



McCann Worldgroup's pxl Digital-Marketing Workshop Takes Client-Centric Approach

McCann Worldgroup
Best Advance in Creating
an Extended Enterprise Learning Program
January 2019



Company Background



Headquarters	New York, New York
Year Founded	1902
Revenue	\$7.6 billion
Employees	24,000
Global Scale (Regions that you operate in or provide services to)	Over 120 countries across North America, Latin America, Middle East, Africa, Europe and Asia.
Customers/Output, etc. (Key customers and services offered)	Key Customer include Coca-Cola, GM, L'Oréal Paris, MasterCard, Microsoft, Nestlé, RB, ALDI and Maybelline Services offered include full-service advertising, digital services and relationship management, experiential marketing, brand consulting, communications, production, media management, public relations, design, shopper marketing, etc.
Industry	Marketing
Stock Symbol	IPG
Website	www.mccannworldgroup.com

Budget and Timeframe

Overall budget	\$475,000 (2016 and 2017)
Number of (HR, Learning, Talent) employees involved with the implementation?	Two full-time employees in McCann Worldgroup global learning team (focused on development and implementation support).
Number of Operations or Subject Matter Expert employees involved with the implementation?	Average six per office implementation (one from logistics operations, four to six digital subject matter experts as facilitators).
Timeframe to implement	10 to 12 weeks
Start date of the program	Ongoing throughout the year.

Business Conditions and Business Needs

The consumer journey is becoming increasingly complex and McCann Worldgroup must work together to stay at the forefront of innovation and have a meaningful impact in this cross-platform climate. In 2014, the chairman and CEO of McCann Worldgroup requested the development of a training program to address this shift. An audit across four key agencies was conducted to determine the needs. The results showed a need for a digital-training program that would strengthen collaboration across the network.

McCann Worldgroup's global learning and development team developed the pxl (Play.eXperience.Learn) program. This digital-training program strengthens the company's joint offerings for work that travels across digital and physical platforms.

The pxl program began as an internal program for McCann Worldgroup's employees across all agencies and disciplines around the world. This in-person training program focuses on a shared understanding of the digital landscape and how to integrate processes. By encouraging cross-training with employees from different departments and agencies, McCann Worldgroup is tapped into the overall brand strategy and full-service abilities that come with a large network while staying at the forefront of innovation.

As this program was being run in offices around the world, leadership recognized a need for a client-facing version of the program. Clients represent an extension of McCann Worldgroup's teams, as it needs to work closely with them to create meaningful



experiences for consumers. Through 2016-17, a one-day digital-marketing workshop was developed to share the pxl knowledge with clients.

This workshop is designed to answer the question, “How can we get better at digital marketing ... in one day?” It leverages the pxl content that McCann Worldgroup uses in its internal training workshops and materials to create a common language between agency and clients, enhancing collaboration. As marketers in the digital age, this program enables McCann Worldgroup to will work together to create positive consumer experiences that travel across platforms.

As the client goes through this workshop, they explore how digital experiences shift consumer behavior. When the day is complete, they have worked together to build a mobile campaign and app prototype that will augment the in-store purchasing experience for their consumers.


Overview

The pxl digital learning programs have been developed to provide the knowledge and skills needed to create in the ever-changing digital landscape. They include a series of foundational topics and hands-on activities where participants experience different approaches toward integrated work and the importance of collaboration.

Today’s successful brands are built across multiple platforms, including social, mobile, digital and physical. McCann Worldgroup’s clients look to the company to create ideas that travel across these platforms and help them navigate the journey. The pxl vision is to assist McCann Worldgroup’s global partners in ideating and creating for this multichannel world. The company achieves this by focusing on the following goals:

Figure 1: pxl Digital Learning Program Goals


DESIRED **OUTCOMES**




Speaking the language of digital




Understanding users and their social environments



Creating ideas that travel and prototyping them



Learning how the digital lifecycle works



Reviewing emerging technologies

Source: McCann Worldgroup

The first goal is to ensure the agency and client teams speak a common digital language. This is addressed in first topic in the workshop, “Language of Digital.” This introduction encourages discussions about the digital terminology and basic principles required to get a foundational understanding of the ever-changing digital landscape. It’s designed to open conversations and dispel the fear that can come along with learning something new.

