



TRANSFORMING THE ROLE OF MARKETING

Hugh Burkitt, CEO, The
Marketing Society



#LIBrandConnect

THE MARKETING SOCIETY
**INSPIRING
BOLDER
MARKETING
LEADERSHIP**



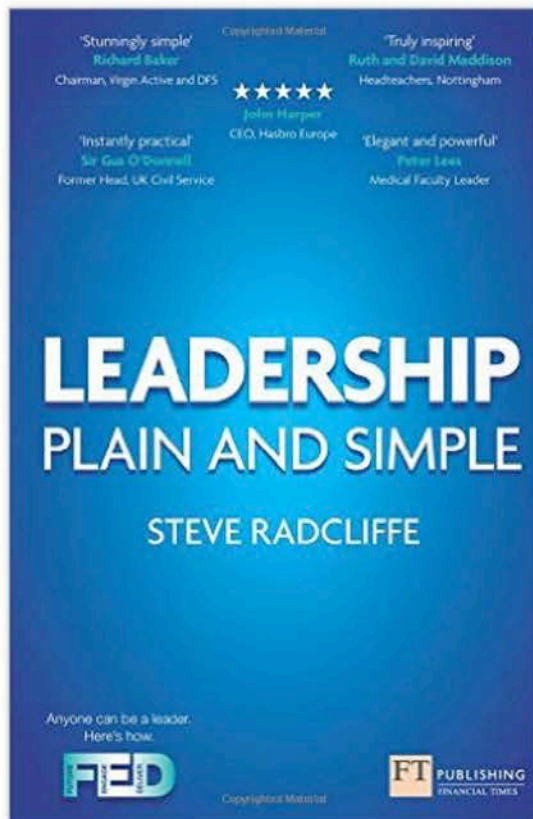
@themarketingsoc

1 — TRANSFORMING YOURSELF

2 — DELIGHTING YOUR CEO

**3 — OUR MANIFESTO FOR
MARKETING LEADERSHIP**

1 — TRANSFORMING YOURSELF



**FUTURE
ENGAGE
DELIVER**

THE SAYINGS OF SAINT STEVE

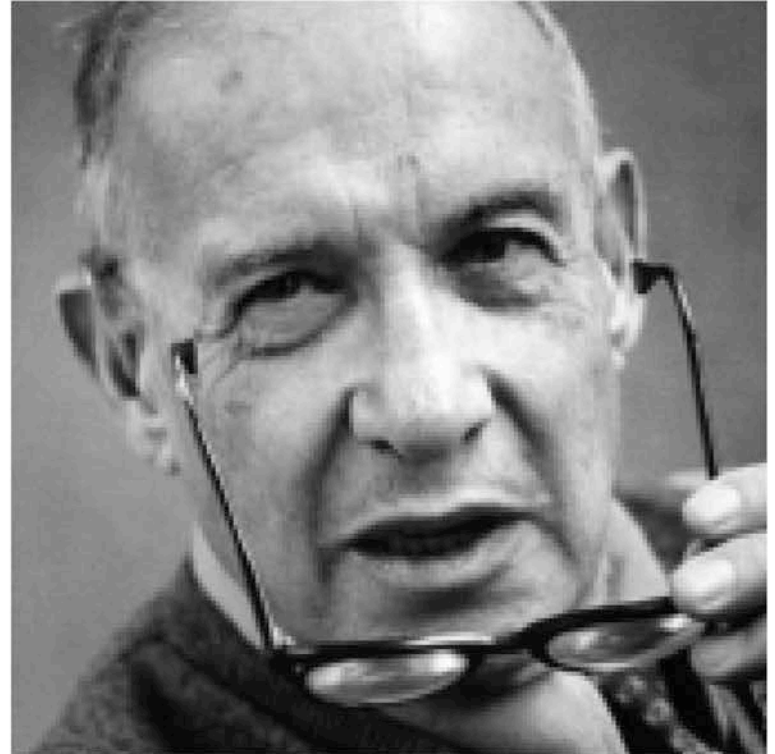
“Leadership is not about your competencies, skills and personality. It’s first and foremost about being in touch with what you care about and then going for it.”



