

Deloitte.

Customer & Market
Strategy Practice
Driving your
business forward



Foreword

From Corporate Strategy to Marketing: growing your business in a fast changing market environment

Is marketing just advertising or communication? Sometimes, but limiting it to these notions only would restrain the power of marketing in an organisation as a growth catalyst.

Today, advertising and communication alone can less than ever define the marketing landscape. The landscape of an effective marketing organisation is comprised of strategies, people, processes, and capabilities seamlessly combined together to deliver the business results envisioned by the CEO.

Aligning corporate strategy and customer and market strategy

CEOs and senior executives say they are facing the strongest competitive pressures of their careers. Here comes marketing, and the importance of aligning corporate strategy and customer and market strategy to enable the achievement of effective results. However the old strategies founded upon prices or product features do not work anymore. So how can companies grow? For many marketers, responding to the changing demands of today's customers, with budgets under financial scrutiny, often seems like a mission impossible. And for good reasons. Regardless of the activity or the size of your company, new challenges have emerged.

- How to deal with technology-empowered customers, better informed, comparing products and services and expecting a quick reactivity?
- How to capture new revenues in mature industries by penetrating new markets or segments?
- How to best mix the different distribution channels for an enhanced customer experience?
- What to do with the social media wave? And how?
- How to sell more when prices increase?
What is the customer willing to pay?
- How to create loyalty towards my brand?
- How to generate more out of each Euro spent on marketing?

Generating returns on marketing expenditures

In this environment, the role of marketing as we see it has never been more instrumental to the execution of the corporate strategy. Marketing must be connected to the strategy, inventive and efficient.

Today, the effectiveness of management teams and their ability to grow the business is of utmost importance. And so is marketing. The growing role of marketing places a higher stress on its effectiveness. It must be optimised in its process and organisation, supported by skilled people and equipped with adapted tools. Its effectiveness can be measured through tangible factors aligned with the business strategy, such as brand awareness, penetration or sales.

Where should you begin? Start by asking smart, focused questions, which are practical and detailed and which are designed to lay the ground for action. That's what we do. And it works!



Helping our clients throughout the corporate lifecycle

When trying to achieve the direct results from our operational activities and the rapid growth of sales revenues, we often forget about the source of these visible aspects of marketing. We know, however, that when facing issues with customers, products, competition, or when experiencing pressures on sales, prices or margins, the solutions can often be found upstream, in the strategy. Strategy is also where everything starts, where the big idea is identified and shaped, where the plan is established before being broken down into specific tactical actions.

That is why Deloitte favours an approach where the entire company lifecycle can be considered when needed, linking the operational challenges encountered in sales or marketing to their strategic fundamentals and connecting strategic intent to practical go-to-market plans.

At Deloitte, we look at your challenges from a different perspective, addressing them from strategy definition to its execution and measurement.



Our Customer & Market Strategy services can be delivered as holistic transformational efforts or as individual projects that target specific areas or capabilities that our clients want to improve. We can help produce significant performance improvements because we link strategy formulation to technology, people and process considerations.

Our goal is to provide our clients with impactful benefits in the short term and a sustainable competitive advantage over time. To do this, we:

- Integrate the corporate and business strategy in our thinking
- Analyse the company's environment in order to build better solutions
- Set up clear development objectives
- Put in place concrete action plans
- Identify key measurements to assess the results

Clients we serve

Deloitte offers an integrated set of capabilities to help our clients improve revenues, marketing, sales and customer service. Our clients are the:

- Board of Directors
- Chief Executive Officers
- Commercial Directors
- Marketing Directors
- Sales Directors
- Heads of Customer Service/Care
- Heads of Market Research/Commercial Support
- Product Managers
- Heads of Communication

Our support is tailored to our clients. We serve both small and large companies in a variety of sectors.

Leveraging our seven core offerings to optimise our clients' revenues

Deloitte's Customer & Market Strategy Practice can assist your company, be it small or large, to effectively initiate, grow and maintain profitable relationships with your customers. Deloitte can address the broad range of business strategy,

marketing, sales and customer service challenges you are facing. We have grouped our Customer & Market Strategy services into seven core value-added offerings:



① Market strategy

Developing business through strategy analysis and formulation with regard to market dynamics, market attractiveness, competition analysis, product portfolio optimisation, brand management and positioning, segmentation, customer care and loyalty

② Pricing strategy

Increasing profitability by improving the way organisations set, execute and enforce prices in respect to competition and customer demands, including governance, benchmarking, price sensitivity/willingness to pay

③ Distribution and sales strategy

Developing more effective go-to-market models and determining the right mix of channels to reach target customers, by focusing on multi-channel integration, customer experience management and sales network management supported by effective marketing approach

