



MarketingWeek's

Festival
of Marketing

FESTIVAL WRAPPED 2024

15 Lessons on boosting your
brand, business & career from
2024's Festival of Marketing





#FoM24

THANK YOU FOR COMING TO FESTIVAL

The brilliance of Marketing Week's Festival of Marketing is that we pack so much in to a day. But that requires you to make choices. With six stages running through most of the day, you can't see everything.

There's nothing like seeing a session live, of course, but we hope this curated wrap up of takeaways from across the day will offer insight and inspiration in addition to what you enjoyed live as well as aid you to share learnings with colleagues.

We reported from across the Festival, and I have hand picked the most universal lessons that our brilliant speakers delivered.

From the art of simplicity to limitations of data, the key to investment to the route to customer-centricity, senior marketers and business leaders offer their thoughts on getting ahead.

Enjoy, and we will see you in 2025.

Russell

Russell Parsons
Editor in chief
Marketing Week and Festival of Marketing

CONTENTS

1. Stand on the shoulders of effectiveness giants

Mark Ritson distils the most important marketing thinking of the past 15 years

2. Take stakeholders on a journey to secure investment

Advice from CMOs at B2B brands, including Vodafone

3. Keep it simple

How C-level marketers at Greggs, Lloyds and Co-op focus on what's important

4. Marketing led businesses are the most successful

Octopus Energy's CEO on becoming one of the UK's biggest businesses in just eight years

5. D&I delivers better outcomes

A case study from BBC Studios and Strictly Come Dancing

6. Ditch vanity metrics with no commercial return

NatWest CMO Margaret Jobling urges against the language of clicks and impressions

7. Look away from the spreadsheet

Marketing Week's Helen Edwards on answering questions with creativity

8. "Vulnerable closeness" is key to optimising agency relationships

McDonald's and Leo Burnett on their enduring partnership

9. Media mix and creativity are key to meeting the attention challenge

Evidence-based advice from Kantar and HSBC

10. How to create the perfect poster

Nine steps to effectiveness – and one brand's first-hand account of the results

11. Don't forget the customer!

Dragons' Den's Deborah Meaden wants you to get perspective

12. Don't stop disrupting

How to make mischief for competitors, from a former Paddy Power and Gymbox marketer

13. Get rid of the silos if you want to achieve marketing excellence

Sainsbury's and Specsavers on breaking down barriers

14. Never stop being curious

Being open to trends and the influence of AI

15. How to be more generous

What it means for brands to be givers, not takers

LESSON 1

STAND ON THE SHOULDERS OF EFFECTIVENESS GIANTS



Advertising effectiveness has been “completely revolutionised” over the past 15 years, with marketers having more tools at their disposal than ever to drive impactful work, argued Marketing Week columnist and Mini MBA professor Mark Ritson.

However, in his opening keynote, he argued not enough marketers are taking advantage of all the work done by the giants of the field such as Professor Byron Sharp and Les Binet and Peter Field.

Ritson outlined a playbook of 10 steps for advertising effectiveness:

1. Improving the standards of briefs to agencies

“There are lots of awards in marketing [...] but one of the most special awards that many of you will have never experienced is when the agency partner comes around the table at the end of the brief and says, that was a good brief.”

2. Rethinking budget setting

3. Think long and short

“Long is about building brand equity, building our salience, building our association. Short is about harnessing and activating it.”

4. Diversity of media

5. Embed brand codes

“In order for you to drive savings, the most important thing for your brand is to look like yourself.”

6. Value creativity

7. Solicit emotion

8. Test

“You’re a muppet not to do it frankly.”

9. Don’t worry about wear out

10. Evaluate

Read the full report here



TAKE STAKEHOLDERS ON A JOURNEY TO SECURE INVESTMENT

The importance of gaining stakeholder understanding and buy-in was stressed by all members of a panel on the Excellence in B2B stage, which focused on making the case for brand investment in B2B businesses.

Sometimes the word “brand” can actually be off-putting to stakeholders, said marketing director at The Access Group, Allie Lawson.


