

AGENDA

Introductions

Insights from the Marketing2020 study

Deep-dive into M2020 learnings for marketing excellence

Group discussion

What inspires you most about building marketing capabilities in 2020?

What is Pfizer already doing in this area that could be leveraged and accelerated?

What do you see as the biggest gaps or focus areas for Pfizer capability building?

What action can we immediately take?

MARKETING EXCELLENCE

HOW TO EQUIP FOR GROWTH

in an integrated and personalized marketing era



Four key learnings about capability building programs

T TODAY
N NOT
T TOMORROW

PRIORITIZE

DIFFERENTIATE

DIGITALIZE

EMBED



... and Growth

T TODAY
N NOT
T TOMORROW

PRIORITIZE

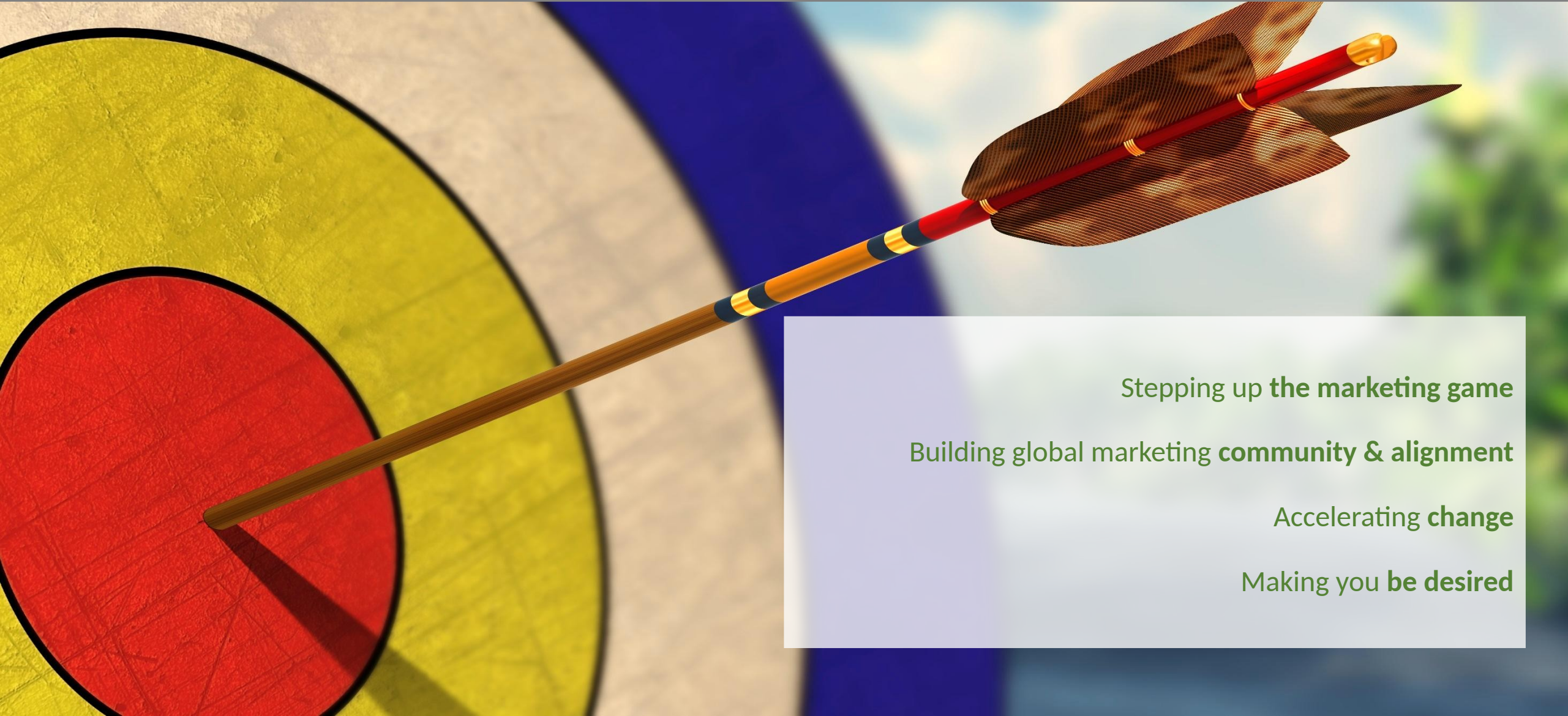
DIFFERENTIATE

DIGITALIZE

PERSONALIZE



Why Marketing Excellence creates winners



Stepping up **the marketing game**

Building global marketing **community & alignment**

Accelerating **change**

Making you **be desired**

What stops companies from investing in capability building?

- 
- ✓ Important **but not urgent**
 - ✓ Day-to-day business **distraction**
 - ✓ **ROI**
 - ✓ Effective **embedding** and behavioral change

