

# Deloitte.



---

Consulting

---

## Marketing in 3D.

Highlighting perspectives on  
marketing effectiveness

Audit • Tax • Consulting • Financial Advisory •

# Contents

Take a three-dimensional view	3
Is this the golden age of marketing?	4-5
The view from here...	6-8
Turning the corner...	9-12
Our steering committee	13-14
Why Deloitte?	15

## Background

**When we previously undertook a study of global organisations to identify the drivers of organisational growth we uncovered some unexpected findings.**

The board level respondents to that survey placed their faith in marketing above all other drivers of growth including investment in workforce, leadership acquisition, technology and the development of alliances to meet their five year growth targets.

As with so many studies an interesting finding inevitably raises more questions. We decided to explore in greater detail the relationship between marketing and growth. In this research we set out to define:

- What is the role of marketing in driving growth?
- What are the challenges to achieving this?
- What are successful organisations doing to overcome these challenges?

Our priority was to ensure that all stakeholders responsible for driving growth through marketing were consulted. The findings are based on independent, detailed and wide-ranging research carried out on our behalf by market information company, TNS Global.

The project spanned five European countries and involved 217 in-depth interviews.

To ensure we gained a broad based view of marketing effectiveness we extended the scope of the research to encompass the entire senior management team. In total 151 marketers and 66 board level nonmarketers completed the survey from both private and publicly-owned organisations.

Of the marketers surveyed, 63% had more than 10 years experience and one quarter had more than 20 years, while 15% held an MBA, one-third had a marketing qualification.

In addition, we established a steering committee<sup>1</sup> to ensure the research covered the broader role of marketing in driving growth. The committee was comprised of senior marketing professionals from a broad set of industry sectors, academics and authors, industry bodies and our own consultants.

This combined approach meant that tangible and practical solutions were extracted from an extremely deep data set<sup>2</sup> and are articulated here at a high level.

<sup>1</sup> Please refer to page 11 for more information on our steering committee.

<sup>2</sup> Data was analysed using SPSS software. SPSS Inc. is a leading worldwide provider of predictive analytics software and solutions. SPSS survey and market research solutions, renowned as the industry benchmark for analysis, enable organisations like Deloitte to turn vast quantities of data into actionable results. [www.spss.com](http://www.spss.com)

# Take a three-dimensional view

Marketing has changed – organisations are being called on to be increasingly customer-centric and innovative to deliver the growth that has eluded them in recent times. CEOs are looking to marketers to deliver on these plans for their organisation, using the three dimensions of leadership, shared understanding and measurement.

Meanwhile the 'Marketers Toolkit' is in a state of upheaval: on one hand the traditional media landscape has fragmented, on the other marketing data is becoming more granular; and in this space marketers are being called upon to be more accountable and prove the return on their marketing investment.

Our research sought to determine the role of marketing in driving growth. What we found were fundamentally differing points of view on the understanding of marketing, depending on the functional orientation of respondents.

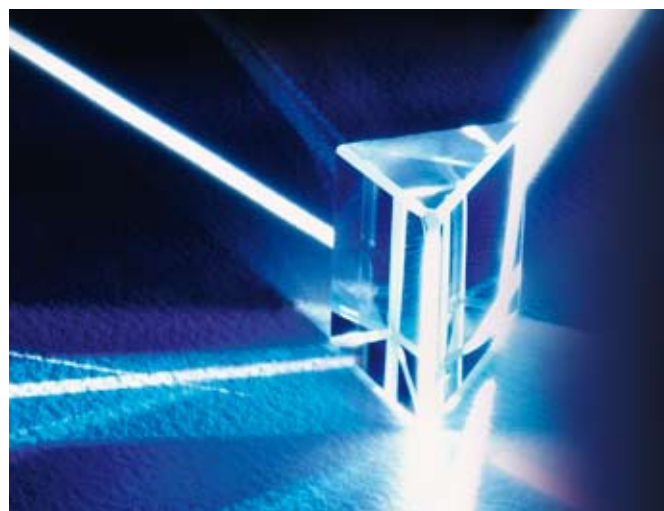
Interestingly, the majority of CEOs believed their organisation understood the role of marketing, a view that was categorically refuted by the rest of the senior executives and marketing community we surveyed.