“The bit that is interesting for me is you’ve actually got to define brand, because I’ve witnessed, sometimes you go in and you start to talk to somebody about needing to invest in brand, and [...] they see brand as big, glitzy, shedloads of money,” she said.

The best way to make the case for brand investment sometimes is not to talk too much about the idea of a brand in the abstract, but instead talk about its benefits in terms of the funnel, Lawson said.

The power of “storytelling” in making the case for brand investment was stressed by Vodafone Business global CMO Amanda Jobbins. She noted that she draws examples from the B2C world, such as car brands, to help stakeholders within the business grasp the emotional impact that brand can have



on a consumer and the resultant benefits to a company.

“Don’t leave it to the point where you know you have to start investing,” says Lawson. “It’s going to take time.” 

“You’ve actually got to define brand.”

ALLIE LAWSON,
MARKETING DIRECTOR, THE ACCESS GROUP

LESSON 3

KEEP IT SIMPLE



“Understanding who you are as a brand is absolutely key, but understanding who you’re not is probably even more important,” said Hannah Squirrell, Greggs’ customer and marketing director. Speaking on the Effectiveness in Action stage, she talked about the steps the bakery chain has taken to become “the customer’s favourite food on the go” destination. It’s something, she added, that “every single team in the business has been working on”.

That mission to be the nation’s favourite has involved increasing physical availability, stepping up innovation and building mental availability, but she explained it’s also important to for all colleagues across the organisation to have clarity on what the brand stands for so that they can bring it to life and also understand the value of marketing to the organisation.

“Everybody in Greggs can hopefully articulate the role of a piece of communication,” Squirrell said. Her advice to marketers was to keep it simple and bring the organisation along on a journey they can understand to drive a brand and business transformation. “We like to think our world is rocket science. It’s not.” →

LESSON 3

KEEP IT SIMPLE

Lloyds Banking Group CMO Suresh Balaji similarly values simplicity highly in the bank's marketing transformation, focusing on experience and brands, commercialisation and capability building at the expense of other organisational pet projects. "Simplicity, from a transformation perspective, is to have absolute clarity," Balaji told fellow panellists at session on the Effectiveness in Action stage hosted by agency Siegel+Gale. "Simplicity is also sacrificing a lot."

As Siegel+Gale's head of strategy Rishi Dhir summarised, in the midst of technological complexity "simplicity emerges as a powerful tool that can drive growth for businesses and clarity for consumers".

At Co-op, too, chief membership and customer officer Kenyatte Nelson believes having "clarity of communication" is the best way to build "phenomenal" relationships with the C-suite. "If I have a superpower, it's that I'm an over-simplifier," he told the audience on the Delivering for Customers stage.

Clarity helps him better connect with those at the top of the business, he said, while his ability to take complex topics and make them "super simple" has helped him get people "onside".

Read the full report here



"Simplicity, from a transformation perspective, is to have absolute clarity. Simplicity is also sacrificing a lot."

SURESH BALAJI, CMO, LLOYDS BANKING GROUP



LESSON 4

MARKETING LED BUSINESSES ARE THE MOST SUCCESSFUL


Marketing is the greatest value driver for a business." Not the sentiment of a marketer but of a CEO, Octopus Group's Greg Jackson.

As a former P&G marketer himself, Jackson explained on the Effectiveness in Action stage that the purest form of marketing is to "understand what you want to say to your customers" and then ensure the business makes that true. Too often it's the other way round, where the CEO and CFO make decisions and expect marketing to make the most of it. He explained that by leading with marketing, Octopus is able to be totally customer centric.

Jackson was joined at the Festival of Marketing by his chief product and marketing officer Rebecca Dibb-Simkin, as the audience got a taste of the story behind the energy company's notable rise. In just eight years, Octopus has risen from challenger to the largest electricity supplier in the UK, commanding about 24% of the market. It has grown through acquisition, but also an enviable reputation for experience and excellent brand management – a clear point of difference in a market where customers have often viewed every brand as being as bad as each other.