Four key learnings about capability building programs

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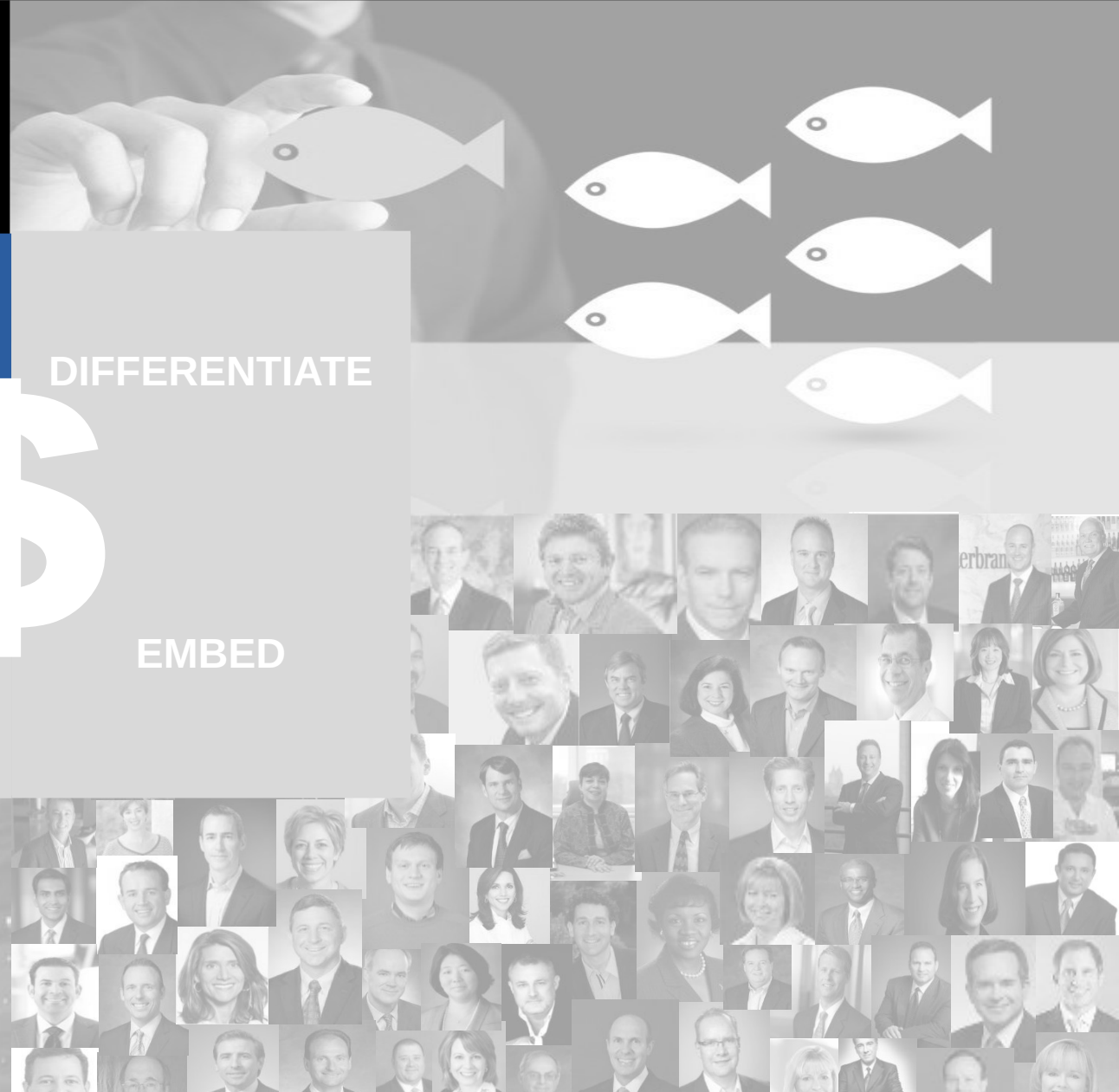