It is this lack of a common understanding of the role of marketing, and what it delivers to and within an organisation which is the primary barrier to achieving growth.

For organisations to be successful in achieving their growth objectives they must overcome the multidimensional views of the role of marketing.

To do this we believe organisations can gain clarity and alignment by focusing on three mutually dependent dimensions of marketing effectiveness.

- **Leadership:** The need for the CEO to provide the necessary impetus and governance to allow marketing to realise its potential in contributing to sustainable growth.
- **Shared understanding:** Providing clarity and a common understanding as to the role of marketing and the Marketing function, to enable common practice within the organisation.
- **Measures:** Establishing practices to evaluate the effectiveness of marketing on an ongoing basis and providing the means by which to disclose this information.



# Is this the golden age of marketing?

Organisations today are facing greater exposure to global competition and increased expectations from investors and customers who are more discerning, better informed and harder to reach. In this environment the role of marketing has never been more influential, which puts marketing in a unique position to be central to the organisation's strategy.

The days of cost cutting as a driver of growth are gone and there is more to life than mergers. The organisations we surveyed are increasingly focusing on organic growth, alongside M&A activity. Pressure from investors and private equity houses is increasing the focus on the true effectiveness of management teams and their ability to grow the business.

Achieving this growth means that organisations must apply a marketing-centric approach across all functions – aligning the business to better meet customer requirements, in parallel with developing an innovative product and service portfolio. Does the combination of these factors mean that the Marketing function is now perfectly positioned to be at the forefront of business? Is the golden age of marketing dawning?

Our research shows that unfortunately this isn't the case. Although senior management recognise and acknowledge the importance of marketing in growing their business, their actions in practice indicate that many are simply not walking the talk. 70 percent of respondents do not strongly believe that the role of the Marketing function is clearly articulated within their organisation – confusion reigns between the role of the Marketing department and the practice of marketing in its broadest sense.

We have found a fundamental behavioural disconnect as far as marketing within business is concerned. The realisation is that marketing is central to growth but as yet, this is not reflected in the reality of how the business functions. 77 percent of respondents believe their employees do not fully appreciate the value of marketing. We are encountering something of a false dawn.

Our research shows that organisations must do more to enhance the role of marketing with a small 'm', focusing on the broader activity of marketing across the organisation's functions. It is those organisations that overcome this behavioural disconnect – who join up 'understanding' with 'practice' – who will gain the competitive advantage in this fast-changing world.

Crucial to bridging this divide will be formalising the relationship between corporate strategy and marketing strategy – and determining how success will be measured. This also extends to developing marketing capabilities across the organisation and instilling a 'marketing ethos' in all colleagues.

The purpose of this report is to provide an overview of the findings in order to define the role of marketing in influencing and delivering corporate growth.

In this context it becomes critical to understand the role of marketing, by which we mean the broader concept or philosophy, as distinct from 'Marketing' the management process driven by marketers<sup>3</sup>.

- **'marketing' as a concept:** A concept or philosophy of customer orientation which must provide a focal point for a company's total activity, at all levels in all departments.
- **Marketing' as an operational function:** The management process within a company responsible for identifying, anticipating and satisfying customer requirements profitably.

"77 percent of respondents believe their employees do not fully appreciate the value of marketing."

<sup>3</sup> We use standard definitions provided by the Marketing Society to articulate the difference between 'Marketing' the management process and the concept of 'marketing', which have been taken from The Marketing Society diary 1999.



# The view from here...

The challenges faced by marketers and the business are many and varied. Our research explored the opinions of the Chief Executive Officer (CEO), the Finance Director or CFO and the Marketing Director or CMO and we found that three consistent themes emerged that impact marketing effectiveness and its role in delivering growth – that of leadership, shared understanding and measurement. Unsurprisingly, different viewpoints on these three issues emerged from each of the stakeholder groups. Here we role play these unique perspectives in order to show the perceived marketing challenges as understood by the CEO, the CFO and the CMO

## “We’re all marketers now!”

### The CFO view



It is my job, as head of this company, to drive the change needed to keep us performing at our best and consistently better than our competitors – and marketing is crucial to the growth of my company. For this business to go forward it is vital we meet our customers’ needs and I believe this is where marketing is so important for our operation.

