it is important for companies to have good social and environmental policies⁸. The marketing decision-makers we spoke to clearly agree, with the majority saying their company is 'very supportive' (32%) or 'supportive' (40%) when it comes to employees taking part in charitable projects.

In a world where consumers are just as interested in a brand's values as they are in their products and services, it's never been more important to practise what you preach.

Thanks to strategic partnerships with agencies like the World Wildlife Fund, Danish toy company **Lego** tops the Reputation Institute's 2017 list⁹, which is compiled by taking into consideration consumers' perceptions of company governance, positive influence on society and treatment of employees.

An organisation certainly walking the talk is The Climate Group, an international not for profit that works to accelerate climate action. Christopher Brown, Head of Business Development, spoke to us about its bid to influence businesses and governments to act responsibly.

"We act as a catalyst to take innovation and solutions to scale, by bringing together powerful networks of businesses and governments that shift global markets and policies. Failing to invest in climate change initiatives carries operational risks – such as supply chain interruption that's linked to weather-related natural hazards – as well as cost and reputational risks. For example, is a business as investable if they don't manage their climate risk?"

On the positive side, Chris says it's getting easier to convince businesses to address environmental, social and governance issues alongside sustainability, and we're seeing companies across diverse sectors making a conscious decision to de-risk their operations due to climate-related issues and a clear opportunity based business case. "There has been an attempt to galvanise the purpose perspective of the marketing industry and I think in 2018 we will increasingly see a more up-to-date approach to communicating a brand's 'purpose'. It feels like audiences and channels are shifting, demanding authenticity and becoming increasingly cynical of outdated attempts at greenwash."



Understanding the Power of Social Causes.

The ability to go viral at speed has seen marketers use their talents and various platforms to raise awareness of local causes and promote social change. These campaigns are not the result of a client brief or commission, they are in response to a challenge or issue that resonates with the agency.

New York-based advertising agency, DCX, have championed several social causes. Sam Levison, Strategist at DCX, spoke to us about the agency's latest altruistic activity: "The Trump Hut campaign evolved pretty naturally. We were presented with the opportunity to do an installation for a local art show, and we knew we wanted to address something core to Donald Trump's character that spoke to a bigger issue in American society¹⁰".

We think that businesses should use whatever resources are at their disposal to contribute to society in a constructive way."

"The idea was to use irreverent humour to build conversation and bring attention to a serious cultural problem. The 'luxury protesting hut' was a collaboration with Mexican-American artist Roxana Casillas, who used nearly 100 raffia hula skirts mounted on a wooden frame to mimic Trump's iconic hairstyle. We toured a number of locations with the aim of highlighting the president's preoccupation with money and luxury, which provoked a broader discussion of wealth disparity here in the US."

"We've called our pro-bono work 'admocracy', because it truly is geared toward using our agency's resources to promote free speech and conversation. We think that businesses should use whatever resources are at their disposal to contribute to society in a constructive way. The goal of a business cannot be to merely grow economically."

Meanwhile, on the west coast, Los Angelesbased agency Omelet's #H2No¹¹ is a great example of a grassroots campaign that ended up shaping public policy. Its drought-awareness messaging was picked up by the mayor's office and turned into a citywide initiative. And it's now increasingly easy to make a positive statement: in recognition of agencies' rising demand for do-good inspiration, Pimp My Cause¹² curates a number of projects that are crying out for pro-bono work.

⁸ https://reasondigital.com/insights/corporate-social-responsibility-and-the-consumer/

⁹ http://europe.businesschief.com/top10/1269/Lego-group-tops-the-list-as-the-most-reputable-company-in-Europe

 $^{^{10}\} https://www.theguardian.com/artanddesign/2016/jul/11/donald-trump-hair-hut-protest-art$

http://www.adweek.com/brand-marketing/la-agencys-grassroots-drought-initiative-has-grown-citywide-campaign-164292/

¹² http://pimpmycause.org





2

Compact Creativity.

Attracting short attention spans with short-form visual content.

Video continues to prove itself as the most effective marketing channel, cutting through written content clutter and grabbing the attention of increasingly on-the-go consumers. As this trend continues to grow – online video content is projected to claim more than 80% of all consumer web traffic by 2021¹ – it is essential that brands find new and inventive ways to tell their story and share their message.

As people's attention spans decrease, time on screen becomes an increasingly important consideration. And, when it comes to creating short and succinct soundbites, the recent proliferation of micro ads clearly demonstrates that short-form videos hold the answer.

Many of the marketing decision-makers we spoke to participate in video advertising on YouTube (43%), but it's clear they should also be looking at the usefulness of more recently emerged platforms in an era when people want short, sharp visual messages.

Launched in 2012, much of Snapchat's success rests on the popularity of the 10-15 second video, and the platform enjoys high adoption rates across the UK and the US. A survey conducted in 2017 revealed that 39% of US teens say Snapchat is their favourite social media platform² (up from 11% in 2015) and 81% of US teens use it at least once per month, while in the UK, 21% of smartphone users have the Snapchat app installed and access it at least once a month³.

In addition, micro ads perform well on small screens, making them ideal content pieces for a growing audience of mobile device and wearable users who want to consume content while on the move.





Brand Encounters.

A picture is worth a thousand words but, according to Forrester, one minute of video is worth 1.8 million words⁴. What's so good about video that it can convey the equivalent of 3,600 pages of text in just 60 seconds?

Posting a video promotes brand awareness, increases consumer understanding and enhances conversion rates:

92%

of people who consume mobile videos share them with other people

74%

Video can raise the understanding of a product by as much as 74%

80%

of people remember a video they've watched in the last month

39%

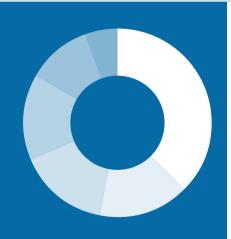
of business decision-makers contact a vendor after viewing a branded video

Source: Forbes

As part of our 2018 Global Marketing survey, we asked:

How does your company currently produce your videos?

- In-house production team 64.4%
- Specialist video production company 27%
- Contractors 26.6%
- User generated content 25.1%
- Advertising agency 19.3%
- Publisher partner (e.g. Unruly) 9.1%



⁴ http://www.marketwired.com/press-release/a-minute-of-video-is-worth-18-million-words-according-to-forrester-research-1900666.htm

Grabbing an Audience's Attention.

((

...the average person's attention span has dropped from 12 seconds to eight seconds."

