

**Case Study:**

**Building a 'Best In Class'  
Market Intelligence  
Organization**

November 2008

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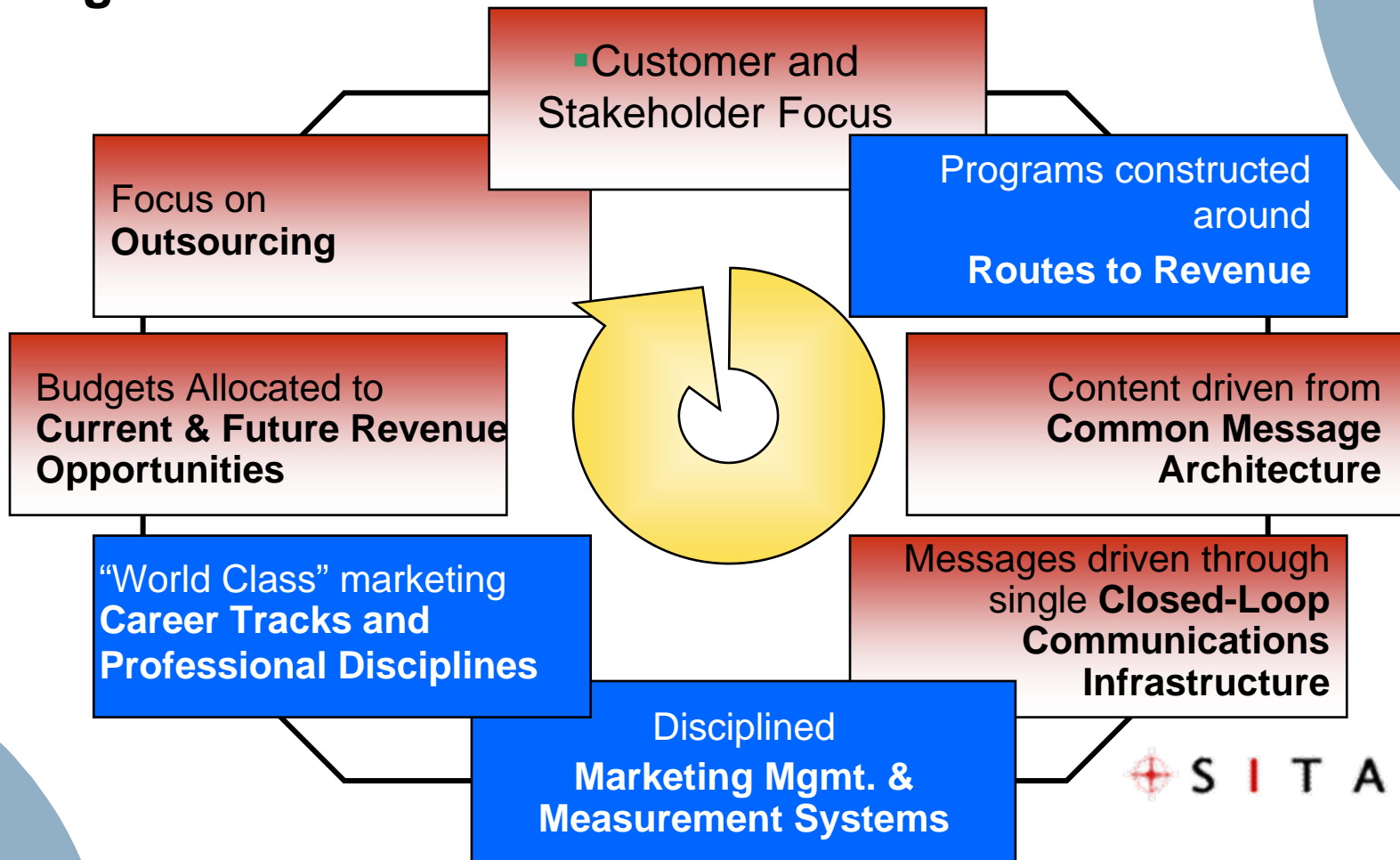
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# Cisco: Marketing's 3–5 Year Goals (Circa 2003-2008)