But these days we’re all responsible for marketing and we all have a role to play in protecting and developing our brand. Gone are the days of marketing operating in a silo under the title ‘Marketing department’. Marketing must be an integral part of everything we do and must be a core influence

over operations within each business function. We are all responsible for the implementation of our strategy and we must all be responsible for marketing as a discipline now.

Certainly tensions have existed between my Marketing and Finance Directors in the past and this is a legacy that must be overcome.

Any previous barrier to communication can be addressed by agreeing a common language about what really drives value for our business and how we measure the impact of marketing against this. But in this respect it is just as important for my Finance Director to adopt a thorough understanding of marketing as it is for my Marketing Director to apply rigorous financial principles.

Reporting to investors and the City is, of course, high on my agenda. Brand equity is the most important and most valuable asset in my business, you can take all my other assets so long as you leave me with that one! Recognising

the value of the intangible assets of brand and goodwill, I mandate Finance and Marketing to work in tandem to agree realistic and robust reporting measurements.

Like other departments, Marketing always requests more budget from me, but without the metrics in place to demonstrate the impact marketing has in financial terms, I'm unable to justify this to our external stakeholders.

I do appreciate that marketing is part of the long-term investment required in this organisation and I do think we dedicate a fair proportion of our time in board meetings to discussing marketing, but we have some way to go – from an engagement and measurement perspective – for marketing to reach its full potential in the organisation.

Marketing, once seen as an expensive luxury, must now become a hygiene factor for my organisation. Fundamentally, marketing opens doors and creates a demand in the market. Our ability to address this demand is what brings the money in. That secures me in this role, satisfies our shareholders and keeps the City content.

- 81% of CEOs see marketing as a key driver of growth.
- 70% of respondents do not strongly believe that the role of the Marketing function is clearly articulated within their organisation.

## “We’re all held to account.”

### The CFO view



I think this is a time of reassessment between the Finance and Marketing departments. In the past we've operated quite separately and there's been a fair degree of misunderstanding. I know Finance Directors of the opinion that Marketing might have lots of creative ideas but they're not so creative when it comes to showing a return on investment.

The CFO of old would have adopted this attitude to marketing – certainly unable, or unwilling, to recognise the value that marketing can bring to the top-line growth of the company. But as my role changes and I become less of a steward of the numbers and more of a strategist myself, it is crucial that my team and I cast away this adverse attitude as I recognise that building brand equity is crucial to our business.

My organisation has, until recently, worked on measuring marketing spend and determining the effectiveness of it, but we are now looking at how to measure these intangibles. It is my job to accurately account for this business and its success – and marketing measurements definitely have a role to play. My key issue is that I don't have a framework in place for this yet.

The Marketing Director waxes lyrical about the intangible asset of the brand – and I agree in the importance of brand as a foundation for growth. But we all have to clearly demonstrate what that investment produces in terms of building value in the business. Marketing have constantly hidden behind a fog of measures that are based purely on tactical marketing activity, rather than solid financial metrics that are relevant to the City. For years they have kept me at arm's length. This hasn't done them any favours in improving my perception of them, but has also been to their detriment in not learning or understanding how to best apply financial discipline to their function.

Our focus must be to develop a standard set of auditable metrics that both the Marketing Director and I understand. Without these, Marketing should realise that I will continue to challenge their budgets. Also, until I'm confident that marketing metrics, both financial and non-financial, will accurately reflect our business, I will not be accountable for including these in my reporting to the investors and the City.

The CEO is definitely more supportive both of marketing corporate-wide and of the specialist functions of marketers themselves these days. I do support the idea that marketing is the engine of growth in the business but I need the Marketing department to adopt a more rigorous quantitative approach for me to be 100% behind them. I'm willing to move closer towards this: I can see it's something we should all be striving towards.

- Only 14% of CFOs strongly agreed that the role of marketing versus the role of the Marketing department is understood.
- 33% of CFOs do not think marketing is a key driver of growth in their organisation.
- CFOs see communications to the analyst community, customers and opinion leaders as significantly less important than other members of the senior management team.

