

# GroupM Workflow in Eindhoven

## Introduction

For this research I wanted to explore the options within GroupM Eindhoven to decide which department would be my target audience. GroupM is currently in a transition to turning Greenhouse into GroupM. This is the reason why no one really knows how things are going to look like. I want to make it clear for myself what the general company structure would look like.

**Main question:** Which department in GroupM Eindhoven is best fit for the implementation of generative AI in their workflow?

### **Sub questions:**

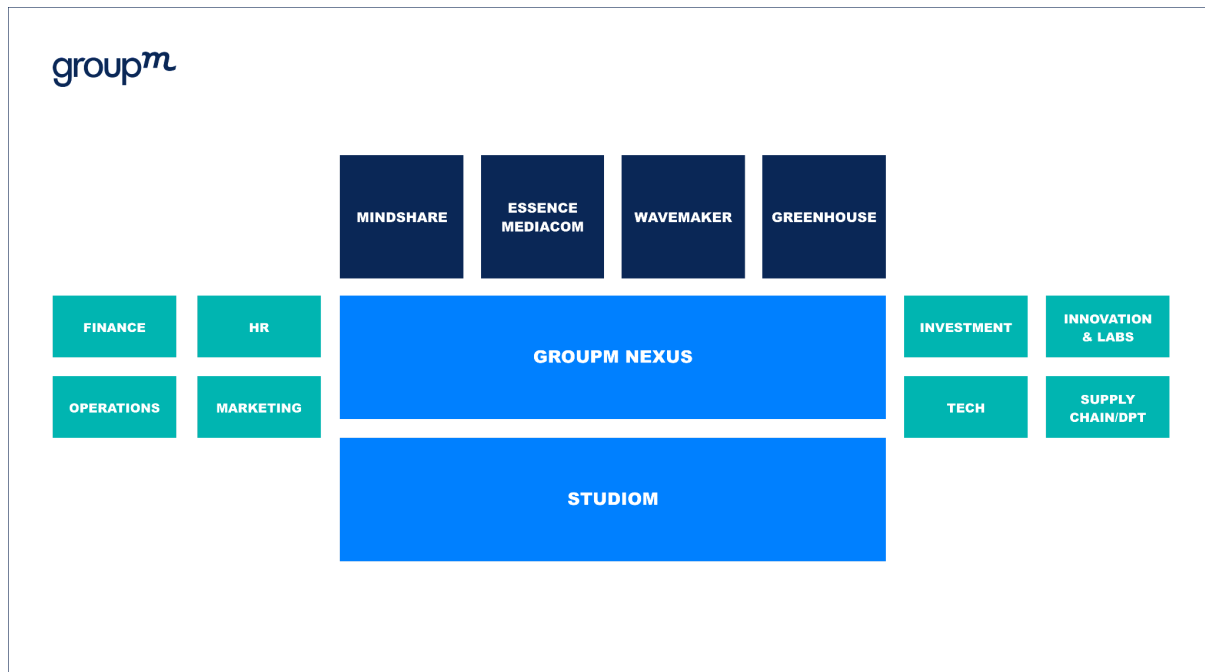
- Which Greenhouse departments are there and where will they be within the transition?
- What is the general workflow for an incoming assignment and who is responsible?
- What are the tasks and responsibilities from each interviewed department?
- What are the frustrations and problems they experience in their work?

**Methode:** Library research, Literature study.

**Date:** 02-03-2023

## Which Greenhouse departments are there and where will they be within the transition?

Greenhouse is a subsidiary media agency of GroupM. Greenhouse is currently transitioning into GroupM and this also includes the different departments Greenhouse used to be divided into.



*Figure 1: Organogram of all media agencies turning into GroupM departments.*

In figure 1 you see that all the media agencies such as Mindshare, EssenceMediacom, Wavemaker and Greenhouse will be divided into GroupM Nexus, StudioM and other smaller departments.

**StudioM:** StudioM is an organization within GroupM where all the creative departments are gathered under one name. Before the transition Greenhouse had few departments such as motion, development & design. These will all fall under the name StudioM.

