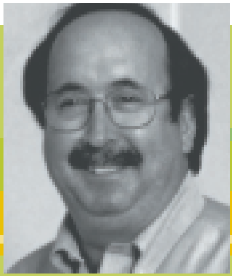
Rob Malcolm
President of Global Marketing Sales and Innovation
Diageo

The Brands Lecture

2003

100% Marketing

British Brands Group



Rob Malcolm was born and raised in Southern California, USA. He graduated from the University of Southern California in 1974 with a BSc and an MBA in 1975.

He joined Procter & Gamble in the USA in 1975. During a 24-year career with the company he held various marketing positions until his appointment in 1988 as Vice President/General Manager for Personal Cleansing Products in the USA. He then began his international career, first as Vice President/General Manager for the Arabian Peninsula in 1992 and then as Vice President/General Manager for Beverages in Europe, the Middle East and Africa in 1995.

Rob joined United Distillers & Vintners (UDV) – the wine and spirits arm of Diageo – in 1999 as Global Scotch Category Director, located in London.

In December 1999, Rob was appointed Global Marketing Director for UDV – responsible for driving the growth of the global priority brands and building a world-class marketing and innovation organisation.

He was appointed President, Global Marketing, Sales and Innovation, GuinnessUDV (the merged beer, spirits and wine business of Diageo) on 1 September 2000.

GuinnessUDV became Diageo plc officially on 1 July 2002, coinciding with the divestiture of Pillsbury, the acquisition of several Seagram businesses and the announced divestiture of Burger King. Diageo is now the world’s leading premium drinks business.

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17 June 2003

Rob Malcolm
Diageo

A warm welcome to the third British Brands Group Lecture. It is a terrific honour for me to be invited to speak for this Group and a particular honour to follow in the footsteps of such distinguished academics, practitioners – even legends – in British marketing, Tim Ambler and Jeremy Bullmore.

In the inaugural talk three years ago, Tim did a fabulous job in establishing the critical importance of brands in creating shareholder wealth. He somewhat provocatively asked why do senior management of our companies spend such a small portion of their time and energy, individually and collectively, on the government of these precious assets. He concluded by issuing a clarion call for us all to step up our own stewardship and championship of brand equity. He called on us all to make sure that everyone understood that maximising the value of our brands was tantamount to maximising the value of shareholder equity.

Last year Jeremy built from this challenge to illuminate some of the difficulties and challenges brand builders face. There is a great quote from his talk that I want to borrow when he talks about brands and brand builders: 'Ours is a difficult concept to grasp and an even harder one to sell. Fiendishly complicated, elusive, slippery, semi-real, semi-virtual entities.'

I wonder if he was talking about brands or those of us in brand building. I choose to think he was talking about brands. But he did end up with the particularly memorable declaration, 'when CEOs think about brands, their brains hurt'. Now I am not sure I am going to try to sell that to my boss, and I would not endorse any of you trying to sell that to the heads of your companies, but it does underscore the size of the challenge we have and the scope and opportunity we have as brand builders and marketers.

So here we are, a year later on, and as I was contemplating following these two long-term masters of their craft and considering what I could bring to advance the debate, I felt a little like Hank Morgan, the protagonist in Mark Twain's memorable book *A Connecticut Yankee in King Arthur's Court*. For those of you who are not familiar, Hank Morgan was a nineteenth-century New England mechanic who suffered a blow to the head and wakes up in King Arthur's Britain some fifteen centuries earlier. (I was feeling on safer territory at this moment.) But he soon realises that the world is not a world of fairy tales and gallantry but a cruel feudalistic society. Ever resourceful, he sets out to modernise and improve things through an ingenious mix of magic and technology, chivalry and sheer tomfoolery.

So I felt I was now beginning to find some of the inspiration for my talk, the challenge we face as marketers, so I stiffened my spine and headed onward, or in my case I actually started heading a bit backwards.

I decided that the best course of action was to draw on a very different set of experiences to our two prior speakers: that of global client companies, where marketing is taken seriously, where brands and brand building are at the front of the Chairman's and the CEO's agenda, and where developing the discipline of marketing is taken seriously. I could draw some lessons from these experiences to help us along our journey, and to introduce a bit more of the magic and technology and a bit less of the tomfoolery.