# “Why does it feel like I’m pushing water uphill?”

## The CMO view



I think this is a really exciting time to be in Marketing. As the world is changing the role of marketing in the business is more vital than ever. We are the department with the greatest level of understanding of our customers and we have the expertise to build brands and loyalty as we attempt to give the customers what they want.

The Chief Executive is more open to talking about marketing these days. When I first started out it was much rarer to find that the person leading the company was marketing-savvy. But while the importance of marketing is more and more understood, I’m not as involved in shaping our organisation’s strategy as I should be or would like to be.

Given how crucial marketing is to the way our business moves forward I don’t think enough time is spent talking about it in the boardroom. The board meetings where marketing is firmly on the agenda often drift into conversations about corporate social responsibility or internal engagement. Whilst this is positive as it shows marketing and the management of organisational risk are seen as going hand-in-hand, it also seems that everyone thinks they are qualified to have a viewpoint. Ownership of these issues residing with the Marketing function is not clear.

I worry that I’m seen as too specialised compared with my peers in other divisions – having dedicated my career to marketing I am perceived to lack the general commercial management and operational skills to get to the next level.

Developing the breadth of my operational knowledge whilst retaining my subject matter expertise in marketing as it becomes increasingly specialised is a difficult balancing act. It’s going to be even harder for my team as they continue to develop deep technical skills in areas such as data management, customer analytics and search marketing. I wonder whether I am really helping to shape their careers in the way I should be? I’ve often thought about initiating cross-functional secondments into Sales and Operations, but it’s not as if my team are proactively coming forward.

My perceived lack of operational experience – particularly finance – also has an impact on my relationship with the CFO. It has definitely improved but there are times when I wonder whether they’re totally convinced of the worth of marketing. My budget doesn’t go up incrementally each year like other departments; we start from zero and have to justify how we intend to spend the money we’re asking for.

Undoubtedly, my biggest issue is marketing measurement. I understand that this is what’s required now but it’s not always as straightforward as looking for uplift in sales. Some areas of marketing can be directly measured but it is harder to determine the metrics for the effectiveness of long-term brand building and this is a vital element for business growth. Where is the support from Finance in helping us reach acceptable metrics? Just because it’s hard to measure doesn’t mean it’s any less important.

Our reporting of marketing measurements to the board has improved, and I can see the next area to concentrate on is doing the same for our investors.

- 74% of organisations aren’t reporting marketing measures to the investment community.
- ‘Strategic planning ability’ is the most important skill for the Marketing function according to CEOs and senior marketers.

# Turning the corner...

A lack of leadership, shared understanding and measurement have clearly emerged as the key issues organisations need to address to improve their marketing effectiveness. The following pages present our view on where the root of these issues lie, and we provide our insight into how senior management can overcome these challenges.

## The CEO's leadership is required to take things forward

### There is often a misalignment about the role of marketing among board members

In some quarters there has been a perception that senior management within organisations have failed to understand or embrace marketing. This is not the case for CEOs with 81% saying they believe marketing is a key driver of growth. The challenge lies elsewhere in the organisation. Our research showed of all of the senior executives, the CFO stood out as being far less likely to view the Marketing function as strategically important.

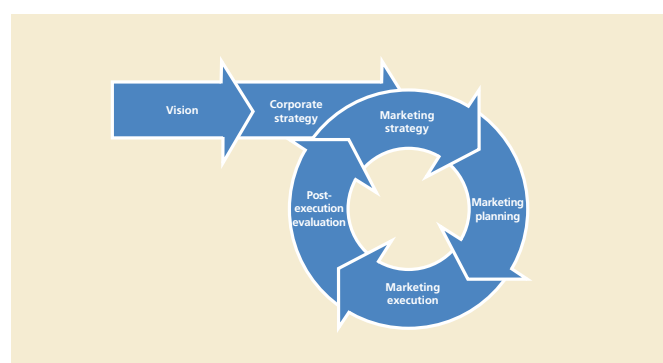
### Marketing strategy needs to be aligned to corporate strategy but this is not always the case

Key to bringing the CFO on board is the role of marketing in devising corporate strategy. A significant amount of companies strongly believe marketing to be a key driver of growth but not of equal importance in developing corporate strategy. This appears a factor of legacy rather than design or intent and represents a chasm between where growth is seen to come from and the strategy to implement it.

