

Enterprise Marketing Management

*The Five Essential Elements
of a 21st Century Brand*

Emmperative 

The 21st Century! *The scary thing about it is that everything seems out of control. Markets fluctuate wildly, strong economies decline and strong companies lose their markets. Upstart companies rocket to the moon, and some collapse back to earth. Consumers expect quality, innovation, low prices, 24X7 access and a great experience, and seem ready to desert you at the drop of a hat.*

In marketing, the same feeling of loss of control applies. Marketing used to be a controlled process of logical, linear steps—research customer needs, develop a superior solution, create a positioning, communicate it, analyze the results. Risk was modulated by testing before rolling out. The marketing experts in the marketing department were masters of their science and able to lead the rest of the company and achieve consistency and control of the marketing message.

Today, however, the business of building brands is no longer so neat and tidy. For one thing, marketing is no longer a function of the marketing department alone—marketing is something the entire company does. From the CEO to the individual who speaks to customers at the call center, marketing is what the company does to create value.

Marketing is no longer about controlled messages being broadcast to the customer base. It's about customer access—being able to access your brand at any point in time, via any medium (wireless, the Internet, instore, by phone)—and demanding an instant, excellent experience when they do.

Marketing is no longer the linear process of building awareness, creating preference and generating repeat purchase. It's about creating instant global access via multiple channels and meeting the highest expectations of customer service at every access point.

Indeed, everything we used to know about marketing seems to have been thrown out the window.

Or has it?

Three Elements of Continuity

- A strong brand remains the way to win.
- Customer knowledge and understanding are imperative.
- Control and consistency of messaging are essential.

Two Elements of Change

- Speed is a function of the networked world.
- Distribution means more than just channels.

Five Elements of Success

- Accessible Assets
- Global Collaboration
- Intelligent Project Management
- iTools
- Hyperpartnering

The Future of EMM

- Enterprises that fail to adopt EMM will fall behind.
- Marketing becomes more of a science than an art.
- Competitive advantage is achieved by accelerating a brand's speed to market.
- The entire organization is more effective.
- Every enterprise can have the five elements of EMM.

THREE ELEMENTS OF CONTINUITY

■ **A strong brand remains the way to win.** What is brand? It is the creation and retention of customer preference. For a selected target audience of customers, a brand is perceived as a better choice than any competitor's brand in the same field. The customer experience sustains that perception of superiority.

■ **Customer knowledge and understanding are imperative.** If we can understand who customers are and what customers want, then we have an excellent chance of being able to deliver them a tailored, relevant branded solution. That hasn't changed.

■ **Control and consistency of messaging are essential.** Because customers today access brands at *their* choice of touchpoint, the last thing in the world the brand can afford is any confusion in message. While the number of touchpoints has exploded, it remains critical that, at any point in time, what your brand stands for is clear and consistent — sometimes referred to as “message transparency.” The customer is unable to detect any inconsistency in the brand message regardless of the touchpoint.

TWO ELEMENTS OF CHANGE

■ **Speed is a function of the networked world.** Information is instantaneous, change is rapid and innovation is accelerated. For marketers, this means that the old, linear processes don't work any more.

Research, for example, can't afford ten weeks because the world will change within that period of time. Test markets are no longer risk-modulating tools — they are risk-creation tools. Someone else can grab your market in the time it took you to test. Campaigns can't run for years; only for weeks. Communications cycles can't last for much more than 90 days.

■ **Distribution means more than just channels.** Distribution means the channels through which consumers access your brands are highly distributed. The consumer might access your brand through multiple retail channels, Websites (both yours and your affiliates'), search engines, aggregators, and smart agents.

Distribution involves the multiple countries in which you do business. It means the owners of the distributed points of contact with your brand — the webmaster in each country, the call centers around the globe, the promotion partner, the retail clerk, the agent, the distributor, the outsourced maintenance technician. Today's marketers must be sure each one of these distributed points of brand contact is armed with the latest brand information and the latest tools to deliver the highest standards of customer experience.

