b2bmarketing.net

# B2B Marketing Leaders Report



B2B Marketing

In association with:

Circle research
FRESH PERSPECTIVE



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# About this report

The *B2B Marketing Leaders Report* was produced by B2B Marketing in association with Circle Research in 2012. The online survey, conducted by Circle Research in July 2012, had 102 participating marketing leaders.

The results analysis was written by Circle Research, additional observations written by Joel Harrison, director of editorial & content at B2B Marketing. Design and layout was by ICD.

# About B2B Marketing

B2B Marketing is the comprehensive information resource for B2B marketers. Launched in 2004 as *B2B Marketing* magazine, it has since evolved into a multi-faceted resource, delivering a broad range of content in a variety of different forms and formats.

Its key products are: online community, magazine, awards, training and events and membership.

**For more information on any of these products or services go to b2bmarketing.net or call 020 7438 1370**

# About Circle Research

Circle Research provides insight into what customers, prospects and other stakeholder groups think.

It uncovers deep insight into the heart of the issue that others often miss. Circle Research is a B2B research expert – it designs research programmes that reflect your environment, surveys those with true influence and asks them smart questions. Circle Research is skilled in qualitative and quantitative techniques so it can recommend the very best solution.

**Call Andrew Dalglish, director at Circle on 020 7960 3802 or email him on andrew.dalglish@circle-research.com**

# Cultural collaboration

Ever looked at our cousins in fast-moving consumer goods marketing (FMCG) with a little jealousy? Eyed their big budgets with envy? Coveted their influence in a world where marketing is central to organisational success?

Maybe not, but you've probably glanced across your own office and felt similar feelings. At least you will have done if you're anything like two thirds (62 per cent) of the B2B marketing leaders, surveyed for this report, in organisations where the sales function dominates and holds a status akin to that of marketers in FMCG environments.

Of all the findings revealed in this study, this statistic struck me most. Not because it's an issue in itself, but because these two critical functions are often misaligned as a result – this is not a rare occurrence. The B2B Barometer (report six, May 2012) finds that 79 per cent of B2B organisations experience such a disconnect; with 28 per cent describing the misalignment as 'significant'.



**ANDREW DALGLISH**
**DIRECTOR**
**CIRCLE RESEARCH**

The impact of this is serious. Marketing leaders tell us that morale suffers as internal tensions run high (34 per cent). The brand suffers as inconsistent messages are sent (43 per cent), and, most importantly, the bottom line suffers as leads aren't fully nurtured (61 per cent).

This is madness when we consider sales and marketing share exactly the same goal – generating profitable revenue. That's not to say marketing leaders are accepting this disagreeable status quo.

Here the much lauded panacea, the chief revenue officer (CRO), doesn't even get a look in. Indeed, a mere one per cent of marketing leaders feel appointing one is a viable solution.

Rather the issue is being approached more as a cultural change project – common ground is being sought and used as the basis for closer collaboration. Marketing leaders are setting shared goals with their opposite number in sales (67 per cent). They're aligning resources around these goals (47 per cent). They're tracking performance to create visibility and, more importantly, accountability (48 per cent).

Refreshingly positive steps in relation to an age-old problem.

# It's tough at the top



JOEL HARRISON
DIRECTOR OF EDITORIAL & CONTENT
B2B MARKETING

Everyone aspires to the pinnacle of their profession, and marketing is no different. Marketing leaders – marketing directors, CMOs, heads of marketing and VPs – are the leading lights of the industry, and have an enviable role determining organisational direction and strategy.

At least, that's the theory: the reality is leaders are under increasing pressure – from all directions. The CEO wants to know how marketing spend is contributing to the bottom line: other members of the C-suite are increasingly quick to question marketing's relevance and prioritisation of resources; and the rank and file marketing team want to know how strategy relates to their daily issues and concerns.

If they get things right, the marketing leader looks like a hero, reaping the short-term glory plus long-term enhanced career opportunities. Get things wrong, and they will not last long in their jobs.

So what is it really like to be a B2B marketing leader in 2012? And more importantly, what does it take to succeed? These were the questions we sought to answer in our *B2B Marketing Leaders Report*, developed with Circle Research. The aim was to provide the first meaningful profile of this audience and their trials and tribulations, in order to help them achieve their objectives.

We surveyed 102 senior practitioners, asking them questions on four key themes: relations with the board, alignment with sales, management of the marketing team and globalisation.

I hope the findings in this report provide new insights into this most challenging of roles, and ultimately help drive the profession forward. If you have any feedback I would love to hear it – either by responding to via the blog, or privately, by email at joel.harrison@b2bmarketing.net

# Introduction

On 20 September 2012, B2B Marketing is hosting the B2B Marketing Leaders Forum at Bishopsgate Institute, London. This event has been designed exclusively for top-level business marketers and will provide a unique opportunity for direct engagement, networking and learning with contemporaries from leading B2B brands.

In support of the event, this report has been created to provide a unique 360-degree view of B2B marketing leaders:

- **From within** – what are marketing leaders' priorities for the next 12 months?
- **From above** – how is the marketing function perceived by the senior leadership team?
- **From below** – behaviour and attitudes towards the recruitment and training of members of the marketing team.
- **From the outside** – approaches to marketing across multiple territories.

This survey was conducted online during July 2012, and a total of 102 B2B marketing leaders took part. By marketing leaders, we mean those marketers who are either in the senior leadership team or report directly to them, and who are responsible for a significant proportion of their organisation's B2B marketing budgets.

Let's profile those who participated in more detail:

| | |
|---|---|
| **Top three job titles** | Marketing director (32 per cent)<br>Head of marketing (19 per cent)<br>Sales and marketing director (seven per cent) |
| **Level of seniority** | Member of the senior leadership team (63 per cent)<br>Report directly to the senior leadership team (34 per cent) |
| **Budget responsibility** | Overall responsibility for all the B2B marketing budget (62 per cent)<br>Responsibility for a significant portion of the budget (38 per cent) |
| **Total budget controlled** | £123m |
| **Average number of regions their organisation operates in** | Four |
| **Average number of regions personally responsible for** | 2.6 |

# SECTION 1

## B2B marketing leaders – from within

Before we begin our tour of the marketing leader (from above, below and outside), let's start on the inside. In particular, what does each marketing leader see as their biggest priority for the next 12 months?

Unsurprisingly, most marketing leaders' top priorities are strategic rather than tactical:

- How do I get buy-in at a senior level?
- How do we keep up-to-date with industry-wide marketing trends and ensure we remain innovative in our methods?

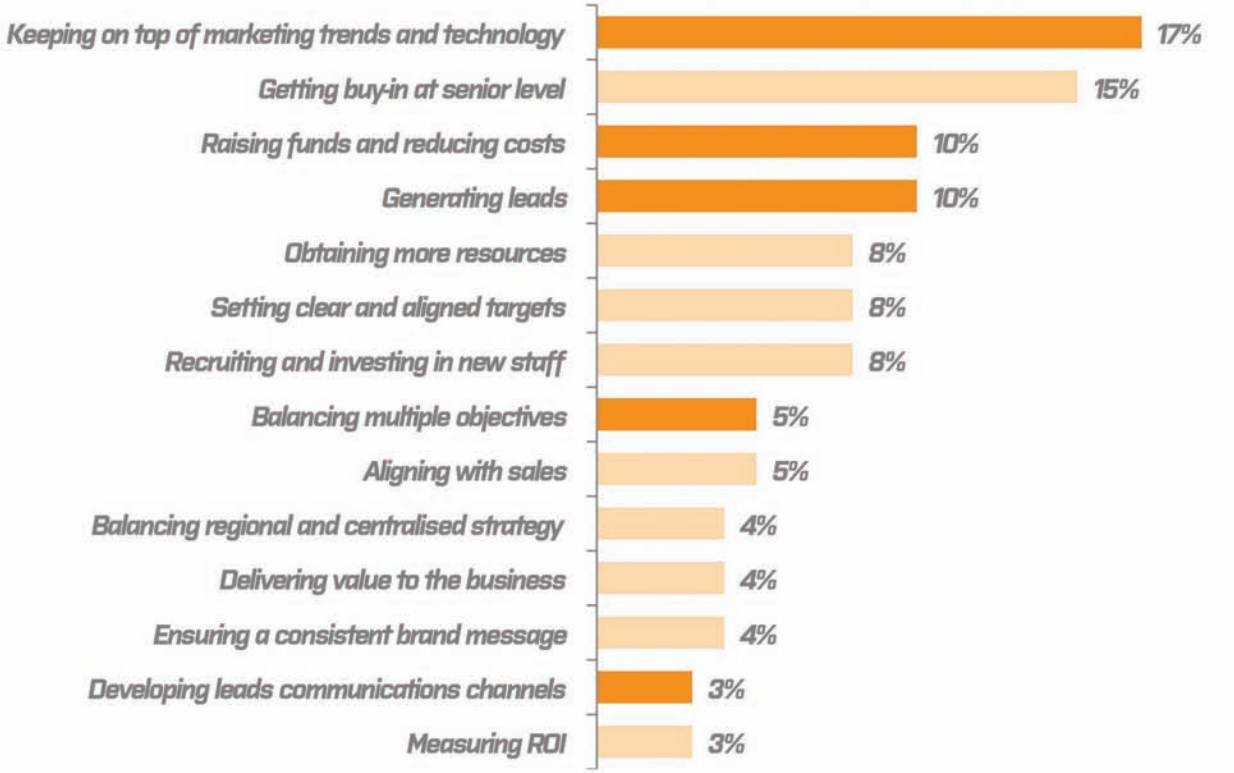
But top priorities aren't exclusively strategic. For some, it's all about being tactical, generating leads and doing more with less. This reflects the broad range of job titles that make up the 'marketing leader' segment – including CMO, marketing director, head of marketing and VP of marketing – and the diverse range of companies within the sector, with different attitudes to marketing, different business challenges and different levels of sophistication of communications. Despite this, it's useful to note that there's no 'one-size-fits-all' approach to marketing challenges – they are typically very diverse and quite personal to the individual.