Marketing objectives need to be aligned to corporate objectives and strategy, but as it stands, Marketing has a tendency to be more activity based – focusing on the number of campaigns it runs or how many people it needs to employ, rather than justifying the impact of marketing on the bottomline and cash flow. One of the reasons for this attitude is the relative lack of hard measurement that demonstrates the contribution of Marketing to revenue and corporate strategy.

### Organisations need to position marketing as an integral part of the end-to-end value chain

It is vital the CEO's corporate strategy feeds into the marketing strategy, taking into consideration the evaluation of prior strategy execution to ensure continuous improvement. By truly understanding the end-to-end marketing value chain, an organisation is much better placed to achieve their business goals and enhance the profile of marketing within an organisation.



### CEOs must help the CMO to align the organisation around growth

Having established that marketing is the key driver of growth, it stands to reason that there needs to be genuine organisational alignment between Marketing and the other lead functions within the business. Furthermore, the Marketing department itself isn't always managed with the same operational rigour as areas such as the supply chain – tackling this must happen before alignment can be achieved and be seen as a priority. This sort of configuration means clear reporting lines and performance measures are in place and supported by the necessary technology infrastructure, which will help marketing strategy to be integrated with corporate strategy.

### CEOs must take an active role in driving consistent behaviour that is aligned to the external and internal brand

CEOs must drive cultural change as institutional memory will only survive when it does not solely reside in the Marketing department, but where the organisation as a whole is marketing literate. Everyone needs to be aware of marketing in their functions and live and breathe the brand values. This is only possible when there is clear communication of the relevance of the brand for every function in the organisation and how it should manifest itself in everyone's behaviour. However, this will only happen when driven from the top.

## Developing a shared understanding of the role of marketing throughout the organisation

### **The role of marketing (as opposed to the Marketing Function) is often misunderstood**

CEOs believe that the difference between the Marketing function and the broader role of marketing across their organisation is very clearly understood. However, senior marketers and other senior executives do not agree to the same extent as the CEO. It is this disconnect that the CEO must address in order to move the business forward.

The changing business landscape over recent years has challenged our understanding of the traditional role of marketing. So it is not surprising that few business leaders share a common understanding of the precise role of marketing and that of the Marketing department within their organisation.

### **Organisational structures often lag marketing led initiatives and can restrict growth**

The shift towards organic growth has materialised faster than organisations can keep up with and as a result there is a mismatch between widely held beliefs and the current operational structure of an organisation. 87 percent of all our respondents believe marketing is a key driver of growth for an organisation. This is potentially set to grow even further given an emphasis upon organic growth in future years. In a previous study with the Economist Intelligence Unit conducted in 2006, 57% believed that organic growth in their business is more likely to deliver sustainable growth than M&A. This sentiment has increased radically in today's marketplace as 91% of our respondents said they were planning to grow organically.

### **Marketers need to broaden their commercial skills to play an increasingly strategic role in organisations**

Strategic planning is essential in achieving this growth. However, although this skill was seen as the most important for the Marketing department, it is the lowest ranking area in terms of performance. More precisely, Marketing can only perform a strategic role and ensure it can lead growth strategies if it can bring truly cross-functional expertise to the board.

The vast majority of Marketing departments have a wealth of specialist marketing expertise but little in terms of functional experience of other areas of the business.

To overcome this, marketers must acquire cross-functional skills and knowledge, a requirement perhaps in part responsible for the rise in the number of senior marketers assuming non-executive directorships. As marketers succeed in building their skills base in turn they will gain more respect from both the CEO and other functions within the organisation.

### **Institutional memory is at risk from short tenure and the increased reliance on third party marketing organisations**

Expanding the horizons of marketers through cross-skilling could also play an important role in succession planning and retaining an institutional marketing memory. The average tenure of the CMO is widely accepted to be less than that of other tenures of the senior management team. However, the issue of rapid turnover occurs at all levels throughout the Marketing function. It is clear that there is a greater chance of preserving the institutional memory of marketing and its priorities, if marketers develop the necessary cross functional skills to earn senior promotion internally. However, marketers must be wary of shedding knowledge to the third parties that they are increasingly reliant on and perhaps look to actively share the burden with other functions. As operational elements such as delivering customer experience increasingly cross into Sales and areas of Service, marketers might be more productive if they looked to share instead of struggling for overall control.

