

Worldwide Partners : The Entrepreneurial Way

| By Patricia J. Fiske |

Our first column must begin with our appreciation of ADM's invitation to Worldwide Partners to write a column about locally owned marketing communications firms. In doing so ADM recognizes the success that locally owned agencies have brought to their local, regional and global clients as well as the immense contribution they have made to the industry.

This column will celebrate the intelligence and creativity exercised by locally owned, entrepreneurial agencies working in partnership with their clients. Future columns will share insights about marketing communications trends and how locally owned agencies apply cultural sensitivity to make them successful for their clients. And it will bring you examples of local, regional and global campaigns that build brands with culturally appropriate marketing communications.

As the CEO of Worldwide Partners, I have the privilege of working with locally owned firms in fifty-five countries who serve markets on every continent. The founders of locally owned marketing communications firms often

gained their experience and initial successes by working in foreign-owned agencies. Once they became confident in their professionalism and talent, their entrepreneurial spirit came alive and they left the confining environment of the foreigner to create an agency where their expertise and local intelligence would be critical to the success of the client's brand.

Entrepreneur is a robust word that describes a person who develops, organizes, operates, and assumes the risk for a business venture. A person who owns his own business is aware of what it takes to build and maintain business and to be responsible for its success. Thus the entrepreneur understands and is empathetic with the business needs of its clients.

To an entrepreneur, planning is the natural beginning of a successful business. He or she is a business thinker who participates on client management committees at the start of the product development and marketing process.

An entrepreneur is proactive. He or she readily brings relevant observations, ideas and recommendations to build awareness and loyalty for the brand. When the market

changes, or when a competitor moves in, or when a change in strategy is needed, the entrepreneur is flexible and prepared to act fast to implement what needs to be done.

Why is it easy for locally owned agencies to be so agile? It is simple. Client decision-makers talk to agency decision-makers, and new ideas can be implemented quickly.

Mostly an entrepreneur is a client's partner and is willing to be measured and profit by the results of his or her work.

As I travel, I am an avid student of the marketing communication campaigns that surround me. And, I like to meet with managers or staff of the local offices of foreign-owned agencies. It is rare for a branch office of a foreign-owned agency to serve a global client with the breadth of its local expertise. Translations and adaptations of foreign developed strategies and creative remain the majority of the content of global marketing communications across this planet. The European Manager of Grey Advertising recently told a German audience that his agency knows that "global advertising is 30%

less effective than local advertising” ...but, he rationalized, “the efficiency was worth it.”

The industry must ask several questions about that point of view -- foremost, efficiency for whom -- the agency or the client? The cost of media for most campaigns in most markets is a significantly larger portion of the budget than the combined cost of strategic planning, ideation, creativity and production. And what is the measure of effectiveness of running a campaign that is not culturally sensitive to the local consumer? We've all seen ads in which the voice-over never matches the facial movement of the actors but tries to make a friend of us by speaking our language. We've all seen ads in which the actor's come from another culture. We've all laughed at the translations of headlines that are super strange. An ad that is not fully sensitive to the local culture can never reach the consumers heart. It is not effective in building relationship that leads to a purchase. It cannot contribute to maintain the consumer's loyalty.

You, like I, by the circumstance of our birth, belong to a culture. A culture that has core values that we learned by osmosis when we were growing up. Our respective cultures gave us the core values -- ways of being, thinking, dreaming, working, relating to others...in short, living -- that make up the essence of who we are. Having those core values gives us an identity and sense of belonging.

We can move around the planet, experience other cultures and enjoy their products at home or abroad ... but our roots remain firmly planted in the values we learned in our homeland and the messages to us that will build loyalty will honor our roots.

It is my firm belief that as trade barriers

come down, our roots become even more important and our cultural barriers instinctively go up. Let me give you an innocent example of what I mean. The Swedish people have experienced the development of the European Community and though they don't like it and have voted it down, many feel that the coming of the Euro to Sweden is inevitable. I was in Stockholm recently and happily spent some time with my dear friend, Annika. She told me with a clear and honest pride that she was spending her days hand sewing a set of clothing -- trousers, shirt, vest and jacket -- with smocking and embroidery like the clothes worn by their ancestors from their birth village, to give to her older brother on his birthday. She was not sure he would prefer wearing it, rather than a tuxedo, to official functions, but she wanted him to have the choice. As her economic world becomes Euro-centric, Annika's roots are ever more important to her...and she thinks they are important to her older brother as well.

Marketing messages that will build loyalty can only be those that honor our backgrounds and cultures.

What is driving the advertising industry today? We once thought that the client and/or brand was the driver of our industry. Those were the days of mass marketing. And they are over.


