



Barrett Values Centre

Advertising & Marketing Industry Overview

Prepared by

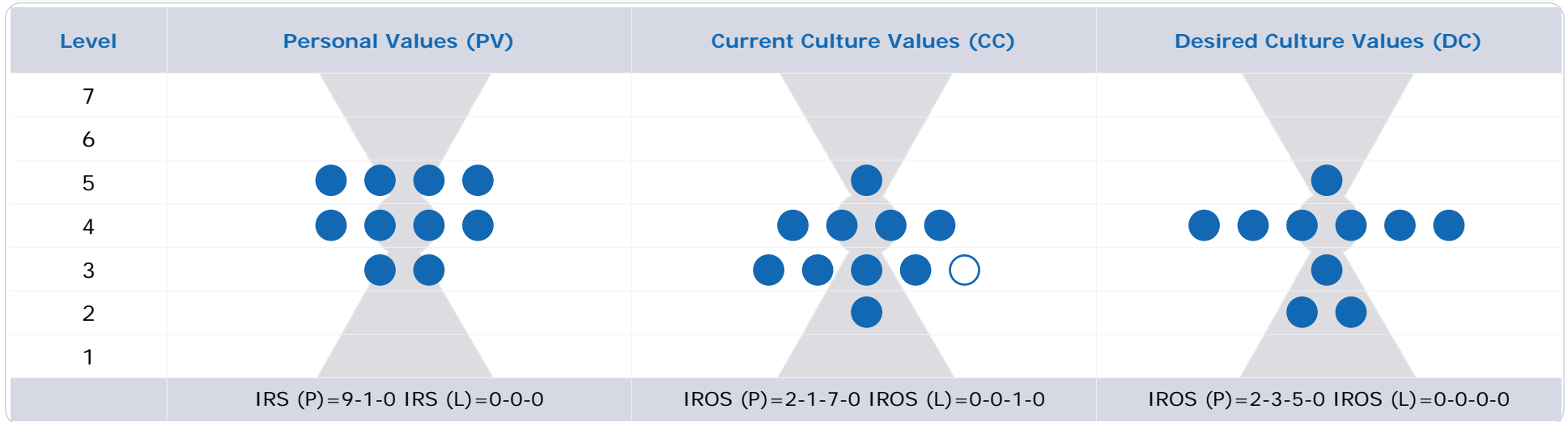
Barrett Values Centre

This industry overview is drawn up from the results of 26 assessments from 13 different countries.

The percentage numbers are calculated using a weighted average, in order to ensure each assessment is proportionately represented.



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Matches	honesty	39% 5(I)	<i>teamwork</i>	37% 4(R)	<i>teamwork</i>	35% 4(R)
	<u>accountability</u>	37% 4(R)	<i>customer satisfaction</i>	35% 2(O)	<i>creativity</i>	32% 5(I)
PV - CC 3	humour/ fun	37% 5(I)	<u>commitment</u>	27% 5(I)	<i>customer satisfaction</i>	30% 2(O)
CC - DC 5	<u>commitment</u>	31% 5(I)	brand image	24% 3(O)	<i>efficiency</i>	29% 3(O)
PV - DC 4 new requests	<i>balance (home/work)</i>	30% 4(I)	quality	24% 3(O)	<i>continuous improvement</i>	28% 4(O)
	ambition	29% 3(I)	being the best	23% 3(O)	<i>accountability</i>	27% 4(R)
Cultural Entropy: Current Culture 15%	<i>continuous learning</i>	29% 4(I)	<i>continuous improvement</i>	23% 4(O)	<i>balance (home/work)</i>	27% 4(O)
	<i>adaptability</i>	27% 4(I)	<i>adaptability</i>	22% 4(I)	open communication	25% 2(R)
	<i>creativity</i>	27% 5(I)	results orientation	22% 3(O)	<i>adaptability</i>	24% 4(I)
	<i>efficiency</i>	27% 3(I)	<i>balance (home/work)</i>	20% 4(O)	<i>continuous learning</i>	24% 4(O)
			bureaucracy (L)	20% 3(O)		