We have established that marketing must be aligned to corporate strategy. However, when the CMO and third party specialists turn over so regularly, and Marketing middle management are developing increasingly specialist skills that do not necessarily set them up for success at the helm, this places Marketing on the back foot in terms of strategic implementation.

## Defining and communicating the right measures of success

### **The focus on marketing measures is intensifying**

Over half of senior marketers believe that their organisation does not spend enough on marketing. To increase budgets, however, marketers need the skills and measures to justify their budgetary demands and activities. Armed with this, they will gain the necessary respect at the board level to overcome the challenges associated with greater control over what is often seen as discretionary spend.

### **There is still no consistent view on how to measure and report marketing success**

A common perception of Marketing within business is that while it may have creative expertise and is important in the promotion of the company and its brands, its practitioners are less capable of measuring its results and quantifying its success. Indeed, just one-fifth of our survey believes their current key performance indicators are the right ones to measure the true success of marketing.

### **Expect to see a stronger focus on brand and customer equity**

It is clear that this lack of accepted measures of the effectiveness of marketing, and a lack of financial recognition of the valuable assets that Marketing is responsible for (brands, customer data etc.) are driving some of the boardroom disconnects that our survey has highlighted. Why is it that brand equity measurement is performed as an integral part of due diligence when a company is bought and sold but not always included as part of annual reporting? The issue is not lack of effort – most marketing organisations spend a lot of time and money attempting to measure the impact that they have – rather it is the need for a small number of consistently defined, easily understood, trusted and auditable measures that can help management and investors alike to understand and justify marketing investment.

### **Marketing performance metrics need to be shared across the executive management team and aligned with corporate strategy**

It is increasingly difficult to separate Marketing success from the whole organisation's success, and the real issue is how organisational strategy and marketing strategy are aligned. Thus the most effective measures may be those that simply show how well Marketing has supported the realisation of strategic objectives. This would eliminate the main issue that the Finance community has with many brand valuation techniques – that it can only ever be a subjective exercise to separate the value of a brand from the ability of the brand owner to extract that value. This would also put the focus of management where it needs to be – on aligning the organisation to deliver on its strategy.

### **The communication of marketing effectiveness measures will continue to grow**

The way measures are communicated needs to be fundamentally addressed. More than a third of those surveyed stated that their organisation's Marketing department does not report any measures internally, despite recognising the importance of doing so. External communication is even more of an issue with three quarters saying they do not report marketing measures to the investment community.

### **A greater expectation for marketing measures to cover both short-term and long-term goals**

Companies need to face the challenge of balancing short-term expectations of investors, with that of the organisation's longer-term objectives. Building the organisation's brand profile in the market is a programme that requires consistent investment over many years, often without an immediately obvious return – something not typically revered by the City. This can be addressed by Marketing working closely with their Finance counterparts, to agree the required investment, but most importantly – the external metrics to provide long term confidence of investment to external stakeholders.

# Three sides to every story

Whether you're at the helm of the organisation, directing the Finance function or head of Marketing, you have a unique set of responsibilities to ensure that the Marketing department, and every colleague within your business, is empowered to achieve the organisation's growth ambitions. Ask yourself the following questions – and challenge your colleagues on whether they are addressing their own set! If you're all unable to answer 'yes' confidently, its time to start working together to ensure you can.

## **The CEO – Five things you need to consider**

- Does everyone in your organisation understand the role of marketing?
- Have you clearly articulated the behaviours you expect employees to exemplify to build your customers' brand experience?
- Are you proactively engaging with marketers to develop your company's marketing expertise externally and internally?
- Have you brought Finance and Marketing specialists together to create a common language about what drives growth and cash flow for your business and how you measure brand equity as part of this?
- Are you showing leadership by personally sharing your customers' brand experience and ensuring that it is widely publicised within your business?