I am referring largely to the years I spent at Procter & Gamble, where I cut my teeth on marketing, and more lately in Diageo which is one of the world's leading premium drinks businesses. Between these two great brand owners and brand building companies, one very established in its practices and expertise and one, despite the age and strength of its brands, at the early stages of building its capability, I spent the past twenty-eight years living, learning, studying, rebuilding, teaching and even nurturing brand building and marketing people. This is my first and my pervading love.

I have also learned first hand about the challenges from working with, at the last count, more than 200 brands across the globe in more than 160 countries, with a number of years in general management as well as in marketing. So I sometimes think of myself as both poacher and gamekeeper, with experience in central, regional, global and local roles of all kinds.

So with that background and framework, and assuming that Tim has convinced us of the value of brands and Jeremy on the difficulty of getting our arms around them, I thought I would take a crack at how we can move the task of brand building and building marketing capability forward in more practical terms. I have approached the challenge precisely as we would any marketing problem, with typical analytical discipline. I looked at the marketing function and brand building across four dimensions:

- First, look at what is happening in the market in which we are competing – that is the corporate world in which we exist today.
- Second, focus on the consumer, to try and understand what our consumer wants. In this particular case the consumer of brand and marketing functions would be the senior management or the other senior stakeholders, shareholders, and Board.
- Third, look into what your product delivers – the marketing function itself.
- And finally, take a close look at the competition and what they are up to.

The analysis and interaction of these four factors hopefully will lead to a marketing plan for the marketing function for brand building, just as it does for any brand that we purchase today. That is the theory anyway, so let's see how it works. Let's look at these one at a time.

The market, the corporate environment in which we compete today, is more focused on performance than ever, with a keen focus on growth; to be precise, not flash in the pan growth but on profitable, sustainable, top-line growth. Translate that to mean maximising total shareholder return, ruthless cost control, accountability, return on investment, fact-based analysis, increasingly good government and transparency about everything we do. The consumers, our core stakeholders, want consistency and predictability in the quality we offer. They want the delivery of promises. They don't like surprises. They want a higher degree of discipline, analytical rigour and above all, a consistent and known return for the investment that they are making in this important part of their balance sheet and P&L statement.

Turning to the product, our own marketing function, unfortunately it represents to many, smoke and mirrors, rather more art than science, a lack of professionalism, sometimes a lack of accountability, few guarantees on return on investment, and even worse references to us in print as 'slack ad guys'. The competition – the other functions in the enterprise, particularly our most understood and respected competitor, the finance department – offer on the other hand professionalism, ruthless analysis, promised return on investment, rigorous and well-understood analytical tools, sense of science and not art. And our junior cousins in public relations, well they believe they can get all the results of marketing but just without spending any money.

Chris Ingram, who most of you will remember as former Chairman of Tempest, sums it up well in an article just a week and a half ago in *Campaign* magazine. I quote:

> 'For too many on both sides of the fence, marketing has been regarded as a science or art in its own right, with members of this exclusive club happy to spend their time talking their own language to their own group and giving each other rewards. The result has been that marketing has allowed itself to be separated from business. It has not allowed itself to be judged by business criteria.'

The market, the corporate environment in which we compete today, is more focused on performance than ever, with a keen focus on growth.

We need to move the dial from 50% to 100% marketing

That is pretty damning stuff from one of our own. So if you are one of our owners or stakeholders what are you going to do? Are you going to invest in the 'trust me, I'm an ad man' function or put your energy and money in the 'believe me I can guarantee your cash return' function and show you the spreadsheet and regression analysis. Recent financial and corporate debacles aside, most would still find this an easy and certainly a defendable choice.

The fact is far too little has changed in the world of marketing and its perception since Lord Leverhulme's famous quote: 'Half of what I spend is wasted. The trouble is, I just don't know which half.' Some seventy years on from that quote, this is all too often how the marketing function is seen. Less than 50% effective, with serious, often high profile doubts about which half is the effective half. We really do still have a long way to go. So if marketing and brand building is to become a core part of the corporate DNA and to live up to the challenges that Tim and Jeremy have set for us, we do need to effect a dramatic shift.

