

A white paper by **WARC**

The Big Long Idea for creative effectiveness in B2B





Foreword from David Tiltman



David TiltmanSVP Content
WARC

In 2021, WARC published The B2B Effectiveness Code in collaboration with the B2B Institute @ LinkedIn.

Based on an extensive analysis of hundreds of case studies from the WARC database, the report uncovered a gap between current B2B creative approaches and behaviors, and optimal marketing effectiveness.

For the first time, it provided a framework—The B2B Effectiveness Ladder—with which to benchmark B2B effectiveness from least to most commercially impactful. We've been delighted at the positive reception to this framework from B2B brands and agencies.

Perhaps the greatest effect of The Effectiveness Ladder has been its clear articulation of 'the what and why' of effective B2B marketing. It has enabled all stakeholders in the industry—from CMOs and their teams to CROs to CFOs to CEOs—to see 'best in class' examples of B2B campaigns that demonstrate the behaviors and outcomes at the top rungs of the Ladder. It has brought clarity to the different types of effects campaigns have. It has made evident that most B2B campaigns do not aspire to or achieve the Ladder's highest rung: becoming a Strategic

Asset able to move a business forward into the future.

But the question that follows "what" and "why" is "how." How do you develop ideas capable of getting to the top of the Ladder? And that's where this report comes in.

The Big Long Idea approach, developed by award-winning global B2B agency Stein IAS, is one way to answer that "how" question. It is a means for developing ideas that have the potential to become strategic assets. In this report, we outline that approach and show how it can work, using real-life examples.

There's no doubt that we are now seeing real momentum in B2B. We believe this report is an important addition to the growing B2B knowledge bank and will help inspire change and growth in the sector.

Enjoy the report!

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Executive summary

A transformation is underway.

To thrive in the new age of B2B, it's essential for marketers to understand how to navigate this new world to help their brands thrive.

Creative effectiveness is now recognized as one of the essential B2B growth drivers.

B2B marketers are responding with better and more creative work.

It's time to raise the creative B2B bar with Big Long Ideas.

There is an enormous opportunity for brands to make creative effectiveness the new competitive advantage by understanding the transformational trends currently taking place and applying the Big Long Idea (BLI) principles.

Creating strategic assets at the top of the Effectiveness Ladder does not happen by coincidence. It only happens by design.

A process is key to ensure the successful execution of any transformation project.

Creating a culture of creativity and creative effectiveness is no different. Understanding the process and truly investing in its 'adoptability' is key to increasing the likelihood of success.

A Big Long Idea can take the B2B Effectiveness Code from theory to execution.

To climb the rungs of the B2B Effectiveness
Ladder, you need to follow a systematic
approach to developing creative, effective ideas.
The Big Long Idea principles provide a simple
but structured process to "ladder up" to creative
mastery and effectiveness.

Our key BLI advice for marketers, agencies and brands:

- 1. Review the headline transformational trends and assess your organization's change readiness in relation to the trends.
- 2. Understand where your organization is on its transformational journey. Do a "culture of creativity" assessment by completing the one provided in this report.
- 3. Stress test the "bigness" and "longness" of the ideas you develop against the BLI principles checklists provided.
- 4. Review the case studies to identify how your ideas compare against ideas that meet the criteria of a Big Long Idea.
- 5. Identify opportunities to create safe creative spaces to engage and collaborate with peers. Create internal workshop opportunities to foster a culture of creativity, learning and development.
- 6. Repeat the exercises until you land consistently on Big Long Ideas.

The case for change: Ushering in a B2B creative effectiveness movement



Creative effectiveness: B2B's untapped competitive advantage

The B2B Effectiveness Ladder, developed by WARC with the B2B Institute @ LinkedIn, provides an evaluative framework that increases marketers' (and nonmarketers') awareness of the effects that are possible and desirable in the B2B space. In particular, it reveals the gap between most B2B marketing campaigns and optimal effectiveness. The case studies that underpin the Ladder show that only 5% of the 435 campaigns studied upon reach level 6 (Strategic Asset). The clear implication is that **Creative Effectiveness is a** greenfield for growth in the B2B space.

The B2B Effectiveness Ladder has brought to the fore the following **B2B** marketing challenges:

- B2B needs to better balance shortterm activation with long-term brand building.
- B2B needs to employ more emotional advertising and marketing using a wider range of creative strategies and channels.
- Growth is dependent on reaching large audiences that currently are not in market without losing sight of or focus on the smaller audiences beginning or in the midst of their buying cycles.
- Making "big bets" creatively is ultimately less risky and more profitable than placing many 'small bets.'

The B2B Institute and WARC research further evidenced that:

- For B2B marketers to climb the Effectiveness Ladder, they need to adopt lengthier, more emotional, broader-reaching campaigns.
- To reach levels 4-6 of the Ladder, a high level of creative commitment is required. We can learn from the winning behaviors of market-leading campaigns identified at those levels, all of which have high creative commitment scores.
- To increase creative commitment, marketers have three "levers" that, when pulled together, give their campaigns an effectiveness advantage:
- Investment initially and over time at higher share-of-voice levels than competitors
- Duration (sustained time in market)
- Number of media channels (paid, earned and owned)

The B2B STRATEGIC ASSET Effectiveness Drive the business forward into the future Ladder **BRAND BUILDER** Create greater affinity with the brand **FAME MAKER** Create awareness and talkability COMMERCIAL SALES CLOSER Convert existing demands to sales **LEAD GENERATOR** Generate qualified sales leads **RESPONSE TRIGGER** Stimulate a response or interaction

> A hierarchy of the six main types of effects that B2B marketing produces, from least to most commercially impactful













The big long opportunity in B2B: A movement in the making

With the inaugural B2B Lions having launched at the 2022 Cannes Lions International Festival of Creativity, the opportunity now is to create a movement in B2B by closing the gap between good-enough and great creative ideas. But this movement requires an actionable methodology to climb the B2B Effectiveness Ladder.

