



CASE SCENARIO

FROM MARKETING MESS TO MASTERY – A CASE SCENARIO

This is an example of a marketing Problem-Help scenario for many companies today. There is a growing demand among companies to get more out of their marketing investments, and understandably so. At the same time, marketing management has become increasingly complex, sometimes leaving the marketing practice in a state of fragmentation and flux.

This case scenario describes how Switchmode audits such issues from a typical Problem stage, Treatment Stage through to desired Recovery stage – and concludes with a brief overview of the process.

STAGE 1: Problem – Marketing lacks focus, wasting efforts and resources

In this stage the company’s marketing practice typically operates by series of (disconnected) tasks that keeps everyone in marketing overworked and the budget overloaded. Marketing is disconnected from the core business and operates like a tactical campaign office, focused on execution.

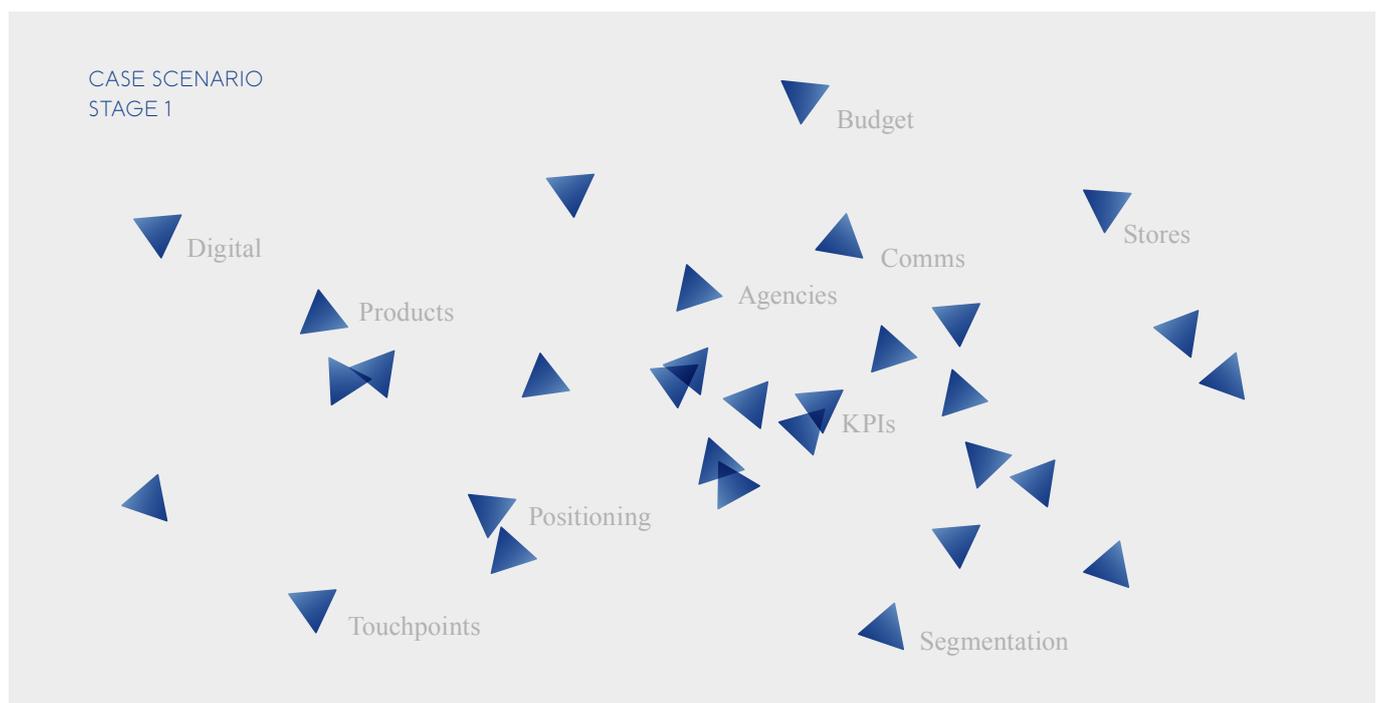
All the energy and effort does not produce significant results for the business or, even worse, it is not known if it produces any results at all.

The marketing function is stressed, agencies don’t deliver, Sales and local offices do their own thing, senior management is frustrated over the lack of (visible) ROI, market relevance is diminishing, and sales languishing.

CHARACTERISTICS

- Competing priorities
- Focus on tactics and execution
- Planning is ad hoc and lacks long-term direction
- Lack of data, analytics, and insights
- Too much to do with seemingly too little budget
- Skill requirements are unclear
- Little integration with key business functions, information and processes
- Somewhat unsystematic or unclear briefings
- Unclearity of purpose, goals and KPIs
- Little knowledge of the effect of all the activity
- Marketing = Advertising and campaigns.

Your company needs to do better than this!