There's just one problem. Today, a one-minute video is about 52 seconds too long. Microsoft has found that, since 2000, the average person's attention span has dropped from 12 seconds to eight seconds⁵. Research supports the so-called 'goldfish effect' of social media - 33% of viewers stop watching a video after 30 seconds, 45% by one minute and 60% by two minutes⁶. And it seems sound is just another distraction - 85% of Facebook videos are watched without sound, suggesting consumers prefer muted ads7.

We only need to look to the success of Snapchat's short-form, disposable content when it comes to attracting the attention of a mobile-first generation. With over 10 billion daily video views, the platform doesn't host videos that are longer than 10 seconds each. And despite this limit, the average viewing time for a video ad comes in at three seconds⁸. Marketers are responding to this preference for short, soundless content with bite-sized videos or micro

ads that are intended for mobile consumption. Less than a minute in length, although increasingly the time span comes in at under 10 seconds, these videos get to the point quickly and have a strong first frame that compels the viewer to keep watching rather than scrolling past. They might not exhibit the same slick production values of a standalone TV advert, but their strength lies in offering up strong imagery and memorable messages.

Short video agency StoryMe, founded in 2013, specialises in video production and strategy. Video marketer Eleanor Sims told us: "At 60 seconds we see quite a big drop-off point in attention span for viewers so that was for us the most impactful length, but then the rise of platforms like Instagram made us realise we had to put out shorter content."

"A lot of finance and pharma/ healthcare companies have quite complex products that they need to explain in a simple way and they also have quite a big trust element to their sales cycle. That's where video really helps, by putting a face on the screen or us doing something a little bit more fun and personal. It's about adding that human element to the branding."

Video length is linked to a particular objective. As a guide, Eleanor suggests: "For top of the funnel activities - brand awareness or lead generation then 15-20 seconds is ideal. If it's for a webpage then between 45-60 seconds. For a landing page or more tailored campaign, it should be more like 30 seconds. We often suggest having a longer video on a brand's website and then cutting it into social teasers of maybe 15 seconds each. It's really important that the first video leaves the consumer wanting more - a lot of people try and explain their entire product in 15 seconds and that's not what people are looking for."

⁵ http://time.com/3858309/attention-spans-goldfish/

⁶ https://biteable.com/blog/tips/video-marketing-statistics/

⁷ https://digiday.com/media/silent-world-facebook-video/

⁸ https://www.marketingdive.com/news/snapchat-users-cut-short-video-ad-views/431233/





Brands Embracing Brevity.

To counter ad-skipping and fulfil people's desire for shortform content, consumer products giant Procter & Gamble – one of the world's largest advertisers – increasingly uses five- and six-second formats to quickly convey the brand and the benefit, while Heineken has recognised the need for videos to have 'thumb-stopping power' by telling their stories in under six seconds⁸ on Facebook.

As a relatively new trend, short videos are fertile ground for experimentation, and early adopters are finding increasingly inventive uses for micro ads. Instead of focusing on financial services, **Citibank** posts highly shareable snippets of the events they sponsor on social media, and **KFC** recently teased viewers with a six-second ad⁹ on Facebook before launching a new menu item. This sparked anticipation, giving people a reason to watch the longer 30-second video that was released a few weeks later.

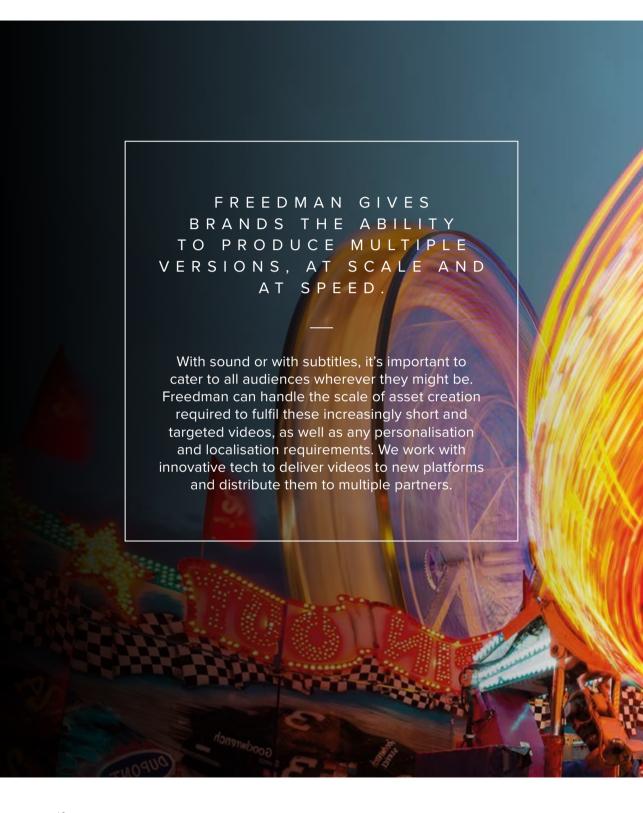
Fairmont Hotels & Resorts embraced the serial appeal of video¹⁰ by using standalone snapshots – ranging from 15 seconds to two minutes in length – to build a larger story, while **British Airways'** interactive YouTube ads provoked nostalgia by asking viewers to 'choose their own adventure', which resulted in a series of personalised short videos based on the user's selections.

Short videos are clearly resonating with audiences around the world. They are much easier for viewers to consume (especially on mobile devices) and are more likely to be shared on social media, therefore promoting brand awareness. However, there will always be a place for longer videos as part of the marketing toolkit – especially for portfolio brands and when the objective is to build brand equity.

 $^{{}^{8}\} http://mobile advertising watch.com/advertisers-invest-short-form-pre-roll-many-leery-video-formats-25973?}$

⁹ https://www.youtube.com/watch?v=iZJNdv6kWZg

¹⁰ http://shortyawards.com/9th/untamed-adventures-with-fairmont-in-kenya-2





3

Truth and Transparency.

Forget picture-perfect advertising, today's sceptical consumers want marketing messages that reflect the real world.

In a climate of fake news and social posts that have been planted for political gain, consumers are naturally becoming distrustful of the information they see distributed online and are increasingly questioning the trustworthiness of the content and communication that they receive.

Clearly conveying this sense of insecurity, last year's Edelman Trust Barometer found that two-thirds of the countries surveyed are now 'distrusters' (having less than 50% trust in the mainstream institutions of business, government, media and NGOs to do what is right), up from just over half in 2016¹.

With brands experiencing a crisis of consumer confidence, being authentic has never been more important.



Almost a quarter (24%) of respondents to our 2018 Global Marketing survey said that the possibility of their online adverts appearing on sites that encourage hate speech or fake news was a major concern for the year ahead.

Companies perceived to be authentic, build brand loyalty and tend to be more profitable, and for a company to be considered authentic, it needs to be perceived as trustworthy, respectful and real.