Essentially, by my reckoning, we need to move the dial from 50% to 100% marketing. So how are we going to do this? I believe we should take our cues from situation analysis and return to our core competitor, in this case the finance function. Finance has three things going for it:

1. people know what the finance function does for the company and this is particularly true in British PLCs
2. people believe they do it professionally and with rigour, with titles like Chartered Accountants, and
3. most can prove their contribution absolutely, or at least they can prove it empirically.

While there may be some doubt about the proof, we all know numbers can be deceptive and at odds with reality but the fact is numbers tend to be trusted implicitly. Your own Disraeli first said, 'lies, damn lies and statistics'.

He may be right but that hasn't stopped the statistician, let alone the CEOs and CFOs. So, in contrast, what does marketing offer today? Too often, I believe, there is a lack of clear understanding of our role, a feeling that is often magnified in either financially oriented or sales-oriented companies.

A slightly dilettante image: is it really a profession like the law or chartered accountancy or something else that we don't really comprehend? And truth be told, we do have an all too unimpressive record of proving a solid return on the investment. So what must we do? What is our functional game plan to address this issue once and for all? I would offer three core suggestions for your consideration.

First and foremost, it is critical to get corporate understanding and more importantly 'buy-in' of what marketing contributes to the good of the enterprise. No more hiding behind the veil. Second, we seriously need to build true professionalism and capability throughout the function everywhere it operates. And third, we need to establish clear accountability and measurement of the contribution that we are making. If we can make progress against these three challenges, we can move ourselves well along the journey from 50% to 100% marketing, building both the brands we steward and the brand called marketing along the way, and in the end getting the return to shareholders on which our enterprises are founded.

Let me dive into each one of these in more depth, and I will draw directly from my experiences with the companies in which I have spent my life, each of which started from very different places on its brand building and marketing journey. I will also draw on the studies I have done of the other great brand building companies in the world, including Unilever, Nike, Coca Cola, L'Oréal and others, and the work of innumerable consultancies and some of the best advertising agencies in the world.

Corporate understanding and buy-in

So let me start with the first imperative: how do you get corporate understanding and buy-in into the critical role of marketing and brand building? I will admit that in some companies it was already well established so the real challenge was then getting universal buy-in across the whole organisation. But for those where marketing and brand building is not yet at the forefront of the enterprise and established at the core, I would offer these suggestions.

First, do the financial analysis that will reveal, and then illuminate, the difference between the book value of the assets of the company and the share price. While not 100% tied to intrinsic value of the brands, most often share prices reflect the investors' view of the future earning potential of the business and this usually comes from the outlook and the strength of the brands in that business. If you look at the Interbrand tables that are published annually, there are some great examples of the value of brands over and above the full asset value of the company.

Second, do another financial check. Do the financial returns on the brand building companies that consistently put their brands at the forefront of their corporate agenda and leverage that growth and strength in bottom line efficiency. It is no accident that total shareholder returns in a consumer goods company are consistently led by those companies who put marketing and brand building first. It is companies like Colgate and L'Oréal which have the highest track record of delivering leading total shareholder returns in the past forty years.

Now it is no accident that my first two examples of what to do begin with finance. We experienced marketers know that you always start from your target audience's perspective!

The third suggestion I offer you is gather some case histories, both from within your company and others. There are some fantastic examples out there of brands that have transcended some short-term crises that you might think would otherwise seriously damage the business. Is there any doubt in the value of the consumer trust in the Tylenol brand in the US, where it withstood a tampering challenge that resulted in numerous fatalities yet emerged a stronger and more trusted brand in the end? Or some of Coca Cola's mis-steps with handling quality issues in Belgium, bouncing back as soon as they had dealt with them. Or Unilever's own challenge with Persil on a product formulation issue, which a few years ago set the brand back but it is stronger today than ever. Or even Nike, as it overcomes its ethical working conditions issues in the Far East. It is not the functional product that protected these brands, it is the consumer trust built over the years in the brand itself. That is where the value of the enterprise lies.

The fourth suggestion is look at the brand's ability to evolve and change throughout the years, against consumer changes and through dramatic technical upheavals. But still the great brands retain the loyalty and following of the consumer base in the longer term. I am amazed to look at two brands in our own portfolio. Guinness continues to build loyalty and is stronger today than ever, yet the origins of the first product date back to 1759. Now I submit to you that it is not the advertising profile that has kept it strong all these years. There is something more about the imagery, trust and belief in the brand that has carried it through. Or Johnnie Walker, born in 1820 and still going strong.

