



**MEASURING THE EFFECTIVENESS
OF CELEBRITY & TV
SPONSORSHIPS IN CHINA**

An R3 White Paper

INTRODUCTION

Chinese marketers are at the forefront of the influencer marketing trend. When it comes to attracting young consumers in the digital space, brands increasingly leverage celebrities and other social media personalities who can influence the purchasing habits of this target demographic. According to a recent AdMaster report on digital marketing trends, 72% of brands increased their investment in social media marketing in 2017, with 63% of that investment directed at KOL promotion.¹ However, when developing an influencer strategy, it is important that marketers understand the different types of influencers, and how they operate across the top platforms in China.

In this report, we will explore two growing types of influencer marketing in China – collaborating with celebrities and sponsoring variety shows. We developed a proprietary index to measure the effectiveness of each of these strategies, as well as exploring two in-depth case studies to demonstrate best practice.

Our goal is simple – improved insights will lead to better business decisions and results.

1. <https://wenku.baidu.com/view/6745023824c52cc58bd63186bceb19e8b8f6ecdb.html>

ENTERTAINMENT MARKETING REACHES A NEW PEAK

Collaborating with celebrities and sponsoring variety shows have become two integral parts of Chinese marketers' communication strategies. As such, R3 has set out to assess their effectiveness and analyze what contributes to the success of each strategy. With the new trend of working with the rising stars from idol contests (偶像养成), brands have more opportunities to engage with fans. However, the challenge lies in getting the execution right and standing out in the oversaturated communications environment.

CELEBRITY KOLS



Chinese brands are using key opinion leaders to grow their brand affinity and drive purchases among younger consumers. These marketers are using both established and new celebrities. The cult of celebrities is particularly strong in China, and it is a strategic way for brands to connect with their target communities. This strategy can be used to promote the brand itself, its products or its services. It is important for marketers to select the right KOL, as well as a type of engagement strategy that is aligned with their larger business goals.

CELEBRITY COLLABORATIONS PERFORMANCE OVERVIEW



From quantitative and qualitative points of view, we have assessed celebrities, not only on their popularity and activeness in the market, but also other dimensions - such as their social label and commercial value - to determine their sponsorship success as key opinion leaders.



Although young idols such as August Cai Xu Kun have exceptionally strong positions in our ranking (#1), other, more mature celebrities such as Lu Han (#4) and Jackson Yee from TF Boys (#7) also display strong performance and deep collaboration with brands.



Celebrities such as Dilireba, Zhao Liying, Eddie Peng, Zhang Yixing and Yang Yang have strong fan involvement; their fans don't just follow them, but idolize them.



There are different levels of celebrity collaboration (listed below) indicating different levels of success – currently, many brands are still in the initial levels of C & D (general brand endorsement or copyright usage).



DIFFERENT LEVELS OF CELEBRITY CO-OP

In this paper, we identified the different levels (A, B, C, and D) on which brands are leveraging KOLs – from a superficial connection to a deep connection to those brands' DNA.

A

BRAND VALUE + CELEBRITY DNA DEEP COLLABORATION

- Pinpointing an angle to tell your brand story that coincides with a certain unique attribute of the celebrity
- Working towards long-term brand-building and a deep brand-celebrity-fan relationship, instead of merely short-term commercial value

B

PRODUCT ENDORSEMENT WITH UNIQUE CELEBRITY ANGLE

- Leveraging vertical channels and platforms (digital / social) and certain celebrities' influence among a specific target group to achieve business goals
- May come in the form of a "natural product placement," social content, or co-created product

C

GENERAL BRAND ENDORSEMENT FOR POPULARITY REINFORCEMENT

- A typical form of celebrity endorsement
- Compared to simple image copyright usage, advertising somewhat creatively utilizes the image of the celebrity and tries to integrate the celebrity's role to promote a brand or product