To reach an increasingly suspicious audience and establish credibility, some brands are demonstrating their authenticity in three key ways: harnessing the power of user-generated content (UGC); telling real-life stories; and demonstrating positive values through their employees.



Consumers as Communicators.

Consumers trust other consumers. Their opinions add a human element to a product or service, and it's this realisation that has resulted in a proliferation of peer-to-peer recommendation sites. Our survey revealed 20% of marketing decision-makers are currently using some independent customer reviews (from sites such as Trustpilot, Feefo, Bazaarvoice, TripAdvisor, Checkatrade) on their company website, and an additional 20% will be exploring how to use these platforms in 2018.

Today's sharing economy has only enhanced the importance of consumer feedback. From **Airbnb** and **Uber** to dog-walking platform **BorrowMyDoggy**, we now use our phones to rank a range of services. Add social media platforms into the mix and the opportunities for brands to leverage UGC explodes, which is especially good news when you consider the fact that the majority of today's consumers (85%) find visual UGC more influential than brand photos or videos.

Video marketer Eleanor Sims from video strategy agency StoryMe comments: "User-generated content is about users promoting a brand rather than the brand itself. Maybe the user does it to build a connection, win something, or share their experience, but either way it works for

- It is more transparent and builds trust
- It gives the brand a genuine face
- It puts customers front and centre
- It is cost-efficient since marketers don't have to empty their pockets on campaigns
- It's proven to be more effective for some type of campaigns

"Your user-generated content should be in line with your brand values. If you're a young, hip, fresh brand, your content should be too." 85%

the majority of today's consumers find visual usergenerated content more influential than brand photos or videos²

Consumers frequently share their overseas adventures on social networks – perhaps with the aim of creating a sense of FOMO (fear of missing out). It seems to have the desired effect as almost half of all Instagram users (48%) refer to the app when choosing a travel destination³. By asking customers to use a unique hashtag when posting, the visual-first platform can serve as a free marketing channel. There are thousands of posts with **Virgin**'s #SeizeTheHoliday tag, and this builds a visual brochure comprising real-life experiences for potential customers to browse and for the brand to share.



48%

almost half of all Instagram users refer to the app when choosing a travel destination

Another brand turning social media sharing into a product portfolio is **Made.com**, who reposts images of its furniture in real homes. Not only do the pictures showcase their satisfied customers, the company is generating content for free.

Lobster, a London-based start-up, seeks to monetise this transaction by licensing photos, compensating their contributors and ensuring they are credited accurately. This gives brands a more cost-effective way of sourcing fresh imagery compared to organising a professional shoot or purchasing the rights from online images galleries.

... Adverts based around UGC garner four times the amount of click-through rates compared with regular marketing campaigns."

Olga Egorsheva, Lobster's CEO and co-founder, told us the platform grew out of the recognition that consumer behaviour towards content is changing. "We want to feel an affiliation with brands. One of the ways this is happening is through user-generated content. Adverts based around UGC garner four times the amount of click-through rates compared with regular marketing campaigns⁴."

"The usage of our platform is two-fold. On one side there are 'content creators' who use social media on a daily basis to share images with family and friends, and who have monetised their activity. On the other side, there are brands, creative professionals and advertisers – we refer to them as 'content users' – who are tapping into the attention these content creators are receiving."

- ² http://www.adweek.com/digital/why-consumers-share-user-generated-contentinfographic/
- 3 http://www.adweek.com/digital/misstravel-instagram-travel-survey/
- 4 https://www.shopify.com/blog/68976197-4-tactics-to-drive-traffic-and-saleswith-user-generated-content



Got to be Real.

It's not just products and services that are up for scrutiny, brand stories sink or swim depending on their ability to demonstrate support for a diverse workforce, champion local causes and advocate for social change. In short, consumers want to interact with brands they perceive to be a force for good.

Authentic brands are rooted in real life. Magazine covers, TV screens and social media feeds are populated with images of airbrushed perfection and we are constantly hearing reports of how this picture-perfect portrayal can damage people's self-esteem, cause anxiety and exacerbate depression.

Brands that don't flinch from the facts are winning consumer approval. Our survey revealed 23% of businesses plan to use or are already using more realistic imagery in their 2018 marketing campaigns. Several big brands are currently leading the way, such as online fashion retailer **ASOS**, who made headlines around the world when it refused to photoshop images of their swimwear models.

For more on boosting brand perception, refer to Leading by Example on page 4.





Offering an authentic experience is at the heart of **Airbnb**'s philosophy. While other hotel and travel brands focus on luxury or loyalty point systems, Airbnb wants customers to feel like they have truly experienced a place. Their 'Experiences' feature allows guests to be guided by locals and enjoy activities that are particular to the area or their hosts' fields of interest. Similarly, instead of using athletes to talk about their fitness products, wearables company **Fitbit** recently followed real people around the world as they embarked on exercise routines aimed at improving their mental and physical wellbeing. The result? A series of emotive and relatable online stories.



Fitbit Stories

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When employees believe in a brand, they become the voice of that brand." Brand messages have

561%

further reach when shared by employees

Empowering Internal Advocates.

And it's not just about communicating brand values to the public. Just as consumers respect a company that leads with its conscience, employees want to work for a company that is having a demonstrably positive impact on the world.

When employees believe in a brand, they become the voice of that brand. They promote company culture to their colleagues, which can be more authentic than management directives or an internal communications memo, and they promote the brand to the world.

It's simply another form of the peer-topeer recommendation model – content shared by employees receives eight times more engagement than content shared by brand channels, while brand messages have 561% further reach when shared by employees⁵.

CULTURAL AUTHENTICITY REQUIRES MORE THAN TRANSLATION.

Being authentic means dropping the one-size-fits-all approach. Marketing messages that resonate in one region won't necessarily have the same impact on the other side of the world. That's why our localised content is the result of extensive cultural analysis. We consider whether an original concept will work or not, and explore alternative ideas, by placing full production adaptation front and centre.

By harnessing the unique insights of local influencers and real customers in market to form an in-depth understanding of current trends and consequences, Freedman is able to produce content your target audience can relate to and form a connection with. The result is marketing that is truly global.