"Marketing is the greatest value driver for a business."

GREG JACKSON, OCTOPUS GROUP, CEO

Octopus's success, according to Jackson, is led by marketing. Understanding customers is the job of the marketer, making it the job of the rest of the business to serve their needs, he said. Driving, rather than executing, strategy in other words. Jackson didn't stop there in advocating for marketing and "the very long-term benefit of building a brand". He added: "You have to avoid getting spiralled down in justifying each activity and instead talk holistically about this astonishing value created when you build a great brand." 

Read the full report here



D&I DELIVERS BETTER OUTCOMES

While a lot has changed in the world of entertainment over the past two decades, *Strictly Come Dancing* has remained as popular as ever, captivating audiences week after week. The secret of its success is the fact it has continued to evolve while keeping the essence of the show alive, said BBC Studios' vice-president of marketing Shelley Macintyre, speaking on the Effectiveness in Action stage.

Diversity of representation is a crucial part of this, which is why *Strictly* has worked hard over the years to introduce more contestants of different abilities, and from different ethnic backgrounds. It has had same-sex couples, deaf contestants, amputees and this year its first blind contestant in the UK, as it looks to ensure the show truly reflects its viewership without it being seen as tokenistic.

"With classic, timeless brands, they need to remain timely as well," Macintyre said. That comes from truly understanding the audience. "Like any great brand or brand-led business, staying in touch with your audiences and knowing what's resonating and where culture is going is key," she added.

"For me it's just a reflection of the audience," said *Strictly* judge Anton du Beke, who highlighted how important it is to make

inclusivity "normal" and not draw undue attention to people's disabilities, for example.

Talking about the show's first deaf contestant – and *Strictly* champion – Rose Ayling-Ellis, he said: "Rose didn't want us to talk about, as judges, the fact that she was deaf and make it more special. 'Look at how brilliant you are. You're deaf.' It's amazing to us... but for her, she just wanted to be treated like everybody else on the show. So if you start going in and waxing lyrical about this – isn't it extraordinary? – then it doesn't make it normal."

Macintyre underlined that while *Strictly* is a leader in this sense and has improved representation in a way that is natural, it's the responsibility of marketers to "nudge" behaviour, and it's why best practice is shared across markets. →

"With classic, timeless brands, they need to remain timely as well."

SHELLEY MACINTYRE,
VP OF MARKETING, BBC STUDIOS



D&I DELIVERS BETTER OUTCOMES

STAGE 6 BUILDING A BETTER BUSINESS

IN PARTNERSHIP WITH




Mini MBA



These principles are just as relevant to consumer brands and other businesses, according to former Waitrose customer director Martin George, now a non-executive director and mentor: "In my experience of leading teams, I've found diversity has been massively important," he said, addressing the Building a Better Business stage in a session about opening up marketing to people from different backgrounds. "Diversity of opinions tends to be the fuel for transformational innovation and that is really important. Diversity avoids biases and stereotypes. It says a lot about the values of your organisation and that's increasingly differentiating businesses in the outside world."

He continued: "It helps you appeal to more diverse customer groups, either locally or nationally or internationally, and it sets you apart as a world-class employer. People want to work for diverse organisations and if you're attracting, motivating and retaining talent, that is obviously critical if you're trying to build a competitive advantage. It's the right thing to do if you're values-driven, but also the right thing to do if you're building value for your shareholders."

Marketers still have some way to go to ensure their advertising output matches these ideals. According to Extreme Reach (XR), whose platform delivers and monitors the use of around 600 million unique marketing assets in a year, only 17% of them are accessible, which means it's unlikely that people with vision or hearing impairment will be able to engage with them. "It's probably the lowest-cost opportunity for any brand to increase the ROI of a campaign," XR's business development director for enterprise, Henry Locatelli, told the audience on the Delivering for Customers stage. "You're literally gaining access to a larger audience without any additional media spend." 