In this first section, participants should walk away:

- With an awareness of the possibilities around digital, and excited to do more projects with their agency partners.
- Feeling more confident initiating conversations about digital projects.
- Excited to learn more about digital from their agency partners moving forward.
- Understanding how to create meaningful integrated marketing experiences with a user-centric approach.

After level-setting with a common digital language, participants experience facilitated discussions and activities, that help them better understand users and their social environments. They will explore a user-centric approach by first thinking about their experiences as users of physical and digital tools and then learning about the methodologies that are used to create those experiences. Client participants are introduced to tools that can be used to gain a better understanding of who their primary users are and how the brand can play a meaningful role in their lives.

When this goal is achieved, participants will walk away with an understanding of:

- The foundation for a user-centric approach.
- How McCann Worldgroup’s align the needs of the brand with the needs of consumers.
- How McCann Worldgroup creates a good user experience.
- The reasons people use social networks.
- How brands can join the conversations on social platforms.
- Today’s most popular social channels.
- Different metrics and how to measure success.

By the second half of the day, participants will have started to gain a better understanding of their consumers, social communities and the importance of creating engaging and meaningful experiences. Once they have this understanding, the workshop guides the clients through the process of creating ideas that travel and prototyping them.

Figure 2: Program Workshops



Source: McCann Worldgroup

The clients are provided with a few key resources at the beginning of the workshop that help guide them toward these goals.

The local agency team prepares a challenge that guides the discussions and this challenge, as well as other key tools, are included in workbook. As they experience activities throughout the day, they start building information and ideas with their assigned teams.

Figure 3: Workbook Tools



Source: McCann Worldgroup



At this point, the workshop starts to revolve around the specific challenge, which is typically building a campaign around a new mobile app that enhances or augments the in-store purchasing experience for shoppers. This challenge is customized for each client to ensure it is relevant to their brand.

Client teams are formed and they start to learn about:

- How to come up with ideas that travel.
- A framework called “the 3C’s for successful cross-platform campaign.”
- How to use prototypes to quickly get feedback about an idea.
- Approaches for building and testing rapid prototypes.
- Process of building a paper prototype.

After learning about these methods and starting the process of creating an app, client participants start working toward the fourth goal: learning how the digital lifecycle works. This is key to forming a strong partnership, as the creation of digital products is complex and has many moving pieces. When the client teams better understand the process, it strengthens the partnership, resulting in more meaningful campaigns.

The client participants engage in a series of discussions and activities to learn more about:

- How teams collaborate to create great digital work.
- The process for turning ideas into products successfully.
- Estimating the cost of a digital project.

At the end of the workshop, the agency teams review emerging technologies. Some teams have brought in tools such as virtual reality (VR) glasses and 3D printers while others have featured recent campaigns that leverage data, smart objects and innovative ways to interact with digital products. Ending the workshop by showing the potential of leveraging emerging technology creates an excitement about what campaigns may look like in the future.

The workshop achieves these five goals for the client participants and by leveraging internal talent to facilitate the sessions, it also provides an opportunity to highlight the expertise the McCann Worldgroup network has to offer.

Figure 4: Emerging Technologies Review



Source: McCann Worldgroup

Design and Delivery of the Program

In response to the rapidly changing industry, in 2013 McCann Worldgroup's chairman and CEO requested the development of a digital-training program. As a global organization with more than 24,000 employees across 120-plus countries, McCann Worldgroup needed an innovative program that was able to be customizable for each audience, but scalable. It also needed to encourage collaboration and integrated work. The internal pxl program was built to do this for employees, covering 21 hours of content and was run over the course of several weeks. After running the program successfully across the globe, a client-facing version of the pxl program, the Digital Marketing Workshop, was created in 2016. In 2017, this program was packaged and made available to client teams around the world.

