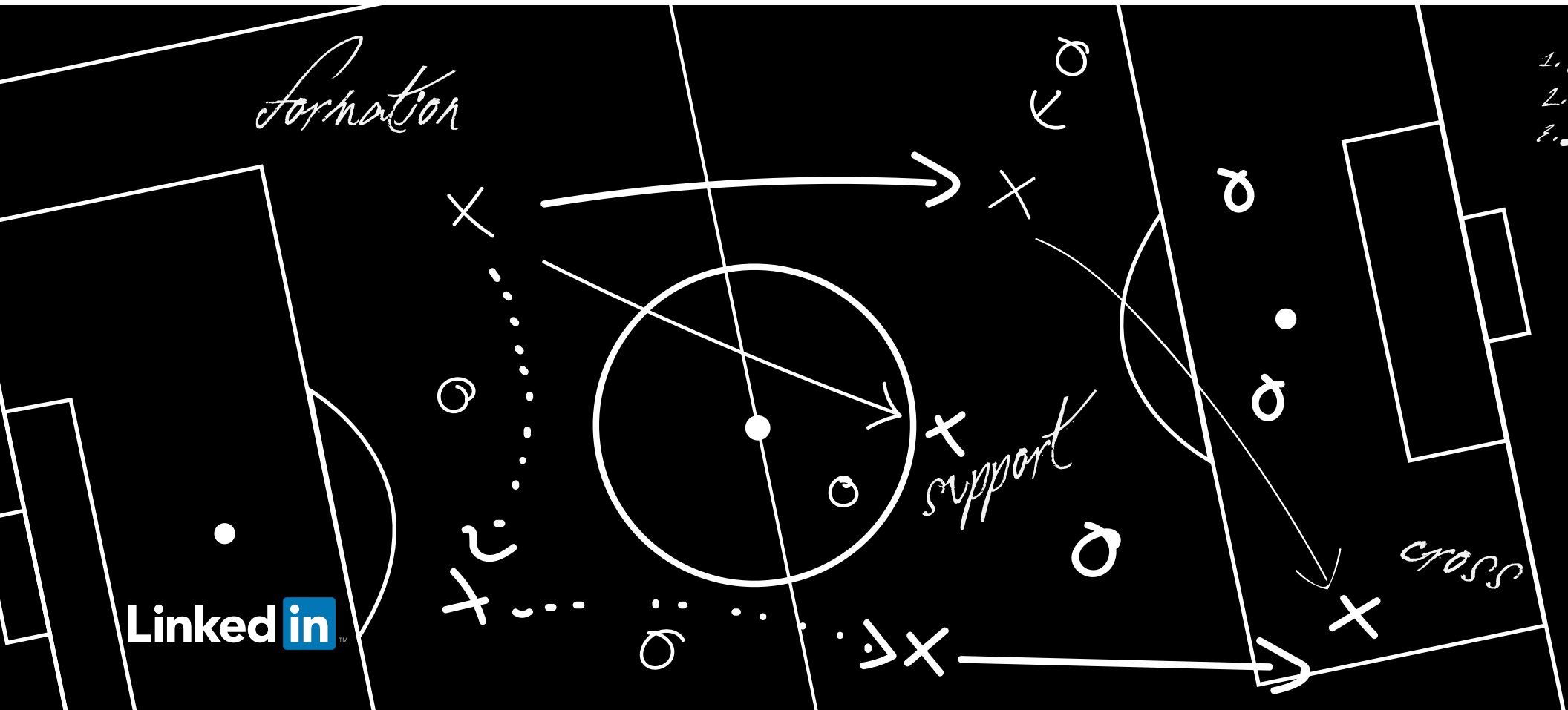


THE REGIONAL MARKETER'S PLAYBOOK



RULES OF THE GAME

What's the secret to scoring big wins as a regional marketer?

The answer varies depending on whom you're speaking to, but all top regional marketers agree on one thing: it's a completely different ball game to local marketing roles. Regional marketing teams have to play by different rules in everything from executing big-ticket campaigns to choosing which skillsets to hire. Their goals are defined by global directives, but their ability to meet them rests, more often than not, in the hands of in-country marketing managers. The best regional marketers train themselves in a whole new range of disciplines, from data science to boardroom negotiation, in order to support their teams – rather than claim superstar status for themselves.

"The regional marketer's role is to add value for your local teams, not to control them," says Damien Cummings, Global Head of Digital Marketing at Standard Chartered Bank. "A lot of marketers get obsessed with their title and perceived superiority. But to succeed, you have to do the exact opposite: take your ego out of the picture and focus on providing your countries with the support and resources they need."

"It's essential for regional marketers to understand the business ambitions and targets that their countries are seeking to achieve," says Elaine Chum, Digital Lead for

Philips ASEAN Pacific. "So how do we go about working alongside business teams? We have to enable them through the use of new tools, technologies, and the support and guidance they need to make their campaigns, ideas, and business work."

Supporting teams across markets that vary hugely in maturity and temperament is no easy task. For Ryan Bonnici, Marketing Director at Hubspot Asia-Pacific, the key is simple: laser-sharp focus on only the highest priorities. "If you try to move too many needles, you end up moving none," Bonnici says. "You have to interrogate the business and your local teams to find your top priorities across the region, but then pick only one or two to focus on at any given time."

"You really need to be data-driven and understand how you're impacting the bottom line of the business," agrees Paula Parkes, Director of Marketing, Digital Marketing Business, Adobe Asia Pacific. "You might have a million ideas, but your success will be defined by the ability to hold onto one idea and deliver, execute it and most importantly, own it – while embracing the diverse cultural requirements that each of Asia's countries demands of you."

In fact, the regional marketer often has to take up a number of positions not traditionally associated with marketing, from product innovation to hardball economics.

new hiring criteria

"At a regional level, you're in charge of both innovation and cost-efficiency," observes Sandeep Pal, Senior Marketing Director at Oracle Asia-Pacific. "You need to work out how to reach a variety of local audiences at the lowest cost but with the highest stickiness of messaging."

How does that square up with regional marketers' superiors at a global level? "One of my mentors once told me that in APAC, nobody can hear you scream," says Edward Bray, Head of Marketing for LinkedIn Marketing Solution in Asia-Pacific. "But although regional results can get lost in the churn and noise of global marketing, that gives you the autonomy and freedom from restriction which is critical to working with the nuances of your region."

"Ultimately, your role isn't to win the glory. It's to get your local teams what they need, when they need it, often by influencing initiatives at a global level and representing your region at the global table. You're no longer just a marketer – you're also a peacemaker, negotiator, and coach to those looking to you for leadership."