**Figure 1. Strategic and tactical marketing priorities**




Question: What is your biggest marketing priority for the next 12 months?
Base: All marketing leaders (102)

**Figure 2. Marketing priorities**




Question: What is your biggest priority for the next 12 months?
Base: All marketing leaders (102)

## Peer-to-peer engagements can shed new light and help validate strategy

There are no overriding challenges or issues facing B2B marketing leaders, consequently there are few broad-brush solutions to marketers' challenges, which can be directly replicated from one scenario to another.

However, there are a number of significant themes that are preoccupying practitioners, and learning and sharing experiences from one B2B scenario to another can be extremely helpful in achieving desired outcomes and providing new perspectives. Marketing leaders must, therefore, take every opportunity to engage with contemporaries in the B2B space, via networking events, dinners and in an online environment. The truth, as they say, is out there.



**JOEL HARRISON**
**DIRECTOR OF EDITORIAL & CONTENT**
**B2B MARKETING**

# SECTION 2

## B2B marketing leaders – from above

As noted in the previous section, getting leadership buy-in will be the second biggest priority for B2B marketing leaders in the next 12 months. One facet of getting buy-in is to earn the respect of the leadership team. If you can't prove the value of marketing to the senior team, you won't get their respect and they won't listen to you.

It's good news on this front, as 88 per cent of the interviewed B2B marketing leaders felt the marketing function got respect from above. But pity the 12 per cent who do not feel marketing is respected by the senior team. However, without wanting to sound like Aretha Franklin, what is respect? It can range from grudging – "you're good at spending money, I'll give you that"– to admiration.

**Figure 3. Respect for the marketing function**




Question: To what extent do you think your organisation's senior leadership team respects the marketing function?
Base: All marketing leaders (102)

Only 37 per cent of the marketing leaders interviewed felt their senior leadership team had great respect for it. So marketing is seen as having value, but this value has its limits. Sound familiar?

Nevertheless the last two to three years has seen support grow. Thirty-nine per cent of those interviewed said their senior leadership team has been a lot more supportive over this period. Another 30 per cent felt they had been a bit more supportive.

**Question: Has the senior leadership team become more or less supportive of marketing in the past two to three years?**
**Base: All marketing leaders (102)**

**Figure 4. Support for marketing**




## Walk the walk, talk the talk



**JOEL HARRISON**
**DIRECTOR OF EDITORIAL & CONTENT**
**B2B MARKETING**

Marketing leaders must make cultivating internal respect, for both marketing generally and their activities specifically, from the board or C-suite a primary priority. This may be easier said than done, but ignoring this is simply not an option.

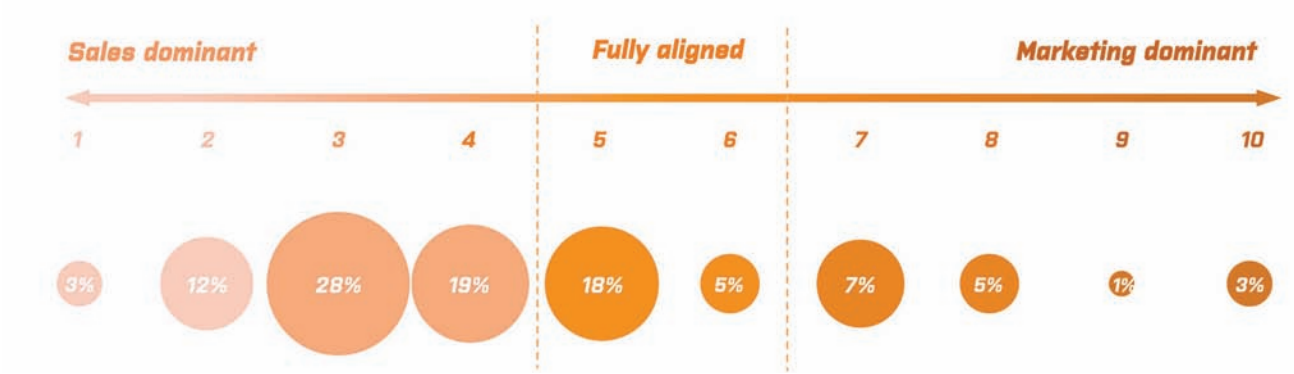
There is no single way to achieve this objective, but, in general, marketing leaders must understand the board's agenda and priorities, and learn to align marketing activities to achieve these. Critically, practitioners must remember that explicit documented objectives are not the only ones that are important – there are also likely to be objectives that are less clearly expressed or visible, but that may be equally important.

This is where marketing overlaps with organisational psychology and politics. Marketers must understand and respond to the organisational body language of the board, just as well as the formally documented objectives. Underpinning all this, however, must be marketing activity that enables clear, easy and concise measurement, and consequently allows marketers to justify what they are doing and why.

Of course, marketing leaders' sense of respect and support is largely driven by internal culture and dynamics. In particular, the extent to which marketing has a say in internal matters.

We like to think that organisations can be placed on a spectrum. At one end there are those that are completely dominated by the sales function. At the other, are those completely dominated by the marketing function (they exist, right?). Somewhere in between are organisations that align both functions in perfect harmony.

**Figure 5. Marketing and sales alignment**




Question: Please indicate where you feel your organisation is positioned on this spectrum.
Base: All marketing leaders (102)

When we asked B2B marketing leaders where they would put their organisation on this spectrum, 62 per cent said their organisation was dominated by the sales function (scoring one to four on the spectrum). Fifteen per cent said sales 'completely' dominated their organisation (scoring one or two).

At the other extreme, 16 per cent of marketing leaders said the marketing function dominated their organisation. Only a quarter (23 per cent) of B2B marketing leaders think their organisation has aligned sales and marketing in perfect harmony.

It's official then. Rightly or wrongly, most marketers play second fiddle to sales. But what does this mean in practice? Does it really matter?

Let's start with the short answer: yes.

And the long answer? First, it's a question of respect. For marketing leaders in organisations that aren't dominated by the sales function, the glass is very much more than half full. More than two thirds feel their senior leadership greatly respects the marketing function.

**Figure 6. Senior leadership's respect for marketing**




Base: 39 Base: 63

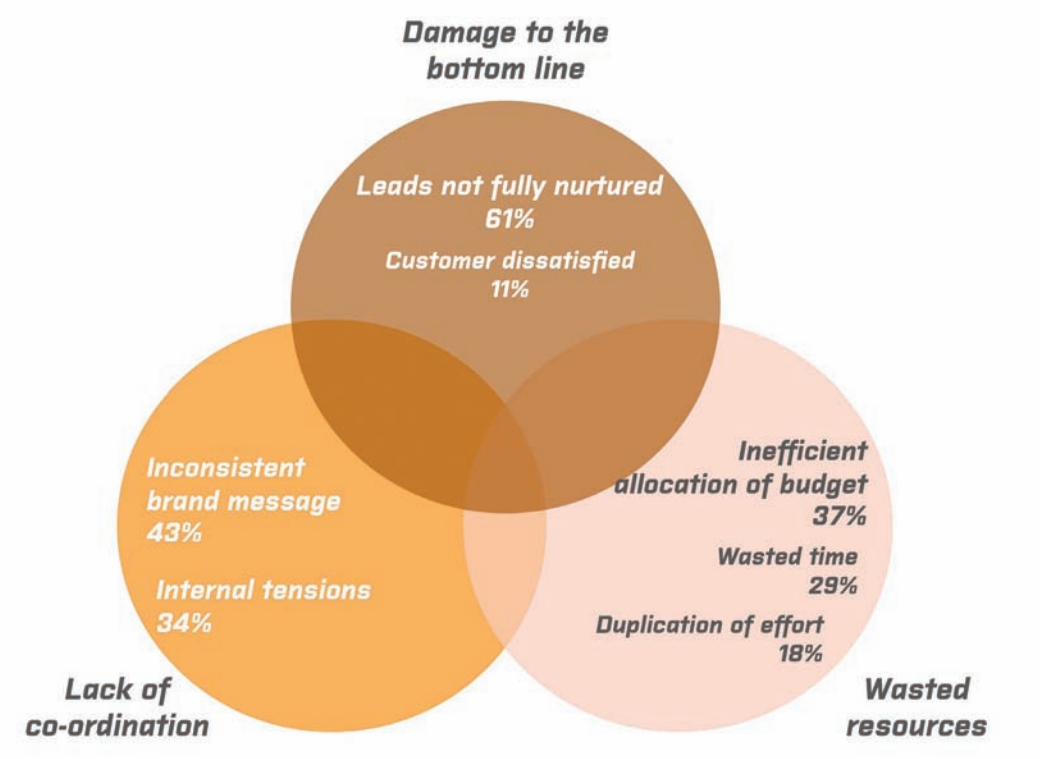
**Question: To what extent do you think your organisation's senior leadership team respects the marketing function?**
**Base: All marketing leaders (102)**

By contrast, in sales-dominated organisations marketing leaders see the glass as almost empty. Only 17 per cent feel greatly respected by their senior leadership. Just as many think their senior leadership has no respect or is neutral about the marketing function.

