

The Four Faces of Marketing

The Missing Link between Marketing & Management

Leigh Cowan



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The Four Faces of Marketing: The Missing Link between Marketing & Management

1st edition

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Introduction

If cars failed to start, or crashed, four times out of five – there would be a consumer outcry.

If surgeons blamed their patients for dying within three years of being born, questions would be raised.

If nine out of every ten bridges collapsed after being built, we simply wouldn't accept bridge builders truly knew what they were doing.

Yet, 50% of business close their doors in three years, at least two thirds of businesses go bust in less than five years, and a staggering nine out of every ten new products launched, fail.

Why Do Once-successful Organisations die?

Research shows that many companies 'linger' and, over time, ROI falls away. Despite overt trend indicators, executives are reluctant to change, to move into new territory, to adopt different strategies. Why?

Ask them and they tell you they 'just knew' that the business 'should' be doing better. That there are no good reasons for profits to be falling, or sales to be flattening out, returns to be decreasing or channel loyalty to be diminishing... and that they are sure the business will 'turn the corner' 'sooner or later'. When it doesn't they are usually able to identify a variable outside their control or predictability, such as 'A new competitor entered the market'; 'Trends took an unforeseen twist'; 'The market changed'...

In truth, they failed to recognise and cope with these factors. It is a clear sign of the absence of *Strategic Marketing* skills, and a demonstration of the limitations of *Operational Marketing* management talent.

Equipped with *Operational Marketing* experience alone, smart executives, even the most seasoned operators, make mistakes they shouldn't. Some of these are:

1. Confirmation Bias – They seek info that supports perceptions, and dismiss that which opposes perceptions – even briefing market research to 'prove' success despite market results, as contrary evidence. (Unreal budgets usually accompany this bias.)
2. The Sunk costs fallacy – Executives focus on money already spent as justification to maintain stance.
3. Escalation of commitment – "We just need more money/resources"... goes hand in hand with sunk cost fallacy

4. Anchoring and adjustment – not updating figures as new evidence comes to hand, DEPESTLE (Demographic, Ethical, Political, Environmental, Socio-Cultural, Technological, Legal (Compliance), and Economic) variables change and new competitive dynamics take effect.
5. Emotional Irrationality & Denial: Propped up by failing self esteem, fear of revealing weakness, or threat of being exposed as imperfect, some executives just ‘refuse’ to acknowledge the evidence and admit they need help.

To avoid biases, companies need objective, *strategic* expertise, the ability to see the business from the outside in... with different perspectives that reveal alternative, new and (sometimes profoundly) better opportunities.

The absence of consistent, *strategic* talent indicates there is something foundationally wrong in the way business assesses the skills necessary for organisational leadership: This has been going on for far too long.

Why has tolerance of high failure rates propagated?

The high failure rate suggests that the world of commerce commonly misunderstands the craft of Marketing, allowing executives with inadequate business acumen to make *strategic* Marketing decisions.

The following pages offer a profound, radical and innovative perspective for business: One that challenges control, and requires re-thinking, of succession planning and career paths. Its promise is an improved platform for optimising organisational performance, corporate direction and business decision-making.

This perspective should metamorphosize organisational norms in astutely led businesses and give them opportunity to prosper by establishing more appropriately qualified people in the strategic decision-making process.

Adoption of *the Hierarchies of Marketing* provides logic for succession planning, promises greater management accountability, opportunity for optimal productivity, better measurement and universally better business management.

Written for innovative and visionary business leaders, this model is a practical and important key for academic *and* commercial understanding of the Craft of Marketing, the use and advancement of “marketing” as a business discipline, a topic of study and a scientific activity.

The Hierarchies of Marketing is a perspective that is proposed to allow Marketing to reconvene into the meaningful and potent profession it was in the 1970s, that can be better utilised, be more accountable and measurable, to the benefit of organisations, people and the business community.

The following pages introduce the heterogeneous ‘faces’ of marketing. Readers will learn how the Four Hierarchies of Marketing, once understood, can be used to allocate the right responsibilities to the appropriately qualified decision makers, how to develop roles and recruit executives appropriate to skills and training, how to appoint and succession plan marketing and strategic leadership to ensure the business organisation enjoys long term prosperity.

1 It's Time Business was More Responsible and Marketing more Accountable

There is a viral sentiment spreading throughout the global business community: Frustration! Frustration with the unacceptable sentiment where people believe business success comes by natural intuition or through costly experience.

This discontent is going to create change. Change that will, hopefully, inspire the worldwide business community to accept the conjecture of this book.

This hypothesis is written for the “hungry-for-knowledge” leader, who possesses a capacity for innovation, or who is ravenous for ‘better’ ways to achieve results. Innovative leaders wanting cutting-edge and bold new ways to succeed will adopt the perspectives that follow, while those who are abrasive, arrogant, ignorant, and defiant, or perceive they ‘know better’, will find it repugnant.

The Four Faces of Market concept will create an “ah-hah!” moment for the wise leader who wonders ‘what are my Marketing people doing?’ and has questioned and has pondered the ‘why did it fail?’ (or ‘why are we not doing better?’) question.

Acceptance of the message within is designed to undermine the uninformed notion that ‘marketing’ is fluff, hype, BS, or worse. This attitude has, and continues to, put potentially immortal companies at risk. Incomplete understanding of ‘Marketing’ costs billions in avoidable commercial failures, as well as less profound, but just as expensive, errors in judgment.

1.1 Different, sometimes opposing skills are required in Marketing leadership & management

To execute an innovative permutation of business activities, including...

- New product initiatives
- Diversification of activities,
- Embellishment of a current portfolio of brands,
- Adoption of new technology,

...requires formal marketing training and educational at the highest level.

An executive that expertly performs *standard* management and operational activities is so skilled as a result of experience and career opportunities. The *opportunity-costs* of skills in *operations* are a trade off for know-how and experience in *exceptional* activities: That empowerment comes from a different background and calls for a different suite of skills.

Operational thinking too often works to build inertia for successful creation and adoption of innovative strategies. Some call this *resistance to change*. This inertia is the fear of *pain* caused by change that comes from executives being pressed beyond their comfort zone.

Marketing strategists NEED operationally talented senior executives to act as a watchdog and adviser, at peer level, rather than as a subordinate. Conversely, at the other end of the spectrum, asking a true marketing strategist to report to an operational manager, burdened with a variety of operational responsibilities, is likely to hamper or undermine successful creation and adoption of innovative strategies.

Companies wanting genuine **strategic innovation, blue-ocean growth for major or new brands and breakthrough performance** must throw off the yoke of believing that decision-making is the domain of executives with operational knowledge: **Innovation** will always be constrained by those whose strength is in the “why we can’t” rather than the “why not”.

A competent strategist has tools and is equipped with skills to identify the key challenges affecting the organisation, develop and conceptualise strategies to improve competitiveness, and lead initiatives to improve overall business performance that are rarely recognised by an operational thinker.

One might assume the ideal exponent of strategy and innovation would be a consultant who has worked in a strategic advisory team of a Tier 1 Management Consultancy organisation or currently be working within a corporate strategy team. Hogwash! These are the breeding grounds of ivy-league politicians or fast talkers, or both... jealous of and threatened by, certainly rarely accepting of a creative original thought.

The ideal strategist has an outstanding academic exposure to studies specific to the disciplines of ‘Marketing’, a breadth of experience that is rare among business individuals, and genuine successes in SME and middle sized companies... the premise being no one person is ever responsible for a success in a large organisation, such a claim to such is more likely a lucky opportunity rather than a true indicator of skill.

They must have an understanding of the way large organisations ‘work’, perhaps with a year or two of demonstrable success within a larger bureaucracy. The individual most likely to be an ideal marketing strategist possesses clearly apparent capability to understand new concepts quickly and act as an innovative thinker, with success across a plethora of industries, and has long term exposure to using (commercially accepted) academic approaches in commercial situations.

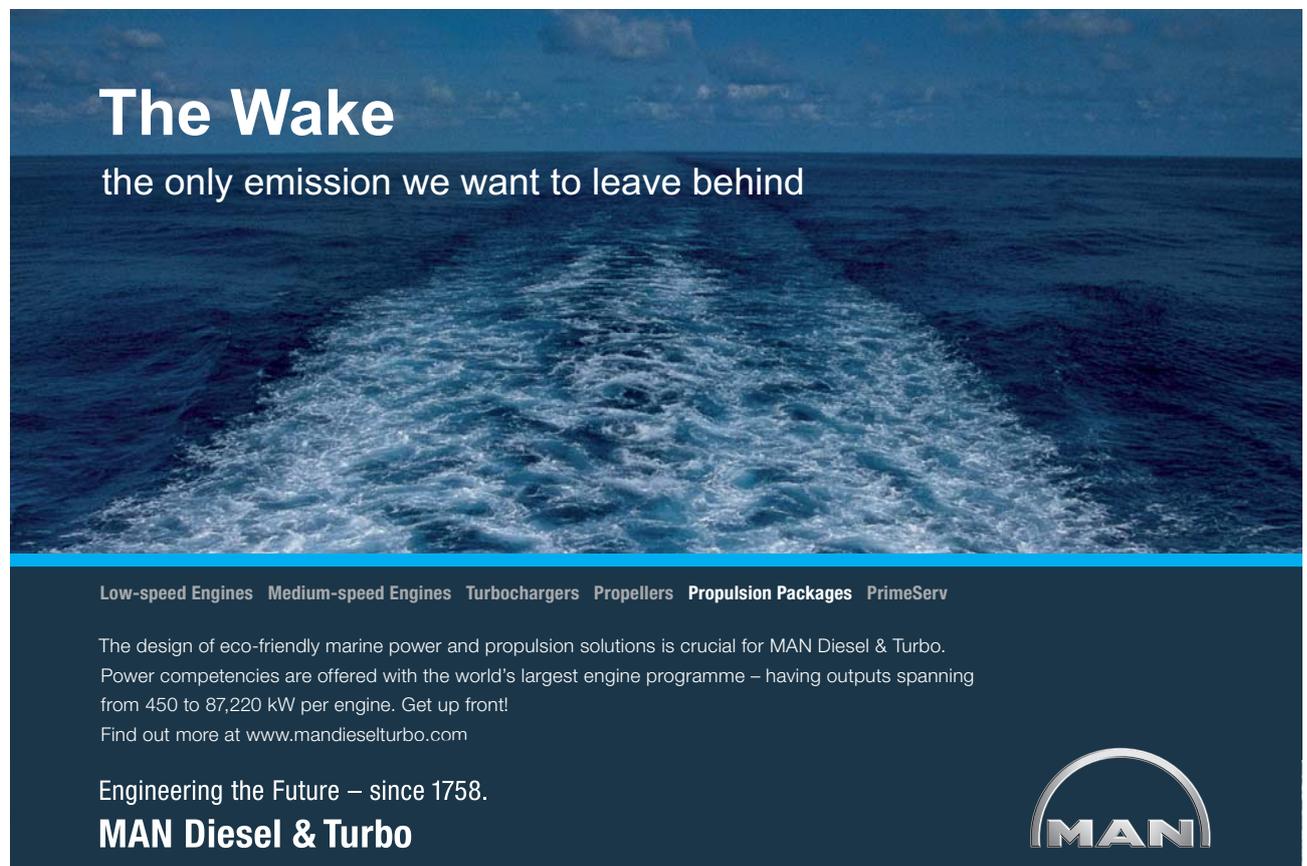
It is imperative a strategist has numerous experiences setting product strategy but also the ability to implement.

The ideal person could be a little arrogant, certainly confident... possess a passion of marketing strategy and buyer behaviour... understand the mechanics of marketing planning and business issues, with a wisdom that is unlikely to be seen in the young.

1.2 The Truth about Business

The truth about human professional endeavour is that only a minuscule proportion of the highest paid and the most powerful individuals actually, truly excel in their profession: All professionals exhibit a range of talent across the spectrum of human performance, from extraordinary to pitiful.

Some Doctors are insightful, brilliant healers... others, trained identically, get struck off. Some builders have built beautifully constructed buildings, while others have their work pulled down for faulty construction. Some publishing houses produce a work of art in typography, layout, editing and production, while others produce difficult to read, badly designed books plagued with printing errors, typographical errors and bad grammar.



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Many experienced analysts have estimated, anecdotally, that 10–20% of any profession does its job extraordinarily well, and 10–20% very badly, with 60–80% in the middle spanning the range of very good to disappointing.

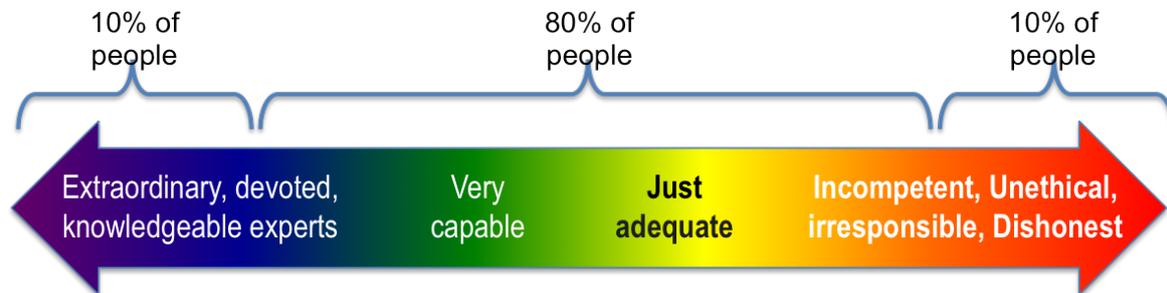


Diagram P.1: Professional Skill Range.

Concept original thought of Leigh Cowan ©2013 Diagram by Leigh Cowan ©2013

So it is in 'marketing'.

1.3 How the Four Faces of Marketing Creates Clarity and Generates Business Empowerment

A "marketing" person is synonymous with a business person... with strengths, weaknesses, capabilities, and knowledge, in certain areas of business, but rarely in all.

The Four Faces Hierarchy splits 'marketing' into distinct knowledge sets... not simply hues and shades, but rather heterogeneous 'dimensions', described and exposed to allow the reader to harness more productivity, power and output from marketing activity and money spent, by better understanding the nature of the 'beast'.

Understanding of different 'Hierarchies of Marketing' empowers business leaders and senior management to recruit and utilise appropriately qualified executives... specialists that are suitable and apt to deliver true, if not outstanding, gains in productivity, growth, profit and sales that maintain and propagate longevity and evolution of a business enterprise.

1.3.1 Hierarchies of Marketing Applied to the Discipline of Digital Marketing

Now that the online world has achieved significant position as the future of marketing communications and diffusion of information, the impact, reach and responsibilities of Marketing Communications is now even more profound.

NB: Cowboys and self-promoters suggest the Internet has changed the face of marketing forever. WHAT ABSOLUTE RUBBISH! The Internet and online communications is simply a new medium of communication, no more, no less. The printing press, radio, and TV were also new media in their time. The rules of Marketing apply in exactly the same way, the fact that digital exists is a murmur to strategic marketing thinking. The fact it has ruffled the feathers of 'marketing' personnel is the out-of-balance presence of operational marketing executives that are slow, or even incapable of adjusting.

The definitions within this book are timely and necessary, because the vast majority of digital pioneers don't understand marketing, its holistic nature, or even the simplistic principles of the marketing concept.

Digital and online promotional opinion leaders are found to be pressing their self-centred interests, creating loss of focus, instigating drive for web content rather than customer satisfaction, inflicting digital for digital's sake, not segments' needs.

Concepts such as product core value vs augmented product, life cycle theory, marketing mix optimisation, brand portfolio management, nuances of segmentation, and many more are unknown to the SEO, SMM, CRO, SEM experts... but if ignored, or lost, could effect millions of lives, cost billions of dollars and alter the future of the 'marketing' profession.

Understanding the Hierarchies of Marketing should assist senior management to harness and direct their digital human resources in context with the needs of the organisation and the outcomes desired by its stakeholders.