In this playbook, you'll find insights from our six regional marketing "coaches" on how to tackle common obstacles on the field, come up with winning marketing plays for your region, and build a regional "A-Team" with the skills and agility to deliver results under any conditions. Game on!

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Skills and attributes of star players



THE COACHES



Name: Paula Parkes

Current Role: Director of Marketing, Digital Marketing Business, Adobe Asia Pacific

Years of Regional Experience: 10

Best Marketing Play:

During the early stages of Adobe's business-wide, global digital transformation, I led my marketing team to champion the change, both within the organization and externally. Seeing my team become well-respected and critical partners to the business has been a key achievement.



Name: Sandeep Pal

Current Role: Senior Marketing Director, Oracle Asia-Pacific

Years of Regional Experience: 15

Best Marketing Play:

Taking packaged apps from a large enterprise focused IT company and making them relevant to the mid-market segment in Asia Pacific through creative marketing plays. Working with partners and keeping the solution simple was key to making this successful.



Name: Ryan Bonnici

Current Role: Marketing Director, HubSpot Asia-Pacific

Years of Regional Experience: 10

Best Marketing Play:

At HubSpot, we created a remarkable [tool](#) that assesses a website in real time for its search engine optimisation, load time, conversion rates, etc. This helps marketers work out what could be slowing their site down or reducing traffic leads.



Name: Damien Cummings

Current Role: Global Head of Digital Marketing, Standard Chartered Bank

Years of Regional Experience: 20

Best Marketing Play:

Launching the world's largest digital command centre at Philips in Singapore. It was a highly ambitious program to integrate five agencies into the marketing team, put data at the heart of marketing and use insights in our sales and marketing planning.



Name: Elaine Chum

Current Role: Digital Lead for Philips ASEAN Pacific

Years of Regional Experience: 6.5

Best Marketing Play:

Providing our country teams with the skills and resources to run extremely effective and efficient digital campaigns to achieve their business goals. In Australia, for example, we supported our local team's first full-scale digital campaign, driving great levels of engagement for a fraction of their typical media costs.



Name: Edward Bray

Current Role: Head of Marketing, LinkedIn Marketing Solutions, Asia-Pacific

Years of Regional Experience: 3

Best Marketing Play:

Launching Brand Connect in Australia, a thought leadership event that brought together senior marketers, agencies with thought leaders from around the globe. It was the first event of its kind for LinkedIn Marketing Solutions, and the event went on to become a global series.

HOME OR AWAY GAME?

Working with global and local teams

"As a regional marketer, you simply can't do your job without autonomy," says Ryan Bonnici. "If that's something which your global marketing level won't afford you, then you should probably start considering a change of job."

All of the coaches we spoke to for this playbook said the same thing: regional marketers need autonomy to do their jobs well. Regional teams can only deliver valuable business results if they develop and roll out campaigns that resonate with the specifics of their region, rather than being beholden to initiatives devised at a global level. This, of course, also involves an element of risk - particularly if the regional lead's decisions don't result in what they hoped for.

"Simply following global blueprints is a lot safer than going off-script," says Edward Bray. "If you go out on a limb and your idea doesn't deliver what you said it would, you've got to shoulder the responsibility. But in order to drive business growth and really influence decisions, you have to base everything you do on a deep and broad understanding of your local customers and trends across your region. This is something that global teams can't provide, but it's not their responsibility to. It's yours."

"Global should set goals, and regional should decide on how to reach them," argues Bonnici. "Without autonomy, you'll never have agility - and agility is what you need, because you have to be able to iterate your strategy extremely quickly in order to keep up with what customers want. If you have to wait for global to approve an email campaign before it goes out to one or two local markets, you're going to be too late to convert big, time-sensitive opportunities to really connect with your customers."

yes!



less conflict more win!

Being a cross-team player

This isn't to say that the relationship between global and regional marketers should be antagonistic - far from it. Damien Cummings, whose marketing experience spans both global and Asia-Pacific roles, says that it's in regional marketers' best interest to remember that they're playing on the same side as global, even if the tactics and viewpoints they espouse may differ.

"Global marketing has to report upwards too," Cumming points out. "The best thing regional marketers can do to ensure their own autonomy is to try to understand the global team's motivations and KPIs."

"I see my role as a conduit," says Paula Parkes. "You need to build bridges - not just with your global team, but with each country in the region. The most successful brands simultaneously assume a top-down and bottom-up approach...joining the dots makes for far more impactful on-the-ground delivery."

"Wise global business heads will always listen to local market teams," agrees Elaine Chum. Part of Chum's regional role is acting as a mediator between Philips' global and local marketing teams, both of which possess a wealth of complementary insights into consumer behaviours and business priorities.

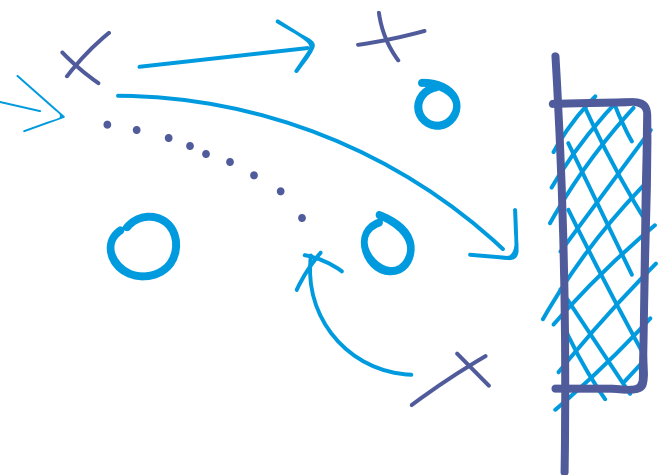
"There's a 'handshake' of sorts between global and local which we try to cultivate," Chum explains. "Our global team has large R&D capabilities when it comes to product innovation and trends, but they have limited insight on the business environment and operations in local markets. This is where our in-country teams' strengths are in. They are able to provide insight about the local market environment as well as consumers' preferences and behaviours. Our regional team acts as a consultant and facilitator for this sharing, and we're in a position to take insights from both sides when we plan campaigns or regional strategy."

