

MCOM's Management and Marketing Summary

The MCOM *Management and Marketing Assessment and Review* is a comprehensive tool designed for business owners, managers and their staff. It helps isolate and analyze the key steps that lead to developing market place success in a highly competitive environment. It is composed of five main sections with a top management "Leader's Guide" to establish a baseline and assess progress towards established goals.

Best Practices for Market Analysis

This first section identifies the key factors from the marketing mix at the macro and micro levels that are vital in developing brand objectives, competitive understanding and insight into who buys our products and why. It is structured to teach the value of each factor with real examples from the marketplace and focuses major time identifying the key information points for our brand and the competition. This analysis allows participants to gain a broad perspective on the market, competitors and customers and aids in predicting major market trends for the future. The section culminates in the enunciation of the brand's key objectives for the year.

Creating Consumer Insight

This section delves into to the essentially intuitive nature of why consumers behave the way they do and how it affects our brands. It provides clear definitions of what this most illusive of elixirs is and why it is crucial to long term brand success. It is structured in a thoughtful manner starting with definitions, examples of techniques designed to produce it that are then followed by an analysis of our customer. Managers are then invited to consider which techniques will be most successful in getting key data from their consumers. This may often be a two step process where the methodologies are established and the field work completed before moving on to development of consumer insights.

Managing the Marketing Communications Process

Section three demystifies the marketing communications process by breaking it down into its component, sequential steps, and giving examples of how each one works with cases from the marketplace. This background serves to aid in the creation of each step of the process for our target brand. Participants see how each step builds on the preceding ones and combine to lead to top quality work. Ample time is spent on the crucial points that determine the level of creative quality that the process will produce. Care is also taken to rigorously examine the cost aspects of the process and how to control them.

Developing Productive Relationships with Marketing Communications Partners

No tool of this type would be complete without addressing the key issues of how to manage the relationships with communications partners. Advertising agencies, PR firms, event companies, promotional groups, direct marketers are just some of the third party suppliers that can intervene in the creation of our brand's communications to the public. Any one of them can make or break the quality of our work. This is more of an art than a science. We must know how to develop productive relationships with them while we gently but firmly establish the rules of engagement, compensation, quality, productivity and measured results against objectives. This section prepares the marketing team to manage the main areas on which the relationships are built, how to head off problems before they occur, keep the relationship percolating and avoid burn out.

Structuring Your Marketing Team for Excellence

Our fourth segment is designed to help business develop the team that will execute the overall marketing program. It examines alternative organizational structures that produce results, discusses effective work procedures and systems that promote top quality work and effective involvement in the brand's results. A major focus is on how accountability and resources can be intertwined to harness the employee's best efforts for the brand. This section is tailored for mid to smaller companies and deals with the key issues of limited staff and resources and how even a small company can get highly professional results by using this turnkey methodology.

Top Management "Leader's Guide" to Assess Work Quality Progress Against Objectives

This is a guide book of the key questions that business owners should ask themselves regarding their marketing efforts. It is designed to give the business owner an objective overview where his company is, where his current staff and organization can take the company and how to improve both. This guide helps business owners pinpoint weaknesses and strengths and helps him provide strong leadership to his team and intervene in a constructive way on crucial areas at appropriate times.

Annex: Management and Marketing Assessment and Review Guides

Diagnostic Audit

1. Best Practices for Market Analysis

- a. Tell me about your informational base, what is it, how do you get it, who organizes ?
- b. How much information comes from your communications partners?
- c. How do you record your brand description vs. competitors?
- d. Do you track tangential competitors, how do you define barriers to entry?
- e. How do you do market forecasting?
- f. What information from around the world do you track on the product category?
- g. How do you track and analyze the communications activities for competitors?
- h. Do you do matrix charts over time to plot your brand vs. competitors?
- i. How much involvement is there between sales and marketing?
- j. Tell me about your consumer insight activities and information base?
- k. How do you establish brand objectives and what do they include?

2. Creating Consumer Insight

- a. How does your team see consumer insight, how would you define it?
- b. Could you show me how it affects the creative work you do?
- c. Are your communications partners good at this? Helpful in getting it?
- d. Tell me about the research techniques you use, anything non verbal?
- e. Who interprets the data from your research program?
- f. Could I see some of your methodologies for analyzing data?
- g. Could I see an example of one of your creative briefs or strategies?
- h. How much do your communications partners involved with sales people? Service people?
- i. Do you have a consumer profile? Could I see it?

3. Managing the Marketing Communications Process

- a. Could you describe the process you follow to get creative done?
- b. What strategic documents do you use for the steps?
- c. Tell me about your approvals process?
- d. Who approves budgets and expenditures?
- e. Who approves media budgets and selection, process?
- f. How do you pretest creative? Post test?
- g. What do you think could make the process better?
- h. Do you work with a creative strategy document? May I see it?

4. Developing Productive Relationships with Marketing Communications Partners

- a. How would you define the relationship you have with your partners?
- b. How do you structure meetings
- c. Is there a standard set of meetings you do? What are they?
- d. How do you do partner evaluations?
- e. Could I see a recent partner evaluation?
- f. How involved is partner top management?
- g. I would like to read your partner contracts?
- h. How do you compensate your communications partners?
- i. Are you aware of all the ways to compensate them?
- j. Do you buy all their services or a selection?
- k. How did you select these communications partners?
- l. Was there a selection process? I would like to see the selection criteria?

5. Structuring Your Marketing Communications Team for Excellence

- a.** Explain how your marketing department is structured.
- b.** Has it always been this way, was it modified?
- c.** How much work is done in house and how much does your outside team do?
- d.** Do you work with job descriptions or DRA's? I would like to see them.
- e.** How do you measure results?
- f.** Do you do performance reviews? With whom? How often? I would like to see some.
- g.** Do you feel you have opportunity for advancement? What has been your career path?