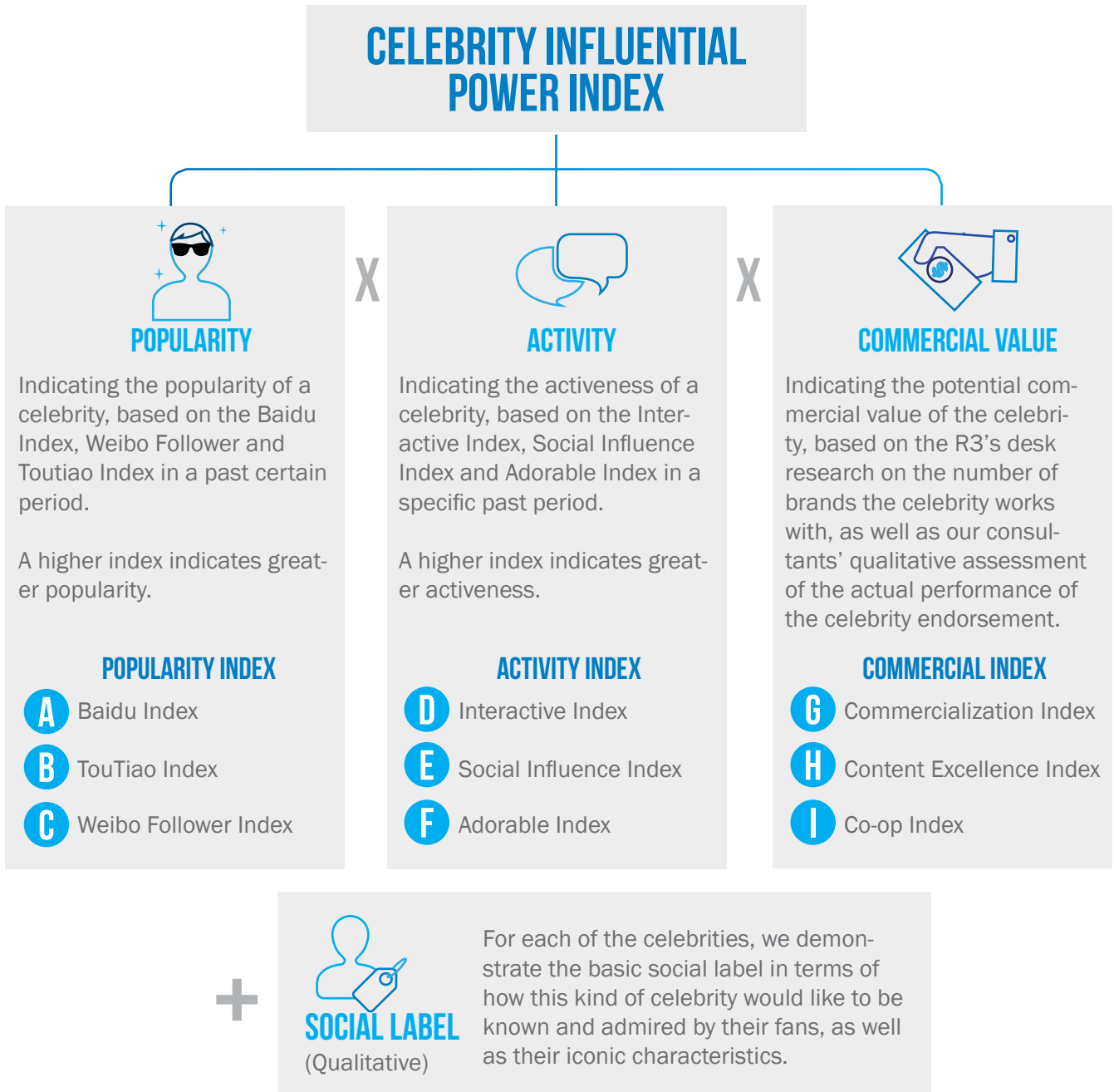
D

SIMPLE IMAGE COPYRIGHT USAGE IN ADVERTISING

- Simple and superficial type of business cooperation
- Using a well-known person and his / her fame in a range of mass communication materials to boost the brand awareness of the brand, but with little to no personal relationship with the brand or the product

CELEBRITY INFLUENCE INDEX METHODOLOGY

By using external data from Baidu Index, Weibo Follower, and Toutiao, we looked at compatibility between brands and celebrities. From the information collected, we created a unique methodology that looks at a celebrity’s popularity, activity, commercial value, and social label. This resulted in an individual index number for each celebrity. Each number is a prime example of how leveraging different levels of “celebrity power” bring higher relevance and attraction to the celebrity’s fans/audience.



TOP 20 CELEBRITIES (JAN-JUN' 18) – 1 TO 10

CELEBRITY	POPULARITY INDEX	ACTIVITY INDEX	COMMERCIAL INDEX	SOCIAL LABEL
 蔡徐坤*	43.31	98.35	48.15	练习生、性感妖艳 Idol trainee, sexy and enchanting
 鹿晗	64.17	44.62	77.06	红魔、热血舞者、运动全能 Football fan, hot blood dancer
 迪丽热巴	64.17	36.42	76.07	盛世美颜、正能量、 暖心可爱 Pretty face, positive, warm & cute
 赵丽颖	98.27	19.47	58.71	收视女王，清纯甜美 Viewership queen, pure and sweet
 王俊凯	60.12	38.10	77.06	国民初恋、实力偶像 First love, good performance
 易烊千玺	47.90	50.41	69.60	大学生、宠物博主 Pet lover & blogger
 杨幂	100	31.12	35.66	街拍女王、大热花旦、辣妈 Street snap queen, hot mom
 王源	42.66	33.63	63.15	阳光暖男、治愈系 Warm, curing
 吴亦凡	31.14	21.58	83.55	国际化、嘻哈音乐人、 高奢宠儿 International, hip hop, luxury
 朱正廷*	6.34	100.00	26.68	练习生、仙气 Idol trainee, elegant