PRIORITIZE

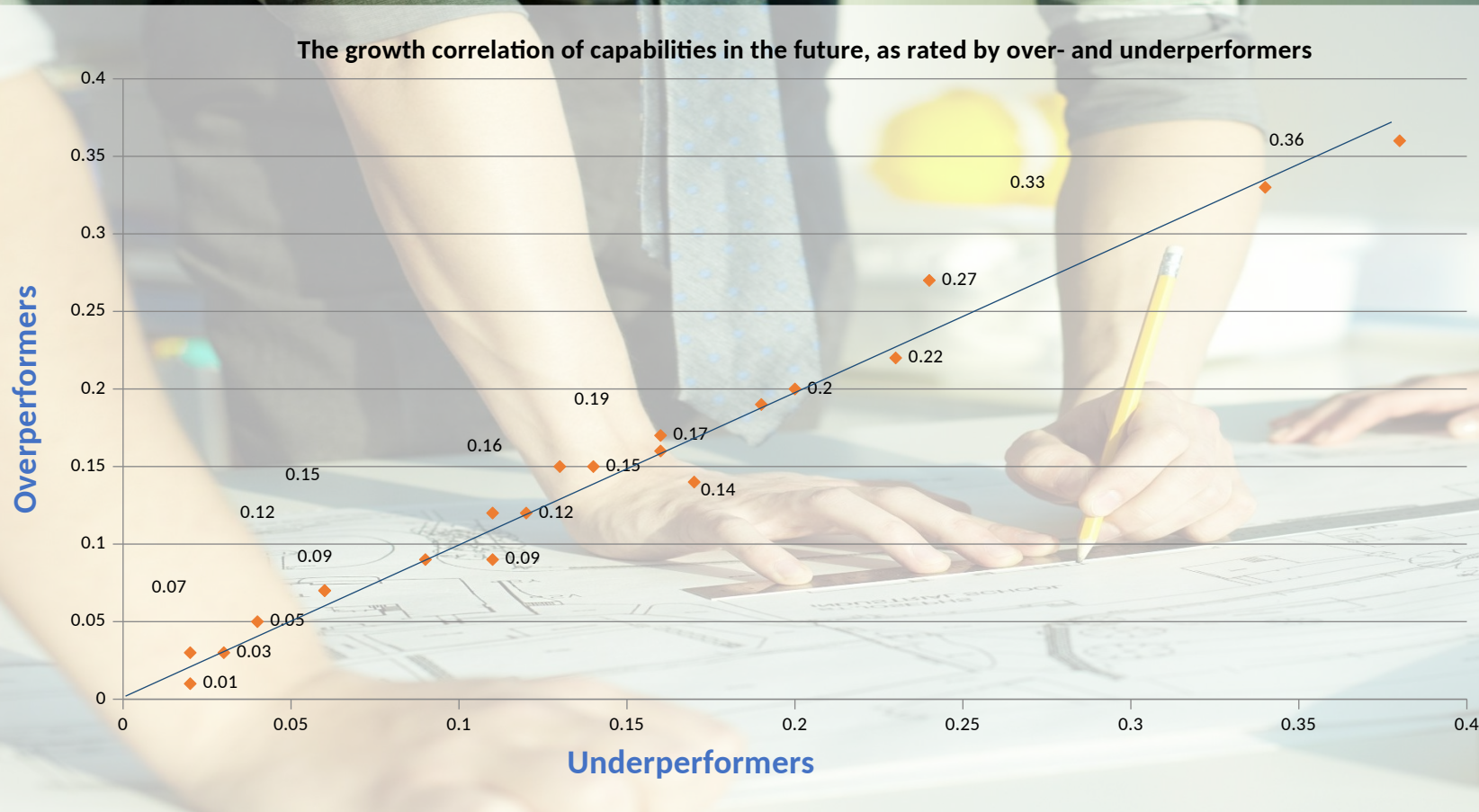
DIFFERENTIATE

DIGITALIZE

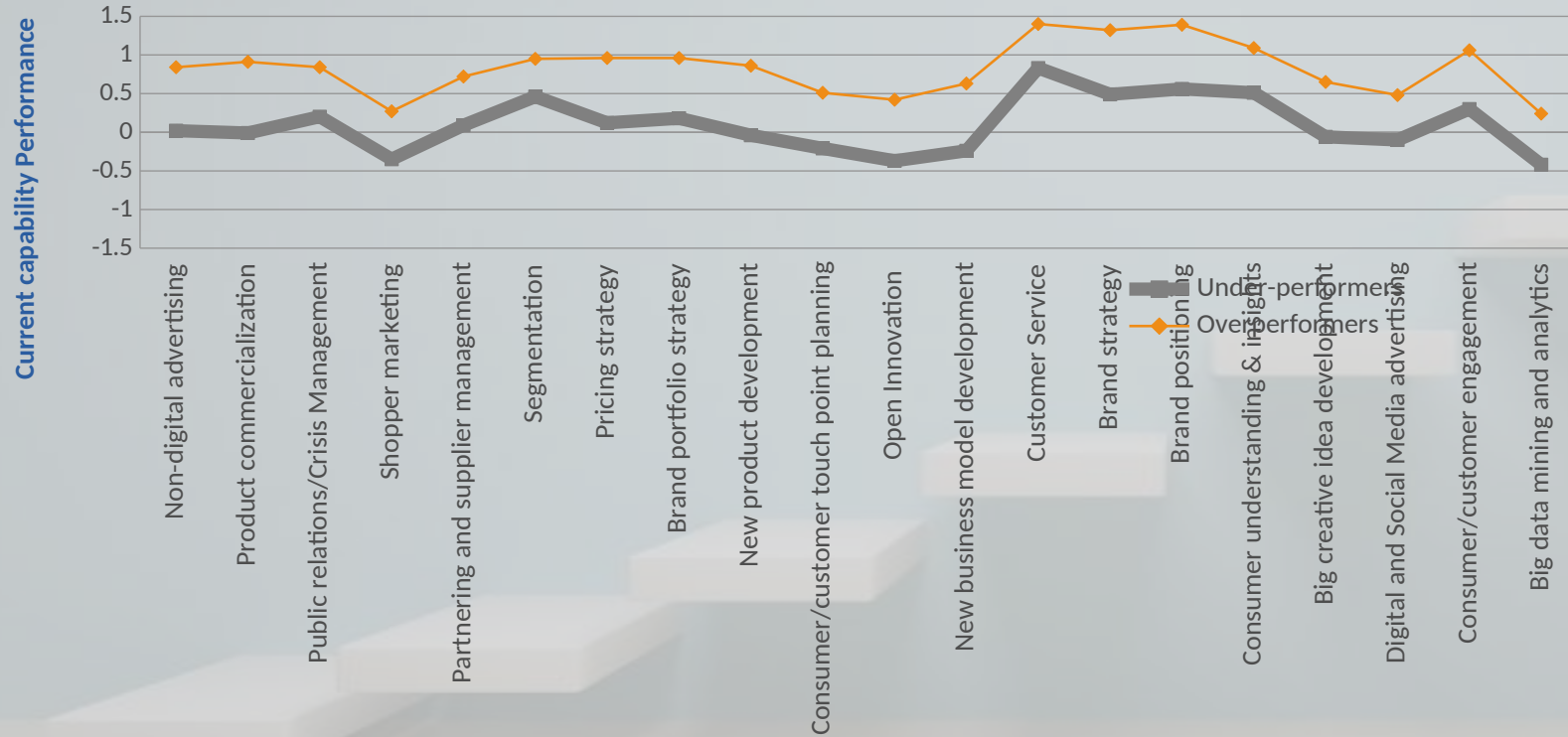
EMBED



There is no single capability that creates winners



Overperformers consistently perform better in every capability

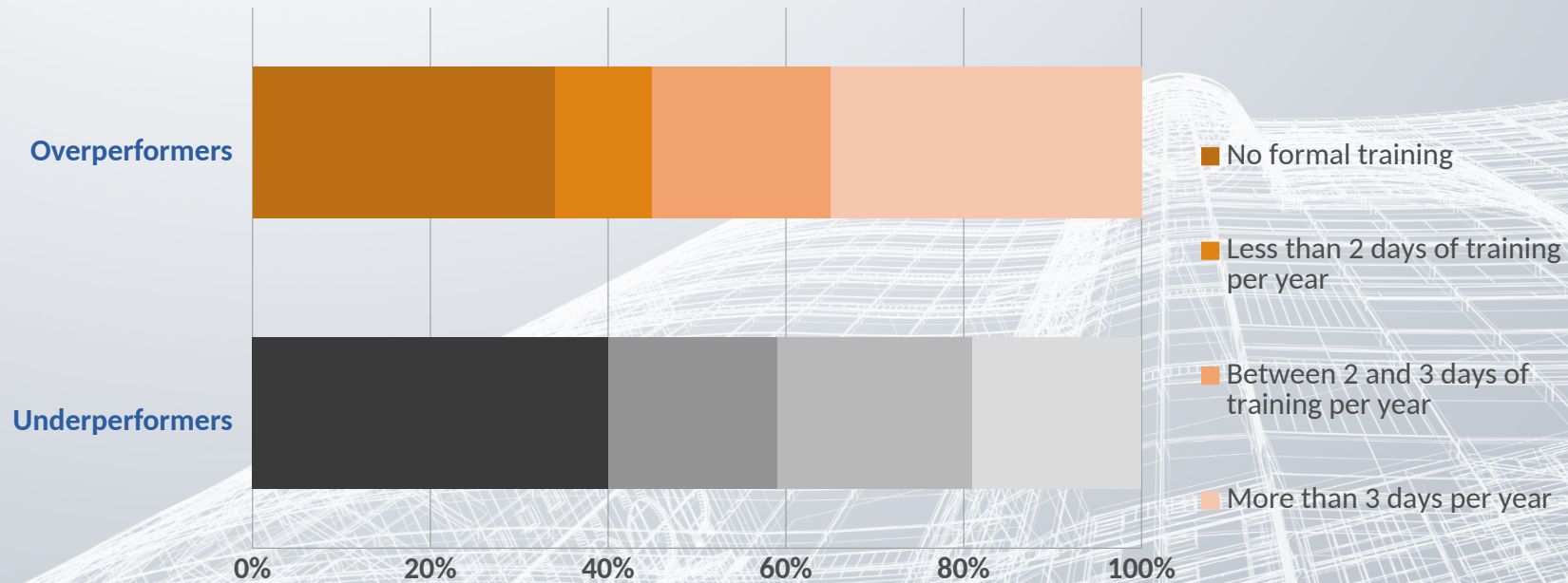


Impact on growth tomorrow+

Education builds winners

to 20% more in training time per employee on an annual basis

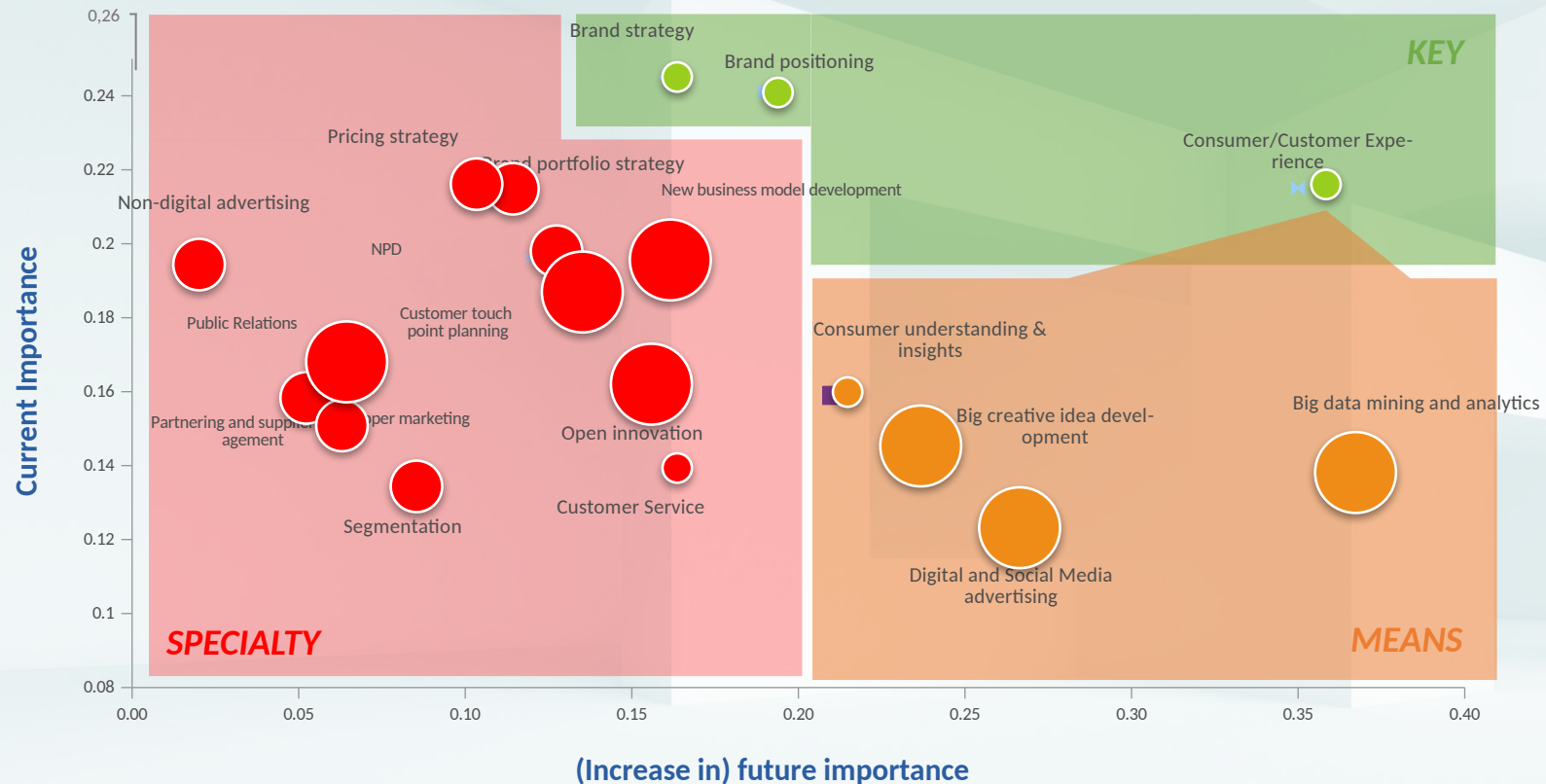
