

The Marketing Director's Handbook

THE
**MARKETING
DIRECTOR'S
HANDBOOK**

*The definitive guide to
superior marketing and
business and boardroom success*

Tim Arnold and Guy Tomlinson

The Marketing Directors Ltd

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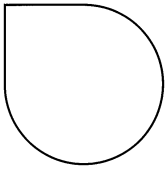
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To our families

Linda, Sam and Ben

Nicky, Joanna and Imogen



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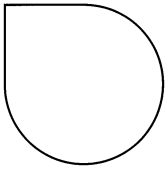
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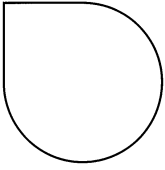


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Introduction

The Times They are A-Changin' – Bob Dylan (1964)

Why read this book?

Marketing is the one business discipline that almost everyone thinks they know about. It is the only function aimed at the customer so that is why both friends and colleagues readily comment on ads, what's in the shops and on the Internet. Even the chairman's wife will get in on the act.

Yet when undertaken professionally more than observation and comment is required. Sound judgement, proper process and intellectual rigour are prerequisites. As well as dealing with your colleagues' comments, there is a lot to do, a lot to learn and a lot to remember. And boards are asked to take collective responsibility, so you also need to know how to work with other functions.

Stepping up to become marketing director will be your biggest challenge yet. The risks will be greater and the rewards will be greater. With the average tenure of a marketing director being around two years – significantly shorter than that of a CEO at around four years – the available time in which to deliver is short and the consequences of failure remain high. Success will mean your career will soar.

What is certain, now as ever, is that every business needs marketing to realise its aims through its customers. But with the challenge of new channels and new technology both the job, functions and direction of marketing are in need of re-affirmation and re-assertion.

To do this marketers must lead and champion – and be seen to lead and champion – marketing thinking within their organisation. In simple terms you must put the customer at the heart of the business and make decisions based on what the customer wants, thinks and feels about your products or services.

Despite the fact that some marketers have achieved the lofty heights of a board position, the bad news is that the marketing profession has not yet earned its place as *the* profession of influence. With only fourteen of the UK FTSE 100 companies having a marketing director on the board (1), the profession still has a long way to go.

This is largely a result of being seen by critics as fluffy and lacking in rigour. Many view marketers and marketing thinking as synonymous with the creative arts, particularly advertising. There is some recognition of marketers' creative contributions but due to the high expenditures that are associated with advertising, some equate this with profligacy. Whilst this is probably rarely the case – these perceptions remain another issue that marketers must address. The challenge, therefore, for the marketing profession as a collective and for all marketers as individuals is to provide more scrupulous justification for creative initiatives and to underpin intuition with logic. New strengths must be added to existing perceived strengths. These include being seen as having the best interests of the business at heart, driving profitable growth, being commercial, structured and balanced thinkers whilst remaining innovative and inspired.

Superior and successful marketing is usually a result of not one, but many things – many skills, many techniques, as well as considerable knowledge or expertise. Great technical, leadership, influencing and management skills are needed not just to lead the function but to make an impact in the boardroom and on the commercial well-being of the business as a whole.

Who should read this book?

This book is designed to contain all the things a marketing director has to consider and act upon. As all marketing directors have a mind of their own this book is written as a set of insights, ideas and guides rather than hectoring instruction. Those already in the job will find it useful as if getting the views from a friendly peer.

Those who aspire to career advancement will find it helpful in understanding the additional pressures faced by your boss. You might even be able to make some worthwhile proposals as a result of reading it.

CEOs, fellow directors and agency colleagues may also find it worthwhile understanding how a marketing function operates. The outcome will be more harmonious working relationships and a more energised and successful business.

The purpose of this book

There are good books on brand management, market research and sales promotion. Ones on presentation and strategy, creativity and how to write a marketing plan – but no one book has brought it all together. Our aim is to create a definitive practical guide for anyone leading or aspiring to lead a marketing function. One covering both the management as well as the functional issues. It is based on extensive research on the

best practices and processes available as well as practical insights and ideas accumulated during our many years of professional experience.