'So what?' you might say. Respected or not, marketing leaders will still do their job. Of course there are more serious organisational consequences to a misalignment of sales and marketing. These can be grouped according to three themes:

**1.** Resources are wasted.
**2.** The bottom line is affected.
**3.** There's a lack of co-ordination.

**Figure 7. Top three consequences of misalignment**

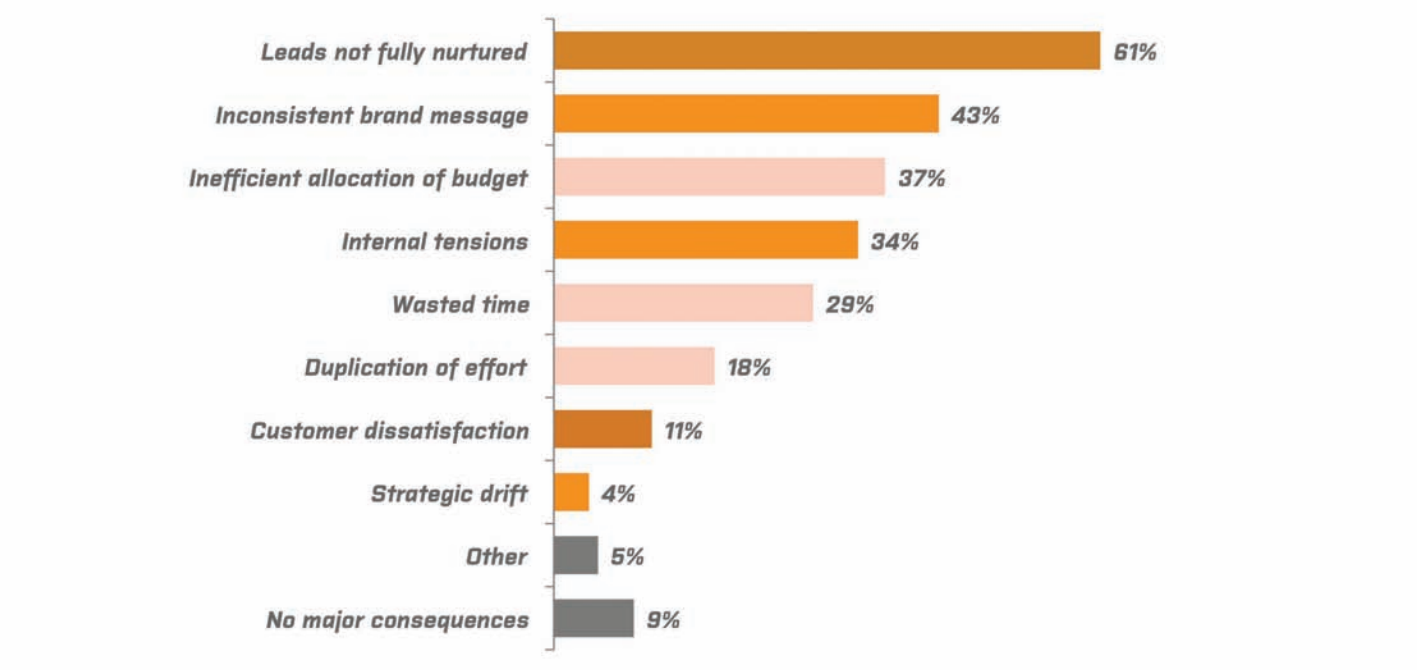



Question: What are the three most significant consequences of this misalingment?
Base: Marketing leaders facing problems with misalignment (79)

The primary consequence of sales and marketing misalignment is that the leads created by marketing aren't fully nurtured by sales. With marketing leaders under pressure to create leads, it can be frustrating when they fall through the cracks. And if leads are being wasted, aren't marketing's resources too? Couldn't marketing's time and budget be more efficiently allocated? Is sales missing a trick too?

If sales and marketing aren't reading from the same page, the lack of co-ordination can have internal and external consequences. Externally, an inconsistent brand message will be sent to market, diluting the strengths of a brand positioning. Internally it could mean tension between the two parts of the organisation, which perpetuates the issue and distracts both sides from their core objectives.

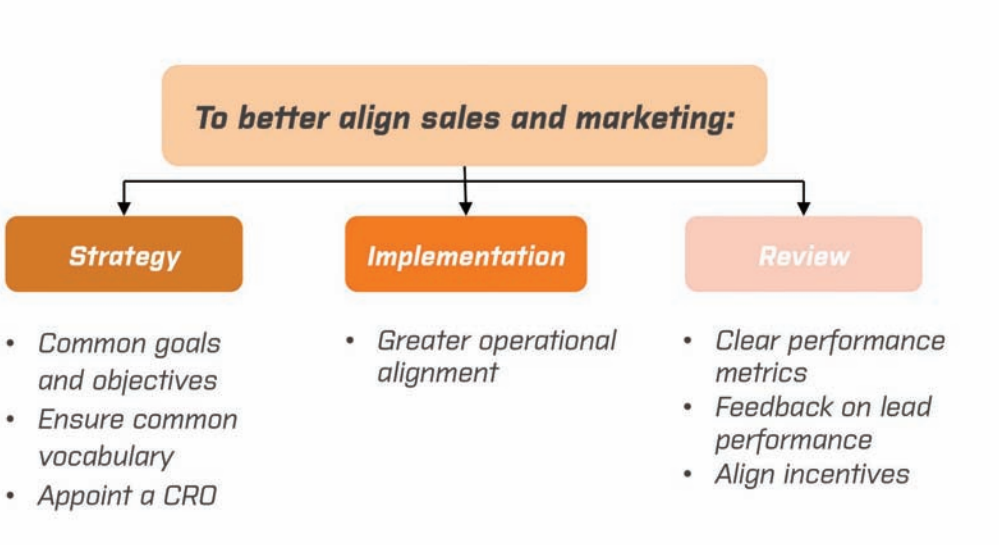
**Figure 8. Significant outcomes of misalignment**




Question: What are the three most significant consequences of this misalingment?
Base: Marketing leaders facing problems with misalignment (79)

They are the consequences of misalignment, but how can the issue be solved? Marketing leaders were given seven potential actions for solving misalignment and asked to select the three they felt would be most effective.

**Figure 9. Actions for solving misalignment**



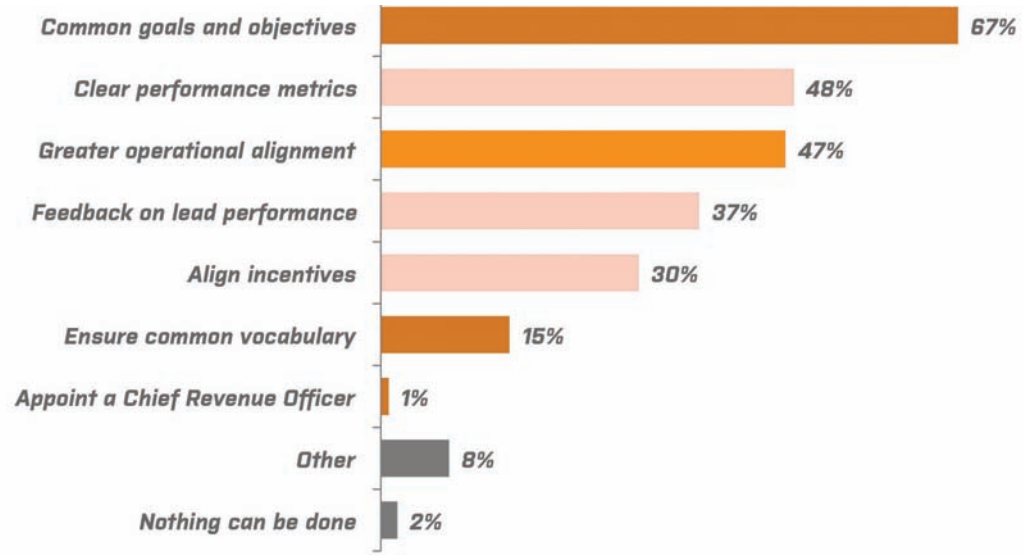

Question: What could be done to better align sales and marketing?
Base: Marketing leaders facing problems with misalignment (79)

Marketing leaders suggest a three-pronged approach:

**1.** Set common goals and objectives.
**2.** Align resources around these goals.
**3.** Track performance metrics.

It all sounds so simple. It isn't, of course. In reality, these steps require collaboration and equality, something that is not always easy in an organisation dominated by one part of the business.