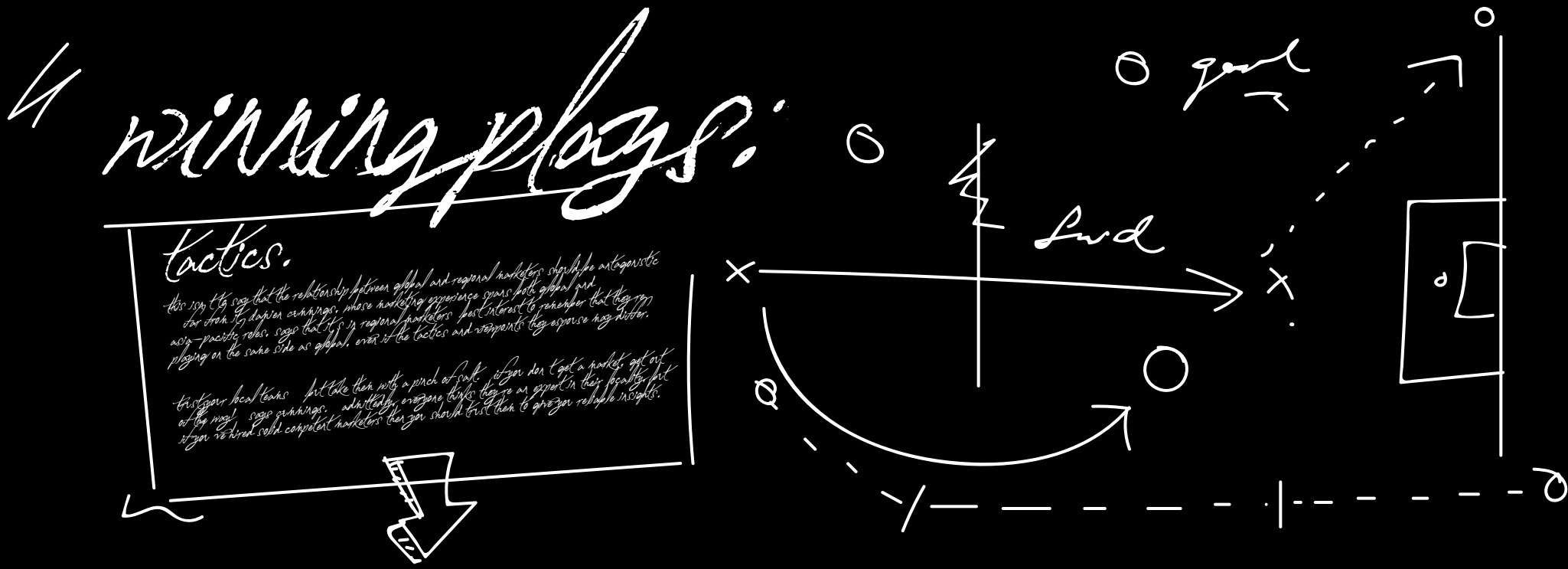
For Sandeep Pal, regional marketing has an obligation to be intimately connected with local business needs - particularly what customers are looking for. "Understanding your local customer base, maintaining those relationships, and connecting global messaging with your customers' pain points - that's where the regional marketer plays an invaluable role," says Pal. "You essentially become the connective tissue between customers and the global teams which define your messaging."

Building up this "glo-cal" relationship set takes time and conscious effort. For Bray, LinkedIn's global marketing team is one of his region's most valuable resources. "We

leverage the heck out of global work," says Bray. "When you receive something that's more or less done, you already have a huge head-start in how you execute and engage with your audiences. Our job at a regional level is to identify the gaps in that global work - things which the region uniquely demands - and help the local teams fill them. Don't think of it as global vs. local: it's more like global *plus* local."

This means that the biggest opportunity for regional marketers, according to Bray, is not to independently create work but influence global to do so on their behalf. "One of LinkedIn's core values is that relationships matter," says Bray. "The best way to help your team is to cultivate the right relationships at a global level, explain why you need certain resources, and show how your work benefits others."





WINNING PLAYS:

nice touch!

- **Spend time at global headquarters, in the flesh.** "I fly up once a quarter to see the global team, primarily on my own initiative," says Bray. "You have to physically be there to build the rapport and pick up on how things really work."
- **Set up direct dialogue between global and local teams.** "Knowledge-sharing and constant dialogue are key to ensuring global strategy aligns with local priorities as much as possible," says Chum. Parkes concurs: "There's a lot you can do to build a collaborative space where your different local teams can share their expertise with global counterparts to reduce the knowledge gap."
- **Trust your local teams - but take them with a pinch of salt.** "If you don't get a market, get out of the way!" says Cummings. "Admittedly, everyone thinks they're an expert in their locality, but if you've hired solid competent marketers then you should trust them to give you reliable insights."

useful goal

MATCH-TIME TACTICS

Campaigns and local executions

It's all about the customer. Our coaches unanimously agreed that regional marketing campaigns and tactics only work if they speak the "local language" of customer pain points, needs, and ambitions.

"There's no point in tooting your own horn," says Sandeep Pal. "The single most important factor in a regional marketing professional's success is what your customers think and say about you." Pal's focus at Oracle Asia-Pacific is squarely on building up a "representative and assorted spread" of customer stories and case studies.

"You need to cover a full range of industries, geographies, and customer business models, without letting the more mature markets take up a disproportionate amount of airtime," says Pal. "Having that basket of customer stories then gives your local teams the resources to speak to whatever resonates most with their assessment of the market, while keeping your product messaging consistent."

When to change the channel

Simply having locally-relevant content isn't enough, however. Regional marketers need to guide local teams to choose the most appropriate channels of engagement - and restrain them from the urge to simply keep creating new ones. "When local marketers

create in-country social media pages or websites, they tend to end up being a trash-bag of global and regional material because the guiding strategy is simply not there," says Damien Cummings. "We shouldn't spend as much time on branded channels and communications as we currently do."

"There will always be new channels - so as regional marketers, we need to step back and focus on the message," says Paula Parkes. "Ask yourself and your local teams: will our customers spend time on this platform? How does it allow us to engage with them?"

Those questions should make full use of the wide spread of data that regional marketers have access to. "Data has to be hyper-relevant to each country," advises Parkes. "We work with a lot of in-region research teams to deliver data that can be distilled into meaningful customer insights at a local level. That, in turn, informs how we both select and create content for channels like our Digital Dialogue blog, which houses local content for all our Asia markets."

"At Hubspot, we get instantaneous feedback on how our tactics are performing. Lead scores, opened emails, bounce rates, organic sharing, all of these can inform us about what's working, where, in real time,

ouch!

informing how we select particular social media or direct-to-customer channels in each country" says Bonnici. "But regional marketers need to know how to read the data as a whole, not in isolation...you need the skills to actively interrogate your data if you want to avoid investing in false positives for growth opportunity."

The **LinkedIn** Kit-Bag: Showcase Pages

What is it?

An extension of Company Pages that puts the spotlight on specific brands, business units, or initiatives of the company.

How does it help?

Showcase Pages allow you to target specific audience segments with dedicated content and messaging. Work with global teams to create Showcase Pages for regional campaigns and outreach - this gives you full autonomy while leaving them in control of overarching brand and corporate messages on Company Pages.

Let's kick this off!