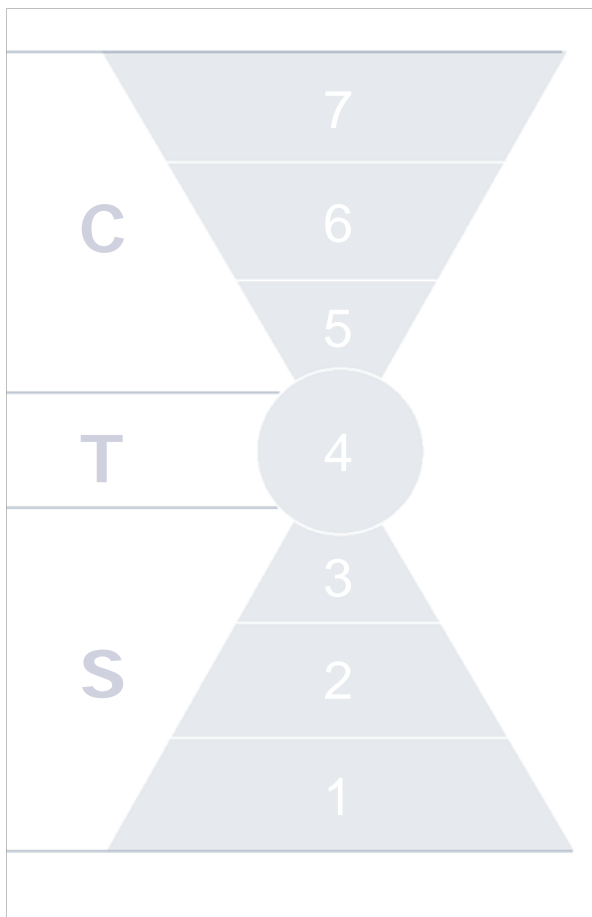
Black Underline = PV & CC
 Orange = PV, CC & DC
 Orange = CC & DC
 Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

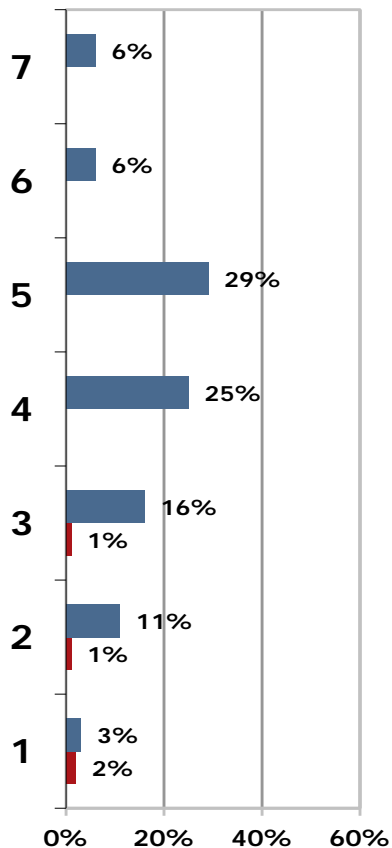
I = Individual
 R = Relationship
 O = Organisational
 S = Societal



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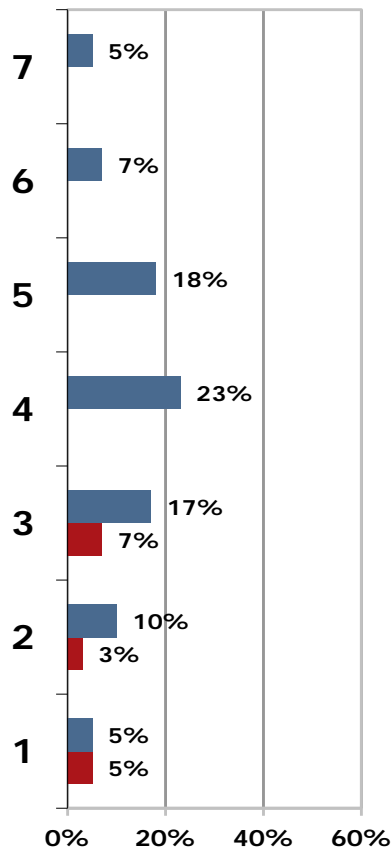