CELEBRITY	POPULARITY INDEX	ACTIVITY INDEX	COMMERCIAL INDEX	SOCIAL LABEL
 杨洋	29.35	26.39	74.23	校服男神、颜值标杆 Prince charming in school uniform, pretty face
 张艺兴	43.97	35.08	39.03	亚洲全能艺人、采访界泥石流、小绵羊 All-around performer, funny interview style, little lamb
 周冬雨	27.61	9.47	80.60	影后、文艺清新 Acting queen, fresh and artistic
 陈伟霆	39.65	17.18	52.49	实干精神、全能实力派、舞台王者 Hard-working, dancing king
 关晓彤	57.29	20.50	9.31	国民闺女、甜蜜 National daughter, sweet
 华晨宇	20.30	14.26	48.10	音乐人、火星 Musician, martian
 郑恺	47.78	9.43	15.58	大男孩、小猎豹 Big boy, cheetah
 胡歌	57.27	7.00	0.00	男神、学业有成 Prince charming, scholarship
 欧阳娜娜	14.02	3.64	38.65	大提琴，校园，日常穿搭 Cello player, campus, look book
 赵又廷	12.06	0.00	28.97	高情商男神、整容级演技 Prince charming, high EQ, excellence in performing

*Active Index Data only available for May-Jun'18

CASE STUDY

周冬雨 ZHOU DONGYU



➤ Zhou Dongyu is a Chinese actress who gained recognition after appearing in Zhang Yimou's film *Under the Hawthorn Tree*. Below, we will explore how several brands have leveraged her celebrity power.

FOOD & BEVERAGE

CONSUMER ELECTRONICS / MOBILE GAME

PERSONAL CARE

LIFESTYLE & FASHION

TRAVEL / LEISURE





SOCIAL LABEL

ZHOU DOUNGYU 周冬雨



Celebrity DNA: “演员”，“文艺清新”



Cultural Relevance: Artistic story-telling



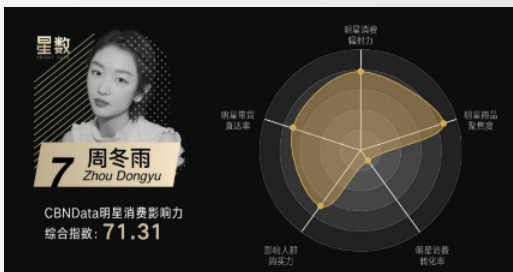
Brand Collaboration:



BURBERRY



Lifestyle moments



There are fewer keywords associated with her character or personality, but rather ones that relate to her work as an actress, such as:

1

Fellow actors and actresses she has worked with.

张一山、井柏然、刘若英、李易峰、马思纯

2

Latest movies and dramas in which she played the lead female role.*

后来的我们、春风十里不如你

*Source: CBNData 明星消费力影响指数2018一季度总榜

ZHOU DONGYU x LUXURY BRANDS



CELEBRITY DNA: “演员”，“文艺清新”



THE LUXURY COLLECTION®
Starwood Hotels & Resorts

Zhou Dongyu is a widely acclaimed and talented actress, having received multiple important awards such as the Golden Horse Award for Best Leading Actress. The tone of her online video shot in Japan matches with her youthful, refreshing character. She is the perfect choice to share the meaning of traveling. *“As an actress, I need to forget myself to play the different roles, and each trip gives me the opportunity to rediscover and enrich myself...In line with The Luxury Collection, I believe life is a collection of different experiences”*. But there is a need for a stronger call-to-action in addition to driving brand awareness and affinity.



BURBERRY

Zhou Dongyu became Burberry's latest brand ambassador in 2017, the only female artist in Asia to assume that role. Burberry chose her for having *“strong attitude and personal style that millennial audiences in China relate to,”* and it was met with overwhelmingly positive support on social media. Burberry also actively supports Zhou Donyu's identity as an actress, first and foremost, by sharing her activities and latest works on their official Weibo account.



ZHOU DONGYU



AS A POST-90'S MILLENNIAL CULTURAL RELEVANCE

RIO launched a new series of products against the larger background of 'the economics of singlehood.' Through Zhou Dongyu's mini-film "一个人的小酒" which portrays the life of a typical young adult who just entered the workforce – and after a long day at work, is going home, lying down, having a drink, going online to social media – she's creating a new occasion for the young TA that has RIO at the core. This is an attempt to create a viral product (网红产品) that is attractive on social media. RIO 微醺 is currently the best-selling product on its official T-Mall store, with 3 times more sales than its flagship cocktail drink.