The Digital Marketing Workshop is a one-day, hands-on experience for clients based off of the pxl content. It was developed to showcase McCann Worldgroup's internal talent while strengthening the client's digital marketing knowledge and skills.

In the workshop, clients learn the fundamentals of great digital work, then apply those concepts through the process of ideating and prototyping a cross-platform campaign. The local client-facing offices partner with the global learning pxl team to ensure the content is tailor-made for each client. The client participates in activities throughout the day to learn how to create integrated marketing experiences with a user-centric approach.

Figure 5: Digital Marketing Workshop



Source: McCann Worldgroup

One of the most important features of this program is the customization. Each client is provided with a challenge that relates to their business goals, the workshop is facilitated by their local agency experts and the workshop is custom-designed for their brand.

The global learning team redesigned the content from the internal pxl program for a client audience. When considering the framework, the team recognized that each office has a different learning environment, level of digital expertise and surrounding digital landscape. Because of this, it was very important that each local team is able to adjust the program easily, while benefiting from information and lessons learned within the network. The solution was as follows.

Framework

The workshop includes seven topics that also are taught within the internal pxl program. After an office runs the pxl program for their employees, the same subject matter experts meet with the global learning team to discuss how the program can be tailored to the client. They're provided with a recommended project plan, design resources, instructor guide and content that already has been prepared for a client audience.

The content consists of fully designed, annotated and editable presentations with speaker notes that include suggested voice-over and recommendations on how to tailor it to the clients.

The local team of subject matter experts meet with the global learning team to discuss the full workshop and leverage best practices to provide the most meaningful experience.



Agenda

The client version of the pxl program was reduced from 21 hours of content to a one-day workshop. The global learning team reviewed the content with the support of the global chief digital officer and regional chief digital officers to ensure that essential topics are covered and that the experience encourages collaboration and continued growth.

Figure 6: Workshop Content — Part 1

PART I: DIGITAL FOUNDATIONS [3 HRS TOTAL]



LANGUAGE OF DIGITAL

1HR



USER EXPERIENCE

1HR







SOCIAL

1HR

Source: McCann Worldgroup

Figure 7: Workshop Content — Part 2

PART 2: IDEATION & EXECUTION [4 HRS TOTAL]

	IDEAS THAT TRAVEL	1HR
	DIGITAL LIFECYCLE	45M
	SKETCH, PROTOTYPE & PLAY	1HR
	EMERGING TECHNOLOGIES	45M

Source: McCann Worldgroup

Part 1: Foundational Sessions

The first part of the pxl for clients' program is foundational. These topics provide a foundation of digital education for people across all disciplines, covering the following topics:

- **Language of Digital** — This first section takes a curious and hands-on approach to “digital.” It covers high-level trends that are transforming consumer behavior and expectations and discusses how these trends impact day-to-day work.
- **User Experience** — This section explores the basics of interactive design and an overview of a user-centered design approach. It explores basic UX deliverables and tools, definitions of terms and processes.
- **Social Platforms** — This section covers the foundational elements needed to manage social for clients. It explores user behavior, ecosystems, tools and types of content.

This part of the workshop also includes several group discussions and activities including:



- **Group Discussion: Put on Your “User Cap”** — Participants spend a few minutes thinking about one digital product, app or website that they recently experienced that they love; then take a few minutes to discuss “why.”

This is a good level-setter about experiences, and experiences are core to why McCann Worldgroup loves the things it loves. Participants can write their ideas in the provided workbook and as a group the instructor will write out some of the characteristics on a whiteboard and draw out the themes.

After discussing how good user experiences are about how it works, the instructor asks participants to reflect on frustrating user experiences. They end this discussion by reminding participants how a good user experience is about removing the obstacles, reducing the friction.

- **Activity: Create an Empathy Map** — The local instructor team defines a “moment of truth” where a consumer might be making an important decision about the client’s product in the store.

In groups, participants use an empathy map in the workbook to think through what the consumer is “doing,” “thinking” and “feeling” in this moment. This activity emphasizes that McCann Worldgroup must consider how a user is thinking and feeling before we think about how to meet these needs with a digital tool.