We once thought that technology was the driver. It is not. Technology is merely the tool the consumer uses to exercise choice. With hundreds of TV channels, thousands of specialty magazines, and news on-line, consumers are oblivious and impervious to our efforts to reach them. Our own behaviors are indicative. We read our specialty magazines, use TiVo to record our favorite TV programs

without the commercials, and use the Internet at our discretion.

The basic change driving the entire industry is that the consumer has choice and exercises that choice. So understanding and honoring the empowered, informed consumer is driving all that we think and do in building brands.

Marketing communications has become an idea industry. It's disciplines...public relations, advertising, direct, promotions, trade shows, brand identity, media planning, production are tools we use to implement our basic product...the idea that will move a consumer to first try and then become a loyal customer of our clients products.

The idea might be produced within films, books, art, speeches as well as ads, public relations and, hopefully, word of mouth. It captivates, educates and entertains. Above all, it will honor and respect the core values of the local consumer.

Remember the story of Annika for it is representative of stories of people all over this planet and illustrates the importance of communicating to people in ways that touch the roots of who they are. As consumers, we know when a brand has adapted its centrally produced “one-size-fits-all” global message -- for whatever reason of convenience or economics. Developing effective local campaigns in the countries and cultures where those campaigns will be seen requires the high degree of sensitivity that genuine local knowledge -- entrepreneurial knowledge -- can provide. 

Worldwide Partners is a corporation equally owned by entrepreneurial marketing communications firms located in 55 countries. Its mission is to multiply the power of the idea by extending the reach of the lead agency. Its commitment is to create customers with marketing communications that respect and honor the consumer. With US\$4.1 billion dollars in billings and employing more than 5,000 people, Worldwide Partners is the 10th largest marketing communications firm on the planet. (<http://www.worldwidepartners.com>)

本地創業者的價值在哪裡？

The Value of Entrepreneurial Agencies

世界夥伴公司執行長費萃夏專欄

本地發展的 少了30%的 效果 (Effective)，
但是依據市場規模來說，這個效率 (Efficiency) 是值得的。」這句話說得對嗎？

| 文／費萃夏 |

編案：從2002年5月起，世界夥伴公司執行長費萃夏 (Patricia J. Fiske) 將以此雙語專欄，討論本地代理商的價值，以及如何與全球傳播集團抗衡。

初次與廣告雜誌的讀者見面，要先感謝廣告雜誌邀請世界夥伴公司 (Worldwide Partners) 開闢一個討論「本地行銷傳播公司價值」的專欄。這代表廣告雜誌肯定本地代理商經營本地企業、區域性企業或全球化企業的成績及他們對行銷產業的貢獻。

這個專欄將稱頌「擁有獨立自主經營權的本地創業者」(Locally owned, entrepreneurial agencies)，以客戶行銷夥伴的身分，為客戶量身打造行銷活動的創意與才智，並與讀者分享我對行銷傳播趨勢的洞察及本地代理商如何運用對當地文化的敏感度來成功服務客戶，同時也可看到一些恰當運用文化來建立品牌形象的本地的、區域的及全球性的行銷案例。

身為世界夥伴公司的執行長，我很榮幸可以到全球5大洲55個國家去和當地的代理商合作。多數本地代理商的創辦人曾在外商公司工作，汲取

專業經驗並初嘗成功滋味。一旦他們對專業及本身才能產生自信，他們的創業精神就會活絡起來，然後離開綁手綁腳的外商公司，另行創立一間專業行銷代理公司，讓自身的專業及對本地市場的深度理解，成為替客戶打造品牌的重要因素。

創業者是能與客戶討論的生意思考者

「創業者」(Entrepreneur) 是強而有力的字眼，用以描述研發、組織、經營及承擔創業風險的人。擁有個人事業的人會很清楚地認知到如何建立與維持生意，並對成功與否負責。因此，創業者很了解客戶的事業需求。

對創業者來說，企畫是事業成功的起點。在產品研發及行銷流程規畫的初期，他便參與了客戶的經營管理

階層會議，是能與之討論的生意思考者。創業者是很主動的。他能敏捷地運用對市場的觀察力、創意及建議，來為品牌建立知名度及忠誠度。當市場改變、競爭對手有動作，或是需要改變策略的時候，創業者可以很有彈性，並且已經充分準備好面對這些需求，以作出快速的回應。

為什麼本地代理商能夠如此敏捷？因為客戶的決策者和代理商的決策者能直接對話，可以快速地執行新創意。大部分的創業者是客戶的夥伴，並且願意以工作上的表現來讓客戶檢視，以產生利潤。

在公務旅行的時候，我是渴望接觸行銷傳播案例的學生。同時，我很喜歡與外商公司的經理人員或一般專員聊天。當地的外商分公司很少有足夠廣度的本地專業，去服務一家全球型客戶。大多數的外商公司在行銷傳播面向上，還是以轉換國外發想的