SUMMARY OF SUCCESS FACTORS

Sponsorships are a good match for the celebrity	High	Highlights and leverages her identity as an actress and a movie star
Relevant to the culture and target audiences	Moderate	Introducing new, exotic cultures and occasions to the masses through her personal qualities
Has potential to activate fans and drive purchase	Moderate	Transforming high celebrity affinity to purchase intention is key.



BEST PRACTICE IN CELEBRITY COLLABORATION

By integrating a celebrity's identity into branded content creation, an opportunity is created to connect the brand to larger trending topics related to that content. This can be done by digging deep into a celebrity's interests in real life. Giving an on-and off-stage perspective of a celebrity shows authenticity, and creates an even more authentic story for the brand.

BEST PRACTICES

HIGHLIGHT IN COMMUNICATION

LEARNINGS



- Integrates Lu Han's "football fan" identity into branded content creation that connects well with larger sporting trends.



- Shows both the on-stage and off-stage personality of the celebrity, revealing her brilliance as well as her authenticity.

- Pay attention to who the celebrity is in real life, and dig deep into his/her interests
- The contrast of a celebrity on-and off-stage provides an interesting communication angle.



锐澳鸡尾酒

- Her acting skills are her strength, a differentiating point from the rest of the "idols."
- Using her to portray different characters in micro-films helped enhance the authenticity of the brand story.



天猫 Tmall.com

- Natural product integration through illustrating an authentic lifestyle via short-video campaign on T-Mall rewards fan loyalty with exclusive celebrity content.



innisfree

- Hijacked the residual impact of the variety program, "Idol Producer", without being an official sponsor.
- Consumers vote to unlock celebrity content.
- Emphasized the "same style" with each individual member of the group (偶像同款.)

- Interactive mechanics that involve and reward fans
- Create social calendar based on celebrities' programs



- Leveraged the impact of the variety program, "Hot Blood Dance Crew", without being an official sponsor.
- Transferred celebrity attention to brand attention through maximum brand exposure on the celebrity and carefully-timed social media posts.

PROGRAM/VARIETY SHOW SPONSORSHIPS

In addition to the more “traditional” celebrity KOL sponsorship marketing, Chinese brands are increasingly turning towards variety show sponsorship – very much like Western brands sponsor a sports team or event.

KEY HIGHLIGHTS ON PROGRAM SPONSORSHIP

1

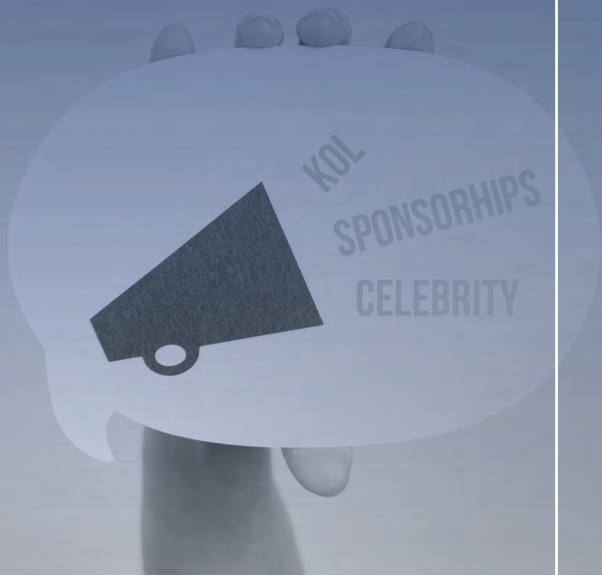
Traditional platforms (TV) and online platforms now have similar power within the variety show market. With the success of Produce 101, Tencent has become the best-performing platform in Q1 and Q2.

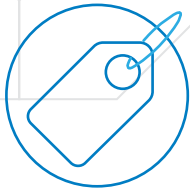
2

The market is turning toward greater decentralization, with “Idol contests” becoming the keyword in the Q1 and Q2 variety show market. However, there is also room for targeted markets, such as Street Dancing, Parenting and leisure activities, which also saw growing audience numbers.

3

The key players in sponsored game shows are still local brands, but now international brands are starting to enter this market. VIVO, Yili, OPPO have occupied over 60% of the market, and now international brands such as KFC and Samsung have started to look for suitable opportunities. Other sectors, like automotive brands, have yet to really enter the market.





DIFFERENT LEVELS OF SPONSORSHIP MARKETING

Through our research, we've identified four levels of sponsorship marketing, based on the different levels of brand exposure within the show.

A

INNOVATIVE, WELL-INTEGRATED, STRONG LINK TO BUSINESS GOALS

- Support by Creative Video Ads or other forms of ads featuring the players in the show
- Well-integrated with the program mechanism, helps brand, not only with communication, but also with sales and other business goals
- Natural implementation

B

SPECIAL SCENE DESIGNED FOR BRAND, STRONG BRAND EXPOSURE

- Supported by strong integration within the show, specially designed game for the brand or added special role for the brand
- Strong exposure includes oral ads, logo exposure and product placement etc...