Personal Values



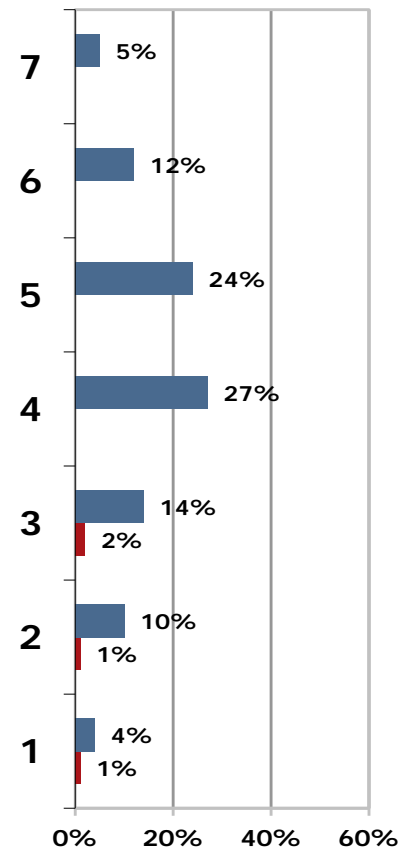
CTS = 41-25-34
Cultural Entropy = 4%

Current Culture Values



CTS = 30-23-47
Cultural Entropy = 15%

Desired Culture Values



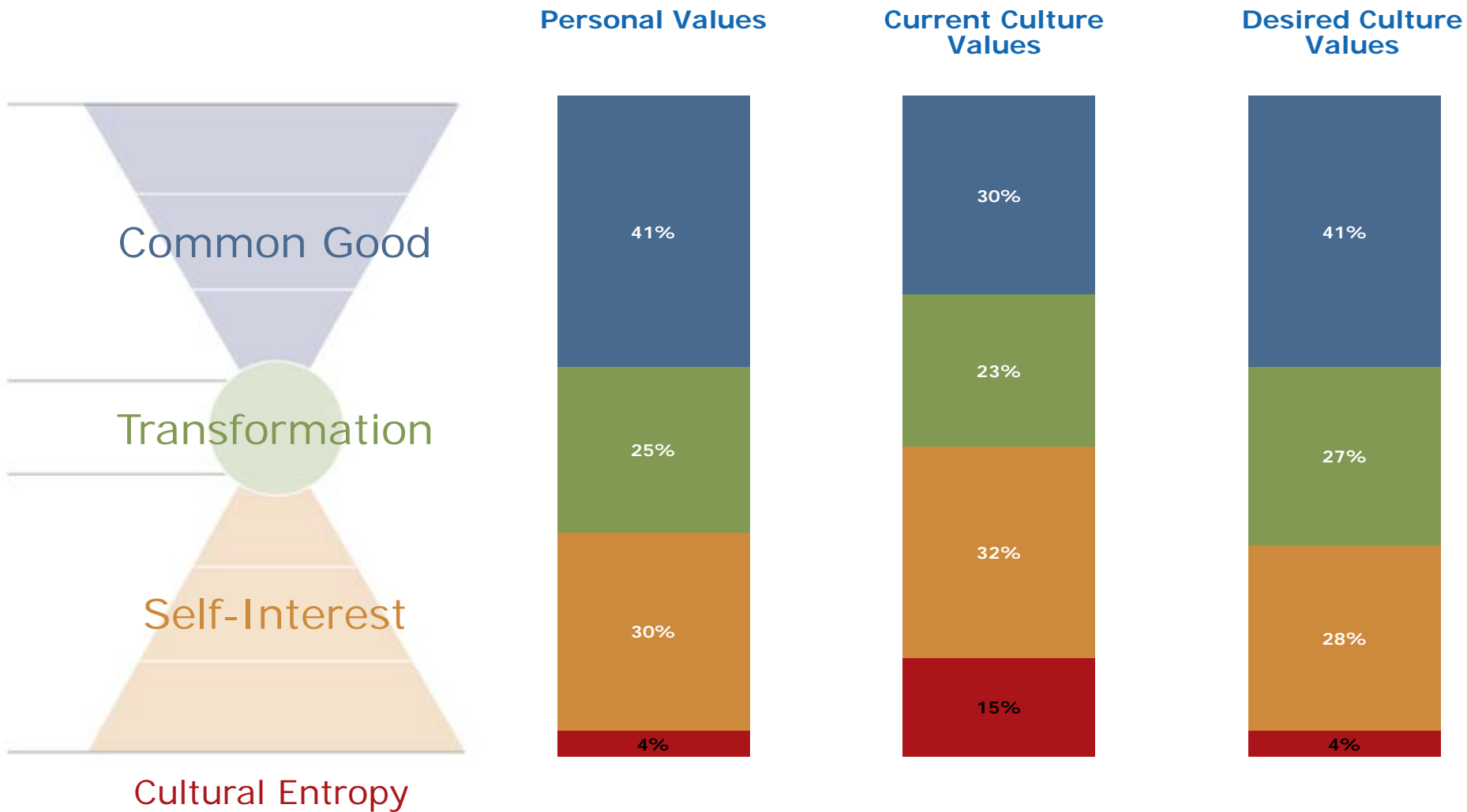
CTS = 41-27-32
Cultural Entropy = 4%

C = Common Good
 T = Transformation
 S = Self-Interest

■ Positive Values
 ■ Potentially Limiting Values



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Cultural Entropy Report

Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3.

This table depicts the weighted average percentage of votes for Current Culture potentially limiting values by level.

The table only shows values that received 5% or more of the overall weighted average votes.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	bureaucracy (20%) confusion (17%) long hours (15%) hierarchy (7%) silo mentality (7%)	7% of total votes
2	blame (15%) empire building (9%) internal competition (5%)	3% of total votes
1	cost reduction (17%) caution (13%) short-term focus (10%) control (7%) job insecurity (5%)	5% of total votes
Total		15% of total votes

This level of Cultural Entropy score reflects issues requiring cultural or structural adjustment.

It is important to reduce the Cultural Entropy score to improve performance.



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Values Jumps

A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in bold are represented in the Desired Culture.