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2 The World of Misunderstanding of Marketing is Crashing

2.1 From Harvard to hardware, from TV to technology, confusion, misunderstanding, ignorance and ambiguity over what is “Marketing” is creating havoc!

You don't have to look far to find dismay, disappointment, disbelief or even disgust in the state of the Marketing productivity from companies, and individuals, across the commercial universe.

Scan the web and you find statistics abound over dissatisfaction with all facets of marketing communications, marketing management, marketing strategy, and marketing planning.

64% of executives suggest a major frustration factor is “conflicting priorities”. 56% find it difficult to ensure that day-to-day decisions are in line with the strategy and/or to allocate resources so as to support the strategy. While the majority of aggressive businesses report budgets of increased spending on Social Media Marketing, it is claimed 50% have no evidence it is even working.

The Harvard Business Review reports ROI (Return on Investment) from marketing planning to be one in three or less and that organisations only achieve 60% of their promised potential.

Kaplan and Norton report 90% of organisations fail to successfully implement their strategies.

Experts have blamed the process – but this has not solved the problem.

Leading academics from Europe to Australia have suggested the Marketing Planning might be at fault. That improving the process and skills in Marketing Planning and Strategy is the simple answer.

2.2 “I’m in ‘Marketing’”



WARNING: If your understanding on the word ‘marketing’, allows it to be substituted by the word ‘promotion/s’, you cannot afford to skip this chapter.

2.2.1 When someone says, “I’m in marketing”... What do they mean?

In many careers, people might switch, or experience two specialisations, but rarely embrace them all and cement a ‘complete’ breadth of experience across all fields... there isn't time, it isn't financially beneficial, and it takes extraordinary devotion that is better used delving deeper into a specialist field.

The Marketing Profession is not unique... similarities might be drawn from the field of medicine:

What does it mean if someone says, "I'm in 'health.'?"

Some medical practitioners go into research, some become family GPs. Others take on a specialisation, while another group breaks off to take up administrative and management roles, sales or other marketing activities.

Their 'industry' is described as the 'healthcare' industry, and encompasses disciplines as diverse as alternative health, fitness, pharmaceuticals, environment and genetics. This 'industry' is victim to new findings, debate, imperfect knowledge, charlatans and self-interest, attitudes, and beliefs, suspicion, cultural norms, and commercial constraints.

Infuriatingly, researchers, nurses, gym junkies, herbalists, chiropractors, and other specialists make claims to be experts in health... clouding and confusing the market place for health, sowing doubt, undermining the value, worth, benefits and potential of better qualified, educated, trained and competent professionals.

Sometimes they are "right". Sometimes not, sometimes it is debatable...

2.2.2 The ambiguities of saying, "I'm in 'Marketing'"

Some people say, "I'm in marketing" when they are actually sales people, advertising people, internet service providers, graphic artists, print management experts, or other fields. You can be in 'marketing' as a market research analyst, or field worker, a marketing communications specialist, as a telemarketer or a media buyer. Pricing specialists and shop assistants, logistics and distribution experts and dispatch officers, sales process designers, sales training, CRM and engagement, motivational and recruitments experts, consumer behaviourists and many more are all in 'marketing'.

Some are qualified. Some are not. Every permutation of educational and training, from none to extensive, exists among those that work in 'marketing'.

While an advertising copywriter, who started as a mail boy in an ad agency at 15, might be an admirable success story, that same individual, 30 years down the track, is a dangerous operator, not only because they lack the educational training to manage complex scenarios, but also because they truly believe they can contribute better value than a formally educated peer.

This issue becomes more complex when an intuitive marketer is a forceful speaker, excellent orator, or clever diplomat.

Intuitive marketing executives and 'scientific' marketing executives have different skills to bring to the table: The trick is to identify, utilize and capitalise upon each without confusion or conflict!

In what context is which skill set most appropriate? How do we better describe our vocation, our skills set, or activities, our worth? To say you are in a *field* of 'marketing' that more informatively describes talents, training and aptitude is a start...

2.3 What is Marketing?

EVERYONE uses the word, but how many people understand it, can harness it, and make it work?

What “marketing” is NOT

Marketing is not “getting people to buy from you”, “eliciting a sale” or (as an eloquent acquaintance once put it) “the art of ripping off”...

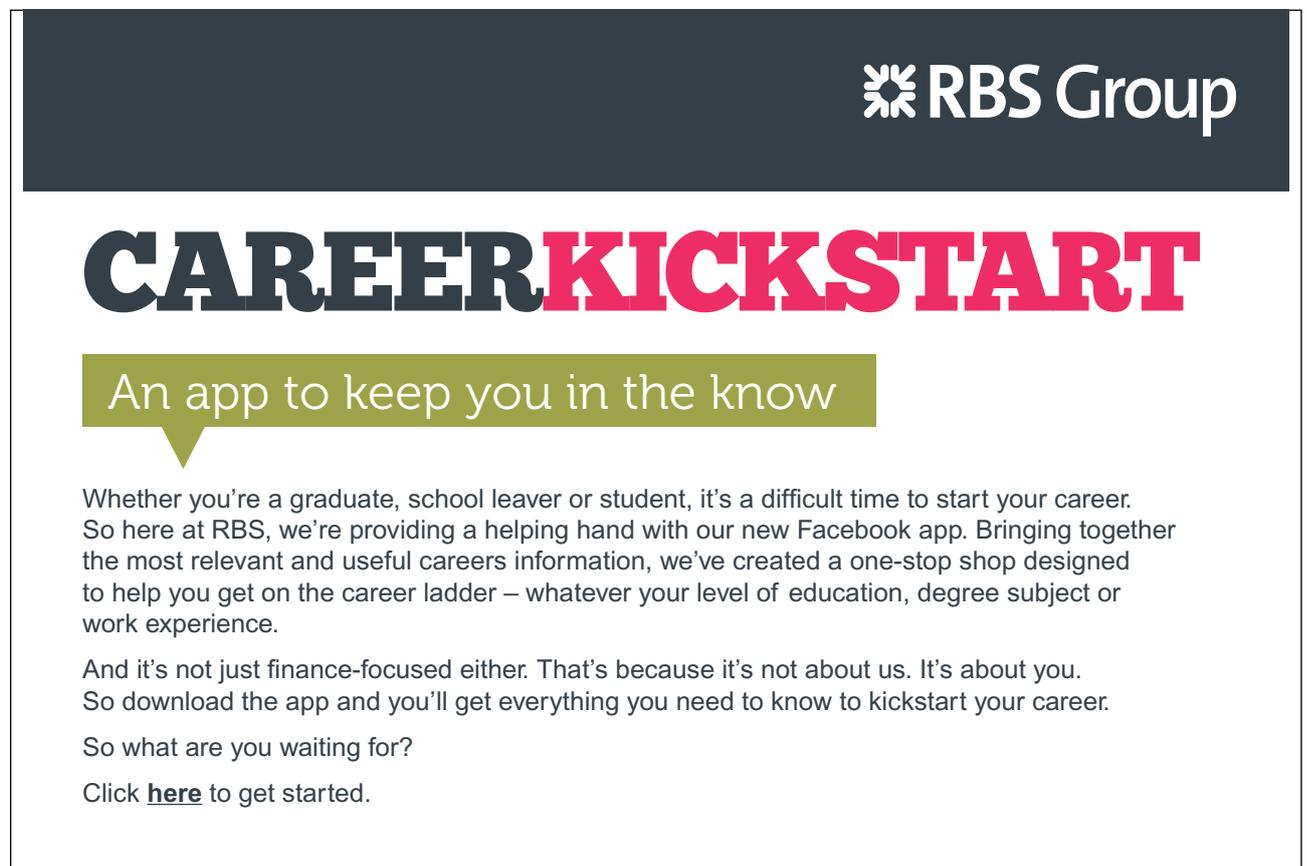
Marketing is not just “selling”, “advertising” or “all the promotional activities used to do business”.

Marketing is not a synonym for “Promotion”.

The CEO of a major US consultancy recently blogged...

“The ultimate objective of marketing is to sell. A marketing campaign that does not result in sales is not very meaningful. Theoretically one could sell without an organizational marketing effort. In this scenario, the responsibility to market falls upon the salesperson’s shoulders. Marketing traditionally makes the sales function more effective and efficient.”

This is a PERFECT example of how people use the word “marketing” as a substitute for “promotion”. It should scare industry that so many business executives do exactly the same thing. How can the skills of ‘marketing’ be employed when those who need it most, don’t understand it?



The screenshot shows an advertisement for RBS Group. At the top right is the RBS Group logo. Below it, the text "CAREER KICKSTART" is displayed in large, bold letters, with "CAREER" in black and "KICKSTART" in red. Underneath this is a green speech bubble containing the text "An app to keep you in the know". The main body of the ad contains several paragraphs of text: "Whether you're a graduate, school leaver or student, it's a difficult time to start your career. So here at RBS, we're providing a helping hand with our new Facebook app. Bringing together the most relevant and useful careers information, we've created a one-stop shop designed to help you get on the career ladder – whatever your level of education, degree subject or work experience." followed by "And it's not just finance-focused either. That's because it's not about us. It's about you. So download the app and you'll get everything you need to know to kickstart your career." and "So what are you waiting for? Click [here](#) to get started."



Even Wikipedia Gets it Wrong!

Wikipedia, at the time of this publication, misleadingly describes marketing as, "...the process of communicating the value of a product or service to customers, for the purpose of selling the product or service. It is a critical business function for attracting customers." REF: "en.wikipedia.org/wiki/Marketing"

But "Marketing" is so, so much more...

2.3.1 Oh, Danny Boy!

While entrepreneurial Thought Leaders who THINK they Understand Marketing are genuinely sincere and have a valuable place in Administrative and Operational Marketing, misunderstanding of the true meaning of "Marketing", and 'noise' from many self-proclaimed authorities, has eroded the ability of commerce to use the power of Strategic Marketing.

Search the web and you'll find published writers, handsomely rewarded public speakers, commercial identities and successful entrepreneurs whose destructive misunderstanding of the definition of 'Marketing' has paved the way for inappropriate reinforcement of false beliefs and attitudes across the global business community.

A self-promoted web promotions guy, Danny Brown, published a blog article, mid 2013, that stated 'marketing' from his perspective....

"I'm a marketer. In marketing, our mission, if you like, is to instil desire. You may see a product you like, but don't necessarily need. Marketing's job is to instil enough desire around that product to make you need, or want, it."

Danny, like many, has confused the job of an advertising agency, and the meaning of "promotion", with the craft of Marketing.

- Good marketing would be to actually make a product people want, without coercing them, that immediately and accurately fulfils a need, so that the moment it is discovered, it is bought...
- Good marketing would be to know how to correctly brief advertising service providers to allow them to use their creative and media buying skills to build awareness and walk target groups through the steps of buyer readiness...
- Marketing's job is to price it in such a way that the organisations producing products can continue to satisfy market needs (& wants), through sustainable business decision-making and activity...
- Marketing's job is to reach appropriate markets by building appropriate and efficient channels of distribution...
- Marketing's job is to nominate the type, training, skills, and remunerations of people from R&D through to post-sales support...

- Marketing’s job is to think about special offers, discounts, complimentary products, and participants in the product portfolio, as well as brand portfolio, planning future evolution of industry and complementary industries...
- Marketing’s job is to manage competition, and everything else, from core capabilities through to return on shareholders’ funds.

In Danny’s “world”, he’s right, he’s placed perfectly in online – web promotion, what the masses describe as “Internet Marketing” and what *should* be described as “Internet Marketing Communications”. His function is helping with Marketing Communications at one or more of the stages of *Buyer Readiness*.

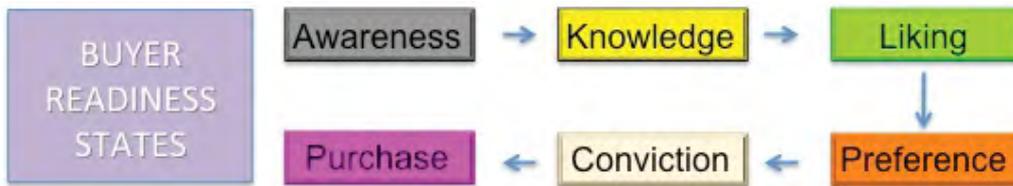


Diagram P.2: The Buyer Readiness Model.
Commonly accepted thought in Consumer Behaviour interpreted by Leigh Cowan, Diagram by Leigh Cowan (for Launch Engineering) ©2011

In the holistic and potent world of *Strategic Marketing*, Danny’s area of expertise is a tool. This tool is used to gain marketing advantage along with, with dozens, if not hundreds, of other factors effecting marketing and organisational outcomes.

2.3.3 What “Marketing” is...

“Marketing” is the craft of utilising the resources at your disposal to best meet the needs of the end user as well as a desired outcome for the owners of the organisation. It is every activity (forward and backward) that is undertaken between the shareholder of a business and the final user of the product.



Diagram P.3: Management of ‘exchange’.
Commonly accepted thought in Marketing interpreted by Leigh Cowan, Diagram by Leigh Cowan ©2013

Every person in the organisation makes a contribution – at some level – to marketing. In the words of Jack Welch¹, “Marketing is not anyone’s responsibility, it is everyone’s responsibility”.

2.4 What is the expert's Definition of Marketing?

A 2011 discussion on LinkedIn, addressing the definition of “marketing”, generated over more than 2,600 heated replies debating the difference between sales and marketing. Even executives with a “Marketing Manager” title seemed confused... so what *is* the true meaning of the word, “marketing”?

2.5 The Definition of the word, “Marketing”

“Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” – American Marketing Association Board of Directors (October 2007)

Simply speaking, ‘Marketing’ is “the management of exchange” – School of Marketing, UNSW (March 1982)

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2.5.1 What about the “4P’s” of Marketing?

In “Fundamentals of Marketing” or similar university subjects, designed to introduce students to Marketing, a simplistic concept is introduced, which is called “the 4P’s of Marketing”.

Undergraduates, who recall their lessons, may even offer up a definition of “Marketing”, as something like... “The management of Price, Promotion, Place, and Product” – which explains the concept taught in undergraduate and introductory Marketing courses, known as “the 4 P’s”.

At postgraduate level, academics introduce the 5th “P”, People, and the 6th “P”, Processes.

Sometimes, in discussion on marketing of services, the 7th “p” of Marketing is introduced as Physical evidence (clues customers use to assess alternative suppliers).

7 P’s actually always exist... the 7th P being *Packaging* in FMCG, *Positioning* in most industries, and *Physical Evidence* for products that lie towards the ‘service-only’ end of the service continuum.

The 8th P of Marketing is unknown to, or confounds, academics, but is a real factor in commercial reality. *Politics* is a real and dangerous variant – even the best-laid marketing plan can be undermined by political agenda in an organisation, and the informal power wielders within.

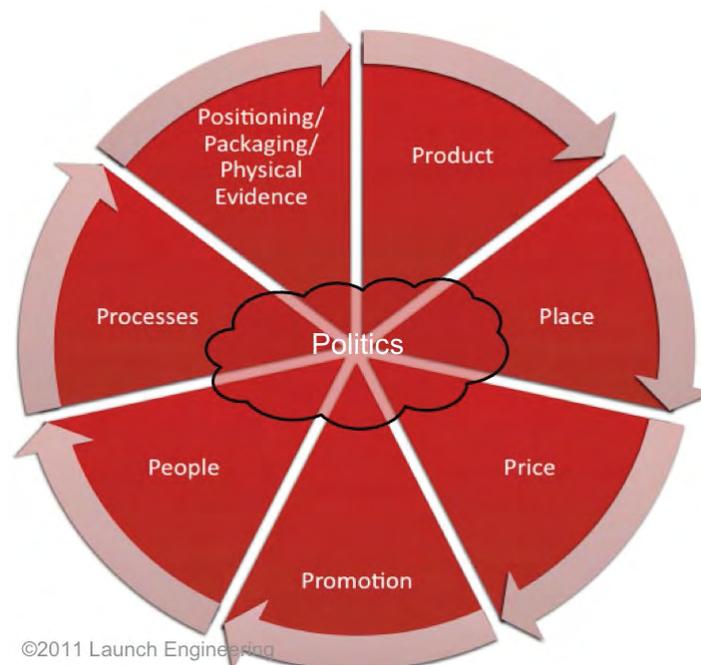


Diagram P.4: The 8th ‘P’ of Marketing ‘Politics’ can influence all other of the 7 P’s.

