

Marketing Matters . . . to All Types of Organisations

Experian

The first important thing is to have a clear vision of what you want to be – particularly when you provide a diverse and complex range of products to an equally diverse range of customers and markets. It becomes vital that *all* marketing activities, including pricing, have a predefined consistency, and contribute to an overall clear and simple set of messages that effectively communicate the company's vision to business customers, consumers, colleagues, investors and communities alike.

It's a given that all marketing activity must involve *robust* market planning, rigorous product management – internally and externally – and the development of consistent simple messages, for all relevant audiences. Even before that starts though, there has to be a clear business strategy that evaluates macro-economic and market trends and competitive activity, and that can still deliver sustainable market advantage.

David Coupe, managing director, international marketing services, Experian

Experian is a global leader in providing information solutions to organisations and consumers. Experian helps organisations find, develop and manage profitable customer relationships by providing information, decision-making solutions and processing services. Experian empowers consumers to understand, manage and protect their personal information and assets.

Tesco

Marketing – it's fundamental. But our definition of marketing is perhaps different to many other companies. First and foremost we think of marketing as looking after our customers. Our core purpose is to create value for customers to earn their lifetime loyalty. We do this by responding to the different and constantly changing needs of all of our customers to deliver what they want, when they want it. Marketing sets the customer priorities for the business and keeps us on track to deliver. It also guides our entry into new product areas and markets. From simplifying phone tariffs to opening convenience shops in Japan, we always start with understanding the customer.

The marketing discipline is absolutely vital to implementing and executing effective marketing strategies. Because the customer leads our business, marketing has to provide the insight and independence to help make the right decisions for them. In the last year alone, we have held over 200 'Customer Question Time' sessions in our stores, helping us to learn and understand what is important for customers. We would like all our customers to say that they feel welcome at Tesco, that they trust us and that we give them the best all-round shopping trip of all our competitors.

Tim Mason, marketing director and head of US operations, Tesco

Tesco is the market-leader supermarket retailer in the UK, with a significant presence in eastern Europe and South-east Asia.

Fujitsu

Marketing lies at the heart of business decision-making in driving profitable growth. There are three primary elements to this: go-to-market strategy, innovation and brand.

Go-to-market strategy: we help our business units prioritise who to talk to, about what and when; we provide them with the customer and competitor intelligence to engage with priority target customers in the most compelling manner; and we help them to powerfully position our business with this customer.

Innovation: we lead cross-functional teams from every part of our business in developing distinctive new-thinking that challenges the accepted norms; we package and communicate the new value propositions that emerge from this work; and we ensure that our sales and account teams understand and connect with it, so they can actively use these propositions to better engage with their customers.

Brand: we define our brand positioning, and how this positioning will develop over time; we make this positioning manifest in our internal and external communications; and we work with others across the business to ensure that the positioning translates into a coherent employee and customer experience.

Marketing strategy is critical to our business. Without it we are left behaving in an utterly responsive manner to the latest new business opportunity, whether or not it is well suited to our goals, talents and current market positioning. With it we can maximise the return from our marketing, sales and account management effort through targeting only those customers whose business we really want – and that we can realistically expect to win. Understanding the external trading environment is very important because this helps us to determine the nature and the scale of our resourcing requirements, and how we can best deploy these resources to generate the maximum business value.

George Miller, formerly group marketing director, Fujitsu Services

Fujitsu is the world's third largest IT services group and works closely with large government and commercial organisations to help them seize the possibilities of effective, innovative IT.

Tilda

Over a number of years Tilda has built a brand-leading position across numerous international markets for its Pure Basmati rice brand. The success of this premium brand has been founded on the basic marketing principle of superior product quality, namely Pure Basmati, allied to tight targeting of consumers who demand real food quality and authentic values. In short, delicious food.

This market segmentation approach has recently been applied to a brand new market opportunity: two-minute microwaveable rice. Whereas 'scratch cooks' form the basis of the Basmati market the microwaveable rice market is one for 'convenience cooks', a massive and growing segment of consumers who are time-pressured but prepared to pay for convenience.

Tapping into this market trend, the Tilda Steamed brand is targeted at the same type of Tilda consumer, who demands better food quality, but this time wants it in a convenient modern form. The Steamed brand has all the superior food values of its sister brand, with Basmati rice as the key ingredient for the sixteen cosmopolitan recipe rices in the range, from pilau rice, through egg fried rice to Thai lime and coriander rice.

Originally launched in 2001 with a comprehensive TV advertising and promotional sampling campaign, the Tilda Steamed brand is already worth nearly £10 million at retail selling prices and is still growing at over 50 per cent per annum. The success of Tilda's marketing can be measured in the fact that Tilda Steamed's consumer base is totally separate from that of Tilda Basmati (dry rice) – and Tilda Basmati sales are as high as ever.

