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GLOBAL CENTRALISATION

DEMAND CENTRES, CENTRES OF EXCELLENCE, OR SHARED SERVICE CENTRES
WHAT THEY ARE, WHY THEY ARE NEEDED AND HOW TO START IMPLEMENTING THE STRATEGY

Karla Wentworth, Marketing Operations Hive Expert

KARLA WENTWORTH

MARKETING OPERATIONS HIVE EXPERT

- With over 25 years experience, uniquely spent in Marketing Operations, Karla is one of the leading MOps consultants in the field.
- Having implemented and led, large corporate MOps teams, Karla has been a senior influence inside FTSE250 and Fortune 500 global businesses.
- Now running an independent MOps transformation consultancy, Karla and her team have advised the likes of BT, dentsu, IG and The Adecco Group on Marketing technology, automation and operational strategy.
- Karla has a particular passion for creating, educating and growing internal teams of MOps colleagues, using the best marketing technology and all focussed on individual business requirements.
- Her approach is to understand a company problem, culture and goals before aligning a best practice strategy - not just selection of the largest or latest digital solution.



Listen to the B2B Podcast featuring Karla

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AGENDA

What will we learn today?

- What is global centralisation
- Examples of global centralisation
- The pros and the cons
- Things to consider when starting

Take away: technical content, steps to start your strategy.

WHAT IS GLOBAL CENTRALISATION?



WHAT IS GLOBAL CENTRALISATION?

Understanding exactly what centralisation means and the forms it takes.

Demand Generation Centre

Demand centers orchestrate the core marketing and sales demand generation processes, and they develop and support the underlying infrastructure and data, with the goal of reducing complexity and giving best practice for the whole organisation.

Centre of Excellence

A center of excellence (COE), also called Excellence Center, is a team, a shared facility or an entity that provides leadership, best practices, research, support and/or training for a focus area.

Shared Service Centre

A shared service center is the entity responsible for the execution and the handling of specific operational tasks, such as marketing, accounting, or human resources.

Centralised – *Avoiding duplication in location.*

Shared – Everyone can use them.

Excellence – The best skills, for everyone.

WHY WOULD WE CENTRALISE?

Reasons why a global business would centralise their resources.

CENTRALISED

- *Multiple locations into one*
- *Everyone can use them*
- *Reduction of duplicated suppliers*
- *Improved governance and risk reduction*
- *Efficiencies in resource time*
- *Efficiencies in resource cost*

SHARED

- *Everyone can use them*
- *Fairness in delivery*
- *Avoid duplication of work*
- *Repurpose activity*
- *Shared learning*

EXCELLENCE

- *Dedicated, skilled experts*
- *Best practice, always improving*
- *Internal business knowledge*
- *Best in class technology*
- *Most efficient processes*
- *Global reporting and learning*


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日本代表は100人から
ゴールを奪えるか？
日本代表 VS 小学生100人
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EXAMPLES OF CENTRALISATION



EXAMPLES OF CENTRALISATION

The types of shared services global organisations might have

Demand Generation Centre	Centre of Excellence	Shared Service Centre
Global demand generation for all	Can cover any specialism	Either of the forementioned
Acquiring and nurturing leads	Reduce resource locally	Larger range of services
ROI reporting	Reduce suppliers locally	Includes operational services like MOps
Centralised decision making	*Increase knowledge globally*	*Reducing large marketing teams*
Reduced average cost per lead	*Best technology*	*Increasing focus on strategy*
Efficiency in marketing automation platform		*Increasing efficiency with global budgets*

THE PROS AND CONS OF GLOBAL CENTRALISATION



STANDARDISATION

Every organisation will have benefits and negative impacts

PROS

- *Efficiency of resource cost*
- *Reduction of supplier spend*
- *Best tech for all*
- *Best specialists for all*
- *Consistency of brand*
- *Improved governance*
- *Reduction of risk*
- *Avoidance of duplication*
- *Shared learning*
- *Global oversight of budget*
- *Dedicated skilled experts*
- *Significant growth globally*

CONS

- *Large transformation*
- *Impacts to leading local zones*
- *Issues gaining buy in*
- *Poor process impacts*
- *Potential slower delivery*
- *Complex charge back*
- *Resource impacts*

THINGS TO CONSIDER WHEN STARTING A CENTRALISATION STRATEGY



Karla Wentworth, Marketing Operations Expert, B2B Marketing
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BUILDING A DEMAND CENTRE

Inception

- Research and understand the benefits of demand centres
- Translate those benefits into your business and strategy
- Document those benefits and circulate the business case to achieve buy in

Standardisation

- Understand the current status of each area
- Understand who will be impacted and how
- Communicate benefits of standardisation as a group

Automation

- Remove manual activity where possible
- Integrate technology where possible
- Track all changes to evidence improvements

Adoption

- Communicate regularly with stakeholders
- Evidence positive case studies
- Training and empowering usage for everyone

Optimisation

- Scale and widen the top of the funnel
- Test and learn from activity
- Identify and implement incremental gains

THANK YOU!

For more information, please contact
Karla Wentworth, Marketing Operations and Process Hive Expert
karla.wentworth@b2bmarketing.net

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