策略及創意在當地執行為主。一位葛瑞廣告公司的歐洲經理人曾告訴德國廣告協會，他知道「全球性廣告」比起「專為當地創作的廣告」少了30%的「效果」(Effective)，不過，他認為「這個效率(Efficiency)是值得的。」

整個行銷廣告產業必須深思上述那段話，它意指對誰有效率？對代理商自己？還是對客戶？當大部分行銷案例的媒體費用比策略規畫、構想、創意及執行等加起來的費用還要多的時候，執行一個不是依當地消費者的文化考量而設計的行銷案，要如何評估其效益？我們看過一些廣告，試著用當地的語言配音來和消費者交朋友，但是旁白和演員的臉部動作永遠合不起來。我們也都看過一些廣告，演員是來自另外一種文化。我們都曾經嘲笑過一些翻譯翻得超奇怪的標題。不能充分掌握當地文化的廣告將無法觸及消費者的內心，無法構成促使消費者去購買產品的效果，也無法維持消費者對品牌的忠誠度。

生活帶來認同感

你和我一樣，會對自己出生地的文化產生歸屬感。在成長過程裡，我們不知不覺地吸收這個文化的核心價值。這些文化給了我們在行為上、思想上、夢境裡、工作上、互動上的核心價值，簡短地說，就是生活——它造就了我們的自我本質。這些核心價值給予我們認同感及歸屬感。

我們可以到各國去旅行，體驗其它的文化風俗及享用其它國家的消費產品，但是我們的「根」會緊附在我們

們從家鄉所學習到的核心價值上，而能讓我們建立忠誠度的訊息是會尊重我們的根源。

我堅信當貿易障礙減低時，我們的根源將變得更重要，而且文化藩籬的敏感度會升高。舉例來說，瑞典人對歐洲共同體有所體認，但是不喜歡，還曾經投票否決它，不過很多人覺得歐元世紀的來臨是不可避免的。我最近去了一趟斯德哥爾摩，與我的朋友安妮卡碰面。她用一種誠實而驕傲的神情告訴我，她花了很多天的時間縫製一套衣服，有長褲、襯衫、背心及外套，用補釘及刺繡的方式，讓這套衣服看起來像是他們祖先穿過而流傳下來的舊衣服一樣。這套衣服是準備送給她哥哥的生日禮物。她不确定他在正式場合會比較想穿這套衣服，還是燕尾服，但是她希望他哥哥至少能有所選擇。當安妮卡所處的經濟大環境變成以歐元為中心的社會時，「根」對她來說就更重要了，她認為她哥哥也會這麼想。

尊重當地文化

尊崇當地背景與文化的行銷訊息，才能建立品牌忠誠度。

現今是什麼力量驅動著廣告產業呢？我們曾經以為是客戶或是品牌驅動著廣告產業。那是大眾行銷的世紀。但是，那個時代已經成為過去。

我們曾經以為專業技術是個動力。但它不是。技術只是讓消費者行使選擇權的工具。在數百個電視頻道、數千個分類別類的雜誌及線上新聞裡，消費者很明顯感受到我們想要

接觸他們，但他們不為所動。反觀我們自己的行為也很直接，我們閱讀專業雜誌、用TiVo錄下我們最愛的電視節目而且沒有廣告，並依自己的判斷去濾網。

消費者擁有選擇權，並且依據他們的選擇，讓整個廣告業產生基本的變化，所以了解並尊崇這些有影響力且消息靈通的消費者，是我們在建立品牌時思考和行動的力量。

行銷傳播已經變成創意產業。公關、廣告、直效行銷、促銷活動、商展、品牌認知、媒體計畫、製作執行都是我們用來執行創意的工具，這個創意將促使消費者去嘗試購買，然後變成忠誠的顧客。

這些創意可能會深植在電影、書、藝術、演講、廣告、公關及話語裡。它蠱惑、教育和娛樂消費者。以上所提的一切都將向本地消費者的核心價值表達崇敬之意。

安妮卡的故事只是地球上無數個故事之一，它闡明了使用可觸及人們根源的溝通方式的重要性。身為消費者，我們知道一個品牌何時採用「一套走天下」(one-size-fits-all)的全球化統一訊息，無論是為了方便或經濟效益。想在不同國家和不同文化發展有效的本地行銷，將會需要高敏銳度的本地知識，而這只有深入了解本地文化價值的創業者可以提供。eW

註：世界夥伴公司是一家分布在全球55個國家的行銷傳播公司，由世界夥伴公司和當地行銷傳播公司平均持股。它的使命是增加本地代理商的力量，使之與全球傳播集團的代理商相抗衡。它承諾用尊重消費者的行銷溝通方式吸引客戶。世界夥伴公司每年創造41億美元的營業額，全球共有5000名員工，是目前全球排名第10大的行銷傳播公司。

(<http://www.worldwidepartners.com>)