2.5.2 Confusion spawned by the myriad of skills required for ‘marketing’.

But “Marketing” is *so* much more than just juggling the 8 P’s. Many more factors need to be considered, respected, measured and controlled – some factors are displayed in Diagram 5.

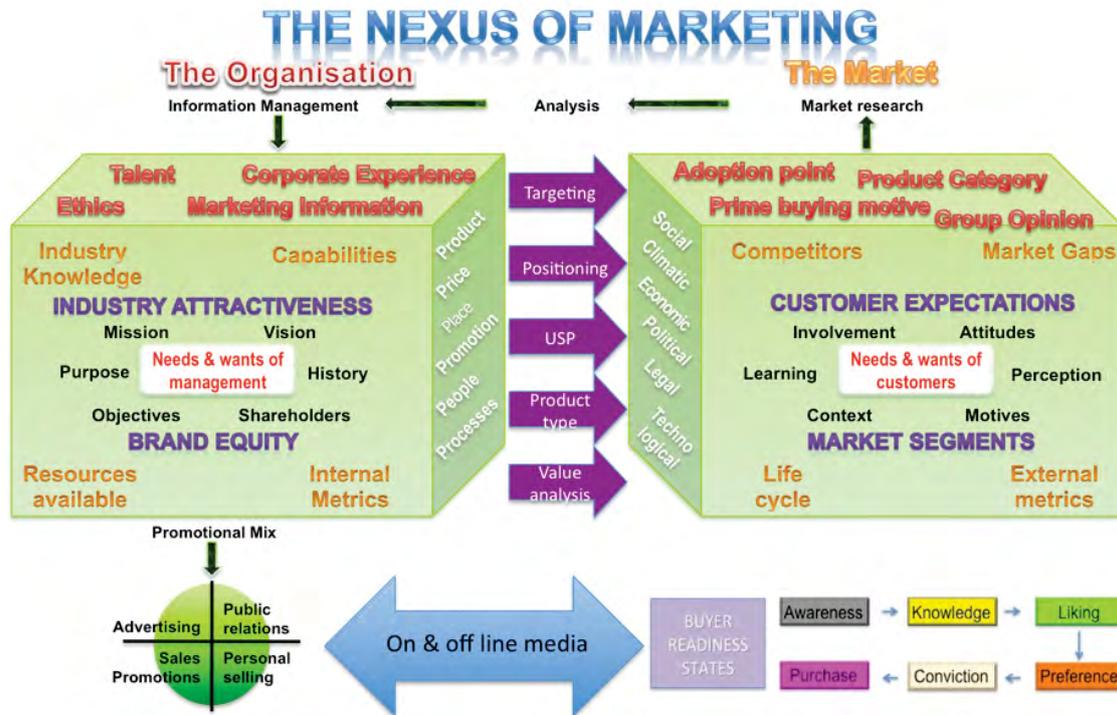


Diagram P.5: This Nexus of Marketing Diagram demonstrates the complexity and pervading influence of the disciplines required for comprehensive ‘marketing’.
 Concept original thought of Leigh Cowan ©2008 Diagram by Leigh Cowan or Launch Engineering ©2011

KEY POINT: Even extremely capable sales and marketing executives don’t understand the varying functions within marketing management, naïve of the fact that there are four distinct and heterogeneous ‘faces’ of marketing.

This lack of knowledge even extends to some very talented CEO’s, who misunderstand, or even devalue, marketing to be “fluff and showmanship”.

A number of the world’s most successful companies, employ senior executives that don’t understand the definition of marketing: They follow the marketing strategy laid down by head office because they know ‘the company always gets it right’.

The following chapters lay out the nuances of the “Hierarchies of Marketing”, which might be described as the “Four Faces of Marketing”. It is hoped that the global business community, the global business media, and the global academic community embrace this concept for clarity, productivity and growth of the profession, to the benefit of all.

In terms of Organisational Management, embracing and applying the heterogeneous tiers outlined in this book will make for greater productivity, optimisation and accountability from the Marketing function and budget allocation.

Further, academic and training bodies might utilise the distinctions to develop more commercially valuable training and education, and detail in course development, that will further empower the craft and its exponents, as well as benefitting organisations and their shareholders.

Case Study:

In 2006, a boutique recruitment agency in Sydney, secured a brief to recruit a Marketing Director for a nationally recognised entertainment venue. The CEO of the firm recognised their recruitment team did not have adequate qualifications to identify the skills necessary and validate genuine and appropriate candidates. They approached one of Australia's leading marketing consultants to undertake the project.

What evolved was a substantial qualitative study of the applicant pool for a Marketing Director role in Sydney.

Applicants came from a wide field of industries... banks, B2C, FMCG, the Arts, professional services. The high-visibility of the role demanded an extensive recruitment effort and over 50 candidates were interviewed in depth, from an applicant pool of over 600. The findings were as follows:

- The majority of the 500 rejected for interview demonstrated a clear absence of understanding of the extent of a Marketing Director's responsibilities.
- The least competent of the interviewed set were the most arrogant
- Existing salaries had no relationship with ability, knowledge or talent in B2C industries, and sales talent was the only significant factor that determined salary in B2B environments.
- The most bureaucratic and political organisations in B2B marketing had the least talented executives.
- The most bureaucratic and political organisations in B2C marketing turned over the best executives fastest.
- Many of the most highly paid were weak in strategic marketing but stronger in operational and administrative areas. The companies in which they currently had roles consistently displayed signs of weak and diminishing brand equity.
- The best marketers had breadth of experience beyond straight marketing and possessed experience in multiple industries.

3 Valuing “Marketing”

3.1 “Don’t talk to me about marketing, just get out there and sell!”..

Herman Eisenberg, 1982, Sales Director of Remington Office Machines a 50-year-old company, that was once market leader in Australia and went out of business under Herman’s management, had a dismissive perception of the meaning of ‘marketing’. Intuitively, members of the sales team *knew* that Remington was not winning the business that it could.

However, product oriented and a victim of the post 50’s experience of buoyancy in the Australian economy, ignorant to the nuances of B2B strategic marketing, Herman saw only a lazy sales force.

The future of any organisation, with this ignorant approach to Marketing, is failure.

The Fairfax Group in Australia, in the onset of the Internet, flatly refused to embrace the web as a threat, let alone the inevitable dominant communication medium of the future.

Its CEO, a recognised and successful high-achiever in business, determinedly insisted that Fairfax’s leading product, the Sydney Morning Herald, would never lose dominance in real estate and employment classified advertising. He shouted down the advocates of change, who later were proven right as Fairfax teetered on disaster, due to this lack of strategic foresight in recognising the nature of change, falling into the age-old trap of corporate arrogance.



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* Figures taken from London Business School’s Masters in Management 2010 employment report



With a marketing-led approach, Fairfax would have led and dominated rather than followed and struggled as the Sydney Morning Herald shrank while innovative SEEK and realestate.com stole Fairfax's lucrative classified advertising income stream.

3.2 Why have clever, albeit brilliant, business people fallen prey to under-valuing 'marketing'?

"Marketing" is not a substitutable word for "advertising and promotion"... "Marketing" is the holistic and integrated management of exchange... using the synergistic dynamics of product, price, distribution, promotion, processes, people and perceptual positioning to create a win/win outcome between an organisation with unique resources and **segments** within the market place that can be best satisfied by those unique resources.

This advanced understanding of "marketing" has been the foundation on which global corporations such as McDonalds, Wal-Mart, Coca Cola, IBM, Proctor & Gamble, GE, Unilever, 3M, Lloyds, and many others have built market dominance.

The balance between strategic and operational has never been adequately 'explained' to the wider business community. *Knowledge* of the scope, reach and potency of marketing 'science' hasn't diffused adequately through the executive population broadly enough to overcome the Herman Eisenberg latitude of ignorance. Too few accept marketing as any organisation's most powerful tool for success.

When *operational* marketers secure positions at senior level, called upon to be *strategic*, they'll often fall back on *operational* thinking to manage their problems.

Examples of this include:

- Apple Computers: Apple sacked Steve Jobs (a strategist with vision) and replaced him with the ex-CEO of Pepsi (an operational expert). Pretty soon, no one wanted an Apple computer and Apple's worldwide market share fell to under 5% of the PC market. Teetering on disaster Apple re-engaged Steve Jobs, who led from a strategic level... creating the world's highest valued brand.
- Wendy's (USA): Wendy's strategically focussed CEO retired and an operationally acclaimed CEO was appointed. Wendy's lost ground, morale, and market share. Dragging their old CEO out of retirement to lead a promotional push (and mentor in the background), they re-established Wendy's market position.
- The American Car Industry: Packed full of operationally powerful players, with no sense of strategy, the greatest car companies of the world, had their industry stolen from them by their weaker, poorer, less resourced *strategic* competitors.

3.3 Modern Day Perceptions of ‘Marketing’

Open most ‘marketing’ interest group conversations on Linked In. Peruse the web for issues in Marketing. Do a search for “Problems with Marketing”, “Why Strategies Miss The Mark In Execution”, “Getting the most from Marketing” or any phrase that challenges the returns from a Marketing Department, and you’ll soon see significant dissatisfaction, confusion, debate, difference of opinion... drilling down to inconsistency in definition of what marketing is, where its focus is, what functions are in context, and more...

In health care, most people know to consult a GP for assessment, pursue a specialist for detailed prognosis, see a surgeon to have a surgery, a nurse for routine remedial care but, in ‘marketing’, this not the case.

The ‘marketing guy’ is meant to know ‘marketing stuff’. While engineers are accepted as being different, a structural engineer, from a mechanical engineer, a chemical engineer from an electrical engineer: Marketers are not understood to the same extent – even by themselves!

Executives, normally equipped with excellent common sense, can be found to be drafting job description documents for ‘Marketing’ personnel that include eclectic skill lists that bear no sense when scrutinised... Why would someone with Photoshop and Dreamweaver skills actually have them if they possessed and MBA and had 12 years or more experience in Brand Management?

The answer is they are mutually exclusive, but no one actually scrutinizes or debates the brief (with recruiters prospering out of “the client is always right” principle).

This results in job applicants without excellence in brand management, but with operational skills in DTP (desk top publishing) securing a role as a “Marketing Manager” and blundering along without the skills necessary to excel.

The existence of unqualified executives is exacerbated and prolonged by hiding beneath the veil of mediocre success where *good* marketing would have generated extraordinary success beyond expectations.

3.4 Understanding the Four Faces of “Marketing’ Creates Clarity and Empowerment in building ‘organisational immortality’

To the discerning organisational leader, the ‘noise’ of misinterpreted understandings of what “marketing” is, can be insurmountable... leaving senior executives to rely upon their own talent and discretionary powers, potentially victims of the ‘squeakiest wheel’ and constrained by their own learning and beliefs.

Marketing Governance, in concert with *strategic* marketing, promises perpetual business success.

The following perspective equips and empowers discerning CEOs and organisational leaders to recognise ‘horses for courses’. This segregation of functions provides the knowledge to prioritise the skills an organisation needs to recruit, the skills it needs to employ, and the talent necessary to ensure sustainable competitive advantage and organisational immortality.



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4 The Hierarchies of Marketing

Marketing people cannot all be the same – the discipline is simply too broad. To suggest that a single person can, at the same time, be expert in analysis, creative copy writing, organising events, pricing strategy, sales negotiation, search engine optimisation, sales management, corporate governance, strategic interpretation, media management and the 1001 other areas of marketing... is nonsensical and absurd.

To suggest that strengths in some areas immediate warrants promotion to responsibility in another is ludicrous in the least... no wonder businesses go 'off the rails' in a people succession based upon 'years in marketing', 'years in the industry', or 'years with the company'!

There are four distinct areas of 'Marketing' that are alien to each other, with migration from one to another only viable under intense mentorship or extraordinary breadth of experience and personal development.

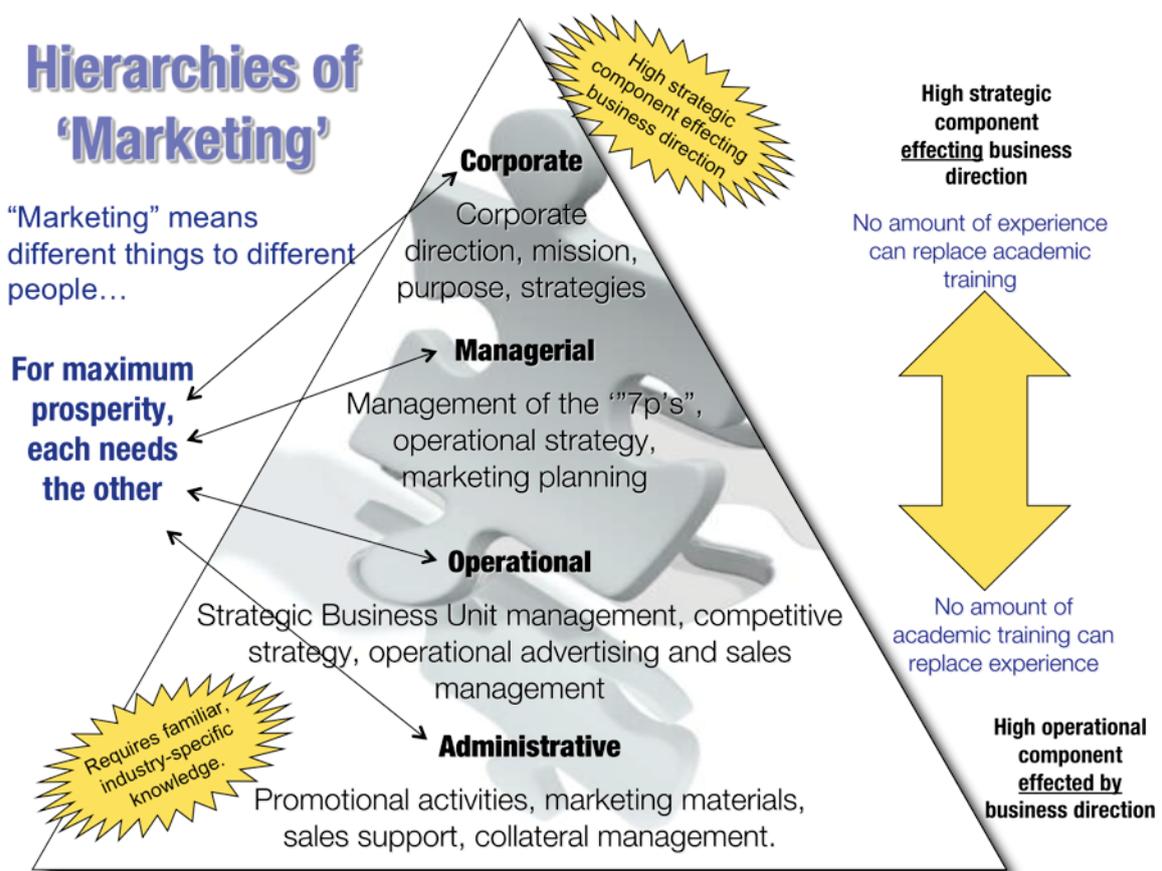


Diagram P6: The Hierarchies of Marketing is a model that identifies tiers at which certain levels of understanding; qualifications, experience and training allow an executive to contribute to the optimisation of his/her organisation's marketing. Concept original thought of Leigh Cowan ©2005 Diagram by Leigh Cowan ©2005

In the words of Peter Drucker², “The business enterprise has two – and only two – basic functions: marketing and innovation.” But ‘innovation’ is *driven* by marketing – responding to the needs of the market. Even in the ’60s, Drucker could see different hierarchies in marketing existed!



