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A future-proof marketing house

A global leadership services partnership was establishing its first global marketing function. How it translated its main objective: brand salience, into action and got marketing moving.



The organisation needed to build a full strategic marketing model. Based on the overall brand-building objective, the work to date, and strong marketing theory and practice, this must drive the firm's marketing initiatives in the short and medium term.

Task

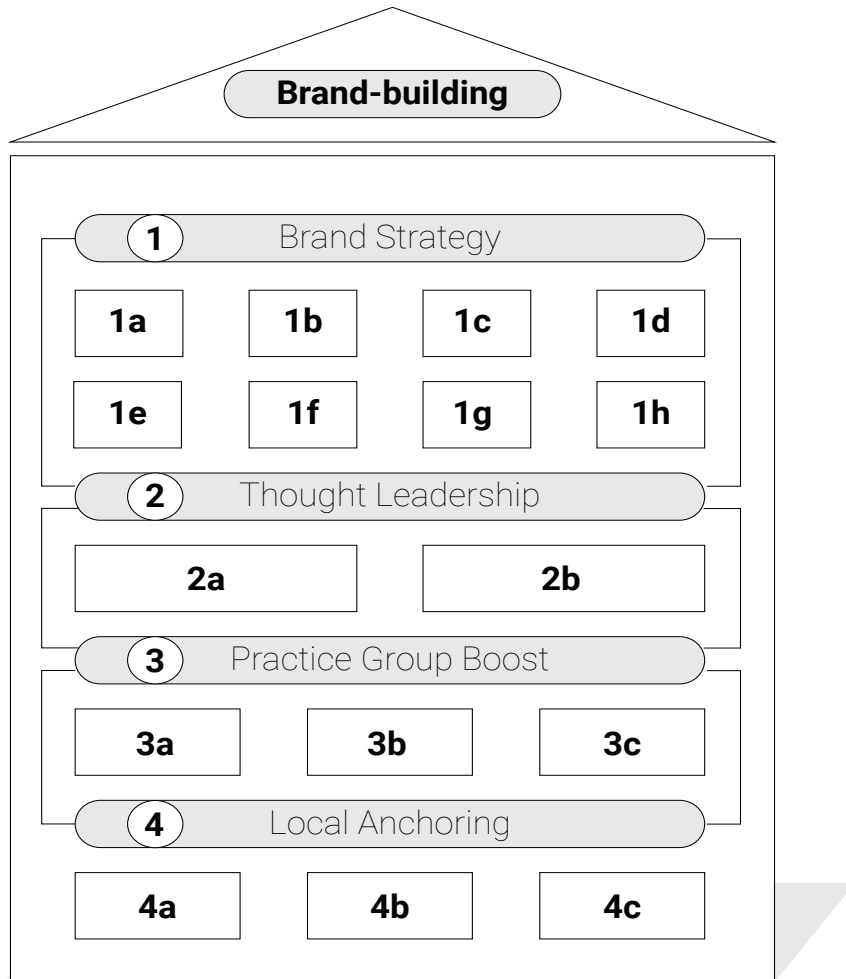
Several avenues had already been identified by the firm's global board. These were now streamlined, enriched and assigned to 4 big categories that had to be 'Mutually Exclusive and Collectively Exhaustive' (MECE).

A clear architecture now emerged: a 'House of Marketing'. It contained 4 'main floors' (categories): *'brand strategy'*, *'thought leadership platform'*, *'practice group boost'* and *'local firm anchoring'*. Each floor contained different 'rooms' (sub-categories) – 15 in all.

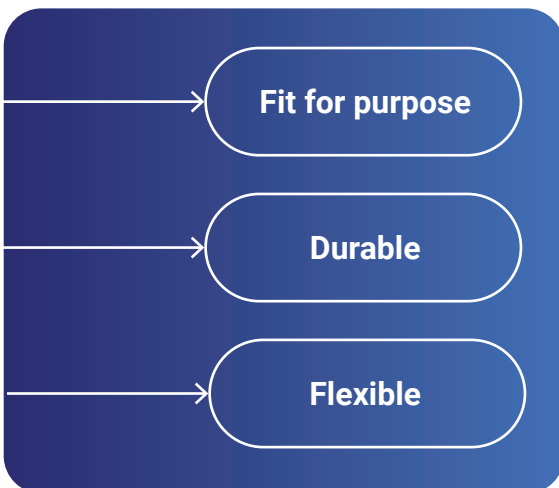
The need to 'anchor marketing' at local firm level was a vital and wide-reaching exercise. Global organisations share a tricky paradox: 'global consistency' vs 'local responsiveness'.

To resolve it, a local ambassador team was installed, together with an internal communications cycle to engage and mobilise marketing throughout the partnership. In this way a new marketing movement was created – a constant feedback loop between global and local, based in mutual respect and learning.





Results



The model proved understandable, relevant and actionable

It guided the group's marketing strategy and implementation for the following 8 years

As the group's marketing journey evolved it was easy to adjust individual parts of the model to emphasise or de-emphasise existing priorities and add new ones, on the basis of a yearly review by the global marketing team.