**Stephen von Speyr,
Tilda Mainstream Marketing**

Led by a powerfully strong brand, UK-based Tilda is now a prominent player in many international markets, including Australia and the USA. Tilda only produces rice. Its marketers maintain its successful standing.

St Andrew's Healthcare

As a not-for-profit charitable healthcare provider, marketing is key to determining the charity's strategic direction. St Andrew's Healthcare operates in a complex healthcare market environment and therefore effective marketing planning is essential for ensuring that the organisation delivers clinical services ('products') that are required by the healthcare sectors the Charity operates in, at affordable prices. Marketing also ensures that St Andrew's effectively communicates the core messages about what the St Andrew's brand stands for to its key stakeholders. Part of St Andrew's charitable purpose is to develop new and improved services. An effective analysis of their markets is critical to making sure that the charity makes successful investment and new service decisions.

The marketing discipline drives St Andrew's business planning processes by ensuring that the charity follows a systematic approach to analysing its external market environment; determining a sensible strategic response to this environment; and implementing effective promotional and communication strategies. The marketing planning approach provides a common framework and language, for both clinical and commercial staff, to review the Hospital's clinical services and make well-informed decisions about where the charity should be investing in future services in order to best meet its charitable objectives.

James Watkins, group director of strategic development and marketing, St Andrew's Healthcare

St Andrew's Healthcare is the UK's leading charitable provider of specialist mental health, learning disabilities and acquired brain injury services, working in partnership with the NHS in serving these patient groups.

Calor

At Calor, marketing is the essential, dynamic process through which we maximise shareholder value, by profiling, identifying and locating individuals or companies, enabling us to establish intimate, relevant, long-term relationships that bring continuous mutual satisfaction and tangible financial benefit. Marketing has banished the historical darkness of prejudice, arrogance and self-interest, providing insight and enlightenment, which beams on the customer as our sole and ultimate focus.

Marketing strategy should not remain the property of the Marketing Department, but must be both 'understood' and 'owned' company-wide. At Calor, cross-functional business planning is directed by our marketing strategy and all action plans delivered 'in concert' with it. Successful deployment of actions arising from the marketing strategy requires 'buy-in' from all functional departments and reinforcement via unambiguous direction from the board room. Having said that, markets are dynamic, and therefore assumptions and strategies must be continually and constructively challenged, to ensure ongoing relevance and effectiveness in their deployment. Communication of marketing strategy must cascade down through the organisation and, within the boundaries of commercial sensitivity, future intentions must be shared across the spectrum of stakeholders, who individually impact directly on customer relationships.

Alex Davis, managing director, Calor

Calor, part of the Dutch SHV Group, is the UK's leading supplier of LPG with over 65 years' experience in this flexible and environmentally sensitive energy market. Around 4 million homes and organisations rely on Calor for an enormous variety of applications. Calor's own depots deal directly with many of these customers, but dealers and agents are also important channel members for Calor.

Raytheon

Marketing has played a major part in enabling our business to make fact-based decisions, which have seen a successful change in our strategy. Previously we were the type of business that spread itself ‘too thinly’, meaning we did not achieve the results we should in our real areas of expertise. By using tried and tested marketing tools, we have identified the attractive markets and equally those not so attractive, to enable us to focus on successfully moving towards the achievement of our vision. Currently we are achieving and forecasting major growth in turnover and profit, which is the result of implementing marketing processes in our business.

The global markets in which our business competes are increasingly competitive and the need for a marketing discipline in implementing marketing strategies is extremely important. Systematically analysing key developments in constantly changing markets and capturing customer needs is vital in providing us with a competitive advantage. Providing key decision-makers with the toolkit, and more importantly the information, to execute winning plans increases the effectiveness of the plans. The value and effectiveness of having the discipline is reflected in the continued success of this business.

Jim Trail, chief operating officer, Raytheon Systems Limited

Power & Control Systems is a business within Raytheon Systems Limited, a wholly owned subsidiary of Raytheon Company, and was established in Glenrothes, Fife, in 1960. Core capabilities of the company are the design, development and manufacture of power products for international aerospace, industrial and defence markets.

A Career in Marketing

Marketing is the most fun you can have in business, with your clothes on.

Marketing is the most fascinating aspect of business because it is about creating a profit out of studying and satisfying the needs of endlessly unpredictable customers.

You can make a million in marketing by becoming the Marketing Director of Tesco, or by starting your own consultancy, or by coming up with your own business idea and becoming an entrepreneur yourself. You can help change the world by becoming the Marketing Director of a leading charity.

Some companies have lots of marketing executives, some have very few. The company that you should try to work for does not just have a marketing department but is one where the customer is truly placed at the heart of the organisation.

Hugh Burkitt, Chief Executive of The Marketing Society

The Marketing Society is a professional association dedicated to raising the stature of marketing in business. It champions marketing excellence by providing the best network for senior marketers to exchange ideas and share best practice.