Diagram P7: The only purpose of business is marketing and innovation.
Commonly accepted thought in Marketing interpreted by Leigh Cowan,
Diagram by Leigh Cowan ©2014

No one person can really be a ‘master of all trades.’ However, between the four levels, or heterogeneous “faces”, described within as “The Hierarchies of Marketing” the charter laid down by Drucker, can be met at the strategic level, but is hampered at the Administrative level.

4.1 Implications of Organisational Adoption of the Four Faces of Marketing

Recognition of the Four Faces of Marketing, empowers management, human resources, and other executives responsible for recruitment, to truly identify the “right’ people for the roles they seek to fill, by way of function that needs to be performed.

Generations of promoting someone from the ranks of ‘marketing;’ has served to destroy the future of promising companies. Promoting quality executives to positions for which they are less suitably qualified, with seniority and salary as the lure, creating a downward spiral of capability as the survivors of these appointments, in turn, appoint on the same basis again.

While years of service should be rewarded, and familiarity within the industry is a potent asset, too many organisations find that their senior marketing executives have more talent in organising a trade show than in macroeconomic theory, brand portfolio management, lifecycle, gap analysis, segmentation, and innovation theory.

4.2 Limitations of the Four Faces of Marketing

A graduate degree, honours degree or masters degree in Marketing, sadly is no guarantee of commercial acumen in the skill set implied. Synergy between ample academic training *and* both B2C and B2B breadth of experience is a significant mandatory for appointees to the higher levels of the Hierarchies of Marketing, while depth of specialist/industry experience is crucial to the lower levels of the model.

The type of academic training also comes into play. In reality, all students, to some extent, have to tendency to study hard before an exam and forget quickly after one. Hence, not only is it much more desirable to have an advocate of the discipline deliver opinion, advice and expertise, rather than a dispassionate student, but an executive who has studied marketing during or after reaching senior levels of employment is more likely to embrace and understand strategic knowledge than the student who progressed from full time school, to full time University, to their first job.

Additionally, a 'gifted' and intuitive thinker may also be better informed, or possess greater clarity, than a more qualified person. Only working in collaboration will extract the optimal marketing outcome, so real success will always require visionary organisational leadership.

4.3 Levels of Marketing Function

LEVEL	FOCUS	MINDSET	SKILLS SET	OBJECTIVES	RESPONSIBILITIES	ASSESSMENT CRITERIA	FUNCTION	AUTHORITY LEVEL NECESSARY TO DO THE JOB	PAST CAREER
Administrative Marketing	Micro	Perform to expectation. Get the job done, "sweat over the little things"	Common sense, diligent work ethic, attention to detail, "hands-on" training, rudimentary understanding of advertising, promotions, publicity and personal selling. A working knowledge of MS Office.	Organise trade shows, promotional collateral, promotional 'traffic', support materials. Ensure support happens when it should, in time 7 without a 'hitch'. Respond to reactionary responses and unforeseen operational demands.	Promotional activities, marketing materials, sales support, collateral management, liaison with external marketing services providers.	Smooth operational activities, minimisation of crisis situations, foresight and common sense in dealing with day-to-day problems. Collaborative assistance to the marketing team.	Blindly follow the firms mission vision and purpose for being. Order, control and autonomous supervision of all activities to do with marketing administration.	Specific authority as specified by the CMO or equivalent	Secretary or Personal Assistant
Operational Marketing	Micro/Macro	Utilise industry knowledge and extensive experience. Know how to do the job better	Industry and organisational experience, ability to work without supervision, great team player. Years of specific industry experience. Network and extensive industry knowledge. Training in print, online, media buying, TV & Radio production.	Strategic Business Unit management, competitive strategy, operational advertising and sales management. Choosing advertising services, promotional & sales plans & strategies. Use of advance industry knowledge to protect and advise Management.	Strategic Business Unit management, competitive strategy, operational advertising and sales management	Cost savings, efficiency increases, operational sophistications that generate real contributions to operational profits.	Enforce the firm's mission vision and purpose for being. Contribute to the team's competitive advantage. Be a 'watch dog'.	Middle manager authority. Autonomy with a small budget. Responsibility for one or two juniors.	Administrative marketer, sales administrator.
Managerial Marketing	Macro	Prioritise, coordinate and manages all of the "7p's", operational strategy, marketing planning.	Formal marketing qualifications, training & experience in similar environments. Formal sales training. Formal PR training. Formal analytical and/or financial/accounting training.	Provides input for developing 3, 5, sometimes 10 year plans & organizational future. Contributes to over contingency planning. Helps develop marketing plans. Improves marketing mix productivity.	Management: Supervises and manages Operational and administrative marketers. Liaison with all areas of business.	Improvements in net marketing contribution, morale, industry reputation, customer lifecycle management.	Interpret the firm's mission vision and purpose for being. Align & engage people and enthuse the organisation.	CEO endorsement, 2/3 of company authority.	Trainee Product Manager, Market Research analyst, Marketing services or Ad agency account manager.
Strategic Marketing	Holistic	Corporate leadership, governance, direction, alignment & engagement, allocation of resources, leadership response to change in market, opportunities and capabilities.	Extensive marketing knowledge and qualifications, specific to strategic planning. Extensive experience is a broad plethora of environments. Demonstrable know-how in CEO or 2/3 roles in SME with understanding of large organisational politics and organisational behaviour.	Managing the "8p's", operational strategy, marketing planning, generating collaboration and teamwork across all functions of the business, creating interconnection and participation from each.	Corporate direction, mission, purpose, strategies... formal and informal management of the organisational structure, and capabilities.	ROI (return on investment), ROE (return on equity) NPBT (Net Profit before tax).	Set and realise the firm's mission vision and purpose for being and optimise its implementation and evolution.	Autonomy due to Board of Directors total support and endorsement	Public company Directorships, entrepreneurial experience, multiple marketing management roles

Original thought & copy by Leigh Cowan ©2013 Table design & layout by Leigh Cowan ©2013

4.4 Creating Immortal Organisations by adopting the Four Faces of Marketing

‘Marketing’ involves four distinct fields of activity... with essential differences.

Broad ignorance in the business community of the science of strategic marketing has led to a deep and on-going propagation of marketing as an intangible that is difficult to measure in terms of accountability.

Marketing is the fundamental key factor that ensures the longevity and sustainability of every organisation.

While marketing is a universal responsibility throughout an organisation, certain activities belong to ‘specialists’, whose skills and training must correspond to their allocated role and function.

Correct utilisation of the craft, and science of marketing creates “organisational immortality”.

Clarity of Mission, Vision, Purpose for Being, and the Corporate Objectives these spawn, are the building blocks of immortal businesses. The distinctions made in the Hierarchies of Marketing allow an organisation to potently equip itself with the right executives to set, determine and propagate clear mission, vision, purpose and objectives.

This warrants more explanation. Let’s turn to each of the Four Faces of Marketing...



5 The First Of Four Faces – Administrative Marketing

Someone well versed in the day-to-day needs of the travelling sales representative, responding quickly to calls for development of quotes, estimates, tenders... juggling randomly announced trade events, cooperative promotional offers from trade partners, and interruptive telephone calls and emails from advertising sales people... has a special skill.

Their importance cannot be underestimated... their responsibility is key, the function requires their own blend of special skills but it is a far cry from the awareness and cognition necessary to determine merger and acquisition, corporate diversification, and other Board-level decisions: *Skills that call for substantial tertiary education.*

“Administrative marketing” is the highly grass roots, operational component of Marketing. *Skills that call for natural talent, common sense, and ‘street cunning’.*

“Managing exchange” successfully is in the hands of the implementation experts. Administrative Marketing personnel are those that service needs implied and required by business direction laid down by Strategic (Corporate) and Managerial Marketing management.

5.1 Administration Level “Marketing”: Administration & Support

“Marketing” is often perceived as some permutation of marketing communications activity. Many people, working in professional “marketing” capacities, don’t really understand the word “marketing”, but do not need to, in order to be extraordinary at their job.

Administrative Marketing people and Operational Marketing Managers keep daily business humming. With years on hands-on experience, their routine marketing activities are key to smooth operational marketing performance. Whether it is advertising management, sales support, trade marketing, category management, activity planning, analytics, web design, graphic arts, or many other roles, the Administration-level marketing executive is a crucially important one.

They are the ‘grass roots’ of marketing communications implementation, the caretakers of the Promotional Mix, and true experts in promotional activities, eliciting marketing materials, sales support, collateral management, managing trade shows, B2B marketing activity and online content, activity and maintenance.

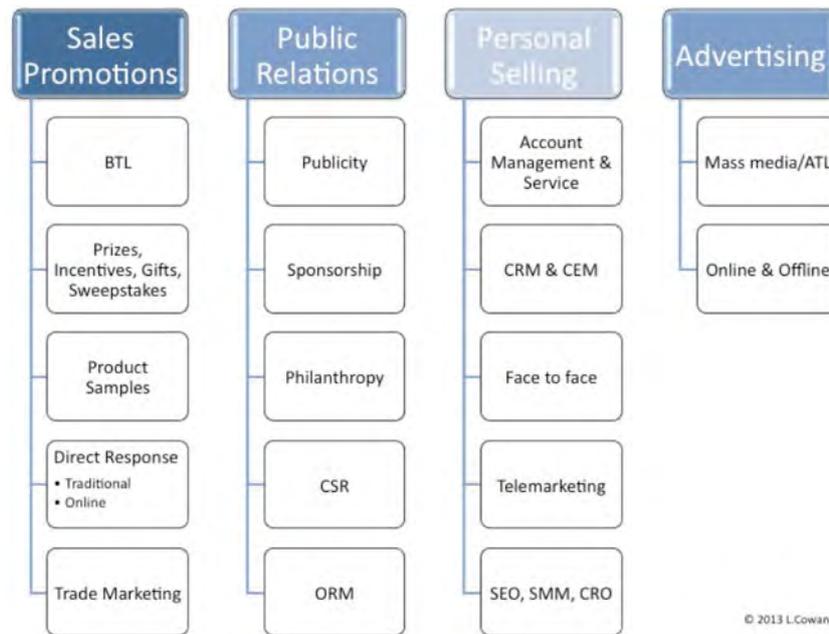


Diagram P8: The Promotional Mix is the mix of activities that form the promotional package that the organisation utilises in its marketing communications.
 Concept original thought of Leigh Cowan ©2013 Diagram by Leigh Cowan ©2013

These work-horse ‘gems’ do NOT need to know the definition of marketing, because they operationally manage a limited field, such as sales, sales support, web page administration, advertising, promotions, print collateral, merchandising, packaging, etc.

They know who are the best printers, the best prices for trade show displays, where files on your server are that relate to your photo library, tenders and sales support. They know processes of marketing services suppliers like mail houses, graphic artists, copywriters, trade magazines, and can organise urgent jobs faster than lightening and more efficiently than anyone else on the planet.

A common background is person who originally was employed as a secretary or personal assistant, who took on the promotional administration role in a young business that grew. She grew with the business, shedding the “PA” title for that of “Marketing Manager”. 25 years down the track she holds a senior role, sharing Board of Management responsibilities with heads of other divisions, but holds a complete disregard for formally educated marketers with whom she secretly fears and undermines with her superior experience set, lacking understanding and insight into the managerial tools formal training offers.

Another background is the corporate climber, who may have reached General Manager level in Marketing, through a sales career of hard work, natural talent, and street-wise smarts. Also ignorant of the potency of advanced strategic marketing managements education, fuelled by his company-sponsored sandwich course at a leading MBA business school, that overwhelmed him with theory, taught by pure academics with no business experience whatsoever, that only reinforced his belief he knows more about marketing than any qualified person could know.

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5.1.1 Administrative Marketers are Key Personnel

Applying common sense, and intuition, these ‘administrative’ experts do great things to help, but at a sub-optimal level... ignorant of trend and change, fad and opportunity, innovation escapes them, and can even be undermined by them. Further, unequipped with strategic management tools and methodology, they can be distracted into bad decisions from a service providers’ ‘good pitch’, and reject great opportunities that a qualified person would immediately recognise.

The demise of many a “once was successful” company has been brought about as a direct result of self taught marketers, promoted above their level of technical competence, based upon their operational competence.



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True Life Case Study: Sandy, working in a B2B software industry, was promoted from “Marketing Assistant” to Marketing and Promotions Manager. Her role was organising sales collateral for a senior sales team. After two years, a restructure saw her title change to Marketing Manager. She had no tertiary education, but a good eye for art design, learned a lot about print, trade shows, magazine advertising costs, and drafting press releases for trade magazines. Lacking any mentorship from her entrepreneurial minded, self-employed superiors, she floundered through her working day on delivering on her boss’s expectations – another untrained and unqualified executive who secured her role in a Merger & Acquisition some years earlier.

Her Company was bought by a global firm, which soon recognised Sandy’s limitations. Sandy applied for another role with a competitive company, who grabbed her for her years of experience as a “Marketing Manager” in a similar Company. Three years later she moved again into a more senior role, still lacking understanding of basic rudiments of marketing theory, but with an entrenched negative disposition towards consultants, graduates, and advisers with marketing education. She would conduct meetings with service providers to try and hone knowledge and education, without having the ability to discriminate between good and bad proposals.

For over a decade she has had mixed success in senior marketing activity, with blame for failures attributed to service providers not doing their job properly.

At the time of this publication, in her mid 30’s, she is still unable to write a marketing plan, define a market segment or balance a product portfolio, despite commanding a salary in the top 10% of the Australian workforce.

Business is all about people. When people work with people, they naturally learn to appreciate effort and dedication, loyalty and like-minded thinking. Consequently, it is to be expected that administrative marketing personnel ingratiate themselves with senior management over time.

The limitations of administrative people are they don’t have formal education in higher-end marketing. As a result, they perceive their skills to be more than adequate for higher marketing roles.

If Management lack understanding of the Hierarchies of Marketing, they might agree, and so the problem grows with every following ‘generation’ of administratively competent, strategically ignorant, executive. Each mentors the next, in turn, selecting ‘like-minded’, refuting applicants or consultants that suggest suitability of strategic methods, trapped in the belief that their industry knowledge is all-encompassing.

6 Level Two of Four Faces – Operational Marketing

6.1 Operational Level “Marketing”

6.1.1 Operational Marketers bring Sophistication to the Marketing Function.

Of course, many organisations have trained executives, who possess tertiary business education, qualifications such as MBAs, Masters or Bachelor degrees and excellent performance records.

Majoring in disciplines such as Accountancy, Finance, Human Resources, Information technology, Economics and Research, they are smart, business savvy and productive. With common sense, a strong work ethic and ambition they have a record of proven performance, have grown in their industry, possessing years of experience, and a track record of prudent and well-judged decisions.

Promotional activities, marketing materials, sales support, collateral management, can be ugly & ineffective, or chic and productive – and everything in between!

Operational Marketing Executives bring know-how and experience, knowledge and proven methods to the table – creating efficiencies and productivity gains that can often tip performance over budget and generate sales growth and success.

For example, an Operational Expert probably knows the science of print layout, can tell great advertising copy from average copy, they know how to brief an ad agency, prepare a Category Review, make a key account presentation. They can delegate and manage, mentor and sell. They have great industry knowledge and network... and can get the job done.

Operational marketers know enough to excel, but knowing...

- The Interactive Marketing essentials of cross-channel marketing,
- Sophisticated email marketing,
- Proven website personalization strategies, and
- New approaches to data that will improve the organisations’ ability to market to individuals, or specific segments of customers and prospects, to engage each customer in a two-way, interactive dialogue...

...only works if *assumptions* are right, if *objectives* are aligned, if *resources* are available and engaged, AND if *strategies* act synergistically.