**Figure 10. Processes for better alignment**

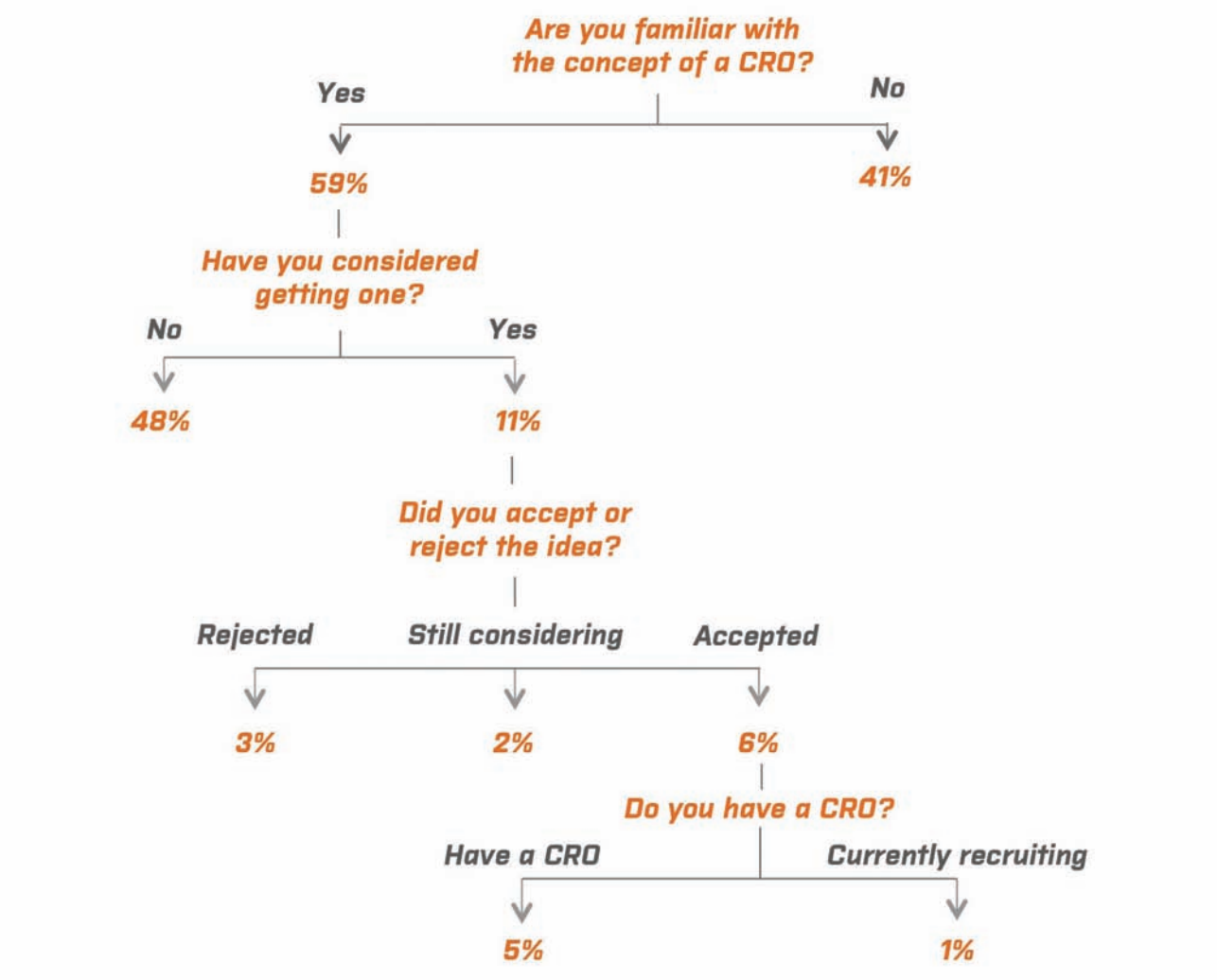



Question: What could be done to better align sales and marketing?
Base: Marketing leaders facing problems with misalignment (79)

Only one per cent of marketing leaders suggested that appointing a chief revenue officer (CRO) would be the most effective way to align sales and marketing.

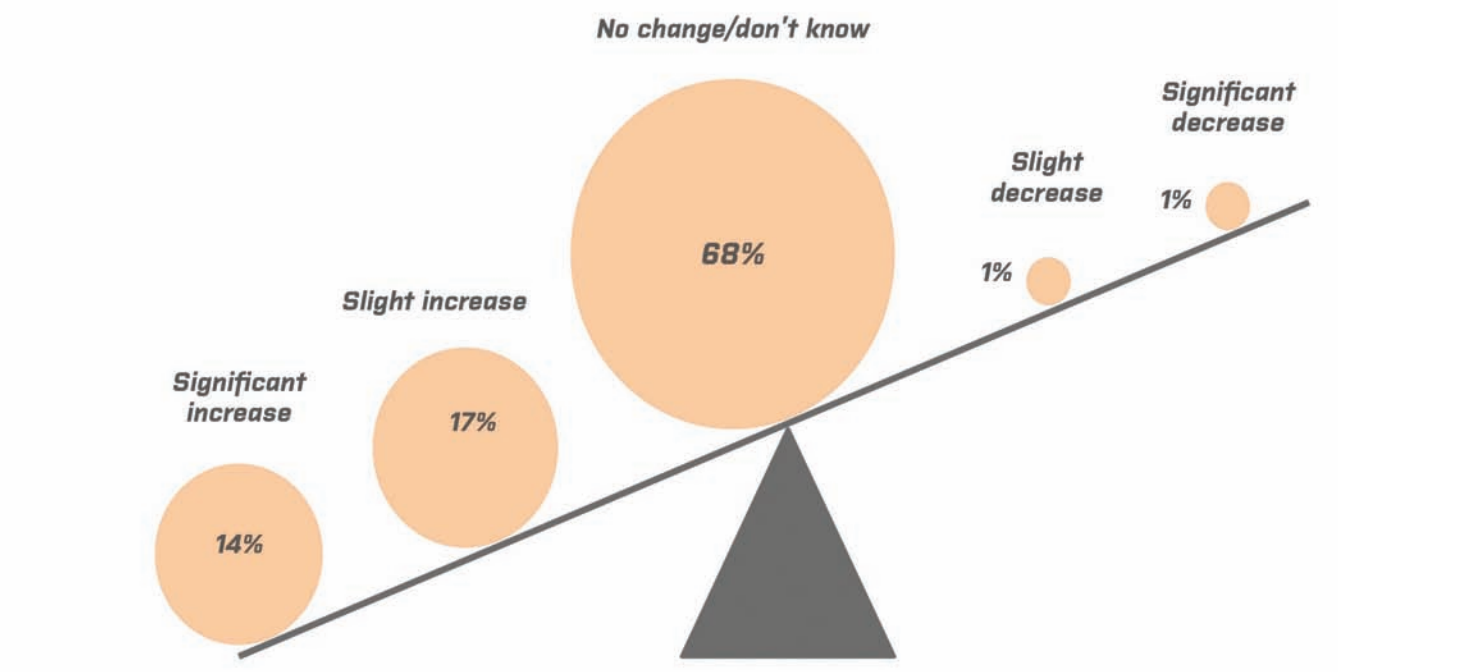
This isn't due to a lack of familiarity. The majority (59 per cent) are familiar with the concept of a CRO. But few (only 11 per cent) have actually considered getting one, and only five per cent said their organisation had appointed a CRO.

**Figure 11. CRO recruitment**




Question: Does your organisation employ a chief revenue officer?
Base: All marketing leaders (102)

**Figure 12. CROs impact on revenue**




Question: To what extent do you think a CRO would be able to drive up revenue within your organisation?
Base: All marketing leaders (102)

This isn't to say marketing leaders think CROs wouldn't have an impact on their organisation. In fact almost a third (31 per cent) believe that appointing a CRO might lead to an increase in revenue. For this minority, a CRO might increase revenue, but at the same time there are other actions (e.g. ensuring common goals and objectives) that are felt to be more effective in aligning sales and marketing.

Having said that, over two thirds of marketing leaders felt that appointing a CRO would not lead to an increase in revenue for their organisation. Here's a few reasons why:

**Figure 13. Reasons CROs may not be able to increase revenue**




Question: Why do you think a CRO would be unable to increase revenue?
Base: All marketing leaders who believe a CRO wouldn't increase revenue (71)

## Alignment is a moving target



JOEL HARRISON
DIRECTOR OF EDITORIAL & CONTENT
B2B MARKETING

Ensuring sales and marketing alignment or engagement has long been recognised as a critical issue for B2B marketing leaders, and there can be few in this audience for whom it is anything but a top priority. While in recent years the marketing automation vendors have energised the debate with new thinking and tools to enable organisations to overcome many of the obstacles inherent in this issue, it is clear that far from all B2B companies have embraced these new ways of working.