**GroupM Nexus:** GroupM Nexus is a media performance organization, uniting GroupM's performance talent and technologies. (GroupM, 2022) They are a group of specialists that can be used whenever a project requires. The departments that don't fit into StudioM or the small departments will be under GroupM Nexus.

As of yet it is not clear how StudioM and GroupM Nexus will look like within their own organization.

In the 3th and 4th week, the group and I conducted interviews over the different departments within Greenhouse or more accurately GroupM location Eindhoven. I made together with the

interview results an estimation of where each department we interviewed would be categorized in the organization.

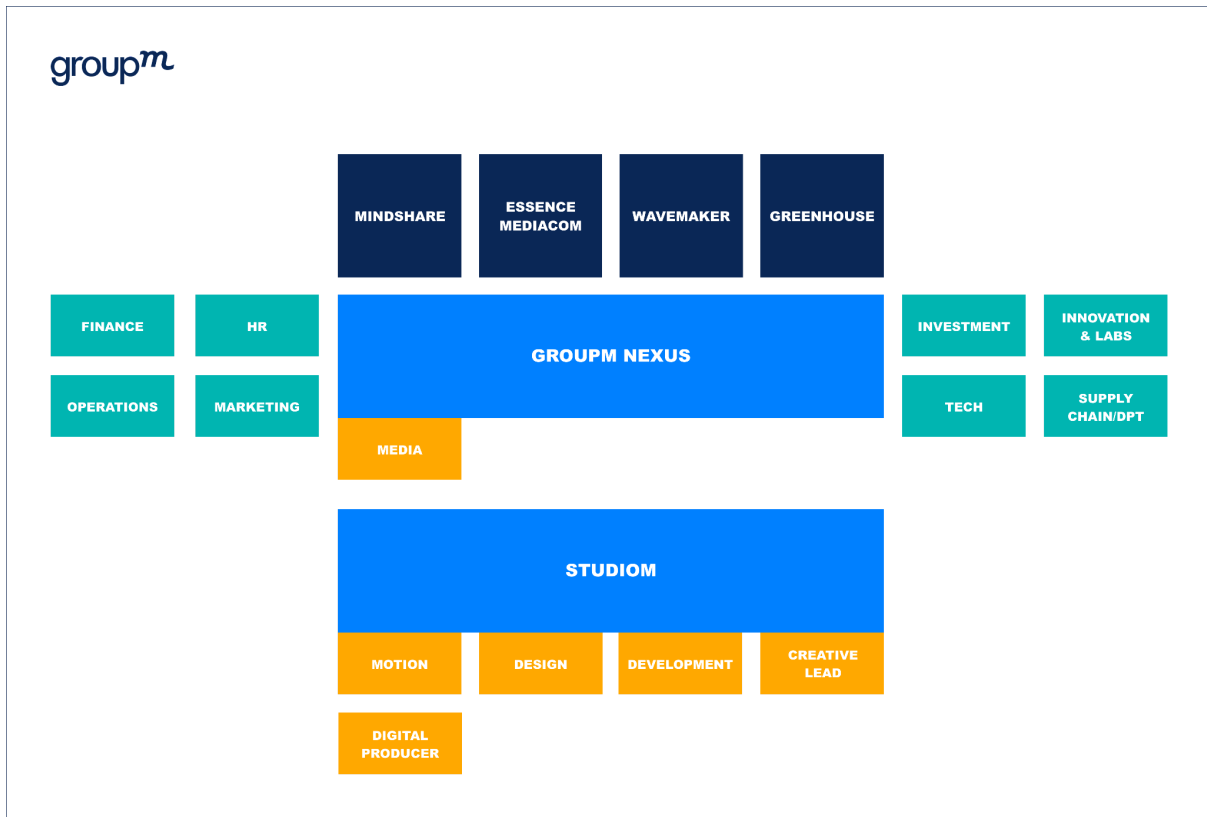


Figure 2: Organogram interviewed departments within Eindhoven.

