

Customer Focused Marketing: The Key to Unlocking Profits

Aligning customers and market strategy



5-day Marketing Programme
Executive Education 2008/09

OVERVIEW



Marketing is not just another business function, but the way of doing business

In the competitive global market, executives from across the business require a strategic understanding of key marketing tools and concepts to deliver value to both the customer and the bottom line.

With business becoming increasingly cross-functional, core marketing knowledge and practices are no longer limited to the domain of the marketing department.

Customer Focused Marketing: The Key to Unlocking Profits equips managers from both marketing and non-marketing functions with the necessary fundamental marketing tools and knowledge required to deliver strategic growth across the business.

This programme helps you design, execute and evaluate customer-focused marketing strategies by helping you deliver customer value across the organisation; create integrated solutions across functional silos; differentiate yourself across all touchpoints; and capture long-term value from customers.

Nader Tavassoli

Nader Tavassoli
Programme Director



Programme Overview

Who is it for?

- Marketing practitioners wanting to make deeper strategic contributions and gain a booster in current marketing best practice
- General managers and senior executives who require a solid understanding of how marketing is best utilised to deliver value to their customers and the bottom-line.

Programme focus

- Building a customer focused organisation
- Results driven marketing
- Customer-based innovation
- Strategic brand positioning
- Planning for organic growth
- Competing on customer experience
- Value pricing
- Defensive marketing
- Customer profitability management
- Marketing as strategy.

Dates and fees

2 – 7 November 2008

31 May – 5 June 2009

8 – 13 November 2009

The 2009 programme fee is £5,600

The programme fee includes all tuition, educational materials, coffee breaks and most meals.

This is a residential programme and accommodation is reserved by London Business School at a local hotel at preferential rates. Accommodation costs are not included in the programme fee.

(Dates and fees may be subject to change)

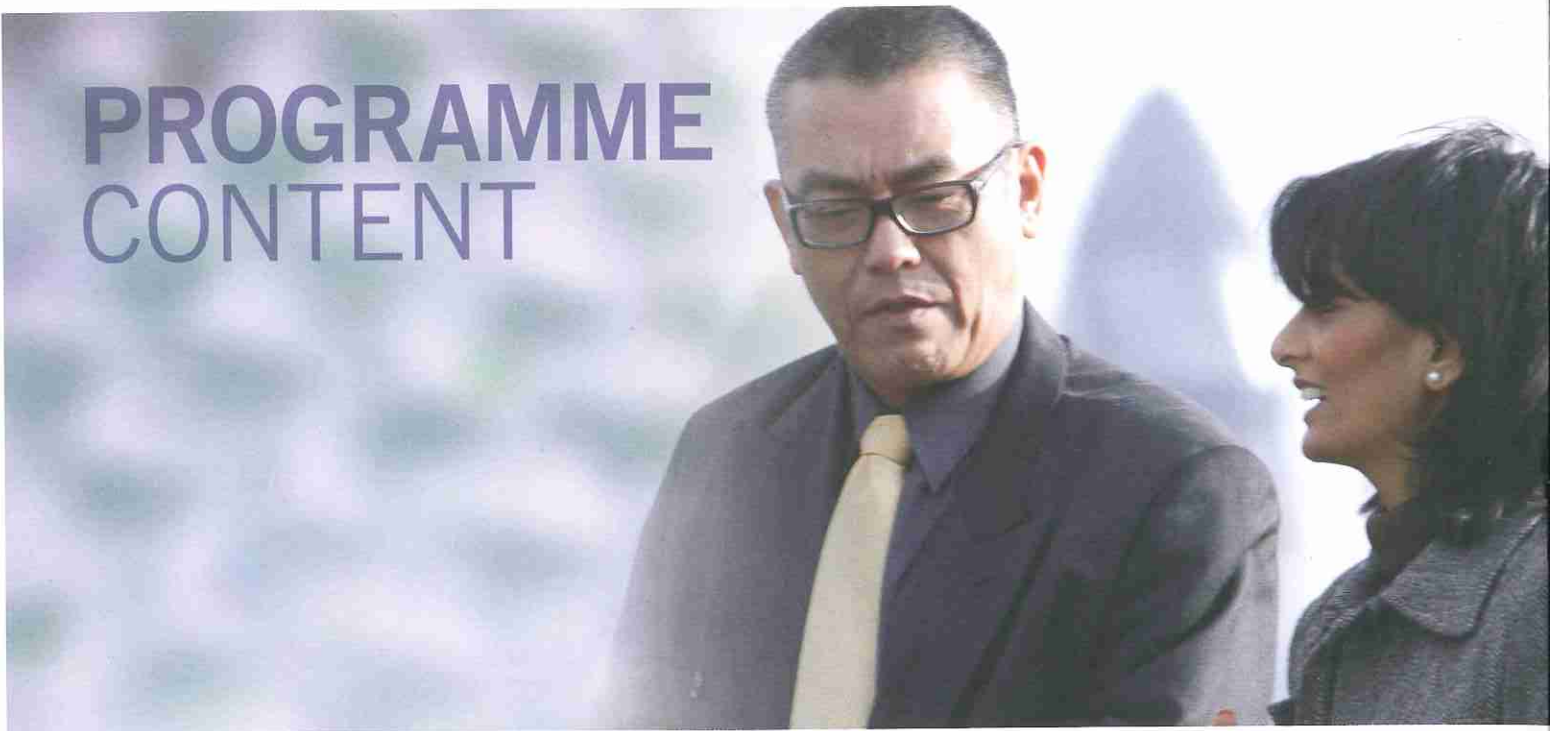
Benefits for the participant:

- Increase your marketing competence and demonstrate marketing returns beyond the customer
- Be up-to-date on the latest thinking on strategic marketing concepts
- Gain an in-depth understanding of how to create and assess effective marketing strategies
- Measure customer value and manage customers for long-term profitability
- Contribute more effectively to market success and business planning.

Benefits for the organisation:

- Gain a better understanding of who should be the valued customers and how to get closer to these customers
- Take marketing functions out of the communications box to more effectively coordinate the delivery of customer value across the organisation
- Implement successful product development, structured go-to-market strategies and value pricing
- Deliver marketing impact across functional silos such as HR, finance, sales, R&D, service and operations.

PROGRAMME CONTENT



Getting closer to your customer

Customer Focused Marketing: The Key to Unlocking Profits will provide you with a comprehensive grounding in the key marketing tools and knowledge, enabling you to contribute more effectively across the business.

The programme focuses on:

Building the customer-focused organisation

How to get closer to customers through research and by aligning your organisation around customer groups.

Managing the customer experience

Understanding how to manage the customer journey by coordinating the firm's activities across the myriad of cross-functional touchpoints; understanding exactly the customer decision making process in order to maximise market success.

Competing strategically

Brand roles and effective product portfolio management; business-to-business marketing; defensive marketing; understanding competitive actions and reactions.

Brand positioning

Creating a unique selling proposition with relevance; getting strategic traction through your people; aligning the marketing mix.

Understanding consumer behaviour through market research

Linking market research to marketing decisions; drawing real insight from different types of customer feedback; implementing a market research programme in practice.

Capturing value

Selecting customers; capturing value through innovative pricing; converting prospects into customers; defending established markets; measuring the results.

Pre-programme audit

You and your organisation will further benefit by completing a pre-programme audit to determine how customer-focused your organisation is. Using benchmarking across particular companies and industry sectors, you will be provided with the audit results and develop an action plan for implementation on your return to work.