This book's first function is as a reference work of marketing best practices, tools and processes to help you at both a strategic and operational level. The second is to help you be an effective leader, influencer and manager; what is the best way of operating in the organisation? How to relate to and work with your colleagues? How to understand and optimise the impact of the other functions on marketing itself?

As marketers we perceived an unsatisfied demand with a least two customers and an enormous need. Ourselves. On checking and shaping the content of this book (via research) we found others perceived the need too. So here it is – The Marketing Director's Handbook. Not a text book, more a working book, born of experience and education, developed to help all of those engaged in the job of marketing director to actually do the job.

It is the book we needed. We trust it is the book you want.

In a single reference source, the aim is to help you:

- champion the marketing function at board level and throughout the organisation
- align organisation or business objectives with marketing objectives and activities
- provide a range of simple tools and models that reflect the best practices in the marketplace and that can help structure and enhance the quality and rigour of your thinking and inspire new ways to improve the marketing effectiveness of your organisation
- improve your own personal effectiveness/brands as well as your own worth.

How to use this book

This book is an aide-mémoire, source of ideas and guide. Look upon it as a source of advice, reassurance and inspiration when you need them. It's a work to help you get things done and not just read on a rainy day. It should never leave your side.

It is designed to be easy-to-read and digest, to be picked up or put down when needed or to be read through from beginning to end. Throughout you will find signposts and cross-references to other parts of the book to help you understand what to do quickly.



Where to start



Why Bother



Pitfalls to Avoid



Key Questions



Process Pointers



Success Factors



Best Practices



Ten Minute Exercise



Proformas



Tools and Techniques



Key Points to Remember



Refer to Another Chapter (10)

The book has four parts. Each one is written differently, for you to use in different ways. Flick through the pages or refer to a chapter to get some fresh ideas or get started on a project you may not have done before! The sole aim of this book is to help you be a better marketing director – nothing else matters to us or indeed to you.

Part 1 Marketing Essentials (Chapters 1 and 2)

- Explains how the function of marketing fits into the business or organisation as a whole and provides insights and ideas to help you get to grips with your role.

Part 2 The Marketing Year (Chapters 3–10)

- Covers all of the key strategy and planning activities that you are likely to undertake in a financial year.

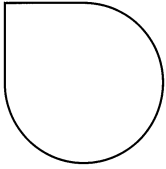
Part 3 Operational Leadership (Chapters 11–19)

- Provides insight and ideas to help manage your team and work with your boardroom colleagues as well as suppliers and agencies. It covers all the key tasks you are likely to undertake on a day-to-day basis.

Part 4 Major Project Planner (Chapters 20–30)

- Provides insight and ideas to deal with a range of possible challenges.

For those with a greater thirst for knowledge beyond the scope of each chapter, Appendix 1 contains references and suggestions for further reading. Appendix 2 summarises acronyms that are used throughout the book.



What you will learn in each chapter

1 Starting Out

- Seven essentials to be an effective marketing director right from the start
- How the reality may vary from your expectations
- The key elements of strategic planning
- What to do in your first quarter in the role

2 The Role of Marketing in the Business

- Seven essentials to be a superior marketing director
- How to help your colleagues understand marketing and the benefits it can offer

3 Strategy Development

- The importance, nature and benefits of strategic planning
- What makes a successful strategy
- How to create and get 'buy-in' for a strategic plan
- Strategic planning tools
- Strategic plan contents

4 Competitive Analysis

- The role, nature and benefits of competitive analysis
- Competitive analysis tools
- Useful research sources

5 Setting Objectives and Measuring Marketing Performance

- The purpose and benefits of setting objectives and measuring marketing performance
- Success factors for setting objectives
- How to devise useful marketing performance measures

6 Customer Strategy

- The purpose and benefits of understanding customers
- Different ways to segment and target customers

- Customer segmentation and modelling tools
- The ‘customer journey’ and relationship building tools