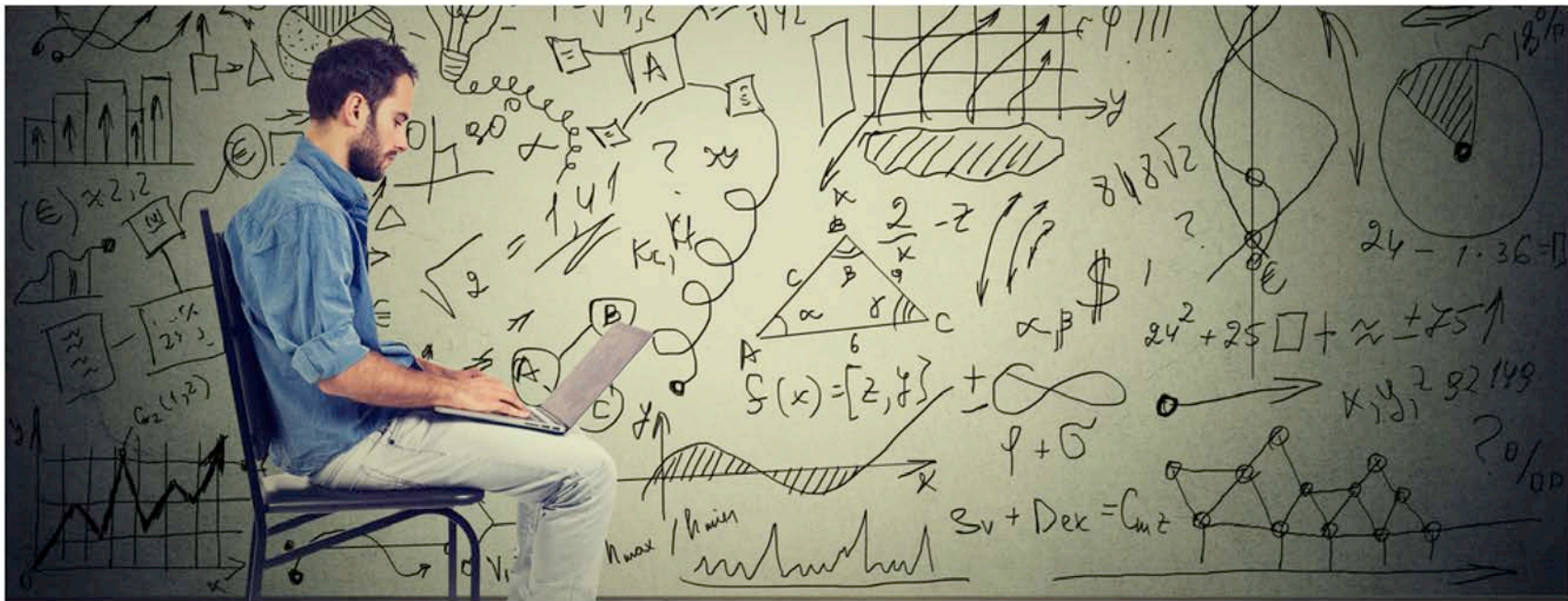
ENERGY!

“Your first and foremost job as a leader is to manage your own energy and help manage the energy of those around you.”

PETER DRUCKER



THE FOUR ENERGIES



INTELLECTUAL



EMOTIONAL



SPIRIT



PHYSICAL

**BEING AT YOUR BEST
MORE OF THE TIME**

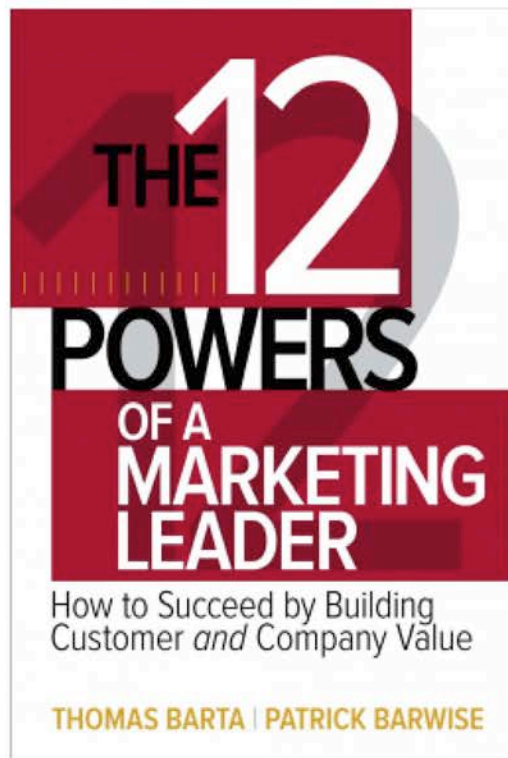




“Doing marketing is not the same as leading marketing...

Leadership skills...explain about 80% of the systematic variation we discerned in senior marketers business impact and career success.”

BARWISE & BARTA





LEADERSHIP TEST

www.marketingleader.org

MARKETERS ADD VALUE!

**Companies with a CMO achieve
an average 12% higher growth rate**

2015 JOURNAL OF MARKETING:
US STUDY OF 155 COMPANIES OVER 12 YEARS

MOBILISE YOUR BOSS

...MOBILISE YOUR COLLEAGUES

...MOBILISE YOUR TEAM

...MOBILISE YOURSELF

2 — DELIGHTING YOUR CEO

WHAT IS YOUR CEO'S NUMBER ONE REQUIREMENT?