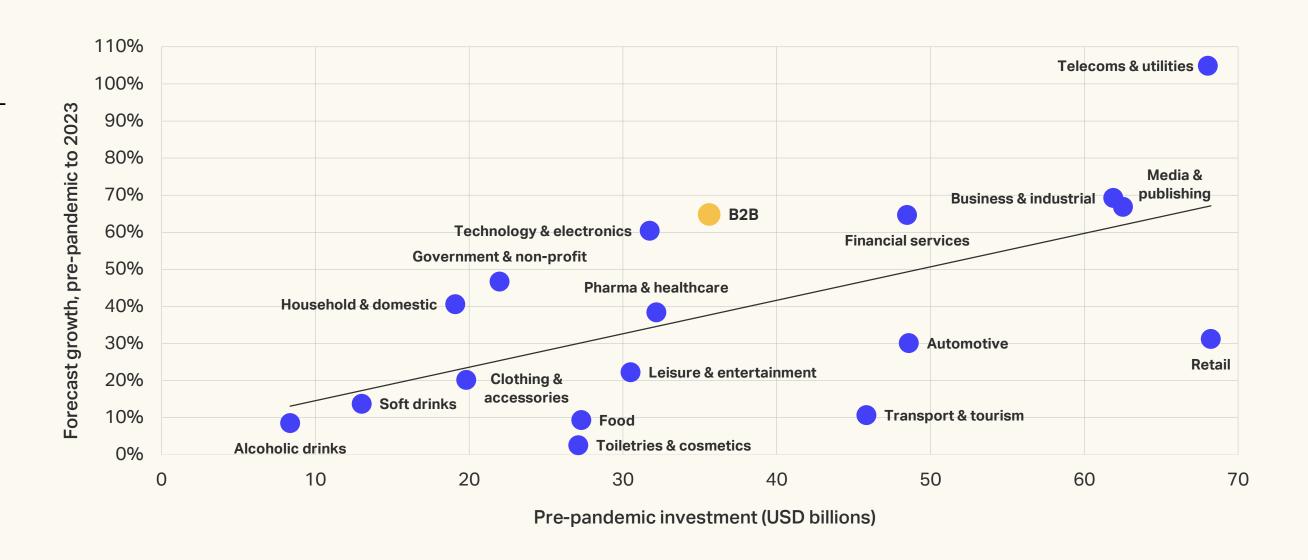
Enter the Big Long Idea (the "BLI"). Developed by Stein IAS, the BLI provides the industry with a muchneeded approach to leverage the B2B Effectiveness Ladder and raise the creative effectiveness bar in the B2B space.

This movement comes at an opportune point in time. Most agree that B2B has entered a golden age of growth. B2B companies have proven themselves the backbone of the global economy and drivers of innovation and economic resilience. Of note, the 2021 FutureBrand Index highlighted the shift towards the favorability of B2B brands, as opposed to consumer brands.

The FutureBrand Index further identified a trend indicating the brands that are thriving prioritize innovation to consistently impact individual well-being and drive change for good at scale. This trend has accelerated during the COVID-19 pandemic, as traditionally behind-the-scenes tech, pharma, supply chain and other sector brands have become "household" names recognized for the indispensable role they play.

B2B sector growth evidenced by growing ad spend

USD billions in 2019 and forecast % change in 2023, nominal





Balancing budgets to connect brand and demand

report by The B2B Institute, over the next few years, B2B marketers increasingly will build their marketing budgets on the back of research by Les Binet and Peter Field—authors of "The Long and The Short of It: Balancing Short and Long-Term Marketing Strategies."

Binet and Field indicates the optimal investment balance is approximately 46% on brand building and 54% on activation (demand generation) given that activation plays a slightly more important role in B2B than B2C. But by 2030, the balance is expected to tip decidedly in the direction of brand. This reflects an opportunity in B2B's golden age for brands to come to the forefront and engage with audiences around their purpose, values and value propositions to drive greater mental availability and favorability. It also reflects

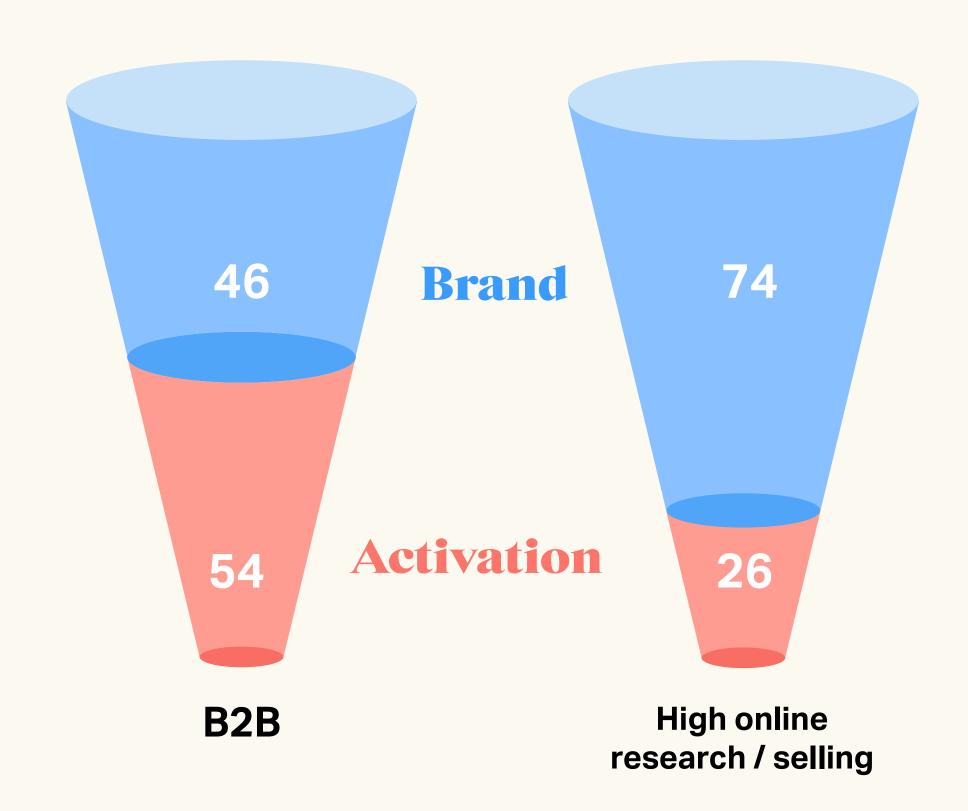
growing awareness in B2B of the "95/5" rule—the fact that 95% of potential buyers are not in market at any given point in time and represent future demand, revenue and cashflow as articulated in B2B Institute and Ehrenberg-Bass research.

There is another 95/5 rule in play as well. Choosing not to place the bigger, longer-term bets on brand marketing could cost companies in the long term. As previously stated, only 5% of B2B case studies in the WARC database are placed at the top level of the B2B Effectiveness Ladder. By shifting their strategies to place bigger bets, brands have the opportunity to climb to the top of the B2B Effectiveness Ladder, exponentially increasing growth.

The net takeaway is that B2B's golden age will only truly take flight with an industry commitment to ideas that become strategic assets leading brands and businesses into the future.