Days of Training on Annual Base



* Hypotheses: less than 2 days = 1; between 2 and 3 = 2,5, more than 3 = 4)

Consensus about which capabilities matter for the future

Three primary clusters delineate how marketers rate the importance of different capabilities



Marketers becoming specialists (again)

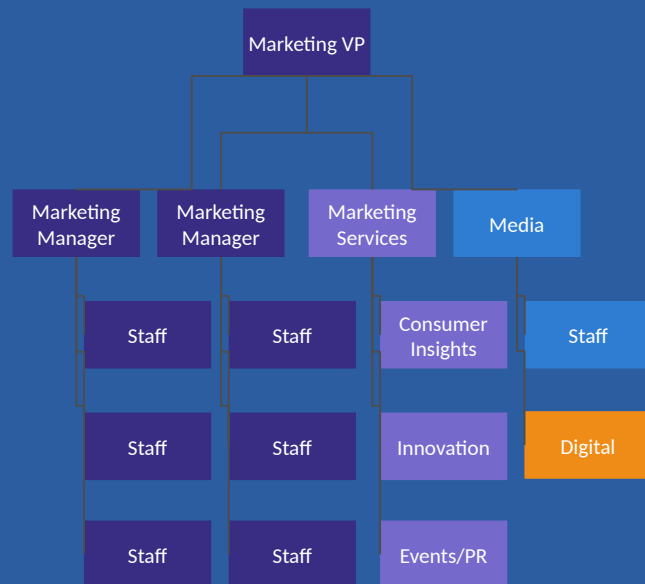
Closely working together to deliver integrated brand experience