C

HIGH FREQUENCY EXPOSURE, WITH RELATIVELY RIGID PLACEMENT

- Brand exposure in the show
- There is a particular scene in the show intended to increase brand exposure, but its placement is not very natural and the connection with the show is weak

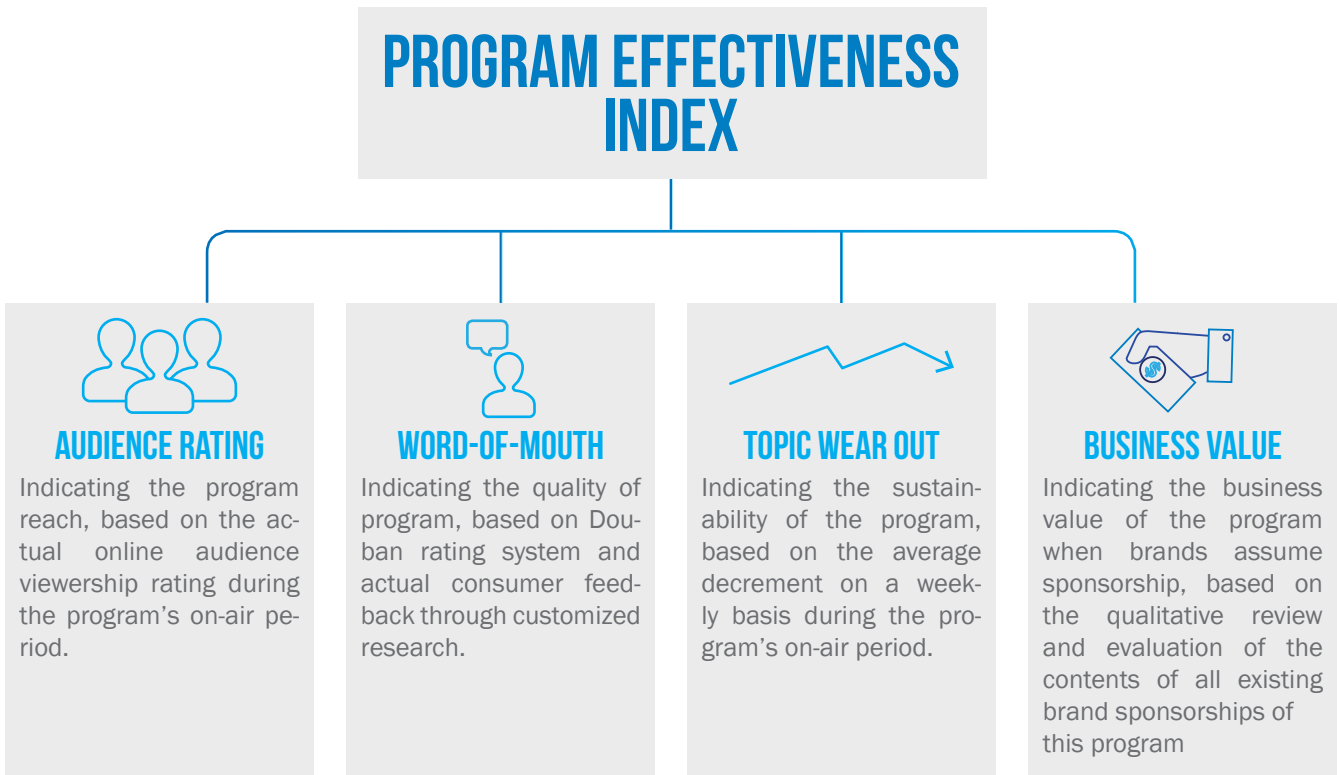
D

LIMITED OPPORTUNITY FOR EXPOSURE IN THE SHOW

- Oral ads and displays are the primary forms of exposure
- The brand sees relatively limited exposure in the show, compared with other leading programs
- Difficult to establish connection between the show and the brand

PROGRAM EFFECTIVENESS INDEX METHODOLOGY

In order to assess the effectiveness of program sponsorship, we have developed an index that measures the audience rating, word-of-mouth, topic “wear out,” and business value of a sponsorship. The result is an index number that allows for the ranking of programs against each other to see which one yields the best results for brands.



$$\text{PROGRAM EFFECTIVENESS INDEX} = 0.4 * R \times 0.2 * M \times 0.2 * W \times 0.2 * B$$































Where:


- R**: Average (weekly rating)
- M**: Douban score x enSpire score
- W**: Ave. (Weekly $\frac{\text{Baidu index Day1} - \text{Day3}}{\text{Baidu index Day 1}}$) %
- B**: Score Scheme of the Sponsorship Levels