“ Finally, a marketing programme where theory and practise come together. An excellent overview in just a week. ”

Chantal Verhoeven
Managing Consultant,
Cap Gemini, Netherlands

To discuss the Customer Focused Marketing programme with one of our Client Service Consultants please phone +44(0)20 7000 7378 or email cmkp@london.edu

Example programme timetable

Monday

Building a customer-focused organisation – Led by Nader Tavassoli

- Investigates how to create competitive advantage by shifting your organisational focus from customer satisfaction to customer orientation, considering the necessary organisational system, structure and process changes.

Segmentation, targeting and positioning based on deep customer insight – Led by Marco Bertini

- Examines how to develop deep customer insight, understand customer decision making processes and turn these insights into a competitive advantage emphasising fundamental marketing decisions.

Tuesday

Creating value in business markets – Led by Nirmalya Kumar

- Using customer satisfaction initiatives as a burning platform for change: taking your organisation from 'selling' to 'solutions' aligned around your customers.

Focusing marketing action through research – Led by Hans-Willi Schroiff

- Reviews marketing modes such as "make and sell" vs. "sense and respond" through customer insights. Participants will gain an understanding of the process and tools of 'consumer-centred marketing', with particular emphasis on new product innovation.

Open Innovation – Led by Rajesh Chandy

- Introduces a collaborative approach to innovation that provides a significant leap in spotting and developing innovation in the market place.

Wednesday

Managing customers for profits – Led by John Roberts

- Participants examine the three stages for customer management and evaluate acquisition, retention and account growth strategies in order to generate leverage points in their customer management process that maximise returns to their sales efforts.

Managing the customer journey – Led by Nader Tavassoli

- Discovery visit: Seeing the world through the customers' eyes – mystery shopper exercise.

Thursday

Pricing to customer value – Led by Marco Bertini

- Considers one of the key business challenges: how to price a product and illustrates step-by-step the process of value pricing – based on customer value rather than costs.

Defensive marketing – Led by John Roberts

- Investigates how to use marketing intelligence and competitive analysis and how to predict likely competitor moves. Participants will learn techniques to realise defensive marketing strategies.

Friday

Live case

You will present your live case, a marketing problem unresolved in your firm, to be 'solved' by the class.

Marketing as strategy – Led by Nader Tavassoli

- Demonstrates how marketing strategy should be based on deep customer insight and how marketing strategy is ineffective without a customer conversion plan.

Who leads the programme?



Nader Tavassoli

Programme Director, Professor and Chair of the Marketing Group

Nader's research expertise includes brand strategy, marketing communications and consumer psychology, with emphasis on cross-cultural differences in behaviour. He is also non-executive Chairman of The Brand Inside and consultant for a range of companies.



Nirmalya Kumar

Professor of Marketing and Faculty Director for Executive Education

Nirmalya's research interests include marketing strategy, distribution channels, brand management and retailing. Nirmalya also serves on the boards of ACC, BP Ergo, Ambuja Cement and Zensar Technologies.



Marco Bertini

Assistant Professor of Marketing

Marco's research focuses on the strategic implications of consumer behaviour, particularly pricing policy and product differentiation decisions.

Marco has also consulted to companies such as Chevron-Texaco, De Beers, GlaxoSmithKline, IBM, and Merck.



John Roberts

Professor of Marketing (joint with the Australian Graduate School of Management)

John has undertaken prize-winning research on marketing strategy and product portfolio management, marketing models and their adoption in industry, new product marketing, brand equity and high technology marketing.



Hans-Willi Schroiff

Corporate Vice President Market Research at Henkel, Germany

Hans-Willi is a member of the Marketing Department at RWTH Aachen, and author of numerous publications both in psychology and market research. He is also a member of the Executive Committee of the Marketing Science Institute.



Rajesh Chandy

Professor of Marketing

Rajesh's research and publications on innovation have received a number of awards, including the *Journal of Marketing's* Harold Maynard Award for contributions to marketing theory and thought. His research focuses on innovation, product development, international business and technology management.