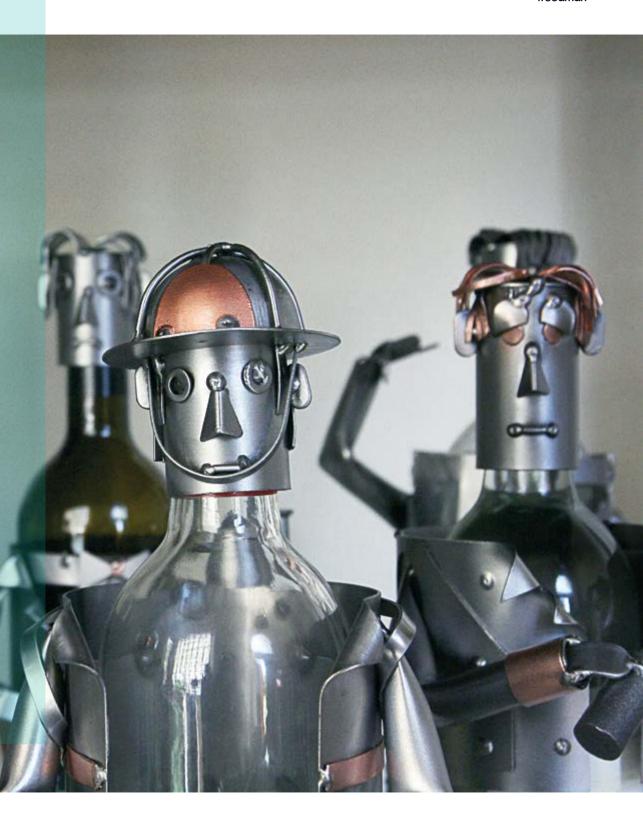


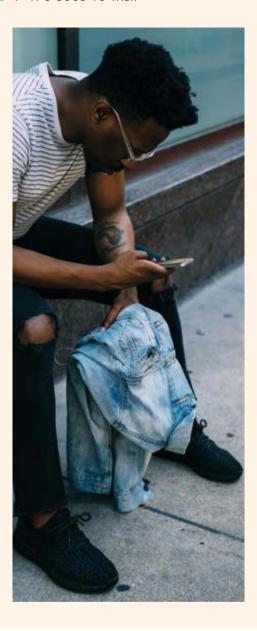


It's Good to Talk.

Chatbots powered by artificial intelligence are the answer to our online questions.

Helping us place e-commerce orders and quickly resolve queries, messaging apps and live chat software have revolutionised the way we converse with brands online. And in order to offer 24/7 customer support to today's 'always on' consumer, chatbots are growing in popularity. In fact, it's predicted that by 2020 the average person will have more conversations a day with chatbots than they do with their partner¹.





Brand Encounters in Real Time.

Customer expectations have changed. Thanks to social media, we can contact almost anyone, at any time. And, as consumers, we expect to interact with companies in the same way. We are no longer prepared to be put on hold when we call with a question or complaint; we expect quicker service and faster response times.

The ability to offer real-time assistance to a customer can boost sales and encourage a positive brand perception – a recent Facebook survey revealed that 53% of Messenger users² would be more likely to shop with a business that they can contact via a chat app.

But despite nine out of 10 consumers³ stating they want to use messaging to communicate with brands, and 85% saying they want the communication to be two-way, almost 90% of messages that require a response are ignored by brands⁴. And for those who do get a reply, there's an average wait of 10 hours – even though consumers expect a response within four.

3 Billion

Number of people using the top four messaging apps (WhatsApp, Facebook Messenger, WeChat, Viber)

2.7 Billion

Number of people using the top four social networks (Facebook, Instagram, Twitter, Snapchat)

Source: Social Media Examiner

² http://uk.businessinsider.com/consumers-prefer-businesses-that-use-chat-apps-2016-9

³ https://www.twilio.com/press/releases/global_mobile_messaging_consumer_report

⁴ https://sproutsocial.com/insights/social-media-monitoring/

42%

of business decision-makers believe automation technologies in sales, marketing and customer service will improve the consumer experience 58%

of Millennials have interacted with a chatbot on social media – among those who had not.

53%

were interested in interacting with a chatbot in the future



Two-thirds of consumers say they would buy an item directly from a chatbot

Chatbots Have the Answer.

Chatbots are interactive platforms that harness artificial intelligence (AI) to mimic human conversations via apps, live chat, email, social media and SMS. They can function as virtual personal assistants and project managers, but it's their ability to connect businesses to consumers and offer real-time interactions that have seen their popularity explode in recent years.

By using chatbots to deal with routine queries – most consumers ask about products or services (35%) or enquire about store hours, location or inventory (33%)⁵ – customer service professionals are free to spend time concentrating on more complex questions or complaints. Think of **Microsoft's** new QnA Maker, which uses Al to turn FAQs into a transcript that is then delivered by a chatbot on a business's website.

As well as boosting efficiency, chatbots can pick up on negative feedback received via social media and respond to users immediately – meaning ignored messages become a thing of the past. In fact, brands including **Airbnb, Evernote** and **Spotify** have started using chatbots on Twitter to provide 24/7 customer service.

Of the marketing decision-makers we surveyed, 7% are currently using Al-powered chatbots and 27% said it's something they plan to think about in 2018. Interestingly, the two most popular reasons cited for not using Al were: 'our internal team aren't ready for it' (22%) and 'we don't have the budget' (24%). Only 13% felt it was their customers who were not ready for Al.



Talkative Technology.

of Millennials say brands should use Al-powered technology to promote deals, products and services and make transactions simpler

As technology has progressed in the past couple of years, so has a chatbot's understanding of natural language vastly improved. As a result, many brands are using chatbots to move their customer service experience to the next level, taking heed of the 86% of Millennials who say brands should use this Al-powered technology to promote deals, products and services and make transactions simpler⁶.

Food and beverage is just one industry to benefit from the use of chatbots. Early adopter **Domino's** lets customers build a new pizza (or reorder their favourite) and track the order via Facebook Messenger. While **Starbucks'** recently released My Barista app adds a conversational element to its mobile payment system by enabling users to place orders via voice command or a chatbot interface. And just as **Just Eat** disrupted the traditional food delivery business model, it's now gamifying the order process by installing a chatbot that lets people search for restaurants using food emojis. The average user spends 1.53 minutes interacting with the software, which has driven a 266% higher conversion rate compared to a social ad⁷.

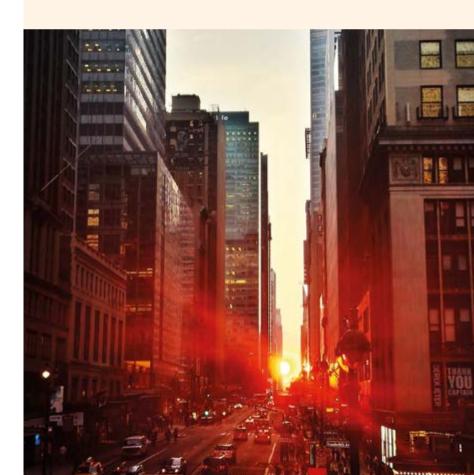
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...The average user spends 1.53 minutes interacting with the software, which has driven a 266% higher conversion rate."