Brands need to focus on storytelling rather than “vanity metrics”, according to NatWest Group CMO and former Marketing Week Marketer of the Year Margaret Jobling. She was speaking during a panel session featuring members of Marketing Week’s Top 100 2024 sponsored by Digitas, which took place on the Navigating Trends stage.

“The only way to be credible is to talk the language of business,” said Jobling, adding marketers should “stop celebrating metrics that don’t matter” such as TikTok impressions.

“Marketing is so much more than vanity metrics. You don’t bank hope. You don’t bank impressions. I think we have lost sight on what is actually important,” she said, adding that marketers can “fall into the trap of not focusing on what is driving return”.

Separately, research and insight agency Vision One advocated for brands and boardrooms adopting ‘Brand Momentum’ as a key growth driver. In a new book launched at the Festival of Marketing, CEO Tony Lewis argues that by measuring momentum using Brand Velocity Score, marketers can track and predict consumers’ perceptions of the trajectory a brand is on, thus enabling them to shape their organisation’s outlook and future direction.

In summary, the momentum theory aims to quantify the ‘energy’ created by a business through its people, innovation and marketing, and suggests brands that are seen as growing attract consumers like a magnet, while those that appear stagnant or declining repel them. The thesis cautions marketers against an obsession with short-termism, recommending instead that they focus on building and reinforcing brand perceptions. [👉](#)

Read the full report here



LESSON 6

DITCH VANITY METRICS WITH NO COMMERCIAL RETURN

#FoM24

LESSON 7

LOOK AWAY FROM THE SPREADSHEET

Marketers need to stop expecting data to give them the answers to the marketing challenges they face – and instead rely on their own creativity to find new paths to growth.

“Marketers love data because they believe it will help them make decisions and get better answers. But sometimes data lets you down,” Marketing Week columnist Helen Edwards told the audience on the Navigating Trends stage. Edwards pointed out that marketers can fall into a “circle of doom” and commission “more research, more data” to try to find the perfect solution to their problem and, in doing so, forget the underlying truth of data: “It doesn’t give you answers. It gives you more questions.”

And those questions can be valuable, she said, but you can’t research your way to every answer. Instead, according to Edwards, “these questions can only be answered by creativity”.

She pointed out that, as marketing as a profession has been handed more and more data to work with, marketers have “lost sight” that it is ultimately a creative industry. Admitting that creativity is “uncomfortable” and it can be easy to leave it to the “creative types” who populate agencies, there are five characteristics that are innate in embedding creativity in the marketing process:

“Marketers love data because they believe it will help them make decisions and get better answers. But sometimes data lets you down.”

HELEN EDWARDS, FOUNDER, PASSIONBRAND



1. “Brutal, searing honesty”: Most consumers don’t care about your brand and accepting that allows you to solve problems creatively.
2. Defiance: It is up to a marketer looking for a creative solution to “stand up” and fight for the idea.
3. Be open-minded: Opening yourself up to creativity striking at any given moment.
4. Reason: While creatives pursue magic over logic, that starts with reason, then raising the stakes to go somewhere “unreasonable”.
5. Fear: Not the act of inspiring it, but rather not letting it consume your thinking.

Elsewhere, on the Building a Better Business stage, Tony’s Chocolonely CEO Douglas Lamont, a former marketer, explained that he’s a believer in setting a clear strategy and trusting it’s been taken in the right direction rather than measuring everything.

“Marketing is messy by its nature and isn’t something where there’s logic and a spreadsheet. If you’re going to measure every single thing, that’s going to kill the business and the creativity,” ^{AWP}

Read the full report here



LESSON 8

"VULNERABLE CLOSENESS" IS KEY TO OPTIMISING AGENCY RELATIONSHIPS



You hear lots of discussion about nurturing partnerships with agencies but if there is one relationship that credibly speaks on the topic it's McDonald's and Leo Burnett, who have worked together for more than 40 years.

Speaking on Delivering for Customers, McDonald's UK and Ireland marketing director Matt Reischauer said the relationship between McDonald's and Leo Burnett was more than a partnership, it was a team.