PARTICIPANT EXPERIENCE

A participant's experience on the programme

Name: **Neil Webster**

Job title: **General Manager**

Company: **Triumph Motorcycles
(France and Switzerland)**

Country of origin: **UK**

Education and career: Neil has a BA in History and started working as a journalist, eventually specialising in motorcycle journalism. From there he went into PR and worked for various organisations around the world, including several involved in Formula One, as a consultant. He joined Triumph in 1996 as Customer Relations Manager and held a number of senior posts before becoming General Manager of the French and Swiss subsidiary a year before attending the programme in June 2007.

Influencing the customer-facing strategy

At Triumph we're very customer focused, and have over the last several years moved from 'push' to 'pull' strategies. As General Manager, it is important that I bring my people with me and get them to see the value of this type of strategy. We sell to dealers, who sell to the public, but we're now focused on the final customers, to ensure we – and our dealers – are creating a demand for customers to come and buy our product. The big challenge is getting my team to accept that they can influence the customer-facing strategy.

Getting a clearer focus

The programme gave me the opportunity to focus for a week on that single issue. A week like this gets rid of the noise and clarifies some thinking, refocusing on the things you're working on, and thinking through the communication of strategy to colleagues and reports. The issues covered weren't entirely new to me (I'd covered a lot of them in the Accelerated Development Programme a few years ago) but having the week to get a clearer focus on where we were going, and why, has allowed me to bring my team along with me.

Delivering a commercial benefit

When I returned to the office, I presented the outline of the programme and the key objectives in a couple of slides to my management team. We were already working with the concept of this customer-facing 'pull' approach, but following the programme, I could make things much clearer to them in terms of simple steps, particularly the importance of knowing who the customer is, and showing how they can apply that knowledge in everything we do. This programme helped me to clarify the connection between each step to deliver a commercial benefit in the end.

We've had some good results. They're not due to just one thing, because everything that we do is aimed at customer satisfaction – the bikes are beautiful, they run well, the dealers feel special – so it's not all down to the programme. However, in the year to date, our retail sales have increased by 50% in my area, on 50% the year before. It's our strategy on customer focus that's done this, and this will also build our future. Spending a week looking at this issue allowed me to refocus on the key strategic and commercial elements and our customer satisfaction index is showing the results in higher volumes and greater satisfaction.

OUR APPROACH TO EXECUTIVE DEVELOPMENT



Our approach: is centred around you.

We place you at the heart of the learning experience by focusing on:

You as an individual – Our programmes focus on developing your skills and knowledge, whilst drawing on and applying your personal experience in a challenging and open environment. We create the time and space for your personal reflection.

You and your team – The learning experience will help you explore yourself as a leader, including your role, and the impact of your business challenges applied in the context of your team.

Your organisation – The central focus and outcome of your learning experience is to provide you with the new tools and knowledge to help develop an action plan to address the specific business challenges within your organisation.

Your environment – You will be challenged to explore and apply how changes in your industry and the global economy impact upon your organisation now and in the future.

The power of practical learning

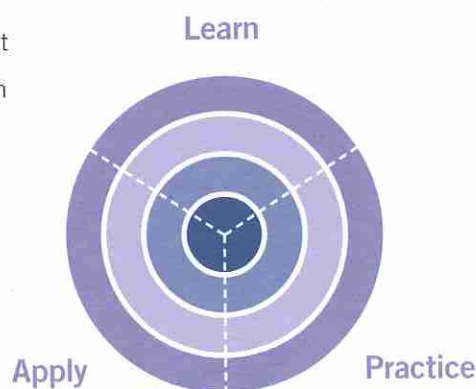
The power of an 'Open Programme' experience is founded on harnessing the diversity of people and experiences from leading companies, across industries, throughout the world. Coupled with our cutting-edge research and our thought-leading faculty, we create a dynamic, international executive forum where your assumptions will be challenged, your opinions debated, your universe stretched.

A variety of learning methods to suit your learning needs.