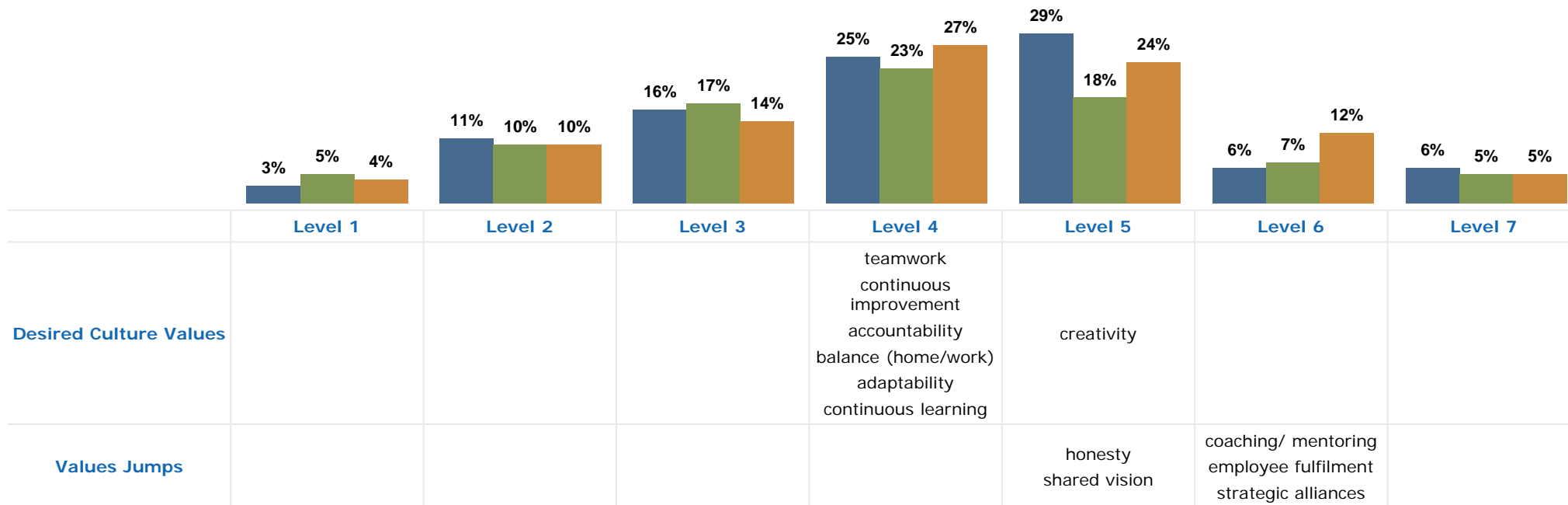
	Current Culture Votes	Desired Culture Votes	Jump
efficiency	14%	29%	15%
creativity	18%	32%	13%
coaching/ mentoring	13%	23%	10%
employee fulfilment	7%	17%	10%
accountability	18%	27%	9%
honesty	6%	15%	9%
continuous learning	15%	24%	8%
long-term perspective	13%	21%	8%
financial stability	10%	18%	8%
shared vision	10%	18%	8%
strategic alliances	4%	12%	8%



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Positive Values Distribution

This diagram shows the percentage of positive values by level. The table indicates the top Desired Culture values and Values Jumps, at the levels where more focus is requested.



