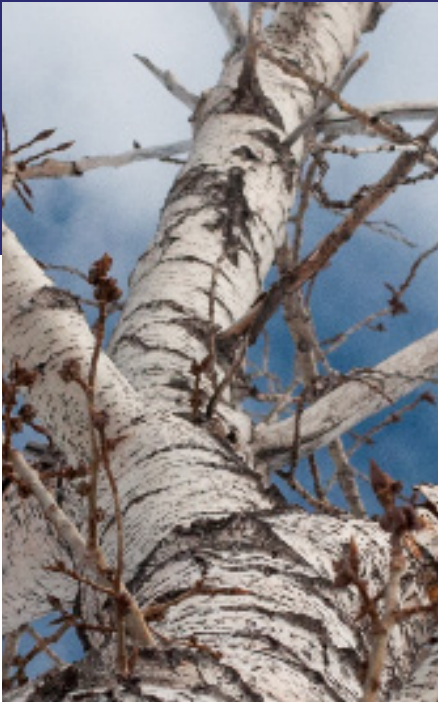


02



A future-proof marketing house

A global leadership services organisation was establishing its first global marketing function. Its main objective: brand salience, had been translated by its task force into a number of potential avenues. Now it was time to translate vision into action.



Task

Based on the overall brand-building objective and work to date, as well as best marketing theory and practice, it was now time to build a full strategic marketing model for the organisation, one that could drive and guide its marketing initiatives in the short and medium term.

Action

Keeping the overall brand awareness objective firmly in mind, the avenues that had been identified were streamlined, supplemented and assigned to four big categories that were 'Mutually Exclusive and Collectively Exhaustive' (MECE). The result was a clear architecture: a 'house of marketing' with four 'main floors' (categories) and different 'rooms' (sub-categories).

One of the four main categories was the need to 'anchor marketing' at local firm level. Global organisations share a common paradox: 'global consistency' vs 'local responsiveness'. We set up a local ambassador team and installed an internal communications cycle. In this way we created a new marketing movement – a constant feedback loop between global and local.

Result

- The model proved understandable, relevant and actionable
- It guided the group's marketing strategy for over eight years.
- As the firm's marketing journey evolved it proved easy to adjust the individual parts of the model to emphasize or de-emphasize priorities and add new ones, on the basis of a yearly review by the global marketing team.