In figure 2 you see the department my group and I have interviewed on location Eindhoven. There are more departments that we have not yet spoken to. For the progress of our assignment we will stay with the departments we have interviewed as they are open for further research with them.

As we now have a clear view of where each department is located, it is important now how they are connected to each other. To understand this I will have to find out what their workflow is for an incoming assignment.

# What is the general workflow for an incoming assignment and who is responsible?

To find out the problem of how the process of a workflow could be improved I will look at how an assignment is processed within GroupM

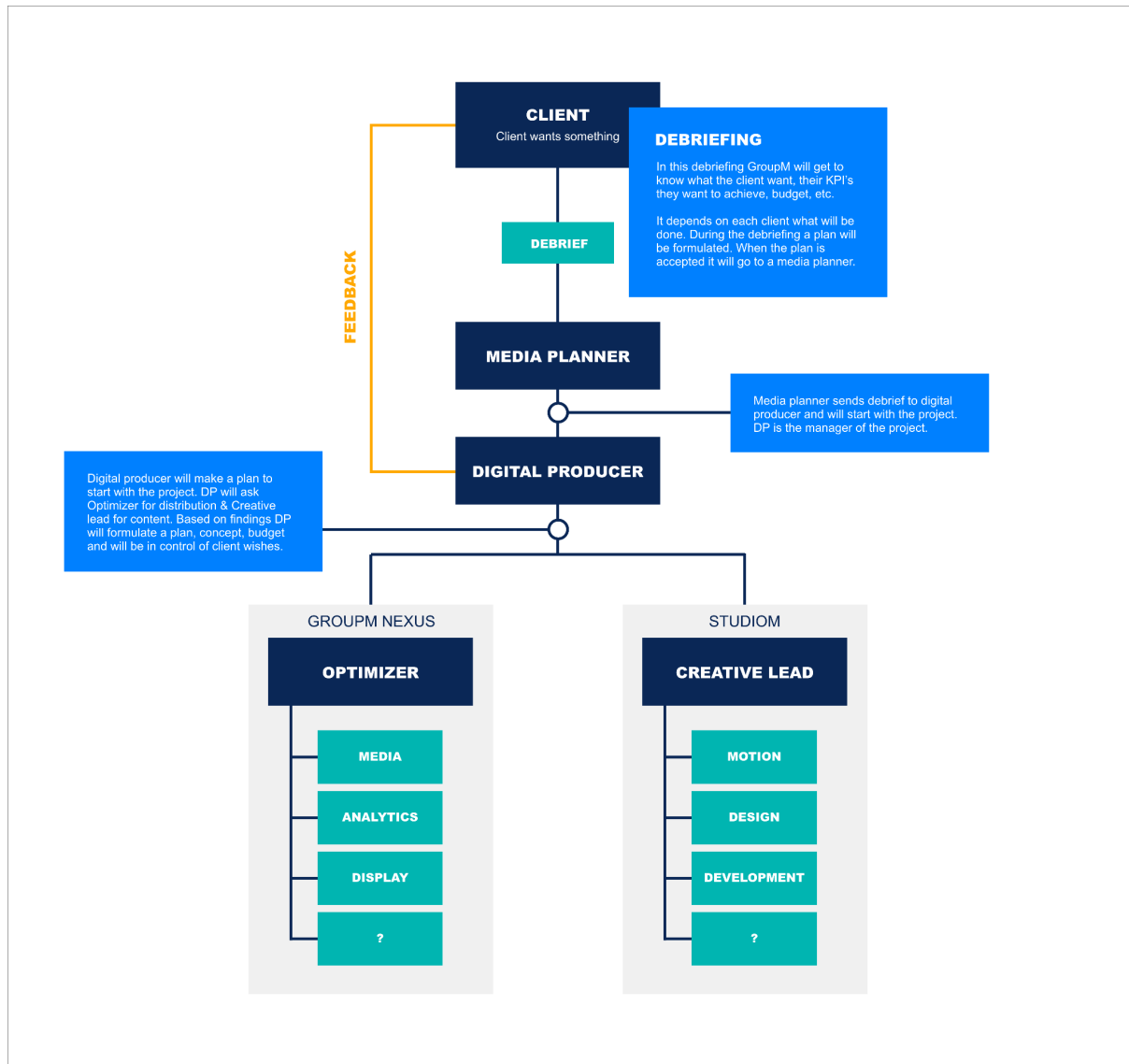


Figure 3: Assignment processed within GroupM

In figure 3 I created on a general scale how an assignment is processed but each project is different. Starting with the client wanting something. A debriefing is held with this client on what they want, KPI's, budget and general concept is formulated. The Media planner will make a plan for the clients and after this is accepted a team will be created for this assignment.