We have developed a holistic approach to learning which combines a variety of interactive learning experiences including faculty led case studies, class-wide discussions, group work, one-to-one coaching, interpersonal diagnostics, co-consultancy partners, virtual learning, simulations, well being, action planning and discovery visits.

Uniquely London learning experiences. We are the only business school located in a major international city. Our London location attracts and connects you with a diverse network of world-class faculty, participants, alumni and industry leaders delivering you an international network that will continually evolve.

- Environment
- Organisation
- Team
- You





Personalised learning solutions

The true power of your London Business School experience becomes apparent over time as you continue to apply the lessons learned to challenges you face now and in the future.

The London Business School experience offers you a lifelong return through access to:

- **Five star research.** Apply findings from our world-class research centres: Lehman Brothers Centre for Women In Business; Management Innovation Lab; Global Entrepreneur Monitor and the Centre for New and Emerging Markets.
- **Publications.** Stay abreast of key developments and thought-leadership: Subscribe to e-newsletters covering the most innovative trends in Business, HR and Marketing.
- **International network of events.** London Business School hosts a series of events around the world, facilitated by Faculty, Programme Directors and our own network of leading industry thinkers.
- **Access the world's finest business thinkers.** To advise your organisation London Business School faculty members offer private consultancy services, subject to availability.
- **Career Services.** You can access and recruit from the world's most diverse source of global business talent through our Career Services team.

Continued learning

In addition to this programme, we can help you develop a personalised learning plan that delivers you powerful development and skills at key points throughout your career. Refer to the inside back page of this brochure to review the full programme portfolio.

Speak to our Client Services Consultants for more information in selecting the right programmes for your personal development plan:

Tel: +44 (0)20 7000 7390
Fax: + 44 (0)20 7000 7371
Email: execinfo@london.edu

For your organisation.

We also work with companies on a one-on-one basis to create a mix of flexible and intensive programmes that respond to the critical business challenges of your organisation through:

- Clear objective setting based on organisational needs
- Aligning your learning objectives and talent management strategies
- Managing the commitment of multiple organisational stakeholders
- On-going evaluation techniques supported by London Business School.

To further discuss how to develop flexible learning solutions for your organisation please contact our Business Development Team:

Tel: +44 (0)20 7000 7387
Fax: +44 (0)20 7000 7371
Email: oeptionsolutions@london.edu

“ The programme was outstanding, it doesn't only provide you with tools to use marketing to develop a sustainable and profitable business strategy, it is a complete change of mindset on how managers should run their business. ”

Lito Achimastos

Global Marketing Adviser,
Shell, France

YOUR JOURNEY BEGINS HERE APPLY TODAY

Step 1

Selecting the right programme

It's important you choose the programme that best meets your requirements and fulfils your long-term objectives.

Your Client Service Consultant will guide you through the aspects of the decision-making process, providing you with programme statistics, case studies and can also arrange for you to speak to a past participant in your country or industry sector. Don't hesitate to contact us if you are unsure of the right programme for you.

Please note: As all the programmes are conducted in English, a good working knowledge of the language is essential. If English is not your first language, we may require evidence of your proficiency.

Step 2

Reserve a provisional programme place

Due to demand programmes become fully subscribed months in advance. To ensure you secure your preferred date, please contact Client Services now to reserve your provisional programme place for up to four weeks while you complete your application. You can also reserve your provisional place online, please visit <http://interact.london.edu/>

Step 3

How to complete your application:

Apply online:

Visit <http://interact.london.edu/>

Request an application:

Email: cmkp@london.edu

Tel: +44 (0)20 7000 7378

Fax: +44 (0)20 7000 7371

Send your completed application to:

Client Services

Executive Education

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At London Business School we are committed to working with individuals and organisations to identify the right people for the right programmes at the right time to produce the right outcomes. We value diversity and promote a positive work and study environment. Admission decisions are taken in accordance with best practices and each applicant is considered on his/her own merit.

