



Part 3

Summary and Implications

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The new marketing leader

Leadership is not a matter of ordering people around but of first taking action yourself. By initiating action yourself you will win others' trust and they in turn will take action. After fully hearing out the views of everyone, one should judge things impartially and come to a decision. And once one has done so, one should rise to implement it without vacillation.

Daisaku Ikeda

Summary

In this chapter we:

- Look at the real root cause of implementation failure
- Flip it over to view it as a key success factor
- Look at the differences between marketing management and leadership
- Define the competencies that make a good marketing leader
- Anticipate what the CMO of tomorrow will look like.

■ Introduction

Proper diagnosis is essential to effective treatment. Here we diagnose the root cause of marketing plan implementation failure and show how its improvement can be a key lever for implementation success. Treatment may not be easy or painless, but of all the interventions you can make, progress here should have the most dramatic impact on implementation success. Finally, if we are to become serious about implementation, there are serious implications for the marketing profession.

Key principles

- Diagnose the underlying problem not the symptom
- Use engineering's root cause analysis to do this
- Use competency profiling to define the skillset of a good CMO
- Use simulations to safely test and develop the right competencies
- Leadership is different to management.

Case study: failed implementation in a consultancy

When Georgina arrived at the consultancy she was full of high spirits. She had been recruited by the CMO to implement the client management program agreed in the marketing plan. She had run a client relationship program in a professional services company before and was looking forward to delivering a new program this time. Furthermore, this was a consultancy that advised its clients on change and so would understand the challenges of implementation. Yet, within six months she had resigned.

What went wrong? The consultancy was run by the senior partners who each had their own city office across the country. These partners were rewarded on the profits made by their office and could collect large bonuses at the end of the year. They had all agreed that coordinating their selling and delivery on common key clients would be a good idea. However, when it came to agreeing overall ownership of each client, no partner was prepared to relinquish control. They were protective of their client relationships and did not want any other office to have overall control. The CEO and CMO were not prepared to persuade them all to change. Consequently, the ambitious program was reduced to merely developing a common database for client intelligence. To this day, different offices within the same firm still compete with each other for business with the same client.

■ The real root cause of success and failure

We discussed in Chapters 1 and 4 why marketing plans fail to get implemented. We said that poor implementation was an outcome and symptom, that poor management was an underlying problem and that a poor implementation environment was a cause of failure.