- **Activity: Facebook Audience Insights** — This workshop guides the participants through the use of Facebook’s Audience Insights tool to discover more about the needs and wants of consumers. This information is used to create a more in-depth persona for each group that will be used in the second half of the workshop.

Part 2: The Challenge

The second half of the workshop includes a series of activities that revolves around a specific challenge: build a campaign around a new mobile app that will enhance or augment the in-store purchasing experience for shoppers.

This is done in groups and builds off what was learned about the chosen consumer personas during the empathy map and audience insights activities in Part 1. The activities are:

- **Activity: Putting the 3 C’s into Action** —After reviewing the foundations in Part 1 of the workshop, the participants get into groups to brainstorm ideas for the

challenge. They come up with an idea for a cross-platform campaign that follows the 3C's framework provided. After, each group shares its idea.

- **Activity: Estimation** — Once participants review what goes into building a digital product, the workshop brings them deeper into to the planning and how projects are estimated.

The workbook provided includes images of a website and general estimates of costs for the purpose of the simulation. They then are asked, “What do you think you should charge for the banner ads versus the website?”

The site may look simple, but how many pages are there? What does it do?

Participants learn that when they have incomplete information, they have to make these assumptions which can greatly vary the costs estimated. This emphasizes the importance of having information upfront and how it results in a more-accurate estimate and a more-successful project.

- **Activity: Let's Prototype** — In this activity, groups build a paper prototype for one interactive digital experience that they would use as part of the campaign they came up with in the 3C's activity.

This is more-complex activity, where participants go through the following steps:

- **Step 1: Build**

- Build a paper prototype of the app that you would use as part of your campaign.
- Remember to design a prototype that will maximize what you'll learn from hands-on testing. Ask yourself:
 1. What are you building?
 2. Who are you building it for (who is the intended target audience)?
 3. What are you trying to learn?

- **Step 2: Test**

- Each group should select one member to be the tester.
- Groups will pair up and take turns showing their prototype to the other group's tester. Remember, your goal is to learn.
- Don't forget to:
 1. Try to understand your tester's perspective, needs and problems.
 2. Let your tester drive the experience.
 3. Ask, don't sell.
 4. Use open-ended “why” questions.

- **Step 3: Iterate**
 - Based on what you learned from your tester, it is time to iterate on your prototype.
 - How can you change your prototype to incorporate feedback from your tester?
 - What would you want to learn from your next test?

Figure 8: Interactive Digital Experience Paper Prototype



Source: McCann Worldgroup

With this activity, participants learn how to use prototypes to get feedback about an idea. When iterating, they also see how much time/resources they can save by doing a quick paper test first, learning about how the user actually acts as compared to how McCann Worldgroup thinks they'll act.

- **Activity: Explore IFTTT** — Groups explore the recipes and make a list of the kinds of value these recipes are providing to consumers (such as saving money, enhancing safety and security or avoiding inconvenience). The purpose of this activity is to get clients thinking about how smart and connected objects can create value for consumers, then how they can leverage them.

The Takeaway

Each of these activities were originally run as smaller workshops internally. After several iterations and pilots with clients, they were incorporated into this full-day workshop to help clients understand the full cycle of digital work, strengthen McCann Worldgroup's partnerships and spark new ideas for the future.

Change Management Efforts

The biggest challenge for the creation of the pxl: digital-marketing workshop is delivering a culture-shifting change management strategy at scale. With hundreds of offices across 120-plus countries, it's difficult to keep up with the demand of a customized in-person program. This is especially true when it's a program for McCann Worldgroup's clients, as it needs to be at the highest caliber of design and help them achieve their current needs.

At the end of 2016, the first pilot was launched through heavy involvement from the McCann Worldgroup global learning pxl team. The digital-marketing workshop successfully covered key digital topics that sparked conversations and provided the client and agency teams with tools to help them ideate, collaborate, and execute digital projects.