Head to <https://business.linkedin.com/marketing-solutions/company-pages/showcase-pages> to find out more.

Avoiding a local red-card

Sometimes the best tactical approach a regional marketer can take is to do nothing at all. "You need to give local markets autonomy as well as seeking it from global," says Cummings. "Regional's responsibility is to define top priorities based on revenue, make sure teams have tools and regular plans to help them execute quickly and with clarity - but don't tell your people the how. They know their customers the best, and that knowledge is what will get you results."

For Elaine Chum, providing otherwise unavailable capabilities to local teams is something that regional marketers are uniquely placed to do. Chum was largely responsible for setting up and embedding Philips' Asia Digital Command Centre (PADCC) into the business. PADCC is a regional unit of digital specialists who deliver region-wide services including influencer marketing, web/media/social monitoring and optimization, and editorialised content production.

"The PADCC's critical mass allows local teams to take advantage of digital skills and services that would be too costly to develop independently in each country," says Chum. "However, access to these resources does not and should not impinge on local marketers' autonomy. My teams get full

freedom to work within our brand framework...that's where you get that essential local flavour from."

"The key is to trust your local marketing teams: if you hire right and hire local, trust your team to employ tactics that work and listen when they say something won't," says Bray. "Your job is to strike a balance between the company's tone and the individual markets' needs."

"How do you get that local resonance as a regional marketer? A big part of your job is being an advocate for these people - ideally from that boardroom seat that you've carved out at a global level."

The regional marketing team does, however, have a gatekeeper role to play: casting a critical eye over the rationale and business case behind local-market tactics. "We've never said no to a strategy that is logical and rational in how it proposes to move the company forward," says Parkes. "But we do encourage our teams to share between different markets and socialise their ideas. The more you and your teams immerse yourselves in the region, the more you can learn from your colleagues when it comes to resourceful problem-solving."

"We don't do big-bang creative executions at Hubspot: we're all about database marketing, so we focus on things like emails, free tools, and whitepapers," Bonnici says. "If someone comes to me with a crazy creative idea, I won't say no. I will, however, ask them why. They may have discovered something that we at regional can't see, and if they can back it up with the data then I'm all for it."



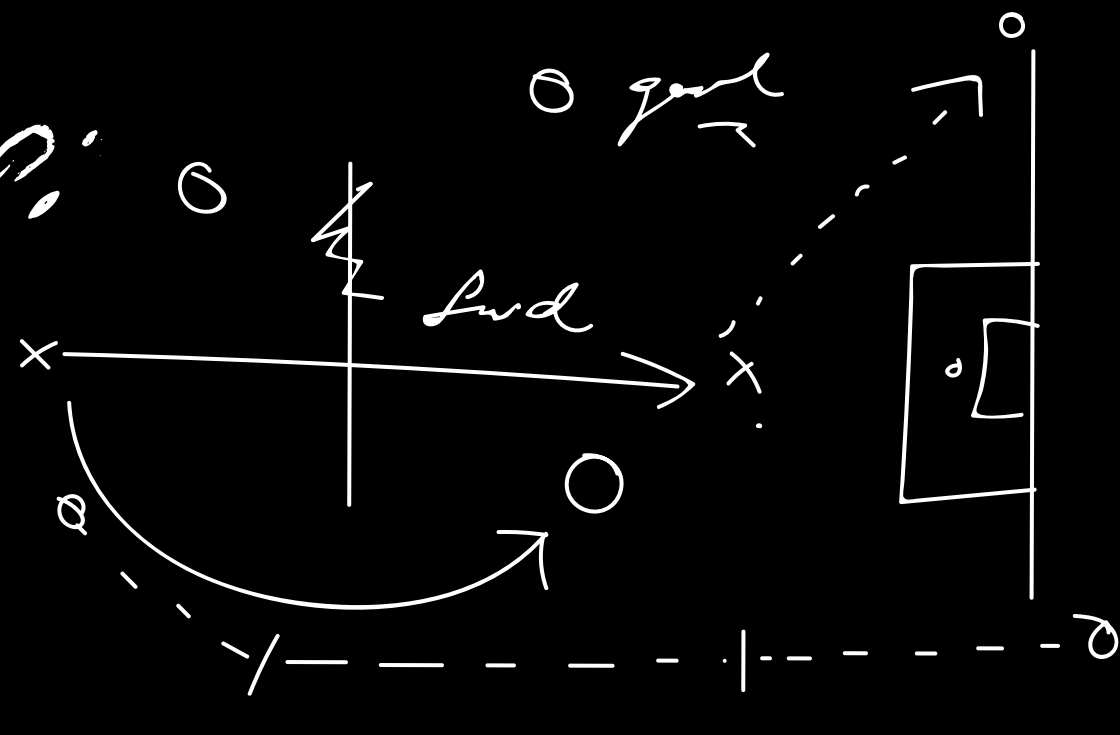
great plays could we do this?

4 winning plays:

tactics.

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the market, says Cummings, admittedly everyone thinks they are an expert in their region but if
you're a local competent marketer then you should trust them to give you reliable insights.



WINNING PLAYS:

- **Fish where the fish are.** "Go where your customers already go - forums, product sites, analyst briefings, whatever your intelligence suggests," says Cummings. "Instead of creating new channels without an audience, your focus should be equipping your markets the right bait: great content with a local flavour."
- **Create personas.** "Consumer personas help us understand what each market likes, what kind of content they engage with, and how they react to our work," says Elaine Chum. Pal agrees: "You want to align your content to where your customers are on the buyer journey. Having a persona with which you can pin down the level of awareness or maturity ensures that every touchpoint can move the needle towards better engagement and conversion."
- **Do first, justify upwards later.** "When your work gets more visible, others may end up questioning what you're doing, particularly if local teams are using a different tone, output, and channels to what global prescribes," says Bray. "But I'd rather beg for forgiveness than ask for permission."

Regional Marketing: Game On

Regional marketing roles demand far more than just strong marketing skills - negotiation, entrepreneurship, and humility are all essential to getting the best out of your team. Here are some winning plays that top regional marketers use in the field.

Content and data specialists, visual communicators, and growth-hackers are in when it comes to achieving region-wide results. If you can't adapt fast to feedback and change, don't even apply.