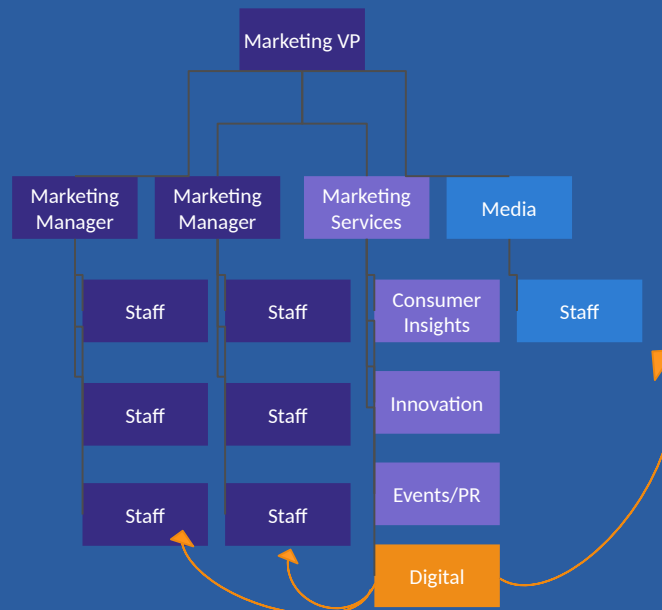
Digital as a means to deliver a *total experience*

ORGANISATION

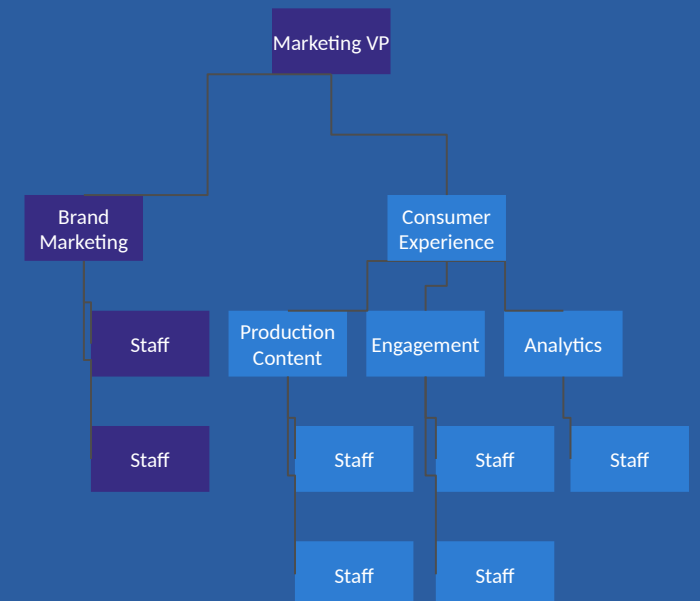
GETTING THE BASICS



CURRENT BEST PRACTICE



BEING LEADING EDGE



4 key learnings about capability building programs

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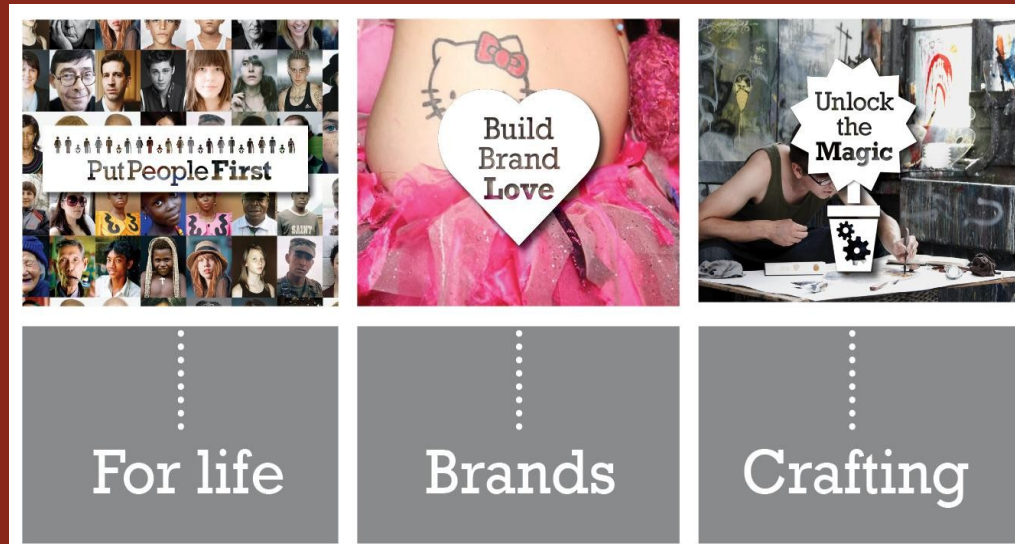
A World in Flux Requires Better Focus



Codify your Way of Marketing



CONTENT



PHILOSOPHY

The Logic and the Magic

Rooted in a differentiating point of view of the content

	WHO	WHAT	HOW
P&G	Segmentation and Purchasing Barriers	Functional Purpose	Proven Solutions
Unilever	Need-State	Societal Purpose	Big Idea
Heineken	Mass Premium	Affirmation	Tone of Voice
Danone	Benefit Driven	Functionality	Local Relevance
Nike	Aspirational TG	Innovation	Experience

A sense of identity, ruthlessly executed



MetzlerThomas' **INPUTS FÜR CLEVERE MANAGER**
Vorträge, Impulse, Erfahrungen, Beispiele, Ideen, Gedanken und Erlebnisse

Inputs für clevere Manager About Impressum

Posted on 27. September 2013

Input #26: Crafting Brands for Life (Keith Weed, CMCO Unilever)

Keith Weed (CMCO Unilever) gibt auf der diesjährigen dmexco seine Inputs zum Thema "Crafting Brands for Life" zum Besten. "Crafting Brands for Life" ist laut Weed Unilever's Marketingstrategie und fokussiert auf die nachfolgenden drei Kernelemente:

Updated 5:39 AM EST Friday, March 07, 2014

CMO. by Adobe

Search

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ONLINE TRADITIONAL EMERGING TOOLS BRANDING LIFECYCLE RESEARCH ANALYSIS STRATEGY MANAGEMENT

News / Branding & Communications

- Dmexco 2013: Unilever's Keith Weed Calls For Magic And Logic From Digital Marketing**

CMO EXCLUSIVES | September 18, 2013

by Michael Nutley
Contributing Writer
CMO.com

Marketing is a mixture of magic and logic, and digital marketing can deliver both.

LEARN HOW TO REWIRE PEOPLE'S PURCHASING BEHAVIOR.

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Digital Natives Will Rule the World



“Digital natives will rule the world.