Operational skills are built upon past behaviour, positive outcomes on past experiences (and negative ones), and logic based upon common sense... A GREAT strength for anyone, Operational talent is following company procedure, using industry benchmarks, juggling the observable options on the basis of return, payback, advantage, etc.

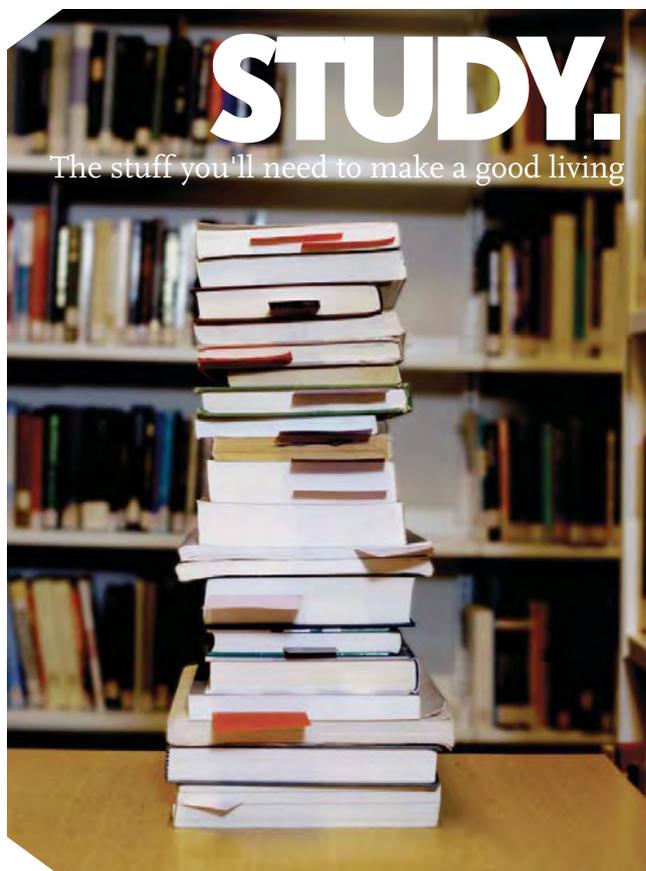
Operational leaders can:

- Adapt based on current circumstances, context, and sales reaction
- Deliver compelling results from the best inbound or outbound efforts, within budget

But, their strengths also create their weaknesses. Great Operational people are experience-led. They “know” things will work or not because of their familiarity with the business. They have ‘seen’ what happens when the ‘model’ gets played with. They have discarded ‘theory’ and are focussed on practice. This develops ‘blinkers’ to creative thought... resistance to change, dogfastedness and cynicism.

Operational Marketing Managers are often heard to say,

- “It worked before, why shouldn’t it work again?”
- “We’ve always done it this way and we always get the results we want!”
- “WE know how to do it best... they way we always have!”
- “When you have done as many of these as I have, THEN talk to me!”



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However, without the mentorship and counsel of a seasoned marketing professional, their talent is constrained in a similar way as if you asked a dental surgeon to remove an appendix. Yes they know about surgery, they once did a subject at University in that field. They understand the need for anaesthetist, infection control, sutures, and post-operative pain relief. But they don't have the extended knowledge to recognise signs and symptoms of associated or unrelated health conditions that may be exacerbated or relevant to the intended surgery. **They don't know what to do when someone unexpected happens, when something goes wrong, when the anticipated does NOT happen.**

The ideal situation is supervision by qualified superiors. In reality, the skill set of managers ranking higher in the organisational structure comes into question.

It becomes dangerous ground when great operational marketing people are expected to operate beyond their field of expertise or competency, riding on operational success that creates false confidence, sometimes not knowing how much they don't know.

6.1.2 How to Tell if Your Marketing is Stuck at the Operational level:

Operational Marketing innovation is based around "that sounds like a good idea", not consistently on well thought-out, balanced, strategic and researched planning, or even targeting a budgeted spend. Consequently, marketing activity is haphazard, the messages are inconsistent and no mechanisms exist to measure if it worked or not. Control and feedback is ad hoc, contingency plans don't exist. There is no accountability. Where unexpected circumstances arise, there is no predetermined contingency planning, and response is reactive and often desperate.

While the sentiment, "You don't get anywhere if you don't make mistakes" is an admirable management philosophy... it often excuses operational marketing errors that could have been completely avoided with higher-level training and knowledge.

Operational marketing is reactionary. This means quick changes in pricing strategy, 'emergency' re-allocation of funds from a budgeted area to another, fear and frustration.

For example, B2C marketers who collect the weekend's letterbox drops, rifling through competitor promotional offers and bemoaning how to compete under such intense competitive rivalry, demonstrate an absence of strategic marketing talent or ability.

As at early 2014, Australian national icon, Qantas, is an airline suffering operational excellence. Executives on the Board of Management have strong operational skills and experience, and have pushed to the extremes of compliance and available resources. Despite this they have written horrifying losses, when they have all the resources necessary to be a world-dominant airline in the premium space. Determined that they have exhausted all possible routes to profit, they are undertaking a cost-leadership approach when their resources constrain them from doing so without possible implosion.

Ignorant of strategic marketing skills, even simple tools such as “Prisoners Dilemma”, Behavioural and Psychographic segmentation, and Total Product models, operational marketing executives face stressful challenges in making optimal decisions, decisions that would be best resolved with the help of Managerial Marketing executives.

Reminder

The practice of grass roots Administrative and Operational Marketing is the building block of marketing implementation and should not be underestimated in importance of both ability and activity.

The “trick” is to embrace Administrative, Operational and Managerial Marketing skills as essentially reliant upon each other, recognising VERY different functions that require varying or different types of qualifications and knowledge, talent and acumen.

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7 When 'Theory' Helps – Managerial Marketing

To catapult a business into new heights of performance, Managerial Marketing and Corporate (strategic) marketing experts DO know how to find new realms of possibility.

Advanced understanding of sophisticated brand management strategies, marketing models, and marketing methods, builds and maintains sustainable competitive advantage.

When you use the marketing input of highly trained marketing experts, at the highest level of management, improved marketing management flows down into all levels of marketing activity... increasing your business efficiency and return on equity.



Diagram P.9: The Double Hierarchies of Marketing model expands on the heterogeneous roles that fall under the umbrella of 'marketing'.
Concept original thought of Leigh Cowan ©2005 Diagram by Leigh Cowan ©2005

The Science of Strategic Marketing can slingshot an organisation into a whole new universe of possibilities and give a business a significant lift in revenue and sales; not with some short-term 'Band-Aid', but with the sustainable competitive advantage only enjoyed by those that apply refined marketing.

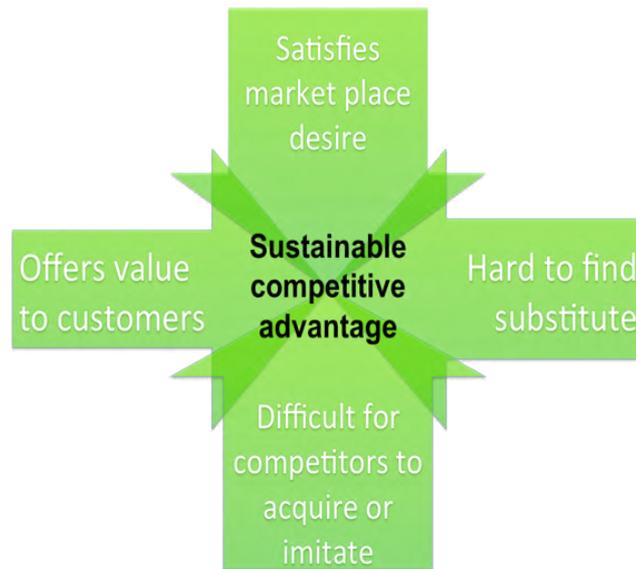


Diagram P.10: When all four conditions are met, there you will find "Sustainable Competitive Advantage"
Commonly accepted thought in Marketing interpreted by Leigh Cowan,
Diagram by Leigh Cowan ©2011

It's the *Understanding*, not the Degree

JUST because someone has a Marketing degree, even post-graduate degree, doesn't mean they automatically employ *Strategic Marketing* thinking. VERY often, a graduate in Marketing did so as a full time student, who studied to pass exams... focusing on regurgitating lecturer's points of view, cramming the week before an exam, and promptly forgetting the theory within weeks of 'just' passing the subject. Three years later... their studies are all but a vague memory: What they recall can sometimes be subject to, "A little knowledge can be a dangerous thing".

7.1 Managerial Marketing is Customer Happiness... REALLY?

Managerial Marketing is the realm of Marketing degree (or better) educated and advanced marketers, trained to know that customer happiness is a fundamental of sustainable competitive advantage... they concentrate on the lifetime value of a customer. Their functions and responsibilities spread across the realms of New Marketing Contribution, customer group profitability, product portfolio management, advertising ROI, market segmentation, positioning, marketing action plans, planning and implementation management of marketing plans, etc.

A focussed marketing manager that genuinely contributes to the future of their employer thinks customers first, then brand, then revenue, then profit. It is really about customer service, customer experiences, and a customer-focussed obsession.

Equipped with the various models taught with major corporations, specialised managerial marketing courses, marketing degrees, both undergraduate and post-graduate, a Managerial Marketing professional can drive sales and profits, improve market share, and create a 'marketing elegance' that really contributes to significant business success.

7.2 Conscious of the NPS (New Promoter Score)

We know that the lifetime value of a customer is a crucial factor in sustainable competitive advantage. Customer loyalty, post purchase satisfaction, management of post purchase cognitive dissonance, and complaint resolution are all critical factor across most spectrums of business today.

A tool, that is sometimes used to measure the performance of a business, is the NPS (Net Promoter Score). Its function is to quantify customer satisfaction on a nominal scale of one to ten, where the lower the score, the lower the satisfaction. Ten and nine out of ten are brand evangelists, who promote their experience while lower scores sit neutrally or become vocally destructive towards the brand.

A Board of Management, that disregards this kind of tool, may be operationally inclined. In reality, operationally inclined management teams are unaware of, or don't utilise these sorts of tools. Strategically oriented management, measure these sorts of KPI's (key performance indicators) with zest. It may be a strategy to not react to these measures, but understanding their significance is a powerful means of developing strategies for the future.

7.3 How does a Managerial Marketer Improve Marketing Productivity?

Operational Marketers know how to buy market share – they are good at *marketing effort*. Managerial Marketers know how to 'tweak' marketing productivity, to squeeze the most out of a marketing budget... their training and dedication empowers them with a pre-set approach to focusing on *positioning*, as well as *marketing effort*.



Diagram P 11: Managerial Marketing skills utilise positioning to improve marketing productivity
 Commonly accepted thought in Marketing interpreted by Leigh Cowan, Diagram by Leigh Cowan ©2011
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8 Strategic Marketing

Strategic Marketing is like assembling a 1000 piece jigsaw – with every piece representing another marketing model, an economic circumstance, a unique resource, an industry issue, a social cultural nuance, a probability factor... the list goes on. Philip Kotler once said, “Marketing takes a day to learn and a lifetime to master”. Perhaps he *should* have said, “Marketing takes a lifetime to *really* learn and is impossible to *really* master.”

8.1 It’s time to recognise Failure and Reject it as Unacceptable

9 out of 10 new products fail.

67% of new businesses close within five years.

In Australia, 44 business close down every day! 42% of businesses closed down between 2003 and 2007!

Many businesses struggle on for years, fighting to stay alive. Older businesses close down – for a myriad of reasons...or are they excuses?



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The world of Commerce accepts finds this acceptable! Billions are lost. Careers are destroyed. Lives are ruined. Investors lose their money. Creditors lose profits, or worse.

Yet we accept this without question... Are we mad? While we demand improvement in manufacturing, technology, medicine, why do we allow management to operate crudely and ineffectively?

It is because too few understand the word “marketing” while far too many *think* they are marketing competent.

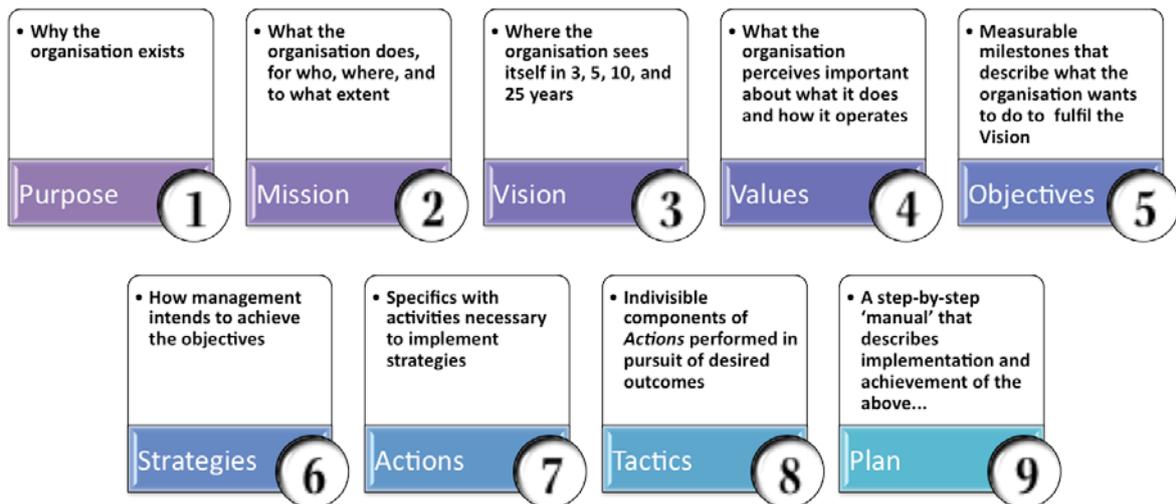
8.2 Most executives get confused between Strategy and Tactics.

Too many people confuse *strategy* with *tactics*.

Strategies are the means by which **Objectives** are achieved.

Actions are the activities undertaken to perform **Strategies**.

Tactics are the indivisible components of **Actions** that, performed in coordination with each other, achieve, or fail to achieve, the desired outcomes. Many different tactics can be employed to satisfy a single strategy.



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Diagram P.12: “Definitions of Strategic Marketing Management”
 Findings by Leigh Cowan, Diagram by Leigh Cowan ©2013

Case Study:

Chatting over a beer with friends, a senior marketing executive of a leading soft drink company boasted, " We are doing really well working with Aldi. We have an excellent strategy, we've developed a special case and package size just for distribution through Aldi stores."

Of course, this is simply a tactic, which you could draw an Action Statement from, probably intuitively 'felt' by the team that developed the tactic, and goes along the lines of... "Develop heterogeneous SKU's to meet the needs of individual channel partners requiring differentiation from their competitors."

Further reverse engineering this might be Marketing Strategy such as...

- *"Respond to intermediary's requests more flexibly wherever it wins shelf space or added distribution", or...*
- *"Act more collaboratively with key accounts to secure more retail real estate for our brands", or simply...*
- *"Seek out and implement tactics that secure sales through the supermarket channel".*

Companies, organisations, charities, political parties, clubs and any other unified groups that are strategically led are immortal: They survive. They prosper. They grow. They win.

They are *not* led by executives who were great at organising trade shows, ex-P.A.'s, ex-ad agency copy writers, prize winning salesmen, or pure academics.

They are entities with leaders who 'get' marketing': Leaders who are formally educated in marketing. Leaders who intuitively,

- Have enjoyed excellent education,
- Possess cut-through insight & experience;
- Experienced empowering mentorship, and
- Possess their own battle scars,

...really 'get it'.

These leaders are supported by the owners, shareholders, Board of Directors, and are given the necessary time and resources to do their job.

Not all are great politicians. Few are lucky enough to beat the politicians. These very few do extraordinary things. We don't see many: Fame is not part of the equation.

Excellence in strategic thinking is not exclusively the domain of the formally educated, nor is it exclusively the panacea for all woes. For example, the GE Corporation under the leadership of executives like Jack Welch, worked with two key principles...

- "He with the best team wins", and
- "No one is responsible for marketing... EVERYONE is responsible for marketing!"