From "Team Selection", The Regional Marketer's Playbook

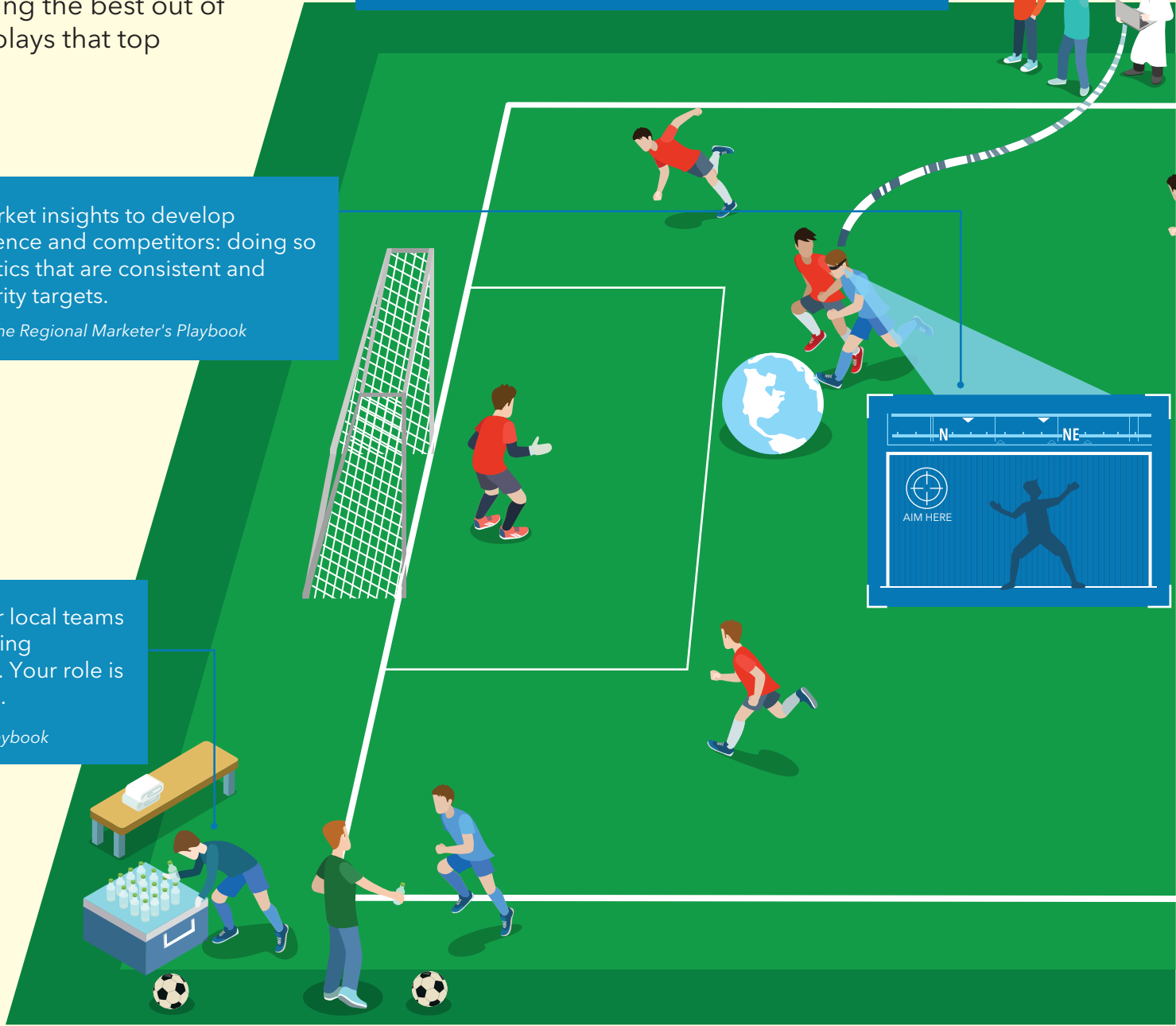


Use local data and market insights to develop personas of your audience and competitors: doing so helps you develop tactics that are consistent and engaging to your priority targets.

From "Match-Time Tactics", The Regional Marketer's Playbook

The best regional marketers support their local teams with access to specialist capabilities, training resources, and advocacy at a global level. Your role is to serve, not let your title go to your head.

From "Rules of the Game", The Regional Marketer's Playbook



Localise global assets by removing irrelevant bits and tailoring delivery elements - like language and customer stories - for your local audiences. Your messaging stays consistent, and your job becomes much less painful.

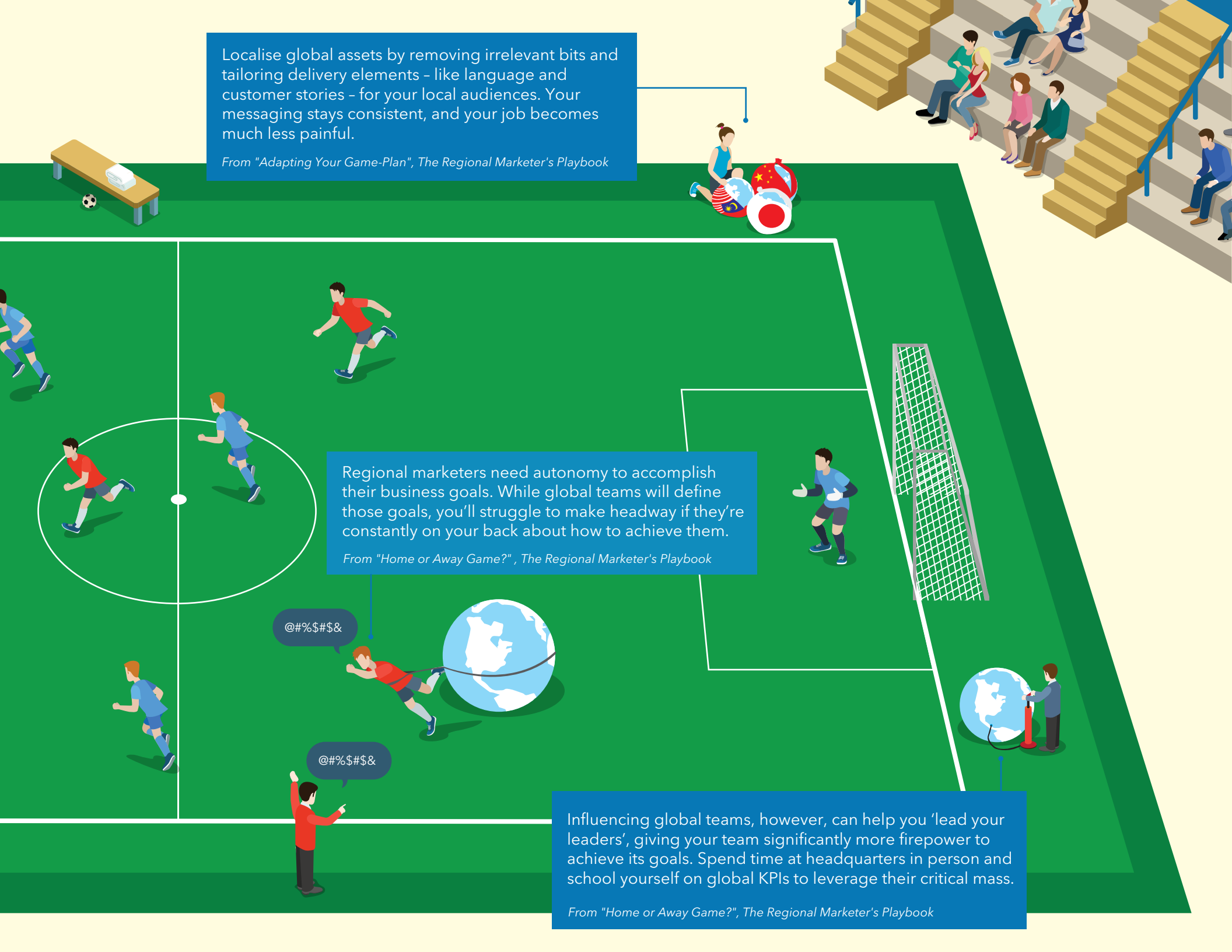
From "Adapting Your Game-Plan", The Regional Marketer's Playbook

