The Anatomy of a World-Class Marketing Organization (v 3.0)

Developing Marketing Strategy/Planning

1 Market Assessment
We have our finger on the pulse of what drives growth in our market and in our customers' markets. We consistently recognize meaningful trends before our competitors do.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Business-Driver Analysis Tool

2 Competitive Positioning
We can clearly articulate what differentiates our products/services from those of our competitors, and we effectively communicate these differentiators in all our marketing efforts.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Building Sustainable Differentiation

3 Planning
Our marketing plan is created based on a clear understanding of highest-impact customer priorities and is highly adaptable to changing market dynamics.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

TESCO Annual Customer Plan

4 New Product Development
We systematically incorporate customer voice into the new product development process; product development resources are never committed without Marketing's early input.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

National Semiconductor Innovation Cosponsorship Protocols

Defining Brand Strategy/Managing the Brand

5 Brand Development
We have a clear understanding of our brand's differentiating attributes, which we express in simple-to-explain terms; these attributes are understood throughout our organization and by our customers.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

VICTORIA'S SECRET Investment Screening Protocols

6 Brand Leverage and Extension
We evaluate opportunities to leverage/extend our brands based not only on their own growth potential, but also on their ability to strengthen the core brand in the long term.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Brand Leverage Protocols

7 Portfolio Management
We systematically rebalance our investments across our portfolio of brands/product lines/SKUs in order to focus on those with the highest potential for growth. We are not afraid to shed underperforming parts of the portfolio.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Brand Portfolio Review

Understanding and Managing Customers

8 Customer Segmentation
Our segmentation methodology(ies) is/are tailored to our specific organizational objectives, clearly communicated throughout the company, and actionable by those who benefit most from their use.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Actionable Segmentation

9 Customer Understanding
We possess a holistic understanding of our customers' needs, as well as the relative priority of those needs, across the entire purchase and use cycle.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Voice of the Customer Audit

10 Experience Management
We understand the most critical elements of the customer experience and track operational metrics for each. We systematically trigger service programs in response to executional shortfalls.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

FedEx Brand Delivery Scorecard

11 Customer Problem Resolution
We rapidly identify and diagnose root causes of customer problems and then aggressively mobilize resources across multiple functions to take corrective action whenever necessary.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Customer Experience Council

Managing the Marketing Function

20 Measuring Performance
We carefully track (and report to senior executives) a small set of metrics that clearly demonstrate Marketing's contribution to corporate goals.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Corporate-Strategy Marketing Dashboard

19 Talent Management
We adjust competency requirements as the marketing environment changes and clarify performance expectations based on that model.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

3M Business-Driven Training Curriculum

18 Marketing Role Definition
We know precisely where Marketing should be "playing" in the organization to best support firm goals—which processes we should be leading versus supporting and where we should be integrating more closely with peer functions.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Kimberly-Clark Work-Flow Integration Audit

Attribute Grading

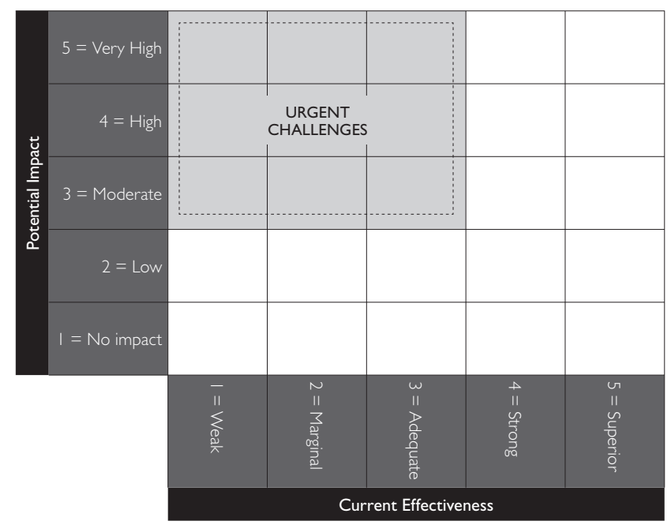
Potential Impact

If performed to the highest standard, the impact of this attribute on our firm would be the following:

- 5 = Very High
- 4 = High
- 3 = Moderate
- 2 = Low
- 1 = No impact

Current Effectiveness

- 5 = Superior — We do this regularly, systematically, and with continuous improvement.
- 4 = Strong — We do this regularly and systematically.
- 3 = Adequate — We do this regularly but in an ad hoc manner, or irregularly yet systematically.
- 2 = Marginal — We do this irregularly and in an ad hoc manner.
- 1 = Weak — We do not do this at all.



Executing the Marketing Plan

17 Channel Management
We manage product/service flows across channels in a (long-term) profit-maximizing manner. We effectively tailor incentives to drive desired behaviours.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Managing Channel Conflict

16 Pricing
We price such that we know we are achieving the maximum value possible from our market.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Value-Added Service Pricing

15 Sales Support
We meaningfully and measurably contribute to the ability of our sales organization to speed time to close and serve our customers effectively.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

McKESSON Dynamic Opportunity Scorecards

14 Promotions/Merchandising
We systematically use data (not instinct) to drive our critical merchandising and promotions decisions; we know the programs we pursue maximize profits in the long term.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

CVS Purchase-Data-Driven Rewards

13 Marketing Communications
We create measurably impactful marketing communications and use only the most effective channels given our target customers.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

Fast-Ramp Buzz Campaigns

12 Media Mix Selection
We consistently and effectively allocate our media spending based on a clear understanding of the returns on investment from each of the different elements in the mix.

Impact: 1 2 3 4 5
Effectiveness: 1 2 3 4 5

KRAFT Integrated Spend Analysis

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