Now, look at how a company like Procter & Gamble has turned itself around over the last twenty-four months by rededicating itself to its ten global brands, rebuilding its brand building capability after being focused on technology for a number of years. It doesn't undermine the importance of technology but it does say brand building is at the heart of the enterprise.

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Finally, understand the value creation of faster top-line growth relative to the other economic levers. When financially engineered or cost-driven companies run low on supply chain savings and acquisition efficiency, consumption-driven top-line growth begins to look like it is the future of the enterprise.

Now some would argue that it helps to have a marketer at the helm of the company, and often it does, but there are many great examples of great marketing and brand building companies which are not led by marketers. Interestingly, our own company, and just about all of its predecessor companies too numerable to mention, is probably known more for its financial prowess and acquisitive appetite than marketing or brand building. Yet the number one global initiative throughout the company across all functions which has received the most time, investment, support and dedication is in brand building, and that is not just about the marketing function.

These all may be great examples but the bottom line is: we in marketing and brand building need to get a seat at the top table and begin to put our function and our reputations on the line.

So my charge to all of us is to keep at it because it is worth the effort. In fact I don't know if there is any alternative.

We marketing leaders, whether of consumer branded goods companies or services, whether on the producer, services or agency side, we must raise our game and do so significantly.

Our journey; from 50 to 100% marketing

How do we motivate our stakeholders to understand the importance of brand building, and buy-in to marketing as a professional function and discipline?

- > understand and be ready to articulate difference between book value of your assets (brands) and the share price
- > garner the evidence that a consistent brand building ethos and capability improves shareholder return
- > research or develop case histories where strong brands saved the day
- > brand continuity through change – evolution, not revolution
- > understand growth as a value driver, relative to cost savings and efficiencies
- > lobby for the CEO to be a marketeer?

Building professionalism and capability

Now turning to the second challenge: how do we build marketing professionalism and real functional capability? This is simply a must, it is an imperative, whether we have a seat at the top table or not. We marketing leaders, whether of consumer branded goods companies or services, whether on the producer, services or agency side, we must raise our game and do so significantly. Harping back to Chris Ingram's comments, I fully endorse his challenge and I quote, 'It all boils down to two things, professionalism and trust' – and believe me it does.

Drawing on the two polar extremes of my own experience, of Diageo and P&G, I would offer a couple of suggestions. First is a concerted plan to build and sustain functional mastery in your corporation and second is a commitment to great talent, particularly the development of great marketing talent.

Make marketing functional mastery a top corporate, not just a marketing, priority. Declare it publicly, put yourself and the function on the line and then get on with making it happen. This has got to be a long-term commitment. Do not for one moment kid yourselves that there is a quick fix here. It requires money, investment, great people, time, tenacity, love, patience and some more tenacity. Once you have done this, obtained that kind of commitment and put yourself on the line, I would add a few 'how to's' to help you along the journey:

- First enrol top management in the journey. There is no substitute for CEO, Executive Committee and Board ownership and sponsorship. When you have that, you might hear around the organisation, 'Hey, these guys are really serious about this stuff.'
- The second tip I give you is train it yourself internally. Do not delegate this important task to anyone else. Core functional professionalism and capability must be your day job as senior marketing leaders. If you do not live and role model the

values, the tools, the language, the culture and nurture it, you cannot expect anybody else to.

- Third, make it output and growth-oriented so you can see the results. There is nothing that will embed this more by people seeing it work and saying, 'Hey, this stuff really does work.'
- Fourth, make it simple. If it is not simple, it won't happen. It won't stick.
- Fifth, make it creative and fun. Marketers love to play with fun things and create things. Feed this discipline in a fun, engaging way, so they not only get it but they feel great about it.

These characteristics are the hallmarks of the best sustainable marketing companies and capability programmes I have observed over the years. Most are a well-established part of the culture. Some, like ours at Diageo, are being built from scratch as we speak today.

I do believe there is something that you can learn from the revolution that is going on at Diageo at the moment, as we shift ourselves from a conglomerate, built more on robust mergers and acquisitions, into an organic grower of brands with world-class marketing in the forefront.