Long-term vs. short-term activation

A focus on lead-gen, but brand-building matters



Source: IPA Databank, 1998-2018 B2B IPA cases, Binet & Field, The B2B Institute, 2019
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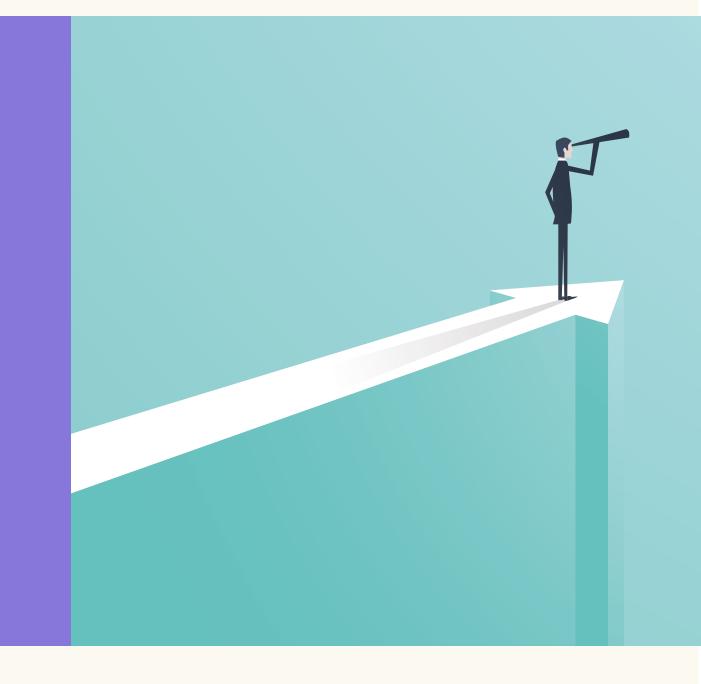




Reuben Webb
Chief Creative and Values Officer
Stein IAS

Climbing the Effectiveness Ladder starts with developing a company culture that values creativity and enables it to happen by endorsing the level of commitment and investment required to develop, produce and distribute Big Long Ideas that become strategic assets for the long-term.

B2B transformational trends



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B2B transformational trend #1: Creativity

Catalyzing transformation by developing cultures of creativity

In 2017, the United Nations Conference on Trade and Development (UNCTAD) designated April 21 as World Creativity and Innovation Day, acknowledging the creative economy as a critical tool for sustainable development.

A 2021 "The Future of the Creative Economy" report by Deloitte stated that the creative economy is likely to be a key driver of economic growth over the long term. To capitalize on the far-reaching trend of creativity as a growth driver, B2B brands need to create values-based "cultures of creativity" that shape how their people and organization behaves.

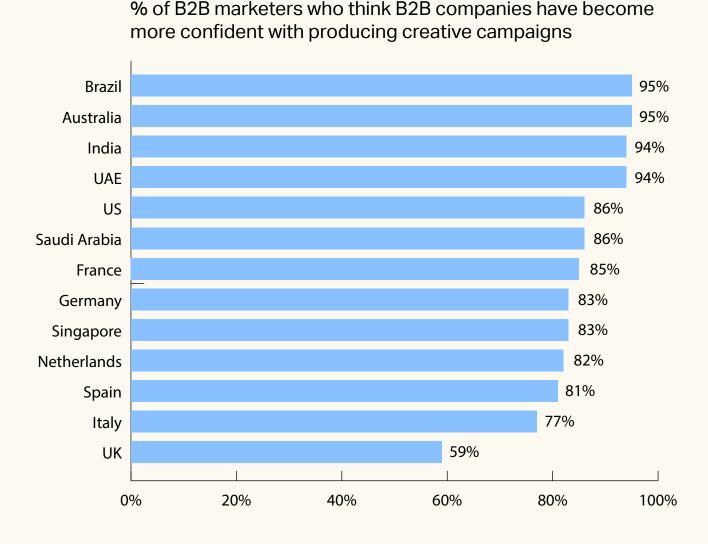
According to Reuben Webb, Chief Creative and Values Officer at Stein IAS, "Climbing the Effectiveness Ladder starts with developing a company culture that values creativity and enables it to happen by endorsing the level of commitment and investment required to develop, produce and distribute Big Long Ideas that become strategic assets for the long-term.

While still a work in progress, cultures of creativity and of creative innovation and effectiveness are increasingly taking root across B2B, as evidenced by soaring confidence among marketers. To build creative confidence and commitment, a key step is to assess your organization's

readiness to climb the B2B Effectiveness
Ladder. Stein IAS designed the following
10 question self-diagnostic survey for
companies to rate their creative cultures—
with the clear implication that only highly
rated brands can deliver highly effective
creative ideas.

B2B marketing "creative confidence" soaring





Source: LinkedIn survey of 1,600 B2B marketing leaders conducted between April to May 2022 © Copyright WARC 2022, All rights reserved.

B2B transformational trend #1: Creativity

Use this Creative Strategy & Culture survey to find out how close your organization is to making B2B creativity a strategic business asset—the proven way for B2B brands to grow and to win the biggest prizes, like the Creative B2B Lions.

Is creativity a growth driver for you?

Creative effectiveness		Low to advanced			
	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Our brand has a unifying idea with an identifiable story that is effective at the brand level and the demand level, creating a connected customer / prospect experience along the buyer journey.					
Our creative idea is globally unifying and universal, from brand marketing to regional and local marketing teams, giving us a consistent customer experience around the world.					
Our brand always develops crafted, proprietary imagery rather than relying on stock imagery in marketing.					
We have a distinct and ownable thought leadership position that enables us to create differentiated and positively provocative content and commentary, confidently and consistently.					
Our marketing teams have a culture of creativity driven by the belief that creativity in marketing experiences drives long-term brand strength and business growth.					
We use multiple qualitative, quantitative and business performance metrics to gauge creative effectiveness.					
Within our marketing organization up to the c-suite, creativity (and creative effectiveness) is considered a strategic asset that is helping lead our business into the future.					
We have a creative culture that's effective across the entire creative spectrum, from big campaign ideas to content marketing at every stage of the buyer journey.					
We have a marketing culture that celebrates creative achievements and winning awards is important to the team, our management, our agency partners—and important to all of our respective personal and collective professional success.					
Our marketing team has final say on creative ideas and ideas do not become diluted or made less impactful by stakeholders outside the marketing function.					