OVERVIEW OF Q1 AND Q2 TOP VARIETY SHOW – 1 TO 10


	AUDIENCE RATING 收视指标	WORD-OF-MOUTH 口碑指标	TOPIC WEAR OUT 话题指标	LAUNCH CHANNEL	NAMING BRAND
	5.00	5.8	87.9%		oppo
	3.46	5.8	76.1%		安慕希 NONGFU SPRING
	2.75	6	84.9%		农夫山泉 NONGFU SPRING
	2.35	3.9	86.4%		JD 京东 JD.COM
	2.01	6.5	76.3%		金典 SATINE
	1.95	6.9	74.0%		vivo
	1.71	6.6	85.7%		vivo
	1.48	5.6	80.8%		
	1.4	8.2	82.5%		快手
	1.38	4.8	82.5%		vivo

■ Average weekly viewership per episode 单集播放量
■ Douban audience rating 豆瓣评分
■ Diminishing rate of Baidu index after broadcasting 话题留存

	AUDIENCE RATING 收视指标	WORD-OF-MOUTH 口碑指标	TOPIC WEAR OUT 话题指标	LAUNCH CHANNEL	NAMING BRAND
	1.36	8.1	79.7%		
	1.17	7.7	78.0%		
	1.15	7.4	84.3%		
	1.10	6.8	79.5%		
	1.00	5.9	74.1%		
	0.95	8.4	82.6%		
	0.94	7.5	78.5%		
	0.75	6.8	75.1%		
	0.73	7.2	84.0%		
	1.67	8.5	80.2%		

 Average weekly viewership per episode
单集播放量

 Douban audience rating
豆瓣评分

 Diminishing rate of Baidu index after
broadcasting
话题留存

CASE STUDY

PRODUCE 101



Produce 101 is a Chinese reality television show. It is a spinoff of the South Korean television show, also titled Produce 101. Filming began on March 21, 2018 and the show premiered on Tencent Video on April 21. One of the main aims of Produce 101 is to create a new popular female pop group to represent the modern woman.

Produce 101 has an average time of around 2-3 hours for one episode, and has one brand advertising every 40 mins. OPPO R15 and Little Red Book had the highest frequency, including the beginning & closing ads, middle ads, and featuring the brand logo on screen. Other sponsored brands such as Zhong Hua 中华牙膏, Tencent Weishi 腾讯微视, Inglemirepharm 英树面膜 use the creative TVC, support TVC in different episode to avoid visual fatigue.

TVC ADS WITH DEEPER INTEGRATION WITH PROGRAM AND PLAYERS' CHARACTER

Creative TVC 中插广告 is similar to the TVC inserted in a TV series, using the player as the key role and the show as the big background to help the brand deliver the message.

Support TVC 应援视频 is one innovative way to advertise on Produce 101. It is still a TV commercial, but the focus is more on the player and provides an opportunity for the players to introduce themselves.







BRAND IS TIED TO THE VOTING MECHANISM TO REALIZE THE TRAFFIC AND BUSINESS GOALS

One important aspect of Produce 101 is its ability to create many ways for the audience to PICK the player they like. Tencent members have 121 picks every day, while normal users only have 11 picks. In addition to Tencent, OPPO also has its own voting channel. Little Red Book 小红书, Zhong Hua 中华牙膏, Space 7 七度空间和 others have all created mechanisms to encourage the audience to buy products or visit their sites to get more votes.

A MUCH MORE COMPREHENSIVE COLLABORATION WITH THE SPONSOR BRANDS

A new form of brand integration was created to enable seamless brand syndication. As naming sponsor, for example, OPPO was given the rights to provide official online platforms for audiences to vote and participate in supportive activities for the idols they follow. The brand was also provided various forms of advertising within the show, apart from high frequency brand name exposure.

	冠名	中插广告, 应援视频, logo露出, 高密度口播, 贴片广告	OPPO四大官方渠道可以为选手点赞打榜
	联合赞助	中插广告, 应援视频, logo露出, 口播, 贴片广告	选手入驻; 发起投票榜单; 打榜赢取决赛门票; 衍生品开发
	指定短视频平台	中插广告, 应援视频, 口播, 贴片广告	选手入驻; 打榜
	行业赞助	中插广告, 应援视频, 口播, 贴片	瓶身二维码, 以及微信通道打榜
	行业赞助	中插广告, 应援视频, 口播, 贴片广告	转发评论获得最高选手获得品牌送赞
	行业赞助	中插广告, 应援视频, 口播, 贴片广告	打榜, 为榜首选手进行现在地铁包厢广告宣传
	特约赞助	中插广告, 应援视频, 口播, 贴片广告	线下购买牙膏获取投票机会



OPPO is the primary sponsor of the show, with constant oral advertising and specific brand logo display. OPPO launched a variety of mid-run TVC and supportive TVC spots with different players in different episodes. The player's popularity, combined with the huge audience numbers, drove the TVC spots to perform better among fans.