This team will be managed by a Digital producer. They are the person in charge of the project and are in charge of the schedule. DP is an intermediate between client and project team. They will communicate with the client on finished parts of the project, get feedback,

will work out details, and communicate this back. Depending on the project the Digital producer will bring people from their departments to client meetings.

**StudioM:** StudioM and the assigned departments will work on creation. This could be anything from making a concept, storytelling, images, banners, videos, etc. Everything related with the creation of the product but this will differ for each project. The Creative lead is responsible for checking the quality of the created content and they will send it to the Digital producer. The Digital producer will check again and will send it to the client.

**GroupM Nexus:** In most projects Nexus and some departments are responsible for distribution of the media. So buying space on platforms such as Instagram, Facebook, etc. Everything to do with placing content. Then there is also a team that checks analytics on how well everything performs. It of course varies per project. There are a lot more departments that I don't know about.

## Propositions

After the transition into StudioM and GroupM Nexus it was important that client details were kept secret. For this reason there are three different propositions within StudioM and Nexus. These propositions are: Mindshare, Wavemaker and EssenceMediaCom. Each proposition has their own department teams working only for them.

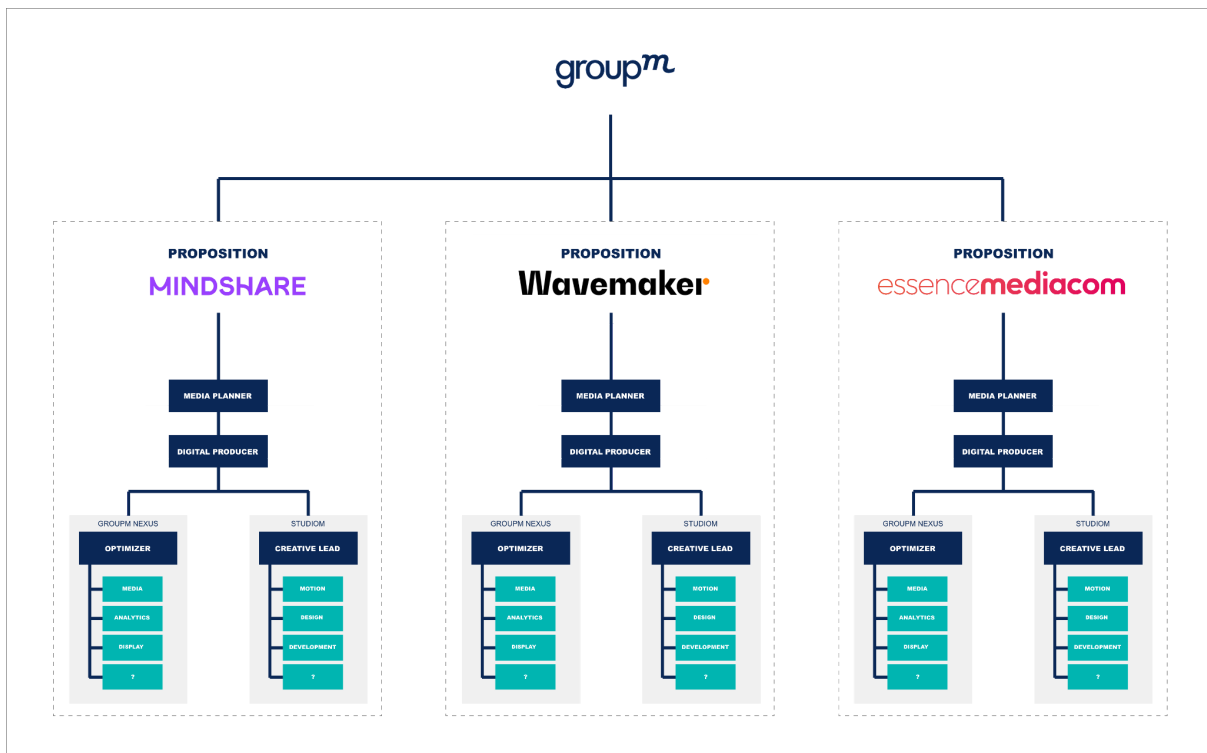
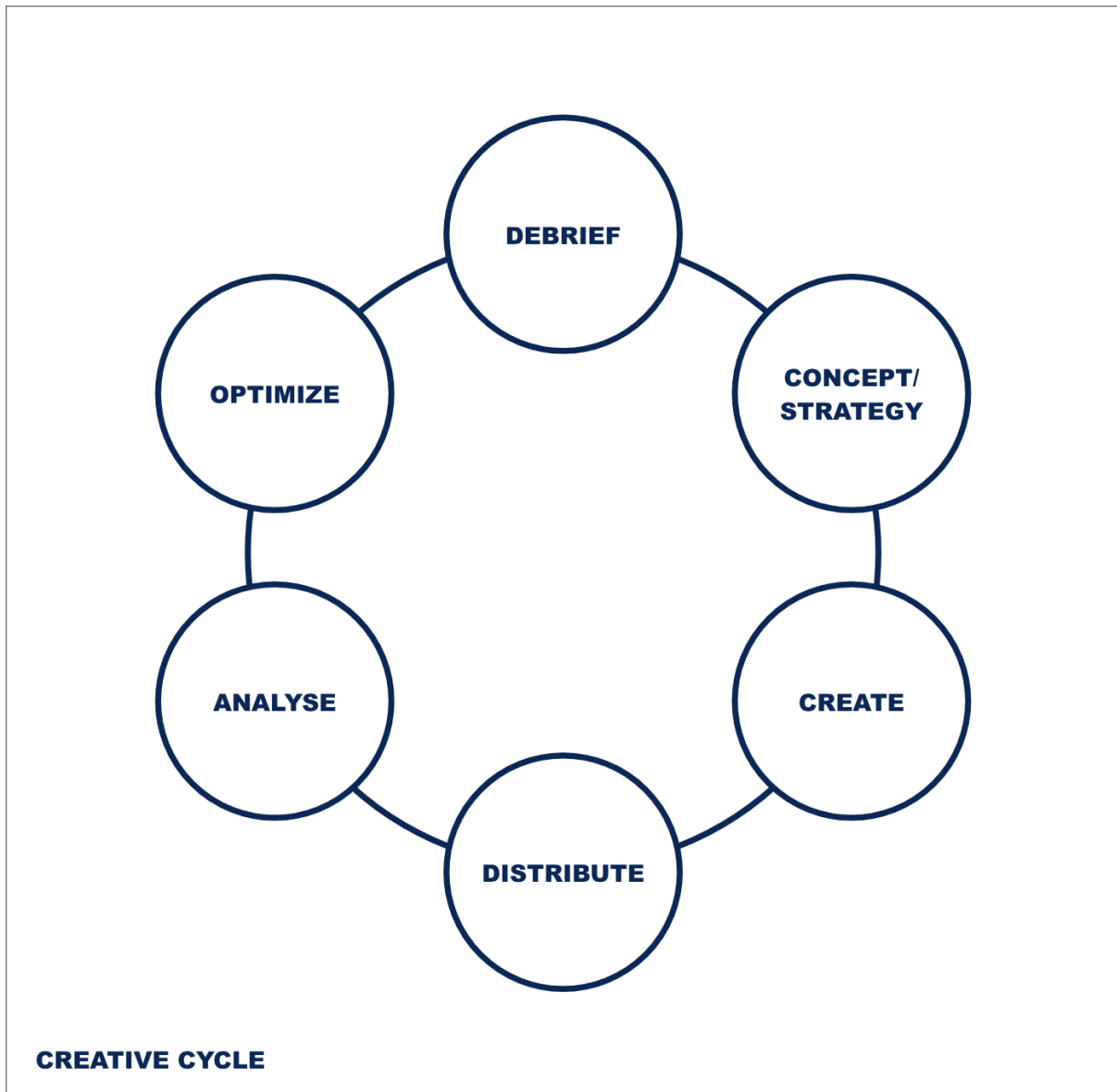