This is a journey that you too could undertake from wherever your current business is. At the time of the Guinness and Grand Metropolitan merger, now more than five years ago, the leaders of the company, who by the way were largely from the financial function, determined that there would be only three things that Diageo would be known for: people, performance and brands. Quite literally, attracting and retaining the best talent, building world-class brands and out-performing the competition were the three central themes of the corporation. Given this challenge, daunting though it was to create consistent and deep functional mastery across radically different businesses and people from all different cultures and company backgrounds, the senior marketing leaders put themselves and their organisation on the line.

Pulling a number of the absolute best and brightest high-flyers from the marketing function around the world into a central team full time, we went off to develop a top-to-bottom marketing capability programme and branded it as all good brand owners would – the Diageo Way of Brand Building. It has become known affectionately as *DWBB*, for short. I am not sure 'I've been *dweebed* this week' goes down very well, but that is where we are.

Drawing from the diverse experience of its own senior management, benchmarking the best practices that we find in the industry, from our competitors, from agencies, from academic literature, consultancies and advertising groups, the Diageo Way of Brand Building attempts to bridge the gap between the art and science of brand building and to build a sustainable marketing discipline into the corporation, into the very fabric of how we do business. Notice that I mention 'the corporation', not just the marketing function, as the asset through which we channel our message today.

Some fun facts will illustrate the magnitude of this effort and the journey that we have been on. More than 6,000 people have been trained in five full days' interactive training in the past three years. 100% of all senior management started in the first training programme with the CEO and the Executive Board. 100% of the marketing function, all of the executive teams and all functions in every market, and representatives from global supply and other global functions have been trained. It also includes training our agencies and joint venture partners. The Diageo Way of Brand Building is now how we market our brands. It is not just a programme or this month's seminar. It has become the day job and has permeated the language and approach to the business in every function and in every level of the company. I knew we were beginning to get on the right track, that we had started to arrive, when about eighteen months ago one of our senior sales directors said, 'Hey, we need a dweeb for sales. Please develop it fast as the marketing folks are moving ahead of us.' Does that ring any bells for anyone?

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We do all of the training ourselves. More than 350 internally qualified people have been trained to do this. Our senior marketers invest two weeks every year on their own training. I train two courses myself. It includes all aspects of marketing, from the start of the journey with the consumer through to the brand positioning and all executional elements of the marketing plans. It includes the core principles and philosophies about brand building that we believe in, the language, the processes and tools that are now common throughout the organisation. Critically it includes both high level conceptual learning and deep dives into specific subject mastery areas, and we are constantly striving to make it better and improving it.

We estimate the corporate commitment in investment terms over the past four years to be in the order of £35 million. That includes the cost of the days invested as well as all the programme and training costs. That is a very, very big commitment but one we feel has an almost immediate payback. As a percentage of the total investment in marketing, advertising and promotion, that number is actually less than one half of 1% of that asset. If we just increase the efficiency or effectiveness of our marketing programmes by only 5% a year, the payback is virtually instantaneous.

Let me now turn to talent, which is a critically important subject and one which I think we take all too frivolously. If the marketing function and brand builders are going to be a function that deserves a seat at the top table and delivers sustainable and predictable results over time, we need to step up our investment in talent and development. I would pose three questions. Are we attracting the right talent into the marketing function? Are we developing, nurturing, growing that talent over time? Are we building sustainable expertise and sustainable experience?

The best and most sustainable brand building companies invest seriously in finding and attracting great talent. They recruit the top raw material, talent that would be equally attractive to the top management consultancy, accountancy or legal firms. Talent with intelligence, leadership skills, people who are driven and, perhaps more importantly for our particular function, have an insatiable curiosity. Are we prepared to be competitive? Are we professional enough to compete for that kind of talent? In too many cases today we are not.

The best and most sustainable brand building companies invest also in building people over time. This encompasses the kind of training that I have described earlier at Diageo, and what you see in many of the best brand building companies. But it is also about planning and road-mapping the right set of experiences for marketers to ensure they get the depth and breadth of experience that builds true mastery. It is almost an apprenticeship mentality that is planned and nurtured and it enables us to sharpen the sword of functional mastery.