Case study:

State Street Global Advisors (SSGA)

Fearless Girl

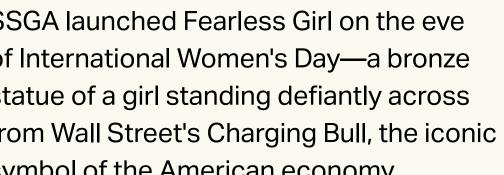
State Street Global Advisors, an investment firm, sparked a global conversation on women's equality issues in the US with Fearless Girl, the statue of a girl confronting Wall Street's Charging Bull. Fearless Girl is a world-class, worldspanning example of the Big Long Idea. Years after it debuted, it is still present in the world and in conversations. It has had profound business impact. It has had profound societal impact. And, it is a richly deserved Cannes Lions winner.

Overview:

State Street Global Advisors (SSGA) wanted to make the point that gender diversity in the boardroom isn't only the right thing to do; it is also better for the bottom line.

SSGA found that there is a powerful relationship between businesses that embrace gender diversity and businesses that perform well. Yet, the share of women in corporate leadership positions remains disproportionately low.

SSGA launched Fearless Girl on the eve of International Women's Day—a bronze statue of a girl standing defiantly across from Wall Street's Charging Bull, the iconic symbol of the American economy.



Results:

• 152 companies added a woman director with 34 more committed to do so, representing \$13 trillion USD worldwide

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- Share of voice (SOV) went from 7.8% to 34% in 1 month
- Reach: 128 countries, 2,400 articles and 140.5M impressions

B₂B transformational trend #2: Commitment

B2B effectiveness

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increases as

commitment

creative

increases

Commitment to an idea and being in market on a sustained basis to drive mental availability

Creativity is proven to increase B2B marketing effectiveness. But making ideas stick—making them optimally effective—takes commitment. Being authentic, being brave, having an opinion and challenging the audience are crucial to creative effectiveness but so are investment, duration and channels. B2B organizations need to be willing to buy into creativity as a strategy and make the necessary commitment to see increased effectiveness.

Creative Commitment Score

Commitment to the new generation of **B2B** buyers

While there is a clear need for creative commitment, this need is more present than ever. The reason? BETAs.

BETAs (Blurred Boundaries, Evolving, Tech Native, Activist) are the rising generation of B2B decision makers. As described in the GWI's report "Work in BETA: The Rising B2B Decision Makers," they are the first cohort of digital natives to assume positions of seniority in business. They are the generation that has always used smartphones, cloud-based services and digital collaboration tools. They don't have professional experience that pre-dates search and e-commerce.

Up top 75% of B2B decision makers today are BETAs. They are having out-sized impact on the evolving B2B path to purchase. LinkedIn's B2B Institute, alongside GWI, analyzed the impact of the BETA workforce

on B2B brands. BETAs place a strong focus on self-improvement, self-evolution and innovation. As consumers, BETAs demand that brands act on social justice issues. The same holds true for the BETAs in business.

This is aligned with the finding in a WARC CMO Growth Council report that emphasized the importance of putting people first by bringing back human insights into marketing, and reemphasizing humancentric marketing due to brands' loss of focus on human needs and desires.

Accordingly, there has never been a better time for B2B creative commitment and brand purpose to meet. As the case studies in this paper show, a Big Long Idea committed to a brand's authentic desire to make the professional world—and the larger world we live in—a better place increases its effectiveness and drives business growth.

B2B transformational trend #2: Commitment

Commitment to the concept of mental availability

The full-on shift to digital and the BETA generation of B2B buyers are together prompting an evolution in channel mix. McKinsey research on B2B decision makers confirms that omnichannel is not a trend, it is a critically important fixture for B2B globally. The pandemic has cemented omnichannel interactions as the predominant path for B2B sales. B2B buyers have flexed to digital ways of engaging, which is in line with their technative lifestyle. A preference for self-serve and e-commerce has been on the rise since 2020. The rise of connected TV and digital video are giving B2B marketers access to the same creative palette B2C marketers have long used—but with targeted efficiency and efficacy.

In sum, B2B brands have the need and opportunity to commit to ideas that engage and capture the imagination of the new generation of buyers, and all B2B buyers, for extended periods of time across multiple channels and media. Due to the traditionally long B2B sales

cycles, these ideas need to be strategic enough and big enough to build mental availability over time and long enough to give rise to and halo multiple tactical marketing campaigns that work toward what Sven Dellagnolo, Senior Director, Global Revenue Marketing at Lexmark calls "conversation readiness"—the moment when a highly qualified customer, who is in an active buying cycle, is ready to have a serious conversation with sales.







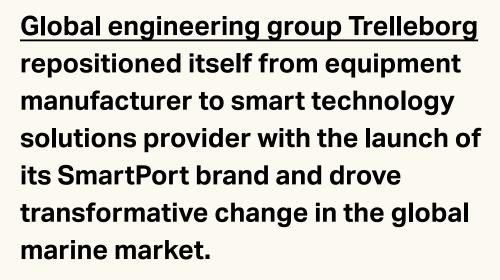
Richard Hepworth
President
Trelleborg Marine &
Infrastructure

There are lots and lots of B2B businesses that still think that marketing is just sales tools and trade shows. In this golden age of B2B, there's a real opportunity to work with smart, strategic marketing agencies to create Big Long Ideas that improve your positioning, improve your trajectory and, therefore, drive your business forward.

Case study:

Trelleborg

The Smarter Approach



Overview:

Trelleborg is a leading provider of engineered polymer solutions for the maritime industry, such as docking and mooring systems that are ubiquitous in the global port ecosystem. Observing the relatively slow pace of digital transformation in the port sector, Trelleborg saw an opportunity to lead market change by launching a line of loT solutions.

In a bold step for a company known for its polymer (rubber) solutions, Trelleborg launched its Smarter Approach brand strategy and Big Long Idea and, within it, launched the SmartPort strategic subbrand. Through a series of omnichannel campaigns, Trelleborg changed the course of the industry and its businesses, turning smart solutions into nearly 10% of its overall revenue in a single year.



Results:

- 9.2% Share of revenue
- 31% Revenue above target

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B2B transformational trend #3: Confluence

Confluence: Sales and marketing, shortterm and long-term, in-market demand and future demand

McKinsey's recent B2B Pulse
Survey (November 2021) points to
a rapid and irreversible shift to an
omnichannel approach in B2B selling,
with customers buying face-to-face,
remotely and online. However, many
sales and marketing teams are still
striving to work together in this
new reality. Sales and marketing
teams realize the need to be more
strategic, integrated, transparent
and collegial—and to work far more
closely to align revenue goals to
metrics across the funnel.

But traditionally, the sales and marketing relationship has been akin to a fight scene from West Side Story. More than half of McKinsey's survey respondents reported that sales teams either don't fully utilize, or, worse, ignore content created by marketing. Stronger relationships at a senior level and more interaction at a functional level are required to drive results and growth. Simply, sales and marketing teams need to dance to the same drumbeat to realize the omnichannel benefits of ideas that are strategic assets.

