



CREATING A HIGH PERFORMING MARKETING ORGANIZATION

“Marketing is a learning game.”

— Dr. Philip Kotler



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Competent Marketing Personnel Drive Business Results

Many companies are looking for ways to apply more business discipline to evaluating and developing their marketing personnel. They want marketing personnel to understand how their activities support the overall marketing process. They want tools to help evaluate performance and to guide recruitment and hiring decisions. Their desire comes from a realization that hiring and developing competent marketing personnel is the sustainable path to improving business results.

To address this need, Kotler Marketing Group offers a range of services and tools that allow companies to develop and manage their marketing talent.

What are competencies? Competencies are the characteristics an individual needs to perform a job properly. They may consist of skills, knowledge, education, experience, abilities, behaviors, attitudes, and/or ways of doing business, which will lead to business success.

What are the benefits of building a marketing competencies system? Developing a set of marketing competencies will assist your organization in:

- **Assessing Job Performance:** What are the specific competencies that marketing personnel must have to be successful at their jobs? How do these competencies vary across job functions and grade levels?
- **Career Development:** What opportunities do employees have to manage their career within the company? What marketing competencies should individuals master in order to advance their careers?
- **Recruitment & Selection:** What types of marketing competencies and experiences should potential employees exhibit?
- **Succession Planning:** What is the right progression of responsibilities and competencies within an organization?

Kotler Marketing Group’s Competency Management & Skill Building System



I. Identify Marketing Competencies

Identification and Definition of Your Organization’s Marketing Competencies

Kotler Marketing Group will work with your Marketing, Talent Management and HR personnel to define the competencies individual marketing employees would need to: (1) effectively contribute to your organization’s marketing efforts and (2) advance their career within your organization. We have developed a well-defined set of marketing competencies and skills and will use these to develop an initial set of specific competencies that marketing personnel in your organization should exhibit at the individual contributor and manager level.

Ultimately, the goal of gathering and using job competencies is to allow a company to maintain a career track of proven success. Job competencies allow individual contributors and managers to “see” what it takes to be successful marketers. They can be used as motivators and in the development of training programs. Employees can create their own path in the company by choosing which competencies they can master over time and work with their manager to create that path. This will continue to motivate employees and diminish turnover. Competencies definitions also allow managers to create succession plans. Managers can see their organization from not only a competencies view, but also from the interest of their employees. This offers them a roadmap of where people are going in the organization and can streamline the review process.

2. Set Competencies Targets

Mapping the Marketing Competencies to Specific Job Roles and Establishing Targets

Once competencies have been defined, the next step is to map them to each marketing job and establish targets for those jobs. In doing this, we will identify the specific marketing competencies that are a part of each job function (e.g., Communications) and job role (Communications Analyst) within your organization.

These Marketing Competency Maps will assist employees in mapping out their career and will aid managers in hiring, promotions, and succession planning. The competencies maps can take several forms, including being integrated into an overall HR Competency Management System and other tools to support job performance and career development.

Once the marketing competencies and skills maps have been finalized and validated by senior management, your organization will be in a position to develop a career framework for marketing. Furthermore, this important early work will help to focus future professional development and training programs.

3. Develop Assessment Tool

Development of a Marketing Competencies Assessment Tool

Having developed marketing competencies maps and career guides, many progressive companies are taking the next step and developing assessment tools. These tools allow individuals to evaluate and score themselves on their marketing competencies. The tool may take many different forms, ranging from a PC-based checklist to an on-line survey instrument, depending upon your organization's needs. The tool can also be used by managers to assess employee competencies and can be incorporated into 360-degree performance reviews.

Administering such an assessment tool on an annual basis will allow the company to track performance and employee development on specific marketing competencies on a year-over-year basis, as well as enable individual employees to see how they perform compared to peers.



Landing page and results page from an on-line marketing competencies assessment tool.

4. Perform Gap Analysis

Competencies Gap Analysis

Marketing strategies are only as effective as the people who implement them. We work with clients to evaluate the current level of marketing skills and knowledge and identify whether any gaps exist when compared to their competency targets. These competencies gaps reveal the weaknesses in your marketing organization.

5. Implement Training & Development

Close Competencies Gaps through Training & Professional Development Initiatives

Training is an integral part of a company's effort to achieve marketing excellence. The competencies gaps revealed in the previous step represent a needs assessment for training and development actions. We will work with your Training & Development personnel to design and develop the training curriculum to close the identified competencies gaps. The training curriculum may be customized or off-the-shelf depending upon your organization's needs. Our facilitators are recognized experts on the course topics that they deliver.

What Clients Have to Say

“Kotler Marketing Group defined a set of marketing competencies that are relevant for both our B2B and B2C businesses. They’ve created a road map for professional development and skill building that will enable us to develop world-class marketing talent.”

— Jim Blann, SVP, Premium Value Group, American Express.

“Our company has worked with Kotler Marketing Group for over 8 years. They have helped us to sharpen our marketing skills and competencies and created a custom training curriculum for our marketing personnel. The feedback from our people has been very positive. We have benefited greatly as a result of our collaboration.”

— Kurt Ilgenfritz, Director, Training & Development, ExxonMobil

“When we set out to create a more marketing-driven approach and culture two years ago, we hired Kotler Marketing Group. They have supported us throughout this transition with training and competency tools that are specific to our business and industry. They truly are thought leaders and we appreciate the best practices and insights they bring.”

— Marketing Director, Leading Surgical Instruments Supplier

“Dell engaged Kotler Marketing Group to help us define a set of marketing skills and competencies for our company. Subsequent to the initial work, we have engaged them on several additional projects, including evaluations tools that enable our marketers measure their knowledge of specific marketing concepts as well as plan their career at Dell. We’ve been very pleased with their work.”

— Executive Director, Global Marketing Talent and Capabilities, Top 3 PC Maker

About the Kotler Marketing Group

The Kotler Marketing Group is a consulting company with expertise in solving marketing challenges. Our philosophy draws from the work of Dr. Philip Kotler, the world’s leading strategic marketer. Kotler consultants apply a unique blend of practical business experience in order to achieve client objectives. Our mission is to help our clients engineer profitable growth. We have a proven track record of success at helping companies implement market-driven and customer-focused strategies. Kotler Marketing has served leading Fortune 1000 companies across a number of different industries. Visit Kotler Marketing on the web at www.kotlermarketing.com.

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