Customer & Market Strategy Practice
Driving your business forward
At Deloitte, we look at your challenges from a different perspective, addressing them from market analysis to strategy to operations and measurement.
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!
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.
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
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:

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<th>Mission</th>
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| 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:  
- 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:  
- 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:  
- 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:  
- 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:  
- 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:  
- 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 |
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.

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