Regional marketers need autonomy to accomplish their business goals. While global teams will define those goals, you'll struggle to make headway if they're constantly on your back about how to achieve them.

From "Home or Away Game?", The Regional Marketer's Playbook

Influencing global teams, however, can help you 'lead your leaders', giving your team significantly more firepower to achieve its goals. Spend time at headquarters in person and school yourself on global KPIs to leverage their critical mass.

From "Home or Away Game?", The Regional Marketer's Playbook



ADAPTING YOUR GAME-PLAN

When, where, and how to localise work

You can build it – but will they come? The question of whether to create marketing assets local or localise global ones is a big deal for any regional marketer. For Sandeep Pal, the only sound course of action is clear. “For established, market leaders, it is very dangerous for local teams to go creating their own content,” Pal says, “because it risks diluting the core message that we are trying to amplify around the region and the world.

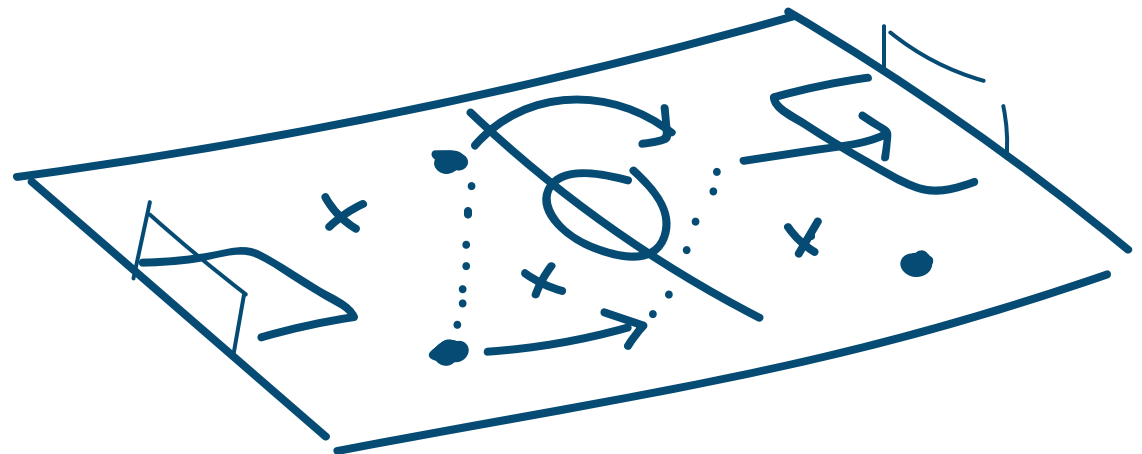
“When you are selling the same product everywhere, you do not need to tweak the message just because you feel something can be improved. **Your local relevance should come from your local success stories and customers.**”

Damien Cummings, on the other hand, believes that creating campaigns and assets locally works, even for multinational corporations like Standard Chartered. “The issue is that we often don’t do localisation correctly,” Cummings argues. “Ideally, the regional marketing team should partner with each country’s marketers to build local assets or adapt them from global ones.”

“Only a very small minority of marketers actually end up doing this. But if you take the

time to understand each market, everything you and your teams do – from basic translations to completely original campaigns – will be far more effective and consistent for it.”

“It sounds so simple, but it’s still about the customer,” says Ryan Bonnici. “Localisation efforts have to be based upon what each market’s customers are looking for, what they’re lacking, and the level of engagement they current have with your product.”



When to change the channel

At Hubspot Asia-Pacific, Bonnici explains, there is no regional blog - something which might seem odd, given how much the business relies on content marketing to generate leads and sustain sales. "Our readers want an education in digital marketing, the fundamental principles of which don't really change from region to region," Bonnici says. "Creating a regional blog would end up cannibalising traffic and SEO from our global site."

"Rather than creating something entirely new, we localise the calls-to-action and co-marketing offers that our readers receive, based on where they're viewing the global content from. The exception is our Japan blog which translates and localises relevant global content from English to Japanese. We'd found that Japan was at the right level of maturity for our content and products, and when we took the foreign-language friction away we saw local readership and conversion rates skyrocket as a result."

"Content is absolutely critical to Adobe," says Paula Parkes, "so it's never a question of when or what we localise - it just has to be done." "Take Adobe's Leaders Series, for instance - a regional initiative to engage senior level marketers and business decision makers. We target the same persona across multiple markets: we tweak the message for local

relevance, but the branding of the Leaders Series vehicle stays consistent. That way, you avoid confusion internally over what you're doing, but you can still make it very clear to your customers what they stand to gain from the content."

"You have to understand the consumer's preferences first, and sometimes that involves restraining the enthusiasm of your local teams to create everything anew," says Elaine Chum, citing an example on how one of her local teams initially approached digital marketing as an example. "The in-country team was initially running their social media channels in a tactical, ad hoc way: if a promotion came through, they'd immediately want to create the post without considering how it fit in the broader social and content marketing strategy."

"In this case, we worked with the local team to research the consumer persona: which social media platforms they used, how they interacted with content, what content interests them. Then we developed a social and content strategy which localised some global and regional material, but also left room for original local content. In all, a direction and plan that suited the local target audience we are after. They saw huge growth in not just the number of followers on social, but also the level of engagement with their customers and business leads."

The **LinkedIn** Kit-Bag: Slideshare

What is it?

A free content platform that allows you to publish and share presentations online.