## **The CFO – Five things you need to consider**

- Do you fully understand the role of marketing in driving growth?
- Are you working effectively with the CMO to define auditable measures of marketing performance?
- Are you able to describe the impact marketing expenditure has on business performance to external shareholders and investors?
- Are you able to measure brand equity and show its impact on future cash flow?
- Do you encourage your Finance team to partner with the Marketing department to improve their understanding of marketing and drive better commercial decision making?

## **The CMO – Five things you need to consider**

- Are you working with your senior colleagues jointly to define business strategy?
- Are your marketing metrics 100% aligned with your company's business model?
- Is the CFO comfortable communicating marketing measures to the board, shareholders and the City?
- Are you working to reinforce the behaviours of all employees so that they give a consistent brand experience at every customer touch point?
- Are you creating a culture and career path for your marketers so that their future lies with your company rather than marketing roles in other companies?

# Our steering committee

The research was guided by a steering committee established to ensure the research covered the broader role of marketing in driving growth. Their perspectives from different sides of the industry were invaluable in generating practical solutions from an extremely deep data set.



## Sir Digby Jones

Llb(Hons), D.Univ, D.Lit, DL, D.Sc(econ),  
CIMgt, FRI, HonFIMechE

Sir Digby Jones served as Director-General of the Confederation of British Industry, the UK's 'Voice of Business', for 7 years. During his appointment he took the British business message to 70

different countries and regularly met with political, business and media figures in the United Kingdom and around the world.

Sir Digby now holds a number of senior corporate advisory positions at companies including Deloitte, Barclays Capital, Ford of Europe and JCB. He is an active public speaker at events and engagements all over the world and was appointed a Knight Bachelor in the 2005 New Year Honours' List.



## Herberth Samsom

Managing Partner  
DDB Amsterdam

Herberth is Managing Partner of DDB Amsterdam, the Dutch arm of DDB worldwide, a provider of marketing and advertising services.

Prior to this, Herberth worked at Boots Holland in sales and marketing of pharmaceutical and OTC products and was a co-founder of Spring advertising agency.

Herberth is also chairman of the VEA, an Association actively stimulating further professionalisation of the advertising industry.



## Peter Gowers

Chief Marketing Officer  
InterContinental Hotels Group

Peter is CMO of InterContinental Hotels Group PLC (IHG), the world's largest hotel company. IHG operates more than 3,700 hotels in almost 100 countries with a portfolio of brands including

InterContinental, Crowne Plaza, Holiday Inn, Holiday Inn Express, Hotel Indigo, Candlewood Suites and Staybridge Suites.

As Chief Marketing Officer, Peter leads the group's worldwide sales and marketing team with accountability for brand management, worldwide sales, global call centre operations, online operations, revenue management and loyalty programmes.

Before joining IHG, Peter worked in strategy for Bass PLC and for an international management consulting firm, specialising in media and telecommunications.



## Tim Ambler

Senior Fellow  
London Business School

Tim Ambler is a Senior Fellow at London Business School. He has written many books and articles, including Marketing and the Bottom Line (2000, 2003), Doing Business in China (2000, 2003),

The SILK Road to International Marketing (2000) and Marketing from Advertising to Zen (1996).

Previously, Tim was Joint Managing Director of International Distillers and Vintners, now part of Diageo plc.

He is currently researching narrative disclosures in company annual reports as well as regulation and deregulation by the EU and UK governments.



**June Diment**

Head of Marketing, Market Services  
London Stock Exchange

June is Head of Marketing, Market Services, for the London Stock Exchange. Her role involves the development and implementation of marketing strategy including: attraction and retention of UK

and international companies to London's Capital Markets; the development of trading markets and related products/services; expanding the customer base; and marketing leadership in the development of the Exchange's technology solutions.

June previously held senior marketing roles in a variety of financial services organisations including the marketing of major credit card brands including MasterCard and Access.



**Andrew Marsden**

Marketing Director  
Britvic Soft Drinks

Andrew Marsden is Marketing Director of Britvic Soft Drinks, joining in 1997.

Andrew spent 15 years in Unilever, before joining Freudenberg Vileda, becoming Managing Director. In 1994 he joined HP Foods as Marketing Director.