⁶ https://venturebeat.com/2017/03/20/whats-really-going-on-with-chatbots/

Intelligent Personalisation.

It's simple: businesses need to go where their potential customers are, and today that means messaging platforms. As technology evolves it seems chatbots will have something to say about every area of our lives – from make-up company **Sephora's** beauty bots, which can pick shades based on skin tone and face shape, to the personalised playlists curated by the bots at music streaming service **Spotify**. Chatbots have also been developed to dispense medical advice, discuss pensions and even act as virtual companions for the young and elderly.





In the 21st century, online assistance comes in the form of a chatbot. But for these digital helpers to be truly successful, they have to appear human. All has reached a stage where chatbots can have an engaging conversation and respond to a range of queries and questions. But to add an extra level of sophistication to this software, it's time for businesses to turn their attention to bots that can converse in a number of languages and offer company-specific answers that have been tailored to the audience.

Humanising language is where we can help. As you prepare to embrace bots, we can assist with localising, refining and adding location-specific language capabilities. Our linguists listen and improve Al language while maintaining brand tone of voice and using up-to-date terms and colloquialisms.





Working Together.

Knowledge is more valuable if it's shared, prompting smart businesses to review the way people communicate and collaborate.

The way we communicate and collaborate keeps changing, and rapidly. As the workplace becomes increasingly digitised, and the workforce increasingly mobile, having smart processes and tools in place is more important than ever.

In marketing, and particularly global marketing, process and collaboration are essential to successful implementation. And having the right technology in place is key.

By working with worldwide talent, being open to new partners and empowering teams with the right tech, businesses are breaking down barriers – replacing silo mentalities with open communication and collaboration channels.

Those who wish to move quickly must work well together. An ability to embrace new ideas and operate in an ever-changing environment are essential business traits, and achieving fast decision-making, increased productivity and cutting-edge innovation means regularly reviewing, improving and rethinking processes.

The digitised workplace offers a host of internal process-boosting options. Collaboration software, project management tools, instant messaging and video conferencing – the tech is out there, but are businesses using it effectively? Bring your own device (BYOD) becomes less a trend and more the status quo as businesses increasingly call upon freelance resource. And, as a result, now is the time to consider the implications of bring your own software (BYOS).

Working with Anyone, Anywhere.

We now operate in a sharing economy. It's no longer good business sense for a team to 'own' information, or for agencies to act as their clients' gatekeepers. Marketing campaigns increasingly rely on collaboration – between departments, between organisations and between an increasingly flexible workforce. It's predicted that the number of mobile workers will reach 1.87 billion people¹ – that's 42.5% of the total global workforce – in 2022. Not only are more people working remotely, more people are employed in a freelance or contract capacity as opposed to full-time. In the UK, freelancers now account for 42% of the 4.8m self-employed population² and represent 6% of the UK workforce, while in the US, studies predict that 40% of the workforce will be composed of freelancers by 2020³.

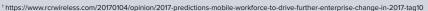
1.87 Billion

The number of mobile workers predicted by 2022

The result? A blended workforce, where freelancers team up with permanent employees to work on projects together. Managers are able to draw on a pool of people with specialised skills and to scale operations up or down as needed. In the case of remote workers, there is also the opportunity to reduce operating and overhead costs. But to really reap the benefits of a blended workplace, it's essential that businesses prioritise their communication and collaboration processes.

Whether it's Google Drive, Slack or Trello, multiple collaboration solutions can often be found in a single organisation's tech stack. And, according to our 2018 Global Marketing survey, video clearly plays an important part in closing the gap between colleagues. Marketing decision-makers say they use it for intra-office communication – with 50% saying they use video conference and Skype, whilst 41% use video for internal communications.

When it comes to internal communications, identifying common platforms and introducing them during onboarding sessions, writing them into the company culture and defining best practice is key.



² https://www.ipse.co.uk/uploads/assets/uploaded/de84dfb7-283a-4c26-ba446f95f5547c1f.pdf



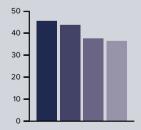
Perfecting Processes.

Another form of external resource that's gaining in popularity is partnerships between multiple agencies and organisations in order to deliver the best possible creative solutions to brands. In fact, collaboration has become a signifier of success. High-performing companies are three times more likely to describe their inter-agency collaboration as 'highly effective', while 86% percent of brands say agency collaboration is important to their growth⁴.

It's also increasingly common to see larger agencies partner with start-ups, a practice that's facilitated by start-up accelerator **Collider** through its 'speeddating' sessions. These mini meetings connect global agencies to the people behind some of today's most agile and innovative start-ups, giving them a 14-minute platform in which to pitch for a potential partnership.

Also championing face-to-face meetings are the forward-thinking organisations that have taken inspiration from the tech world and introduced their own Hack Days or Hackathons. With a view to improving company culture, this approach sees people come together and collaborate in small teams to redesign and reimagine internal processes.





Respondents to our survey cited a range of relationships across their organisation that they rate as 'collaborative':

- Cross-department collaboration 46%
- Intra-office collaboration 44%
- Intra-agency collaboration 38%
- Mentoring 37%

Apps Aid Collaboration.

Today's workforce demands connectivity. Whether teams sit side-by-side in the same office or are tasked with cross-border collaboration, there are now hundreds of software tools and apps aimed at streamlining internal process.



82%

of workers want their IT departments to provide better tools and support for them to work remotely

80%

of workers report that their team messaging and collaboration applications help with productivity and work efficiency

Source: ZK Research

We spoke to Jada Balster - Vice President of Marketing at work management solution Workfront - about the challenges that lie in collaboration: "One major challenge occurs at the task-assignment stage. Most times, it is done in an ad-hoc manner that lacks structure, with each collaborator leaving with a very different impression of what the objective is. Another major problem is a lack of clarity on the progress of a task. This is often linked to each collaborator not being entirely certain about their roles, responsibilities and objectives."

Collaboration tools allow project managers to outline the goals and objectives in a custom form. This eliminates ambiguity and the inevitable chaos that ensues from a misaligned team. "The abundance of such tools speaks to the increased value companies are placing on structured management of work. Our UK State of Enterprise Work report found that employees estimate they only spend 40% of their time on their primary job duties⁵, and these tools are crucial for allowing them to get back to focusing on the work that adds value," says Jada.