No other generation is more equipped to change

the world - and

marketing

than

Millennials”

Antonio Lucio, Global Chief Brand Officer at VISA

Traditional Capability Programs Don't Work for a Millennial Audience

- 
- A background image showing a person with blonde hair holding a white smartphone, looking at the screen. The person is in a crowd, with other people blurred in the background. The image is used to illustrate the concept of a Millennial audience.
- ✓ Seek ownership
 - ✓ Learn whenever, wherever
 - ✓ Fit to THEIR needs
 - ✓ Up to date 'Real time' content
 - ✓ Interactivity

Old rules of the game have become blurred

✓ 70% learning on the job

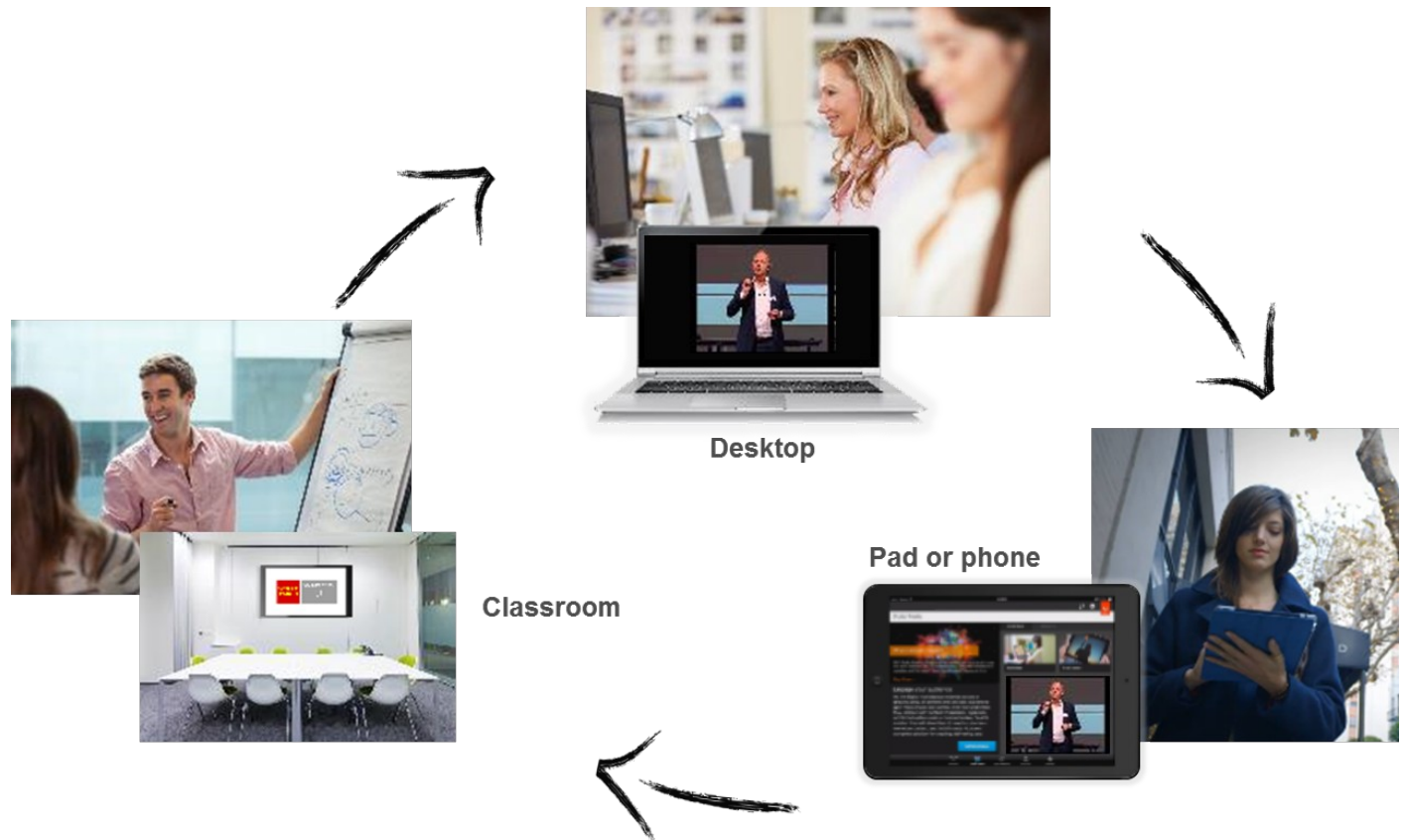
✓ 20% coaching

✓ 10%
classroom



1. Teaching more at the moment of need

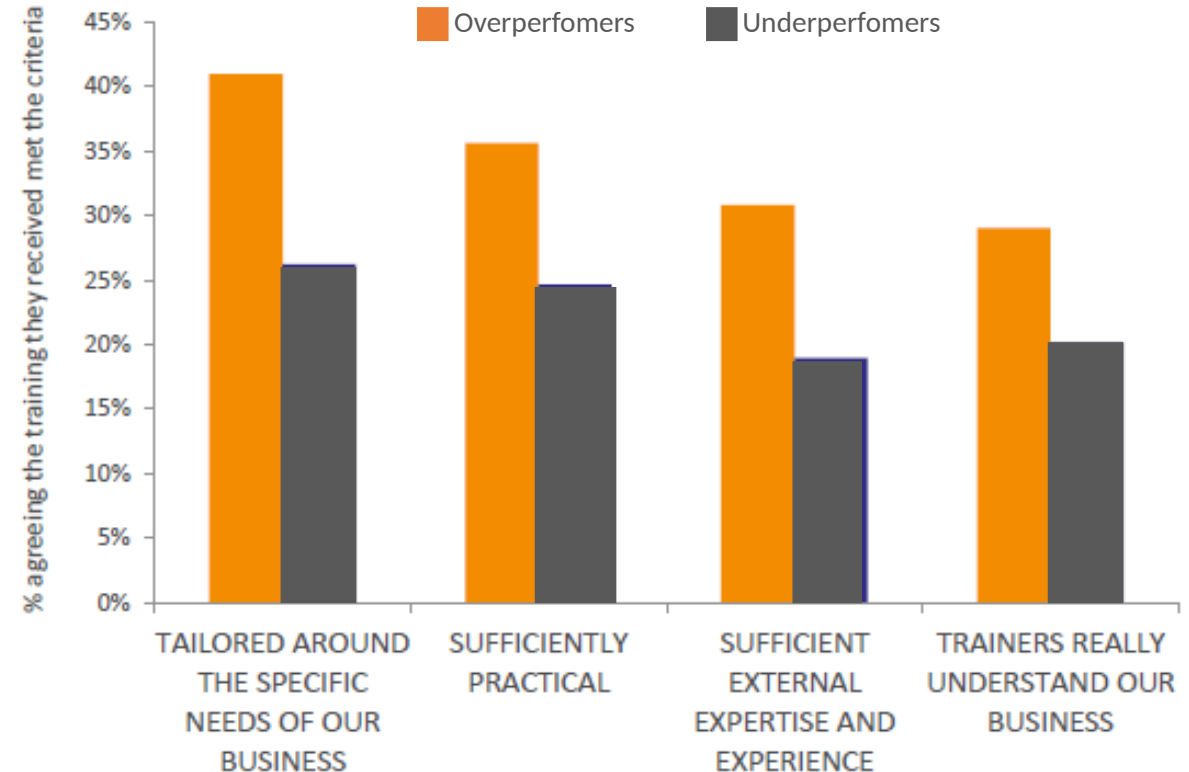
- ✓ Basic capabilities, sliced and diced into approved elementary ingredients
- ✓ Flexible
- ✓ Modular
- ✓ Open and distributed