Furthermore, the concept of the CRO appears to have fallen largely on deaf ears and been widely rejected by B2B marketing leaders to date – at this time the concept seems like one element of vendor-led hype that may be a bridge too far for respondents.

Looking ahead, marketers must keep their eyes open and their ears firmly tuned into the debate around revenue, sales engagement and automation – both technology and thinking are evolving quickly, in response to new technologies and ways of working. Marketing leaders must also maintain an open and evolving dialogue with sales to ensure engagement practices can dynamically respond to structural changes in the market to make best use of emerging opportunities. Effective sales engagement is an iterative process.

# SECTION 3

## B2B marketing leaders – from below

Let's do a complete 180-degree turn. Whatever's happening in the wider organisation, marketing leaders need a team to support them. More specifically, they need to recruit and train a team to do this. This section explores staffing and training.

**Figure 14. Change in candidate pool quality**

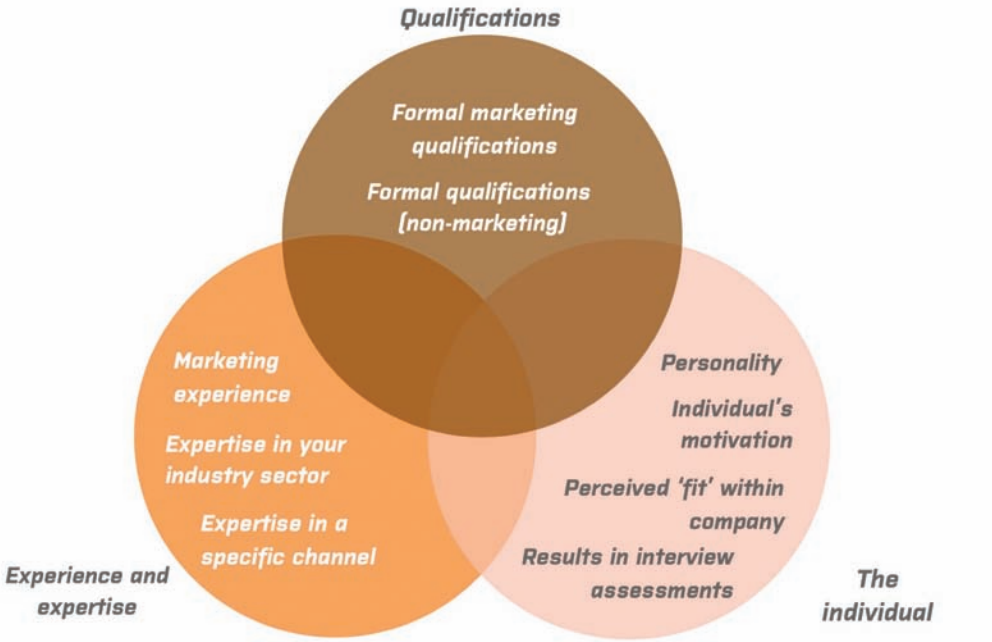



Question: In your opinion has the quality of the candidate pool changed in the past two to three years?
Base: All marketing leaders (102)

Marketing leaders are split on whether the candidate pool from which they recruit their team has got better or worse in quality over the past two to three years. Almost a third (31 per cent) think the quality has increased, while 20 per cent think it has decreased. The rest either think the quality hasn't changed, or just don't know.

But what are marketing leaders looking for from the candidates? Nine criteria seem of particular importance when marketing leaders recruit members to their team:

**Figure 15. Recruitment criteria**




Question: Which factors have the greatest weight in your decision when recruiting?
Base: All marketing leaders (102)

When asked to note which of these factors was most important in recruiting members of their marketing team, a clear story emerges. Fifty-nine per cent of marketing leaders said their number one criteria when recruiting related to a candidate's expertise or experience. Of particular importance was a candidate's experience in marketing roles (the most important factor for a third of marketing leaders).

For a smaller minority (35 per cent), the most important criteria relate to the individuals themselves. In particular, how motivated they are, what their personality is like, and how they would 'fit' within the company. Only a very small minority (three per cent) think candidates' qualifications should be the primary criteria to recruiting members of their marketing team.

**Figure 16. Factors with the greatest weight for recruitment**




Question: Which factors have the greatest weight in your decision when recruiting?
Base: All marketing leaders (102)

This finding brings to mind two famous adages. On the one hand, this result seems to confirm the old trope that a qualification from the 'university of life' is valued higher than a qualification from university itself. On the other hand, it would appear that the adage 'recruit on personality, train on skills' no longer rings very true to marketing leaders.

In fact, this is particularly brought home when you consider marketing leaders' answers to the question: 'What is the best advice that you could give to a young marketer starting out in the industry right now?'

As you can see opposite, the best solution for young marketers hoping to be recruited is to build expertise and experience from a variety of sources. Formal qualifications are not so essential.

## The 10 commandments: marketing leaders' advice to young marketers

1. Get a broad range of work experience.

2. Get experience in a variety of marketing channels and marketing tools.

3. Understand the foundations of marketing.

4. Think from a customer's point-of-view.

5. Get involved with sales.

6. Knowledge is power – absorb as much as you can as a source for new ideas.

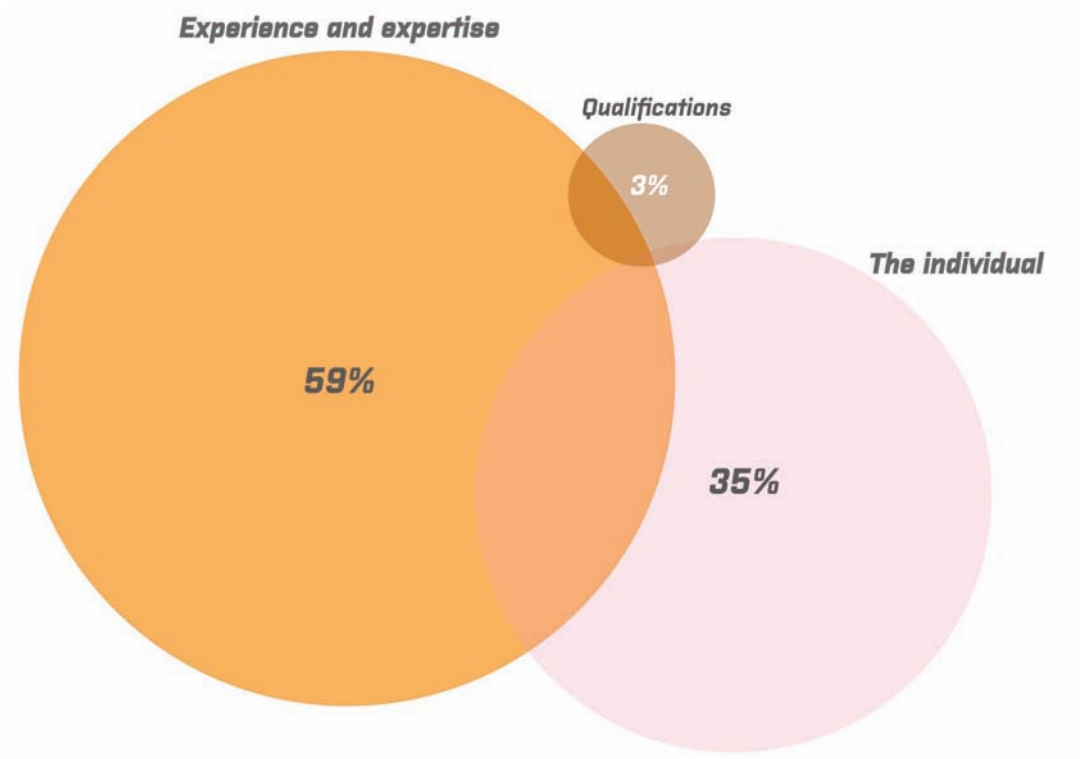
7. Be passionate and interested.