In 2017, the McCann Worldgroup global learning pxl team packaged the program so it can be run by any team around the globe. The program has a flexible framework that provides resources but also allows offices to tailor it to their client needs and day-to-day work.

The Partnership — How McCann Worldgroup Delivers the Program

The global learning pxl team provides resources and support throughout the implementation of the program for each client. The pxl program is an in-person event, so a local team implements the program in partnership with the global learning pxl team. By working with offices from around the world, the global team is able to offer best practices and recommendations while the local team is able to tailor to the client's culture and digital needs.

The local team usually consists of at least two people who handle the logistics and work with the individual subject matter experts who will be involved with the customizations. They work together to:

- Establish a plan for the implementation.
- Customize the challenge for the client.
- Facilitate the collaboration with the subject matter experts/instructors.

Resources

The Global Learning pxl team determined the resources that are needed to implement the program for each client. This includes an informational website, a client-specific website, and resources for the local team.

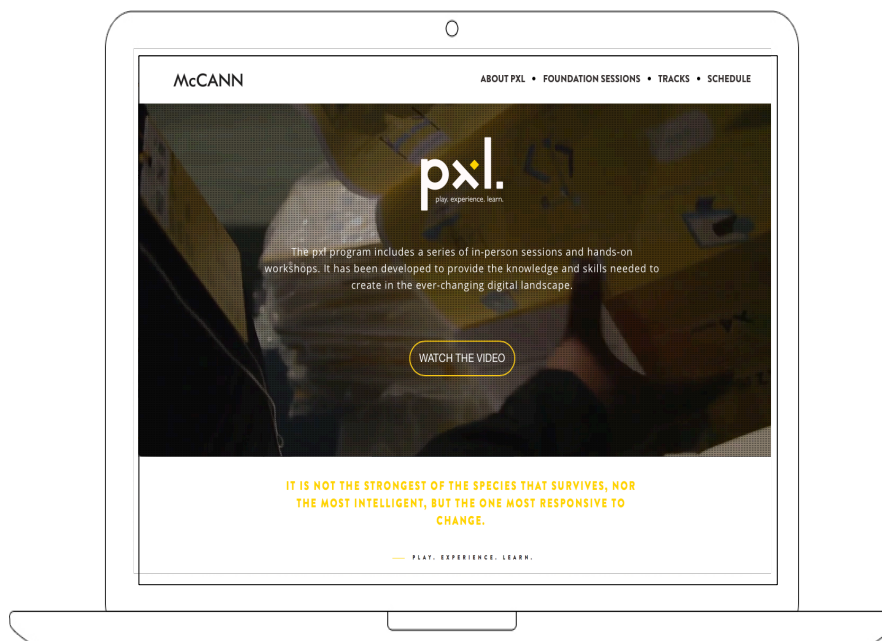
The internal informational website includes:

- Searchable digital glossary.
- Quiz to evaluate digital level of expertise (and suggest sessions).
- Key information about the program, including the vision, goals and curriculum.
- The agenda and activities the client will experience.
- Feedback from leaders and employees who experienced the program.
- Information for organizers on how to run the program and partner with the global learning team.

The client website is a customizable local website that can be provided after the workshop. It includes a content management system that allows easy upload to feature:

- Photos from the event.
- Downloadable versions of the presentation and handouts.
- Digital glossary for continued access.
- A thank-you note with reminders of the challenge and what was accomplished.