The good news is, progress is being made. Driven by digitization, marketing's expanded responsibility across the funnel, the ubiquity of ABM, and the need for customercentricity, sales and marketing are making collaborative gains in the interest of growth. In all these regards, Big Long Ideas—ideas that span the buyer journey and connect

the customer experience from first touch to in-life—are ideally suited to support this necessary sales and marketing confluence.

Further, B2B's traditional emphasis on short-term, sales-focused activation (versus long-term brand building) is being rethought. Research from the Ehrenberg-Bass Institute for Marketing Science shows the new balance being utilized by many B2B marketers as they focus both on the 5% of buyers who are in market (representing current demand) and the 95% who are not (representing future demand). This is another dimension of confluence and another manifestation of the value of Big Long Ideas, which are big enough to drive mental availability and memorability at the brand level and long enough to drive specific tactics at every buyer journey stage.





Sven Dellagnolo
Senior Director
Global Revenue Marketing
Lexmark

The reason my group is titled Revenue Marketing is because it's a really easy way to create a North Star for the team, which means everything we do, every project we do, every idea we develop, is contextualized based on its impact on our business priorities, most often with a direct relationship to revenue generation. The Big Long Idea process helps ensure that we stay clearly focused on our North Star—from brand through to demand.

Case study:

IBM

Let's Build a Smarter Planet

During the 2008 financial crisis, <u>IBM</u>
fortified its brand by repositioning the company from an IT hardware provider to a partner specialized in the intelligent application of technology that could improve the planet.

Overview:

To do this, IBM shifted their strategy and used media channels to spread their message that technology existed to make the world work smarter. This involved approaching these channels in a creative way—for example, a launch as a speech; IBMers as evangelists, video as documentaries, media as partnership, and events as forums.

Communications and engagement were pivoted away from targeting IT managers and focused on engaging business, political and social leaders with messaging about making an impact on the world through technology. The brand platform became an invitation to the leaders: Let's build a smarter planet.

Results:

- In 2010 alone, this campaign expanded IBM's market by £2.3 billion
- 30% increase in IBM's brand value
- IBM's Smarter Planet agenda has been featured and quoted in excess of 6,000 times

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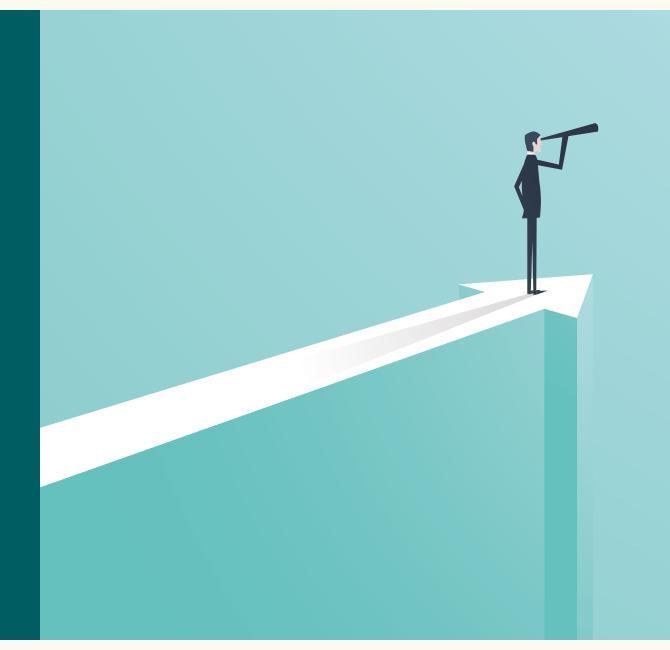
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The Big Long Idea as a driver of creative effectiveness





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The Big Long Idea as a driver of creative effectiveness

For marketers seeking to capitalize on these transformational trends, the Big Long Idea provides a methodology for developing ideas with strategic asset potential. The BLI has been designed and market-tested over time to improve creative effectiveness. It is a highly actionable approach to developing brand-building, fame-building ideas that become strategic assets—but also to drive performance as response drivers, lead generators and sales closers.

Going big and building long

The BLI has two key facets: B2B ideas should be BIG enough to communicate an offering—whether at the brand level, product level or vertical market level—to all audiences in a way that is emotionally and rationally rewarding. Typically, B2B marketers struggle with this due to an overemphasis on small, quick wins with inadequate levels of creative commitment. Big ideas in contrast represent big bets. Accordingly, the idea needs to express the offering at its most universal level to make it as inclusive as possible—appealing to all decision makers and influencers in a professional space, appealing beyond that space through its sheer cultural relevance, appealing to people as people.

The three "Big" dimensions include:

Offering:

From brand to product brand to specific solution, B2B offerings are inherently complex. The bigger the idea, the more clarity and unity it will bring to the offering, the more accessible and valuable the offering will become, and the more receptive and emotionally involved the audience will be.

Audience:

What makes B2B different from B2C is that there almost always are multiple decision makers and decision *breakers*. The bigger the idea, the more inclusive and persuasive it will be.

Originality:

There is far too much similarity in B2B marketing. For an idea to take up a bigger share of mindspace than competitor ideas (and to drive mental availability), it must be truly original and richly emotional. Originality captures an audience's imagination and emotion inspires it to share. The bigger the idea, the less likely it will already exist anywhere "in category," anywhere across B2B, or anywhere else in the world.



B2B ideas also need to be LONG enough to work as a connected story across channels, content and experiences—extending from internal activation to the entirety of the buyer journey.

The three "Long" dimensions include:

Time (buyer journey):

The B2B buyer journey can take many months, if not years, as there is almost always a high-stakes decision to be made. There also are many buyers who are not currently in market. To be long, the idea must be easily and intuitively adaptable and flexible over time and across the buyer journey—and must speak to in-market buyers as well as out-of-market buyers.