8. Be strong in what you stand for and careful what you fall for.

9. Challenge the traditional way of doing things.

10. Don't forget the bottom line.

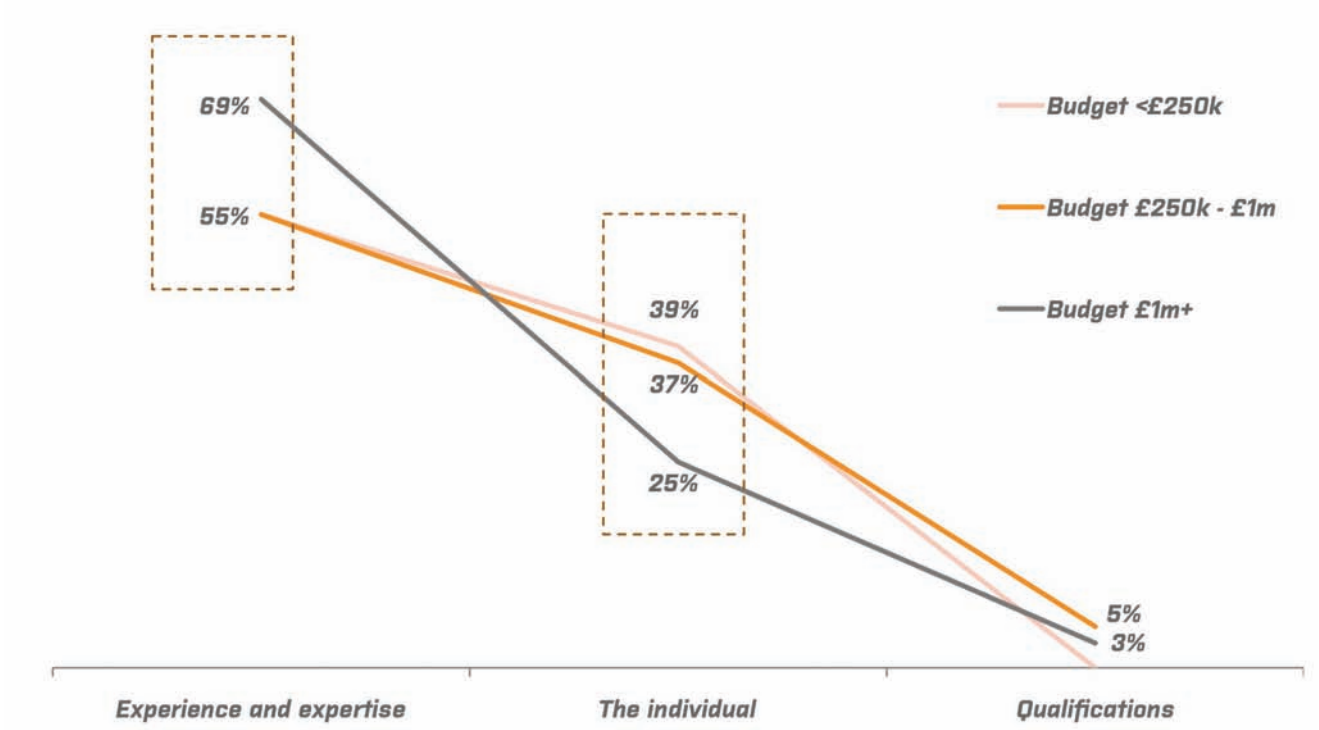
**Figure 17. Recruitment criteria pool**




Question: Which factors have the greatest weight in your decision when recruiting?
Base: All marketing leaders (102)

In other words, perhaps this is a more accurate reflection of each criteria's relative importance.

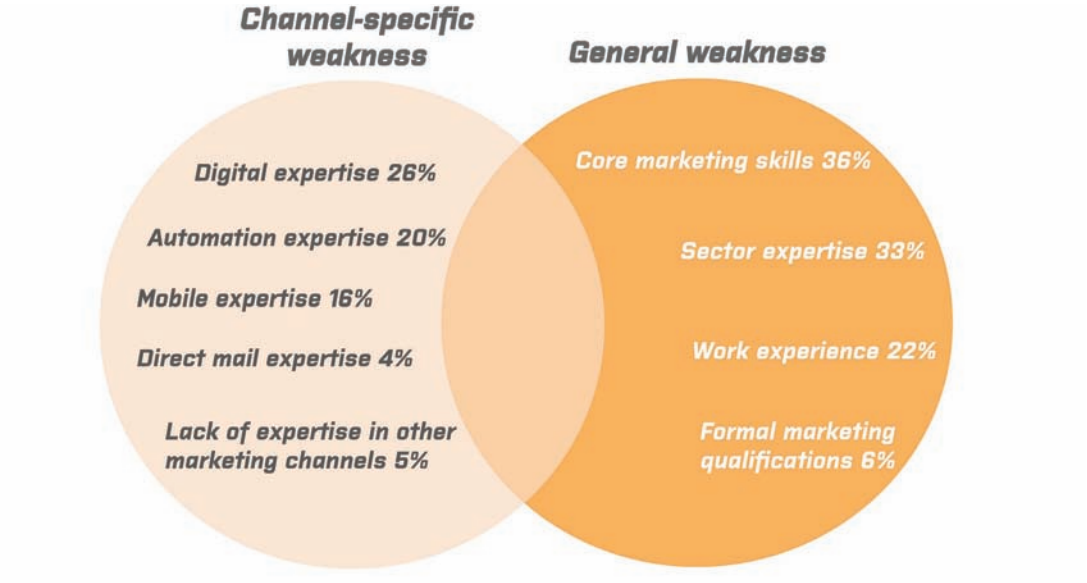
**Figure 18. Budget versus recruitment criteria**




Question: Which factors have the greatest weight in your decision when recruiting?
Base: All marketing leaders (102)

For marketing leaders responsible for marketing budgets greater than £1m a year, experience and expertise become even more important, and the candidate's 'make-up' is down-weighted in importance. With greater budgets comes greater risk, which makes marketing leaders up-weigh expertise over personality.

**Figure 19. Marketing team weaknesses**

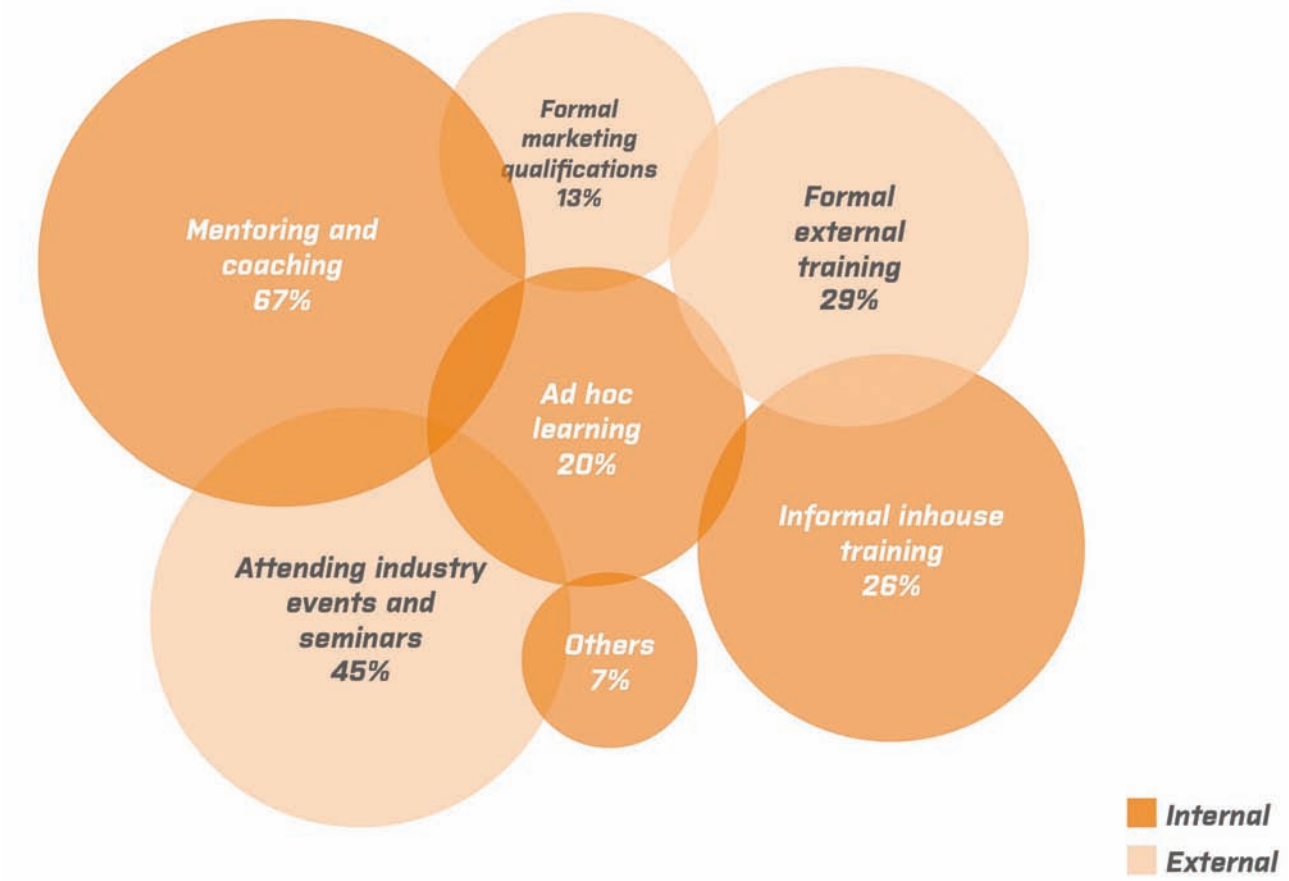



Question: Where are the biggest weaknesses among your marketing team?
Base: All marketing leaders (102)

Marketing leaders' preference for experience and expertise makes sense when you consider what they view as the biggest weaknesses among their current marketing team.