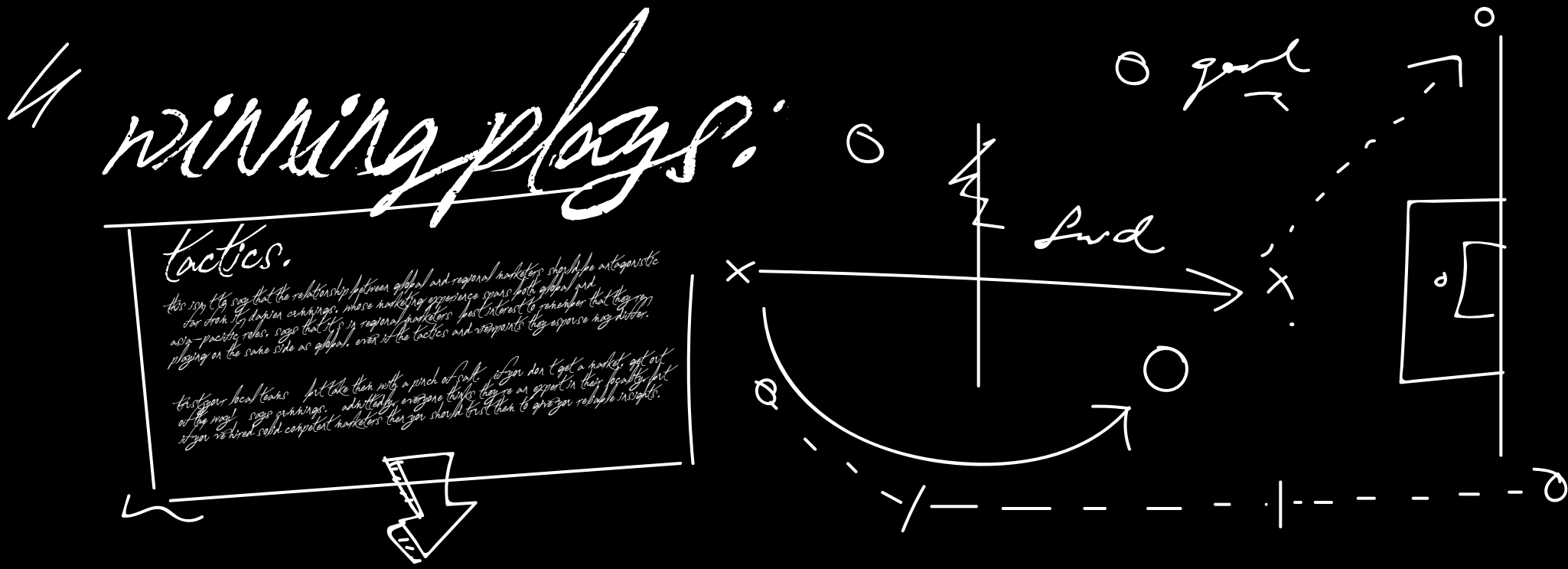
How does it help?

Apart from supporting your thought-leadership efforts, Slideshare can also test your audiences' appetite for local-language materials. Translate some of your marketing materials, then host them on Slideshare to quickly create a local-language content "hub". By tracking views, shares, and leads (if you gate your content), you can assess whether it's worth translating larger assets like your website.

Let's kick this off!

Visit www.slideshare.net to get started.

nice - big call!



WINNING PLAYS:

- **Go native.** "Spend time in the markets, and talk to as many customers as you can," says Cummings. "Every regional marketer should do this for at least their top three countries by revenue or growth opportunity."
- **Pick only what works.** "Don't change the messaging, but only use the bits of global assets that are locally relevant - and back them up with local testimonials," stresses Pal. "Keeping your messaging consistent is essential if you want people to know exactly what needs your product fills."
- **Audit your team.** A marketing skills audit will determine how able your teams are to localise or create content, and whether they need help from regional specialists. "Your generalists can only do so many things in-market," says Cummings. "If you can back them up with the right asset creation capabilities at a regional level, they can handle the localisation far more effectively."

THE LOCAL TOUCH

In every successful regional marketing play, it's the details that separate the winners from losers. Our coaches share a few tips for getting your hands dirty on a local level.

Under what circumstances should you translate marketing materials?

- "When the local market specifies an official language to use." - Elaine Chum
- "Only if it's a key market and the language for doing business isn't English." - Sandeep Pal
- "Test the market to find out! One way is to translate some of your assets and host them on a gated platform like Slideshare - this lets you track engagement without translating an entire campaign or website." - Edward Bray

How and why do you localise social media channels?

- "We localise for key countries in Asia like Singapore and Japan, but we also segment our larger regional properties to display in-language content based on location. This allows each regional page to maintain a critical mass of Likes and Shares, which helps create credibility if you've just expanded into a new market." - Ryan Bonnici
- "Social media conversations are fundamentally local, so they should be in local language wherever possible. But for regional assets, business English is the only efficient choice." - Damien Cummings
- "Non-negotiable for us. All of our social communities, web properties, research and content is localized." - Paula Parkes

Stock images or local photography?

- "Custom and local photography trumps stock imagery every time." - Damien Cummings
- "Doesn't really matter - as long as people can identify with the faces and images locally." - Sandeep Pal
- "If you're using stock, make sure it's locally relevant. Browse past the first page of stock photo results to avoid ending up with the images that everyone else uses." - Edward Bray
- "Stock photography that's locally relevant. We created and curate our own site, FreeStockPhotos.org, for other marketers in the same situation." - Ryan Bonnici

TEAM SELECTION

Skills and attributes of star players



New ideas. Adaptability. A combination of hard and soft skills. The ideal regional marketing team is made up not of career marketers, but a mix of specialists, entrepreneurs, and negotiators. The ability to use autonomy well - to grow market reach, sales, and customer satisfaction - is an essential at the regional level.

"I'm passionate about marketers with a growth mindset," says Ryan Bonnici. "I only hire people who have grown things in the past - blogs, Twitter followings, university groups, anything that demonstrates they understand how to prioritise and meet their goals with new ideas. We don't need

activity-based marketers at a regional level, we need people who can receive a business problem and come up with practical solutions."

"One of LinkedIn's cultural tenets is taking intelligent risks," says Edward Bray. "I actively encourage my team to take risks, but I'm particularly looking for individuals who are confident in talking about both the risks that paid off and the ones that didn't - including failures. Does a person view failure as a personal criticism or a source of new insights? Their answer tells me a lot about how they'll approach the challenges of their role."

This also means that regional marketers can't be too attached to their ideas, but instead be prepared to work things out in a highly collaborative and iterative environment. "I look for people who are not just creative or analytical, but first and foremost good listeners and passionate about digital," says Elaine Chum. "A regional marketing team must be able to deal with difficulty and manage via influence," highlights Damien Cummings. "Your roles are to motivate, demonstrate a clear vision, build up your overall capabilities, and inspire people."

good hiring test

Match-winning skills: specialists or generalists?