④ Web and social media

Seizing the opportunities offered by the emerging technologies and optimising their use to execute the business strategy of organisations, with a focus on the web ecosystem, social media and mobile strategy (definition, implementation, organisation and processes, best practices)

⑤ Market studies and analytics

Supporting the realisation of strategic, sales and marketing objectives through the design, organisation and analysis of ad-hoc market researches or the development of analytical capabilities based on in-house customer data

⑥ Marketing and sales effectiveness

Improving the performance of marketing and sales organisations and the marketing ROI by reengineering the marketing and sales organisation (processes, people and technology), setting performance metrics (KPIs and dashboards), assessing and optimising costs and budgets or designing a marketing automation program

⑦ Marketing coaching and training

Sharing our experience and expertise by reviewing and advising on analyses, strategies and plans already developed by our clients (think tank) and developing strategic, operational or organisational skills at clients by delivering formal one-to-one or classroom training sessions on the above topics

Our expertise

- Luxembourg-based team composed of strategic business and marketing experts, some with prior experience in the industry
- Network of 1,000 Customer & Market Strategy (CMS) practitioners across Europe, more than 4,000 worldwide
- Access to local and global Deloitte industry specialists and best in class knowledge capital
- Network of specialised and recognised partners
- Customised methodologies designed to better suit your needs

Our clients and projects

Our approach is flexible and we adapt our analyses, our team and our methods to our clients, their environment and their issues

Do you believe that our services are sized for large companies mainly? Or do you think that our team does not have much experience in your industry? Then we need to meet and get to know each other better. Our clients are very diverse in terms of size, maturity and sector of operations.

We serve large organisations, as well as small and medium sized companies operating in:

- Financial Services
- Technology, Media & Telecommunications
- Manufacturing
- Automotive
- FMCG/Retail
- Government/Public sector/Healthcare

Some examples of missions conducted by our Luxembourg team:

Mission	Core offering	Issues	Solutions
Multi-channel distribution strategy	Distribution and sales strategy	In light of a tough competitive environment, our client needed to review its short to medium term multi-channel distribution	Our team conducted the following activities: <ul style="list-style-type: none"> • Review of the corporate vision and positioning • Competitive analysis and organised benchmarking • Evaluation of the multichannel distribution structure • Definition of a revised distribution strategy
Definition of the web strategy towards end clients	Web and social media	Our client had to adapt its strategic objectives and orientation for the launch of a 'dynamic and secured' client portal which aimed to increase interactivity	The mission was organised around a series of interactive workshops addressing: <ul style="list-style-type: none"> • State of the industry in terms of interactivity • Validation of the corporate online strategy • Definition of an implementation plan
Strategic market penetration and distribution network	Market strategy, market studies and analytics	Our client was considering starting commercial and operational activity in Europe	Deloitte defined best market penetration strategy by: <ul style="list-style-type: none"> • Segmenting the luxury car global market • Measuring the luxury/sports/SUV car segments and brands/makes • Segmenting the luxury car buyers, defining preferences and identifying targets • Measuring potential market share
Sales organisation and market approach	Marketing and sales effectiveness	A leading institution providing IT services used to sell its services through a partner's network which did not prove to be successful	Deloitte followed a structured approach to examine the organisation: <ul style="list-style-type: none"> • Review the sales process and distribution organisation • Definition of a new sales organisation, channel strategy, branding, market watch process, sales processes and incentives plan • Proposal of an implementation plan
Definition and implementation of the social media strategy	Web and social media	Our client wants to get engaged in web 2.0 by adopting from the beginning the best possible strategy and approach in accordance with its global corporate goals	Our team's approach was articulated around the following key steps: <ul style="list-style-type: none"> • Benchmark its local competitors and best & worst practices in the industry • Identification of the best 2.0 concepts in accordance with company social media objectives • Definition of the global roadmap and governance • Project planning, governance 2.0, elaboration of the editorial calendar, selection of KPIs
B2B Commercial Approach: Market needs analysis	Market studies and analytics	In order to test and to optimise the future service offer dedicated to a specific B2B segment, the company wanted to better understand its needs and preferences	Deloitte conducted the following activities: <ul style="list-style-type: none"> • Qualitative survey to identify work assumptions (realisation of qualitative interviews, analysis of results) • Quantitative survey to confirm qualitative results (build the questionnaire based on the results of the qualitative interviews and organize data processing) • Quantitative analysis and tactical actions definition to better serve this specific B2B segment

About Deloitte

“Deloitte Luxembourg is led by men and women motivated by a common objective: to help you achieve your goals and overcome even the most complex and sensitive of challenges.”