They believe their marketing team's biggest weaknesses are in core marketing skills, expertise in their organisation's sector and expertise in digital. Less of a weakness are formal marketing qualifications.

**Figure 20. Improvements to marketing teams' skills**




Question: What are your plans to improve your marketing team's skills going forward?
Base: All marketing leaders (102)

Those interviewed said they plan to solve these areas of weakness through a mix of internal and external training. Interestingly, marketing leaders again seem to favour more informal, experience-based forms of learning than formal marketing qualifications.

## Education, education, education



JOEL HARRISON
DIRECTOR OF EDITORIAL & CONTENT
B2B MARKETING

It's surprising to note that despite the best efforts of marketing education bodies such as the CIM and the IDM, it seems that when it comes to recruiting for new members of the marketing team, marketing qualifications are barely worth the paper they are written on.

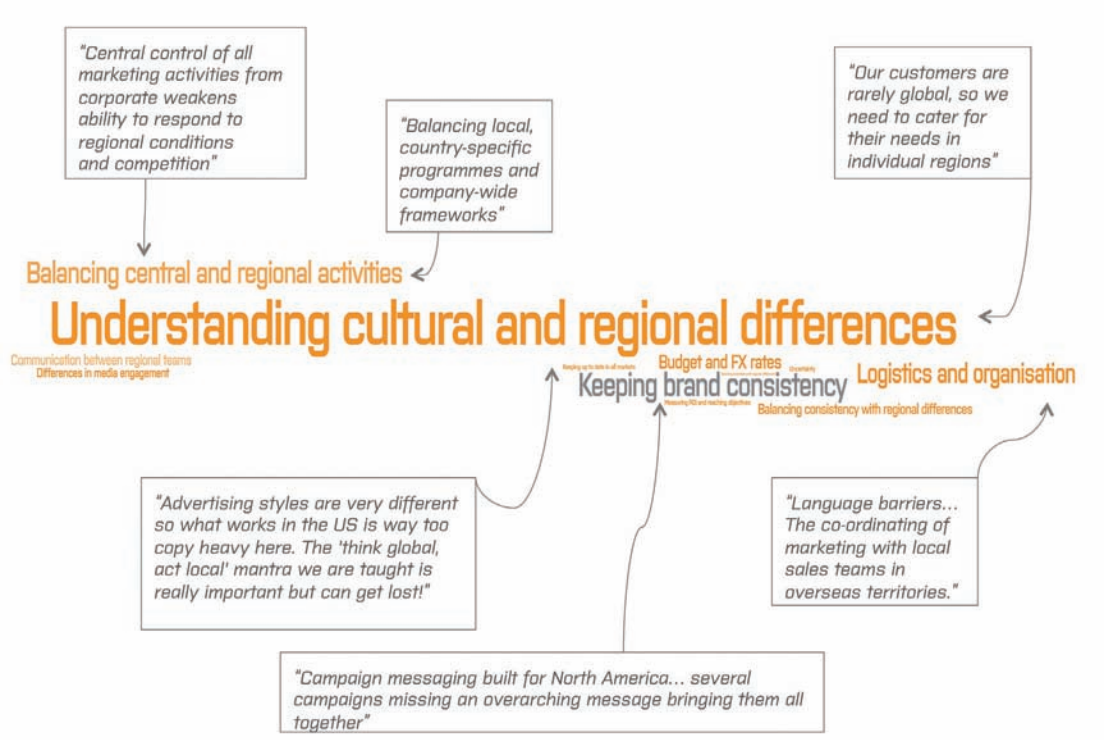
What's more surprising is perception of a marketing skills gap – not around the new generation of digitally-focused skills, but on more traditional or 'core' skills (such as direct marketing). It is likely that digital skills are easier for today's new marketers to acquire through their everyday lives, while core marketing skills require training – formal or informal.

As digital becomes more entrenched, this skills gap is likely to widen, and marketing leaders must take responsibility for bridging this, either by bringing in new staff with the correct level of expertise or diagnosing issues with existing employees and providing training accordingly. Either way, it seems marketing leaders will have to be more focused on core marketing skills in the future, possibly to the detriment of their current focus on sector-based expertise and experience. This may require them to look outside their industry when recruiting, which may also bring in future new ideas.

# SECTION 4

## B2B marketing leaders – from the outside

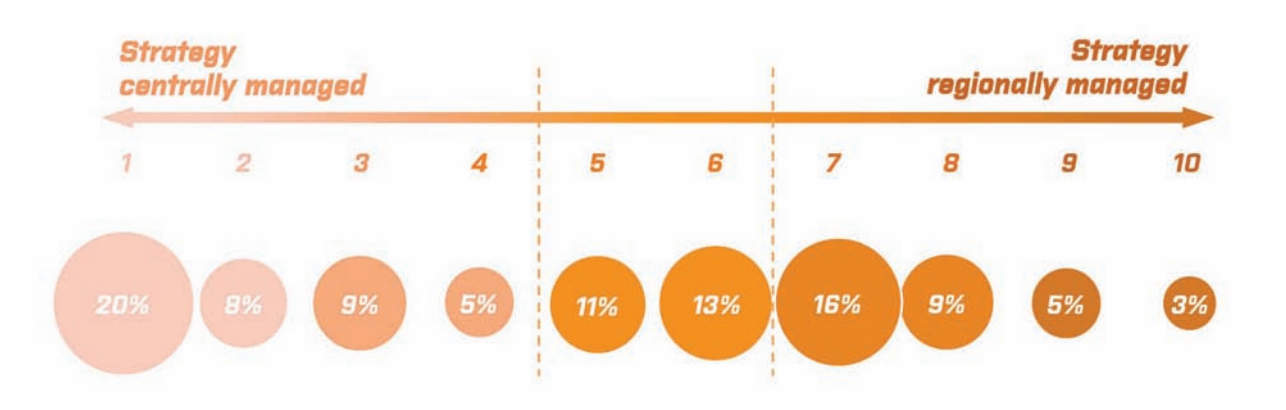
**Figure 21. Global marketing challenges**




**Question: What are the biggest challenges you face to your marketing globally?**
**Base: All marketing leaders answering question (66)**

Getting buy-in from the senior team and recruiting/training staff have been issues for marketing leaders since their role came into existence. But global B2B marketing is a relatively new phenomenon, for some brands in particular, and brings with it a whole new set of challenges.

**Figure 22. Strategy management**



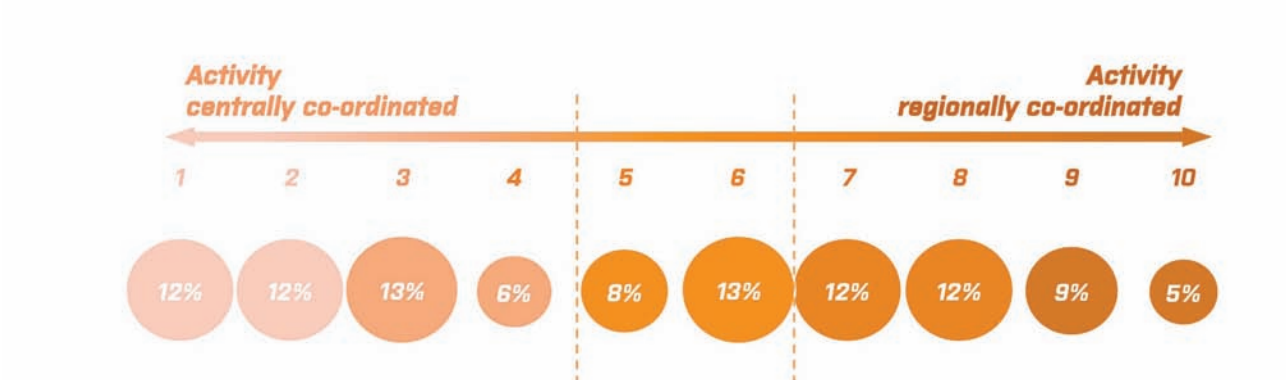

Question: Please indicate at which end of the spectrum you feel your organisation is positioned.
Base: All marketing leaders answering question (75)

In essence, the core challenge is to ensure a consistent brand message globally while allowing for regional differences, both internally and externally.

So how do marketing leaders choose to walk this tightrope? Do they manage strategy centrally, and leave individual campaigns to regionally autonomous teams? Do they employ one global agency, or does each region have its own agency?

A sizeable proportion of organisations (33 per cent) say regional teams are largely responsible for administering their marketing strategy. However, a larger number of marketing leaders (42 per cent) say their marketing strategy is managed centrally.