He attributes the success of the partnership to the team's "vulnerable closeness" and "constant communication". The team always shares what's going on in the business, such as data and what the

franchisees and suppliers are thinking.


"Because we bring the whole business to the table, Leo's team are bringing us solutions we didn't even know we needed and identifying problems we had no idea we had," he said.

"Truly, it is that vulnerable closeness that has helped us unlock a lot of potential."

Leo Burnett deputy chief strategy officer Tom Sussman added that the brand and agency are "philosophically aligned".

"There is no secret agenda. We all want the same

thing: we all win and we all lose together," he said. In addition to being "philosophically aligned", the teams are also "physically and practically" close, often spending time together in person to conduct meetings, which Sussman says makes it "easier" to disagree.

"When you're there in the room, you argue well and we're at our best when we argue really well," he concluded. 

Read the full report here



LESSON 9

MEDIA MIX AND CREATIVITY ARE KEY TO MEETING THE ATTENTION CHALLENGE



Brands should take a holistic approach to attention in marketing and balance the use of high- and low-attention channels rather than solely pursuing high-attention formats. Data presented by Kantar on the Effectiveness in Action Stage revealed that campaigns using five or more channels score more than three times higher on a brand impact index than those using just one or two channels. The session highlighted HSBC's success in effectively blending lower-attention channels like out-of-home and digital into their campaigns by customising the creative execution to each channel and telling bold, connected stories across them.

"We really took the channel seriously. We thought about where things were in the customer journey... and really honed that across each and every site," said HSBC UK's director of brand marketing, Sarah Mayall, speaking about its 'We are not an island' outdoor ads. "We went from something that wasn't really landing... to something that really took off."


Overall, the audience heard, a balanced, creative and brand-centric approach beats focusing on just one or two big, attention-grabbing formats.

Elsewhere at Festival, on the Delivering for Customers stage, attention was

identified as key to driving brand awareness and consideration among consumers. The deluge of content and advertising is making it challenging for brands to stand out. Direct mail marketing body Marketreach hosted a panel to highlight the importance of cutting through consumer inertia and capturing attention, by thoughtfully blending digital touchpoints with physical – particularly mail.

"It's also about the quality of attention. It's not just spending time looking at something, it's also about how it makes you feel."


NISHMA PATEL ROBB,
FOUNDER AND CEO OF GLITTERSPHERE

When the creative approach is authentic and appropriate for the brand and customer journey, mail can drive trust, the panel noted, while its tactility can evoke powerful memories as well as long-term engagement. "It's also about the quality of attention. It's not just spending time looking at something, it's also about how it makes you feel," said panellist Nishma Patel Robb, founder and CEO of Glittersphere and former senior brand director of Google UK. 

HOW TO CREATE THE PERFECT POSTER

Outdoor is one of the oldest media channels but that doesn't mean there aren't still plenty of lessons brands can learn about effectiveness. According to campaign manager James Arbuckle, speaking on the Delivering for Customers stage, Interflora's out-of-home advertising was underperforming until it began applying creative best-practice principles that helped transform its approach, driving 72% growth in ad attention, double the brand attention, and a jump in effectiveness ratings from creative testing.

Arbuckle appeared alongside JCDcaux marketing director Rajvi Kantaria and System1 SVP Andrew Tindall, in a session that presented nine guidelines for the "perfect poster", backed by data on attention, brand recall and emotional impact from JCDcaux, System1 and Lumen. The advice included being 'brand-bold', using simple colours and 'fluent devices', showcasing large product shots, and optimising copy length and call-to-action size.

For Interflora, the key learnings were to experiment, avoid category conventions, and ruthlessly edit creative to maximise impact in the two-second OOH exposure window. "You get two seconds of attention, if you're lucky," said Arbuckle. "I'd encourage you to flash it up for two seconds and ask a colleague to comment on it, because by having that discipline, you'll force yourself to be more creative." 



"You get two seconds of attention, if you're lucky. I'd encourage you to flash it up for two seconds and ask a colleague to comment on it, because by having that discipline, you'll force yourself to be more creative."