And finally, do we respect the value of continuity in building a track record of learning and achievement over time? One often-looked-at statistic in most companies in the marketing function is the time in role of our critical marketers. I have found it is one of the killer areas that directly leads to a lack of delivery, a lack of professionalism, and a lack of trust in our function. The great brand building companies ensure that there is a balance between continuity and the freshness that change brings.

Chopping and changing brand managers or marketing directors every twelve months is a sure route to both business demise and ensuring your marketer's focus is on getting lots of activity out the door, not building sustainable performance over time, true professionalism and trust. If you do not know how long your marketing directors or brand managers have been in their current role, and if you are not watching this, I have a hunch you have either a challenge or a great big opportunity.

The net of all this for the marketing function is to be seen and to deliver as professionals and to earn our stakeholders' trust. We have to invest the time and resource consistently and religiously. After all, if Lord Leverhulme was right, we have seventy years to make up for it.

Accountability and measurement

Finally, the third area that I want to address tonight is the importance of establishing a clear line of sight and accountability for delivery. If we marketers are going to have a seat at the table and have the talent and capacity we need, it can still go pear-shaped if we do not pay attention to government and accountability of what we do.

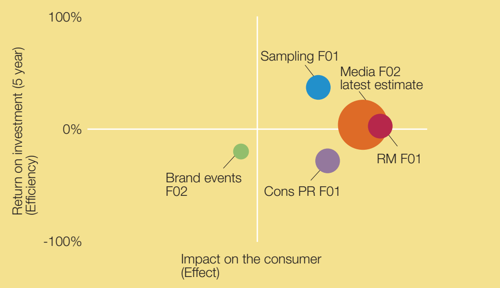
The good and great sustainable brand building companies are rigorous in their analysis and in the measurements of the results over time. They improve their track record of delivery by constantly learning, and sharing this learning, embedding this learning, in the organisation. This rigour takes many forms and needs to be fit for purpose and you are all familiar with many of them; quality business reviews, pre-market testing, concept and advertising research, the right kind of consumer tracking, and some return on investment analysis. Simply stated, we will not earn a seat at the table, nor earn the investment in our brands and the investment in building our functional capability, unless we prove that we deliver a return. It is darn hard, it is time consuming, but the value of strong delivery and the metrics that measures it are inescapable.

If you just think about it in financial terms, if we could improve the efficiency or effectiveness of our marketing spend by just 5% per year, it is a small part of the 50% that we are looking for. The value we can create for the commercial enterprise is tremendous. The supply chain guys in your organisations are killing themselves to find 1% or 2% of cost savings and cover the cost of inflation. They near-constantly radically restructure organisations to get 2% to 3% out of overheads. When you think of the amount of money that is spent in building our brands, the 5% improvement in that efficiency may be the best return your company can get.

Why is it then that so many of us marketers shy away from the cost and efficiency challenge? I have to admit, as a long-term marketer, part of it has not intrinsically been part of our culture. Marketers invent and create stuff and accountants measure it. In my view this is bollocks and is faulty thinking and the sooner we recognise it as such and address it the better.

The key thought I would leave you with on metrics and measurement is to make it simple and you will have a chance of getting it done. Make it complex and you won't. At Diageo we have invested in a very simple tool for our marketing investments with a bit of rigour behind it and it is shown on this chart.

Measuring effect and efficiency – 'dogs and stars'



We call it the Dogs and Stars Chart and it is a simple two-by-two chart with the return on investment – that is, the sales and earnings divided by the investment – on the vertical axis and the effect on the consumer on the horizontal. We then plot our activities and measure them against those two simple measures, effect on the consumer of the brand building power and the efficiency of the investment. Obviously the stars are those that go in the upper right-hand corner and the dogs are those things that go in the left-hand corner. We then do a very simple exercise. If we have done some great things in the lower right-hand corner that are working with the consumer but are not providing a return, we go to work on how to do them more efficiently. And on the top left-hand side, if we get great return on investment but are not brand building,

When you think of the amount of money that is spent in building our brands, the 5% improvement in that efficiency may be the best return your company can get.