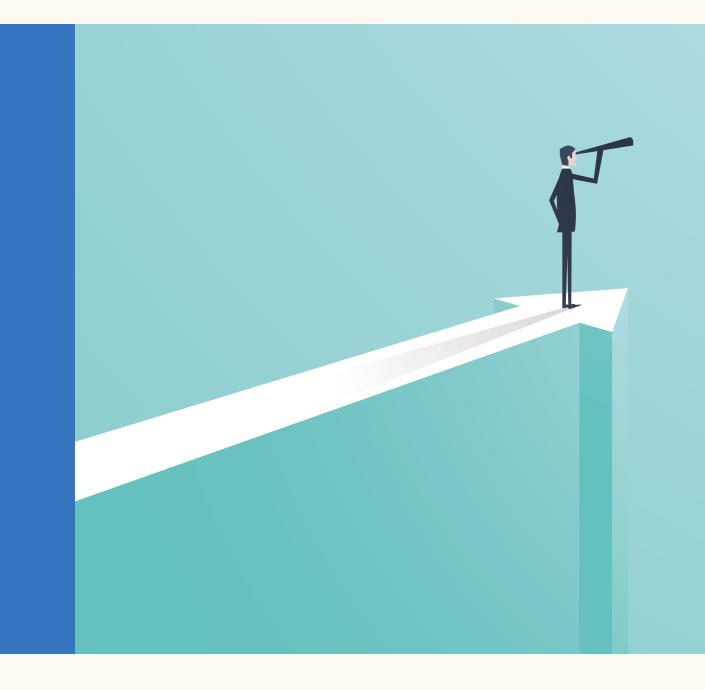
Story / content / experience:

Each successive stage of the journey requires a deeper part of the brand story, told using the appropriate content and experiences, to convince people to continue the journey. To be long, the idea must be effortlessly present, intensely relevant and extremely useful (useful and flexible for the marketing team as well as useful for buyers) at every journey stage.

Multi-campaign-able:

In every instance, a BLI can drive multiple campaigns within it. To be long, the idea must encompass new offerings, competitive challenges, thought leadership—supporting every tactical opportunity because of its strategic, extensible nature.

BLI principles and methodology





BLI principles and methodology

The principles of BLI effectiveness bring the classic Peter Drucker business phrase "what gets measured gets managed" into the lexicon of creative effectiveness. The BLI approach is a call to action for forward thinking leaders to wake up to the golden age of B2B fueled by a brand's ability to capitalize on creativity as a strategic asset.

The BLI principles are intended to enable marketers who, through the B2B Effectiveness Ladder, understand the goal and are working to develop ideas that achieve the goal.

Through the methodology to execute the BLI principles, marketers can now de-risk the investment in "Big Bets" by assessing during the development stage whether ideas have enough value to climb the Effectiveness Ladder and become a "strategic asset" for the business.

The only way to know you have a Big Long Idea is to test it and determine if it achieves the winning behaviors and BLI principles.

BLI principles checklists

These three checklists let you assess the strength of ideas to climb the Effectiveness Ladder. The more criteria that are met, the more likely an idea exhibits the winning behaviors that drive results at each level of the B2B Ladder.



#1 Originality value



#2 Internal and customer value



#3 Emotional and rational value

Originality value

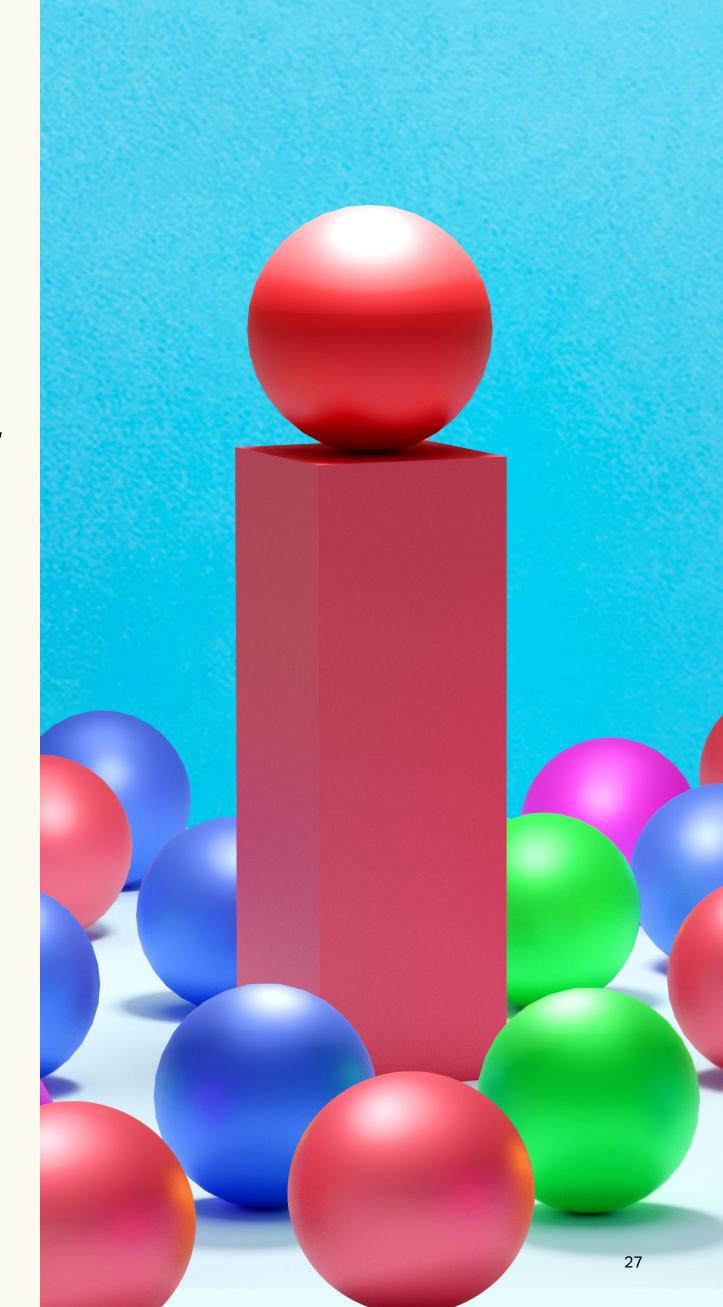
For an idea to become famous—to become a true strategic asset it must be original. The idea must become famous in its category at a minimum (often by using out-ofcategory creative approaches). But ideally, it should have the ability to be famous far beyond its category (think "Fearless Girl"). To become truly famous, the idea should transcend business and reflect popular culture (also accomplished by "Fearless Girl"). The essence of this BLI principle is: if an idea is not genuinely original, it will not get into the mind to have the necessary effect.

To ensure an idea is original, it must be new, it must be different and and it must beg the attention and investigation of its audience. This is a high bar. But to get to level 4 (Brand Builder), level 5 (Fame Builder) and level 6 (Strategic Asset) on the Effectiveness Ladder, B2B marketers need to test the idea's ability to inspire the world and

capture imagination in a way that naturally compels people to share the idea with others.

The two originality value checklists provided help assess the originality of your ideas. The first checks against other brands' ideas, helping you establish category and marketing industry originality. The second helps you compare your idea against cultural and aesthetic filters, helping you establish originality of an idea's expression.