JAMES ARBUCKLE, CAMPAIGN MANAGER AT INTERFLORA

#FoM24



LESSON 11

DON'T FORGET THE CUSTOMER!

“You can get into a very rarefied environment, and you can sit in a room and convince yourself that’s your customer, and that’s what they like, and that’s what they do.”


DEBORAH MEADEN,
BUSINESS LEADER, AUTHOR, ENTREPRENEUR

Closing the Festival out, entrepreneur and Dragon’s Den star Deborah Meaden urged the audience to not lose sight of the customer, and for marketers to put themselves in their customers’ shoes more.

“You can get into a very rarefied environment, and you can sit in a room and convince yourself that’s your customer, and that’s what they like, and that’s what they do,” she said. “And then you talk to your customer, and your customer is like, ‘Why? What are you doing? I don’t understand you anymore.’”

She also shared the best advice she was ever given: to not always take advice. “I have met so many people who keep asking questions and questions of their advisors, bearing in mind, their advisors are often earning a lot of money, making everything sound terribly, terribly complicated,” she said.

Meaden explains that there must come a time in business when you stop asking for all the answers, and say, “Thank you, I’ve got as much information as I need.”

“If you’re not prepared to do that, then you can’t be in business, because the buck does stop with you.” 

LESSON 12

DON'T STOP DISRUPTING


Being 'disruptive' is something many brands strive for, particularly when trying to drive growth in a crowded category or establish a brand. It's often easier said than done. But there are ways marketers can instil disruptive thinking that will have an impact regardless of the size, stage or sector their brand operates in, according to Rory McEntee, the outgoing brand and marketing director at Gymbox and former "mischief maker" at Paddy Power.

Speaking on the Delivering for Customers stage, he shared a six-point guide for building a disruptive plan. This included advising marketers to be "unapologetically different", which Gymbox did by positioning itself as the "antidote to boring gyms". When building its gyms it used nightclub designers rather than gym architects, it developed "crazy" classes and incorporated live DJs and comedians.

Taking on your legal team was another piece of advice, by which he meant challenge them to be less risk averse.

"Normally you have to convince your legal team to let you do something. At Paddy Power we did the opposite. You'd have the idea and say to the legal team you have two hours to convince me not to do it," he said. "And if you can't we're going to do it."

Being the first to do something different is also important, he said, referring to one occasion where Gymbox created an ad for the top of a bus for a new aerial class it was doing. It paid a copywriter and mocked up the ad but when speaking to its media agency was told it wasn't possible to take out ads on top of buses. Instead, Gymbox shared a press releases suggesting it was real and a 'media first', which he said got "loads of great coverage". Despite being called "charlatans" it sparked conversation. McEntee said: "The reality is it was something – it was something we tried to do – and now there are so many other brands that have done it.... It cost me £250 to do that and in my six, seven years at Gymbox it was probably the best ROI I had".

He also advised marketers to ask for forgiveness not permission, lean in to discomfort and to partner with brands that "push you into different markets". 



"Normally you have to convince your legal team to let you do something. At Paddy Power we did the opposite. You'd have the idea and say to the legal team you have two hours to convince me not to do it. And if you can't we're going to do it."

**RORY MCENTEE, OUTGOING
BRAND AND MARKETING
DIRECTOR AT GYMBOX**

LESSON 13

GET RID OF THE SILOS IF YOU WANT TO ACHIEVE MARKETING EXCELLENCE

Marketing excellence was the subject of one panel discussion on the Future Marketer stage

Marketing leaders from Specsavers, Sainsbury's and Henkel spoke about what marketing excellence means to them as well as the role of restricting and refocusing.


Sainsbury's has recently undergone a marketing transformation and key to its success has been developing the teams' skills. "The trigger for driving transformation was that when I joined, the marketing team was set up in a lot of different silos, and everyone was working independently on their bit," said Radha Davies, marketing director at Sainsbury's.

"Don't sit in your marketing silo otherwise you will not do the best job you can do."

