



When a global logistics company recognised the need to up the ante in its Marketing activities but wanted to get a measurable return on its investment

We helped design and implement a lean, global marketing engine focussed on accelerating sales growth in key customer segments

#### The Challenge

Marketing activity for this global logistics company had historically been product-based with a focus on developing brochure-ware and attending Trade Shows. On the one hand there was an executive recognition of the need to invest in brand, thought leadership and digital marketing. On the other hand there was a concern that the current marketing model was inefficient, unfocussed and unaccountable. What's more, marketing activity was hidden under a range of business unit functions with no visibility of the quantum and nature of the existing marketing investment. A wholesale re-design of the Marketing approach was required before the business had confidence to invest for growth.

#### How we helped

With the Corporate Strategy as our starting point, we worked with Marketing Execs from around the world to define the Marketing vision and strategy by sharing Deloitte's perspective on trends and best practices in B2B marketing.

We ran simultaneous workstreams gathering information from across the business to provide unprecedented visibility of the current marketing investment by a number of dimensions including function, geography, business unit and funnel stage and examined the ROI. Working from the design principles articulated in the strategy we continuously engaged with business stakeholders to design a blueprint of the future Marketing function which was then developed into a more detailed operating model and organisational design.

The final step was to plan the 3-yr transition to the new Marketing function encompassing people, process and technology changes. This transition plan was underpinned by a financial plan showing the timing of investment and planned benefits to be tracked.



#### Value delivered

We helped the business translate its corporate vision of a lean, global marketing engine into a plan of action.

We brought expertise in organisational design, marketing information systems, financial planning and data analytics to provide a holistic understanding of the transformation required.

Ultimately, we facilitated the functional design based on principles of cost leadership, accountability and transparency to demonstrate that every dollar of incremental marketing spent would deliver measurable results and create a plan that Marketing, Finance, Strategy, Sales and Operations could collectively support and execute.

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