Figure 4: Propositions within GroupM

## Creative Cycle

With every advertisement or campaign held for a client within GroupM a creative cycle is applicable for the actual development and implementation of a marketing strategy. This creative process involves several stages each with their own activities and goals. This process is used to help marketers create effective campaigns that connect with their target audience and achieve their marketing goals (KPI's).



*figure 5: Creative cycle GroupM.*

The creative cycle consists of a debrief, concept/strategy, create, distribute, analyze, and optimize phase. Each of these phases is completed by one or more departments of GroupM. It depends on the assignments and client if the whole cycle is done by GroupM or the marketing team of the client.

# What are the tasks and responsibilities from each interviewed department?

The departments that have been interviewed are Design, Motion, Development, Creative lead and the Digital producers. For each department I wrote a description of what it does and the tasks it has.

## DESIGN

### DESIGN

The design department within GroupM Eindhoven works on creation of advertising content. This could be anything related to video, images, text, and more.

### TASKS

\* The tasks listed below are results from interviews

Designing content

Creating videos

Making marketing strategies

Concepting

Copywriting

Storyboarding / storytelling

Creating content for campaigns

### CONTENT



Kruidvat folder



Social media content

figure 6: Description of design department

# MOTION

## MOTION

The motion department at GroupM is there to create video content or moving content in general. This could be TikTok videos, animations, etc. It all depends on the project.

## TASKS

\* The tasks listed below are results from interviews

Video editing

Storyboarding / storytelling

Marketing campaigns

Animations

Copywriting

Concepting

Shooting videos

## CONTENT



Videos



Social media reels

figure 7: Description of motion department



# DEVELOPMENT

## DEVELOPMENT

The development departments is responsible for creating the concept if this include coding. This could be marketing campaigns, working with new technologies, in general the creation of concepts that needs coding.

## TASKS

\* The tasks listed below are results from interviews

Coding of websites

Making different formats

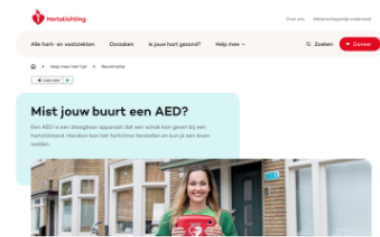
Experimenting with new technologies

Quality checks

Version control

Responsive design

## CONTENT



Websites



Campaigns

figure 8: Description of development department

# DIGITAL PRODUCER

## DIGITAL PRODUCER

Digital producers are managers of a project team. They are responsible for creating the teams, booking the hours and will be an intermediate between client and project group.

## TASKS

\* The tasks listed below are results from interviews

Estimation of hours

Organizing work

Client meetings

Booking hours in Wrike

Managing the project teams results

Responsible for time and budget

## CONTENT



Wrike booking hours



Client meetings

figure 9: Description of digital producer

# CREATIVE LEAD

## CREATIVE LEAD

The creative lead just like a DP has a leading function with much knowledge on the creative side of a project. They will give insights of what/who is needed for the project.

## TASKS

\* The tasks listed below are results from interviews

Responsible for quality

Concepting

Marketing campaigns

Strategizing

Looking for innovative possibilities

Research

## CONTENT



Creating concepts



Creative input

figure 10: Description of creative lead

The departments that have been interviewed are within StudioM, the creative organization. Departments such as Design, Motion and Development are mainly focused on the creation of content. Each having their different roles in the creation process.