TIM PETZINNA, GENERAL MANAGER OF HENKEL'S CONSUMER BRANDS DIVISION

Realising how transactional the inter-team relationships were, Davies led a restructure to work more collaboratively. It's now an

environment of "co-creating the briefs" making sure each team can see what is happening before the work gets to them, "and making sure everything we do is founded in customer insight", she added.

With customer-centricity the desired end, Specsavers' marketing excellence lead Abi Willstead talked about the brand's collaborative working to share best practice. Meanwhile, Tim Petzinna, general manager of Henkel's consumer brands, talked of the need for marketers to "look left to right", adding, "don't sit in your marketing silo otherwise you will not do the best job you can do." 

Read the full report here



LESSON 14

NEVER STOP BEING CURIOUS

Marketing, like many jobs, has evolved over the past decade, with the rise of digital, the influence of AI and the fragmentation of media channels all leading to changes in the way companies define the role and recruit talent.

While curiosity has always been identified as a key attribute for marketers, its importance is increasing, according to a panel of senior marketing leaders.

Speaking at the Festival of Marketing, Ucheora Obi-Wheeler, senior manager for brand strategy at HSBC said that “curiosity in the changing world” is going to be crucial to the future success of marketers.

“We have to be aware of the trends and what’s going on outside of the culture,” she said. This curiosity must also extend to the rest of the organisation, she added, which will help to break down silos.


“You need to be curious about where marketing fits in the wider organisation,” she explained. “There’s a challenge about how marketing fits into growth and revenue, and it’s about keeping those conversations open with colleagues across the organisation. You need an awareness of the brand not just being about the end customer.”

Such curiosity could and should lead to greater understanding and appreciation. Naomi Walkland, CMO at Motorway Group, said the most important thing marketers can do is “deeply understand the product, the business, and the market context”.

She added marketing should be a “strategic growth driver and engine of growth for businesses”.

“Future marketers are the growth drivers for



business. We have a unique intersection of understanding the customer and the business.” 

Read the full report here 



LESSON 15

HOW TO BE MORE GENEROUS


'Brand generosity' increases purchase intent by 50% and consideration by 54%, according to new research by agency Fold7, the results of which it presented on the Building a Better Business stage.

Fold7's Generosity Impact Report, which surveyed 2,000 consumers in partnership with YouGov, found that the top three definitions of brand generosity are being honest with customers, treating employees well and rewarding customer loyalty.

“Walk the walk. Preach what you preach but practice it first. It starts from the inside.”

YELENA GAUFMAN, CHIEF STRATEGY OFFICER AT FOLD7

Using principles from psychology and behavioural economics, Fold7 chief strategy officer Yelena Gaufman explained the consumer insight behind the findings and how brands can harness them to convey generosity. For example, with honesty being key, admitting flaws can boost brand credibility thanks to the 'stolen thunder' effect, she said – an example being when Carlsberg changed the recipe of its beer and admitted it was 'Probably not the best beer in the world', contrary to its famous advertising slogan.

Gaufman also highlighted how important internal practices are to brands being seen as generous. Because these take time, money and effort to instil in an organisation, consumers see them as valuable signifiers. She noted that employees are brand ambassadors, so if they don't feel the brand's values, customers won't either. “Walk the walk. Preach what you preach but practice it first. It starts from the inside.” 



Register your interest

Festival of Marketing has sold out for the past three years, and 2025 will be no different! Register your interest now to be the first to hear about early bird offers and secure your spot before tickets disappear.

Don't miss your chance to be part of next year's must-attend event for marketers!



Register here to stay up to date on everything Festival related.

Become a Partner

Looking to connect with top marketers and showcase your brand? Become a Festival of Marketing partner! Engage with industry leaders and senior decision-makers at the must-attend event for marketers.

Contact us today to explore sponsorship opportunities for 2025.

partner@xeim.com





**THANKS FOR COMING.
SEE YOU NEXT YEAR!**

marketingweek.com/festival-of-marketing