Millennials and Gen Z demand clear and concise messages and, unlike previous generations, do not choose email as the internal communication tool of choice. According to a recent McKinsey study, the task of managing email now consumes 28% of the working day and around a third of workers feel too much email is hurting their productivity. In contrast, an Ipsos Workstream Communication and

We asked marketing decisionmakers which collaboration tools their organisation regularly uses:

75%

Google Drive

28%

Slack

27%

Sharepoint

26%

Trello

Collaboration survey reveals 42% of respondents reported saving two hours a day by working on collaborative communication tools and apps, such as Microsoft Teams and Slack⁶.

In addition, the cloud is no longer a buzzword – it's a reality. Real-time collaboration can only be achieved when workloads migrate to a cloud-based platform. It's just one of the ways digital transformation can result in faster, leaner process streams.

 $^{^{5}\} https://resources.workfront.com/workfront-awareness/2016-17-uk-state-of-enterprise-work-reported by the property of th$

⁶ https://netstorage.ringcentral.com/documents/zk_research_rise_of_communication.pdf





Life on Demand.

Brands can't afford to ignore consumer demand for instant access to an increasingly varied range of products and services.

Today's consumers might need help finding what they want, but they certainly know they want it immediately. On-demand isn't a new concept, but the range of products, services and experiences that are now instantly available is ever-expanding.

Internet-enabled devices mean we are 'always on'. We can access our instant messaging apps and social media accounts from anywhere and at any time, consume our favourite TV shows when it's convenient to us and, thanks to the internet of things, use software such as **Hive** and **Nest** to remotely manage our homes and the devices inside it. In short, we have become accustomed to controlling our lives by pressing a button. Now we expect the same immediacy when it comes to our online purchases.

From click-and-collect to parcel collection outlets such as **Doddle**, consumers have zero-tolerance when it comes to waiting. This is especially true of Millennials and Generation Z, who have grown up with smartphones and are accustomed to the convenience they offer.





Real-time Conversations.

Even before we make a purchase, we expect brands to answer our questions and queries immediately. And if we have a problem, we alert them to it via social media. To cater to this demand for real-time communication, chatbots are becoming increasingly sophisticated – answering questions and supporting customer service teams as they scour social feeds and review sites in order to receive and respond to customer feedback as quickly as possible.

Learn more about the rise of Al-powered chatbots in It's Good to Talk on page 28.

Video also closes the communication gap between brands and consumers.



As part of our 2018 Global Marketing survey, we asked:

How does your company currently use video in its customer communication?

- 73% use video in their social media content
- 49% use video in their user how-to guides
- 43% use video for advertising on Facebook
- 30% use video for customer testimonials



In addition, 28.3% use video on live streaming platforms such as Facebook Live and Snapchat. The live streaming industry is estimated to be worth \$70.05bn by 2021¹ and is clearly growing in popularity. Fashion label **Marc Jacobs** used this format to reveal a preview of its new collection, U2 livestreamed a recent music performance, **UFC** gives viewers a glimpse of backstage weigh-ins,

and credit services provider **Experian** uses video to host Q&A sessions.

Looking ahead, virtual reality (VR) promises to further disrupt the immediacy of live entertainment, as people tune into concerts and gigs from the comfort of their own homes.

Infrastructure for Immediate Access.

Convenience is key and brands that have robust infrastructure in place, or partner with logistics companies, will flourish. **Amazon** offers a number of delivery timelines – Prime (products received within one day) and Prime Now (products received within two hours) – as well as delivery mechanisms such as Hub (lockers for apartment buildings) Go (staffless stores) and Key, which relies on its Cloud Cam and a compatible smart lock to grant delivery personnel entry to the customer's home.

Increasingly, traditional companies are adapting to the new norm by boosting consumer access. And it's happening everywhere. Walmart's acquisition of fast-track delivery service Parcel is just one attempt by the retailer to increase its distribution capabilities, while several food and beverage companies – like Starbucks – have launched apps that allow customers to place and pay for orders on their way to that particular café. Bolting on services is another way of improving customer experience – in 2017 IKEA acquired TaskRabbit to fix the issue of customers having to assemble their flat pack furniture.

The need for speed was clear in our survey of marketing decision-makers: 49% said their customers get what they need from them faster when compared to last year, Clearly this is a global phenomenon as, despite logistics challenges, 48% said their customers can consistently get their product or service at the same speed and quality in all the markets they operate in.

We spoke to Malte Poppensieker, Head of Delivery at **Gett**, about its on-demand courier service, which is aimed at closing the gap between the delivery timelines offered by SMEs and global organisations.

"On-demand means almost instantaneous from the time of booking. Currently, around 90% of our couriers arrive within 15 minutes of a booking being made via the app. This year, our target is eight minutes and we are on track to reach that."

Gett Delivery operates in selected cities, largely within the established courier sector – for example, working with B2C companies as well as professional services to deliver documents – but are expanding into the e-commerce and retail space, enabling smaller retailers to compete with bigger companies on delivery timelines.

Competing for Market Share.

Car rental companies **Hertz** and **Avis** have experimented with a number of ways to meet consumer demand for instant access. When Avis bought start-up outfit **Zipcar** for \$500m in 2013, Hertz was quick to respond and the company now offers access to their fleet at any hour of the day, for any period of time, in a number of US neighbourhoods. They plan to expand to 12,000 locations in the next few years. Not only that, Hertz purchased the technology, which Zipcar pioneered, that allows smartphone users to unlock their cars via an app.

In the luxury segment, **Uber** is intent on reducing their customers' journey times, and recently announced plans to offer a drone-meets-helicopter airborne taxi by 2020.





Responsive Marketing Messages.

There's one more area where consumers want brands to react instantly – and that's in response to local, national and international news. Marketing messages must be relevant to what's going on right now – whether that's current affairs or pop culture trends. This means having an agile and reactive team in place and keeping sign-off times to a minimum.

One example of a highly successful reactive marketing tactic is **Specsavers'** response to the wrong film being read out as the winner of Best Picture at the 2017 Academy Awards. Just hours later, the optician posted an image of a card being pulled from an envelope – with the words 'Should've gone to Specsavers' written on it.

The right message at the right time can do wonders. Anticipating consumer pain points and offering solutions before they become problems demonstrates an understanding of people's needs. However, it can go very wrong if a brand fails to pick up on local nuances and region-specific sensitivities, or simply takes a heavy-handed approach that undermines or makes light of public sentiment. For example, **Homebase** was among a number of brands criticised for exploiting a celebrity's death for their own gain. Making a misstep on social media clearly worries marketing decision-makers — with more than one-quarter of respondents (28%) to our 2018 Global Marketing survey stating that the reputational risk from a campaign going wrong is a major concern in 2018.