At the same time, OPPO is the biggest investor in the show; it has its own voting channel and the results are directly tied to the final result. The special channel helps OPPO direct lots of traffic to its own platform and to obtain a significant amount of consumer data during the show period.

OPPO-SUPPORT TVC



OPPO-CREATIVE TVC



OPPO-VOTING CHANNEL



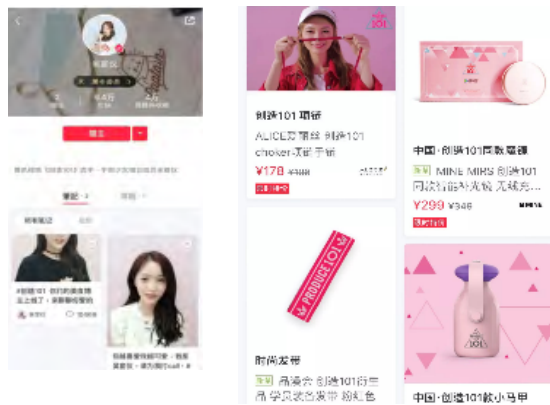


小红书
全世界的好东西

OPEN UP A LITTLE RED BOOK VOTING CHANNEL

Voting in the Little Red Book channel does not count toward the final result, but helps the fans win tickets for the final, while helping the idols win more attention.

Fans can help increase their idol's popularity by voting, liking, writing reviews and collecting their idol's memo on Little Red Book.

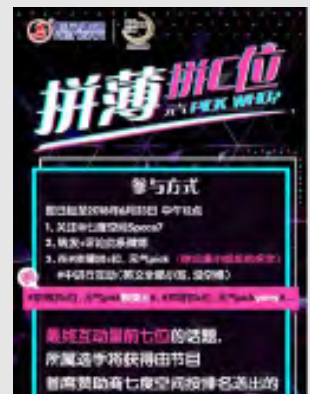
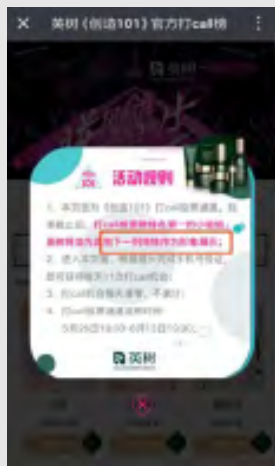


Invite 101 girls to open account on Little Red Book to help drive traffic to the platform

Develop Produce 101 derivative products to help drive revenue on the platform

IN COOPERATION WITH PRODUCE 101, BRANDS PUT MORE FOCUS ON DRIVING TRAFFIC AND BUSINESS GOALS.

Apart from OPPO and Little Red Book, brands like Tencent, 中华牙膏, 英树, Space7, and others, also integrated voting and buying channels to generate revenue during the show period.



BEST PRACTICE FOR BRANDS

By focusing on sponsorship best practice in voting idol contest shows, non-voting contest shows, and celebrity reality shows, we are able to highlight the key learnings from each show type:

BEST PRACTICES

HIGHLIGHT IN COMMUNICATION

LEARNINGS

VOTING IDOL CONTEST SHOW – IDOL CULTURE



- Tailor-made branded content helps the brand to further develop enthusiasm from fans.
- Tying a voting channel to brand integration helps brands drive traffic.
- IP derivative products create more business opportunities.

In the age of new idols, growing popularity, the collaboration between a new idol and brands is not only about current fitness, but about the understanding of the “expectation” from fans of their idol and about growing together. Whether working with an idol or sponsoring a program, being supportive and providing channels for the idol to grow is the key to helping brands connect with fans.

NON-VOTING CONTEST SHOW – STREET CULTURE



- IP cooperation on offline special product release.
- Sponsor brands collaborate with celebrity MCs.
- Strong social activity from the brand to support the overall communication.

As for a non-voting reality show, using IP cooperation to promote special products is an efficient way for brands to drive traffic and business goals. To maximize exposure and the effectiveness of the sponsorship, closely working with the celebrity MC and creating vibrant social activity is important to leveraging the popularity of the show.

CELEBRITY LIFE REALITY SHOW



- Natural product placement and product information dissemination during the show.
- Successfully create hot topics from celebrities’ real life.

Compared to other types of shows, reality shows create a more natural environment/scene to help brands drive product awareness. The details about the celebrities’ personal lives easily drives discussion online, which can be utilized by brands to carry the buzz beyond the show itself.

CONCLUSION

As the entertainment market is becoming more dynamic with more opportunities for brands to invest, it is also more challenging to measure the effectiveness and evaluate ROI as there is no established standard for these communication equities. Marketers need to turn the tactic of riding on a hot trend into a more strategic approach to form more stable brand connections with the target audiences.