The digital producer is responsible for the end deliverable to the client. They are an intermediate between the client and the team. They are the project manager. The creative lead will help the digital producer to make an estimate of what is needed from each creative department. They are also responsible for checking the quality of the work. The digital producer will check it again and will send it to the client.

## What are the frustrations and problems they experience in their work?

In the interviews not only did I ask about their workflow but also about their general knowledge of Generative AI and where it potentially could be used within the company.

Employees within the design and motion department mentioned that one of their main struggles is writing copy and that this could be automated with generative AI. Other departments also agreed that text writing and copy could be more efficient within the company.

### Copywriting

A copywriter writes specific text content used in advertising and marketing. Some examples of copy are a website copy, product descriptions, email marketing campaigns, social media posts, etc. The main goal of copywriting is to persuade the target audience into doing an action. This can be making a purchase, signing up for a service, subscribing and more.

To write an effective copy you need to know the target audience, how you can grab their attention and the brand you are creating it for. In GroupM employees need to write multiple different variants of the same copy when promoting a product. As different methods are used on each platform which will help boost sales.

The problem though is that GroupM has too few copywriters. Within the design department they struggle when writing multiple different copies. Some of them already use ChatGPT to get some inspiration but others don't use it. The pain point in their workflow is writing copy.

During the interviews they mentioned more tasks that could be faster if using generative AI, but they were mainly focussed on writing text and the basics for image generation. However generative AI has so many more potential use cases. Then again when they use generative AI they don't get the desired output leading to them not being able to use the output as the final product.

### The problem

The reason for this research was to find out where generative AI could potentially be implemented into a workflow. The problem however, is that the employees of GroupM have insufficient knowledge to effectively use generative AI in their own workflow.

So instead of already implementing the technology I will teach them the information they lack to use this technology to its full potential. This way the target audience can make its own choices on how to use generative AI in their own workflow.

Generative AI is mainly focussed on creating new content meaning that the creative departments would have many benefits if they understand how to use this technology effectively. For this reason the target audience for my project will be employees of GroupM in the creative departments that have insufficient knowledge about how to use generative AI effectively in their own workflow.