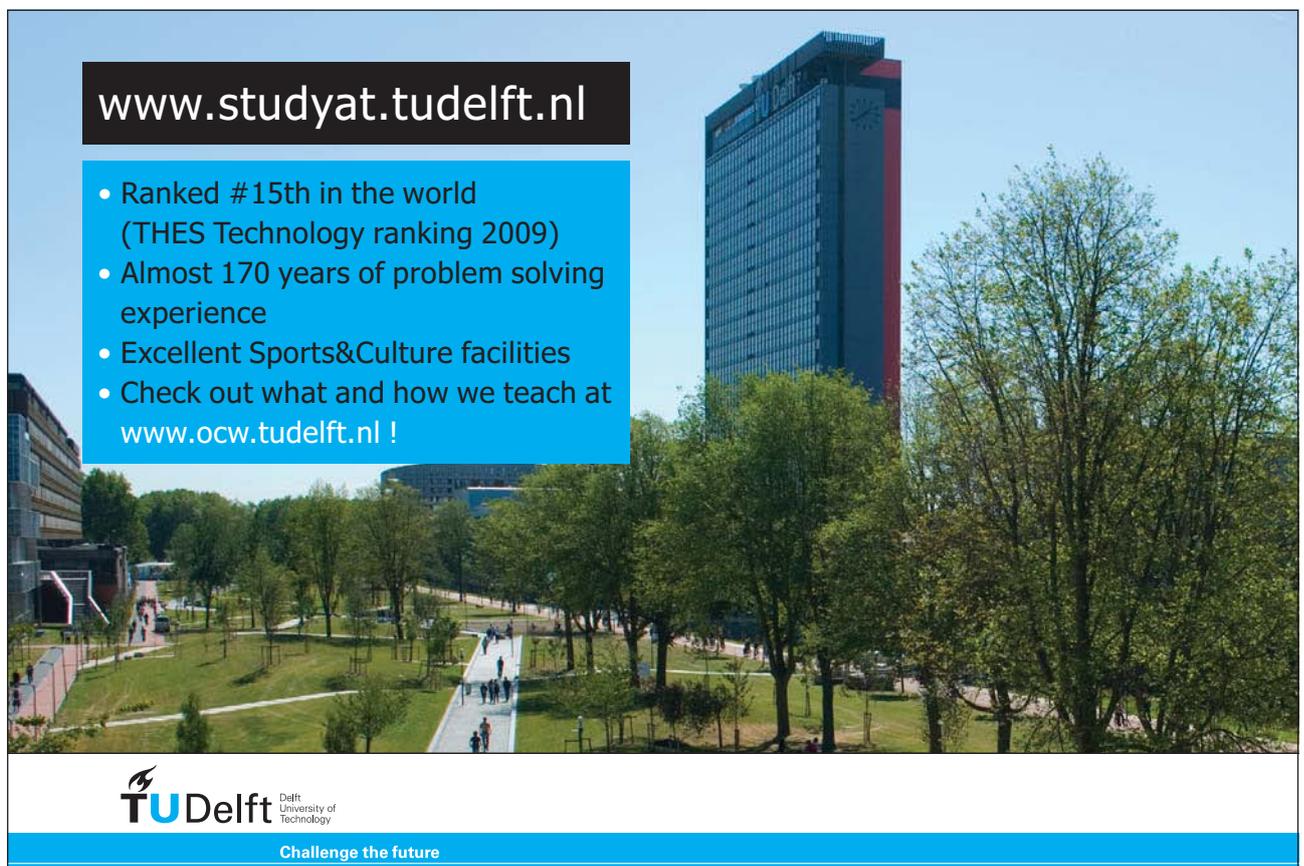
GE operated *strategically*, not operationally focussed on light bulbs, but strategically focused on satisfying needs of attractive markets, by utilising the unique resources at its disposal.

Radik Sali, CEO of the SwisseWellness brand, suggests the following *Strategic* tips to creating exceptional business growth:

- Create a positive culture & values
- Work out the ad formula for how to make an impact
- Grow into new areas
- Get the best team and keep them
- Innovate, reinvent and change as needed
- You are in control of your destiny
- LGI: Learn, Grow & Improve

Leaders don't have to own the knowledge, but can distinguish between good and bad advice.

For instance, describing his street cunning, "Concerning of our official job titles, we all work in customer service", Richard Branson outlines a strategy for business that he believes is successful... Compare this to the soft drink tactical statement, above, and you can see the difference.



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8.3 Training in Strategic Marketing helps

Trained Marketing Strategists use proven tools that help businesses prepare for the future: Their strategic perspectives re-ignite innovation, develop brand portfolios, cut commercial costs and transform trade relationships.

There is a plethora of tools, some even have leaked into the training of other business disciplines.

To be a CPA (Certified Practising Accountant) in Australia, a student must study a Module Called “Business Strategy & Leadership” that introduces rudimentary information on models such as basic lifecycle analysis, Porters’ Five forces model of Industry Attractiveness, and other Strategic Marketing concepts. While a paragraph or half a page doesn’t adequately educate the Australian CPA, it can empower them to listen to their CMO counterparts once they progress through career growth.

The issue is will they remember, do they truly understand enough, can they employ the tools and more advanced ones, or will they even remember them by the time they reach adequate seniority to apply them.

The answer, unfortunately, is ‘no’.

So marketing training alone is not a guarantee of strategic prowess. Those that undertake an MBA, after 10+ year of work, studying part-time and applying their learning as they study, are quite likely to shine... while those that complete courses straight from school, before beginning to learn business, frequently lose the knowledge that creates strategic competence years before they are called upon to use it.

Insufficient marketing training also can create a plethora of woes. Some companies can agonise about possible strategies for their situation... choosing pricing strategies, product range strategies, distribution strategies etc. that may or may not be the correct ones for their circumstances. Trained marketers, however, know that for every segment, a product must be in one of seven product categories. Rules of strategy apply for each of these... but recognising & knowing the appropriate strategy, a marketing strategist can quickly point the way towards optimal decisions.

Trained marketers necessarily know *not* to fall into the trap of weak segmentation or the trap of segmentation by demographics... if you don’t know your customer you are dead. A Strategic marketing executive generates value by understanding that industry researchers can generalise on lifecycle, but sometimes lifecycle can be applied to individual segments.

8.4 Why every Organisation Needs Strategic Leadership?

If strategic thought input is removed from senior management – disaster is inevitable! Leadership will develop blinkers, fail to be able to find direction and innovate “outside the dots” and bring their organisation down. Even starting your own University in Business won't protect an organisation from operational misdirection.

CASE STUDY: In 2014, Kellogg's, who once owned breakfast in Western society, finally acknowledged it was losing market share and profitability, despite decades of trend, changing market preferences and clear trends. Fixated on leadership control in HQ, Kellogg's Australia lost Marketing Director after Marketing Director as good FMCG appointees all identified and reported the need for change, in response to disciplined strategic approaches to marketing effort. Early in 2014, Kellogg's announced yet another operationally based approach to dealing with its problems... management are so close to the trees they cannot see the wood. They desperately need new, strategically empowered leadership, who could quickly create turnaround and dominance for Kellogg's with in a decade.

How long has it been since their leadership even *looked* at Kellogg's Mission & Purpose Statements... “To enrich and delight the world through foods and brands that matter.” & “Nourishing families so they can flourish and thrive.”?

It is clearly apparent that their Operationally dominant management team cannot see beyond what they know and feel comfortable in doing – as opposed to what they should, strategically, be doing.

Trained strategic marketers will recognise immediately the self-imposed limitations that Kellogg's operationally minded leadership has imposed upon itself... will it survive? Marketing strategy will be the determining factor.

8.5 Do Marketing Qualifications Make a Difference?

Between 2004 and 2006, Sydney Marketing consultancy, Launch Engineering Pty Ltd studied every new IPO onto the Australian stock exchange and tracked their success over the three years, noting whether or not Board Members had qualifications in Marketing.

An outstanding statistic arose, where the IPO entity was six times more likely to have a share price higher than IPO issue price if a Board Member did have a marketing qualification, and half as likely to report a financial loss.

Curiously, this escapes the attention of most financial analysts.

“Those who fail to learn from history are doomed to repeat it.”
Sir Winston Churchill

Understanding the Four Faces of Marketing... the skills of an Administrative, an Operational, a Managerial and a Strategic Marketer, allows an organisation to appoint and recruit appropriate “horses for courses”.

In the absence of the Hierarchies of Marketing, without understanding the Four Faces of Marketing the Labour market is confusing heterogeneous roles and skill sets, leading to confusion and inappropriate appointments, and the outcome is creation of suboptimal business outcomes as a result.

A Practical Example of operationally naïve, strategically strong input.

CASE STUDY: In the mid 1990s, Kwikasair and Comet divisions of TNT struggled for years with \$1B turnover and nominal profits or break-even results. Some of transport's best senior executives plied their skills to no avail.

In desperation, they contracted an external consultant... a strategic marketer with no prior experience in transport. After three months that consultant identified negative brand equity, recommended terminating the brands and merging the divisions with the mother brand for economies of scale. The \$50,000 in fees turned the company towards a strategic decision that generated \$250M pa. in profit!

The Law of Brand Decay – A strategic concept

The Law of Diminishing Brand Loyalty, sometimes called the Law of Brand Decay, states, “Regardless of brand marketing or corporate branding issues, if customer expectations exceed the organisation’s ability to meet those expectations, the brand must ultimately develop negative experiences within the market causing decay in brand loyalty.”

A strategic marketer *knows* how to manage *brand portfolios* so that an organisation does not suffer in this kind of environment.

This is just one benefit of utilising an understanding of the Four Faces of Marketing: Recruitment and Appointment of the “right” marketing people for ‘core’ marketing duties, integrating strategic thought into management, is the path...

9 Implications of the Hierarchies of Marketing for Investment, Recruitment & Organisational Management

9.1 Hierarchies of Marketing to Improve Marketing Productivity & Accountability

Organisations, not willing to embrace the Four Faces of Marketing, better have deep pockets.

Organisational governance and corporate planning must cement itself in leadership that embraces strategic marketing. Strategic marketing and planning creates opportunity from blue ocean strategies, to devastatingly awesome red ocean ones. Strategic marketing is the path to fast growth, handsome returns, lower marketing costs, high brand loyalty, permeating all the way through the organisation from higher staff morale to better return on shareholders' funds.



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Jane, Chinese architect

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APPLE – The World’s Most Highly Valued Brand

Steve Jobs hated “Marketing” – he, like so many others didn’t realise the true definition of the word... “Marketing” was a dirty word at Apple, because they only understood the Wikipedia definition.

In fact, Steve Jobs was strategic marketing to his core... he clearly saw the resources available, he declared a mission and shared his vision and pursued them with conviction and passion. He *knew* what consumers *really* wanted, even when they didn’t understand it themselves, and he led a market-oriented, strategically empowered business: Becoming the world’s most valued Brand was just inevitable.

9.2 Hierarchies of Marketing Considerations for M&A (Merger & Acquisition), Investors and Venture Capitalists

Thinking of investing \$500,000, \$5M, more? Look hard at management skills. If they have operational strengths, that’s great. Network? Excellent? Experience galore? Wonderful!

Be warned... Alone, it is not enough!

Analysis of IPO businesses listed between 2004 and 2006 on the basis of specific marketing qualifications of Board of Directors showed those without specific marketing qualifications on the Board were six times more likely to have a share price lower than issue. In contracts those with high level Marketing qualified executives almost always demonstrated consistent profitability and growing return on equity.

9.2.1 Hierarchies of Marketing Considerations for Shareholders

Are your shares a safe investment or a risky one? Time to replace the Board or support them? Ask the right questions at AGMs. Sleep well at night.

When YOUR money is in the hands of another decision maker, and when you pay someone a significant income to make sure they manage your investment optimally, where that executive sits of the Hierarchies of Marketing can mean the right or wrong share portfolio decisions. Organisations empowered by the Hierarchy of Marketing have transparently appropriate executives... those that do not have old school ties, horse racing acquaintances, retired politicians or little rich boys, sitting at the front table at your AGM.

Nothing is more important than your gut feeling, but understanding the qualities of Hierarchies of Marketing gives you an extra dimension with which you can identify the right from the wrong set of Board Members to manage your future.

9.3 Hierarchies of Marketing Considerations for HR Directors

Inevitably, the fifth P of Marketing suggests that the CMO and the HR Director must work collaboratively for the best interests of the organisation.

An HR Director can be master of her own identity by ensuring peers are selected appropriately. Recognising the Four Faces of Marketing can mean reviewing succession planning, change in mentoring to access training and knowledge from the proper talent pool, as well as re-evaluating senior appointments.

Hard decisions and better policies, that may upset the status quo, could be required... made on the basis of actual best skills for the leadership, rather than the execution, of marketing operations.

9.4 Hierarchies of Marketing Considerations for Recruiters & Management Consultants

Taking a brief from a client? Time to ask yourself what sort of consultant you are going to be.

For the recruiter who rather be an 'order-taker', who believes in giving the customer what they want, then the Hierarchies of Marketing Considerations are probably nominal.

However, the professional Recruitment Consultants or Management Consultant can use the model to explain the delineation between skills sets that some clients may believe as homogenous between all 'marketing' roles.

Recruiters can now point to a valid explanation of how to structure their marketing team, to show their clients the faux par of trying to appoint a jack of all trades instead of two masters... why an executive capable of writing a winning marketing plan is unlikely to have skills in art design or web design software.

If you are a recruiter who believes in doing the best job you can, who recognises the lifetime value of being a profound and note worthy advisor, who appreciates the lifetime value of a happy customer, and the significant damage a bad marketing appointment can do to a client's business, and future, then the Hierarchies of Marketing is an important tool.

If you are a recruiter who believes in giving the customer what they want, then Hierarchies of Marketing Considerations are critical in helping the client formulate the right brief for you and the right job specification for the role that client's needs filling.

9.5 Hierarchies of Marketing Considerations for CEO's

Hierarchies of Marketing Considerations are vital for visionary CEO's, corporate leaders, and heads of organisations dedicated and determined to achieve business growth. Applying the delineation, respecting the heterogeneity, recognising the strengths and weaknesses of different marketing personnel, utilising the 'right' people for the 'right' function, is the duty, responsibility and core function of a business leader.

The distinctions determined by understanding the Hierarchies of Marketing empower CEO's to seek counsel on management from those most likely to give correct counsel, strongly defensible strategy, reliable advice and valid recommendations. Selection of teams based upon the Hierarchies of Marketing ensures CEO's equip themselves with the most profound advice possible. The consequent alignment of the organisation and engagement of the team is likely to be significant immediately and advantageous over time.

9.6 Hierarchies of Marketing Considerations for Chief Marketing Officers

Ideally, CMO's should be perfect at, and know everything. In reality, however, every marketing executive, even the extraordinary ones, are subject to imperfect knowledge.

Exceptional commercial success comes at a cost of personal development, exceptional personal development comes at the cost of street cunning, exceptional street cunning is achieved at the cost of political finesse, and so on.

An Operationally successfully CMO needs to resource (internally or externally) a strategic counsellor, mentor or coach. The 'trick' is to find a good one. An 'acid test' might be selection of someone from *outside* the industry who asks smart questions, can identify root issues, determine academic models that resonate with suitability but are delivered with a simple explanation... delivering a return that far outweighs the cost of the advice.

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The Hierarches of Marketing presents a wonderful structure in which to balance the marketing team: Classifying duties according to skill sets, not wish lists or a breadth of functions that do not allow the firm to make the most of that individual's skills.

Building the Organisational Structure of your team becomes a simpler task, as does the delegation of duties, the preparation of job descriptions and the succession planning of the team.

What kind of consultants to source, and what kind of responsibilities to keep in-house also becomes remarkably clear.

An operational CMO needs to resource a strategic counsellor, mentor or coach... their success married to their ability to identify and appoint a highly skilled strategic 'right arm'.