1

ESTABLISH SYSTEMATIC MEASUREMENTS FOR PERFORMANCE ASSESSMENT

- Utilizing comprehensive data with analytical methods.
- Close observation to best practices with deep dive into winning factors.

2

MANAGE CELEBRITY AND PROGRAM ASSETS VIA KEY ATTRIBUTES THAT ARE RELEVANT TO BRAND PURPOSES

- **LONG-TERM BRAND-BUILDING:** focusing on asset nature / core DNA / social label that fits the core brand value, and focus on core TA rather than mass audience.
- **SHORT-TERM HYPE-BOOSTING:** reacting quickly to the market by identifying the best popularity at the moment, with close follow-up on hot trends, topics and contents.

HOW CAN R3 HELP?



SYSTEMATIC EVALUATION - INSTEAD OF “GUT FEEL” JUDGEMENT

Although there could be pieces of information and data showing the performance / value of the celebrity or program resources, most of the time, decisions are made based on “best guess.” R3 has established a system that organizes the relevant assessment criteria that may help marketers make judgements on a complete set of matrix.



DYNAMIC OBSERVATION - INSTEAD OF A PRE-FORMULATED EQUATION.

A data-driven evaluation provides an objective approach to quantifying performance, while commercial value scoring distills R3-exclusive observations to determine the quality of commercial collaboration from a marketing expertise point-of-view, which closely follows the market dynamic.



REAL CASES - WE DO NOT STOP AT RANKING.

One single number doesn't provide a fair judgement of these marketing equities. A highly popular celebrity might not sufficiently benefit your brand if not well-utilized. By providing best practices in the market and proven success of equity building in celebrity and sponsorship, R3 inspires marketers to optimize their communication strategies through these resources.

WHY R3



TRULY INDEPENDENT POINT-OF-VIEW

Because we're not your marketing team or agency, we have no vested interest and we're empowered to be brutally honest.

Because we are not selling you any tool, technology, platform, or media channel, our observations will be truly impartial.



BEST PRACTICE INSIGHTS

We work with companies who want to do best-in-class marketing across diverse categories and geography.

We have worked with 12 of the top 20 Fortune 500 companies for an average of 9+ years.



DELIVERING CHANGE, NOT REPORTS

We do not stop with just the reports. We work closely with our clients to implement the changes needed and the actionable insights gleaned from our work.

This could be in the form of convincing internal stakeholders of the need for change, training the marketing teams and guiding agencies and other external partners in implementing this change.

ABOUT R3

OUR REASON FOR BEING

In a word, we are about transformation. R3 was set up in 2002 in response to an increasing need from marketers to enhance their return on marketing, media and agency investments, and to improve efficiency and effectiveness.

We want to help CMOs make marketing accountable.

OUR BACKGROUND

We've worked with more than one hundred companies on global, regional and local assignments to drive efficiency and effectiveness.

We have talent based in the US, Asia Pacific and Europe and partners in LATAM and Africa.

Through global work for Samsung, Coca-Cola, Johnson & Johnson, Visa, Unilever, and others, we have developed robust benchmarks and process targets for more than 70 countries.



WHAT WE DO

We are an independent transformation consultancy hired by CMOs to make their marketing more measurable and accountable to business impact.



HOW WE DO IT

- We invest in the best talent, bringing in senior leaders from marketing, agency, and analytic backgrounds.
- We're independent. Because we're not your marketing team or agencies, we're empowered to be honest and transparent.
- We use external benchmarks. We have a proprietary data pool to inform our in-depth analysis.
- Since 2002, we've interviewed more than 2,000 marketers about their agency relations.
- Since 2006, we've spoken to more than 80,000 consumers in China's top-twenty cities and continue to do so every three months.
- We have co-developed software to measure agency and media performance.
- Each month, we exclusively track over 500 agency new business wins, as well as 100's of deals in the marketing M&A space.
- We have insight into global best practice. We work with companies who want to do best-in-class marketing across diverse categories and geographies.
- We authored the book "Global CMO" about marketers leading Digital Transformation around the world.
- We maintain an ongoing database of media costs for key markets.

DRIVING TRANSFORMATION FOR MARKETERS AND THEIR AGENCIES

RETURN ON AGENCIES

We help marketers find, pay and keep the best possible agency relationships – covering Creative, Media, PR, Digital, Social, Performance, Event, Promotions and CRM.

We take the lead on improving the Integration process through proprietary software and consulting.

RETURN ON MEDIA

We offer professional analysis of the media process, planning and buying with proprietary benchmarks and tools to set and measure performance.

We conduct financial audits to validate and benchmark transparency.

RETURN ON INVESTMENT

Using a bespoke and proprietary methodology, we help benchmark and provide insights into how your digital strategies perform in your category and across categories.

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