# Target audience

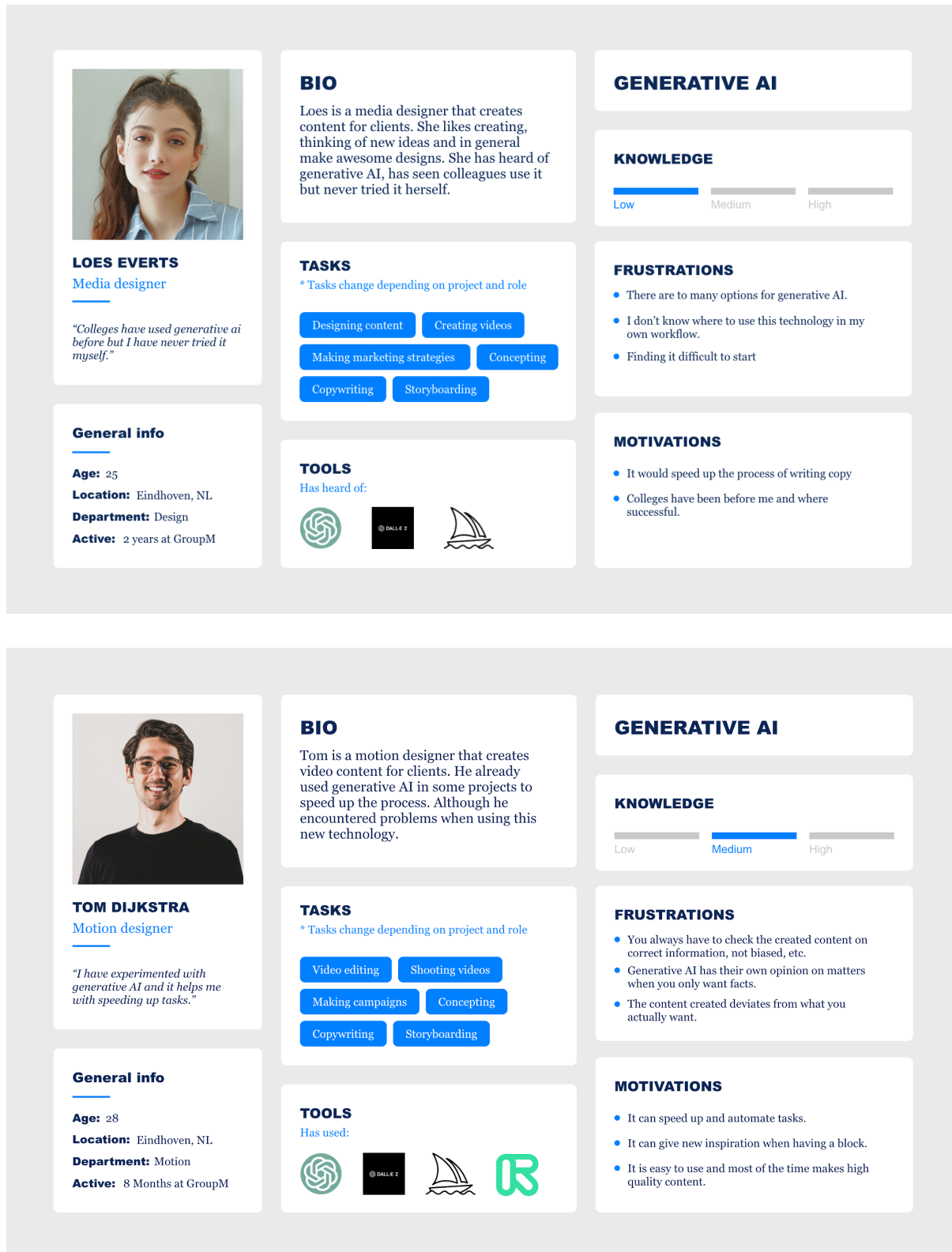


figure 11: personas

# Empathy Map



figure 12: Empathy map (see full pdf)

Pains	Gains
Difficult to get the desired output.	Want to efficiently write copy
Always have to check the output generated by GAI	Want to use generative AI in more aspect of my work
I don't know where I could use generative AI in my own workflow.	I want generative AI to speed up and automate certain tasks
There are too many generative AI tools to choose from	Getting quick inspiration when stuck on a task
	Colleagues were successful in using GAI I also want that

## Conclusion

Generative AI can be used for many different purposes within a company. In GroupM there are many potential implementations of generative AI that can speed up certain workflows. With the interviews one department would be chosen as the target audience. In these interviews the main purpose was to understand what their workflow was, what could be more efficient and their general knowledge/opinion of generative AI.

The general workflow of GroupM can be visualized in a creative cycle. Although it depends per client and assignment which departments will be on the case and if the whole process is done by GroupM. The creative cycle consists of six phases: Debrief, Concept/Strategy, Create, Distribute, Analyze and Optimize phase. Each phase has different tasks and different goals to complete.

In the interviews, it was mentioned by many that one task could be made more efficient with generative AI. This was writing copy, the main frustration of the design & motion department. The second part of the interview was to understand the general knowledge and opinion of generative AI. All were very positive of generative AI as they heard it could speed up certain tasks, some have tried it while others haven't. Some employees within the design department already use generative AI to get inspiration for writing copy but still had difficulty generating a correct output. Other departments had similar frustrations. Not only that they don't know the other possibilities where generative AI could be used in their own workflow.

The main problem that can be concluded from the interviews is that the employees of GroupM don't have the knowledge to effectively use generative AI in their workflow. For this reason I will not yet implement generative AI in their workflow but instead teach them the information needed to let them choose where they would like to use generative AI in their workflow.

To conclude, the target audience for this project will be employees of GroupM in the creative departments that lack the knowledge to effectively use generative AI in their workflow. The main focus will be to teach them the knowledge needed.

## Recommendations

After having it clear for myself what the problem is and the target audience for whom I am going to create a solution, I will now brainstorm for possible ideas. Based on these brainstorms an idea will be formulated, further research will be done and a concept will be developed.