FIVE ELEMENTS OF SUCCESS

The challenge is daunting. How to maintain the old standards of brand equity and customer satisfaction in a world where whirlwind speed and explosive distribution belie the possibility of control and consistency?

The answer lies in *marketing infrastructure*, or what the business world now calls *Enterprise Marketing Management*.

Enterprise Marketing Management (EMM) holds that the entire brand enterprise must have the latest, approved set of marketing assets, processes and best practices coursing through the veins of its network. The *brand enterprise* includes every individual in the corporation, every marketing services agency, consultant and channel partner. EMM learns, evolves and constantly raises the level of best practices across the entire enterprise.

Enterprise Marketing Management requires five essential elements:

1

ACCESSIBLE ASSETS

EMM enables all the individuals in the enterprise – wherever they are located, whatever the time, whatever device they are using – to connect to the network and instantly access every marketing asset of the enterprise in its latest, most updated form.

A marketing asset is any tool, process or piece of knowledge the enterprise owns which can further the marketing cause. The asset may be a TV, radio, or print ad. It may be a piece of point-of-sale material or a product data sheet. It may be a logo, a package design or a style guide. It may be a strategy statement, a creative brief or a media plan. It may be a process or a template. It may be a set of data or a research design to acquire data or a way to analyze data.

All of these assets are stored in a safe, secure place on the network, automatically indexed, previewed and wrapped in metadata so that users can easily identify them, prioritize them and link them to projects. Fortunately, just as it's not necessary to own or operate a power plant to turn on the lights, it's not necessary to own the infrastructure to access marketing assets. Most companies outsource the infrastructure via an Application Service Provider (ASP), which affords reliable access to the latest, most up-to-date assets of the enterprise at all times via a simple Web browser or PDA interface.

2

GLOBAL COLLABORATION

Once the marketing assets are available to all marketing practitioners, EMM enables the entire, globally-distributed enterprise team to collaborate on the highest and best use of these assets. EMM provides a “teamspace,” where the team collaborates, using the

enterprise's marketing assets to create the optimum brand-building initiative for their context – by country, channel, month, promotion, or retailer, for example.

EMM also networks all the partners in the marketing value chain with which the brand team needs to connect and collaborate to create the winning brand marketing initiative — the data provider, research service, advertising agency, promotion agency, PR agency, media outlet, printer, and channel partner.

All processes are compressed in time through the use of real-time Web conferences, time shifted 24X7 global work plans, instant annotation, and co-ordinated global team collaboration.

3

INTELLIGENT PROJECT MANAGEMENT

Once an organization knows how “marketing gets done” via internal processes (or external processes it admires and wishes to adopt), these processes must be templated, automated and embedded in the EMM infrastructure.

Consider the approval process, for example. A project manager needs to submit a new asset for approval. The project management engine automates to whom the approval must be submitted — and in what order if there are multiple supervisors. The engine governs the time period and keeps the project owner informed of progress versus the timetable. All this is done via integration with common collaboration tools — e-mail, instant messaging, PDA alerts and desktop software.

The same is true for a complex project such as a new brand launch — all the participants are automatically kept on track via a project management process that's built into the EMM infrastructure.

The intelligence in project management also derives from adding content — the sum of the enterprise's knowledge of how best to do marketing projects, or its “Marketing Intellectual Capital.”

Imagine, for example, that a new brand assistant is using the infrastructure to manage the production of a new piece of advertising. One of the steps is to develop a concept board for consumer evaluation. By clicking on the “marketing wizard,” she can get help as to what constitutes a concept board that meets the enterprise's highest standards, compare “good examples” and “bad examples,” and then submit her new one for evaluation.

Through intelligent project management, every individual marketing practitioner works at the highest standard of the enterprise's marketing capability. Every new recruit, every new agency account executive and every transfer from one brand to another can be brought instantly up to the “best practices” level of performance, enhancing the marketing performance of the entire enterprise.