He is a Fellow of the Chartered Institute of Marketing, the Marketing Society and the Institute of Sales Promotion. Andrew is a member of the ISBA Council, a liveryman Member of the Worshipful Company of Marketors, and a member of the Governmental Advisory Committee on Advertising.

He was appointed President of the Marketing Society in 2006.



**Erik-Jan Gelink**

Eric began his career at Unilever, before becoming a business manager for Gillette. In 1999 Erik-Jan left the corporate world to join the Dutch Internet start-up Twinspark (now known as Agency.com) as a vice-president of Client Services. A year later, he started

his own company ([www.provice.nl](http://www.provice.nl)) that delivers interim management and consultancy services for clients like PCM, KPN, Tiscali, Digitenne and Postbank. His most recent post was as Marketing Director at UPC.

Erik-Jan has published several articles and has co-written a book; "Gekte.com", which provides an insight into the rise and fall of the Internet economy. He is also a member of the advisory board of the Institute for Interactive Media of the Hogeschool van Amsterdam.



**Paul McCarthy**

Managing Principal  
IDM Consulting

Paul is on the Board of the Institute of Direct Marketing and Managing Principal of IDM Consulting. He has over 25 years strategic marketing and management experience in the UK and internationally.

He started his career on the client side – culminating at American Express as Marketing Director for the UK Card Division – and then launched two top ten UK direct marketing agencies: McCarthy Cosby Paul and McCarthy Bull Oliver.

Paul was a founder member of The Institute of Direct Marketing in the 1980's and was elected to Honorary Fellowship in 1999.



**Robert Bryant**

Partner, Deloitte  
Customer Growth and Innovation

Robert leads a unique team at Deloitte aimed at supporting our clients in achieving their growth goals. He is the executive sponsor for this research.

Much of his client work is currently focused on the service industries and the challenges of aligning both growth strategies and operations through the use of technology, process and organisation.



**Malcolm Wilkinson**

Partner, Deloitte

Malcolm leads Deloitte's marketing and trade promotions consulting group in the UK.

Malcolm has over 10 years experience in the design and leadership of major change programmes, principally in Sales and Marketing within the consumer products industry.

# Why Deloitte?

Deloitte has the broadest and deepest range of skills of any business advisory organisation. Our broad business perspective means we are uniquely placed to optimise the end-to-end marketing value chain. We work with our clients to translate organisational goals into executable marketing strategies, plans and actions. And to deliver this we seek to build the required operating models and develop the underlying capabilities, ensuring shared understanding between Marketing and the functions they must effectively collaborate with to deliver growth. We seek to underpin marketing capabilities by driving value from technology, turning data from information into insight then into action.

To demonstrate the value and impact of marketing on shareholder value we align marketing measures with strategic goals to provide both internal and external metrics of success. Finally we seek to link the value chain by providing marketing controls and spend management to enable continuous learning and reprioritisation of investment.

## Contacts

### **Jonas Malmlund**

Strategy & Operations Partner

Tel: +46 733 97 13 03

E-mail: [jmalmlund@deloitte.se](mailto:jmalmlund@deloitte.se)

### **Pia Hällgren**

Marketing Practice Lead Stockholm

Tel: +46 733 97 12 36

E-mail: [phallgren@deloitte.se](mailto:phallgren@deloitte.se)

### **Nick Turner**

Senior Manager

Tel: +44 113 292 1808

E-mail: [nickturner@deloitte.co.uk](mailto:nickturner@deloitte.co.uk)

Deloitte is one of Sweden's leading professional services firms, employing 1 000 people in 30 offices throughout Sweden. We deliver world-class assurance and advisory, tax, and consulting services. Our clients range from global industry leaders to the many small and medium sized companies that characterize the Swedish business community. Internationally, we are a member firm of Deloitte Touche Tohmatsu with 150,000 employees in 140 countries. For more information, please visit [www.deloitte.se](http://www.deloitte.se).

Deloitte refers to Deloitte AB and its related entities. Deloitte is the Swedish national practice of Deloitte Touche Tohmatsu. Deloitte Touche Tohmatsu is a Swiss Verein, and each of its national practices is a separate and independent legal entity.

Member of  
**Deloitte Touche Tohmatsu**