- **Build the Brand**
  - Extend Cisco's brand leadership among business and technical decision-makers
- **Improve Financial Performance**
  - Generating quality leads for sales
  - Increasing our share of wallet in top SP accounts and Enterprise and Commercial verticals
  - Gaining greater market share
- **Increase Customer Loyalty**
  - Improve customer and partner satisfaction and loyalty to Cisco
- **Best in Class Marketing**
  - Develop World Class Marketing capabilities
  - Achieve Operational Excellence by maximizing marketing productivity and minimizing our operating expense



# Cisco engaged with Sitaro (now part of mktg) to assist with creating a “Best In Class Marketing Organization”



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# The “Market Intelligence” Problem

No “Single Source of Truth”

- Decision makers had their own data and sources for Market Size, Growth, Competitive, etc
- Opportunity identification, prioritization and marketing investment were difficult decisions making processes

Globally Distributed Team

- “Market Intelligence” resources distributed globally across various organizations
- No formal method to communicate and collaborate
- No formal information sharing or common processes or tools

Research spend not in control

- Duplicative spend on customer research
- Missed opportunities for consolidation and collaboration

# It's Not That There Isn't Enough Data



**“We’ve got enough rocks—what we need is better intelligence.”**

The New Yorker, September 22, 2003

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# Our Challenge: Develop a Best In Class Market Intelligence Capability



# Key Findings

- Fiercely independent Bus
- Decentralized market approach
- Tiered selling model
- Connectedness of Corporate Functions to various Field Functions
- Lack of data or tools strategy
- Wide variety of job descriptions and skill sets
- Shadow communities were formed and worked in the margins

# Best In Class: Market Intelligence Recommendation

## Hybrid-Organization Model

- Create Centralized Corporate MI Team (created of a Corp Marketing VP role)
- Integrate with other BU, MU and Corp teams

## Global Community of MI Expertise

- Communication & collaboration
- Policy and process setting
- Knowledge management
- In-person Summits and virtual workspace
- Encourage outside staffing / experts

## Research Management & Buying

- Centralized process for procurement and inventory of primary & secondary initiative and sources

## Tools & Data

- Develop common suite of tools for work management, KM and collaboration
- Develop data standards and strategy

# Implementation Activates

- Process Development
  - Market Share Reporting Process
  - Secondary Research Procurement Process
- Community Development
  - Developed and facilitated Global MI Summit
  - Develop working sub teams by area of interest
  - Policy setting process and roles
- Organization Design
  - Corp MI Role & Responsibility Development
  - Integration with Field and Global Community
- Objective setting
  - Expense reduction
  - Improved data quality
  - Improved decision making quality / marketing investments
  - Improved global collaboration and knowledge sharing

# Results & Benefits

- Clearly defined MI Model & Strategy
- Organization Roles and Responsibilities
- Visibility to capability gaps and improvement initiatives
- Savings on research spending
- Management visibility and comparability of market data and information
- Alignment to other Marketing Capabilities
  - Market Management
  - Marketing Commutation
  - Channel Marketing
  - Field Marketing
  - Technology Marketing

# What you can do

1. Understand and define the MI Menu – what's in, what's out
2. Set clear objectives: what problem are you solving? / what opportunity are you exploiting?
3. Engage Stakeholders: make it clear what's in it for them
4. Select / engage The Team: Sponsors, project team and MI professional
5. Hire / engage experienced people/person
6. Define policies, standards, processes and roles
7. Map and align to sister marketing/sales functions and processes
8. Support with tools for: collaboration, knowledge sharing, reporting

# Further Information

- Marketing Menagerie – marketing effectiveness & efficiency instant benchmark
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