

Case Study

**Benchmarking Branding and Marketing Roles
across Organisations**



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About the Client



- An Asia-based marketing procurement and relationship management firm

Client Objectives / Goals



- The end-client, a financial services firm, planned to upgrade its corporate brand and marketing functions by appointing new Chief Brand Officer (CBO) and Chief Marketing Officer (CMO)
- The client wanted to understand and benchmark how leading companies structure their CBO-led brand management and CMO-led marketing departments / functions / teams

Approach and Methodology



- The team studied the marketing and branding models adopted by leading global brands, looking at:
 - Definition, segmentation and overlap between the roles and responsibilities of CBO and CMO
 - Evolution of marketing / branding structures and responsibilities at these companies
 - Key trends in the 'C' level branding and marketing functions and the inclusion of new designations / positions
 - Case studies providing insights into the company's marketing and branding functions

Sample Output



	Past	Present
Organizational Structure and Decision Making	<ul style="list-style-type: none">• Centralized decision making: marketing and branding decisions led with the CEO• Marketing departments were mainly focused on implementation (which included branding activities also) with sales as their prime responsibility	<ul style="list-style-type: none">• Greater emphasis on shared responsibilities with centralized and decentralized decision making• Exclusive and autonomous functional heads for Marketing and Branding with the authority of decision making and implementation
Role of Information Technology	<ul style="list-style-type: none">• Limited role of IT, leading to under-utilization of advertising budgets, lower coverage and limited geographies• Emphasis on the traditional marketing techniques by CEO and sales team	<ul style="list-style-type: none">• Massive online presence of consumers, changing the way of advertising and marketing• Hiring of CMO & CCO* to better utilize the budgets and capitalize on the digital marketing and social-media trends
Marketing and Branding Techniques	<ul style="list-style-type: none">• Mainly through advertisement• Activities led by CEO and sales teams	<ul style="list-style-type: none">• Expansion into both the real and virtual worlds• Specialized functional heads for marketing and/or branding activities
Customer Acquisition	<ul style="list-style-type: none">• Sales was the primary focus, followed by Marketing and Branding• CEO and sales heads, primarily responsible for all the activities	<ul style="list-style-type: none">• Increased sensitivity to customer loyalty with expansion into different geographies• Hiring of CCEO** for customizing products and marketing strategies by connecting with consumers and reinforcing brand values keeping in mind customer emotion

Source: News article, LinkedIn.com

Results / Value-add



Enhanced client understanding of how organisations structure their brand/corporate communications and marketing functions, focusing on the mandate of each function and the relative strengths and weaknesses of the organisation's approach