



Professional Services/**General Management**

Marketing Strategy

CMOs are awakening to a different world in the 21st century. Web-enabled communication increases customers' rate of consumption of novelty, shortening the life cycles of your offerings. Marketing feels this pain acutely because it is charged with creating offerings themselves or novelty ("freshness") through marketing initiatives. For many companies, marketing and product development are the key weapons to fight commoditization.

Moreover, globalization is now pervasive at the individual level because people easily reach out and connect with anyone else in the world, which changes the rules of marketing and introduces new competitors. Customers can have significant impact on the messaging about a product, business or company. Customer growth for many firms is in emerging markets. Web 2.0 and social networks are disruptive forces; how should a CMO integrate them into the mix?

The CSRA Approach

Due to our broad experience, we help marketing executives and general managers with many aspects of these complex issues, but our focus is disruptive change. We help your team to understand new market phenomena and, more importantly, how these new developments affect your current initiatives and programs. These developments confront marketers to raise their game in strategy, positioning and execution. We can help you to implement a global delivery model for marcom, innovation and product development.

Globalization is a CSRA focus for two reasons: chances are, you will need to address customers in emerging markets, and you will need to compete with new global providers who are playing by different rules than your company. Their cost structures and delivery models are different, and you need to understand how to differentiate your company/product.

Moreover, we are experts at helping you to understand technology-enabled disruptions like Web 2.0 and social networks. As we have significant line marketing management experience, we can help you to understand the changes, create strategy around your intent and execute against your plan. Some of the engagements we have led are:

Diversity of Engagements

- Business strategy for online marketing business—advised management team of corporate spinout that is now top three marketing execution solution.
- Website and online business strategy for Big 3 automaker—created B2C strategy to engage customers without alienating channel.
- Launch new business units—extensive experience with creating, launching and growing (e.g. innovation centers) and promoting them to other business units and external partners.
- Marketing and knowledge strategy for global service line—drove strategy across EMEA, Asia/Pacific and the Americas to create, source and cross-promote offerings globally.