The more of the checklist criteria that can be met, the more likely an idea is capable of exhibiting the winning behaviors that drive results at each level of the B2B Effectiveness Ladder. When evaluating ideas against these criteria, cross reference with the winning behaviors, asking whether the idea exhibits these behaviors.



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Originality value checklists

The Originality Value checklist is designed to help brands evaluate an idea's level of originality and whether the idea is BIG enough to drive results and achieve the winning behaviors at the top levels of the Effectiveness Ladder.

How original is the idea in a marketing context?	YES	NO
1. Is the idea different to ideas the brand has used before?		
2. Is the idea different to ideas the competition has used before?		
3. Is the idea different to ideas the industry has used before?		
4. Is the idea different to ideas any B2B brand has used before?		
5. Is the idea different to ideas any brand has used before?		

How original is the idea in a cultural context?	YES	NO
1. Is the idea connected to culture in an authentic way?		
2. Is the idea culturally relevant now and for the future?		
3. Is the idea artistically sophisticated?		
4. Is the idea emotionally expressive?		
5. Is the expression of the idea different to ideas any brand has used before?		

Internal and business value

Another marker of a Big Long Idea is that it is valuable internally—to the marketing team and the organization overall—and valuable externally to customers (which is more obvious). To ensure that an idea is valuable both internally and externally, value checklists unique to each brand should be developed to judge the idea in answering these questions:



How will this idea be valuable internally to the business?



How will this idea be valuable externally to customers?

Method to develop the internal value checklist: internal research and workshops.

Internal value considers utility and inclusivity. An idea is only valuable if people want to use it and it is easy to use. Considerations include: adaptability for each business area, business and brand cultural fit, natural for sales people to explain, and easy for marketing teams to deploy.

Method to develop the external value checklist: external research and interpretation.

Most importantly, check that the idea is intensely valuable to customers in all the dimensions that will deliver the best results. Considerations include: inspiring new thinking, real problem solving, supporting an investment case, and manifesting authentic day-to-day purpose.





Internal and business value checklists

Business value checklist	High	Medium	Low
1. Differentiated usefulness			
2. Real problem solving			
3. Empowering as an investment case			
Internal value checklist	High	Medium	Low
1. Adaptability for each business area			
 Adaptability for each business area Natural for salespeople to explain 			
2. Natural for salespeople to explain			

Emotional and rational value

All ideas at the top of the Effectiveness Ladder have a balance of emotional and rational value, based on an ability to evoke emotion through experience, and influence an outcome through rational appeals.

in marketing provides a competitive advantage for brands. It enables deeper connections with the customer, elicits human interest and helps people feel good about the decisions they are making and asking others to make. The symbiosis between emotional and rational value is a must to satisfy customer buying criteria, and provides a business case for creative commitment.

To achieve the winning behaviors of the ideas at the top rungs of the Ladder, the most effective ideas need to enliven and motivate people at the point of connection and sharing, as well as explain rationally why the brand or offering is worth buying. Again, with long sales cycles and the essentialness of client relationships

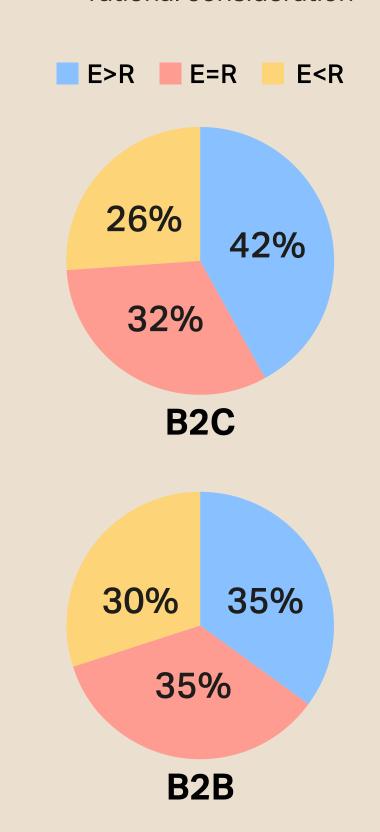
setting B2B marketing apart from B2C, Big Long Ideas that extend the full length of the buyer journey, from awareness to retention, are the pinnacle of creative effectiveness.

Further, as people and teams progress across the buyer journey, the relative impact of emotional and rational appeals change. In short, to stand out and be talked about, you need to connect emotionally. To capitalize on the elevated brand presence and preference emotion drives, you need to follow through with the substantive, rational information and proof points buyers require to make final decisions.

The Big Long Idea methodology was designed in a B2B context to support both emotional and rational appeals—and to support the development of the most relevant content and experiences at all journey stages—while maintaining the integrity of the idea throughout and over time.

B2B buyers report "emotional" is as important as "rational"

Relative importance of emotional vs. rational consideration



Source: IPA Databank, 1998-2018 cases



Emotional and rational value

The three types of emotional value that lead to a Big Long Idea.

Typically, a BLI will leverage at least two of these values.

Professional value:

Making people feel good about what they do—their "professional purpose"—is a powerful motivator.

Universal value:

Making people feel good as a person by leveraging the universal emotions that all people feel, like joy, sympathy and anticipation, will encourage engagement with and sharing of an idea.

Current value:

Making people feel a brand is connected to current issues in an industry and in the world increases relevance.

The four types of rational value to look for in an idea:

Strategic relationship value:

Does the idea increase the ability to build strategic customer relationships beyond transactional?

Technical value:

Does the idea work as a platform to support the technical features of an offering?

Financial value:

Does the idea work as a platform to support the financial case to invest in a brand and offering?

Adoptability value:

Does the idea work as a platform to support the case for ease of integration?



Emotional and rational value checklists

Emotional value checklist	High	Medium	Low
1. Professional value: Does my brand speak to the emotional experience of our customer's profession?			
2. Universal value: Does my brand experience invoke a sense of humanity as well as speaking in a language that facilitates an emotional sensation in the individual?			
3. Current value: Does my brand give my audience a sense that we know what is happening NOW?			
Rational value checklist	High	Medium	Low
1. Strategic relationships value: Does the idea increase the ability to build strategic customer relationships beyond transactional?	High	Medium	Low
 Strategic relationships value: Does the idea increase the ability to build strategic 	High	Medium	Low
 Strategic relationships value: Does the idea increase the ability to build strategic customer relationships beyond transactional? Technical value: Does the idea work as a platform to support the technical features 	High	Medium	Low

Conclusion



Key takeaways

A transformation is underway

Isla Mackenzie, CMO of UBS
Asset Management famously
stated, "Creativity is the new
alpha." Creative effectiveness
is now recognized as one
of the essential B2B growth
drivers. And B2B marketers are
responding with better and more
creative work. But even better
and even more creative work
delivered more consistently is
the end game. The Big Long Idea
is a means to this end.