28%

the percentage of respondents to our 2018 Global Marketing survey stating that the reputational risk from a campaign going wrong is a major concern in 2018

RESPONSIVE MARKETING REQUIRES RAPID RESOURCING.

To meet the expectations of today's 'always on' consumer, brands find themselves tackling increasingly complex campaigns that consist of rolling out a high volume of instant marketing messages across a range of platforms. To do this efficiently across multiple regions, Freedman has in place reactive teams who can quickly and accurately localise hundreds of versions of a video or digital media in different formats and languages.

Each country and region is considered individually to ensure messages are culturally sensitive and appropriate, and we avoid unnecessary creative flourishes and impractical workflows in favour of short lead times and lean processes. This helps brands react to current events as close to real-time as possible and reach several markets when it matters.





7

The Analogue Antidote.

Taking a marketing campaign 'back to basics' is not about rejecting the technological advances of the 2000s, it's about finding a memorable and positive way to interact and engage with consumers.

Technology has the power to connect people, boost productivity and streamline project management. And in terms of marketing, it presents an opportunity for brands to interact with consumers in a digital space. As a result, many organisations have transformed their approach to advertising and relationshipbuilding in recent years. Even traditional media outlets have woken up to the allure of online with CRM-driven personalised direct mail and addressable TV adverts.



But for many, we have reached a point of digital saturation. UK adults spend seven hours and 56 minutes a day consuming media – an increase of 9% from 2016¹ – while the majority of Millennials look at their phone within the five minutes after waking up (65%) and the five minutes before going to sleep (60%)².

According to a study by UK regulator Ofcom, one in three (34%) people seek a period of time offline, using their digital detox to do other things (44%) and spend more time with friends and family (38%)³.



one in three (34%) people seek a period of time offline

In a bid to break free from their handset habit, people are increasingly searching for ways to return to a more authentic way of communicating with others, consuming information and interacting with the world around them. This means taking a techfree holiday, or at least logging off at the weekend. And instead of staring at a computer, people might choose to pick up newspaper or magazine, watch TV or conduct their conversations face-to-face.

Brands need to pick up on this shift and bring old-world sensibilities to the online space – as well as boosting their offline offer – if they are going to have an enduring impact on consumers.

¹ http://www.ipa.co.uk/news/adults-spend-almost-8-hours-each-day-consuming-media#.WI_iaahl82x

² http://ipa.us4.list-manage.com/track/click?u=1f2c3c8034116a764afbdc0a5&id=e6d608e522&e=cf106b3443

³ http://www.bbc.co.uk/news/technology-36964081

Cutting Through Tech-fatigue.

Tech fatigue. Digital deluge. Whatever you call it, the sheer volume of online information is causing some people to switch off. This means the 'spray-and-pray' approach to digital communications can no longer be relied on as 26% of desktop-users rely on ad-blockers⁴ to cut out unwanted noise. Our 2018 Global Marketing survey found 29% of respondents cited the rise of ad-blockers as a major concern for 2018.

The message to brands is clear. When it comes to uninspiring adverts or marketing messages for irrelevant products and services, consumers have lost their patience. With this in mind, perhaps it's not surprising that 39% of marketing decision-makers cited the possibility of consumers losing trust in advertising as a major concern for 2018.

...analogue formats still have the power to inspire and inform..."

Some international brands have already expressed their intention to cut back on online advertising: Procter & Gamble cut between \$100m and \$140m from its budget last quarter because of 'ineffective' ads and brand safety concerns⁵. While Unilever reduced the number of sites it advertises on by 11% between January and May 2016 and the same period in 2017. While online advertising spend continues to grow overall, it seems these two brands – like several others - have become increasingly suspicious of the 'spray and pray approach'. They might just represent the early pioneers of what could turn out to be a dramatic shift in the marketing industry's focus. They represent a small minority now, but as consumers get increasingly fed up with sites being saturated with ads it seems likely that other brands will follow suit.

Facebook has already pledged to reduce the marketing messages and news articles appearing in its news feed after its research showed that people are generally happier and have a better 'well-being' when they use social media to 'connect with people they care about' rather than reading articles or watching videos⁶.

⁵ http://fortune.com/2018/01/12/facebook-news-feed-change/



⁴ http://www.adweek.com/digital/iab-study-says-26-desktop-users-turnad-blockers-172665/

⁵ https://www.marketingweek.com/2017/08/04/brands-digital-pitfalls/

Quality Not Quantity is Key.



Our survey revealed 23% of marketing decisionmakers plan to allocate more of their budget to traditional media outlets (TV, radio, outdoor, print, direct mail) in 2018. However, tech can still play a part by helping marketers create audience-centric adverts by collating and analysing data behind the scenes to offer actionable insights into where and how people consume information.

Brands that recognise people's disillusionment with digital and remember that analogue formats still have the power to inspire and inform will thrive. For example, **Persil's** 'Dirt is Good' campaign acknowledged many parents' concerns about the digital world distracting children from the power of outdoor play, while **Chipotle** championed offline reading with its 'Cultivating Thought' series, which saw the food brand print specially commissioned essays by literary heavyweights – including Jonathan Franzen and Toni Morrison – on its packaging.

Targeted messages are more likely to cut through online clutter, however, with the advent of GDPR – data protection legislation issued by the European Union – and recent data breaches that have compromised customer data, it's important not to cause further consumer concern. Sending a personalised message or revealing just how much insight your company has into a person's shopping habits and preferences might have the undesired impact of turning them off rather than gaining their attention in a positive way.

Making Human Connections.

It's not just about detoxing from the digital world, it's also about creating old-world experiences within today's online space. This is something that's essential to Helsinki-based Neverthink's philosophy – an online video-viewing platform that's intent on recreating a more 'old-school experience' of watching television.

Co-founder Aviv Junno explains the inspiration behind the company: "People have a misconception that video on demand is the future of TV. It might be the future of DVDs in terms of high-intent consumption, but low-intent consumption still exists and we didn't feel platforms like YouTube provided an adequate solution when compared with a 1990s TV viewing experience. We wanted to mimic what we were familiar with — a hands-free, limited choice experience. So ultimately, Neverthink is a platform that lets you watch online videos with a TV experience."

Recognising that there's an infinite amount of content online, Aviv says people – especially the younger generation – are less attached to it. "Snapchat has raised the appetite for one-time, non-committal viewing. Hoarding content is an old-fashioned way of thinking – that kind of behaviour doesn't exist any more and we tend to now think of content as disposable."

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People have a misconception that video on demand is the future of TV."