7 Product Strategy

- What constitutes successful products and services
- How to influence customers to buy
- How to distinguish benefits and features
- Ways to enhance competitive advantage

8 From Strategy to Delivery

- Pitfalls to avoid
- Reasons for poor implementation
- Key elements of a marketing plan
- How to ensure successful marketing implementation

9 Financial Management and Pricing

- The success factors for financial management
 - Planning & budgeting (nb use dashes for second indent as per Ch9)
 - Financial controls
- Pricing strategies and how to price for ‘profit’
- Forecasting methods

10 Structuring the Function

- How to structure the function
- Key marketing roles and relationships
- The functions of marketing
- Marketing recruitment ideas
- Marketing organisation options

11 Day to Day Management

- Best practices to get yourself organised
- How to adapt your management style to get the most from your team
- Best practice processes and protocols
- How to manage meetings!

12 Team Motivation and Development

- How to motivate your team
- How to align rewards with achievement
- Options for developing your team

13 Managing the Board and Business as a Whole

- The art of persuasion

- Responsibilities of the board
- How to work with the CEO and fellow directors

I4 Managing Market or Customer Research

- What customer insight is
- How to create a market research brief to get the best results
- Selecting and managing research agencies
- Ideas on qualitative and quantitative methods

I5 Managing Agencies

- The agency landscape; different agency types and how they work
- The role that the marketing director should play
- How to brief agencies to get the best results

I6 Brand Management and Positioning

- Common brand problems
- Types and benefits of brands
- How to position or reposition a product or corporate brand
- Brand architecture and options for managing a portfolio of brands
- Options for valuing brands
- Brand positioning tools

I7 Optimising Customer Communications

- How to ensure communications meet your marketing objectives
- How to assess a creative idea
- How to create a compelling message
- Media options
- Pitfalls to avoid

I8 Customer Relationship Management (CRM) and Database Marketing

- What CRM is
- The role and benefits of CRM and how data can help improve the performance of your marketing
- How to introduce CRM to your marketing
- How to build stronger customer relationships using CRM

I9 Customer Channel Management

- What channels or routes to market are available
- How to improve customer channel effectiveness
- How to measure and optimise channel effectiveness

20 Leading Projects

- The role of project management
- How to lead and manage a project
- Project planning tools

21 Creativity and Problem Solving

- How the brain works
- How to create a creative working environment
- Creative ways to solve problems and generate ideas
- Creative tools

22 Restoring Growth

- When and how to get personally involved
- How to understand and diagnose problems
- How to restore growth to an underperforming product or business

23 New Product and Service Development

- The benefits of product innovation
- Pitfalls to avoid
- The strategic role for innovation
- Alternative innovation strategies and types of innovation
- How to create a successful new product or service

24 Marketing and Digital Technology

- Digital technology trends and their applications in marketing
 - Marketing performance measurement and planning
 - Marketing processes
 - Customer contact management and sales force planning
 - Brand and communications management
- How to deliver a new technology project

25 Mergers and Acquisitions

- How marketing can add value to the M & A process
- M & A assessment tools
- Pitfalls to avoid
- The importance of people

26 Rationalisation or Downsizing

- Pitfalls to avoid
- Alternative strategies and implications
- How to make the best out of a downsizing
- How to make redundancy choices
- What to do if the worst happens

27 Culture Change and Brand Delivery

- What organisational culture is
- Types of organisational culture
- How to increase economic value
- How to change a corporate culture
- Culture change models

28 Crisis Planning and Management

- How to create a disaster management plan
- How to conduct a risk assessment
- What to do if and when a crisis occurs

29 Communicating with Other Audiences

- The benefits of communicating with different audiences
- Who are potential audiences and their needs
- The importance of corporate social responsibility and key messages
- How to create an effective communications plan

30 Marketing and the Law

- Key laws that govern the marketing profession
 - Consumer protection
 - Competition
 - Environment
 - Copyright and patents

Appendix I References and Recommended Reading

- Books, white papers and websites that expand on the subject matter covered in each chapter

Appendix 2 Acronyms

- Marketing acronyms