PROFIT GROWTH!



CONSUMER-FACING COMPANIES: BACKGROUND OF THE CEO

	Marketing background %	Finance background %
FTSE 100	21	32
FORTUNE 500	18	31
PRIVATE EQUITY (UK)	24	19

SPENCER STUART

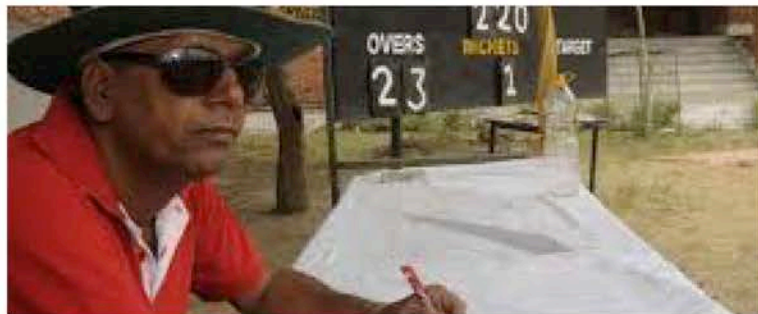


**“Company boards do three things:
make money, count it and spend it.**

**Any idiot can count it and spend it;
the difficult bit is making it in the first
place and that is marketing. Too many
accountants not only join boards but
become CEOs.**

**They promote the belief that the more
often one counts a pile of money, the
bigger it gets. At best accountants
keep score: they do not make runs.”**

TIM AMBLER



THE FD



THE MARKETER

“Marketing = the creation of customer led demand, which is the only sustainable form of business growth.”

KEITH WEED
CMO, UNILEVER





“Higher organic sales growth (sustainably delivered) is key to obtaining a higher share valuation.

The key determinant of organic growth must be the quality of marketing.

So a) you matter and b) if you are not in charge of this agenda, no-one else will be.”

MARTIN DEBOO
FINANCIAL ANALYST, JEFFERIES BANK



FIVE QUESTIONS FOR ANY MARKETING TEAM

PHIL BENTLEY
CEO, BRITISH GAS



- | | | | |
|-----|--|---|---|
| 1 — | Who are you customers, what do they think and want; how valuable are they? | → | Customer insight, segmentation and value management |
| 2 — | What would customers tell their friends about you and how can we shape and influence those impressions? | → | NPS |
| 3 — | How do you manage your company's reputation in the media? | → | Message development and PR |
| 4 — | How do you know the money you spend on Marketing drives a return? | → | Econometrics and campaign analytics |
| 5 — | Do you have a campaign that gives you a competitive edge? | → | Communications measurement |

**CMO = CHIEF GROWTH
OFFICER**

**“NO LIMIT TO WHAT CAN
BE ACHIEVED IF YOU ARE
PREPARED TO LET SOMEONE
ELSE TAKE THE CREDIT.”**

RONALD REGAN

3 — OUR MANIFESTO FOR MARKETING LEADERSHIP



OUR MANIFESTO FOR MARKETING LEADERSHIP

FUTURE

ENGAGE

DELIVER

FUTURE

1 — CREATE A SHARED VISION OF HOW YOU WILL SUCCEED



CAROLYN MCCALL, CEO, EASYJET



PETER DUFFY, CMO, EASYJET

2 — MAKE SUSTAINABLE GROWTH YOUR ULTIMATE GOAL

- FINANCIALLY
- SOCIALLY
- ENVIRONMENTALLY



3 — AGREE A GUIDING PURPOSE

PURPOSE DRIVEN BRAND BATTLE



Unilever

VS



P&G

ENGAGE

INSPIRE THE ORGANISATION TO BE CUSTOMER-LED

“At 02 we have a brand that runs the company not a company that runs a brand.”

RONAN DUNNE
CEO, 02





Find creative ways to get the whole business involved



Bring your customers into the boardroom



Be commercially fluent

- in finance
- data science
- econometrics
- technology

DELIVER





GAVIN PATTERSON
CEO, BRITISH TELECOM





		Gold medals	Total medals
1996	Atlanta	1	15
2000	Sydney	11	28
2005	Athens	9	30
2010	Beijing	19	47
2015	London	29	65
2016	Rio	27	67

TEAM GB OLYMPICS STATISTICS

SUCCESS FACTORS

- Money** → **Professionalisation**
- Targeting** → **Sports we could win**
- Progress** → **Dynamic performance targets**
- Coaching** → **Marginal gains**

TEAM SPIRIT





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