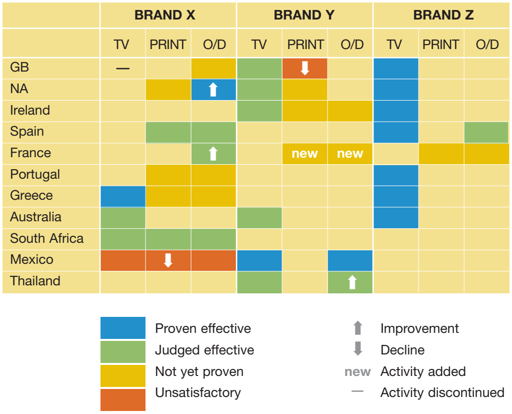
we go and look at it and say, 'why is this not having an effect – a sustainable effect – on the consumer'. We then go to work on that. Those that find the bottom left-hand corner we don't do again. It is as simple as that. It is a very simple visual tool that marketers can understand and buy into and finance directors love. Actually come to think of it, I better go back and raise the bar to a 10% savings target if it is this simple.

But beyond this, how many of us who are leaders of our marketing function have clear deliverables, clear metrics for the output, for ourselves and for the function itself? I have got a few starters for ten that are on my list of measurables:

- The number of critical brands that are growing market share, at a given point in time.
- The number of brands that are improving their equity measures.
- What percentage of your advertising is being spent on campaigns that are proven effective in the marketplace?
- What is your yield on innovation?
- What is your speed to market?
- What percentage of your marketing spend have you analysed and then improved the efficiency of?
- What percentage of your marketing people have mastered the core training courses?
- What is your continuity and talent profile in key people and key jobs?
- How does your talent stack up against the needs of the business and those of the corporation now, and what targets do you have for three years from now?
- How many winning programmes have you sought out and spun around the business?

How many of us who are leaders of our marketing function have clear deliverables, clear metrics for the output, for ourselves and for the function itself?

These are the kinds of hard number measures on what is admittedly a soft subject that any Board, Chairman, CEO or city analyst would recognise and begin to trust. To give you a sense of how seriously I take this, I would like to show you a tracking chart that I review with our Executive Committee once a quarter. It is an analysis of the effectiveness of our advertising by brand, by medium and by market for our top eight brands world-wide. When I first shared this chart I was a bit nervous as it put on the line for all to see one of the most closely guarded marketing secrets – does our advertising really work? Does it really grow the business?



The blue lines are where the advertising has been running for more than a year and proving itself in business results and equity measures. The green lines are less than a year but all the testing and equity measures are positive. The yellow are 'we don't know', and the red is 'we have a problem, we know it doesn't work, and the agency and we are working hard to solve it'. The arrows up or down indicate the change from the last quarter. I review this with our Executive Committee every single quarter for all the global brands in every market.

I knew we were on our way to building trust by the reaction of the CEO when I first put this chart on the table about eight months ago. Two admittedly imperfect score cards that looked like this and he said, and I quote, 'This is the most honest and transparent presentation I have ever seen for marketing and I really do trust that you are on track to making the progress we need.' That is the start of the journey for the kind of professionalism and trust that we need to build for this function.

So let me wrap up with a couple of final comments. I hope I have given you some helpful thoughts from one practitioner to another. I have seen some well-established marketing close up, some not so good marketing, and a lot being built rapidly. There is no question in my mind that this is possible. It is possible to get ourselves on the corporate radar, to earn ourselves a place at the top table, but it is going to take a different level of professionalism to build the trust that is needed. As leaders of the marketing function and builders and stewards of our great British brands, it is up to us to create the vision, provide the sometimes interventionist leadership, embrace the hard work, commit to the delivery, find and develop the talent, devote the time and nurture this child as it grows.

I hope I have convinced you that the journey is worth it. To move from 50% (or some would say half-baked) to 100%, I will take the fully baked answer every time. This is our opportunity and our responsibility. We should insist on 100% marketing every time. Now, as I have said, there is no quick fix. One great ad does not a marketing function make. One great ad, however, gives you the wherewithal to lobby for more great ads. Take it from me or take it from one of the greatest British ads of the 20th century.

British Brands Group

8 Henrietta Place, London W1G 0NB

Telephone 07020 934250 **Facsimile** 07020 934252 **Email** info@britishbrandsgroup.com **www** britishbrandsgroup.com