How to Find an Advisor who is strong in Strategic Skills

The "Acid Test" to finding a strong strategic marketer is to consult someone lacking in specific industry experience. They'll ask smart questions in the necessary introduction and industry briefing, and are likely to drill down on core issues and come up to speed at a surprising speed. They'll soon be suggesting explanation of academic models to see if they've grasped the root problems and dynamics, and their explanations of these models will be simple and clear as they prove themselves valid solutions to understanding and solving your specific problems.

Incidentally, a strategic marketing consultant should generate more in returns than they cost on fees and incidentals, so you'll move forward profitably, as well as productively.

9.7 Hierarchies of Marketing Considerations for Advertising Agencies, Research Agencies & Marketing Services Providers

Not only can Advertising Agencies, Research Agencies & Marketing Services Providers better relegate responsibilities within their own organisations, they can also better understand, and advise, their clients.

The closer and more trusted the agency, consultant, advisor is, the more intimately they can assess their clients' needs, and identify their clients' weakness, and opportunities.

The Hierarchies of Marketing model may assist in evaluating alternative strategies, corporate governance decisions, and milestone corporate directional decisions, by clarifying capabilities, calling for ratification of intended actions, or revealing previously unforeseen ramifications of policy, procedure and intent.

The revelations may be earth shattering, life saving, or simply empowering... but will certainly contribute to better organisational management and control, performance productivity and profitability.

9.8 Hierarchies of Marketing Considerations for Aspiring Business Executives

Four out of five businesses ultimately fail. If entrepreneurs, aspiring business executives, and business development professionals adopt the delineation of talent and skills presented in the Hierarchies of Marketing model, it is likely that the failure rate of business will diminish. The economic and social benefits will be rewarding, and the life opportunities and directions for aspiring business executives will be far improved.

While ‘a little knowledge is a dangerous thing,’ there are few intuitive business executives who wouldn’t benefit from studying a strategic marketing text as most cover similar strategic marketing concepts.

Few strategic marketing concepts can bare ‘stand-alone’ scrutiny as universal solutions to specific commercial problems, because most require context based in other relevant strategic models and tools. Regardless, a business executive who has a basic understanding of strategic approaches is better placed to participate in, debate and discriminate over the worthiness of advice based on these models.

9.9 Recruitment – An example of the Misunderstanding of ‘Marketing’ Syndrome

The Recruitment Industry is a big problem and a difficult one to cure.

Recruiters are, frequently, carnal in their hunger for profit. Like real estate agents, they need to turnover properties fast, keeping client-employers happy and finding employees that meet those clients’ briefs.

All too often, a recruiter prefers to do what is asked of them, rather than consult to, train or educate that client.

”Give the customer what they want”, “don’t rock the boat”, “the customer is always right!” a policies that permit misunderstanding of marketing roles to propagate.

Here is a typical ‘confusion’ – a recruitment firm advertisement for a client role.

Example of the confusion demonstrated by recruiter and employer alike...

Marketing and Communications Manager -Up to \$120k+

Diverse role with scope to develop Professional, results driven team

Competitive salary on offer for the right person

A highly successful Healthcare organisation located in the Western Suburbs requires the expertise of a creative, strategic and articulate Marketing and Communications Manager to take ownership of a key role within the business.

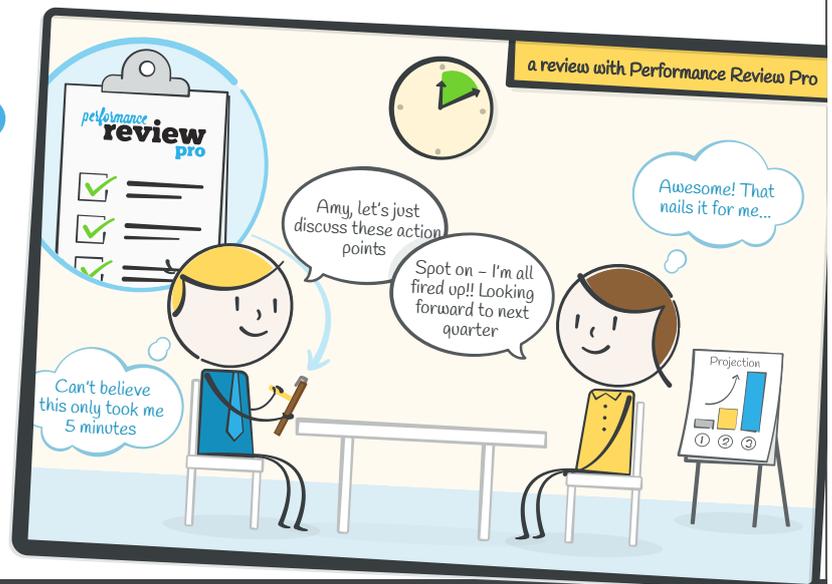
Reporting into the Director and working within a results driven team, your position will have a focus on the following duties; advertise for stakeholders in professional journals, produce newsletters, manage promotions for office openings, coordinate direct mail campaigns to the existing database across three states, promote the offices through various marketing and communication methods, recruit prominent speakers for events, work on the website development as a marketing tool, create events to promote the business, develop and market healthy packages, ensure visibility of EB in local community/charities, enter relevant business awards, coordinate articles in relevant magazines/brochures, define marketing and business strategies and any other duties as needed.

To be considered for this exciting opportunity you must have proven experience within a similar Marketing and Communications Management role, preferably with exposure to managing centres, demonstrate highly effective interpersonal skills, be familiar with press/radio and sponsorship and display strong skills in graphic design/desktop publishing and advertising. You will also be very creative with visual presentation skills and business planning experience. A Bachelor in Marketing is also essential and qualifications in Graphic Design would be an advantage.

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This is a ludicrous brief:

1. The recruiter, IF they know the difference, hasn't counselled their client.
2. Their client can't possibly know anything about marketing to write such a broad brief.
3. Graphic artists don't get trained in marketing – it isn't their field.
4. Marketing Graduates don't get trained in graphic arts... it isn't their field.

The skills, expertise, interests and profiles of one professional are contrary to the other.

- Graphic artists are imaginative, divergent thinkers. Marketing executives have many characteristics peculiar to convergent thinkers.
- Marketing graduates study probability analysis, statistical analysis, Freud, Yung, Maslow, monopolistic competition, vs Oligopolies, conjoint analysis, vs market share index, distribution modelling vs, media profiling.
- Graphic artists learn the skills colour selection, web design, topography, photography, studio development,
- Marketing graduates learn brand development, product life cycle, and gap analysis.
- Graphic artists use Adobe Creative Suite, Logo Design software, fonts & illustrations libraries.
- Marketing graduates move into, Excel, SPSS, database management, email and CRM (Customer Relationship Management) or ERP (enterprise resource Planning) software.
- Yes, both use MS Office, so do dentists, plumbers, fitness instructors and marine biologists!

If any one, (graphic artist who decided they wanted to go into marketing, or a marketer who decided they wanted to be a graphic artist) who DID fit the brief, actually applied for the job, it the time spent as a truly dedicated profession in one discipline, means opportunity lost in the opposing discipline: You cannot simultaneously excel in both.

The level of experience called for almost dismisses any chance of a true match. The recruiter has not counselled the client well... but few recruiters do... preferring to give their customers what they want rather than offering revisory consultation that might upset, or disinterest the client.

In asking for such diverse talents, the client demonstrates unlikely skills to properly mentor the applicant; so successful applicants will only be those of questionable or doubtful skills, undermining the potential of two more suitably equipped professionals.

Should the successful applicant be adept and politics, it is likely they will survive, even prosper in the role. With time abating promotion or advancement, ultimately migrating to other roles in more senior capacities, and the flow on effect continuing, unabated.

Summarily the issue lies in the fact that a Position Description that calls for Jack of All Trades, is at the same time, deterring applications from Masters of ones that *really* count.

9.10 Fear of the Unknown Can Nurture Bad Habits

9.10.1 Old habits Die Hard

If you team is short on industry experience, your need to hire it. BUT, if your team has ample industry experience, why buy duplication?

A Marketing Manager from outside the industry, particularly from a sophisticated one, can bring new blood, new ideas, and new ways of thinking. They can bring new understanding, question bad habits, challenge beliefs.

Yes, 'freshmen' need industry knowledge. That's what the team is for. 'Freshmen' will make naive comments, impractical suggestions and unworkable ideas, BUT they will also deliver great questions, and earthmoving thought, and an approach that could slingshot sales into un-thought of growth, and record breaking profits.

Impatience, arrogance, ignorance create an irresistible pressure to include a call, in an ad for a marketing manager, for years of experience within the industry... the operational skills (already existent in the management and/or marketing team) become a selection criteria that is a distraction from the strategic ones that will really make a difference.

A strategic approach can propel a business to higher performance than it ever imagined. Freshly born strategic innovation puts a skyrocket under businesses, creating thinking, generating not thought of ideas that build bridges, and innovations that can conquer new frontiers.

KEY POINT: To constrain the team with rational, but shackled, thinking processes undermines the potential and opportunity that strategic people are specifically designed to overcome.

A Royal Flush always beats four of a kind.

Why do companies allow likes to employ likes? A Marketing Director without a Marketing Degree employs someone just like her, when she should employ someone with a totally different set of skills.

How often do you see a winning soccer team field 11 goalkeepers? When a netball coach chooses a team, does she recruit five wing attacks? When a basketball coach puts a team on the court, is it made up of five guards? A Rugby Union team is rarely played with 8 lock forwards and 7 wingers.

A winning team is rarely comprised of players with the same skills... the coach knows he needs *specialist* skills. So it is in management.

The Rugby Union Analogy

A Operational Marketer should be like the Rugby "Prop" while the Strategic Marketer is the "Hooker": With the help of half the team, called forwards, and a half back that feeds the ball in a scrum, the hooker gets the ball and feeds it down the team through to the back line that scores the tries. The Rugby Prop supports and protects the Hooker, helps the team defend against the competition and works hard throughout the game to win possession of the 'ball'.

If companies recruited management teams like coaches recruit football teams...

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10 Harvesting Immortality and Endless Riches From Marketing

Forgetting politics, egos and self-interest of parties with a flag to wave, any organisation can achieve optimal productivity and long-term security – business immortality – by accepting and adopting the “Four Faces of Marketing”.

10.1 Organisational Structure for Utilising Appropriate Marketing Governance

The implications of the Hierarchies of Marketing are somewhat significant, possibly profoundly devastating, to Operational and Administrative Marketers with aspirations of grandeur.

Even Managerial Marketers may fear the Hierarchies approach may be a threat to the career path they perceive they have secured due to operational performance and talent.

However, for small and medium enterprises, the appointment of a permanent, full-time marketing strategist, at the Strategic level, is likely to be ‘overkill’.

10.1.1 The Strategic Marketer does NOT replace the Managerial, or the Operational or the Administrative – none can adequately compete in the others’ skill sets.

As a full time, career role, there is an undeniable necessity for leadership with profound industry knowledge and experience. Day-to-day tactical decisions, operational and administrative management, marketing mix monitoring and control is the domain of *divisional* CMO’s... and only organisations of the size and formality of structure of large national and international reach, should have dedicated Strategic Marketers dedicated and absorbed by strategic level marketing responsibility.

10.1.2 Alternative Options for Adopting Strategic Leadership in Different Organisations

Large National & International Organisations

Large national and international companies are likely to have extraordinary, visionary strategists, or consultants of the global ilk develop their strategy: IBM, Bain, BCG, Accenture, McKinsey, Cap Gemini, global accountancy firms, etc. that have developed service portfolios to satisfy their clients’ expectations.

The 8th P of Marketing is so powerful, these firms know how to work within the constraints and capabilities of the formal and informal power structures, and ‘likes’ serve ‘likes’.

There is the contingency that the extraordinary *might* be possible by seeking out an innovative consulting strategist. Even daring of CEO’s should only opt for this to explore new horizons, to avoid risk and political backlash. New horizons then can be validated with the rubber stamp of an approved consultancy once, and if, valid ideas are forthcoming.

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Small & Medium Enterprises (SME's)

SME's (not micro businesses or one-man bands) need to embrace the Hierarchies of Marketing. If they do they can grow beyond their wildest dreams. They have economies of scale and surmountable political infrastructure... making them a powerful entity able to develop and grow in the 'cracks of large national and international businesses.

It is SME's that suffer lack of high-end strategic finesse. These are the most hampered by lack of discrimination between skill sets in Marketing and to whom urgent attention is drawn to the distinction between talent sets.

SME's should look not to high appoint high-overhead employees with complete strategic skills for the following reasons:

- Highly skilled strategic decision makers contribute most efficiently when stimulated by divergent thought, experience and conversation. They are best left to oscillate between the organisation and away from it, so as to optimise creative thought.
- Strategic decision makers go sour in a single industry environment... in multinationals they can turn their thoughts to a variety of markets, cultures, scenarios, people, places and circumstances. In a single industry there is inadequate stimuli to force the strategist to focus on the key factors –the more information they dismiss the better determinations they make.
- Any proponent of strategy that fixates on one single role ultimately has less to do, as strategies are rarely short term (operational tactics, vary all the time while strategic direction can take years, even decades to implement).

SME's advice at the complex strategic level is best delivered from external consultants or Board of Directors where there needs to be balance of influence and power between operational and strategic know-how.

Micro Businesses

Micro Businesses rarely follow the advice of strategic marketers. The 'noise' in the decision-making process, the lack of commercial training, talent, of discipline, the emotional attachment, pressure from spouses, friends, financial advisors, key clients and competitors all serve to distract an entrepreneur.

He/she has to find someone they like, respect, believe in and trust above all others to mentor them to the point where they can follow boldly where others might fear to tread, risking all on good faith... a big ask in daring and trust.

11 Appendix 1: The Part Academia has Played

11.1 Have Academic Educators in Marketing Completely Dropped the Ball and partly to Blame?

There is a cynical joke in academia...

Q: "Why is there so much politics in academia?"

A: "Because there is so little to lose!"

The sentiment expresses a contempt for academics: Perhaps the 'publish or perish' mentality, the focus on theory and hypothesis, over emphasis of academic rivalry, a loss of focus for developing fresh theories from empirical observation, or the arrogance of some individuals who mistake academic progression with visionary wisdom.

The discipline of Marketing was built on empirical results. The era of PIMS database (Profit Impact of Marketing Strategies) was a time where industries shared and pooled their knowledge with academia; when Marketing lecturers in major business schools were actually productive in business and Marketing teachers had real, proven successes.

Nowadays, and all too often, a PhD who teaches marketing has their Doctorate in an obtuse field of interest less relevant, less practical and broadly applicable, certainly less impactful and breakthrough, offering little if any additional assistance to commercial marketing strategies and commercial activity.

The following perspective *could* serve as an innovative beacon for academic institutions that recognise the diminishing input to the commercial world of pure academic treatment of business disciplines. When 'Marketing' came to 'power', it did so under the tutorage of hands-on business leaders in the 'craft' of Marketing. The proliferation of academic dominance in a non-academic discipline has resulted in loss of ownership of knowledge, dis-empowering graduates with less usable know-how in a world demanding more accountability and performance from Marketing.

Until Marketing schools once again embrace marketing methodology built on commercial success, rather than research papers re-hashing old theories published on a 'publish-or-perish' motive, business schools will be fatally flawed.

12 Appendix 2: Weapons of the Strategic Commando

Some of the many tools a properly trained Strategic Marketer employ to assist in marketing planning and strategy...

12.1 Market Segmentation

The single, most powerful tool in the arsenal of a strategic marketer is Market Segmentation. A market segment is a group of potential customers that can be described and identified by similar or identical needs (and wants) and or behaviours.

In *any* market only two to five segments can exist... suggestion there are more is an indicator of faulty research. Identification of segments using demographics can be helpful but the ‘demographic trap’ is segmentation by demographics, which is meaningless: Yet so many executives fall into this trap.