Regional marketers don't necessarily have to be technical specialists - but they should be able to adapt on the fly and work with professionals from a range of disciplines. "I see the formation of my team like building a strong bench with only limited players and time," says Paula Parkes. "I can't rely on one person playing a key position all the time; I need to be able to substitute people on and off the field. So I look for the resourcefulness, critical thinking, challenging the status quo - that's when innovation really happens."

On the other hand, incorporating specialist skills at a regional level can provide much-needed support to local teams' competencies. "I tell my recruitment team that I need someone who's an expert in building communities, in digital, who's come up with fantastic digital campaigns before - specialised marketeers who make a difference instead of just doing a job," says Sandeep Pal. "The old agency/in-house paradigm is being turned on its head: nowadays, you can and should be outsourcing the routine execution, and cultivating the specialist and innovation capabilities in-house."

Regional marketers should also think of local knowledge as a kind of specialist skill, says Bray: "You simply can't paradrop someone from headquarters into India or Hong Kong

and expect them to succeed." Partnering with local salespeople demands a person from that local culture who knows what will work, and how to effectively run campaigns in that country."

With such a breadth of skills and experiences - not to mention time-zones and localities - how do regional marketing leads go about turning a group of individuals into a cohesive team? By doing things the old-fashioned way: meeting in person and spending time together. "A group of individuals who happen to report to the same person isn't a team," Bray says.

"I invest a lot of budget and time in personal catch-ups and off-sites - setting up a regular cadence for team meetings, encouraging peer sharing instead of just talking up to global. You get so much more out of a few days spent together in person than any teleconference can give."

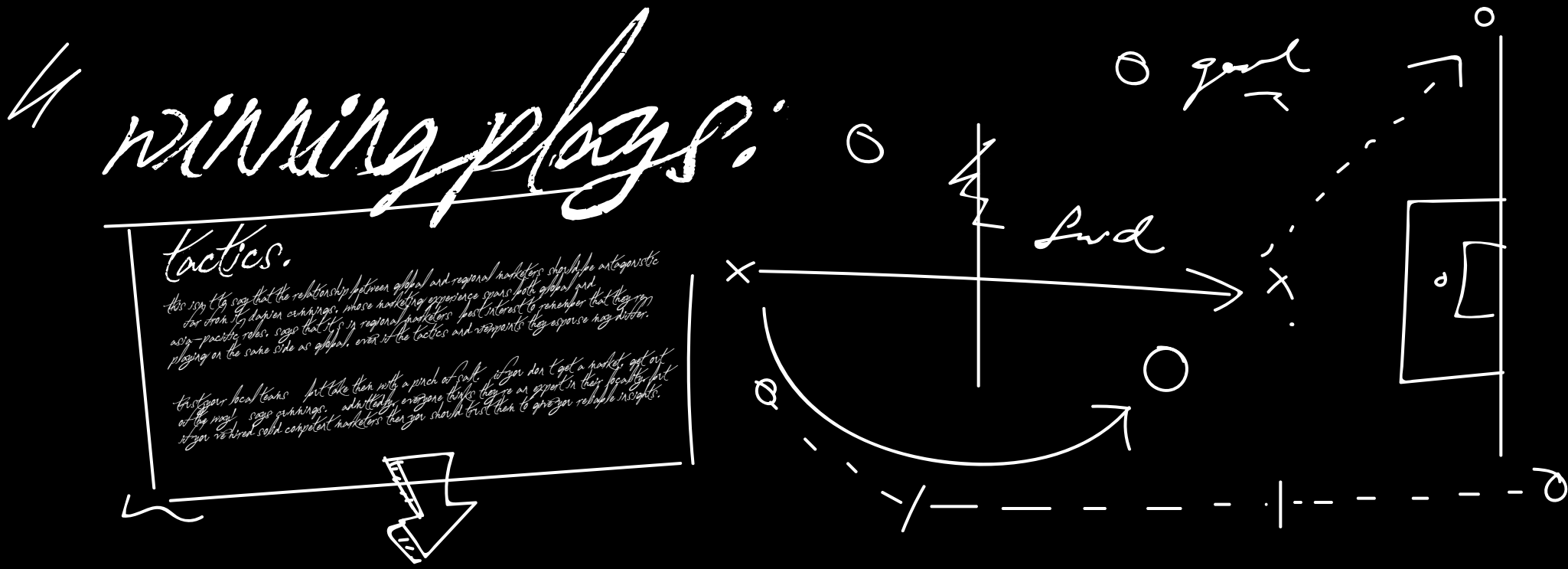
Bonnici takes the in-person element further, scheduling quarterly off-sites for the time and place of major marketing events or local campaigns. "Having a shared goal gives the team a rally point around which to join their efforts," Bonnici says. "Rather than just a junket, you end up with shared purpose and resolve, which bonds your team incredibly tightly. We use collaboration software and

technology to bridge the gap on a daily cadence, but there's nothing that can replace exploring a new place, learning new skills, and hitting your KPIs together."



wanted
2x data scientist
1x former start-up founder
1x project mgr

so true. show global this



WINNING PLAYS:

- **Find trusted advisors.** When it comes to agency partnerships, select partners who are proactive and thoughtful enough to challenge how you think. "I hire agencies who can add value and wants to work with our brand to drive our ambition," says Chum. "Their expertise should complement ours in the decision-making process, and they should apply a critical lens to what we require of them as well."
- **Content and data is a winning combo.** Content creation and analytics skills are hard to find in the one person, says Bonnici, but the combination allows you immense agility in tweaking campaigns on the fly. "I look for people who can get s*** done," Bonnici says. "Being able to operate on both sides of the content/data divide tends to help in that respect."
- **Communication matters.** The old rules of emails and bullet-points are well and truly redundant, says Pal: "I want people who can communicate well both internally and externally. People who think graphically, interactively - that kind of creativity is invaluable to set the bar at a regional level." For Parkes, internal communication has to be as agile as external tactics: "I always try to forge teams that ask questions and challenge what I'm saying. Marketers have to be self-aware - about their strengths and the value they add - to confidently do this."

Are you a regional marketing MVP?

Our coaches agree - regional marketing is not just marketing at a regional level. It's a highly nuanced discipline which involves combining hard data with soft skills, top-down strategy with grassroots customer engagement, consistent branding with uniquely local tonality. Winning plays require hands-off autonomy at times, intense collaboration at others. And in this "team sport", the people you keep onside - from technical specialists to global advocates and even customers - play the biggest role in determining the game's outcome. In fact, being an MVP (or "Most Valued Player") in regional marketing demands that you're agile, culturally aware - and always putting others first.

To find out how LinkedIn can enhance your playbook please visit marketing.linkedin.com

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