**Figure 23. Activity management**



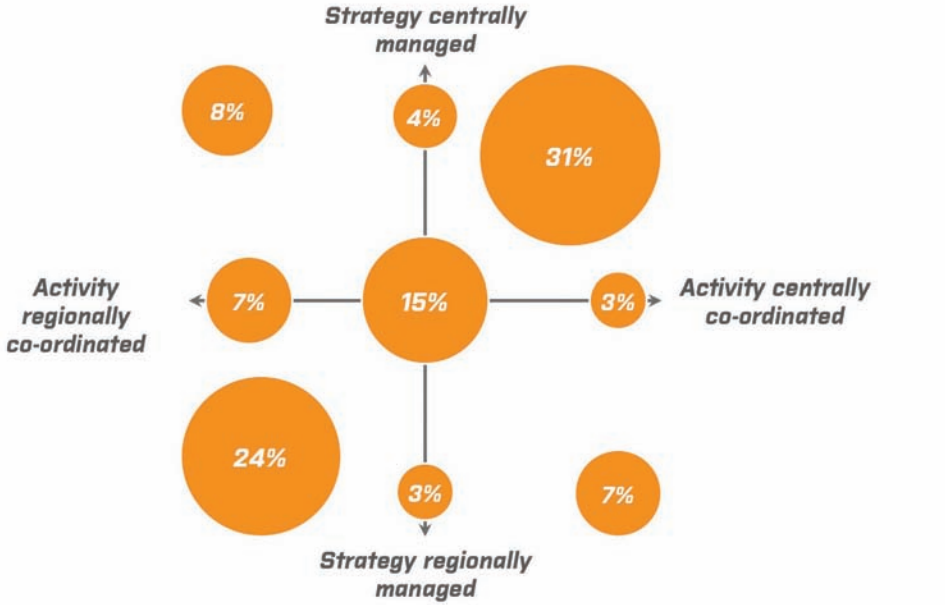

Question: Please indicate your marketing activity position on the spectrum.
Base: All marketing leaders answering question (75)

It's a similar story with marketing activity, with 43 per cent of organisations co-ordinating marketing activity centrally, and 38 per cent letting regional teams have autonomy.

But is there any overlap? Are the two-fifths of organisations managing strategy centrally the same as the two-fifths co-ordinating activity centrally?

The answer is most of them are. In fact, just under a third of the organisations interviewed said they deal with the problem of marketing globally by ensuring both strategy and activity are managed centrally. At the other extreme are those who let regional teams co-ordinate both activity and strategy (24 per cent of those interviewed).

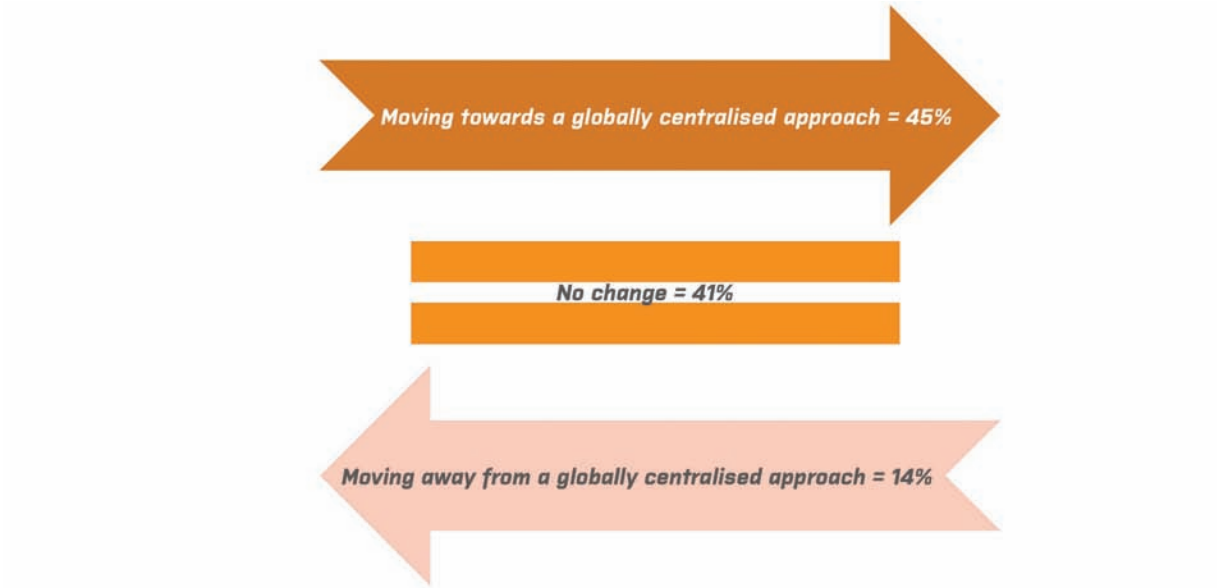
**Figure 24. Approach to marketing activity and strategy**




Question: Please indicate where your organisation is positioned on this spectrum.
Base: All marketing leaders answering question (75)

In recent years, organisations have started to move towards a more centralised approach to global marketing. Just under half of those interviewed (45 per cent) revealed the last two to three years have seen their organisation move in this direction, compared to only 14 per cent who said their organisation had moved away from a centralised approach over this period.

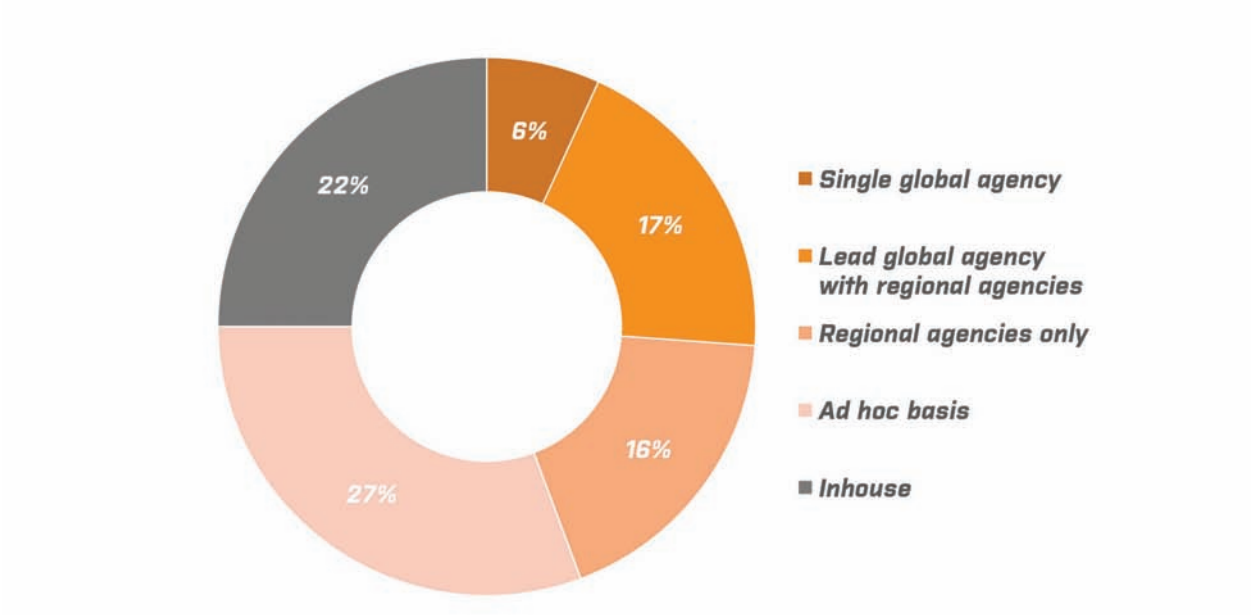
**Figure 25. Change in globally centralised approach**




Question: In the past two to three years, would you say your organisation has moved closer towards or further away from a globally centralised approach?
Base: All marketing leaders answering question (75)

Of those moving towards a more centralised approach, 59 per cent think this change is helping them to better achieve their marketing objectives (contrasting with 32 per cent who believe it is hindering their objectives, and nine per cent who are neutral about it). For most, this move towards a centralised approach is a step in the right direction, possibly driven by necessity.

**Figure 26. Usage of agencies**




Question: Which of the following statements best describes how you work with marketing agencies across multiple countries?
Base: All marketing leaders answering question (77)

Turning to the usage of agencies, marketing leaders favour a mix of approaches to working with marketing agencies across multiple countries. What is clear is that global agencies are favoured by only a minority of marketing leaders. Only six per cent favour a single global agency, while 17 per cent like to combine a lead global agency with regional agencies.

Indeed, while most organisations seem to be moving towards a more centralised approach to marketing, it would appear that many see agencies as a way to ensure their marketing is still tailored according to different cultural and regional differences.

## Think global, act local



JOEL HARRISON
DIRECTOR OF EDITORIAL & CONTENT
B2B MARKETING

Migrating to global marketing while retaining a local flavour for relevance and resonance is the ulitimate contradiction of B2B marketing in the 21st century – these two objectives are at best conflicting, at worst, mutually exclusive. The pressure pulling in both directions is unlikely to diminish any time soon, so it's likely that marketers will need to find a compromise in order to address this.

B2B marketing leaders must work with their people on the ground in key national territories to ensure communications activity retains relevance. If there is no local marketing team, this may involve working with agencies or even the sales team to achieve the level of insight and feedback required. Communications must be tested on a local level, and culturally adapted if required, but more importantly enough time must be put in up front to ensure ideas and objectives are relevant to all markets, and are likely to be effective.

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