The classroom is not dead, but it is completely different

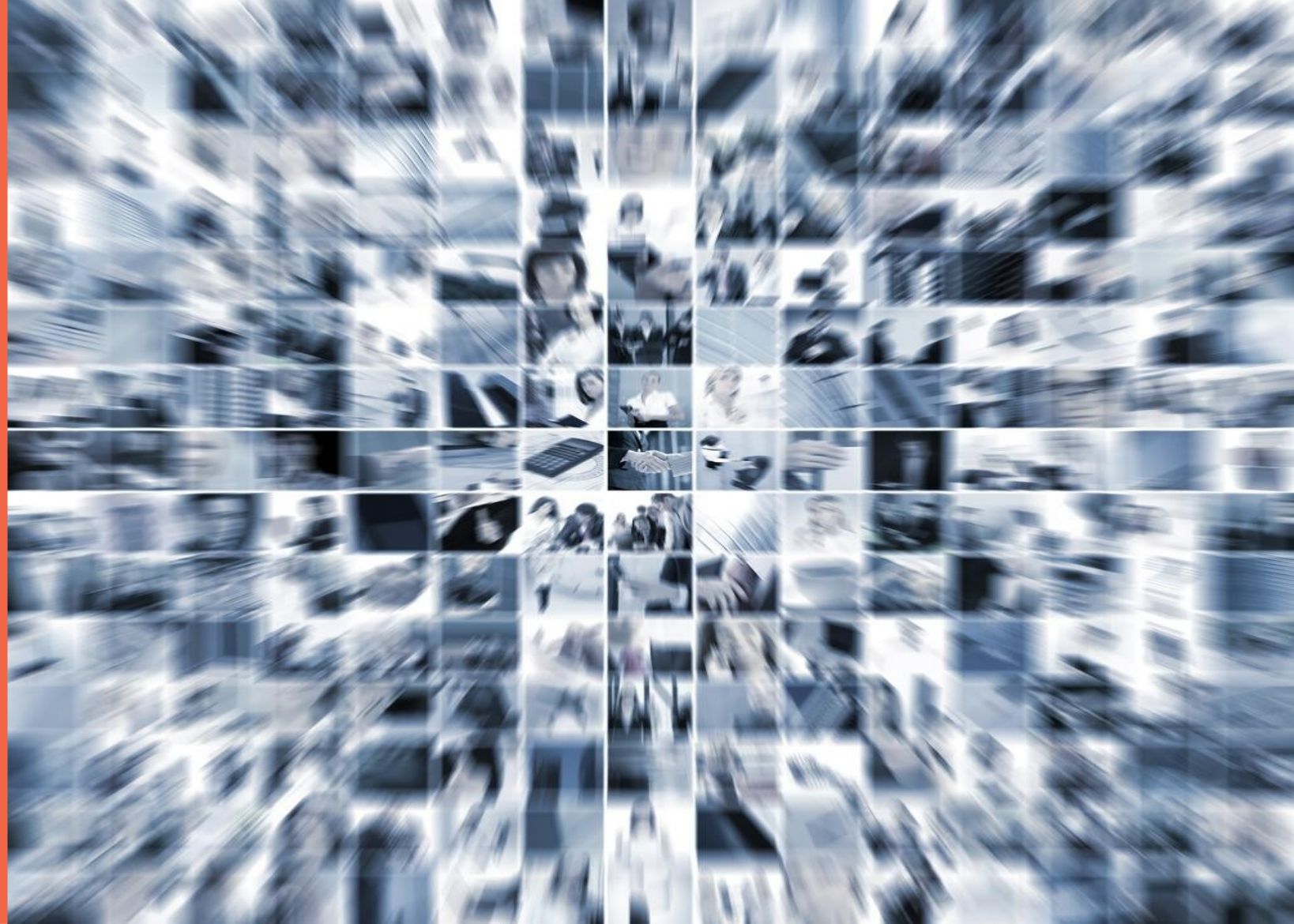
- ✓ Business-need oriented
- ✓ Practical
- ✓ Infused with external insights

Critical success factors for a capability program



2. From CLASSROOM to LIVE ACTION and COMMUNITY OF PRACTICE

- ✓ Focus on the TRANSFORMATIONAL capabilities
- ✓ Build them cross-functionally
- ✓ Work on relevant, real-life cases
- ✓ Exchange best practices



3. Institutionalizing Your Way of Marketing



Zappos: Start Internally



“ By focusing first on internal culture and the brand itself, the

world knows what to expect from you, Jon Wolske says.

Great internal experiences make it easier to focus

on making great external experiences, which ultimately

drive a higher number of returning customers.”

