



THE MARKETING SOCIETY
**INSPIRING
BOLDER
MARKETING
LEADERSHIP**

In association with

Prophet

INSPIRING BOLDER MARKETING LEADERSHIP



**Business Leader Dinner with Doug Boyle
Vice President, Retail Marketing
Shell**

INSPIRING BOLDER MARKETING LEADERSHIP • THINKING DIFFERENTLY IN 2010



Building Marketing Effectiveness in a Global Organization

Getting the most from your multinational teams

- or -

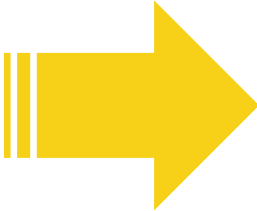
My learning from (a sometimes painful) past experience

Doug Boyle
VP, Retail Marketing

What's the problem look like?

- Complaints on Slow decision-making
- Personality is Power
- Unclear accountability
- Budget confusion & buck-passing
- “Silos” & lack of integrated planning

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- 
- Low morale
 - Slow progress on projects
 - Blame game

The Challenge

Too much Centralization is as bad as too much Decentralization . . .
and swinging back & forth based on personalities is worst of all!

- Poor fit with market needs
- Plans not integrated (silos)



- Reinvention/ Costs
- Strategic drift

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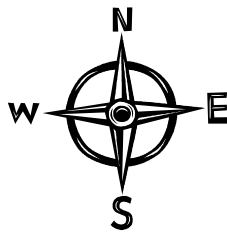
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Team alignment, focus, business results & job satisfaction comes from getting two things right



1. **Decision-making framework**
2. **Culture & Communications**

Decision-Making Framework

1. High-level Role definition

- **Global = Strategic direction, Innovation, Best Practice exchange**
- **Local = Business delivery, Customer management, Adaptation to local needs**
- *What are key strategic levers . . . What is “only” Best Practice?*

2. Define management processes

- **Simple RACI . . . Single Accountable, Clear Consultation**
- *Establishing standard processes is one of hardest parts, but different processes & names breeds misunderstanding, undermines control and Best Practice*

3. Key measures

- **Linked to Accountability for results & process outcomes**
- *Establishing MI & common measures is also very hard, but differences undermine performance management & Best Practice identification*
- *Keep the list as short and focused as possible for each function/process*

4. Avoid “regions” at all costs

- **Regions are neither Strategy or Delivery (unless there is no Local)**
- **Apply a “one-to-many” principle**

Culture & Communications

1. “One Team” mentality

- Kill Silos immediately . . . watch for mindsets and casual comments
- *Use business-wide measures for overall success*

2. Responsive & Respectful

- “Sundown rule”
- Consult on your decisions . . . Respect others’ decision-making space
- *Keep to the Single Accountable framework*

3. Structured & Ad hoc engagement

- Structured, “formal” Strategic & Operational Planning engagements
- Build a natural network for on-going issues management by designing the global & local team functions in mirror
- *Size teams carefully . . . Too big leads to drift & crowding RACI*

4. Marketing Identity & Employee Value Proposition

- Marketing “centre of plate” for overall business leadership vision & priorities
- Build career paths & succession plans, especially in complex or non-Marketing focused firms

- *Create space for Marketing Specialists as well as Business Generalists*

Things I try to remember

- **Bring business leadership with you (e.g. Sales, Finance, HR, Logistics)**
 - Build “capital” for the big issues
 - Recognize their accomplishments and they will recognize yours
 - Gain strong commitment to the big strategic issues

- **Listen carefully, especially for the unspoken views**
 - “Mindsets” and silos are often hidden but kill organization effectiveness
 - Active Listening is probably one of the most important skills to learn

- **Get the right people in place and give them a career vision**
 - Stretch high potential talent (if they are capable of the challenge)
 - Competence development important . . . Career movement even more important

- **Visible leadership is especially important in a global organization**