Personal Values

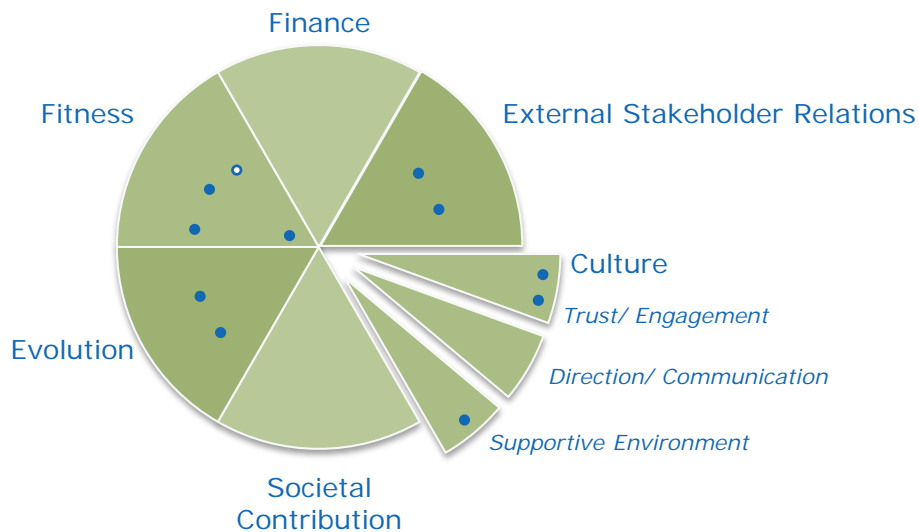
Current Culture Values

Desired Culture Values

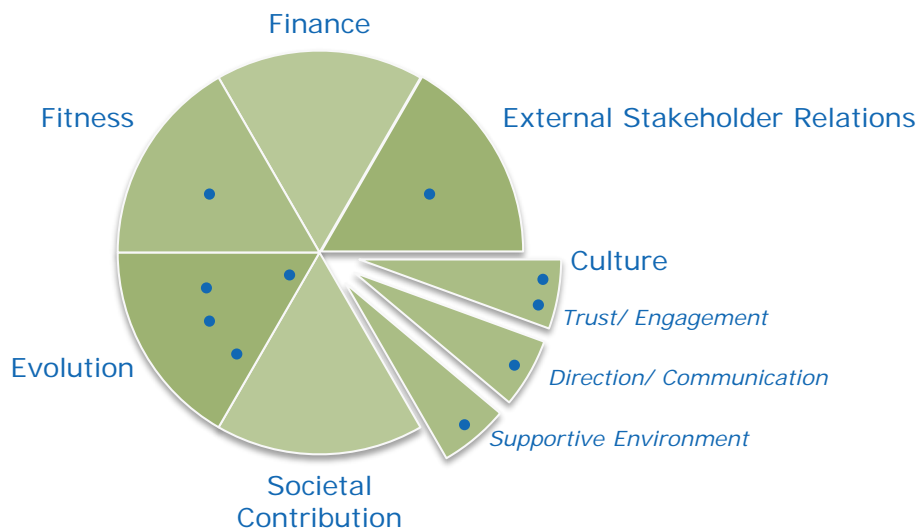


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Current Culture Values



Desired Culture Values



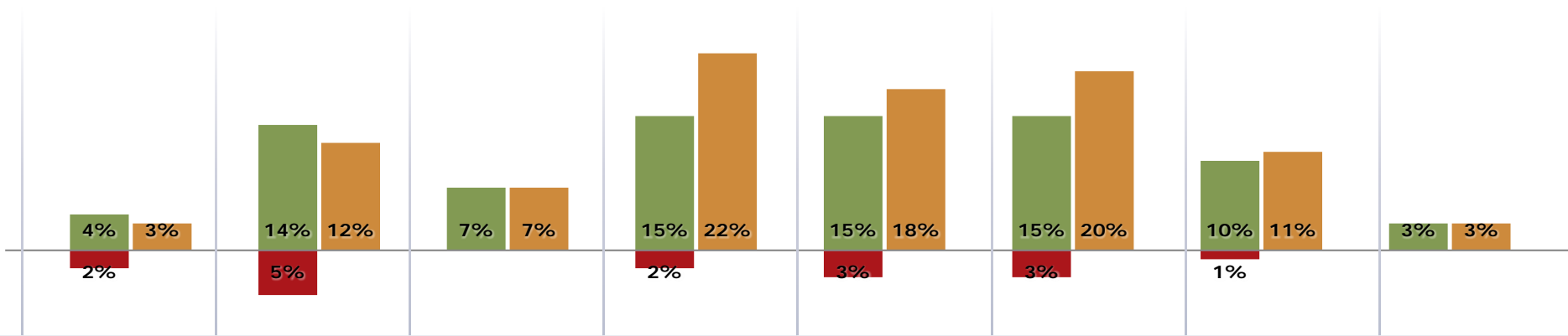
		Current Culture	Desired Culture
	Finance		
	Fitness	quality being the best results orientation bureaucracy (L)	efficiency
	External Stakeholder Relations	customer satisfaction brand image	customer satisfaction
	Evolution	continuous improvement adaptability	creativity continuous improvement adaptability continuous learning
Culture	Trust/Engagement	teamwork commitment	teamwork accountability
	Direction/Communication		open communication
	Supportive Environment	balance (home/work)	balance (home/work)
	Societal Contribution		



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BNS- Values Distribution

This diagram shows the percentage of all values across the BNS areas. The table indicates the top Desired Culture values and Values Jumps in the areas where more focus is requested, and all the potentially limiting values.



	Finance	Fitness	External Stakeholder Relations	Evolution	Trust/ Engagement	Direction/ Communication	Supportive Environment	Societal Contribution
Desired Culture Values				creativity continuous improvement adaptability continuous learning	teamwork accountability	open communication	balance (home/work)	
Values Jumps				coaching/ mentoring long-term perspective	employee fulfilment	honesty shared vision		
Potentially Limiting Values	cost reduction	bureaucracy long hours empire building internal competition		caution short-term focus	blame control silo mentality	confusion hierarchy	job insecurity	