EG: Respondents to the Four Faces of Marketing theory might be described as a segment. Let’s called them “Visionaries”. Executives who reject these theories might be categorised as “Moles” (blind animals that scratch around in the dark). They have been described by behavioural or psychographic characteristics. Visionaries might be better educated, more highly paid, but and live in newly developed countries, Moles might be older, have accounting qualifications and be married for over 20 years.

To segment the market for this book by dismissing interest from all older, married for 20 years, accounting qualified business leaders would simply lose innovative executives with those demographics...

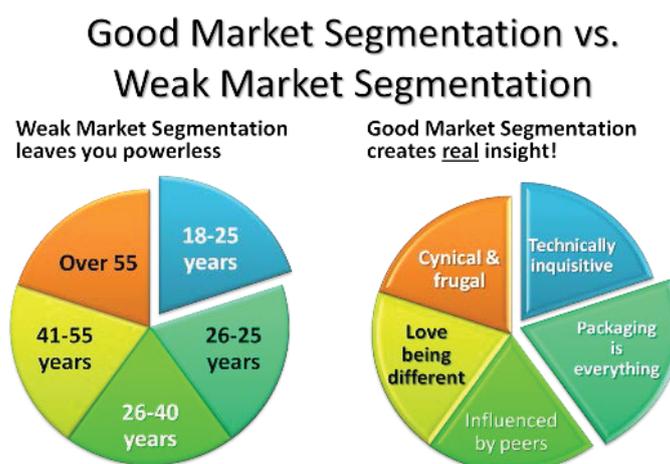


Diagram P.13: Good segmentation”
 Concept original thought of Leigh Cowan ©2008 Diagram by Leigh Cowan ©2008

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12.2 Product Analysis

What *is* a Product?

One model that still entertains executives who *should* know... is the Product Analysis Model.

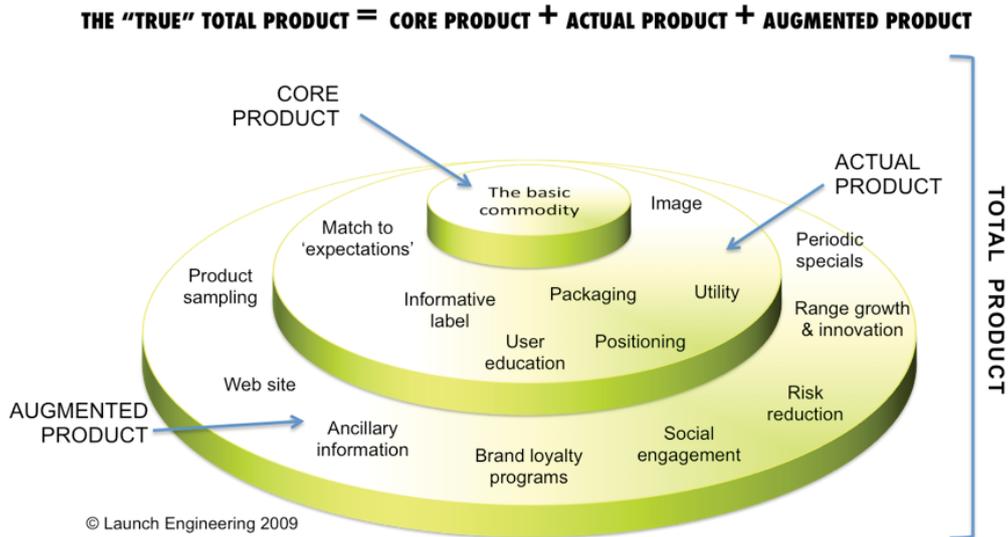


Diagram P.14: What is a product?"

Concept original thought of Leigh Cowan, built upon commonly accepted marketing thought ©2008

Diagram by Leigh Cowan ©2008

DESTINATIONS

		GATE	ARRIVAL
INDUSTRY	IMPACT	OW	FASTER
GLOBAL	ASSIGNMENTS	OW	FASTER
SENIOR	CLIENT CONTACT	OW	FASTER
CAREER	DEVELOPMENT	OW	FASTER
MAKE	PARTNER	OW	FASTER



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Ultimately, augmented product becomes actual product, so a prudent strategic planner considers a even larger picture called ‘future product’

12.3 The Boston Matrix

One single product, or even a single brand, is not enough to build a successful business.

This simple model is utilised to recognise product life cycle positions, and manage a product portfolio for to help optimise, and plan for the future, the ideal array of products,

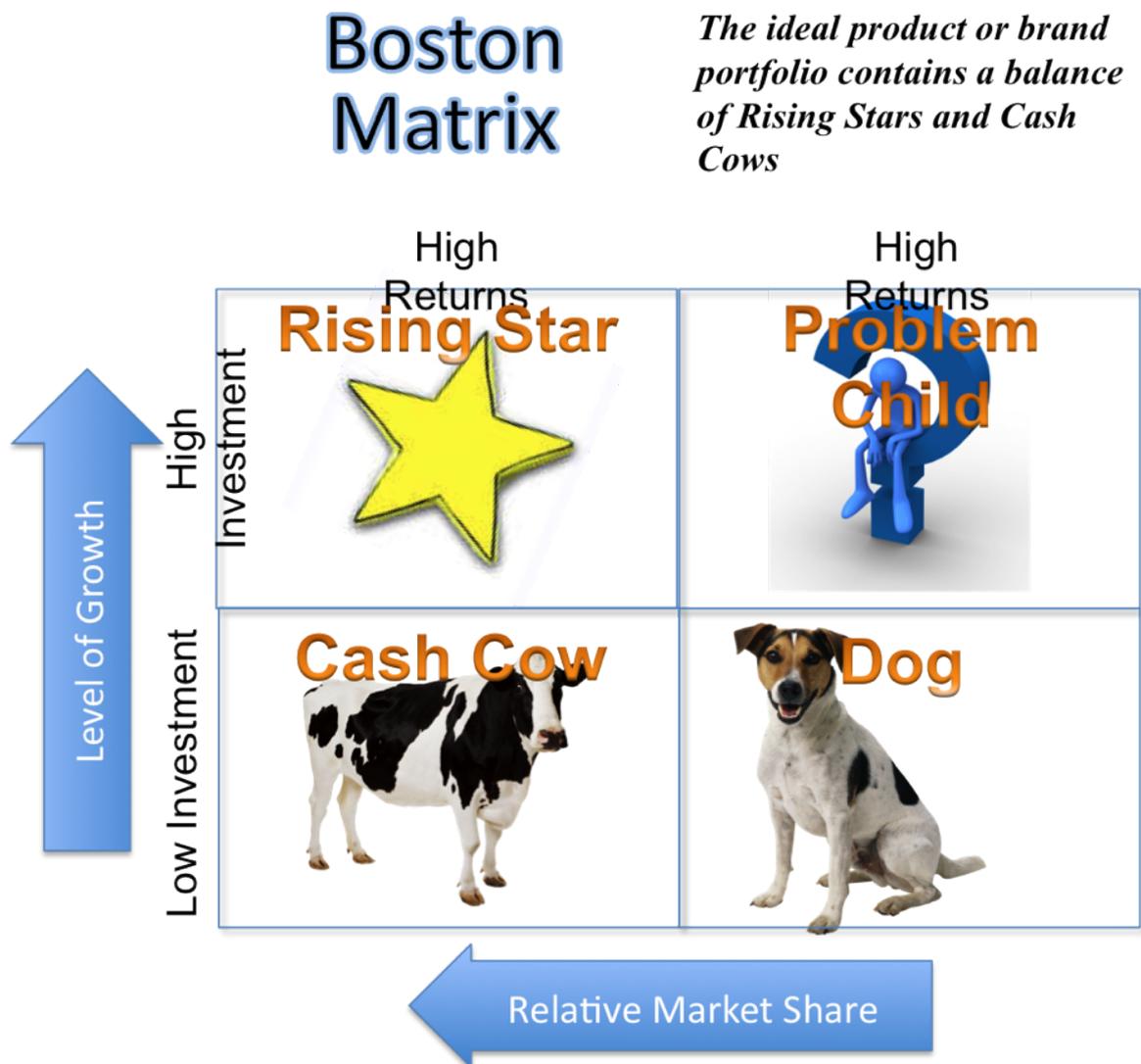


Diagram: P15 Boston Matrix
Growth Share matrix, developed by the Boston Consulting Group in 1968. Diagram by Leigh Cowan ©2011

12.4 NPD New Product Development with Success in Mind

Most NPD models (academic & commercial) start with “Idea Generation”. Skipping the key foundation steps is likely to reap the same success as forgetting to lay foundations for a building. A strategist *remembers* the basics.

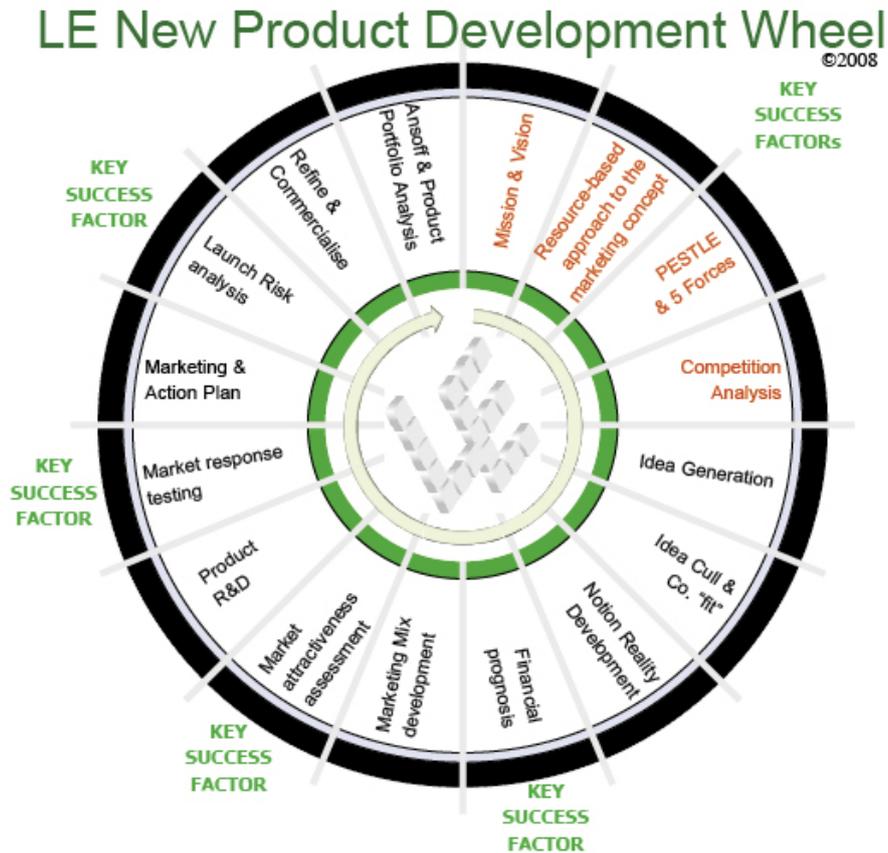


Diagram: P16 The LE New Product Development Wheel
 Concept original thought of Leigh Cowan ©2008 Diagram by Leigh Cowan ©2008

12.5 Rudimentary Tools that Empower the Marketing Educated

Many Marketing people are expected to know *how* to spend their marketing budgets wisely.

Self taught marketing executives may never ‘trip across’ tables like the following that can save a lot of deliberation and even misallocation of marketing communication spend...

Relative Importance of different types of promotion - traditional

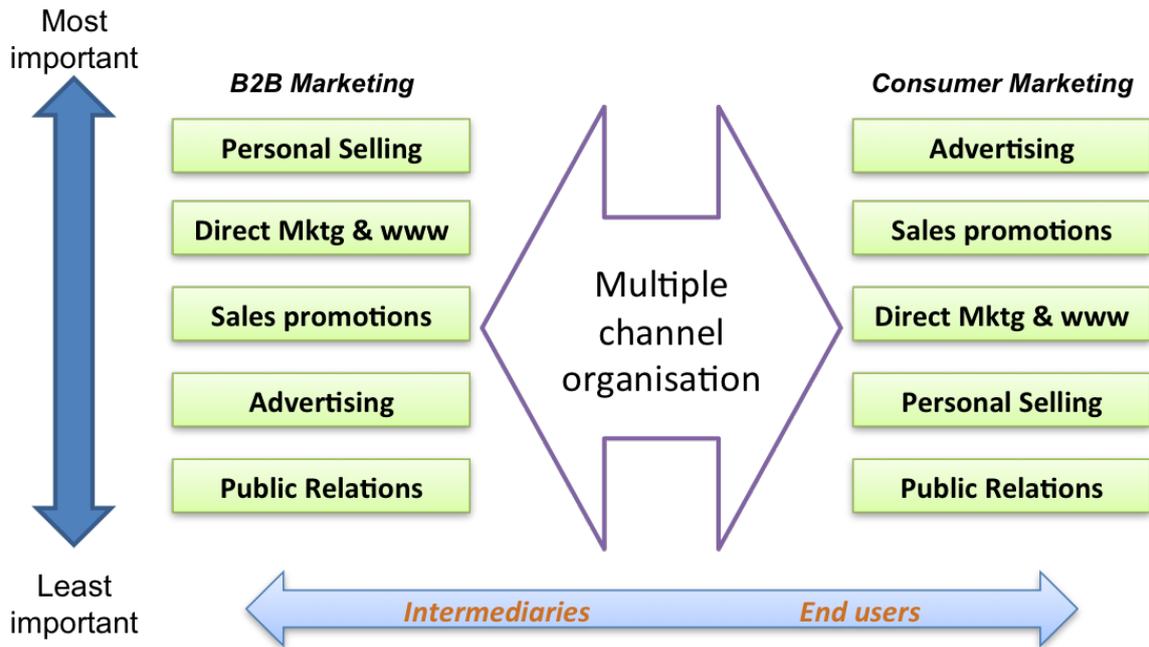


Diagram: P17 Differences in B2C & B2B Promotional Drivers
 Commonly accepted thought in Marketing interpreted by Leigh Cowan, Diagram by Leigh Cowan ©2009



13 About The Author

Leigh spent 13 years, part time, studying marketing at UNSW... more face-to-face study than a PhD, while gaining national recognition in FMCG marketing, including being featured on Current Affairs TV, metro newspapers & business publications.

In his 20s he reached Senior Account Director in major advertising, direct marketing and FMCG sales promotions agencies, moving to marketing management where he succeeded in categories as diverse FMCG, I.T. & government.

Leigh was offered a lecturing role (in mass media) as an undergraduate, but chose participation in product launches for different companies.

In his 30s, Leigh was lured to the UK where he turned around an ailing pet food company, increasing its market share 6-fold in under 18 months, knocking Pedigree Pet foods on its butt. While in UK, he found time to complete a Graduate Diploma in Strategic Planning. At London City University

Returning to Australia, Leigh took up a role as Marketing Head of Bush's pet food company, again crucifying Mars Pet Foods, stealing 12% of market share in a test launch in just three months! Leigh describes this as his greatest failure. Why? "You never threaten a market leader when you are a small challenger... it was TOO successful, they knew it, and attacked with international resources to quash repetition of this success."

Consulting over the past 12 years he has helped clients grow sales by as much as 50% in 1 year, launched numerous products, and delivered sound advice in corporate strategy.

Leigh also found time to teach (part-time) both graduates (MBA) and undergraduates (Marketing Planning & Strategy) between 2003 until 2009 at the University of technology in Sydney.

Originator of "The Law of Diminishing Brand Loyalty", Leigh is a popular presenter in marketing management and a sought after speaker. He conducts marketing training workshops both across Australia and internationally.

14 Endnotes

1. Chairman and CEO of General Electric between 1981 and 2001. During his tenure at GE, the company's value rose 4000%.
2. Peter F. Drucker was globally revered management consultant, educator, and author, whose philosophies and commercial methods founded modern corporate thinking.

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to do with eggs and oil?

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