But instead of trying to compete with other video platforms, Neverthink have gone back to basics in their approach to curation. "People are tired of algorithmic recommendations and instead they want to be surprised. We want to take users out of their digitally personalised bubble. We will not show them a video twice — what is available on the platform today will not be available tomorrow — and our curators watch 3,500 videos a day to handpick content to build the channels.

Essentially, we want to provide background watching, for when someone simply wants to grab a sandwich or do their make-up. There is a kind of old-school culture around it, the product is designed to look like a remote – it's a retro product for the Millennial generation."



Digital Minimalism.

In a landscape where 'digital minimalism' is the new buzzword, brands need to embrace a 'less is more' attitude when engaging with consumers. Above all else, they need to appear authentic. Substituting 'brand' for 'human' when devising a marketing strategy can go a long way towards driving real-life connections, as can learning from 'old' media such as print and TV - which many consumers see as more reliable and accessible. People want to understand what a brand stands for, and see that brand live by its values.

We examine how brands can embody their values further in Leading by Example on page 4.

We have also seen a number of brands strip back their messaging to focus on their core competence, that is, the product or service on which the company is founded. It seems obvious, but incoming McDonald's chief executive Steve Easterbrook's decision to put the customer experience of ordering and enjoying a burger front-and-centre looks set to boost falling profits and restore the brand's heritage status.

This desire to go 'back to basics' is increasingly giving rise to technology and applications that enable more authentic connection or mimics analogue behaviours. For example, it might be a desire to connect on a human level that has given rise to the popularity of emojis among younger generations. While Millennials are happy to converse via their devices – 75% would prefer an SMS-only phone to a voice-only phone⁷ – 92% of online consumers want to add a human element in the form of an emoji that conveys a facial expression or body language, or a GIF that sums up an emotion8. Similarly, where conversation is tech-driven – as in the case of artificial intelligence-powered chatbots - people are looking for an engaging conversation where the respondent can adequately and realistically address their queries and questions.

It's Good to Talk, page 28, highlights the lengths brands are going to in order to have real-life and real-time conversations with consumers.

7 https://www.openmarket.com/resources/millennials-



Online and In-store Integration.

In a bid to support real-life connections and foster a seamless customer experience, a number of innovative online companies have rolled out brick-and-mortar offerings. Perhaps the most significant is Amazon, which sounded the death knell for many independent book retailers when the site launched in the mid-1990s. Today, the shelves of its Amazon Books shops are stocked according to a title's customer rating and online sales figures – making it clear that these physical stores aren't intended to replace or even offer an alternative to e-commerce sites.

Similarly, some companies with an e-commerce and a brickand-mortar presence make a portion of their products and services only available via e-commerce, in order to drive online traffic. The overall message? Companies need to embrace complementing offline and online elements with a view to offering a holistic shopping journey – and the same can be said to be true of a successful marketing strategy.

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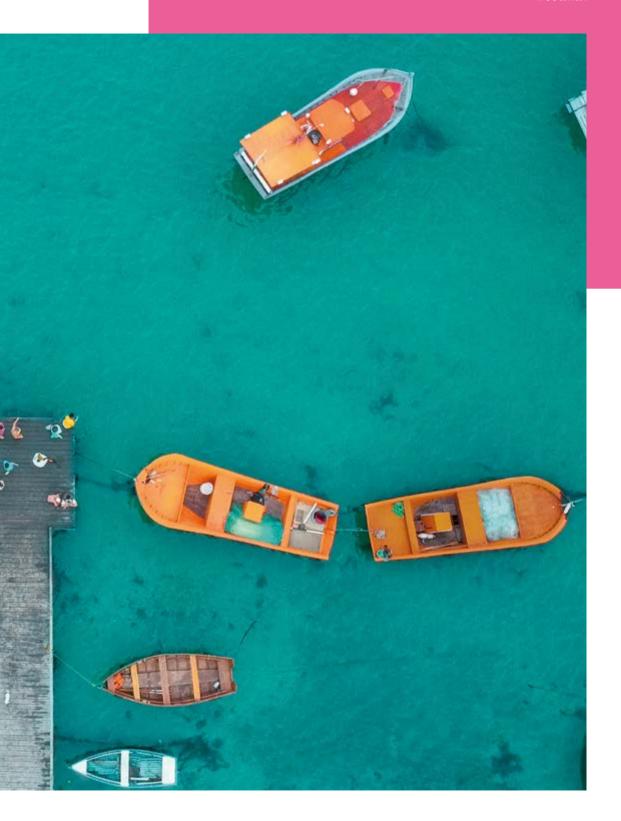
...companies need to embrace complementing offline and online elements with a view to offering a holistic shopping journey."





CROSS MEDIA DELIVERY PARTNERS.

In addition to digital media, Freedman also specialises in TV, radio and print production and localisation. And while digital remains an essential tool in the marketing mix, many clients opt to support their strategy with printed materials and outdoor advertising. With more than 27 years' experience of print production, we offer clients a comprehensive advertising production service, managing the planning, production and delivery of materials across languages, markets and media.



freedman

Thrive Everywhere

We are your global implementation partner. Since 1990 we've delivered global marketing campaigns in all media, in all markets. We plan, manage, adapt, transcreate and produce campaigns which resonate with local audiences, allowing your brand to thrive everywhere.

Global Implementation Partner

We are experts at getting global campaigns out. We provide highly customised solutions, giving you the control and the confidence to step away from the complexity and focus on what's really important to your business.

Make Global Campaigns Work Locally

With over 27 years' experience, we know that campaign effectiveness is more than just translation. Freedman takes care of everything from technical specification to regulatory compliance, from TV ads to display banners, from San Francisco to Sydney, ensuring your campaign will resonate with local audiences.

Growing Global Brands

Freedman supports global businesses to launch and grow their brands in new territories and markets throughout the world, allowing you to focus on growth.

Digital Marketing Campaign Implementation

Marketers turn to Freedman to manage the scale, pace and complexity of planning and running a digital campaign. We work in partnership with your global team, creative and media agencies to deliver high performance campaigns.

2018 Global Marketing Survey

In December 2017, Freedman International carried out a survey in partnership with ClickZ to find out more about current trends within the marketing industry.

Freedman surveyed over 500 senior marketers worldwide, the majority of whom were UK- or US-based. The survey comprised 15 questions and covered how their organisations performed in terms of diversity, social responsibility, customer service and fulfilment, and their views on technology and advertising spend.

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INNOVATIONS LAB

The Freedman Global Innovations Lab supports our clients in understanding and utilising new formats and technologies. It's also where we explore new ways of working, onboard new clients and look into the future of marketing and advertising technology.

We are always on the lookout for new and interesting products and interesting uses of technology.

Get in touch if you have something you'd like to ask or show us.