Jon Wolske is the Culture Evangelist for Zappos

Building a “Millennial-Friendly” Learning Experience



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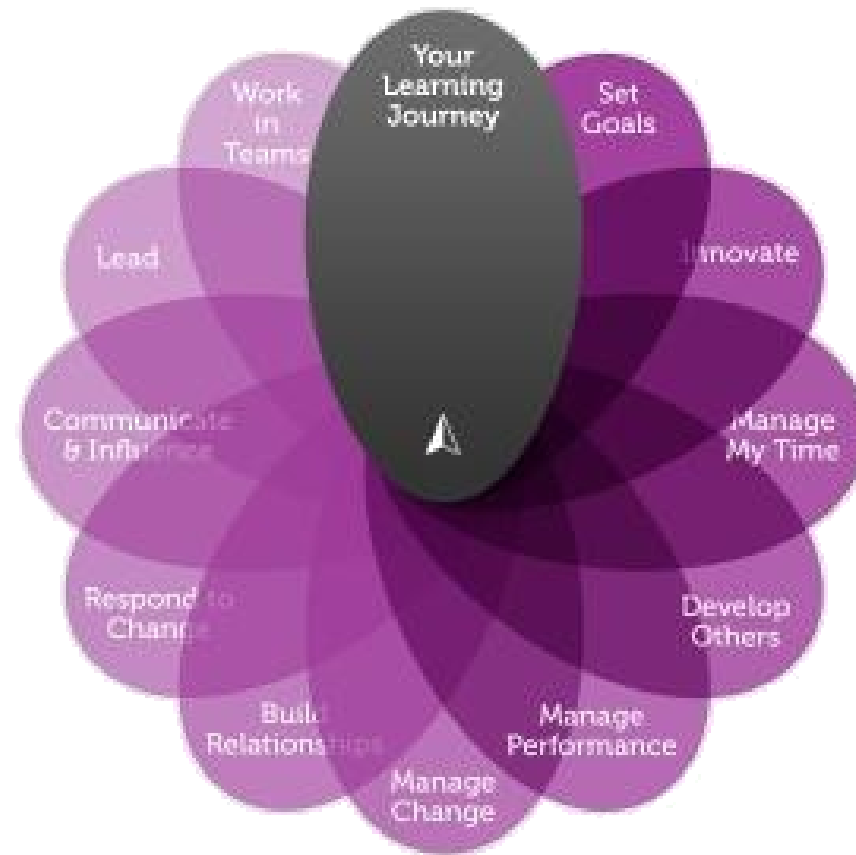
EMBED



Digitalization increases the need for ownership

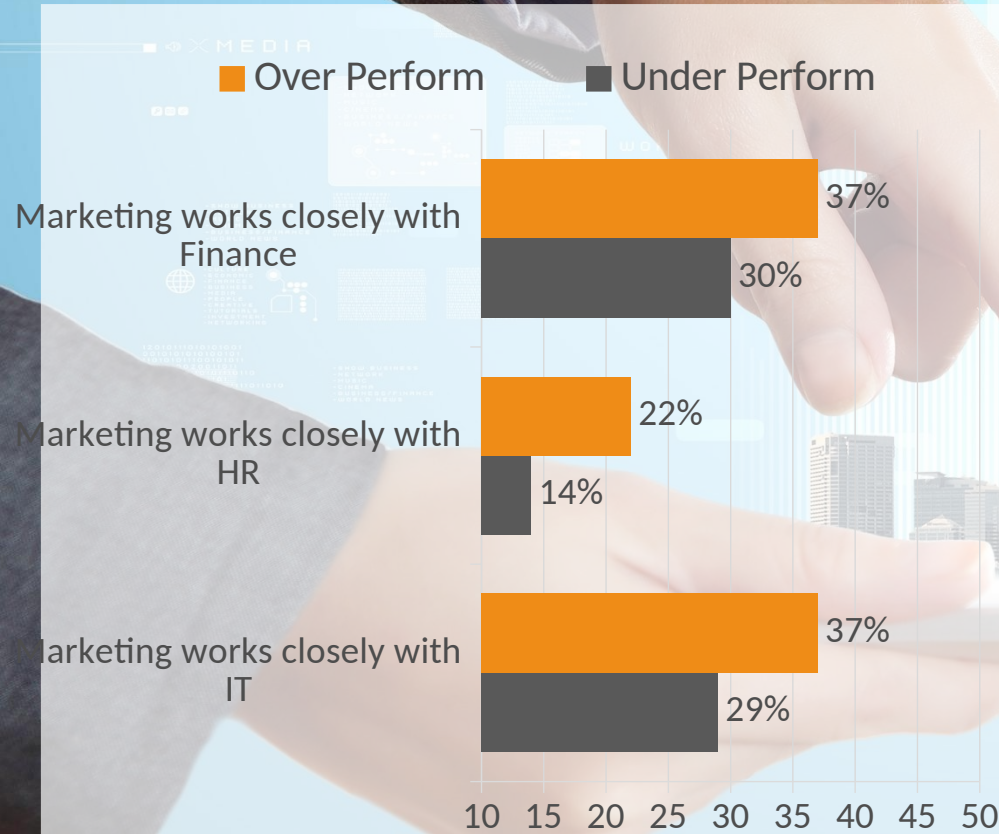
Technology makes efficiency and mass customization possible

**Personal learning
journey**



**Adapted to
individual needs**

Digitalization allows a fully integrated solution



3 Integration of Personal development plan and competencies

2 Integrated solution with all training material shared and open, flexible and available everywhere anytime

1 Digitalized Classroom training

& HR

& IT

Marketing and Capability manager

Winners give ownership to marketing

HR

- ✓ builds infrastructure
- ✓ measures progress
- ✓ formalizes marketing capabilities
- ✓ owns transversal leadership capabilities



- ✓ *Empower and align the marketers through one language, one set of tools*
- ✓ *'Diageo way of brand building' - training marketers and agencies*
- ✓ *Simplicity: simple to comprehend and apply toolset. For Diageo, by Diageo.*
- ✓ *Every marketing director trains for two weeks per year*
- ✓ *One "policeman" ensures consistency and stays focused on deployment*



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Our point of view about GLOBAL MARKETING EXCELLENCE



Our vision for Marketing Excellence

IDENTIFY YOUR WAY OF DOING MARKETING TO
HARD WIRE YOUR UNIQUENESS AND COMPETITIVE
EDGE

EQUIP MARKETERS TO DELIVER BUSINESS
GROWTH BY BEING EFFECTIVE IN THE NEW
PERSONALIZED, INTEGRATED AND GLOBAL
MARKETING ERA

The Vermeer Approach – What we typically deliver

1

IDENTIFY

Your Way of Marketing



- Define the core of your marketing function
- Codify Your Way of Marketing (content and philosophy)
- Prioritize capability areas

2

DESIGN

Total Learning Experience



- On job Learning Bites (for basic skills)
- Live Action (for transformational capabilities)
- On boarding Total Experience (institutionalizing Your Way of Marketing)

3

TAILOR

Your Path



- Total solution fully integrated
- Individual learning journey
- Continuous evaluation and progress' monitoring

Capability Assessor™

Competency Assessor™

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