Figure 9: Customizable Client Website

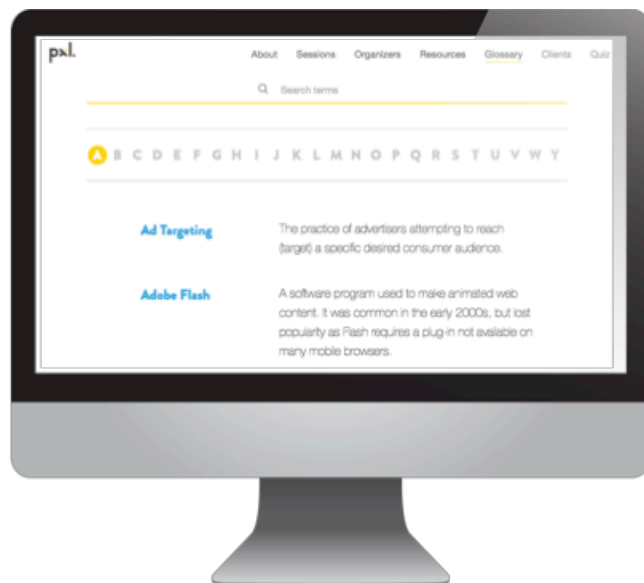


Source: McCann Worldgroup

The resources for the local team include:

- An instructor guide that outlines each section of the workshop and how it builds throughout the day.
- Design elements ready to be customized for the client, including a folder with a workbook and Z-card for each participant.
- Annotated presentations with suggested voiceover and recommendations for customizing the program.
- Resources to help with implementation, as outlined below:
 - Plan for Implementation
 - The local agency determines the best schedule and location for the client. It also determines the challenge for the client. The standard recommendation is a one-day session geared towards developing a campaign an app to add value for in-store consumers.
 - The Global Learning pxl team has partnered with offices around the world and offers advice and tools to assist in planning. This includes an interactive Organizer Worksheet and client website.

Figure 10: Client Website Resources and Tools



Source: McCann Worldgroup

- An ideal instructor is someone who knows the topic well and can tell an engaging story. Client teams that organize the event are encouraged to start by identifying their internal digital talent. It's a great opportunity to showcase local talent and strengthen partnerships.

Teams of instructors are provided with a full content kit that includes:

1. Annotated, editable presentations.
2. Instructor guide.
3. Briefs and outlines.
4. Handouts (workbooks and Z-cards).
5. Design elements for customizations.

The instructor meets with the Global Learning pxl team key stakeholders and subject matter experts in the office to set goals and align information. They work to incorporate their own examples, adjust information according to client needs and update the presentation to fit their own style to create the best experience for the client and the agency team.

Measurable Benefits

The feedback from the digital-marketing workshops have shown a strengthened respect for the agency team, a better understanding of the digital workflow/process, a motivation to innovate and has resulted in an increase of digital projects. These are the primary objectives of the program, and are shown in feedback collected from key teams:

Figure 11: Program Feedback

Instructor	SCORE*
Is the instructor engaging?	7.97
Was the instructor an expert on the content?	8.39
Content	
Was the content relevant and interesting?	8.35
Did the content motivate you to learn more?	8.84
Knowledges	
How much did your digital skills increase with this workshop?	7.32
How applicable is it to your work?	8.32

*On a scale of 1-10, 1 for poor; 10 for outstanding.



Source: McCann Worldgroup 2018

By providing this educational opportunity for our clients, McCann Worldgroup is able to offer it as a tool to onboard new client teams, workshop challenges in a structured format and spark innovation.

The program also was featured in several pitches for new business opportunities, which then were won. Offering educational opportunities to its clients puts McCann Worldgroup in a different league of potential partners, as it shows the intention to collaborate to accomplish its mission: helping brands play a meaningful role in people's lives.

Overall

The pxl: digital-marketing workshop has been run with a wide variety of clients and agency teams. The strongest workshops are run by teams who are willing to invest key talent and time in customizing the workshop. More planning results in a more-tailored challenge that can be used to define the relationship moving forward. Providing teams with a clear, upfront understanding of the steps required to run the program is key to a successful program.

While the program strengthens client-agency relationships, it also is a great opportunity to highlight up-and-coming talent and give them a chance to shine. Throughout the evolution of the pxl program for clients, the global team continues to learn more about the importance of individually recognizing these emerging leaders.

What's Next: pxl online

In 2018, the global learning team is creating short, modular online sessions that can be taken anywhere and at any time. Taking the program online will remove the limitations of scale experienced with in-person programs. As the online version is piloted for internal employees, the ability to localize and customize it will be built-in so it can eventually be used for all audiences.



About Brandon Hall Group

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