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STAGE 2: Diagnose and treatment: Marketing is analyzed, then offered a recovery plan for implementation

In stage 2, Switchmode meets with the client and discusses the issues concerning the company’s current marketing practice. We establish exactly what the need and scope is. Switchmode uses the Switchmodel® with a series of select questions to analyze the marketing practice across People, Plan, and Process.

This usually happens through interviews with the client and key stakeholders as well as review of current marketing operations, activity, and results. Based on the analysis, Switchmode suggests what needs

to change and how, and recommends priorities and a phased action plan for implementation.

Once agreed, and if requested, Switchmode will carry out the implementation of the plan with the client; or potentially recommend other suitable experts for this part.

Awareness of the issues and of the real marketing potential gradually prompts clarity, focus, and a sense of purpose.

CASE SCENARIO
STAGE 2

PEOPLE *Key questions:*

- What is marketing’s purpose, responsibility and remit? Is it clear and agreed? Does marketing’s structure and collaboration with other functions support the company’s goals?
- Is there a plan to ensure that your teams and external partners/agencies have the skills to deliver world class results now and in future?

PROCESS *Key questions:*

- Is there a structured marketing process that everyone works by? How is it linked to the core business processes? Is it accompanied by tools and templates that aid planning, briefing and alignment?
- Is data for decision-making and marketing assets for execution up-to-date and readily available?

PLAN *Key questions:*

- Are marketing objectives linked to business objectives, how? Are they focused, driven by analytics and broken down into KPIs, annual operating plan and budget?
- Is the marketing model based on rich insights? How does it address the key needs of well-defined segments, and is it delivered in a relevant, joined-up way across touch points – how?



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STAGE 3: Recovery and prevention: Marketing is becoming masters of efficiency and performance

In stage 3, when the plan is implemented, the company’s marketing practice becomes an orchestrated effort based on rigorous planning, consistency, and coherence.

It has a strong business-orientation, is integrated in the business, connected to the market and operates in sync with business strategy. Results are tracked, analysed and shared, insights drive decision-making and there’s time to focus on customer relationships and growth opportunities.

Senior management receive regular scorecards, Sales and local offices start to align, agencies get clear, and the customer experience and appreciation improves.

The company is becoming a marketing high-performer!

CHARACTERISTICS

- Focused strategy with measurable KPIs
- Clarity on purpose and expectations
- Workflow is structured with use of standardized tools and templates
- Planning is systematic and aligned with the business
- Human resource planning for internal and external teams is in place
- Focused value propositions and joined-up in-market execution
- Clearer briefings to internal teams and agencies
- Measurable effect and visible marketing ROI
- Concerned with continuous marketing improvement and high standards
- Less wasted effort
- Marketing = Strategic business contributor.

CASE SCENARIO
STAGE 3

Marketing contribution
to business growth

PROCESS Key outcomes:

- Efficient marketing process that aligns marketing with the business improves planning, briefing, and development.
- Workflow efficiencies and data-availability save time and reduce overall marketing operating costs.

PEOPLE Key outcomes:

- Appropriate marketing structure, competence levels and stakeholder collaboration lead to better support of company goals.
- Highly capable, motivated teams and external partners/ agencies add specific value to the company’s marketing practice, and get things done.

PLAN Key outcomes:

- Clear direction, priorities, KPIs and roadmap based on business objectives and analysis lead to more effective strategies.
- Focused portfolios, marketing mix, and customer relationships contribute to the top line, loyalty and brand equity, making marketing ROI visible.



CASE SCENARIO - OVERVIEW

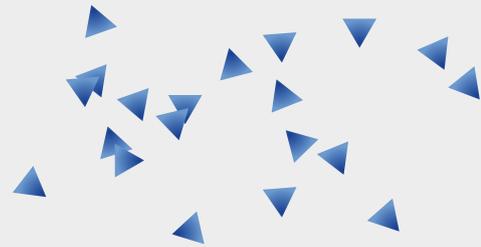
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OVERVIEW

STAGE 1

Problem: Marketing lacks focus, wasting efforts and resources

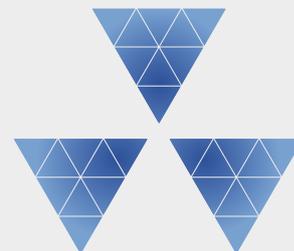
In this stage, the company's marketing practice typically operates with a great deal of competing priorities, is execution-orientated, struggles to plan efficiently, seems to overrun the budgets, and is maybe even somewhat disintegrated from the core business.



STAGE 2

Diagnose and treatment: Marketing is analyzed, then offered a recovery plan for implementation

In stage 2, Switchmode conducts an audit of the company's marketing practice, using the Switchmodel. This happens through client conversations and analysis of current activity and results. The company is offered a series of recommendations and an action plan. Awareness of the issues and of the real marketing potential prompts clarity and purpose.



STAGE 3

Recovery and prevention: Marketing is becoming masters of efficiency and performance

In stage 3, the company's marketing practice is focused, synchronizes well with business strategy, operates with coherence and consistency, succeeds in aligning its stakeholders and external partners, and is keenly aware of marketing ROI.