4

iTOOLS

The maturing of the Internet enables EMM to incorporate a number of embedded tools to apply marketing best practices in an accelerated and cost-reduced fashion.

A simple example is afforded by following the progress of the concept board, as described above. The brand manager has used the marketing wizard to produce the best possible concept board. She is ready to get consumers' reactions. Without iTools, this process can easily take 6 weeks and cost \$50,000. With iTools, she can compress the time period into 3 days and reduce the cost to \$15,000.

A research tool provides a Web-based interface into which the brand manager enters details such as the target demographic, the level of statistical accuracy required, the questions she wants answered and so on. The tool automatically creates a statistically representative sample of the demographic target, distributes the concept board in a research framework, gathers and processes the response data and presents it back to the brand manager in graphical form.

The tool can apply normative data (*e.g.*, of the last 100 such tests conducted, this one generated results in the 11th percentile) and projective data (*e.g.*, if the concept continues to generate such scores it has a 90% chance of generating a marketplace result of +10% in sales).

Similar iTools can provide online assistance in positioning development, purchase simulation, test market compression and all the other time consuming and expensive risk mitigation processes which typically slow marketers down and leave them exposed to nimbler (less risk averse) competitors. Today, marketers can be first to market with no increase in risk profile.

5

HYPERPARTNERING

The new ad or new product or relaunch materials are complete and the project is a "go." The launch requires a speedy, globally coordinated execution via a large group of partners — printers to print the materials, event managers to put on the launch events, channel partners to pitch the retailers, and hundreds more.

The combination of EMM infrastructure and the Internet permits hyperpartnering — the identification of exactly the right resource in exactly the right place at the right time at the right cost, supplied with the right inputs (such as printing specs) to generate the right outputs (the metallic sheen outdoor board specially designed for the western access road to London from Heathrow airport, for example).

Each partner is evaluated and the data placed in the enterprise marketing database — so that the next brand manager seeking such a resource can find out what the level of satisfaction of the last 10 brand managers who utilized a given vendor.

Ultimately, hyperpartnering becomes iSolutions – the ability to click on “Launch This Brand” and have all the internal and external processes of the enterprise necessary to achieve such a task automatically co-ordinated and executed at best practice levels.

Not only does hyperpartnering pinpoint the right partner, but it squeezes costs and delays out of the marketing value chain.

THE FUTURE OF EMM

Enterprise Marketing Management is the automation and embedding of the knowledge and processes that the enterprise uses to do marketing. It provides a comprehensive marketing capability that enables the individuals working together in the enterprise to build brands and create branded value in the 21st Century. It is fast, networked and dynamic.

■ **Once EMM infrastructure is widely penetrated, enterprises that fail to adopt it will fall behind.** They will market less effectively and efficiently and experience inferior results in all areas from market share to advertising productivity.

■ **EMM enhances the ability to integrate data into marketing processes, making it more of a science than an art.** For example, importing quantitative data to the desktop provides brand managers with a firm basis for measurement of return on marketing investments.

■ **EMM also promotes competitive advantage by virtue of accelerating a brand’s speed to market.** Not only does the brand benefit in terms of cash flow (*i.e.*, the revenue stream kicks in sooner) but also in terms of first-mover advantages. By getting to market more quickly, the brand can claim a pre-emptive position as the market share and category leader.

■ **Overall, EMM makes entire organization more effective simply because everyone is on the same page, moving at the same speed at the same time.** The marketing organization can spend more time developing marketing strategies and creative treatments when it has more efficient access to vital resources. Less time is spent chasing after materials so that more time may be spent ensuring quality outcomes.

■ **Every enterprise can have the five elements of effective marketing infrastructure even if it has a limited tradition of marketing.** Best practices can be extracted and instilled into the infrastructure of any enterprise by distilling the applicable best practices from the outside world. Every enterprise today can market at best practice levels, using the knowledge and processes refined by the best marketers on the globe.



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