Yves Francis, Managing Partner

Deloitte Advisory and Consulting Group: Your trusted business advisor

With more than 450 professionals in Luxembourg, the Deloitte Advisory and Consulting Group provides comprehensive financial, economic, and strategic advice to our clients throughout every phase of the economic cycle. Our proven track record for producing results and our ability to function in multicultural, multijurisdictional, and multilingual environments are key factors in building the valued relationship for which we are praised by our clients, to their utmost satisfaction.

Our professionals come from your world. Many have previously occupied senior positions in the industry or public sector and, through their experience, contribute to our positioning at the forefront of market dynamics and regulatory changes. Our leading industry experts keep national and international clients regularly updated on the latest trends impacting their business through alerts, white papers, brochures and tailor-made workshops, seminars and webinars.

Leveraging on the knowledge and methodologies shared within Deloitte, we have developed considerable field experience, with a unique objective in mind: helping our clients excel and achieve their goals.

Our distinctive client-centric approach translates into five pillars of core competencies, encompassing:

1. Strategy & Corporate Finance
2. Operations & Human Capital
3. Technology & Enterprise Applications
4. Risk, Compliance & Attest
5. Outsourced Solutions

We have designed our service proposition accordingly, with the objective to respond to our clients' challenges to the best of our capacities.

Our straightforward approach is known for effectively solving our clients' most complex business challenges. From project inception to implementation and evaluation, we work hand-in-hand with our clients to understand their businesses and improve their performance, increase shareholder value and create a competitive edge.

Our people, skills and methodologies support the implementation of large scale developments: operation migrations, Lean 6 Sigma reviews, mergers & acquisitions etc. With one single point of entry, our teams accompany each one of our clients, ensuring that an equal level of attention is provided throughout the various stages of the mission, regardless of the scope and size of the project.

Deloitte Luxembourg: a centre of excellence, connected to a global network

With over 70 partners and more than 1,400 employees, Deloitte Luxembourg (www.deloitte.lu) is amongst the top professional service firms in the market. For over 60 years, we have delivered high quality added-value services to both national and international clients, offering a full range of services in the fields of audit, tax, financial advisory and consulting.

Deloitte Luxembourg is a member of the global network of Deloitte Touche Tohmatsu Ltd (www.deloitte.com), an international audit, tax and consulting organisation present in over 150 countries. Your local team can leverage the skills and experience of 195,000 professionals worldwide who provide services to around half of the world's largest companies, as well as large national enterprises, public institutions and successful, fast growing global companies.

Your contacts in Luxembourg

Customer & Market Strategy



Petra Hazenberg
Partner - Customer & Market Strategy Leader
+352 451 452 689
phazenberg@deloitte.lu

Advisory & Consulting



Joel Vanoverschelde
Partner - Advisory & Consulting Leader
+352 451 452 850
jvanoverschelde@deloitte.lu



Benjamin Collette
Partner - Strategy, Regulatory
& Corporate Finance Leader
+352 451 452 809
bcollette@deloitte.lu



Basil Sommerfeld
Partner - Operations Excellence
& Human Capital Leader
+352 451 452 646
bsommerfeld@deloitte.lu



Pascal Martino
Partner
Corporate Finance Advisory
+352 451 452 119
pamartino@deloitte.lu

Audit



Sophie Mitchell
Partner - Audit Leader
+352 451 452 481
somitchell@deloitte.lu

Tax



Raymond Krawczykowski
Partner - Tax Leader
+352 451 452 500
rkrawczykowski@deloitte.lu

PSF



Stéphane Cesari
Partner - PSF Leader
+352 451 452 487
scesari@deloitte.lu

Insurance



Thierry Flamand
Partner - Insurance Leader
+352 451 454 920
tflamand@deloitte.lu

Public Sector, TMT, Middle Market



Georges Kioes
Partner - Public Sector, TMT, Middle Market Leader
+352 451 452 249
gkioes@deloitte.lu

Private Equity & Real Estate



Benjamin Lam
Partner - Private Equity & Real Estate Leader
+352 451 452 429
blam@deloitte.lu

Banking & Credit Institutions



Martin Flaunet
Partner - Banking & Credit Institutions Leader
+352 451 452 334
mflaunet@deloitte.lu

Life Sciences & Healthcare



Luc Brucher
Partner - Life Sciences & Healthcare Leader
+352 451 454 704
lbrucher@deloitte.lu

Investment Funds & Hedge Funds



Johnny Yip
Partner - Investment Funds & Hedge Funds Leader
+352 451 452 489
jyiplanyan@deloitte.lu

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Deloitte Luxembourg
560 rue de Neudorf
L-2220 Luxembourg
Grand Duchy of Luxembourg

Tel.: +352 451 451
Fax: +352 451 452 401
www.deloitte.lu