Creative effectiveness needs creative culture

70% of change programs fail, according to McKinsey. Yet, when people are truly invested, change is much more likely to stick. Developing and sustaining a creative culture is a necessity for sustained creative effectiveness and for delivering Big Long Ideas as a matter of course.

Creative commitment makes BLIs stick

Similarly, Big Long Ideas won't stick if 95% of B2B brands remain focused on short-term, low-commitment campaigns. Without comment, brands will miss an enormous opportunity during B2B's golden age to make creative effectiveness the new competitive advantage.

The B2B Effectiveness Ladder is the "What and Why." The BLI is the "How."

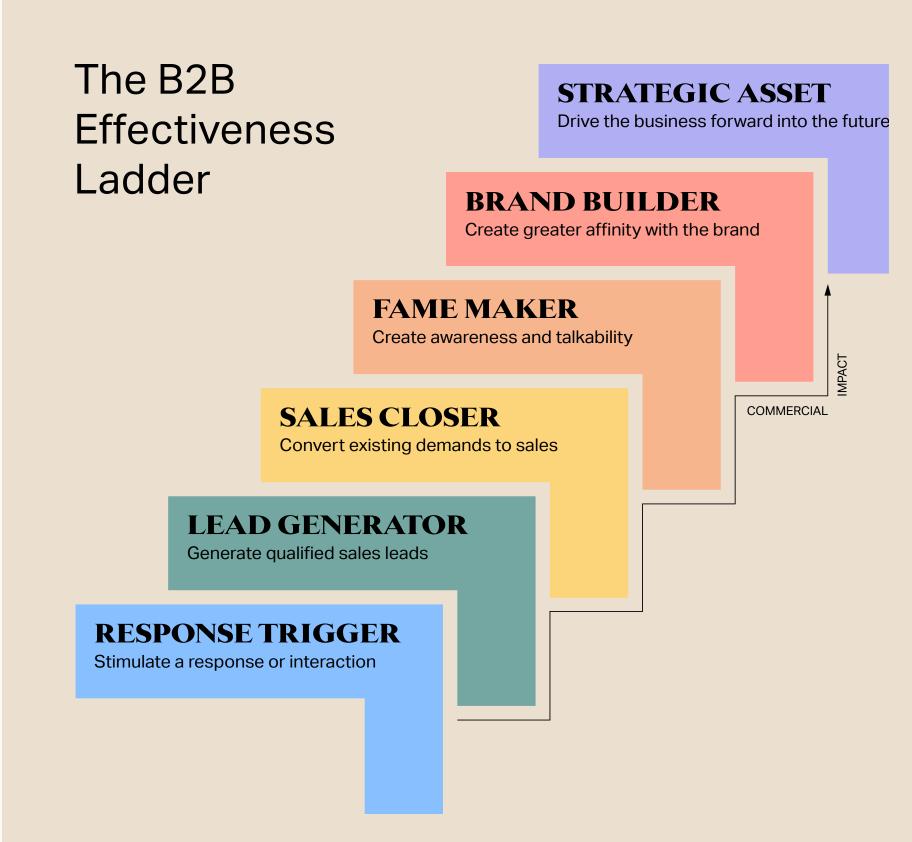
The golden age of B2B shines brightest for brands smart and brave enough to leverage the cumulative power of the Big Long Idea principles and make the appropriate level of investment to scale the Effectiveness Ladder.

The cumulative power of the BLI principles

The more of the BLI principles an idea exhibits, the bigger and longer it is and the greater results at each level of the B2B Effectiveness Ladder.

Winning behaviors from the upper rungs of the Ladder:

- Be surprising, original
- Champion an authentic purpose
- Do something everyone can be a part of
- Use emotion and a variety of creative strategies
- Target broad audiences
- Address key brand vulnerabilities
- Track and measure long-term brand and business metrics such as:
 - Improvements in brand health
 - Improvements in demand performance
 - Sales and market-share growth
 - Profit growth
 - Long-term return on marketing investment



A hierarchy of the six main types of effects that B2B marketing produces, from least to most commercially impactful









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Our key BLI advice for marketers, agencies and brands:

Review the headline transformational trends and assess your organization's change readiness in relation to the trends

Understand where your organization is on its transformational change journey. Do a culture of creativity assessment by completing the creative culture and strategy survey provided

Stress test the bigness and longness of your ideas against the BLI principles value checklists

Review the case studies to identify how your ideas compare against ideas that meet the criteria of a Big Long Idea

Identify opportunities to create safe creative spaces to engage and collaborate with peers.
Create internal workshop opportunities to foster a culture of creativity, learning & development

Repeat the exercise until you land on a Big Long Idea

Who we are

At WARC, our purpose is to save the world from ineffective marketing by putting evidence at the heart of every marketing decision.

We believe that effective marketing is based on facts and not opinions.

Since 1985, we've brought confidence to marketing decisions through the most trusted research, case studies, best practice, data and inspiration.



Today, we help 75,000+ marketers across 100+ countries. Our clients include the world's leading brands, advertising and media agencies, media owners, research companies and universities—including the top five largest agency groups and top five largest advertisers in the world.

Learn more about WARC Advisory here.

For more information on bespoke advisory projects contact imaad.ahmed@warc.com or edward.pank@warc.com

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About Stein IAS

Driving Growth from Brand to Demand

Stein IAS are the B2B Originals, the first and leading global brand-to-demand agency for B2B enterprises worldwide. We believe that driving brand progression and revenue growth in B2B requires a full-on commitment to highly original creative ideas combined with a parallel commitment to data, intelligence and disruptive technology. This twin commitment correlates inevitably with marketing effectiveness. Through it and due to it, Stein IAS has been named a B2B Agency of the Year by the ANA 10 of the past 13 years—and has won the WARC Effectiveness Award (B2B) in association with LIONS for the past two.

In 2020, Stein IAS launched the <u>Original Growth Model</u>, a strategic framework for transformative brand-to-demand growth realization. The agency also conducted global research in partnership with WARC and The Effectiveness Partnership to benchmark the progression of B2B marketers from their traditional role as Sales Enablers to today's more expansive role as Growth Drivers.

With this "Big Long Idea for Creative Effectiveness" report, developed in partnership with WARC, Stein IAS provides another essential methodology, this one designed as an actionable process to enable brands to climb The B2B Effectiveness Ladder.

